Fathom

Monthly Performance Report

The Warnick Group Test Company

Quick Serve Restaurant

Sep 2019

Published on 22 Oct 2019

Executive Summary

REVENUE

Revenue $69,871 (Last month $86,365)
Negative trend downwards.

PROFITABILITY

Profitability Ratio 8.75% (Last month 4.77%)
Positive trend upwards. Strategies to improve profitability include: increasing price, increasing sales volume, reducing cost of sales and reducing operating expenses.

ACTIVITY

Activity Ratio 2.77 times (Last month 3.43 times)
Negative trend downwards. Strategies to improve the activity ratio include seeking ways to optimize 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 24.27% (Last month 16.36%)
Positive trend upwards. A higher ROCE% is favourable, indicating that the business generates more earnings per $1 of capital employed.

WORKING CAPITAL

Cash Conversion Cycle 0 days (Last month 0 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 $7,179
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

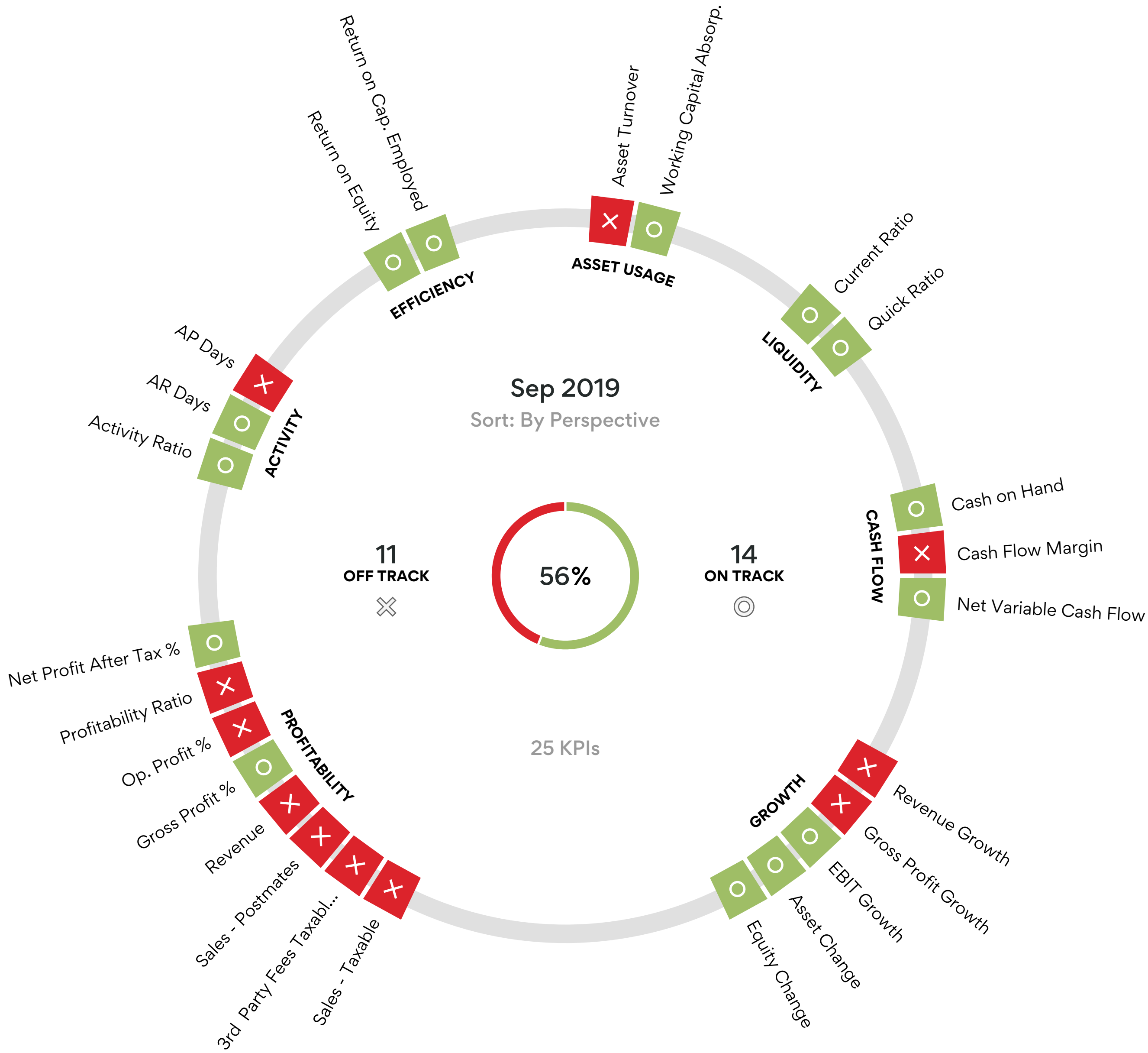
Net Variable Cash Flow 63.5%
Net variable cash flow is positive. The business will generate cash from each additional $1 of products or services that the business sells.

DEBT

Net Debt ($83,315) (Last month ($76,156))
Net debt levels have fallen.

