

Dear Sirs,

I write regarding the current review of the major PubCo's and their tenants.

Approximately 18 months ago I took a tenancy at will through one such company (Enterprise Inns) on a site in

The site had previously been let by the company on a lease for 5 years which was my understanding a full repairing lease.

When the site had been handed back to the landlords there were many issues and as the hand back was unexpected the landlords had to work extremely quickly to ensure that the site remained open. Working with the Landlords we managed to keep the premises open with no break of business, the time scale being only 3 hours from notification of possession to operational under my tenancy.

We immediately started to work with the landlords to develop a short term plan that enabled us to ensure that the staff employed by the previous tenants continued to be employed. It should be noted that these staff had not been paid by their previous employers for some 13 weeks. We have ensured that since then the staff have been paid each week on time.

We also immediately started a programme of property repairs and improvements with the landlords, firstly dealing with matters of safety that had been completely neglected by the previous tenants and also developing a programme of improvements to the site, taking in to consideration that the site had not had any repair work carried out in the recent past and that the business had been allowed to decrease to a level that made it financially insecure.

The site I have is very large and one of the largest for the Pubco, and therefore as you would expect the costs are extremely high. I would suggest that at a guess approximately £50,000 has been spent so far by the pubco during the last 100 days ensuring that the site is safe and secure and better maintained. We also have plans in place to work further with them on works and this would I expect increase their investment in the property by a similar amount in the next few months.

The pubco had within the last 7 years spent approx £700,000 developing the site.

During the first 18 months all persons connected with the pubco have been fully supportive.

We have ensured that our working relationship is built on honesty and trust and by both parties being fair. The main issues here being that the pubco understands that I do not have the funds to come in and address all the issues independently, but that over a period of time the business can be restored and and following this a return made by the pubco for their investment. I also understand that their are limitations as to what the pubco is able to do and as a large Plc it has procedures that need to be followed.

One initial task we faced was getting the premises properly stocked for trade and in this respect the Pubco assisted in every way it could providing an initial order in excess of £8k on an agreed re-payment plan. When we have had difficulty our credit control supervisor has assisted us regarding payments to ensure that we maintain the levels we need. We have communicated with both our credit controller and

orders person at head office directly on a weekly basis, advising of all trading matters, thus ensuring that no unpleasant surprises would arise.

During the                      we have been fully supported by various directors, managers and staff of the pubco, who have spent many hours getting to understand our business and the problems we face and assisting with how to deal with this. In fact if you consider that each regional manager probably costs each site something like £3 a day in relation to their direct wage costs and if you were using a consultancy service this cost would be in the region of several hundred pound for a day, you can not undervalue the benefit if having such a large team with you.

As outlined earlier without the Pubco model i like many others like me would not be able to pursue my own dream and vision of developing my own business. My premises are worth in excess of £1 million pound and my company employs over 15 members of staff. This would be an impossibility without the low cost entry tenanted pubs offer.

Every step of the way the pubco have discussed with me the options regarding the future and they have always ensured that time is given to ensure that any future agreement is right for me.

As you would expect such a site would require quite a high rent, but again the pubco have been fully supportive in this respect. They have reduced our costs to them in relation the property substantially in order to ensure that the business survived. I would estimate that cash saving to be in the region of £33,000 in the first                      But equally i would expect that as my business develops it will be in a position to maintain the rents required for such a site, and that by doing so the pubco can direct itself to supporting others who are starting out and developing sites that need that assistance.

It is clear in the changing world that we are in that pubs, as everything are changing, and as such the numbers of pubs are decreasing. This is an inevitability, but with the investment such as i have witnessed by the pubco, we should be able to ensure that the fewer sites there are actually are better and provide a service required in 2013 which is not that which was required in 1973.

Obviously a pubco is a business and as any other business it is there to make money for its shareholders, but when you consider that based on the most recent figures published by enterprise inns each of their sites has contributed just less than £20 per day towards profit before tax for six months this seems a very small price for such an opportunity.

In summary, i know that if it were not for the PubCo and their hard work and investment my site would not be open, my staff would not have jobs and i would not have a business. It is easy when your business is facing a tough time to be angry and lash out at the easiest thing to blame, be it your wife, husband or your landlord or supplier. But equally acknowledgement should be made when things are good. My business is in the process of being made a fully leased site, it may be that this is with me, or it may be with someone else, but one thing is for sure that the experience of the last                      would not have been possible without the pubco and that includes that position of paying staff wages each week when previously that had not happended.

I would be happy to discuss my time at this site further with anyone if they wish or also show anyone the site should they wish.

Yours