Month at a Glance

Is the business healthier than last month?

Bluepoint Heating & Cooling
Sample Data · **fictional company**
Prepared by DRM Analytics & Consulting

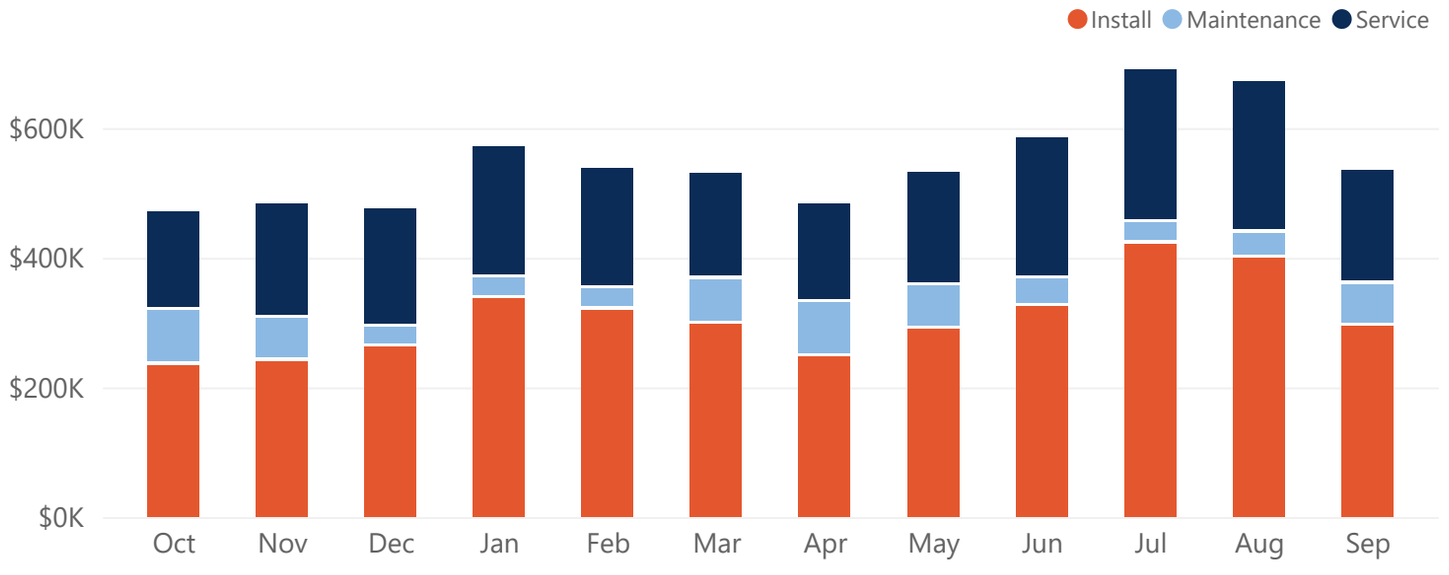
September 2026 month-end

Revenue	Gross Margin %	Net Income	Cash On Hand
$535K	**43.7%**	**$92K**	**$251K**
▲ 6.0% vs Sep 2025	▼ 1.7 pts vs Sep 2025	17.2% net margin	≈ 1.8 months of overhead

Owner's Notes

- Revenue was $535,020, up 6.0% on September 2025. Service +10.1%, install +5.3%, maintenance -1.1%.
- Callback rate was 4.9% against a 4% target. Highest: Tomas Ruiz (new) at 13.9% (mostly thermostat wiring).
- 143 maintenance agreements renew in October, worth $33,738 a year. 94 are set to auto-renew.

Revenue by Line, last 12 months



Profit & Loss Summary

	This Month	Last Month	Same Month Last Year	Year-to-Date
Revenue	$535,020	$672,098	$504,825	$5,140,530
Direct costs	($301,395)	($387,590)	($275,963)	($2,895,666)
Overhead	($141,761)	($142,534)	($137,158)	($1,269,261)
Net Income	**$91,864**	**$141,974**	**$91,704**	**$975,603**

