

The following report has been designed to provide you with insight into performance in the current financial year compared to the previous 2 years (where the information is available). We have analysed every transaction within your accounts to identify the drivers of profitability within your business.

Should you wish to discuss any of the content further, please do contact us on t: 0123 456 7890 or visit www.vfd-pro.com

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The points below provide an overview of the performance of your business in the current financial year, compared to the same period last year.

## What worked well (this financial year))

The average value of invoices this year has increased by 8.7% compared to last year (up from 757 to 823). The average value of invoices over the past 3 months was also 20.1% up on the same period last year.

The average customer purchase value this year has increased by 29.5% compared to last year (up from 1,962 to 2,540). Average customer purchase value over the past 3 months was also 39.5% up on the same period last year.

Average gross margin % this year has increased by 3.3% compared to last year (up from 37.7% to 40.9%). Average gross margin % over the past 3 months was also 5.1% up on the same period last year.

Average overheads % this year has decreased by (2.5%) compared to last year (down from 29.8% to 27.3%). However, average overheads % over the past 3 months was (7.7%) up on the same period last year.

Average net profit % this year has increased by 5.7% compared to last year (up from 7.8% to 13.6%). Average net profit % over the past 3 months was also 12.7% up on the same period last year.

The balance of cash & cash equivalents has increased by £13,123 compared to the same time last year (up from (£66,869) to (£53,746)).

### What didn't work so well (this financial year)

Revenue this financial year has decreased by (.1%) compared to last year (down from 412,007 to 411,546). However, over the past 3, months revenue was 7.0% up on the same period last year.

Invoices raised this financial year have decreased by (8.1%) compared to last year (down from 544 to 500). The number raised over the past 3 months was also (10.9%) down on the same period last year.

The number of unique customer purchases this year has decreased by (22.0%) compared to last year (down from 118 to 92). Over the past 3 months they were also (16.1%) down on the same period last year.

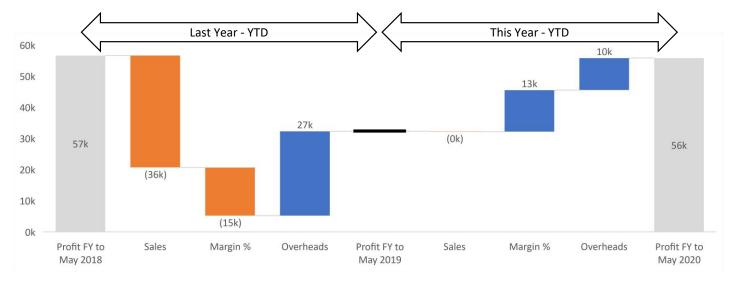
The business' current ratio has decreased by (.2) compared to the same time last year (down from 1.2 to 1.0).



EXECUTIVE SUMMARY Page 4

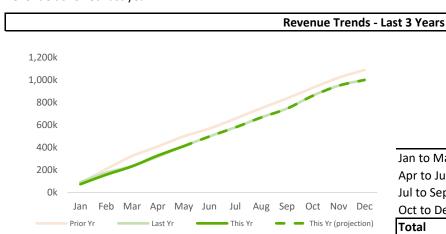
So far this financial year, profit has increased compared to the previous year by £23.5k. An adverse sales variance decreased profit by (£.2k), margin % increased by +3.3% points which in turn increased profit by £13.4k, overheads have reduced compared to last year which has increased profit by £10.3k.

		YTD to May	Mvmt	Mvmt %	
Revenue	Revenue movement (past 12 months)	412k	(£0k)	(0.1%)	Profit Impact (£0k)
	Invoice movement (past 12 months)	500	(44)	(8.1%)	
	Avg Invoice Value movement	£823	(£32k) £0.07k	8.7%	
	(past 12 months) Revenue Impact		£31k		
Gross Margin	Gross Margin £ movement (past 12 months)	168k	£13k	8.5%	
	Gross Margin % movement (past 12 months)	40.9%		3.3%	Profit Impact £13k
Overheads	Overheads £ movement (past 12 months)	113k	(£10k)	(8.4%)	Profit Impact £10k
	Overheads % sales movement (past 12 months)	27.3%		(2.5%)	
Net Profit	Net Profit £ movement (past 12 months)	56k	£24k	73%	
	Net Profit % movement (past 12 months)	13.6%		5.7%	



REVENUE ANALYSIS Page 5

Revenue in May of £82.8k was (£9.8k) lower than the same month last year. Revenue achieved so far this financial year of £411.5k is (£.5k) below the level achieved last year and (£87.4k) below the level in the previous year. If we were to project the current financial year to date performance against last year forward, revenue for the full year would be £1,000.6k, (£1.1k) or (.1%) lower than the revenue achieved last year.



