Year 1 Profit & Loss (By Month)

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Salas 9 Other Bayers	January	February	<u>iviarch</u>	<u>April</u>	May	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>Year 1</u>
Sales & Other Revenue Income - Pub Wet Sales						CO 2CO	CO 404	CO 75 4	CO 110	C7 042	CO 172	C10 200	<u>2026</u>
Income - Pub Wet Sales Income - Pub Food Sales						£9,268	£9,494	£9,754	£8,110	£7,843	£8,173	£10,288	£62,930
Income - Pub Food Sales Income - Café						£3,964	£3,986	£4,419	£4,032	£3,654	£3,662	£10,425 £4,183	£10,425 £27,900
Income - Accommodation						£3,904 £420	£2,172	£2,170	£560	£600	£680	£950	£7,552
Income - Monthly Food Pop-Up Commission						£230	£253	£230	£142	£103	£123	1930	£1,080
Total Income						£13,882	£15,905	£16,573	£12,844	£12,200	£12,638	£25,846	£109,887
<u> </u>						113,002	113,303	110,373	212,044	112,200	112,030	123,040	1103,007
Cost of Pub Wet Sales @ 55% Margin						£4,171	£4,272	£4,389	£3,650	£3,529	£3,678	£4,630	£28,319
Cost of Pub Food Sales @ 60% Margin						21,272	21,272	21,303	23,030	20,023	23,070	£4,170	£4,170
Cost of Café Food & Drink Sales @ 60% Margin						£1,586	£1,594	£1,768	£1,613	£1,462	£1,465	£1,673	£11,160
							-	-	-	-	-		
<u>Total Cost of Sales</u>						£4,171	£4,272	£4,389	£3,650	£3,529	£3,678	£8,800	£32,489
Gross Profit						£9,711	£11,632	£12,184	£9,195	£8,670	£8,960	£17,046	£77,398
<u>dioss Fiolit</u>						19,711	111,032	112,104	19,195	10,070	18,960	117,040	177,330
Overheads													
Overheads Figure 1. Control D. In Management 1.								<u> </u>					04.1.500
Employment Costs - Pub Manager					£1,822	£1,823	£1,823	£1,823	£1,823	£1,823	£1,823	£1,823	£14,583
Employment Costs - Chef												£2,083	£2,083
Employment Costs - Bar Staff						£2,391	£2,391	£2,391	£2,391	£2,391	£2,391	£2,391	£16,740
Employment Costs - Kitchen & Waiting Staff												£3,848	£3,848
Employment Costs - Café						£1,434	£1,435	£1,435	£1,435	£1,435	£1,435	£1,435	£10,044
Employment Costs - NI Contributions (ave. 15% for all employees +£9K	p.a.)				£312	£312	£312	£312	£313	£313	£313	£313	£2,500
Employment Costs - Pension contribution (@3% for all earning £6240+	p.a.)				£55	£55	£55	£55	£55	£55	£55	£115	£500
Rates (100% rate relief)						£0	£0	£0	£0	£0	£0	£0	£0
Insurance (Building & Contents)					£292	£292	£292	£292	£292	£292	£292	£292	£2,333
Professional Fees (Stock Taker Etc)					£125	£125	£125	£125	£125	£125	£125	£125	£1,000
Water					£167	£167	£167	£167	£167	£167	£167	£167	£1,333
Electricity, Gas					£1,667	£1,667	£1,667	£1,667	£1,667	£1,667	£1,667	£1,667	£13,333
Cleaning Contract (Including Linen etc for accommodation)					22,007	£571	£571	£571	£571	£571	£571	£571	£4,000
Accommodation Booking Fees						£44	£228	£228	£59	£63	£71	£100	£793
Accountants	£59	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	£58	£700
Phone & Broadband	139	138	138	138	£125	£125	£125	£125	£125	£125	£125	£125	£1,000
Marketing - design, promotion, leaflets, website & socials	C1 C7	C1 C 7	C1 C 7	C1 C 7									£2,001
	£167	£167	£167	£167	£167	£167	£167	£167	£167	£167	£167	£167	
Repairs & Maintenance Contracts	0.10	0.10	0.15	0.15	£292	£292	£292	£292	£292	£292	£292	£292	£2,333
Bank Fees	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£501
Payment Card Fees (2% of 80% of total income)					05.0	£222	£254	£265	£206	£195	£202	£414	£1,758
Volunteer & Staff Training					£56	£56	£56	£56	£56	£56	£56	£56	£450
Waste Collection & Duty of Care Consumables, stationery & sundries					£150	£150 £71	£150 £71	£150 £71	£150 £71	£150 £71	£150	£150 £71	£1,200 £500
Consumables, stationery & summers						E/I	E/I	E/1	E/I	E/1	£71	£/1	1500
Total Overheads	£268	£267	£267	£267	£5,328	£10,064	£10,281	£10,292	£10,064	£10,058	£10,073	£16,304	£83,533
PROFIT BEFORE TAX, INTEREST & DEPRECIATION	-£268	-£267	-£267	-£267	-£5,328	-£353	£1,351	£1,892	-£870	-£1,388	-£1,114	£742	-£6,135
(%)													-6%
Depreciation													0
Corporation Tax													£0
NET PROFIT													-£6,135

