

PURPOSE

A monthly operating and financial model for a direct-to-consumer homeware brand selling 40 SKUs through its own website, Amazon and wholesale. Demand by SKU and channel drives net sales after returns; contribution is built down to CM3 after fulfilment, marketplace fees and paid advertising (Meta, Google, TikTok). Purchase orders follow a stock-cover policy with supplier deposits, goods in transit and payment terms, so inventory, working capital and cash move with every buying decision.

QUESTIONS THIS MODEL ANSWERS

- Which channels, categories and SKUs actually make money after fulfilment, fees and advertising?
- How much cash is tied up in supplier deposits, goods in transit and stock, and how do payment terms or a Q4 stock build change it?
- What happens to sales, CM3 and cash if paid advertising is cut, increased or paused?

HEADLINE RESULTS (SELECTED SCENARIO)

Scenario: Base · Ads: Plan

FY2026 NET REVENUE	FY2028 NET REVENUE	FY2026 CM3 MARGIN	FY2028 EBITDA
\$6.3m	\$9.0m	33.5%	\$1.9m
FY2028 EBITDA MARGIN	FY2028 NET PROFIT	DEC-2026 CLOSING CASH	DEC-2028 CLOSING CASH
20.8%	\$1.3m	\$2.3m	\$4.5m

HOW TO USE

Choose the scenario, channel, category, period, year, month, ad budget, supplier terms and stock build in the yellow cells at the top of the Dashboard. Every schedule and chart follows.

Monthly forecast inputs sit on Assumptions by case; product data sits on SKU Master; 2024–2025 history sits on Actuals and Opening balances.

Section divider tabs (>>) group the sheets: overview first, then the trading engine, inventory and cash, statements, data and review.

Checks confirms the balance sheet, cash, inventory quantities and values, supplier balances and leases all reconcile. Results recalculate whenever an input changes.

SHEET MAP

Sheet	What it does
OVERVIEW	
Dashboard	Net revenue, CM3 margin, ROAS and stock days, with sales, unit economics, channel and stock charts
Financial review	Annual income statement, balance sheet and cash flow, 2024–2028
Ratios	Profitability, liquidity, efficiency and ecommerce ratios
Sensitivity	Monthly CM3 across selling price and returns rate
SKU review	Top ten SKUs by net sales, with closing stock, unfilled units and coverage days
TRADING ENGINE	
Assumptions	Monthly Base, Upside and Downside inputs: demand, price, cost, returns, advertising and overheads
Demand and Sales	Units and net sales by SKU and channel after returns
Contribution	CM1, CM2 and CM3 by channel and category
Customer economics	New and repeat orders, CAC, ROAS and customer value by platform
INVENTORY AND CASH	
Inventory	Units and values by SKU: on hand, in transit, returns and net realisable value
Purchasing	Purchase orders, deposits, shipments and supplier payments by supplier
Cash conversion	Receivable, inventory and payable days, deposit days and cash tied up
Assets and leases	Equipment and the IFRS 16 warehouse lease
FINANCIAL STATEMENTS	
Income statement	Monthly profit and loss from net revenue to net profit
Balance sheet	Monthly assets, liabilities and equity
Cash flow	Indirect cash flow reconciled to direct collections and payments
DATA	
SKU Master	40 SKUs: category, supplier, price, landed cost, weight and NRV
Actuals	Monthly 2024–2025 ledger by SKU and channel
Opening balances	Balance sheet and open orders at 1 Jan 2024
REVIEW	
Checks (hidden)	Balance sheet, cash, inventory, supplier, lease and source reconciliations
Accounting	Worked examples: IAS 2 inventory, IFRS 15 returns and IFRS 16 lease
Guide (hidden)	Timing, supplier terms, stock policy, returns, horizon and source notes

