MAISON MUNIM

CLARITY · STRATEGY · CERTAINTY

ILLUSTRATIVE SAMPLE · FICTIONAL DATA · NOT A REAL CLIENT

Month end management pack

Sample Client LLC · September 2026

Prepared for	**ABC Firm**
Client	**Sample Client LLC**
Period end	**30 September 2026**
Ledger	**QuickBooks Online**
Basis	**Accrual · US GAAP · USD**
Prepared by	**Preparer (Maison Munim)**
Reviewed by	**Senior reviewer (Maison Munim)**
Status	**In progress**

Contents

#	Section	Description
01	Checklist	Month end tasks, owners, status and sign-off (customizable)
02	Key Ratios	Six key ratios: September vs August, targets and six-month history
03	Ratio Charts	Six-month trend charts for each key ratio
04	P&L	Income statement, September vs August
05	Budget vs Actual	September actual vs budget with variance explanations
06	Balance Sheet	Position at 30 September vs 31 August
07	Cash Flow	Statement of cash flows, September (indirect method)
08	AR Aging	Receivables aging and provision for doubtful accounts
09	AP Aging	Payables aging by due date
10	Prepaids	Prepaid expenses schedule and amortisation
11	Depreciation	Fixed asset register and depreciation
12	Bank Rec	Operating account reconciliation to statement
13	Open Items	Proposed entries and questions for your review

Colour key

1,234	Input or data from the ledger (editable)
1,234	Linked from another tab
1,234	Calculated on this tab

Every schedule ties to the general ledger; check cells on each tab must show zero. Your pack is delivered in your firm's template.

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Month end close checklist

Sample Client LLC · September 2026

Tasks	**16**	Open	**1**
Completed	**15**	Signed off	**15**
Progress	**94%**	Pack status	**In progress**

#	Task	Area	Owner	Due	Status	Reviewer sign-off	Reference	Notes
1	Download statements and confirm bank feeds complete	Cash	Preparer	BD1	Done	Signed off	→ Bank Rec	All 6 accounts
2	Code uncategorised transactions	General ledger	Preparer	BD1	Done	Signed off		42 items coded
3	Reconcile bank and card accounts	Cash	Preparer	BD2	Done	Signed off	→ Bank Rec	Difference nil
4	Review undeposited funds and clearing accounts	Cash	Preparer	BD2	Done	Signed off		Cleared to zero
5	Review AR aging and update bad debt provision	Receivables	Preparer	BD2	Done	Signed off	→ AR Aging	Top-up of USD 260 proposed
6	Review AP aging and accrue unbilled expenses	Payables	Preparer	BD3	Done	Signed off	→ AP Aging	No overdue items
7	Post accruals per accrual schedule	General ledger	Preparer	BD3	Done	Signed off		3 accruals
8	Update prepaid amortisation schedule	Prepaids	Preparer	BD3	Done	Signed off	→ Prepaids	Ties to GL 1310
9	Post depreciation per fixed asset register	Fixed assets	Preparer	BD3	Done	Signed off	→ Depreciation	No additions
10	Tie out balance sheet accounts to support	Balance sheet	Preparer	BD3	Done	Signed off	→ Balance Sheet	14 of 14
11	Prepare P&L, balance sheet and cash flow	Reporting	Preparer	BD4	Done	Signed off	→ P&L	
12	Budget vs actual and flux review	Reporting	Reviewer	BD4	Done	Signed off	→ Budget vs Actual	Variances explained
13	Calculate key ratios and refresh charts	Reporting	Preparer	BD4	Done	Signed off	→ Key Ratios	
14	Compile open items for the CPA firm	Review	Preparer	BD4	Done	Signed off	→ Open Items	5 items
15	Senior review of full pack	Review	Reviewer	BD4	Done	Signed off		
16	Deliver pack and open items to firm	Delivery	Preparer	BD5	In progress	Pending		Due today

How to customise: edit, add or delete tasks in rows 10–60. Status and sign-off are drop-downs; the summary above updates automatically.

