Larkspur Precision

Board pack

November 29, 2026

The period on the board pack. Board pack, from the company file.

The 80/20 Institute

Contents

1. How to read this page 3
2. Scorecard 4
3. Outlook 5
4. Next month, October 2026 7
5. Variance 8
6. Versus plan · −$6,230 10
7. Versus last year · $17,280 11
8. Versus last forecast · −$3,083 12
9. Draft from the table 13
10. Unit sales add to $3,052,800, July 2026–September 2026. 14
11. Bookings 15
12. By unit 16
13. Priorities, month by month, January–September 2026 17
14. Reprice custom jobs quoted below true cost 18
15. Set order minimums and setup charges on small runs 19
16. Off track, Set order minimums and setup charges on small runs 20
17. Give freed machine hours to repeat work for top customers 21
18. Sales 22
19. Gross margin 23
20. Earnings 24
21. Looking ahead 25
22. Which dollar KPI holds the actual 26

How to read this page

Sample company. These aren't your numbers.

Board pack. Earnings are $6,230 behind plan. −$6,230. July 2026–September 2026. File period Jan 15–Dec 15, 2025. The pages in this pack use this quarter. They are not added again. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

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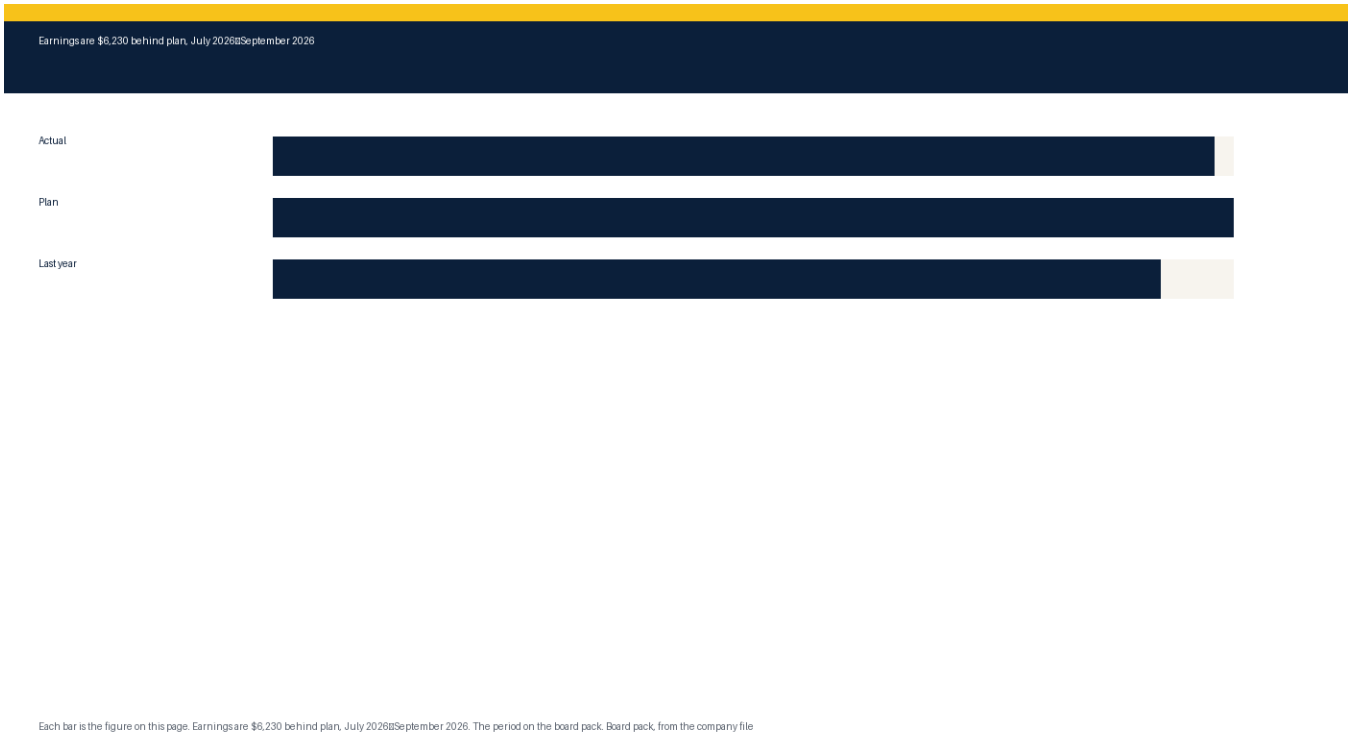
Scorecard



Each bar is the figure on this page. Earnings are $6,230 behind plan, July 2026–September 2026. The period on the board pack. Board pack, from the company file

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Scorecard

Item	Amount
Actual	$305,280
Plan	$311,510
Last year	$288,000

Outlook

How to read this: latest forecast, last forecast, plan, and last year for 2026 year to date plus the fourth-quarter forecast.

