

HEADCOUNT ANALYSIS	April	%	May	%	June	%	July	%	August	%	September	%	October	%	November	%	December	%	January	%	February	%	March	%	Total	%	
REVENUES																											
Rooms	490,528		594,048		614,762		575,671		324,261		578,759		654,900		586,320		514,842		405,538		455,170		508,378			6,100,776	
Food & Beverage	133,207		143,354		154,956		157,536		102,495		163,827		170,523		166,613		209,280		129,647		157,205		161,460			1,867,304	
Telephone	1,199		1,238		1,367		1,390		894		1,380		1,298		1,378		1,170		1,021		1,125		1,214			14,645	
Health Club	3,990		4,199		4,436		4,645		4,363		4,283		4,813		3,990		3,843		4,638		4,638		4,671			52,518	
Laundry / Valet	2,515		3,066		5,093		4,118		1,994		4,164		5,209		5,098		2,618		3,488		3,579		4,869			44,912	
Other Operating Departments	3,313		3,114		3,836		3,613		2,382		5,791		5,026		5,399		4,966		3,542		3,811		3,811			46,506	
Total Revenue	625,152.64		659,815.14		794,360.87		747,173.32		434,366.78		757,294.94		741,769.89		790,767.31		736,729.26		542,873.90		625,527.79		683,622.62			6,128,659.55	
LABOUR & BENEFITS as % OF DEPARTMENTAL REVENUE																											
Rooms	64,239.46	17.5%	64,073.01	16.7%	81,226.53	13.2%	81,771.57	14.3%	84,355.11	26.0%	81,447.25	14.1%	82,011.21	14.8%	83,360.49	14.2%	89,925.70	17.0%	87,938.68	21.8%	82,208.80	18.1%	81,508.49	16.0%		1,003,949	16.8%
Food & Beverage	66,530.65	48.9%	66,268.77	48.2%	60,272.32	38.9%	60,272.32	38.3%	63,270.54	43.4%	60,272.32	37.0%	61,490.27	38.1%	61,490.27	33.0%	67,606.64	33.3%	64,548.45	49.8%	61,490.27	39.1%	61,490.27	38.1%		755,098	48.4%
Telephone	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	-		-	0.0%
Health Club	2,342.13	58.8%	2,342.13	56.7%	2,340.13	52.8%	2,340.13	58.4%	2,340.13	53.4%	2,340.13	54.6%	2,387.76	48.8%	2,387.76	60.0%	2,387.76	62.1%	2,387.76	51.8%	2,387.76	51.8%	2,387.76	51.1%		28,373	54.4%
Laundry	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	-		-	0.0%
LABOUR & BENEFITS as % OF TOTAL REVENUE																											
Administration & General	27,815.57	4.4%	27,815.57	4.2%	27,815.57	3.5%	27,815.57	3.7%	27,815.57	6.4%	27,815.57	3.6%	28,129.39	3.8%	28,129.39	3.6%	28,129.39	3.9%	28,129.39	5.2%	28,129.39	4.5%	28,129.39	4.1%		334,469.78	4.1%
Sales & Marketing	-	0.0%	-	0.0%	10,386.18	0.0%	10,386.18	8.0%	10,386.18	0.0%	10,707.81	0.0%	10,922.82	8.8%	10,922.82	0.0%	10,922.82	0.0%	10,922.82	0.0%	10,922.82	0.0%	10,922.82	0.0%		107,402.47	0.0%
Repairs & Maintenance	10,115.92	8.0%	10,066.71	8.0%	9,160.59	0.0%	9,160.59	8.0%	9,613.65	0.0%	9,160.59	3.0%	9,346.14	8.8%	9,346.14	0.0%	10,270.38	0.0%	9,938.26	0.0%	9,346.14	0.0%	9,346.14	0.0%		114,741.25	0.0%
Total Labour	100,832.72	28.8%	100,844.18	28.8%	191,001.32	24.4%	191,546.36	28.4%	197,581.18	48.8%	191,542.87	28.3%	194,297.59	28.2%	195,656.87	24.7%	209,242.78	28.4%	203,025.37	37.8%	194,485.18	31.1%	193,764.87	28.3%		2,343,943.73	38.4%
SALES PER EMPLOYEE PER MONTH																											
Rooms	9,429.96		9,883.29		11,822.34		11,074.44		6,235.78		11,129.98		10,671.16		11,313.84		9,900.82		7,702.66		8,753.26		9,776.50			117,694.02	
Food & Beverage	3,715.68		3,998.72		4,322.34		4,394.32		2,852.39		4,547.47		4,759.57		5,205.40		5,837.94		3,616.36		4,385.08		4,504.33			52,066.59	
Telephone	-		-		-		-		-		-		-		-		-		-		-		-			-	
Health Club	1,591.08		1,560.08		1,560.08		1,590.08		1,560.08		1,560.08		1,591.84		1,591.84		1,591.84		1,591.84		1,591.84		1,591.84			18,911.55	
Laundry	-		-		-		-		-		-		-		-		-		-		-		-			-	
Total Hotel	6,401.97		6,748.79		7,716.29		7,359.45		4,373.18		7,480.02		7,297.29		7,776.31		7,247.71		5,340.62		6,153.74		6,725.26			90,484.63	

