BOARD REPORT · Q3 2026 · SAMPLE DATA

Northbeam Supply Co. Q3 performance and Q4 outlook

Built from connected HubSpot, Google Drive and Stripe data on 20 Oct 2026.

> **Q3 revenue fell 5% to €3.89M, 7% below target. One account and one region explain most of the gap.**

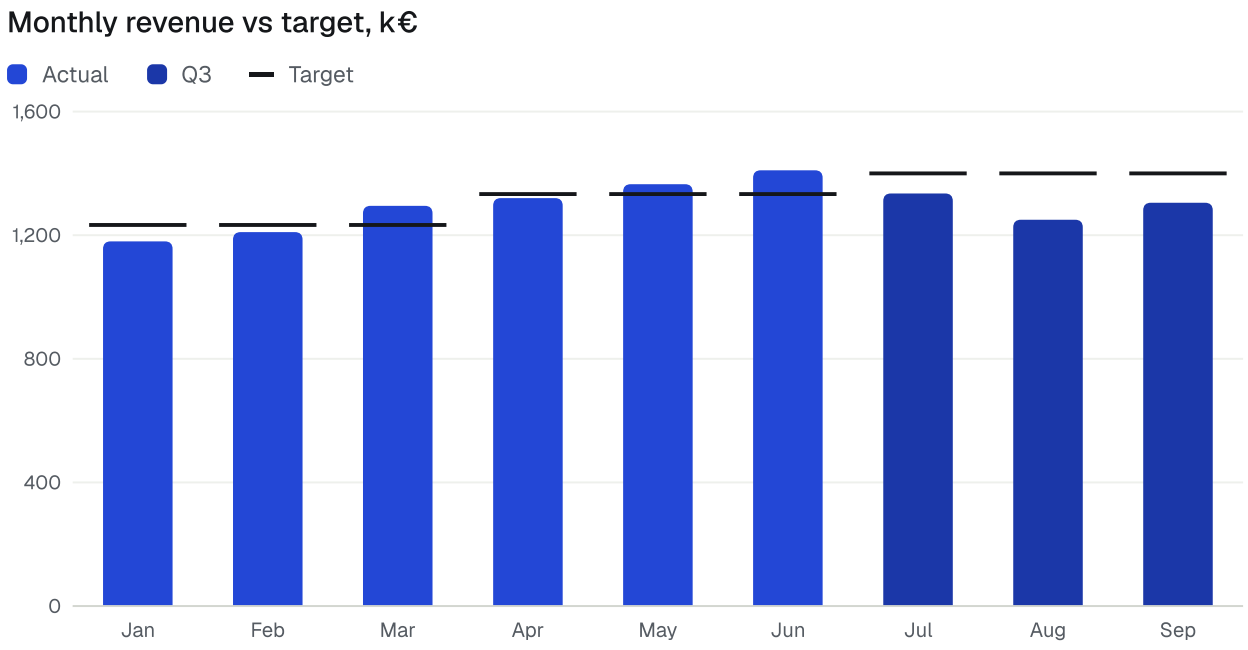
- **Acme Retail**, 11% of revenue, cut orders by 41% in 8 weeks. Its renewal is on 15 Dec.
- **South region** fell 15% after the July carrier switch. Late deliveries tripled.
- **Gross margin** slipped 1.8 pts on freight costs.
- **Q4 forecast** is €4.05M, €350k short of the €4.40M target.

DECISIONS FOR THE BOARD

1. Approve a 12-month price lock offer to Acme in exchange for a volume commitment.
2. Approve re-tendering the South carrier contract.
3. Approve a 2% freight surcharge on orders under €500.

