

Financial Analysis Report for:

Rock Castle Construction (sample)

For the month ending December 31, 2023

(and the prior thirteen months)

Comparisons in this analysis are made to this Industry Classification:

North American Industry Classification System (NAICS) = 236115 ?



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Note: This Financial Analysis is for discussion purposes only. We strongly encourage any user of this report to consult with a competent business financial advisor and / or certified public accountant before making any financial decisions and to validate all relevant data. There can be no representations whatsoever as to the accuracy or completeness of these reports as they are fully reliant on the data supplied by the user.





Rock Castle Construction (sample)

Executive Action Summary

Dear Dan Rock,

Here is this month's Profit Gap report. This report covers from December 31, 2022 to December 31, 2023, in monthly periods, with a focus on the last month of December 2023. This Executive Action Summary identifies the top opportunities Profit Gap found from your QuickBooks data in the areas of Cash Lost, Profitability, and other Scorecard metrics where current results reflect a variance of 25% or more from their goal. We strongly encourage you to review your financial information on at least a monthly basis. Most Profit Gap reports show substantial opportunity for improvement. Please look for additional details in the enclosed report.

CASH LOST

The last period in this report, December 31, 2023, indicates that the largest Cash Lost opportunity is in Accounts Receivable based on the goal set for Receivable Days, Rock Castle Construction (sample) has \$65,263 tied up in collecting Receivables sooner verses your goal. Each day you decrease your Receivable terms with your customers, Rock Castle Construction (sample) will have a positive Cash impact of \$2,014. Your Total Cash Lost reflected in this report \$109,475

PROFIT

Rock Castle Construction (sample) is exceeding it Gross Profit and Net Profit goals as of December 31, 2023. We recommend you increase your goals for Gross Profit and Net Profit next month to increase the company's profitability.

OTHER SCORECARD METRICS

Additional Scorecard Metrics (that are not Cash Lost or Profitability) that are greater than 25% from your goals include the following:

- * The Debt-to-Worth Metric is at 2.2. With the goal set at 1.4, your company is 56% away from meeting your goal.
- * The Sales to Assets Metric is at 1.1. With the goal set at 4.5, your company is 75% away from meeting your goal.

Best regards,

Steve LeFever Founder and Chairman Profit Mastery



THE SCORECARD



	Rock Castle Con	Two (2) Months Ago	Last Month	Current Month	Trend	Your Goal	Actual Annualized	Industry Standard Pointer designates current performance verses industry 10% 25% = 25% 10%	Calculations For Current		
	Period Endi	10/31/23	11/30/23	12/31/23			Act	Top & Bottom	Month		
BAL	ANCE SHEET RATIO	S: St	ability (Staying Power)	•							
1	Current	?	Current Assets				lack			—	200,096
			Current Liabilities	3.9	3.4	6.0		1.9	5.4	1.7 1.6 1.5 1.5 1.3	33,476
2	Quick	?	Cash + Accts. Rcv.								158,387
		_	Current Liabilities	3.3	2.9	4.7		1.4	3.9	1.1 1.0 0.8 0.7 0.5	33,476
3	Debt-to-Worth		Total Liabilities				lacksquare			_	437,017
			Net Worth	2.5	2.3	2.2		1.4	3.0	1.9 2.4 2.5 2.8 3.2	199,965
INCO	ME STATEMENT RA	ATI(OS: Profitability (Earning Powe	er)	1						
4	4 Gross Margin		Gross Profit							<u> </u>	31,515
			Sales	35.7%	42.3%	61.5%		56.2%	60.0%	67% 61% 55% 41% 18%	51,241
5	Net Margin		Net Profit Before Tax							!	13,686
		_	Sales	16.5%	24.4%	26.7%		4.3%	25.3%	4.9% 4.7% 4.3% 4.2% 3.8%	51,241
ASSE	T MANAGEMENT R	1	1								
6	6 Sales to Assets	?	Sales								181,252 X 4
			Total Assets	1.0	1.1	1.1		4.5	0.7	4.1 3.7 3.4 3.2 2.8	636,982
7	Return on Assets	?	Net Profit Before Tax								40,491 X 4
			Total Assets	22.3%	25.1%	25.4%		16.2%	18%	18% 17% 15% 13% 12%	636,982
8	Return on Investment	?	Net Profit Before Tax				\blacksquare			—	40,491 X 4
		_	Net Worth	77.2%	83.7%	81.0%		75.5%	55%	71% 64% 55% 45% 34%	199,965
		ı		1	T						
9	Accounts Receivable	?	Sales								51,241 X 12
	Turnover	_	Accounts Receivable	9.2	9.7	6.6		21.5	9.8	62 40 31 19 12	93,008
10	Accounts Receivable	?	365							, , , ,	365
	Turn-Days		Accts. Rec. Turnover	40	37	55		17	37	6 9 12 19 31	6.6
11	Inventory Turnover	?	Cost of Goods Sold								19,726 X 12
	inventory rumover		Inventory	18.9	16.8	7.7		365.0	8.8	66 1 NA NA NA	30,683
12	Inventory Turn-Days	?	365								365
			Inventory Turnover	19	22	47		0	42	5 465 0 0 0	7.7
13	Accounts Payable	?	Cost of Goods Sold				A			•	19,726 X 12
13	Turnover		Accounts Payable	11.4	8.0	8.9		6.0	8.6	3 4 5 6 11	26,637
14	Average Payment	?	365				▼			•	365
	Period-Days		Accts. Payable Turnover	32	45	41	•	61	43	1 I I I I 122 97 80 58 34	8.9