HEADCOUNT	April	May	June	July	August	September	October	November	December	January	February	March
HEADCOUNT ANALYSIS												
Rooms	51.0	51.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0
Rooms Administration - Management	-	-	-	-	-	-	-	-	-	-	-	-
Rooms Administration - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Rooms Administration - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Front Office - Management	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Front Office - Non Management	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Front Office - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Concierge - Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Concierge - Non Management	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Concierge - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Reservations - Management	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Reservations - Non Management	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Reservations - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Housekeeping - Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Housekeeping - Non Management	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0	24.0
Housekeeping - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Food and Beverage - Non Management	35.9											
F&B Administration - Management	-	-	-	-	-	-	-	-	-	-	-	-
F&B Administration - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
F&B Administration - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Dining Room - Management	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Dining Room - Non Management	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Dining Room - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Drawing Room - Management	-	-	-	-	-	-	-	-	-	-	-	-
Drawing Room - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Drawing Room - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Cigar Lounge - Management	-	-	-	-	-	-	-	-	-	-	-	-
Cigar Lounge - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Cigar Lounge - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Drawing Room - Management	-	-	-	-	-	-	-	-	-	-	-	-
Drawing Room - Non Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Drawing Room - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Duke Bar - Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Duke Bar - Non Management	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Duke Bar - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Room Service - Management	-	-	-	-	-	-	-	-	-	-	-	-
Room Service - Non Management	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Room Service - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
MPD - Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
MPD - Non Management	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
MPD - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Kitchen - Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Kitchen - Non Management	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3	12.3
Kitchen - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Kitchen 2 - Management	-	-	-	-	-	-	-	-	-	-	-	-
Kitchen 2 - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Kitchen 2 - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Stewarding - Management	-	-	-	-	-	-	-	-	-	-	-	-
Stewarding - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Stewarding - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Flower Shop - Management	-	-	-	-	-	-	-	-	-	-	-	-
Flower Shop - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Flower Shop - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Telephone - Management	-	-	-	-	-	-	-	-	-	-	-	-
Telephone - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Telephone - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Laundry & Valet - Management	-	-	-	-	-	-	-	-	-	-	-	-
Laundry & Valet - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Laundry & Valet - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
The Health Club - Management	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
The Health Club - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
The Health Club - Trainee	-	-	-	-	-	-	-	-	-	-	-	-

HEADCOUNT	April	May	June	July	August	September	October	November	December	January	February	March
HEADCOUNT ANALYSIS												
Administration & General - Non Management	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3	5.3
Finance - Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Finance - Non Management	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Finance - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Purchasing - Management	-	-	-	-	-	-	-	-	-	-	-	-
Purchasing - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Purchasing - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
IT - Management	-	-	-	-	-	-	-	-	-	-	-	-
IT - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
IT - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Executive Office - Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Office - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Executive Office - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources - Management	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Human Resources - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Security - Management	-	-	-	-	-	-	-	-	-	-	-	-
Security - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Security - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Directors - Management	-	-	-	-	-	-	-	-	-	-	-	-
Directors - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Directors - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Sales & Marketing - Management	-	-	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Sales & Marketing - Non Management	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sales & Marketing - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Public Relations - Management	-	-	-	-	-	-	-	-	-	-	-	-
Public Relations - Non Management	-	-	-	-	-	-	-	-	-	-	-	-
Public Relations - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
Repairs & Maintenance - Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Repairs & Maintenance - Non Management	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Repairs & Maintenance - Trainee	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL HEADCOUNT	97.7	97.7	101.7									

Dukes Hotel

	April					May					June				
Number Of Days	30					31					30				
Number Of Rooms	90					90					90				
Rooms Available	2,700					2,790					2,700				
Rooms Occupied	1,999					2,064					2,279				
Occupancy	74.04%					73.98%					84.41%				
Average Room Rate	240.58					244.21					269.75				
RevPar	178.12					180.66					227.69				
Number Of Guests	2,521					2,605					2,793				
Double Occupancy	26.12%					26.23%					22.54%				
	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%
Tariff (TAR)	28	36	515.00	14,420	3.0%	31	40	515.00	15,965	3.2%	58	75	515.00	29,870	4.9%
Best Available Rate (Rack High A)	100	130	295.00	29,500	6.1%	292	380	295.00	86,140	17.1%	502	653	340.00	170,680	27.8%
Best Available Rate (Rack High B)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Rack Low A)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Rack Low B)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Total)	100	130	295.00	29,500	6.1%	292	380	295.00	86,140	17.1%	502	653	340.00	170,680	27.8%
Total Transient	128	166	343.13	43,920	9.1%	323	420	316.11	102,105	20.3%	560	728	358.13	200,550	32.6%
Corporate Preferred (CPR)	62	62	285.00	17,670	3.7%	54	54	295.00	15,930	3.2%	109	109	295.00	32,155	5.2%
Corporate Local (COL)	180	180	207.54	37,357	7.8%	167	167	207.54	34,659	6.9%	300	300	207.54	62,262	10.1%
Corporate Volume (COV)	219	219	170.25	37,285	7.8%	245	245	170.25	41,711	8.3%	320	320	170.25	54,480	8.9%
Total Corporate	461	461	200.24	92,312	19.2%	466	466	198.07	92,300	18.3%	729	729	204.25	148,897	24.2%
Tour Operator Contracted (TOC)	152	258	165.75	25,194	5.2%	155	264	169.00	26,195	5.2%	122	207	182.00	22,204	3.6%
Tour Operator Promotional (TOP)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Weekend Rates (WKD)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Promotional Packages (PRO)	1,184	1,539	255.00	301,920	62.8%	1,014	1,318	260.00	263,640	52.3%	809	1,052	280.00	226,520	36.8%
Total Leisure	1,336	1,798	244.85	327,114	68.0%	1,169	1,582	247.93	289,835	57.5%	931	1,259	267.16	248,724	40.5%
Groups (GRP)	51	66	229.50	11,705	2.4%	53	69	234.00	12,402	2.5%	30	39	306.00	9,180	1.5%
Conferences (CON)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Groups	51	66	229.50	11,705	2.4%	53	69	234.00	12,402	2.5%	30	39	306.00	9,180	1.5%
Special Discounts (SPC)	23	30	255.54	5,877	1.2%	28	36	255.54	7,155	1.4%	29	38	255.54	7,411	1.2%
Industry Discount (IND)	-	-	-	-	0.0%	2	3	125.00	250	0.0%	-	-	-	-	0.0%
House (HSE)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Complimentary (COM)	-	-	-	-	0.0%	23	30	-	-	0.0%	-	-	-	-	0.0%
Total Miscellaneous	23	30	255.54	5,877	1.2%	53	69	139.72	7,405	1.5%	29	38	255.54	7,411	1.2%
Total Rooms Occupied	1,999	2,521	240.58	480,928	100.0%	2,064	2,605	244.21	504,048	100.0%	2,279	2,793	269.75	614,762	100.0%