Revenue missed target in every Q3 month

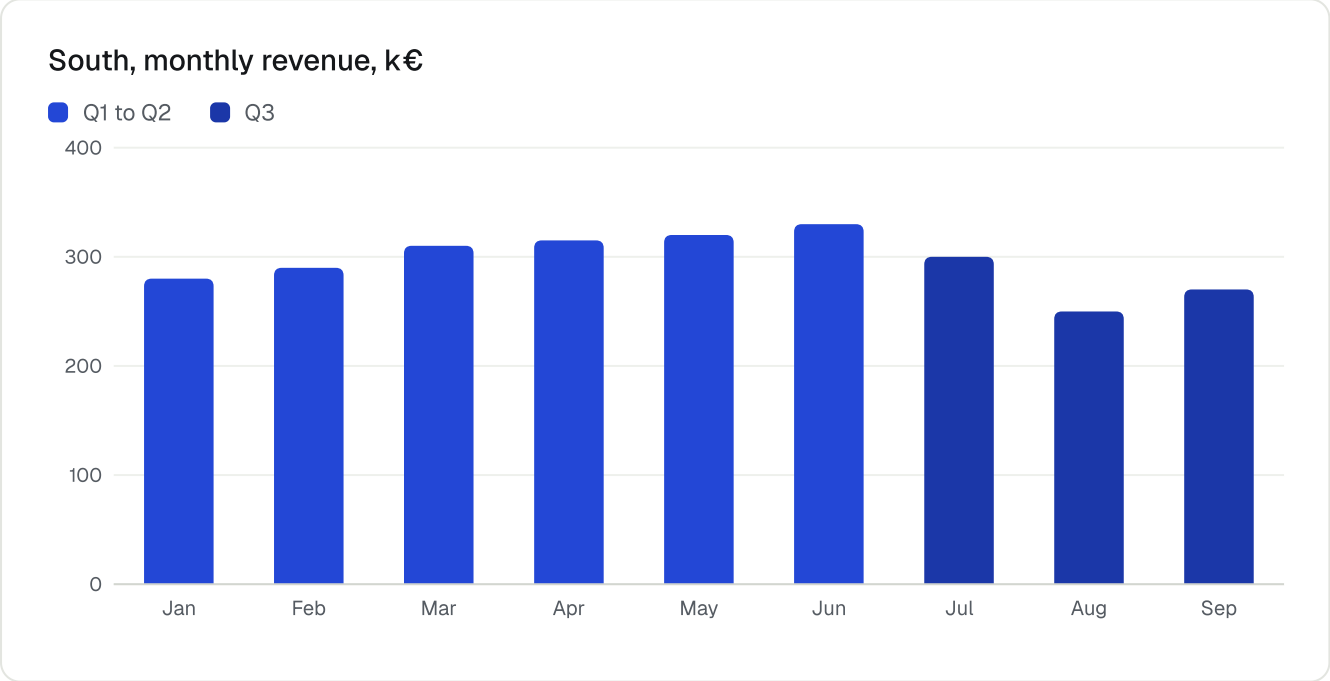
Q3 revenue	Gross margin	Cash runway	Net revenue retention
€3.89M	31.2%	14 mo	96%
-5.0% vs Q2	-1.8 pts	from 17	from 102%



Q1 and Q2 grew steadily and Q2 beat its target. The turn came in July. August was the weakest month of the year at €1.25M, 11% under target.

South and Central explain the whole drop

Region	Q2	Q3	Change
North	€1,395k	€1,420k	+1.8%
Central	€1,285k	€1,180k	−8.2%
South	€965k	€820k	−15.0%
Export	€450k	€470k	+4.4%
Total	€4,095k	€3,890k	−5.0%



