



Thirty Five - Steakhouse Bar & Grill

SPOTLIGHT REPORT (NZD) - June 2019

Prepared 25 July 2019

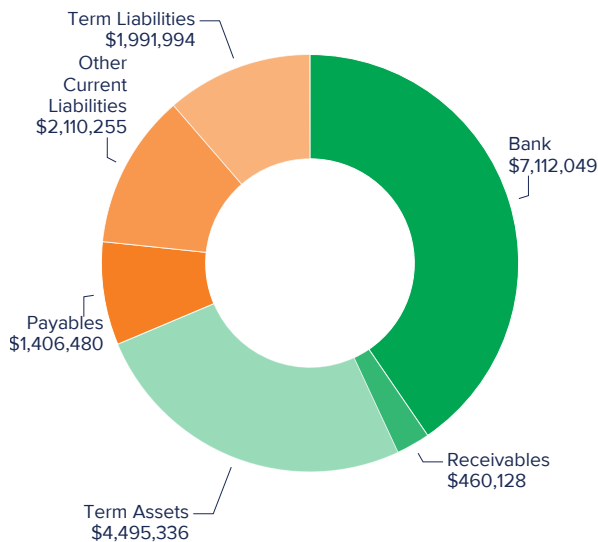
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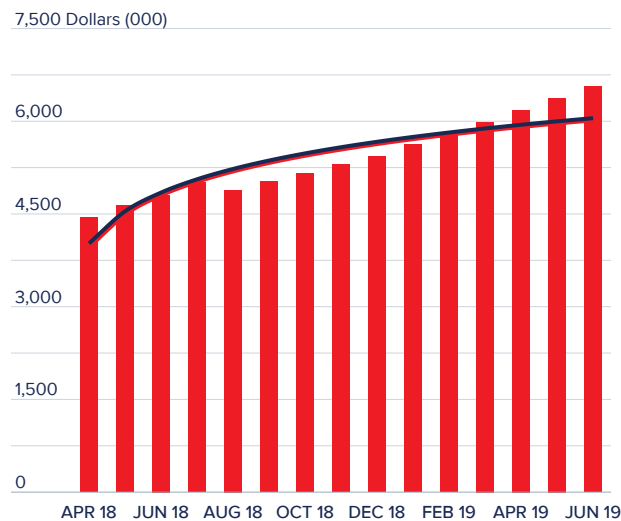
	YTD	Actual vs Last Year		Jun 19 Plus Last 3 Months				Forward Projection Full Year		
	Actual	Last Year	Variance %	Jun 19	May 19	Apr 19	Mar 19	YTD	Budget	Total 19/20
Revenue										
Bar Revenue	874,313	846,526	3.3%	296,097	291,441	286,775	282,117	874,313	2,424,284	3,298,597
Dining Revenue	7,073,842	6,935,967	2.0%	2,379,795	2,357,946	2,336,101	2,314,256	7,073,842	20,232,622	27,306,464
Function Revenue	388,796	377,279	3.1%	131,903	129,599	127,294	124,988	388,796	1,046,627	1,435,423
Total Revenue	8,336,951	8,159,772	2.2%	2,807,795	2,778,986	2,750,170	2,721,361	8,336,951	23,703,533	32,040,484
Cost of Sales	2,913,650	2,851,183	2.2%	981,283	971,216	961,151	951,082	2,913,650	8,282,998	11,196,648
Gross Profit	5,423,301	5,308,589	2.2%	1,826,512	1,807,770	1,789,019	1,770,279	5,423,301	15,420,535	20,843,836
GP%	65.1%	65.1%	0.0%	65.1%	65.1%	65.1%	65.1%	65.1%	65.1%	65.1%
OPEX										
Payroll										
Employers Taxes	5,601	5,491	2.0%	1,880	1,867	1,854	1,841	5,601	16,177	21,778
Wages	3,648,018	3,565,482	2.3%	1,224,472	1,216,008	1,207,538	1,199,081	3,648,018	10,500,815	14,148,833
Total Payroll	3,653,619	3,570,973	2.3%	1,226,352	1,217,875	1,209,392	1,200,922	3,653,619	10,516,992	14,170,611
Utilities										
Rent	606,918	600,555	1.1%	202,306	202,306	202,306	202,306	606,918	1,836,423	2,443,341
Insurance	25,050	23,177	8.1%	16,010	5,004	4,036	3,916	25,050	85,253	110,303
Repairs and Maintenance	21,910	20,330	7.8%	14,486	4,117	3,307	3,209	21,910	67,634	89,544
Total Utilities	653,878	644,062	1.5%	232,802	211,427	209,649	209,431	653,878	1,989,310	2,643,188
Entertainment	151,372	145,704	3.9%	52,213	50,457	48,702	46,960	151,372	359,223	510,595
Financing	63,630	74,210	-14.3%	20,977	21,213	21,440	21,681	63,630	173,178	236,808
Advertising	55,616	40,463	37.4%	13,523	21,299	20,794	21,345	55,616	232,668	288,284
Accounting Fees	28,708	27,328	5.0%	9,464	9,570	9,674	9,780	28,708	93,225	121,933
Sundry Expenses	8,420	8,255	2.0%	2,837	2,807	2,776	2,746	8,420	23,721	32,141
Training	8,943	8,762	2.1%	2,979	2,981	2,983	2,987	8,943	28,177	37,120
Total OPEX	4,624,186	4,519,757	2.3%	1,561,147	1,537,629	1,525,410	1,515,852	4,624,186	13,416,494	18,040,680
NOPBT	799,115	788,832	1.3%	265,365	270,141	263,609	254,427	799,115	2,004,041	2,803,156
NOP%	9.6%	9.7%	-0.1%	9.5%	9.7%	9.6%	9.3%	9.6%	8.5%	8.7%

