
Wangaratta RSL

Monthly Management Report

December 2020

Prepared by:



Table of Content

- 1. On-Tap Hospitality - Commentary**
- 2. Profit & Loss December**
- 3. Profit & Loss YTD**
- 4. Balance Sheet**
- 5. Sales & COGS Analysis - Food**
- 6. Wage Analysis - Food**
- 7. Sales & COGS Analysis - Beverage**
- 8. Wage Analysis - Beverage**
- 9. Gaming Sales Analysis**

14/01/2021

Wangaratta RSL Sub-Branch
2-4 Templeton Street
Wangaratta
VIC, 3677

Dear Board Members,

RE: Wangaratta RSL Financial Results – December 2020

Please find below a summary of the RSL's financial results for December 2020 as well as some of the ongoing issues in relation to the financials.

Financial Results December 2020:

The financial reports for the period have been prepared on a calendar month basis from the 1st December to 31st December 2020.

The venue was trading 7 days a week for Beverage and Gaming (excluding 25th & 28th December), while its Bistro remained closed on Mondays and Tuesdays. Total trading days for each income stream have been amended in the KPI section of this report.

During December the venue was able to obtain a net profit of \$115.1k. This represents the best net profit result for 2020. The net profit can be attributed to an increase in trading revenue, while being able to keep its Occupancy, Advertising, Operational and Administration expenses to a similar level to previous months reflecting the strong management in place at the venue.

The Food Gross Profit Margin for December is 62%, this figure falls below the venue's KPI of 66%. The Beverage Gross Profit Margin for December is 65%, falling just below the venue's KPI of 68%.

The total December Jobkeeper reimbursement was \$44k, which consists of three fortnights. Please note total eligible employees dropped from 13 to 12 after the first fortnight due to the departure of a chef. With the conclusion of the December reimbursement, the venue must satisfy a 15% decline in turnover from the Oct-Dec QTR from 2019 in order to be eligible for the March Quarter Jobkeeper subsidy. OTH is in the process of finalising status and will provide further information in due course.

Notable during December was the reduction of the Annual Leave payable and Long Service Leave payable on the Balance Sheet. This is due to 2 full time staff members resigning during December requiring the venue to pay out their leave entitlements.

Over the past 6 months the RSL has been raising funds for a new welfare bus for its members on behalf of the Patriotic account. A final cash transfer of the Patriotic account was made during December which included a \$2.1k donation from the Wangaratta RSL.

Please note OTH are in the process of finalising any year-end adjustments for the RSL and Patriotic accounts. Once completed OTH will advise venue management that the year-end audit can begin commencement.

In the past venue management has consulted OTH about the Patriotic loan account. OTH encourages venue management to discuss the future of the loan account before the year-end adjustment are finalised.

I can confirm all ATO and Superannuation lodgements are up to date. The Balance Sheet of the RSL reflects the latest known financial position as at the end of December 2020.

Kind Regards,



Freddie Deegan

Director – On Tap Hospitality

Profit & Loss [Multi-Period]

October 2020 To December 2020

ABN: 61 412 912 811

	October	November	December	Total
Sales Revenue				
Bar Sales				
Beverage Sales	\$37,922.53	\$53,018.00	\$89,039.02	\$179,979.55
Total Bar Sales	\$37,922.53	\$53,018.00	\$89,039.02	\$179,979.55
Food Sales				
Food Sales	\$45,014.06	\$67,933.93	\$78,123.80	\$191,071.79
Food Sales - Subsidised	\$2,205.00	\$3,625.00	\$3,890.00	\$9,720.00
Total Food Sales	\$47,219.06	\$71,558.93	\$82,013.80	\$200,791.79
Gaming Machine Revenue				
Gaming Revenue	\$0.00	\$63,791.29	\$134,010.89	\$197,802.18
Total Gaming Machine Revenue	\$0.00	\$63,791.29	\$134,010.89	\$197,802.18
Keno Commission				
Keno Commission	\$277.10	\$601.49	\$590.66	\$1,469.25
Total Keno Commission	\$277.10	\$601.49	\$590.66	\$1,469.25
TAB Commission				
TAB Commission	\$0.00	\$387.14	\$782.60	\$1,169.74
Total TAB Commission	\$0.00	\$387.14	\$782.60	\$1,169.74
Membership Income				
Membership Income	\$481.84	\$2,504.53	\$7,099.98	\$10,086.35
Total Membership Income	\$481.84	\$2,504.53	\$7,099.98	\$10,086.35
Raffle Income				
Raffle Income	\$1,416.00	\$1,910.00	\$6,749.00	\$10,075.00
Total Raffle Income	\$1,416.00	\$1,910.00	\$6,749.00	\$10,075.00
Other revenue				
ATM Rebate	\$70.92	\$721.83	\$1,216.36	\$2,009.11
Licensed Hospitality Venue Fund Grant	\$25,000.00	\$0.00	\$0.00	\$25,000.00
Outdoor Eating & Entertainment Grant	\$0.00	\$5,000.00	\$0.00	\$5,000.00
Other Income Received	\$0.00	-\$583.50	\$2,500.00	\$1,916.50
JobKeeper Wage Subsidy	\$34,800.00	\$31,200.00	\$44,400.00	\$110,400.00
ATO Cash Boost	\$12,500.00	\$0.00	\$0.00	\$12,500.00
Total Other revenue	\$72,370.92	\$36,338.33	\$48,116.36	\$156,825.61
Womens Auxillary Income				
WAUX - Raffles	\$970.00	\$1,138.45	\$2,216.54	\$4,324.99
WAUX - Memberships	\$1.00	\$22.00	\$0.00	\$23.00
WAUX - Merchandise	\$107.27	\$484.55	\$477.27	\$1,069.09
Total Womens Auxillary Income	\$1,078.27	\$1,645.00	\$2,693.81	\$5,417.08
Total Sales Revenue	\$160,765.72	\$231,754.71	\$371,096.12	\$763,616.55
Cost Of Sales				
Cost of Sales - Beverage				
Beverage Cost of Sales	\$10,656.48	\$18,014.92	\$30,766.81	\$59,438.21
Total Cost of Sales - Beverage	\$10,656.48	\$18,014.92	\$30,766.81	\$59,438.21
Cost of Sales - Food				
Food Cost of Sales	\$17,095.53	\$22,046.70	\$29,325.90	\$68,468.13
Total Cost of Sales - Food	\$17,095.53	\$22,046.70	\$29,325.90	\$68,468.13
Cost of Sales - Gaming				
GSP Contract Cost	\$0.00	\$8,772.40	\$26,148.50	\$34,920.90
Loyalty EGM Integration Connec	\$0.00	\$130.00	\$387.50	\$517.50
State Gaming Tax	\$0.00	\$0.00	\$6,590.42	\$6,590.42

