



---

## Monthly Performance Report

---

Inharmony Group  
November 2025

## **Basis of Preparation**

---

This report is prepared solely for the confidential use of Inharmony Group. In the preparation of this report Enlight Consulting has relied upon the unaudited financial and non-financial information provided to them. The analysis and report must not be recited or referred to in whole or in part in any other document. The analysis and report must not be made available, copied or recited to any other party without our express written permission. Enlight Consulting neither owes nor accepts any duty to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by their reliance on the report or the analysis contained herein.

# Executive Summary

---

## REVENUE

**Revenue Rp2.722.196.641** (Last month Rp1.900.532.746)

Positive trend upwards.

## PROFITABILITY

**Profitability Ratio 16,89%** (Last month 26,53%)

Negative trend downwards. Strategies to improve profitability include: increasing price, increasing sales volume, reducing cost of sales and reducing operating expenses

## ACTIVITY

**Activity Ratio 1,84 times** (Last month 1,26 times)

Positive trend upwards. Strategies to improve the activity ratio include seeking ways to optimise the balance sheet, ie. by reducing the investment in working capital, selling-off any unused assets or by increasing sales using the same asset base.

## EFFICIENCY

**Return on Capital Employed 31,03%** (Last month 33,47%)

Negative trend downwards. A lower ROCE% may indicate a less efficient use of capital employed.

## WORKING CAPITAL

**Cash Conversion Cycle 68 days** (Last month 130 days)

Positive trend downwards. Strategies to improve cash conversion include: collecting debt faster, reducing inventory levels, billing work in progress faster and paying creditors slower

## CASH FLOW

**Free Cash Flow Rp497.254.139**

Free Cash Flow is positive. After paying its operating expenses and investing for future growth (capital expenditures) the business has generated cash. This cash is available to be paid back to the suppliers of capital.

## MARGINAL CASH FLOW

**Net Variable Cash Flow 44,88%**

Net variable cash flow is positive. The business will generate cash from each additional Rp1 of products or services that the business sells.

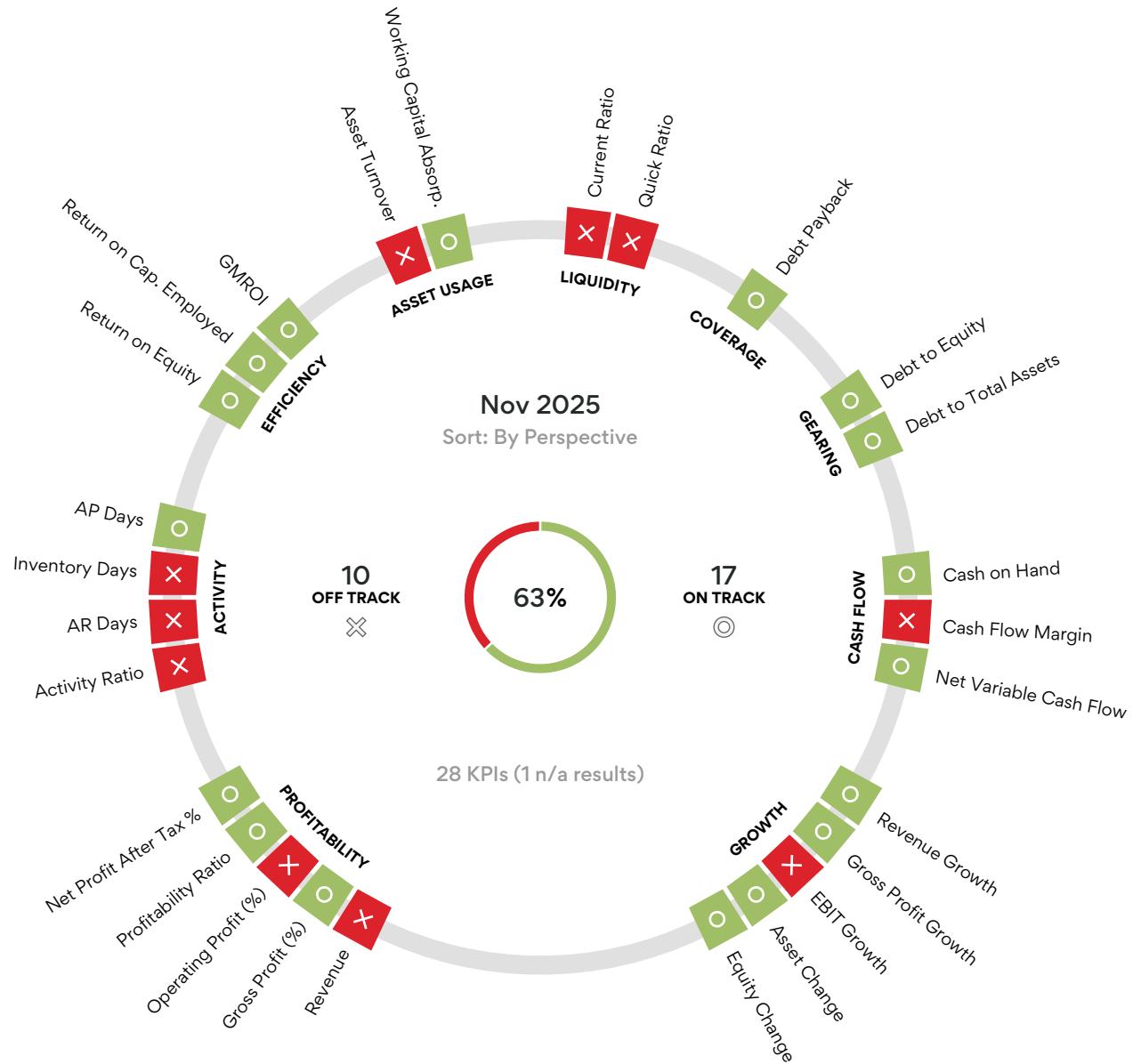
## DEBT

**Net Debt Rp4.778.647.468** (Last month Rp5.244.802.202)

Net debt levels have fallen.