Dukes Hotel

	July					August					September				
Number Of Days	31					31					30				
Number Of Rooms	90					90					90				
Rooms Available	2,790					2,790					2,700				
Rooms Occupied	2,317					1,474					2,267				
Occupancy	83.05%					52.83%					83.96%				
Average Room Rate	248.54					219.99					255.30				
RevPar	206.41					116.22					214.36				
Number Of Guests	2,865					1,880					2,768				
Double Occupancy	23.67%					27.57%					22.11%				
	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%
Tariff (TAR)	21	27	515.00	10,815	1.9%	16	21	515.00	8,240	2.5%	30	39	515.00	15,450	2.7%
Best Available Rate (Rack High A)	350	455	325.00	113,750	19.8%	16	21	260.00	4,160	1.3%	283	368	335.00	94,805	16.4%
Best Available Rate (Rack High B)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Rack Low A)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Rack Low B)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Total)	350	455	325.00	113,750	19.8%	16	21	260.00	4,160	1.3%	283	368	335.00	94,805	16.4%
Total Transient	371	482	335.75	124,565	21.6%	32	42	387.50	12,400	3.8%	313	407	352.25	110,255	19.1%
Corporate Preferred (CPR)	113	113	285.00	32,205	5.6%	62	62	245.00	15,190	4.7%	134	134	285.00	38,190	6.6%
Corporate Local (COL)	235	235	207.54	48,772	8.5%	122	122	207.54	25,320	7.8%	250	250	207.54	51,885	9.0%
Corporate Volume (COV)	417	417	170.25	70,994	12.3%	122	122	170.25	20,771	6.4%	327	327	170.25	55,672	9.6%
Total Corporate	765	765	198.66	151,971	26.4%	306	306	200.26	61,280	18.9%	711	711	204.99	145,747	25.2%
Tour Operator Contracted (TOC)	207	352	180.70	37,405	6.5%	140	238	152.75	21,385	6.6%	86	146	178.10	15,317	2.6%
Tour Operator Promotional (TOP)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Weekend Rates (WKD)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Promotional Packages (PRO)	882	1,147	278.00	245,196	42.6%	930	1,209	235.00	218,550	67.4%	1,068	1,388	274.00	292,632	50.6%
Total Leisure	1,089	1,499	259.50	282,601	49.1%	1,070	1,447	224.24	239,935	74.0%	1,154	1,535	266.85	307,949	53.2%
Groups (GRP)	31	40	292.50	9,068	1.6%	31	40	211.50	6,557	2.0%	30	39	246.60	7,398	1.3%
Conferences (CON)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Groups	31	40	292.50	9,068	1.6%	31	40	211.50	6,557	2.0%	30	39	246.60	7,398	1.3%
Special Discounts (SPC)	30	39	255.54	7,866	1.3%	16	21	255.54	4,089	1.3%	29	38	255.54	7,411	1.3%
Industry Discount (IND)	-	-	-	-	0.0%	-	-	125.00	-	0.0%	-	-	-	-	0.0%
House (HSE)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Complimentary (COM)	31	40	-	-	0.0%	19	25	-	-	0.0%	30	39	-	-	0.0%
Total Miscellaneous	61	79	125.68	7,866	1.3%	35	46	116.82	4,089	1.3%	59	77	125.60	7,411	1.3%
Total Rooms Occupied	2,317	2,865	248.54	575,871	100.0%	1,474	1,880	219.99	324,261	100.0%	2,267	2,768	255.30	578,759	100.0%

Dukes Hotel

	October					November					December				
Number Of Days	31					30					31				
Number Of Rooms	90					90					90				
Rooms Available	2,790					2,700					2,790				
Rooms Occupied	2,163					2,296					1,950				
Occupancy	77.53%					85.04%					69.89%				
Average Room Rate	256.54					256.24					264.02				
RevPar	198.89					217.90					184.53				
Number Of Guests	2,586					2,738					2,410				
Double Occupancy	19.56%					19.26%					23.58%				
	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%
Tariff (TAR)	31	40	515.00	15,965	2.9%	34	44	515.00	17,510	3.0%	34	44	515.00	17,510	3.4%
Best Available Rate (Rack High A)	477	620	340.00	162,180	29.2%	461	599	325.00	149,825	25.5%	293	381	325.00	95,225	18.5%
Best Available Rate (Rack High B)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Rack Low A)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Rack Low B)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Total)	477	620	340.00	162,180	29.2%	461	599	325.00	149,825	25.5%	293	381	325.00	95,225	18.5%
Total Transient	508	660	350.68	178,145	32.1%	495	644	338.05	167,335	28.4%	327	425	344.76	112,735	21.9%
Corporate Preferred (CPR)	155	155	295.00	45,725	8.2%	94	94	295.00	27,730	4.7%	52	52	285.00	14,820	2.9%
Corporate Local (COL)	328	328	207.54	68,073	12.3%	392	392	207.54	81,356	13.8%	212	212	207.54	43,998	8.5%
Corporate Volume (COV)	358	358	170.25	60,950	11.0%	461	461	170.25	78,485	13.3%	285	285	170.25	48,521	9.4%
Total Corporate	841	841	207.79	174,748	31.5%	947	947	198.07	187,571	31.9%	549	549	195.52	107,340	20.8%
Tour Operator Contracted (TOC)	66	112	171.60	11,326	2.0%	94	160	185.25	17,414	3.0%	99	168	185.25	18,340	3.6%
Tour Operator Promotional (TOP)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Weekend Rates (WKD)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Promotional Packages (PRO)	645	839	264.00	170,280	30.7%	702	913	285.00	200,070	34.0%	925	1,203	285.00	263,625	51.2%
Total Leisure	711	951	255.42	181,606	32.7%	796	1,072	273.22	217,484	37.0%	1,024	1,371	275.36	281,965	54.8%
Groups (GRP)	31	40	306.00	9,486	1.7%	30	39	292.50	8,775	1.5%	27	35	256.50	6,926	1.3%
Conferences (CON)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Groups	31	40	306.00	9,486	1.7%	30	39	292.50	8,775	1.5%	27	35	256.50	6,926	1.3%
Special Discounts (SPC)	30	39	255.54	7,866	1.4%	28	36	255.54	7,155	1.2%	23	30	255.54	5,877	1.1%
Industry Discount (IND)	26	34	125.00	3,250	0.6%	-	-	-	-	0.0%	-	-	-	-	0.0%
House (HSE)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Complimentary (COM)	16	21	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Miscellaneous	72	94	151.61	10,916	2.0%	28	36	255.54	7,155	1.2%	23	30	255.54	5,877	1.1%
Total Rooms Occupied	2,163	2,586	256.54	554,900	100.0%	2,296	2,738	256.24	588,320	100.0%	1,950	2,410	264.02	514,842	100.0%

