

Restaurant profit and loss statement — blank template

Print this and fill it in by hand, or use it as the structure for your own spreadsheet. Prime cost is cost of sales plus all labor including taxes and benefits — it is the number you can actually move week to week.

Line	Actual	% of net sales	Budget	Prior year
NET SALES				
Food sales				
Beverage sales				
Other revenue				
COST OF SALES				
Food				
Beverage				
LABOR				
Hourly — kitchen				
Hourly — front of house				
Salaried management				
Payroll taxes and benefits				
PRIME COST (cost of sales + labor)				
CONTROLLABLE AND OCCUPANCY				
Direct operating				
Marketing				
Utilities				
Repairs and maintenance				
Rent and occupancy				
General and administrative				
RESTAURANT-LEVEL EBITDA				
BELOW THE LINE				
Depreciation and amortization				
Interest				
Corporate overhead				
NET INCOME				

Restaurant profit and loss statement — completed example

A single unit doing roughly \$7.8m a year, closed on a 4-4-5 calendar so week counts are comparable period to period. Period 8, four weeks. Figures illustrative; structure exact.

Line	Actual	% of net sales	Budget	Prior year
NET SALES	601,480	100.0%	100.0%	100.0%
COST OF SALES				
Food	181,046	30.1%	29.8%	30.0%
Beverage	38,495	6.4%	6.2%	6.3%
LABOR				
Hourly — kitchen	96,838	16.1%	15.8%	15.9%
Hourly — front of house	66,764	11.1%	11.0%	11.2%
Salaried management	27,668	4.6%	4.6%	4.7%
Taxes and benefits	22,255	3.7%	3.6%	3.7%
PRIME COST (cost of sales + labor)	433,066	72.0%	71.0%	71.8%
CONTROLLABLE AND OCCUPANCY				
Direct operating	33,684	5.6%	5.5%	5.6%
Marketing	12,030	2.0%	2.0%	1.9%
Utilities	18,044	3.0%	2.9%	3.0%
Repairs and maintenance	9,022	1.5%	1.5%	1.4%
Rent and occupancy	48,118	8.0%	8.0%	8.2%
General and administrative	18,044	3.0%	3.0%	3.1%
RESTAURANT-LEVEL EBITDA	29,472	4.9%	6.1%	5.0%

Read it in one line

Prime cost is one point over budget, and one point of prime cost on this volume is about \$6,000 a period, or roughly \$78,000 a year. That single point is most of the gap between the 6.1% EBITDA the budget promised and the 4.9% the period delivered.

A note on benchmarks

Published industry ranges are a starting point, not a target. A steakhouse and a pizzeria have different cost structures and neither is wrong. Set targets from your own history, then hold yourself to them.