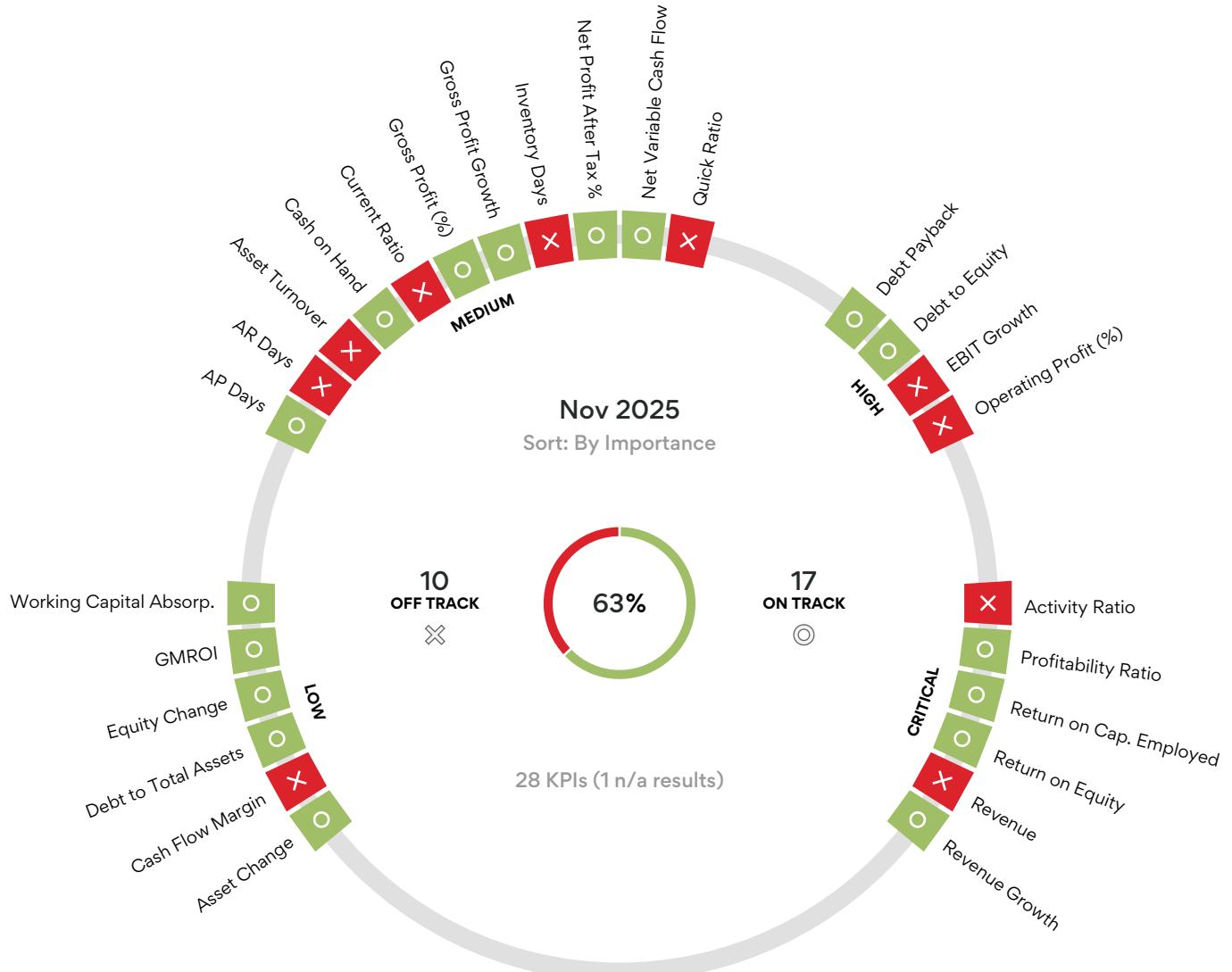
# KPI Results

This chart shows KPIs grouped into performance perspectives.



# KPI Results

This chart shows KPIs sorted by degree of importance. KPIs are classified as either low, medium, high or critical importance.



# KPI Results

	1 ALERT	RESULT	TARGET	TREND	IMPORTANCE
<b>A PROFITABILITY</b>	NOV 2025			vs OCT 2025	
Total Revenue	Rp2.722.196.641	Rp3.500.000.000	×	▲ 43,2%	Critical
Gross Profit Margin	59,67%	50,00%	✓	▼ -2,71%	Medium
Operating Profit Margin	14,01%	25,00%	✗	▼ -3,33%	High
Profitability Ratio	16,89%	15,00%	✓	▼ -9,64%	Critical
Net Profit After Tax Margin	16,78%	7,00%	✓	▼ -9,71%	Medium
<b>B ACTIVITY</b>					
Activity Ratio	1,84 times	2,00 times	✗	▲ 0,58 times	Critical
Accounts Receivable Days *	45 days	28 days	✗	▼ -7 days	Medium
Inventory Days *	● 116 days	45 days	✗	▼ -71 days	Medium
Accounts Payable Days	93 days	40 days	✓	▼ -16 days	Medium
<b>C EFFICIENCY</b>					
Return on Equity	50,41%	15,00%	✓	▼ -5,19%	Critical
Return on Capital Employed	31,03%	12,50%	✓	▼ -2,44%	Critical
Gross Margin Return on Inventory	460,74%	150,00%	✓	▲ 127,21%	Low
<b>D ASSET USAGE</b>					
Asset Turnover	1,31 times	5,00 times	✗	▲ 0,39 times	Medium
Working Capital Absorption *	14,78%	25,00%	✓	▼ -7,47%	Low
<b>E LIQUIDITY</b>					
Current Ratio	1,54:1	2,00:1	✗	▼ -0,01:1	Medium
Quick Ratio	0,81:1	1,00:1	✗	▲ 0,09:1	Medium
<b>F COVERAGE</b>					
Interest Cover	-	2,00 times	-	-	Medium
Debt Payback *	1,18 Yrs	5,00 Yrs	✓	▲ 0,05 Yrs	High
<b>G GEARING</b>					
Debt to Equity *	57,44%	100,00%	✓	▼ -3,44%	High
Debt to Total Assets *	26,10%	50,00%	✓	▼ -1,67%	Low
<b>H CASH FLOW</b>					
Cash on Hand	Rp1.798.601.940	Rp10.000	✓	▲ 22,6%	Medium
Cash Flow Margin	17,89%	120,00%	✗	▲ 14,16%	Low
Net Variable Cash Flow	44,88%	0,00%	✓	▲ 4,76%	Medium

	1 ALERT	RESULT	TARGET		TREND	IMPORTANCE
I GROWTH	NOV 2025				vs OCT 2025	
Revenue Growth	43,23%	0,41%	✓	▲ 3,59%		Critical
Gross Profit Growth	37,00%	0,17%	✓	▼ -2,11%		Medium
EBIT Growth	-8,82%	0,17%	✗	▼ -257,86%		High
Asset Change	4,27%	0,25%	✓	▲ 1,34%		Low
Equity Change	3,86%	0,25%	✓	▲ 0,45%		Low

\* For this metric, a result below target is favourable

## Alerts

### Inventory Days

The time taken for the business to turn its inventory has exceeded the alert level of 60 days. An immediate review of strategies to reduce inventory days and improve cash management is required.

