

FINANCIAL ANALYSIS

Sample Inn

Anytown

Janet & John Smith

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Date: 01.08.20



Roslyns Group

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*This financial analysis has been produced by Roslyns Accountants whose address is
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*It is a projection based on the information provided
and is in no way a guarantee of trade.*



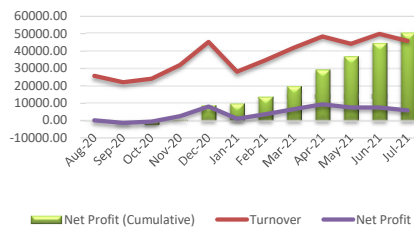
Business Plan Key Performance Indicators

Year 1 Headlines			Benchmark Comparison		
P&L	PLAN		Rent Model	BBPA	Roslyns
TOTAL TURNOVER	£442,555		£668,049	£520,000	£520,000
WET GROSS PROFIT	52.4%		53.6%	51.0%	52.0%
CATERING GROSS PROFIT	58.5%		62.0%	71.2%	56.4%
TOTAL STAFF COSTS %	18.4%		24.1%	22.0%	25.1%
RENT	£57,000	12.9%	8.5%	8.5%	6.8%
NET PROFIT	£50,414	11.4%	9.0%	8.5%	5.6%

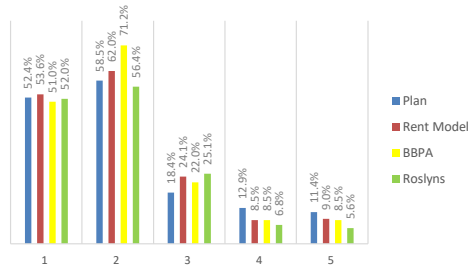
Forecast weekly sales (inc. VAT)	£10,213
Weekly sales (inc VAT) required to breakeven	£8,238
Margin of safety (inc. VAT)	£1,975

Comments on variations	
Sales in year one require rebuilding post COVID and impact of social distance measures	
Food GP low as competitively priced menu	
Rent based on model no adjustment for impact of COVID	
Net Profit low due to reduced sales and relative high rent	

YEAR ONE : FORECAST PROFIT & TURNOVER

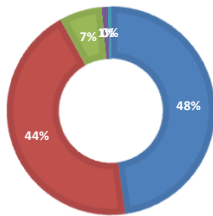


BENCHMARK COMPARISON

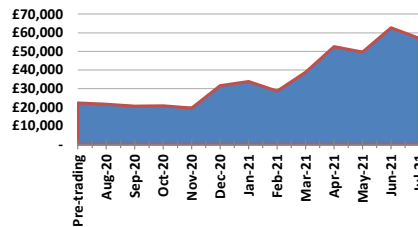


SALES MIX

Wet Sales Catering Sales Accommodation Other Machines



YEAR ONE : FORECAST MONTH END BANK BALANCE



5 Year Forecast

	Year 1	Year 2	Year 3	Year 4	Year 5	YEARS 1 - 5
TOTAL TURNOVER	£442,555	£576,477	£605,301	£629,513	£648,399	£2,902,246
TOTAL GROSS PROFIT	£260,753	£339,660	£357,700	£371,934	£383,092	£1,713,138
GROSS PROFIT %	58.9%	58.9%	59.1%	59.1%	59.1%	59.0%
NET PROFIT / (LOSS)	£50,414	£76,844	£87,156	£91,780	£92,813	£399,006
NET PROFIT %	11.4%	13.3%	14.4%	14.6%	14.3%	13.7%
CLOSING BANK & CASH PRE-DRAWINGS	£57,069	£133,107	£217,110	£337,283	£458,488	£458,488
Desired Drawings	-	-	-	-	-	-
RETAINED PROFIT / (LOSS)	£33,414	£59,844	£70,156	£74,780	£75,813	£314,006
CLOSING BANK & CASH	£40,069	£99,107	£166,110	£269,283	£373,488	£373,488

Sensitivities Impact on Net Profit						
10% increase in sales	£76,489	£110,810	£122,926	£128,974	£131,122	£570,320
10% decrease in sales	£24,338	£42,878	£51,386	£54,587	£54,504	£227,693
10% increase in overheads	£29,380	£42,878	£60,101	£63,765	£63,785	£267,593
10% decrease in overheads	£71,448	£103,125	£114,210	£119,796	£121,841	£530,420

Source of Funds

THE MONEY REQUIRED

Outline the overall cost of starting the business. Also state the intended investment.