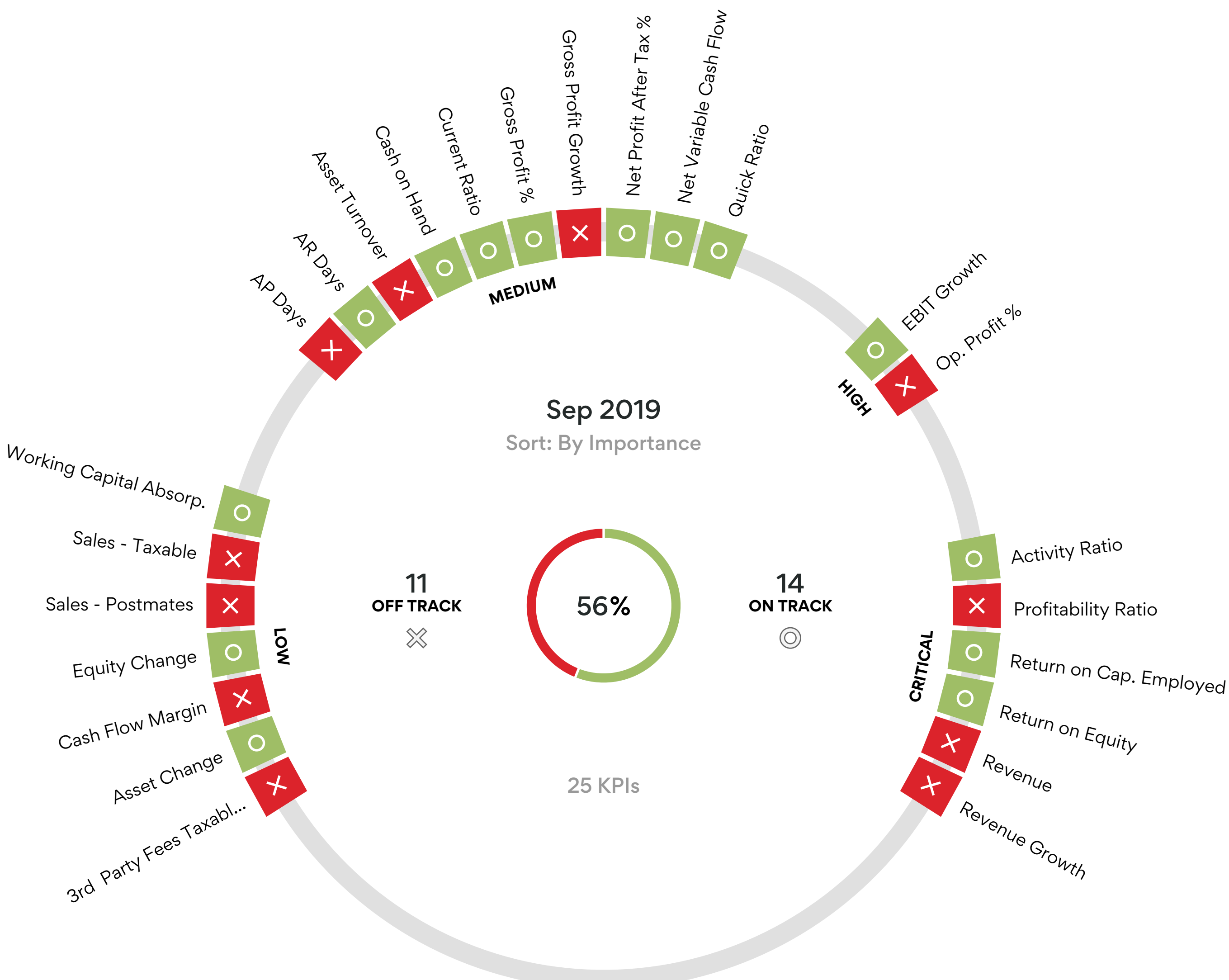
KPI Results

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
A PROFITABILITY		SEP 2019			vs AUG 2019	
Sales - Taxable		$56,476	$60,000	✗	▼ -9.6%	Low
3rd Party Fees Taxable Income		$3,623	$6,000	✗	▼ -27.1%	Low
Sales - Postmates		$3,279	$5,000	✗	▼ -29.5%	Low
Total Revenue		$69,871	$85,000	✗	▼ -19.1%	Critical
Gross Profit Margin		63.5%	35%	✓	▲ 11.53%	Medium
Operating Profit Margin		10.18%	25%	✗	▼ -0.56%	High
Profitability Ratio		8.75%	15%	✗	▲ 3.98%	Critical
Net Profit After Tax Margin		8.75%	7%	✓	▲ 3.98%	Medium
B ACTIVITY						
Activity Ratio		2.77 times	2.00 times	✓	▼ -0.65 times	Critical
Accounts Receivable Days *		0 days	40 days	✓	0 days	Medium
Accounts Payable Days	●	0 days	45 days	✗	0 days	Medium
C EFFICIENCY						
Return on Equity		25.3%	15%	✓	▲ 9.22%	Critical
Return on Capital Employed		24.27%	12.5%	✓	▲ 7.91%	Critical
D ASSET USAGE						
Asset Turnover		2.68 times	5.00 times	✗	▼ -0.64 times	Medium
Working Capital Absorption *		0%	25%	✓	0%	Low
E LIQUIDITY						
Current Ratio		13.58:1	2.00:1	✓	▼ -4.21:1	Medium
Quick Ratio		5.27:1	1.00:1	✓	▼ -1.10:1	Medium
F CASH FLOW						
Cash on Hand		$89,714	$10,000	✓	▲ 13.6%	Medium
Cash Flow Margin		10.27%	120%	✗	▲ 5.07%	Low
Net Variable Cash Flow		63.5%	0%	✓	▲ 11.53%	Medium
G GROWTH						
Revenue Growth		-19.1%	0.41%	✗	▼ -2.74%	Critical
Gross Profit Growth		-1.16%	0.17%	✗	▲ 22.94%	Medium
EBIT Growth		48.26%	0.17%	✓	▲ 128.98%	High
Asset Change		3.5%	0.25%	✓	▲ 6.93%	Low
Equity Change		2.07%	0.25%	✓	▲ 4.71%	Low

* For this metric, a result below target is favourable

Alerts

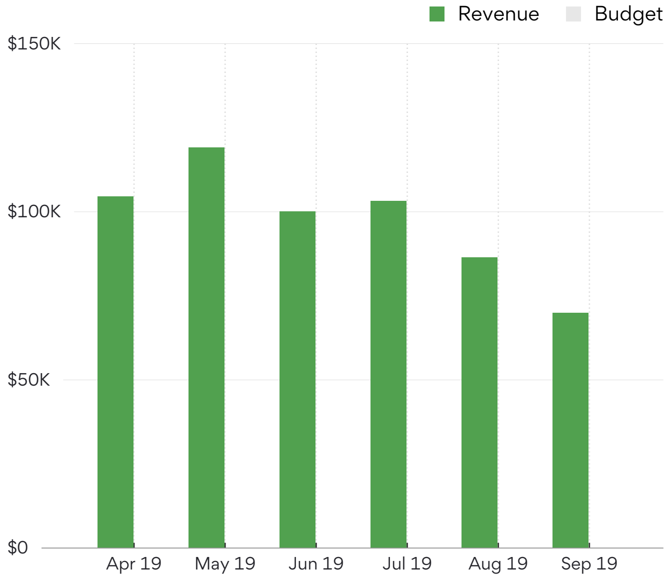
Accounts Payable Days

Accounts Payable days are less than the alert level of 30 days. An immediate review of creditor payments or supplier terms of payment may be required.

