

Example Restaurants Ltd

Period 4 - Ending 26/09/21



Group KPIs

Period

4

YTD Period

1 4



Sales
£134.7K

EBITDA
£6.5K

GP Margin
77.2%

-£0.2K
Cash Inflow/(Outflow)

3.10
Current Ratio

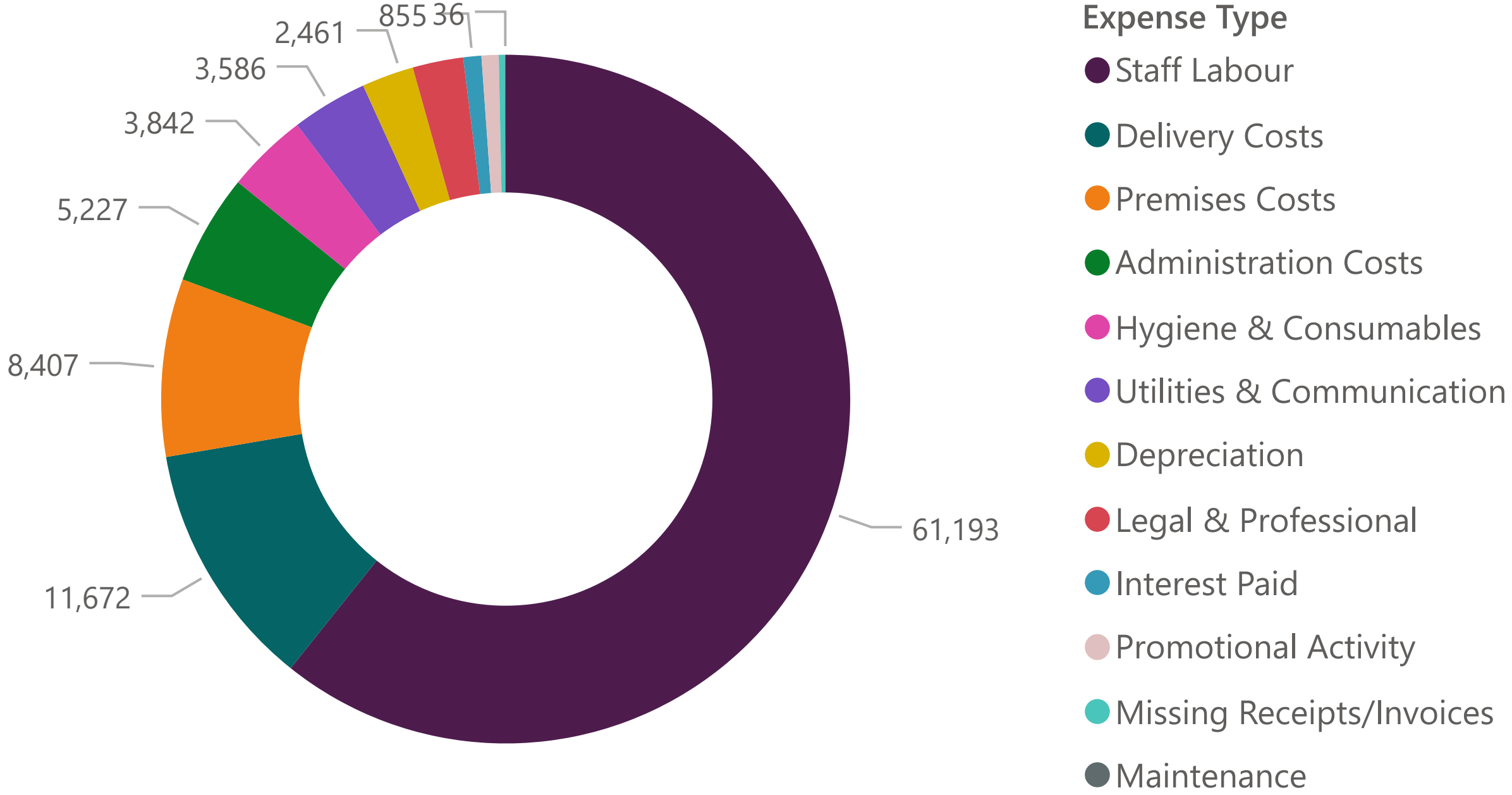
2.96
Quick Ratio

1.2%
ROCE

39.1%
Asset Turnover

250%
Debt-to-Equity

Expenditure Analysis



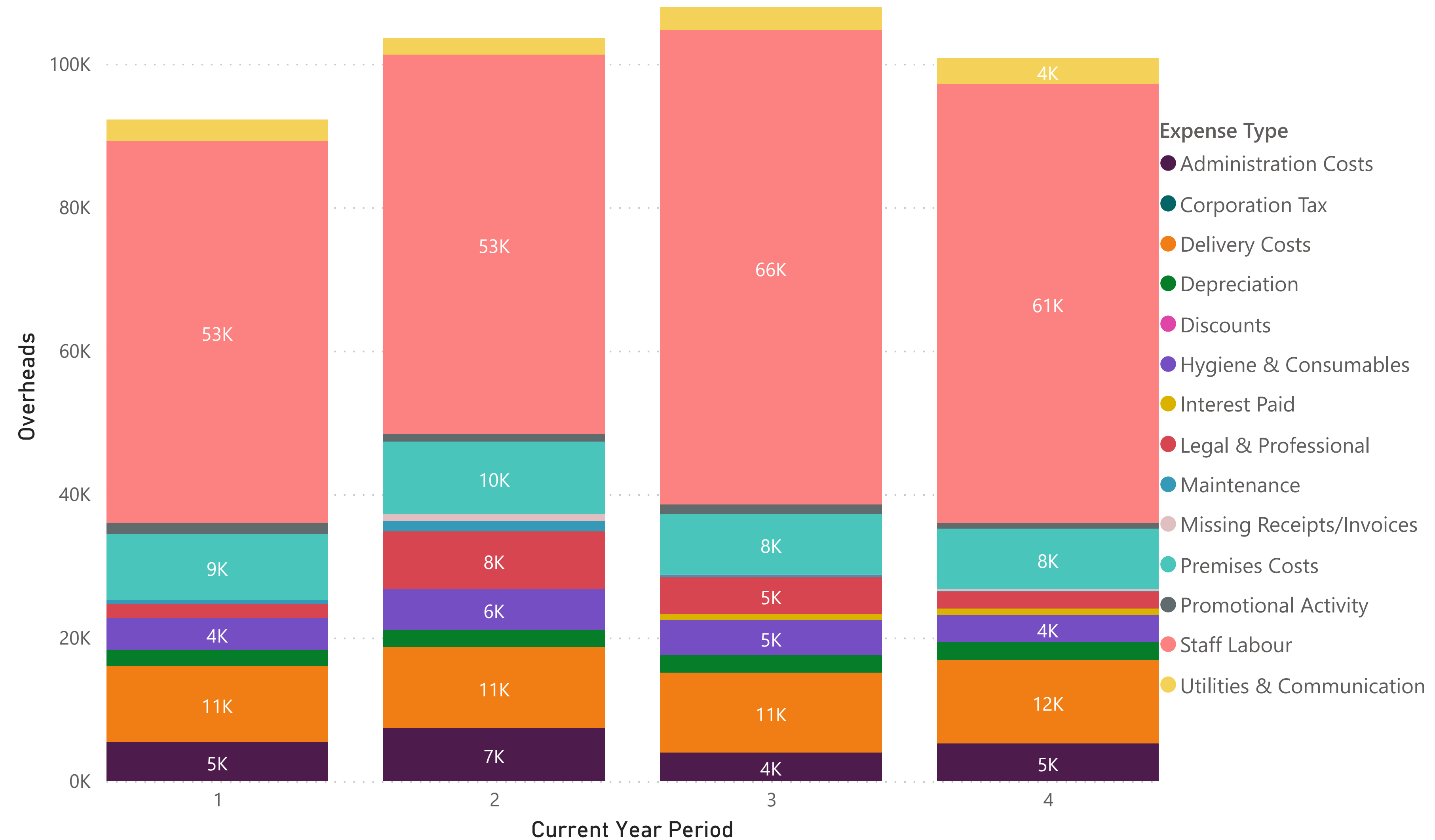
Group Overheads Analysis - by Period

Period

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Overheads by Period and Type



Group Profit & Loss - Period

Period

4



	Period Actuals	Actuals Sales %	Period Budget	Budget Sales %	Period Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
☐ Sales	134,715	-	138,342	-	110,988	-	(3,627)	(2.6)%	23,727	21.4 %
Sales - Drink	21,123	15.7 %	23,233	16.8 %	17,034	15.3 %	(2,110)	(9.1)%	4,089	24.0 %
Sales - Food	113,592	84.3 %	115,109	83.2 %	93,954	84.7 %	(1,517)	(1.3)%	19,638	20.9 %
☐ Cost of Sales	(30,769)	22.8 %	(30,482)	22.0 %	(19,090)	17.2 %	(287)	(0.9)%	(11,679)	(61.2)%
Cost of Sales - Drink	(5,824)	4.3 %	(5,140)	3.7 %	(2,865)	2.6 %	(684)	(13.3)%	(2,959)	(103.3)%
Cost of Sales - Food	(24,945)	18.5 %	(25,342)	18.3 %	(16,225)	14.6 %	397	1.6 %	(8,720)	(53.7)%
Gross Profit	103,946	77.2 %	107,860	78.0 %	91,898	82.8 %	(3,914)	(0.8)%	12,048	(5.6)%
<i>Food GP%</i>	78.0 %	-	78.0 %	-	82.7 %	-	-	0.1 %	-	(4.7)%
<i>Drink GP%</i>	72.4 %	-	77.9 %	-	83.2 %	-	-	(5.4)%	-	(10.8)%
☐ Staff Labour	(61,193)	45.4 %	(58,591)	42.4 %	(71,631)	64.5 %	(2,602)	(4.4)%	10,438	14.6 %
Casual Wages	(3,876)	2.9 %	-	-	(1,121)	1.0 %	(3,876)	-	(2,755)	(245.8)%
CJRS Income	11,788	(8.7)%	-	-	12,394	(11.2)%	11,788	-	(606)	4.9 %
Direct Wages	-	-	-	-	(4,176)	3.8 %	-	-	4,176	100.0 %
E'ers NI	(4,988)	3.7 %	(8,085)	5.8 %	(6,051)	5.5 %	3,097	38.3 %	1,063	17.6 %
Pension Costs	(1,059)	0.8 %	(1,172)	0.8 %	(1,191)	1.1 %	113	9.6 %	131	11.0 %
Salaries	(63,057)	46.8 %	(49,334)	35.7 %	(71,487)	64.4 %	(13,723)	(27.8)%	8,430	11.8 %
☐ Expenses	(27,852)	20.7 %	(14,357)	10.4 %	(27,381)	24.7 %	(13,495)	(94.0)%	(471)	(1.7)%
Administration Costs	(5,227)	3.9 %	(1,371)	1.0 %	(6,576)	5.9 %	(3,856)	(281.3)%	1,349	20.5 %
Delivery Costs	(11,672)	8.7 %	(4,428)	3.2 %	(5,972)	5.4 %	(7,244)	(163.6)%	(5,701)	(95.5)%
Hygiene & Consumables	(3,842)	2.9 %	(1,249)	0.9 %	(4,201)	3.8 %	(2,593)	(207.6)%	359	8.5 %
Legal & Professional	(2,391)	1.8 %	(2,409)	1.7 %	(2,218)	2.0 %	18	0.7 %	(173)	(7.8)%
Maintenance	(36)	0.0 %	(400)	0.3 %	(2,134)	1.9 %	364	91.0 %	2,098	98.3 %
Missing Receipts/Invoices	(287)	0.2 %	-	-	(2,871)	2.6 %	(287)	-	2,584	90.0 %
Promotional Activity	(810)	0.6 %	(651)	0.5 %	(546)	0.5 %	(159)	(24.4)%	(264)	(48.5)%
Utilities & Communication	(3,586)	2.7 %	(3,849)	2.8 %	(2,863)	2.6 %	263	6.8 %	(724)	(25.3)%
☐ Premises Costs	(8,407)	6.2 %	(6,614)	4.8 %	(8,659)	7.8 %	(1,793)	(27.1)%	252	2.9 %
Licences	(42)	0.0 %	-	-	(30)	0.0 %	(42)	-	(12)	(41.3)%
Rates	(218)	0.2 %	(264)	0.2 %	-	-	46	17.2 %	(218)	-
Rent	(8,147)	6.0 %	(6,350)	4.6 %	(8,629)	7.8 %	(1,797)	(28.3)%	482	5.6 %
☐ Other Income	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
EBITDA	6,494	4.8 %	28,298	20.5 %	(15,773)	(14.2)%	(21,804)	(15.6)%	22,267	19.0 %
EBITDA (Exc. OI)	6,494	4.8 %	28,298	20.5 %	(15,773)	(14.2)%	(21,804)	(15.6)%	22,267	19.0 %
☐ Other Expenses	(3,316)	2.5 %	-	-	(2,286)	2.1 %	(3,316)	-	(1,031)	(45.1)%
Corporation Tax	-	-	-	-	-	-	-	-	-	-
Depreciation	(2,461)	1.8 %	-	-	(2,286)	2.1 %	(2,461)	-	(175)	(7.7)%
Interest Paid	(855)	0.6 %	-	-	-	-	(855)	-	(855)	-
Net Profit	3,178	2.4 %	28,298	20.5 %	(18,059)	(16.3)%	(25,120)	(18.1)%	21,236	18.6 %