COSTS	
Fixtures and Fittings	
Assignment value	
Deposit	14250
Solicitors	1255
Training	1000
Stock on Valuation	5000
Survey	
Stamp Duty	
Working Capital	2000
Investment Capital	10000
TOTAL	33505

SOURCE OF FUNDS	
Cash	30000
Unsecured Loan	
Opening Bank Balance	
TOTAL	30000

Turnover Calculator - Mature

Wet Turnover **Weekly inc vat** Ex Vat
 £ £ 6,000.00 £ 5,000.00

Wet Turnover £ 260,000.00

Cost of Sales 47.59%
Wet GP 52.41%

Product Pricing													
Brand	Retail Price		List Price	Discount Level	Units	Unit Cost	Gross Profit		Sales Ratio	Turnover (Excl VAT)	Cost of Sales		
	Inc VAT	Ex VAT					£	%					
Bitter (Standard) - John Smiths	£ 3.15	£ 2.63	£ 153.65	£ 122.70	88	£ 1.32	£ 1.31	50%	9%	23,400	11,767		
Bitter (Premium)	£ 3.45	£ 2.88	£ 132.00	£ 122.20	72	£ 1.41	£ 1.47	51%	8%	20,800	10,194		
Guest Ale		£ -			72	£ -	£ -	0%		-	-		
Lager (Standard) - Fosters	£ 3.40	£ 2.83	£ 171.15	£ 128.40	88	£ 1.50	£ 1.33	47%	37%	96,200	50,897		
Lager (Premium) - Moretti	£ 4.10	£ 3.42	£ 211.41	£ 125.00	88	£ 1.97	£ 1.45	42%	4%	10,400	5,991		
Stout/Guinness	£ 3.80	£ 3.17	£ 191.11	£ 75.00	88	£ 1.91	£ 1.26	40%	3%	7,800	4,708		
Bottled Ales		£ -			8	£ -	£ -	0%		-	-		
PPL	£ 3.30	£ 2.75	£ 36.90	£ 155.30	24	£ 1.22	£ 1.53	55%	1%	2,600	1,157		
Draught Cider	£ 3.95	£ 3.29	£ 172.54	£ 125.00	88	£ 1.53	£ 1.77	54%	6%	15,600	7,235		
Bottled Cider	£ 3.75	£ 3.13	£ 31.58	£ 125.00	12	£ 2.20	£ 0.93	30%	1%	2,600	1,828		
PPS		£ -			24	£ -	£ -	0%		-	-		
Average RSP/pint	£3.49	£2.91											
									Gallon	69%	179,400	93,778	
									Wastage	3%		2,813.35	
									Barrels	214		53.84%	46.16%

Average will appear higher due to bottles calculated at price per pint

Main Brands	Retail Price		Units	List Price	Cost Price	Gross Profit		Sales Ratio	Turnover (Excl VAT)	Cost of Sales		
	Inc VAT	Ex VAT				£	%					
Average wine	£ 13.60	£ 11.33	1	£ 4.50	£ 4.50	£ 6.83	60.3%	10%	26,000	10,324		
Average 25ml spirit	£ 2.40	£ 2.00	28	£ 13.00	£ 0.46	£ 1.54	76.8%	10%	26,000	6,036		
Average draught mineral 25 measures per lt	£ 1.30	£ 1.08	147	£ 60.00	£ 0.41	£ 0.68	62.3%	11%	28,600	10,776		
								31%	80,600	27,135		
											33.67%	66.33%

CATERING SALES & GROSS PROFIT

Sample Inn

Service	Average selling price inc. VAT	Weekly Covers	Estimated Margin	Weekly Sales exc. VAT
Breakfast				£0
Accommodation Breakfast		0		£0
Function food / head				£0
Lunch	£6.99	100	60%	£583
Sunday Lunch	£10.99	100	60%	£916
Dinner	£14.00	200	60%	£2,333
Bar Meals				£0
Children Meals	£4.50	50	55%	£188
Coffee				£0
Starters	£3.50	100	50%	£292
Desserts	£3.70	100	50%	£308
% of lunches taking starter	20%			
% of dinners taking starter	30%			
% of lunches taking dessert	20%			
% of dinners taking dessert	30%			