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Key ratios · September 2026

Sample Client LLC · September 2026

Ratio	How it is calculated	Sep 2026	Aug 2026	Target	Status	What it tells you
Current ratio	Current assets ÷ current liabilities	**3.47x**	3.32x	1.50x	On track	Short-term liquidity. Above 1.5x is comfortable.
Quick ratio	(Cash + receivables) ÷ current liabilities	**3.34x**	3.19x	1.00x	On track	Liquidity without relying on prepaids or inventory.
Gross margin	Gross profit ÷ revenue	**65.0%**	64.5%	63.0%	On track	Profitability of core services before overheads.
Net profit margin	Net income ÷ revenue	**12.6%**	11.0%	10.0%	On track	Bottom-line profit after interest and tax.
Receivable days	Receivables ÷ revenue × 30	**18.7 days**	18.9 days	25.0 days	On track	How long customers take to pay (monthly basis). Lower is better.
Payable days	Payables ÷ non-payroll costs × 30	**13.8 days**	13.7 days	30.0 days	On track	How long we take to pay suppliers. At or under 30 days means paying within terms.

Apr–Jul figures are historical inputs; Aug and Sep link to the statements. Targets (blue) are editable.

Six-month history

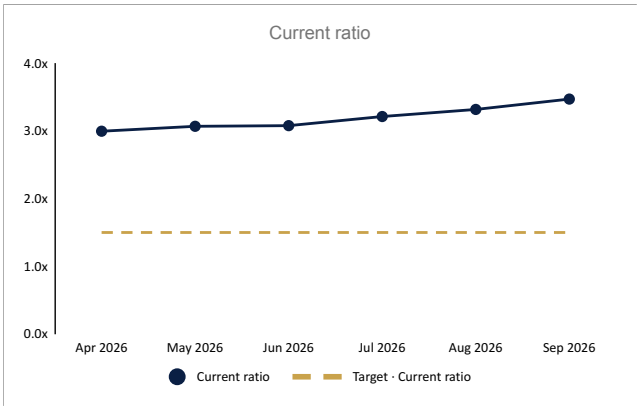
USD	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026
Revenue	128,400	131,900	135,200	138,700	141,250	148,600
Gross profit	82,304	85,207	86,934	89,880	91,130	96,590
Net income	13,034	14,128	14,704	15,642	15,484	18,683
Cash	52,300	57,900	61,400	66,800	73,820	81,033
Accounts receivable, net	91,592	91,451	90,584	90,617	88,900	92,400
Prepaid expenses	5,400	5,100	4,800	7,200	6,600	7,170
Current liabilities	49,800	50,300	50,900	51,200	51,000	52,000
Accounts payable	31,400	32,100	31,800	32,900	32,600	34,200
Non-payroll costs (billed by su	67,500	69,300	70,800	71,600	71,200	74,100
Ratio	**Apr 2026**	**May 2026**	**Jun 2026**	**Jul 2026**	**Aug 2026**	**Sep 2026**
Current ratio	3.00x	3.07x	3.08x	3.22x	3.32x	3.47x
Quick ratio	2.89x	2.97x	2.99x	3.07x	3.19x	3.34x
Gross margin	64.1%	64.6%	64.3%	64.8%	64.5%	65.0%
Net profit margin	10.2%	10.7%	10.9%	11.3%	11.0%	12.6%
Receivable days	21.4 days	20.8 days	20.1 days	19.6 days	18.9 days	18.7 days
Payable days	14.0 days	13.9 days	13.5 days	13.8 days	13.7 days	13.8 days
Chart helper: targets						
Target · Current ratio	1.50x	1.50x	1.50x	1.50x	1.50x	1.50x
Target · Quick ratio	1.00x	1.00x	1.00x	1.00x	1.00x	1.00x
Target · Gross margin	63.0%	63.0%	63.0%	63.0%	63.0%	63.0%
Target · Net profit margin	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Target · Receivable days	25.0 days	25.0 days	25.0 days	25.0 days	25.0 days	25.0 days
Target · Payable days	30.0 days	30.0 days	30.0 days	30.0 days	30.0 days	30.0 days