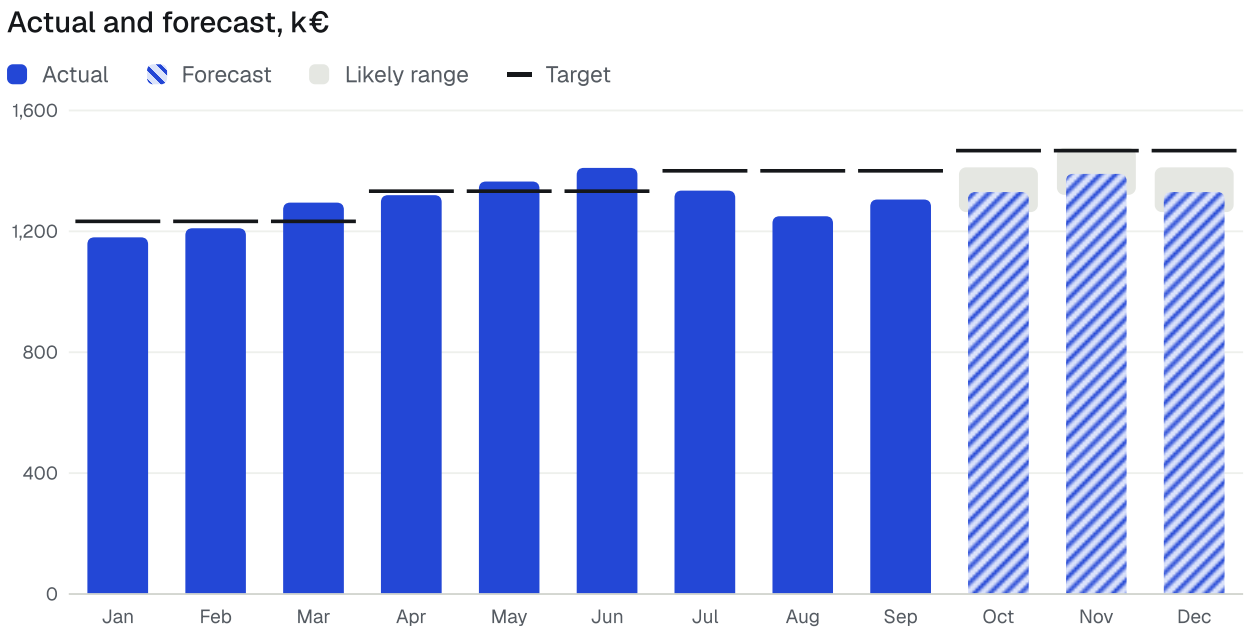
North and Export grew. Central fell 8%, mostly Acme Retail's stores. South fell 15% after the carrier switch in July.

€4.05M expected, €350k short of target

Q4 forecast
€4.05M
range €3.85M to €4.30M

Q4 target
€4.40M
gap €350k

If Acme renews on new terms
€4.21M
gap closes to €190k



Built from the last 9 months, open HubSpot pipeline weighted by stage, and Acme's current order run rate. The low end assumes Acme keeps ordering at today's rate, the high end assumes it returns to its Q2 volume.

Four issues, ranked by impact

CRITICAL **Acme Retail is quietly leaving** — €1.7M a year at risk

Acme is 11% of revenue. Its order volume fell 41% over the last 8 weeks while its HubSpot deal still shows "healthy". The contract renews on 15 Dec.

HubSpot · Acme Retail deal, order history

HIGH **South late deliveries tripled** — South revenue −15%

Late deliveries in the South rose from 6% to 18% after the carrier switch in July. Three of the five largest South accounts reduced orders in August.

Google Drive · Logistics KPIs Q3.xlsx

HIGH **Freight is eating the margin** — −1.8 pts margin

Freight cost per order rose 22% while prices stayed flat. Orders under €500 now lose money after delivery.

Stripe · payments Jul to Sep

Google Drive · Finance pack Q3.xlsx

WATCH **Overdue invoices are building up** — €186k overdue

37 invoices are more than 60 days overdue. Twelve belong to customers who also ordered less in Q3.

Stripe · open invoices

Four actions, owners and dates

Action	Owner	By	Expected impact
CRITICAL Executive call with Acme, offer a 12-month price lock for a volume commitment	Head of Sales	31 Oct	Protects €1.7M a year
HIGH Re-tender the South carrier with a late-delivery penalty	Ops Director	15 Nov	Late deliveries under 8%
HIGH 2% freight surcharge on orders under €500	CFO	1 Nov	+0.9 pts margin
WATCH Collections sprint on invoices over 60 days	Finance lead	30 Nov	+€150k cash

SOURCES

HubSpot	Deals and companies · 1,284 records · synced 20 Oct, 09:12 · read only
Google Drive	Logistics KPIs Q3.xlsx · Finance pack Q3.xlsx · read only
Stripe	Payments, payouts and invoices, Jul to Sep · 9,412 payments · read only

Northbeam Supply Co. is a fictional company. All figures are sample data made for this demo.