



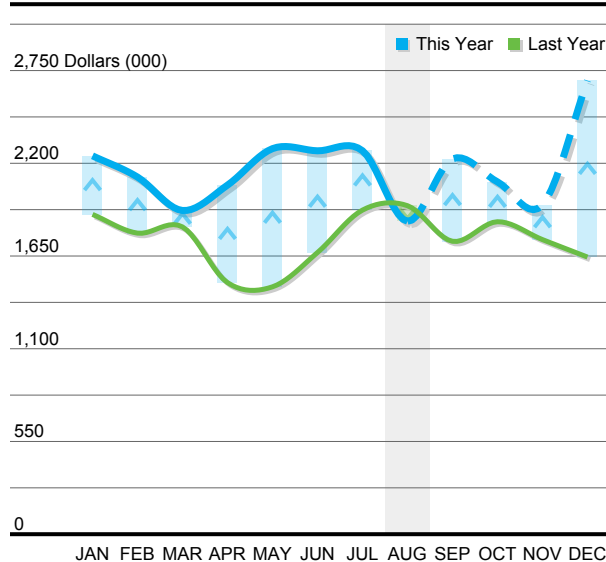
THIRTY FIVE - STEAKHOUSE BAR & GRILL

SPOTLIGHT REPORT (NZD) - AUGUST 2017

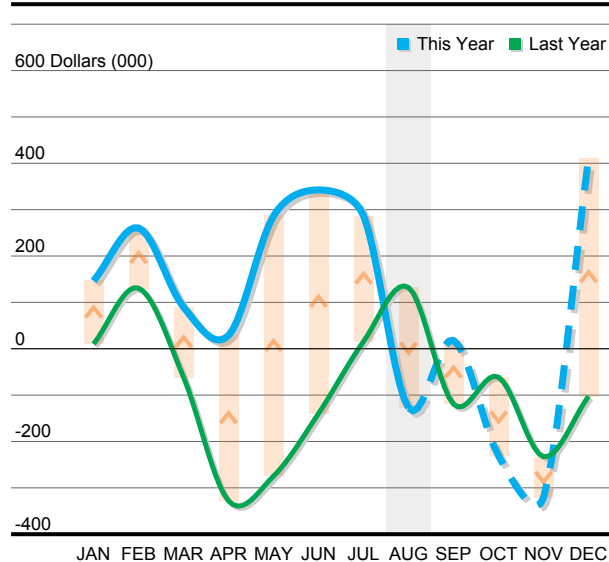
Prepared 8 September 2017

	YTD	Actual vs Last Year		Aug 17 Plus Last 3 Months				Forward Projection Full Year		
	Actual	Last Year	Variance %	Aug 17	Jul 17	Jun 17	May 17	YTD	Budget	Total 17/17
Bar Revenue	1,740,433	861,232	102.1%	208,933	221,100	218,080	212,960	1,740,433	867,040	2,607,473
Dining Revenue	14,616,639	12,521,700	16.7%	1,562,459	1,967,040	1,990,760	1,973,000	14,616,639	7,729,680	22,346,319
Function Revenue	687,520	623,140	10.3%	84,700	86,200	65,200	101,020	687,520	363,100	1,050,620
Total Revenue	17,044,592	14,006,072	21.7%	1,856,092	2,274,340	2,274,040	2,286,980	17,044,592	8,959,820	26,004,412
Total Cost of Sales	5,955,100	5,546,580	7.4%	771,360	749,700	760,920	741,720	5,955,100	3,696,380	9,651,480
Gross Profit	11,089,492	8,459,492	31.1%	1,084,732	1,524,640	1,513,120	1,545,260	11,089,492	5,263,440	16,352,932
GP%	65.1%	60.4%	4.7%	58.4%	67.0%	66.5%	67.6%	65.1%	58.7%	62.9%
Total OPEX	9,775,941	8,974,730	8.9%	1,212,482	1,237,973	1,170,564	1,258,495	9,775,941	5,385,335	15,161,276
NOPBT	1,313,551	-515,238	354.9%	-127,750	286,667	342,556	286,765	1,313,551	-121,895	1,191,656
Net Profit Before Tax	1,313,551	-515,238	354.9%	-127,750	286,667	342,556	286,765	1,313,551	-121,895	1,191,656