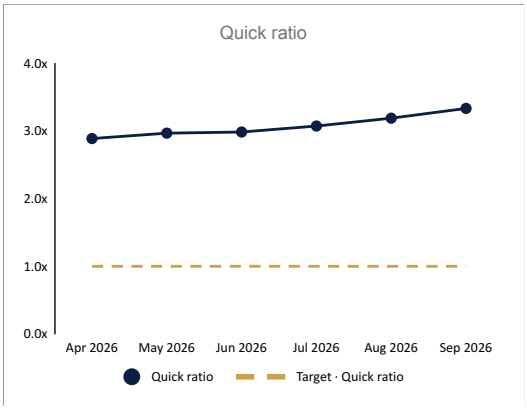
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Key ratio trends · April to September 2026

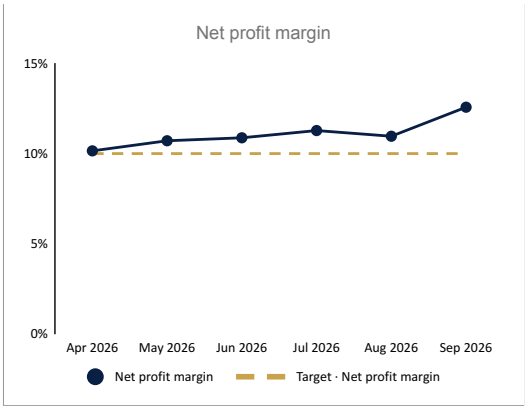
Sample Client LLC · September 2026

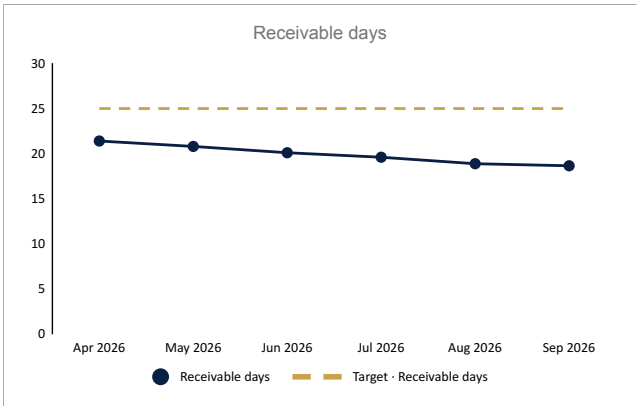
Each chart plots the ratio (navy) against its target (gold dashed). Charts update automatically from the Key Ratios tab.

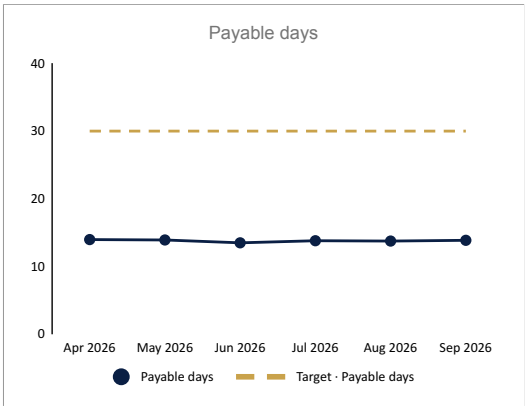












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Income statement · September 2026