# Revenue Analysis

TOTAL REVENUE

**Rp2.722.196.6...**

TARGET

**Rp3.500.000...**

LAST MONTH (Oct 25)

**Rp1.900.532.7...**

Last 6 months vs Budget



Revenue Mix - Top 10 Accounts

Revenue - Vaccination	Rp2.507.234.428
Revenue - Nutrition Support	Rp187.653.154
Revenue - MCU	Rp152.390.375
Revenue - Inhouse Clinic	Rp151.575.000
Revenue - Medicine & Medical Services	Rp117.650.701
REVENUE INTERCOMPANY	Rp31.184.607
Discount - Nutrition Support	-Rp27.500
Discount - MCU	-Rp1.382.240
Discount - Vitamin	-Rp14.992.000
Discount - Vaccination	-Rp409.089.884

YTD ACTUAL (2025 YTD)

**Rp23.732.263....**

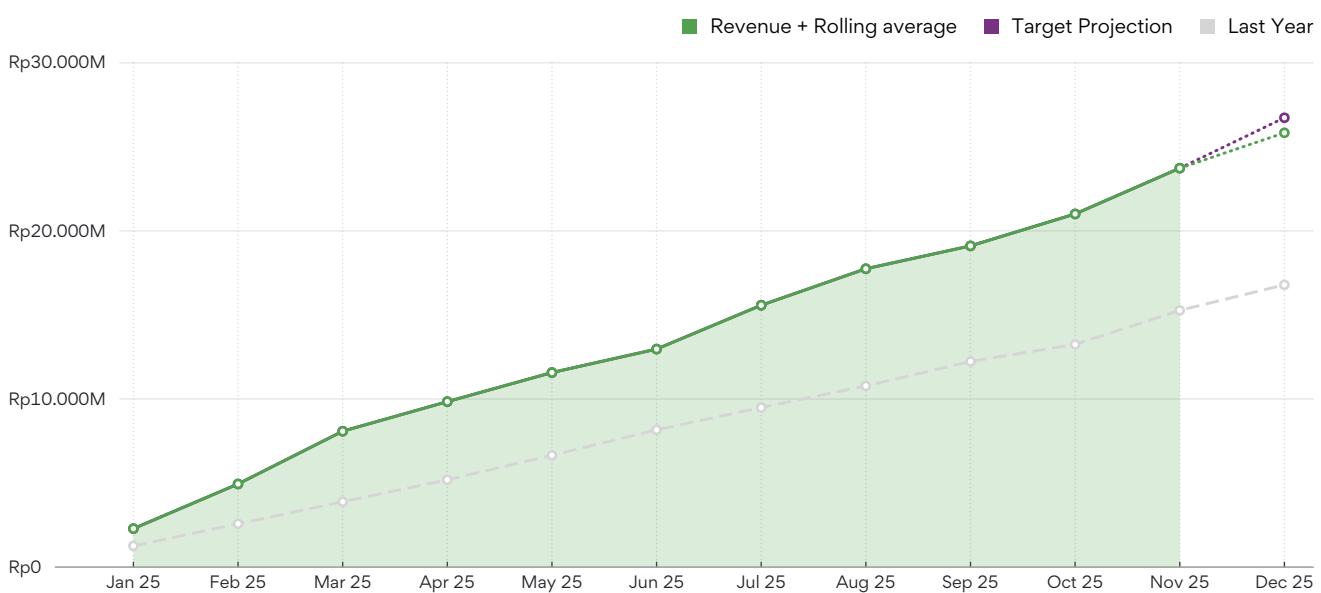
YTD BUDGET (2025 YTD)

- Budget

YTD LAST YEAR (2024 YTD)

**Rp15.275.712....**

Cumulative Revenue



# Profitability

REVENUE

**Rp2.722.196.641**

A measure of the total amount of income generated by the company for goods sold or services provided.

EXPENSES TO REVENUE RATIO

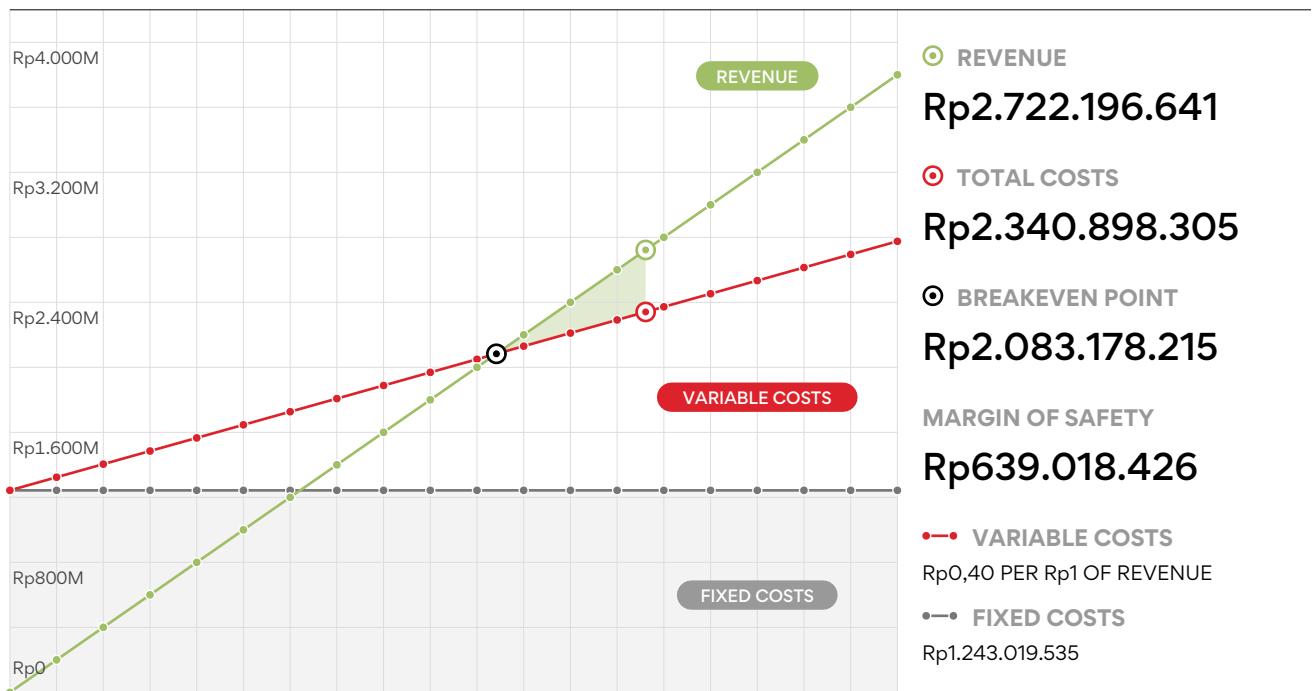
**85,99%**

A measure of how efficiently the business is conducting its operations.

MARGIN OF SAFETY

**Rp639.018.426**

The breakeven safety margin represents the gap between the actual revenue level and the breakeven point.



Profitability can be further improved by improving price, volume, cost of sales and operating expense management.