	Sales (exc. VAT)	Overall GP%	Cost of Sales	Gross Profit
WEEKLY	£4,619	58%	£1,917	£2,702
MONTHLY	£20,016	58%	£8,307	£11,709
ANNUAL	£240,197	58%	£99,686	£140,511

LABOUR MODELLING

	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY	
	START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH	START	FINISH
Adrian							19:30	00:30			18:00	00:30		
Sue	18:00	23:30					16:00	21:00			12:00	18:00		
Max			12:00	17:00	17:30	23:30	12:00	16:00	18:00	00:30	16:00	21:00	12:00	18:00
Jess	12:00	18:00							16:00	22:00				
Dave												12:00	18:00	
Erin												12:00	18:00	
Lucy												16:00	20:00	
Abbie												12:00	16:00	
Tracey	09:00	11:00	09:00	11:00	09:00	11:00	09:00	11:00	09:00	11:00	09:00	11:00	09:00	12:00
Craig							11:00	20:30	11:00	20:30	11:00	20:30	11:00	16:00
Ryan	11:00	20:30	11:00	20:30					17:00	21:00	17:00	21:00	12:00	20:00
Anthony									19:00	22:00	18:00	22:00	12:00	16:00

Hourly or Salary?	PAY RATE	HOURS	GROSS PAY	E'ER N.I.	E'ER PENSION	TOTAL COST
S	0.0	0	£0.00	£0.00	£0.00	£0.00
H	8.2	11.5	£94.30	£0.00	£0.00	£94.30
H	8.7	22.5	£196.20	£3.75	£2.29	£202.24
H	8.2	32.5	£266.50	£13.46	£4.40	£284.35
H	8.2	24	£196.80	£3.84	£2.30	£202.94
H	6.5	6	£38.70	£0.00	£0.00	£38.70
H	5.0	6	£30.00	£0.00	£0.00	£30.00
H	5.0	4	£20.00	£0.00	£0.00	£20.00
H	5.0	4	£20.00	£0.00	£0.00	£20.00
H	9.0	15	£135.00	£0.00	£0.00	£135.00
H	9.5	43	£408.50	£33.05	£8.66	£450.21
H	8.2	35	£287.00	£16.28	£5.01	£308.29
H	4.6	11	£50.05	£0.00	£0.00	£50.05
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.0	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
H	7.5	0	£0.00	£0.00	£0.00	£0.00
TOTALS			£1,743.05	£70.38	£22.65	£1,836.08

STAFF COSTS	weekly	monthly	annual
Wages	£1,743	£7,553	£90,639
Employers NI	£70	£305	£3,660
Holiday accrual	£52	£227	£2,719
Total	£1,866	£8,085	£97,018

£169	Secondary threshold (weekly)
13.8%	Secondary Class 1 NIC
3.0%	Employer contribution
£192	Enrollment threshold
£120	Pension threshold
12.07%	Holiday accrual %

* Rates shown apply to 2020-21, i.e. 6 Apr 20 to 5 Apr 21
[HMRC Rates and Thresholds](#)

Weekly Total Sales	£12,550	Wet : Dry Split	52 : 48	Ratio	17.8%
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(Based on mature sales levels entered on input sheet)

BBPA Industry Average Wages (2019)

Pub Type	Rural Character	Rural Character	Community Wet Led	Community Wet Led	Town / Country Food Led	Town Centre Pub / Bar
Wet : Dry split	50:50	50:50	90:10	90:10	30:70	70:30
Weekly Sales (ex. VAT)	£5k	£8k	£5k	£8k	£10k	£10k
Avg weekly wages*	£1,264	£2,082	£758	£1,389	£2,669	£2,197
Avg weekly wage %*	22.5%	25.1%	15.3%	17.8%	28.0%	22.0%
Total Operating Costs %	40.3%	42.1%	36.9%	37.1%	43.9%	40.3%

*Managers' salaries are not included. Weekly sales comprises Wet & Catering sales only.