	Now	Actual vs Last Year to Date			Last 3 Months			Monitors	
	As at Jun 19	Last Year	Variance	Variance %	May 19	Apr 19	Mar 19	CAPEX Monitor	YTD
Accounts Receivable	460,128	451,355	8,773	1.9%	455,641	451,158	446,871	Computer Equipment	637
Bank Accounts	7,112,049	5,564,392	1,547,657	27.8%	6,892,972	6,777,306	6,508,025	Total CAPEX	637
Total Current Assets	7,572,177	6,015,747	1,556,430	25.9%	7,348,613	7,228,464	6,954,896		
Term Assets	4,495,336	4,832,352	-337,016	-7.0%	4,495,124	4,494,912	4,494,699	Debt Monitor	As at Jun 19
Total Assets	12,067,513	10,848,099	1,219,414	11.2%	11,843,737	11,723,376	11,449,595	Taxes	2,048,039
Accounts Payable	1,183,071	1,149,289	33,782	2.9%	1,154,210	1,138,463	1,125,909	Term Loans	1,991,994
Other Current Liabilities	2,333,664	2,248,347	85,317	3.8%	2,274,228	2,318,534	2,201,867	Accounts Payable	1,406,480
Total Current Liabilities	3,543,162	3,347,833	195,329	5.8%	3,474,896	3,725,151	3,472,910	Other	62,216
Term Liabilities	1,991,994	2,642,823	-650,829	-24.6%	2,039,516	2,086,732	2,133,645	Total Debt	5,508,729
Total Liabilities	5,535,156	5,990,656	-455,500	-7.6%	5,514,412	5,811,883	5,606,555		
Net Assets	6,532,357	4,857,443	1,674,914	34.5%	6,329,325	5,911,493	5,843,040		
Equity	5,957,207	4,289,482	1,667,725	38.9%	5,945,056	5,721,694	3,925,627		
Current Year Earnings	575,150	567,961	7,189	1.3%	384,269	189,799	1,917,413		
Total Equity	6,532,357	4,857,443	1,674,914	34.5%	6,329,325	5,911,493	5,843,040		

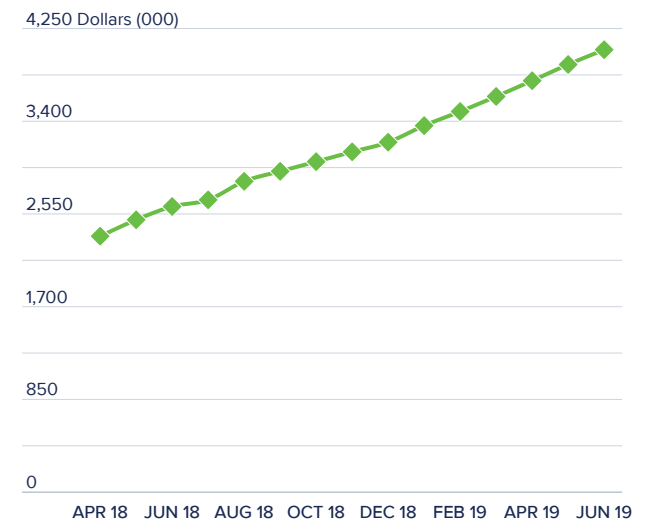
BALANCE SHEET COMPONENTS



EQUITY TREND



LIQUIDITY MONITOR



Revenue			% of Revenue		Gross Profit		GP %		Net Profit		NP %	
Rank		YTD		%	YTD		%		YTD		%	
1	19 - Ne	450,651	19 - Ne	5.4%	19 - Ne	302,468	12 - Ch	67.3%	19 - Ne	58,990	19 - Ne	13.1%
2	12 - Ch	447,496	12 - Ch	5.4%	12 - Ch	301,164	19 - Ne	67.1%	12 - Ch	57,490	12 - Ch	12.8%
3	7 - Du	444,998	7 - Du	5.3%	9 - Ne	294,489	9 - Ne	66.8%	7 - Du	44,174	7 - Du	9.9%
4	9 - Ne	440,574	9 - Ne	5.3%	7 - Du	293,253	5 - In	66.5%	15 - Pr	39,834	17 - Ca	9.5%
5	15 - Pr	437,457	3 - Ed	5.2%	14 - Ma	287,771	14 - Ma	66.3%	17 - Ca	39,656	15 - Pr	9.1%
6	14 - Ma	434,044	11 - Bl	5.2%	15 - Pr	285,221	7 - Du	65.9%	11 - Bl	38,742	11 - Bl	9.0%
7	3 - Ed	433,700	14 - Ma	5.2%	11 - Bl	281,943	1 - Ab	65.8%	9 - Ne	34,668	20 - Sw	7.9%
8	11 - Bl	432,430	15 - Pr	5.2%	3 - Ed	277,568	17 - Ca	65.7%	14 - Ma	34,043	9 - Ne	7.9%
9	8 - Mi	425,112	8 - Mi	5.1%	17 - Ca	274,938	20 - Sw	65.2%	20 - Sw	33,060	14 - Ma	7.8%
10	18 - Cm	422,577	18 - Cm	5.1%	20 - Sw	274,484	11 - Bl	65.2%	18 - Cm	29,688	5 - In	7.2%
11	16 - Ba	420,987	13 - Li	5.0%	18 - Cm	274,253	15 - Pr	65.2%	5 - In	28,121	18 - Cm	7.0%
12	20 - Sw	420,987	16 - Ba	5.0%	6 - Al	272,799	18 - Cm	64.9%	3 - Ed	27,200	3 - Ed	6.3%
13	6 - Al	420,987	20 - Sw	5.0%	16 - Ba	269,853	6 - Al	64.8%	16 - Ba	22,368	16 - Ba	5.3%
14	17 - Ca	418,475	6 - Al	5.0%	13 - Li	269,709	13 - Li	64.7%	6 - Al	21,772	6 - Al	5.2%
15	13 - Li	416,860	17 - Ca	5.0%	5 - In	260,106	2 - Du	64.6%	8 - Mi	17,689	4 - Gl	4.2%
16	2 - Du	395,630	2 - Du	4.7%	8 - Mi	258,827	10 - Su	64.3%	13 - Li	16,952	8 - Mi	4.2%
17	5 - In	391,138	5 - In	4.7%	2 - Du	255,576	16 - Ba	64.1%	4 - Gl	15,727	13 - Li	4.1%
18	4 - Gl	378,454	1 - Ab	4.5%	1 - Ab	245,547	3 - Ed	64.0%	2 - Du	10,636	2 - Du	2.7%
19	1 - Ab	373,359	4 - Gl	4.5%	4 - Gl	230,478	4 - Gl	60.9%	10 - Su	4,803	10 - Su	1.5%
20	10 - Su	331,035	10 - Su	4.0%	10 - Su	212,854	8 - Mi	60.9%	1 - Ab	-463	1 - Ab	-0.1%