May	vs Last Year
82.8k	<b>(10.6%)</b>

	This	Last	Variance	Variance
	Year	Year	£	%
Jan to Mar	232.3k	234.7k	(2.5k)	(1.0%)
Apr to Jun	179.3k	177.3k	▶ 2.0k	1.1%
Jul to Sep				
Oct to Dec				
Total	412k	412k	(0k)	(0.1%)

### **Transaction Trends - Last 3 Years**



May	vs Last Year
308	(40.7%)

	This	Last	Variance	Variance
	Year	Year	£	%
Jan to Mar	1,118	985	133	3 13.5%
Apr to Jun	716	946	(230	) (24.3%)
Jul to Sep				
Oct to Dec				
Total	1,834	1,931	<b>(97</b>	) (5.0%)

# Average Spend Trends - Last 3 Years 350 300 250 200 150 100 Jan to Mar Apr to Jun Jul to Sep

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

May	vs Last Year
269	<b>50.6%</b>

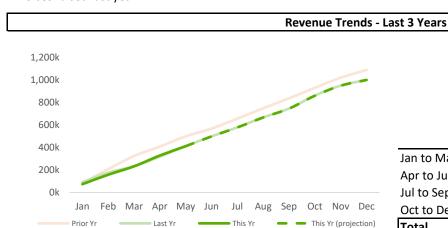
	This	Last	Variance	Variance
	Year	Year	£	%
Jan to Mar	633	734	(101	) (13.7%)
Apr to Jun	505	377	129	9 34.1%
Jul to Sep				
Oct to Dec				
Total	224	213	<b>1</b> :	1 5.2%

Total transactions recorded within the accounts for the current financial year is 1.8k, which is (5.0%) below the previous financial year and generated (£21.8k) less revenue. Average spend was £224, this was 5.2% above last year and drove £21.3k more revenue.

Impact of Transactions & Average Spend Movements					
	Trans	Spend	Variance Varia		Variance
	Impact	Impact		£	%
Jan to Mar	84.2k	(99.2k)	<b></b>	(15.1k)	(1.0%)
Apr to Jun	(116.2k)	121.6k	<b> </b>	5.4k	1.1%
Jul to Sep					
Oct to Dec					
Total	(22k)	21k	<b></b>	(0k)	(0.1%)

INVOICE ANALYSIS Page 6

Total invoices raised in May of 98 was (30) lower than the same month last year. Total invoices raised so far this financial year of 500 is (44) below the level achieved last year and (79) below the level in the previous year. If we were to project the current financial year to date performance against last year forward, invoices raised in the year would be 1,134, (100) or (8.1%) lower than the invoices raised last year.



May	vs Last Year
82.8k	<b>(10.6%)</b>

	This	Last	Variance	Variance
	Year	Year	£	%
Jan to Mar	232.3k	234.7k	(2.5k)	(1.0%)
Apr to Jun	179.3k	177.3k	▶ 2.0k	1.1%
Jul to Sep				
Oct to Dec				
Total	411.5k	412.0k	(0.5k)	(0.1%)

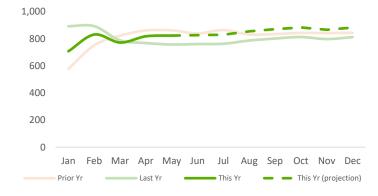
### **Invoice Trends - Last 3 Years**



May	vs Last Year
98	<b>(23.4%)</b>

	This	Last	Varia	ance	Variance
	Year	Year	f	<u>:</u>	%
Jan to Mar	301	298		3	1.0%
Apr to Jun	199	246		(47)	(19.1%)
Jul to Sep					
Oct to Dec					
Total	500	544		(44)	(8.1%)

