

December 2025 Monthly Business Review

InterStationary

Headline

- Revenue was \$827K against a budget of \$824K, a variance of \$3K.
- Operating income was \$8K against \$13K, a variance of (\$5K).
- Year to date, revenue is \$11,238K against \$11,600K, a variance of (\$362K).

P&L vs budget

Measure	Actual	Budget	Variance
Revenue	\$827K	\$824K	\$3K
Gross profit	\$215K	\$221K	(\$5K)
Gross margin	26.1%	26.8%	(0.7) pts
Operating expenses	\$208K	\$208K	\$0.4K
Operating income	\$8K	\$13K	(\$5K)

Source: pnl_fy2025.csv
Each amount is rounded on its own, so in the month the Gross profit, Operating expenses and Operating income rows do not add exactly.

KPI scorecard

KPI	Actual	Target	Status
Revenue	\$827K	\$824K	on target
Gross margin percent	26.1%	26.0%	on target
Days sales outstanding	51.2	45.0	off target
On-time delivery percent	93.3%	95.0%	off target
Order fill rate percent	97.6%	97.0%	on target
Active customers	40	42	off target
Inventory turns	5.33	6.50	off target
Opex percent of revenue	25.1%	25.3%	on target

Source: kpis_fy2025.csv

Drivers

- Other operating: a variance of (\$6K) in the month
- Cost of goods sold: a variance of (\$6K) in the month
- Technology: a variance of \$4K in the month
- Revenue: a variance of (\$362K) for the year to date

Watch list

- Days sales outstanding: 51.2 against 45.0; months off target: 3
- On-time delivery percent: 93.3% against 95.0%; months off target: 3
- Active customers: 40 against 42; months off target: 2
- Inventory turns: 5.33 against 6.50; months off target: 1