

Illustrative Management Report - Jun 20XX

Profit and loss (\$,000)

	Jan	Feb	Mar	Apr	May	Jun	Total to date
Sales	1,000	1,025	1,050	1,075	1,100	1,125	6,375
Direct costs	400	420	440	460	480	500	2,700
Gross profit	600	605	610	615	620	625	3,675
	60.0%	59.0%	58.1%	57.2%	56.4%	55.6%	57.6%
Research and development	150	160	170	180	190	200	1,050
Sales and marketing	175	180	185	190	195	200	1,125
General and administrative	125	125	125	125	125	125	750
Total operating expenses	450	465	480	495	510	525	2,925
Operating income (loss)	150	140	130	120	110	100	750
EBITDA	160	150	140	130	120	110	810

Sales by Type (\$,000)

	Jan	Feb	Mar	Apr	May	Jun	Total to date
Type I	500	513	525	538	550	563	3,189
Type II	250	256	263	269	275	281	1,594
Type III	125	128	131	134	138	141	797
Type IV	125	128	131	134	137	140	795
	1,000	1,025	1,050	1,075	1,100	1,125	6,375

Profit and Loss by Division - Jun 20XX

	Division A	Division B	Division C	Corporate	Total
Current month					
Sales	563	337	225	-	1,125
Direct costs	250	150	100	-	500
Gross profit	313	187	125	-	625
	55.6%	55.5%	55.6%		55.6%
Research and development	35	-	15	150	200
Sales and marketing	100	60	40	-	200
General and administrative	19	19	19	68	125
Total operating expenses	154	79	74	218	525
Operating income (loss)	159	108	51	(218)	100

Year to Date

Sales	3,188	1,912	1,275	-	6,375
Direct costs	1,350	810	540	-	2,700
Gross profit	1,838	1,102	735	-	3,675
	57.7%	57.6%	57.6%		57.6%
Research and development	210	-	90	750	1,050
Sales and marketing	563	337	225	-	1,125
General and administrative	113	113	113	411	750
Total operating expenses	886	450	428	1,161	2,925
Operating income (loss)	952	652	307	(1,161)	750

Balance sheet (\$,000)

	Jan	Feb	Mar	Apr	May	Jun	
Cash	250	340	420	490	550	600	
Accounts receivable	500	485	470	450	430	410	
Fixed assets, net	200	225	250	285	320	355	
Other assets	75	80	85	90	95	100	
	<u>1,025</u>	<u>1,130</u>	<u>1,225</u>	<u>1,315</u>	<u>1,395</u>	<u>1,465</u>	
Accounts payable	500	510	520	535	550	565	
Loans payable	100	85	70	55	40	25	
Other liabilities	75	75	75	75	75	75	
Total liabilities	<u>675</u>	<u>670</u>	<u>665</u>	<u>665</u>	<u>665</u>	<u>665</u>	
Equity, net	<u>350</u>	<u>460</u>	<u>560</u>	<u>650</u>	<u>730</u>	<u>800</u>	
	<u>1,025</u>	<u>1,130</u>	<u>1,225</u>	<u>1,315</u>	<u>1,395</u>	<u>1,465</u>	

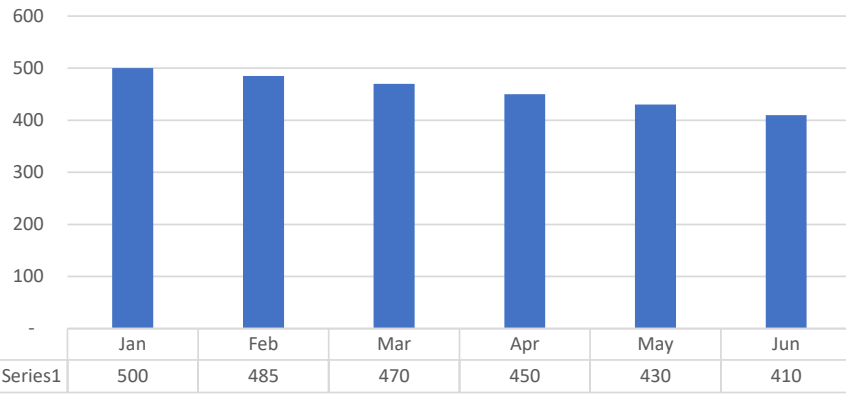
Cash Flow (\$,000)

	Jan	Feb	Mar	Apr	May	Jun	Total to date
Net income (loss)	120	110	100	90	80	70	570
Net change in:							
- Accounts receivable	(15)	(15)	(15)	(20)	(20)	(20)	(105)
- Accounts payable	10	10	10	15	15	15	75
- Other balances	5	5	5	5	5	5	30
Operating cash flows	<u>120</u>	<u>110</u>	<u>100</u>	<u>90</u>	<u>80</u>	<u>70</u>	<u>570</u>
Fixed asset purchases	(5)	(5)	(5)	(5)	(5)	(5)	(30)
Loan repayment	(15)	(15)	(15)	(15)	(15)	(15)	(90)
Total change	<u>100</u>	<u>90</u>	<u>80</u>	<u>70</u>	<u>60</u>	<u>50</u>	<u>450</u>
Cash balance - opening	<u>150</u>	<u>250</u>	<u>340</u>	<u>420</u>	<u>490</u>	<u>550</u>	<u>150</u>
Cash balance - ending	<u>250</u>	<u>340</u>	<u>420</u>	<u>490</u>	<u>550</u>	<u>600</u>	<u>600</u>

