



# Thirty Five - Steakhouse Bar & Grill

SPOTLIGHT REPORT (NZD) - January 2022

Prepared 22 March 2022

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## Highlights

### 1. General overview

Great result! Fantastic turnaround.

### 2. Particular Highlight

The 7-point Action Plan we rolled out in June has really made a huge difference across various success metrics. Time to celebrate!

### 3. Profit

The Net Profit for the year to date is \$1,642,417, compared to \$1,593,412 for the same period last year. This represents an increase of \$49,005, or 3.08%.

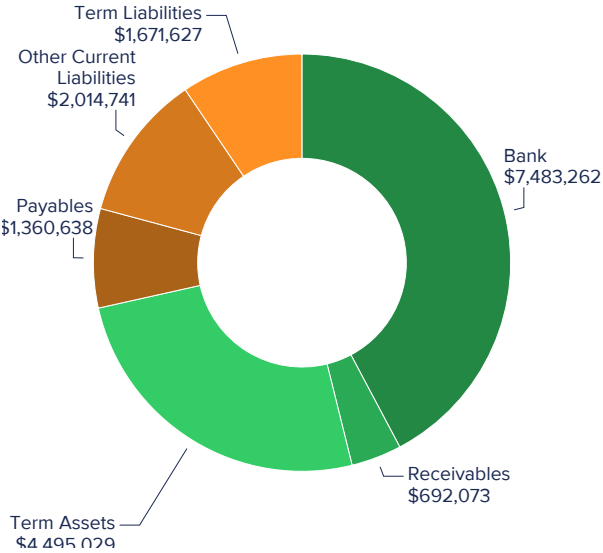
### 4. Cash

The Bank for Jan 2022 was \$7,483,262, compared to \$6,151,607 for the same period last year. This represents an increase of \$1,331,655, or 21.65%.

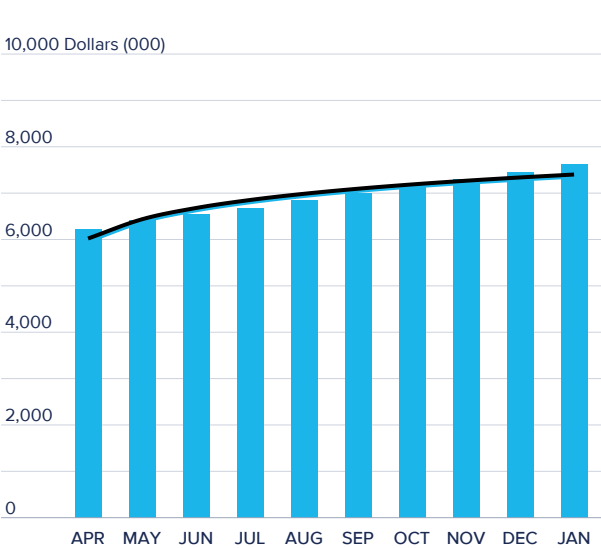
	YTD	Actual vs Last Year		Jan 22 Plus Last 3 Months				Forward Projection Full Year		
	Actual	Last Year	Variance %	Jan 22	Dec 21	Nov 21	Oct 21	YTD	Budget	Total 21/22
<b>Revenue</b>										
Bar Revenue	2,713,205	2,636,449	2.9%	281,346	271,138	265,509	263,909	2,713,205	568,334	3,281,539
Dining Revenue	22,580,027	22,159,006	1.9%	2,323,604	2,265,959	2,259,475	2,242,223	22,580,027	4,689,004	27,269,031
Function Revenue	1,177,088	1,143,677	2.9%	124,230	119,157	116,899	115,254	1,177,088	251,746	1,428,834
<b>Total Revenue</b>	<b>26,470,320</b>	<b>25,939,132</b>	<b>2.0%</b>	<b>2,729,180</b>	<b>2,656,254</b>	<b>2,641,883</b>	<b>2,621,386</b>	<b>26,470,320</b>	<b>5,509,084</b>	<b>31,979,404</b>
<b>Cost of Sales</b>	<b>9,250,376</b>	<b>9,061,024</b>	<b>2.1%</b>	<b>954,538</b>	<b>927,411</b>	<b>922,771</b>	<b>916,005</b>	<b>9,250,376</b>	<b>1,925,230</b>	<b>11,175,606</b>
<b>Gross Profit</b>	<b>17,219,944</b>	<b>16,878,108</b>	<b>2.0%</b>	<b>1,774,642</b>	<b>1,728,843</b>	<b>1,719,112</b>	<b>1,705,381</b>	<b>17,219,944</b>	<b>3,583,854</b>	<b>20,803,798</b>
<b>GP%</b>	<b>65.1%</b>	<b>65.1%</b>	<b>0.0%</b>	<b>65.0%</b>	<b>65.1%</b>	<b>65.1%</b>	<b>65.1%</b>	<b>65.1%</b>	<b>65.1%</b>	<b>65.1%</b>
<b>OPEX</b>										
<b>Payroll</b>										
Employers Taxes	18,035	17,681	2.0%	1,852	1,839	1,826	1,813	18,035	3,743	21,778
Wages	11,704,366	11,477,488	2.0%	1,198,122	1,190,372	1,187,049	1,175,509	11,704,366	2,426,966	14,131,332
<b>Total Payroll</b>	<b>11,722,401</b>	<b>11,495,169</b>	<b>2.0%</b>	<b>1,199,974</b>	<b>1,192,211</b>	<b>1,188,875</b>	<b>1,177,322</b>	<b>11,722,401</b>	<b>2,430,709</b>	<b>14,153,110</b>
<b>Utilities</b>										
Rent	2,034,411	2,012,732	1.1%	204,465	204,254	204,465	204,465	2,034,411	408,930	2,443,341
Insurance	99,866	98,522	1.4%	6,116	15,745	14,158	14,081	99,866	7,409	107,275
Repairs and Maintenance	79,801	78,817	1.2%	5,045	14,153	12,688	12,495	79,801	7,211	87,012
<b>Total Utilities</b>	<b>2,214,078</b>	<b>2,190,071</b>	<b>1.1%</b>	<b>215,626</b>	<b>234,152</b>	<b>231,311</b>	<b>231,041</b>	<b>2,214,078</b>	<b>423,550</b>	<b>2,637,628</b>
Entertainment	414,647	401,274	3.3%	44,288	42,290	40,292	38,841	414,647	92,687	507,334
Financing	200,057	232,894	-14.1%	18,900	19,050	19,333	19,570	200,057	36,929	236,986
Advertising	229,035	195,017	17.4%	23,581	25,140	23,298	28,535	229,035	43,657	272,692
Accounting Fees	100,980	97,377	3.7%	10,218	10,324	10,376	10,481	100,980	19,943	120,923
Sundry Expenses	26,569	26,050	2.0%	2,740	2,709	2,678	2,648	26,569	5,572	32,141
Training	31,048	30,529	1.7%	3,010	3,048	3,018	3,032	31,048	6,068	37,116
<b>Total OPEX</b>	<b>14,938,815</b>	<b>14,668,381</b>	<b>1.8%</b>	<b>1,518,337</b>	<b>1,528,924</b>	<b>1,519,181</b>	<b>1,511,470</b>	<b>14,938,815</b>	<b>3,059,115</b>	<b>17,997,930</b>
<b>NOPBT</b>	<b>2,281,129</b>	<b>2,209,727</b>	<b>3.2%</b>	<b>256,305</b>	<b>199,919</b>	<b>199,931</b>	<b>193,911</b>	<b>2,281,129</b>	<b>524,739</b>	<b>2,805,868</b>
<b>NOP%</b>	<b>8.6%</b>	<b>8.5%</b>	<b>0.1%</b>	<b>9.4%</b>	<b>7.5%</b>	<b>7.6%</b>	<b>7.4%</b>	<b>8.6%</b>	<b>9.5%</b>	<b>8.8%</b>