### **Average Invoice Value Trends - Last 3 Years**



May	vs Last Year		
844	16.8%		

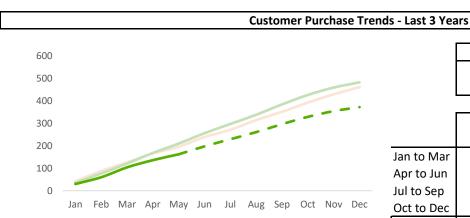
Year	Year	f	<u> </u>	%
772	788		(16)	(2.0%)
901	721		180	25.0%
823	757	<b></b>	66	8.7%
	772 901	772 788 901 721	772 788 P 901 721 P	772 788 (16) 901 721 180

Total invoices raised within the accounts for the current financial year is 500, which is (8.1%) below the previous financial year and generated (£31.5k) less revenue. Average invoice value was £823, this was 8.7% more last year and drove £31.0k more revenue.

Impact of Transactions & Average Spend Movements					
	Volume	Value	Variance	Variance	
	Impact	Impact	£	%	
Jan to Mar	2.4k	(4.8k)	(2.5k)	(1.0%)	
Apr to Jun	(33.9k)	35.9k	2.0k	1.1%	
Jul to Sep					
Oct to Dec					
Total	(32k)	31k	(0k)	(0.1%)	

<u>CUSTOMER ANALYSIS</u>

In May, 26 customers made a purchase, this is (16) fewer than during the same month last year. Total customer purchases so far this financial year of 162 is (48) below last year's level and (34) below the level in the previous year. If we were to project the current financial year to date performance against last year forward, customer purchases in the year would be 372, (110) or (22.9%) lower than the customer purchases last year.

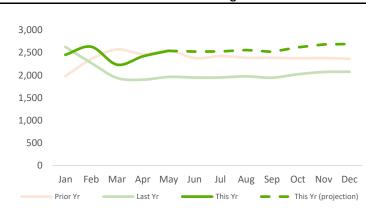


May	vs Last Year
26	<b>(38.1%)</b>

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	This	Last	Variar	ıce	Variance
	Year	Year	£		%
Jan to Mar	104	121	<b></b>	(17)	(14.0%)
Apr to Jun	58	89	<b> </b>	(31)	(34.8%)
Jul to Sep					
Oct to Dec					
Total	162	210		(48)	(22.9%)

### **Average Customer Purchase Value Trends - Last 3 Years**



May	vs Last Year		
£3,183	<b>44.4%</b>		

	This	Last	Variance	Variance
	Year	Year	£	%
Jan to Mar	2,234	1,940	293	15.1%
Apr to Jun	3,091	1,992	1,099	55.2%
Jul to Sep				
Oct to Dec				
Total	2,540	1,962	<b>578</b>	29.5%

### **Unique Customer Purchase Trends - Last 3 Years**



May	vs Last Year
9	(30.8%)

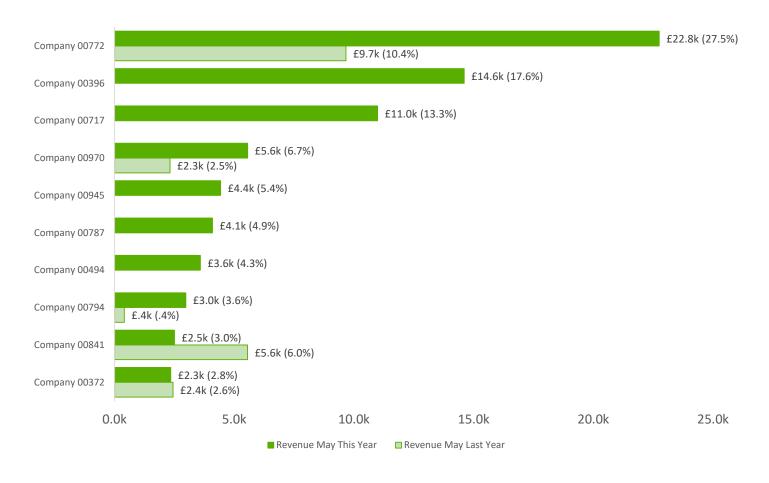
	This	Last	Variance	Variance
	Year	Year	£	%
Jan to Mar	71	88	(17	7) (19.3%)
Apr to Jun	21	30	<b>(</b> 9	9) (30.0%)
Jul to Sep				
Oct to Dec				
Total	92	118	<b>(26</b>	6) (22.0%)