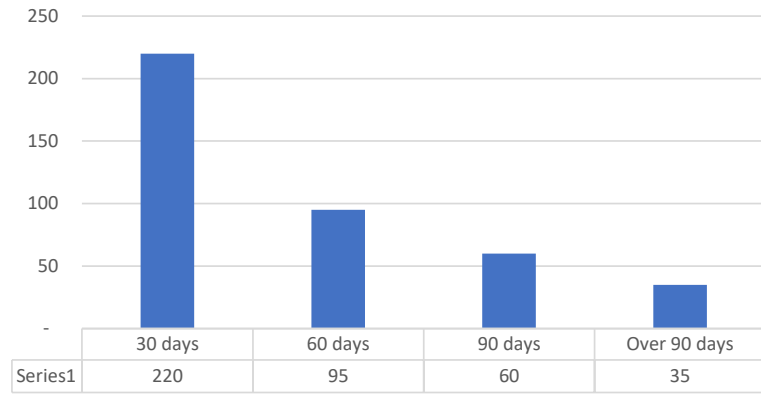
Actual vs Projection (\$,000)

	Jan	Feb	Mar	Apr	May	Jun	Total to date
Sales							
Actual	1,000	1,025	1,050	1,075	1,100	1,125	6,375
Projection	1,025	1,025	1,025	1,050	1,050	1,050	6,225
Difference	(25)	-	25	25	50	75	150
Operating income							
Actual	150	140	130	120	110	100	750
Projection	160	150	140	130	120	110	810
Difference	(10)	(10)	(10)	(10)	(10)	(10)	(60)
Net income							
Actual	120	110	100	90	80	70	570
Projection	110	100	90	85	75	65	525
Difference	10	10	10	5	5	5	45
EBITDA							
Actual	160	150	140	130	120	110	810
Projection	145	135	125	120	110	100	735
Difference	15	15	15	10	10	10	75

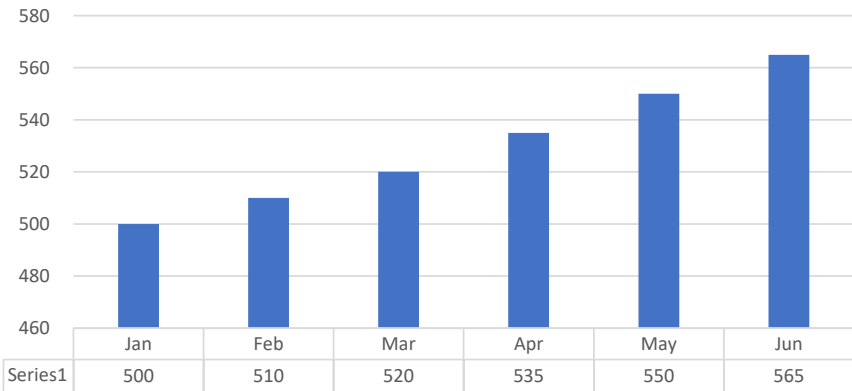
Accounts receivable balance (\$,000)



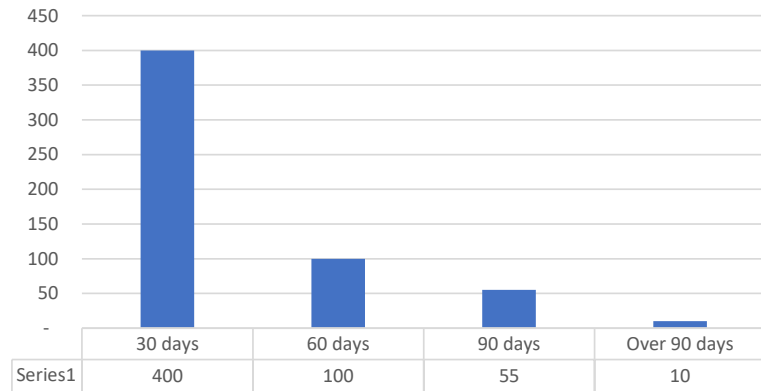
Accounts receivable aging (\$,000)



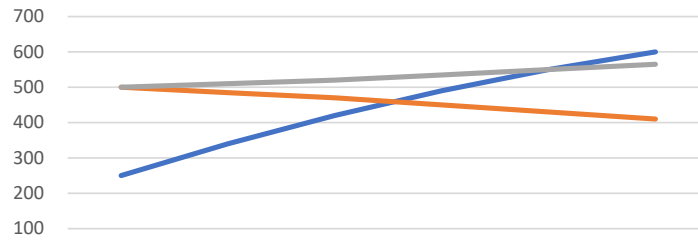
Accounts payable balance (\$,000)



Accounts payable aging (\$,000)

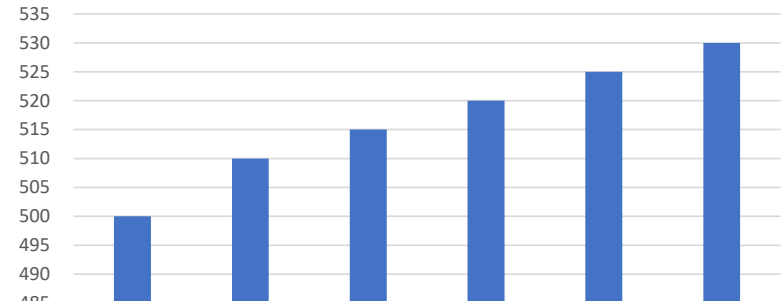


Cash flow trends (\$,000)



	Jan	Feb	Mar	Apr	May	Jun
Cash balance	250	340	420	490	550	600
Accounts receivable	500	485	470	450	430	410
Accounts payable	500	510	520	535	550	565

Working capital (\$,000)
(Current assets less current liabilities)



	Jan	Feb	Mar	Apr	May	Jun
Series1	500	510	515	520	525	530