Sample Inn
Accommodation Sales

Service	Rack Rate	No of Rooms	Occupancy Rate %	Weekly Sales exc. VAT
Total Rooms				
Single				£0
Double	£55.00	5	40%	£458
Family Room				£0
Weekend Single				£0
Weekend Double	£55.00	5	50%	£229
Weekend Family				£0
Breakfast		0		£0
No. of customers / week	30	Note Double at 2/room Family at 3/room		
% Taking Breakfast				
% of business via Booking site	75%	£515.63		
% commission charged	2%	£10.31		
Sundry Cost per person	£1.50	£45.00		
	Sales (exc. VAT)	Overall Occupancy	Breakfast Element	Sales minus Breakfast
WEEKLY	£688	43%	£0	£688
MONTHLY	£2,979	43%	£0	£2,979
ANNUAL	£35,750	43%	£0	£35,750

Other Sales

	Weekly inc vat	Weekly Ex Vat
Function Room Hire		£0.00
Other	£120.00	£100.00
Total Other	£120.00	£100.00

Sample Inn
FORECAST PROFIT & LOSS ACCOUNT - YEAR 1
**All figures exclusive of VAT*

<u>Turnover</u>		Sales Mix %
Wet Sales	£211,575	47.8%
Catering Sales	£195,460	44.2%
Accommodation	£29,092	6.6%
Other Sales	£4,232	1.0%
Machines	£2,197	0.5%
TOTAL TURNOVER	£442,555	

Less: Cost of Sales

Wet Cost of Sales	£100,682	
Catering Cost of Sales	£81,120	
Accommodation Cost of Sales	£0	
Other Sales Cost of Sales	£0	
Machines Cost of Sales	£0	
TOTAL COST OF SALES	£181,802	

Gross Profit

		GP%
Wet Gross Profit	£110,893	52.4%
Catering Gross Profit	£114,340	58.5%
Accommodation Gross Profit	£29,092	100.0%
Other Gross Profit	£4,232	100.0%
Machines Gross Profit	£2,197	100.0%
TOTAL GROSS PROFIT	£260,753	58.9%

Less: Expenses

		Expense as a % of sales
Wages & Employer NI	£78,948	17.9%
Employee Pensions	£2,368	0.5%
Rent	£57,000	12.9%
Business Rates	£4,732	1.1%
Water Rates	£3,000	0.7%
Utilities: Gas / Oil & Electric	£18,000	4.1%
Insurance	£3,837	0.9%
Cellar Costs	£900	0.2%
Cleaning Materials & Laundry	£6,000	1.4%
Accommodation Sundries	£2,876	0.6%
Crockery & Glassware	£1,000	0.2%
Equipment / EPOS / F&F Hire	£4,374	1.0%
Equipment / F&F Repair & Service	£3,600	0.8%
Telephone	£900	0.2%
Satellite TV	£0	0.0%
Entertainment	£6,000	1.4%
Marketing & Advertising	£1,200	0.3%
Training & Development	£0	0.0%
Repairs - Property	£0	0.0%
Security	£0	0.0%
Uniform & Clothing	£0	0.0%
Petrol & Motor Expenses	£480	0.1%
Office Costs	£480	0.1%
Legal & Professional Fees	£2,960	0.7%
Accountancy & Payroll Fees	£3,900	0.9%
Stocktaking Fees	£2,184	0.5%
Licensing Costs	£800	0.2%
Bank Charges & Interest	£3,600	0.8%
Other Finance Charges	£0	0.0%
Tie Release Fees / Turnover rent	£0	0.0%
F&F Admin Charge	£0	0.0%
Other	£1,200	0.3%
Depreciation	£0	0.0%
Total Expenditure	£210,340	47.5%
Total Expenditure less rent	£153,340	34.6%
NET PROFIT	£50,414	11.4%
Drawings	£0	0.0%
Directors Salaries	£0	0.0%
Directors Remuneration	£17,000	3.8%
RETAINED PROFIT	£33,414	7.6%

