

# Sample Co., Inc.

## Monthly Financial Review

December 2019

COMPANY CONFIDENTIAL

# P&L

## Dec 2019

### TOTAL Company

Dec. 2019 / in '000 EUR	TOTAL			<u>Comments on major variances</u>
	Actuals	Budget	Var.	
<b>Gross Sales</b>	<b>690</b>	<b>719</b>	<b>-29</b>	Gifts and Seasonals performing below Budget due to lower Marketing
Sales returns	-5	0	-5	Sales returns from wholesaler ABC due to shortdated products
Sales discounts total	-13	-17	3	
<b>Net Sales</b>	<b>672</b>	<b>702</b>	<b>-31</b>	Net Sales lower due to Gifts and Seasonals
COGS -Cost of Goods Sold	-355	-381	26	
<b>Gross Margin</b>	<b>316</b>	<b>321</b>	<b>-5</b>	Volumes lower due to Gifts and Seasonals
<b>% Net Sales</b>	<b>47,1%</b>	<b>45,7%</b>	<b>1,4%</b>	Mix: less Sales of low-margin / more on higher margin products
Salaries / Wages	-63	-67	4	Vacancies in Production and Sales
Rent, leases	-43	-43	0	
Depreciation	-8	-10	2	Budgeted truck not purchased
Travel & Entertainment	-6	-5	-1	
Stationery	-1	-1	0	
Marketing, advertising	-42	-57	15	Seasonals' promotions cut to zero
<b>Operating Expenses</b>	<b>-163</b>	<b>-183</b>	<b>20</b>	
<b>Income from Operations (IFO)</b>	<b>153</b>	<b>138</b>	<b>15</b>	
<b>% Net Sales</b>	<b>22,8%</b>	<b>19,7%</b>	<b>3,1%</b>	
Interests	-10	-8	-2	More Financing needs due to increase in wholesalers' credit lines
<b>Income before Taxes (IBT)</b>	<b>143</b>	<b>131</b>	<b>13</b>	
<b>% Net Sales</b>	<b>21,3%</b>	<b>18,6%</b>	<b>2,7%</b>	
Income (corporate) Tax	-13	-12	-1	Tax rate unchanged, variance driven by higher IBT
<b>Net Income (NI)</b>	<b>130</b>	<b>119</b>	<b>12</b>	
<b>% Net Sales</b>	<b>19,4%</b>	<b>16,9%</b>	<b>2,5%</b>	
<b>Info: EBITDA</b>	<b>161</b>	<b>148</b>	<b>13</b>	
<b>% Net Sales</b>	<b>24,0%</b>	<b>21,1%</b>	<b>2,9%</b>	

