

Management Report for Growing Your Numbers



This management report has been designed to provide you with a snapshot view of performance over the past year compared to the same period in the previous year.

Reports completed on - 13/02/2024

Accounts complete to - May 2022

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If You Were Only To Read One Thing...

Page 2

The points below provide an overview of the performance of your business over the past 12 months, compared to the previous 12 months. The aim is to provide you with the key focus areas for your business going forward.

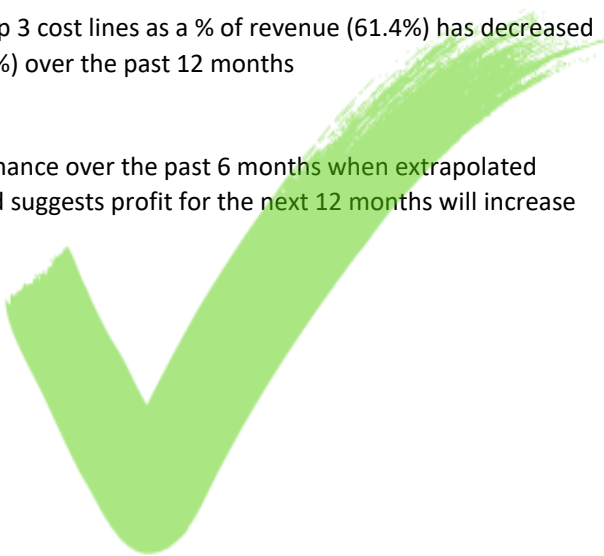
What worked well

Your total transactions have increased by 5.3% compared to last year. Up from 4,141 to 4,360

Your gross profit margin as a % of revenue has increased over the past 12 months (up 1.0%pts vs the previous year)

Your top 3 cost lines as a % of revenue (61.4%) has decreased by (0.3%) over the past 12 months

Performance over the past 6 months when extrapolated forward suggests profit for the next 12 months will increase



What didn't work so well

Your total revenue has decreased by (0.2%) compared to last year. Down from £1,002,982 to £1,001,218

Your average value per transaction has decreased by (5.2%) compared to last year. Down from £242 to £230

You have generated 79 new customers over the past 12 months, ((19.4%) worse than in the previous 12 months)

51.1% of your customers last year also bought from you this year, a (4.2%)pts drop on the % retained in the previous year

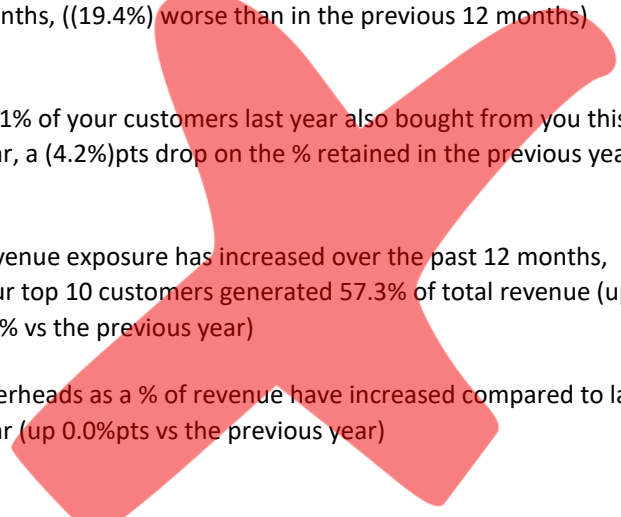
Revenue exposure has increased over the past 12 months, your top 10 customers generated 57.3% of total revenue (up 6.6% vs the previous year)

Overheads as a % of revenue have increased compared to last year (up 0.0%pts vs the previous year)

You made a profit in 7 of the past 12 months, a decrease of 2 compared to the previous year

The net worth of your business has decreased by (24.6%) (£10,920) compared to this time last year

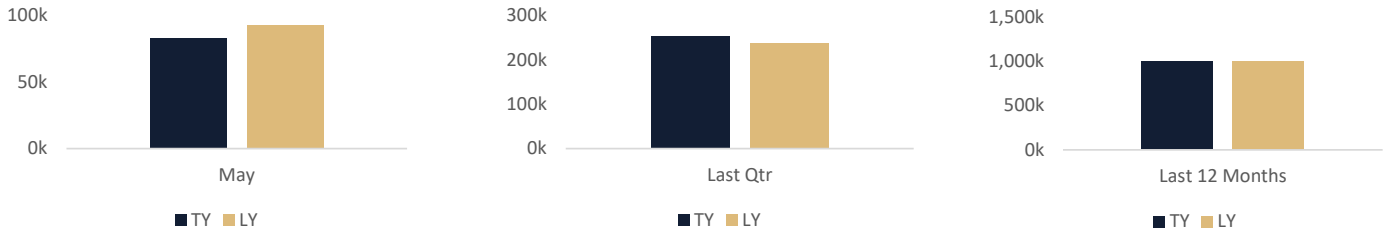
The current ratio of your business (current assets / current liabilities) is 1.03, a decrease of (0.16) compared to this time last year