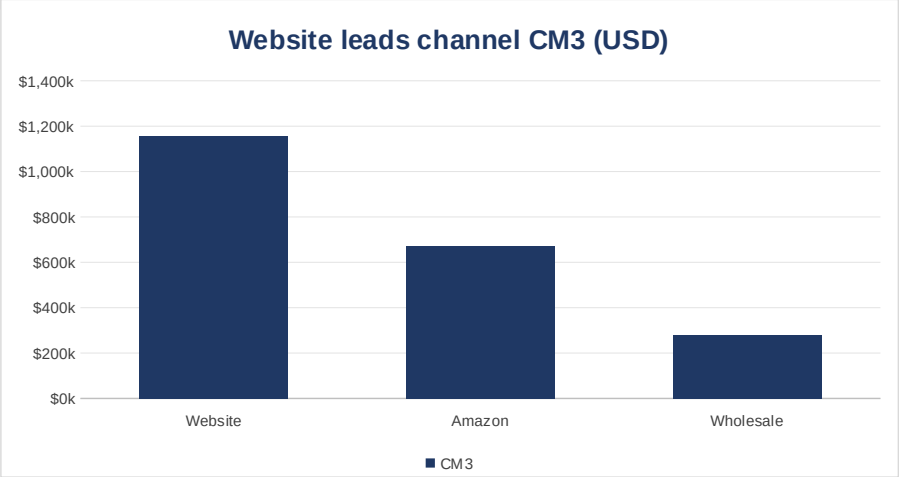
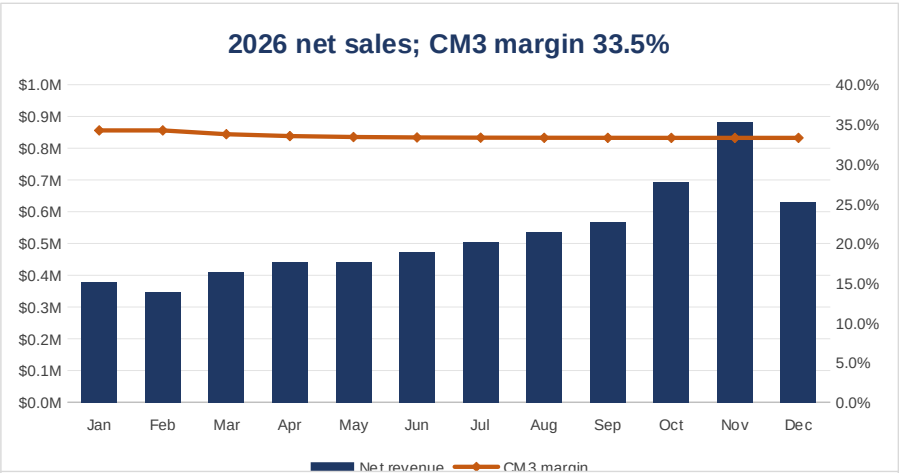
Tabs marked (hidden) hold checks, guidance or history. Right-click any sheet tab and choose Unhide to view it.

Dashboard

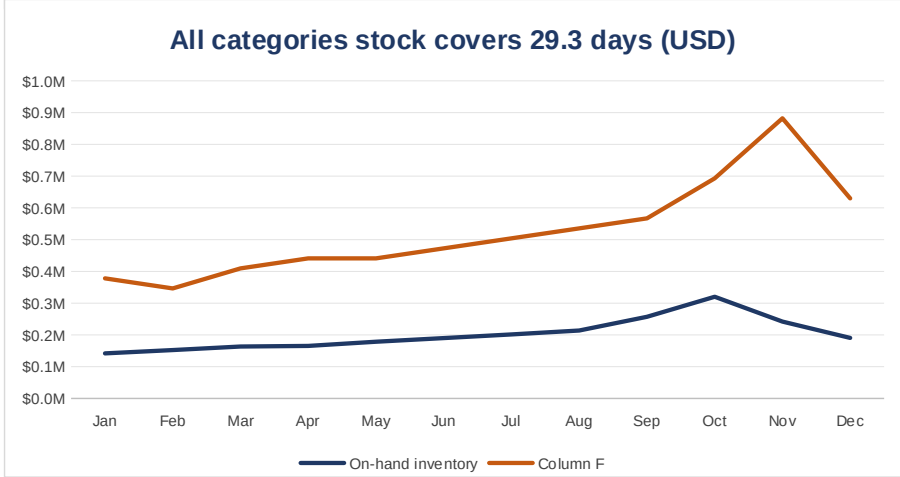
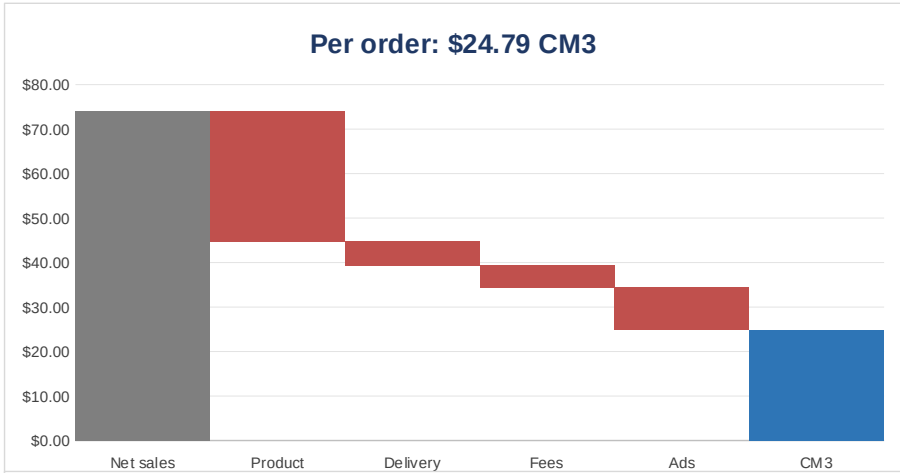
USD. Financial statements and cash are company-wide. Inventory measures cover the selected category across all channels. CM1 = net revenue less product cost. CM2 = CM1 less fulfilment, freight, payment and marketplace fees. CM3 = CM2 less paid advertising. Stock build sets inventory cover; Lean cover loses some peak-season sales.

