

Monthly Summary Report - P&L

Searce Co-Sourcing Services

01-Jun-17

Profit and Loss Summary	May Actuals	May Targets	Monthly Variance	YTD Actuals	YTD Targets	YTD Variance
Revenue	₹ 12,00,000.00	₹ 11,00,000.00	₹ 1,00,000.00	₹ 62,00,000.00	₹ 60,00,000.00	₹ 2,00,000.00
Gross margin	₹ 1,50,000.00	₹ 1,60,000.00	-₹ 10,000.00	₹ 6,40,000.00	₹ 7,50,000.00	-₹ 1,10,000.00
Gross margin percentage	12.5%	14.5%	-2.0%	10.3%	12.5%	-2.2%
Sales from new products	₹ 2,00,000.00	₹ 1,50,000.00	₹ 50,000.00	₹ 9,00,000.00	₹ 7,50,000.00	₹ 1,50,000.00
Regional Sales Breakdown:						
Northeast region	₹ 4,00,000.00	₹ 4,00,000.00	₹ 0.00	₹ 22,00,000.00	₹ 20,00,000.00	₹ 2,00,000.00
Central region	₹ 4,00,000.00	₹ 4,00,000.00	₹ 0.00	₹ 24,00,000.00	₹ 20,00,000.00	₹ 4,00,000.00
West region	₹ 4,00,000.00	₹ 3,00,000.00	₹ 1,00,000.00	₹ 16,00,000.00	₹ 20,00,000.00	-₹ 4,00,000.00
Expenses & Margin:						
SG&A expenses	₹ 1,00,000.00	₹ 1,20,000.00	₹ 20,000.00	₹ 5,00,000.00	₹ 6,00,000.00	₹ 1,00,000.00
Pretax operating profit (loss)	₹ 50,000.00	₹ 40,000.00	₹ 10,000.00	₹ 1,40,000.00	₹ 1,50,000.00	-₹ 10,000.00
Operating margin	4%	4%	1%	2%	3%	0%

Balance Sheet Summary	May Actuals	May Targets	Monthly Variance	YTD Actuals	YTD Targets	YTD Variance
Period end cash flow	₹ 35,000.00	₹ 50,000.00	-₹ 15,000.00	₹ 35,000.00	₹ 50,000.00	-₹ 15,000.00
Accounts receivable	₹ 20,000.00	₹ 22,000.00	-₹ 2,000.00	₹ 20,000.00	₹ 22,000.00	-₹ 2,000.00
Inventory	₹ 25,000.00	₹ 30,000.00	-₹ 5,000.00	₹ 25,000.00	₹ 30,000.00	-₹ 5,000.00
Total liquid assets	₹ 75,000.00	₹ 90,000.00	-₹ 15,000.00	₹ 75,000.00	₹ 90,000.00	-₹ 15,000.00
Assets required by debt covenants	₹ 25,000.00	₹ 25,000.00	₹ 0.00	₹ 25,000.00	₹ 25,000.00	₹ 0.00
Debt covenant buffer	₹ 50,000.00	₹ 65,000.00	-₹ 15,000.00	₹ 50,000.00	₹ 65,000.00	-₹ 15,000.00
Other Balance Sheet Items:						
Property, plant, and equipment	₹ 80,000.00	₹ 78,000.00	₹ 2,000.00	₹ 80,000.00	₹ 78,000.00	₹ 2,000.00
Accounts payable	₹ 60,000.00	₹ 60,000.00	₹ 0.00	₹ 60,000.00	₹ 60,000.00	₹ 0.00
Long-term liabilities	₹ 30,000.00	₹ 31,000.00	₹ 1,000.00	₹ 30,000.00	₹ 31,000.00	₹ 1,000.00
Shareholder equity	₹ 3,00,000.00	₹ 2,97,500.00	₹ 2,500.00	₹ 3,00,000.00	₹ 2,97,500.00	₹ 2,500.00

Operating Metrics Summary	May Actuals	May Targets	Monthly Variance	YTD Actuals	YTD Targets	YTD Variance
Number of defects per 1,000 widgets produced	2.3	1.0	(1.3)	1.5	1.0	0.5
Production capacity—units per month	2,00,000	2,20,000	-20,000	11,00,000	11,50,000	-50,000
Days of sales outstanding	35	25	-10	33	25	-8
Number of new orders	19	15	4	83	75	8

Competitive Summary	Contoso, Ltd.	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Other
Market share	20.00%	25.00%	15.00%	5.00%	15.00%	20.00%
Revenue (YTD)	₹ 62,00,000.00	₹ 70,00,000.00	₹ 40,00,000.00	₹ 15,00,000.00	₹ 40,00,000.00	₹ 60,00,000.00
New product introductions (YTD)	₹ 9,00,000.00	₹ 5,00,000.00	₹ 0.00	₹ 1,00,000.00	₹ 5,00,000.00	₹ 0.00
Number of field salespeople (estimated)	15	20	15	10	15	N/A