Revenue Analysis

TOTAL REVENUE	TARGET	LAST MONTH (Aug 19)
$69,871	$85,000	$86,365

Last 6 months vs Budget

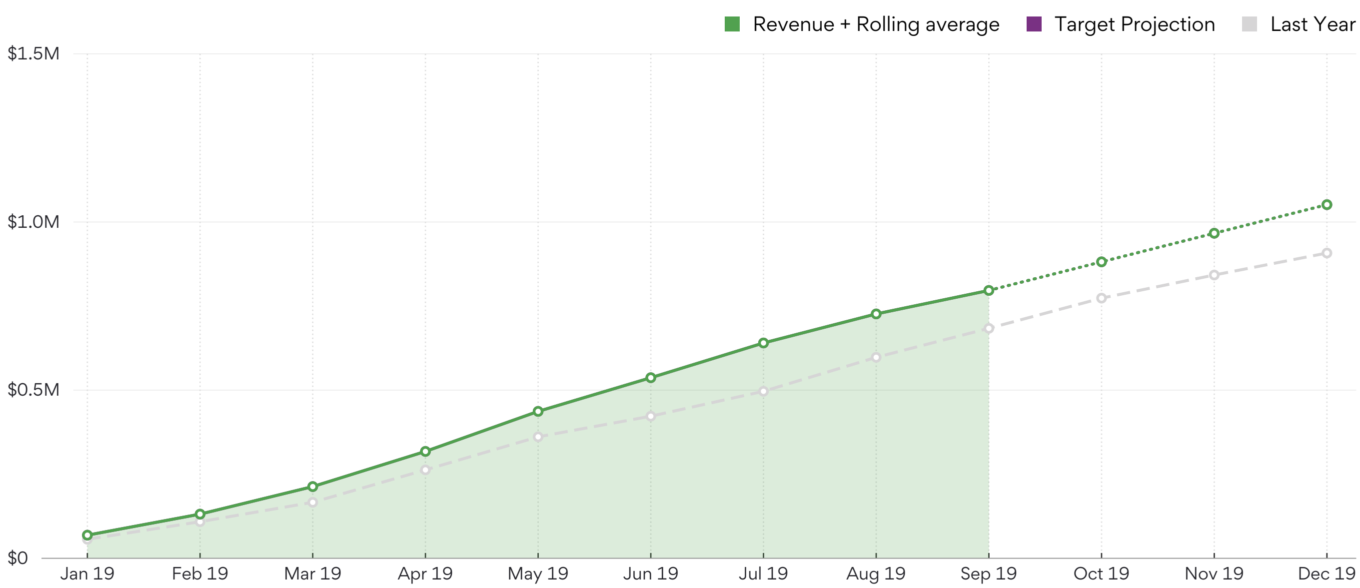


Revenue Mix - Top 10 Accounts

Sales - Taxable	$56,476
3rd Party Fees Taxable Income	$3,623
Sales - EZ Cater	$3,403
Sales - Postmates	$3,279
Sales - Uber	$3,090

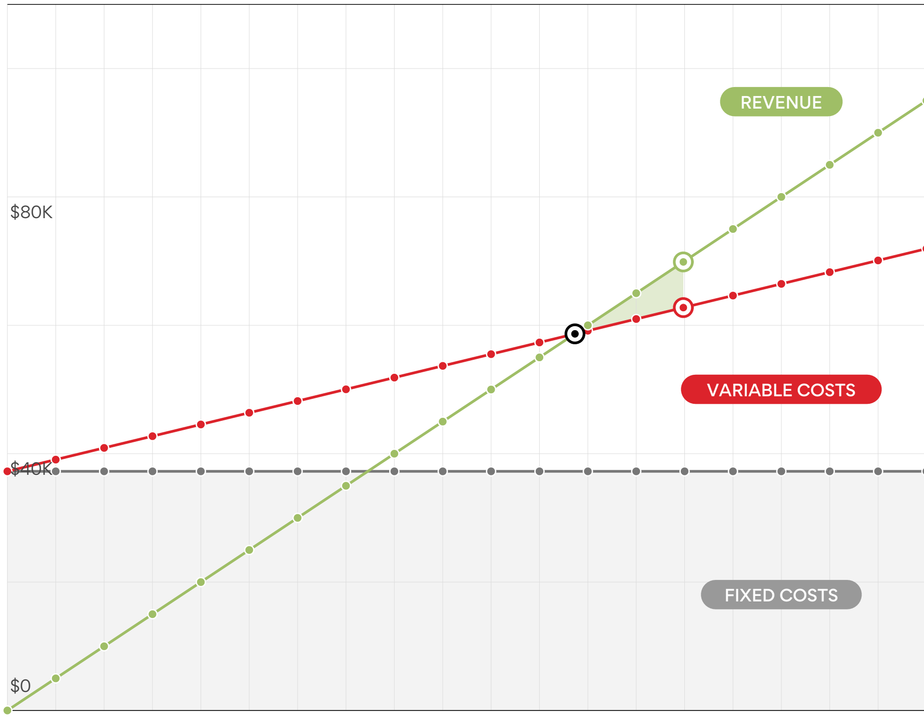
YTD ACTUAL (2019 YTD)	YTD BUDGET (2019 YTD)	YTD LAST YEAR (2018 YTD)
$796,501	- Budget	$683,823

Cumulative Revenue



Profitability

REVENUE	EXPENSES TO REVENUE RATIO	MARGIN OF SAFETY
$69,871	**89.82%**	**$11,203**
A measure of the total amount of money received by the company for goods sold or services provided.	A measure of how efficiently the business is conducting its operations.	The breakeven safety margin represents the gap between the actual revenue level and the breakeven point.