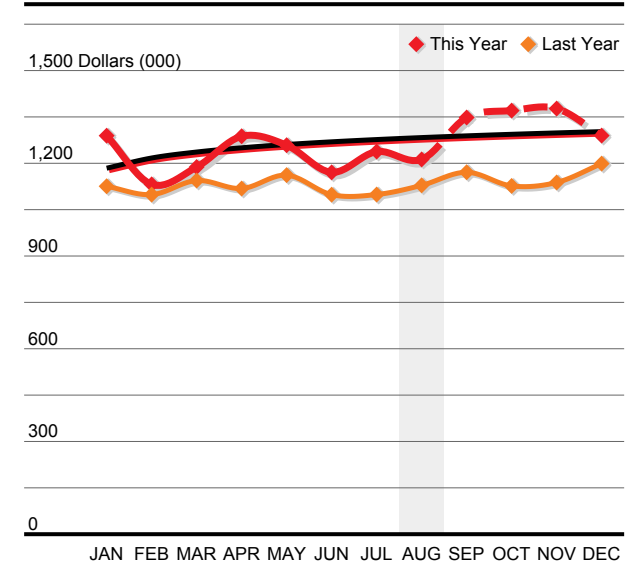
REVENUE - This Year vs Last Year



NET OPERATING PROFIT - This Year vs Last Year



OPEX - This Year vs Last Year



	Now	Actual vs Last Year to Date			Monitors	
	As at Aug 17	Last Year	Variance	Variance %	CAPEX Monitor	YTD
Accounts Receivable	2,589,724	106,138	2,483,586	2,340.0%	Office Equipment	63,616
Bank Accounts	1,805,340	-529,326	2,334,666	441.1%	Computer Equipment	13,368
Total Current Assets	4,395,064	-423,188	4,818,252	1,138.6%	Total CAPEX	76,984
Term Assets	4,216,660	2,985,566	1,231,094	41.2%	Debt Monitor As at Aug 17	
Total Assets	8,611,724	2,562,378	6,049,346	236.1%	Term Loans	2,685,200
Accounts Payable	811,753	210,285	601,468	286.0%	Taxes	1,912,680
Other Current Liabilities	2,228,320	-1,688,733	3,917,053	232.0%	Accounts Payable	1,053,393
Total Current Liabilities	3,040,073	-1,478,448	4,518,521	305.6%	Other	74,000
Term Liabilities	2,685,200	1,074,823	1,610,377	149.8%	Total Debt	5,725,273
Total Liabilities	5,725,273	-403,625	6,128,898	1,518.5%		
Net Assets	2,886,451	2,966,003	-79,552	-2.7%		
Equity	1,891,360	3,505,476	-1,614,116	-46.0%		
Current Year Earnings	995,091	-539,473	1,534,564	284.5%		
Total Equity	2,886,451	2,966,003	-79,552	-2.7%		

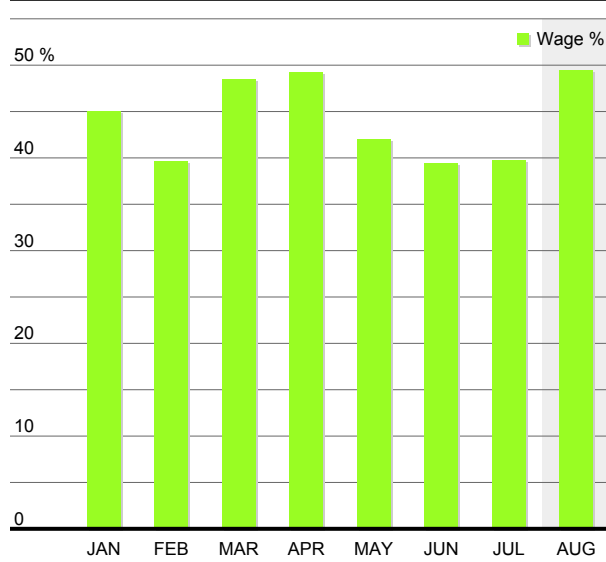
Rank	Revenue		% of Revenue		Gross Profit		GP %		Net Profit		NP %	
		YTD		%		YTD		%		YTD		%
1	12 - Ch	901,069	19 - Ne	5.3%	12 - Ch	606,514	12 - Ch	67.3%	12 - Ch	107,931	12 - Ch	12.0%
2	19 - Ne	899,256	12 - Ch	5.3%	19 - Ne	604,701	19 - Ne	67.2%	19 - Ne	102,279	19 - Ne	11.4%
3	5 - In	878,555	5 - In	5.2%	5 - In	584,000	5 - In	66.5%	5 - In	77,417	5 - In	8.8%
4	9 - Ne	876,459	9 - Ne	5.1%	9 - Ne	581,904	9 - Ne	66.4%	9 - Ne	75,906	9 - Ne	8.7%
5	14 - Ma	873,499	7 - Du	5.1%	14 - Ma	578,944	14 - Ma	66.3%	11 - Bl	66,839	11 - Bl	7.9%
6	7 - Du	863,122	14 - Ma	5.1%	7 - Du	568,567	7 - Du	65.9%	7 - Du	65,484	17 - Ca	7.6%
7	17 - Ca	859,609	8 - Mi	5.0%	17 - Ca	565,054	17 - Ca	65.7%	17 - Ca	64,971	7 - Du	7.6%
8	15 - Pr	846,958	11 - Bl	5.0%	15 - Pr	552,403	11 - Bl	65.2%	14 - Ma	53,861	14 - Ma	6.2%
9	3 - Ed	846,878	17 - Ca	5.0%	3 - Ed	552,323	3 - Ed	65.2%	15 - Pr	52,820	15 - Pr	6.2%
10	11 - Bl	846,477	20 - Sw	5.0%	11 - Bl	551,922	20 - Sw	65.2%	20 - Sw	51,849	20 - Sw	6.1%
11	20 - Sw	845,987	3 - Ed	5.0%	20 - Sw	551,432	15 - Pr	65.2%	10 - Su	45,839	10 - Su	5.6%
12	8 - Mi	844,666	15 - Pr	5.0%	1 - Ab	544,085	18 - Cm	64.9%	18 - Cm	40,870	18 - Cm	4.9%
13	1 - Ab	838,640	6 - Al	4.9%	18 - Cm	543,953	1 - Ab	64.9%	13 - Li	37,932	13 - Li	4.5%
14	18 - Cm	838,508	1 - Ab	4.9%	6 - Al	541,898	6 - Al	64.8%	1 - Ab	37,345	1 - Ab	4.5%
15	6 - Al	836,453	13 - Li	4.9%	13 - Li	541,015	13 - Li	64.7%	6 - Al	32,815	6 - Al	3.9%
16	13 - Li	835,570	18 - Cm	4.9%	2 - Du	538,323	2 - Du	64.6%	16 - Ba	29,659	16 - Ba	3.6%
17	4 - Gl	834,234	4 - Gl	4.9%	10 - Su	530,922	10 - Su	64.3%	3 - Ed	27,325	3 - Ed	3.2%
18	2 - Du	832,878	2 - Du	4.9%	16 - Ba	525,742	16 - Ba	64.1%	2 - Du	13,325	2 - Du	1.6%
19	10 - Su	825,477	10 - Su	4.8%	8 - Mi	518,111	8 - Mi	61.3%	8 - Mi	10,028	8 - Mi	1.2%
20	16 - Ba	820,297	16 - Ba	4.8%	4 - Gl	507,679	4 - Gl	60.9%	4 - Gl	596	4 - Gl	0.1%