Group Profit & Loss - Year to Date

Period

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	Actuals YTD	Actuals Sales %	Budget YTD	Budget Sales %	Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Sales	569,398	-	601,015	-	271,888	-	(31,617)	(5.3)%	297,510	109.4 %
Events/Catering	1,260	0.2 %	-	-	-	-	1,260	-	1,260	-
Sales - Drink	92,749	16.3 %	101,918	17.0 %	37,930	14.0 %	(9,169)	(9.0)%	54,819	144.5 %
Sales - Food	475,388	83.5 %	499,097	83.0 %	233,958	86.0 %	(23,709)	(4.8)%	241,430	103.2 %
<input type="checkbox"/> Cost of Sales	(123,649)	21.7 %	(132,573)	22.1 %	(44,462)	16.4 %	8,924	6.7 %	(79,187)	(178.1)%
Gross Profit	445,750	78.3 %	468,442	77.9 %	227,426	83.6 %	(22,692)	0.3 %	218,323	(5.4)%
Food GP%	79.4 %	-	78.0 %	-	84.2 %	-	-	1.4 %	-	(4.8)%
Drink GP%	72.2 %	-	77.8 %	-	80.5 %	-	-	(5.6)%	-	(8.3)%
<input type="checkbox"/> Staff Labour	(233,580)	41.0 %	(238,997)	39.8 %	(160,174)	58.9 %	5,417	2.3 %	(73,407)	(45.8)%
Casual Wages	(13,618)	2.4 %	-	-	(1,121)	0.4 %	(13,618)	-	(12,497)	(1114.8)%
CJRS Income	58,088	(10.2)%	-	-	150,693	(55.4)%	58,088	-	(92,605)	61.5 %
Direct Wages	-	-	-	-	(2,936)	1.1 %	-	-	2,936	100.0 %
E'ers NI	(21,046)	3.7 %	(32,980)	5.5 %	(22,907)	8.4 %	11,934	36.2 %	1,861	8.1 %
Pension Costs	(4,339)	0.8 %	(4,780)	0.8 %	(4,216)	1.6 %	441	9.2 %	(122)	(2.9)%
Salaries	(252,665)	44.4 %	(201,237)	33.5 %	(279,686)	102.9 %	(51,428)	(25.6)%	27,021	9.7 %
<input type="checkbox"/> Expenses	(123,464)	21.7 %	(58,892)	9.8 %	(63,226)	23.3 %	(64,572)	(109.6)%	(60,238)	(95.3)%
Administration Costs	(22,051)	3.9 %	(5,629)	0.9 %	(14,553)	5.4 %	(16,422)	(291.7)%	(7,498)	(51.5)%
Delivery Costs	(44,722)	7.9 %	(18,925)	3.1 %	(9,394)	3.5 %	(25,797)	(136.3)%	(35,328)	(376.1)%
Discounts	-	-	-	-	(1,112)	0.4 %	-	-	1,112	100.0 %
Hygiene & Consumables	(18,797)	3.3 %	(5,102)	0.8 %	(5,383)	2.0 %	(13,695)	(268.4)%	(13,414)	(249.2)%
Legal & Professional	(17,589)	3.1 %	(9,636)	1.6 %	(11,362)	4.2 %	(7,953)	(82.5)%	(6,226)	(54.8)%
Maintenance	(2,282)	0.4 %	(1,600)	0.3 %	(3,326)	1.2 %	(682)	(42.6)%	1,044	31.4 %
Missing Receipts/Invoices	(1,335)	0.2 %	-	-	(7,125)	2.6 %	(1,335)	-	5,790	81.3 %
Promotional Activity	(4,695)	0.8 %	(2,604)	0.4 %	(1,989)	0.7 %	(2,091)	(80.3)%	(2,706)	(136.0)%
Utilities & Communication	(11,994)	2.1 %	(15,396)	2.6 %	(8,981)	3.3 %	3,402	22.1 %	(3,012)	(33.5)%
<input type="checkbox"/> Premises Costs	(36,176)	6.4 %	(26,456)	4.4 %	(38,551)	14.2 %	(9,720)	(36.7)%	2,375	6.2 %
Licences	(891)	0.2 %	-	-	(342)	0.1 %	(891)	-	(549)	(160.5)%
Rates	(921)	0.2 %	(1,056)	0.2 %	-	-	135	12.8 %	(921)	-
Rent	(34,364)	6.0 %	(25,400)	4.2 %	(38,209)	14.1 %	(8,964)	(35.3)%	3,845	10.1 %
<input type="checkbox"/> Other Income	10,001	(1.8)%	-	-	-	-	10,001	-	10,001	-
Government Grants	10,000	(1.8)%	-	-	-	-	10,000	-	10,000	-
Interest Income	1	0.0 %	-	-	-	-	1	-	1	-
EBITDA	62,530	11.0 %	144,097	24.0 %	(34,525)	(12.7)%	(81,567)	(13.0)%	97,055	23.7 %
EBITDA (Exc. OI)	52,529	9.2 %	144,097	24.0 %	(34,525)	(12.7)%	(91,568)	(14.8)%	87,054	21.9 %
<input type="checkbox"/> Other Expenses	(11,309)	2.0 %	-	-	(9,103)	3.3 %	(11,309)	-	(2,207)	(24.2)%
Corporation Tax	-	-	-	-	-	-	-	-	-	-
Depreciation	(9,586)	1.7 %	-	-	(9,103)	3.3 %	(9,586)	-	(483)	(5.3)%
Interest Paid	(1,724)	0.3 %	-	-	-	-	(1,724)	-	(1,724)	-
Net Profit	51,221	9.0 %	144,097	24.0 %	(43,627)	(16.0)%	(92,876)	(15.0)%	94,848	25.0 %

Group Profit & Loss - 12 Period

	20/21								21/22			
	5	6	7	8	9	10	11	12	1	2	3	4
☐ Sales	85,785	95,312	78,324	57,158	58,321	67,370	87,549	131,271	118,852	156,968	158,863	134,715
Dark Kitchen	733	1,337	-	-	-	-	-	-	-	-	-	-
Events/Catering	-	-	-	-	-	-	(240)	-	-	1,260	-	-
Sales - Drink	8,951	12,753	3,418	50	331	475	11,926	21,614	19,334	23,862	28,430	21,123
Sales - Food	76,101	81,221	74,906	57,107	57,990	66,895	75,864	109,657	99,518	131,845	130,433	113,592
☒ Cost of Sales	(14,736)	(19,206)	(17,341)	(9,740)	(9,528)	(12,905)	(22,320)	(26,605)	(25,576)	(34,068)	(33,235)	(30,769)
Gross Profit	71,049	76,106	60,983	47,418	48,793	54,465	65,229	104,666	93,276	122,899	125,628	103,946
<i>GP%</i>	<i>82.8 %</i>	<i>79.8 %</i>	<i>77.9 %</i>	<i>83.0 %</i>	<i>83.7 %</i>	<i>80.8 %</i>	<i>74.5 %</i>	<i>79.7 %</i>	<i>78.5 %</i>	<i>78.3 %</i>	<i>79.1 %</i>	<i>77.2 %</i>
<i>Food GP%</i>	<i>82.7 %</i>	<i>81.9 %</i>	<i>78.5 %</i>	<i>82.9 %</i>	<i>83.6 %</i>	<i>80.7 %</i>	<i>75.9 %</i>	<i>83.9 %</i>	<i>79.9 %</i>	<i>79.1 %</i>	<i>80.5 %</i>	<i>78.0 %</i>
<i>Drink GP%</i>	<i>82.2 %</i>	<i>64.5 %</i>	<i>64.3 %</i>	<i>100.0 %</i>	<i>100.0 %</i>	<i>100.0 %</i>	<i>66.2 %</i>	<i>58.7 %</i>	<i>71.1 %</i>	<i>72.6 %</i>	<i>72.6 %</i>	<i>72.4 %</i>
☐ Staff Labour	(55,963)	(41,672)	(42,491)	(28,887)	(30,333)	(27,093)	(26,350)	(45,422)	(53,286)	(52,919)	(66,182)	(61,193)
Casual Wages	(86)	(72)	(145)	-	-	(190)	-	(264)	(2,766)	(2,506)	(4,470)	(3,876)
CJRS Income	10,291	17,290	19,365	25,283	23,655	27,812	25,814	20,286	17,441	16,881	11,979	11,788
Direct Wages	(2,663)	(1,472)	(1,540)	-	-	-	498	(1,201)	-	-	-	-
E'ers NI	(4,799)	(4,540)	(4,616)	(4,215)	(4,146)	(4,148)	(344)	(4,615)	(5,221)	(5,046)	(5,791)	(4,988)
Pension Costs	(1,027)	(882)	(874)	(833)	(874)	(821)	(864)	(961)	(1,043)	(1,055)	(1,181)	(1,059)
Salaries	(57,679)	(51,996)	(54,682)	(49,122)	(48,968)	(49,747)	(51,454)	(58,666)	(61,695)	(61,194)	(66,719)	(63,057)
<i>Staff Labour %</i>	<i>65.2 %</i>	<i>43.7 %</i>	<i>54.2 %</i>	<i>50.5 %</i>	<i>52.0 %</i>	<i>40.2 %</i>	<i>30.1 %</i>	<i>34.6 %</i>	<i>44.8 %</i>	<i>33.7 %</i>	<i>41.7 %</i>	<i>45.4 %</i>
☐ Expenses	(21,713)	(18,990)	(25,506)	(26,474)	(28,590)	(30,199)	(29,155)	(34,097)	(27,372)	(38,188)	(30,051)	(27,852)
Administration Costs	(3,772)	(3,977)	(5,929)	(3,097)	(2,118)	(3,499)	(4,556)	(1,822)	(5,448)	(7,382)	(3,994)	(5,227)
Delivery Costs	(9,236)	(6,221)	(7,933)	(9,141)	(9,029)	(8,778)	(10,208)	(10,550)	(10,571)	(11,355)	(11,124)	(11,672)
Hygiene & Consumables	(344)	(5,126)	(1,839)	(3,632)	(2,213)	(3,589)	(4,707)	(4,652)	(4,388)	(5,684)	(4,882)	(3,842)
Legal & Professional	(2,553)	(1,878)	(2,753)	(3,682)	(4,312)	(1,632)	(1,972)	(2,061)	(2,027)	(8,014)	(5,156)	(2,391)
Maintenance	(1,406)	(340)	(1,670)	(2,621)	(2,222)	(5,208)	(5,236)	(1,901)	(470)	(1,431)	(345)	(36)
Missing Receipts/Invoices	(96)	(218)	(108)	-	(270)	-	(1,284)	1,245	-	(992)	(56)	(287)
Promotional Activity	(428)	(891)	(227)	(124)	(269)	(149)	22	(743)	(1,539)	(1,061)	(1,285)	(810)
Utilities & Communication	(3,878)	(340)	(5,047)	(4,176)	(8,157)	(7,345)	(1,214)	(13,614)	(2,929)	(2,269)	(3,209)	(3,586)
☐ Premises Costs	(8,106)	(8,341)	(10,909)	(8,811)	(8,074)	(11,087)	(12,454)	(78)	(9,250)	(10,111)	(8,407)	(8,407)
Licences	(211)	(42)	(43)	(31)	(28)	(628)	(349)	(114)	(759)	(49)	(42)	(42)
Rates	-	-	(2,059)	(458)	(210)	(1,653)	1,194	(242)	(211)	(273)	(218)	(218)
Rent	(7,895)	(8,299)	(8,807)	(8,322)	(7,836)	(8,807)	(13,299)	278	(8,281)	(9,789)	(8,147)	(8,147)
<i>Premises Costs %</i>	<i>9.4 %</i>	<i>8.8 %</i>	<i>13.9 %</i>	<i>15.4 %</i>	<i>13.8 %</i>	<i>16.5 %</i>	<i>14.2 %</i>	<i>.1 %</i>	<i>7.8 %</i>	<i>6.4 %</i>	<i>5.3 %</i>	<i>6.2 %</i>
☒ Other Income	-	15,000	17,000	-	55,000	15,000	42,781	-	10,000	1	-	-
EBITDA	(14,734)	22,103	(922)	(16,753)	36,796	1,086	40,052	25,069	13,367	21,682	20,988	6,494
EBITDA (Exc. OI)	(14,734)	7,103	(17,922)	(16,753)	(18,204)	(13,914)	(2,729)	25,069	3,367	21,681	20,988	6,494
<i>EBITDA%</i>	<i>(17.2)%</i>	<i>23.2 %</i>	<i>(1.2)%</i>	<i>(29.3)%</i>	<i>63.1 %</i>	<i>1.6 %</i>	<i>45.7 %</i>	<i>19.1 %</i>	<i>11.2 %</i>	<i>13.8 %</i>	<i>13.2 %</i>	<i>4.8 %</i>
<i>EBITDA% (Exc. OI)</i>	<i>(17.2)%</i>	<i>7.5 %</i>	<i>(22.9)%</i>	<i>(29.3)%</i>	<i>(31.2)%</i>	<i>(20.7)%</i>	<i>(3.1)%</i>	<i>19.1 %</i>	<i>2.8 %</i>	<i>13.8 %</i>	<i>13.2 %</i>	<i>4.8 %</i>
☒ Other Expenses	(2,286)	(2,286)	(2,287)	(2,287)	(2,287)	(3,455)	(2,312)	(2,312)	(2,312)	(2,376)	(3,305)	(3,316)
Net Profit	(17,020)	19,817	(3,209)	(19,040)	34,510	(2,369)	37,740	22,757	11,055	19,305	17,683	3,178
<i>Net Profit %</i>	<i>(19.8)%</i>	<i>20.8 %</i>	<i>(4.1)%</i>	<i>(33.3)%</i>	<i>59.2 %</i>	<i>(3.5)%</i>	<i>43.1 %</i>	<i>17.3 %</i>	<i>9.3 %</i>	<i>12.3 %</i>	<i>11.1 %</i>	<i>2.4 %</i>