REVENUE

$69,871

TOTAL COSTS

$62,757

BREAKEVEN POINT

$58,668

MARGIN OF SAFETY

$11,203

VARIABLE COSTS

$0.37 PER $1 OF REVENUE

FIXED COSTS

$37,253

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

Top 10 Revenue Accounts

Sales - Taxable	$56,476
3rd Party Fees Taxable Income	$3,623
Sales - EZ Cater	$3,403
Sales - Postmates	$3,279
Sales - Uber	$3,090

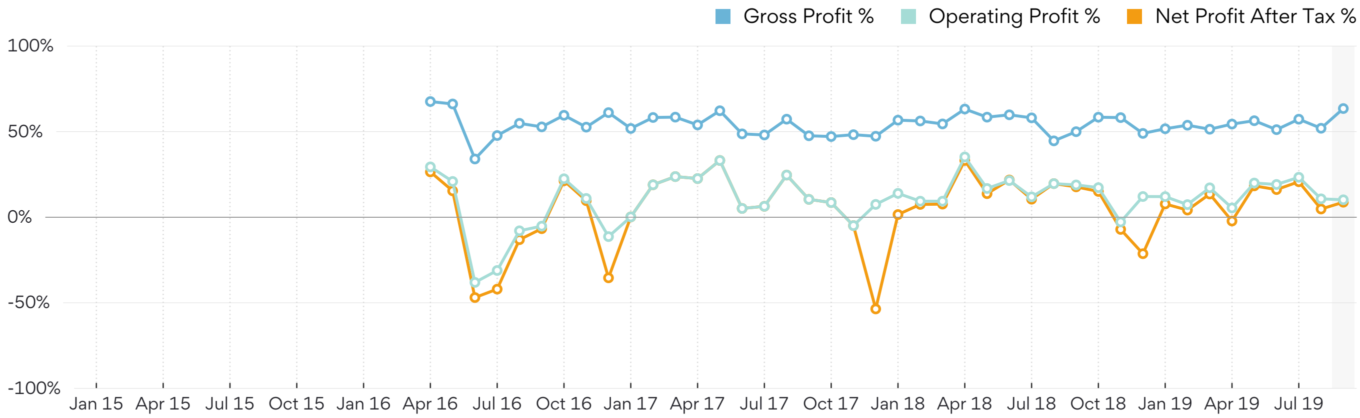
Top 10 Expense Accounts

Wages	$25,089
Rent	$3,595
Credit Card Processing Fee	$2,080
Payroll Tax Expense	$2,070
Advertising	$1,045
Business Meals	$796
Repair & Maintenance	$686
Utilities	$512
Equipment Lease	$347
Payroll Service Charge	$183

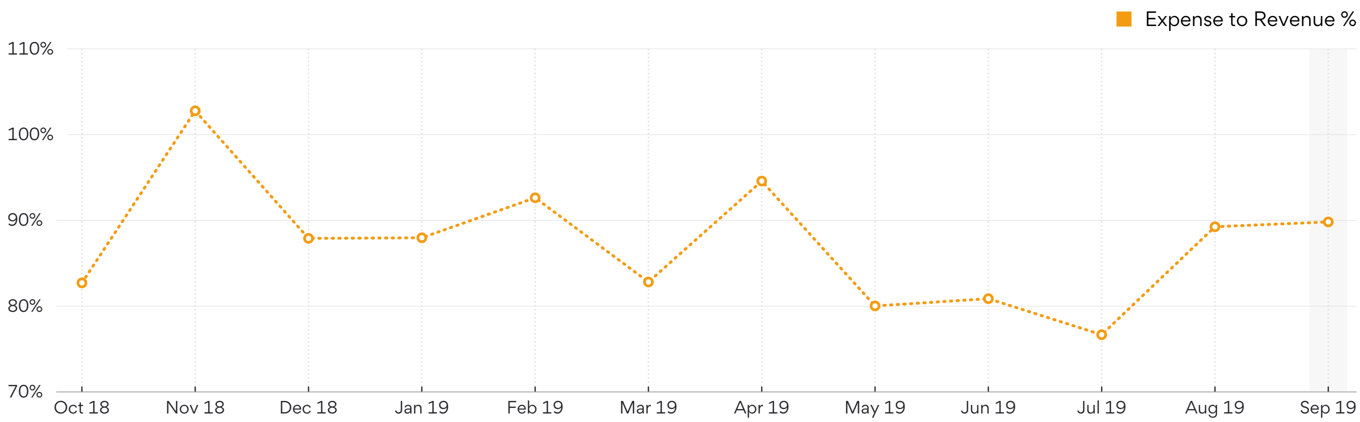
Profitability Charts

	Sep 2019	% of Revenue	Jun 2019	Jul 2019	Aug 2019
Gross Profit	$44,366	63.5%	$51,236	$59,139	$44,886
Operating Profit	$7,114	10.2%	$19,154	$24,087	$9,276
Earnings Before Interest & Tax	$6,114	8.7%	$16,172	$21,391	$4,124
Earnings After Tax	$6,114	8.7%	$16,172	$21,391	$4,124