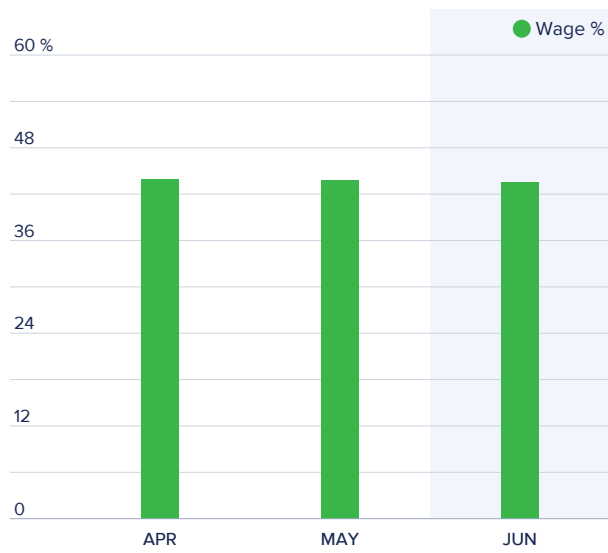
Revenue Stats		% of Revenue Stats		Gross Profit Stats		GP% Stats		Net Profit Stats		NP % Stats	
	YTD		%	YTD		%		YTD		%	
Average	416,848	Average	5.0%	Average	271,165	Average	65.0%	Average	28,758	Average	6.7%
Median	421,782	Median	5.1%	Median	274,369	Median	65.2%	Median	28,905	Median	7.1%
Top 3	447,715	Top 3	5.4%	Top 3	299,374	Top 3	67.1%	Top 3	53,551	Top 3	11.9%
Bottom 3	360,949	Bottom 3	4.3%	Bottom 3	229,626	Bottom 3	61.9%	Bottom 3	4,992	Bottom 3	1.4%

Revenue			% of Revenue		Gross Profit		GP %		Net Profit		NP %	
Rank		YTD		%		YTD		%		YTD		%
1	ORG005	450,651	ORG005	5.4%	ORG005	302,468	ORG012	67.3%	ORG005	58,990	ORG005	13.1%
2	ORG012	447,496	ORG012	5.4%	ORG012	301,164	ORG005	67.1%	ORG012	57,490	ORG012	12.8%
3	ORG017	444,998	ORG017	5.3%	ORG014	294,489	ORG014	66.8%	ORG017	44,174	ORG017	9.9%
4	ORG014	440,574	ORG014	5.3%	ORG017	293,253	ORG018	66.5%	ORG008	39,834	ORG002	9.5%
5	ORG008	437,457	ORG001	5.2%	ORG019	287,771	ORG019	66.3%	ORG002	39,656	ORG008	9.1%
6	ORG019	434,044	ORG016	5.2%	ORG008	285,221	ORG017	65.9%	ORG016	38,742	ORG016	9.0%
7	ORG001	433,700	ORG019	5.2%	ORG016	281,943	ORG003	65.8%	ORG014	34,668	ORG004	7.9%
8	ORG016	432,430	ORG008	5.2%	ORG001	277,568	ORG002	65.7%	ORG019	34,043	ORG014	7.9%
9	ORG020	425,112	ORG020	5.1%	ORG002	274,938	ORG004	65.2%	ORG004	33,060	ORG019	7.8%
10	ORG009	422,577	ORG009	5.1%	ORG004	274,484	ORG016	65.2%	ORG009	29,688	ORG018	7.2%
11	ORG011	420,987	ORG007	5.0%	ORG009	274,253	ORG008	65.2%	ORG018	28,121	ORG009	7.0%
12	ORG004	420,987	ORG011	5.0%	ORG015	272,799	ORG009	64.9%	ORG001	27,200	ORG001	6.3%
13	ORG015	420,987	ORG004	5.0%	ORG011	269,853	ORG015	64.8%	ORG011	22,368	ORG011	5.3%
14	ORG002	418,475	ORG015	5.0%	ORG007	269,709	ORG007	64.7%	ORG015	21,772	ORG015	5.2%
15	ORG007	416,860	ORG002	5.0%	ORG018	260,106	ORG013	64.6%	ORG020	17,689	ORG010	4.2%
16	ORG013	395,630	ORG013	4.7%	ORG020	258,827	ORG006	64.3%	ORG007	16,952	ORG020	4.2%
17	ORG018	391,138	ORG018	4.7%	ORG013	255,576	ORG011	64.1%	ORG010	15,727	ORG007	4.1%
18	ORG010	378,454	ORG003	4.5%	ORG003	245,547	ORG001	64.0%	ORG013	10,636	ORG013	2.7%
19	ORG003	373,359	ORG010	4.5%	ORG010	230,478	ORG010	60.9%	ORG006	4,803	ORG006	1.5%
20	ORG006	331,035	ORG006	4.0%	ORG006	212,854	ORG020	60.9%	ORG003	-463	ORG003	-0.1%