## Top 10 Revenue Accounts

Revenue - Vaccination	Rp2.507.234.428
Revenue - Nutrition Support	Rp187.653.154
Revenue - MCU	Rp152.390.375
Revenue - Inhouse Clinic	Rp151.575.000
Revenue - Medicine & Medical Services	Rp117.650.701
REVENUE INTERCOMPANY	Rp31.184.607
Discount - Nutrition Support	-Rp27.500
Discount - MCU	-Rp1.382.240
Discount - Vitamin	-Rp14.992.000
Discount - Vaccination	-Rp409.089.884

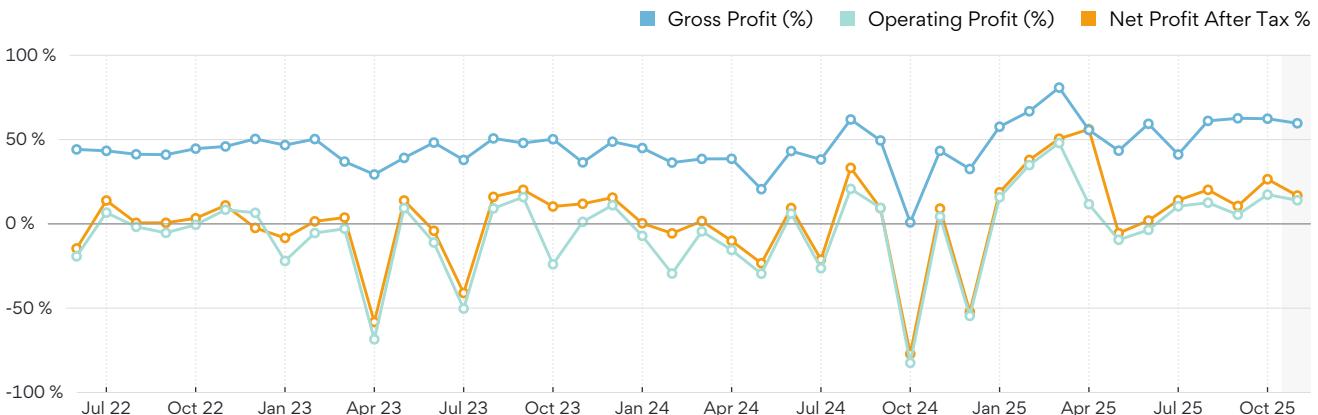
## Top 10 Expense Accounts

Employee - Salary	Rp727.102.378
Development - Education	Rp78.210.300
Other Expense	Rp61.224.489
Building Depr. Expense	Rp59.387.869
Meals & Entertainment	Rp43.102.886
Event - Expense	Rp42.126.711
RPS - Clinic Profit & Medical Service	Rp34.062.134
Subscriptions	Rp30.874.701
Offline Marketing	Rp27.968.000
Clinic Supplies	Rp18.326.900

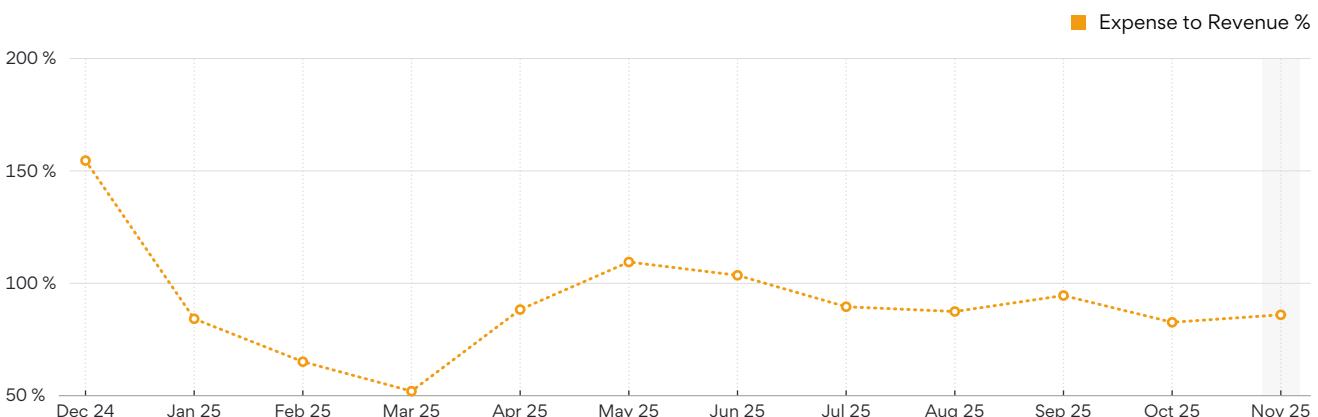
# Profitability Charts

	Nov 2025	% of Revenue	Aug 2025	Sep 2025	Oct 2025
Gross Profit	Rp1.624.317.871	59,7%	Rp1.325.161.678	Rp852.290.458	Rp1.185.608.159
Operating Profit	Rp381.298.336	14,0%	Rp272.238.893	Rp74.023.050	Rp329.488.544
Earnings Before Interest & Tax	Rp459.790.383	16,9%	Rp444.894.085	Rp144.463.050	Rp504.240.201
Earnings After Tax	Rp456.865.490	16,8%	Rp438.307.269	Rp143.850.151	Rp503.521.599

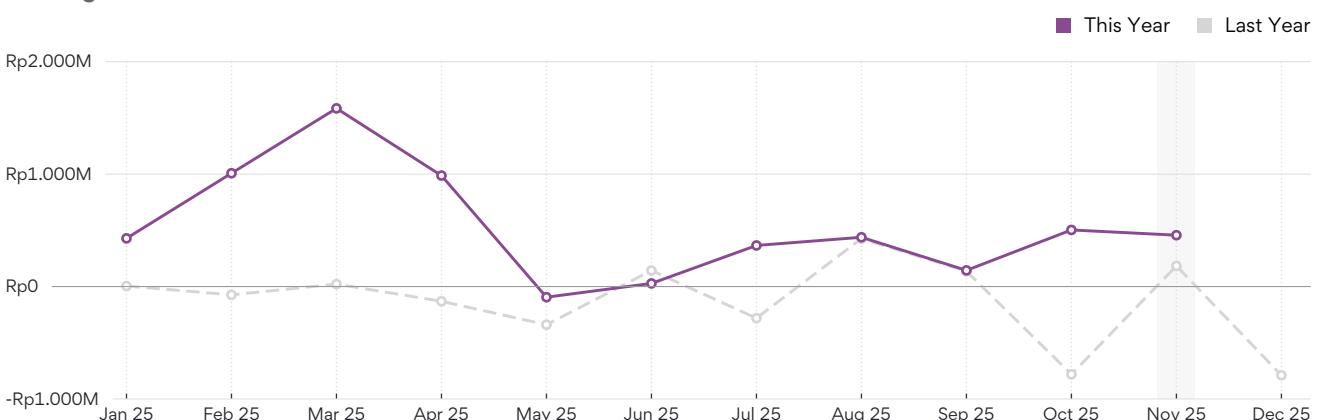
## % Margins



## Expense-to-Revenue (%)



## Earnings After Tax This Year vs Last Year



# Cash Flow

## OPERATING CASH FLOW

**Rp486.940.086**

Operating cash flow is simply the cash generated by the operating activities of the business. Operating activities include the production, sales and delivery of the company's product and/or services as well as collecting payment from its customers and making payments to suppliers.