Profit & Loss [Multi-Period]

October 2020 To December 2020

ABN: 61 412 912 811

	October	November	December	Total
Monitoring Costs	\$1,331.00	\$6,681.76	\$2,011.18	\$10,023.94
VCGLR Supervision Charge	\$600.00	\$600.00	\$600.00	\$1,800.00
Total Cost of Sales - Gaming	\$1,931.00	\$16,184.16	\$35,737.60	\$53,852.76
TAB Cost of Sales				
TAB Fees	\$0.00	\$150.00	\$200.00	\$350.00
Total TAB Cost of Sales	\$0.00	\$150.00	\$200.00	\$350.00
Total Cost Of Sales	\$29,683.01	\$56,395.78	\$96,030.31	\$182,109.10
Gross Profit	\$131,082.71	\$175,358.93	\$275,065.81	\$581,507.45
Expenses				
Administration Expenses				
Accounting/Bookkeeping Fees	\$3,070.00	\$4,600.00	\$4,000.00	\$11,670.00
Audit Fees	\$950.00	\$0.00	\$0.00	\$950.00
ATM Expenses	\$0.00	\$16.36	\$0.00	\$16.36
Merchant fees	\$618.91	\$907.00	\$1,080.91	\$2,606.82
Computer Software & Support	\$277.93	\$277.96	\$328.53	\$884.42
Computer Other Expenses	\$0.00	\$6.36	\$0.00	\$6.36
Fees & Licences	\$273.98	\$273.98	\$455.62	\$1,003.58
Freight & Cartage	\$135.21	\$245.81	\$280.65	\$661.67
Legal Expenses	\$0.00	\$10,000.00	\$0.00	\$10,000.00
Postage	\$0.00	\$5.83	\$115.44	\$121.27
Printing, Stationery	\$275.02	\$262.67	\$420.00	\$957.69
Professional fees	\$0.00	\$0.00	\$93.97	\$93.97
Subscriptions - TV etc	\$0.00	\$1,847.06	\$1,385.50	\$3,232.56
Subscriptions - Other	\$138.65	\$132.00	\$143.05	\$413.70
Telephone & Internet	\$529.75	\$529.52	\$530.37	\$1,589.64
Total Administration Expenses	\$6,269.45	\$19,104.55	\$8,834.04	\$34,208.04
Operational Expenses				
Bar Expenses	\$1,033.22	\$683.88	\$1,081.96	\$2,799.06
Beer Gas	\$88.23	\$227.04	\$245.30	\$560.57
Cash Discrepancies	-\$310.20	\$188.45	-\$164.07	-\$285.82
Cleaning Products	\$0.00	\$224.38	\$65.26	\$289.64
Cleaning Contracts	\$0.00	\$0.00	\$1,050.00	\$1,050.00
Cleaning Other	\$30.28	\$128.11	\$0.00	\$158.39
Consumables	\$0.00	\$276.82	\$285.23	\$562.05
Dining Room Supplies	\$252.69	\$388.77	\$517.32	\$1,158.78
Donations	\$0.00	\$0.00	\$2,105.81	\$2,105.81
Gaming Expenses	\$0.00	\$40.00	\$40.00	\$80.00
Kitchen Supplies/equipment	\$2,018.36	\$634.72	\$626.55	\$3,279.63
Raffles	\$924.70	\$2,314.84	\$1,465.00	\$4,704.54
Security Contracts	\$386.47	\$139.81	\$346.47	\$872.75
Sundry Expense	\$0.00	\$29.09	\$148.43	\$177.52
Wastage	\$507.22	\$8.83	\$15.83	\$531.88
Total Operational Expenses	\$4,930.97	\$5,284.74	\$7,829.09	\$18,044.80
Advertising & Promotions				
Advertising & Marketing	\$1,394.37	\$1,340.13	\$833.33	\$3,567.83
Promotions - Members Prizes	\$0.00	\$0.00	\$629.10	\$629.10
Promotions - Members Discount	\$2,076.90	\$2,883.80	\$4,785.55	\$9,746.25
Promotions - Gaming	\$0.00	\$108.00	\$106.27	\$214.27
Promotions - Food	\$0.00	\$505.92	\$0.00	\$505.92
Promotions - Other	-\$15.52	-\$15.27	-\$3.17	-\$33.96

Profit & Loss [Multi-Period]

