

Headline

YTD 2025 revenue was \$11,238K against a \$11,600K budget, unfavourable by (\$362K), or (3.1%); operating income \$388K against \$583K, unfavourable by (\$195K), or (33.5%).

Results

Measure	Actual	Budget	Variance
Revenue	\$11,238K	\$11,600K	(\$362K)
COGS	\$8,324K	\$8,491K	\$167K
Gross profit	\$2,914K	\$3,109K	(\$194K)
Gross margin	25.9%	26.8%	(0.9) pts
Operating expenses	\$2,527K	\$2,526K	(\$1K)
Operating income	\$388K	\$583K	(\$195K)

Month

December 2025 revenue was \$827K against a budget of \$824K, a favourable \$3K. Operating income was \$8K against \$13K, an unfavourable (\$5K).

Drivers

- Revenue missed budget mainly in three months: March by (\$123K), July by (\$132K) and August by (\$105K). The data does not show the cause; sales owners should confirm whether these were lost volume or deferred orders.
- Cost of goods sold was favourable by \$196K, or 2.4%, year to date, and Freight out was unfavourable by (\$29K), or (8.3%). The data does not show whether the Cost of goods sold gain came from lower volume or lower unit cost.
- Marketing was favourable by \$38K, or 28.5%, and Technology by \$25K, or 15.0%. Both reached their largest variance in December 2025. Owners should say whether this is underspend or deferred spend.
- Salaries and wages was unfavourable by (\$38K), or (2.5%), and Rent and occupancy by (\$23K), or (5.6%). Their largest variances came in December 2025 and October 2025, so neither reversed.

Data notes

pnl_fy2025.csv, 120 rows, sha256 eaa52ac89e97

Each amount is rounded on its own, so the Gross profit and Operating income rows do not add exactly in Results.