***NOTE:** RATIOS OF: Equity & Assets use last 3 month rolling total annualized for the numerator.

This is so near-term changes in the performance to the metric are more pronounced.

Scorecard Tutorial

Tutorial

Actual Performance to Goal Key

Better than Goal

≤ 25% away from Goal

Greater than 25% from Goal

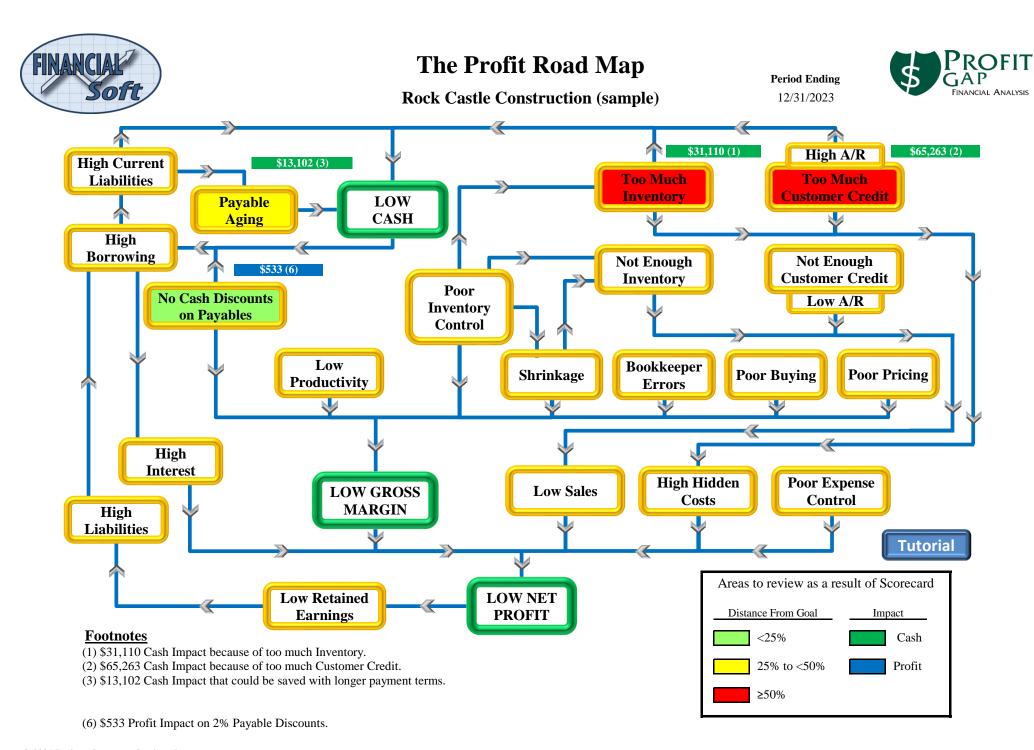
Greater than 50% from Goal



None Numeric Results

 $\pmb{NA:}$ designates the Metric does not have all the information to calculate the metric.

 $\infty \mbox{*:}$ Indicates the denominator in the CCC elements is zero (0) making the result a very large number.





Profit Mastery Assessment



Rock Castle Construction (sample)

Period ending 12-31-2023

Cash and Profit Impact										
Issue	Cash Lost	Cash Required	Profit							
Receivables	\$65,263									
Inventory	\$31,110									
Payables	\$13,102									
Payable Discounts			\$533							
Gross Margin										
Net Margin										
Total	\$109,475		\$533							

Sensit	ent Period = \$1,098 per day \$1,098 per day \$2,014 per day \$1,098 per day				
Metric		Impact			
Cash Conversion Metrics		1-Day Sensitivity*			
Inventory Turn-Days	=	\$1,098 per day			
Accounts Receivable Turn-Days	=	\$2,014 per day			
Average Payable Payment Period	=	\$1,098 per day			
Margin Metrics (Month)		1% Margin Sensitivity**			
Margin (Gross or Net)	_ =	\$604 per 1%			

^{*} Note: A 1 day of improvement in these metrics would increase the Cash of Rock Castle Construction (sample) by the amount shown based on the last 3 months average.



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^{**}Note: 1% improvement in margin would mean an increase in profits of \$604 to Rock Castle Construction (sample) based on the last 3 months average.