October 2020 To December 2020

ABN: 61 412 912 811

	October	November	December	Total
Promotions - Specials	\$23.31	\$27.40	\$37.63	\$88.34
Guest Entertainment	\$0.00	\$300.00	\$2,050.00	\$2,350.00
Giveaways	\$211.80	\$1,819.06	\$1,201.35	\$3,232.21
Total Advertising & Promotions	\$3,690.86	\$6,969.04	\$9,640.06	\$20,299.96
Occupancy Costs				
Rent - Patriotic Fund	\$0.00	\$9,999.99	\$10,909.09	\$20,909.08
Electricity	\$3,689.91	\$5,842.36	\$6,916.86	\$16,449.13
Gas	\$288.63	\$991.19	\$639.91	\$1,919.73
Water Rates	\$672.63	\$672.63	-\$618.85	\$726.41
Waste Removal	\$1,064.80	\$1,276.40	\$1,595.50	\$3,936.70
Insurance	\$3,136.19	\$3,136.19	\$3,136.19	\$9,408.57
Rep & Maint - Buildings	\$245.91	\$433.80	\$740.76	\$1,420.47
Rep & Maint - Plant & equip	\$2,264.70	\$129.09	\$1,817.24	\$4,211.03
Total Occupancy Costs	\$11,362.77	\$22,481.65	\$25,136.70	\$58,981.12
Committee & Members Expenses				
Loyalty Points Redemption	\$685.61	\$1,173.93	\$2,528.47	\$4,388.01
Membership Affiliation Charge	\$1,000.00	\$0.00	\$0.00	\$1,000.00
Committee Members Expenses	\$0.00	\$136.36	\$0.00	\$136.36
Members Expenses	\$40.91	\$197.80	\$0.00	\$238.71
Xmas Expenses	\$0.00	\$0.00	\$262.38	\$262.38
President Shout	\$3.74	\$0.00	\$7.97	\$11.71
Total Committee & Members Expenses	\$1,730.26	\$1,508.09	\$2,798.82	\$6,037.17
Welfare & Charitable Expenses				
Donations/Community outreach	\$47.45	\$51.71	\$0.00	\$99.16
Other W&C expenses	\$0.00	\$65.00	\$0.00	\$65.00
Scholarship Costs	\$0.00	\$227.27	\$1,363.62	\$1,590.89
Subsidised - Meals	\$2,205.00	\$3,625.00	\$3,890.00	\$9,720.00
Total Welfare & Charitable Expenses	\$2,252.45	\$3,968.98	\$5,253.62	\$11,475.05
Womens Auxillary Expenses				
WAUX - Merchandise	\$22.46	\$145.26	\$129.88	\$297.60
WAUX - Raffle Expenses	\$193.49	\$583.78	\$118.18	\$895.45
WAUX - Events	\$454.55	\$0.00	\$0.00	\$454.55
Total Womens Auxillary Expenses	\$670.50	\$729.04	\$248.06	\$1,647.60
Employment Expenses				
FOH Wages	\$33,102.77	\$35,818.88	\$42,449.36	\$111,371.01
BOH Wages	\$17,989.15	\$19,025.53	\$35,268.67	\$72,283.35
Admin Wages	\$671.46	\$536.53	\$1,302.60	\$2,510.59
Management Wages	\$18,392.28	\$6,416.00	\$11,548.68	\$36,356.96
Welfare Wages	\$2,073.61	\$1,104.22	\$1,232.99	\$4,410.82
JobKeeper Top Up	\$1,000.74	\$915.04	\$464.90	\$2,380.68
Superannuation	\$4,927.27	\$6,810.02	\$6,991.23	\$18,728.52
Provision - Annual Leave	-\$5,388.91	\$4,131.59	-\$11,326.29	-\$12,583.61
Provision - Long Service Leave	-\$882.71	\$1,195.35	-\$902.39	-\$589.75
Workcover	\$1,294.68	\$1,501.91	\$1,687.01	\$4,483.60
Payroll Tax	\$167.62	\$299.57	\$417.44	\$884.63
Staff Amenities	\$245.75	\$301.70	\$208.98	\$756.43
Staff Uniforms	\$12.73	\$0.00	\$106.27	\$119.00
Staff Discount	\$193.19	\$121.16	\$293.31	\$607.66
Other Employment Expenses	\$735.00	\$15.00	\$141.82	\$891.82
Total Employment Expenses	\$74,534.63	\$78,192.50	\$89,884.58	\$242,611.71

Profit & Loss [Multi-Period]

October 2020 To December 2020

ABN: 61 412 912 811

	October	November	December	Total
Total Expenses	\$105,441.89	\$138,238.59	\$149,624.97	\$393,305.45
Operating Profit	\$25,640.82	\$37,120.34	\$125,440.84	\$188,202.00
Other Income				
Interest Received	\$0.69	\$2.02	\$0.00	\$2.71
Total Other Income	\$0.69	\$2.02	\$0.00	\$2.71
Other Expenses				
Amortisation - Gaming Entitlem	\$10,051.37	\$9,727.12	\$10,051.37	\$29,829.86
Interest paid	\$553.90	\$483.29	\$285.65	\$1,322.84
Total Other Expenses	\$10,605.27	\$10,210.41	\$10,337.02	\$31,152.70
Net Profit/(Loss)	\$15,036.24	\$26,911.95	\$115,103.82	\$157,052.01

Profit & Loss Statement

January 2020 To December 2020

ABN: 61 412 912 811

Sales Revenue		
Bar Sales		
Beverage Sales	\$480,299.90	
Total Bar Sales		\$480,299.90
Food Sales		
Food Sales	\$575,136.59	
Food Sales - Subsidised	\$34,345.00	
Total Food Sales		\$609,481.59
Gaming Machine Revenue		
Gaming Revenue	\$656,534.89	
Total Gaming Machine Revenue		\$656,534.89
Keno Commission		
Keno Commission	\$4,905.63	
Total Keno Commission		\$4,905.63
TAB Commission		
TAB Commission	\$4,766.40	
Total TAB Commission		\$4,766.40
Membership Income		
Membership Income	\$24,504.68	
Total Membership Income		\$24,504.68
Raffle Income		
Raffle Income	\$27,607.00	
Total Raffle Income		\$27,607.00
Other revenue		
ATM Rebate	\$6,767.28	
Donations Received	\$10,000.00	
Entertainment Subsidised	\$188.40	
Small Business Support Grant	\$5,000.00	
Licensed Hospitality Venue Fund Grant	\$25,000.00	
Outdoor Eating & Entertainment Grant	\$5,000.00	
Other Income Received	\$3,170.59	
JobKeeper Wage Subsidy	\$389,400.00	
ATO Cash Boost	\$100,000.00	
ANZAC House Financial Assistance	\$120,000.00	
Total Other revenue		\$664,526.27
Womens Auxillary Income		
WAUX - Sales (Biscuits etc.)	\$363.64	
WAUX - Donations	\$210.00	
WAUX - Raffles	\$5,483.99	
WAUX - Memberships	\$37.54	
WAUX - Merchandise	\$2,440.00	
Total Womens Auxillary Income		\$8,535.17
Total Sales Revenue		\$2,481,161.53
Cost Of Sales		
Cost of Sales - Beverage		
Beverage Cost of Sales	\$166,376.36	
Total Cost of Sales - Beverage		\$166,376.36
Cost of Sales - Food		
Food Cost of Sales	\$219,846.05	

This report includes Year-End Adjustments.