Sales Latest forecast $12,720,000. Last forecast $12,594,059. Plan $12,349,514. Last year $12,000,000.

Gross margin Latest forecast $6,614,400. Last forecast $6,548,910. Plan $6,421,747. Last year $6,240,000.

Earnings Latest forecast $1,272,000. Last forecast $1,284,848. Plan $1,297,959. Last year $1,200,000.

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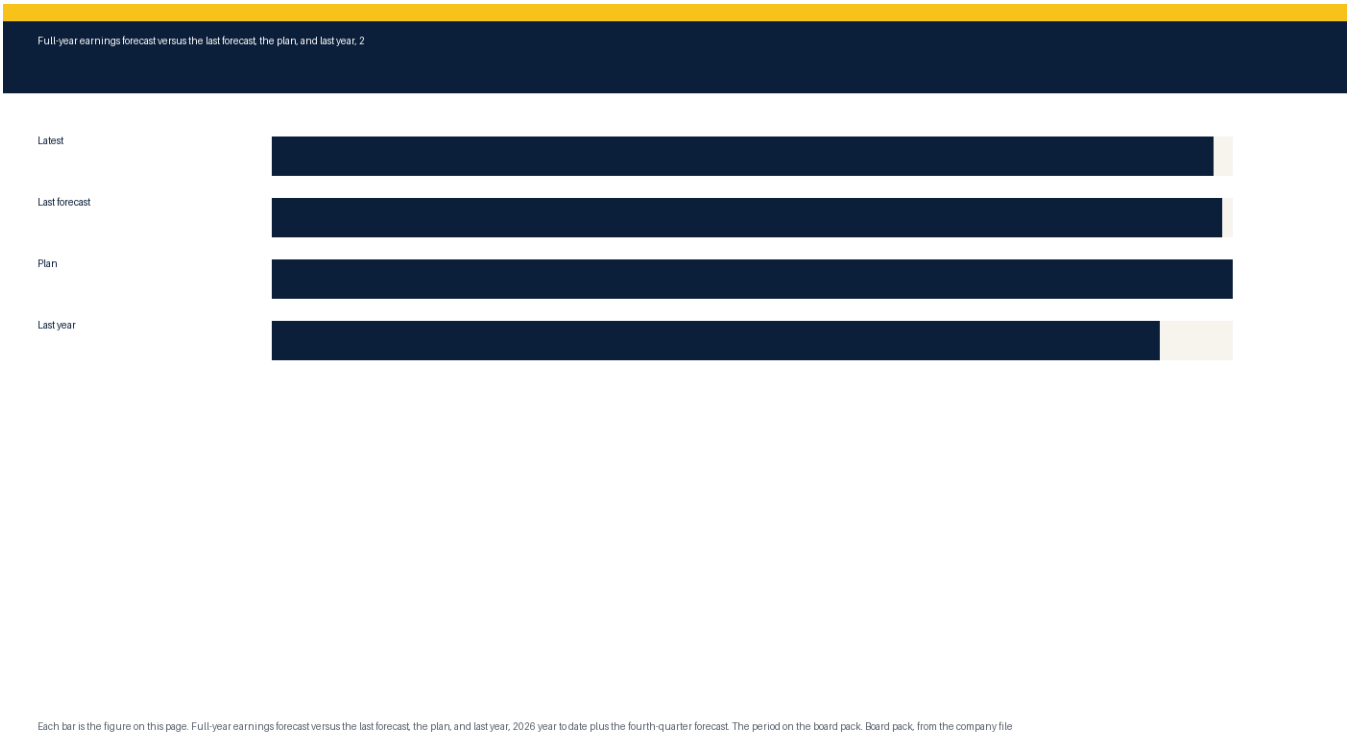

Each bar is the figure on this page. Full-year earnings forecast versus the last forecast, the plan, and last year, 2026 year to date plus the fourth-quarter forecast. The period on the board pack. Board pack, from the company file

Outlook

Item	Amount
Latest	$1,272,000

Item	Amount
Last forecast	$1,284,848
Plan	$1,297,959
Last year	$1,200,000

Quarterly build

Quarter	Sales	Earnings	Kind
Q1 2026	$2,798,400	$279,840	actual
Q2 2026	$3,180,000	$318,000	actual
Q3 2026	$3,052,800	$305,280	actual
Q4 2026	$3,688,800	$368,880	forecast

By unit

Unit	Latest forecast	Last forecast	Plan	Last year
CNC machining	$1,224,300	$1,229,669	$1,231,958	$1,155,000
Fabrication and weld	$556,500	$558,941	$559,981	$525,000
Corporate	−$508,800	−$503,762	−$493,980	−$480,000

Next month, October 2026

How to read this: a flash for the month just starting, versus plan and last year.