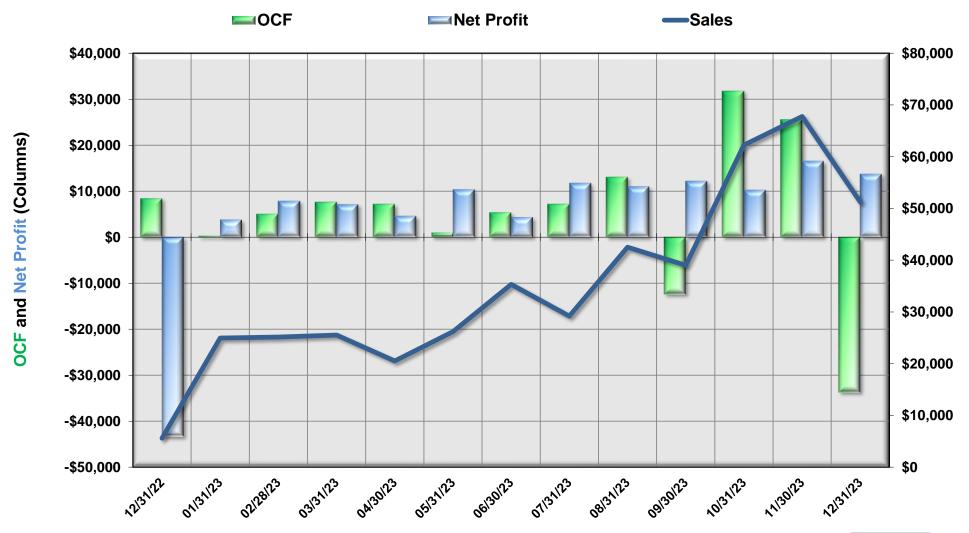


Trend Chart

Sales, Net Profit, & Operating Cash Flow



Rock Castle Construction (sample)



Tutorial

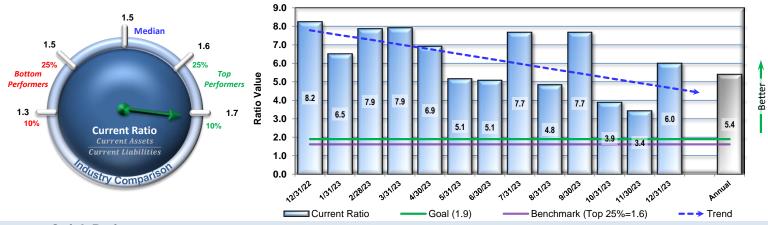


Trend Charts Balance Sheet Ratios

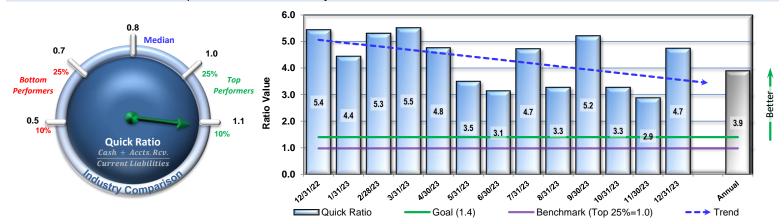


Rock Castle Construction (sample)

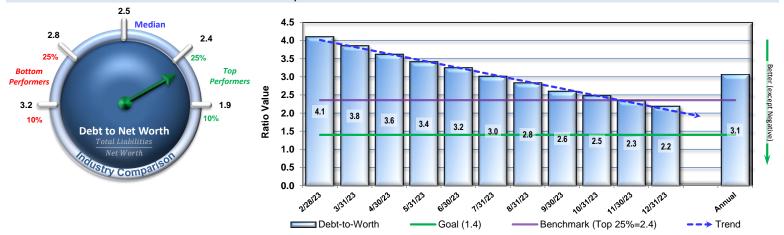
Current Ratio: The ability to pay short term bills



Quick Ratio: Most Liquid Assets available to Pay Bills



Debt to Net Worth: What is owed compared to Net Worth





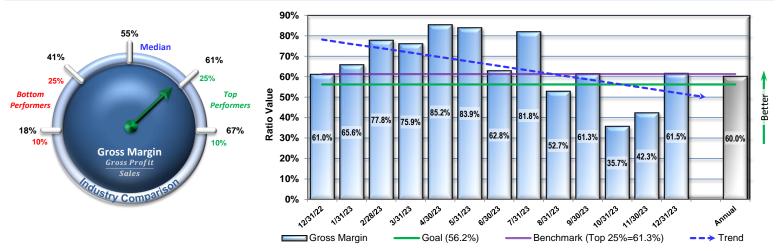


Trend Charts Income Statement Ratios

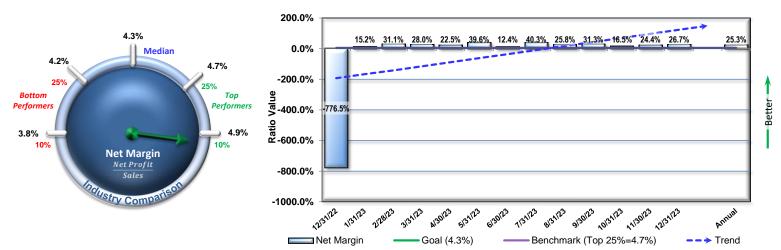


Rock Castle Construction (sample)