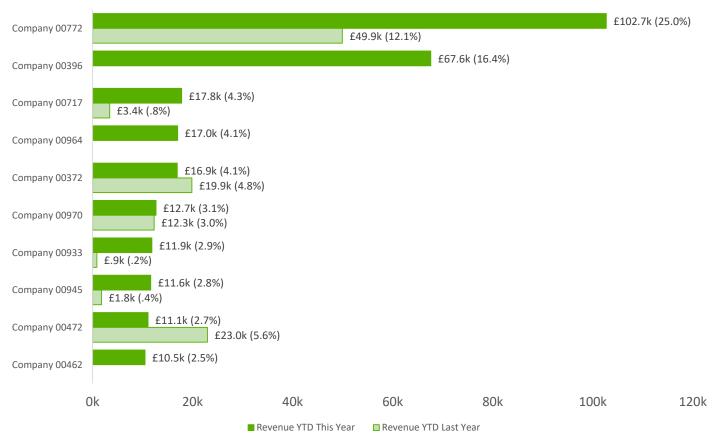


KEY CUSTOMER ANALYSIS

The top 10 customers in May accounted for 89.2% of total revenue, the largest proportion of which came from Company 00772 (£22.8k or 27.5% of total revenue). 6 of your top 10 customers in May also appear in your top 10 customers year to date. Year to date your top 10 customers accounted for 68.0% of total revenue, again the largest proportion of which came from Company 00772 (£102.7k or 25.0% of total revenue).

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**MARGIN ANALYSIS** 

Gross margin in May of £30.9k was £7.3k higher than the same month last year. So far this financial year, gross margin acheived of £168.4k is £13.2k above the level achieved last year and (£38.3k) below the level in the previous year. If we were to project the current financial year to date performance against last year forward, gross margin for the full year would be £366.0k, £28.7k or 8.5% higher than the gross margin acheived last year.

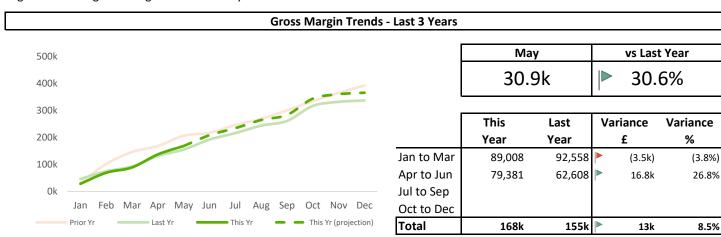
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%

(1.1%)

9.0%

3.3%



### May vs Last Year 60.0% 37.4% 11.8% 50.0% 40.0% This Last Variance 30.0% Year Year 20.0% Jan to Mar 38.3% 39.4% 10.0% Apr to Jun 44.3% 35.3% 0.0% Jul to Sep

Oct Nov Dec

This Yr (projection)

Feb Mar Apr May Jun

Last Yr

Prior Yr

Jul

This Yr

Aug Sep

**Gross Margin % Trends - Last 3 Years** 



Oct to Dec

40.9%

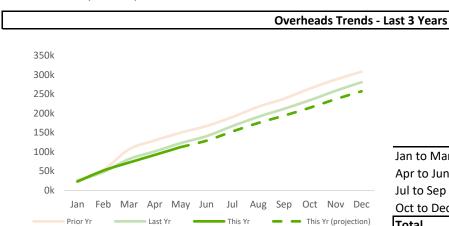
37.7%

Total

Top 10 Cost of Sales Lines (ranked by spend Last 12 months)	TY	% Rev	LY	% Rev	Var £ Va	r % Rev
Cost of Sales 8	163.1k	39.6%	158.0k	38.3%	(5.1k)	1.3%
Cost of Sales 5	62.5k	15.2%	68.2k	16.5%	5.7k  ►	(1.4%)
Cost of Sales 7	5.3k	1.3%	12.5k	3.0%	7.2k  ►	(1.7%)
Cost of Sales 4	3.4k	0.8%	8.0k	1.9%	4.6k  ►	(1.1%)
Cost of Sales 3	2.7k	0.7%	1.4k	0.3%	(1.4k)	0.3%
Cost of Sales 6	2.6k	0.6%	3.7k	0.9%	1.1k  ►	(0.3%)
Cost of Sales 1	2.0k	0.5%	2.4k	0.6%	0.4k  ►	(0.1%)
Cost of Sales 2	1.4k	0.3%	1.9k	0.5%	0.5k  ►	(0.1%)
Others	0.0k	0.0%	0.8k	0.2%	0.8k <b> </b> ►	(0.2%)
Total	243.2k	59.1%	256.8k	62.3%	13.7k ▶	(3.3%)