# December P&L - Actuals vs Budget by Product Lines

Dec. 2019 / in '000 EUR	ACTUALS					BUDGET					VARIANCES					Comments on major variances
	TOTAL	Soft				TOTAL	Soft				TOTAL	Soft				
		Beverages	Drinks	Gifts	Seasonals		Beverages	Drinks	Gifts	Seasonals		Beverages	Drinks	Gifts	Seasonals	
<b>Gross Sales</b>	<b>690</b>	<b>270</b>	<b>248</b>	<b>154</b>	<b>18</b>	<b>719</b>	<b>266</b>	<b>244</b>	<b>173</b>	<b>36</b>	<b>-29</b>	<b>4</b>	<b>4</b>	<b>-19</b>	<b>-18</b>	Gifts and Seasonals performing below Budget due to lower Marketing
Sales returns	-5	-2	-2	-1	0	0	0	0	0	0	-5	-2	-2	-1	0	Sales returns from wholesaler ABC due to shortdated products
Rebates	-8	-3	-3	-2	0	-9	-3	-3	-2	0	0	0	0	0	0	Rebates from wholesaler ABC due to shortdated products
Trade incentives	-5	-5	0	0	0	-5	-5	0	0	0	0	0	0	0	0	
Other/contingencies	0	0	0	0	0	-3	-1	-1	-1	0	3	1	1	1	0	No budgeted contingencies realized
Sales discounts total	-13	-8	-3	-2	0	-17	-9	-4	-3	0	3	1	1	1	0	
<b>Net Sales</b>	<b>672</b>	<b>260</b>	<b>243</b>	<b>151</b>	<b>18</b>	<b>702</b>	<b>257</b>	<b>241</b>	<b>169</b>	<b>36</b>	<b>-31</b>	<b>3</b>	<b>3</b>	<b>-19</b>	<b>-18</b>	Net Sales lower due to Gifts and Seasonals
COGS -Cost of Goods Sold	-355	-127	-122	-97	-10	-381	-128	-122	-110	-21	26	1	1	13	11	
<b>Gross Margin</b>	<b>316</b>	<b>133</b>	<b>122</b>	<b>54</b>	<b>8</b>	<b>321</b>	<b>129</b>	<b>118</b>	<b>59</b>	<b>15</b>	<b>-5</b>	<b>4</b>	<b>4</b>	<b>-5</b>	<b>-7</b>	Volumes lower due to Gifts and Seasonals
<b>% Net Sales</b>	<b>47,1%</b>	<b>51,2%</b>	<b>50,1%</b>	<b>35,7%</b>	<b>43,5%</b>	<b>45,7%</b>	<b>50,3%</b>	<b>49,2%</b>	<b>34,8%</b>	<b>41,7%</b>	<b>1,4%</b>	<b>0,9%</b>	<b>0,9%</b>	<b>0,9%</b>	<b>1,8%</b>	Mix: less Sales of low-margin / more on higher margin products
Salaries / Wages	-63	-24	-23	-14	-2	-67	-25	-23	-16	-3	4	0	0	2	2	Vacancies in Production and Sales
Rent, leases	-43	-17	-16	-10	-1	-43	-16	-15	-10	-2	0	-1	-1	1	1	
Depreciation	-8	-3	-3	-2	0	-10	-4	-3	-2	-1	2	1	1	1	0	Budgeted truck not purchased
Travel & Entertainment	-6	-2	-2	-1	0	-5	-2	-2	-1	0	-1	0	0	0	0	
Stationery	-1	0	0	0	0	-1	0	0	0	0	0	0	0	0	0	