Profit & Loss Statement

January 2020 To December 2020

ABN: 61 412 912 811

Total Cost of Sales - Food		\$219,846.05
Cost of Sales - Gaming		
GSP Contract Cost	\$173,029.90	
Loyalty EGM Integration Connec	\$2,792.50	
State Gaming Tax	\$57,260.85	
Monitoring Costs	\$23,566.96	
VCGLR Supervision Charge	\$12,816.65	
Total Cost of Sales - Gaming		\$269,466.86
Keno Cost of Sales		
Keno Fees	\$961.28	
Total Keno Cost of Sales		\$961.28
TAB Cost of Sales		
TAB Fees	\$2,362.46	
Total TAB Cost of Sales		\$2,362.46
Total Cost Of Sales		\$659,013.01
Gross Profit		\$1,822,148.52
Expenses		
Administration Expenses		
Accounting/Bookkeeping Fees	\$39,572.00	
Audit Fees	\$7,150.00	
ATM Expenses	\$1,304.01	
Bank Charges	\$322.70	
Merchant fees	\$7,620.80	
Computer Software & Support	\$6,416.57	
Computer Other Expenses	\$6.36	
Fees & Licences	\$4,792.62	
Freight & Cartage	\$1,556.05	
Legal Expenses	\$10,000.00	
Postage	\$329.68	
Printing, Stationery	\$4,518.64	
Professional fees	\$1,741.56	
Subscriptions - TV etc	\$13,849.06	
Subscriptions - Other	\$2,283.86	
Telephone & Internet	\$6,355.81	
Travel Expenses	\$526.36	
Total Administration Expenses		\$108,346.08
Operational Expenses		
Bar Expenses	\$7,336.17	
Beer Gas	\$1,312.12	
Cash Discrepancies	\$7,907.19	
Cleaning Products	\$964.73	
Cleaning Contracts	\$16,149.14	
Cleaning Other	\$1,256.80	
Consumables	\$3,329.24	
Dining Room Supplies	\$2,224.13	
Donations	\$4,604.31	
Gaming Expenses	\$702.73	
Kitchen Supplies/equipment	\$8,941.30	
Laundry	\$46.32	

This report includes Year-End Adjustments.

Profit & Loss Statement

January 2020 To December 2020

ABN: 61 412 912 811

Raffles	\$12,354.43	
Sanitary Costs	\$158.18	
Security Contracts	\$4,187.16	
Sundry Expense	\$3,106.73	
Wastage	\$3,913.82	
Total Operational Expenses		\$78,494.50
Advertising & Promotions		
Advertising & Marketing	\$9,861.84	
Promotions - Members Prizes	\$3,629.10	
Promotions - Members Discount	\$29,255.58	
Promotions - Gaming	\$1,751.84	
Promotions - Food	\$1,602.83	
Promotions - Other	\$404.73	
Promotions - Happy Hour	\$6,469.94	
Promotions - Specials	\$12,737.63	
Guest Entertainment	\$9,150.00	
Giveaways	\$12,706.77	
Total Advertising & Promotions		\$87,570.26
Occupancy Costs		
Rent - Patriotic Fund	\$117,790.87	
Electricity	\$54,648.00	
Gas	\$6,701.35	
Water Rates	\$4,681.93	
Waste Removal	\$10,848.92	
Insurance	\$32,655.06	
Rep & Maint - Buildings	\$9,836.53	
Rep & Maint - Plant & equip	\$7,375.52	
Total Occupancy Costs		\$244,538.18
Committee & Members Expenses		
Loyalty Points Redemption	\$7,542.93	
Membership Affiliation Charge	\$1,000.00	
Committee Members Expenses	\$546.56	
Membership Cards	\$63.00	
Members Expenses	\$288.71	
Xmas Expenses	\$262.38	
President Shout	\$11.71	
Total Committee & Members Expenses		\$9,715.29
Welfare & Charitable Expenses		
Committee Honorarium	\$1,090.91	
Donations/Community outreach	\$99.16	
Welfare Courtesy Bus	\$340.04	
Other W&C expenses	\$377.08	
Scholarship Costs	\$1,818.16	
Subsidised - Entertainment	\$188.40	
Subsidised - Meals	\$34,345.00	
Total Welfare & Charitable Expenses		\$38,258.75
Womens Auxillary Expenses		
WAUX - Donation (Main)	\$399.00	
WAUX - Fundraising	\$319.33	
WAUX - General Expenses	\$195.00	

This report includes Year-End Adjustments.

Profit & Loss Statement

January 2020 To December 2020

ABN: 61 412 912 811

WAUX - Merchandise	\$1,589.93	
WAUX - Printing & Stationery	\$39.09	
WAUX - Raffle Expenses	\$1,222.91	
WAUX - Womens Council	\$220.00	
WAUX - Events	\$1,154.55	
Total Womens Auxillary Expenses		\$5,139.81
Employment Expenses		
FOH Wages	\$339,909.21	
BOH Wages	\$251,214.25	
Admin Wages	\$16,744.57	
Management Wages	\$138,170.53	
Welfare Wages	\$17,402.48	
JobKeeper Top Up	\$159,414.23	
Superannuation	\$69,412.98	
Provision - Annual Leave	\$12,137.55	
Provision - Long Service Leave	\$5,180.21	
Workcover	\$15,624.89	
Payroll Tax	-\$11,383.47	
Staff Amenities	\$1,835.27	
Staff Uniforms	\$1,176.25	
Staff Discount	\$2,201.84	
Other Employment Expenses	\$1,427.80	
Total Employment Expenses		\$1,020,468.59
Total Expenses		\$1,592,531.46
Operating Profit		\$229,617.06
Other Income		
Interest Received		\$27.20
Total Other Income		\$27.20
Other Expenses		
Amortisation - Gaming Entitlem	\$118,670.97	
Interest paid	\$4,389.76	
Total Other Expenses		\$123,060.73
Net Profit/(Loss)		\$106,583.53

This report includes Year-End Adjustments.

Balance Sheet [Multi-Period]

