

SAMPLE REPORT · FICTIONAL DATA

DIGITAL CONSULTANT · ANALYSIS REPORT

Company Financial Analysis

Your financial statements read through 16 indicators, with risk areas
and a 90-day cash plan

Company

SAMPLE MANUFACTURING INC.

Report date

15 Sep 2026

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FA-2026-0915-SMP

Sections

Executive Summary · Indicator table · DuPont and cash cycle · Debt structure ·
Action plan

EXECUTIVE SUMMARY

Profitable on paper, tight on cash

The company is ahead of the sector on profitability, but the time it takes to turn profit into cash grew by 18 days in one year. Growth is tying up cash in receivables and inventory.

318.4

Net sales, TRY m · 21%
growth

13.2%

EBITDA margin · sector
12.0%

86 days

Cash conversion cycle ·
sector 57

1.42

Current ratio · sector
1.50

Status of the 16 indicators

● 7 indicators

Healthy: profitability, leverage,
asset efficiency

● 6 indicators

Watch: liquidity ratios, debt
capacity

● 3 indicators

Action required: collections, cash
cycle

Three key findings

- 1. Receivables grew faster than sales.** Sales grew 21% while trade receivables rose 37%; days sales outstanding went from 66 to 74 days.
- 2. The cash buffer is thinning.** Cash on hand fell from TRY 18.9m to TRY 14.2m; the gap was covered with short-term bank loans (TRY 26.4m → TRY 41.3m).
- 3. Finance costs are eating into profit.** Operating profit is TRY 33.7m, and 34% of it goes to interest. Interest coverage fell from 4.1 to 3.0 in one year.

The bottom line: Bringing days sales outstanding and days inventory outstanding down to sector levels would release roughly **TRY 20.8m** of cash without any new borrowing. That is half of the short-term bank debt.

INDICATOR TABLE

16 financial indicators

Each indicator was compared with its sector benchmark and marked with a traffic light.

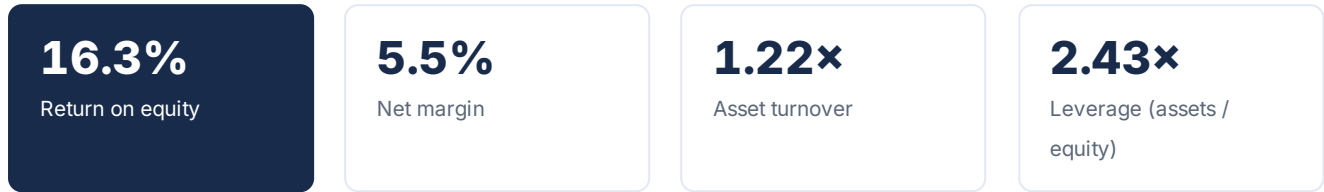
INDICATOR	2024	2025	SECTOR	COMMENT
● Gross margin	26.4%	24.9%	23.5%	Above the sector, but down 1.5 points.
● EBITDA margin	15.0%	13.2%	12.0%	Strong; narrowed under raw material price pressure.
● Net margin	7.1%	5.5%	5.0%	Rising finance costs are eroding net profit.
● Return on equity (ROE)	18.7%	16.3%	15.0%	Stays high thanks to leverage.
● Return on assets (ROA)	8.4%	6.7%	6.0%	In line with the sector.
● Current ratio	1.53	1.42	1.50	Fell below the threshold.
● Quick ratio	1.07	0.95	1.00	Below 1.00 once inventory is excluded.
● Cash ratio	0.26	0.15	0.20	Only 15% of short-term debt is covered by cash.
● Days sales outstanding (DSO)	66 days	74 days	60 days	14 days longer than the sector; the biggest cash leak.
● Days inventory outstanding (DIO)	62 days	68 days	55 days	Up by six days.
● Days payables outstanding (DPO)	60 days	56 days	58 days	Supplier terms in line with the sector.
● Cash conversion cycle (CCC)	68 days	86 days	57 days	Up by 18 days in one year.
● Financial debt / assets	35.1%	38.0%	40.0%	Acceptable leverage.
● Net debt / EBITDA	1.51	2.03	2.00	At the threshold.
● Interest coverage	4.06	2.96	3.50	Operating profit covers interest less than 3 times.
● Asset turnover	1.18	1.22	1.10	Assets are used efficiently.

Green: at or above sector level · Amber: near the threshold, watch · Red: action required. Sector values in this sample report are fictional; in real reports they come from the PillarRise sector benchmark table.

