

Juwel, Please check the below report, try build at least 2 or more from each segment. Please follow the validation rule to use color or any other highlighter whether company is doing good or not, overall financial condition.

Month-End Closing Reports (Enterprise-Wide)::::

A. Financial Accounting (FA) / General Ledger

- 1. Trial Balance (Pre-Closing & Final)**
- 2. General Ledger Transaction Report**
- 3. Accrual & Provision Entries Register**
- 4. Expense Analysis Report**
- 5. Revenue Analysis Report**

B. Accounts Receivable (AR)

- 1. AR Aging Report**
- 2. Customer Outstanding Report**
- 3. Customer Credit Exposure Report**
- 4. Sales Register**
- 5. Debit Note / Credit Note Summary**
- 6. Collection & Receipt Summary**
- 7. Order-to-Cash Reconciliation Report**

C. Accounts Payable (AP)

- 1. AP Aging Report**
- 2. Vendor Outstanding Summary**
- 3. Payment Register**
- 4. GRN (Goods Received Not Invoiced) Report**
- 5. PO Accrual Report**
- 6. Vendor Reconciliation Report**
- 7. Purchase Register**

D. Inventory & Warehouse (INV / WMS)

- 1. Inventory Valuation Report**
- 2. On-Hand Inventory Report (Item, Grade, Batch, Location)**
- 3. Slow-Moving & Dead Stock Report**
- 4. Cycle Count Variance Report**

5. **Material In-Transit Report**
6. **Warehouse Movement Report (Putaway/Pick/Transfer)**
7. **Manufacturing FG vs WMS Reconciliation Report**
8. **Production Consumption vs Issuance Variance Report**
9. **Pallet / LPN Movement Report (if WMS is enabled)**

E. Sales & Distribution

1. **Sales Summary (Daily / Monthly)**
2. **Sales by Region / Customer / Product**
3. **Pending Orders Report**
4. **Order-to-Delivery Cycle Time Report**
5. **Delivery Dispatch Report**
6. **Margin & Discount Report**
7. **Returns & Replacement Report**

G. Cash Flow & Treasury

1. **Cash Flow Statement**
2. **Daily Cash Position Report**
3. **Working Capital Report**
4. **Borrowings & Interest Report**
5. **Credit Limit Utilization Report**

How to Validate the Condition (Health) of an Organization

Below is a **step-by-step validation process** used by CFOs, internal auditors, and financial controllers.

STEP 1: Validate Financial Stability

A. Liquidity

Check how easily the organization can meet short-term obligations:

- **Current Ratio** = Current Assets / Current Liabilities

- **Quick Ratio**
- **Cash Flow Status**

B. Profitability

Measure if the business is generating profits:

- Gross Margin
- Net Profit
- EBITDA Margin
- ROI / ROE

C. Working Capital Health

- AR Aging (too high = collection issues)
- AP Aging (delayed vendor payments)
- Inventory Holding Days

STEP 2: Validate Operational Efficiency

A. Inventory Accuracy

- Cycle count accuracy > 95%
- Reconciliation between ERP (Oracle) vs physical count
- Variances in WMS transactions (Putaway/Pick/Transfer)

B. Production Performance

- Actual vs Planned Production
- Rejection / Scrap percentage
- Machine utilization rate

C. Warehouse Performance

- On-time Putaway & Picking
- Order fulfillment lead time
- Pallet movement accuracy (QR / RFID)

STEP 3: Validate Sales & Customer Health

- Monthly sales trend
- Customer receivables aging
- Customer profitability analysis
- Number of lost orders / cancellation rate

- Delivery on-time performance

STEP 4: Validate Controls & Compliance

- GL reconciliation review
- AP vs GRN mismatch
- AR vs Delivery mismatch
- Inventory adjustment approvals
- Audit trail and exception report review (WMS/INV)

STEP 5: Validate Technology & System Accuracy

- ERP posting accuracy
- All transactions posted before period close
- WMS task closure (no open tasks)
- RFID vs ERP movement mismatch
- Custom interface logs & error queues cleared

STEP 6: Prepare Month-End Management Review Pack

Include:

- Executive summary
- Key financial metrics (KPIs)
- Operational KPIs
- Inventory summary
- Red flags & risks
- Corrective action plan