Sales latest $1,254,192, plan $1,217,662, last year $1,161,288.

Earnings latest $125,419, plan $127,978, last year $111,981.

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Variance

How to read this: each driver is a piece of the earnings gap for July 2026–September 2026. The pieces add to the gap.

This extends the Profit Bridge. The bridge stays the company total. This page splits the gap by driver and, at the top size, by unit.

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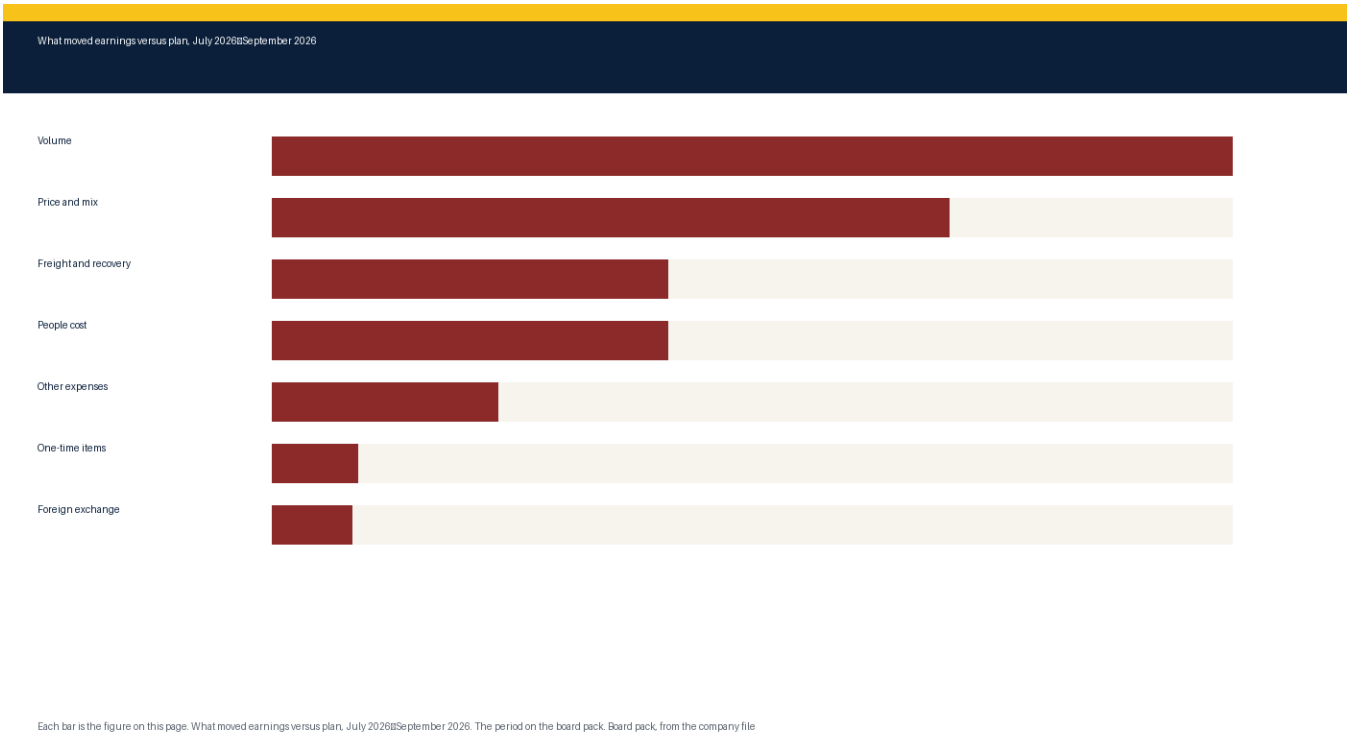

Each bar is the figure on this page. What moved earnings versus plan, July 2026–September 2026. The period on the board pack. Board pack, from the company file

Variance

Item	Amount
Volume	−$2,120
Price and mix	−$1,496
Freight and recovery	−$874
People cost	−$874
Other expenses	−$499
One-time items	−$189