Consolidated Outlet Profit & Loss - Period

Period

4



	Period Actuals	Actuals Sales %	Period Budget	Budget Sales %	Period Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
☐ Sales	134,715	-	138,342	-	110,988	-	(3,627)	(2.6)%	23,727	21.4 %
Sales - Drink	21,123	15.7 %	23,233	16.8 %	17,034	15.3 %	(2,110)	(9.1)%	4,089	24.0 %
Sales - Food	113,592	84.3 %	115,109	83.2 %	93,954	84.7 %	(1,517)	(1.3)%	19,638	20.9 %
☐ Cost of Sales	(30,769)	22.8 %	(30,482)	22.0 %	(19,090)	17.2 %	(287)	(0.9)%	(11,679)	(61.2)%
Cost of Sales - Drink	(5,824)	4.3 %	(5,140)	3.7 %	(2,865)	2.6 %	(684)	(13.3)%	(2,959)	(103.3)%
Cost of Sales - Food	(24,945)	18.5 %	(25,342)	18.3 %	(16,225)	14.6 %	397	1.6 %	(8,720)	(53.7)%
Gross Profit	103,946	77.2 %	107,860	78.0 %	91,898	82.8 %	(3,914)	(0.8)%	12,048	(5.6)%
<i>Food GP%</i>	78.0 %	-	78.0 %	-	82.7 %	-	-	0.1 %	-	(4.7)%
<i>Drink GP%</i>	72.4 %	-	77.9 %	-	83.2 %	-	-	(5.4)%	-	(10.8)%
☐ Staff Labour	(51,910)	38.5 %	(58,591)	42.4 %	(56,780)	51.2 %	6,681	11.4 %	4,870	8.6 %
Casual Wages	(3,876)	2.9 %	-	-	(1,121)	1.0 %	(3,876)	-	(2,755)	(245.8)%
CJRS Income	5,925	(4.4)%	-	-	6,508	(5.9)%	5,925	-	(583)	9.0 %
Direct Wages	-	-	-	-	(4,009)	3.6 %	-	-	4,009	100.0 %
E'ers NI	(3,608)	2.7 %	(8,085)	5.8 %	(4,289)	3.9 %	4,477	55.4 %	681	15.9 %
Pension Costs	(811)	0.6 %	(1,172)	0.8 %	(841)	0.8 %	361	30.8 %	30	3.5 %
Salaries	(49,541)	36.8 %	(49,334)	35.7 %	(53,028)	47.8 %	(207)	(0.4)%	3,488	6.6 %
☐ Expenses	(20,402)	15.1 %	(14,357)	10.4 %	(18,461)	16.6 %	(6,045)	(42.1)%	(1,941)	(10.5)%
Administration Costs	(2,283)	1.7 %	(1,371)	1.0 %	(3,203)	2.9 %	(912)	(66.5)%	920	28.7 %
Delivery Costs	(11,672)	8.7 %	(4,428)	3.2 %	(5,972)	5.4 %	(7,244)	(163.6)%	(5,701)	(95.5)%
Hygiene & Consumables	(3,818)	2.8 %	(1,249)	0.9 %	(4,183)	3.8 %	(2,569)	(205.7)%	366	8.7 %
Legal & Professional	(213)	0.2 %	(2,409)	1.7 %	(319)	0.3 %	2,196	91.2 %	106	33.2 %
Maintenance	(13)	0.0 %	(400)	0.3 %	(1,529)	1.4 %	387	96.8 %	1,516	99.2 %
Missing Receipts/Invoices	(77)	0.1 %	-	-	-	-	(77)	-	(77)	-
Promotional Activity	-	-	(651)	0.5 %	(531)	0.5 %	651	100.0 %	531	100.0 %
Utilities & Communication	(2,326)	1.7 %	(3,849)	2.8 %	(2,724)	2.5 %	1,523	39.6 %	399	14.6 %
☐ Premises Costs	(7,860)	5.8 %	(6,614)	4.8 %	(7,630)	6.9 %	(1,246)	(18.8)%	(231)	(3.0)%
Licences	(42)	0.0 %	-	-	(30)	0.0 %	(42)	-	(12)	(41.3)%
Rates	(218)	0.2 %	(264)	0.2 %	-	-	46	17.2 %	(218)	-
Rent	(7,600)	5.6 %	(6,350)	4.6 %	(7,600)	6.8 %	(1,250)	(19.7)%	-	-
☐ Other Income	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
EBITDA	23,774	17.6 %	28,298	20.5 %	9,028	8.1 %	(4,524)	(2.8)%	14,747	9.5 %
EBITDA (Exc. OI)	23,774	17.6 %	28,298	20.5 %	9,028	8.1 %	(4,524)	(2.8)%	14,747	9.5 %
☐ Other Expenses	-	-	-	-	(1,871)	1.7 %	-	-	1,871	100.0 %
Net Profit	23,774	17.6 %	28,298	20.5 %	7,157	6.4 %	(4,524)	(2.8)%	16,617	11.2 %

Consolidated Outlet Profit & Loss - YTD

1

4

	Period Actuals	Actuals Sales %	Period Budget	Budget Sales %	Period Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
Sales	569,398	-	601,015	-	271,888	-	(31,617)	(5.3)%	297,510	109.4 %
Events/Catering	1,260	0.2 %	-	-	-	-	1,260	-	1,260	-
Sales - Drink	92,749	16.3 %	101,918	17.0 %	37,930	14.0 %	(9,169)	(9.0)%	54,819	144.5 %
Sales - Food	475,388	83.5 %	499,097	83.0 %	233,958	86.0 %	(23,709)	(4.8)%	241,430	103.2 %
Cost of Sales	(123,649)	21.7 %	(132,573)	22.1 %	(44,462)	16.4 %	8,924	6.7 %	(79,187)	(178.1)%
Cost of Sales - Drink	(25,745)	4.5 %	(22,578)	3.8 %	(7,399)	2.7 %	(3,167)	(14.0)%	(18,347)	(248.0)%
Cost of Sales - Food	(97,903)	17.2 %	(109,995)	18.3 %	(37,063)	13.6 %	12,092	11.0 %	(60,840)	(164.2)%
Gross Profit	445,750	78.3 %	468,442	77.9 %	227,426	83.6 %	(22,692)	0.3 %	218,323	(5.4)%
Food GP%	79.4 %	-	78.0 %	-	84.2 %	-	-	1.4 %	-	(4.8)%
Drink GP%	72.2 %	-	77.8 %	-	80.5 %	-	-	(5.6)%	-	(8.3)%
Staff Labour	(197,523)	34.7 %	(238,997)	39.8 %	(105,285)	38.7 %	41,474	17.4 %	(92,238)	(87.6)%
Casual Wages	(13,618)	2.4 %	-	-	(1,121)	0.4 %	(13,618)	-	(12,497)	(1114.8)%
CJRS Income	30,185	(5.3)%	-	-	105,612	(38.8)%	30,185	-	(75,427)	71.4 %
Direct Wages	-	-	-	-	(2,639)	1.0 %	-	-	2,639	100.0 %
E'ers NI	(15,121)	2.7 %	(32,980)	5.5 %	(14,741)	5.4 %	17,859	54.2 %	(380)	(2.6)%
Pension Costs	(3,276)	0.6 %	(4,780)	0.8 %	(2,743)	1.0 %	1,504	31.5 %	(534)	(19.5)%
Salaries	(195,693)	34.4 %	(201,237)	33.5 %	(189,654)	69.8 %	5,544	2.8 %	(6,040)	(3.2)%
Expenses	(91,360)	16.0 %	(58,892)	9.8 %	(37,565)	13.8 %	(32,468)	(55.1)%	(53,794)	(143.2)%
Administration Costs	(11,889)	2.1 %	(5,629)	0.9 %	(6,922)	2.5 %	(6,260)	(111.2)%	(4,967)	(71.8)%
Delivery Costs	(44,722)	7.9 %	(18,925)	3.1 %	(9,394)	3.5 %	(25,797)	(136.3)%	(35,328)	(376.1)%
Discounts	-	-	-	-	(1,112)	0.4 %	-	-	1,112	100.0 %
Hygiene & Consumables	(17,555)	3.1 %	(5,102)	0.8 %	(5,699)	2.1 %	(12,453)	(244.1)%	(11,856)	(208.0)%
Legal & Professional	(874)	0.2 %	(9,636)	1.6 %	(1,241)	0.5 %	8,762	90.9 %	367	29.6 %
Maintenance	(2,175)	0.4 %	(1,600)	0.3 %	(3,390)	1.2 %	(575)	(35.9)%	1,215	35.8 %
Missing Receipts/Invoices	(742)	0.1 %	-	-	-	-	(742)	-	(742)	-
Promotional Activity	(1,452)	0.3 %	(2,604)	0.4 %	(2,063)	0.8 %	1,152	44.3 %	612	29.6 %
Utilities & Communication	(11,952)	2.1 %	(15,396)	2.6 %	(7,744)	2.8 %	3,444	22.4 %	(4,208)	(54.3)%
Premises Costs	(33,550)	5.9 %	(26,456)	4.4 %	(35,764)	13.2 %	(7,094)	(26.8)%	2,214	6.2 %
Licences	(891)	0.2 %	-	-	(313)	0.1 %	(891)	-	(579)	(185.1)%
Rates	(921)	0.2 %	(1,056)	0.2 %	-	-	135	12.8 %	(921)	-
Rent	(31,738)	5.6 %	(25,400)	4.2 %	(35,452)	13.0 %	(6,338)	(25.0)%	3,714	10.5 %
Other Income	-	-	-	-	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
EBITDA	123,317	21.7 %	144,097	24.0 %	48,811	18.0 %	(20,780)	(2.3)%	74,505	3.7 %
EBITDA (Exc. OI)	123,317	21.7 %	144,097	24.0 %	48,811	18.0 %	(20,780)	(2.3)%	74,505	3.7 %
Other Expenses	(3,638)	0.6 %	-	-	(6,695)	2.5 %	(3,638)	-	3,057	45.7 %
Net Profit	119,679	21.0 %	144,097	24.0 %	42,116	15.5 %	(24,418)	(3.0)%	77,562	5.5 %

Consolidated Outlet Profit & Loss - 12 Period

	20/21								21/22			
	5	6	7	8	9	10	11	12	1	2	3	4
⊕ Sales	85,785	95,312	78,119	56,906	58,144	67,370	87,549	131,271	118,852	156,968	158,863	134,715
⊕ Cost of Sales	(14,736)	(19,206)	(17,341)	(9,740)	(9,528)	(12,905)	(22,320)	(26,605)	(25,576)	(34,068)	(33,235)	(30,769)
Gross Profit	71,049	76,106	60,778	47,166	48,615	54,465	65,229	104,666	93,276	122,899	125,628	103,946
<i>GP%</i>	82.8 %	79.8 %	77.8 %	82.9 %	83.6 %	80.8 %	74.5 %	79.7 %	78.5 %	78.3 %	79.1 %	77.2 %
<i>Food GP%</i>	82.7 %	81.9 %	78.4 %	82.9 %	83.5 %	80.7 %	75.9 %	83.9 %	79.9 %	79.1 %	80.5 %	78.0 %
<i>Drink GP%</i>	82.2 %	64.5 %	65.0 %	100.0 %	100.0 %	100.0 %	66.2 %	58.7 %	71.1 %	72.6 %	72.6 %	72.4 %
⊖ Staff Labour	(40,045)	(29,721)	(31,318)	(22,746)	(14,519)	(13,314)	(21,197)	(26,457)	(46,170)	(45,764)	(53,680)	(51,910)
Casual Wages	(86)	(72)	(145)	-	-	(190)	-	(264)	(2,766)	(2,506)	(4,470)	(3,876)
CJRS Income	7,224	10,383	11,707	16,505	24,549	26,673	17,278	21,781	9,407	8,897	5,956	5,925
Direct Wages	(2,476)	(1,255)	(1,345)	-	-	-	498	(1,064)	-	-	-	-
E'ers NI	(3,157)	(2,907)	(2,986)	(2,879)	(2,809)	(2,811)	(239)	(3,068)	(3,837)	(3,671)	(4,006)	(3,608)
Pension Costs	(710)	(615)	(608)	(595)	(636)	(583)	(626)	(670)	(794)	(807)	(863)	(811)
Salaries	(40,841)	(35,255)	(37,941)	(35,777)	(35,623)	(36,402)	(38,109)	(43,172)	(48,179)	(47,677)	(50,297)	(49,541)
<i>Staff Labour %</i>	46.7 %	31.2 %	40.1 %	40.0 %	25.0 %	19.8 %	24.2 %	20.2 %	38.8 %	29.2 %	33.8 %	38.5 %
⊖ Expenses	(18,320)	(15,718)	(19,544)	(20,617)	(23,389)	(26,546)	(24,705)	(18,255)	(22,080)	(27,386)	(21,492)	(20,402)
Administration Costs	(3,059)	(3,039)	(2,902)	(1,433)	(955)	(1,614)	(3,520)	1,408	(3,244)	(3,787)	(2,575)	(2,283)
Delivery Costs	(9,236)	(6,221)	(7,933)	(9,141)	(9,029)	(8,778)	(10,208)	(10,550)	(10,571)	(11,355)	(11,124)	(11,672)
Hygiene & Consumables	(256)	(5,034)	(1,800)	(3,264)	(2,213)	(3,428)	(4,493)	(3,791)	(4,118)	(5,464)	(4,155)	(3,818)
Legal & Professional	(431)	(208)	(214)	(214)	(1,144)	(218)	(233)	(241)	(210)	(238)	(213)	(213)
Maintenance	(1,383)	(316)	(1,626)	(2,598)	(2,177)	(5,173)	(5,212)	(14)	(432)	(1,408)	(322)	(13)
Missing Receipts/Invoices	-	-	-	-	-	-	-	1,335	-	(639)	(26)	(77)
Promotional Activity	(77)	(685)	(78)	100	(74)	(79)	82	(668)	(700)	(751)	-	-
Utilities & Communication	(3,878)	(215)	(4,991)	(4,066)	(7,798)	(7,258)	(1,121)	(5,735)	(2,805)	(3,745)	(3,077)	(2,326)
⊖ Premises Costs	(7,430)	(7,687)	(9,748)	(8,135)	(7,463)	(9,355)	(11,800)	454	(8,402)	(9,428)	(7,860)	(7,860)
Licences	(211)	(42)	(43)	(31)	(28)	(56)	(349)	(258)	(759)	(49)	(42)	(42)
Rates	-	-	(2,059)	(458)	(210)	(1,653)	1,194	(242)	(211)	(273)	(218)	(218)
Rent	(7,219)	(7,645)	(7,646)	(7,646)	(7,225)	(7,646)	(12,645)	954	(7,432)	(9,106)	(7,600)	(7,600)
<i>Premises Costs %</i>	8.7 %	8.1 %	12.5 %	14.3 %	12.8 %	13.9 %	13.5 %	(.3)%	7.1 %	6.0 %	4.9 %	5.8 %
⊕ Other Income	-	5,000	5,000	-	5,000	5,000	-	-	-	-	-	-
EBITDA	5,254	27,980	5,167	(4,331)	8,244	10,250	7,528	60,407	16,624	40,322	42,597	23,774
EBITDA (Exc. OI)	5,254	22,980	167	(4,331)	3,244	5,250	7,528	60,407	16,624	40,322	42,597	23,774
<i>EBITDA%</i>	6.1 %	29.4 %	6.6 %	(7.6)%	14.2 %	15.2 %	8.6 %	46.0 %	14.0 %	25.7 %	26.8 %	17.6 %
<i>EBITDA% (Exc. OI)</i>	6.1 %	24.1 %	.2 %	(7.6)%	5.6 %	7.8 %	8.6 %	46.0 %	14.0 %	25.7 %	26.8 %	17.6 %
⊖ Other Expenses	(1,871)	(1,871)	(1,871)	(1,871)	(1,871)	(1,871)	(1,896)	(1,150)	(1,150)	(1,214)	(1,274)	-
Depreciation	(1,871)	(1,871)	(1,871)	(1,871)	(1,871)	(1,871)	(1,896)	(1,150)	(1,150)	(1,214)	(1,274)	-
Net Profit	3,384	26,109	3,297	(6,202)	6,373	8,379	5,632	59,257	15,475	39,107	41,322	23,774
<i>Net Profit %</i>	3.9 %	27.4 %	4.2 %	(10.9)%	11.0 %	12.4 %	6.4 %	45.1 %	13.0 %	24.9 %	26.0 %	17.6 %