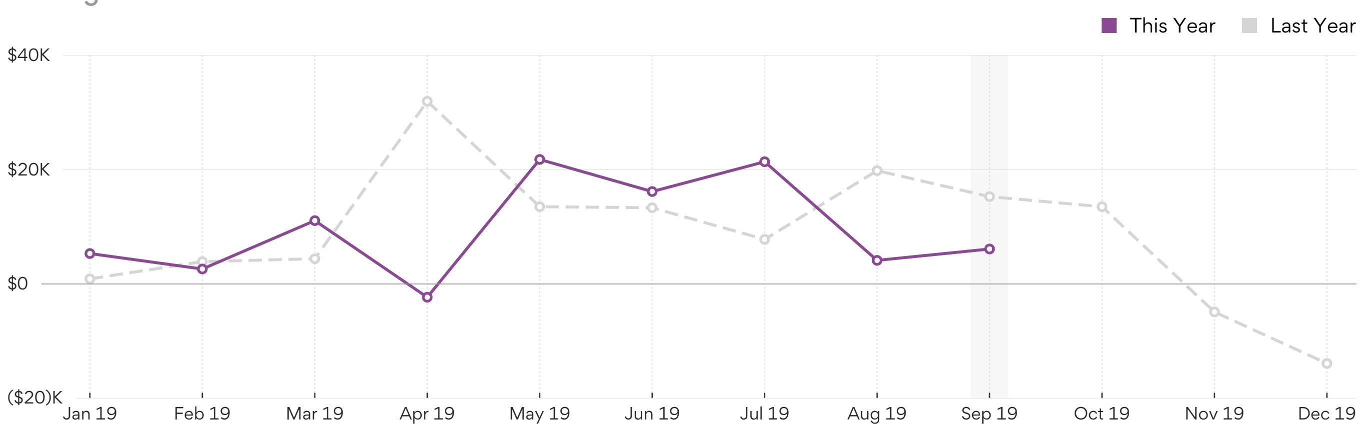
% Margins



Expense-to-Revenue (%)



Earnings After Tax This Year vs Last Year



Cash Flow

OPERATING CASH FLOW

$7,179

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.

FREE CASH FLOW

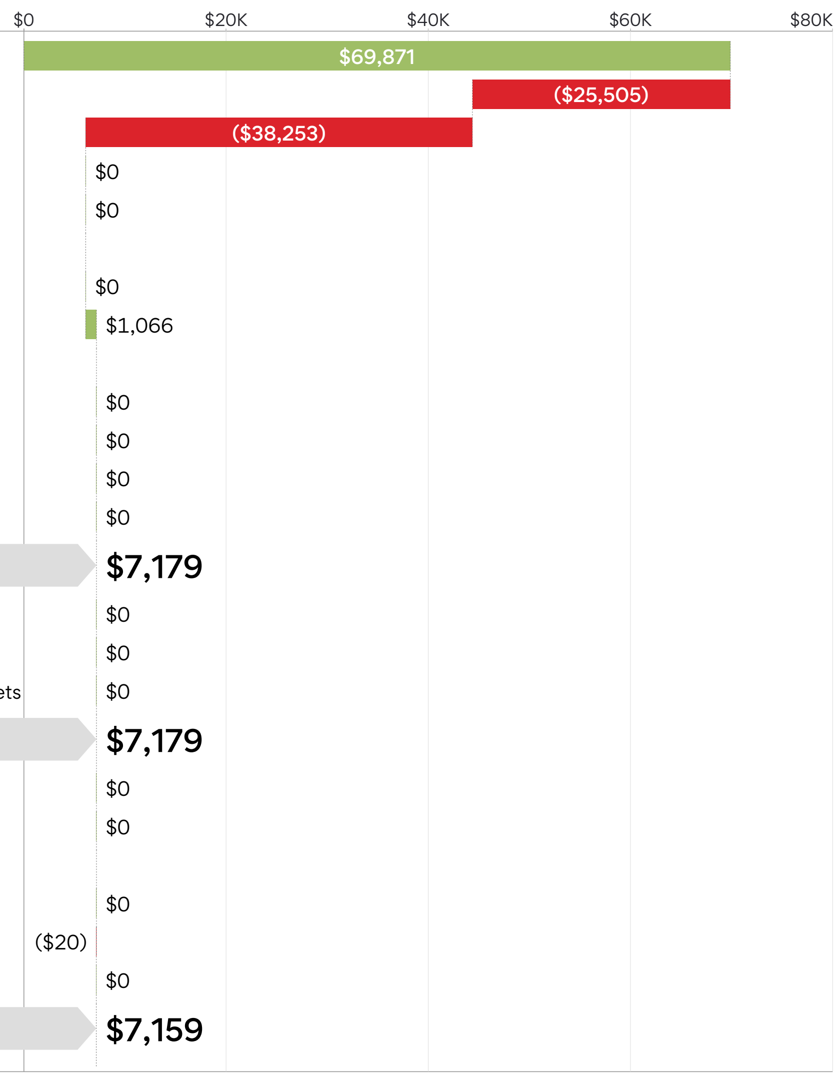
$7,179

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

$7,159

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.



add:	Revenue	$69,871
less:	Cost of Sales	($25,505)
less:	Expenses	($38,253)
add:	Other Income	$0
less:	Cash Tax Paid	$0
add:	Change in Accounts Payable	$0
add:	Change in Other Current Liabilities	$1,066
less:	Change in Accounts Receivable	$0
less:	Change in Inventory	$0
less:	Change in Work In Progress	$0
less:	Change in Other Current Assets	$0
OPERATING CASH FLOW		**$7,179**
less:	Change in Fixed Assets (ex. Depn and Amort)	$0
less:	Change in Intangible Assets	$0
less:	Change in Investment or Other Non-Current Assets	$0
FREE CASH FLOW		**$7,179**
less:	Net Interest (after tax)	$0
add:	Change in Other Non-Current Liabilities	$0
less:	Dividends	$0
add:	Change in Retained Earnings and Other Equity	($20)
less:	Adjustments	$0
NET CASH FLOW		**$7,159**