Scenario	Base	Channel	All channels	Category	All categories
Year	2026	Ad budget	Plan	Stock build	Balanced

Net revenue	CM3 margin	Blended ROAS	Days on-hand inventory
\$6,300,000	33.5%	7.7x	29.3



Annual 2026: \$2,108,428 CM3. 0 category units unfilled. Minimum forecast cash \$1,631,559.



Financial review

Case selected

Base

Company totals, 2024–2028. Annual flows and year-end balances; Dashboard channel/category filters do not alter these statements.
CM1 = net revenue less product cost. CM2 = CM1 less fulfilment, freight, payment and marketplace fees. CM3 = CM2 less paid advertising.

	2024	2025	2026	2027	2028
Income statement					
Net revenue	\$4,000,000	\$5,000,000	\$6,300,000	\$7,600,000	\$9,000,000
Product cost of sales	\$1,572,559	\$1,966,603	\$2,489,805	\$3,014,547	\$3,585,348
CM1 after product cost	\$2,427,441	\$3,033,397	\$3,810,195	\$4,585,453	\$5,414,652
Fulfilment and outbound freight	\$303,564	\$372,015	\$459,725	\$541,570	\$626,624
Payment and marketplace fees	\$268,992	\$335,989	\$423,042	\$509,897	\$603,330
CM2 after variable costs	\$1,854,885	\$2,325,393	\$2,927,428	\$3,533,986	\$4,184,699
Paid advertising	\$520,000	\$650,000	\$819,000	\$988,000	\$1,170,000
CM3 after advertising	\$1,334,885	\$1,675,393	\$2,108,428	\$2,545,986	\$3,014,699
Payroll expense	\$516,000	\$588,000	\$672,000	\$780,000	\$900,000
Other operating expense	\$174,000	\$189,660	\$206,729	\$225,335	\$245,615
EBITDA	\$644,885	\$897,733	\$1,229,698	\$1,540,651	\$1,869,083
Equipment depreciation	\$28,500	\$47,160	\$67,260	\$88,800	\$91,780
ROU depreciation	\$49,202	\$49,202	\$49,202	\$49,202	\$49,202
Operating profit	\$567,182	\$801,371	\$1,113,236	\$1,402,649	\$1,728,101
Lease finance cost	\$17,221	\$14,226	\$11,022	\$7,594	\$3,925
Profit before tax	\$549,961	\$787,145	\$1,102,214	\$1,395,055	\$1,724,176
Current tax expense	\$137,490	\$196,786	\$275,553	\$348,764	\$431,044
Net profit	\$412,471	\$590,359	\$826,660	\$1,046,291	\$1,293,132
Balance sheet					
Cash / unfunded cash deficit	\$1,105,381	\$1,591,253	\$2,315,873	\$3,269,087	\$4,482,034
Customer receivables	\$97,220	\$121,525	\$153,122	\$184,718	\$218,745
On-hand inventory	\$121,213	\$153,094	\$190,679	\$227,800	\$253,215
Goods in transit	\$103,822	\$131,675	\$157,780	\$187,362	\$201,388
Supplier deposits	\$22,426	\$28,478	\$34,309	\$40,757	\$43,711
Return asset	\$11,175	\$14,037	\$17,770	\$21,532	\$25,605
Total current assets	\$1,461,238	\$2,040,062	\$2,869,533	\$3,931,255	\$5,224,698
Equipment NBV	\$141,500	\$191,540	\$228,680	\$251,480	\$278,500
Warehouse right-of-use asset	\$196,809	\$147,607	\$98,405	\$49,202	-
Total assets	\$1,799,547	\$2,379,209	\$3,196,617	\$4,231,938	\$5,503,198
Supplier payables	\$77,637	\$98,344	\$119,187	\$142,022	\$155,819
Refund liability	\$29,514	\$36,893	\$46,485	\$56,077	\$66,407
Operating expense accruals	\$7,200	\$8,061	\$9,045	\$10,256	\$11,594
Tax payable	\$16,831	\$22,962	\$31,268	\$39,066	\$47,804
Current lease liability	\$45,774	\$48,978	\$52,406	\$56,075	-
Total current liabilities	\$176,957	\$215,238	\$258,392	\$303,496	\$281,625
Non-current lease liability	\$157,459	\$108,481	\$56,075	-	-
Total liabilities	\$334,415	\$323,719	\$314,467	\$303,496	\$281,625
Contributed capital	\$1,052,661	\$1,052,661	\$1,052,661	\$1,052,661	\$1,052,661
Retained earnings	\$412,471	\$1,002,830	\$1,829,490	\$2,875,781	\$4,168,913
Total equity	\$1,465,132	\$2,055,490	\$2,882,151	\$3,928,442	\$5,221,574
Total liabilities and equity	\$1,799,547	\$2,379,209	\$3,196,617	\$4,231,938	\$5,503,198
Cash flow					
Net operating cash flow	\$505,381	\$643,073	\$889,019	\$1,124,814	\$1,391,747
Net investing cash flow	(\$90,000)	(\$97,200)	(\$104,400)	(\$111,600)	(\$118,800)
Net financing cash flow	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)	(\$60,000)
Net change in cash	\$355,381	\$485,873	\$724,619	\$953,214	\$1,212,947
Opening cash	\$750,000	\$1,105,381	\$1,591,253	\$2,315,873	\$3,269,087
Closing cash	\$1,105,381	\$1,591,253	\$2,315,873	\$3,269,087	\$4,482,034