October 2020 To December 2020

ABN: 61 412 912 811

	October	November	December
Assets			
Current Assets			
Bank Accounts			
ANZ Working Account x383	\$75,362.00	\$67,235.41	\$13,517.06
ANZ Gaming Account x775	\$9,548.05	\$31,770.03	\$42,332.72
ANZ Prize Account x612	\$20,000.00	\$20,000.00	\$24,434.43
ANZ Keno Account x321	\$5,792.71	\$5,184.53	\$10,835.17
ANZ Staff Entitlements x724	\$20,000.69	\$20,001.54	\$40,002.39
ANZ Community Chest x314	\$25,002.03	\$25,003.09	\$25,004.15
ANZ Gaming Entitlements x322	\$51.11	\$16,051.22	\$50,052.42
ANZ BAS Saver x603	\$61,704.49	\$61,704.49	\$57,894.19
ANZ WAUX x744	\$3,412.91	\$2,929.78	\$4,544.91
Total Bank Accounts	\$220,873.99	\$249,880.09	\$268,617.44
Clearing Accounts			
Cash Clearing	\$4,850.10	\$368.15	\$10,104.00
Keno Clearing	\$0.00	-\$668.30	\$0.00
TAB Clearing	\$0.00	\$3,243.02	-\$1.33
EFTPOS Clearing	\$8,682.47	\$446.69	\$8,077.28
ATM Clearing	\$0.00	\$10,284.00	\$6,970.00
Total Clearing Accounts	\$13,532.57	\$13,673.56	\$25,149.95
Floats			
Gaming Float	\$21,178.15	\$60,970.75	\$96,334.85
Hoppers Float	\$9,466.00	\$9,287.00	\$9,178.00
Keno Float	\$1,800.00	\$1,800.00	\$1,800.00
TAB Float	\$5,000.00	\$5,000.00	\$5,000.00
Till Floats	\$2,500.00	\$2,500.00	\$2,500.00
Petty Cash	\$500.00	\$500.00	\$500.00
Change Tin	\$1,000.00	\$1,000.00	\$1,000.00
Total Floats	\$41,444.15	\$81,057.75	\$116,312.85
Debtors			
Trade Debtors	\$10,963.50	\$320.00	\$0.00
Other / sundry debtors	\$1,805.00	\$1,805.00	\$1,805.00
RSL Loyalty Points	\$26,461.60	\$26,543.96	\$26,588.76
Accrued Income	\$34,800.00	\$31,200.00	\$44,400.00
Total Debtors	\$74,030.10	\$59,868.96	\$72,793.76
Prepayments			
Prepayments General	\$3,672.17	\$3,578.29	\$2,906.73
Prepaid Interest	\$1,491.35	\$1,325.64	\$1,159.93
Prepaid Workcover	\$24,519.58	\$24,519.58	\$24,519.58
Prepaid Insurance	\$28,225.70	\$25,089.51	\$21,953.32
Total Prepayments	\$57,908.80	\$54,513.02	\$50,539.56
Deposits			
TAB Holding Bond	\$5,000.00	\$5,000.00	\$5,000.00
Total Deposits	\$5,000.00	\$5,000.00	\$5,000.00
Stock			
Inventory - Beverage	\$18,255.51	\$16,385.11	\$20,556.78
Inventory - Food	\$5,218.82	\$4,977.02	\$3,118.50
Total Stock	\$23,474.33	\$21,362.13	\$23,675.28
Total Current Assets	\$436,263.94	\$485,355.51	\$562,088.84
Fixed Assets			

Balance Sheet [Multi-Period]

October 2020 To December 2020

ABN: 61 412 912 811

	October	November	December
FF&F			
FF&F At Cost	\$3,013.49	\$3,013.49	\$3,013.49
Accum. Depr. FF&F	-\$448.00	-\$448.00	-\$448.00
Total FF&F	\$2,565.49	\$2,565.49	\$2,565.49
Plant & Equip			
Plant & Equip at Cost	\$74,520.61	\$75,122.61	\$75,122.61
Accum. Depr. Plant & Equip	-\$32,907.00	-\$32,907.00	-\$32,907.00
Total Plant & Equip	\$41,613.61	\$42,215.61	\$42,215.61
Intangible Assets			
Gaming Entitlements			
Gaming Entitlements	\$759,202.70	\$759,202.70	\$759,202.70
Less - Accumulated Amort.	-\$623,414.50	-\$629,652.81	-\$636,099.98
Gaming Entitlements Add 18	\$141,490.83	\$141,490.83	\$141,490.83
Less - Accumulated Amort.	-\$65,550.96	-\$69,039.77	-\$72,644.88
Gaming Entitlements 2022	\$59,921.18	\$59,921.18	\$59,921.18
Total Gaming Entitlements	\$271,649.25	\$261,922.13	\$251,869.85
Total Assets	\$752,092.29	\$792,058.74	\$858,739.79
Liabilities			
Current Liabilities			
Trade Creditors			
Trade Creditors	\$64,828.23	\$70,495.41	\$78,387.99
Total Trade Creditors	\$64,828.23	\$70,495.41	\$78,387.99
Accruals			
Jackpot Contributions	-\$49,227.76	-\$47,885.72	-\$55,990.31
Accrual - General	\$10,575.17	\$11,331.40	\$11,955.71
Accrual - Utilities	\$5,323.80	\$7,860.25	\$7,906.53
Accrual - Workcover	\$3,660.76	\$5,162.67	\$6,849.68
Accrual - Payroll Tax	\$259.38	\$558.95	\$976.39
Accrual - Gaming Tax	\$0.00	\$0.00	\$6,590.42
Accrual - Wages	\$11,221.92	\$2,059.33	\$12,258.51
Total Accruals	-\$18,186.73	-\$20,913.12	-\$9,453.07
GST and Statutory Liabilities			
GST Collected	\$8,110.47	\$18,459.50	\$30,652.79
GST Paid	-\$2,728.77	-\$6,344.34	-\$10,094.35
PAYG Withholding Payable	\$11,811.00	\$12,826.00	\$15,944.00
Superannuation Payable	\$4,927.27	\$6,810.02	\$6,991.23
ATO Liability	\$42,923.31	\$40,673.00	\$38,673.00
Unclaimed Money	\$0.59	\$0.59	\$0.59
Total GST and Statutory Liabilities	\$65,043.87	\$72,424.77	\$82,167.26
Other Income Received			
Gift Vouchers	\$5,150.58	\$5,972.26	\$7,005.34
Patriotic Bus Crowdfunding	\$61,704.49	\$61,704.49	\$0.00
Total Other Income Received	\$66,855.07	\$67,676.75	\$7,005.34
RSL Loyalty Points			
RSL Loyalty Points	\$26,461.60	\$26,543.96	\$26,588.76
Total RSL Loyalty Points	\$26,461.60	\$26,543.96	\$26,588.76
Leave Liabilities			
Annual Leave Payable	\$64,856.98	\$68,988.57	\$57,662.28
LSL Payable - Non Current	\$14,798.60	\$15,993.95	\$15,091.56

Balance Sheet [Multi-Period]