	Now	Actual vs Last Year to Date			Last 3 Months			Monitors	
	As at Jan 22	Last Year	Variance	Variance %	Dec 21	Nov 21	Oct 21	CAPEX Monitor	YTD
Cash On Hand	7,483,262	6,151,607	1,331,655	21.6%	7,597,934	7,416,387	7,403,722	Total CAPEX	0
Accounts Receivable	692,073	435,300	256,773	59.0%	437,515	435,013	431,711	Debt Monitor	As at Jan 22
<b>Total Current Assets</b>	<b>8,175,335</b>	<b>6,586,907</b>	<b>1,588,428</b>	<b>24.1%</b>	<b>8,035,449</b>	<b>7,851,400</b>	<b>7,835,433</b>	Taxes	1,952,553
Fixed Assets	4,725,070	4,724,316	754	0.0%	4,724,850	4,724,629	4,724,408	Term Loans	1,671,627
Term Assets	-230,041	-230,041	0	0.0%	-230,041	-230,041	-230,041	Accounts Payable	1,360,638
<b>Total Non-Current Assets</b>	<b>4,495,029</b>	<b>4,494,275</b>	<b>754</b>	<b>0.0%</b>	<b>4,494,809</b>	<b>4,494,588</b>	<b>4,494,367</b>	Other	62,188
<b>Total Assets</b>	<b>12,670,364</b>	<b>11,081,182</b>	<b>1,589,182</b>	<b>14.3%</b>	<b>12,530,25</b>	<b>12,345,98</b>	<b>12,329,80</b>	Total Debt	5,047,006
Accounts Payable	1,198,223	1,160,890	37,333	3.2%	1,189,514	1,176,217	1,172,625		
Taxes Payable	2,177,156	2,034,926	142,230	7.0%	2,166,645	2,097,355	2,186,740		
<b>Total Current Liabilities</b>	<b>3,375,379</b>	<b>3,195,816</b>	<b>179,563</b>	<b>5.6%</b>	<b>3,356,159</b>	<b>3,273,572</b>	<b>3,359,365</b>		
Loan	1,671,627	2,247,147	-575,520	-25.6%	1,721,305	1,770,664	1,819,706		
<b>Total Non-Current Liabilities</b>	<b>1,671,627</b>	<b>2,247,147</b>	<b>-575,520</b>	<b>-25.6%</b>	<b>1,721,305</b>	<b>1,770,664</b>	<b>1,819,706</b>		
<b>Total Liabilities</b>	<b>5,047,006</b>	<b>5,442,963</b>	<b>-395,957</b>	<b>-7.3%</b>	<b>5,077,464</b>	<b>5,044,236</b>	<b>5,179,071</b>		
<b>Net Assets</b>	<b>7,623,358</b>	<b>5,638,219</b>	<b>1,985,139</b>	<b>35.2%</b>	<b>7,452,794</b>	<b>7,301,752</b>	<b>7,150,729</b>		
Owner Equity	1,025,283	1,041,207	-15,924	-1.5%	1,013,229	1,003,433	993,944		
Retained Earnings	4,857,814	2,831,451	2,026,363	71.6%	4,857,814	4,857,814	4,857,814		
Current Year Earnings	1,642,417	1,593,412	49,005	3.1%	1,453,307	1,311,605	1,169,464		
Provisions	97,844	172,149	-74,305	-43.2%	128,444	128,900	129,507		
<b>Total Equity</b>	<b>7,623,358</b>	<b>5,638,219</b>	<b>1,985,139</b>	<b>35.2%</b>	<b>7,452,794</b>	<b>7,301,752</b>	<b>7,150,729</b>		

