

To Whom it May Concern

I am an employee of Enterprise Inns Plc. Where I work as a \_\_\_\_\_ in the \_\_\_\_\_ Area. I currently look after around 20 pubs that are all tenanted under our project Beacon, where i support tenants where there is a need to focus on pricing, standards and services. All of these publicans are supported with more focus on the key areas of the business to assist them in being successful operators but ensuring that there are tight controls, focus on brands and pricing of the products and giving the appropriate discount to ensure that they achieve a required margin, trade activity.

These publicans also benefit from the overall Enterprise support packages

- Regular Business Reviews from Regional Managers
- Free Training Course
- Free Marketing advice
- Financial advice from partnering accountants
- Monthly tactical marketing support such as Whats On Posters , key National Events activity such as Mothers Day.
- Regular support advice and business reviews from trained , skilled Regional Managers.
- Free licensing support to assist the licensing authority to deliver local social policy
- Business rates advice, utility support,
- Plus many other areas of support which I am sure you are aware of, rent reductions, increased discount, machine management , capital investments, cask ale opportunity.

I have been in this trade for the majority of my working life ( \_\_\_\_\_ years) where I have worked for Marston's Brewery, Banks Brewery and Enterprise Inns in the Free trade and for the past \_\_\_\_\_ years as a \_\_\_\_\_ for the tenanted industry. I have dealt with many operators who were it not for the Tenanted model they would not have had their own business and would probably still be in a factory, or not now as most of the manufacturing in this country has gone.

Don't get me wrong they have not all been successful but they have had the opportunity to run their business and have gone into it with their eyes open and as usual when someone does not like it they complain, some in a structured manner where we have been able to support and some in a disruptive manner the latter seem to be the people everyone listens to. We have had a Code of Practise in place for a number of years to ensure we have a clear complaint and standards process and prior to this we have always dealt with publicans on an individual merit basis and dealt with accordingly. Over all I support the tenanted model and the tie and would ask that you and your advisors to spend more time visiting and listening to the good operators not just those who shout the loudest because they don't like their terms and conditions. You or your term are more than welcome to come into trade with me so that I can introduce you to publicans and show you how I support them.

Yours Faithfully

Enterprise Inns plc