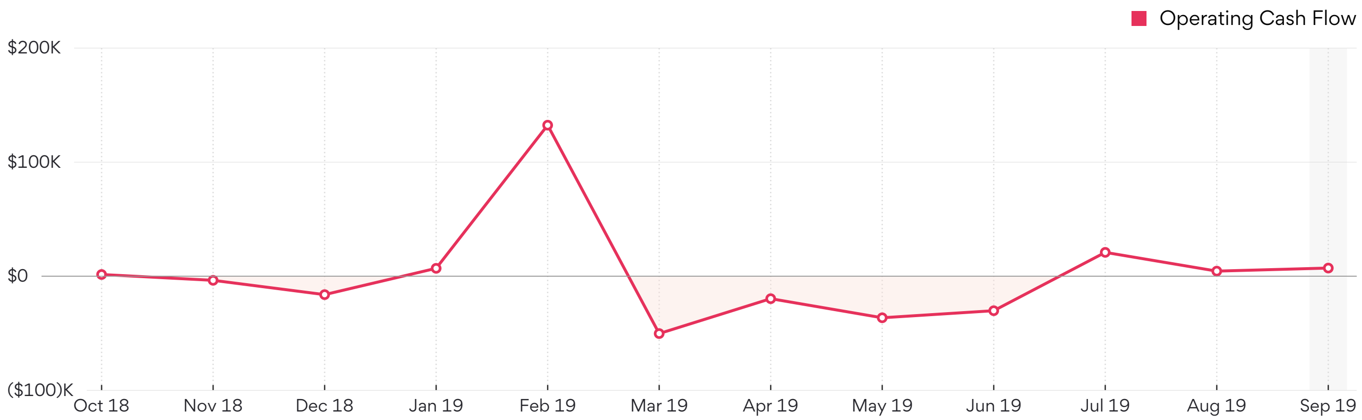
Net Cash Flow can also be calculated as:

Change in Cash on Hand $10,722 (Open: $78,992, Close: $89,714) — **Change in Debt** $3,563 (Open: $2,836, Close: $6,399)

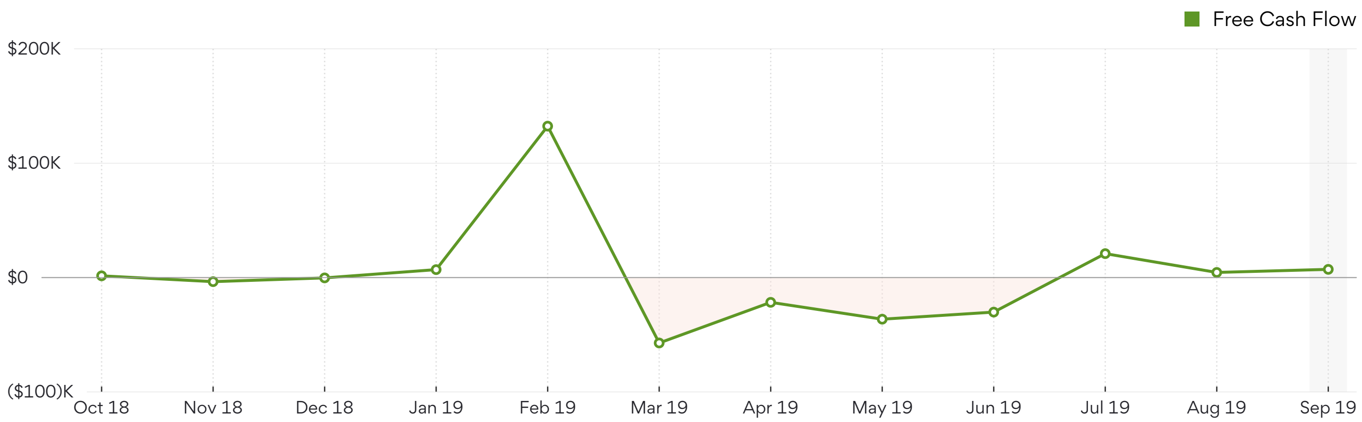
Cash Flow Charts

	Sep 2019	Jun 2019	Jul 2019	Aug 2019
Operating Cash Flow	$7,179	($30,203)	$20,932	$4,493
Free Cash Flow	$7,179	($30,203)	$20,932	$4,493
Net Cash Flow	$7,159	($30,296)	$12,544	($7,600)
Cash on Hand	$89,714	$77,858	$89,858	$78,992