Technicians & Jobs

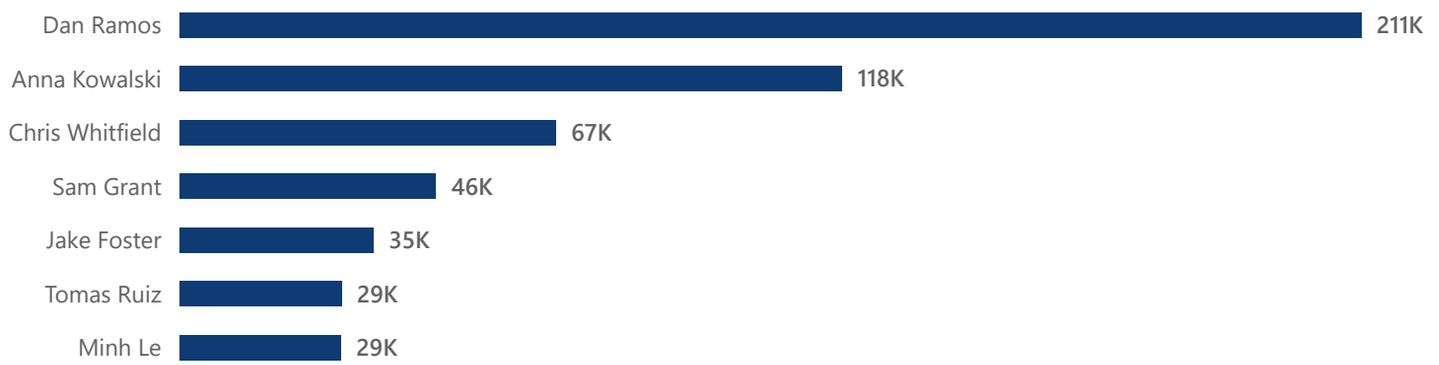
Are my techs productive and getting it right the first time?

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September 2026 month-end

Jobs Completed	Average Ticket	Callback Rate	Revenue per Tech
617	$867	4.9%	$76K
▲ 1.3% vs last month	▼ $236 vs last month	Target under 4%	across 7 technicians

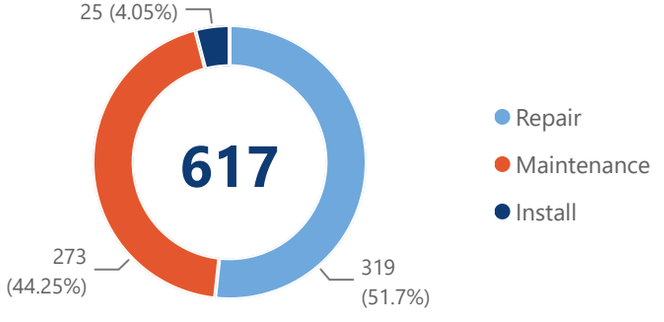
Revenue Per Technician



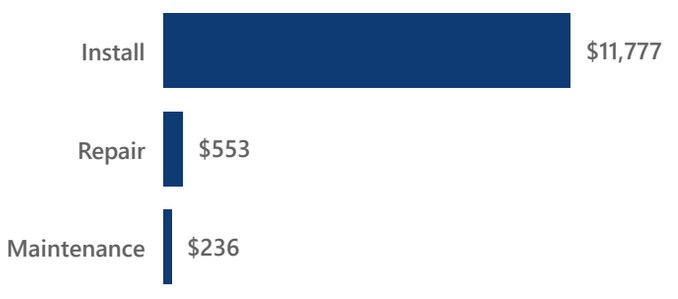
Profit & Loss Summary

Technician	Jobs	Callbacks	Callback Rate	Top Reason
Tomas Ruiz (new)	72	10	13.9%	Thermostat wiring
Jake Foster (new)	88	8	9.1%	Refrigerant charge
Chris Whitfield	86	4	4.7%	Airflow / ductwork
Sam Grant	103	4	3.9%	Airflow / ductwork
Minh Le	75	2	2.7%	Airflow / ductwork
Dan Ramos	101	2	2.0%	Condensate line
Anna Kowalski	92	0	0.0%	-

Job Mix (count)



Avg Ticket $ by Job Type



Agreements & Cash

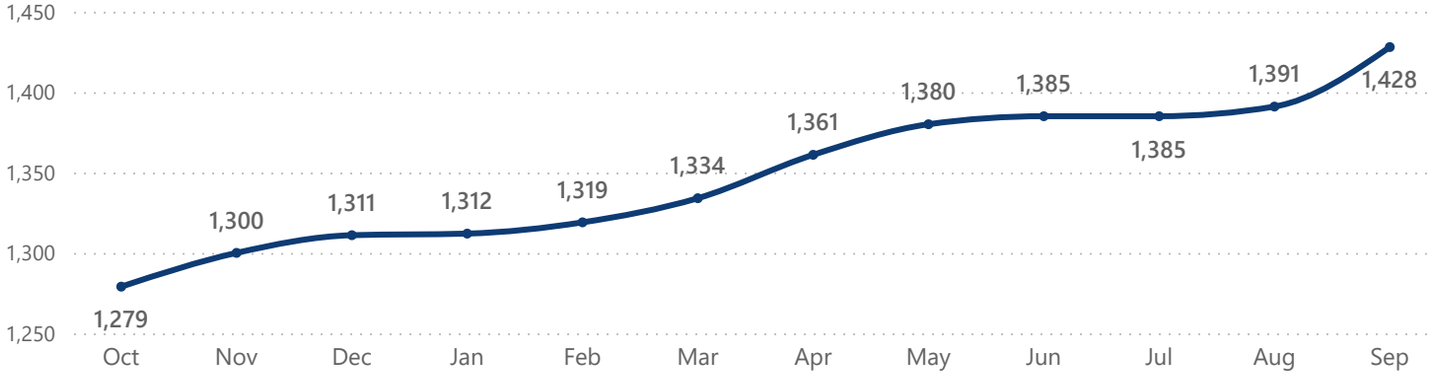
Is recurring revenue growing, and are we getting paid?