Gross Margin: Revenue left over after costs of services and goods are subtracted



Net Margin: Percentage of revenue remaining after all operating costs, interest and taxes are paid







Trend Charts

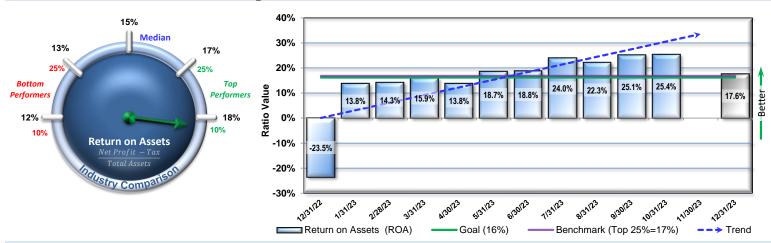
Assets Management Ratios Rock Castle Construction (sample)



Sales to Assets: How efficiently are you using your assets to produce revenue



Return On Assets: Net income generated for each dollar of assets



Return On Investment: The efficiency of return on revenue invested into business





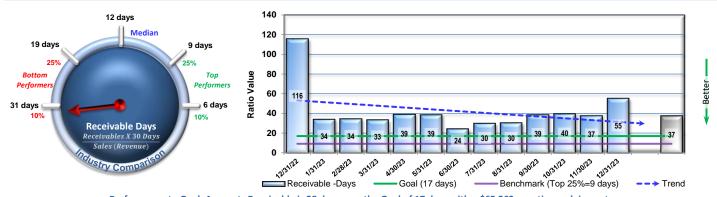


Trend Charts

Asset Management Ratios - Cash Conversion Cycle Elements Rock Castle Construction (sample)



Receivable - Days: Average time clients take to pay

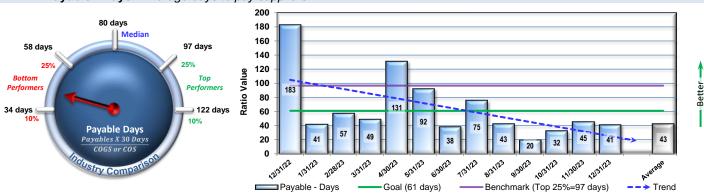


Performance to Goal: Accounts Receivable is 38 days over the Goal of 17 days with a \$65,263 negative cash impact.

Inventory - Days: Average days of inventory or supplies remain in stock

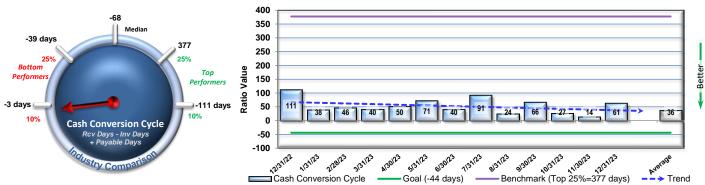


Payable - Days: Average days to pay suppliers



Performance to Goal: Payments are 20 days faster than the Goal of 61 days with a \$13,102 negative cash impact.

Cash Conversion Cycle: Length of time to recapture revenue spent on inventory



Performance to Goal: The Cash Conversion Cycle is 105 days over the Goal of -44 days.



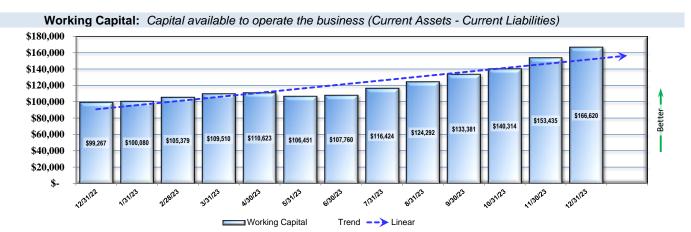


Trend Charts Working Capital Turnover / Days

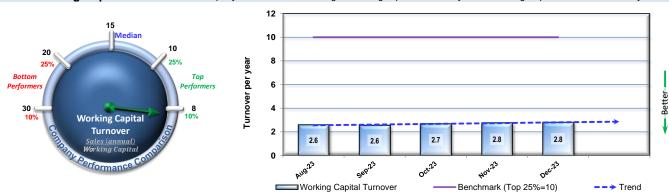
Days of Cash + Receivables



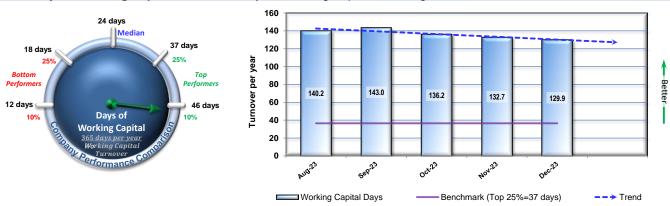
Rock Castle Construction (sample)



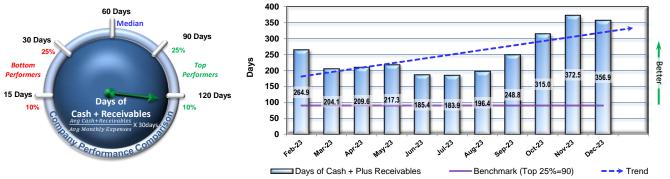
Working Capital Turnover: A company's effectiveness in using its working capital. How many times Working Capital is turned over in 1 year.