5 Year Profit & Lo	SS				
Sales & Other Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Income - Pub Wet Sales	£62,930	£134,680	£150,488	£157,612	£160,576
Income - Pub Food Sales	£10,425	£116,532	£131,846	£155,688	£182,754
Income - Café	£27,900	£48,048	£60,944	£64,038	£66,352
Income - Accommodation	£7,552	£45,990	£58,218	£60,225	£65,700
Income - Monthly Food Pop-Up Commission	£1,080				
Total Income	£109,887	£345,250	£401,496	£437,563	£475,382
Cost of Pub Wet Sales @ 55% Margin	£28,319	£60,606	£67,720	£70,925	£72,259
Cost of Pub Food Sales @ 60% Margin	£4,170	£46,613	£52,738	£62,275	£73,102
Cost of Café Food & Drink Sales @ 60% Margin	£11,160	£19,219	£24,378	,	£26,541
Total Cost of Sales	£32,489	£107,219	£120,458	·	£145,361
Gross Profit	£77,398	£238,031	£281,038	£304,362	£330,021
Overheads					
Employment Costs - Pub Manager	£14,583	£25,000	£25,625	£26,265	£26,921
Employment Costs - Chef	£2,083	£25,000	£25,625	£26,265	£26,921
Employment Costs - Bar Staff	£16,740	£30,888	£29,848	£44,460	£44,460
Employment Costs - Kitchen & Waiting Staff	£3,850	£37,908	£47,320	£48,152	£49,036
Employment Costs - Café Staff	£10,044	£16,848	£17,472	£17,784	£18,096
Employment Costs - NI Contributions (ave. 15% for all employees +£9K p.a.)	£2,500	£7,500	£7,688	£7,880	£8,076
Employment Costs - Pension contribution (@3% for all earning £6240+ p.a.)	£500	£1,500	£1,538	£1,576	£1,615
Rates (100% rate relief)	£0	£0	£0	£0	£0
Insurance (Building & Contents)	£2,333	£3,587	£3,677	£3,769	£3,863
Professional Fees (Stock Taker Etc)	£1,000	£1,538	£1,576	£1,615	£1,656
Water	£1,333	£2,049	£2,101	£2,153	£2,207
Electricity, Gas	£13,333	£20,499	£21,012	£21,537	£22,076
Cleaning Contract (Including Linen etc for accommodation)	£4,000	£6,150	£6,304	£6,461	£6,623
Accommodation Booking Fees	£793	£4,829	£5,240	£5,420	£4,928
Accountants	£700	£718	£735	£754	£773
Phone & Broadband	£1,000	£1,538	£1,576		£1,656
Marketing - design, promotion, leaflets, website & socials	£2,000	£2,050	£2,101	£2,154	£2,208
Repairs & Maintenance Contracts	£2,333	£3,587	£3,677	£3,769	£3,863
Bank Fees	£500	£513	£525	£538	£552
Payment Card Fees (2% of 80% of total income)	£1,758	£5,524	£6,424	£7,001	£7,606
Volunteer & Staff Training	£450	£461	£473	£485	£497
Waste Collection & Duty of Care Consumables, stationery & sundries	£1,200 £500	£1,845 £769	£1,891 £788	£1,938 £808	£1,987 £828
Consumables, stationery & sunuries	1300	1703	1788	1808	1020
Total Overheads	£83,533	£200,300	£213,214	£232,399	£236,445
PROFIT BEFORE TAX, INTEREST & DEPRECIATION	-£6,135	£37,731	£67,823	£71,963	£93,576
(%)	-6%	11%	17%	16%	20%
LESS:					
Share Interest Payable				-£12,000	-£12,000
Loan Interest Payable		-£500	-£500	-£500	-£500
Depreciation		-£15,000	-£15,000	-£15,000	-£15,000
PLUS:					
Capital Grants Released to P&L		£5,000	£5,000	£5,000	£5,000
PROFIT BEFORE TAX		£27,231	£57,323	£49,463	£71,076
Less Corporation Tax @ 19%		-£5,174	-£10,891	-£9,398	-£13,504
NET PROFIT (Transferred to reserves)	-£6,135	£22,057	£46,432	£40,065	£57,571

