

pomanda

Company Information & Health Check Report



BREWDOG RETAIL LIMITED

The following information relates to BREWDOG RETAIL LIMITED (company number SC389114) and was prepared by Pomanda for Scott MacDonald on 28 Feb 2022

Company Information

Company Profile	1	<p>Pomanda's Company Information is the perfect introduction to a company. It includes a detailed summary of the company's trading history with Balance Sheets and Profit and Loss Accounts going back up to 10 years, plus information on Directors and Shareholders. Quick Charts help you to identify financial trends in its trading performance. Similar Companies provides you with a list of similar businesses, based on the company's industry categorisations, location and size. All data is sourced from Companies House and supplemented with Pomanda estimates, where not available.</p>
Quick Charts	2	
Balance Sheet	3	
Profit And Loss	4	
Directors	5	
Shareholders - Class	6	
Shareholders - Holder	7	
Similar Companies	8	

Company Health Check

Rating Summary	9	<p>Pomanda's Health Check takes your understanding of a company to the next stage. It gives you an immediate view of how well a company is performing across 4 key business areas: sales, profitability, employees and cash management. Pomanda does this by reviewing 12 data points and using a simple traffic light system to show how the company's performance compares to other companies in the industry it operates in. The Health Check shows where the company is performing favourably and where there is room for improvement.</p>
Sales	10	
Profitability	11	
Employees	12	
Cash Management	13	
Cash Management (Cont.)	14	
Notes	15	

Companies House Profile

BREWDOG RETAIL LIMITED

Companies House is the United Kingdom's registrar of companies. All companies are incorporated and registered with Companies House and file specific details as required by the current Companies Act 2006. All registered limited companies, including subsidiary, small and inactive companies, must file annual financial statements and annual company returns.

Company Name	BREWDOG RETAIL LIMITED
Company Number	SC389114
Registration Date	November 2010
Company Type	Private limited with Share Capital
Status	Live
Registered Address	BREWDOG, BALMACASSIE COMMERCIAL PARK, ELLON, ABERDEENSHIRE, AB41 8BX
Website	www.brewdog.com
Telephone	01358724924
Industry Classification	56302 Public houses and bars 100%
Parent Company	SC311560 BREWDOG PLC
Subsidiaries	n/a
Previous Names	<ul style="list-style-type: none">• BREWDOG BARS LIMITED

until 18 November 2015



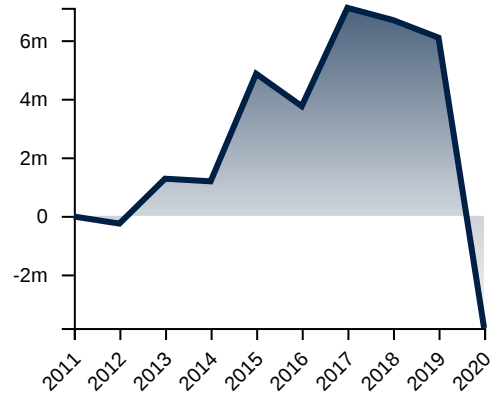
Quick Charts

BREWDOG RETAIL LIMITED

Net Assets, Total Assets and Cash are from the Balance Sheet. Turnover, Operating Profit and Gross Margin are from the Profit & Loss and may be Pomanda Estimates.