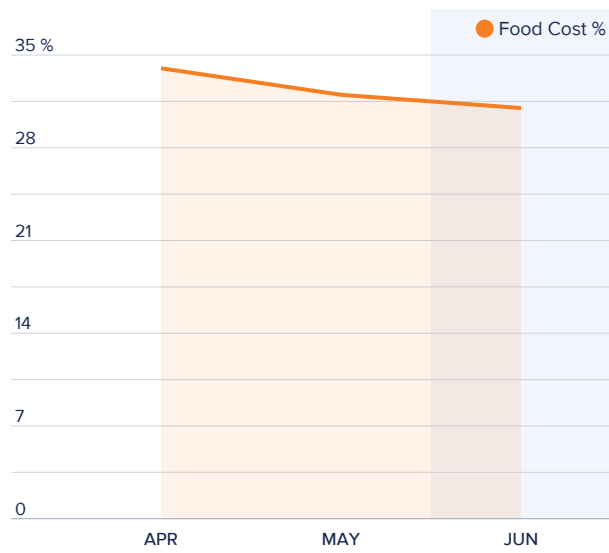
Revenue Stats		% of Revenue Stats		Gross Profit Stats		GP% Stats		Net Profit Stats		NP % Stats	
	YTD		%		YTD		%		YTD		%
Average	416,848	Average	5.0%	Average	271,165	Average	65.0%	Average	28,758	Average	6.7%
Median	421,782	Median	5.1%	Median	274,369	Median	65.2%	Median	28,905	Median	7.1%
Top 3	447,715	Top 3	5.4%	Top 3	299,374	Top 3	67.1%	Top 3	53,551	Top 3	11.9%
Bottom 3	360,949	Bottom 3	4.3%	Bottom 3	229,626	Bottom 3	61.9%	Bottom 3	4,992	Bottom 3	1.4%

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 - Edinburg	433,700	37,778	64.0%	6.3%	239,790	55.3%	4.83	329,569	2.61
5 - Inverness	391,138	39,057	66.5%	7.2%	221,049	56.5%	3.94	375,614	2.36
7 - Durham	444,998	61,352	65.9%	9.9%	231,901	52.1%	5.21	415,277	2.36
11 - Blackpool	432,430	53,808	65.2%	9.0%	228,135	52.8%	5.05	432,588	2.31
6 - Alnwick	420,987	30,239	64.8%	5.2%	242,560	57.6%	5.45	241,562	1.89
9 - Newcastle	440,574	48,150	66.8%	7.9%	246,339	55.9%	4.73	423,517	2.1
2 - Dumfries	395,630	14,772	64.6%	2.7%	240,804	60.9%	5.16	431,656	3.66
12 - Chester	447,496	79,846	67.3%	12.8%	221,318	49.5%	4.75	557,559	2.65
16 - Bangor	420,987	31,067	64.1%	5.3%	238,786	56.7%	5.51	290,340	1.71
4 - Glasgow	378,454	21,842	60.9%	4.2%	208,636	55.1%	3.77	159,826	1.36
18 - Carmarthen	422,577	41,232	64.9%	7.0%	233,021	55.1%	5.24	381,631	1.83
15 - Preston	437,457	55,324	65.2%	9.1%	229,897	52.6%	5.05	400,806	2.24
13 - Liverpool	416,860	23,545	64.7%	4.1%	246,164	59.1%	4.9	232,803	2.64
10 - Sunderland	331,035	6,671	64.3%	1.5%	206,183	62.3%	5.57	208,028	1.43
19 - Newport	450,651	81,930	67.1%	13.1%	220,538	48.9%	4.8	647,334	2.29
20 - Swansea	420,987	45,918	65.2%	7.9%	228,566	54.3%	5.08	365,956	2.11
1 - Aberdeen	373,359	-343	65.8%	-0.1%	245,890	65.9%	4.87	212,408	1.29
17 - Cardiff	418,475	55,077	65.7%	9.5%	219,861	52.5%	4.74	445,504	2.41
14 - Manchester	434,044	47,282	66.3%	7.8%	240,489	55.4%	4.74	346,256	2.6
8 - Middlesbrough	425,112	24,568	60.9%	4.2%	234,259	55.1%	4.91	213,815	1.52

