WORKWEEK OPS – BUSINESS REPORTING

Midwest Supply Co.

FY2025 Management Report

Sales · Gross margin · Customers · Products · Inventory

NET SALES	GROSS PROFIT	GROSS MARGIN	INVENTORY VALUE
$4.80M	$1.26M	26.2%	$679K

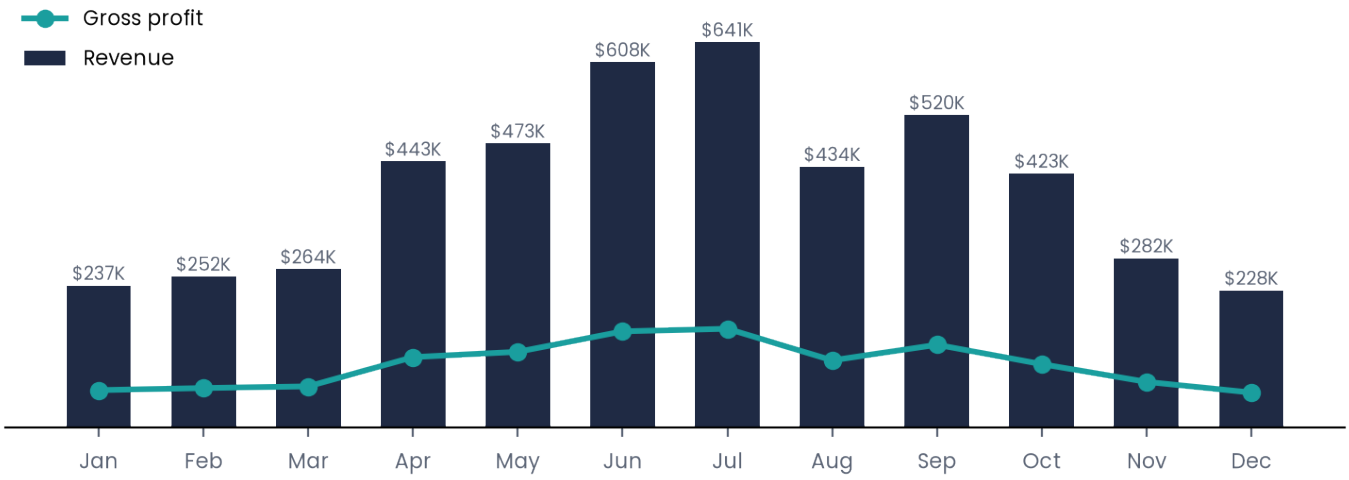
Period: January 1 – December 31, 2025 · Inventory as of December 31, 2025
Source: Midwest-Supply-Co-Demo-Data.xlsx, 840 cleaned order lines

Demonstration – fictional data. Midwest Supply Co. is not a real company.

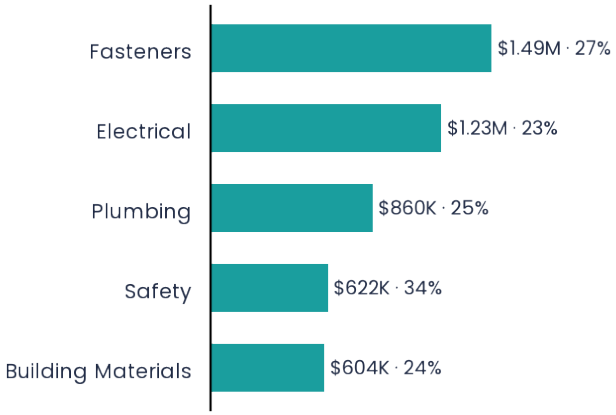
1. Performance at a glance

NET SALES	GROSS PROFIT	GROSS MARGIN	INVENTORY VALUE
$4,804,181	**$1,258,999**	**26.2%**	**$679,444**
840 order lines	COGS $3,545,182	Best month Nov: 27.2%	20 SKUs at cost

Monthly sales and gross profit, 2025



Sales and margin by category



What the trend shows

- Apr–Sep (construction season) delivered 65% of annual sales.
- Peak month was Jul at $641,162; the low was Dec at $228,274.
- Fasteners is the largest category (31% of sales); Safety earns the best margin (34%).