Marketing, advertising	-42	-17	-17	-9	1	-57	-17	-17	-9	-14	15	0	0	0	15	Seasonals' promotions cut to zero
<b>Operating Expenses</b>	<b>-163</b>	<b>-64</b>	<b>-61</b>	<b>-36</b>	<b>-2</b>	<b>-183</b>	<b>-63</b>	<b>-60</b>	<b>-39</b>	<b>-20</b>	<b>20</b>	<b>-1</b>	<b>-1</b>	<b>3</b>	<b>18</b>	
<b>Income from Operations (IFO)</b>	<b>153</b>	<b>69</b>	<b>61</b>	<b>18</b>	<b>5</b>	<b>138</b>	<b>66</b>	<b>58</b>	<b>20</b>	<b>-6</b>	<b>15</b>	<b>3</b>	<b>3</b>	<b>-2</b>	<b>11</b>	
<b>% Net Sales</b>	<b>22,8%</b>	<b>26,6%</b>	<b>25,1%</b>	<b>11,8%</b>	<b>31,2%</b>	<b>19,7%</b>	<b>25,7%</b>	<b>24,2%</b>	<b>11,6%</b>	<b>-15,7%</b>	<b>3,1%</b>	<b>0,9%</b>	<b>0,9%</b>	<b>0,2%</b>	<b>46,8%</b>	
Interests	-10	-4	-4	-2	0	-8	-3	-3	-2	0	-2	-1	-1	0	0	More Financing needs due to increase in wholesalers' credit lines
<b>Income before Taxes (IBT)</b>	<b>143</b>	<b>65</b>	<b>57</b>	<b>15</b>	<b>5</b>	<b>131</b>	<b>63</b>	<b>56</b>	<b>18</b>	<b>-6</b>	<b>13</b>	<b>2</b>	<b>2</b>	<b>-2</b>	<b>11</b>	
<b>% Net Sales</b>	<b>21,3%</b>	<b>25,1%</b>	<b>23,6%</b>	<b>10,3%</b>	<b>29,7%</b>	<b>18,6%</b>	<b>24,6%</b>	<b>23,1%</b>	<b>10,5%</b>	<b>-16,8%</b>	<b>2,7%</b>	<b>0,5%</b>	<b>0,5%</b>	<b>-0,2%</b>	<b>46,4%</b>	
Income (corporate) Tax	-13	-6	-5	-1	0	-12	-6	-5	-2	1	-1	0	0	0	-1	Tax rate unchanged, variance driven by higher IBT
<b>Net Income (NI)</b>	<b>130</b>	<b>59</b>	<b>52</b>	<b>14</b>	<b>5</b>	<b>119</b>	<b>58</b>	<b>51</b>	<b>16</b>	<b>-5</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>-2</b>	<b>10</b>	
<b>% Net Sales</b>	<b>19,4%</b>	<b>22,9%</b>	<b>21,4%</b>	<b>9,3%</b>	<b>27,0%</b>	<b>16,9%</b>	<b>22,4%</b>	<b>21,0%</b>	<b>9,5%</b>	<b>-15,2%</b>	<b>2,5%</b>	<b>0,5%</b>	<b>0,4%</b>	<b>-0,2%</b>	<b>42,2%</b>	
<b>Info: EBITDA</b>	<b>161</b>	<b>72</b>	<b>64</b>	<b>20</b>	<b>6</b>	<b>148</b>	<b>70</b>	<b>62</b>	<b>22</b>	<b>-5</b>	<b>13</b>	<b>3</b>	<b>2</b>	<b>-3</b>	<b>11</b>	
<b>% Net Sales</b>	<b>24,0%</b>	<b>27,8%</b>	<b>26,2%</b>	<b>12,9%</b>	<b>32,4%</b>	<b>21,1%</b>	<b>27,1%</b>	<b>25,6%</b>	<b>13,0%</b>	<b>-14,2%</b>	<b>2,9%</b>	<b>0,7%</b>	<b>0,7%</b>	<b>-0,1%</b>	<b>46,6%</b>	