Days of Working Capital: Number of days of Working Capital remaining if no new sales occur.



Days of Cash + Receivables to Cover Expenses: Number of days of Cash plus Receivables remaining to cover Expenses if no sales occur.



NOTE: Benchmark in charts is set to Top 25% (Quartile) All Charts use a 3-month rolling average on Balance Sheet © 2024 FinancialSoft Inc.



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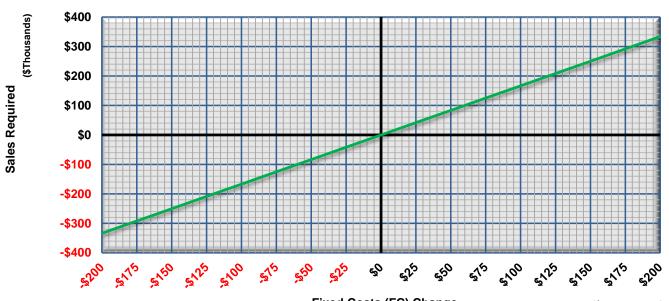


Break-Even

Analysis

Rock Castle Construction (sample) Sales Required to Support Fixed Costs Changes





Fixed Costs (FC) Change

(\$Thousands)

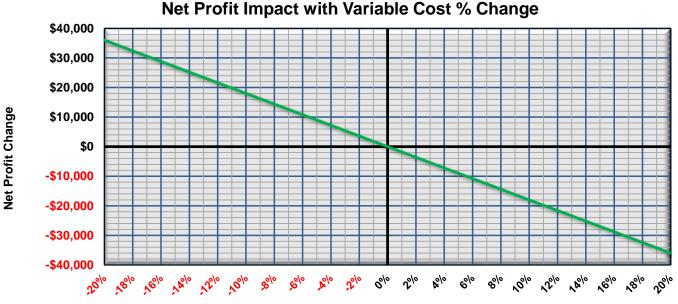
Current FC = \$156,407

Current Break-Even Sales = \$260,874

For every \$1 FC increase, \$1.67 sales increase is needed for same Net Profit.

Formula: Sales Required = \$1.67 X Fixed Cost Change

This chart reflects the amount of sales changes that will be needed for various changes in the fixed cost levels in your company.



Percent Variable Cost (VC) Change

Current Contribution Margin = 60.0%

Every 1% VC decrease will result in \$1,801 of an annual Net Profit increase, correspondingly, every 1% VC increase will result in \$1,801 of an annual Net Profit decrease.

Formula: Net Profit Change = $-\$1,801 \times Variable Cost Change (\Delta VC)(\%)$

This chart shows the change in net profit resulting from selected % decrease in your variable cost.

NOTE: All calulations are based on annualized data, a rolling last 12 months.







Add

FINANCIAL GAP ANALYSIS



Rock Castle Construction (sample)

Current

Sales	Net Profit				
\$ 449,657	25.3%		_		
		% of Sales			% of Sales
Cash	80,951	18.0%	Notes Payable		Financial Gap
Accounts Receivable	85,830	19.1%	Accounts Payable	42,372	9.4%
Inventory	27,985	6.2%	Accruals	6,216	1.4%
Total Current Assets	194,766		Total Current Liabilities	48,588	
Equipment	433,218	96.3%	Long-Term Liabilities	388,429	
Land/Building	415,000		Total Liabilities	437,017	
Total Fixed Assets	848,218		Net Worth	605,967	
Total Assets	1,042,985		Total Liabilities & Net Worth	1,042,985	

Growth

Dov		Sales	Percent Growth		Ī							
שטע	W 11	Sales										
		\$ 562,071	259	%	New Net Worth = Old NW + (New Sales X Net Profit %)							
↓ .				% of Sales	Ī		% of Sales					
Č		Cash	101,188	18.0%	Notes Payable	2,898	Financial Gap	=				
	⇒ +	Accounts Receivable	107,288	19.1%	Accounts Payable	52,965	9.4%	-				
	> +	Inventory	34,982	6.2%	Accruals	7,770	1.4%	-4				
	>	Total Current Assets	243,458		Total Current Liabilities	63,633		=				
		Equipment	541,523	96.3%	Long-Term Liabilities	388,429		-4				
	⇒ +	Land/Building	415,000		Total Liabilities	452,063		=				
	⇒	Total Fixed Assets	956,523		New Net Worth	747,918		-				
V	>=	Total Assets	1,199,981	———	Total Liabilities & Net Worth	1,199,981						

Subtract Up

Financial Gap Analysis



The top table labeled "Current" represents the company's most recent 12 month history for Sales and Net Profit. All the Assets (left column) and Liabilities (top half of right column) represent current month balances. The second table calculates the Financial Gap at a year-to-year 25% growth to illustrate the mathematics for such a growth rate. The bottom Chart shows the Financial Gap as it would appear if the desired annual growth varied from 5% to 50%, and as compared to your industry competitive bench marks of 50% (being the average), the upper Quartile (25%), and the best-in-class (Top 10%).