Dukes Hotel

	January					February					March					Total				
Number Of Days	31					28					31					365				
Number Of Rooms	90					90					90					1,080				
Rooms Available	2,790					2,520					2,790					32,850				
Rooms Occupied	1,701					1,875					2,023					24,408				
Occupancy	60.97%					74.40%					72.51%					74.30%				
Average Room Rate	235.47					242.76					251.30					249.95				
RevPar	143.56					180.62					182.21					185.72				
Number Of Guests	2,142					2,345					2,540					30,194				
Double Occupancy	25.90%					25.06%					25.57%					23.71%				
	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%	Rooms	Guests	Ave Rate	Revenue	%
Tariff (TAR)	12	16	515.00	6,180	1.5%	24	31	505.00	12,120	2.7%	30	39	515.00	15,450	3.0%	349	454	514.31	179,495	2.9%
Best Available Rate (Rack High A)	118	153	290.00	34,220	8.5%	131	170	295.00	38,645	8.5%	182	237	295.00	53,690	10.6%	3,205	4,167	322.25	1,032,820	16.9%
Best Available Rate (Rack High B)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Rack Low A)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Rack Low B)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Best Available Rate (Total)	118	153	290.00	34,220	8.5%	131	170	295.00	38,645	8.5%	182	237	295.00	53,690	10.6%	3,205	4,167	322.25	1,032,820	16.9%
Total Transient	130	169	310.77	40,400	10.1%	155	202	327.52	50,765	11.2%	212	276	326.13	69,140	13.6%	3,554	4,620	341.11	1,212,315	19.9%
Corporate Preferred (CPR)	48	48	330.00	15,840	4.0%	66	66	330.00	21,780	4.8%	69	69	330.00	22,770	4.5%	1,018	1,018	294.70	300,005	4.9%
Corporate Local (COL)	138	138	220.00	30,360	7.6%	166	166	220.00	36,520	8.0%	182	182	220.00	40,040	7.9%	2,672	2,672	209.81	560,602	9.2%
Corporate Volume (COV)	216	216	180.46	38,979	9.7%	241	241	180.46	43,491	9.6%	252	252	180.46	45,476	8.9%	3,463	3,463	172.34	596,815	9.8%
Total Corporate	402	402	211.89	85,179	21.3%	473	473	215.20	101,791	22.4%	503	503	215.28	108,286	21.3%	7,153	7,153	203.75	1,457,422	23.9%
Tour Operator Contracted (TOC)	127	216	159.25	20,225	5.0%	123	209	167.70	20,627	4.5%	153	260	172.25	26,354	5.2%	1,524	2,591	171.91	261,984	4.3%
Tour Operator Promotional (TOP)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Weekend Rates (WKD)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Promotional Packages (PRO)	995	1,294	245.00	243,775	60.9%	1,044	1,357	258.00	269,352	59.2%	1,094	1,422	265.00	289,910	57.0%	11,292	14,680	264.39	2,985,470	48.9%
Total Leisure	1,122	1,509	235.29	264,000	65.9%	1,167	1,566	248.48	289,979	63.7%	1,247	1,682	253.62	316,264	62.2%	12,816	17,270	253.39	3,247,454	53.2%
Groups (GRP)	30	39	220.50	6,615	1.7%	28	36	232.20	6,502	1.4%	31	40	243.00	7,533	1.5%	403	524	253.46	102,145	1.7%
Conferences (CON)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Total Groups	30	39	220.50	6,615	1.7%	28	36	232.20	6,502	1.4%	31	40	243.00	7,533	1.5%	403	524	253.46	102,145	1.7%
Special Discounts (SPC)	17	22	255.54	4,344	1.1%	24	31	255.54	6,133	1.3%	30	39	238.50	7,155	1.4%	307	399	253.67	77,940	1.3%
Industry Discount (IND)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%	28	36	125.00	3,500	0.1%
House (HSE)	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%	-	-	-	-	0.0%
Complimentary (COM)	-	-	-	-	0.0%	28	36	-	-	0.0%	-	-	-	-	0.0%	147	191	-	-	0.0%
Total Miscellaneous	17	22	255.54	4,344	1.1%	52	68	117.94	6,133	1.3%	30	39	238.50	7,155	1.4%	482	627	168.96	81,440	1.3%
Total Rooms Occupied	1,701	2,142	235.47	400,538	100.0%	1,875	2,345	242.76	455,170	100.0%	2,023	2,540	251.30	508,378	100.0%	24,408	30,194	249.95	6,100,776	100.0%