■ Cash Received ■ Cash Spent

add: Revenue

less: Cost of Sales

less: Expenses

add: Other Income

less: Cash Tax Paid

add: Change in Accounts Payable

add: Change in Other Current Liabilities

less: Change in Accounts Receivable

less: Change in Inventory

less: Change in Work In Progress

less: Change in Other Current Assets

## OPERATING CASH FLOW

less: Change in Fixed Assets (ex. Depn and Amort)

less: Change in Intangible Assets

less: Change in Investments or Other Non-Current Assets

## FREE CASH FLOW

less: Net Interest (after tax)

add: Change in Other Non-Current Liabilities

less: Dividends

add: Change in Retained Earnings and Other Equity

less: Adjustments

## NET CASH FLOW

## FREE CASH FLOW

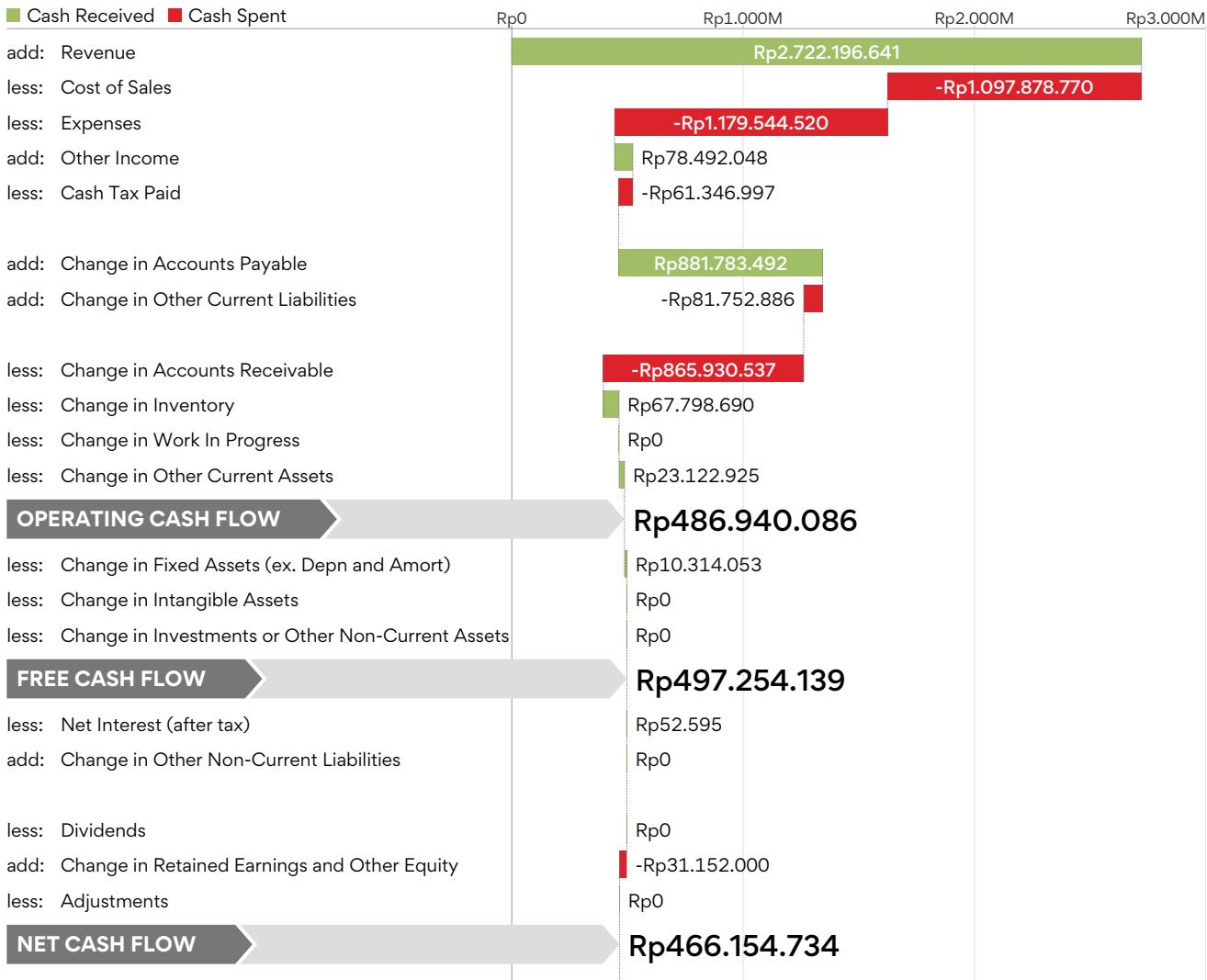
**Rp497.254.139**

Free cash flow is the cash generated by the business, after paying its expenses and investing for future growth. It is the cash left after subtracting capital expenditure from operating cash flow. The term "free cash flow" is used because this cash is free to be paid back to the suppliers of capital.

## NET CASH FLOW

**Rp466.154.734**

Net cash flow is the cash left after subtracting expenditures from financing activities from the free cash flow. This includes the cash impact from financing activities. Financing activities include the inflow of cash from investors such as banks or shareholders, as well as the outflow of cash to shareholders as dividends.



Net Cash Flow can also be calculated as:

**Change in Cash on Hand Rp331.222.430**

(Open: Rp1.467.379.510, Close: Rp1.798.601.940)

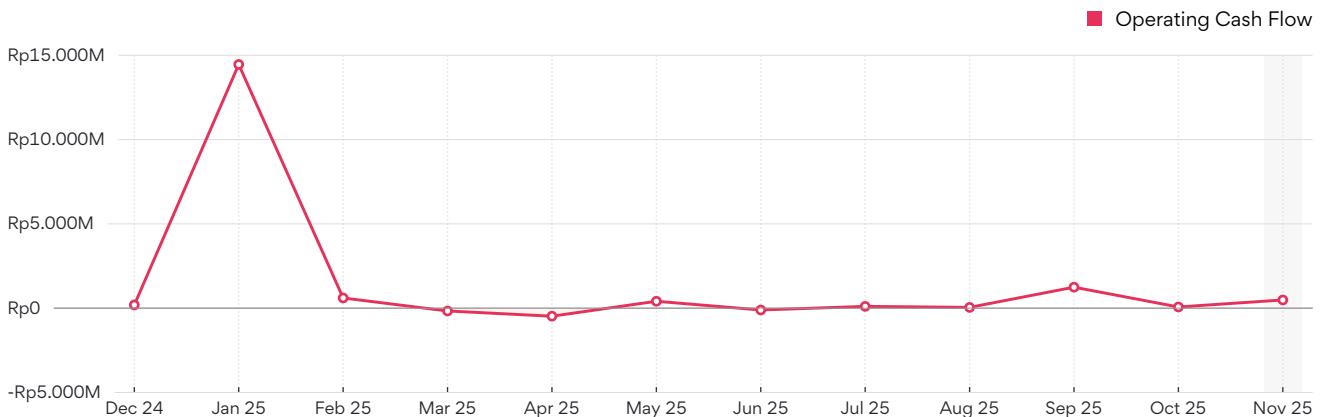
**– Change in Debt -Rp134.932.304**

(Open: Rp6.712.181.712, Close: Rp6.577.249.408)