Note: Current Balance Sheet Accounts are last 3 month average.



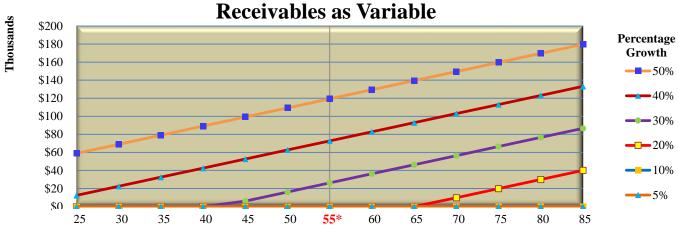
Financial Gap

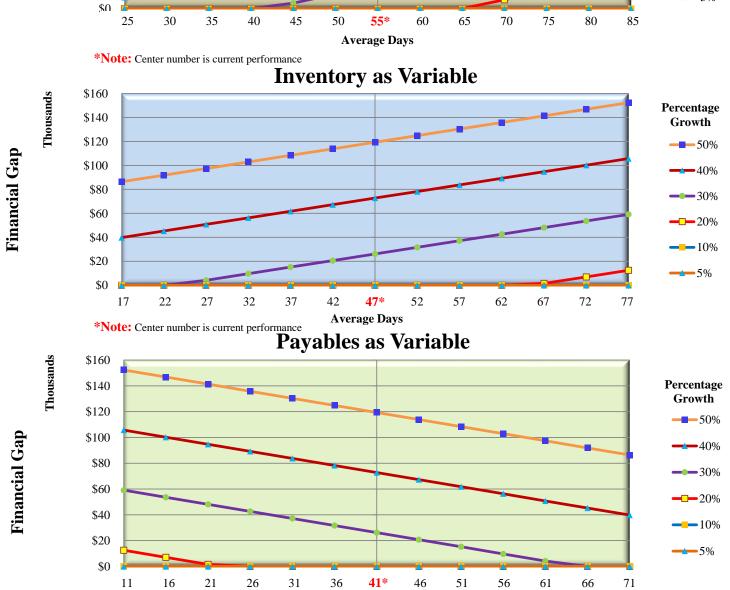
FINANCIAL GAP

ANALYSIS



Rock Castle Construction (sample)





These charts illustrate how the Financial Gap changes for your company when some of the Assets (Receivables & Inventory) or Liabilities (Payables) are changed to show the impact at various Growth levels. The X-axis represents average days with the **center being your company's current average for that metric.**

*Note: Center number is current performance



Average Days



Valuation - EBITDA Method

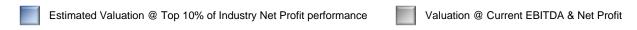
Rock Castle Construction (sample)

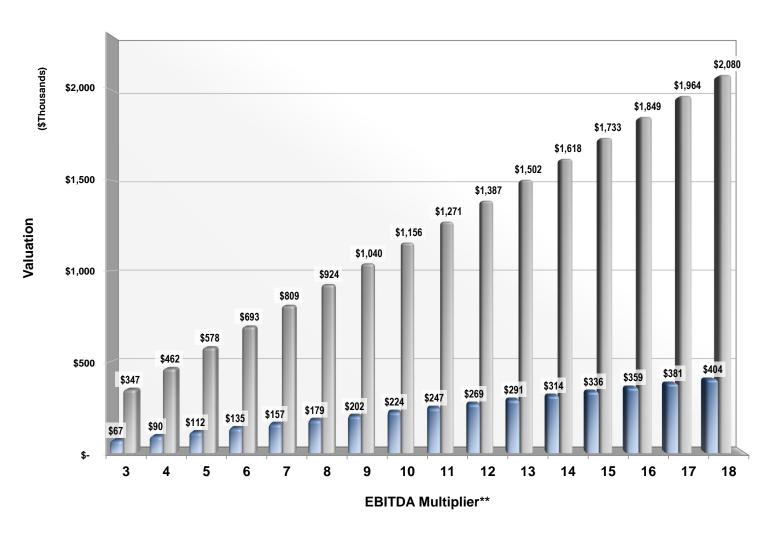


Net Profit							
Current	25.3%						
Top 10% Industry	4.9%						

EBITDA						
Current	\$	115,556				
Projected @ Top 10% Industry*	\$	22,420				

Current Valuation vs at Industry Top 10% Net Profit





 $\textbf{EBITDA} = \underline{\textbf{E}} \text{arnings (Net Profit)} \ \underline{\textbf{B}} \text{efore} \ \underline{\textbf{I}} \text{nterest,} \ \underline{\textbf{T}} \text{ax (Income Taxes),} \ \underline{\textbf{D}} \text{epreciation and} \ \underline{\textbf{A}} \text{mortization}$