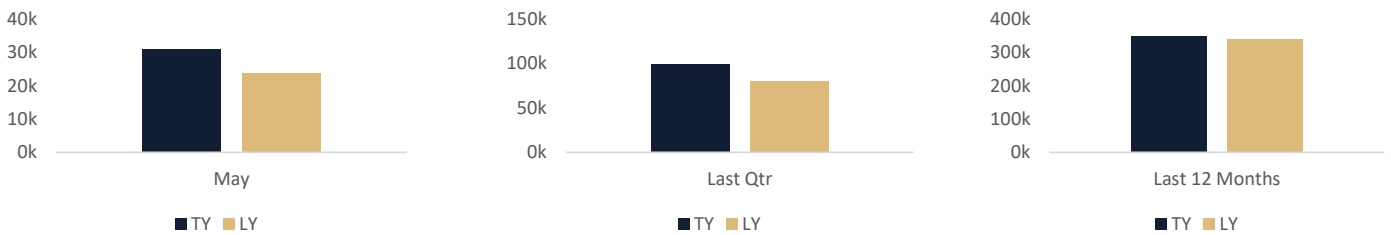
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Business Overview

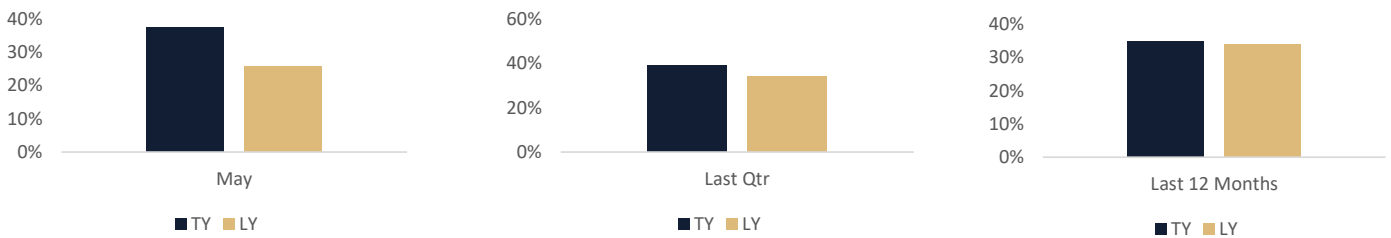
Revenue Performance



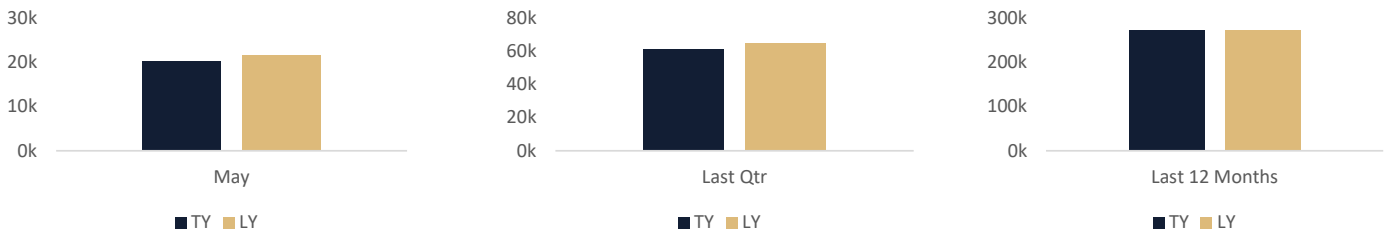
Gross Margin Performance



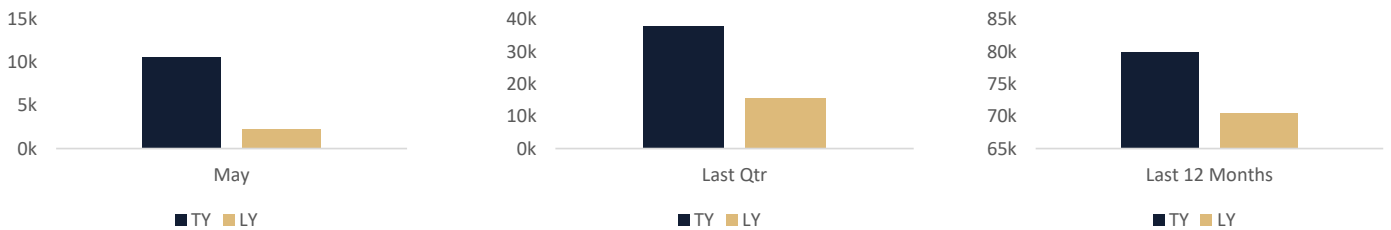
Gross Margin% Performance



Overheads Performance



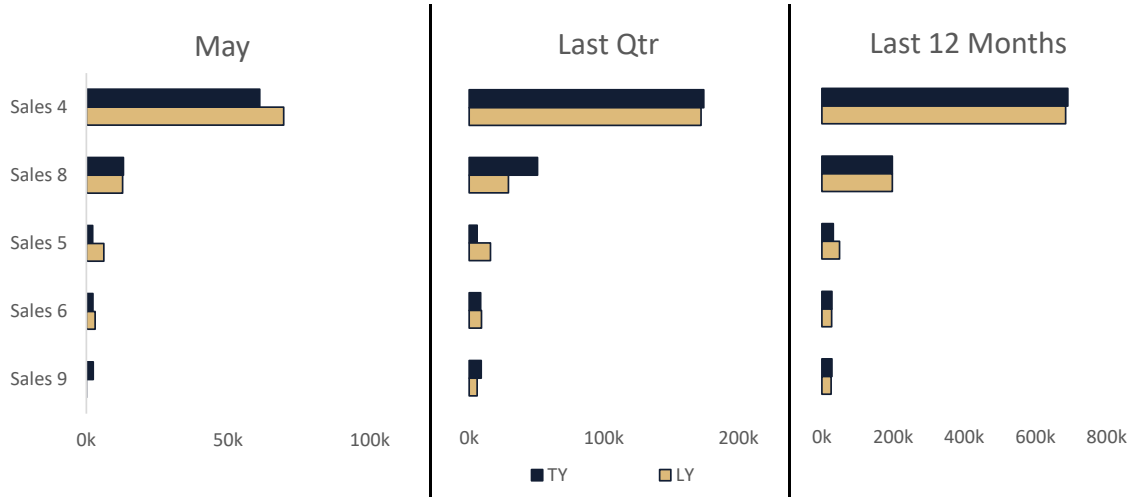
Net Profit Performance