BREAKEVEN

	Weekly	Annual
Forecast sales (inc. VAT)	£10,213	£531,066
Breakeven sales (inc. VAT)	£8,238	£428,391
Margin of Safety (inc. VAT)	£1,975	£102,675

Sample Inn

MONTHLY PROFIT & LOSS ACCOUNT - YEAR 1

*All figures exclusive of VAT

No. of weeks:	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	100.0%
Sales phasing:	9.5%	7.2%	7.1%	8.6%	11.1%	6.4%	7.3%	8.2%	8.9%	8.1%	9.2%	8.4%	
% mature sales? Wet, other & machines	50%	56%	63%	69%	75%	81%	88%	94%	100%	100%	100%	100%	
% mature sales? Catering & accomm.	50%	56%	63%	69%	75%	81%	88%	94%	100%	100%	100%	100%	

	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	YEAR 1
TURNOVER													
Wet Sales	£12,324	£10,545	£11,505	£15,337	£21,645	£13,436	£16,608	£20,061	£23,140	£21,164	£23,868	£21,944	£211,575
Catering Sales	£11,385	£9,741	£10,629	£14,169	£19,996	£12,412	£15,343	£18,533	£21,378	£19,552	£22,050	£20,273	£195,460
Accommodation	£1,695	£1,450	£1,582	£2,109	£2,976	£1,847	£2,284	£2,758	£3,182	£2,910	£3,282	£3,017	£29,092
Other Sales	£246	£211	£230	£307	£433	£269	£332	£401	£463	£423	£477	£439	£4,232
Machines	£128	£110	£119	£159	£225	£140	£172	£208	£240	£220	£248	£228	£2,197
Total	£25,778	£22,056	£24,065	£32,080	£45,275	£28,103	£34,738	£41,961	£48,402	£44,269	£49,925	£45,901	£442,555
LESS: COST OF SALES													
Wet CoS	£5,865	£5,018	£5,475	£7,298	£10,300	£6,394	£7,903	£9,546	£11,012	£10,071	£11,358	£10,443	£100,682
Catering CoS	£4,725	£4,043	£4,411	£5,880	£8,299	£5,151	£6,367	£7,691	£8,872	£8,114	£9,151	£8,414	£81,120
Accommodation CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Sales CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Machines CoS	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	£10,590	£9,061	£9,886	£13,179	£18,599	£11,545	£14,270	£17,238	£19,884	£18,186	£20,509	£18,856	£181,802
GROSS PROFIT													
Wet GP	£6,459	£5,527	£6,030	£8,038	£11,345	£7,042	£8,704	£10,514	£12,128	£11,093	£12,510	£11,501	£110,893
Catering GP	£6,660	£5,699	£6,218	£8,288	£11,697	£7,261	£8,975	£10,841	£12,505	£11,438	£12,899	£11,859	£114,340
Accommodation GP	£1,695	£1,450	£1,582	£2,109	£2,976	£1,847	£2,284	£2,758	£3,182	£2,910	£3,282	£3,017	£29,092
Other Sales GP	£246	£211	£230	£307	£433	£269	£332	£401	£463	£423	£477	£439	£4,232
Machines GP	£128	£110	£119	£159	£225	£140	£172	£208	£240	£220	£248	£228	£2,197
GROSS PROFIT (Ex VAT)	£15,189	£12,996	£14,179	£18,902	£26,676	£16,558	£20,468	£24,723	£28,519	£26,083	£29,416	£27,045	£260,753
LESS: EXPENSES													
Wages & Employer NI	£4,599	£3,935	£4,293	£5,723	£8,077	£5,013	£6,197	£7,486	£8,635	£7,897	£8,906	£8,188	£78,948
Employee Pensions	£138	£118	£129	£172	£242	£150	£186	£225	£259	£237	£267	£246	£2,368
Rent	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£4,750	£57,000
Business Rates	-	-	-	-	-	-	-	-	-	-	£2,366	£2,366	£4,732
Water Rates	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£250	£3,000
Utilities: Gas / Oil & Electric	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£1,500	£18,000
Insurances	£320	£320	£320	£320	£320	£320	£320	£320	£320	£320	£320	£320	£3,837
Cellar Gas	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Cleaning Materials & Laundry	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Accommodation Sundries	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£240	£2,876
Crockery & Glassware	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£83	£1,000
Equipment / EPOS / F&F Hire	£365	£365	£365	£365	£365	£365	£365	£365	£365	£365	£365	£365	£4,374
Equipment / F&F Repair & Service	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600
Telephone	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£75	£900
Satellite TV	-	-	-	-	-	-	-	-	-	-	-	-	-
Entertainment	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£500	£6,000
Marketing & Advertising	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Training & Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Repairs - Property	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-
Uniform & Clothing	-	-	-	-	-	-	-	-	-	-	-	-	-
Petrol & Motor Expenses	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Office Costs	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Legal & Professional Fees	£247	£247	£247	£247	£247	£247	£247	£247	£247	£247	£247	£247	£2,960
Accountancy & Payroll Fees	£325	£325	£325	£325	£325	£325	£325	£325	£325	£325	£325	£325	£3,900
Stocktaking Fees	£182	£182	£182	£182	£182	£182	£182	£182	£182	£182	£182	£182	£2,184
Licensing Costs	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£67	£800
Bank Charges & Interest	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600
Other Finance Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Tie Release Fees / Turnover rent	-	-	-	-	-	-	-	-	-	-	-	-	-
F&F Admin Charge	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE	£15,094	£14,410	£14,779	£16,252	£18,677	£15,521	£16,741	£18,068	£19,251	£18,492	£21,897	£21,158	£210,340
NET PROFIT / (LOSS)	£94	-£1,415	-£600	£2,649	£8,000	£1,037	£3,727	£6,656	£9,267	£7,592	£7,519	£5,887	£50,414
Drawings	-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Salaries	-	-	-	-	-	-	-	-	-	-	-	-	-
Directors Remuneration	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£1,417	£17,000
RETAINED PROFIT / (LOSS)	-£1,322	-£2,831	-£2,017	£1,233	£6,583	-£380	£2,311	£5,239	£7,851	£6,175	£6,102	£4,470	£33,414