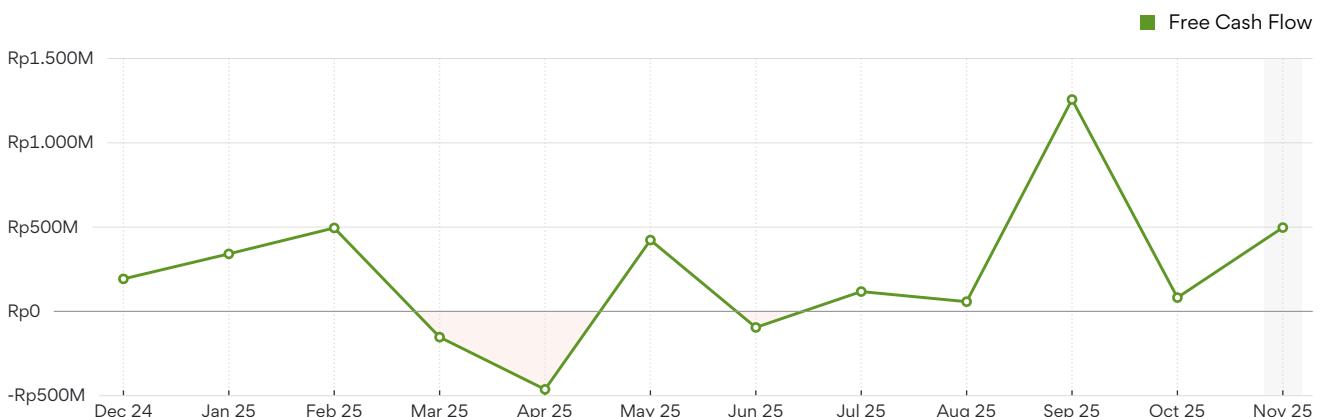
# Cash Flow Charts

	Nov 2025	Aug 2025	Sep 2025	Oct 2025
Operating Cash Flow	Rp486.940.086	Rp46.053.375	Rp1.245.258.686	Rp70.850.153
Free Cash Flow	Rp497.254.139	Rp57.662.858	Rp1.256.868.168	Rp81.984.635
Net Cash Flow	Rp466.154.734	Rp18.320.075	Rp1.140.505.334	-Rp57.439.816
Cash on Hand	Rp1.798.601.940	Rp686.178.600	Rp1.715.751.630	Rp1.467.379.510

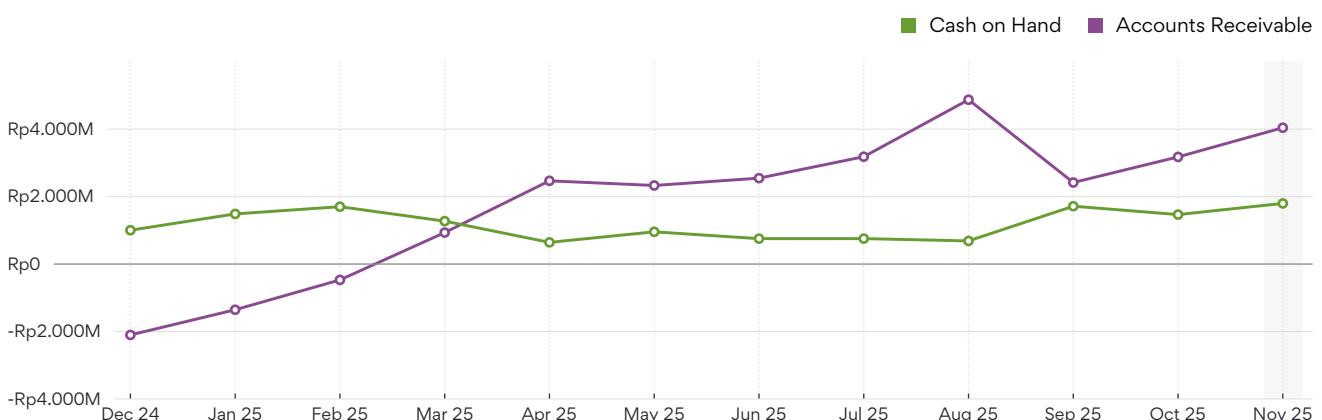
## Operating Cash Flow



## Free Cash Flow



## Cash & Receivables



# Growth

## REVENUE GROWTH

**43,23%**

A measure of the percentage change in Revenue for the period.

## EBIT GROWTH

**-8,82%**

A measure of the percentage change in EBIT for the period.

## ASSET CHANGE

**4,27%**

A measure of the percentage change in Total Assets for the period.

## Change in Key Drivers (from prior month)

Revenue  
Up 43.2%

Cost of Sales  
Up 53.6%

Expenses  
Up 45.2%

Receivable Days  
Down 7 days

Inventory Days  
Down 71 days

Payable Days  
Down 16 days

## Growth from Nov 2024 to Nov 2025



\* Total Operating Investment Rp18.028.681.379; Earnings Before Interest & Tax Rp459.790.383

Size of the circle shows the recency of the result

Vertical position of the circle shows the growth in Earnings Before Interest & Tax

Horizontal position of the circle shows the growth in Total Operating Investment

# Financials

---

PROFIT & LOSS	Nov 2025	Oct 2025	Variance %
Revenue	Rp2.722.196.641	Rp1.900.532.746	43,23%
Cost of Sales	Rp1.097.878.770	Rp714.924.587	53,57%
<b>Gross Profit</b>	<b>Rp1.624.317.871</b>	<b>Rp1.185.608.159</b>	<b>37,00%</b>
Expenses	Rp1.243.019.535	Rp856.119.615	45,19%
<b>Operating Profit</b>	<b>Rp381.298.336</b>	<b>Rp329.488.544</b>	<b>15,72%</b>
Other Income	Rp78.492.048	Rp174.751.656	-55,08%
Other Expenses	Rp0	Rp0	-
<b>Earnings Before Interest &amp; Tax</b>	<b>Rp459.790.383</b>	<b>Rp504.240.201</b>	<b>-8,82%</b>
Interest Income	Rp75.135	Rp189.178	-60,28%
Interest Expenses	Rp0	Rp0	-
<b>Earnings Before Tax</b>	<b>Rp459.865.519</b>	<b>Rp504.429.379</b>	<b>-8,83%</b>
Tax Expenses	Rp3.000.029	Rp907.780	230,48%
<b>Earnings After Tax</b>	<b>Rp456.865.490</b>	<b>Rp503.521.599</b>	<b>-9,27%</b>
Dividends	Rp0	Rp0	-
<b>Net Income</b>	<b>Rp456.865.490</b>	<b>Rp503.521.599</b>	<b>-9,27%</b>
BALANCE SHEET	Nov 2025	Oct 2025	Variance %
ASSETS			
Cash & Equivalents	Rp1.798.601.940	Rp1.467.379.510	22,57%
Accounts Receivable	Rp4.043.057.130	Rp3.177.126.593	27,26%
Inventory	Rp4.255.400.517	Rp4.323.199.206	-1,57%
Work In Progress	Rp0	Rp0	-
Other Current Assets	Rp919.359.865	Rp942.482.791	-2,45%
<b>Total Current Assets</b>	<b>Rp11.016.419.452</b>	<b>Rp9.910.188.100</b>	<b>11,16%</b>
Fixed Assets	Rp13.925.602.434	Rp13.999.391.503	-0,53%
Intangible Assets	Rp0	Rp0	-
Investments or Other NCAs	Rp255.000.000	Rp255.000.000	0,00%
<b>Total Non-Current Assets</b>	<b>Rp14.180.602.434</b>	<b>Rp14.254.391.503</b>	<b>-0,52%</b>
<b>Total Assets</b>	<b>Rp25.197.021.886</b>	<b>Rp24.164.579.603</b>	<b>4,27%</b>
LIABILITIES			
Short Term Debt	Rp0	Rp0	-
Accounts Payable	Rp3.401.712.112	Rp2.519.928.620	34,99%
Tax Liability	-Rp404.888.017	-Rp346.518.509	-16,84%
Other Current Liabilities	Rp4.171.516.413	Rp4.253.269.299	-1,92%
<b>Total Current Liabilities</b>	<b>Rp7.168.340.508</b>	<b>Rp6.426.679.410</b>	<b>11,54%</b>
Long Term Debt	Rp6.577.249.408	Rp6.712.181.712	-2,01%
Deferred Taxes	Rp0	Rp0	-
Other Non-Current Liabilities	Rp0	Rp0	-
<b>Total Non-Current Liabilities</b>	<b>Rp6.577.249.408</b>	<b>Rp6.712.181.712</b>	<b>-2,01%</b>
<b>Total Liabilities</b>	<b>Rp13.745.589.916</b>	<b>Rp13.138.861.122</b>	<b>4,62%</b>
EQUITY			
Retained Earnings	Rp7.927.329.275	Rp7.927.329.275	0,00%
Current Earnings	Rp5.850.166.732	Rp5.393.301.242	8,47%
Other Equity	-Rp2.326.064.037	-Rp2.294.912.037	-1,36%
<b>Total Equity</b>	<b>Rp11.451.431.971</b>	<b>Rp11.025.718.481</b>	<b>3,86%</b>
<b>Total Liabilities &amp; Equity</b>	<b>Rp25.197.021.886</b>	<b>Rp24.164.579.603</b>	<b>4,27%</b>