# P&L

## YTD Dec 2019

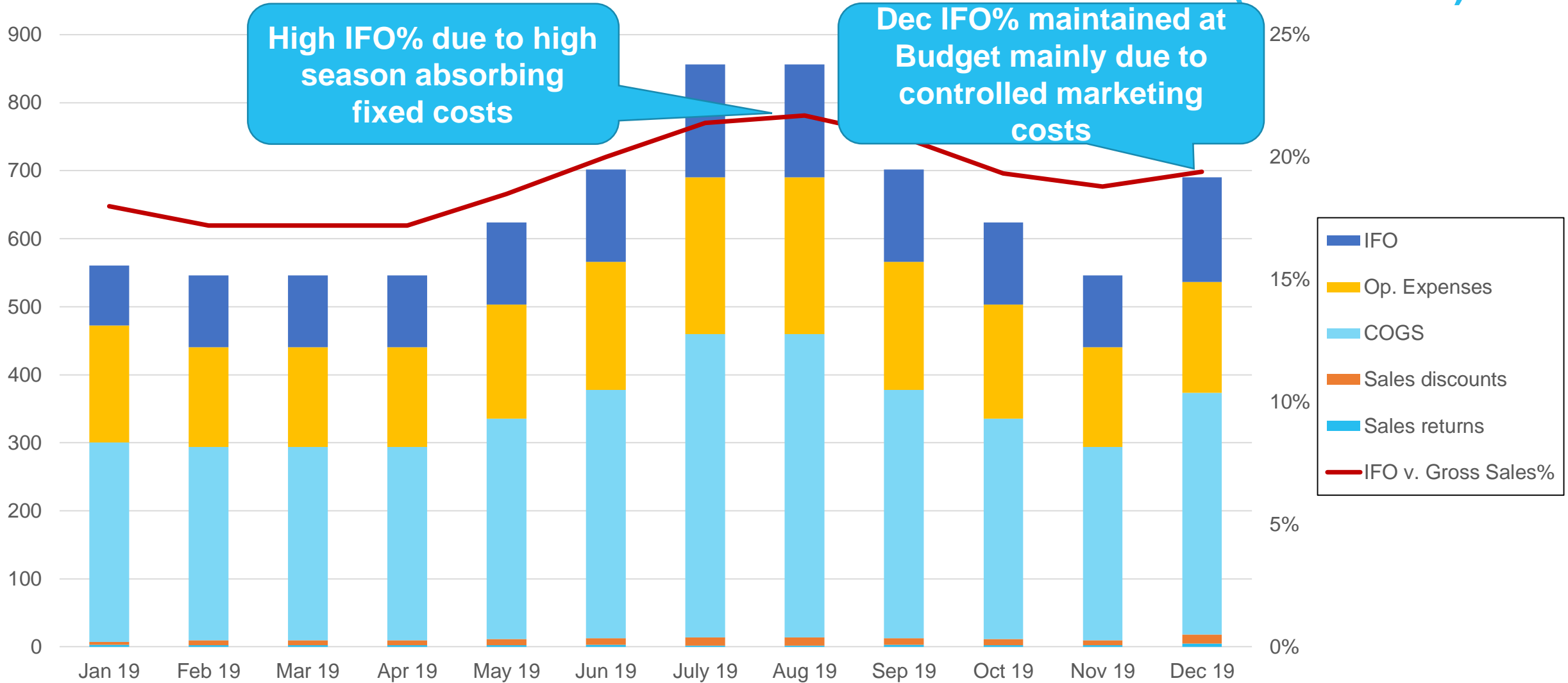
### TOTAL Company

YTD Dec 2019 / in '000 EUR	TOTAL			<u>Comments on major variances</u>
	Actuals	Budget	Var.	
<b>Gross Sales</b>	<b>7 797</b>	<b>7 550</b>	<b>248</b>	Overall better Sales - all Product Lines performing over Budget
Sales returns	-32	0	-32	Sales returns from wholesalers due to short dated products
Sales discounts total	-108	-127	19	Special discounts to Retail chain EFG -- not in budget
<b>Net Sales</b>	<b>7 657</b>	<b>7 423</b>	<b>235</b>	Net Sales higher mainly due to Beverages and Soft Drinks
COGS -Cost of Goods Sold	-4 054	-4 077	22	
<b>Gross Margin</b>	<b>3 603</b>	<b>3 346</b>	<b>257</b>	Volumes higher mainly due to Beverages and Soft Drinks
<b>% Net Sales</b>	<b>47,1%</b>	<b>45,1%</b>	<b>2,0%</b>	Mix: less Sales of low-margin / more on higher margin products
Salaries / Wages	-792	-804	12	Vacancies in Production and Sales in Q4
Rent, leases	-516	-516	0	
Depreciation	-102	-120	18	Budgeted truck not purchased in April
Travel & Entertainment	-64	-60	-4	
Stationery	-10	-12	2	
Marketing, advertising	-611	-684	73	Costs on Gifts and Seasonals significantly cut back in Q3 and Q4
<b>Operating Expenses</b>	<b>-2 095</b>	<b>-2 196</b>	<b>101</b>	
<b>Income from Operations (IFO)</b>	<b>1 508</b>	<b>1 150</b>	<b>358</b>	
<b>% Net Sales</b>	<b>19,7%</b>	<b>15,5%</b>	<b>4,2%</b>	
Interests	-91	-82	-9	More Financing needs due to increase in wholesalers' credit lines
<b>Income before Taxes (IBT)</b>	<b>1 417</b>	<b>1 069</b>	<b>348</b>	
<b>% Net Sales</b>	<b>18,5%</b>	<b>14,4%</b>	<b>4,1%</b>	
Income (corporate) Tax	-128	-96	-31	Tax rate unchanged, variance driven by higher IBT
<b>Net Income (NI)</b>	<b>1 289</b>	<b>972</b>	<b>317</b>	
<b>% Net Sales</b>	<b>16,8%</b>	<b>13,1%</b>	<b>3,7%</b>	
<b>Info: EBITDA</b>	<b>1 610</b>	<b>1 270</b>	<b>340</b>	
<b>% Net Sales</b>	<b>21,0%</b>	<b>17,1%</b>	<b>3,9%</b>	