Revenue Stats		% of Revenue Stats		Gross Profit Stats		GP% Stats		Net Profit Stats		NP % Stats	
	YTD		%		YTD		%		YTD		%
Average	852,230	Average	5.0%	Average	554,475	Average	65.0%	Average	49,755	Average	5.8%
Median	846,232	Median	5.0%	Median	551,677	Median	65.2%	Median	48,844	Median	5.9%
Top 3	892,960	Top 3	5.3%	Top 3	598,405	Top 3	67.0%	Top 3	95,876	Top 3	10.7%
Bottom 3	826,217	Bottom 3	4.8%	Bottom 3	517,177	Bottom 3	62.1%	Bottom 3	7,983	Bottom 3	1.0%

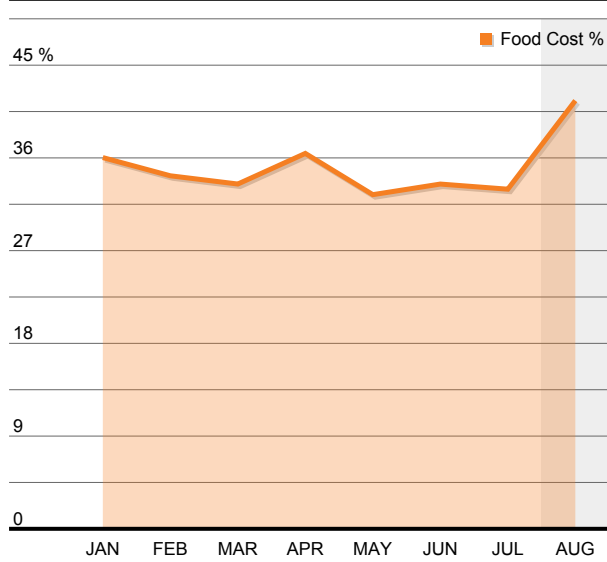
Rank	Revenue		% of Revenue		Gross Profit		GP %		Net Profit		NP %	
	ORG	YTD	ORG	%	ORG	YTD	ORG	%	ORG	YTD	ORG	%
1	ORG012	901,069	ORG005	5.3%	ORG012	606,514	ORG012	67.3%	ORG012	107,931	ORG012	12.0%
2	ORG005	899,256	ORG012	5.3%	ORG005	604,701	ORG005	67.2%	ORG005	102,279	ORG005	11.4%
3	ORG018	878,555	ORG018	5.2%	ORG018	584,000	ORG018	66.5%	ORG018	77,417	ORG018	8.8%
4	ORG014	876,459	ORG014	5.1%	ORG014	581,904	ORG014	66.4%	ORG014	75,906	ORG014	8.7%
5	ORG019	873,499	ORG017	5.1%	ORG019	578,944	ORG019	66.3%	ORG016	66,839	ORG016	7.9%
6	ORG017	863,122	ORG019	5.1%	ORG017	568,567	ORG017	65.9%	ORG017	65,484	ORG002	7.6%
7	ORG002	859,609	ORG020	5.0%	ORG002	565,054	ORG002	65.7%	ORG002	64,971	ORG017	7.6%
8	ORG008	846,958	ORG016	5.0%	ORG008	552,403	ORG016	65.2%	ORG019	53,861	ORG019	6.2%
9	ORG001	846,878	ORG002	5.0%	ORG001	552,323	ORG001	65.2%	ORG008	52,820	ORG008	6.2%
10	ORG016	846,477	ORG004	5.0%	ORG016	551,922	ORG004	65.2%	ORG004	51,849	ORG004	6.1%
11	ORG004	845,987	ORG001	5.0%	ORG004	551,432	ORG008	65.2%	ORG006	45,839	ORG006	5.6%
12	ORG020	844,666	ORG008	5.0%	ORG003	544,085	ORG009	64.9%	ORG009	40,870	ORG009	4.9%
13	ORG003	838,640	ORG015	4.9%	ORG009	543,953	ORG003	64.9%	ORG007	37,932	ORG007	4.5%
14	ORG009	838,508	ORG003	4.9%	ORG015	541,898	ORG015	64.8%	ORG003	37,345	ORG003	4.5%
15	ORG015	836,453	ORG007	4.9%	ORG007	541,015	ORG007	64.7%	ORG015	32,815	ORG015	3.9%
16	ORG007	835,570	ORG009	4.9%	ORG013	538,323	ORG013	64.6%	ORG011	29,659	ORG011	3.6%
17	ORG010	834,234	ORG010	4.9%	ORG006	530,922	ORG006	64.3%	ORG001	27,325	ORG001	3.2%
18	ORG013	832,878	ORG013	4.9%	ORG011	525,742	ORG011	64.1%	ORG013	13,325	ORG013	1.6%
19	ORG006	825,477	ORG006	4.8%	ORG020	518,111	ORG020	61.3%	ORG020	10,028	ORG020	1.2%
20	ORG011	820,297	ORG011	4.8%	ORG010	507,679	ORG010	60.9%	ORG010	596	ORG010	0.1%

