

MONTHLY CLOSE PACK • ACCRUAL BASIS • USD

September close

Demo Outdoor Co. • Period Sep 1 – Sep 30, 2026 • Books closed Oct 15

NET SALES 64,490.00 3 channels	GROSS PROFIT 31,425.45 48.7% margin	NET INCOME 7,463.25 after all expenses	CASH, SEP 30 25,634.45 (160.75) in month
---	--	---	---

WHAT CHANGED IN SEPTEMBER

- 01 Sales.** Net sales were 64,490.00: Amazon 38,420.00 (59.6%), Shopify 21,760.00 (33.7%), eBay 4,310.00 (6.7%). Refunds across channels totalled 2,513.40.
- 02 Margin.** Gross profit after cost of goods and marketplace fees was 31,425.45, a 48.7% margin. Fees were 9,874.15, of which Amazon was 7,203.40.
- 03 Profit.** After advertising of 8,520.00, eBay shipping labels of 186.20 and shared operating costs of 15,111.00, net income was 7,463.25.
- 04 Inventory.** Purchases including freight and duty of 24,890.40 exceeded cost of goods sold, so inventory rose 1,700.00 to 54,000.00.
- 05 Cash.** Operations generated 8,639.25, but cash fell 160.75 to 25,634.45 because the month also funded a 3,000.00 line-of-credit repayment, 4,000.00 in member distributions and a 1,800.00 packing station.
- 06 Held for others.** Shopify collected 1,412.35 of sales tax and sold 600.00 of gift cards. Both are carried as liabilities, not sales.
- 07 Reconciliation.** All three channels' payouts, totalling 56,029.25, match the bank statement to the cent.

IN THIS PACK

Profit & loss by channel	02	Balance sheet	03
Cash-flow statement	04	Payout & fee reconciliation	05
Close checklist & sign-off	06	Year-end package for your tax preparer	ANNUAL

Profit & loss by channel

SEPTEMBER 2026 • ACCRUAL BASIS • USD • % OF NET SALES

	AMAZON	SHOPIFY	EBAY	TOTAL	%
Gross sales	39,656.50	22,894.50	4,452.40	67,003.40	103.9%
Refunds & returns	(1,236.50)	(1,134.50)	(142.40)	(2,513.40)	(3.9%)
Net sales	38,420.00	21,760.00	4,310.00	64,490.00	100.0%
Cost of goods sold	(13,815.60)	(7,831.10)	(1,543.70)	(23,190.40)	(36.0%)
Marketplace & payment fees	(7,203.40)	(1,846.20)	(824.55)	(9,874.15)	(15.3%)
Gross profit	17,401.00	12,082.70	1,941.75	31,425.45	48.7%
Advertising	(4,120.00)	(4,400.00)	0.00	(8,520.00)	(13.2%)
Shipping labels	0.00	0.00	(186.20)	(186.20)	(0.3%)
Channel contribution	13,281.00	7,682.70	1,755.55	22,719.25	35.2%
SHARED OPERATING EXPENSES					
Wages				(7,200.00)	(11.2%)
Payroll taxes				(551.00)	(0.9%)
Contractors				(1,400.00)	(2.2%)
Warehouse rent				(2,400.00)	(3.7%)
Software & subscriptions				(685.00)	(1.1%)
Shipping supplies				(940.00)	(1.5%)
Bookkeeping & professional fees				(1,250.00)	(1.9%)
Insurance				(310.00)	(0.5%)
Depreciation				(375.00)	(0.6%)
Total shared operating expenses				(15,111.00)	(23.4%)
Operating income				7,608.25	11.8%
Interest expense — line of credit				(145.00)	(0.2%)
Net income				7,463.25	11.6%

Inventory and cost of goods sold

Inventory, Aug 31	52,300.00
Purchases incl. freight & duty	24,890.40
Inventory, Sep 30	(54,000.00)
Cost of goods sold	23,190.40

Cost of goods sold is allocated to channels by units shipped at average landed cost. Marketplace and payment fees sit above gross profit so each channel's margin reflects what it costs to sell there. Advertising is charged to the channel it drove.

Balance sheet

AS OF SEP 30, 2026 • COMPARED WITH AUG 31 • USD

	AUG 31	SEP 30	CHANGE
CURRENT ASSETS			
Cash — operating checking	25,795.20	25,634.45	(160.75)
Amazon reserve held	2,310.00	2,722.75	412.75
Inventory	52,300.00	54,000.00	1,700.00
Prepaid expenses	1,860.00	1,550.00	(310.00)
Total current assets	82,265.20	83,907.20	1,642.00
FIXED ASSETS			
Equipment, at cost	20,700.00	22,500.00	1,800.00
Accumulated depreciation	(4,125.00)	(4,500.00)	(375.00)
Equipment, net	16,575.00	18,000.00	1,425.00
Total assets	98,840.20	101,907.20	3,067.00
LIABILITIES			
Accounts payable — suppliers	8,400.00	9,650.00	1,250.00
Credit card payable	3,920.00	4,310.00	390.00
Accrued expenses	2,150.00	2,400.00	250.00
Sales tax payable	1,298.60	1,412.35	113.75
Gift card liability (unredeemed)	0.00	600.00	600.00
Line of credit	15,000.00	12,000.00	(3,000.00)
Total liabilities	30,768.60	30,372.35	(396.25)
MEMBER'S EQUITY			
Member contributions	40,000.00	40,000.00	0.00
Retained earnings	28,071.60	31,534.85	3,463.25
Total member's equity	68,071.60	71,534.85	3,463.25
Total liabilities & equity	98,840.20	101,907.20	3,067.00

Retained earnings movement

Retained earnings, Aug 31	28,071.60
Net income, September	7,463.25
Member distributions	(4,000.00)
Retained earnings, Sep 30	31,534.85

The Amazon reserve is cash Amazon holds back from a settlement and releases later; it is carried as an asset until paid out. Sales tax collected through Shopify is held in sales tax payable until remitted; the August balance was remitted in September. Gift cards sold are a liability until a customer redeems them.