# KPIs Explained

---

## Accounts Payable Days 93 days

A measure of how long it takes for the business to pay its creditors. A stable higher number of days is generally an indicator of good cash management. A longer time taken to pay creditors has a positive impact on Cash Flow. But an excessive lengthening in this ratio could indicate a problem with sufficiency of working capital to pay creditors. For this period, accounts payable days are above the target of 40 days.

Accounts Payable Days =  $\text{Accounts Payable} \times \text{Period Length} \div \text{Cost of Sales}$

## Accounts Receivable Days 45 days

A measure of how long it takes for the business to collect the amounts due from customers. A lower number indicates that it takes the business fewer days to collect its accounts receivable. A shorter time to collect debtors has a positive impact on Cash Flow. A higher number indicates that it takes longer to collect its accounts receivable. For this period, accounts receivable days are above the maximum target of 28 days.

Accounts Receivable Days =  $\text{Accounts Receivable} \times \text{Period Length} \div \text{Revenue}$

## Activity Ratio 1,84 times

A measure of the efficiency or effectiveness with which the business manages its resources or assets. This measure indicates the speed with which Net Operating Assets (Equity + Debt) are converted or turned into sales. This can be improved by optimising balance sheet efficiency, ie. by reducing the investment in working capital, selling-off any unused assets or by seeking ways to maximise the use of assets. For this period, the activity ratio is less than the target of 2,00 times.

Activity Ratio =  $\text{Annualised Revenue} \div \text{Total Invested Capital}$

## Asset Change 4,27%

A measure of the percentage change in Total Assets for the period. Total Assets on the balance sheet changed by 4,27%. For this period, change in total assets exceeded the target of 0,25%.

Asset Change =  $(\text{Total Assets} - \text{Opening Total Assets}) \div \text{Opening Total Assets} \times 100$

## Asset Turnover 1,31 times

A measure of how effectively the business has used its assets to generate revenue. The business makes Rp131,44 of sales for every Rp100 of its asset investment. The higher the number the better the turnover. Ways to improve this metric include increasing sales using the same asset base, using capital more efficiently, and/or improve cash management by reducing inventory and receivables. For this period, the Asset Turnover is less than the target of 5,00 times.

Asset Turnover =  $\text{Annualised Revenue} \div \text{Total Assets}$

## Cash Flow Margin 17,89%

A measure of the company's ability to turn sales into cash. The business converts each Rp100 of sales into Rp17,89 of Operating Cash Flow. For this period, the Cash Flow Margin was less than the target of 120,00%.

Cash Flow Margin =  $\text{Operating Cash Flow} \div \text{Revenue} \times 100$

## Cash on Hand Rp1.798.601.940

A measure of the cash and cash equivalents in actual possession by the company at a particular time. At the end of this period the company held Rp1.798.601.940 of cash and cash equivalents. Cash on Hand is above the required target of Rp10.000.

Cash on Hand =  $\text{Cash & Equivalents}$

## **Current Ratio 1,54:1**

A measure of liquidity. This measure compares the totals of the current assets and current liabilities. The higher the current ratio, the greater the 'cushion' between current obligations and the business's ability to pay them. Generally a current ratio of 2 or more is an indicator of good short-term financial strength. In other words, the current assets of the business should be at least double the current liabilities. For this period, the current ratio was 1,54:1, down from 1,54:1 last period and below the minimum target of 2,00:1.

Current Ratio = Total Current Assets ÷ Total Current Liabilities

## **Debt Payback 1,18 Yrs**

A measure of the number of years for the business to repay total debt from after tax earnings. The lower result indicates that the company is in a better position to rapidly repay its debt. For this period, sufficient earnings were generated to repay the debt within the target timeframe of 5,00 Yrs.

Debt Payback = Total Debt ÷ (Annualised Earnings After Tax)

## **Debt to Equity 57,44%**

A measure of the proportion of funds that have either been invested by the owners (equity) or borrowed (debt) and used by the business to finance its assets. An appropriate mix of debt financing and equity financing will vary for each industry and business. Management are responsible to ensure that an appropriate balance between the two sources of financing is maintained. To improve this ratio, management can seek to internally generate profits and retain these profits to fund future growth, rather than borrowing additional funds. For each Rp100 of equity supplied by shareholders, the business is carrying Rp57,44 of debt. For this period, the debt to equity ratio is below the target of 100,00%.

Debt to Equity = Total Debt ÷ Total Equity × 100

## **Debt to Total Assets 26,10%**

A measure of the proportion of the business's assets that are financed through debt. The funds to pay for 26,10% of the business's assets have been supplied by creditors. For this period, the debt to total assets ratio is below the set target of 50,00%.

Debt to Total Assets = Total Debt ÷ Total Assets × 100

## **EBIT Growth -8,82%**

A measure of the percentage change in EBIT for the period. A combination of growth in revenues and growth in profits presents a balanced measure of growth. For this period, EBIT growth of -8,82% was less than the target of 0,17%.

EBIT Growth = (Earnings Before Interest & Tax – Prior Earnings Before Interest & Tax) ÷ Prior Earnings Before Interest & Tax × 100

## **Equity Change 3,86%**

A measure of the percentage change in Total Equity for the period. Total Equity changed by 3,86%. For this period, change in equity exceeded the target of 0,25%.