Profit & Loss by Site - Period

Period

4



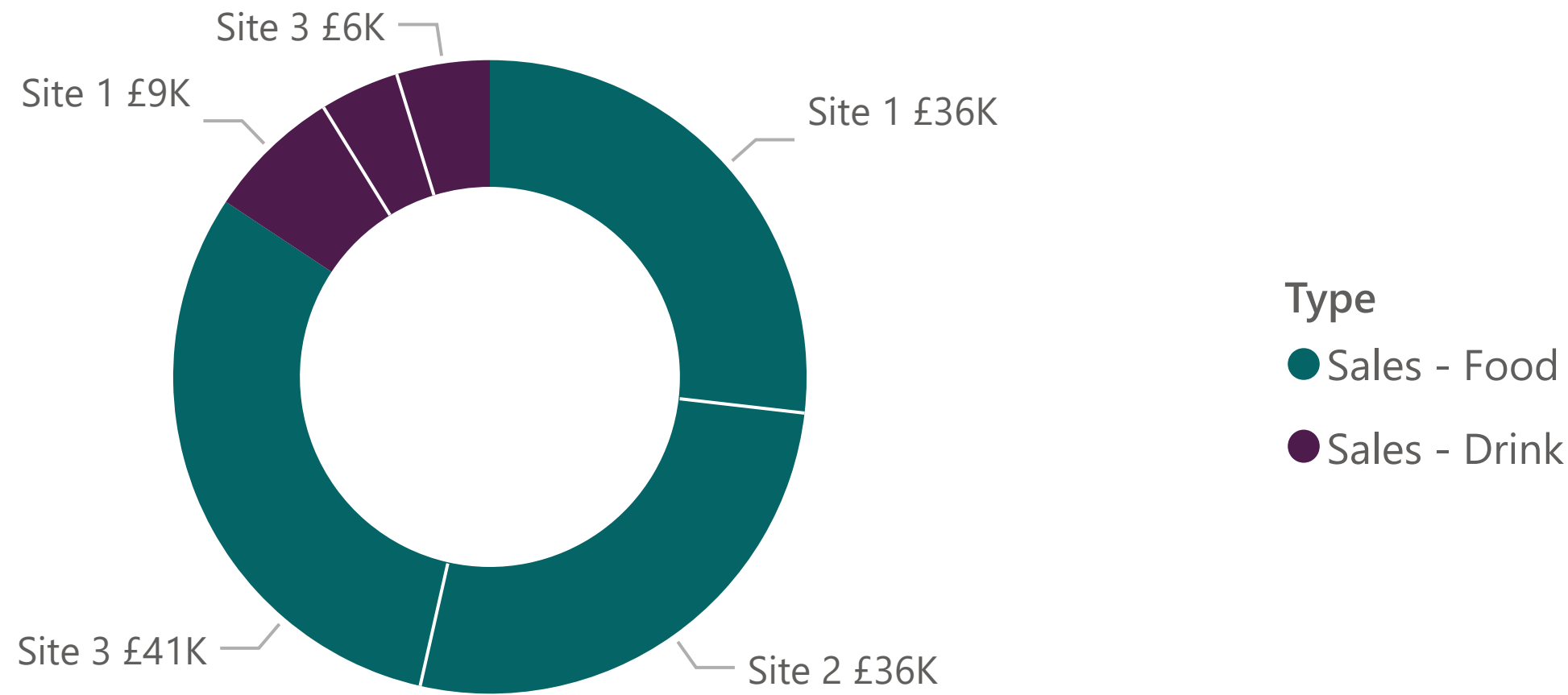
	Central Kitchen	Site 1	Head Office	Site 2	Site 3	Other	Total
⊕ Sales	-	45,398	-	41,437	47,880	-	134,715
⊕ Cost of Sales	-	(9,548)	-	(10,758)	(10,463)	-	(30,769)
Gross Profit	-	35,850	-	30,680	37,417	-	103,946
<i>GP%</i>	-	79.0 %	-	74.0 %	78.1 %	-	77.2 %
<i>Food GP%</i>	-	79.9 %	-	74.8 %	79.3 %	-	78.0 %
<i>Drink GP%</i>	-	75.4 %	-	69.3 %	70.8 %	-	72.4 %
⊕ Staff Labour	(2,892)	(20,010)	(6,391)	(17,456)	(14,444)	-	(61,193)
<i>Staff Labour %</i>	-	44.1 %	-	42.1 %	30.2 %	-	45.4 %
⊖ Expenses	(1,226)	(5,942)	(6,225)	(8,280)	(6,179)	-	(27,852)
Administration Costs	-	(896)	(2,944)	(813)	(575)	-	(5,227)
Delivery Costs	-	(2,815)	-	(5,271)	(3,587)	-	(11,672)
Hygiene & Consumables	-	(1,376)	(24)	(1,317)	(1,125)	-	(3,842)
Legal & Professional	(35)	(105)	(2,143)	(50)	(58)	-	(2,391)
Maintenance	-	-	(23)	-	(13)	-	(36)
Missing Receipts/Invoices	-	(77)	(210)	-	-	-	(287)
Promotional Activity	-	-	(810)	-	-	-	(810)
Utilities & Communication	(1,191)	(673)	(70)	(830)	(822)	-	(3,586)
⊖ Premises Costs	(547)	(2,518)	-	(3,073)	(2,269)	-	(8,407)
Licences	-	(18)	-	(5)	(19)	-	(42)
Rates	-	-	-	(218)	-	-	(218)
Rent	(547)	(2,500)	-	(2,850)	(2,250)	-	(8,147)
<i>Premises Costs %</i>	-	5.5 %	-	7.4 %	4.7 %	-	6.2 %
⊖ Other Income	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
EBITDA	(4,664)	7,380	(12,616)	1,870	14,525	-	6,494
EBITDA (Exc. OI)	(4,664)	7,380	(12,616)	1,870	14,525	-	6,494
<i>EBITDA%</i>	-	16.3 %	-	4.5 %	30.3 %	-	4.8 %
<i>EBITDA% (Exc. OI)</i>	-	16.3 %	-	4.5 %	30.3 %	-	4.8 %
⊕ Other Expenses	-	-	(855)	-	-	(2,461)	(3,316)
Net Profit	(4,664)	7,380	(13,471)	1,870	14,525	(2,461)	3,178
<i>Net Profit %</i>	-	16.3 %	-	4.5 %	30.3 %	-	2.4 %