OVERHEADS ANALYSIS Page 10

Overheads in May of £20.3k were (£1.2k) lower than the same month last year. So far this financial year, overhead expenditure of £112.5k is (£10.3k) below last year's expenditure and (£37.4k) below expenditure in the previous year. If we were to project the current financial year to date performance against last year forward, overheads for the full year would be £257.3k, (£23.5k) or (8.4%) lower than last year's expenditure.



May	vs Last Year
20.3k	<b>(5.5%)</b>

	This	Last	Variance	Variance
	Year	Year	£	%
Jan to Mar	72,396	81,391	(9.0k)	(11.1%)
Apr to Jun	40,151	41,445	(1.3k)	(3.1%)
Jul to Sep				
Oct to Dec				
Total	113k	123k	(10k)	(8.4%)

## Overheads % Trends - Last 3 Years



May	vs Last Year			
24.5%	1.3%			

	This	Last
	Year	Year
Jan to Mar	31.2%	34.7%
Apr to Jun	22.4%	23.4%
Jul to Sep		
Oct to Dec		
Total	27.3%	29.8%

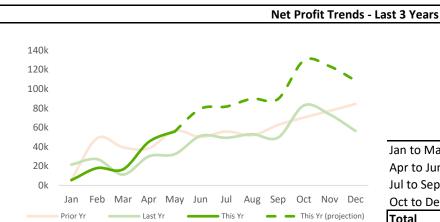
Va	riance
	%
<b> </b>	(3.5%)
	(1.0%)
<b> </b>	(2.5%)



Top 10 Cost of Sales Lines (ranked by spend Last 12 months)	TY	% Rev	LY	% Rev	Var £ V	ar % Rev
Overheads 39	24.1k	5.9%	24.1k	5.8%	0.0k	0.0%
Overheads 21	12.6k	3.1%	8.7k	2.1%	(3.9k) 🏲	1.0%
Depreciation	12.6k	3.1%	11.9k	2.9%	(0.6k) 🏲	0.2%
Heat & Light	10.7k	2.6%	15.5k	3.8%	4.8k ▶	(1.2%)
Advertising	7.1k	1.7%	3.7k	0.9%	(3.4k)	0.8%
Marketing	6.6k	1.6%	2.5k	0.6%	(4.1k) 🟲	1.0%
Overheads 37	5.7k	1.4%	5.7k	1.4%	(0.0k) 🟲	0.0%
Overheads 44	4.7k	1.1%	9.6k	2.3%	4.9k  ►	(1.2%)
Overheads 27	3.9k	1.0%	3.1k	0.8%	(0.8k) 🟲	0.2%
Promotion	3.7k	0.9%	4.5k	1.1%	0.8k	(0.2%)
Others	20.9k	5.1%	33.5k	8.1%	12.7k  ►	(3.1%)
Total	113k	27.3%	123k	29.8%	10k  ►	(2.5%)

NET PROFIT ANALYSIS Page 11

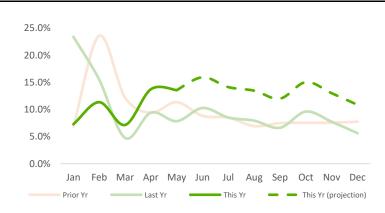
Net Profit in May of £10.7k was £8.4k higher than the same month last year. So far this financial year, net profit of £55.8k is £23.5k above the level acheived last year and (£.8k) below net profit in the previous year. If we were to consolidate the above projections, net profit for the full year would be £108.7k, £52.3k or 92.7% higher than last year's net profit.



