

# The Black Horse

PROFIT & LOSS ACCOUNT		
	Quarter	Year to Date
<b>Sales Revenue</b>		
Drink	73,368	146,552
Food	13,870	25,964
Hotel	5,070	6,565
	<b>92,308</b>	<b>179,081</b>
<b>Cost of Sales</b>		
Drink	28,361	57,406
Food	4,953	9,180
	<b>33,314</b>	<b>66,586</b>
<b>Gross Profit</b>		
Drink	45,007	89,146
Food	8,917	16,784
Hotel	5,070	6,565
	<b>58,994</b>	<b>112,495</b>
<b>Labour Costs</b>		
Management salaries	14,000	28,000
Staff Wages	13,361	28,078
National Insurance	1,941	3,923
	<b>29,302</b>	<b>60,001</b>
<b>Operating Costs</b>		
Energy	2,206	3,491
Cleaning	1,115	2,158
Garden maintenance	-	-
Glasses & crockery	146	292
Laundry	259	426
Repairs	273	540
	<b>3,999</b>	<b>6,907</b>
<b>Entertainment Costs</b>		
TV Rental / licences	1,200	2,400
Pool tables (net)	126	206
Fruit machines (net)	711	1,472
Entertainment	2,150	3,550
	<b>4,187</b>	<b>7,628</b>
<b>Marketing Costs</b>		
Advertising	1,300	2,600
Market Research	-	-
	<b>1,300</b>	<b>2,600</b>
<b>Administration Costs</b>		
	<b>678</b>	<b>1,347</b>
<b>Property Costs</b>		
Depreciation	1,800	2,600
Rates	2,200	4,400
	<b>4,000</b>	<b>7,000</b>
<b>Total Overheads</b>	<b>43,466</b>	<b>85,483</b>
<b>OPERATING PROFIT</b>	<b>15,528</b>	<b>27,012</b>
Head Office Interest	2,052	3,241
<b>NET CONTRIBUTION</b>	<b>13,476</b>	<b>23,771</b>
<b>Interest calculation:</b>		
Cash tied up in facilities:	57,900	
Cash tied up in stock:	10,491	
H.O. Charge: 3.0% x	68,391	=
		<b>2,052</b>