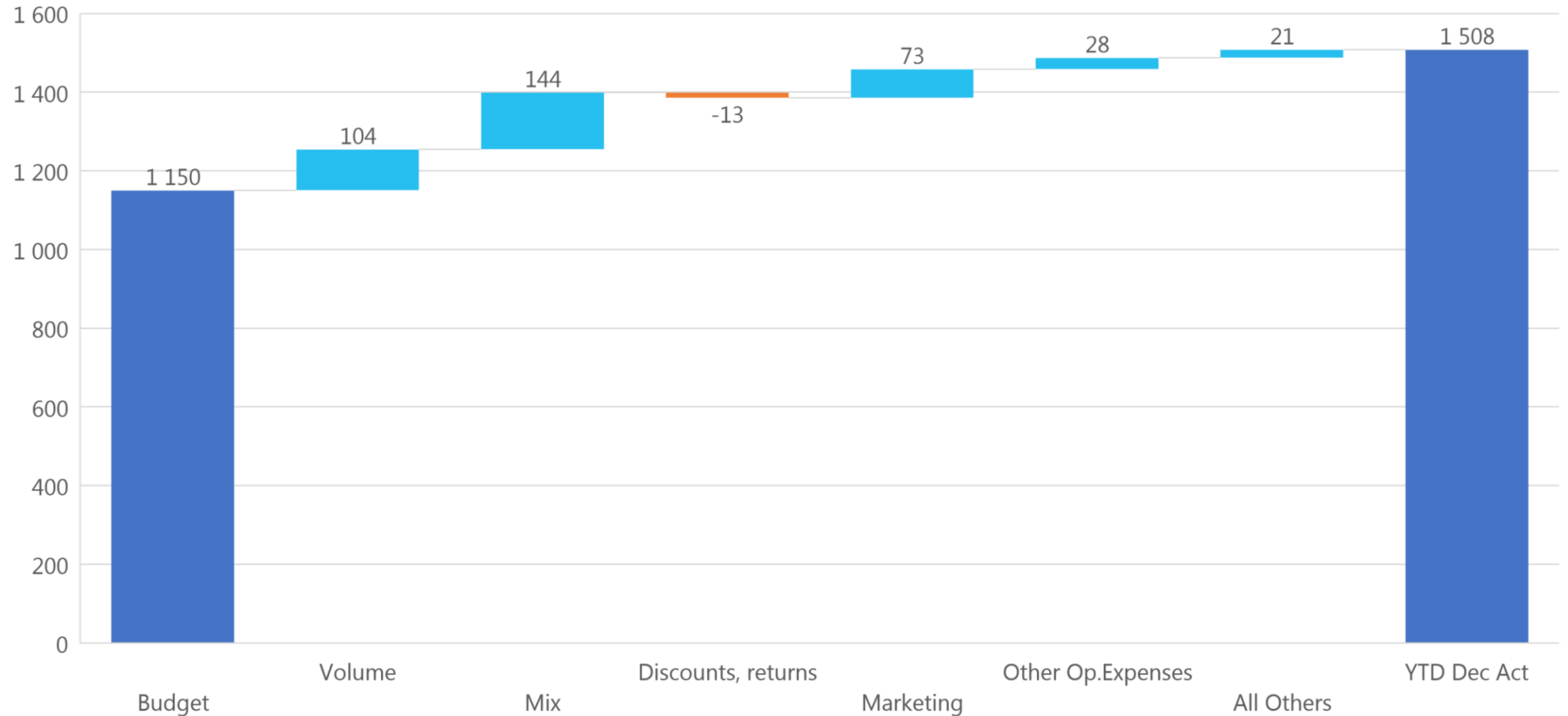
# YTD December P&L - Actuals vs Budget by Product Lines