Consolidated Outlet KPIs

Period

4

Sales Overview



Staff Labour %

Site 1

44.1%

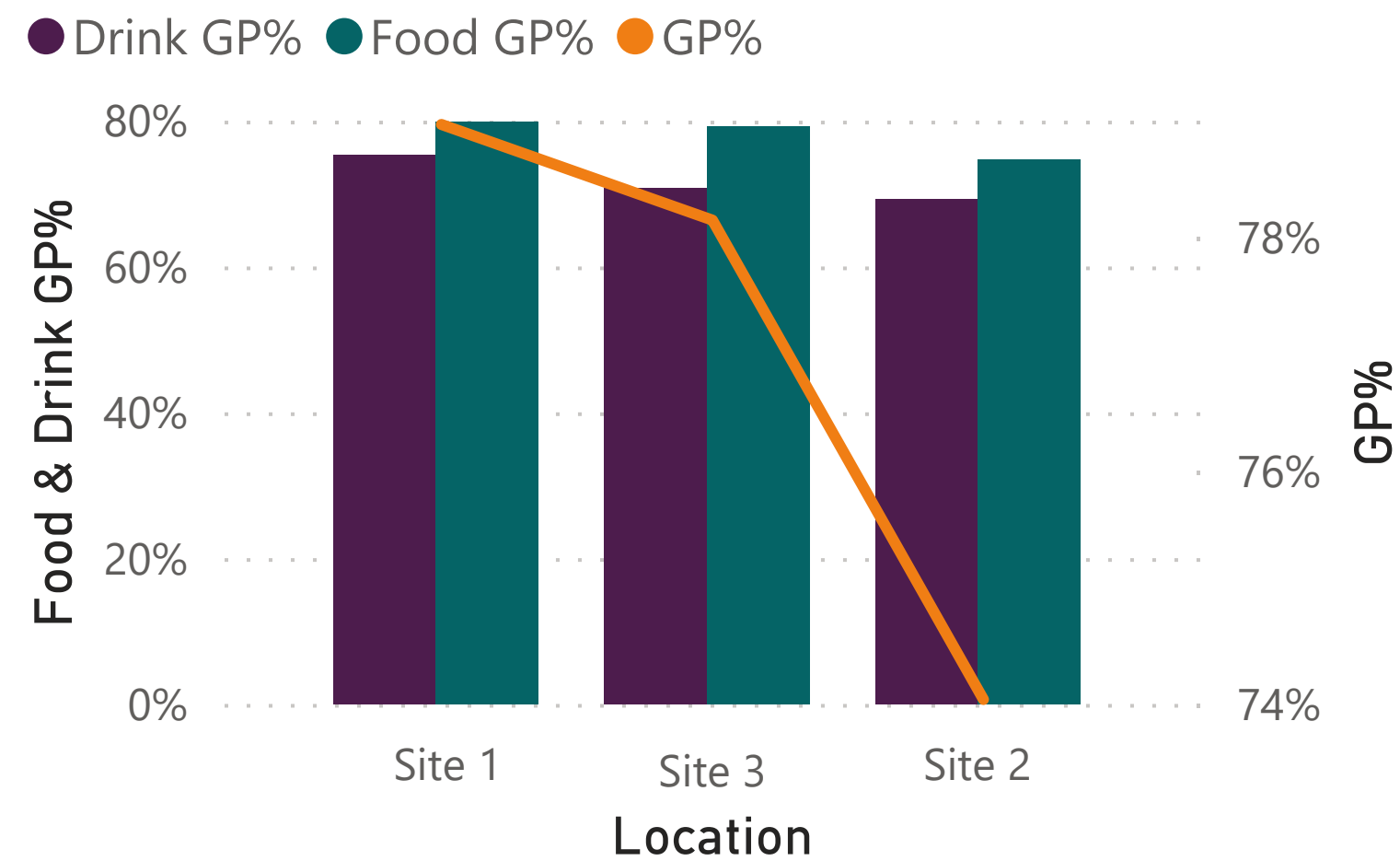
Site 2

42.1%

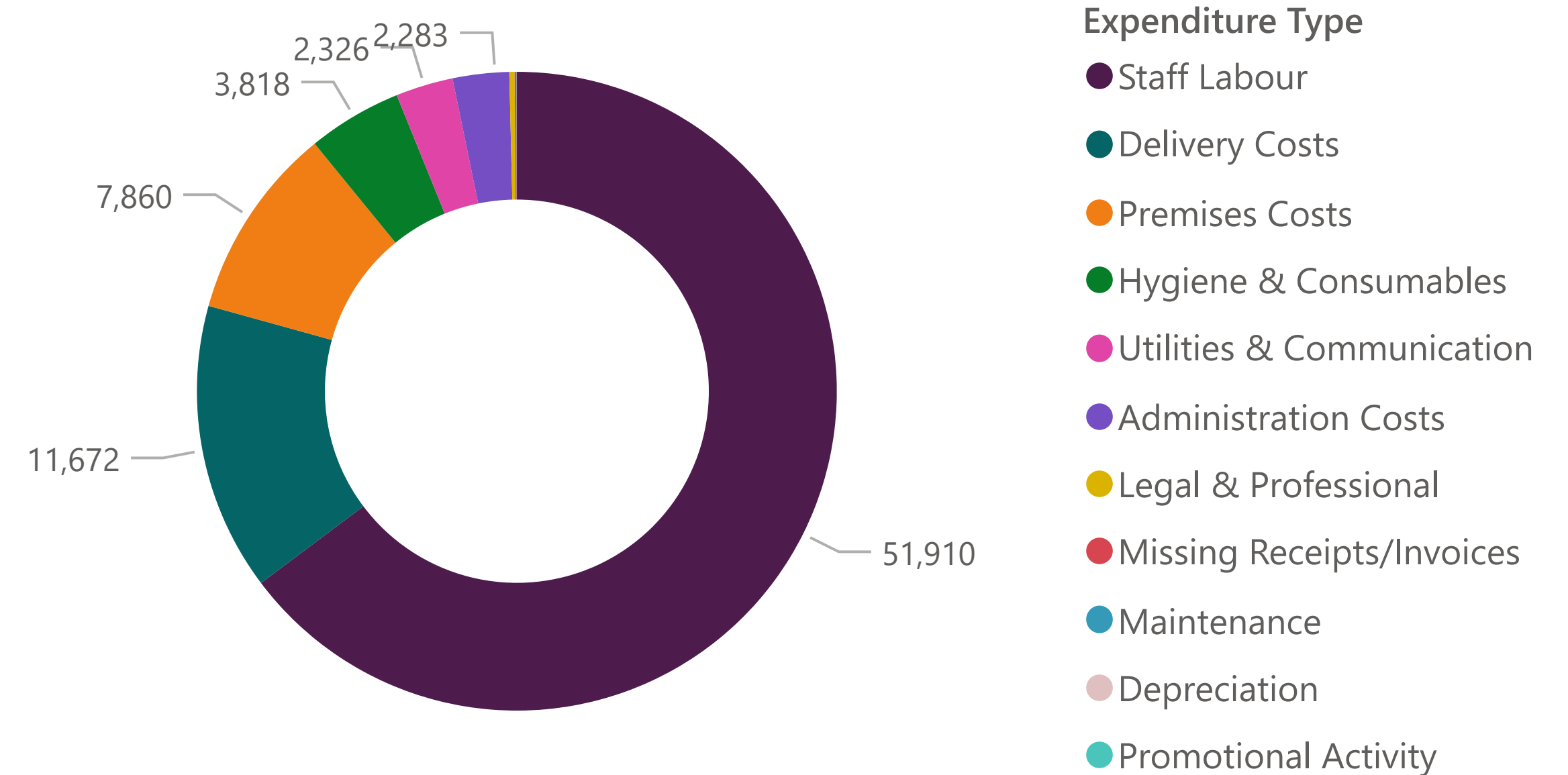
Site 3

30.2%

GP% by Sales Type & Location



Expenditure Analysis



Eat In/Eat Out Analysis by Period & YTD

Period

4

YTD Period

1

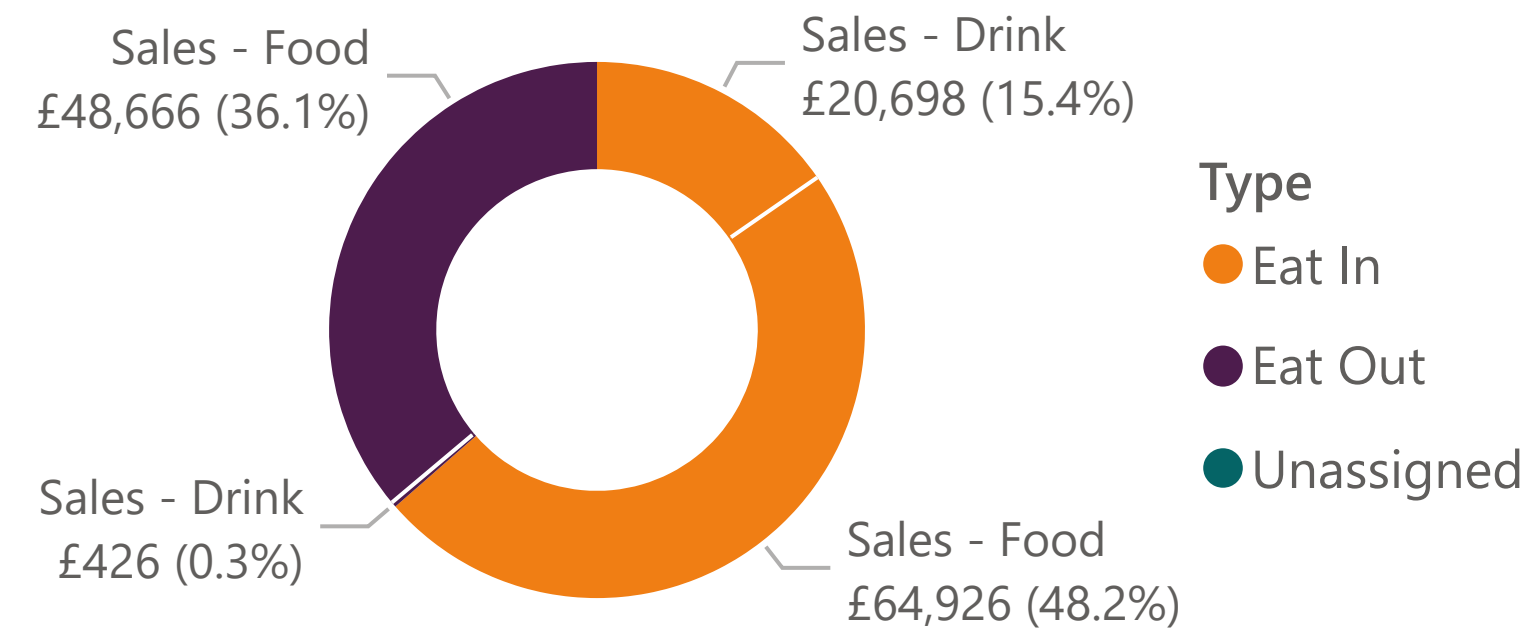
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Period Sales by Location and Eat In/Eat Out

Category ● Eat In ● Eat Out



Period Sales by Type and Eat In/Eat Out



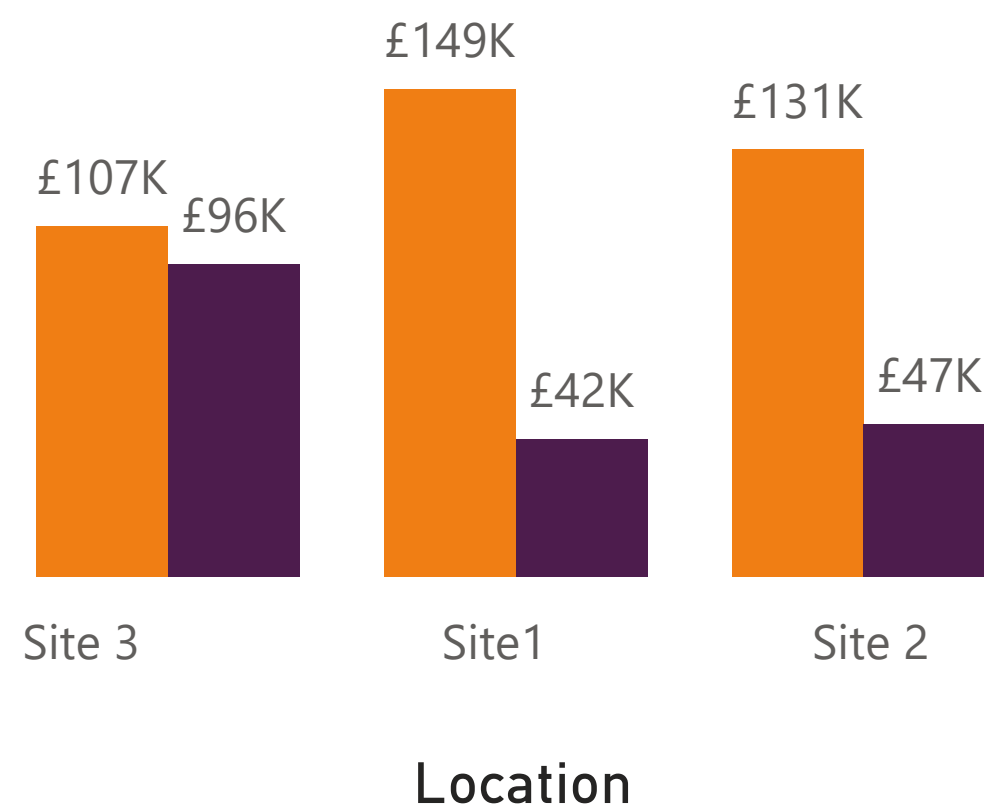
Period Delivery Charges by Location and Type

Type
● Deliveroo Fees
● Delivery Driver Pay
● Just Eat Fees
● Uber Eats Fees

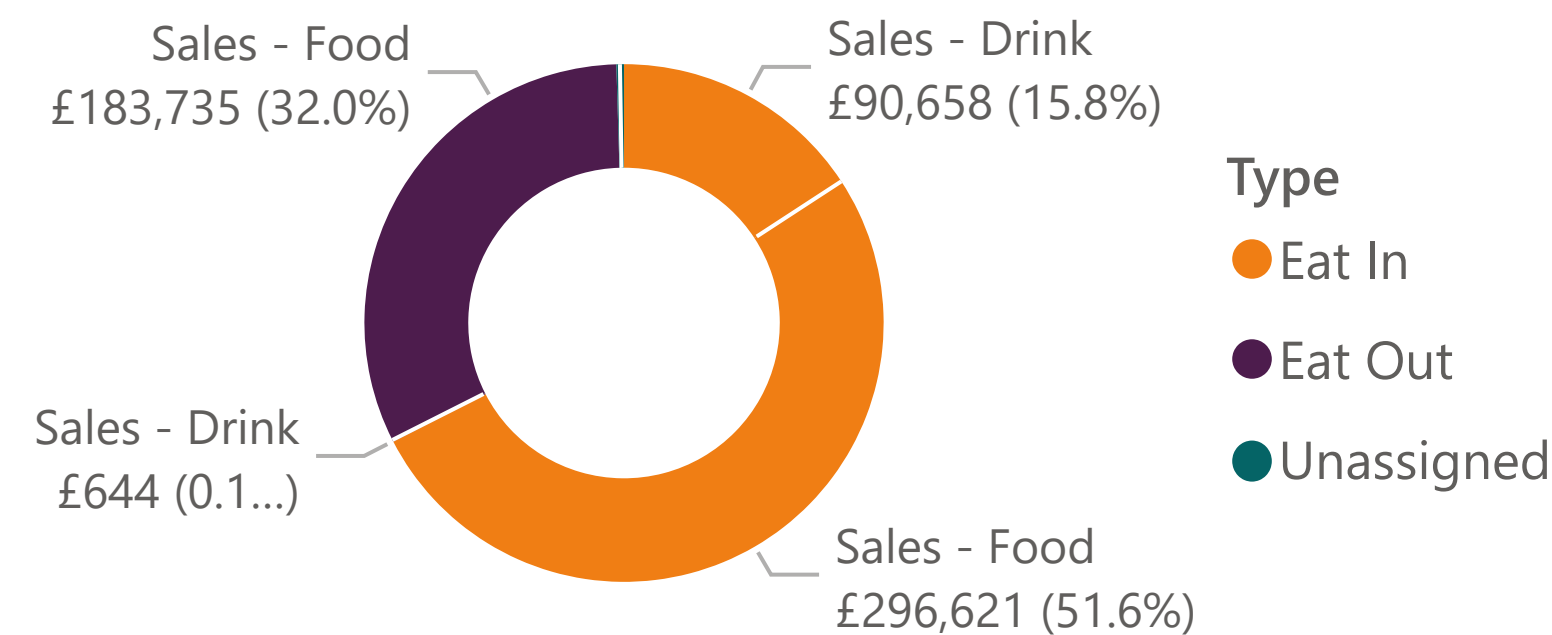


YTD Sales by Location and Eat In/Eat Out

Category ● Eat In ● Eat Out



YTD Sales by Type and Eat In/Eat Out



YTD Delivery Charges by Location and Type

Type
● Deliveroo Fees
● Delivery Driver Pay
● Just Eat Fees
● Uber Eats Fees



Site 1 Profit & Loss - Period

Period

4



	Period Actuals	Actuals Sales %	Period Budget	Budget Sales %	Period Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
☐ Sales	45,398	-	35,671	-	26,476	-	9,727	27.3 %	18,923	71.5 %
Sales - Drink	9,265	20.4 %	8,136	22.8 %	4,712	17.8 %	1,129	13.9 %	4,552	96.6 %
Sales - Food	36,134	79.6 %	27,535	77.2 %	21,764	82.2 %	8,599	31.2 %	14,370	66.0 %
☐ Cost of Sales	(9,548)	21.0 %	(8,121)	22.8 %	(4,028)	15.2 %	(1,427)	(17.6)%	(5,521)	(137.1)%
Cost of Sales - Drink	(2,281)	5.0 %	(1,852)	5.2 %	(1,041)	3.9 %	(429)	(23.1)%	(1,240)	(119.1)%
Cost of Sales - Food	(7,268)	16.0 %	(6,269)	17.6 %	(2,987)	11.3 %	(999)	(15.9)%	(4,281)	(143.3)%
Gross Profit	35,850	79.0 %	27,550	77.2 %	22,448	84.8 %	8,300	1.7 %	13,402	(5.8)%
<i>Food GP%</i>	79.9 %	-	77.2 %	-	86.3 %	-	-	2.7 %	-	(6.4)%
<i>Drink GP%</i>	75.4 %	-	77.2 %	-	77.9 %	-	-	(1.9)%	-	(2.5)%
☐ Staff Labour	(20,010)	44.1 %	(16,785)	47.1 %	(17,878)	67.5 %	(3,225)	(19.2)%	(2,132)	(11.9)%
Casual Wages	(1,723)	3.8 %	-	-	(735)	2.8 %	(1,723)	-	(988)	(134.5)%
CJRS Income	1,421	(3.1)%	-	-	1,788	(6.8)%	1,421	-	(367)	20.5 %
Direct Wages	-	-	-	-	(760)	2.9 %	-	-	760	100.0 %
E'ers NI	(1,124)	2.5 %	(2,316)	6.5 %	(1,258)	4.8 %	1,192	51.5 %	134	10.7 %
Pension Costs	(319)	0.7 %	(336)	0.9 %	(248)	0.9 %	17	5.2 %	(70)	(28.3)%
Salaries	(18,265)	40.2 %	(14,133)	39.6 %	(16,665)	62.9 %	(4,132)	(29.2)%	(1,600)	(9.6)%
☐ Expenses	(5,942)	13.1 %	(4,341)	12.2 %	(5,433)	20.5 %	(1,601)	(36.9)%	(509)	(9.4)%
Administration Costs	(896)	2.0 %	(425)	1.2 %	(851)	3.2 %	(471)	(110.8)%	(45)	(5.3)%
Delivery Costs	(2,815)	6.2 %	(1,176)	3.3 %	(2,039)	7.7 %	(1,639)	(139.4)%	(776)	(38.1)%
Hygiene & Consumables	(1,376)	3.0 %	(337)	0.9 %	(846)	3.2 %	(1,039)	(308.3)%	(530)	(62.7)%
Legal & Professional	(105)	0.2 %	(803)	2.3 %	(153)	0.6 %	698	86.9 %	48	31.5 %
Maintenance	-	-	(100)	0.3 %	(82)	0.3 %	100	100.0 %	82	100.0 %
Missing Receipts/Invoices	(77)	0.2 %	-	-	-	-	(77)	-	(77)	-
Promotional Activity	-	-	(217)	0.6 %	-	-	217	100.0 %	-	-
Utilities & Communication	(673)	1.5 %	(1,283)	3.6 %	(1,463)	5.5 %	610	47.5 %	789	54.0 %
☐ Premises Costs	(2,518)	5.5 %	(1,250)	3.5 %	(2,515)	9.5 %	(1,268)	(101.5)%	(4)	(0.1)%
Licences	(18)	0.0 %	-	-	(15)	0.1 %	(18)	-	(4)	(25.0)%
Rent	(2,500)	5.5 %	(1,250)	3.5 %	(2,500)	9.4 %	(1,250)	(100.0)%	-	-
☐ Other Income	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
EBITDA	7,380	16.3 %	5,174	14.5 %	(3,378)	(12.8)%	2,206	1.8 %	10,758	29.0 %
EBITDA (Exc. OI)	7,380	16.3 %	5,174	14.5 %	(3,378)	(12.8)%	2,206	1.8 %	10,758	29.0 %
☐ Other Expenses	-	-	-	-	(737)	2.8 %	-	-	737	100.0 %
Depreciation	-	-	-	-	(737)	2.8 %	-	-	737	100.0 %
Net Profit	7,380	16.3 %	5,174	14.5 %	(4,115)	(15.5)%	2,206	1.8 %	11,494	31.8 %