October 2020 To December 2020

ABN: 61 412 912 811

	October	November	December
Total Leave Liabilities	\$79,655.58	\$84,982.52	\$72,753.84
Credit Cards			
ANZ - Credit Card x7984	\$3,291.83	\$2,814.45	\$2,482.19
Total Credit Cards	\$3,291.83	\$2,814.45	\$2,482.19
Loans - Other			
Hunter Premium	\$28,846.26	\$24,725.37	\$20,604.48
Loan - Patriotic Fund	\$7,276.92	\$7,957.13	\$7,709.73
Total Current Liabilities	\$324,072.63	\$336,707.24	\$288,246.52
Non-Current Liabilities			
Loans - Bank			
ANZ Loan x693	\$23,417.84	\$23,799.78	\$23,799.78
Total Loans - Bank	\$23,417.84	\$23,799.78	\$23,799.78
Loans - Other			
Loan - RSL HQ \$28,000	\$24,457.34	\$24,495.29	\$24,533.24
Loan - RSL HQ \$29,960.59	\$29,960.59	\$29,960.59	\$29,960.59
Loan - RSL HQ - \$50k	\$50,000.00	\$50,000.00	\$50,000.00
Total Loans - Other	\$104,417.93	\$104,455.88	\$104,493.83
Grants			
Sth Wangaratta Memorial Grant	\$200.00	\$200.00	\$200.00
Total Grants	\$200.00	\$200.00	\$200.00
Total Non-Current Liabilities	\$128,035.77	\$128,455.66	\$128,493.61
Total Liabilities	\$452,108.40	\$465,162.90	\$416,740.13
Net Assets	\$299,983.89	\$326,895.84	\$441,999.66
Equity			
Retained Earnings	\$335,416.13	\$335,416.13	\$335,416.13
Current Year Earnings	-\$35,432.24	-\$8,520.29	\$106,583.53
Total Equity	\$299,983.89	\$326,895.84	\$441,999.66

Sales Summary

Food

Days	31	29	22	0	0	5	22	2	9	23	21	20
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Food Sales Actual	\$ 139,979	\$ 107,684	\$ 73,541	\$ -	\$ -	\$ 6,993	\$ 34,665	\$ 2,878	\$ 18,325	\$ 45,014	\$ 67,934	\$ 78,124
Food Sales KPI	\$ 139,500	\$ 130,500	\$ 99,000	\$ -	\$ -	\$ 22,500	\$ 99,000	\$ 9,000	\$ 40,500	\$ 103,500	\$ 94,500	\$ 90,000
Variance	\$ 479	-\$ 22,816	-\$ 25,459	\$ -	\$ -	-\$ 15,507	-\$ 64,335	-\$ 6,122	-\$ 22,175	-\$ 58,486	-\$ 26,566	-\$ 11,876
	● \$	● -\$	● -\$	● \$	● \$	● -\$	● -\$	● -\$	● -\$	● -\$	● -\$	● -\$

Beverage

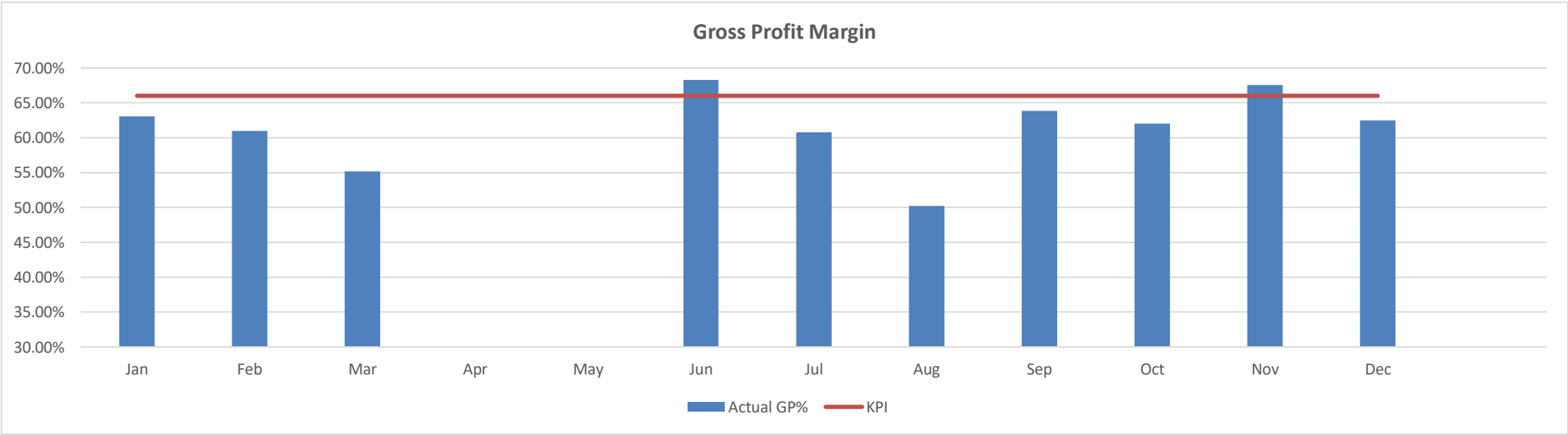
Days	31	29	22	0	0	5	22	2	9	23	24	29
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Beverage Actual	\$ 106,553	\$ 88,723	\$ 62,859	\$ -	\$ -	\$ 3,573	\$ 22,630	\$ 1,800	\$ 14,181	\$ 37,923	\$ 53,018	\$ 89,039
Beverage KPI	\$ 132,866	\$ 124,294	\$ 94,292	\$ -	\$ -	\$ 21,430	\$ 94,292	\$ 8,572	\$ 38,574	\$ 98,578	\$ 102,864	\$ 124,294
Variance	-\$ 26,313	-\$ 35,571	-\$ 31,433	\$ -	\$ -	-\$ 17,857	-\$ 71,662	-\$ 6,772	-\$ 24,393	-\$ 60,655	-\$ 49,846	-\$ 35,255
	● -\$	● -\$	● -\$	● \$	● \$	● -\$	● -\$	● -\$	● -\$	● -\$	● -\$	● -\$

Gaming

Days	31	29	22	0	0	0	0	0	0	0	18	29
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Gaming Actual	\$ 177,362	\$ 163,490	\$ 117,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,791	\$ 134,011
Gaming KPI	\$ 210,800	\$ 197,200	\$ 149,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122,400	\$ 197,200
Variance	-\$ 33,438	-\$ 33,710	-\$ 31,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-\$ 58,609	-\$ 63,189
	● -\$	● -\$	● -\$	● \$	● \$	● \$	● \$	● \$	● \$	● \$	● -\$	● -\$