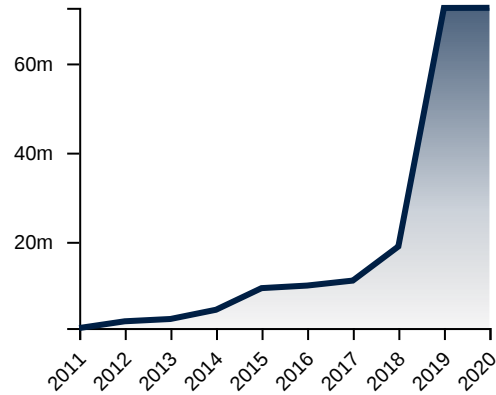
Net Assets

Total assets minus all liabilities



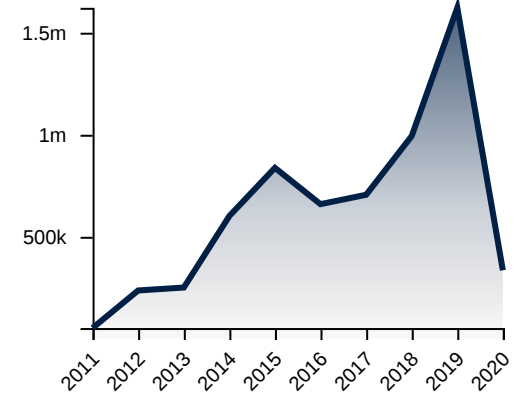
Total Assets

The total value of all items owned by the company



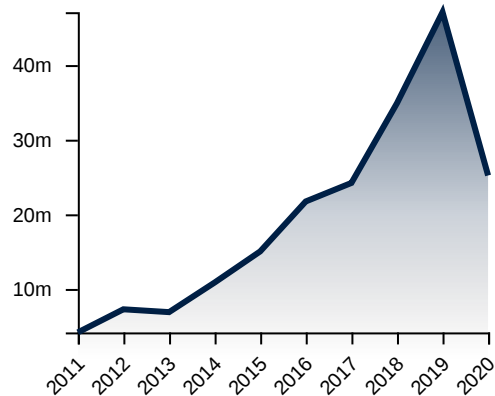
Cash

Cash held by the business



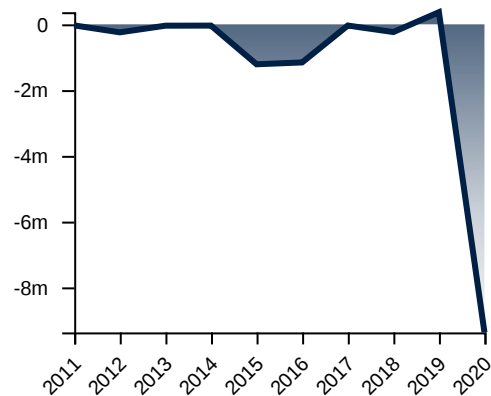
Turnover

Turnover, or revenue, is the amount of sales generated by a company within the financial year.



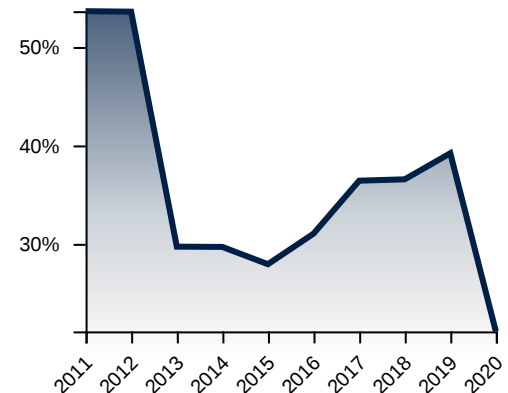
Operating Profit

Operating Profit is the profit from business operations before deduction of interest and taxes



Gross Margin

The total sales minus the cost of goods sold represented as a percentage.



Balance Sheet

BREWDOG RETAIL LIMITED

A balance sheet is a statement of the financial position of a business that lists the assets, liabilities, and owner's equity at a particular point in time.