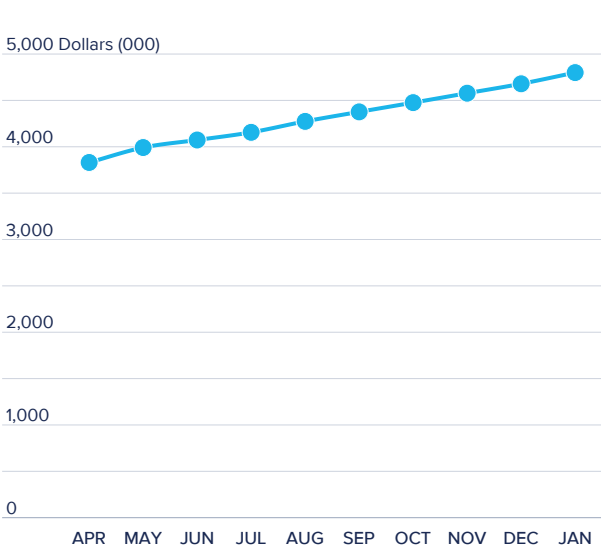
BALANCE SHEET COMPONENTS



EQUITY TREND



LIQUIDITY MONITOR



Rank	Revenue		% of Revenue		Gross Profit		GP %		Net Profit		NP %	
	YTD		%		YTD		%		YTD		%	
1	19 - Ne	1,419,206	19 - Ne	5.36%	19 - Ne	952,535	12 - Ch	67.30%	19 - Ne	168,094	19 - Ne	11.84%
2	12 - Ch	1,396,064	09 - Ne	5.27%	12 - Ch	939,550	19 - Ne	67.12%	12 - Ch	157,995	12 - Ch	11.32%
3	09 - Ne	1,395,358	12 - Ch	5.27%	09 - Ne	932,718	09 - Ne	66.84%	17 - Ca	118,076	17 - Ca	8.79%
4	07 - Du	1,385,943	07 - Du	5.24%	07 - Du	913,336	05 - In	66.50%	07 - Du	114,327	07 - Du	8.25%
5	3 - Ed	1,383,383	3 - Ed	5.23%	14 - Ma	908,659	14 - Ma	66.30%	09 - Ne	108,023	05 - In	8.18%
6	14 - Ma	1,370,529	14 - Ma	5.18%	3 - Ed	885,362	07 - Du	65.90%	05 - In	106,574	09 - Ne	7.74%
7	11 - Bl	1,356,211	11 - Bl	5.12%	11 - Bl	884,250	01 - Ab	65.80%	11 - Bl	103,691	11 - Bl	7.65%
8	15 - Pr	1,351,471	15 - Pr	5.11%	17 - Ca	882,897	17 - Ca	65.70%	15 - Pr	97,228	15 - Pr	7.19%
9	17 - Ca	1,343,834	17 - Ca	5.08%	15 - Pr	881,158	20 - Sw	65.20%	14 - Ma	93,986	14 - Ma	6.86%
10	18 - Cm	1,341,764	18 - Cm	5.07%	18 - Cm	870,806	11 - Bl	65.20%	3 - Ed	88,598	20 - Sw	6.52%
11	20 - Sw	1,333,255	20 - Sw	5.04%	20 - Sw	869,280	15 - Pr	65.20%	20 - Sw	86,876	3 - Ed	6.40%
12	08 - Mi	1,329,353	06 - Al	5.02%	05 - In	866,295	18 - Cm	64.90%	18 - Cm	78,066	18 - Cm	5.82%
13	06 - Al	1,328,511	08 - Mi	5.02%	06 - Al	860,874	06 - Al	64.80%	16 - Ba	52,953	16 - Ba	4.01%
14	16 - Ba	1,319,600	16 - Ba	4.99%	13 - Li	847,279	13 - Li	64.70%	06 - Al	50,747	06 - Al	3.82%
15	13 - Li	1,309,546	13 - Li	4.95%	16 - Ba	845,865	02 - Du	64.60%	10 - Su	42,471	10 - Su	3.77%
16	05 - In	1,302,700	05 - In	4.92%	02 - Du	821,160	10 - Su	64.30%	13 - Li	40,106	01 - Ab	3.08%
17	02 - Du	1,271,146	02 - Du	4.80%	08 - Mi	809,510	16 - Ba	64.10%	01 - Ab	36,970	13 - Li	3.06%
18	04 - Gl	1,204,273	04 - Gl	4.55%	01 - Ab	790,790	3 - Ed	64.00%	08 - Mi	34,867	08 - Mi	2.62%
19	01 - Ab	1,201,853	01 - Ab	4.54%	04 - Gl	733,401	04 - Gl	60.90%	02 - Du	32,956	02 - Du	2.59%
20	10 - Su	1,126,320	10 - Su	4.26%	10 - Su	724,219	08 - Mi	60.90%	04 - Gl	29,813	04 - Gl	2.48%

Revenue Stats		% of Revenue Stats		Gross Profit Stats		GP % Stats		Net Profit Stats		NP % Stats	
YTD		%		YTD		%		YTD		%	
Average	1,323,516	Average	5.00%	Average	860,997	Average	65.01%	Average	82,121	Average	6.10%
Median	1,337,510	Median	5.06%	Median	870,043	Median	65.20%	Median	87,737	Median	6.46%
Top 3	1,403,543	Top 3	5.30%	Top 3	941,601	Top 3	67.09%	Top 3	148,055	Top 3	10.65%
Bottom 3	1,177,482	Bottom 3	4.45%	Bottom 3	749,470	Bottom 3	61.93%	Bottom 3	32,545	Bottom 3	2.56%

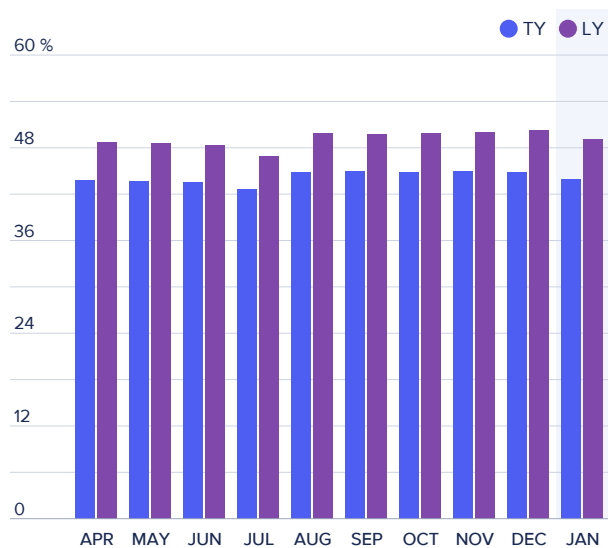
Rank	Revenue		% of Revenue		Gross Profit		GP %		Net Profit		NP %	
	YTD		%		YTD		%		YTD		%	
1	ORG005	1,419,206	ORG005	5.36%	ORG005	952,535	ORG012	67.30%	ORG005	168,094	ORG005	11.84%
2	ORG012	1,396,064	ORG014	5.27%	ORG012	939,550	ORG005	67.12%	ORG012	157,995	ORG012	11.32%
3	ORG014	1,395,358	ORG012	5.27%	ORG014	932,718	ORG014	66.84%	ORG002	118,076	ORG002	8.79%
4	ORG017	1,385,943	ORG017	5.24%	ORG017	913,336	ORG018	66.50%	ORG017	114,327	ORG017	8.25%
5	ORG001	1,383,383	ORG001	5.23%	ORG019	908,659	ORG019	66.30%	ORG014	108,023	ORG018	8.18%
6	ORG019	1,370,529	ORG019	5.18%	ORG001	885,362	ORG017	65.90%	ORG018	106,574	ORG014	7.74%
7	ORG016	1,356,211	ORG016	5.12%	ORG016	884,250	ORG003	65.80%	ORG016	103,691	ORG016	7.65%
8	ORG008	1,351,471	ORG008	5.11%	ORG002	882,897	ORG002	65.70%	ORG008	97,228	ORG008	7.19%
9	ORG002	1,343,834	ORG002	5.08%	ORG008	881,158	ORG004	65.20%	ORG019	93,986	ORG019	6.86%
10	ORG009	1,341,764	ORG009	5.07%	ORG009	870,806	ORG016	65.20%	ORG001	88,598	ORG004	6.52%
11	ORG004	1,333,255	ORG004	5.04%	ORG004	869,280	ORG008	65.20%	ORG004	86,876	ORG001	6.40%
12	ORG020	1,329,353	ORG015	5.02%	ORG018	866,295	ORG009	64.90%	ORG009	78,066	ORG009	5.82%
13	ORG015	1,328,511	ORG020	5.02%	ORG015	860,874	ORG015	64.80%	ORG011	52,953	ORG011	4.01%
14	ORG011	1,319,600	ORG011	4.99%	ORG007	847,279	ORG007	64.70%	ORG015	50,747	ORG015	3.82%
15	ORG007	1,309,546	ORG007	4.95%	ORG011	845,865	ORG013	64.60%	ORG006	42,471	ORG006	3.77%
16	ORG018	1,302,700	ORG018	4.92%	ORG013	821,160	ORG006	64.30%	ORG007	40,106	ORG003	3.08%
17	ORG013	1,271,146	ORG013	4.80%	ORG020	809,510	ORG011	64.10%	ORG003	36,970	ORG007	3.06%
18	ORG010	1,204,273	ORG010	4.55%	ORG003	790,790	ORG001	64.00%	ORG020	34,867	ORG020	2.62%
19	ORG003	1,201,853	ORG003	4.54%	ORG010	733,401	ORG010	60.90%	ORG013	32,956	ORG013	2.59%
20	ORG006	1,126,320	ORG006	4.26%	ORG006	724,219	ORG020	60.90%	ORG010	29,813	ORG010	2.48%