Item	Amount
Foreign exchange	−$178

Versus plan · −$6,230

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Versus plan

Driver	Amount
Volume	−$2,120
Price and mix	−$1,496
Freight and recovery	−$874
People cost	−$874
Other expenses	−$499
One-time items	−$189
Foreign exchange	−$178

Versus last year · $17,280

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Versus last year

Driver	Amount
Volume	$5,873
Price and mix	$4,146
Freight and recovery	$2,418
People cost	$2,418
Other expenses	$1,381
One-time items	$516
Foreign exchange	$528

Versus last forecast · −$3,083

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Versus last forecast

Driver	Amount
Volume	−$1,050
Price and mix	−$741
Freight and recovery	−$434
People cost	−$434
Other expenses	−$247
One-time items	−$94
Foreign exchange	−$83

Draft from the table

Volume hurt earnings by −$2,120 versus plan, July 2026–September 2026.

Price and mix hurt earnings by −$1,496 versus plan, July 2026–September 2026.

Freight and recovery hurt earnings by −$874 versus plan, July 2026–September 2026.

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Unit sales add to $3,052,800, July 2026–September 2026.

How to read this: units, corporate, and eliminations add to the company. Eliminations keep intercompany sales from being counted twice.

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Units

Unit	Sales	Earnings
CNC machining	Sales Actual $2,098,800. Pla n $2,037,669. Last year $1,9 80,000.	Earnings Actual $293,832. P lan $295,669. Last year $27 7,200.
Fabrication and weld	Sales Actual $954,000. Plan $926,214. Last year $900,00 0.	Earnings Actual $133,560. P lan $134,396. Last year $12 6,000.
Corporate	Sales Actual $0. Plan $0. La st year $0.	Earnings Actual −$122,112. Plan −$118,555. Last year − $115,200.

Bookings

How to read this: opening backlog plus bookings, minus what became revenue and what was cancelled, equals the closing backlog for July 2026–September 2026.

Opening $1,221,120. Bookings $3,358,080. Became revenue $2,442,240. Cancelled $61,056. Closing $2,075,904.

Last three months of bookings $10,074,240 versus last year $9,328,000.

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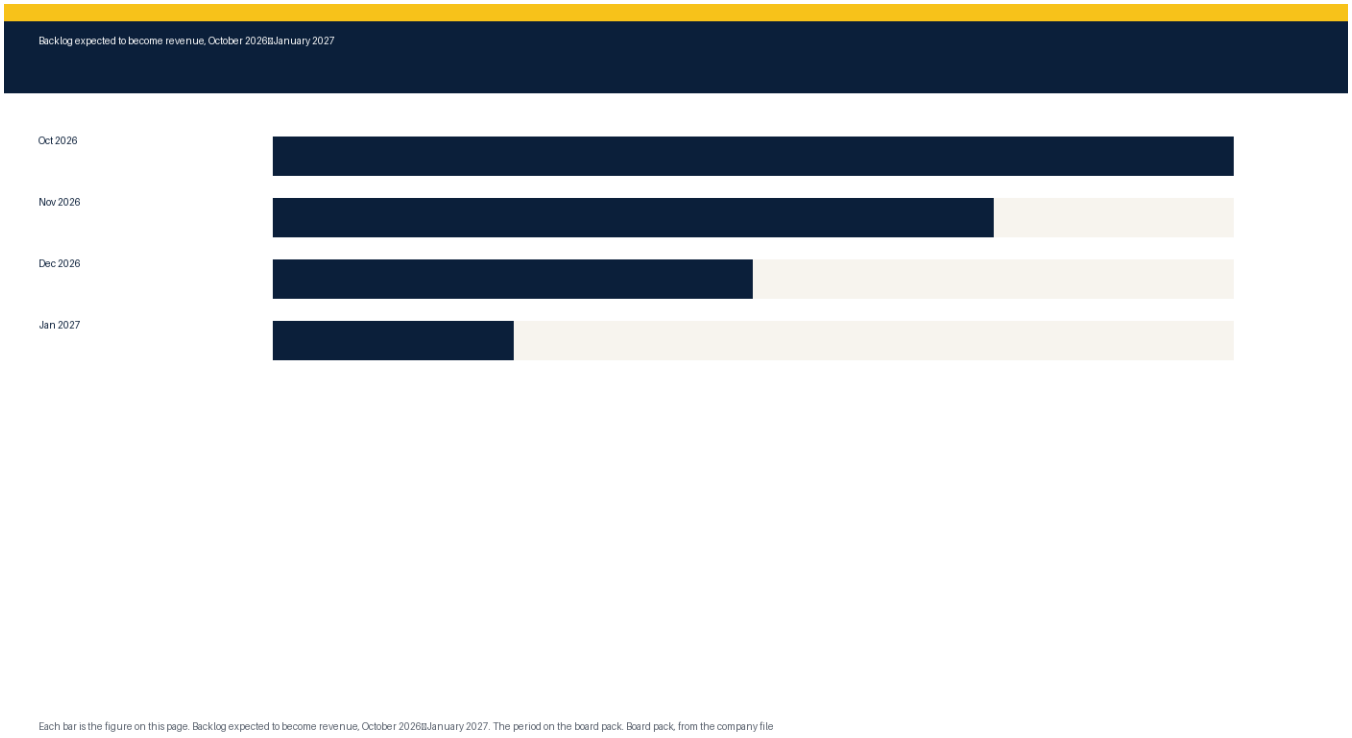