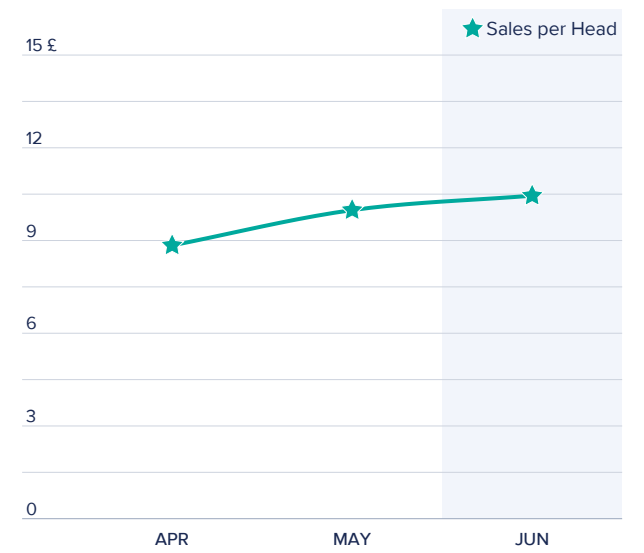
Wage Cost %



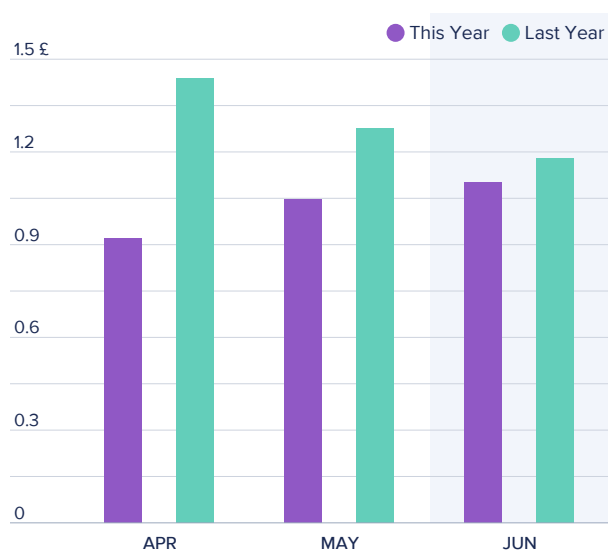
Food Cost %



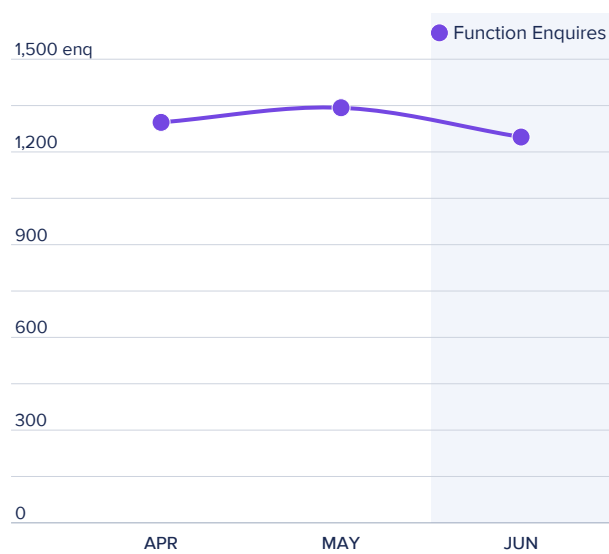
Total Sales per Head



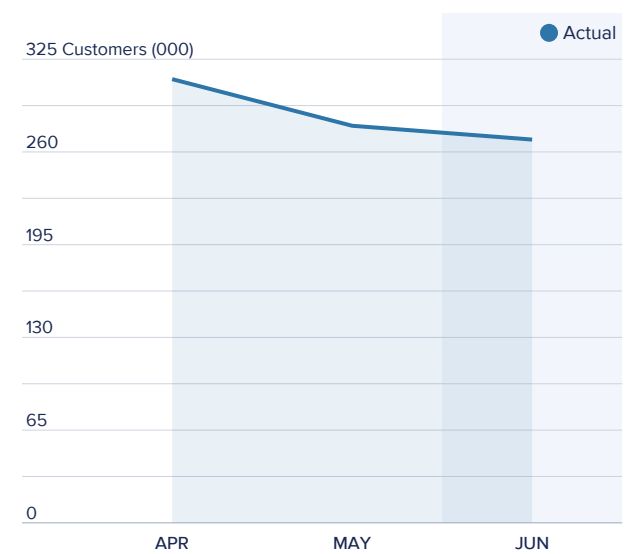
Bar Sales - TY vs LY



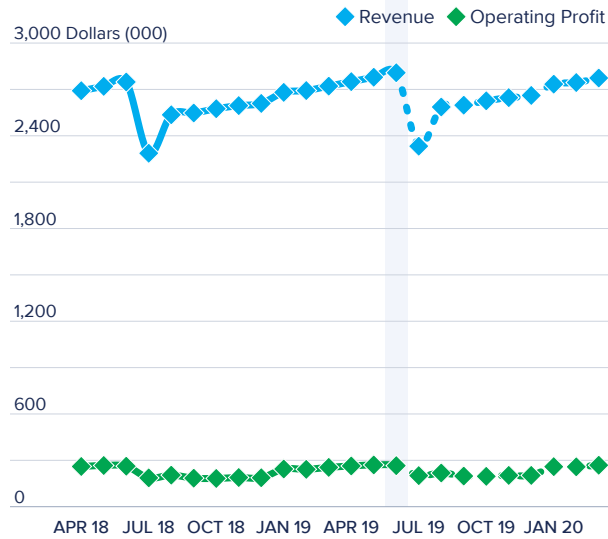
Function Enquires



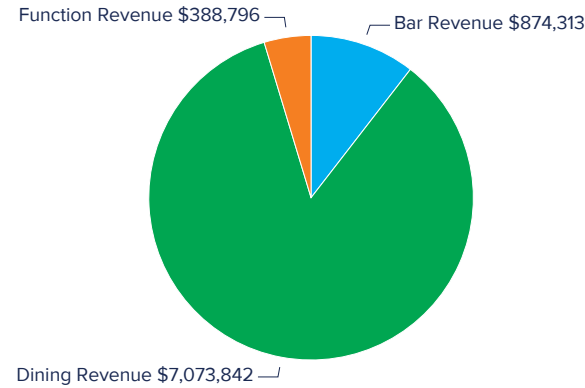