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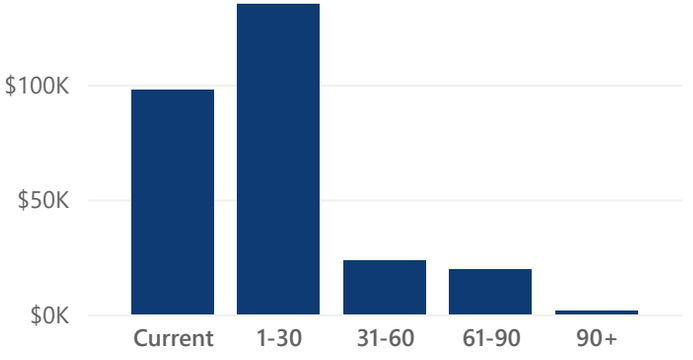
September 2026 month-end

Active Agreements	Retention (12 Mo)	Open AR	Over 60 Days Past Due
1,428	88.7%	$278K	$21K
▲ 37 this month	Agreements kept	DSO 13 days	3 customers

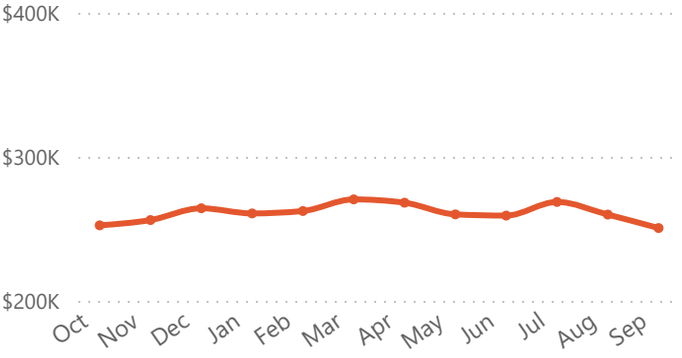
Active Maintenance Agreements, last 12 months



Avg Ticket $ by Job Type



Cash on Hand, last 12 months



Renewals due in October

Plan	Agreements	Annual Value	Set to auto-renew
Comfort Club	92	$17,388	63
Comfort Club Plus	50	$13,950	30
Commercial PM	1	$2,400	1
Total	**143**	**$33,738**	**94**

P&L Detail

How exactly was the money earned and where did it go?

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September 2026 month-end

Profit & Loss by Account

Acccount	This Month	% of Revenue	YTD 2026	YTD 2025	Change
Revenue	**$535,020**	**100.0%**	**$5,140,530**	**$4,657,161**	**$483,369**
Installation Revenue	$294,422	55.0%	$2,928,732	$2,612,450	$316,282
Maintenance Revenue	$64,299	12.0%	$464,400	$431,552	$32,848
Service Revenue	$176,300	33.0%	$1,747,398	$1,613,159	$134,239
Direct costs	**($301,395)**	**56.3%**	**($2,895,666)**	**($2,590,864)**	**($304,801)**
Equipment & Materials	($233,370)	43.6%	($2,347,929)	($2,103,317)	($244,612)
Permits & Subcontractors	($13,249)	2.5%	($131,793)	($117,560)	($14,233)
Technician Wages	($54,776)	10.2%	($415,944)	($369,987)	($45,957)
Overhead	**($141,761)**	**26.5%**	**($1,269,261)**	**($1,238,554)**	**($30,707)**
Insurance	($5,400)	1.0%	($48,600)	($48,600)	$0
Marketing	($6,881)	1.3%	($63,528)	($69,740)	$6,211
Office & Owner Salaries	($101,000)	18.9%	($909,000)	($882,000)	($27,000)
Rent	($6,800)	1.3%	($61,200)	($61,200)	$0
Software & Dispatch	($2,650)	0.5%	($23,850)	($23,850)	$0
Utilities & Phone	($2,106)	0.4%	($17,187)	($15,379)	($1,808)
Vehicles & Fuel	($16,924)	3.2%	($145,896)	($137,785)	($8,110)
Net Income	**$91,864**	**17.2%**	**$975,603**	**$827,742**	**$147,861**

Costs shown in parentheses. Year to date = January to September.