Site 1

Profit & Loss - Year to Date

Period

1

4

	Actuals YTD	Actuals Sales %	Budget YTD	Budget Sales %	Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Sales	188,691	-	169,281	-	72,127	-	19,410	11.5 %	116,564	161.6 %
Sales - Drink	40,914	21.7 %	38,610	22.8 %	14,305	19.8 %	2,304	6.0 %	26,610	186.0 %
Sales - Food	147,777	78.3 %	130,671	77.2 %	57,823	80.2 %	17,106	13.1 %	89,954	155.6 %
<input type="checkbox"/> Cost of Sales	(40,255)	21.3 %	(38,544)	22.8 %	(7,577)	10.5 %	(1,711)	(4.4)%	(32,677)	(431.3)%
Cost of Sales - Drink	(10,342)	5.5 %	(8,791)	5.2 %	(2,146)	3.0 %	(1,551)	(17.6)%	(8,196)	(381.9)%
Cost of Sales - Food	(29,912)	15.9 %	(29,753)	17.6 %	(5,431)	7.5 %	(159)	(0.5)%	(24,481)	(450.7)%
Gross Profit	148,437	78.7 %	130,737	77.2 %	64,550	89.5 %	17,700	1.4 %	83,886	(10.8)%
<i>Food GP%</i>	79.8 %	-	77.2 %	-	90.6 %	-	-	2.5 %	-	(10.8)%
<i>Drink GP%</i>	74.7 %	-	77.2 %	-	85.0 %	-	-	(2.5)%	-	(10.3)%
<input type="checkbox"/> Staff Labour	(72,251)	38.3 %	(68,816)	40.7 %	(32,556)	45.1 %	(3,435)	(5.0)%	(39,695)	(121.9)%
Casual Wages	(4,454)	2.4 %	-	-	(735)	1.0 %	(4,454)	-	(3,719)	(506.0)%
CJRS Income	7,082	(3.8)%	-	-	33,123	(45.9)%	7,082	-	(26,041)	78.6 %
Direct Wages	-	-	-	-	(854)	1.2 %	-	-	854	100.0 %
E'ers NI	(4,514)	2.4 %	(9,496)	5.6 %	(4,062)	5.6 %	4,982	52.5 %	(453)	(11.1)%
Pension Costs	(1,256)	0.7 %	(1,377)	0.8 %	(895)	1.2 %	121	8.8 %	(360)	(40.2)%
Salaries	(69,108)	36.6 %	(57,943)	34.2 %	(59,132)	82.0 %	(11,165)	(19.3)%	(9,976)	(16.9)%
<input type="checkbox"/> Expenses	(28,251)	15.0 %	(18,164)	10.7 %	(12,956)	18.0 %	(10,087)	(55.5)%	(15,294)	(118.0)%
Administration Costs	(4,627)	2.5 %	(1,781)	1.1 %	(3,687)	5.1 %	(2,846)	(159.8)%	(939)	(25.5)%
Delivery Costs	(13,046)	6.9 %	(5,362)	3.2 %	(2,417)	3.4 %	(7,684)	(143.3)%	(10,629)	(439.8)%
Hygiene & Consumables	(5,553)	2.9 %	(1,409)	0.8 %	(1,870)	2.6 %	(4,144)	(294.1)%	(3,683)	(196.9)%
Legal & Professional	(443)	0.2 %	(3,212)	1.9 %	(632)	0.9 %	2,769	86.2 %	189	30.0 %
Maintenance	(1,490)	0.8 %	(400)	0.2 %	(416)	0.6 %	(1,090)	(272.5)%	(1,074)	(258.3)%
Missing Receipts/Invoices	(333)	0.2 %	-	-	-	-	(333)	-	(333)	-
Promotional Activity	(162)	0.1 %	(868)	0.5 %	(669)	0.9 %	706	81.4 %	507	75.8 %
Utilities & Communication	(2,597)	1.4 %	(5,132)	3.0 %	(3,265)	4.5 %	2,535	49.4 %	668	20.5 %
<input type="checkbox"/> Premises Costs	(10,436)	5.5 %	(5,000)	3.0 %	(15,304)	21.2 %	(5,436)	(108.7)%	4,868	31.8 %
Licences	(436)	0.2 %	-	-	(252)	0.4 %	(436)	-	(184)	(72.8)%
Rates	-	-	-	-	-	-	-	-	-	-
Rent	(10,000)	5.3 %	(5,000)	3.0 %	(15,052)	20.9 %	(5,000)	(100.0)%	5,052	33.6 %
<input type="checkbox"/> Other Income	-	-	-	-	-	-	-	-	-	-
EBITDA	37,498	19.9 %	38,757	22.9 %	3,734	5.2 %	(1,259)	(3.0)%	33,765	14.7 %
EBITDA (Exc. OI)	37,498	19.9 %	38,757	22.9 %	3,734	5.2 %	(1,259)	(3.0)%	33,765	14.7 %
<input type="checkbox"/> Other Expenses	(1,166)	0.6 %	-	-	(2,544)	3.5 %	(1,166)	-	1,378	54.2 %
Depreciation	(1,166)	0.6 %	-	-	(2,544)	3.5 %	(1,166)	-	1,378	54.2 %
Net Profit	36,332	19.3 %	38,757	22.9 %	1,189	1.6 %	(2,425)	(3.6)%	35,143	17.6 %

Site 2 Profit & Loss Period

Period

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	Period Actuals	Actuals Sales %	Period Budget	Budget Sales %	Period Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
Sales	41,437	-	51,719	-	37,031	-	(10,282)	(19.9)%	4,407	11.9 %
Sales - Drink	5,453	13.2 %	6,806	13.2 %	4,551	12.3 %	(1,353)	(19.9)%	902	19.8 %
Sales - Food	35,984	86.8 %	44,913	86.8 %	32,480	87.7 %	(8,929)	(19.9)%	3,504	10.8 %
Cost of Sales	(10,758)	26.0 %	(11,264)	21.8 %	(6,724)	18.2 %	506	4.5 %	(4,034)	(60.0)%
Cost of Sales - Drink	(1,673)	4.0 %	(1,482)	2.9 %	(808)	2.2 %	(191)	(12.9)%	(865)	(107.0)%
Cost of Sales - Food	(9,084)	21.9 %	(9,782)	18.9 %	(5,915)	16.0 %	698	7.1 %	(3,169)	(53.6)%
Gross Profit	30,680	74.0 %	40,455	78.2 %	30,307	81.8 %	(9,775)	(4.2)%	372	(7.8)%
<i>Food GP%</i>	74.8 %	-	78.2 %	-	81.8 %	-	-	(3.5)%	-	(7.0)%
<i>Drink GP%</i>	69.3 %	-	78.2 %	-	82.2 %	-	-	(8.9)%	-	(12.9)%
Staff Labour	(17,456)	42.1 %	(21,087)	40.8 %	(19,005)	51.3 %	3,631	17.2 %	1,549	8.2 %
Casual Wages	(136)	0.3 %	-	-	-	-	(136)	-	(136)	-
CJRS Income	2,319	(5.6)%	-	-	2,524	(6.8)%	2,319	-	(205)	8.1 %
Direct Wages	-	-	-	-	(1,513)	4.1 %	-	-	1,513	100.0 %
E'ers NI	(1,393)	3.4 %	(2,910)	5.6 %	(1,380)	3.7 %	1,517	52.1 %	(13)	(0.9)%
Pension Costs	(288)	0.7 %	(422)	0.8 %	(256)	0.7 %	134	31.7 %	(32)	(12.6)%
Salaries	(17,957)	43.3 %	(17,755)	34.3 %	(18,379)	49.6 %	(202)	(1.1)%	422	2.3 %
Expenses	(8,280)	20.0 %	(5,015)	9.7 %	(7,003)	18.9 %	(3,265)	(65.1)%	(1,277)	(18.2)%
Administration Costs	(813)	2.0 %	(474)	0.9 %	(2,046)	5.5 %	(339)	(71.4)%	1,233	60.3 %
Delivery Costs	(5,271)	12.7 %	(1,638)	3.2 %	(2,306)	6.2 %	(3,633)	(221.8)%	(2,965)	(128.6)%
Hygiene & Consumables	(1,317)	3.2 %	(450)	0.9 %	(1,655)	4.5 %	(867)	(192.7)%	338	20.4 %
Legal & Professional	(50)	0.1 %	(803)	1.6 %	(103)	0.3 %	753	93.8 %	53	51.7 %
Maintenance	-	-	(150)	0.3 %	(193)	0.5 %	150	100.0 %	193	100.0 %
Promotional Activity	-	-	(217)	0.4 %	(100)	0.3 %	217	100.0 %	100	100.0 %
Utilities & Communication	(830)	2.0 %	(1,283)	2.5 %	(600)	1.6 %	453	35.3 %	(230)	(38.3)%
Premises Costs	(3,073)	7.4 %	(3,114)	6.0 %	(2,850)	7.7 %	41	1.3 %	(223)	(7.8)%
Licences	(5)	0.0 %	-	-	-	-	(5)	-	(5)	-
Rates	(218)	0.5 %	(264)	0.5 %	-	-	46	17.2 %	(218)	-
Rent	(2,850)	6.9 %	(2,850)	5.5 %	(2,850)	7.7 %	-	-	-	-
EBITDA	1,870	4.5 %	11,239	21.7 %	1,449	3.9 %	(9,369)	(17.2)%	421	0.6 %
EBITDA (Exc. OI)	1,870	4.5 %	11,239	21.7 %	1,449	3.9 %	(9,369)	(17.2)%	421	0.6 %
Other Expenses	-	-	-	-	(626)	1.7 %	-	-	626	100.0 %
Depreciation	-	-	-	-	(626)	1.7 %	-	-	626	100.0 %
Net Profit	1,870	4.5 %	11,239	21.7 %	823	2.2 %	(9,369)	(17.2)%	1,047	2.3 %

Site 2 Profit & Loss -Year to Date

Period

1

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	Actuals YTD	Actuals Sales %	Budget YTD	Budget Sales %	Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Sales	178,327	-	223,087	-	91,186	-	(44,760)	(20.1)%	87,141	95.6 %
Events/Catering	1,260	0.7 %	-	-	-	-	1,260	-	1,260	-
Sales - Drink	20,290	11.4 %	29,358	13.2 %	9,277	10.2 %	(9,068)	(30.9)%	11,014	118.7 %
Sales - Food	156,777	87.9 %	193,729	86.8 %	81,909	89.8 %	(36,952)	(19.1)%	74,867	91.4 %
<input type="checkbox"/> Cost of Sales	(38,936)	21.8 %	(48,588)	21.8 %	(16,966)	18.6 %	9,652	19.9 %	(21,970)	(129.5)%
Cost of Sales - Drink	(6,644)	3.7 %	(6,393)	2.9 %	(2,547)	2.8 %	(251)	(3.9)%	(4,097)	(160.8)%
Cost of Sales - Food	(32,292)	18.1 %	(42,195)	18.9 %	(14,419)	15.8 %	9,903	23.5 %	(17,873)	(124.0)%
Gross Profit	139,391	78.2 %	174,499	78.2 %	74,220	81.4 %	(35,108)	(0.1)%	65,171	(3.2)%
<i>Food GP%</i>	79.4 %	-	78.2 %	-	82.4 %	-	-	1.2 %	-	(3.0)%
<i>Drink GP%</i>	67.3 %	-	78.2 %	-	72.5 %	-	-	(11.0)%	-	(5.3)%
<input type="checkbox"/> Staff Labour	(68,791)	38.6 %	(85,826)	38.5 %	(35,556)	39.0 %	17,035	19.8 %	(33,234)	(93.5)%
Casual Wages	(4,408)	2.5 %	-	-	-	-	(4,408)	-	(4,408)	-
CJRS Income	12,438	(7.0)%	-	-	35,267	(38.7)%	12,438	-	(22,829)	64.7 %
Direct Wages	-	-	-	-	(898)	1.0 %	-	-	898	100.0 %
E'ers NI	(5,694)	3.2 %	(11,844)	5.3 %	(5,085)	5.6 %	6,150	51.9 %	(609)	(12.0)%
Pension Costs	(1,122)	0.6 %	(1,717)	0.8 %	(704)	0.8 %	595	34.6 %	(418)	(59.3)%
Salaries	(70,004)	39.3 %	(72,265)	32.4 %	(64,136)	70.3 %	2,261	3.1 %	(5,869)	(9.2)%
<input type="checkbox"/> Expenses	(37,952)	21.3 %	(20,557)	9.2 %	(12,193)	13.4 %	(17,395)	(84.6)%	(25,759)	(211.3)%
Administration Costs	(4,835)	2.7 %	(1,946)	0.9 %	(2,343)	2.6 %	(2,889)	(148.5)%	(2,492)	(106.4)%
Delivery Costs	(20,694)	11.6 %	(6,964)	3.1 %	(3,914)	4.3 %	(13,730)	(197.2)%	(16,780)	(428.7)%
Discounts	-	-	-	-	(1,055)	1.2 %	-	-	1,055	100.0 %
Hygiene & Consumables	(6,252)	3.5 %	(1,835)	0.8 %	(1,275)	1.4 %	(4,417)	(240.7)%	(4,977)	(390.5)%
Legal & Professional	(186)	0.1 %	(3,212)	1.4 %	(355)	0.4 %	3,026	94.2 %	169	47.6 %
Maintenance	(185)	0.1 %	(600)	0.3 %	(723)	0.8 %	415	69.1 %	538	74.4 %
Missing Receipts/Invoices	(409)	0.2 %	-	-	-	-	(409)	-	(409)	-
Promotional Activity	(644)	0.4 %	(868)	0.4 %	(610)	0.7 %	224	25.8 %	(34)	(5.6)%
Utilities & Communication	(4,746)	2.7 %	(5,132)	2.3 %	(1,918)	2.1 %	386	7.5 %	(2,828)	(147.4)%
<input type="checkbox"/> Premises Costs	(13,474)	7.6 %	(12,456)	5.6 %	(11,400)	12.5 %	(1,018)	(8.2)%	(2,074)	(18.2)%
Licences	(378)	0.2 %	-	-	-	-	(378)	-	(378)	-
Rates	(921)	0.5 %	(1,056)	0.5 %	-	-	135	12.8 %	(921)	-
Rent	(12,175)	6.8 %	(11,400)	5.1 %	(11,400)	12.5 %	(775)	(6.8)%	(775)	(6.8)%
<input type="checkbox"/> Other Income	-	-	-	-	-	-	-	-	-	-
Government Grants	-	-	-	-	-	-	-	-	-	-
EBITDA	19,174	10.8 %	55,660	24.9 %	15,070	16.5 %	(36,486)	(14.2)%	4,104	(5.8)%
EBITDA (Exc. OI)	19,174	10.8 %	55,660	24.9 %	15,070	16.5 %	(36,486)	(14.2)%	4,104	(5.8)%
<input type="checkbox"/> Other Expenses	(1,362)	0.8 %	-	-	(2,333)	2.6 %	(1,362)	-	971	41.6 %
Depreciation	(1,362)	0.8 %	-	-	(2,333)	2.6 %	(1,362)	-	971	41.6 %
Net Profit	17,812	10.0 %	55,660	24.9 %	12,737	14.0 %	(37,848)	(15.0)%	5,074	(4.0)%