IMPORTANT: This information on Valuation is only an estimate based on only one Valuation method. If your company is thinking about a Sale or Exit, we strongly recommend an expert in company Exits/Sales be consulted 3 to 5 years in advance of the planned Exit/Sale. The expert might find the this method on valuation used here may or may not be the best method your business.



^{*}Note: This EBITDA estimate scales the company's current EBITDA based on their Net Profit against the top 10% Net Profit of the industry's NAICS code. This is only an estimate as the scaling of Interest, Taxes, Depreciation, and Amortization may not be linear.

^{**}Note: The EBITDA Multiplier can be determined from other recently sold companies in the same industry. This information typically can be found on the Internet or from a Exit Specialist.



BALANCE SHEET



Rock Castle Construction (sample)

	Date												
	Ending Period 1	Ending Period 2	Ending Period 3	Ending Period 4	Ending Period 5	Ending Period 6	Ending Period 7	Ending Period 8	Ending Period 9	Ending Period 10	Ending Period 11	Ending Period 12	Ending Period 13
	12/31/22	01/31/23	02/28/23	03/31/23	04/30/23	05/31/23	06/30/23	07/31/23	08/31/23	09/30/23	10/31/23	11/30/23	12/31/23
ASSETS													
Cash	\$53,191.2	\$52,677.2	\$53,244.3	\$59,419.9	\$62,824.0	\$56,561.8	\$54,430.0	\$53,832.2	\$63,835.7	\$54,861.1	\$77,921.5	\$99,551.6	\$65,379.3
Accounts Receivable	\$21,249.4	\$27,894.4	\$28,208.3	\$27,985.1	\$26,393.1	\$33,198.2	\$28,329.7	\$28,651.8	\$42,372.5	\$49,539.1	\$80,935.1	\$83,547.9	\$93,007.9
Inventory	\$12,767.0	\$12,767.0	\$12,767.0	\$11,197.8	\$14,169.1	\$17,224.2	\$23,095.1	\$23,849.6	\$23,849.6	\$23,259.3	\$25,399.8	\$27,872.6	\$30,683.4
Other Current Assets	\$25,761.8	\$24,938.0	\$26,529.2	\$26,790.3	\$25,966.5	\$25,142.7	\$28,368.8	\$27,545.0	\$26,721.2	\$25,748.5	\$4,619.4	\$6,188.0	\$11,025.0
Total Current Assets	\$112,969.4	\$118,276.6	\$120,748.8	\$125,393.2	\$129,352.8	\$132,126.9	\$134,223.8	\$133,878.6	\$156,779.0	\$153,408.1	\$188,875.8	\$217,160.1	\$200,095.6
Net Fixed Assets	\$421,718.3	\$421,718.3	\$421,718.3	\$421,718.3	\$421,718.3	\$433,218.3	\$433,218.3	\$433,218.3	\$433,218.3	\$433,218.3	\$433,218.3	\$433,218.3	\$433,218.3
Total Other Assets	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0	\$1,720.0
Total Assets	\$536,407.8	\$541,714.9	\$544,187.1	\$548,831.5	\$552,791.1	\$567,065.2	\$569,162.1	\$568,817.0	\$591,717.3	\$588,346.4	\$623,814.1	\$652,098.5	\$635,033.9
LIABILITIES & NET WORTH													
Notes Payable - Bank	\$530.0	\$2,606.3	\$700.0	\$2,142.0	\$1,845.8	\$9,164.0	\$4,674.9	\$0.0	\$0.0	\$6,534.3	\$1,098.3	\$461.8	\$476.8
Accounts Payable A/P - trade	\$13,100.0	\$11,668.9	\$10,527.9	\$9,824.2	\$13,053.9	\$12,765.0	\$16,310.2	\$13,133.8	\$28,086.5	\$9,848.8	\$42,134.3	\$58,345.0	\$26,636.9
Other Current Liabilities	\$72.2	\$3,921.4	\$4,141.9	\$3,917.4	\$3,830.0	\$3,747.1	\$5,478.3	\$4,320.4	\$4,400.9	\$3,643.8	\$5,329.7	\$4,918.7	\$6,362.1
Total Current Liabilities	\$13,702.2	\$18,196.6	\$15,369.7	\$15,883.6	\$18,729.6	\$25,676.1	\$26,463.4	\$17,454.2	\$32,487.5	\$20,026.8	\$48,562.2	\$63,725.5	\$33,475.8
Total Long-Term Liabilities	\$421,675.1	\$418,702.3	\$416,180.2	\$413,171.7	\$409,668.5	\$406,618.3	\$403,548.3	\$400,458.6	\$397,349.0	\$394,219.3	\$390,854.2	\$387,467.3	\$386,966.9
Total Liabilities	\$435,377.2	\$436,898.9	\$431,549.9	\$429,055.3	\$428,398.1	\$432,294.3	\$430,011.7	\$417,912.9	\$429,836.4	\$414,246.1	\$439,416.4	\$451,192.8	\$420,442.7
Total Equity	\$101,030.5	\$104,816.0	\$112,637.2	\$119,776.2	\$124,393.0	\$134,770.9	\$139,150.4	\$150,904.1	\$161,880.8	\$174,100.3	\$184,397.7	\$200,905.7	\$214,591.2
Net Worth	\$101,030.5	\$104,816.0	\$112,637.2	\$119,776.2	\$124,393.0	\$134,770.9	\$139,150.4	\$150,904.1	\$161,880.8	\$174,100.3	\$184,397.7	\$200,905.7	\$214,591.2
Total Liabilities + Net Worth	\$536,407.8	\$541,714.9	\$544,187.1	\$548,831.5	\$552,791.1	\$567,065.2	\$569,162.1	\$568,817.0	\$591,717.3	\$588,346.4	\$623,814.1	\$652,098.5	\$635,033.9