Number of Customers



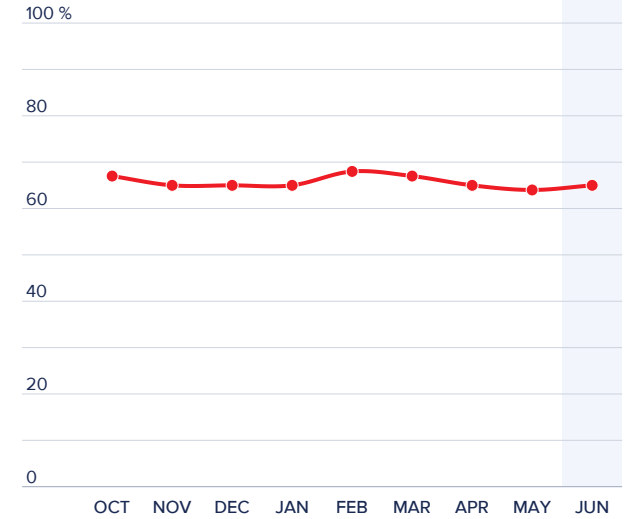
REVENUE AND OPERATING PROFIT TRENDS



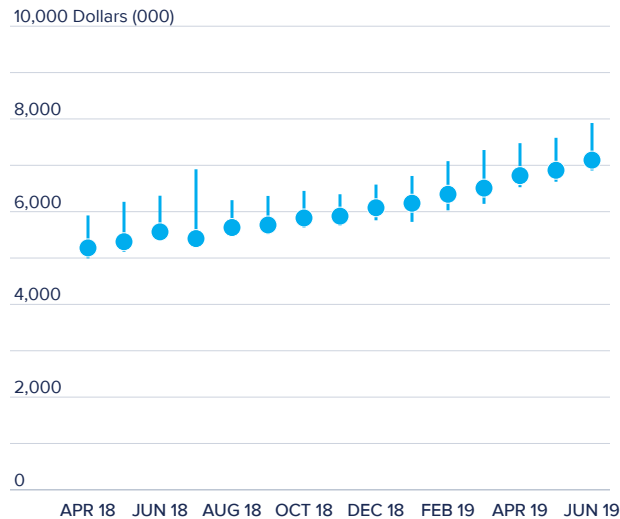
TOP REVENUE CONTRIBUTORS



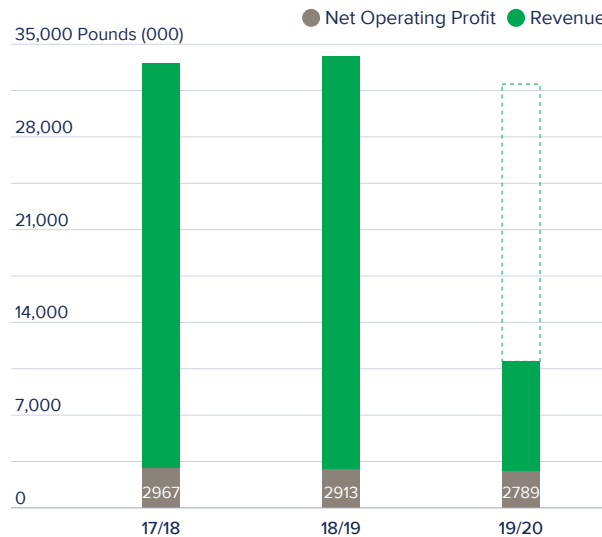
GROSS PROFIT % (EFFICIENCY)



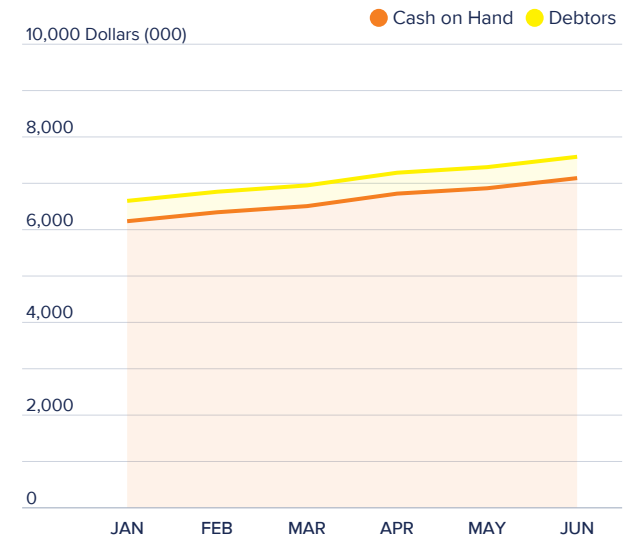
CASH ON HAND - With High and Low Balances



