Executive financial dashboard

Example Distribution (Pty) Ltd / September 2026

ILLUSTRATIVE SAMPLE — FICTIONAL COMPANY DATA

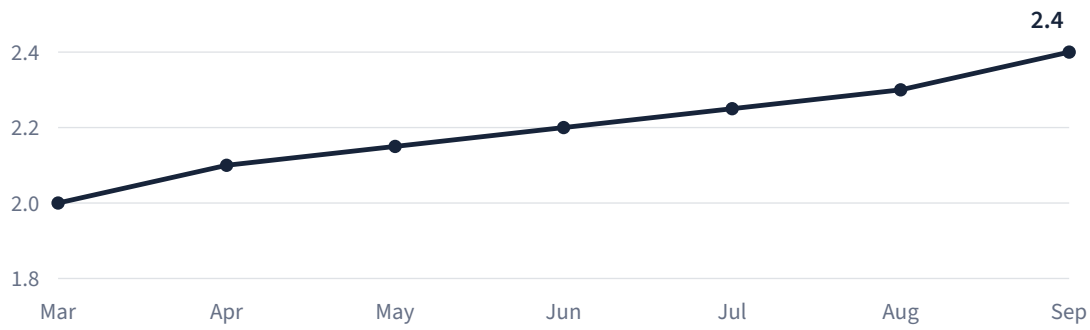
Sales are growing. Profit conversion and cash collection need attention.

REVENUE	GROSS PROFIT	EBITDA
R 2,400,000	R 636,000	R 146,000
R50,000 ahead of budget (+2.1%)	26.5% margin vs 30.0% budget	R109,000 below budget (42.7%)

NET PROFIT	CLOSING CASH	YTD NET PROFIT
R 75,190	R 533,000	R 714,305
R81,030 below budget (51.9%)	Down R287,000 from August	R116,435 below budget (14.0%)

Revenue trend

Monthly revenue in R million. All seven YTD months shown.



YTD: 1 March-30 September 2026. Revenue run rate: R26.4 million (YTD annualised, not a forecast).

01 Growth is not converting into profit

September revenue rose 4.3% from August, but gross profit fell R8,000. The 1.5 percentage-point margin decline warrants a product and customer margin review.

02 Profit has not funded the bank account

Debtors and inventory absorbed R620,000. Supplier credit offset R330,000, but operating cash flow still fell to negative R207,000.

03 Collections need an owner

R820,000 is more than 30 days overdue, up from R450,000. Agree collection dates and resolve disputes before offering additional credit.

EBITDA = gross profit less operating expenses, before depreciation, finance costs and tax.

Monthly management accounts

Example Distribution (Pty) Ltd / September 2026

ILLUSTRATIVE SAMPLE — FICTIONAL COMPANY DATA

Statement of profit or loss

R thousands, one decimal. F / (U) = favourable / (unfavourable).

R thousands	Sep actual	Sep budget	F/(U) R thous.	F/(U) % / pp	Aug actual	YTD actual	YTD budget
Revenue	2,400.0	2,350.0	50.0	2.1%	2,300.0	15,400.0	15,250.0
Cost of sales	1,764.0	1,645.0	(119.0)	(7.2%)	1,656.0	10,976.5	10,675.0
Gross profit	**636.0**	**705.0**	**(69.0)**	**(9.8%)**	**644.0**	**4,423.5**	**4,575.0**
Gross profit margin	26.5%	30.0%	n.a.	(3.5 pp)	28.0%	28.7%	30.0%
Salaries and staff	260.0	250.0	(10.0)	(4.0%)	250.0	1,730.0	1,750.0
Rent and occupancy	65.0	65.0	-	0.0%	65.0	455.0	455.0
Delivery and logistics	85.0	65.0	(20.0)	(30.8%)	72.0	453.0	455.0
Administration	45.0	40.0	(5.0)	(12.5%)	40.0	285.0	280.0
Selling expenses	35.0	30.0	(5.0)	(16.7%)	33.0	232.0	210.0
Operating expenses	**490.0**	**450.0**	**(40.0)**	**(8.9%)**	**460.0**	**3,155.0**	**3,150.0**
EBITDA	**146.0**	**255.0**	**(109.0)**	**(42.7%)**	**184.0**	**1,268.5**	**1,425.0**
Depreciation	25.0	25.0	-	0.0%	25.0	175.0	175.0
Operating profit (EBIT)	**121.0**	**230.0**	**(109.0)**	**(47.4%)**	**159.0**	**1,093.5**	**1,250.0**
Finance costs	18.0	16.0	(2.0)	(12.5%)	17.0	115.0	112.0
Profit before tax	**103.0**	**214.0**	**(111.0)**	**(51.9%)**	**142.0**	**978.5**	**1,138.0**
Illustrative income tax	27.8	57.8	30.0	51.9%	38.3	264.2	307.3
Net profit	**75.2**	**156.2**	**(81.0)**	**(51.9%)**	**103.7**	**714.3**	**830.7**