	Dec 2020	Dec 2019	Dec 2018	Dec 2017	Dec 2016
Tangible Assets	67,387,000	63,279,000	13,068,000	7,817,000	7,224,000
Intangible Assets	-	-	-	-	-
Other Fixed Assets	1,899,000	2,080,000	2,140,000	1,103,000	1,027,000
Total Fixed Assets	69,286,000	65,359,000	15,208,000	8,920,000	8,251,000
Stock & Work In Progress	444,000	997,000	668,000	453,000	446,000
Trade Debtors	56,000	113,000	-	396,000	-
Misc Debtors	-	-	-	-	-
Cash	336,000	1,622,000	994,000	706,000	660,000
Misc Current Assets	310,000	-	-	-	-
Total Current Assets	3,186,000	7,085,000	3,750,000	2,385,000	1,937,000
Total Assets	72,472,000	72,444,000	18,958,000	11,305,000	10,188,000
Bank Liabilities	-	-	-	-	776,000
Other Loans/Finance	2,943,000	2,620,000	-	-	-
Trade Creditors	24,821,000	19,785,000	8,092,000	1,455,000	3,721,000
Other Current Liabilities	-	-	4,025,000	2,625,000	1,875,000
Total Current Liabilities	27,764,000	22,405,000	12,117,000	4,080,000	6,372,000
Bank Loans	-	-	-	-	-
Other Loans/Finance	-	-	-	-	-
Other Liabilities	-	253,000	155,000	121,000	70,000
Total Long Term Liabilities	48,539,000	43,954,000	155,000	121,000	70,000
Total Liabilities	76,303,000	66,359,000	12,272,000	4,201,000	6,442,000
Net Assets	-3,831,000	6,085,000	6,686,000	7,104,000	3,746,000
Total Shareholders Funds	-3,831,000	6,085,000	6,686,000	7,104,000	3,746,000

Balance Sheet (continued)

BREWDOG RETAIL LIMITED


A balance sheet is a statement of the financial position of a business that lists the assets, liabilities, and owner's equity at a particular point in time.

	Dec 2015	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Tangible Assets	6,645,000	3,192,000	1,747,324	1,402,919	302,494
Intangible Assets	-	-	-	-	-
Other Fixed Assets	1,019,000	216,000	249,264	269,435	51,667
Total Fixed Assets	7,664,000	3,408,000	1,996,588	1,672,354	354,161
Stock & Work In Progress	376,000	244,000	203,497	160,430	169,893
Trade Debtors	-	1,000	2,623	107,112	86,961
Misc Debtors	-	-	-	-	-
Cash	838,000	602,000	251,454	237,095	52,965
Misc Current Assets	-	-	-	-	-
Total Current Assets	1,950,000	1,356,000	696,666	504,637	309,819
Total Assets	9,614,000	4,764,000	2,693,254	2,176,991	663,980
Bank Liabilities	776,000	650,000	150,000	-	-
Other Loans/Finance	-	-	-	-	-
Trade Creditors	2,858,000	2,123,000	794,068	2,247,105	683,067
Other Current Liabilities	988,000	768,000	405,500	-	-
Total Current Liabilities	4,622,000	3,541,000	1,349,568	2,247,105	683,067
Bank Loans	-	-	75,000	-	-
Other Loans/Finance	-	-	-	-	-
Other Liabilities	139,000	44,000	-	195,000	3,073
Total Long Term Liabilities	139,000	44,000	75,000	195,000	3,073
Total Liabilities	4,761,000	3,585,000	1,424,568	2,442,105	686,140
Net Assets	4,853,000	1,179,000	1,268,686	-265,114	-22,160
Total Shareholders Funds	4,853,000	1,179,000	1,268,686	-265,114	-22,160

Profit & Loss

BREWDOG RETAIL LIMITED

The profit and loss statement summarises the revenues, costs, and expenses incurred during a specified period.

 Data source: Companies House, [Pomanda Estimates](#)