		Pro	ofit & Loss Ass	umptions	(Numbers)				
Year 1, 2026 (31 Weeks Trade, from Mon 1st June)	Monday (Closed)	Tuesday (Midday to	Wednesday (Midday to	Thursday (Midday to	Friday (Midday to	Saturday (Midday to	Sunday (Midday to	Total	Cost/ Sales per Week	Cost/ Sales
Hours Open Manager (based on £25K per annum -from June)	(Closed)	11PM) 11	11PM) 11	11PM) 11	11PM) 11	11PM) 11	10PM) 10	65	week	£14,583
Chef (based on £25K per annum - Dec only) Bar Staff Hours @ £13.50 per hour		3 7	3	6	10	12	12	40	£540	£2,083 £16,740
Kitchen & Waiting Staff @ £13.50 per hour Café Staff @ £13.50 per hour Café Sales (see table below 8-Midday)		4 £90	7 4 £90	9 4 £120	10 4 £120	12 4 £240	12 4 £240	57 24	£770 £324 £900	£3,850 £10,044 £27,900
Wet Sales (see table below) Food Sales (see table below) Weekly Food Pop Ups (Commission only)		£200 £240	£280 £240	£350 £300	£500 £450	£400 £375 £300	£300 £480		£2,030 £2,085 £300	£62,930 £10,425 £7,200
(Pop ups modelled on 30 covers @£10 p/h)	Wet Sales (B	ased on two	drinks/cust.)		Food Sa	les (DECEMBE	R ONLY)		Café Sales	£1,080
	A.Customer each day	B. Spend per Customer	АхВ		A.Covers each day	B.Average Spend per Customer	АхВ	A.Covers each day	B.Average Spend per Customer	AxB
Tuesday Wednesday		£10 £10	£200 £280		16 16	£15.00 £15.00	£240 £240	15 15	£6.00 £6.00	£90 £90
Thursday Friday Saturday	50	£10 £10	£350 £500		20 30	£15.00 £15.00	£300 £450	20 20 30	£6.00 £6.00	£120 £120
Saturday Sunday	30	£10 £10	£400 £300		25 30	£15.00 £16.00	£375 £480	30	£8.00 £8.00	£240 £240
Year 2, 2027 (52 weeks)										
<u>rear 2, 2027 (52 weeks)</u>	Monday (Closed)	Tuesday (Midday to	Wednesday (Midday to	Thursday (Midday to	Friday (Midday to	Saturday (Midday to	Sunday (Midday to	Total	Cost/ Sales per	Cost/ Sales
Hours Open	(Closed)	11PM) 11	11PM) 11	11PM) 11	11PM) 11	11PM) 11	10PM) 10	65	Week	per Year
Manager Chef Bar Staff @ £13.50 per hour		3	3	6	8	12	12	44	£594	£25,000 £25,000 £30,888
Kitchen & Waiting Staff @ £13.50 per hour Café Staff @ £13.50 per hour		6 4	6	8	10	12	12	54 24	£729 £324	£37,908 £16,848
Café Sales (see table below 8-Midday) Wet Sales (see table below) Food Sales (see table below)		£96 £250 £210	£108 £300 £240	£120 £350 £330	£120 £640 £405	£240 £550 £480	£240 £500 £576		£924 £2,590 £2,241	£48,048 £134,680 £116,532
					546	-l /l			C-ff C-l	
	A.Customer	B. Spend per	A x B		A.Covers	B.Average Spend per	A x B	A.Covers	Café Sales B.Average Spend	AxB
Tuesday	each day 25	Customer £10	£250		each day	Customer £15.00	£210	each day	per Customer £6.00	£96
Wednesday Thursday Friday	35	£10 £10 £10	£300 £350 £640		16 22 27	£15.00 £15.00 £15.00	£240 £330 £405	18 20 20	£6.00 £6.00 £6.00	£108 £120 £120
Saturday Sunday		£10 £10	£550 £500		32 36	£15.00 £16.00	£480 £576	30 30	£8.00 £8.00	£240 £240
<u>Year 3, 2028 (52 weeks)</u>	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday		Cost/Sales per	Cost/Salas
	Monday (Closed)	(Midday to 11PM)	(Midday to 11PM)	(Midday to 11PM)	(Midday to 11PM)	(Midday to 11PM)	(Midday to 10PM)	Total	Cost/ Sales per Week	Cost/ Sales per Year
Hours Open Manager Chef		11	11	11	11	11	10	65		£25,625 £25,625
Bar Staff @ £14.00 per hour Kitchen & Waiting Staff @ £14.00 per hour		3 7	7	6 9	8 12	10 15	10 15	41 65	£574 £910	£29,848 £47,320
Café Staff @ £14.00 per hour Café Sales (see table below 8-Midday) Wet Sales (see table below)		4 £117 £294	4 £130 £340	4 £130 £400	4 £255 £660	4 £270 £600	4 £270 £600	24	£336 £1,172 £2,894	£17,472 £60,944 £150,488
Food Sales (see table below)		£217	£279	£372	£465	£543	£660		£2,536	£131,846
	A.Customer	B. Spend per			A.Covers	B.Average Spend per	Dinner) A x B	A.Covers	Café Sales B.Average Spend	AxB
Tuesday		Customer £10.50	£294		each day	Customer £15.50	£217	each day 16	per Customer £6.50	£104
Wednesday Thursday	40	£10.50 £10.50	£340 £400		18 24	£15.50 £15.50	£279 £372	18 20	£6.50 £6.50	£117 £130
Friday Saturday Sunday	60	£10.50 £10.50 £10.50	£660 £600		30 35 40	£15.50 £15.50 £16.50	£465 £543 £660	20 30 30	£6.50 £8.50 £9.00	£130 £255 £270
<u>Year 4, 2029 (52 weeks)</u>										
	Monday (Closed)	Tuesday (Midday to	Wednesday (Midday to	Thursday (Midday to	Friday (Midday to	Saturday (Midday to	Sunday (Midday to	Total	Cost/ Sales per Week	Cost/ Sales per Year