Financial position

R thousands at month-end

R thousands	Aug	Sep
Cash	820.0	533.0
Trade receivables	3,450.0	3,870.0
Inventory	2,600.0	2,800.0
Prepayments	100.0	100.0
Current assets	**6,970.0**	**7,303.0**
Property, plant & equip.	1,500.0	1,535.0
Total assets	**8,470.0**	**8,838.0**
Trade payables	2,200.0	2,530.0
Other current liabilities	740.0	722.8
Current liabilities	**2,940.0**	**3,252.8**
Non-current term loan	1,260.0	1,240.0
Total liabilities	**4,200.0**	**4,492.8**
Total equity	**4,270.0**	**4,345.2**
Liabilities + equity	**8,470.0**	**8,838.0**

Other current liabilities include accruals, VAT, income tax and the current loan. September equity: R500,000 capital plus R3,845,190 retained earnings.

YTD: March-September 2026 (February year-end). Rounded display; whole-rand source balances reconcile. Margin variance: pp only; monetary comparison is n.a. Tax is a fictional 27% assumption, without deferred tax or permanent differences. No dividends assumed.

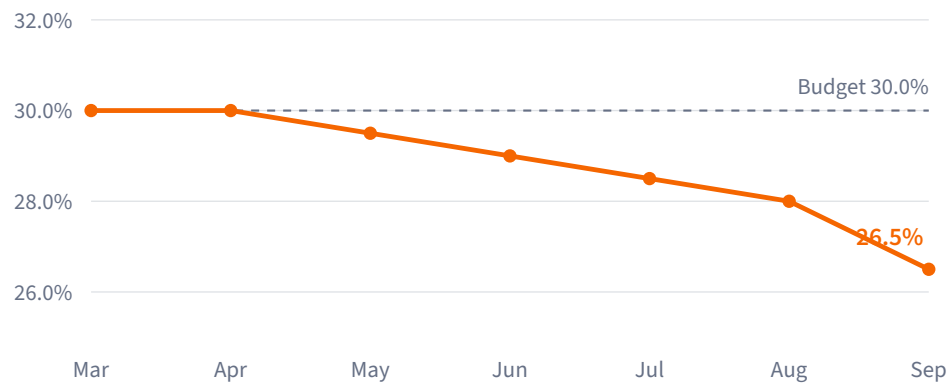
Profitability and expense analysis

Example Distribution (Pty) Ltd / September 2026

ILLUSTRATIVE SAMPLE — FICTIONAL COMPANY DATA

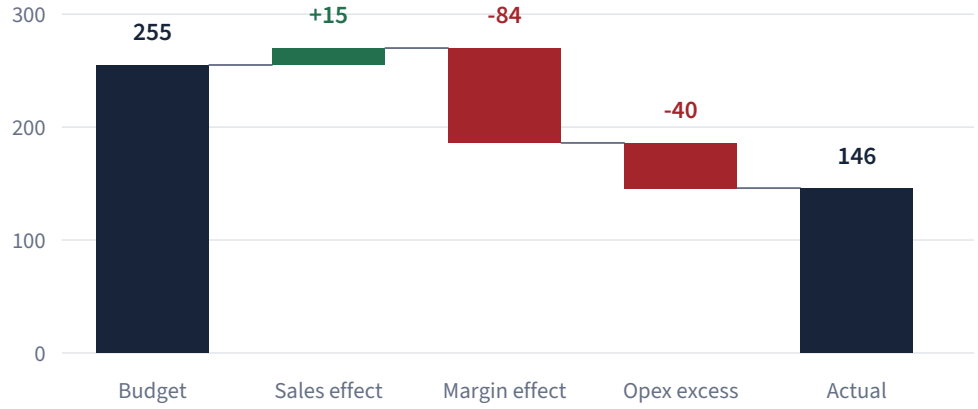
Gross margin weakened as revenue increased

Gross profit as a percentage of revenue



Why EBITDA missed budget by R109,000

September budget-to-actual reconciliation (R thousands)



Operating expenses

R thousands. Costs above budget are unfavourable.

Expense	Actual	Budget	F/(U)
Salaries and staff	260	250	(10)
Rent and occupancy	65	65	-
Delivery and logistics	85	65	(20)
Administration	45	40	(5)
Selling expenses	35	30	(5)
Operating expenses	**490**	**450**	**(40)**

CONFIRMED FINDINGS

Margin explains R84,000 of the EBITDA gap, compared with R40,000 excess opex. Protect margin before approving further sales incentives. These are variance effects; they do not establish recoverable profit or achievable savings.