YTD Dec 2019 / in '000 EUR	ACTUALS					BUDGET					VARIANCES					Comments on major variances
	TOTAL	Beverages	Soft Drinks	Gifts	Seasonals	TOTAL	Beverages	Soft Drinks	Gifts	Seasonals	TOTAL	Beverages	Soft Drinks	Gifts	Seasonals	
<b>Gross Sales</b>	<b>7 797</b>	<b>2 885</b>	<b>2 651</b>	<b>1 871</b>	<b>390</b>	<b>7 550</b>	<b>2 793</b>	<b>2 567</b>	<b>1 812</b>	<b>377</b>	<b>248</b>	<b>92</b>	<b>84</b>	<b>59</b>	<b>12</b>	Overall better Sales - all Product Lines performing over Budget
Sales returns	-32	-12	-11	-8	-2	0	0	0	0	0	-32	-12	-11	-8	-2	Sales returns mostly from wholesalers due to short dated products
Rebates	-94	-35	-32	-22	-5	-91	-34	-31	-22	-5	-3	-1	-1	-1	0	Rebates to wholesalers due to higher volumes sold
Trade incentives	0	-5	0	0	5	0	-5	0	0	5	0	0	0	0	0	
Other/contingencies	-14	-6	-4	-3	-1	-36	-13	-12	-9	-2	22	7	8	6	1	Special discounts to Retail chain EFG -- not in budget
Sales discounts total	-108	-46	-36	-25	-1	-127	-52	-43	-30	-1	19	6	7	5	1	Special discounts to Retail chain EFG -- not in budget
<b>Net Sales</b>	<b>7 657</b>	<b>2 827</b>	<b>2 604</b>	<b>1 838</b>	<b>388</b>	<b>7 423</b>	<b>2 741</b>	<b>2 524</b>	<b>1 781</b>	<b>376</b>	<b>235</b>	<b>86</b>	<b>81</b>	<b>57</b>	<b>11</b>	Net Sales higher mainly due to Beverages and Soft Drinks
COGS -Cost of Goods Sold	-4 054	-1 356	-1 299	-1 198	-202	-4 077	-1 397	-1 335	-1 178	-168	22	41	36	-20	-34	
<b>Gross Margin</b>	<b>3 603</b>	<b>1 472</b>	<b>1 305</b>	<b>641</b>	<b>186</b>	<b>3 346</b>	<b>1 345</b>	<b>1 189</b>	<b>604</b>	<b>209</b>	<b>257</b>	<b>127</b>	<b>116</b>	<b>37</b>	<b>-23</b>	Volumes higher mainly due to Beverages and Soft Drinks
<b>% Net Sales</b>	<b>47,1%</b>	<b>52,0%</b>	<b>50,1%</b>	<b>34,8%</b>	<b>47,9%</b>	<b>45,1%</b>	<b>49,1%</b>	<b>47,1%</b>	<b>33,9%</b>	<b>55,4%</b>	<b>2,0%</b>	<b>3,0%</b>	<b>3,0%</b>	<b>1,0%</b>	<b>-7,5%</b>	Mix: less Sales of low-margin / more on higher margin products
Salaries / Wages	-792	-292	-269	-190	-40	-804	-297	-273	-193	-41	12	5	4	3	1	Vacancies in Production and Sales in Q4
Rent, leases	-516	-191	-175	-124	-26	-516	-191	-175	-124	-26	0	0	0	0	0	
Depreciation	-102	-38	-35	-24	-5	-120	-44	-41	-29	-6	18	7	6	4	1	Budgeted truck not purchased in April
Travel & Entertainment	-64	-24	-22	-15	-3	-60	-22	-20	-14	-3	-4	-1	-1	-1	0	