Sales & Cost of Sales Analysis - Food

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Food Sales	\$ 139,979	\$ 107,684	\$ 73,541	\$ -	\$ -	\$ 6,993	\$ 34,665	\$ 2,878	\$ 18,325	\$ 45,014	\$ 67,934	\$ 78,124	\$ 575,137
COGS	\$ 51,715	\$ 42,062	\$ 32,978	\$ 758	\$ -	\$ 2,218	\$ 13,593	\$ 1,433	\$ 6,621	\$ 17,096	\$ 22,047	\$ 29,326	\$ 219,846
Gross Profit	\$ 88,264	\$ 65,623	\$ 40,564	-\$ 758	\$ -	\$ 4,774	\$ 21,071	\$ 1,445	\$ 11,704	\$ 27,919	\$ 45,887	\$ 48,798	\$ 355,291
GP%	63.06%	60.94%	55.16%			68.28%	60.79%	50.21%	63.87%	62.02%	67.55%	62.46%	
KPI	66.00%	66.00%	66.00%	66.00%	66.00%	66.00%	66.00%	66.00%	66.00%	66.00%	66.00%	66.00%	66.00%
	x	x	x	x	x	✓	x	x	x	x	✓	x	



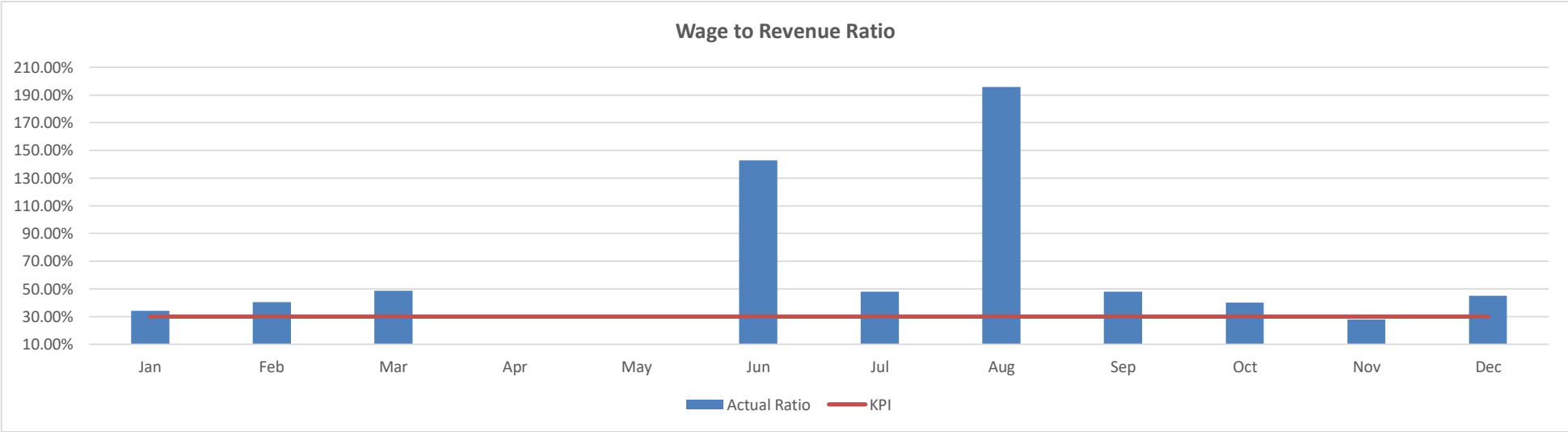
Wage Analysis - Food (BOH) (Excludes Jobkeeper Top-Ups)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Food Sales	\$ 139,979	\$ 107,684	\$ 73,541	\$ -	\$ -	\$ 6,993	\$ 34,665	\$ 2,878	\$ 18,325	\$ 45,014	\$ 67,934	\$ 78,124	\$ 575,137

Wages (BOH)	\$ 47,814	\$ 43,441	\$ 35,655	\$ 5,724	\$ 5,231	\$ 9,995	\$ 16,666	\$ 5,638	\$ 8,768	\$ 17,989	\$ 19,026	\$ 35,269	\$ 251,214
--------------------	-----------	-----------	-----------	----------	----------	----------	-----------	----------	----------	-----------	-----------	-----------	------------

Wage to Revenue Ratio	34.16%	40.34%	48.48%			142.93%	48.08%	195.92%	47.84%	39.96%	28.01%	45.14%	
------------------------------	--------	--------	--------	--	--	---------	--------	---------	--------	--------	--------	--------	--

KPI	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%
	x	x	x	✓	✓	x	x	x	x	x	✓	x	

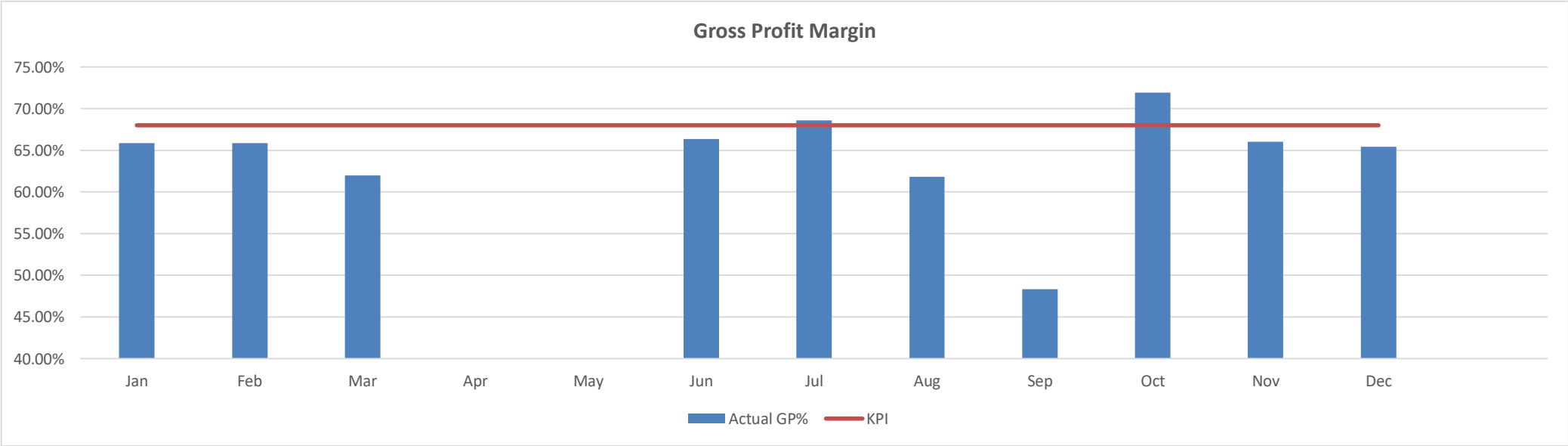


Sales & Cost of Sales Analysis - Beverage

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Beverage Sales	\$ 106,553	\$ 88,723	\$ 62,859	\$ -	\$ -	\$ 3,573	\$ 22,630	\$ 1,800	\$ 14,181	\$ 37,923	\$ 53,018	\$ 89,039	\$ 480,300
COGS	\$ 36,360	\$ 30,275	\$ 23,913	-\$ 753	\$ 809	\$ 1,202	\$ 7,114	\$ 688	\$ 7,331	\$ 10,656	\$ 18,015	\$ 30,767	\$ 166,376