Revenue Stats		% of Revenue Stats		Gross Profit Stats		GP % Stats		Net Profit Stats		NP % Stats	
YTD		%		YTD		%		YTD		%	
Average	1,323,516	Average	5.00%	Average	860,997	Average	65.01%	Average	82,121	Average	6.10%
Median	1,337,510	Median	5.06%	Median	870,043	Median	65.20%	Median	87,737	Median	6.46%
Top 3	1,403,543	Top 3	5.30%	Top 3	941,601	Top 3	67.09%	Top 3	148,055	Top 3	10.65%
Bottom 3	1,177,482	Bottom 3	4.45%	Bottom 3	749,470	Bottom 3	61.93%	Bottom 3	32,545	Bottom 3	2.56%

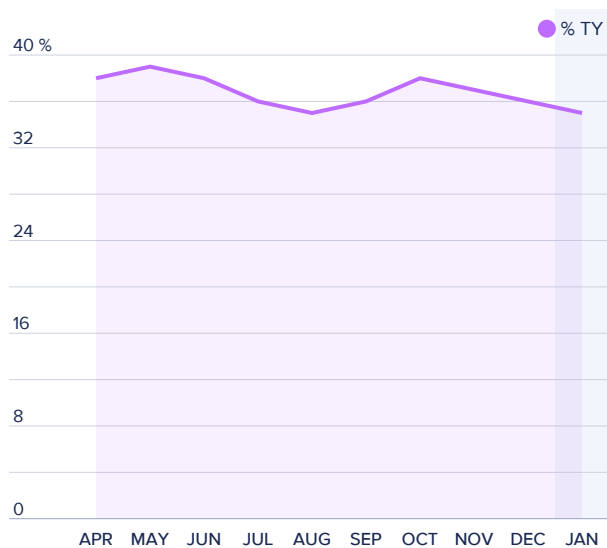


Branch	Rev v Budget	Profit v Budget	GP % v Target	NP % v Target	OPEX v Budget	OPEX % v Target	D Days v Target	Cash v Target	Cur Ratio v Target
3 - Edinburgh	1,383,383	123,052	64.0%	6.4%	762,310	55.1%	5.85	396,734	3.4
5 - Inverness	1,302,700	148,020	66.5%	8.2%	718,275	55.1%	16.79	354,729	3
7 - Durham	1,385,943	158,786	65.9%	8.2%	754,550	54.4%	10.15	441,898	2.64
11 - Blackpool	1,356,211	144,015	65.2%	7.6%	740,235	54.6%	7.73	476,276	2.46
6 - Alnwick	1,328,511	70,483	64.8%	3.8%	790,391	59.5%	10.92	175,501	2.49
9 - Newcastle	1,395,358	150,031	66.8%	7.7%	782,687	56.1%	5.14	425,364	2.78
2 - Dumfries	1,271,146	45,770	64.6%	2.6%	775,390	61.0%	5.17	458,208	3.68
12 - Chester	1,396,064	219,437	67.3%	11.3%	720,113	51.6%	5.5	624,463	3.13
16 - Bangor	1,319,600	73,547	64.1%	4.0%	772,318	58.5%	11.12	263,837	1.83
4 - Glasgow	1,204,273	41,407	60.9%	2.5%	691,994	57.5%	13.31	121,901	1.3
18 - Carmarthen	1,341,764	108,425	64.9%	5.8%	762,381	56.8%	8.84	420,530	1.89
15 - Preston	1,351,471	135,039	65.2%	7.2%	746,119	55.2%	7.94	418,171	2.54
13 - Liverpool	1,309,546	55,704	64.7%	3.1%	791,575	60.4%	4.91	210,068	3.3
10 - Sunderland	1,126,320	58,987	64.3%	3.8%	665,232	59.1%	5.56	247,848	1.48
19 - Newport	1,419,206	233,462	67.1%	11.8%	719,073	50.7%	6.75	760,669	2.46
20 - Swansea	1,333,255	120,662	65.2%	6.5%	748,618	56.1%	7.12	381,018	2.41
1 - Aberdeen	1,201,853	51,346	65.8%	3.1%	739,444	61.5%	4.88	222,420	1.39
17 - Cardiff	1,343,834	163,994	65.7%	8.8%	718,903	53.5%	3.41	515,777	2.73
14 - Manchester	1,370,529	130,536	66.3%	6.9%	778,123	56.8%	4.76	375,817	3.04
8 - Middlesbrough	1,329,353	48,426	60.9%	2.6%	761,084	57.3%	5.94	192,033	1.57