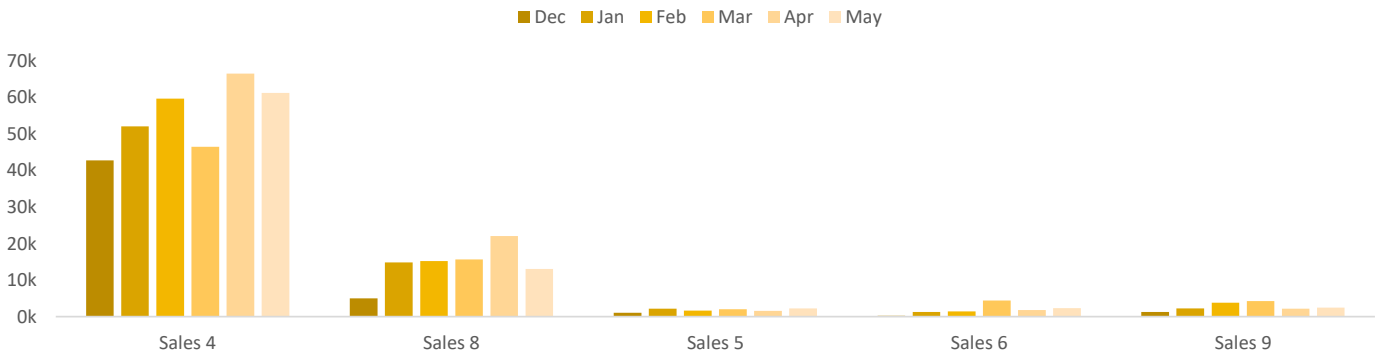
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Historical revenue performance

Total revenue in May (£82,758) was (£9,820) or (10.6%) lower than the same month last year. When added to the previous two months, revenue in the quarter was higher than the same quarter last year. The largest increase over the past quarter has come from Sales 8, with the largest decrease experienced in Sales 5.



