

CAMPBELLGRAY HOTELS
ONE ALDWYCH MANAGEMENT LTD
PROFIT & LOSS STATEMENT - DUKES HOTEL LIMITED

MONTH					MARCH 2009	YEAR TO DATE				
ACTUAL	BUDGET	VARIANCE TO BUDGET	LAST YEAR ACTUAL	VARIANCE TO Y-1		ACTUAL	BUDGET	VARIANCE TO BUDGET	LAST YEAR ACTUAL	VARIANCE TO Y-1
72.3%	69.9%	2.4%	65.4%	6.9%		72.6%	77.1%	(4.5%)	73.9%	(1.3%)
£215.52	£256.35	(£40.83)	£233.67	(£18.15)	OCCUPANCY	£233.67	£254.89	(£21.22)	£242.23	(£8.55)
£155.81	£179.17	(£23.36)	£152.85	£2.96	AVERAGE ROOM RATE	£169.72	£196.53	(£26.82)	£179.04	(£9.32)
					ROOM YIELD					
					SALES					
434,705	499,892	(65,186)	426,452	8,254	ACCOMMODATION	5,575,220	6,456,127	(880,907)	5,736,862	(161,642)
30,779	36,528	(5,749)	25,802	4,977	RESTAURANT FOOD	340,371	471,319	(130,948)	249,049	91,322
5,483	6,478	(995)	4,150	1,333	RESTAURANT - BEVERAGE	69,075	76,057	(6,982)	38,646	30,428
15,220	16,104	(884)	15,748	(527)	ROOM SERVICE - FOOD	185,638	224,905	(39,267)	179,113	6,525
1,946	1,345	601	2,451	(505)	ROOM SERVICE - BEVERAGE	27,584	21,207	6,377	26,074	1,510
15,081	21,460	(6,379)	15,301	(221)	BANQUETING - FOOD	195,094	230,975	(35,881)	178,028	17,067
5,542	10,350	(4,808)	6,301	(758)	BANQUETING - BEVERAGE	96,357	116,830	(20,473)	79,558	16,800
6,721	7,350	(629)	12,529	(5,808)	BANQUETING - OTHER	107,233	84,170	23,063	109,734	(2,500)
297	1,650	(1,353)	244	53	BAR - FOOD	6,190	20,020	(13,830)	6,156	34
52,878	35,550	17,328	40,231	12,647	BAR - BEVERAGE	595,671	497,958	97,714	475,038	120,634
1,907	1,950	(43)	1,707	200	PRIVATE BAR	24,317	25,329	(1,012)	23,105	1,213
3,509	4,353	(844)	2,733	776	HEALTH CLUB	44,976	55,145	(10,169)	50,280	(5,305)
1,212	2,730	(1,518)	3,279	(2,067)	TELEPHONE	19,019	35,461	(16,442)	36,741	(17,722)
13,853	10,823	3,031	16,376	(2,523)	OTHER REVENUES	118,198	140,576	(22,378)	140,140	(21,942)
589,132	656,561	(67,429)	573,303	15,830	TOTAL INCOME	7,404,945	8,456,077	(1,051,132)	7,328,523	76,422
					COST OF SALES					
23,410	15,684	7,726	45,495	(22,085)	AGENTS COMMISSION	308,525	220,249	88,275	265,540	42,985
19,220	22,728	(3,507)	20,395	(1,175)	FOOD COST	234,334	284,073	(49,739)	181,243	53,091
6,278	16,049	(9,770)	15,065	(8,787)	BEVERAGE COST	221,705	212,945	8,760	191,975	29,730
529	546	(17)	100	429	TELEPHONE COST	3,491	7,092	(3,601)	4,272	(781)
3,939	7,979	(4,040)	16,214	(12,276)	OTHER COST	79,339	103,103	(23,744)	86,307	(6,948)
53,377	62,985	(9,608)	97,270	(43,893)	TOTAL COST OF SALES	847,414	827,462	19,952	729,338	118,076
189,007	193,826	(4,819)	198,456	(9,449)	WAGES & SALARIES	2,102,443	2,205,236	(102,792)	2,130,157	(27,714)