Hours Open Manager		11PM) 11	11PM) 11	11PM) 11	11PM) 11	11PM) 11	10PM) 10	65		£26,265
Chef Bar Staff @ £14.25 per hour		4	6	8	12	15	15	60	£855	£26,265 £44,460
Kitchen & Waiting Staff @ £14.25 per hour Café Staff @ £14.25 per hour Café Sales (see table below 8-Midday)		7 4 £122	7 4 £135	9 4 £135	12 4 £270	15 4 £285	15 4 £285	65 24	£926 £342 £1,232	£48,152 £17,784 £64,038
Wet Sales (see table below) Food Sales (see table below)		£301 £256	£380 £288	£400 £400	£700 £560	£600 £640	£650 £850		£3,031 £2,994	£157,612 £155,688
	Wet Sales (B	ased on two	drinks/cust.)		Food Sa	ales (Lunch &	<u>Dinner)</u>		<u>Café Sales</u>	
	A.Customer each day	B. Spend per Customer	АхВ		A.Covers each day	B.Average Spend per Customer	АхВ	A.Covers each day	B.Average Spend per Customer	AxB
Tuesday Wednesday	38	£10.75 £10.75	£301 £380		16 18	£16.00 £16.00	£256 £288	16 18	£6.75 £6.75	£108 £122
Thursday Friday Saturday	70	£10.75 £10.75 £10.75	£400 £700 £600		25 35 40	£16.00 £16.00	£400 £560 £640	20 20 30	£6.75 £6.75 £9.00	£135 £135 £270
Sunday		£10.75	£650		50	£17.00	£850	30	£9.50	£285
Year 5, 2030 (52 weeks)										
	Monday (Closed)	Tuesday (Midday to	Wednesday (Midday to	Thursday (Midday to	Friday (Midday to	Saturday (Midday to	Sunday (Midday to	Total	Cost/ Sales per Week	Cost/ Sales per Year
Hours Open Manager		11PM) 11	11PM) 11	11PM) 11	11PM) 11	11PM) 11	10PM) 10	65		£26,921
Chef Bar Staff @ £14.50 per hour		4	6	8	12	15	15	60	£870	£26,921 £45,240
Kitchen & Waiting Staff @ £14.50 per hour Café Staff @ £14.50 per hour Café Sales (see table below 8-Midday)		7 4 £126	7 4 £140	9 4 £140	12 4 £270	15 4 £300	15 4 £300	65 24	£943 £348 £1,276	£49,036 £18,096 £66,352
Wet Sales (see table below) Food Sales (see table below)		£308 £330	£380 £363	£400 £495	£700	£600 £743	£700 £990		£3,088	£160,576 £182,754
	Wet Sales (B	ased on two			£594				£3,515	1102,734
			drinks/cust.)		Food Sa	ales (Lunch & B.Average	<u>Dinner)</u>		<u>Café Sales</u>	1102,734
	each day	B. Spend per Customer	АхВ		Food Sa A.Covers each day	B.Average Spend per Customer	АхВ	A.Covers each day	Café Sales B.Average Spend per Customer	AxB
Tuesday Wednesday Thursday	each day 28 38	B. Spend per Customer £11 £11	A x B £308 £380		A.Covers each day	B.Average Spend per Customer £16.50	A x B £330 £363	each day 16 18	Café Sales B.Average Spend per Customer £7.00 £7.00	A x B £112 £126
Wednesday Thursday Friday Saturday	28 38 40 70 60	B. Spend per Customer £11 £11 £11 £11 £11	£308 £380 £400 £700 £600		A.Covers each day 20 22 30 36 45	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50	£330 £363 £495 £594 £743	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
Wednesday Thursday Friday	28 38 40 70 60	B. Spend per Customer £11 £11 £11 £11	£308 £380 £400 £700		A.Covers each day 20 22 30 36	B.Average Spend per Customer £16.50 £16.50 £16.50	£330 £363 £495 £594	16 18 20 20	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00	A x B £112 £126 £140 £140
Wednesday Thursday Friday Saturday	28 38 40 70 60	B. Spend per Customer £11 £11 £11 £11 £11	£308 £380 £400 £700 £600 £700		A.Covers each day 20 22 30 36 45	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50	£330 £363 £495 £594 £743	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
Wednesday Thursday Friday Saturday Sunday	28 38 40 70 60	B. Spend per Customer £11 £11 £11 £11 £11 £11 £11	£308 £380 £400 £700 £600 £700		A.Covers each day 20 22 30 36 45	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50	£330 £363 £495 £594 £743	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
Wednesday Thursday Friday Saturday Sunday Year 1 Bedroom 1	28 38 40 70 60 70 Nightly Rate £100	B. Spend per Customer £11 £11 £11 £11 £11 £11 £11 £11 £11 £	£308 £380 £400 £700 £600 £700 Mights Occupied		A.Covers each day 20 22 30 36 45 60 (7 months on	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50	£330 £363 £495 £594 £743	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
Wednesday Thursday Friday Saturday Sunday	28 38 40 70 60 70 Nightly Rate	B. Spend per Customer £11 £11 £11 £11 £11 £11 £11 £11 £11	£308 £380 £400 £700 £600 £700	£3,776	A.Covers each day 20 22 30 36 45 60	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50	£330 £363 £495 £594 £743 £990	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