Gross Profit	\$ 70,193	\$ 58,448	\$ 38,946	\$ 753	-\$ 809	\$ 2,372	\$ 15,516	\$ 1,113	\$ 6,851	\$ 27,266	\$ 35,003	\$ 58,272	\$ 313,924
GP%	65.88%	65.88%	61.96%			66.37%	68.56%	61.80%	48.31%	71.90%	66.02%	65.45%	

KPI	68.00%	68.00%	68.00%	68.00%	68.00%	68.00%	68.00%	68.00%	68.00%	68.00%	68.00%	68.00%	68.00%
	x	x	x	x	x	x	✓	x	x	✓	x	x	



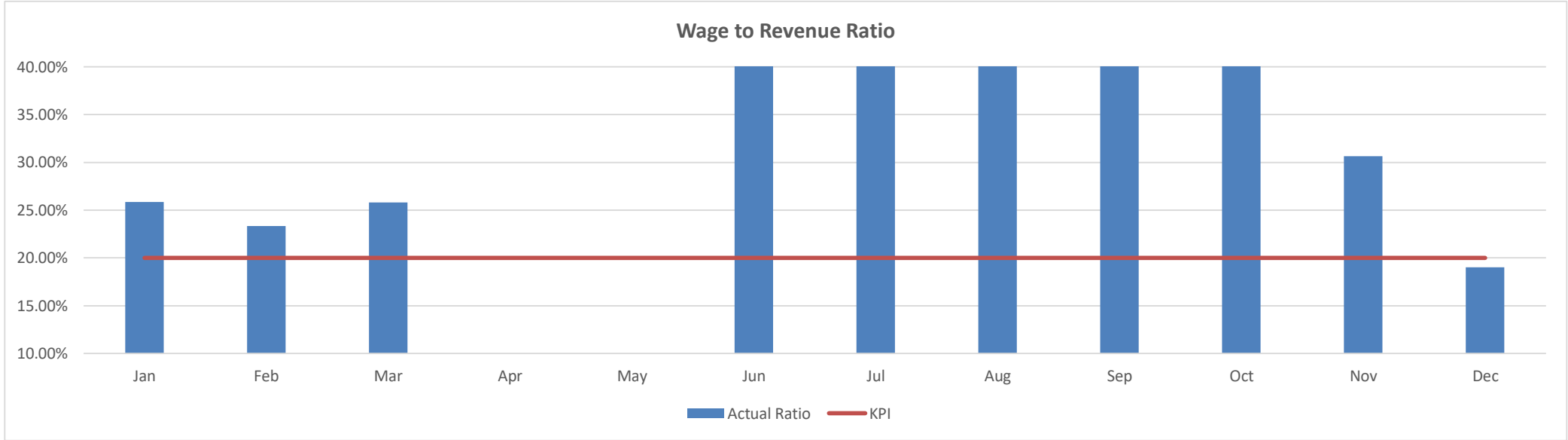
Wage Analysis - Beverage/Gaming (FOH) (Excludes Jobkeeper Top-Ups)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Beverage Sale	\$ 106,553	\$ 88,723	\$ 62,859	\$ -	\$ -	\$ 3,573	\$ 22,630	\$ 1,800	\$ 14,181	\$ 37,923	\$ 53,018	\$ 89,039	\$ 480,300
Gaming Revenue	\$ 177,362	\$ 163,490	\$ 117,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,791	\$ 134,011	\$ 656,535
Total Revenue	\$ 283,916	\$ 252,213	\$ 180,740	\$ -	\$ -	\$ 3,573	\$ 22,630	\$ 1,800	\$ 14,181	\$ 37,923	\$ 116,809	\$ 223,050	\$ 1,136,835

Wages (FOH)	\$ 73,441	\$ 58,867	\$ 46,651	\$ -	\$ -	\$ 7,829	\$ 28,328	\$ 2,463	\$ 10,959	\$ 33,103	\$ 35,819	\$ 42,449	\$ 339,909
--------------------	-----------	-----------	-----------	------	------	----------	-----------	----------	-----------	-----------	-----------	-----------	------------

Wage to Revenue Ratio	25.87%	23.34%	25.81%			219.10%	125.18%	136.80%	77.28%	87.29%	30.66%	19.03%	
-----------------------	--------	--------	--------	--	--	---------	---------	---------	--------	--------	--------	--------	--

KPI	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
	x	x	x	✓	✓	x	x	x	x	x	x	x	✓



Gaming Sales Analysis

Days	31	29	31	30	31	30	31	31	30	31	18	29	Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Gaming Sales	\$ 177,362	\$ 163,490	\$ 117,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,791	\$ 134,011	\$ 656,535
Gaming Tax	\$ 28,860	\$ 21,810	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,590	\$ 57,261
Gross Profit	\$ 148,502	\$ 141,680	\$ 117,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,791	\$ 127,420	\$ 599,274
GP%	83.73%	86.66%	100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100.00%	95.08%	
Days	31	29	29	29	29	30	31	31	30	31	18	29	
Daily NMR	\$ 114.43	\$ 112.75	\$ 81.30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122.21	\$ 154.04	
Gaming Turnover	\$ 2,140,294	\$ 2,121,914	\$ 2,121,914	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 609,973	\$ 1,642,023	\$ 8,636,118
KPI	\$ 2,435,714	\$ 2,278,571	\$ 2,435,714	\$ 2,357,143	\$ 2,435,714	\$ 2,357,143	\$ 2,435,714	\$ 2,435,714	\$ 2,357,143	\$ 2,435,714	\$ 1,414,286	\$ 2,278,571	\$ 27,657,143
	x	x	x	x	x	x	x	x	x	x	x	x	x