	Dec 2020	Dec 2019	Dec 2018	Dec 2017	Dec 2016
Turnover	25,206,000	47,086,000	34,889,000	24,206,000	21,724,000
Other Income Or Grants	-	-	-	-	-
Cost Of Sales	19,886,000	28,627,000	22,135,000	15,391,000	14,982,000
Gross Profit	5,320,000	18,459,000	12,754,000	8,815,000	6,742,000
Admin Expenses	14,690,000	18,090,000	12,989,000	8,852,000	7,901,000
Operating Profit	-9,370,000	369,000	-235,000	-37,000	-1,159,000
Interest Payable	1,109,000	1,022,000	-	8,000	17,000
Interest Receivable	-	-	-	-	-
Pre-Tax Profit	-10,479,000	-653,000	-235,000	-45,000	-1,176,000
Tax	563,000	52,000	-183,000	-97,000	69,000
Profit After Tax	-9,916,000	-601,000	-418,000	-142,000	-1,107,000
Dividends Paid	-	-	-	-	-
Retained Profit	-9,916,000	-601,000	-418,000	-142,000	-1,107,000
Employee Costs	11,203,000	16,064,000	11,566,000	7,740,000	7,171,000
Number Of Employee	676	679	534	362	351
EBITDA*	-5,845,000	3,651,000	1,814,000	1,409,000	132,000

* Earnings Before Interest, Tax, Depreciation and Amortisation

Profit & Loss (continued)

BREWD OG RETAIL LIMITED

The profit and loss statement summarises the revenues, costs, and expenses incurred during a specified period.

 Data source: Companies House, [Pomanda Estimates](#)

	Dec 2015	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Turnover	15,029,000	10,860,000	6,893,622	7,273,867	4,176,071
Other Income Or Grants	-	-	-	-	-
Cost Of Sales	10,831,000	7,636,000	4,845,040	3,376,036	1,936,185
Gross Profit	4,198,000	3,224,000	2,048,582	3,897,830	2,239,886
Admin Expenses	5,413,000	3,263,000	2,089,911	4,141,510	2,272,278
Operating Profit	-1,215,000	-39,000	-41,329	-243,679	-32,391
Interest Payable	16,000	7,000	7,529	-	-
Interest Receivable	-	-	-	725	132
Pre-Tax Profit	-1,231,000	-46,000	33,800	-242,954	-32,259
Tax	-95,000	-44,000	-	-	-
Profit After Tax	-1,326,000	-90,000	33,800	-242,954	-32,259
Dividends Paid	-	-	-	-	-
Retained Profit	-1,326,000	-90,000	33,800	-242,954	-32,259
Employee Costs	5,020,000	3,219,000	1,957,932	1,867,888	1,079,130
Number Of Employee	253	179	114	151	95
EBITDA*	-504,000	378,000	188,584	-127,980	-15,712

* Earnings Before Interest, Tax, Depreciation and Amortisation

Directors (6)

BREWDOG RETAIL LIMITED

A director is a person from a group of managers who leads or supervises a particular area of a company. Typically companies have many directors spread throughout different business functions or roles.

Mr Alan Martin Dickie

Birth Date	September 1982	Nationality	British
Age	39	Role	Director
Start Date	November 2010	Region	Scotland
<u>Directorships</u>			
Open	11	Prior	1
Turnover	£35,784,965	Valuation	£39,423,067

Mr James Bruce Watt

Birth Date	May 1982	Nationality	British
Age	39	Role	Director
Start Date	November 2010	Region	Scotland
<u>Directorships</u>			
Open	4	Prior	1
Turnover	£25,757,299	Valuation	£33,399,253

Mr Neil Allan Simpson

Birth Date	February 1971	Nationality	British
Age	51	Role	Director
Start Date	August 2012	Region	London
<u>Directorships</u>			
Open	7	Prior	2
Turnover	£211,784,000	Valuation	£443,028,772

Mr David McDowall

Birth Date	September 1978	Nationality	British
Age	43	Role	Director
Start Date	January 2015	Region	London
<u>Directorships</u>			
Open	7	Prior	28
Turnover	£211,754,272	Valuation	£443,055,168

Mr James Richard Brown

Birth Date	October 1984	Nationality	British
Age	37	Role	Director
Start Date	March 2018	Region	London
<u>Directorships</u>			
Open	4	Prior	0
Turnover	£30,000,410	Valuation	£35,957,509