346,749	399,750	(53,002)	277,577	69,172	GROSS PROFIT	4,455,088	5,423,380	(968,292)	4,469,029	(13,941)
					OVERHEADS					
1,413	565	848	758	655	LINEN	26,548	6,780	19,768	22,139	4,410
3,277	340	2,937	4,678	(1,402)	CHINA & GLASS	18,589	4,080	14,509	30,388	(11,799)
-	160	(160)	-	-	SILVER	-	2,170	(2,170)	-	-
4,169	7,900	(3,731)	10,302	(6,133)	DECORATION	114,387	107,200	7,187	118,866	(4,480)
3,310	3,245	65	3,150	160	REVENUE MANAGEMENT	38,600	38,940	(340)	34,650	3,950
9,466	12,006	(2,540)	2,826	6,640	LIGHT & HEAT	141,456	144,072	(2,616)	116,810	24,645
34,177	35,512	(1,334)	40,329	(6,152)	SALES & MARKETING	456,783	426,139	30,644	433,614	23,169
915	399	516	40	875	HEALTH CLUB EXPENSES	6,456	5,075	1,381	9,953	(3,497)
5,484	8,118	(2,634)	6,683	(1,199)	LAUNDRY	85,498	102,886	(17,388)	78,601	6,897
2,429	4,103	(1,674)	352	2,077	CLEANING & DISPOSABLES	54,431	51,059	3,372	38,062	16,368
15,592	6,653	8,938	700	14,892	TRADE SUPPLIES	99,516	85,827	13,689	45,738	53,778
186	250	(64)	478	(292)	STAFF/MANAGEMENT F & D	4,887	3,000	1,887	19,172	(14,285)
1,142	1,420	(278)	283	858	STAFF RECRUITMENT	17,403	25,840	(8,437)	33,087	(15,683)
511	100	411	662	(151)	BANK INTEREST & CHARGES	2,809	1,200	1,609	2,968	(160)
10,675	12,803	(2,128)	13,283	(2,608)	CREDIT CARD COMMISSION	131,288	164,894	(33,606)	154,879	(23,591)
12,022	7,974	4,048	9,586	2,436	HP, RENTAL & MAINT. CHARGES	168,072	95,688	72,384	122,237	45,836
2,617	1,000	1,617	(6,056)	8,673	AUDIT & ACCOUNTANCY	28,069	12,000	16,069	11,778	16,291
540	520	20	360	180	TELEPHONE EXPENSES	6,684	6,240	444	2,280	4,405
(969)	6,336	(7,304)	4,589	(5,558)	PRINTING & STATIONARY	49,031	77,473	(28,441)	41,264	7,767
4,848	1,774	3,074	3,186	1,663	LEGAL & PROFESSIONAL	29,382	21,291	8,091	37,339	(7,957)
(41)	800	(841)	441	(482)	TRAVELLING EXPENSES	10,048	9,600	448	7,325	2,723
661	2,827	(2,166)	2,230	(1,569)	TRAINING & STAFF RELATED EXPS	20,370	44,470	(24,100)	10,345	10,025
2,338	3,477	(1,139)	1,889	449	UNIFORM CLEANING	29,558	41,722	(12,164)	40,399	(10,841)
16,688	12,015	4,674	162	16,526	REPAIRS & RENEWALS	124,007	144,175	(20,168)	155,640	(31,633)
9,560	1,179	8,381	2,399	7,161	MISCELLANEOUS	48,326	13,957	34,369	40,056	8,270
141,008	131,474	9,534	103,310	37,698	TOTAL EXPENSES	1,712,198	1,635,776	76,423	1,607,590	104,609
205,740	268,276	(62,536)	174,267	31,474	GROSS OPERATING PROFIT	2,742,890	3,787,604	(1,044,714)	2,861,439	(118,549)
					FIXED CHARGES					
4,973	5,253	(280)	5,070	(97)	INSURANCE	59,314	62,271	(2,957)	61,014	(1,700)
25,613	29,000	(3,387)	33,859	(8,246)	RATES	363,456	348,000	15,456	371,455	(7,999)