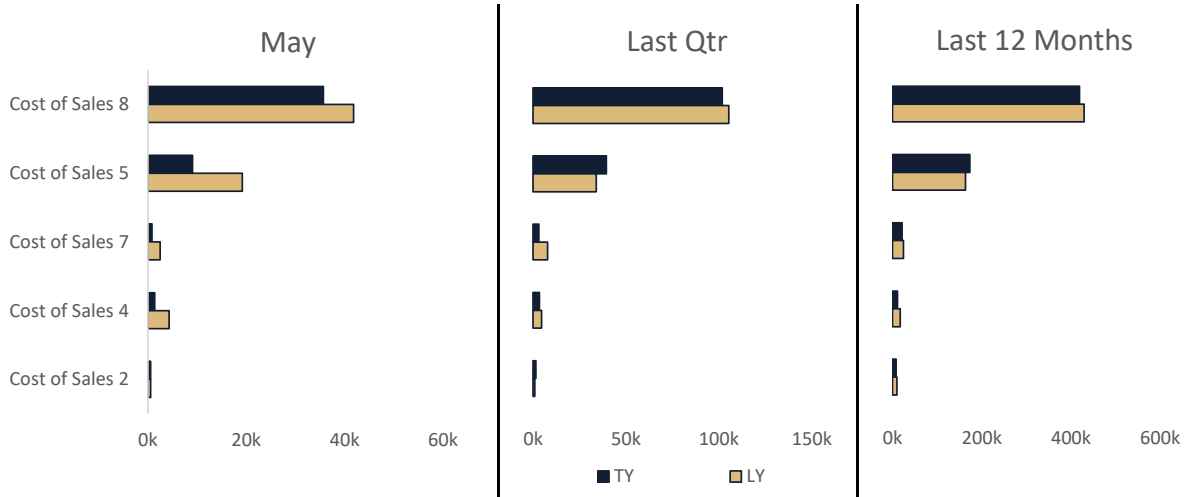
| | May | | | | Last Qtr | | | | Last 12 Months | | | |
|--------------|---------------|---------------|----------------|----------------|----------------|----------------|---------------|-------------|------------------|------------------|----------------|---------------|
| | TY | LY | Var | Var % | TY | LY | Var | Var % | TY | LY | Var | Var % |
| Sales 4 | £61.2k | £69.6k | (£8.4k) | (12.1%) | £174.2k | £172.2k | £2.0k | 1.2% | £691.3k | £685.5k | £5.8k | 0.8% |
| Sales 8 | £13.1k | £12.8k | £0.3k | 2.0% | £50.8k | £29.1k | £21.6k | 74.2% | £198.0k | £197.9k | £0.1k | 0.0% |
| Sales 5 | £2.2k | £6.2k | (£4.0k) | (64.0%) | £5.9k | £15.8k | (£9.9k) | (62.9%) | £31.8k | £50.0k | (£18.2k) | (36.4%) |
| Sales 6 | £2.4k | £3.1k | (£0.7k) | (24.0%) | £8.6k | £9.2k | (£0.6k) | (7.0%) | £28.5k | £27.2k | £1.3k | 5.0% |
| Sales 9 | £2.4k | (£0.4k) | £2.8k | | £8.9k | £6.0k | £3.0k | 49.6% | £28.2k | £25.6k | £2.6k | 10.1% |
| Sales 1 | £0.1k | £0.2k | (£0.1k) | (51.4%) | £1.0k | £2.5k | (£1.5k) | (59.6%) | £9.8k | £5.1k | £4.7k | 91.4% |
| Sales 10 | £0.8k | £0.2k | £0.6k | 254.1% | £2.3k | £0.6k | £1.7k | 308.9% | £6.9k | £6.1k | £0.8k | 12.6% |
| Sales 2 | £0.5k | £0.8k | (£0.3k) | (34.5%) | £1.6k | £1.7k | (£0.1k) | (4.3%) | £6.3k | £5.6k | £0.7k | 13.3% |
| Sales 7 | | | | | £0.4k | | | | £0.4k | | | |
| Sales 3 | | | | | £0.0k | £0.0k | £0.0k | 3,445.5% | £0.0k | £0.0k | £0.0k | 5,827.3% |
| Others | | | | | | | | | | | | |
| Total | £82.8k | £92.6k | (£9.8k) | (10.6%) | £253.7k | £237.1k | £16.6k | 7.0% | £1,001.2k | £1,003.0k | (£1.8k) | (0.2%) |