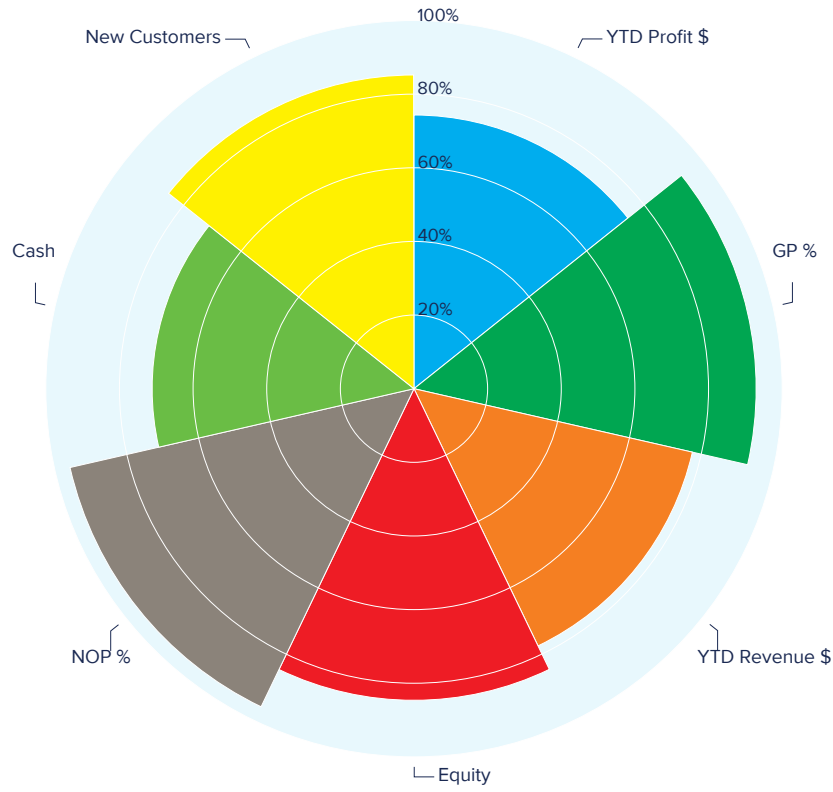
REVENUE AND NET OPERATING PROFIT - Last Year and Current Year



LIQUIDITY - (Cash + Debtors)



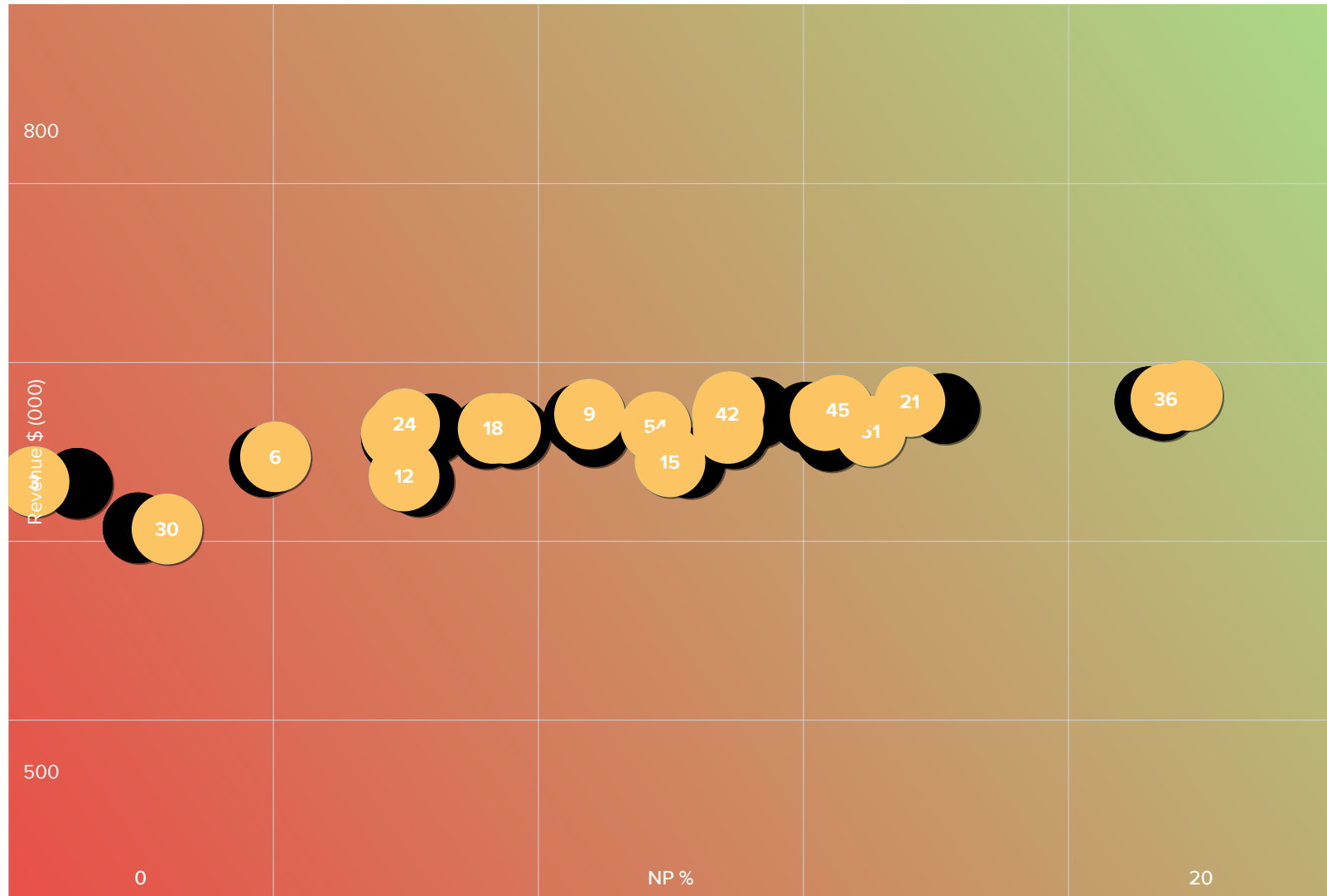
TARGET SCORE CARD



Actual vs Target

	Actual	Target
Profit	799,115	1,075,000
GP %	65.1%	70.0%
Revenue	8,336,951	10,750,000
Equity	6,558,784	7,750,000
Net Operating Profit %	9.6%	10.0%
Cash	7,112,049	10,000,000
New Customers	396,213	465,000