19,980	33,543	(13,563)	25,707	(5,728)	MANAGEMENT FEES	354,310	458,600	(104,290)	362,195	(7,885)
23,565	26,262	(2,697)	(242,947)	266,512	FF&E RESERVE	292,944	338,243	(45,299)	31,732	261,212
22,967	23,000	(33)	31,073	(8,107)	RENT	275,600	276,000	(400)	283,707	(8,107)
108,643	151,218	(42,575)	321,503	(212,861)	EBITDA	1,397,266	2,304,490	(907,223)	1,751,336	(354,070)
					INTEREST (CHARGES)/RECEIPTS					
100,678	87,000	13,678	88,994	11,684	ASSET DISPOSAL	-	-	-	(8,208)	8,208
-	-	-	(219)	219	DEPRECIATION	201,291	415,200	(213,909)	196,959	4,332
(73,709)	34,600	(108,309)	(169,341)	95,632						
81,673	29,618	52,055	402,069	(320,396)	NET PROFIT / (LOSS)	146,025	845,290	(699,265)	519,699	(373,674)

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£434,705	£499,892	-£65,186	£426,452	£8,254	SALES					
2,790	2,790	0	2,790	0	ACCOMMODATION	£5,575,220	£6,456,127	-£880,907	£5,736,862	-£161,642
72.3%	69.9%	2.4%	65.4%	6.9%	ROOMS AVAILABLE	32,850	32,850	0	32,043	807
£215.52	£256.35	-£40.83	£233.67	-£18.15	OCCUPANCY	72.6%	77.1%	(4.5%)	73.9%	(1.3%)
£155.81	£179.17	-£23.36	£152.85	£2.96	AVERAGE ROOM RATE	£233.67	£254.89	-£21.22	£242.23	-£8.55
2,017	1,950	67	1,825	192	ROOM YIELD	£169.72	£196.53	-£26.82	£179.04	-£9.32
1.32	1.24	0	1.27	0	ROOMS LET	23,859	25,329	-1,470	23,684	175
2,667	2,416	251	2,316	351	DOUBLE OCCUPANCY	1.30	1.31	-0	1.29	0
					SLEEPERS	31,103	33,301	-2,198	30,475	628
£61,376	£75,742	-£14,366	£57,094	£4,282	FOOD	£727,294	£947,219	-£219,925	£612,346	£114,948
£30,779	£36,528	-£5,749	£25,802	£4,977	RESTAURANT	£340,371	£471,319	-£130,948	£249,049	£91,322
1,904	2,258	-354	1,472	432	COVERS	20,124	28,570	-8,446	15,108	5,016
71%	93%	(22.1%)	64%	7.8%	TAKE UP	65%	86%	(21.1%)	50%	15.1%
£16.17	£16.18	-£0.0	£17.53	-£1.4	AVERAGE SPEND	£16.91	£16.50	£0.4	£16.48	£0.4
£15,220	£16,104	-£884	£15,748	-£527	ROOM SERVICE	£185,638	£224,905	-£39,267	£179,113	£6,525
974	1,421	-447	1,244	-270	COVERS	12,472	19,315	-6,843	15,995	-3,123
37%	59%	(22.3%)	54%	(17.2%)	TAKE UP	40%	58%	(17.9%)	51%	(11.1%)
£15.63	£11.34	£4.3	£12.66	£3.0	AVERAGE SPEND	£14.88	£11.64	£3.2	£11.49	£3.4
£15,081	£21,460	-£6,379	£15,301	-£221	BANQUETING	£195,094	£230,975	-£35,881	£178,028	£17,067
522	700	-178	511	11	COVERS	6,432	7,640	-1,208	5,939	493
£28.89	£30.66	-£1.8	£29.94	-£1.1	AVERAGE SPEND	£30.33	£30.23	£0.1	£29.94	£0.4
£297	£1,650	-£1,353	£244	£53	BAR	£6,190	£20,020	-£13,830	£6,156	£34
154	165	-11	149	5	COVERS	2,264	2,002	262	4,747	-2,483
£1.93	£10.00	-£8.1	£1.64	£0.3	BAR FOOD SPEND	£2.73	£10.00	-£7.3	£1.30	£1.4
£67,756	£55,672	£12,084	£54,840	£12,916	BEVERAGE	£813,005	£737,380	£75,625	£642,420	£170,585