Wednesday Thursday Friday Saturday Sunday Year 1 Bedroom 1	28 38 40 70 60 70 Nightly Rate £100	B. Spend per Customer £11 £11 £11 £11 £11 £11 £11 £11 £11 £	£308 £380 £400 £700 £600 £700 Mights Occupied	£3,776 £3,776 £7,552	A.Covers each day 20 22 30 36 45 60 (7 months on (7 months on 7 months on 8 months on 9	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50 £16.50 £16.50 At 16.50 Average Fee	£330 £363 £495 £594 £743 £990 Total Booking Fees	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
Wednesday Thursday Friday Saturday Sunday Year 1 Bedroom 1	28 38 40 70 60 70 Nightly Rate £100 £100	B. Spend per Customer £11 £11 £11 £11 £11 £11 £11 £30 Accommoda Occupancy Rate 30% 30%	£308 £380 £400 £700 £600 £700 Mights Occupied	£3,776 £3,776 £7,552	A.Covers each day 20 22 30 36 45 60 (7 months on (7 months on 7 months on 7 months on 9	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50	£330 £363 £495 £594 £743 £990 Total Booking	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
Wednesday Thursday Friday Saturday Sunday Year 1 Bedroom 1	28 38 40 70 60 70 Nightly Rate £100	B. Spend per Customer £11 £11 £11 £11 £11 £11 £31 £11 £30 Accommoda Occupancy Rate 30% 30%	£308 £380 £400 £700 £600 £700 Mights Occupied	£3,776 £3,776 £7,552	A.Covers each day 20 22 30 36 45 60 (7 months on (7 months on (7 months on 70%)	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50 £16.50 £16.50 At 16.50 Average Fee	£330 £363 £495 £594 £743 £990 Total Booking Fees	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
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Wednesday Thursday Friday Saturday Sunday Year 1 Bedroom 1 Bedroom 2 Year 2 Bedroom 1 Bedroom 1 Bedroom 2	28 38 40 70 60 70 Nightly Rate £100 £100 Nightly Rate £140 £140	B. Spend per Customer £11 £11 £11 £11 £11 £11 £11 £11 £15 Accommoda Occupancy Rate 30% 30% Occupancy Rate 45% 45%	### A x B ### £308 ### £380 #### £400 ###################################	£3,776 £3,776 £7,552 Booking Fees lncome £22,995 £22,995 £45,990 Booking Fees lncome £29,109 £29,109	A.Covers each day 20 22 30 36 45 60 (7 months on (7 months on (7 months on 70%) % Booked via 3rd Party 70%	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50 £16.50 £16.50 Average Fee 15%	£330 £363 £495 £594 £743 £990 Total Booking Fees £793	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
Wednesday Thursday Friday Saturday Sunday Year 1 Bedroom 1 Bedroom 2 Year 2 Bedroom 2 Year 3 Bedroom 1	28 38 40 70 60 70 Nightly Rate £100 £140 Nightly Rate £140 £140 £140	B. Spend per Customer £11 £11 £11 £11 £11 £11 £11 £11 £1	### A x B ### £308 ### £380 #### £400 ##### £700 ###################################	£3,776 £3,776 £7,552 Booking Fees lncome £22,995 £22,995 £45,990 Booking Fees lncome £29,109 £29,109 £58,218	A.Covers each day 20 22 30 36 45 60 (7 months on (7 months on (7 months on 70%) % Booked via 3rd Party 70% % Booked via 3rd Party 70%	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50 £16.50 £16.50 Average Fee 15%	### A x B ### £330 ### £363 ### £495 ### £743 ### £743 ### £990 Total	16 18 20 20 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
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Year 1 Bedroom 1 Bedroom 2 Year 3 Bedroom 1 Bedroom 2 Year 3 Bedroom 1 Bedroom 1 Bedroom 1	Nightly Rate £145 £145 £145 £150	B. Spend per Customer £11 £11 £11 £11 £11 £11 £11 £11 £1	### A x B ### £308	#3,776 #3,776 #7,552 Booking Fees Income	A.Covers each day 20 22 30 36 45 60 (7 months on (7 months on (7 months on 70%) % Booked via 3rd Party 70% % Booked via 3rd Party 60% % Booked via 3rd Party	B.Average Spend per Customer £16.50 £16.50 £16.50 £16.50 £16.50 £16.50 Average Fee 15% Average Fee 15%	f330 f363 f495 f594 f743 f990 Total Booking Fees f4,829 Total Booking Fees f5,240 Total	each day 16 18 20 20 30 30 30	Café Sales B.Average Spend per Customer £7.00 £7.00 £7.00 £7.00 £9.00	A x B £112 £126 £140 £140 £270
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Profit & Loss Assumptions (Narrative)