Sample Client LLC · September 2026

USD	Sep 2026	Aug 2026	Change	Change %
Revenue	148,600	141,250	7,350	5.2%
Cost of services	(52,010)	(50,120)	(1,890)	(3.8%)
Gross profit	**96,590**	**91,130**	**5,460**	**6.0%**
Gross margin	*65.0%*	*64.5%*		
Payroll	(48,300)	(47,900)	(400)	(0.8%)
Rent & occupancy	(9,200)	(9,200)	–	–
Software & subscriptions	(3,140)	(3,020)	(120)	(4.0%)
Depreciation	(2,100)	(2,100)	–	–
G&A expense	(9,750)	(8,860)	(890)	(10.0%)
Operating profit	**24,100**	**20,050**	**4,050**	**20.2%**
Operating margin	*16.2%*	*14.2%*		
Interest expense	(450)	(450)	–	–
Income tax (estimated)	(4,967)	(4,116)	(851)	(20.7%)
Net income	**18,683**	**15,484**	**3,199**	**20.7%**
Net margin	*12.6%*	*11.0%*		

Negative figures in brackets. Change = September less August. Bad debt expense is within G&A expense.

Assumed income tax rate	21.0%

Budget comparison: see the Budget vs Actual tab.

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Budget vs actual · September 2026

Sample Client LLC · September 2026

USD	Actual	Budget	Variance	Var %	Impact	Why it moved
Revenue	148,600	145,000	3,600	2.5%	Favourable	Two retainer clients signed 15 Sep; half a month of fees recognised. Full run-rate from October.
Cost of services	(52,010)	(51,500)	(510)	(1.0%)	Unfavourable	Contractor hours to onboard the two new clients. Cost ratio held at 35%, in line with plan.
Gross profit	**96,590**	**93,500**	**3,090**	**3.3%**	**Favourable**	
Payroll	(48,300)	(48,000)	(300)	(0.6%)	Unfavourable	Overtime during onboarding week. One-off; not expected in October.
Rent & occupancy	(9,200)	(9,200)	–	–	On budget	Fixed lease. No variance.
Software & subscriptions	(3,140)	(3,000)	(140)	(4.7%)	Unfavourable	Two additional client-portal seats for the new clients. Now part of the run-rate.
Depreciation	(2,100)	(2,100)	–	–	On budget	Per fixed asset register. No additions.
G&A expense	(9,750)	(9,400)	(350)	(3.7%)	Unfavourable	One-off recruitment fee of USD 600, partly offset by USD 250 lower travel.
Operating profit	**24,100**	**21,800**	**2,300**	**10.6%**	**Favourable**	**USD 2,300 ahead of budget: revenue upside more than covered onboarding costs.**
Interest expense	(450)	(450)	–	–	On budget	Per loan schedule.
Income tax (estimated)	(4,967)	(4,484)	(483)	(10.8%)	Unfavourable	Higher profit, same assumed rate.
Net income	**18,683**	**16,866**	**1,817**	**10.8%**	**Favourable**	

Key messages

- Operating profit USD 2,300 ahead of budget; net income ahead by a similar margin.
- All unfavourable cost variances relate to onboarding the two new clients and are one-off.
- No reforecast needed. The new retainers add roughly USD 7k a month of revenue from October.

Variance = actual less budget. Costs are negative, so a positive variance is always favourable to profit.

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Balance sheet · 30 September 2026

Sample Client LLC · September 2026

USD	30 Sep 2026	31 Aug 2026	Change
ASSETS			
Cash	81,033	73,820	7,213
Accounts receivable, net	92,400	88,900	3,500
Prepaid expenses	7,170	6,600	570
Total current assets	**180,603**	**169,320**	**11,283**
Property & equipment, net	167,397	169,497	(2,100)
Total assets	**348,000**	**338,817**	**9,183**
LIABILITIES			
Accounts payable	34,200	32,600	1,600
Accrued liabilities	11,800	12,400	(600)
Current portion of term loan	6,000	6,000	–
Total current liabilities	**52,000**	**51,000**	**1,000**
Term loan, non-current	60,000	60,500	(500)
Total liabilities	**112,000**	**111,500**	**500**
EQUITY			
Contributed capital	50,000	50,000	–
Retained earnings	186,000	177,317	8,683
Total equity	**236,000**	**227,317**	**8,683**
Total liabilities & equity	**348,000**	**338,817**	**9,183**
Check: assets less liabilities & equity (must be zer	**–**	**–**	
Owner distributions in September	10,000		

Cash agrees to the reconciled bank balance, shown after proposed bank entries JE-09-14 and JE-09-15.