MANAGEMENT INVESTIGATION

Test supplier pricing, discount approvals and product mix; totals alone cannot identify the cause. Additional operational records show delivery cost per order of R72.03 versus R65.45 and on-time delivery of 92% versus 94%. Check carrier charges, failed deliveries and route use before adding capacity.

Operational KPIs use additional records; detailed analyses depend on available data and agreed scope.

Cash flow and working capital

Example Distribution (Pty) Ltd / September 2026

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A profitable month still reduced cash by R287,000

September cash flow in R. Interest is included in operating cash.

Actual September cash reconciliation	R
Net profit + depreciation (R25,000)	100,190
Increase in trade receivables	(420,000)
Increase in inventory	(200,000)
Increase in trade payables	330,000
Other operating balance changes	(17,190)
Net operating cash flow	**(207,000)**
Capital expenditure	(60,000)
Loan principal paid	(20,000)
Net change in cash	**(287,000)**
Opening cash	820,000
Closing cash (bank reconciled)	**533,000**

Other: accruals +R20,000; VAT +R15,000; tax -R52,190.

Working capital	Jul	Aug	Sep
Debtor days	37.1	40.4	42.1
Creditor days	31.6	32.8	33.6
Inventory days	47.2	48.7	47.6

Current ratio 2.25x / Quick ratio 1.35x / Cash ratio 0.16x

Numerators: current assets; cash + debtors; cash. All divide by current liabilities.

Receivables ageing

R thousands, by days overdue; detailed ageing in Excel.

Days overdue	Aug	Sep	Change
Current / not yet due	2,100	2,100	-
1-30	900	950	50
More than 30 days	**450**	**820**	**370**
Total receivables	**3,450**	**3,870**	**420**

R700,000 of payables is overdue. Confirm collection and supplier dates to protect supply; investigate disputed debtors and slow stock before relying on asset-based ratios.

Forward-Looking Cash Watch: 1-15 October (assumptions)

Expected receipt / planned payment	Planned date	R
Collect current debtors	05 Oct	650,000
Suppliers	08 Oct	(800,000)
Wages / operating payments	09 Oct	(250,000)
Collect debtors overdue >30 days	12 Oct	250,000
Statutory / loan payments	15 Oct	(160,000)

Actual opening cash + expected receipts - planned payments

Actual opening cash: R 533,000

Expected closing cash: R 223,000

R533,000 + R900,000 - R1,210,000 = R223,000

Delay the R250,000 overdue receipt beyond 15 Oct: a R27,000 funding gap. Confirm dates before non-essential payments. No other flows or overdraft assumed; estimates are not guaranteed.

Watch depends on client information and agreed scope. Planned dates are assumptions, not statutory deadlines.

Financial health review and management actions

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Financial health assessment

Action Required: material adverse trends or cash/working-capital risks need response. Monitor: follow-up. Satisfactory: no material issue identified. Judgement, not a score.

Area / status	Financial problem and potential impact	Management focus
Profitability ACTION REQUIRED	Weaker gross margin limits funds for stock and debt service despite sales growth (page 3).	A2: Validate pricing, mix and discount drivers before approving promotions.
Liquidity ACTION REQUIRED	Negative operating cash and reduced bank cash leave payment timing exposed (page 4).	A1: Confirm cash-watch receipts before releasing non-essential payments.
Working capital ACTION REQUIRED	Overdue invoices and stock tie up cash; delayed supplier payments could interrupt supply.	A1 / A4: Resolve disputed debtors and review reorder commitments.
Operating cost control ACTION REQUIRED	Delivery is the largest opex overrun. Rising unit costs warrant investigation before expansion.	A3: Validate carrier charges and route use before adding capacity.
Overall performance MONITOR	The business remains profitable, but YTD earnings are behind plan and corrective work is open.	A5: Review October results and evidence that earlier actions were effective.

Management Action Tracker

Carry open IDs forward. Update status monthly; closure needs evidence.

ID	Priority	Action	Responsible	Target date	Status
A1	**High**	Obtain commitments on R820,000 overdue >30 days; confirm cash watch.	Credit Controller	12 Oct	Open
A2	**High**	Explain R84,000 margin gap; validate pricing and discount controls.	Sales / Procurement	15 Oct	Open
A3	**Medium**	Investigate R20,000 excess delivery costs and carrier charges.	Operations Manager	20 Oct	Open
A4	**Medium**	Review slow stock and open purchase orders before reordering.	Procurement Manager	16 Oct	Open
A5	**Medium**	Review October results and progress on existing action IDs.	Owner / Finance Manager	05 Nov	Open