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INCOME STATEMENT



Rock Castle Construction (sample)

		Date											
	Ending Period 1	Ending Period 2	Ending Period 3	Ending Period 4	Ending Period 5	Ending Period 6	Ending Period 7	Ending Period 8	Ending Period 9	Ending Period 10	Ending Period 11	Ending Period 12	Ending Period 13
	12/31/22	01/31/23	02/28/23	03/31/23	04/30/23	05/31/23	06/30/23	07/31/23	08/31/23	09/30/23	10/31/23	11/30/23	12/31/23
Sales	\$5,588.0	\$24,947.8	\$25,158.8	\$25,541.3	\$20,515.2	\$26,183.7	\$35,334.5	\$29,192.9	\$42,517.1	\$39,014.0	\$62,235.3	\$67,775.5	\$51,241.2
Cost of Goods Sold	\$2,180.0	\$8,570.1	\$5,592.0	\$6,156.2	\$3,031.5	\$4,221.2	\$13,137.9	\$5,305.0	\$20,097.6	\$15,105.2	\$40,008.1	\$39,114.6	\$19,725.9
Gross Profit	\$3,408.0	\$16,377.7	\$19,566.8	\$19,385.1	\$17,483.7	\$21,962.4	\$22,196.5	\$23,887.9	\$22,419.5	\$23,908.9	\$22,227.2	\$28,661.0	\$31,515.3
Expenses													
Marketing, Sales, G&A	\$2,147.3	\$12,321.1	\$11,556.8	\$12,097.8	\$12,593.3	\$11,390.9	\$17,716.0	\$11,980.0	\$11,308.5	\$11,649.5	\$11,861.2	\$12,095.7	\$17,840.7
Depreciation & Amoritization	\$44,435.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Expense	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Expenses before Interest & Tax	\$46,583.2	\$12,321.1	\$11,556.8	\$12,097.8	\$12,593.3	\$11,390.9	\$17,716.0	\$11,980.0	\$11,308.5	\$11,649.5	\$11,861.2	\$12,095.7	\$17,840.7
Operating Profit	(\$43,175.2)	\$4,056.6	\$8,009.9	\$7,287.3	\$4,890.4	\$10,571.6	\$4,480.5	\$11,907.9	\$11,111.0	\$12,259.4	\$10,365.9	\$16,565.2	\$13,674.6
Other Income	\$72.4	\$0.0	\$0.0	\$87.0	\$0.0	\$0.0	\$72.9	\$0.0	\$0.0	\$74.2	\$54.4	\$43.9	\$43.5
Interest	\$290.2	\$271.1	\$188.8	\$235.3	\$273.7	\$193.7	\$174.0	\$154.2	\$134.2	\$114.2	\$122.9	\$101.1	\$32.6
Net Profit Before Taxes	(\$43,393.0)	\$3,785.5	\$7,821.1	\$7,139.0	\$4,616.8	\$10,377.9	\$4,379.5	\$11,753.7	\$10,976.8	\$12,219.4	\$10,297.4	\$16,508.0	\$13,685.5
Tax (Income Taxes)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Net Profit After Tax	(\$43,393.0)	\$3,785.5	\$7,821.1	\$7,139.0	\$4,616.8	\$10,377.9	\$4,379.5	\$11,753.7	\$10,976.8	\$12,219.4	\$10,297.4	\$16,508.0	\$13,685.5
EBITDA	\$1,333.1	\$4,056.6	\$8,009.9	\$7,374.4	\$4,890.4	\$10,571.6	\$4,553.4	\$11,907.9	\$11,111.0	\$12,333.6	\$10,420.3	\$16,609.1	\$13,718.1

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