

SAMPLE REPORT

Northgate Cabinetry LLC

Monthly financial report for the period ending June 30, 2026 · Prepared by Daniel Johnson, CB

\$96,650

REVENUE

up 9.5% vs May

43.2%

GROSS MARGIN

down from 47.1%

\$4,760

NET INCOME

down from \$9,024

\$60,420

CASH ON HAND

1.7 months of overhead

What happened in June

You brought in about \$8,350 more revenue than May and made roughly half the profit. That's the whole month in one sentence, and it's worth two minutes of your time.

The gap is in materials, not overhead. Cost of goods went from 52.9% of revenue in May to 56.8% in June. Your operating expenses barely moved. Two things drove it: the Rainier Ave job ran 22% over its quoted materials budget, and plywood pricing moved on you mid-month across three separate orders.

One bad job in a month is noise. It happens on custom work and it isn't a reason to change anything yet. Two in a row would be a pattern, and I'll flag it immediately if July looks the same. What I'd suggest in the meantime is re-checking your materials markup on anything you quote before the end of the month.

What I'd watch next month

Sales tax payable is \$8,120, due July 25.

The money is sitting in your account. Leave it there — this is the single most common way small contractors get themselves into trouble.

\$6,400 of receivables is now past 60 days.

All of it from one customer, on two invoices. Worth a phone call this week rather than another emailed statement.

B&O accrued \$455 this month, \$2,910 year to date.

Tracked by classification and reserved. Your Q2 filing is covered and there won't be a surprise number.

Bottom line: nothing here is alarming. Your cash position is healthy, your receivables are collecting quickly apart from one customer, and your tax reserves are where they should be. June was a margin problem on one job, not a business problem.

THE NUMBERS

Profit & Loss

INCOME	June 2026	May 2026
Cabinetry sales & installation	84,200	77,900
Millwork & repair work	12,450	10,400
Total Revenue	96,650	88,300
Materials	38,100	31,240
Subcontracted labor	14,900	13,850
Freight & delivery	1,850	1,620
Total Cost of Goods Sold	54,850	46,710
Gross Profit	41,800	41,590
Wages & salaries	21,400	19,900
Payroll taxes & benefits	3,210	2,985
Shop rent	4,800	4,800
Vehicle & fuel	1,640	1,410
Bank & merchant fees	1,205	1,090
Insurance	1,150	1,150
Tools & small equipment	980	310
Utilities	720	685
Marketing	600	600
Professional fees	495	495
Software & subscriptions	385	385
Total Operating Expenses	36,585	33,810
Operating Income	5,215	7,780
WA B&O tax (Retailing, 0.471%)	455	416
Net Income	4,760	7,364

THE NUMBERS

Balance Sheet

As of June 30, 2026

ASSETS	June 2026	May 2026
Business checking	38,420	35,880
Savings — tax reserve	22,000	20,500
Accounts receivable	41,850	38,600
Undeposited funds	2,100	1,450
Materials inventory	16,300	15,100
Total Current Assets	120,670	111,530
Shop equipment, net	34,500	35,100
Vehicles, net	18,900	19,400
Total Assets	174,070	166,030
Accounts payable	27,640	24,900
Sales tax payable	8,120	7,340
Credit card	6,815	5,980
Payroll liabilities	4,290	4,105
B&O tax payable	1,365	910
Total Current Liabilities	48,230	43,235
Equipment loan, long-term	31,200	32,415
Total Liabilities	79,430	75,650
Owner's capital	62,000	62,000
Owner's draws	(28,500)	(26,000)
Retained earnings	34,180	34,180
Net income, year to date	26,960	22,200
Total Equity	94,640	90,380
Total Liabilities & Equity	174,070	166,030

This is a sample. Northgate Cabinetry LLC is a fictional business and every figure on these pages is illustrative. It's here to show you the format, the level of detail, and the kind of plain-English summary you'd receive each month — not to represent any real client. Client financials are confidential and are never used as marketing material.