Equity Change = (Total Equity – Opening Total Equity) ÷ Opening Total Equity × 100

## **Gross Margin Return on Inventory 460,74%**

A measure of the average amount that the inventory returns above its cost. GMROI assists to monitor the investment in inventory and the resulting gross margin earned by this investment. A result higher than 100% indicates that the business is selling its products for more than what it costs to acquire. For this period, the GMROI exceeds the target of 150,00%.

Gross Margin Return on Inventory = Annualised Gross Profit ÷ ((Inventory + Opening Inventory) ÷ 2) × 100

### **Gross Profit Growth 37,00%**

A measure of the percentage change in gross profit for the period. For this period, gross profit growth of 37,00% exceeded the target of 0,17%.

Gross Profit Growth =  $(\text{Gross Profit} - \text{Prior Gross Profit}) \div \text{Prior Gross Profit} \times 100$

### **Gross Profit Margin 59,67%**

A measure of the proportion of revenue that is left after deducting all costs directly related to the sales. For each Rp100 in sales the business retains Rp59,67 after deducting the cost of sales. The gross profit serves as the source for paying operating expenses. The gross profit margin can be further improved by improving price, volume and cost of sales management. For this period, the gross profit margin % is above the required target of 50,00%.

Gross Profit Margin =  $\text{Gross Profit} \div \text{Revenue} \times 100$

### **Interest Cover**

A measure of the ability to service its interest payments from the profits earned by the business. A result of more than 2 is generally considered to be safe, but businesses with volatile earnings may require a higher level of cover. A lower result indicates that the business is more burdened by debt expense. A lower result may also identify the potential risk that profits will be insufficient to cover interest payments. A high result may indicate that the business can easily meet its interest obligations.

Interest Cover =  $\text{Earnings Before Interest \& Tax} \div (\text{Interest Expenses} - \text{Interest Income})$

### **Inventory Days 116 days**

A measure of how efficiently the business converts inventory into sales. A lower number of days is generally an indicator of good inventory management. A shorter time holding inventory has a positive impact on cash flow. But a low result can also mean there is a shortage of inventory. Conversely, a high result may indicate overstocking. For this period, inventory days are above the maximum target of 45 days.

Inventory Days =  $\text{Inventory} \times \text{Period Length} \div \text{Cost of Sales}$

### **Net Profit After Tax Margin 16,78%**

A measure of the proportion of revenue that is left after all expenses have been paid. The business makes Rp16,78 of net profit for every Rp100 it generates in revenue. For this period, the Net Profit After Tax margin is above the required target. A higher result indicates that the business is better prepared to handle down-turns.

Net Profit After Tax Margin =  $\text{Earnings After Tax} \div \text{Revenue} \times 100$

### **Net Variable Cash Flow 44,88%**

A measure of the additional cash that will either be generated or used up by the next Rp100 of products or services that the business sells. If the Net Variable Cash Flow is positive then for every additional Rp100 of revenue the business will generate cash. If the Net Variable Cash Flow is negative then for every additional Rp100 of revenue the business will utilise cash reserves, or need additional cash funding. For this period, the Net Variable Cash Flow exceeded the target of 0,00%. The Net Variable Cash Flow is 44,88% of gross revenue. Each additional Rp100 of Revenue will generate Rp44,88 of cash.

Net Variable Cash Flow =  $(\text{Annualised Revenue} - \text{Annualised Variable COS} - \text{Annualised Variable Expenses} - \text{Operating Working Capital}) \div (\text{Annualised Revenue}) \times 100$

## Operating Profit Margin 14,01%

A measure of the proportion of revenue that is left after deducting all operating expenses. This reveals the operating efficiency of the business. The business converts each Rp100 of sales into Rp14,01 of profits. The operating profit margin can be further improved by improving price, volume, cost of sales and expense management. For this period, the operating profit margin is below the required target of 25,00%.

Operating Profit Margin = Operating Profit ÷ Revenue x 100

## Profitability Ratio 16,89%

A measure of the proportion of revenue that is left after deducting all expenses. This excludes finance costs and tax expenses. The business makes Rp16,89 of EBIT for every Rp100 it generates of revenue. The profitability ratio can be further improved by improving price, volume, cost and expense management. For this period, the Profitability ratio is above the required target of 15,00%.

Profitability Ratio = Earnings Before Interest & Tax ÷ Revenue x 100

## Quick Ratio 0,81:1

The Quick Ratio measures the availability of assets which can quickly be converted into cash to cover current liabilities. Inventory and other less liquid current assets are excluded from this calculation. The Quick Ratio is a measure of the ability to pay short-term creditors immediately from liquid assets. A quick ratio of 1:1 or more is considered 'safe'. For this period, the quick ratio was 0,81:1, up from 0,72:1 last period and below the minimum target of 1,00:1.

Quick Ratio = (Cash & Equivalents + Accounts Receivable) ÷ Total Current Liabilities

## Return on Capital Employed 31,03%

A measure of the efficiency and profitability of capital investment (ie. funds provided by shareholders & lenders). ROCE monitors the relationship between the capital ('inputs') used by the business and the earnings ('outputs') generated by the business. ROCE is arguably one of the most important performance measures. The higher the result the greater the return to providers of capital. For this period, the business has generated a ROCE of 31,03%. This return exceeds the target of 12,50%.

Return on Capital Employed = Annualised Earnings Before Interest & Tax ÷ Total Invested Capital x 100

## Return on Equity 50,41%

A measure of how effectively the business has used the resources provided by its owners to generate profits. The higher the ratio the greater the rate of return for shareholders. For this period, the business has generated a Return on Equity of 50,41%. This return exceeds the target of 15,00%.

Return on Equity = Annualised Net Income ÷ Opening Total Equity x 100

## Revenue Growth 43,23%

A measure of the percentage change in revenue for the period. Management should ensure that revenues increase at rates higher than general economic growth rates (ie. inflation). For this period, revenue growth of 43,23% exceeded the target growth of 0,41%.

Revenue Growth = (Revenue – Prior Revenue) ÷ Prior Revenue x 100

### **Total Revenue** Rp2.722.196.641

A measure of the total amount of income generated by the company for goods sold or services provided. The business has earned total revenues of Rp2.722.196.641. Strategies to improve revenue may include increasing prices, increasing the volume of sales through marketing initiatives or finding alternative sources of income. For this period, the revenue earned is below the required target of Rp3.500.000.000.

Total Revenue = Revenue

### **Working Capital Absorption** 14,78%

A measure of the adequacy of working capital to support sales activity. This measure indicates the investment made in working capital for each unit of revenue. The trend of this ratio is particularly useful for growing businesses. If sales increase rapidly but working capital levels remain constant, the business may be at risk that insufficient working capital is available to support this growth. Moreover, if the result for this metric is greater than the Gross Profit Margin %, then for every additional unit of Revenue generated, additional cash will be required. For this period, Working Capital Absorption is less than the target of 25,00%.

Working Capital Absorption = Operating Working Capital ÷ (Annualised Revenue) × 100