

To Whoever It May Concern

1 October 2021

Dear Sir/Madam

We enclose a copy of the detailed Profit and Loss account for The Windmill pub for the years ended 30 November 2020 and 30 November 2019. These figures are extracted from the accounting records of Bar Wars Ltd which were used to prepare the statutory accounts filed at Companies House and the accounts that support the Corporation Tax Return submitted to HMRC for this period.

The Profit and Loss account includes a proportion of the costs incurred centrally in running the company which can be attributed to The Windmill. It should be noted that, were The Windmill to be run as a stand-alone business, we would expect these costs to be higher than those shown as economies of scale would be lost.

We have been acting for Bar Wars Ltd for 8 years. These accounts have been prepared with the information provided to us by our client.

There are additional outgoings incurred by the Company which do not form part of the costs detailed in the Profit and Loss account but should be taken into account in considering the operation of the business. These are items which impact on the cashflow of the business, relating to Balance Sheet items, and therefore are not reflected in the Profit and Loss, namely repayments of the business loans. The Windmill has to cover its share of the company loan payments. Repayments apportioned to the Windmill are £13,826 in 2020 and £21,859 in 2019.

The Directors are remunerated by way of dividends from the company as a whole, although based on the attached profit and loss account for the two years ended 30 November 2020, if the Windmill had operated as a stand-alone business it would not have been able to legally support the payment of dividends from its reserves. For completeness, dividends totalled £64,000 in 2020 and £88,000 in 2019 between the 4 directors although this was funded from profits made by one of the company's other pubs.

This information is provided in good faith and to the best of our knowledge and belief based on the accounts of the company.

Yours faithfully

Richardson Swift

**Profit and Loss**  
**Bar Wars Ltd**

	The Windmill y/e 30.11.2019	The Windmill y/e 30.11.2020
<b>Income</b>		
Commissions Received	£2,668.64	£1,170.69
Food Sales - Windmill	£6,529.87	£1,747.71
Merch	£0.00	£172.38
Sales - Windmill	£285,567.56	£76,084.22
<b>Total Income</b>	<b>£294,766.07</b>	<b>£79,175.00</b>
<b>Less Cost of Sales</b>		
Opening Stock	£5,221.00	£2,637.62
Disposables - Windmill	£7,087.81	£1,291.16
Food Purchases - Windmill	£5,139.83	-£1,197.44
Food Purchases Non Vat - Windmill	£448.93	£133.69
Miscellaneous Expenses	£15.93	£0.00
Sub-Contractors	£70.83	£0.00
Wet Stock - Windmill	£111,113.16	£26,728.19
Closing Stock	-£2,637.62	£0.00
<b>Total Cost of Sales</b>	<b>£126,459.87</b>	<b>£29,593.22</b>
<b>Gross Profit</b>	<b>£168,306.20</b>	<b>£49,581.78</b>
<b>Less Operating Expenses</b>		
Audit and Accountancy Fees	£3,431.13	£450.00
Bank Charges	£4,953.92	£1,362.21
Bank Interest Paid	£57.21	£0.00
Cleaning	£5,535.00	£2,239.27
Computer Costs	£886.49	£174.75
Consultancy Fees	£0.00	£390.00
Deferred tax charge	-£70.08	£96.76
Depreciation charge	£1,522.96	£1,478.19
Donations	£729.00	£30.00
Electricity	£7,807.35	£5,770.62
Employers N.I.	£3,889.46	£780.66
Employers Pensions	£486.69	£207.06
Equipment Hire	£492.75	£56.00
Event Staff/DJ etc	£4,006.25	£977.44
Fuel and Oil	£303.18	£154.25
Gas	£497.46	£1,867.46
General Rates	£6,826.00	£353.77
Gross Wages	£92,004.13	£19,565.33
Insurance	£823.27	£56.32
Legal Fees	£1,350.00	£0.00
Licences	£282.95	£345.12
Licences / TV Licensing	£285.34	£129.59
Loan Interest Paid	-£7.47	£613.33
Miscellaneous Motor Expenses	-£332.30	-£377.42
Office Stationery	£471.21	£95.23
Operating Leases	£2,414.69	£2,593.20
Other interest paid	£1,244.01	£1,249.30
Postage and Carriage	£104.50	£7.08
Premises Insurance	£1,080.60	£63.11
Printing	£35.30	£0.00
Professional Fees	£11,162.23	£8,754.83
Redundancy		£3,023.33
Repairs and Renewals	£17,881.94	£3,184.96
Repairs and Servicing	£1,483.41	£0.00
Security Staff	£1,463.21	£4,783.71
Subscriptions	£241.50	£153.50
Telephone	£3,106.78	£924.82
Travelling	£87.90	£124.49
U.K. Entertainment	£2,242.77	£242.92
Under / Over provision	£323.86	£0.00
Wages - Casual	£2,254.23	£0.00
Waste	£2,551.53	£802.00
Water Rates	£4,667.00	£2,046.24
Website hosting	£45.00	£0.00
<b>Total Operating Expenses</b>	<b>£188,622.36</b>	<b>£64,769.43</b>
<b>Net Loss</b>	<b>-£20,316.16</b>	<b>-£15,187.65</b>
Net Loss	-£20,316.16	-£15,187.65
Corp Tax	-£6,579.35	-£8,091.28
Loss after Tax	-£13,736.81	-£7,096.36