

# Demo Artifact 1 - Weekly Executive Pack (Messy Input)

Source: internal weekly pack assembled by PMO

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Confidentiality: synthetic demo data only

## Executive summary

This pack combines Operations, Sales, and Treasury inputs for the week. It is intentionally messy (demo dataset) and contains known gaps, contradictions, and unresolved questions.

**Period:** 2026-01-19 to 2026-01-25 (Week 04)

**Entity:** AgriNova Fertilizers LLC (synthetic demo company, Uzbekistan plant + EU trading desk).

## Key metrics snapshot (as reported)

Metric	Value	Notes / issues
Cash on hand (USD)	85,240	Treasury sheet says 85k; bank snippet in email thread shows 62k (timing)
Inventory (finished goods, tonnes)	720	Warehouse note says 680 t on 2026-01-24; production report implies inve
Production output (tonnes)	112	Ops report includes 2 rework batches; unclear if counted twice.
Sales shipped (tonnes)	180	Sales email claims 200 t shipped; 20 t may be 'booked' but not dispatched
Average selling price (USD/t)	410	Mix: local 390-400 ex-works; export 430 FOB. Discount dispute ongoing.
Accounts receivable (USD)	92,300	Two overdue invoices; one is being withheld due to quality complaint.
Accounts payable due <14d (USD)	241,000	Includes gas prepayment and packaging supplier; several invoices missin
VAT receivable (USD equiv.)	140,000	Finance says 'likely refundable' but no submitted claim number in pack.
Covenant: minimum unrestricted cash	75,000	If bank cash is 62k, covenant breach risk. Need reconciliation.

## Operations (plant)

**Equipment:** Crusher B-2 ran at reduced throughput. Two unplanned stops (3h and 5h) due to belt slippage. Temporary fix applied; full replacement part ETA unclear (supplier says 'next week', procurement says 12-14 days).

**Quality:** Batch 16-16-16 from 2026-01-21 shows high moisture (1.9% vs spec 1.2%). QA notes recommend re-drying. Sales shipped 40 t of this batch to local distributor anyway (Sales claims customer 'accepted verbally').

**Materials:** MAP feedstock: 110 t received, but weighbridge ticket attached only for 90 t. Remaining 20 t 'arrived late evening' per guard log.

**Safety:** No lost-time incidents. One near miss reported (forklift reversing, visibility issue).

## Sales (commercial)

**Deals:** Signed MoU with Baltic buyer for 600 t/month starting March (price indexed to urea + premium). Not binding; buyer requests product samples and ISO certificate copy.

**Shipments:** Two export trucks held at border for missing 'origin certificate' stamp. Logistics expects release in 48h, but broker warns it can take 5-7 days if customs escalates.

**Pricing:** Local distributor DeltaAgro is asking for retro discount of USD 15/t on Invoice INV-1047 due to caking complaint. Ops says storage conditions at customer site are the likely cause.

## Treasury and liquidity

### Upcoming cash needs (next 14 days):

- Payroll: USD 60,000 (2026-02-03).
- Natural gas prepayment: USD 95,000 (2026-02-05) - supplier threatens to cut supply if late.
- Packaging supplier PackPro: USD 38,000 (due 2026-02-01) - invoice references wrong entity name (needs correction).
- Spare parts: EUR 180,000 (due 2026-02-09) - FX exposure not hedged.

**Funding options mentioned:** draw down revolving credit line (limit USD 250,000) subject to covenant; request payment acceleration from two customers; postpone spare parts payment (risk: equipment downtime).

## Risks and open questions

- Cash reconciliation needed: reported cash vs bank snippet mismatch.
- Potential covenant breach if unrestricted cash < 75k at month-end.
- Quality dispute may turn into formal claim and block payment (INV-1047).
- Customs delay can shift export revenue into next month; impacts cash forecast.
- Spare part lead time ambiguous; downtime risk could reduce February output.
- VAT receivable status unknown: no claim number, no timeline, no confirmation of eligibility.

## Attached / referenced documents (some missing on purpose)

- Ops Report W04 (PDF) - included
- Warehouse Stock Count 2026-01-24 (Excel) - referenced but not attached
- QA Moisture Test Report 2026-01-21 (PDF) - included
- Bank Statement snippet 2026-01-25 (PDF) - referenced in email thread
- Invoice INV-1047 (PDF) - included
- Customs broker message screenshot - missing