May	vs Last Year
10.7k	▶ 376.8%

	This	Last	Variance		Variance
	Year	Year	í	£	%
Jan to Mar	16,612	11,167		5.4k	48.8%
Apr to Jun	39,230	21,163		18.1k	85.4%
Jul to Sep					
Oct to Dec					
Total	56k	32k		24k	72.7%

### Net Profit % Trends - Last 3 Years

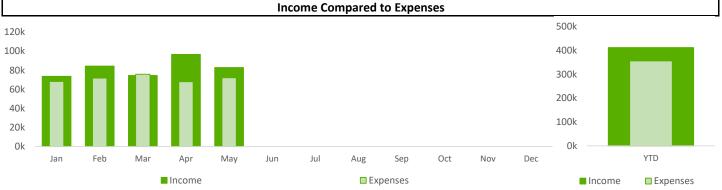


May	vs Last Year			
12.9%	10.5%			

	This	Last
	Year	Year
Jan to Mar	7.2%	4.8%
Apr to Jun	21.9%	11.9%
Jul to Sep		
Oct to Dec		
Total	13.6%	7.8%

Variance						
%						
<b></b>	2.4%					
	9.9%					

5.7%



		(b	Margin % variance (break-even margin % = 17.7%)							
		17.7% 42.6% 67.5% 92.5% 117								
¥	149k	(74k)	(37k)	0k	37k	74k				
nce s = £149k	360k	(37k)	52k	142k	232k	322k				
Sales variance	570k	Ok	142k	284k	427k	569k				
Sales varian break-even sales	781k	37k	232k	427k	621k	816k				
<b>q</b> )	992k	74k	322k	569k	816k	1,063k				

So far this financial year, profit has increased compared to the previous year by £23.5k. An adverse sales variance decreased profit by (£.2k), margin % increased by +3.3% points which in turn increased profit by £13.4k, overheads have reduced compared to last year which has increased profit by £10.3k.

Break-even revenue at the existing margin % of 40.9% is £275.1k (£55.0k per month) with break-even margin % at the current revenue of 27.3%