The Stag Ponsanooth Trading Profit & Loss

Assumptions

Trading Model

- 1. The pub will run on a 'managed' basis, with the community benefit society employing all staff, including a full-time manager, who will run the business on a day-to-day basis, and a full-time chef
- 2. The paid team will be supported by a team of volunteers, for instance carrying out regular specific tasks, or supporting the bar staff at peak trading
- 3. It is anticipated that the manager and chef with be a couple, who will share the accommodation at The Stag. The salaries of both the manager and the chef reflect the fact that accommodation is provided
- 4. In Year 1 (2026), the pub will trade from the 1st June onwards (trading 31 weeks), and will open Tuesday to Saturday Midday to 11PM, and Midday to 10PM Sundays, from this date onwards
- 5. A café will open from 8AM until Midday from 1st June Year 1 onwards.
- 6. In year 1 (2026) food 'pop-ups' (either food vans or external operators using the pub kitchen) will operate on the last Friday and Saturday of each month from June until November (inclusive), with the CBS benefitting from commission on sales only. From the start of December 2026 onwards, a full food menu will be served from Midday until 9PM Tuesday to Saturday, and from Midday until 7PM on a Sunday

Wet and Food Sales

- 1. Wet sales are built up from turnover for each day, which in turn is based on sales achieved by community pubs with a similar profile to The Stag, and references the limited and incomplete sales records from the pub in previous years
- 2. Food sales are built from numbers of covers per day, and the average spend per cover. These numbers are based on those achieved by community pubs with similar profiles to The Stag (and also reference the limited and incomplete sales records from the pub in previous years)
- 3. Cafe sales are built from numbers of covers per day, and the average spend per cover, and are based on numbers from a range of community cafes. It is assumpted that customer numbers will grow slowly.
- 4. The increase in the average spend per customer by year for both food and drink is reflective of anticipated price inflation

Accommodation Income

- 1. There are two en suite rooms available to rent from launch on 1st June 2026
- 2. The intial nightly rate for two of the rooms will be £120, with small increases forecast to reflect anticipated levels of inflation
- 3. The occupancy rate for both rooms (based on a 365 day year) will rise from 30% in Year 1 to 60% in Year 5
- 4. The specific costs associated with the accommodation; cleaning and linen, and agents' booking fees (see 'Other Overheads' below), are included in the relevant overheads in the 5 Year P&L table. The cost of breakfast is included in the cost of pub food sales

Wet and Food Gross Margins

- 1. The wet margin for each year of 55% is at the lower end of gross margins achieved by similar community pubs. (Improvements can be expected with economies of scale and maturing relationships with suppliers, but these are not reflected in these forecasts)
- 2. The food margin of 60% is based on that achieved by trading community pubs with similar profiles. The margin is based on a menu of 'good pub grub at reasonable prices'
- 3. The café gross margin of 60% is at the lower end of the figure achieved by community cafes

Staffing Costs

- 1. The salaries of the manger and the chef reflect the fact that we anticipate that these positions will be taken by a couple, who will live in the accommodation at the pub, which will form part of the remuneration package. (While the P&L forecast assumes this arrangement, there will be flexibility to rent the manager's flat as a self-catered holiday or long-term let, if the manager was to live off-site.) The salaries are reflective of those employed in pubs with a similar profile
- 2. The manager will be employed from 1st May 2026, to allow a period of training before launch. (While the P&L forecast assumes this arrangement, there will be flexibility to rent the manager's flat as a self-catered holiday or long-term let, if the manager was to live off-site.)
- 3. A chef will be employed from 1st December 2026
- 4. The staffing requirements for the bar and food service is built by day upwards, and is based on trading and food service hours, assuming significant support from the manager, and the help of some volunteers at the busiest times
- 5. The average hourly rate of pay for the bar, cafe and food service employees is £13.50 in Years 1 & 2, £14 in Year 3, £14.25 in year 4, and £14.50 in Year 5. The increases reflect the likley rate of wage inflation
- 6. The salaries of the manager and chef increase by 2.5% per annum, to reflect the likely rate of wage inflation
- 7. The overall staffing costs, expressed as a percentage of turnover, represent a 'median' figure for community pubs with a similar profile
- 8. Only the roles of manager and chef will attract employee NI contributions, as all other employees will earn less than the 2025 threshold of £9,000 per annum
- 9. Only the manager and chef will request an employee contribution to the Workplace Pension, which will be paid at 3%

Other Overheads

- 1. All overheads are indicative of those experienced by community pubs with similar profiles, and are broadly in line with the British Beer & Pub Association (BBPA) guidelines for a rural pub with moderate turnover and significant food sales
- 2. Other than the cost of card transactions and third party accommodation booking fees (see below), all non-staffing overheads increase by 2.5% each year, to reflect a likley rate of inflation
- 3. In Year 1 (2026), accountants fees, marketing costs and bank fees will apply for each month of the year, from January to December inclusive
- 4. In Year 1 (2026), the costs of insurance, professional fees, water, electricity & gas, phone & broadband, maintenance & repair contracts, volunteer training and waste collection will apply from 1st May onwards (based on the assumption that the society will own the property from 1st May)
- 5. Other than the overheads outlined in points 3. and 4. above, all other overheads will apply from 1st June 2026
- 6. Card transaction costs are shown as 1% of card transactions, which is assumed to represent 80% of all sales
- 7. It is assumed that the business will benefit from a 100% rate exemption from the local authority (Confirmed by Cornwall Council 9/25)
- 8. Accommodation third party agents' booking fees are assumed to be 15% of the total nightly rate. It is assumed that 70% of bookings with be through a third party in Years 1 & 2, 60% in Years 3 & 4, and 50% of bookings in Year 5

Depreciation and Corporation Tax

- 1. Levels of depreciation are indicative of those of similar pubs; based on a 50 year write-off for buildings, and a 7 year write-off for fixtures and fittings
- 2. The corporation tax is shown at the new rate for 2025 onwards (ie 19%)