Site 3 Profit & Loss - Period

Period

4



	Period Actuals	Actuals Sales %	Period Budget	Budget Sales %	Period Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Sales	47,880	-	50,952	-	47,481	-	(3,073)	(6.0)%	398	0.8 %
Sales - Drink	6,406	13.4 %	8,291	16.3 %	7,771	16.4 %	(1,885)	(22.7)%	(1,365)	(17.6)%
Sales - Food	41,474	86.6 %	42,661	83.7 %	39,710	83.6 %	(1,187)	(2.8)%	1,764	4.4 %
<input type="checkbox"/> Cost of Sales	(10,463)	21.9 %	(11,097)	21.8 %	(8,338)	17.6 %	634	5.7 %	(2,124)	(25.5)%
Cost of Sales - Drink	(1,870)	3.9 %	(1,806)	3.5 %	(1,015)	2.1 %	(64)	(3.5)%	(854)	(84.1)%
Cost of Sales - Food	(8,593)	17.9 %	(9,291)	18.2 %	(7,323)	15.4 %	698	7.5 %	(1,270)	(17.3)%
Gross Profit	37,417	78.1 %	39,855	78.2 %	39,143	82.4 %	(2,438)	(0.1)%	(1,726)	(4.3)%
<i>Food GP%</i>	79.3 %	-	78.2 %	-	81.6 %	-	-	1.1 %	-	(2.3)%
<i>Drink GP%</i>	70.8 %	-	78.2 %	-	86.9 %	-	-	(7.4)%	-	(16.1)%
<input type="checkbox"/> Staff Labour	(14,444)	30.2 %	(20,719)	40.7 %	(19,897)	41.9 %	6,275	30.3 %	5,453	27.4 %
Casual Wages	(2,016)	4.2 %	-	-	(386)	0.8 %	(2,016)	-	(1,630)	(422.3)%
CJRS Income	2,186	(4.6)%	-	-	2,196	(4.6)%	2,186	-	(11)	0.5 %
Direct Wages	-	-	-	-	(1,736)	3.7 %	-	-	1,736	100.0 %
E'ers NI	(1,091)	2.3 %	(2,859)	5.6 %	(1,651)	3.5 %	1,768	61.8 %	560	33.9 %
Pension Costs	(204)	0.4 %	(414)	0.8 %	(337)	0.7 %	210	50.7 %	132	39.3 %
Salaries	(13,318)	27.8 %	(17,446)	34.2 %	(17,984)	37.9 %	4,128	23.7 %	4,666	25.9 %
<input type="checkbox"/> Expenses	(6,179)	12.9 %	(5,001)	9.8 %	(6,024)	12.7 %	(1,178)	(23.6)%	(155)	(2.6)%
Administration Costs	(575)	1.2 %	(472)	0.9 %	(306)	0.6 %	(103)	(21.8)%	(269)	(87.8)%
Delivery Costs	(3,587)	7.5 %	(1,614)	3.2 %	(1,627)	3.4 %	(1,973)	(122.2)%	(1,959)	(120.4)%
Hygiene & Consumables	(1,125)	2.3 %	(462)	0.9 %	(1,682)	3.5 %	(663)	(143.4)%	558	33.2 %
Legal & Professional	(58)	0.1 %	(803)	1.6 %	(62)	0.1 %	745	92.8 %	4	6.7 %
Maintenance	(13)	0.0 %	(150)	0.3 %	(1,254)	2.6 %	137	91.5 %	1,241	99.0 %
Promotional Activity	-	-	(217)	0.4 %	(431)	0.9 %	217	100.0 %	431	100.0 %
Utilities & Communication	(822)	1.7 %	(1,283)	2.5 %	(661)	1.4 %	461	35.9 %	(161)	(24.3)%
<input type="checkbox"/> Premises Costs	(2,269)	4.7 %	(2,250)	4.4 %	(2,265)	4.8 %	(19)	(0.8)%	(4)	(0.2)%
Licences	(19)	0.0 %	-	-	(15)	0.0 %	(19)	-	(4)	(25.9)%
Rent	(2,250)	4.7 %	(2,250)	4.4 %	(2,250)	4.7 %	-	-	-	-
EBITDA	14,525	30.3 %	11,885	23.3 %	10,957	23.1 %	2,640	7.0 %	3,568	7.3 %
EBITDA (Exc. OI)	14,525	30.3 %	11,885	23.3 %	10,957	23.1 %	2,640	7.0 %	3,568	7.3 %
<input type="checkbox"/> Other Expenses	-	-	-	-	(508)	1.1 %	-	-	508	100.0 %
Depreciation	-	-	-	-	(508)	1.1 %	-	-	508	100.0 %
Net Profit	14,525	30.3 %	11,885	23.3 %	10,449	22.0 %	2,640	7.0 %	4,076	8.3 %

Site 3 Profit & Loss - Year to Date

Period

1

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	Actuals YTD	Actuals Sales %	Budget YTD	Budget Sales %	Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Sales	202,380	-	208,647	-	108,575	-	(6,267)	(3.0)%	93,805	86.4 %
Sales - Drink	31,545	15.6 %	33,950	16.3 %	14,349	13.2 %	(2,405)	(7.1)%	17,196	119.8 %
Sales - Food	170,835	84.4 %	174,697	83.7 %	94,226	86.8 %	(3,862)	(2.2)%	76,609	81.3 %
<input type="checkbox"/> Cost of Sales	(44,458)	22.0 %	(45,441)	21.8 %	(19,919)	18.3 %	983	2.2 %	(24,539)	(123.2)%
Cost of Sales - Drink	(8,759)	4.3 %	(7,394)	3.5 %	(2,705)	2.5 %	(1,365)	(18.5)%	(6,053)	(223.7)%
Cost of Sales - Food	(35,699)	17.6 %	(38,047)	18.2 %	(17,213)	15.9 %	2,348	6.2 %	(18,486)	(107.4)%
Gross Profit	157,922	78.0 %	163,206	78.2 %	88,656	81.7 %	(5,284)	(0.2)%	69,265	(3.6)%
<i>Food GP%</i>	79.1 %	-	78.2 %	-	81.7 %	-	-	0.9 %	-	(2.6)%
<i>Drink GP%</i>	72.2 %	-	78.2 %	-	81.1 %	-	-	(6.0)%	-	(8.9)%
<input type="checkbox"/> Staff Labour	(56,481)	27.9 %	(84,355)	40.4 %	(37,173)	34.2 %	27,874	33.0 %	(19,308)	(51.9)%
Casual Wages	(4,755)	2.3 %	-	-	(386)	0.4 %	(4,755)	-	(4,369)	(1131.9)%
CJRS Income	10,666	(5.3)%	-	-	37,223	(34.3)%	10,666	-	(26,557)	71.3 %
Direct Wages	-	-	-	-	(887)	0.8 %	-	-	887	100.0 %
E'ers NI	(4,913)	2.4 %	(11,640)	5.6 %	(5,595)	5.2 %	6,727	57.8 %	682	12.2 %
Pension Costs	(898)	0.4 %	(1,686)	0.8 %	(1,143)	1.1 %	788	46.7 %	244	21.4 %
Salaries	(56,580)	28.0 %	(71,029)	34.0 %	(66,386)	61.1 %	14,449	20.3 %	9,805	14.8 %
<input type="checkbox"/> Expenses	(25,157)	12.4 %	(20,171)	9.7 %	(12,415)	11.4 %	(4,986)	(24.7)%	(12,741)	(102.6)%
Administration Costs	(2,427)	1.2 %	(1,902)	0.9 %	(892)	0.8 %	(525)	(27.6)%	(1,535)	(172.1)%
Delivery Costs	(10,981)	5.4 %	(6,599)	3.2 %	(3,063)	2.8 %	(4,382)	(66.4)%	(7,918)	(258.5)%
Discounts	-	-	-	-	(58)	0.1 %	-	-	58	100.0 %
Hygiene & Consumables	(5,749)	2.8 %	(1,858)	0.9 %	(2,554)	2.4 %	(3,891)	(209.4)%	(3,195)	(125.1)%
Legal & Professional	(245)	0.1 %	(3,212)	1.5 %	(253)	0.2 %	2,967	92.4 %	8	3.3 %
Maintenance	(499)	0.2 %	(600)	0.3 %	(2,251)	2.1 %	101	16.8 %	1,751	77.8 %
Promotional Activity	(646)	0.3 %	(868)	0.4 %	(785)	0.7 %	222	25.6 %	139	17.7 %
Utilities & Communication	(4,608)	2.3 %	(5,132)	2.5 %	(2,561)	2.4 %	524	10.2 %	(2,048)	(80.0)%
<input type="checkbox"/> Premises Costs	(9,639)	4.8 %	(9,000)	4.3 %	(9,060)	8.3 %	(639)	(7.1)%	(579)	(6.4)%
Licences	(77)	0.0 %	-	-	(60)	0.1 %	(77)	-	(17)	(27.8)%
Rent	(9,563)	4.7 %	(9,000)	4.3 %	(9,000)	8.3 %	(563)	(6.3)%	(563)	(6.3)%
<input type="checkbox"/> Other Income	-	-	-	-	-	-	-	-	-	-
EBITDA	66,645	32.9 %	49,680	23.8 %	30,008	27.6 %	16,965	9.1 %	36,637	5.3 %
EBITDA (Exc. OI)	66,645	32.9 %	49,680	23.8 %	30,008	27.6 %	16,965	9.1 %	36,637	5.3 %
<input type="checkbox"/> Other Expenses	(1,110)	0.5 %	-	-	(1,818)	1.7 %	(1,110)	-	708	38.9 %
Depreciation	(1,110)	0.5 %	-	-	(1,818)	1.7 %	(1,110)	-	708	38.9 %
Net Profit	65,535	32.4 %	49,680	23.8 %	28,190	26.0 %	15,855	8.6 %	37,345	6.4 %

Head Office Profit & Loss - Period

Period

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	Period Actuals	Actuals Sales %	Period Budget	Budget Sales %	Period Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Staff Labour	(6,391)		-		(11,246)		(6,391)	-	4,855	43.2 %
CJRS Income	4,852		-		-		4,852	-	4,852	-
E'ers NI	(1,075)		-		(1,077)		(1,075)	-	2	0.2 %
Pension Costs	(169)		-		(169)		(169)	-	-	-
Salaries	(10,000)		-		(10,000)		(10,000)	-	-	-
<input type="checkbox"/> Expenses	(6,225)		-		(8,674)		(6,225)	-	2,450	28.2 %
Administration Costs	(2,944)		-		(3,360)		(2,944)	-	416	12.4 %
Hygiene & Consumables	(24)		-		(3)		(24)	-	(21)	(720.5)%
Legal & Professional	(2,143)		-		(1,819)		(2,143)	-	(324)	(17.8)%
Maintenance	(23)		-		(605)		(23)	-	582	96.2 %
Missing Receipts/Invoices	(210)		-		(2,871)		(210)	-	2,661	92.7 %
Promotional Activity	(810)		-		(15)		(810)	-	(795)	(5304.3)%
Utilities & Communication	(70)		-		-		(70)	-	(70)	-
EBITDA	(12,616)		-		(19,920)		(12,616)	-	7,304	-
EBITDA (Exc. OI)	(12,616)		-		(19,920)		(12,616)	-	7,304	-
<input type="checkbox"/> Other Expenses	(855)		-		(22)		(855)	-	(833)	(3749.5)%
Depreciation	-		-		(22)		-	-	22	100.0 %
Interest Paid	(855)		-		-		(855)	-	(855)	-
Net Profit	(13,471)		-		(19,942)		(13,471)	-	6,471	-

Head Office Profit & Loss - Year to Date

Period

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	Actuals YTD	Actuals Sales %	Budget YTD	Budget Sales %	Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Staff Labour	(21,712)		-		(44,983)		(21,712)	-	23,271	51.7 %
Casual Wages	-		-		-		-	-	-	-
CJRS Income	23,262		-		-		23,262	-	23,262	-
Direct Wages	-		-		-		-	-	-	-
E'ers NI	(4,299)		-		(4,308)		(4,299)	-	8	0.2 %
Pension Costs	(675)		-		(675)		(675)	-	-	-
Salaries	(40,000)		-		(40,000)		(40,000)	-	-	-
<input type="checkbox"/> Expenses	(30,793)		-		(24,753)		(30,793)	-	(6,040)	(24.4)%
Administration Costs	(10,162)		-		(7,503)		(10,162)	-	(2,659)	(35.4)%
Delivery Costs	-		-		-		-	-	-	-
Hygiene & Consumables	(1,207)		-		(195)		(1,207)	-	(1,013)	(520.7)%
Legal & Professional	(15,199)		-		(9,270)		(15,199)	-	(5,928)	(64.0)%
Maintenance	(107)		-		(862)		(107)	-	755	87.6 %
Missing Receipts/Invoices	(593)		-		(7,125)		(593)	-	6,532	91.7 %
Promotional Activity	(3,243)		-		74		(3,243)	-	(3,317)	4483.6 %
Utilities & Communication	(281)		-		128		(281)	-	(409)	318.7 %
<input type="checkbox"/> Other Income	10,001		-		-		10,001	-	10,001	-
Government Grants	10,000		-		-		10,000	-	10,000	-
Interest Income	1		-		-		1	-	1	-
EBITDA	(42,505)		-		(69,736)		(42,505)	-	27,231	-
EBITDA (Exc. OI)	(52,506)		-		(69,736)		(52,506)	-	17,230	-
<input type="checkbox"/> Other Expenses	(1,792)		-		(89)		(1,792)	-	(1,703)	(1916.3)%
Depreciation	(69)		-		(89)		(69)	-	20	22.9 %
Interest Paid	(1,724)		-		-		(1,724)	-	(1,724)	-
Net Profit	(44,297)		-		(69,825)		(44,297)	-	25,528	-

Central Kitchen Profit & Loss - Period

Period

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	Period Actuals	Actuals Sales %	Period Budget	Budget Sales %	Period Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Staff Labour	(2,892)		-		(3,605)		(2,892)	-	713	19.8 %
CJRS Income	1,010		-		5,886		1,010	-	(4,876)	82.8 %
Direct Wages	-		-		(166)		-	-	166	100.0 %
E'ers NI	(305)		-		(685)		(305)	-	380	55.4 %
Pension Costs	(79)		-		(181)		(79)	-	101	56.1 %
Salaries	(3,517)		-		(8,459)		(3,517)	-	4,942	58.4 %
<input type="checkbox"/> Expenses	(1,226)		-		(246)		(1,226)	-	(980)	(398.7)%
Administration Costs	-		-		(13)		-	-	13	100.0 %
Hygiene & Consumables	-		-		(15)		-	-	15	100.0 %
Legal & Professional	(35)		-		(79)		(35)	-	44	55.9 %
Utilities & Communication	(1,191)		-		(138)		(1,191)	-	(1,052)	(761.3)%
<input type="checkbox"/> Premises Costs	(547)		-		(1,029)		(547)	-	482	46.9 %
Rent	(547)		-		(1,029)		(547)	-	482	46.9 %
EBITDA	(4,664)		-		(4,880)		(4,664)	-	216	-
EBITDA (Exc. OI)	(4,664)		-		(4,880)		(4,664)	-	216	-
<input type="checkbox"/> Other Expenses	-		-		(380)		-	-	380	100.0 %
Depreciation	-		-		(380)		-	-	380	100.0 %
Net Profit	(4,664)		-		(5,260)		(4,664)	-	596	-