ASSUMPTIONS					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
% Turnover increase attributable to growing market share		3.0%	2.0%	1.0%	0.0%
% Additional Total Expenditure required to grow market share (exc. rent)		2.0%	1.0%	1.0%	1.0%
% Turnover increase attributable to increasing RSPs		3.0%	3.0%	3.0%	3.0%
% Increase applied to Rent		0.0%	0.0%	0.0%	0.0%
% Increase applied to Wages		6.0%	6.0%	6.0%	6.0%
% Increase applied to Rates		0.0%	0.0%	0.0%	0.0%
% increase applied to Cost of Sales (wet & catering purchases)		3.0%	3.0%	3.0%	3.0%
% Inflation applied to Total Expenditure (exc. interest)		3.0%	3.0%	3.0%	3.0%
Desired Drawings	-				
Desired Directors Salary	-				
Desired Directors Remuneration	£17,000	£17,000	£17,000	£17,000	£17,000

P&L PROJECTIONS						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 1 - 5
TOTAL TURNOVER	£442,555	£576,477	£605,301	£629,513	£648,399	£2,902,246
TOTAL COST OF SALES	£181,802	£236,817	£247,602	£257,580	£265,307	£1,189,108
TOTAL GROSS PROFIT	£260,753	£339,660	£357,700	£371,934	£383,092	£1,713,138
GROSS PROFIT %	58.9%	58.9%	59.1%	59.1%	59.1%	59.0%
TOTAL EXPENDITURE (less rent & Wages)	£69,660	£74,586	£76,143	£79,212	£82,404	£382,005
<i>Rent Payable</i>	£57,000	£57,000	£57,000	£57,000	£57,000	£285,000
<i>Wages</i>	£78,948	£102,839	£109,009	£115,549	£122,482	£528,827
<i>Business Rates</i>	£4,732	£28,392	£28,392	£28,392	£28,392	£118,300
NET PROFIT / (LOSS)	£50,414	£76,844	£87,156	£91,780	£92,813	£399,006
NET PROFIT %	11.4%	13.3%	14.4%	14.6%	14.3%	13.7%
BREAKEVEN						
Forecast weekly sales (inc. VAT)	£10,213	£13,303	£13,968	£14,527	£14,963	
Breakeven weekly sales (inc. VAT) BEFORE Capex & Financing	£8,053	£9,182	£9,456	£9,833	£10,229	
Margin of Safety (inc. VAT) BEFORE Capex & Financing	£2,160	£4,122	£4,512	£4,694	£4,734	
Breakeven weekly sales (inc. VAT) AFTER Capex & Financing	£8,457	£9,182	£9,456	£9,833	£10,229	
Margin of Safety (inc. VAT) AFTER Capex & Financing	£1,756	£4,122	£4,512	£11,433	£11,744	
RETAINED PROFIT / (LOSS)	£33,414	£59,844	£70,156	£74,780	£75,813	£314,006
RETAINED PROFIT %	7.6%	10.4%	11.6%	11.9%	11.7%	10.8%