Year 1 Cash Flow By Month

	Year 0	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jan 2026 - May 2026	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	June 2026 - December	Year
	(Planning)						(Funding & Renovation)								(Trading)	tota
	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K	£K			£K	£
Opening cash position	-	3.5	3.2	486.5	483.2	81.4	3.5	40.6	25.6	13.3	1.0	0.1 -	0.3	- 1.4	40.6	3.5
CASH RECEIPTS																
Cash Sales - Wet		-	-	_	-	-	-	9.3	9.5	9.8	8.1	7.8	8.2	10.3	62.9	62.9
Cash Sales - Food		-	-	-	-	-	-	-	-	-	-	-	-	10.4	10.4	10.4
Cash Sales - Café								4.0	4.0	4.4	4.0	3.7	3.7	4.2	27.9	27.9
Pop-Up Food Commission								0.2	0.3	0.2	0.1	0.1	0.1	-	1.1	1.1
Accommodation receipts		-	-	_	-	-	_	0.4	2.2	2.2	0.6	0.6	0.7	1.0	7.6	7.6
Share Capital			400.0				400.0								-	400.0
Other operating income: Capital Grants			40.0				40.0								-	40.0
Other operating income: Seed Funding Grants	8.5						-								-	-
Loans			25.0	-	-	-	25.0					-			-	25.0
Fundraising & Donations	4.0		18.5		-		18.5	-	1.0	-	-	1.0			2.0	20.5
Total cash receipts	12.5	-	483.5	-	-	_	483.5	13.9	16.9	16.6	12.8	13.2	12.6	25.8		595.4
CASH PAID OUT																
Purchase of property					390.0		390.0								-	390.0
SDLT					9.0		9.0								-	9.0
Purchase Fees				2.0	2.5		4.5								-	4.5
Professional fees	9			1.0			1.0								-	1.0
Opening Stock						10.0	10.0								-	10.0
Working Capital							_	14.7	14.6	14.2					43.5	43.5
Flat refurbishment						3.5	3.5								-	3.5
Downstairs refurbishment						5.0	5.0								-	5.0
Fire & Safety						2.0	2.0								-	2.0
Kitchen Fit out						5.0	5.0								-	5.0
Other renovation & maint costs						10.0	10.0								-	10.0
							_								-	_
Cost of sales (food & drink)		-	-	-	-	-	-	4.2	4.3	4.4	3.6	3.5	3.7	8.8	32.5	32.5
General operating and admin expenses		0.3	0.3	0.3	0.3	5.3	- 6.4	10.1	10.3	10.3	10.1	10.1	10.1	16.3	- 77.1	83.5
Loan repayment (capital & interest)							-								-	-
Interest on shares							_								_	_
Net withdrawal of shares							_								_	_
HMRC VAT payable							_								_	_
Corporation Tax (19%)							_								_	_
Total Cash Payments	9.0	0.3	0.3	3.3	401.8	40.8	446.4	28.9	29.2	28.9	13.7	13.6	13.8	25.1	153.1	599.5
Net cash position	3.5	3.2	486.5	483.2	81.4	40.6	40.6	25.6	13.3	1.0	0.1 -	0.3 -	1.4	- 0.6	- 0.6	- 0.6

5 Year Cash Flow

	Year 0 planning	Year 1 (2026)	Year 2 (2027)	Year 3 (2028)	Year 4 (2029)	Year 5 (2030)
	£K	£K	£K	£K	£K	£K
Opening cash position	-	3.5	42.9	59.8	82.2	82.5
CASH RECEIPTS						
Cash Sales - Wet		62.9	134.7	150.5	157.6	160.6
Cash Sales - Food		10.4	116.5	131.8	155.7	182.8
Cash Sales - Café		27.9	48.0	60.9	64.0	66.4
Pop-Up Food Commission		1.1	10.0	00.0	01.0	00.1
Accommodation receipts		7.6	46.0	58.2	60.2	65.7
Share Capital		400.0	40.0	30.2	00.2	10.0
Other operating income: Capital Grants		40.0				10.0
	0.5	40.0				
Other operating income: Seed Funding Grants	8.5	25.0				
Loans	4.0	25.0				
Fundraising & Donations	4.0	20.5	0.45.0	404 =	40= 0	405.4
Total cash receipts	12.5	595.4	345.3	401.5	437.6	485.4
CASH PAID OUT						
Purchase of property		390.0				
SDLT		9.0				
Purchase Fees		4.5				
Professional fees	9	1.0				
Opening Stock	_	10.0				
Flat refurbishment		3.5				
Downstairs refurbishment		5.0				
Fire & Safety		2.0				
Kitchen Fit out		5.0				
Other renovation & maint costs		10.0	2.4	2.4	3.6	3.6
Other removation & maint costs		10.0	2.4	2.4	3.0	3.0
Cost of sales (food & drink)		32.5	107.2	120.5	133.2	145.4
General operating and admin expenses		83.5	200.3	213.2	232.4	236.4
Loan repayment (capital & interest)			4.5	4.5	4.5	4.5
Interest on shares			1.0	1.0	12.0	12.0
Net withdrawal of shares					10.0	10.0
HMRC VAT payable			8.8	27.6	32.1	35.0
Corporation Tax (19%)			5.2	10.9	9.4	13.5
Total Cash Payments	9.0	556.0	328.4	379.1	437.2	460.4
Total Casil F ayillerits	9.0	330.0	320.4	3/9.1	437.2	400.4
Net cash position	3.5	42.9	59.8	82.2	82.5	107.5
VAT at 20% receipts			22.0	69.1	80.3	87.5
40% = ready reckoner			8.8	27.6	32.1	35.0

Cash Flow Assumptions

The Stag, Ponsanooth - Cash Flow

Assumptions

Cash Receipts

- 1. £400K is raised in a time-bound community share offer, with all funds credited to the society account in February 2026
- 2. The CBS will arrange a £25K loan in February 2026
- 3. The society will benefit from £40K of capital grants
- 4. The society will benefit from personal donations and donations from fundraising of £18.5K prior to the pub opening in 2026, and £2K in the second half of 2026
- 5. The society will benefit from the sale of £10K of community shares in Year 5, which will replace shares withdrawn to the sale value