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
9 - Newcastle	876,459	91,829	66.4%	8.7%	490,075	55.9%	37.55	90,517	1.66
6 - Alnwick	836,453	48,738	64.8%	3.9%	493,160	59.0%	54.37	90,517	1.35
2 - Dumfries	832,878	29,248	64.6%	1.6%	509,075	61.1%	17.71	90,517	1.07
16 - Bangor	820,297	45,582	64.1%	3.6%	480,160	58.5%	59.81	90,517	1.33
12 - Chester	901,069	123,854	67.3%	12.0%	482,660	53.6%	47.74	90,517	2.02
14 - Manchester	873,499	69,784	66.3%	6.2%	509,160	58.3%	34.05	90,517	1.48
8 - Middlesbrough	844,666	25,951	61.3%	1.2%	492,160	58.3%	38.64	90,517	1.19
5 - Inverness	878,555	93,340	66.5%	8.8%	490,660	55.8%	46.73	90,517	1.67
11 - Blackpool	846,477	82,762	65.2%	7.9%	469,160	55.4%	65.71	90,517	1.56
7 - Durham	863,122	81,407	65.9%	7.6%	487,160	56.4%	48.3	90,517	1.55
20 - Swansea	845,987	67,772	65.2%	6.1%	483,660	57.2%	50.01	90,517	1.47
19 - Newport	899,256	118,202	67.2%	11.4%	486,499	54.1%	46.7	90,517	1.97
1 - Aberdeen	838,640	53,268	64.9%	4.5%	490,817	58.5%	45.95	85,517	1.23
3 - Edinburg	846,878	43,248	65.2%	3.2%	509,075	60.1%	18.78	90,517	1.17
17 - Cardiff	859,609	80,894	65.7%	7.6%	484,160	56.3%	34.28	90,517	1.59
18 - Carmarthen	838,508	56,793	64.9%	4.9%	487,160	58.1%	37.17	90,517	1.4
4 - Glasgow	834,234	16,519	60.9%	0.1%	491,160	58.9%	36.19	90,517	1.14
15 - Preston	846,958	68,743	65.2%	6.2%	483,660	57.1%	49.03	90,517	1.47
10 - Sunderland	825,477	61,762	64.3%	5.6%	469,160	56.8%	68.41	90,517	1.43
13 - Liverpool	835,570	53,855	64.7%	4.5%	487,160	58.3%	41.48	90,517	1.38