Mr Niall John McCallum

Birth Date	July 1974	Nationality	British
Age	47	Role	Director
Start Date	February 2022	Region	Scotland
<u>Directorships</u>			
Open	24	Prior	77
Turnover	£821,232,576	Valuation	£6,979,613,705

Shareholdings (Class)

BREWDOG RETAIL LIMITED

Shareholdings represent the quantity of shares in a company held by a particular person or organization. A share class is a designation applied to a specified type of security such as common stock or preference shares which have different rights and privileges

Share Class	Shareholder	Shares	% Class	% Overall
ORDINARY	BREWDOG PLC	5,000,100	100%	
		5,000,100	100%	100 %
Overall		5,000,100		100%

Shareholdings (Holder)

BREWDOG RETAIL LIMITED

Shareholdings represent the quantity of shares in a company held by a particular person or organization. A shareholder is an individual or institution that legally owns one or more shares of stock in a public or private corporation.

Shareholder	Share Class	Shares	% Holder	% Overall
BREWDOG PLC	ORDINARY	5,000,100	100%	
		5,000,100	100%	100 %
Overall		5,000,100		100%

Similar Companies

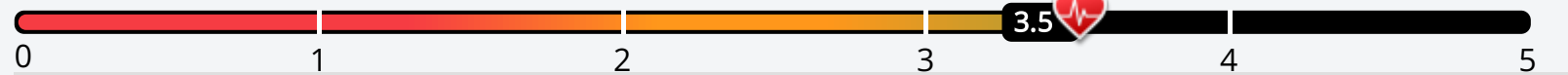
BREWDOG RETAIL LIMITED

The following 25 companies have been identified as operating in the same industry classifications, of similar size and have their registered office near to BREWDOG RETAIL LIMITED.

ID	Company Name	Industry Overlap	Relative Size	Proximity
06818869	KPIP UK LTD	100%	84%	412 mile(s)
04821157	PUNCH TAVERNS (JUBILEE) LIMITED	100%	82%	412 mile(s)
07685158	NEW WORLD TRADING COMPANY (UK) LIMITED	100%	67%	281 mile(s)
07421533	FIVE RIVERS 2 UK LIMITED	100%	99%	342 mile(s)
07814568	THE CITY PUB GROUP PLC	100%	76%	411 mile(s)
03406623	WELLINGTON PUB COMPANY PLC	100%	84%	412 mile(s)
04923916	STRIKE LEISURE LTD	100%	95%	399 mile(s)
SC262689	G1 GROUP PLC	100%	75%	133 mile(s)
08472120	A2B PUBLIC HOUSES LIMITED	100%	85%	269 mile(s)
05577145	LUDLOW TAVERNS SPRINGHILL LIMITED	100%	65%	333 mile(s)
00331909	SEARCY TANSLEY AND COMPANY LIMITED	100%	68%	411 mile(s)
03011034	TRUST INNS LIMITED	100%	83%	258 mile(s)
01949689	MCCANN TAVERNS LIMITED	100%	92%	412 mile(s)
02807044	M.A.T. DAVIES HOLDINGS LIMITED	100%	91%	405 mile(s)
00259388	DHP FAMILY LTD.	100%	60%	307 mile(s)
NI043624	BIRCHSILVER LIMITED	100%	93%	244 mile(s)
09767143	FCL PROPERTIES LIMITED	100%	81%	430 mile(s)
02179646	CPS LEISURE LIMITED	100%	80%	411 mile(s)

ID	Company Name	Industry Overlap	Relative Size	Proximity
SC076552	CALEDONIAN HERITABLE LIMITED	100%	77%	107 mile(s)
05596581	PUNCH TAVERNS (BRANSTON) LIMITED	100%	78%	316 mile(s)
03607357	WESTON CASTLE LIMITED	100%	96%	253 mile(s)
03459969	BRIMHEATH DEVELOPMENTS LIMITED	100%	74%	407 mile(s)
05432837	OAKMAN INNS AND RESTAURANTS LIMITED	100%	100%	389 mile(s)
05410848	AVIATOR INN LTD	100%	97%	379 mile(s)
01636927	MARKET TAVERNS LIMITED	100%	98%	506 mile(s)

Health Check Rating for BREWD OG RETAIL LIMITED



What is the Pomanda Company Health Check?