DETAILED PROFIT & LOSS	This Year May	Last Year May	Var £	Var %	This Year YTD	Last Year YTD	Var £	Var %
Revenue								
Sales 4	61.2k	69.6k	(8.4k)	(12.1%)	286.0k	273.8k	12.2k	4.5%
Sales 8	13.1k	12.8k	0.3k	2.0%	80.8k	81.9k	(1.1k)	(1.3%)
Sales 9	2.4k	(0.4k)	2.8k	(714.3%)	15.0k	11.2k	3.8k	34.2%
Sales 6	2.4k	3.1k	(0.7k)	(24.0%)	11.3k	13.7k	(2.4k)	(17.8%)
Sales 5	2.2k	6.2k	(4.0k)	(64.0%)	9.7k	24.6k	(14.9k)	(60.5%)
Sales 10	0.8k	0.2k	0.6k	254.1%	4.1k	0.7k	3.3k	448.6%
Sales 2	0.5k	0.8k	(0.3k)	(34.5%)	2.2k	2.5k	(0.3k)	(11.7%)
Sales 1	0.1k	0.2k	(0.1k)	(51.4%)	2.2k	3.7k	(1.5k)	(40.5%)
Sales 7	0.0k	0.0k	0.0k		0.4k	0.0k	0.4k	
Sales 3	0.0k	0.0k	0.0k		0.0k	0.0k	0.0k	n/a
The Rest					0.0k	0.0k	0.0k	66.7%
Total	82.8k	92.6k	(9.8k)	(10.6%)	411.5k	412.0k	(0.5k)	(0.1%)
Cost of Sales								
Cost of Sales 8	35.7k	41.8k	(6.1k)	(14.6%)	163.1k	158.0k	5.1k	3.3%
Cost of Sales 5	9.1k	19.2k	(10.1k)	(52.8%)	62.5k	68.2k	(5.7k)	(8.3%)
Cost of Sales 7	0.8k	2.5k	(1.7k)	(66.7%)	5.3k	12.5k	(7.2k)	(57.4%)
Cost of Sales 4	1.4k	4.3k	(2.9k)	(68.3%)	3.4k	8.0k	(4.6k)	(57.5%)
Cost of Sales 3	1.1k	0.5k	0.7k	146.6%	2.7k	1.4k	1.4k	100.5%
The Rest	3.7k	0.6k	3.2k	570.5%	6.0k	8.8k	(2.7k)	(31.2%)
Total	51.8k	68.9k	(17.1k)	(24.8%)	243.2k	256.8k	(13.7k)	(5.3%)
Gross Margin	30.9k	23.7k	7.3k	30.6%	168.4k	155.2k	13.2k	8.5%
Gross Margin %	37.4%	25.6%		11.8%	40.9%	37.7%		3.3%
Overheads								
Overheads 39	4.8k	4.8k	0.0k	0.0%	24.1k	24.1k	0.0k	0.0%
Overheads 21	0.0k	0.0k	0.0k		12.6k	8.7k	3.9k	45.0%
Depreciation	2.6k	2.4k	0.1k	5.5%	12.6k	11.9k	0.6k	5.3%
Heat & Light	1.9k	4.3k	(2.4k)	(56.0%)	10.7k	15.5k	(4.8k)	(30.9%)
Advertising	1.0k	(0.3k)	1.3k	(380.9%)	7.1k	3.7k	3.4k	90.3%
Marketing	1.8k	1.1k	0.7k	65.2%	6.6k	2.5k	4.1k	162.2%
Overheads 37	1.1k	1.1k	0.0k	0.0%	5.7k	5.7k	0.0k	0.0%
Overheads 44	1.4k	4.2k	(2.8k)	(67.7%)	4.7k	9.6k	(4.9k)	(51.2%)
Overheads 27	0.8k	0.6k	0.2k	25.7%	3.9k	3.1k	0.8k	25.7%
Promotion	(0.1k)	0.1k	(0.2k)	(145.8%)	3.7k	4.5k	(0.8k)	(16.9%)
Overheads 18	1.3k	0.1k	1.2k	n/a	3.4k	3.5k	(0.1k)	(2.7%)
Overheads 20	0.6k	0.6k	0.0k	0.0%	3.0k	4.5k	(1.4k)	(32.3%)
Overheads 1	0.6k	0.8k	(0.3k)	(33.2%)	2.6k	2.8k	(0.2k)	(6.6%)
Overheads 24	0.2k	0.0k	0.2k	n/a	1.3k	0.8k	0.5k	58.9%
Overheads 17	0.1k	0.0k	0.1k		0.9k	0.0k	0.8k	n/a
Overheads 5	0.4k	0.0k	0.4k		2.0k	1.1k	0.9k	85.3%
Overheads 36	0.3k	0.3k	0.0k	15.9%	1.4k	1.2k	0.2k	14.2%
Overheads 40	0.3k	0.3k	0.0k	4.1%	1.5k	1.6k	(0.1k)	(5.0%)
Overheads 33	0.1k	0.1k	0.0k	57.3%	1.1k	0.6k	0.5k	91.2%
Overheads 42	0.3k	0.2k	0.1k	48.1%	1.0k	0.6k	0.4k	55.7%
Overheads 46	0.0k	0.1k	(0.1k)	(100.0%)	0.3k	0.2k	0.0k	11.1%
Overheads 4	0.1k	(0.0k)	0.1k	n/a	0.1k	0.9k	(0.7k)	(84.6%)
Overheads 28	0.4k	0.4k	0.0k	8.9%	0.8k	0.5k	0.3k	67.1%
Overheads 7	0.1k	0.0k	0.1k	130.6%	0.3k	0.4k	(0.0k)	(8.1%)
Overheads 23	0.1k	0.1k	0.0k	22.5%	0.4k	0.1k	0.4k	404.0%
The Rest	0.2k	0.2k	0.0k	28.8%	0.8k	14.9k	(14.1k)	(94.8%)
Total	20.3k	21.5k	(1.2k)	(5.5%)	112.5k	122.8k	(10.3k)	(8.4%)
Net Profit	10.7k	2.2k	8.4k	376.8%	55.8k	32.3k	23.5k	72.7%
Net Profit %	12.9%	2.4%		10.5%	13.6%	7.8%		5.7%

BALANCE SHEET ANALYSIS Page 13

The company's Net Worth has decreased since this month last year by (£11k), (from £44k to £33k). This has been driven by a (£22k) reduction in Fixed Assets, a £21k increase in Current Assets, a £39k increase in Current Liabilities and a (£30k) reduction in Long Term Liabilities. The Current Ratio (the number of times current assets covers short term obligations) has reduced 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 .00 to (.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 incresed from 4.48 to 6.23.