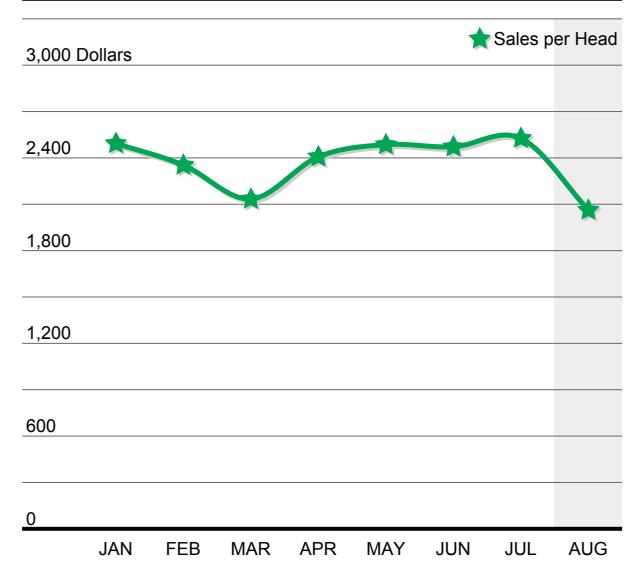
Wage Cost %



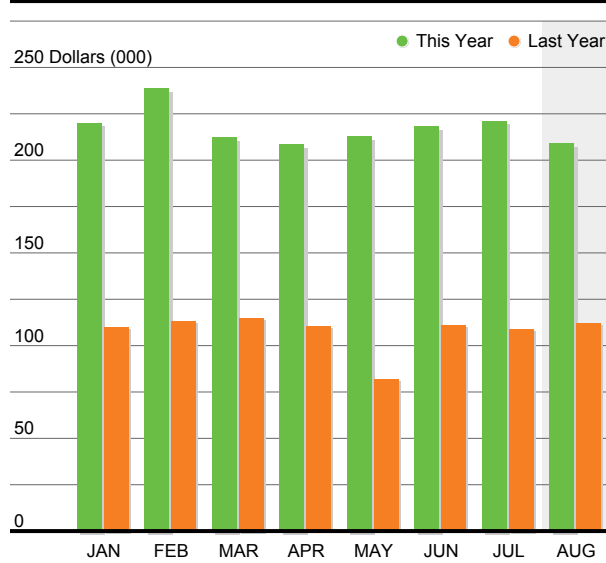
Food Cost %



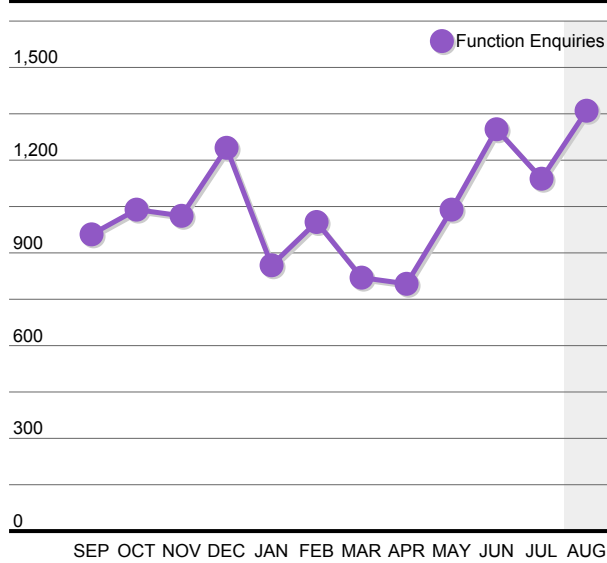
Total Sales per Head



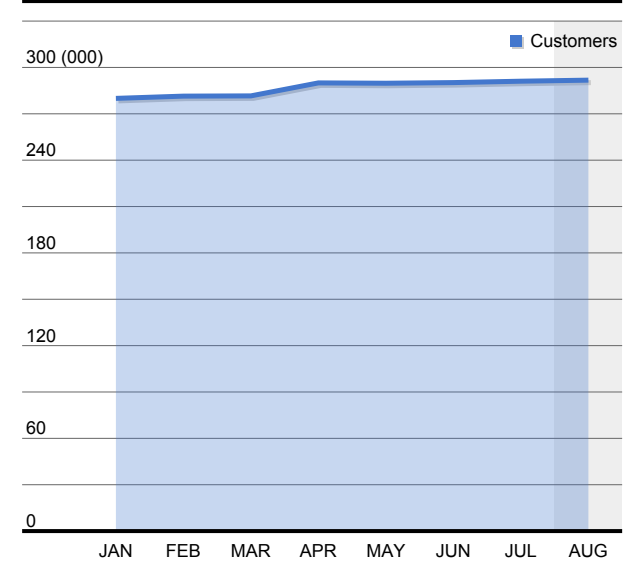
Bar Sales - This Year vs Last Year



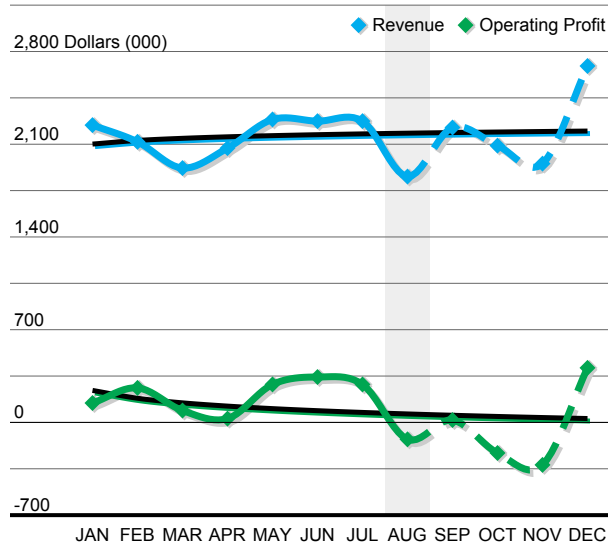
Function Enquiries



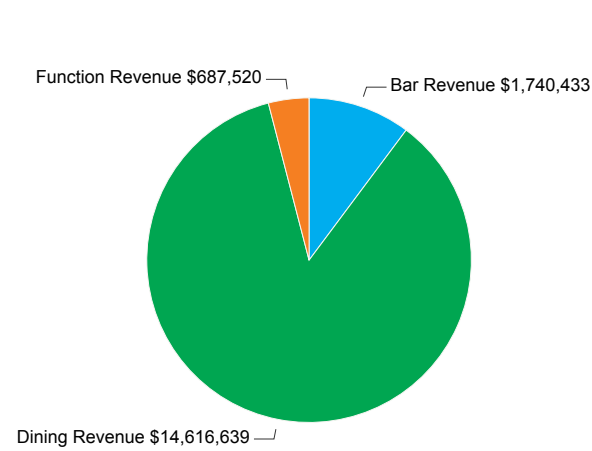
TOTAL CUSTOMERS



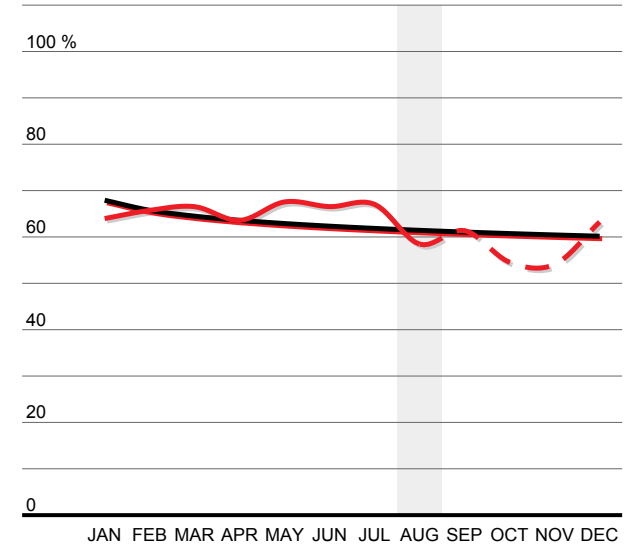
REVENUE AND OPERATING PROFIT TRENDS - Last 18 Months