Dukes Hotel

RECEPTION	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
Rooms Available	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,520	2,700	32,850
Rooms Occupied	1,999	2,094	2,279	2,317	1,474	2,267	2,163	2,286	1,950	1,701	1,875	2,823	24,408
Occupancy	74.0%	74.0%	84.4%	83.0%	52.8%	84.0%	77.5%	85.0%	69.9%	61.0%	74.4%	72.5%	74.3%
Average Room Rate	240.58	244.21	269.75	248.54	219.99	255.30	258.54	256.24	264.02	235.47	242.76	251.30	249.95
Rev Par	178.12	180.66	227.69	206.41	116.22	214.36	198.89	217.90	184.53	143.99	180.62	182.21	186.72
PAYROLL & RELATED EXP.													
Labour	21,739 0.0%	21,739 0.0%	22,998 0.0%	22,998 0.0%	21,739 0.0%	21,739 0.0%	22,173 0.0%	22,173 0.0%	22,173 0.0%	22,173 0.0%	22,173 0.0%	22,173 0.0%	265,950 4.4%
Employer Taxes	2,463 0.0%	2,453 0.0%	2,345 0.0%	2,345 0.0%	2,312 0.0%	2,171 0.0%	2,231 0.0%	2,231 0.0%	2,519 0.0%	2,375 0.0%	2,231 0.0%	2,231 0.0%	27,905 0.5%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	255 0.0%	255 0.0%	255 0.0%	255 0.0%	255 0.0%	255 0.0%	3,025 0.0%
Medical Insurance	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	792 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	512 0.0%	512 0.0%	512 0.0%	512 0.0%	512 0.0%	512 0.0%	512 0.0%	512 0.0%	512 0.0%	512 0.0%	512 0.0%	512 0.0%	6,143 0.1%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	2,117 0.0%	2,049 0.0%	- 0.0%	- 0.0%	1,024 0.0%	- 0.0%	- 0.0%	- 0.0%	2,088 0.0%	1,045 0.0%	- 0.0%	- 0.0%	8,324 0.1%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	27,146 5.6%	27,059 5.4%	26,170 4.3%	26,170 4.5%	25,932 8.0%	24,737 4.3%	25,236 4.5%	25,236 4.3%	27,614 5.4%	26,425 6.0%	25,236 5.5%	25,236 5.0%	312,178 5.1%
OPERATING EXPENSES													
Cleaning Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Guest Supplies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Newspapers	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	1,104 0.2%	13,242 0.2%
Complimentary Guest Amenities	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Guest Transport	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	150 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing And Stationery	1,471 0.3%	1,471 0.3%	1,471 0.3%	1,471 0.3%	1,471 0.3%	1,471 0.3%	1,471 0.3%	1,471 0.3%	1,471 0.3%	1,471 0.4%	1,471 0.3%	1,471 0.3%	17,650 0.3%
Office Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Flowers & Decoration	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	1,116 0.2%	13,390 0.2%
Christmas Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	305 0.1%	- 0.0%	- 0.0%	- 0.0%	305 0.0%
Staff Uniform Laundry	180 0.0%	180 0.0%	180 0.0%	180 0.0%	180 0.1%	180 0.0%	180 0.0%	180 0.0%	180 0.0%	180 0.0%	180 0.0%	180 0.0%	2,160 0.0%
Laundry	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Rooms Commissions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Licenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract Labour	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
China	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Glassware	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Linens	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TV / Cable & Satellite	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	1,280 0.3%	15,354 0.3%
Dues & Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Travel & Subsistence	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Fax's Home	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Outside Storage	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Conferences	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	2,000 0.4%	- 0.0%	2,000 0.0%
TOTAL OPERATING EXPENSES	5,162 1.1%	5,162 1.0%	5,162 0.8%	5,162 0.9%	5,162 1.6%	5,162 0.9%	5,162 0.9%	5,162 0.9%	5,467 1.1%	5,162 1.3%	7,162 1.6%	5,162 1.0%	64,251 1.1%
TOTAL OVERHEADS	32,308 6.7%	32,230 6.4%	31,332 5.1%	31,332 5.4%	31,054 9.6%	29,666.86 5.2%	30,399 5.5%	30,399 5.2%	33,081 6.4%	31,588 7.9%	32,389 7.1%	30,399.82 6.0%	376,429.37 6.2%
HEADCOUNT	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0

Dukes Hotel

CONCERGE	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
Rooms Available	2,700	2,790	2,790	2,790	2,790	2,790	2,790	2,790	2,790	2,790	2,520	2,790	32,850
Rooms Occupied	1,999	2,064	2,279	2,317	1,474	2,267	2,163	2,296	1,950	1,701	1,875	2,025	24,408
Occupancy	74.0%	74.0%	81.4%	83.0%	52.8%	81.0%	77.5%	82.0%	69.9%	61.0%	74.4%	72.5%	74.3%
Average Room Rate	240.58	244.21	269.75	248.54	219.93	255.30	256.54	256.24	264.02	235.47	242.76	251.30	249.95
RevPar	179.12	180.66	227.69	206.41	116.22	214.36	198.89	217.90	184.53	143.56	180.62	182.21	185.72
PAYROLL & RELATED EXP.													
Labour	10,970 2.3%	10,970 2.2%	10,970 1.8%	10,970 1.9%	10,970 3.4%	10,970 1.9%	11,189 2.0%	11,189 1.9%	11,189 2.2%	11,189 2.8%	11,189 2.5%	11,189 2.2%	132,952 2.2%
Employer Taxes	1,083 0.2%	1,079 0.2%	971 0.2%	971 0.2%	1,025 0.3%	971 0.2%	1,001 0.2%	1,001 0.2%	1,111 0.2%	1,056 0.3%	1,001 0.2%	1,001 0.2%	12,273 0.2%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	54 0.0%	54 0.0%	54 0.0%	54 0.0%	54 0.0%	54 0.0%	55 0.0%	55 0.0%	55 0.0%	55 0.0%	55 0.0%	55 0.0%	651 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	293 0.1%	293 0.1%	293 0.0%	293 0.1%	293 0.1%	293 0.1%	293 0.1%	293 0.0%	293 0.1%	293 0.1%	293 0.1%	293 0.1%	3,510 0.1%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	893 0.2%	782 0.2%	- 0.0%	- 0.0%	391 0.1%	- 0.0%	- 0.0%	- 0.0%	797 0.2%	369 0.1%	- 0.0%	- 0.0%	3,176 0.1%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	13,206 2.7%	13,177 2.6%	12,287 2.0%	12,287 2.1%	12,732 3.9%	12,287 2.1%	12,538 2.3%	12,538 2.1%	13,446 2.6%	12,991 3.2%	12,538 2.8%	12,538 2.9%	152,563 2.9%
OPERATING EXPENSES													
Newspapers Complimentary	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Paper Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Stationery	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Office Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Staff Uniform Laundry Cleaning	255 0.1%	255 0.1%	255 0.0%	255 0.0%	255 0.1%	255 0.0%	255 0.0%	255 0.0%	255 0.0%	255 0.1%	255 0.1%	255 0.1%	3,054 0.1%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dues & Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	70 0.0%	- 0.0%	- 0.0%	70 0.0%
Conferences	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	1,500 0.4%	- 0.0%	- 0.0%	1,500 0.0%
TOTAL OPERATING EXPENSES	255 0.1%	255 0.1%	255 0.0%	255 0.0%	255 0.1%	255 0.0%	255 0.0%	255 0.0%	255 0.0%	1,825 0.9%	255 0.1%	255 0.1%	4,624 0.1%
TOTAL OVERHEADS	13,461 2.8%	13,431 2.7%	12,541 2.0%	12,541 2.2%	12,986 4.0%	12,541 2.2%	12,792 2.3%	12,792 2.2%	13,700 2.7%	14,816 3.7%	12,792 2.8%	12,792 2.9%	157,187 2.8%
HEADCOUNT	9.0												

