

INCOME STATEMENT						% of Sales in Latest Quarter			
	Fall	Winter	Spring	Summer	Year to Date	This	Pub	Market Average	Variance
<b>Sales Revenue</b>									
Drink	74,469	78,795	87,677		240,941	72.7%		80.3%	
Food	18,191	27,939	32,902		79,032	27.3%		18.1%	
Hotel	-	-	-		-	0.0%		1.6%	
	<b>92,660</b>	<b>106,734</b>	<b>120,579</b>		<b>319,973</b>	<b>100.0%</b>		<b>100.0%</b>	
<b>Cost of Sales</b>									
Drink	27,172	27,501	32,131		86,804				
Food	5,415	8,186	10,956		24,557				
	<b>32,587</b>	<b>35,687</b>	<b>43,087</b>		<b>111,361</b>				
<b>Gross Profit</b>									
Drink	47,297	51,294	55,546		154,137				
Food	12,776	19,753	21,946		54,475				
Hotel	-	-	-		-				
	<b>60,073</b>	<b>71,047</b>	<b>77,492</b>		<b>208,612</b>	<b>64.3%</b>		<b>64.6%</b>	<b>-0.4%</b>
<b>Labor Costs</b>									
Management salaries	14,000	20,000	20,000		54,000				
Staff Wages	15,974	20,097	21,037		57,108				
Payroll tax	2,019	2,803	2,831		7,653				
	<b>31,993</b>	<b>42,900</b>	<b>43,868</b>		<b>118,761</b>	<b>36.4%</b>		<b>34.3%</b>	<b>-2.1%</b>
<b>Operating Costs</b>									
Energy	3,535	6,154	3,526		13,215				
Cleaning	1,938	1,978	2,030		5,946				
Garden maintenance	-	-	840		840				
Glasses & crockery	215	199	243		657				
Laundry	384	741	1,012		2,137				
Repairs	459	473	515		1,447				
	<b>6,531</b>	<b>9,545</b>	<b>8,166</b>		<b>24,242</b>	<b>6.8%</b>		<b>7.5%</b>	<b>0.7%</b>
<b>Entertainment Costs</b>									
TV Sports	6,000	3,000	3,000		12,000				
Pool tables (net)	204	220	-		424				
Fruit machines (net)	-	-	-		-				
Entertainment	-	750	1,900		2,650				
	<b>6,204</b>	<b>3,970</b>	<b>4,900</b>		<b>15,074</b>	<b>4.1%</b>		<b>4.6%</b>	<b>0.6%</b>
<b>Marketing Costs</b>									
Advertising	300	300	600		1,200				
Market Research	-	-	-		-				
Sponsorship	-	-	-		-				
	<b>300</b>	<b>300</b>	<b>600</b>		<b>1,200</b>	<b>0.5%</b>		<b>1.2%</b>	<b>0.7%</b>
<b>Administration Costs</b>	<b>645</b>	<b>649</b>	<b>661</b>		<b>1,955</b>	<b>0.5%</b>		<b>0.6%</b>	<b>0.0%</b>
<b>Property Costs</b>									
Amortization	-	1,250	1,900		3,150				
Property tax	5,000	5,000	5,000		15,000				
	<b>5,000</b>	<b>6,250</b>	<b>6,900</b>		<b>18,150</b>	<b>5.7%</b>		<b>5.7%</b>	<b>0.0%</b>
<b>Total Overheads</b>	<b>50,673</b>	<b>63,614</b>	<b>65,095</b>		<b>179,382</b>	<b>54.0%</b>		<b>53.9%</b>	<b>-0.1%</b>
<b>OPERATING INCOME</b>	<b>9,400</b>	<b>7,433</b>	<b>12,397</b>		<b>29,230</b>	<b>10.3%</b>		<b>10.7%</b>	<b>-0.4%</b>
<i>Head Office Interest</i>	185	795	1,209		2,189	1.0%		1.5%	0.5%
<b>NET CONTRIBUTION</b>	<b>9,215</b>	<b>6,638</b>	<b>11,188</b>		<b>27,041</b>	<b>9.3%</b>		<b>9.2%</b>	<b>0.1%</b>