



Monday Exception View

Sales, labour, training and margin

Sales and labour: w/e 28 June vs w/e 21 June 2026
Training and margin: June vs May 2026

NETWORK EBITDA, JUNE

13.2%

-0.16pp vs May

STORES FLAGGED, LABOUR COST

15 / 120

Unchanged; all AM6

STORES BELOW FULL TRAINING

14 / 120

Unchanged; no new drops

PERTH STORES BELOW TREND

13 / 15

New this week

Today's priority

CRITICAL

Perth sales decline spans seven Area Managers

Thirteen of fifteen Perth stores fell versus their own four-week trend. Midland is down 27.9%, Mandurah 2 is down 19.7%, and Joondalup is down 15.2%. No promotion or calendar event explains the city-wide movement. WA ownership is required before the meeting.

NEW THIS WEEK



Monday Exception View

Active operating issues

ONGOING

Area 6 over-rostering has not moved

All 15 Area 6 stores remain above the labour threshold. The flag has fired every week since 15 February. Merrylands and Liverpool are also among June's weakest EBITDA movers. Confirm the roster change in the system at every store.

ALREADY ESCALATED

ONGOING

Area 3 vacancy remains visible in sales

Booragoon, Cairns, Highpoint and Sydney CBD are among this week's twelve weakest stores. The Area Manager position has been vacant since April. The resourcing decision is due before the 15 September rollout paper.

DECISION DUE

ONGOING

Fourteen training-gap stores remain below target

No stores recovered this month. Bankstown is at 41.3% completion and Maroochydore 2 is at 37.2%. Monthly turnover across the group is running at 10-13%, versus roughly 10% across the network.

NO CHANGE THIS MONTH

CHECK

Five stores recorded sharp labour-cost increases

Hobart, Hurstville, Charlestown, Glenelg and Chermide 2 rose 24-39% week on week without a labour flag or a known calendar driver. Each store needs a short local review before the movement is dismissed as roster noise.

NEW THIS WEEK



Monday Exception View

Sales and labour detail

Sales: weakest stores versus four-week trend

STORE	AM	THIS WEEK	VS 4-WEEK TREND	VS LAST WEEK	SIGNAL
Midland	AM5	\$6,588	-27.9%	-23.6%	Perth
Mandurah 2	AM7	\$7,929	-19.7%	-21.0%	Perth
Joondalup	AM2	\$6,525	-15.2%	-7.0%	Perth
Sydney CBD	AM3	\$8,357	-14.4%	+15.4%	AM3 vacancy
Highpoint	AM3	\$12,679	-12.8%	-4.8%	AM3 vacancy
Joondalup 2	AM8	\$12,924	-12.6%	-8.0%	Perth
Booragoon	AM3	\$8,909	-12.3%	-2.8%	AM3 / Perth
Surfers Paradise	AM7	\$7,402	-11.3%	-8.8%	Unexplained
Cannington	AM2	\$7,061	-10.9%	-15.3%	Perth
Chatswood	AM2	\$10,846	-10.8%	-1.8%	Unexplained
Morley 2	AM7	\$9,407	-10.7%	-11.5%	Perth
Cairns	AM3	\$10,574	-10.5%	-5.6%	AM3 vacancy

Labour: largest weekly cost movements

STORE	AM	LABOUR COST	VS LAST WEEK	FLAGGED	SIGNAL
Hobart	AM5	\$2,947	+39.2%	No	No known cause
Hurstville	AM2	\$2,965	+33.7%	No	No known cause
Charlestown	AM1	\$2,682	+28.8%	No	No known cause
Miranda	AM3	\$2,003	+27.7%	No	AM3 vacancy
St Marys	AM6	\$3,638	+26.7%	Yes	AM6
Glenelg	AM1	\$3,199	+25.6%	No	No known cause
Wollongong	AM3	\$2,470	+24.6%	No	AM3 vacancy
Chermside 2	AM8	\$4,308	+24.0%	No	No known cause
Newcastle	AM3	\$2,512	+22.9%	No	AM3 vacancy
Merrylands	AM6	\$3,688	+22.5%	Yes	AM6



Monday Exception View

Training and margin detail

Boba training completion below target

STORE	AM	COMPLETION	VS MAY	TURNOVER / MONTH
Maroochydore 2	AM7	37.2%	-11.6pp	13.3%
Bankstown	AM6	41.3%	+7.7pp	12.4%
North Lakes	AM3	43.8%	+8.8pp	7.9%
Chermside	AM2	44.0%	-3.9pp	10.9%
Castle Hill	AM7	46.0%	-6.8pp	10.0%
Launceston	AM3	46.6%	+11.8pp	12.5%
Watergardens	AM4	47.0%	-2.5pp	8.3%
Newtown	AM3	49.5%	+3.9pp	11.4%
Fairfield	AM6	49.9%	+1.8pp	12.3%
Glenelg 2	AM7	49.9%	-1.4pp	11.2%
Toowoomba 2	AM8	51.4%	+10.6pp	12.2%
Logan	AM4	52.0%	+0.6pp	11.5%
Joondalup	AM2	52.4%	+12.0pp	13.0%
Miranda	AM3	57.7%	+4.8pp	12.7%

Largest EBITDA margin declines

STORE	AM	EBITDA %, JUNE	VS MAY	SIGNAL
Woden	AM5	11.5%	-2.7pp	Unexplained
Merrylands	AM6	8.3%	-2.0pp	AM6
Kogarah	AM5	14.7%	-1.7pp	Unexplained
West Lakes	AM1	10.9%	-1.7pp	Unexplained
Liverpool	AM6	9.4%	-1.7pp	AM6
Modbury 2	AM8	12.4%	-1.6pp	Unexplained
Morley	AM1	12.1%	-1.5pp	Unexplained
Frankston 2	AM8	13.1%	-1.5pp	Unexplained
Werribee 2	AM7	11.3%	-1.5pp	Unexplained
Marion	AM4	13.6%	-1.4pp	Unexplained
Cannington	AM2	11.4%	-1.4pp	Perth
Logan	AM4	12.8%	-1.3pp	Unexplained



Monday Exception View

Checks for the next pack

Perth

1

WA lead reviews the thirteen stores below trend and confirms the first findings before next week's pack.

Area 6

2

Written system confirmation for the roster change across all fifteen stores this week, followed by a spot check in three weeks.

Area 3

3

Decide whether to pause the rollout or resource the vacant Area Manager role before the 15 September board paper.

Training gap

4

Open a network-wide root-cause review and test whether low completion and higher turnover are reinforcing each other.

Labour spikes

5

Local review of Hobart, Hurstville, Charlestown, Glenelg and Chermside 2 before next Monday.