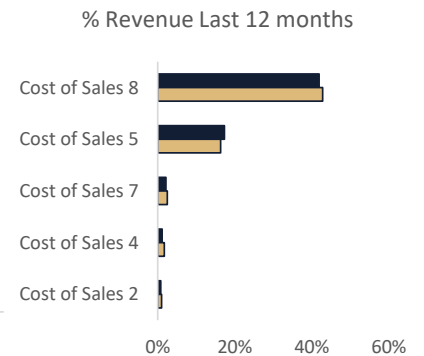
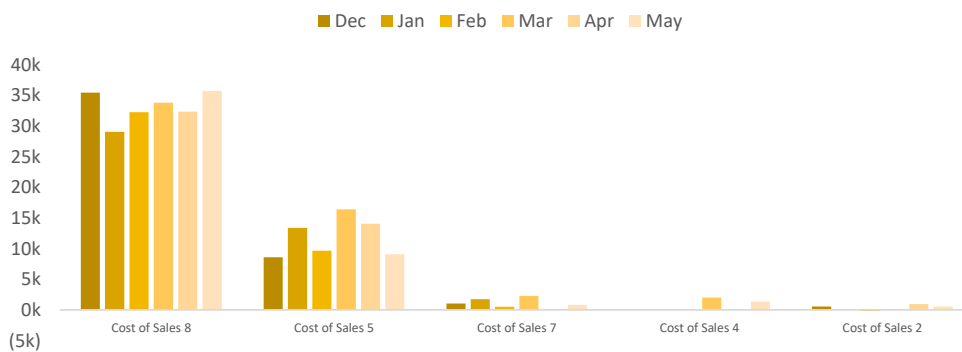
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Historical cost of sales performance

Total cost of sales in May (£51,809) were (£17,071) ((24.8%)) lower than than the same month last year. When added to the previous two months, cost of sales in the quarter were (£1,922) ((1.2%)) lower than than the same quarter last year. Of the top 10 cost of sales lines by spend, the largest increase over the past quarter has come from Cost of Sales 5, with the largest decrease experienced in Cost of Sales 7.



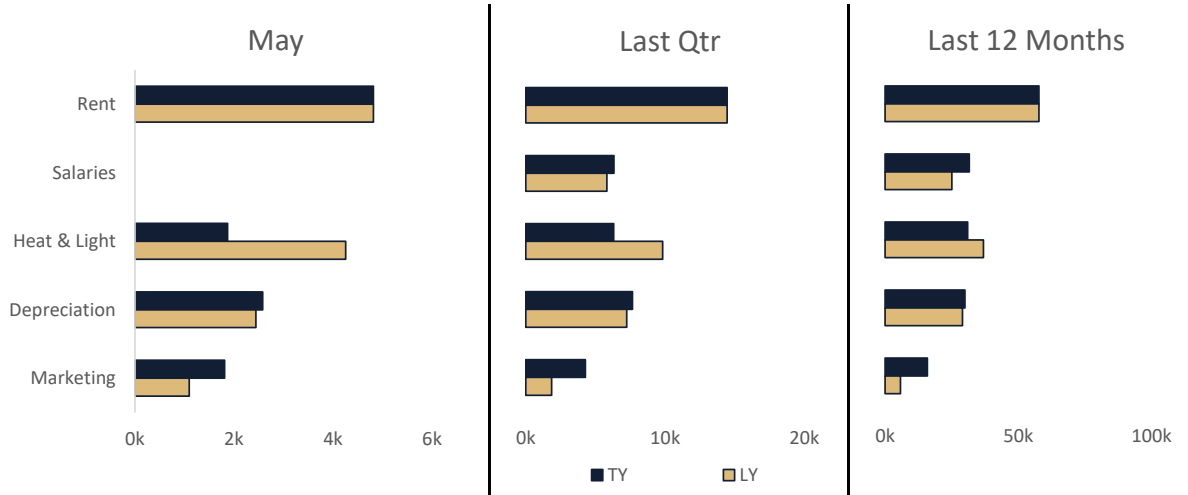
| | May | | | | Last Qtr | | | | Last 12 Months | | | |
|---------------------|---------------|---------------|-----------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------|-----------------|---------------|
| | TY | LY | Var | Var % | TY | LY | Var | Var % | TY | LY | Var | Var % |
| Cost of Sales 8 | £35.7k | £41.8k | (£6.1k) | (14.6%) | £101.8k | £105.4k | (£3.6k) | (3.4%) | £419.6k | £429.8k | (£10.2k) | (2.4%) |
| Cost of Sales 5 | £9.1k | £19.2k | (£10.1k) | (52.8%) | £39.5k | £34.1k | £5.4k | 15.7% | £173.6k | £163.7k | £9.8k | 6.0% |
| Cost of Sales 7 | £0.8k | £2.5k | (£1.7k) | (66.7%) | £3.1k | £7.9k | (£4.8k) | (60.6%) | £21.6k | £24.8k | (£3.3k) | (13.2%) |
| Cost of Sales 4 | £1.4k | £4.3k | (£2.9k) | (68.3%) | £3.4k | £4.6k | (£1.2k) | (25.4%) | £11.2k | £17.2k | (£5.9k) | (34.7%) |
| Cost of Sales 2 | £0.5k | £0.6k | (£0.0k) | (1.4%) | £1.6k | £1.0k | £0.6k | 59.4% | £8.1k | £10.0k | (£1.9k) | (19.1%) |
| Cost of Sales 1 | £0.9k | | | | £1.5k | £0.9k | £0.5k | 58.5% | £4.7k | £4.6k | £0.1k | 2.7% |
| Cost of Sales 9 | | | | | | | | | £4.6k | £4.0k | £0.7k | 16.7% |
| Cost of Sales 3 | £1.1k | £0.5k | £0.7k | 146.6% | £1.4k | £1.0k | £0.4k | 42.1% | £4.0k | £2.6k | £1.4k | 54.7% |
| Cost of Sales 6 | £2.2k | | | | £2.5k | £1.8k | £0.7k | 37.5% | £3.5k | £5.2k | (£1.8k) | (33.7%) |
| Other | | | | | | £0.0k | | | (£0.0k) | | | |
| Total | £51.8k | £68.9k | (£17.1k) | (24.8%) | £154.7k | £156.6k | (£1.9k) | (1.2%) | £650.8k | £661.8k | (£11.1k) | (1.7%) |
| % of Revenue | 62.6% | 74.4% | | (11.8%) | 61.0% | 66.1% | | (5.1%) | 65.0% | 66.0% | | (1.0%) |