SKU review

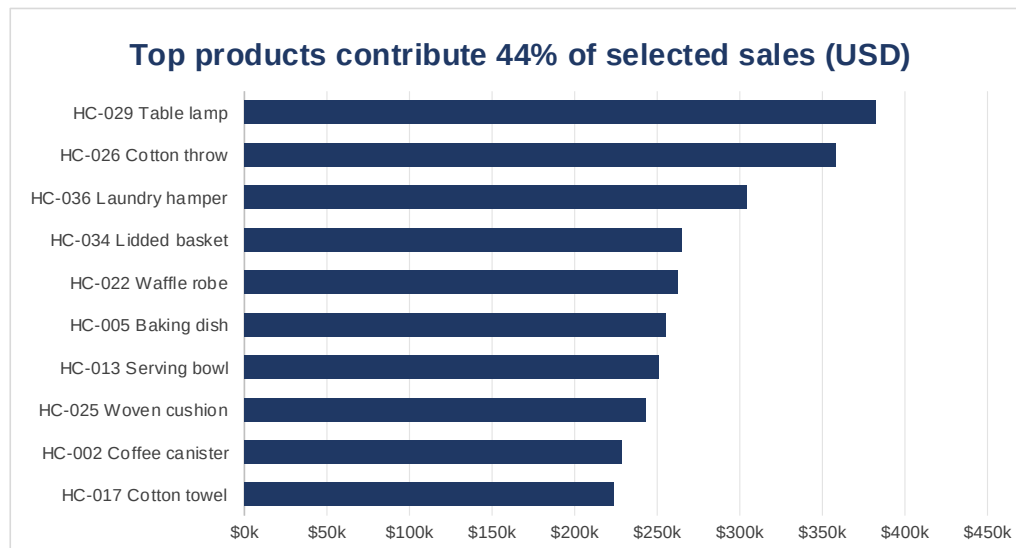
Selected-period net sales rank; stock and availability cover all channels in the selected category.