CASHFLOW PROJECTIONS						
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 1 - 5
TURNOVER (INC VAT)	£530,627	£691,201	£725,761	£754,791	£777,435	£3,479,814
COST OF SALES	£201,938	£263,047	£275,143	£287,248	£295,865	£1,323,242
TOTAL EXPENDITURE	£231,442	£284,461	£296,098	£271,041	£279,320	£1,362,362
NET CASHFLOW BEFORE FINANCING & CAPEX	£97,246	£143,692	£154,520	£196,502	£202,250	£794,211
Capital introduced	£30,000	-	-	-	-	£30,000
F&F payments (& continued capex in yr 5)	-	-	-	-	-	-
Security Deposit	(£10,322)	-	-	-	-	(£10,322)
Ingoing costs	(£12,706)	-	-	-	-	(£12,706)
Loan repayments	-	-	-	-	-	-
Output VAT (pay to HMRC)	(£88,072)	(£114,723)	(£120,459)	(£125,278)	(£129,036)	(£577,568)
Input VAT (recover from HMRC)	£40,922	£47,069	£49,943	£48,948	£47,991	£234,873
FINANCING & CAPEX	-£40,178	-£67,655	-£70,516	-£76,330	-£81,045	-£335,723
NET CASHFLOW	£57,069	£76,038	£84,004	£120,172	£121,205	£458,488
OPENING BANK & CASH BALANCE	-	£57,069	£133,107	£217,110	£337,283	-
CLOSING BANK & CASH PRE-DRAWINGS	£57,069	£133,107	£217,110	£337,283	£458,488	£458,488
NET CASHFLOW	£40,069	£59,038	£67,004	£103,172	£104,205	£373,488
OPENING BANK & CASH BALANCE	-	£40,069	£99,107	£166,110	£269,283	-
CLOSING BANK & CASH	£40,069	£99,107	£166,110	£269,283	£373,488	£373,488

Volume Projections*						
Beer	159	201	205	207	207	978
Cider	16	20	20	21	21	97
FABs	0	0	0	0	0	0
Total	174	221	225	227	227	1,075

*Measured in brewers barrels - 36 gallons

Sensitivities						
10% increase in sales	76,489	110,810	122,926	128,974	131,122	570,320
10% decrease in sales	24,338	42,878	51,386	54,587	54,504	227,693
10% increase in overheads	29,380	50,562	60,101	63,765	63,785	267,593
10% decrease in overheads	71,448	103,125	114,210	119,796	121,841	530,420

Please note: forecasts above assume the entire VAT liability for each year is paid in the year it arises (in reality the final quarter will be paid the following year)

Produced by Mark Owen of Roslyn's on 01.08.20

Sensitivity Analysis

Sample Inn

1 This Business Plan expects turnover to be **£543,847**

below shows the effect on the profitability of the business if the actual turnover achieved differs by 5%:

	Turnover 5% less than BP	Turnover as per the BP	Turnover 5% more than BP
Profitability of the Business	£37,375.89	£50,413.55	£63,451.21

2 This Business Plan expects overheads to be **£210,340**

Below shows the effect on the profitability of the business if the actual overheads achieved differs by 5%:

	Overheads 5% less than BP	Overheads as per the BP	Overheads 5% more than BP
Profitability of the Business	£60,930.54	£50,413.55	£39,896.57