NET PROFIT / REVENUE SPREAD - Year to Date



	1 - Aberdeen		10 - Sunderland		11 - Blackpool		12 - Chester		13 - Liverpool		14 - Manchester	
	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD
Bar Revenue	12.9%	48,106	14.9%	49,178	10.2%	43,996	9.8%	44,007	10.6%	44,007	10.2%	44,441
Dining Revenue	81.9%	305,820	79.5%	263,127	82.2%	355,465	86.3%	386,170	85.3%	355,534	82.7%	359,055
Function Revenue	5.2%	19,433	5.7%	18,730	7.6%	32,969	3.9%	17,319	4.2%	17,319	7.0%	30,548
Total Revenue	100.0%	373,359	100.0%	331,035	100.0%	432,430	100.0%	447,496	100.0%	416,860	100.0%	434,044
Cost of Sales	34.2%	127,812	35.7%	118,181	34.8%	150,487	32.7%	146,332	35.3%	147,151	33.7%	146,273
Gross Profit	0.0%	245,547	0.0%	212,854	0.0%	281,943	0.0%	301,164	0.0%	269,709	0.0%	287,771
GP%		65.8%		64.3%		65.2%		67.3%		64.7%		66.3%
OPEX	65.9%	245,890	62.3%	206,183	52.8%	228,135	49.5%	221,318	59.1%	246,164	55.4%	240,489
NOPBT	0.1%	-343	2.0%	6,671	12.4%	53,808	17.8%	79,846	5.6%	23,545	10.9%	47,282
NOP%		-0.1%		2.0%		12.4%		17.8%		5.6%		10.9%
Net Profit	0.0%	-463	0.0%	4,803	0.0%	38,742	0.0%	57,490	0.0%	16,952	0.0%	34,043

	15 - Preston		16 - Bangor		17 - Cardiff		18 - Carmarthen		19 - Newport		2 - Dumfries	
	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD	% of Rev	YTD
Bar Revenue	7.6%	33,222	10.6%	44,441	7.7%	32,086	7.7%	32,401	14.3%	64,262	10.6%	41,766
Dining Revenue	88.5%	387,318	85.3%	359,055	88.5%	370,330	88.5%	373,960	82.2%	370,330	85.3%	337,426
Function Revenue	3.9%	16,917	4.2%	17,491	3.8%	16,059	3.8%	16,216	3.6%	16,059	4.2%	16,438
Total Revenue	100.0%	437,457	100.0%	420,987	100.0%	418,475	100.0%	422,577	100.0%	450,651	100.0%	395,630
Cost of Sales	34.8%	152,236	35.9%	151,134	34.3%	143,537	35.1%	148,324	32.9%	148,183	35.4%	140,054
Gross Profit	0.0%	285,221	0.0%	269,853	0.0%	274,938	0.0%	274,253	0.0%	302,468	0.0%	255,576
GP%		65.2%		64.1%		65.7%		64.9%		67.1%		64.6%
OPEX	52.6%	229,897	56.7%	238,786	52.5%	219,861	55.1%	233,021	48.9%	220,538	60.9%	240,804
NOPBT	12.6%	55,324	7.4%	31,067	13.2%	55,077	9.8%	41,232	18.2%	81,930	3.7%	14,772
NOP%		12.6%		7.4%		13.2%		9.8%		18.2%		3.7%
Net Profit	0.0%	39,834	0.0%	22,368	0.0%	39,656	0.0%	29,688	0.0%	58,990	0.0%	10,636

	20 - Swansea		3 - Edinburg		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	10.6%	44,441	10.6%	45,782	10.2%	38,604	10.0%	38,949	10.6%	44,441	10.0%	44,336
Dining Revenue	85.3%	359,055	85.3%	369,899	85.7%	324,207	86.2%	337,243	85.3%	359,055	85.2%	379,165
Function Revenue	4.2%	17,491	4.2%	18,019	4.1%	15,643	3.8%	14,946	4.2%	17,491	4.8%	21,497
Total Revenue	100.0%	420,987	100.0%	433,700	100.0%	378,454	100.0%	391,138	100.0%	420,987	100.0%	444,998
Cost of Sales	34.8%	146,503	36.0%	156,132	39.1%	147,976	33.5%	131,032	35.2%	148,188	34.1%	151,745
Gross Profit	0.0%	274,484	0.0%	277,568	0.0%	230,478	0.0%	260,106	0.0%	272,799	0.0%	293,253
GP%		65.2%		64.0%		60.9%		66.5%		64.8%		65.9%
OPEX	54.3%	228,566	55.3%	239,790	55.1%	208,636	56.5%	221,049	57.6%	242,560	52.1%	231,901
NOPBT	10.9%	45,918	8.7%	37,778	5.8%	21,842	10.0%	39,057	7.2%	30,239	13.8%	61,352
NOP%		10.9%		8.7%		5.8%		10.0%		7.2%		13.8%
Net Profit	0.0%	33,060	0.0%	27,200	0.0%	15,727	0.0%	28,121	0.0%	21,772	0.0%	44,174

	8 - Middlesbrough		9 - Newcastle	
	% of Rev	YTD	% of Rev	YTD
Bar Revenue	10.6%	44,876	11.6%	50,971
Dining Revenue	85.3%	362,573	81.5%	359,055
Function Revenue	4.2%	17,663	6.9%	30,548
Total Revenue	100.0%	425,112	100.0%	440,574
Cost of Sales	39.1%	166,285	33.2%	146,085
Gross Profit	0.0%	258,827	0.0%	294,489
GP%		60.9%		66.8%
OPEX	55.1%	234,259	55.9%	246,339
NOPBT	5.8%	24,568	10.9%	48,150
NOP%		5.8%		10.9%
Net Profit	0.0%	17,689	0.0%	34,668