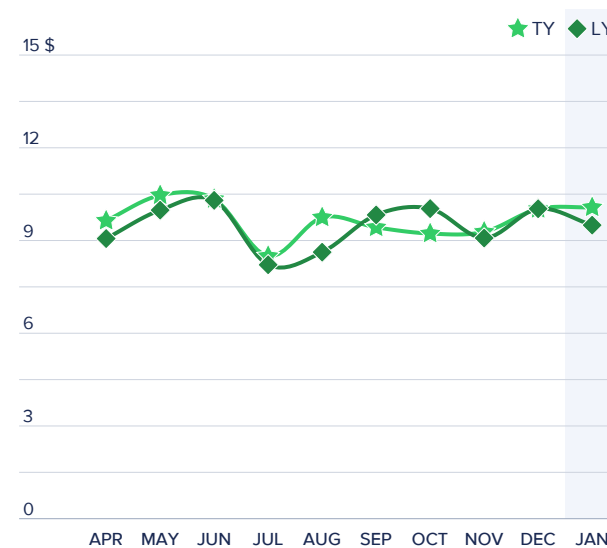
Wage Cost % - This Year vs Last Year



Food Cost %



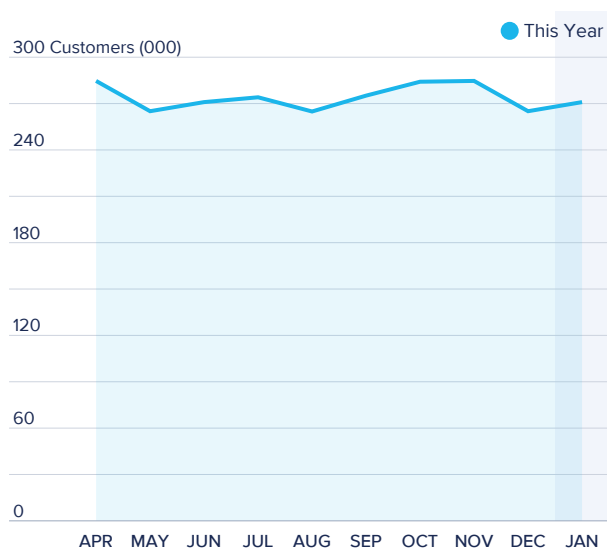
Total Sales per Head - TY v LY



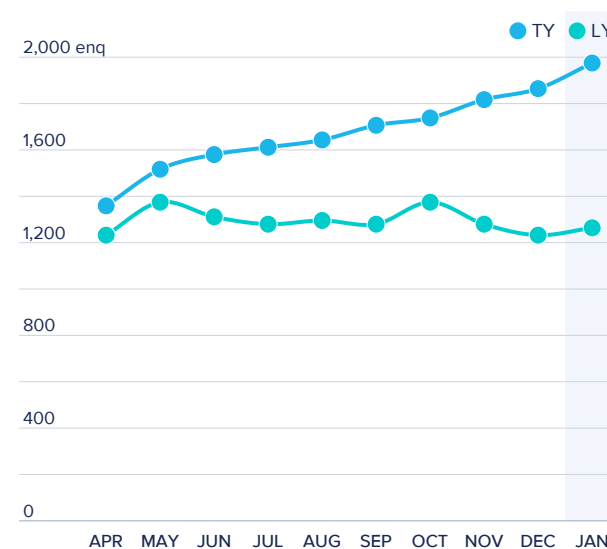
Bar Sales - Per Customer



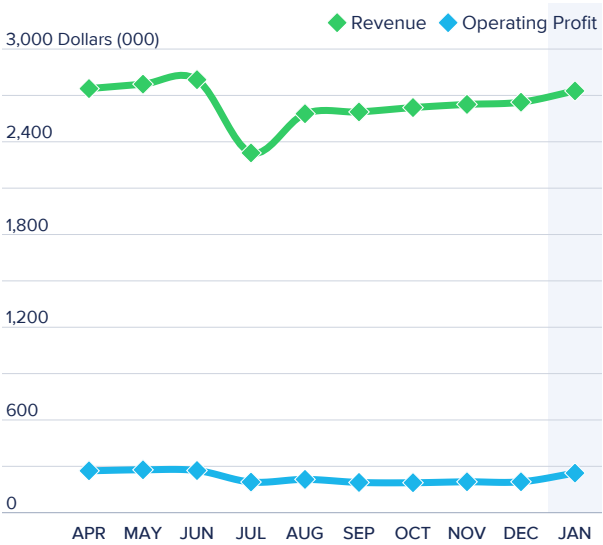
Number of Customers



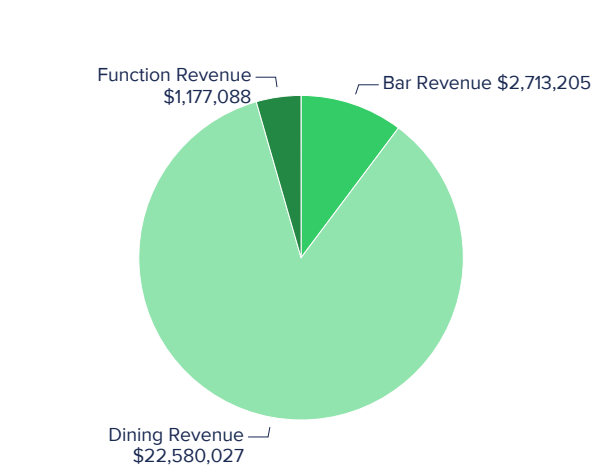
Function Enquires



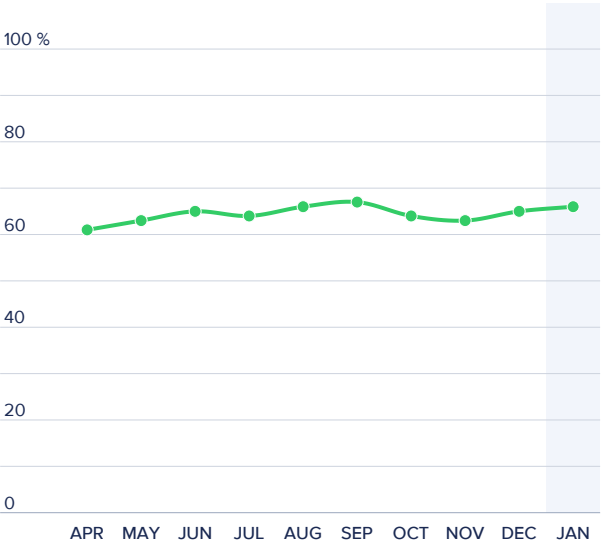