Pomanda has created the Health Check to give users an immediate view on how well a company is performing across 4 key business areas: sales, profitability, employees and cash management. We review 12 data points and use a simple traffic light system to show how the company's performance compares to other companies in the industry it operates in. We show where it performs favourably and where there is room for improvement. Pomanda then uses these 12 ratings to determine an overall Company Health Check rating, with the maximum rating being 5.

Rating Summary



Exceeds the average company
in the industry

Strong

- Size
- Growth Rate
- Employee Numbers
- Speed in Getting Paid
- Speed in Paying Bills
- Stock Level



In line with the average
company in the industry

Regular

- Efficiency



Below the average company in
the industry

Weak

- Gross Profitability
- Profitability
- Average Salary
- Cash Available
- Debt Level



Insufficient data available

Not Rated



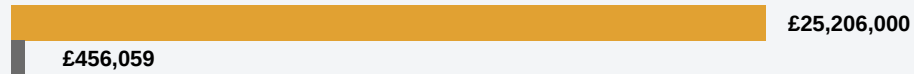
Size

Strong

Sales (or turnover) is the total amount of money your business generates from the sale of goods and/or services over a certain period of time.

annual sales of £25.2m, make it **larger than** the average company (£456.1k)

● BREWDOG RETAIL LIMITED ● Industry Average



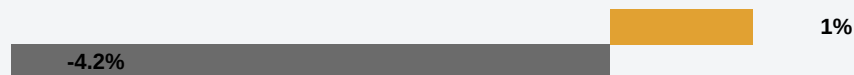
Growth Rate

Strong

Growth rate measures the compound annual growth rate (CAGR) in sales for the most recent 3 year period.

3 year (CAGR) sales growth of 1%, show it is **growing at a faster rate** (-4.2%)

● BREWDOG RETAIL LIMITED ● Industry Average



Tips to improve sales:

🔗 Focus on your existing customers

🔗 Try using promotions or discounts

🔗 Learn about your competitors

🔗 Consider new marketing approaches

🔗 Improve customer service and relations



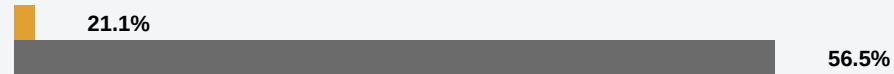
Gross Profitability - Production

Weak

Gross margin is the amount of sales revenue that the company retains after direct costs associated with producing the goods and services.

with a **gross margin** of 21.1%, this company has a **higher cost of product** (56.5%)

● BREWD OG RETAIL LIMITED ● Industry Average



Profitability - Operations

Weak

Operating margin is the amount a company makes on sales after paying for direct and variable costs of production, but does not include interest or taxes.

an **operating margin** of -37.2% make it **less profitable** than the average company (1%)

● BREWD OG RETAIL LIMITED ● Industry Average



Tips to improve profitability:

🔄 Focus on higher margin products

🔄 Keep on top of business expenses

🔄 Renegotiate with suppliers

🔄 Explore joint ventures to get your products or services to customers

🔄 Eliminate slow-moving products



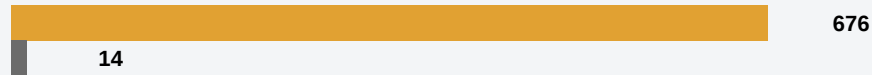
Employee Numbers

Strong

The number of employees at the financial year end.

with 676 **employees**, this is **above** the industry average (14)

● BREWDOG RETAIL LIMITED ● Industry Average



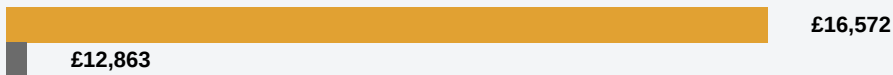
Average Salary

Weak

The estimated average salary per employee.