3 This Business Plan expects Wet GP to be **52%**

Below shows the effect on the profitability of the business if the actual Wet GP achieved differs by 2%:

	Wet GP% 2% worse than BP	Wet GP% as per the BP	Wet GP% 2% better than the BP
Profitability of the Business	£46,182.05	£50,413.55	£54,645.05

4 This Business Plan expects Dry GP to be **58%**

Below shows the effect on the profitability of the business if the actual Dry GP achieved differs by 2%:

	Dry GP% 2% worse than BP	Dry GP% as per the BP	Dry GP% 2% better than the BP
Profitability of the Business	£46,504.35	£50,413.55	£54,322.75

Sample Inn
SENSITIVITY ANALYSIS - YEAR 1

* Flexes sales and cost of sales, assumes expenses remain in line with original plan. All figures stated before drawings / directors salaries & remuneration.

Turnover +/-	Pre-trading	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Total
10%														
Net Profit	-	£1,613	(£115)	£818	£4,540	£10,667	£2,693	£5,774	£9,128	£12,119	£10,200	£10,460	£8,592	£76,489
Net Cash Flow	£22,294	£1,743	£579	£1,854	£152	£15,313	£4,416	(£4,241)	£13,210	£17,298	(£1,536)	£16,898	(£4,419)	£83,561
Closing Cash Balance	£22,294	£24,037	£24,616	£26,469	£26,621	£41,935	£46,351	£42,110	£55,320	£72,618	£71,082	£87,980	£83,561	£83,561

Turnover +/-	Pre-trading	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Total
5%														
Net Profit	-	£854	(£765)	£109	£3,595	£9,333	£1,865	£4,751	£7,892	£10,693	£8,896	£8,990	£7,239	£63,451
Net Cash Flow	£22,294	£534	(£242)	£958	(£443)	£13,629	£3,371	(£4,717)	£11,650	£15,498	(£2,215)	£15,041	(£5,043)	£70,315
Closing Cash Balance	£22,294	£22,828	£22,586	£23,545	£23,101	£36,731	£40,101	£35,384	£47,034	£62,531	£60,316	£75,357	£70,315	£70,315

Turnover +/-	Pre-trading	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Total
0%														
Net Profit	-	£94	(£1,415)	(£600)	£2,649	£8,000	£1,037	£3,727	£6,656	£9,267	£7,592	£7,519	£5,887	£50,414
Net Cash Flow	£22,294	(£675)	(£1,062)	£63	(£1,038)	£11,945	£2,325	(£5,193)	£10,089	£13,697	(£2,894)	£13,184	(£5,666)	£57,069
Closing Cash Balance	£22,294	£21,619	£20,557	£20,620	£19,582	£31,527	£33,852	£28,659	£38,747	£52,445	£49,551	£62,735	£57,069	£57,069

Turnover +/-	Pre-trading	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Total
-5%														
Net Profit	-	(£665)	(£2,064)	(£1,309)	£1,704	£6,666	£209	£2,704	£5,420	£7,842	£6,287	£6,048	£4,535	£37,376
Net Cash Flow	£22,294	(£1,884)	(£1,883)	(£832)	(£1,634)	£10,261	£1,280	(£5,670)	£8,528	£11,897	(£3,573)	£11,327	(£6,289)	£43,823
Closing Cash Balance	£22,294	£20,410	£18,528	£17,696	£16,062	£26,323	£27,603	£21,933	£30,461	£42,358	£38,785	£50,112	£43,823	£43,823

Turnover +/-	Pre-trading	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Total
-10%														
Net Profit	-	(£1,424)	(£2,714)	(£2,018)	£759	£5,332	(£619)	£1,680	£4,183	£6,416	£4,983	£4,577	£3,183	£24,338
Net Cash Flow	£22,294	(£3,093)	(£2,703)	(£1,727)	(£2,229)	£8,577	£235	(£6,146)	£6,967	£10,096	(£4,251)	£9,470	(£6,913)	£30,577
Closing Cash Balance	£22,294	£19,201	£16,498	£14,771	£12,542	£21,119	£21,354	£15,208	£22,175	£32,271	£28,020	£37,490	£30,577	£30,577