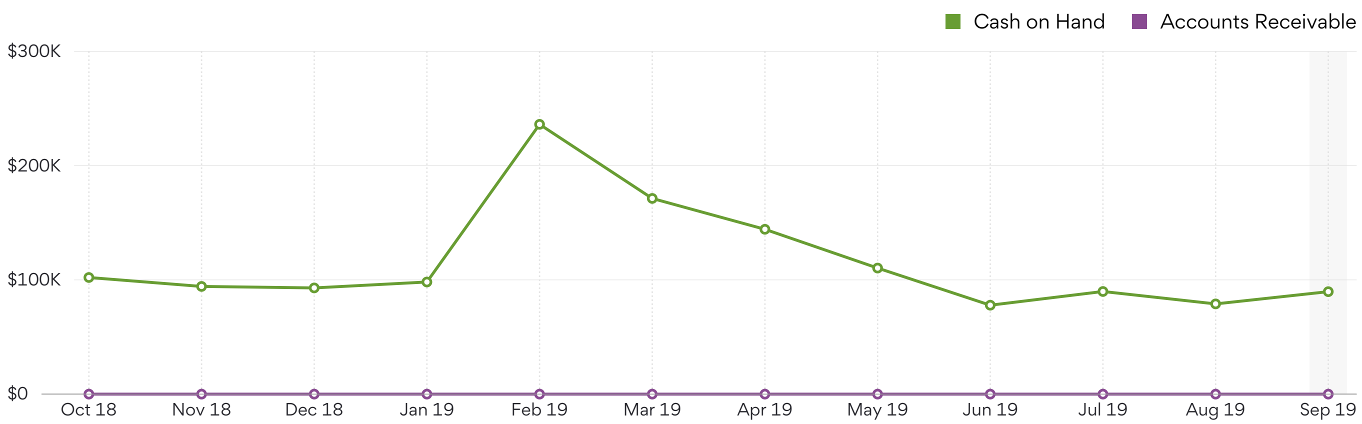
Operating Cash Flow



Free Cash Flow



Cash & Receivables



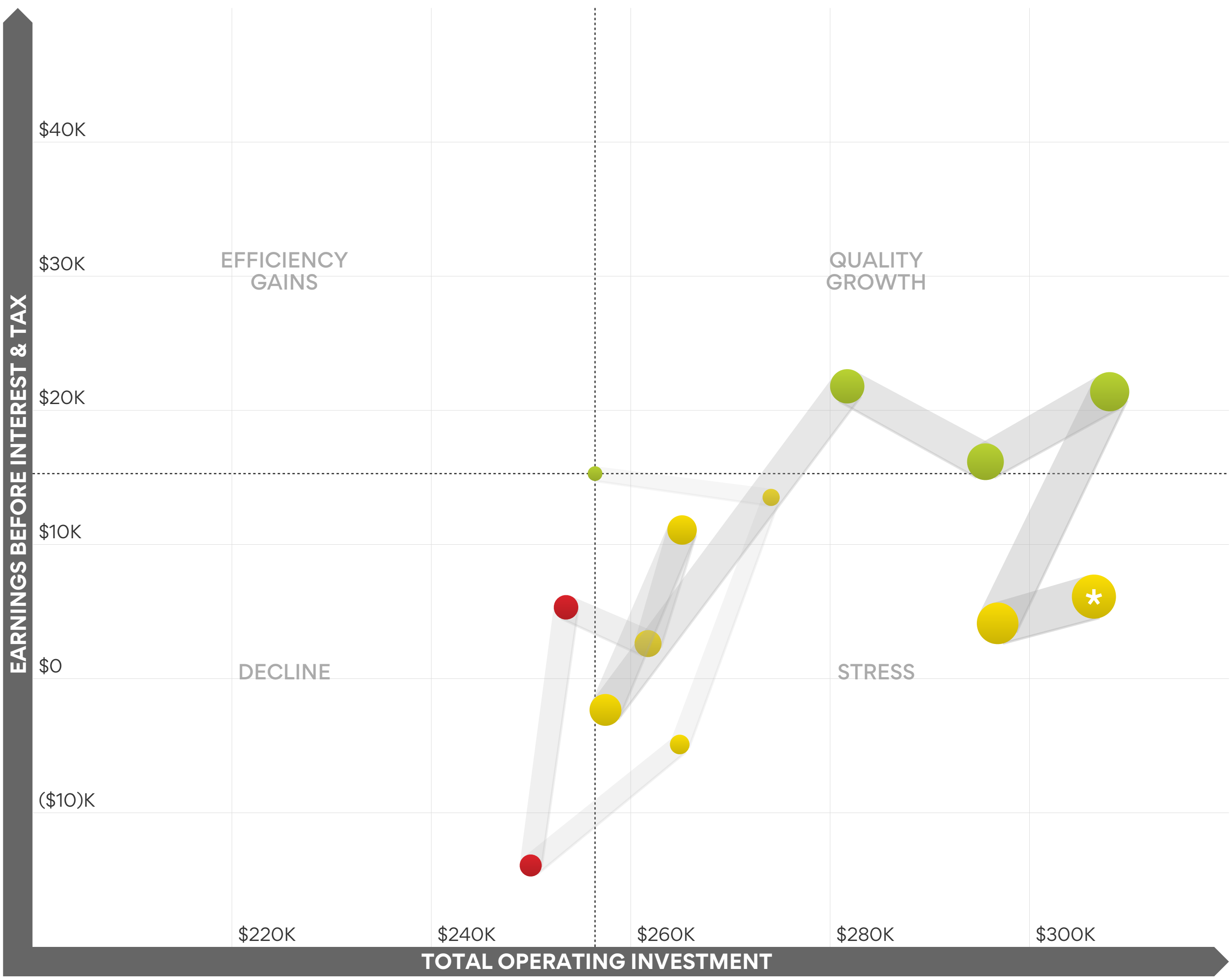
Growth

REVENUE GROWTH	EBIT GROWTH	ASSET CHANGE
-19.1%	**48.26%**	**3.5%**
A measure of the percentage change in Revenue for the period.	A measure of the percentage change in EBIT for the period.	A measure of the percentage change in Total Assets for the period.

Change in Key Drivers (from prior month)

Revenue	Cost of Sales	Expenses	Receivable Days	Inventory Days	Payable Days
Down 19.1%	Down 38.5%	Up 4.6%	–	–	–

GROWTH FROM Sep 2018 to Sep 2019



*** Total Operating Investment $306,459; Earnings Before Interest & Tax $6,114**

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	Sep 2019	Aug 2019	Variance %
Revenue	$69,871	$86,365	-19.10%
Cost of Sales	$25,505	$41,479	-38.51%
Gross Profit	**$44,366**	**$44,886**	**-1.16%**
Expenses	$37,253	$35,609	4.61%
Operating Profit	**$7,114**	**$9,276**	**-23.31%**
Other Income	$0	$16	-100.00%
Other Expenses	$1,000	$5,168	-80.65%
Earnings Before Interest & Tax	**$6,114**	**$4,124**	**48.26%**
Dividends	$0	$0	–
Net Income	**$6,114**	**$4,124**	**48.26%**

BALANCE SHEET	Sep 2019	Aug 2019	Variance %
ASSETS			
Cash & Equivalents	$89,714	$78,992	13.57%
Accounts Receivable	$0	$0	–
Inventory	$0	$0	–
Work in Progress	$0	$0	–
Other Current Assets	$141,317	$141,317	0.00%
Total Current Assets	**$231,031**	**$220,309**	**4.87%**
Fixed Assets	$83,621	$83,621	0.00%
Intangible Assets	$0	$0	–
Investments or Other NCAs	$2,428	$2,428	0.00%
Total Non-Current Assets	**$86,048**	**$86,048**	**0.00%**
Total Assets	**$317,079**	**$306,357**	**3.50%**
LIABILITIES			
Short Term Debt	$6,399	$2,836	125.62%
Accounts Payable	$0	$0	–
Tax Liability	$0	$0	–
Other Current Liabilities	$10,620	$9,554	11.15%
Total Current Liabilities	**$17,019**	**$12,390**	**37.36%**
Long Term Debt	$0	$0	–
Deferred Taxes	$0	$0	–
Other Non-Current Liabilities	$0	$0	–
Total Non-Current Liabilities	**$0**	**$0**	**–**
Total Liabilities	**$17,019**	**$12,390**	**37.36%**
EQUITY			
Retained Earnings	$244,684	$244,684	0.00%
Current Earnings	$86,273	$80,159	7.63%
Other Equity	($30,896)	($30,876)	-0.06%
Total Equity	**$300,060**	**$293,967**	**2.07%**
Total Liabilities & Equity	**$317,079**	**$306,357**	**3.50%**