£5,483	£6,478	-£995	£4,150	£1,333	RESTAURANT	£69,075	£76,057	-£6,982	£38,646	£30,428
£2.88	£2.87	£0.0	£2.82	£0.1	AVERAGE SPEND PER COVER	£3.43	£2.66	£0.8	£2.56	£0.9
£1,946	£1,345	£601	£2,451	-£505	ROOM SERVICE	£27,584	£21,207	£6,377	£26,074	£1,510
£2.00	£0.95	£1.1	£1.97	£0.0	AVERAGE SPEND PER COVER	£2.21	£1.10	£1.1	£1.67	£0.5
£5,542	£10,350	-£4,808	£6,301	-£758	BANQUETING	£96,357	£116,830	-£20,473	£79,558	£16,800
£10.62	£14.79	-£4.2	£12.33	-£1.7	AVERAGE SPEND PER COVER	£14.98	£15.29	-£0.3	£13.40	£1.6
£52,690	£35,550	£17,140	£40,144	£12,546	BAR	£592,980	£497,958	£95,023	£477,031	£115,950
£15,632	£17,775	-£2,143	£13,581	£2,051	IN-HOUSE SPEND	£222,087	£248,979	-£26,892	£180,425	£41,662
£5.86	£7.36	-£1.5	£5.86	-£0.0	AVERAGE SPEND PER SLEEPER	£7.14	£7.48	-£0.3	£5.92	£1.2
£37,058	£17,775	£19,283	£26,563	£10,495	NON-RESIDENT SPEND	£370,893	£248,979	£121,914	£296,605	£74,288
£1,907	£1,950	-£43	£1,707	£200	MINI-BAR	£24,317	£25,329	-£1,012	£23,105	£1,213
£0.71	£0.81	-£0.1	£0.74	-£0.0	AVERAGE SPEND PER SLEEPER	£0.78	£0.76	£0.0	£0.76	£0.0
£6,721	£7,350	-£629	£12,529	-£5,808	BANQUETING ROOM HIRE	£107,233	£84,170	£23,063	£109,734	-£2,500
£1,212	£2,730	-£1,518	£3,279	-£2,067	TELEPHONES	£19,019	£35,461	-£16,442	£36,741	-£17,722
£0.60	£1.40	-£0.8	£1.80	-£1.2	AVERAGE SPEND PER ROOM	£0.80	£1.40	-£0.6	£1.55	-£0.8
£13,853	£10,823	£3,031	£16,376	-£2,523	OTHER	£118,198	£140,576	-£22,378	£140,140	-£21,942
£13,853	£10,823	£3,031	£16,376	-£2,523	MISCELLANEOUS	£118,198	£140,576	-£22,378	£140,140	-£21,942
£6.87	£5.55	£1.3	£8.97	-£2.1	AVERAGE SPEND PER ROOM	£4.95	£5.55	-£0.6	£5.92	-£1.0
£3,027	£3,952	-£925	£2,383	£644	HEALTH SPA	£40,411	£49,927	-£9,516	£44,336	-£3,925
£1.13	£1.64	-£0.50	£1.03	£0.11	AVERAGE SPEND PER SLEEPER	£1.30	£1.50	-£0.20	£1.45	-£0.16
£216.21	£232.45	-£16.2	£140.17	£76.0	AVERAGE SPEND PER MEMBER	£240.54	£258.02	-£17.5	£229.20	£11.3
14	17	-3	17	-3	NO OF MEMBERS	14	16	-2	16	-2
£482	£402	£80	£350	£132	MERCHANDISING	£4,564	£4,735	-£171	£5,944	-£1,380
£0.18	£0.17	£0.01	£0.15	£0.03	AVERAGE SPEND PER MEMBER	£0.15	£0.14	£0.00	£0.20	-£0.05
£589,132	£656,561	-£67,429	£573,303	£15,830	TOTAL SALES	£7,404,945	£8,455,594	-£1,050,650	£7,328,523	£76,422
5.39%	3.14%	2.2%	10.67%	(5.3%)	COST OF SALES					
31.32%	30.01%	1.3%	35.72%	(4.4%)	AGENTS COMMISSION	5.53%	3.41%	2.1%	4.63%	0.9%
9.27%	28.83%	(19.6%)	27.47%	(18.2%)	FOOD	32.22%	29.99%	2.2%	29.60%	2.6%
43.67%	20.00%	23.7%	3.05%	40.6%	LIQUOR	27.27%	28.88%	(1.6%)	29.88%	(2.6%)
22.69%	52.58%	(29.9%)	84.85%	(62.2%)	TELEPHONE	18.36%	20.00%	(1.6%)	11.63%	6.7%
					OTHER	48.63%	52.68%	(4.0%)	45.32%	3.3%