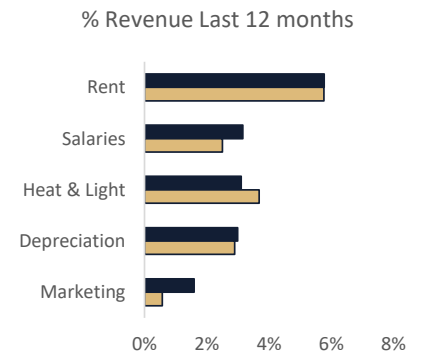
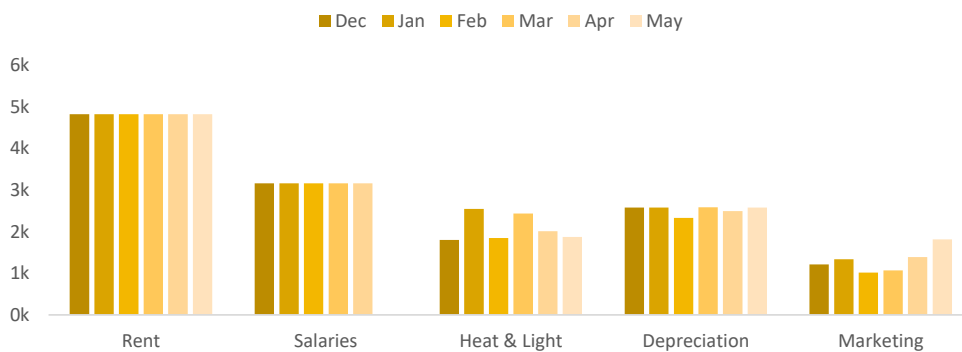
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Historical overheads performance

Total overheads in May (£20,284) were (£1,177) ((5.5%)) lower than than the same month last year. When added to the previous two months, overheads in the quarter were £61,053 ((5.9%)) lower than than the same quarter last year. Of the top 10 overhead lines by spend, the largest increase over the past quarter has come from Marketing, with the largest decrease experienced in Motor Vehicle.



| | May | | | | Last Qtr | | | | Last 12 Months | | | |
|---------------------|---------------|---------------|----------------|---------------|---------------|---------------|----------------|---------------|----------------|----------------|----------------|---------------|
| | TY | LY | Var | Var % | TY | LY | Var | Var % | TY | LY | Var | Var % |
| Rent | £4.8k | £4.8k | £0k | 0.0% | £14.4k | £14.4k | £0k | 0.0% | £57.8k | £57.8k | £0k | 0.0% |
| Salaries | | | | | £6.3k | £5.8k | £0.5k | 8.8% | £31.6k | £25.1k | £6.5k | 26.0% |
| Heat & Light | £1.9k | £4.3k | (£2.4k) | (56.0%) | £6.3k | £9.8k | (£3.5k) | (35.7%) | £31.1k | £37.0k | (£5.9k) | (16.0%) |
| Depreciation | £2.6k | £2.4k | £0.1k | 5.5% | £7.7k | £7.3k | £0.4k | 5.6% | £30.0k | £29.1k | £0.9k | 3.1% |
| Marketing | £1.8k | £1.1k | £0.7k | 65.2% | £4.3k | £1.9k | £2.4k | 130.0% | £15.9k | £5.8k | £10.2k | 175.8% |
| Insurance | £1.1k | £1.1k | £0k | 0.0% | £3.4k | £3.4k | £0k | 0.0% | £13.6k | £17.4k | (£3.8k) | (21.9%) |
| Motor Vehicle | £1.4k | £4.2k | (£2.8k) | (67.7%) | £2.5k | £6.8k | (£4.3k) | (62.7%) | £12.9k | £21.5k | (£8.6k) | (40.1%) |
| Advertising | £1.0k | (£0.3k) | £1.3k | | £2.1k | £0.8k | £1.3k | 156.8% | £11.2k | £5.8k | £5.4k | 93.7% |
| Temp Costs | £0.8k | £0.6k | £0.2k | 25.7% | £2.3k | £1.9k | £0.5k | 25.7% | £10.4k | £7.4k | £3.0k | 40.0% |
| Promotion | (£0.1k) | £0.1k | (£0.2k) | | £0.3k | £1.0k | (£0.7k) | (70.9%) | £7.4k | £11.5k | (£4.1k) | (35.9%) |
| Other | £5.0k | £3.1k | £1.9k | 61.0% | £11.3k | £11.8k | (£0.5k) | (4.2%) | £48.8k | £52.3k | (£3.5k) | (6.8%) |
| Total | £20.3k | £21.5k | (£1.2k) | (5.5%) | £61.1k | £64.9k | (£3.8k) | (5.9%) | £270.5k | £270.6k | (£0.1k) | (0.0%) |
| % of Revenue | 24.5% | 23.2% | 1.3% | | 24.1% | 27.4% | (3.3%) | | 27.0% | 27.0% | 0.0% | |