RESERVATIONS	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
Rooms Available	2,700	2,790	2,700	2,790	2,790	2,700	2,790	2,700	2,790	2,790	2,520	2,790	32,850
Rooms Occupied	1,999	2,064	2,279	2,317	1,474	2,267	2,163	2,296	1,950	1,701	1,875	2,023	24,408
Occupancy	74.0%	74.0%	84.4%	83.0%	52.8%	84.0%	77.5%	85.0%	69.9%	61.0%	74.4%	72.5%	74.3%
Average Room Rate	240.58	244.21	269.75	248.54	219.99	255.30	256.54	256.24	264.02	236.47	242.76	251.30	249.95
RevPar	178.12	180.66	227.69	206.41	116.22	214.36	198.89	217.90	184.53	143.56	180.62	182.21	185.72
PAYROLL & RELATED EXP.													
Labour	5,255 1.1%	5,255 1.0%	7,628 1.2%	7,628 1.3%	7,628 2.4%	7,628 1.3%	7,781 1.4%	7,781 1.3%	7,781 1.5%	7,781 1.9%	7,781 1.7%	7,781 1.5%	87,710 1.4%
Employer Taxes	469 0.1%	484 0.1%	811 0.1%	811 0.1%	811 0.3%	811 0.1%	833 0.2%	833 0.1%	833 0.2%	833 0.2%	833 0.2%	833 0.2%	9,194 0.2%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	142 0.0%	145 0.0%	145 0.0%	145 0.0%	145 0.0%	145 0.0%	145 0.0%	1,369 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	156 0.0%	130 0.0%	130 0.0%	130 0.0%	130 0.0%	130 0.0%	130 0.0%	130 0.0%	130 0.0%	130 0.0%	130 0.0%	130 0.0%	1,586 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Outside Agency	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	5,952 1.2%	5,941 1.2%	8,641 1.4%	8,641 1.5%	8,641 2.7%	8,712 1.5%	8,889 1.6%	8,889 1.5%	8,889 1.7%	8,889 2.2%	8,889 2.0%	8,889 1.7%	99,860 1.6%
OPERATING EXPENSES													
Cleaning Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Guest Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Complimentary Guest Amenities	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing And Stationary	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Office Supplies	15 0.0%	15 0.0%	15 0.0%	15 0.0%	15 0.0%	15 0.0%	15 0.0%	15 0.0%	15 0.0%	15 0.0%	15 0.0%	15 0.0%	180 0.0%
Flowers & Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Christmas Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Staff Uniform Laundry	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	540 0.0%
Laundry	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Rooms Commissions	24,046 5.0%	25,202 5.0%	30,738 5.0%	28,794 5.0%	16,213 5.0%	28,938 5.0%	27,745 5.0%	29,416 5.0%	25,742 5.0%	20,027 5.0%	22,758 5.0%	25,419 5.0%	305,039 5.0%
Licenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract Labour	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Chen	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Glassware	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dues & Subscriptions	785 0.2%	785 0.2%	785 0.1%	785 0.1%	785 0.2%	785 0.1%	785 0.1%	785 0.1%	785 0.2%	785 0.2%	785 0.2%	785 0.2%	9,414 0.2%
Revenue Management (Bamboo)	3,310 0.7%	3,310 0.7%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	6,620 0.1%
	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	28,201 5.9%	29,357 5.8%	31,583 5.1%	29,638 5.1%	17,058 5.3%	29,782 5.1%	28,590 5.2%	30,281 5.1%	26,587 5.2%	20,871 5.2%	23,603 5.2%	26,263 5.2%	321,793 5.3%
TOTAL OVERHEADS	34,153 7.1%	35,298 7.0%	40,224 6.5%	38,279 6.6%	25,698 7.9%	38,495 6.7%	37,478 6.8%	39,149 6.7%	35,475 6.9%	29,760 7.4%	32,492 7.1%	35,152 6.9%	421,653 6.9%
HEADCOUNT	3.0	3.0	4.0										

Dukes Hotel

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ROOMS ADMINISTRATION	April	May	June	July	August	September	October	November	December	January	February	March	Total
Rooms Available	2,790	2,790	2,790	2,790	2,790	2,790	2,790	2,790	2,790	2,790	2,550	2,790	32,850
Rooms Occupied	1,999	2,054	2,279	2,317	1,474	2,267	2,163	2,296	1,950	1,701	1,875	2,023	24,408
Occupancy	74.0%	74.0%	84.4%	83.0%	52.8%	84.0%	77.5%	85.0%	69.9%	61.0%	74.4%	72.5%	74.3%
Average Room Rate	240.58	244.21	269.75	248.54	219.99	255.30	258.54	256.24	264.02	235.47	242.78	251.30	249.95
RevPar	179.12	189.66	227.69	206.41	116.22	214.36	198.89	217.90	184.53	143.56	180.62	182.21	185.72
PAYROLL & RELATED EXP.													
Labour	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employer Taxes	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	- 0.0%												
OPERATING EXPENSES													
Guest Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Paper Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Stationery	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Office Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Staff Uniform Laundry Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Licenses/Permits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Consultants	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dues & Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Losses And Damages	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Travel - Subsistence	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Taxi's Home / Employees Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TV & Cable & Satellite	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	- 0.0%												
TOTAL OVERHEADS	- 0.0%												
HEADCOUNT	-												