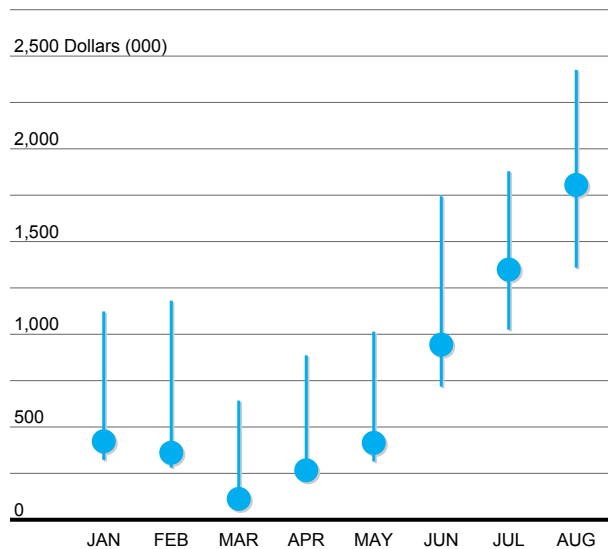
TOP REVENUE CONTRIBUTORS



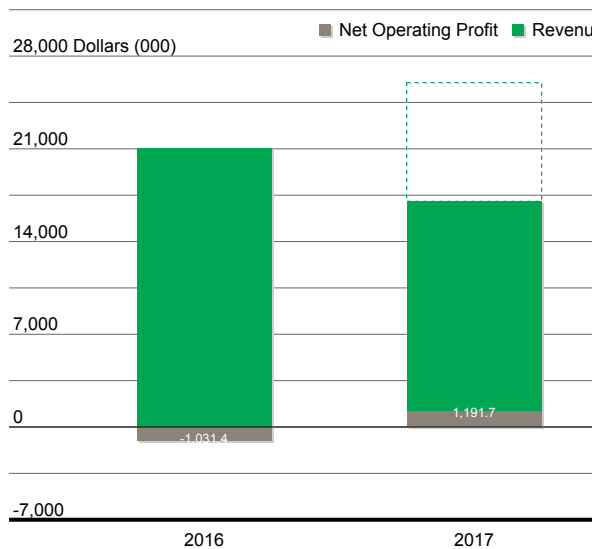
GROSS PROFIT % (EFFICIENCY)



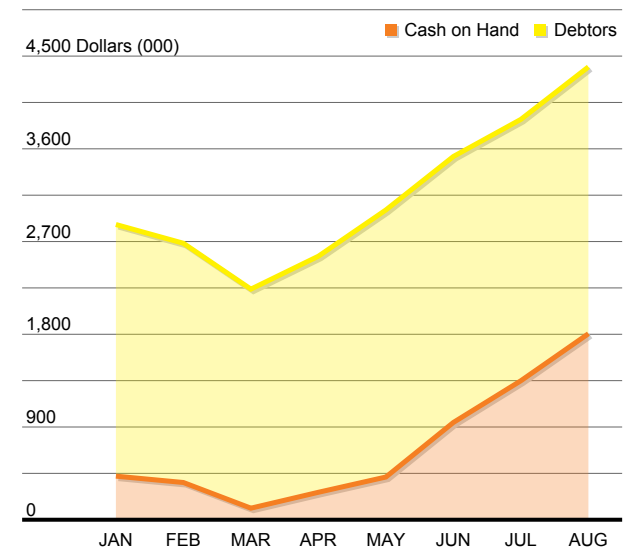
CASH ON HAND - With High and Low Balances



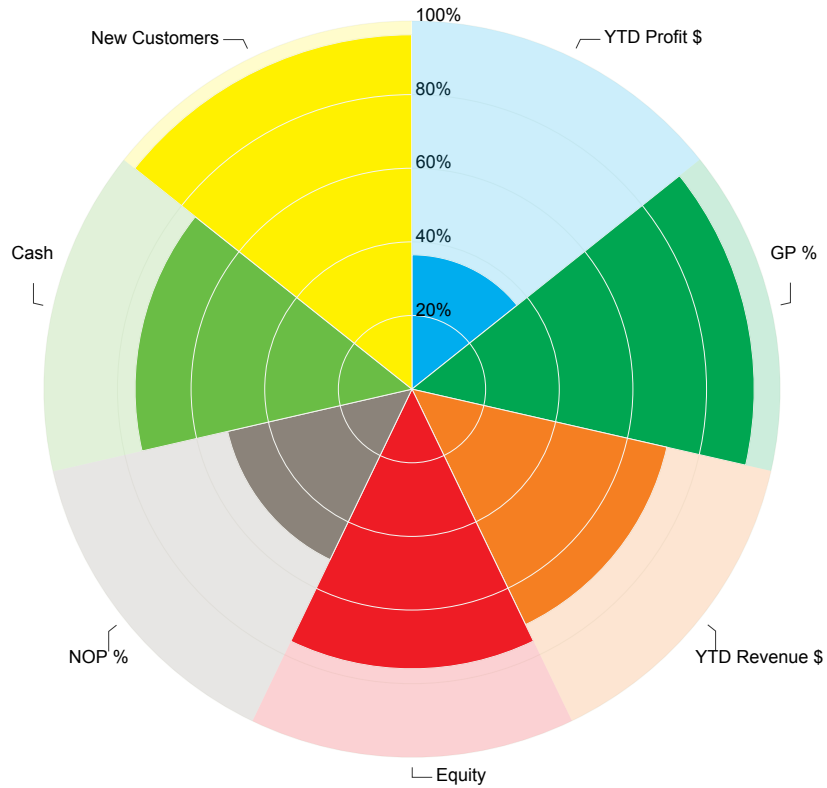
REVENUE AND NET OPERATING PROFIT - Last Year and Current Year