REVENUE AND OPERATING PROFIT TRENDS



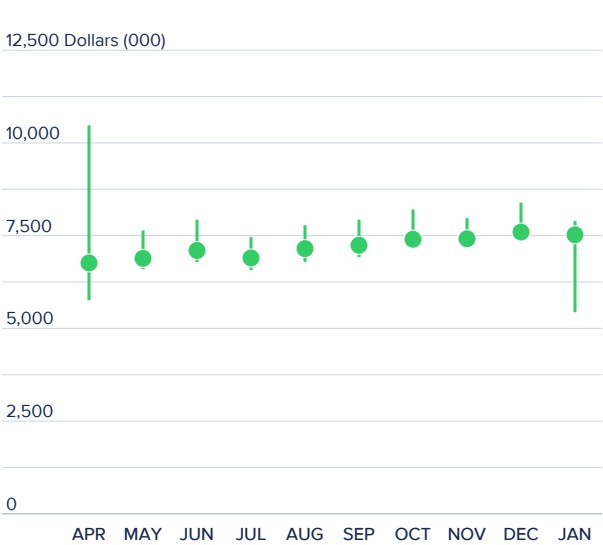
TOP REVENUE CONTRIBUTORS



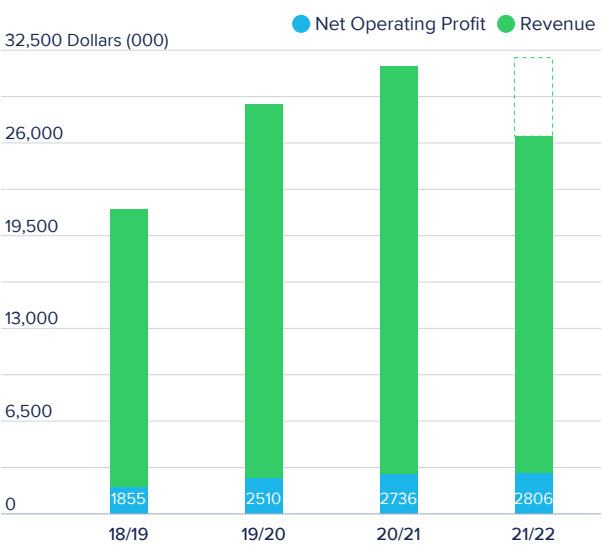
GROSS PROFIT % (EFFICIENCY)



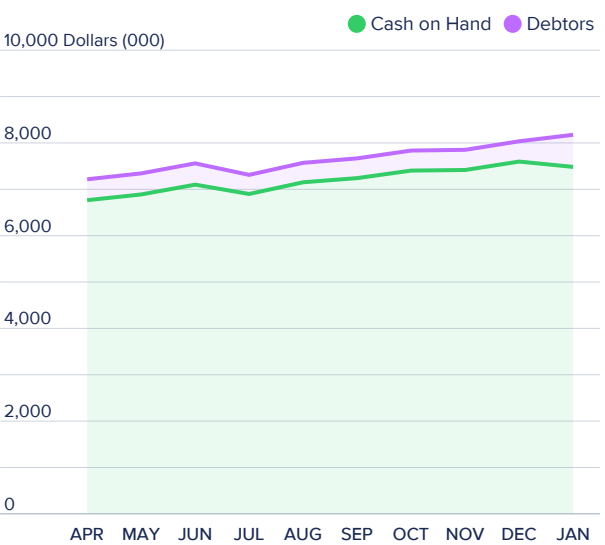
CASH ON HAND - With High and Low Balances



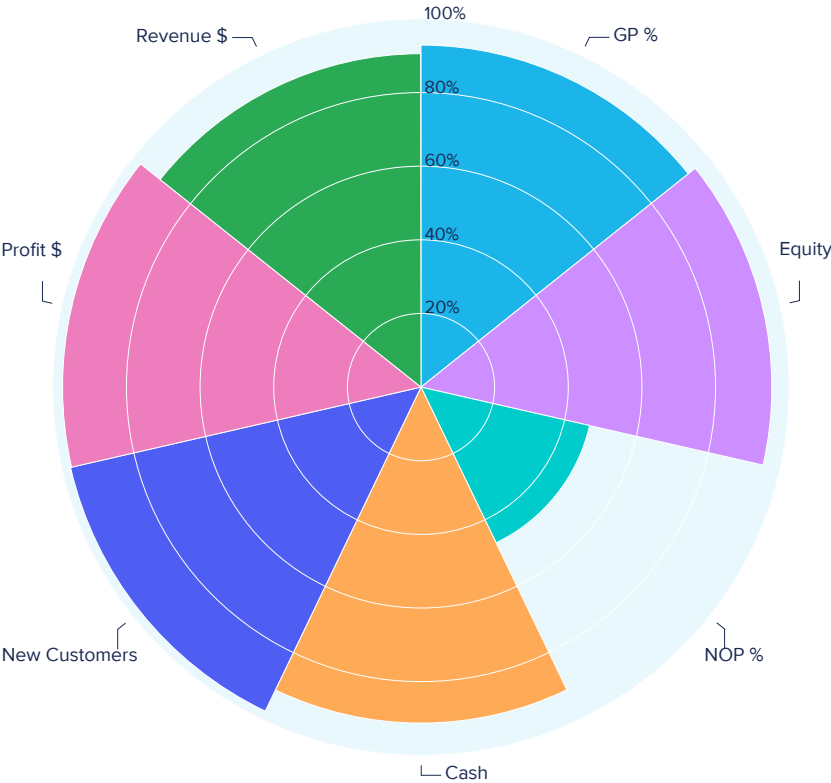
REVENUE AND NET OPERATING PROFIT



LIQUIDITY - (Cash + Debtors)