Management Report for Growing Your Numbers

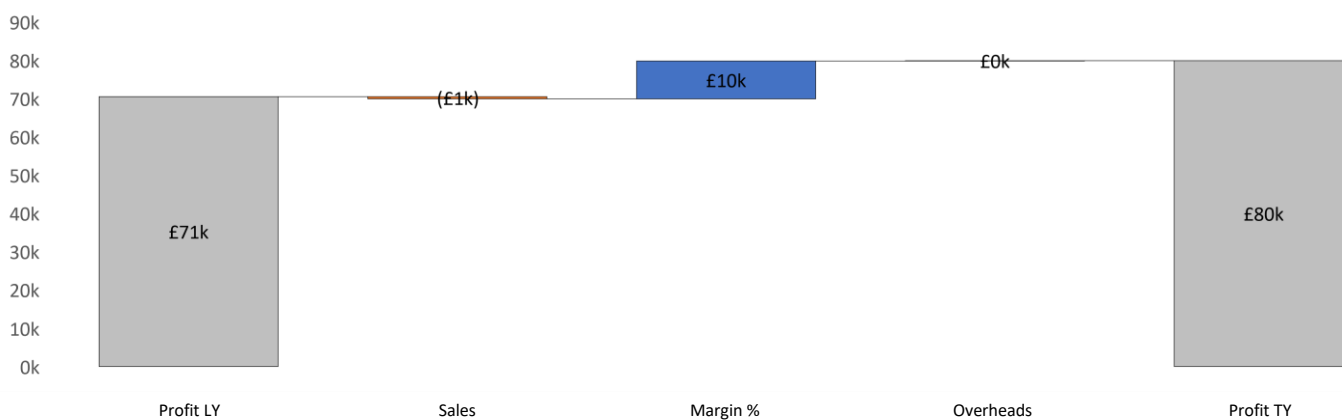
Historical net profit performance

Page 7

Profit over the last 12 months totalled £79,916, which was a +£9,379 movement on the previous 12 months. Profit over the last 3 months was £37,919, which was a +£22,359 movement on the same quarter last year. Profit as a proportion of revenue has increased over the past 12 months, moving from 7.0% to 8.0%. 7 of the past 12 months have generated a profit, with the remainder generating a loss.

| | May | | | | Last Qtr | | | | Last 12 Months | | | |
|----------------------|--------|--------|----------|---------|----------|---------|---------|--------|----------------|-----------|----------|--------|
| | TY | LY | Var | Var % | TY | LY | Var | Var % | TY | LY | Var | Var % |
| Revenue | £82.8k | £92.6k | (£9.8k) | (10.6%) | £253.7k | £237.1k | £16.6k | 7.0% | £1,001.2k | £1,003.0k | (£1.8k) | (0.2%) |
| Cost of Sales | £51.8k | £68.9k | (£17.1k) | (24.8%) | £154.7k | £156.6k | (£1.9k) | (1.2%) | £650.8k | £661.8k | (£11.1k) | (1.7%) |
| Margin | £30.9k | £23.7k | £7.3k | 30.6% | £99.0k | £80.5k | £18.5k | 23.0% | £350.5k | £341.2k | £9.3k | 2.7% |
| Margin % | 37.4% | 25.6% | | 11.8% | 39.0% | 33.9% | | 5.1% | 35.0% | 34.0% | | 1.0% |
| Overheads | £20.3k | £21.5k | (£1.2k) | (5.5%) | £61.1k | £64.9k | (£3.8k) | (5.9%) | £270.5k | £270.6k | (£0.1k) | (0.0%) |
| Overheads % | 24.5% | 23.2% | | 1.3% | 24.1% | 27.4% | | (3.3%) | 27.0% | 27.0% | | 0.0% |
| Net Profit | £10.7k | £2.2k | £8.4k | 376.8% | £37.9k | £15.6k | £22.4k | 143.7% | £79.9k | £70.5k | £9.4k | 13.3% |
| Net Profit % | 12.9% | 2.4% | | 10.5% | 14.9% | 6.6% | | 8.4% | 8.0% | 7.0% | | 0.9% |