LIQUIDITY - (Cash + Debtors)

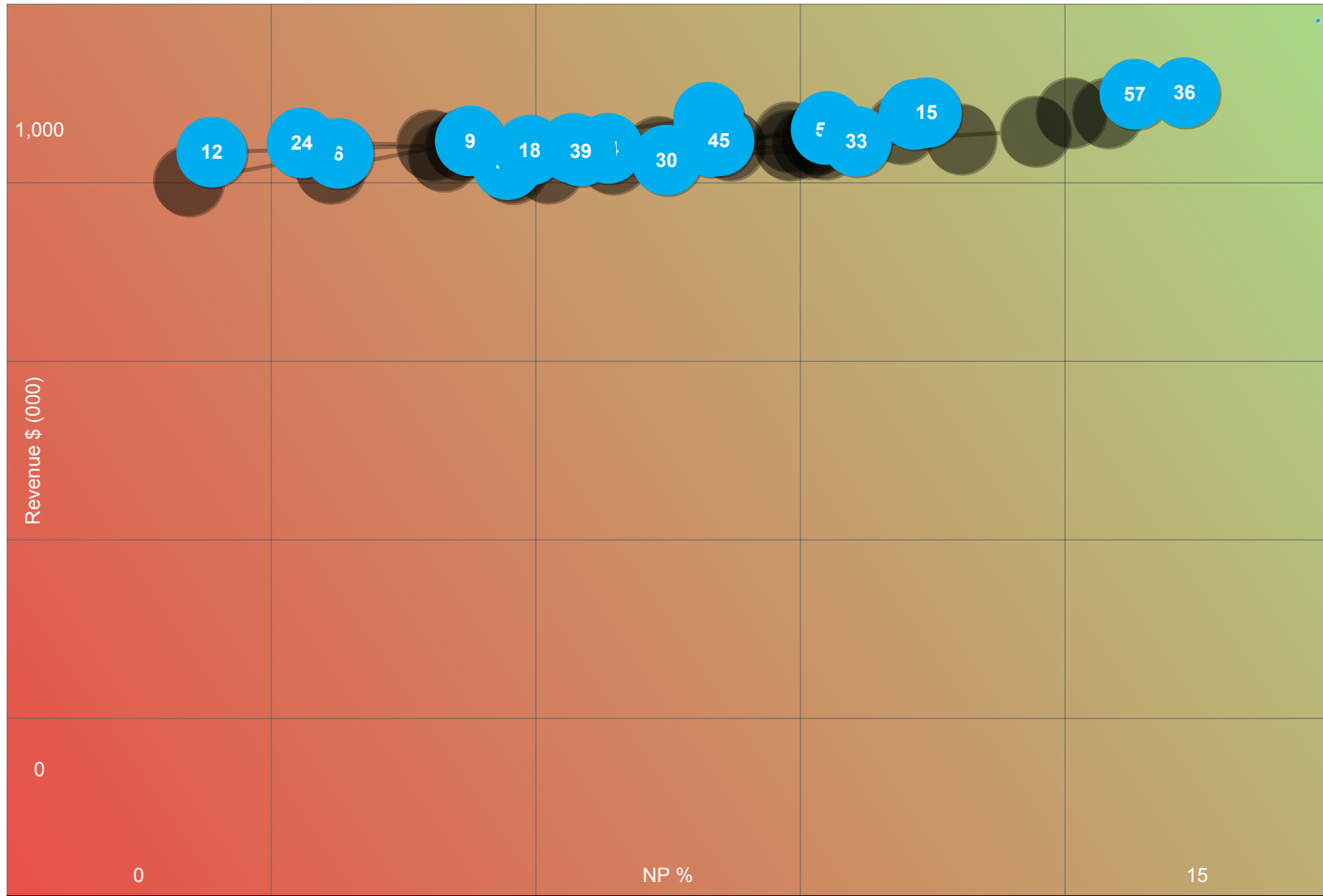


TARGET SCORE CARD



Actual vs Target		
	Actual	Target
Profit	1,313,551	3,600,000
GP %	65.1%	70.0%
Revenue	17,044,592	24,000,000
Equity	2,886,451	3,800,000
Net Operating Profit %	7.7%	15.0%
Cash	1,805,340	2,400,000
New Customers	1,540	1,600