Dukes Hotel

F&B SUMMARY	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
REVENUE													
Food Revenue	58,093 43.6%	64,285 44.8%	69,670 45.0%	72,139 45.8%	46,121 47.9%	75,019 46.0%	73,575 43.1%	84,074 45.1%	97,760 46.7%	57,207 44.2%	65,201 41.5%	69,109 42.8%	834,344 44.7%
Beverage Revenue	85,464 49.1%	89,019 48.1%	74,736 48.2%	75,947 48.2%	49,594 49.4%	78,558 47.9%	86,898 50.8%	92,039 49.3%	101,230 49.4%	66,400 51.2%	83,004 52.8%	82,871 51.3%	925,980 49.5%
Tobacco Revenue	500 0.4%	650 0.5%	1,000 0.6%	650 0.4%	650 0.6%	1,000 0.6%	1,000 0.6%	1,100 0.6%	1,500 0.7%	650 0.5%	650 0.4%	650 0.4%	10,900 0.5%
Room Hire Revenue	8,900 6.7%	9,100 6.3%	9,200 5.9%	8,500 5.4%	1,900 1.9%	8,600 5.3%	8,900 5.2%	9,550 4.9%	8,500 4.1%	5,100 3.9%	8,100 5.2%	8,500 5.3%	94,350 5.1%
Other Revenue	250 0.2%	300 0.2%	350 0.2%	300 0.2%	300 0.2%	350 0.2%	350 0.2%	350 0.2%	300 0.1%	200 0.2%	250 0.2%	350 0.2%	3,550 0.2%
Private Dining	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL REVENUE	133,207 100.0%	143,354 100.0%	154,856 100.0%	157,836 100.0%	100,465 100.0%	163,827 100.0%	170,523 100.0%	186,613 100.0%	209,250 100.0%	129,647 100.0%	157,205 100.0%	161,460 100.0%	1,867,304 100.0%
COST OF SALES													
Food Cost	15,569 26.8%	17,228 26.8%	18,672 26.8%	19,333 26.8%	12,890 26.8%	20,195 26.8%	19,718 26.8%	22,532 26.8%	26,200 26.8%	15,356 26.8%	17,474 26.8%	18,521 26.8%	223,604 26.8%
Beverage Cost	17,479 26.7%	18,428 26.7%	19,954 26.7%	20,278 26.7%	13,242 26.7%	20,841 26.7%	23,148 26.7%	24,575 26.7%	27,028 26.7%	17,729 26.7%	22,162 26.7%	22,127 26.7%	246,991 26.7%
Tobacco Cost	150 30.0%	195 30.0%	300 30.0%	195 30.0%	195 30.0%	300 30.0%	300 30.0%	330 30.0%	450 30.0%	165 30.0%	195 30.0%	195 30.0%	3,000 30.0%
Other Cost of Sales	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL COST OF SALES	33,198 24.8%	35,851 25.0%	38,926 25.1%	39,806 25.2%	26,333 26.2%	41,247 25.2%	43,167 25.3%	47,436 25.4%	53,678 25.6%	33,279 25.7%	39,831 25.3%	40,643 25.2%	473,595 25.4%
PAYROLL & RELATED EXP.													
Labour	53,174 39.9%	53,174 37.1%	53,174 34.3%	53,174 33.8%	53,174 52.9%	53,174 32.6%	54,238 31.8%	54,238 29.1%	54,238 25.9%	54,238 41.8%	54,238 34.5%	54,238 33.0%	644,472 39.7%
Employer Taxes	5,908 4.4%	5,902 4.1%	5,175 3.3%	5,175 3.3%	5,538 5.5%	5,175 3.2%	5,321 3.1%	5,321 2.9%	6,063 2.9%	5,662 4.4%	5,321 3.4%	5,321 3.3%	65,910 3.5%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	385 0.3%	385 0.3%	385 0.2%	385 0.2%	385 0.4%	385 0.2%	392 0.2%	392 0.2%	392 0.2%	392 0.3%	392 0.2%	392 0.2%	4,664 0.2%
Medical Insurance	373 0.3%	373 0.3%	373 0.2%	373 0.2%	373 0.4%	373 0.2%	373 0.2%	373 0.2%	373 0.2%	373 0.3%	373 0.2%	373 0.2%	4,473 0.2%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	1,248 0.9%	1,166 0.8%	1,166 0.8%	1,166 0.7%	1,166 1.2%	1,166 0.7%	1,166 0.7%	1,166 0.6%	1,166 0.6%	1,166 0.9%	1,166 0.7%	1,166 0.7%	14,973 0.8%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	5,445 4.1%	5,269 3.7%	- 0.0%	- 0.0%	2,635 2.6%	- 0.0%	- 0.0%	- 0.0%	5,375 2.6%	2,687 2.1%	- 0.0%	- 0.0%	21,411 2.3%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	66,531 49.9%	66,269 46.2%	60,272 38.9%	60,272 38.3%	63,271 63.0%	60,272 37.0%	61,490 36.1%	61,490 33.0%	67,607 32.3%	64,546 49.8%	61,490 39.1%	61,490 38.1%	756,093 40.4%
OPERATING EXPENSES													
China	562 0.4%	562 0.4%	562 0.4%	562 0.4%	562 0.6%	562 0.3%	562 0.3%	562 0.3%	562 0.3%	562 0.4%	562 0.4%	562 0.4%	6,739 0.4%
Glassware	859 0.6%	859 0.6%	859 0.6%	859 0.6%	859 0.5%	859 0.5%	859 0.5%	859 0.5%	859 0.4%	859 0.7%	859 0.5%	859 0.5%	10,305 0.6%
Silver	167 0.1%	167 0.1%	167 0.1%	167 0.1%	167 0.2%	167 0.1%	167 0.1%	167 0.1%	167 0.1%	167 0.1%	167 0.1%	167 0.1%	2,000 0.1%
Linens	325 0.2%	325 0.2%	325 0.2%	325 0.2%	325 0.3%	325 0.2%	325 0.2%	325 0.2%	325 0.2%	325 0.3%	325 0.2%	325 0.2%	3,993 0.2%
Laundry	2,072 1.6%	2,206 1.5%	2,206 1.5%	2,215 1.5%	2,265 1.4%	1,679 1.3%	2,332 1.4%	2,434 1.4%	2,517 1.2%	2,251 1.2%	2,043 1.6%	2,117 1.3%	2,168 1.2%
Staff Uniform/Laundry	1,358 1.0%	1,358 0.9%	1,358 0.9%	1,358 0.9%	1,358 1.4%	1,358 0.9%	1,358 0.9%	1,358 0.7%	1,358 0.6%	1,358 1.0%	1,358 0.9%	1,358 0.9%	16,262 0.9%
Cleaning Supplies	321 0.2%	321 0.2%	321 0.2%	321 0.2%	321 0.3%	321 0.2%	321 0.2%	321 0.2%	321 0.2%	321 0.2%	321 0.2%	321 0.2%	3,853 0.2%
Contract Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Flowers & Decoration	899 0.7%	899 0.6%	899 0.6%	899 0.6%	899 0.9%	899 0.5%	899 0.5%	899 0.5%	899 0.4%	899 0.7%	899 0.6%	899 0.6%	10,746 0.6%
Christmas Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	955 0.5%	- 0.0%	- 0.0%	- 0.0%	955 0.1%
Music & Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Guest Supplies	689 0.5%	689 0.5%	689 0.4%	689 0.4%	689 0.7%	689 0.4%	689 0.4%	689 0.4%	689 0.3%	689 0.5%	689 0.4%	689 0.4%	8,283 0.4%
Menu & Beverage List	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing And Stationary	63 0.0%	63 0.0%	63 0.0%	63 0.1%	63 0.1%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	750 0.0%
Office Supplies	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	390 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Paper Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Licenses	125 0.1%	125 0.1%	125 0.1%	125 0.1%	125 0.1%	125 0.1%	125 0.1%	125 0.1%	125 0.1%	125 0.1%	125 0.1%	125 0.1%	1,500 0.1%
Dues & Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Kitchen Utensils & Equipment	85 0.1%	85 0.1%	85 0.1%	85 0.1%	85 0.1%	85 0.1%	85 0.0%	85 0.0%	85 0.0%	85 0.1%	85 0.1%	85 0.1%	1,200 0.1%
Operating Equipment & Supplies	100 0.1%	100 0.1%	100 0.1%	100 0.1%	100 0.1%	100 0.1%	100 0.1%	100 0.1%	100 0.0%	100 0.1%	100 0.1%	100 0.1%	1,200 0.1%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Kitchen Fuel	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
F&B Commissions	370 0.3%	442 0.3%	458 0.3%	512 0.3%	337 0.3%	505 0.3%	522 0.3%	627 0.3%	754 0.4%	461 0.4%	544 0.3%	545 0.3%	6,978 0.3%
Travel Substantia	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	8,025 6.0%	8,231 5.7%	8,356 5.4%	8,360 5.3%	7,599 7.6%	8,418 5.2%	8,541 5.0%	8,728 4.7%	9,844 4.7%	8,067 6.2%	8,225 5.2%	8,277 5.1%	100,690 5.4%
TOTAL PROFIT / LOSS	25,453 19.1%	33,003 23.0%	47,402 30.8%	49,096 31.2%	3,262 3.2%	53,890 32.8%	57,325 33.6%	66,959 37.0%	78,162 37.3%	23,732 18.3%	47,699 30.3%	59,870 31.5%	538,915 28.8%

