

The Black Horse

Spring

| PROFIT & LOSS ACCOUNT | | | | | |
|-----------------------------|----------------|----------------|----------------|--------|----------------|
| | Autumn | Winter | Spring | Summer | Year to Date |
| Sales Revenue | | | | | |
| Drink | 113,008 | 105,560 | 110,074 | | 328,642 |
| Food | 9,856 | 11,337 | 16,320 | | 37,513 |
| Hotel | - | - | - | | - |
| | 122,864 | 116,897 | 126,394 | | 366,155 |
| Cost of Sales | | | | | |
| Drink | 49,892 | 40,588 | 42,557 | | 133,037 |
| Food | 4,356 | 4,270 | 6,339 | | 14,965 |
| | 54,248 | 44,858 | 48,896 | | 148,002 |
| Gross Profit | | | | | |
| Drink | 63,116 | 64,972 | 67,517 | | 195,605 |
| Food | 5,500 | 7,067 | 9,981 | | 22,548 |
| Hotel | - | - | - | | - |
| | 68,616 | 72,039 | 77,498 | | 218,153 |
| Labour Costs | | | | | |
| Management salaries | 14,000 | 14,000 | 20,000 | | 48,000 |
| Staff Wages | 20,060 | 19,178 | 19,977 | | 59,215 |
| National Insurance | 2,142 | 2,115 | 2,799 | | 7,056 |
| | 36,202 | 35,293 | 42,776 | | 114,271 |
| Operating Costs | | | | | |
| Energy | 3,532 | 6,274 | 3,684 | | 13,490 |
| Cleaning | 1,996 | 1,969 | 2,017 | | 5,982 |
| Garden maintenance | 840 | 280 | 1,680 | | 2,800 |
| Glasses & crockery | 252 | 210 | 239 | | 701 |
| Laundry | 213 | 200 | 262 | | 675 |
| Repairs | 548 | 508 | 544 | | 1,600 |
| | 7,381 | 9,441 | 8,426 | | 25,248 |
| Entertainment Costs | | | | | |
| TV Sports | 3,000 | 3,000 | 3,000 | | 9,000 |
| Pool tables (net) | - 126 | - 67 | - 53 | | - 246 |
| Fruit machines (net) | - | - | - | | - |
| Entertainment | 6,050 | 3,800 | 3,800 | | 13,650 |
| | 8,924 | 6,733 | 6,747 | | 22,404 |
| Marketing Costs | | | | | |
| Advertising | 1,300 | 900 | 1,300 | | 3,500 |
| Market Research | 3,000 | - | - | | 3,000 |
| Sponsorship | - | - | 3,500 | | 3,500 |
| | 4,300 | 900 | 4,800 | | 10,000 |
| Administration Costs | 672 | 660 | 670 | | 2,002 |
| Property Costs | | | | | |
| Depreciation | 200 | 700 | 1,100 | | 2,000 |
| Rates | 5,600 | 5,600 | 5,600 | | 16,800 |
| | 5,800 | 6,300 | 6,700 | | 18,800 |
| Total Overheads | 63,279 | 59,327 | 70,119 | | 192,725 |
| OPERATING PROFIT | 5,337 | 12,712 | 7,379 | | 25,428 |
| <i>Head Office Interest</i> | 247 | 443 | 690 | | 1,380 |
| NET CONTRIBUTION | 5,090 | 12,269 | 6,689 | | 24,048 |