Each bar is the figure on this page. Backlog expected to become revenue, October 2026–January 2027. The period on the board pack. Board pack, from the company file

Each bar is the figure on this page. Backlog expected to become revenue, October 2026–January 2027. The period on the board pack. Board pack, from the company file

Bookings

Item	Amount
Oct 2026	$830,361
Nov 2026	$622,771
Dec 2026	$415,180
Jan 2027	$207,592

By unit

CNC machining: bookings $2,308,680, backlog $1,427,184.

Fabrication and weld: bookings $1,049,400, backlog $648,720.

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Priorities, month by month, January–September 2026

How to read this: these are the priorities on Strategy Execution. This grid adds the monthly plan, the actual, and the gap. It does not make a second list.

Cash effect is noted here and tracked on Cash.

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Reprice custom jobs quoted below true cost

On track · Tom Reyna · CNC machining · finance partner Irene Kowalski

Year to date plan $8,640. Actual $9,288. Gap $648. Full-year plan $11,520. Cash effect $288.

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Months

Month	Plan	Actual
Jan	$960	$1,032
Feb	$960	$1,032
Mar	$960	$1,032
Apr	$960	$1,032
May	$960	$1,032
Jun	$960	$1,032
Jul	$960	$1,032
Aug	$960	$1,032
Sep	$960	$1,032

Set order minimums and setup charges on small runs

Off track · Devon Walsh · Fabrication and weld · finance partner Irene Kowalski

Year to date plan $5,400. Actual $3,888. Gap −$1,512. Full-year plan $7,200. Cash effect −$672.

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Months

Month	Plan	Actual
Jan	$600	$432
Feb	$600	$432
Mar	$600	$432
Apr	$600	$432
May	$600	$432
Jun	$600	$432
Jul	$600	$432
Aug	$600	$432
Sep	$600	$432

Off track, Set order minimums and setup charges on small runs

Off track: Reset the route plan by 20 Nov 2026.

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Give freed machine hours to repeat work for top customers

Watch · Carla Bennett · Company · finance partner Irene Kowalski

Year to date plan $2,160. Actual $2,052. Gap −$108. Full-year plan $2,880. Cash effect −$48.

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Months

Month	Plan	Actual
Jan	$240	$228
Feb	$240	$228
Mar	$240	$228
Apr	$240	$228
May	$240	$228
Jun	$240	$228
Jul	$240	$228
Aug	$240	$228
Sep	$240	$228

Sales

How to read this: sales for July 2026–September 2026.

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Sales

Actual	Plan	Last year
$3,052,800	$2,963,883	$2,880,000

Gross margin

How to read this: margin dollars for July 2026–September 2026.

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Gross margin

Actual	Plan	Last year
$1,587,456	$1,541,219	$1,497,600

Earnings

How to read this: earnings for July 2026–September 2026.

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Earnings

Actual	Plan	Last year
$305,280	$311,510	$288,000

Looking ahead

How to read this: the looking-ahead box is a forecast, not a result.

Next quarter earnings $368,880.

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Which dollar KPI holds the actual

This pack. Dollar KPIs on this pack. Each bar is one KPI. A KPI that is not in dollars stays off. A blank stays off. A loss stays off. The longest bar holds the most. Nothing here posts.

Each bar is the actual already named for that dollar KPI. A percent, a count, a day count, and any other unit stay off this chart. A blank actual stays off. It is not stored as zero. A loss stays off. A known zero stays on the chart. The longest bar holds the most. The chart shows the eight largest. The rest stay on the KPI list. Nothing posts.

Dollar KPIs

KPI	Actual
Revenue	$3.1M
Gross profit	$1.5M
Backlog dollars	$1.4M
Contribution after overhead	$916.1K
Overhead	$603.9K
Cash collected this week	$406.1K
Scrap or warranty	$26.3K
Freight given away	$14.2K