Receivables are net of the booked allowance (USD 1,850). Prepaids, fixed assets and payables link to their schedules.

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Statement of cash flows · September 2026

Sample Client LLC · September 2026

USD · indirect method	Amount
OPERATING ACTIVITIES	
Net income	18,683
Add: depreciation	2,100
(Increase) / decrease in receivables	(3,500)
(Increase) / decrease in prepaid expenses	(570)
Increase / (decrease) in payables	1,600
Increase / (decrease) in accrued liabilities	(600)
Cash from operating activities	**17,713**
INVESTING ACTIVITIES	
Capital expenditure	–
Cash from investing activities	**–**
FINANCING ACTIVITIES	
Term loan principal repaid	(500)
Owner distributions	(10,000)
Cash from financing activities	**(10,500)**
Net change in cash	**7,213**
Opening cash, 1 September	73,820
Closing cash, 30 September	**81,033**
Check: closing cash less balance sheet cash (must be ze	**–**

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Accounts receivable aging · provision for doubtful accounts

Sample Client LLC · September 2026

Customer	Current	1–30 days	31–60 days	61–90 days	Over 90 days	Total
Harbor Co.	9,800	3,480	–	–	–	13,280
Lindell Group	8,400	4,200	–	–	–	12,600
Northpeak Dental	7,600	2,100	–	–	–	9,700
Crestline Logistics	9,200	5,600	2,400	–	–	17,200
Avery & Moss LLP	6,500	2,300	–	–	–	8,800
Bluewater Studio	4,900	1,450	1,800	–	–	8,150
Summit Ridge HOA	5,300	1,200	1,500	–	–	8,000
Pine Street Bakery	3,100	620	–	900	1,300	5,920
Ortega Landscaping	2,800	900	1,200	1,500	–	6,400
Fieldstone Realty	3,600	600	–	–	–	4,200
Total receivables (gross)	**61,200**	**22,450**	**6,900**	**2,400**	**1,300**	**94,250**
% of total	*64.9%*	*23.8%*	*7.3%*	*2.5%*	*1.4%*	*100.0%*

Provision for doubtful accounts

	Current	1–30 days	31–60 days	61–90 days	Over 90 days	Total
Aged balance	61,200	22,450	6,900	2,400	1,300	94,250
Provision rate	0.5%	2.0%	5.0%	15.0%	50.0%	
Required provision	**306**	**449**	**345**	**360**	**650**	**2,110**

Allowance per GL 1205 (booked)	1,850
Proposed increase in allowance (JE-09-16)	**260**

Gross receivables per aging	94,250
Less: allowance per GL	(1,850)
Receivables, net (balance sheet)	**92,400**

Provision rates are illustrative and set with the CPA firm. Pine Street Bakery has USD 1,300 over 90 days: collection follow-up recommended.

The proposed increase is not booked; it is listed in Open Items for your approval.

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Accounts payable aging · by due date

Sample Client LLC · September 2026

Vendor	Due within 15 days	Due in 16–30 days	Due after 30 days	Overdue	Total	Notes
Kingsway Properties	9,200	–	–	–	9,200	October rent
Rivera Consulting	6,400	–	–	–	6,400	Net 15
CloudLedger Inc.	–	3,140	–	–	3,140	Monthly seats
Metro Power & Light	1,260	–	–	–	1,260	
Telcom One	480	–	–	–	480	
PayBridge Payroll	2,150	–	–	–	2,150	Processing fees
Doyle & Partners	–	4,800	–	–	4,800	Legal, lease renewal
Supplies Depot	1,970	–	–	–	1,970	
Northgate Staffing	600	–	–	–	600	Recruitment fee
Lane Freelance	–	–	4,200	–	4,200	Net 45 contract
Total payables	**22,060**	**7,940**	**4,200**	**–**	**34,200**	
Balance per GL 2000 Accounts payable					34,200	
Difference (must be zero)					**–**	

No overdue payables at month end. All balances are within agreed terms.