KPIs Explained

3rd Party Fees Taxable Income $3,623

A measure of the '3rd Party Fees Taxable Income' account from your general ledger. This is an account watch KPI. For this period, the account 3rd Party Fees Taxable Income is below the required target of $6,000

Accounts Payable Days 0 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 below the target of 45 days.

Accounts Payable Days = Accounts Payable * Period Length / Cost of Sales

Accounts Receivable Days 0 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 below the maximum target of 40 days.

Accounts Receivable Days = Accounts Receivable * Period Length / Revenue

Activity Ratio 2.77 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 has exceeded the target of 2.00 times.

Activity Ratio = Annualised Revenue / Total Invested Capital

Asset Change 3.5%

A measure of the percentage change in Total Assets for the period. Total Assets on the balance sheet changed by 3.5%. For this period, change in total assets exceeded the target of 0.25%.

Asset Change = (Total Assets - Opening Total Assets) / Opening Total Assets * 100

Asset Turnover 2.68 times

A measure of how effectively the business has used its assets to generate revenue. The business makes $268.10 of sales for every $100 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 = Annualised Revenue / Total Assets

Cash Flow Margin 10.27%

A measure of the company’s ability to turn sales into cash. The business converts each $100 of sales into $10.27 of Operating Cash Flow. For this period, the Cash Flow Margin was less than the target of 120%.

Cash Flow Margin = Operating Cash Flow / Revenue * 100

Cash on Hand $89,714

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 $89,714 of cash and cash equivalents. Cash on Hand is above the required target of $10,000.

Cash on Hand = Cash & Equivalents

Current Ratio 13.58:1

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 13.58:1, down from 17.78:1 last period and above the minimum target of 2.00:1.

Current Ratio = Total Current Assets / Total Current Liabilities

EBIT Growth 48.26%

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 48.26% exceeded the target growth of 0.17%.

EBIT Growth = (Earnings Before Interest & Tax - Prior Earnings Before Interest & Tax) / Prior Earnings Before Interest & Tax * 100

Equity Change 2.07%

A measure of the percentage change in Total Equity for the period. Total Equity changed by 2.07%. For this period, change in equity exceeded the target of 0.25%.

Equity Change = (Total Equity - Opening Total Equity) / Opening Total Equity * 100

Gross Profit Growth -1.16%

A measure of the percentage change in gross profit for the period. For this period, gross profit growth of -1.16% was less than the target of 0.17%.

Gross Profit Growth = (Gross Profit - Prior Gross Profit) / Prior Gross Profit * 100

Gross Profit Margin 63.5%

A measure of the proportion of revenue that is left after deducting all costs directly related to the sales. For each $100 in sales the business retains $63.50 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 35%.

Gross Profit Margin = Gross Profit / Revenue * 100

Net Profit After Tax Margin 8.75%

A measure of the proportion of revenue that is left after all expenses have been paid. The business makes $8.75 of net profit for every $100 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 = Earnings After Tax / Revenue * 100

Net Variable Cash Flow 63.5%

A measure of the additional cash that will either be generated or used up by the next $100 of products or services that the business sells. If the Net Variable Cash Flow is positive then for every additional $100 of revenue the business will generate cash. If the Net Variable Cash Flow is negative then for every additional $100 of revenue the business will require additional cash funding. For this period, the Net Variable Cash Flow exceeded the target of 0%. The Net Variable Cash Flow is 63.5% of gross revenue. Each additional $100 of Revenue will generate $63.50 of cash.

Net Variable Cash Flow = (Annualised Revenue - Annualised Variable COS - Annualised Variable Expenses - Operating Working Capital) / (Annualised Revenue) * 100

Operating Profit Margin 10.18%

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 $100 of sales into $10.18 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%.

Operating Profit Margin = Operating Profit / Revenue * 100

Profitability Ratio 8.75%

A measure of the proportion of revenue that is left after deducting all expenses. This excludes finance costs and tax expenses. The business makes $8.75 of EBIT for every $100 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 below the required target of 15%.

Profitability Ratio = Earnings Before Interest & Tax / Revenue * 100

Quick Ratio 5.27:1

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 5.27:1, down from 6.38:1 last period and above the minimum target of 1.00:1.

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

Return on Capital Employed 24.27%

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 24.27%. This return exceeds the target of 12.5%.

Return on Capital Employed = Annualised Earnings Before Interest & Tax / Total Invested Capital * 100

Return on Equity 25.3%

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 25.3%. This return exceeds the target of 15%.

Return on Equity = Annualised Net Income / Opening Total Equity * 100

Revenue Growth -19.1%

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 -19.1% was below the target growth of 0.41%.

Revenue Growth = (Revenue - Prior Revenue) / Prior Revenue * 100

Sales - Postmates $3,279

A measure of the 'Sales - Postmates' account from your general ledger. This is an account watch KPI. For this period, the account Sales - Postmates is below the required target of $5,000

Sales - Taxable $56,476

A measure of the 'Sales - Taxable' account from your general ledger. This is an account watch KPI. For this period, the account Sales - Taxable is below the required target of $60,000

Total Revenue $69,871

A measure of the total amount of money received by the company for goods sold or services provided. The business has earned total revenues of $69,871. 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 $85,000.

Total Revenue = Revenue

Working Capital Absorption 0%

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%.

Working Capital Absorption = Operating Working Capital / (Annualised Revenue) * 100