Cash-flow statement

SEPTEMBER 2026 • INDIRECT METHOD • USD

OPERATING ACTIVITIES

Net income	7,463.25
Depreciation	375.00
Increase in Amazon reserve held	(412.75)
Increase in inventory	(1,700.00)
Decrease in prepaid expenses	310.00
Increase in accounts payable	1,250.00
Increase in credit card payable	390.00
Increase in accrued expenses	250.00
Increase in sales tax payable	113.75
Increase in gift card liability	600.00
Net cash from operating activities	8,639.25

INVESTING ACTIVITIES

Purchase of equipment — packing station	(1,800.00)
Net cash used in investing activities	(1,800.00)

FINANCING ACTIVITIES

Repayment of line of credit	(3,000.00)
Member distributions	(4,000.00)
Net cash used in financing activities	(7,000.00)

Net change in cash	(160.75)
Cash, Aug 31	25,795.20
Cash, Sep 30	25,634.45

Why profit and cash differ this month

Operating cash flow of 8,639.25 was 1,176.00 above net income of 7,463.25. Depreciation, lower prepaids, and larger supplier, card, accrued, sales-tax and gift-card balances added 3,288.75; the inventory build (1,700.00) and the larger Amazon reserve (412.75) used 2,112.75. Cash still fell 160.75 because the month also funded a 3,000.00 line-of-credit repayment, 4,000.00 of distributions and a 1,800.00 packing station.

Payout & fee reconciliation

SEPTEMBER 2026 • CHANNEL REPORTS TO BANK DEPOSITS • USD

Amazon

Gross product sales	39,656.50
Refunds	(1,236.50)
Net sales	38,420.00
Referral fees	(4,610.20)
FBA fulfillment fees	(2,371.85)
FBA storage fees	(221.35)
Reserve change	(412.75)
Expected payout	30,803.85
Received in bank	30,803.85 ✓
Difference	0.00 ✓

Shopify

Gross sales	22,894.50
Refunds	(1,134.50)
Net sales	21,760.00
Sales tax collected	1,412.35
Gift cards sold	600.00
Processing fees	(1,816.20)
Chargeback fee	(30.00)
Expected payout	21,926.15
Received in bank	21,926.15 ✓
Difference	0.00 ✓

eBay

Gross item sales	4,452.40
Refunds	(142.40)
Net sales	4,310.00
Final value fees	(612.85)
Promoted listings fees	(168.30)
Other eBay fees	(43.40)
Shipping labels	(186.20)
Expected payout	3,299.25
Received in bank	3,299.25 ✓
Difference	0.00 ✓

All channels

Amazon net sales	38,420.00
Shopify net sales	21,760.00
eBay net sales	4,310.00
Marketplace fees, all channels	(9,874.15)
Amazon reserve change	(412.75)
Shopify sales tax & gift cards collected	2,012.35
eBay shipping labels	(186.20)
Expected payouts	56,029.25
Received in bank	56,029.25 ✓
Difference	0.00 ✓

Bank reconciliation — operating checking

Cash per books, Aug 31	25,795.20
Channel deposits	56,029.25
Payments and transfers out	(56,190.00)
Cash per books, Sep 30	25,634.45
Balance per bank statement, Sep 30	25,634.45
Difference	0.00 ✓

Every deposit is matched to a settlement report and every fee line to the channel's fee report. Sales tax and gift cards collected through Shopify pass to liabilities; eBay shipping labels are charged to shipping expense on the P&L.

Close checklist & sign-off

SEPTEMBER 2026 • BOOKS CLOSED OCT 15

STEP	EVIDENCE ON FILE
✓ Operating checking reconciled to the bank statement	Difference 0.00
✓ Credit card reconciled to the card statement	Balance 4,310.00
✓ Amazon settlements reconciled: sales, refunds, fees, reserve	Payout 30,803.85
✓ Shopify payouts reconciled; sales tax and gift cards held as liabilities	Received 21,926.15
✓ eBay payouts reconciled; shipping labels charged to shipping expense	Received 3,299.25
✓ Inventory rolled forward; cost of goods sold posted	COGS 23,190.40
✓ Supplier bills entered; accounts payable agreed to statements	Balance 9,650.00
✓ Accrued expenses and prepaid amortisation posted	Accrued 2,400.00
✓ Sales tax payable agreed to Shopify collections; August balance remitted	Balance 1,412.35
✓ Depreciation posted; new equipment added to the fixed-asset register	Depreciation 375.00
✓ Line of credit agreed to the lender statement; interest posted	Balance 12,000.00
✓ Member distributions recorded in equity	4,000.00
✓ Month-over-month review of every balance-sheet change	Page 03
✓ Statements foot and cross-foot; balance sheet balances	Pages 02-05
✓ September support filed to the year-end package for your tax preparer	Annual folder

● Prepared
By
Date

● Reviewed
By
Date

● Delivered
To
Date

Questions on this pack go to , your bookkeeper, who answers within .