Case **Base**

Annual 2026 | All channels | All categories

Rank	SKU / product	Category	Net sales	Closing stock	Unfilled units	Coverage days
1	HC-029 Table lamp	Living	\$382,430	\$14,997	-	27.4
2	HC-026 Cotton throw	Living	\$358,260	\$12,391	-	27.3
3	HC-036 Laundry hamper	Storage	\$304,495	\$5,790	-	15.0
4	HC-034 Lidded basket	Storage	\$264,801	\$5,708	-	15.0
5	HC-022 Waffle robe	Bath	\$262,593	\$6,374	-	18.4
6	HC-005 Baking dish	Kitchen	\$254,954	\$9,751	-	25.7
7	HC-013 Serving bowl	Dining	\$250,970	\$7,477	-	21.6
8	HC-025 Woven cushion	Living	\$243,383	\$9,901	-	27.3
9	HC-002 Coffee canister	Kitchen	\$228,456	\$7,764	-	25.7
10	HC-017 Cotton towel	Bath	\$223,800	\$5,412	-	18.3

Coverage is ending on-hand units / units dispatched in the final month × calendar days. Zero dispatches show n.a.; the Inventory sheet separately flags slow stock.



Ratios

Case selected

Base

Company ratios. Annual averages retain each month's calendar days. Sector measures use the Dashboard reporting period.

	2024	2025	2026	2027	2028
CM1 margin	60.7%	60.7%	60.5%	60.3%	60.2%
CM2 margin	46.4%	46.5%	46.5%	46.5%	46.5%
CM3 margin	33.4%	33.5%	33.5%	33.5%	33.5%
EBITDA margin	16.1%	18.0%	19.5%	20.3%	20.8%
Net profit margin	10.3%	11.8%	13.1%	13.8%	14.4%
Current ratio	8.3x	9.5x	11.1x	13.0x	18.6x
Quick ratio (cash + receivables)	6.8x	8.0x	9.6x	11.4x	16.7x
DIO: owned inventory days	63.0	60.0	60.4	60.5	60.3
DSO: gross receivable days	6.7	6.9	6.9	7.0	7.0
DPO: supplier payable days	20.6	20.4	20.4	20.5	20.6
Cash conversion cycle (days)	49.1	46.6	47.0	46.9	46.6
Deposit funding days	2.3	2.5	2.5	2.5	2.4
Blended sales / advertising	7.7x	7.7x	7.7x	7.7x	7.7x
Operating cash / net profit	1.2x	1.1x	1.1x	1.1x	1.1x

Selected operating view

Annual 2026

Average net order value	\$74
CM3 per order	\$25
First-order customers	54,731
Repeat-order share	35.6%
Blended acquisition cost	\$15
On-hand inventory days, all channels	29.3

n.a. means a zero or negative denominator makes the ratio uninformative. A negative cash balance is an unfunded requirement, not an assumed financing facility.

Sensitivity

Monthly CM3 (USD) as selling prices and expected returns change. Orders, inventory available, costs and advertising stay fixed.

Case selected

Base

December 2026. All channels. All categories

		Selling price as % of current price →				
Returns rate change (pp) ↓		80.0%	90.0%	100.0%	110.0%	120.0%
	-4.0%	\$102,616	\$164,141	\$225,666	\$287,192	\$348,717
	-2.0%	\$97,388	\$157,666	\$217,944	\$278,221	\$338,499
	0.0%	\$91,921	\$150,846	\$209,770	\$268,695	\$327,620
	+2.0%	\$86,454	\$144,025	\$201,597	\$259,169	\$316,740
	+4.0%	\$80,987	\$137,205	\$193,424	\$249,643	\$305,861

Base intersection: I14 (white). Green cells beat the base case, red cells fall short; the deeper the colour, the bigger the change. Uses December of the selected year. Historical periods show as not available because this is a forecast decision tool.

Channel	Gross sales	Dispatched cost	NRV expense	Fulfilment	Orders	Ads	Returns rate	Revenue fee	Fee per order	Recovery cap
Website	417,672	155,337	-	30,662	5,168	81,900	8.0%	2.9%	\$0.30	\$155,337
Amazon	188,601	72,312	-	14,141	3,146	-	6.0%	15.0%	\$0.00	\$72,312
Wholesale	70,212	40,173	-	1,170	189	-	2.5%	0.5%	\$0.00	\$40,173
Engine CM3 for the effective month	\$209,770.39									
Base sensitivity difference	0.00									