NET PROFIT / REVENUE SPREAD



	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
Function Revenue	3.9%	32,651	4.0%	32,651	5.3%	44,651	3.6%	32,651	3.6%	30,151	5.3%	46,151
Dining Revenue	86.8%	727,587	85.8%	707,877	84.7%	716,877	86.9%	783,469	86.2%	720,470	85.0%	742,399
Bar Revenue	9.3%	78,402	10.3%	84,949	10.0%	84,949	9.4%	84,949	10.2%	84,949	9.7%	84,949
Total Revenue	100.0%	838,640	100.0%	825,477	100.0%	846,477	100.0%	901,069	100.0%	835,570	100.0%	873,499
Cost of Sales	35.1%	294,555	35.7%	294,555	34.8%	294,555	32.7%	294,555	35.3%	294,555	33.7%	294,555
Gross Profit	64.9%	544,085	64.3%	530,922	65.2%	551,922	67.3%	606,514	64.7%	541,015	66.3%	578,944
GP%		64.9%		64.3%		65.2%		67.3%		64.7%		66.3%
OPEX	58.5%	490,817	56.8%	469,160	55.4%	469,160	53.6%	482,660	58.3%	487,160	58.3%	509,160
NOPBT	6.4%	53,268	7.5%	61,762	9.8%	82,762	13.7%	123,854	6.4%	53,855	8.0%	69,784
NOP%		6.4%		7.5%		9.8%		13.7%		6.4%		8.0%
Net Profit	4.5%	37,345	5.6%	45,839	7.9%	66,839	12.0%	107,931	4.5%	37,932	6.2%	53,861

	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
Function Revenue	3.9%	32,651	4.0%	32,651	3.5%	30,151	3.6%	30,151	3.7%	33,151	3.6%	30,151
Dining Revenue	86.1%	729,358	85.7%	702,697	86.6%	744,509	86.3%	723,408	82.4%	741,156	86.2%	717,778
Bar Revenue	10.0%	84,949	10.4%	84,949	9.9%	84,949	10.1%	84,949	13.9%	124,949	10.2%	84,949
Total Revenue	100.0%	846,958	100.0%	820,297	100.0%	859,609	100.0%	838,508	100.0%	899,256	100.0%	832,878
Cost of Sales	34.8%	294,555	35.9%	294,555	34.3%	294,555	35.1%	294,555	32.8%	294,555	35.4%	294,555
Gross Profit	65.2%	552,403	64.1%	525,742	65.7%	565,054	64.9%	543,953	67.2%	604,701	64.6%	538,323
GP%		65.2%		64.1%		65.7%		64.9%		67.2%		64.6%
OPEX	57.1%	483,660	58.5%	480,160	56.3%	484,160	58.1%	487,160	54.1%	486,499	61.1%	509,075
NOPBT	8.1%	68,743	5.6%	45,582	9.4%	80,894	6.8%	56,793	13.1%	118,202	3.5%	29,248
NOP%		8.1%		5.6%		9.4%		6.8%		13.1%		3.5%
Net Profit	6.2%	52,820	3.6%	29,659	7.6%	64,971	4.9%	40,870	11.4%	102,279	1.6%	13,325

	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
Function Revenue	4.0%	34,151	3.6%	30,151	3.9%	32,651	3.7%	32,651	3.9%	32,651	4.7%	40,651
Dining Revenue	85.9%	726,887	86.4%	731,778	85.9%	716,634	86.6%	760,955	85.9%	718,853	85.4%	737,522
Bar Revenue	10.0%	84,949	10.0%	84,949	10.2%	84,949	9.7%	84,949	10.2%	84,949	9.8%	84,949
Total Revenue	100.0%	845,987	100.0%	846,878	100.0%	834,234	100.0%	878,555	100.0%	836,453	100.0%	863,122
Cost of Sales	34.8%	294,555	34.8%	294,555	39.1%	326,555	33.5%	294,555	35.2%	294,555	34.1%	294,555
Gross Profit	65.2%	551,432	65.2%	552,323	60.9%	507,679	66.5%	584,000	64.8%	541,898	65.9%	568,567
GP%		65.2%		65.2%		60.9%		66.5%		64.8%		65.9%
OPEX	57.2%	483,660	60.1%	509,075	58.9%	491,160	55.8%	490,660	59.0%	493,160	56.4%	487,160
NOPBT	8.0%	67,772	5.1%	43,248	2.0%	16,519	10.6%	93,340	5.8%	48,738	9.4%	81,407
NOP%		8.0%		5.1%		2.0%		10.6%		5.8%		9.4%
Net Profit	6.1%	51,849	3.2%	27,325	0.1%	596	8.8%	77,417	3.9%	32,815	7.6%	65,484

	8 - Middlesbrough		9 - Newcastle	
	% of Rev	YTD	% of Rev	YTD
Function Revenue	3.9%	32,651	5.0%	44,151
Dining Revenue	86.1%	727,066	84.4%	739,359
Bar Revenue	10.1%	84,949	10.6%	92,949
Total Revenue	100.0%	844,666	100.0%	876,459
Cost of Sales	38.7%	326,555	33.6%	294,555
Gross Profit	61.3%	518,111	66.4%	581,904
GP%		61.3%		66.4%
OPEX	58.3%	492,160	55.9%	490,075
NOPBT	3.1%	25,951	10.5%	91,829
NOP%		3.1%		10.5%
Net Profit	1.2%	10,028	8.7%	75,906