on an average **salary** of £16.6k, the company has a **higher pay structure** (£12.9k)

● BREWDOG RETAIL LIMITED ● Industry Average



Sales Per Employee

Regular






Total sales divided by the number of employees.

resulting in **sales per employee** of £37.3k, this is **equally as efficient** (£36k)

● BREWDOG RETAIL LIMITED ● Industry Average



Tips to improve employees:

-  View career development as a key component in attracting and retaining staff
-  Explore outsourcing roles, partnerships or joint ventures
-  Compensation is not just salary - consider benefits such as bonuses, profit sharing or stock options
-  Look to introduce new technology to increase efficiency and employee satisfaction
-  Optimise the balance between full & part time staff



Speed in Getting Paid - Debtor Days

Strong

The average number of days it takes to collect payment from customers.

it gets **paid by customers** after 0 days, this is **earlier than** average (10 days)

● BREWD OG RETAIL LIMITED ● Industry Average



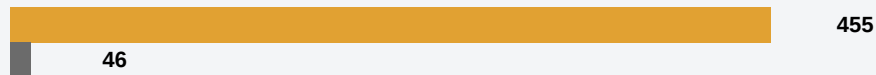
Speed in Paying Bills - Creditor Days

Strong

The average number of days it takes to pay suppliers.

its **suppliers are paid** after 455 days, this is **slower than** average (46 days)

● BREWD OG RETAIL LIMITED ● Industry Average



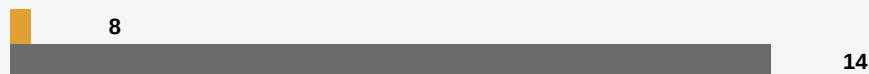
Stock Level - Stock Days

Strong

The average number of days the company holds its inventory before selling it.

it holds **stock equivalent** to 8 days, this is **less than** average (14 days)

● BREWD OG RETAIL LIMITED ● Industry Average





Cash Available

Weak

A cash flow measure that compares the cash balance to short-term obligations

has **cash to cover current liabilities** for 0 weeks, this is **less cash available to meet short term requirements** (11 weeks)

● BREWDOG RETAIL LIMITED ● Industry Average



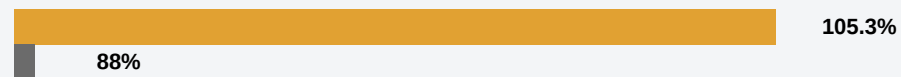
Debt Level

Weak

The percentage of liabilities compared to total assets.

it has a ratio of **liabilities to total assets** of 105.3%, this is a **higher level of debt** than the average (88%)

● BREWDOG RETAIL LIMITED ● Industry Average



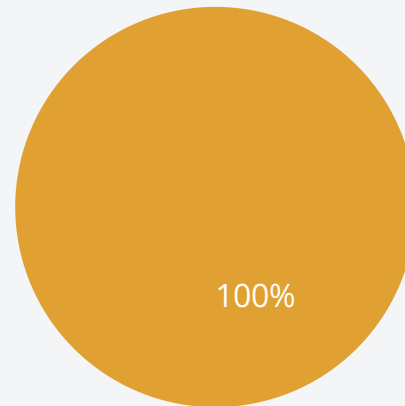
Tips to improve cash management:

- Re-negotiate terms with both customers and suppliers
- Offer discounts for early payment
- Automate credit controls and implement a chaser policy
- Improve stock levels and liquidate old inventory
- Agree a short-term loan or line of credit, even if its not needed

1. Industry Averages

Industry averages values have been estimated using the following industry(s).

- Public houses and bars



2. Financial Data

The financial data contained in this report is based on the most recently available information from companies House, for BREWDOG RETAIL LIMITED this is as of Dec 31, 2020. Where no information is available Pomanda will use an estimated value.