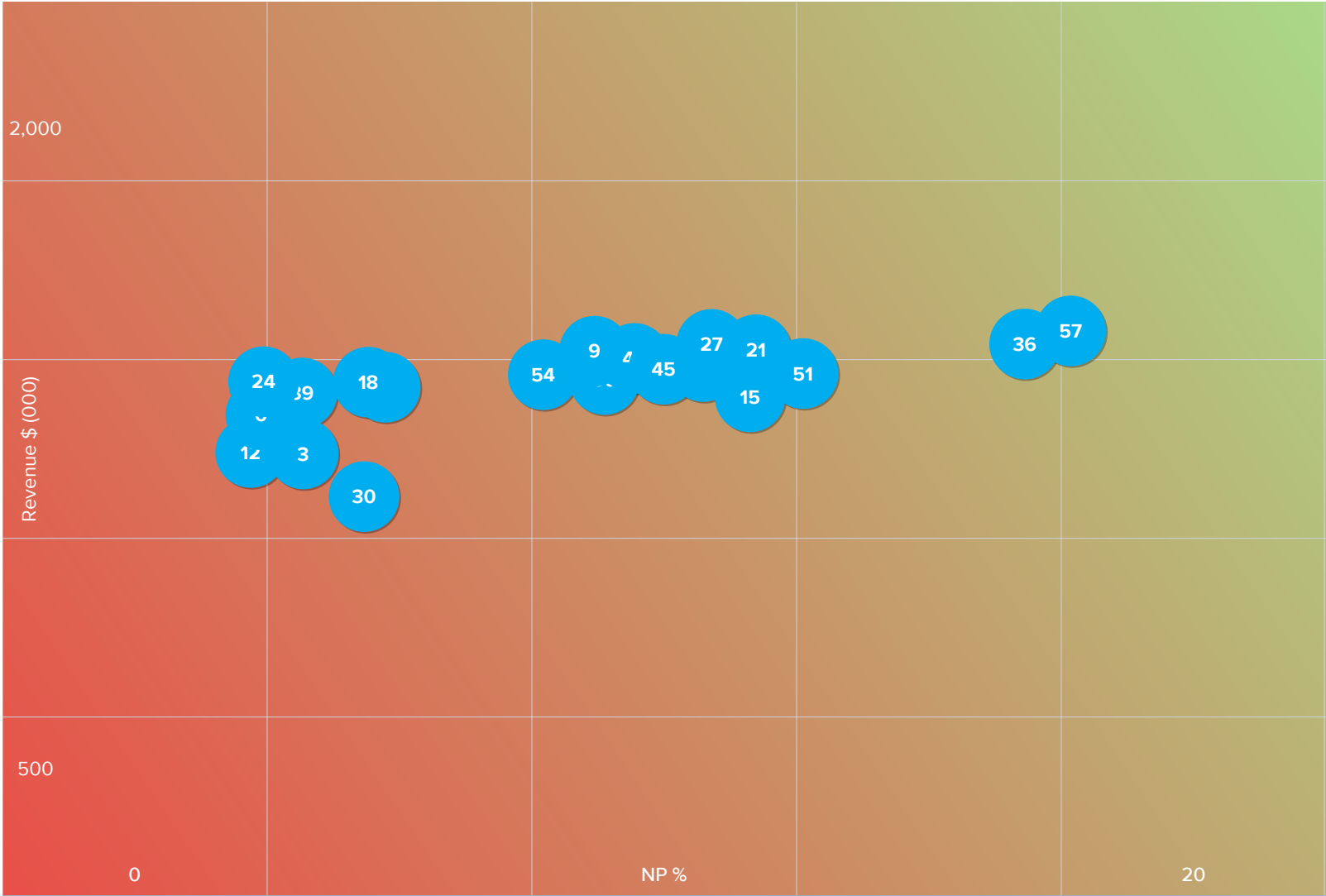


TARGET SCORECARD



Actual vs Target		
	Actual	Target
GP %	65.1%	70.0%
Equity	7,623,358	8,000,000
Net Operating Profit %	8.6%	20.0%
Cash	7,483,262	8,200,000
New Customers	566,375	580,000
Profit \$	2,281,129	2,343,000
Revenue \$	26,470,320	29,230,000

NET PROFIT / REVENUE SPREAD - Year to Date



	1 - Aberdeen		2 - Dumfries		4 - Glasgow		5 - Inverness		6 - Alnwick		7 - Durham	
	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD
Bar Revenue	11.1%	133,816	10.3%	131,096	9.7%	117,280	10.0%	130,767	10.4%	137,829	10.0%	139,163
Dining Revenue	84.3%	1,013,381	85.7%	1,089,128	86.2%	1,037,828	86.1%	1,121,249	85.6%	1,136,817	85.2%	1,180,959
Function Revenue	4.5%	54,656	4.0%	50,922	4.1%	49,165	3.9%	50,684	4.1%	53,865	4.7%	65,821
<b>Total Revenue</b>	<b>100.0%</b>	<b>1,201,853</b>	<b>100.0%</b>	<b>1,271,146</b>	<b>100.0%</b>	<b>1,204,273</b>	<b>100.0%</b>	<b>1,302,700</b>	<b>100.0%</b>	<b>1,328,511</b>	<b>100.0%</b>	<b>1,385,943</b>
Cost of Sales	34.2%	411,063	35.4%	449,986	39.1%	470,872	33.5%	436,405	35.2%	467,637	34.1%	472,607
<b>Gross Profit</b>	<b>0.0%</b>	<b>790,790</b>	<b>0.0%</b>	<b>821,160</b>	<b>0.0%</b>	<b>733,401</b>	<b>0.0%</b>	<b>866,295</b>	<b>0.0%</b>	<b>860,874</b>	<b>0.0%</b>	<b>913,336</b>
GP%		65.8%		64.6%		60.9%		66.5%		64.8%		65.9%
OPEX	61.5%	739,444	61.0%	775,390	57.5%	691,994	55.1%	718,275	59.5%	790,391	54.4%	754,550
<b>NOPBT</b>	<b>4.3%</b>	<b>51,346</b>	<b>3.6%</b>	<b>45,770</b>	<b>3.4%</b>	<b>41,407</b>	<b>11.4%</b>	<b>148,020</b>	<b>5.3%</b>	<b>70,483</b>	<b>11.5%</b>	<b>158,786</b>
<b>NOP%</b>		<b>4.3%</b>		<b>3.6%</b>		<b>3.4%</b>		<b>11.4%</b>		<b>5.3%</b>		<b>11.5%</b>
<b>Net Profit</b>	<b>0.0%</b>	<b>36,970</b>	<b>0.0%</b>	<b>32,956</b>	<b>0.0%</b>	<b>29,813</b>	<b>0.0%</b>	<b>106,574</b>	<b>0.0%</b>	<b>50,747</b>	<b>0.0%</b>	<b>114,327</b>