Central Kitchen Profit & Loss - Year to Date

Period

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	Actuals YTD	Actuals Sales %	Budget YTD	Budget Sales %	Prior Year	PY Sales %	Budget Variance	Budget Variance %	PY Variance	PY Variance %
<input type="checkbox"/> Staff Labour	(14,345)		-		(10,273)		(14,345)	-	(4,071)	(39.6)%
CJRS Income	4,640		-		26,582		4,640	-	(21,942)	82.5 %
Direct Wages	-		-		(296)		-	-	296	100.0 %
E'ers NI	(1,626)		-		(2,792)		(1,626)	-	1,166	41.8 %
Pension Costs	(388)		-		(657)		(388)	-	270	41.0 %
Salaries	(16,972)		-		(33,111)		(16,972)	-	16,139	48.7 %
<input type="checkbox"/> Expenses	(1,311)		-		(577)		(1,311)	-	(734)	(127.1)%
Administration Costs	-		-		(13)		-	-	13	100.0 %
Hygiene & Consumables	(34)		-		511		(34)	-	(545)	106.7 %
Legal & Professional	(1,516)		-		(623)		(1,516)	-	(893)	(143.3)%
Maintenance	-		-		954		-	-	(954)	100.0 %
Utilities & Communication	239		-		(1,406)		239	-	1,645	117.0 %
<input type="checkbox"/> Premises Costs	(2,626)		-		(2,757)		(2,626)	-	131	4.8 %
Rent	(2,626)		-		(2,757)		(2,626)	-	131	4.8 %
<input type="checkbox"/> Other Income	-		-		-		-	-	-	-
Government Grants	-		-		-		-	-	-	-
EBITDA	(18,282)		-		(13,608)		(18,282)	-	(4,674)	-
EBITDA (Exc. OI)	(18,282)		-		(13,608)		(18,282)	-	(4,674)	-
<input type="checkbox"/> Other Expenses	(1,139)		-		(1,519)		(1,139)	-	380	25.0 %
Depreciation	(1,139)		-		(1,519)		(1,139)	-	380	25.0 %
Net Profit	(19,421)		-		(15,126)		(19,421)	-	(4,294)	-

Balance Sheet & Indirect Cash Flow Statement

Period

4

YTD Period

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	Period Balance	Prior FY	YTD Movement
Non-Current Assets	52,081	57,512	(5,430)
Accumulated Depreciation	(65,575)	(53,677)	(11,898)
Fixed Assets - Cost	117,656	111,189	6,467
Current Assets	431,518	398,684	32,834
Accounts Receivable	-	-	-
Bank	359,407	335,472	23,935
Other Current Assets	47,963	44,715	3,248
Prepayments	5,072	1,847	3,225
Stock - Drink	6,818	5,131	1,688
Stock - Food	12,258	11,519	739
Total Assets	483,599	456,196	27,403
Current Liabilities	139,406	158,857	(19,451)
Accounts Payable	37,770	49,795	(12,025)
Accruals	30,422	21,882	8,540
Directors' Loan Account	(127)	(10,127)	10,000
Other Current Liabilities	13,453	22,855	(9,402)
Payroll - Pension	7,541	6,632	909
Payroll - Taxes	16,739	14,169	2,570
Payroll - Wages	-	-	-
VAT	33,608	53,652	(20,044)
Non-Current Liabilities	245,833	250,200	(4,367)
Loans	245,833	250,200	(4,367)
Net Assets	98,360	47,139	51,221
Equity	98,360	47,139	51,221
Retained Earnings	(20,350)	(71,571)	51,221
Revaluation Reserve	43,490	43,490	-
Shares	75,220	75,220	-
Total Equity	98,360	47,139	51,221

Period Movement

Net Profit	£3,178
Cash Inflows/(Outflows)	(£3,397)
Financing Activities	(£4,167)
Repayment of Loans	(£4,167)
Operating Activities	£769
Add Back: Depreciation	£4,897
Movement in Accounts Payable	(£2,070)
Movement in Accounts Receivable	-
Movement in Accruals	£1,042
Movement in Inventory	£1,509
Movement in Other Current Assets	£6,310
Movement in Other Current Liabilities	(£8,635)
Movement in Other Liabilities	(£849)
Movement in Prepayments	(£1,436)
Movement in Cash and Cash Equivalents	(£220)

Check

£0

YTD Movement

Net Profit	£51,221
Cash Inflows/(Outflows)	(£27,286)
Financing Activities	£5,633
Movement in Directors' Loan Account	£10,000
Repayment of Loans	(£4,367)
Investing Activities	(£6,467)
Investments in Fixed Assets	(£6,467)
Operating Activities	(£26,452)
Add Back: Depreciation	£11,898
Movement in Accounts Payable	(£12,025)
Movement in Accounts Receivable	-
Movement in Accruals	£8,540
Movement in Inventory	(£2,426)
Movement in Other Current Assets	(£3,248)
Movement in Other Current Liabilities	(£21,585)
Movement in Other Liabilities	(£4,382)
Movement in Prepayments	(£3,225)
Movement in Cash and Cash Equivalents	£23,935

Check

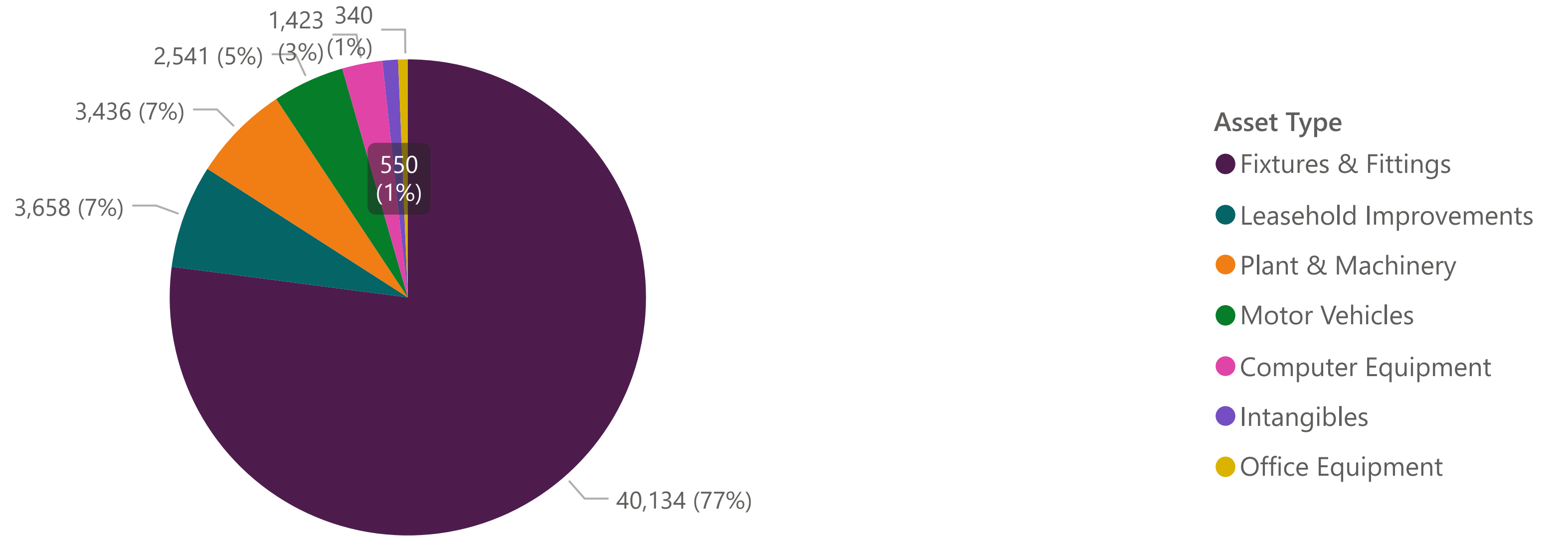
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Fixed Assets Analysis

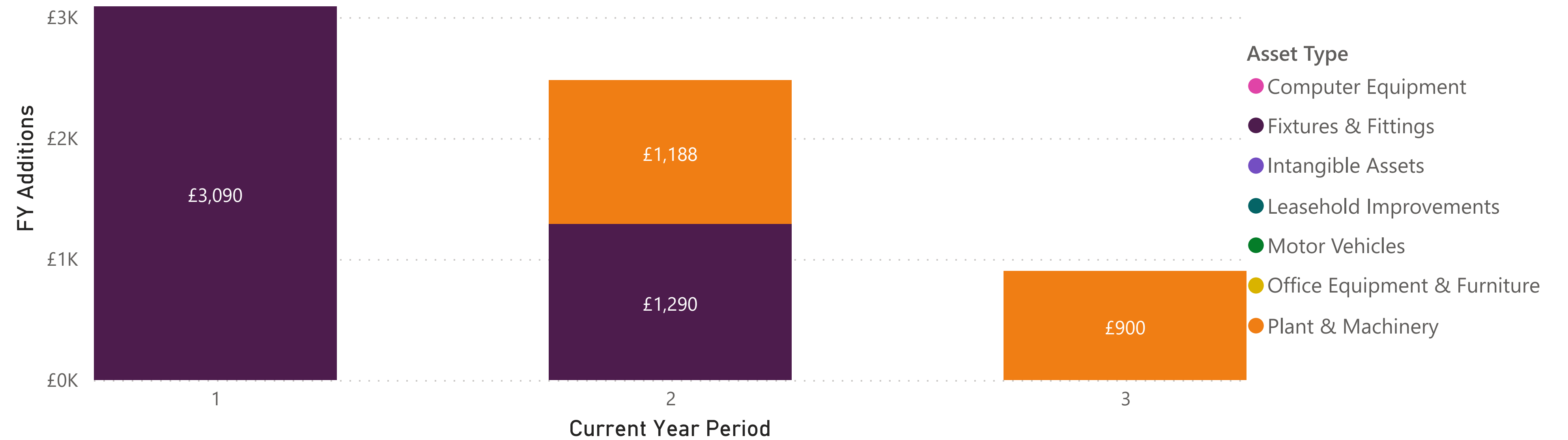
YTD Period



NBV by Asset Type



FY Additions by Period and Asset Type



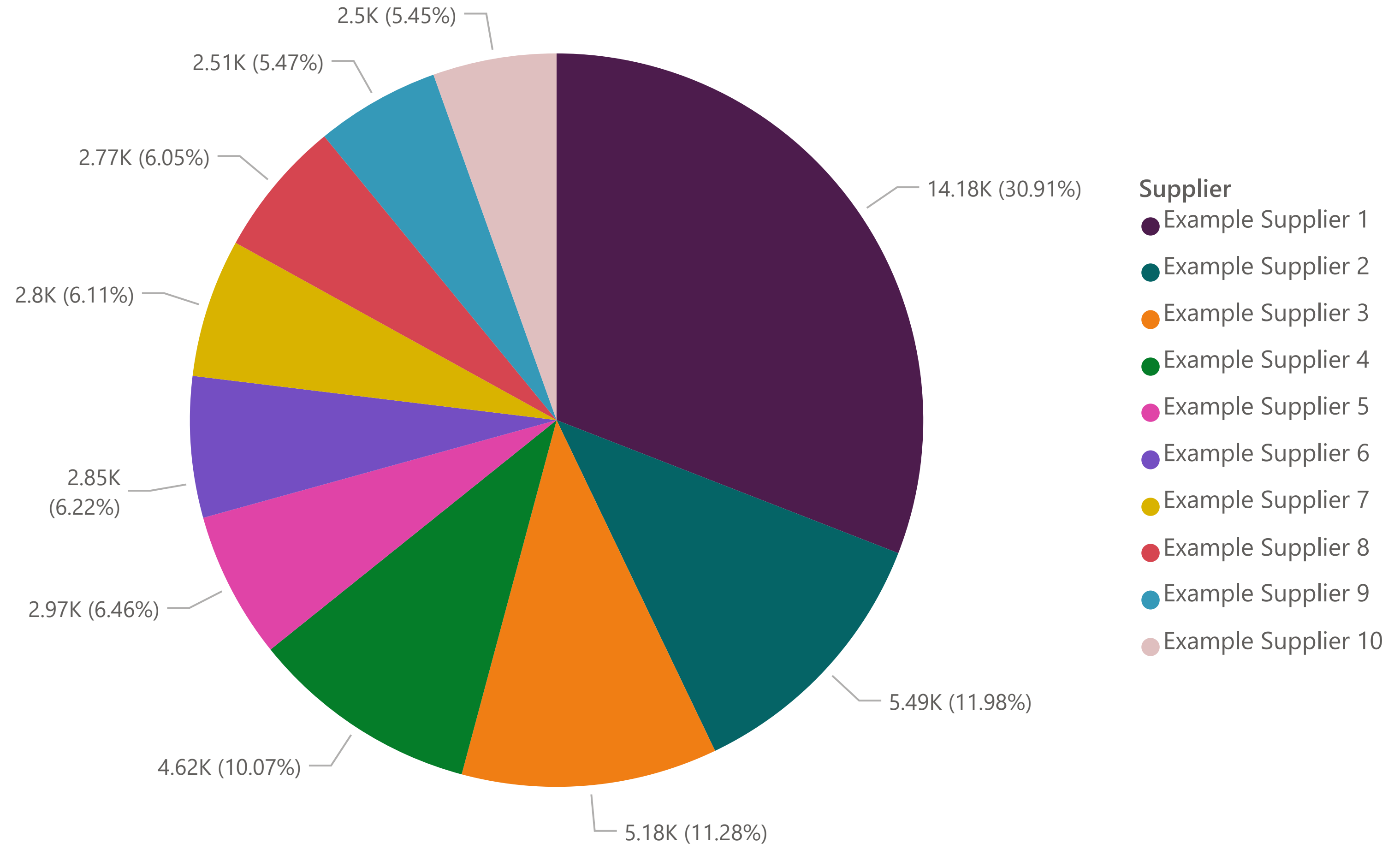
Supplier Analysis

Period

YTD Period



Top 10 Suppliers - Period



Missing Invoices Value by Period