Net Worth	
£33k	×

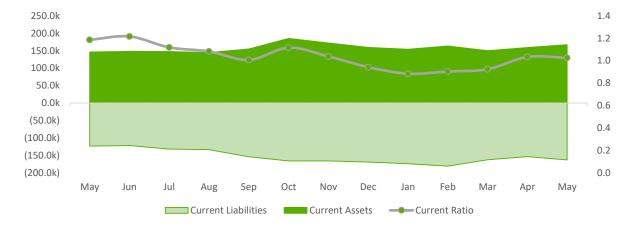
Current Ratio	
1.0	×

Cash Ratio	
(0.3)	<b>~</b>

Total Debt to Equity	
6.2	×

indicators display the movement compared to this time last year





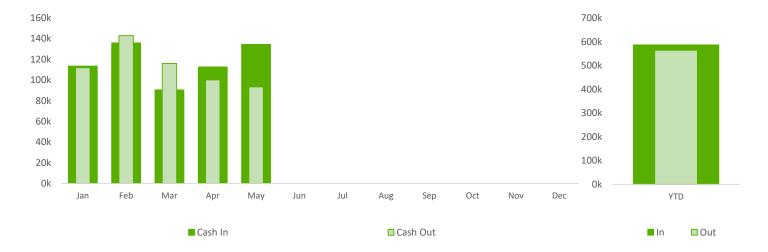


CASH ANALYSIS Page 14

Net cash & cash equivalents for May was £41,027, with £134,416 coming in and £93,389 being paid out. Since the start of the financial year £586,880 has been received and £564,435 paid out, a net increase of £22,444.

Over the past 3 months the average amount of cash received has exceeded the average amount of cash paid out by £9,311 per month. Over the past 6 months the average amount of cash received has exceeded the average amount of cash paid out by £3,741 per month.

On average this financial year, cash received has exceeded cash paid by £4,489 in each month with average receipts of £117,376 and average payments of £112,887.



Accounts receivable currently sits at 196,930 which is an increase on the same time last year (189,427). The average number of days it takes to receive payment has increased from 68.9 to 71.8. The increase in debtor days compared to this time last year has lead to (£7,836) less cash in your bank.

Accounts payable currently sits at 60,859 which is a decrease on the same time last year (72,892). The average number of days it takes to pay suppliers has decreased from 28.2 to 24.1. The decrease in creditor days compared to this time last year has lead to £10,372 less cash in your bank.



1,000k 40 35 800k 30 25 600k 20 400k 15 10 200k 5 Ωk 0 Jul - 2019 Jan - 2020 Feb -May lun -Aug -Sep -Oct -Nov -Dec -Mar -Apr -May -2019 2019 2019 2019 2019 2019 2019 2020 2020 2020 2020 ■ Exp & O/H ■ Accounts Payable ▲ Creditor Days

Creditor Days = (Accounts Payable (£61k) / (Cost of Sales (£650.8k) plus Expenses (£270.5k)) x 365 Days) = 24.1 days

Fixed Assets	TY	LY
Tangible Assets	288,214	279,850
Depreciation	(222,238)	(192,282)
Goodwill / Intangible Assets	9,064	9,064
Total Fixed Assets	75.0k	96.6k

Long Term Liabilities	TY	LY
Long term liabilities 3	29,433	58,998
Long term liabilities 2	16,227	16,227
Total Long Term Liabilities	45.7k	75.2k

Current Assets	TY	LY
Accounts Receivable	196,930	189,42
Stock	23,952	23,79
Current assets 4	14	23
Bank Account	(53,746)	(66,869
otal Current Assets	167.2k	146.6
otal current Assets	167.2K	140

Current Liabilities	TY	LY
Accounts Payable	60,859	72,892
Current liabilities 13	57,249	43,408
VAT	35,667	(20,983)
Corporation Tax	7,874	8,330
Current liabilities 2	1,394	1,394
Current liabilities 9	(1)	1
The Rest		18,541
Total Current Liabilities	163.0k	123.6k

This report and it's contents have been produced by Your Accountant solely for the A Fictional Software Company management team.

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