Stationery	-10	-4	-3	-2	-1	-12	-4	-4	-3	-1	2	1	1	0	0	
Marketing, advertising	-611	-263	-257	-65	-26	-684	-278	-269	-91	-46	73	15	12	26	20	Costs on Gifts and Seasonals significantly cut back in Q3 and Q4
<b>Operating Expenses</b>	<b>-2 095</b>	<b>-811</b>	<b>-762</b>	<b>-421</b>	<b>-101</b>	<b>-2 196</b>	<b>-836</b>	<b>-783</b>	<b>-454</b>	<b>-123</b>	<b>101</b>	<b>25</b>	<b>21</b>	<b>33</b>	<b>22</b>	
<b>Income from Operations (IFO)</b>	<b>1 508</b>	<b>661</b>	<b>544</b>	<b>219</b>	<b>85</b>	<b>1 150</b>	<b>508</b>	<b>406</b>	<b>150</b>	<b>86</b>	<b>358</b>	<b>152</b>	<b>138</b>	<b>69</b>	<b>-1</b>	
<b>% Net Sales</b>	<b>19,7%</b>	<b>23,4%</b>	<b>20,9%</b>	<b>11,9%</b>	<b>21,8%</b>	<b>15,5%</b>	<b>18,5%</b>	<b>16,1%</b>	<b>8,4%</b>	<b>22,8%</b>	<b>4,2%</b>	<b>4,8%</b>	<b>4,8%</b>	<b>3,5%</b>	<b>-1,0%</b>	
Interests	-91	-42	-39	-28	18	-82	-30	-28	-20	-4	-9	-12	-11	-8	22	More Financing needs due to increase in wholesalers' credit lines
<b>Income before Taxes (IBT)</b>	<b>1 417</b>	<b>618</b>	<b>505</b>	<b>192</b>	<b>102</b>	<b>1 069</b>	<b>478</b>	<b>378</b>	<b>130</b>	<b>82</b>	<b>348</b>	<b>140</b>	<b>126</b>	<b>61</b>	<b>21</b>	
<b>% Net Sales</b>	<b>18,5%</b>	<b>21,9%</b>	<b>19,4%</b>	<b>10,4%</b>	<b>26,4%</b>	<b>14,4%</b>	<b>17,4%</b>	<b>15,0%</b>	<b>7,3%</b>	<b>21,7%</b>	<b>4,1%</b>	<b>4,4%</b>	<b>4,4%</b>	<b>3,1%</b>	<b>4,7%</b>	
Income (corporate) Tax	-128	-56	-45	-17	-9	-96	-43	-34	-12	-7	-31	-13	-11	-6	-2	Tax rate unchanged, variance driven by higher IBT
<b>Net Income (NI)</b>	<b>1 289</b>	<b>563</b>	<b>459</b>	<b>174</b>	<b>93</b>	<b>972</b>	<b>435</b>	<b>344</b>	<b>119</b>	<b>74</b>	<b>317</b>	<b>127</b>	<b>115</b>	<b>56</b>	<b>19</b>	
<b>% Net Sales</b>	<b>16,8%</b>	<b>19,9%</b>	<b>17,6%</b>	<b>9,5%</b>	<b>24,1%</b>	<b>13,1%</b>	<b>15,9%</b>	<b>13,6%</b>	<b>6,7%</b>	<b>19,8%</b>	<b>3,7%</b>	<b>4,0%</b>	<b>4,0%</b>	<b>2,8%</b>	<b>4,3%</b>	
<b>Info: EBITDA</b>	<b>1 610</b>	<b>698</b>	<b>578</b>	<b>244</b>	<b>90</b>	<b>1 270</b>	<b>553</b>	<b>447</b>	<b>179</b>	<b>92</b>	<b>340</b>	<b>146</b>	<b>132</b>	<b>65</b>	<b>-2</b>	
<b>% Net Sales</b>	<b>21,0%</b>	<b>24,7%</b>	<b>22,2%</b>	<b>13,3%</b>	<b>23,1%</b>	<b>17,1%</b>	<b>20,2%</b>	<b>17,7%</b>	<b>10,0%</b>	<b>24,5%</b>	<b>3,9%</b>	<b>4,5%</b>	<b>4,5%</b>	<b>3,2%</b>	<b>-1,3%</b>	