Cash Paid Out

- 1. The society will pay £390K for the purchase of the Stag Hunt Inn
- 2. The society will pay £9K Stamp Duty associated with the purchase
- 3. There will be no VAT payable on the purchase of the pub. Rather, the pub will be bought on a 'Transfer of a Going Concern' (TOGC) basis
- 4. Solicitors and other professional fees associated with the purchase will amount to £5.5K
- 5. A total of £25.5K will be spent on essential pub renovations and refurbishments prior to opening, with a further £12K spent between 2027 and 2030
- 6. Loan and associated interest repayments will equal £4.5K per annum from 2027
- 7. Share interest will be paid at 3% from 2030, equating to £12K for this year
- 8. £10K of shares will be withdrawn in 2030
- 9. VAT receivable will equal 60% of VAT payable each year

	5 Year Balance S	heet				
		WEAD 4	VEAD 2	VEAD 2	VEAD 4	VEADE
EIVED ACCETO		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
FIXED ASSETS	EDEFILOUR RECORDED TV 0 FOLURA AFAIT	404 500	200 500	274 500	250 500	244 500
	FREEHOLD PROPERTY & EQUIPMENT	404,500	389,500	374,500	359,500	344,500
	IMPROVEMENTS	25,500	27,900	30,300	33,900	37,500
		430,000	417,400	404,800	393,400	382,000
CURRENT ASSETS						
	CASH AT BANK	42,900	59,800	82,200	82,500	107,500
	STOCK	10,000	10,000	10,000	10,000	10,000
		52,900	69,800	92,200	92,500	117,500
		,	•	•	•	· ·
LONG TERM LIABILITIES						
	LONG TERM LOANS	25,000	21,000	17,000	13,000	9,000
	GRANTS REPAYABLE	40,000	35,000	30,000	25,000	20,000
		65,000	56,000	47,000	38,000	29,000
		03,000	30,000	47,000	30,000	23,000
NICT ACCETS		417.000	424 200	450.000	447.000	470 500
NET ASSETS		417,900	431,200	450,000	447,900	470,500
DEVENUE DESCRIPTION						
REVENUE RESERVES		100.000				
	SHARE CAPITAL	400,000		400,000		
	PROFIT & LOSS	17,900	31,200	50,000	57,900	80,500
NET RESERVES		417,900	431,200	450,000	447,900	470,500
	Difference	0	-0	-0	0	0

	Balance Sheet Calculations										
	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		
PROPERTY											
	PURCHASE	390000	B/F	404500	B/F	389500	B/F	374500	B/F	359500	
	SDLT	9000	DEPRECIATION	-15000	DEPRECIATION	-15000	DEPRECIATION	-15000	DEPRECIATION	-15000	
	PURCHASE FEES	4500									
	PROFESSIONAL FEES	1000									
		404500		389500		374500		359500		0 344500	
IMPROVEMENTS											
IIVIPROVEIVIEIV 13	FLAT REFURB	3500	B/F	25500	B/F	27900	B/F	30300	B/F	33900	
	DOWNSTAIRS REFURB	5000	OTHER REFURB	2400	OTHER REFURB	2400	OTHER REFURB	3600	OTHER REFURB	3600	
	FIRE & SAFETY	2000	OTTER REFORD	2400	OTTER REFORD	2400	OTTIER REFORD	3000	OTTIER RELORD	3000	
	KITCHEN FIT OUT	5000									
	OTHER MAINTANCE	10000									
	OTTER WAINTANCE	25500		27900		30300		33900		37500	
		23300		27300		30300		33900		37300	
CASH AT BANK											
	AS PER CASH FLOW	42900	AS PER CASH FLOW	59800	AS PER CASH FLOW	82200	AS PER CASH FLOW	82500	AS PER CASH FLOW	107500	
			REPAID GRANTS		REPAID GRANTS		REPAID GRANTS		REPAID GRANTS		
		42900		59800		82200		82500		107500	
REVENUE RESERVE											
	PROFIT AND LOSS	-6135	B/F	17865	B/F	31200	B/F	50000	B/F	57900	
	SEED FUNDING GRANTS	8500	PROFIT FOR THE YEAR	£22,057	PROFIT FOR THE YEAR	£46,432	PROFIT FOR THE YEAR	£40,065	PROFIT FOR THE YEAR	£57,571	
	FUNDING & DONATIONS	24500	VAT	-8800	VAT	-27600	VAT	-32100	VAT	-35000	
	PROFESSIONAL FEES	-9000	ROUNDING	78	ROUNDING	-32	ROUNDING	-66	ROUNDING	29	
		17865		31200		50000		57900		80500	
LOANS			- 1-		- 6		- (-				
			B/F	25000	B/F	21000	B/F	17000	B/F	13000	
			LOAN REPAYMENTS	-4000							
				21000		17000		13000		9000	
CDANITC DEDAYARI	-										
GRANTS REPAYABLE			D/C	40000	D/E	35000	D/E	20000	D/E	35000	
			B/F	40000	B/F	35000	B/F	30000	B/F	25000	
			REPAYMENTS	-5000	REPAYMENTS	-5000	REPAYMENTS	-5000	REPAYMENTS	-5000	
				35000		30000		25000		20000	