2. Top products and customers

Top 10 products by net sales

#	SKU	Product	Units	Net sales	Margin	Share
1	MS-3001	12/2 Romex Wire 250 ft	5,758	$608,964	18.7%	12.7%
2	MS-1001	Galvanized Deck Screws 5 lb	18,072	$474,560	29.9%	9.9%
3	MS-1004	Structural Wood Screws 250 ct	7,734	$429,086	25.7%	8.9%
4	MS-3002	LED High Bay Fixture 150W	3,784	$381,367	28.2%	7.9%
5	MS-1002	Hex Bolt Assortment 3/8 in	10,551	$318,604	26.8%	6.6%
6	MS-2003	PEX Tubing 1/2 in x 100 ft	6,007	$301,247	23.2%	6.3%
7	MS-5001	Construction Adhesive 28 oz 12 pk	4,643	$300,305	24.9%	6.3%
8	MS-1003	Concrete Anchor Kit 50 pc	6,343	$271,072	25.7%	5.6%
9	MS-4003	Nitrile Work Gloves 12 pr	9,818	$247,838	33.4%	5.2%
10	MS-2002	Copper Fitting Pack 1/2 in	5,631	$210,272	26.1%	4.4%

Top 10 customers by net sales

#	Customer	Lines	Net sales	Margin	Share	Cumulative
1	Buckeye Builders Supply	183	$1,211,168	25.1%	25.2%	25%
2	Lakeshore Contracting	101	$667,667	24.7%	13.9%	39%
3	Prairie Mechanical	74	$495,761	23.1%	10.3%	49%
4	Great Lakes Electric	51	$239,401	26.8%	5.0%	54%
5	Heartland Roofing	44	$224,126	28.5%	4.7%	59%
6	Summit Facility Services	30	$174,308	29.4%	3.6%	63%
7	Riverbend Plumbing	24	$135,153	25.7%	2.8%	66%
8	Northfield Property Mgmt	23	$134,045	25.3%	2.8%	68%
9	Hawkeye Electric Co	21	$114,275	28.8%	2.4%	71%
10	Ironwood Construction	18	$109,125	26.0%	2.3%	73%

Note: the top 3 customers account for 49% of sales, and the top 10 for 73%. All figures are net of discounts.

3. Inventory watch list and recommendations

Low-stock and slow-moving items (as of Dec 31, 2025)

SKU	Product	On hand	Reorder pt	Months	Last sold	Value	Status
MS-4003	Nitrile Work Gloves 12 pr	298	818	0.4	Dec 17	$5,006	Low stock
MS-2001	PVC Pipe 2 in x 10 ft	521	1,324	0.4	Dec 03	$5,132	Low stock
MS-3004	Conduit EMT 3/4 in x 10 ft	496	1,042	0.5	Dec 11	$3,522	Low stock
MS-1001	Galvanized Deck Screws 5 lb	885	1,506	0.6	Dec 19	$16,284	Low stock
MS-5002	Roofing Underlayment Roll	1,947	203	9.6	Dec 22	$105,138	Slow-moving
MS-4002	Hi-Vis Vest Class 2 10 pk	1,475	150	14.3	Dec 10	$56,050	Slow-moving
MS-5004	Rigid Foam Board 2 in 4x8	1,217	150	20.7	Aug 21	$35,171	Slow-moving

Months = on-hand units ÷ average monthly units sold in 2025. Low stock = on hand below reorder point. Slow-moving = on hand above 4× reorder point.

Management insights — what to do next

1. **Reorder the fast movers now.**
   4 SKUs (MS-4003, MS-2001, MS-3004, MS-1001) are below reorder point and together drove 21% of 2025 sales. Stock-outs heading into spring would cost sales at full margin.

2. **Free up cash tied in slow stock.**
   $196,359 sits in 3 slow-moving SKUs — 29% of the $679,444 total inventory. Pause reorders and offer a bundle or contractor promo to clear it before Q2.

3. **Protect the top accounts.**
   The top 3 customers are 49% of sales. Book quarterly check-ins and agree spring pricing early; losing one would be felt immediately.

4. **Plan for the season.**
   Apr–Sep brought 65% of sales. Build stock and staffing in Feb–Mar, and use the Nov–Feb slowdown for collections and price reviews. Electrical has the thinnest margin (23%) — review its pricing first.