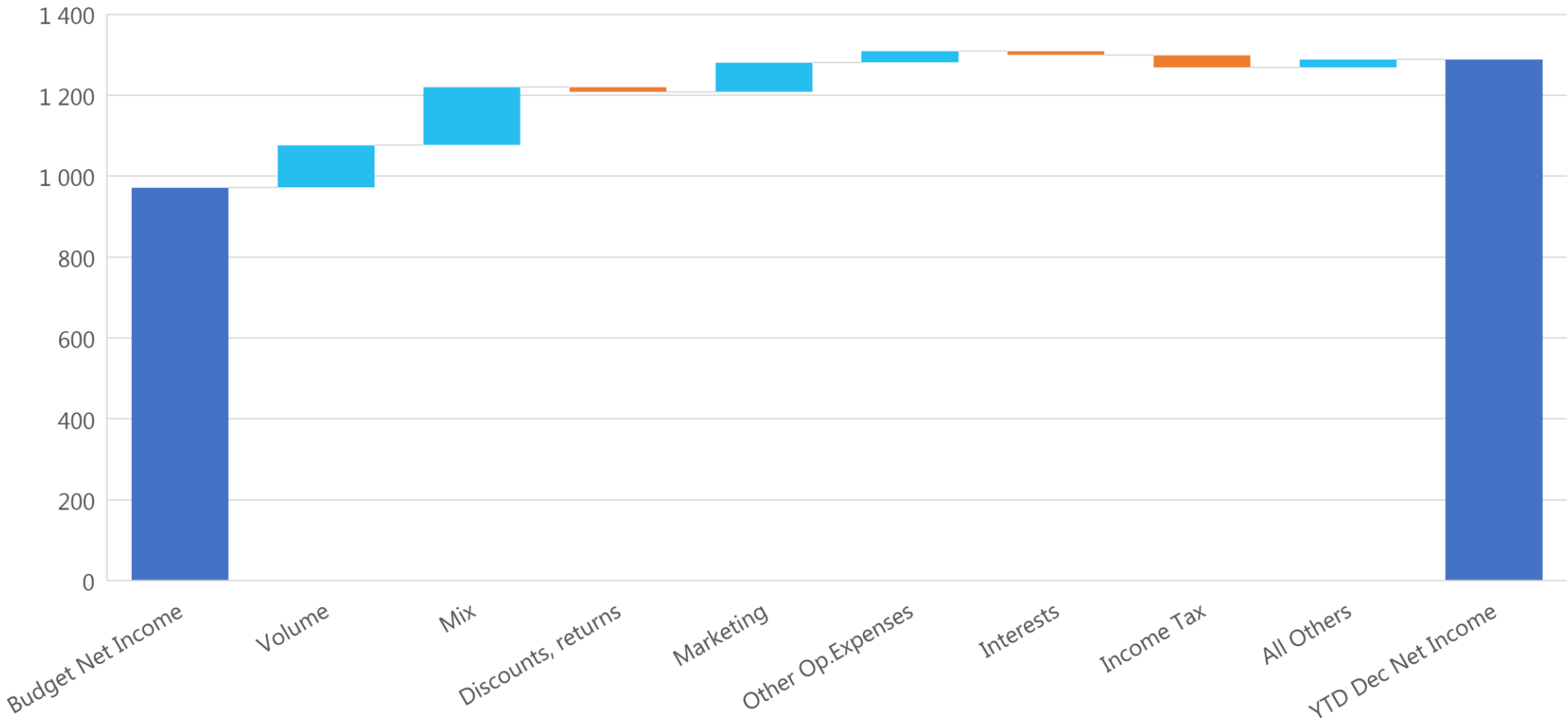
# Actual cost structure – trended ('000 EUR)



# FY 2019 IFO - Waterfall Analysis ('000 EUR)



# FY 2019 Net Income - Waterfall Analysis ('000 EUR)







# THANK YOU !

Dobai Tamás

[+36 70 287 6511](tel:+36702876511)

[tdobai@control1.hu](mailto:tdobai@control1.hu)

<http://www.control1.hu>