SOURCES OF PROFITABILITY

DuPont analysis

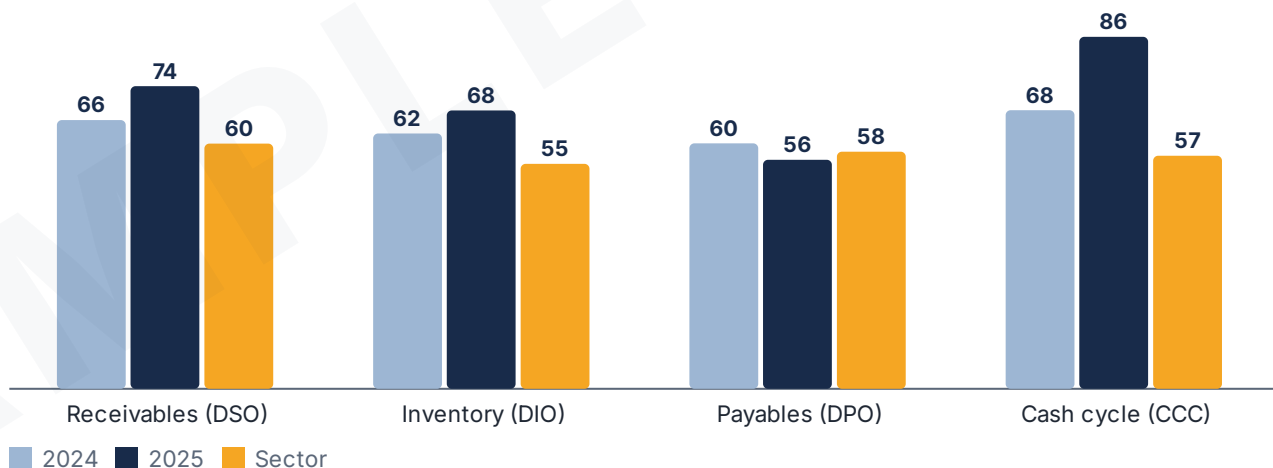
Breaking return on equity into three parts shows that some of the high return is driven by debt.



COMPONENT	2024	2025	EFFECT
Net margin	7.1%	5.5%	Lowered Interest and raw material costs
Asset turnover	1.18	1.22	Raised Sales grew faster than assets
Leverage	2.24	2.43	Raised The business runs on more debt
Return on equity	18.7%	16.3%	

How to read this: Return on equity is above the sector (15.0%), but once leverage is stripped out, return on assets is 6.7%, in line with the sector. If the cost of debt rises, this advantage disappears quickly.

Cash conversion cycle



Cash conversion cycle = DSO + DIO – DPO. On average, the company takes **86 days** to turn a sale into cash; in the sector this takes 57 days.

DEBT STRUCTURE AND CASH

Debt is sustainable, maturities are short

99.6

Financial debt, TRY m

41%

Due within one year

2.03×

Net debt / EBITDA

ITEM, TRY M	2024	2025	CHANGE
Short-term bank loans	26.4	41.3	+14.9
Long-term bank loans	52.0	58.3	+6.3
Cash and cash equivalents	18.9	14.2	-4.7
Net financial debt	59.5	85.4	+25.9

The level of debt is manageable; the risk lies not in the amount but in the **maturity**. Most of the increase came from short-term loans, which in practice are funding a working capital gap. If interest rates rise or banks cut credit limits, this is the first item to be hit.

Cash tied up in working capital

Trade receivables		TRY 64.6
Inventories		TRY 44.6
Trade payables (-)		TRY 36.7

The calculation: If days sales outstanding falls to 60 days and days inventory outstanding to 55 days, TRY 12.3m is released from receivables and TRY 8.6m from inventories, a total of **TRY 20.8m** in cash. The first 90-day target is more modest: TRY 11.0m.

ACTION PLAN

90-day cash strengthening plan

Target: cut days sales outstanding from 74 to 66 days and days inventory outstanding from 68 to 62 days, releasing TRY 11.0m in cash.

First 30 days

- List receivables with terms beyond 60 days, customer by customer; the top 10 customers may account for most of the balance.
- Set a written maximum payment term for new orders.
- List non-moving inventory (180+ days).

Days 31–60

- Discuss early-payment discounts with the 5 largest customers.
- Decide whether to sell, return or scrap non-moving inventory.
- Link sales bonuses to collections.

Days 61–90

- Discuss with the bank converting part of the short-term loans into long-term debt.
- Add a weekly cash flow statement to the management meeting agenda.
- Measure the results: DSO, DIO and cash released.

Four indicators to track

INDICATOR	TODAY	90-DAY TARGET	12-MONTH TARGET	OWNER
Days sales outstanding (DSO)	74 days	66 days	60 days	Sales + finance
Days inventory outstanding (DIO)	68 days	62 days	55 days	Planning
Cash ratio	0.15	0.20	0.25	Finance
Short-term share of debt	41%	35%	30%	Finance

Note: This report is not investment advice. Review credit, investment and financing decisions together with your company's financial advisor and your bank.

FINAL PAGE

Expert approval and data assurance

This report was produced by the Analysis Robot, then reviewed and approved by a PillarRise consultant.

How was this report produced?

STEP	WHERE	WHAT HAPPENED
1. Answers and financial statements	Client portal	The company answered the question sets and uploaded its financial statements.
2. Identity separated	PillarRise server · Türkiye	Company name and logo were separated; the name was removed from the answers.
3. Analysis	Analysis Robot	Only anonymized figures and answers were processed.
4. Name added back	PillarRise server · Türkiye	The company name was added to the report; the report is stored here.
5. Expert review	PillarRise consultant	Figures, comments and recommendations were checked.

Limits of this report. The report is based on the answers the company provided and the financial statements it uploaded; it is not an independent audit. Sector comparisons come from the PillarRise sector reference table. The recommendations do not replace management decisions; test them against your own conditions before acting.

CONSULTANT APPROVAL

Name · title · date

The signature field in the sample report is for illustration only.

VERIFICATION

In real reports this area carries a report verification code and QR code, so anyone can confirm at **pillarrise.com/dogrula** that the report was produced by PillarRise.