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Prepaid expenses · supporting schedule

Sample Client LLC · September 2026

Vendor	Description	Start	Months	Original cost	Opening balance	Additions	Amortised this month	Closing balance
Shield Mutual	General liability insurance	2026-04-01	12	7,200	4,800	–	(600)	4,200
CloudLedger Inc.	Annual software subscription	2026-07-01	12	2,160	1,800	–	(180)	1,620
Harbor Events	Conference booth, Oct 2026	2026-10-01	1	1,350	–	1,350	–	1,350
Total				**10,710**	**6,600**	**1,350**	**(780)**	**7,170**

Balance per GL 1310 Prepaid expenses	7,170
Difference (must be zero)	**–**

Harbor Events deposit relates to the October conference; it starts amortising next month.

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Fixed asset register · depreciation

Sample Client LLC · September 2026

Asset class	In service	Cost	Life (months)	Monthly charge	Opening accum. dep.	Additions	Charge this month	Closing accum. dep.	Opening NBV	Closing NBV
Leasehold improvements	2026-01-01	150,000	120	1,250	10,000	–	1,250	11,250	140,000	138,750
Computer equipment	Various 2025	27,000	36	750	9,003	–	750	9,753	17,997	17,247
Furniture & fixtures	2026-04-01	12,000	120	100	500	–	100	600	11,500	11,400
Total		**189,000**		**2,100**	**19,503**	**–**	**2,100**	**21,603**	**169,497**	**167,397**

Property & equipment, net per GL	167,397
Difference (must be zero)	**–**

Straight-line, no residual value. No additions or disposals in September. Opening accumulated depreciation per the asset register at 31 August.

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Bank reconciliation · Operating account (...4821)

Sample Client LLC · September 2026

Item	Reference	Date	Amount (USD)
Balance per bank statement	Statement	2026-09-30	84,215.40
Add: deposits in transit			
Customer receipt – Harbor Co.	DEP-0930	2026-09-30	3,480.00
Less: outstanding checks			
Check 1187 – Office lease	1187	2026-09-28	(4,200.00)
Check 1189 – Supplies Depot	1189	2026-09-29	(612.35)
Check 1190 – Contractor	1190	2026-09-30	(1,850.00)
Adjusted bank balance			**81,033.05**
Balance per general ledger	GL 1010		81,055.35
Less: bank service fee not yet recorded	Proposed JE-09-14		(28.50)
Add: interest earned not yet recorded	Proposed JE-09-15		6.20
Adjusted GL balance			**81,033.05**
Difference (must be zero)			**–**

Prepared by: Preparer · Reviewed by: Senior reviewer · Proposed entries JE-09-14 and JE-09-15 are listed in Open Items.

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Open items for your review

Sample Client LLC · September 2026

#	Area	Question / proposed entry	Amount (USD)	Needed by	Your response
1	Bank	Approve JE-09-14: record September bank service fee (Dr Bank charges / Cr Bank).	28.50	BD5	
2	Bank	Approve JE-09-15: record September interest (Dr Bank / Cr Interest income).	6.20	BD5	
3	Receivables	Approve JE-09-16: increase allowance for doubtful accounts (Dr Bad debt expense / Cr Allowance).	260.00	BD5	
4	Receivables	Pine Street Bakery: USD 1,300 over 90 days. Confirm whether to escalate collection or agree a payment plan.	1,300.00	BD5	
5	Payables	Contractor payment, check 1190: confirm whether a 1099 vendor record should be created.	1,850.00	BD5	

Proposed entries are not booked. Reply in the yellow column; we post approved entries and reissue the pack.