	8 - Middlesbrough		9 - Newcastle		10 - Sunderland		11 - Blackpool		12 - Chester		13 - Liverpool	
	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD
Bar Revenue	10.3%	137,448	11.1%	155,176	13.2%	148,381	10.1%	136,406	9.7%	135,694	10.3%	134,498
Dining Revenue	85.6%	1,138,072	82.6%	1,152,137	81.8%	921,147	83.1%	1,126,530	86.5%	1,207,229	85.7%	1,122,357
Function Revenue	4.0%	53,833	6.3%	88,045	5.0%	56,792	6.9%	93,275	3.8%	53,141	4.0%	52,691
<b>Total Revenue</b>	<b>100.0%</b>	<b>1,329,353</b>	<b>100.0%</b>	<b>1,395,358</b>	<b>100.0%</b>	<b>1,126,320</b>	<b>100.0%</b>	<b>1,356,211</b>	<b>100.0%</b>	<b>1,396,064</b>	<b>100.0%</b>	<b>1,309,546</b>
Cost of Sales	39.1%	519,843	33.2%	462,640	35.7%	402,101	34.8%	471,961	32.7%	456,514	35.3%	462,267
<b>Gross Profit</b>	<b>0.0%</b>	<b>809,510</b>	<b>0.0%</b>	<b>932,718</b>	<b>0.0%</b>	<b>724,219</b>	<b>0.0%</b>	<b>884,250</b>	<b>0.0%</b>	<b>939,550</b>	<b>0.0%</b>	<b>847,279</b>
GP%		60.9%		66.8%		64.3%		65.2%		67.3%		64.7%
OPEX	57.3%	761,084	56.1%	782,687	59.1%	665,232	54.6%	740,235	51.6%	720,113	60.4%	791,575
<b>NOPBT</b>	<b>3.6%</b>	<b>48,426</b>	<b>10.8%</b>	<b>150,031</b>	<b>5.2%</b>	<b>58,987</b>	<b>10.6%</b>	<b>144,015</b>	<b>15.7%</b>	<b>219,437</b>	<b>4.3%</b>	<b>55,704</b>
<b>NOP%</b>		<b>3.6%</b>		<b>10.8%</b>		<b>5.2%</b>		<b>10.6%</b>		<b>15.7%</b>		<b>4.3%</b>
<b>Net Profit</b>	<b>0.0%</b>	<b>34,867</b>	<b>0.0%</b>	<b>108,023</b>	<b>0.0%</b>	<b>42,471</b>	<b>0.0%</b>	<b>103,691</b>	<b>0.0%</b>	<b>157,995</b>	<b>0.0%</b>	<b>40,106</b>

	14 - Manchester		15 - Preston		16 - Bangor		17 - Cardiff		18 - Carmarthen		19 - Newport	
	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD
Bar Revenue	10.0%	136,666	8.2%	110,663	10.4%	137,294	8.0%	107,632	8.1%	108,742	13.8%	195,608
Dining Revenue	83.6%	1,146,309	88.0%	1,189,021	85.5%	1,128,692	88.3%	1,186,153	88.1%	1,182,304	82.6%	1,172,680
Function Revenue	6.4%	87,554	3.8%	51,787	4.1%	53,614	3.7%	50,049	3.8%	50,718	3.6%	50,918
<b>Total Revenue</b>	<b>100.0%</b>	<b>1,370,529</b>	<b>100.0%</b>	<b>1,351,471</b>	<b>100.0%</b>	<b>1,319,600</b>	<b>100.0%</b>	<b>1,343,834</b>	<b>100.0%</b>	<b>1,341,764</b>	<b>100.0%</b>	<b>1,419,206</b>
Cost of Sales	33.7%	461,870	34.8%	470,313	35.9%	473,735	34.3%	460,937	35.1%	470,958	32.9%	466,671
<b>Gross Profit</b>	<b>0.0%</b>	<b>908,659</b>	<b>0.0%</b>	<b>881,158</b>	<b>0.0%</b>	<b>845,865</b>	<b>0.0%</b>	<b>882,897</b>	<b>0.0%</b>	<b>870,806</b>	<b>0.0%</b>	<b>952,535</b>
GP%		66.3%		65.2%		64.1%		65.7%		64.9%		67.1%
OPEX	56.8%	778,123	55.2%	746,119	58.5%	772,318	53.5%	718,903	56.8%	762,381	50.7%	719,073
<b>NOPBT</b>	<b>9.5%</b>	<b>130,536</b>	<b>10.0%</b>	<b>135,039</b>	<b>5.6%</b>	<b>73,547</b>	<b>12.2%</b>	<b>163,994</b>	<b>8.1%</b>	<b>108,425</b>	<b>16.5%</b>	<b>233,462</b>
<b>NOP%</b>		<b>9.5%</b>		<b>10.0%</b>		<b>5.6%</b>		<b>12.2%</b>		<b>8.1%</b>		<b>16.5%</b>
<b>Net Profit</b>	<b>0.0%</b>	<b>93,986</b>	<b>0.0%</b>	<b>97,228</b>	<b>0.0%</b>	<b>52,953</b>	<b>0.0%</b>	<b>118,076</b>	<b>0.0%</b>	<b>78,066</b>	<b>0.0%</b>	<b>168,094</b>



	20 - Swansea		3 - Edinburgh	
	% of Rev	YTD	% of Rev	YTD
Bar Revenue	10.3%	137,402	10.2%	141,644
Dining Revenue	85.6%	1,141,586	85.8%	1,186,448
Function Revenue	4.1%	54,267	4.0%	55,291
<b>Total Revenue</b>	<b>100.0%</b>	<b>1,333,255</b>	<b>100.0%</b>	<b>1,383,383</b>
Cost of Sales	34.8%	463,975	36.0%	498,021
<b>Gross Profit</b>	<b>0.0%</b>	<b>869,280</b>	<b>0.0%</b>	<b>885,362</b>
GP%		65.2%		64.0%
OPEX	56.1%	748,618	55.1%	762,310
<b>NOPBT</b>	<b>9.1%</b>	<b>120,662</b>	<b>8.9%</b>	<b>123,052</b>
<b>NOP%</b>		<b>9.1%</b>		<b>8.9%</b>
<b>Net Profit</b>	<b>0.0%</b>	<b>86,876</b>	<b>0.0%</b>	<b>88,598</b>