Profit Movement from Last Year



Over the last 12 months, profit has increased compared to the previous 12 months by £9,379. An adverse sales variance decreased profit by (£600), margin % increased by 1.0% points which in turn increased profit by £9,913, overheads have reduced compared to last year which has increased profit by £66.

Management Report for Growing Your Numbers

Historical Balance Sheet performance

Page 8

The company's Net Worth has decreased over the past 12 months by (£10,920) (from £44,409 to £33,489). This has been driven by a (£21,593) reduction in Fixed Assets, a £20,566 increase in Current Assets, a £39,458 increase in Current Liabilities and a (£29,565) reduction in Long Term Liabilities. The Current Ratio (the number of times current assets covers short term obligations) has decreased from 1.19 to 1.03, the minimum we would expect a business to operate at is 1. The Cash Ratio represents the company's immediate ability to cover its' short term obligations, this has improved from (0.54) to (0.33). The Total Debt to Equity ratio measures the degree to which operations are funded by borrowed money or unpaid debt, a high ratio means a greater risk of bankruptcy if business declines. The company's Debt to Equity ratio has increased from 4.48 to 6.23.

| Net Worth | | Current Ratio | | Cash Ratio | | Total Debt to Equity* | |
|-----------|---|---------------|---|------------|---|-----------------------|---|
| £33.5k | ✗ | 1.0 | ✗ | (0.3) | ✓ | 6.2 | ✗ |

indicators display the movement compared to this time last year

Total Liabilities divided by Net Worth

| | LY May | TY May | Var | Var % |
|-----------------------|---------------|---------------|-----------------|----------------|
| Fixed Assets | £96.6k | £75.0k | (£21.6k) | (22.3%) |
| Current Assets | £146.6k | £167.2k | £20.6k | 14.0% |
| Current Liabilities | £123.6k | £163.0k | £39.5k | 31.9% |
| Long Term Liabilities | £75.2k | £45.7k | (£29.6k) | (39.3%) |
| Net Worth | £44.4k | £33.5k | (£10.9k) | (24.6%) |

Debtor Days = ((Accounts Receivable (£196,930) / Sales (£1,001,218)) x 365 Days) = 71.8 days. This represents an increase of 2.9 days compared to this time last year.

Creditor Days = (Accounts Payable (£60,859) / (Cost of Sales (£650,752) plus Expenses (£270,549)) x 365 Days) = 24.1 days. This represents a decrease of (4.4) days compared to this time last year.

| Key Current Assets | LY May | TY May | Key Current Liabilities | LY May | TY May |
|---------------------------|----------------|----------------|------------------------------|----------------|----------------|
| (R) - Accounts Receivable | £189.4k | £196.9k | (P) - Accounts Payable | £72.9k | £60.9k |
| (S) - Stock | £23.8k | £24.0k | (O) - Current liabilities 13 | £43.4k | £57.2k |
| (O) - Current assets 4 | £0.2k | £0.0k | (V) - VAT | (£21.0k) | £35.7k |
| (C) - Bank Account | (£66.9k) | (£53.7k) | (T) - Corporation Tax | £8.3k | £7.9k |
| | | | (O) - Current liabilities 2 | £1.4k | £1.4k |
| | | | (O) - Current liabilities 9 | £0.0k | (£0.0k) |
| Others | £0k | £0k | Others | £18.5k | (£0.0k) |
| Current Assets | £146.6k | £167.2k | Current Liabilities | £123.6k | £163.0k |

(C) - Cash, (D) - Debt, (O) - Other, (P) - Payables, (R) - Receivables, (S) - Stock / W.I.P, (T) - Corp Tax, (V) - VAT

This report has been produced using data within your accounting system and is provided for information purposes only to aid decision making. No liability can be accepted for loss or unforeseen impact incurred due to actions taken as a result of the information or comments displayed within it.