Dukes Hotel

F&B SUMMARY	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
OPERATING STATISTICS													
Total Employees	35.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9	35.9
Payroll Per Employee	1,856	1,849	1,881	1,881	1,795	1,881	1,715	1,715	1,886	1,891	1,715	1,715	21,090
Sales Per Employee	3,716	3,999	4,322	4,394	2,802	4,547	4,757	5,205	5,838	3,616	4,385	4,584	52,097
Covers Per Employee	174	182	206	214	143	203	212	228	236	173	169	201	2,330
Total Covers	6,247	6,508	7,381	7,672	5,118	7,279	7,607	8,182	8,085	6,198	6,063	7,205	83,536
China Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Glassware Cost Per Cover	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Silver Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Linon Cost Per Cover	0.01	0.01	0.01	0.01	0.02	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Laundry Cost Per Cover	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Staff Uniform Laundry Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Cleaning Cost Per Cover	0.23	0.22	0.19	0.19	0.28	0.20	0.19	0.17	0.18	0.23	0.23	0.20	0.20
Guest Supplies Cost Per Cover	0.03	0.03	0.02	0.02	0.03	0.02	0.02	0.02	0.02	0.03	0.03	0.02	0.02
Paper Supplies Cost Per Cover	0.05	0.05	0.04	0.04	0.06	0.04	0.04	0.04	0.04	0.05	0.05	0.05	0.05
Total Cost Per Cover	1.28	1.26	1.13	1.09	1.48	1.16	1.12	1.07	1.22	1.30	1.36	1.15	1.21
TOTAL COVERS													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	29	31	365
Average Covers Per Day	208	210	246	247	165	242	245	273	261	200	217	232	229
Guest Covers	3,212	3,443	3,772	3,900	2,657	3,836	3,869	4,066	3,843	3,022	3,218	3,259	42,297
Outside Covers	3,035	3,065	3,609	3,772	2,461	3,444	3,738	4,116	4,142	3,176	2,845	3,946	41,239
Total Monthly Covers	6,247	6,508	7,381	7,672	5,118	7,279	7,607	8,182	8,085	6,198	6,063	7,205	83,536
Beverage Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Food & Beverage Covers	6,247	6,508	7,381	7,672	5,118	7,279	7,607	8,182	8,085	6,198	6,063	7,205	83,536
Food Spend Per Cover	9.30	9.88	9.44	9.40	9.40	10.32	9.67	10.27	12.09	9.24	10.75	9.59	9.99
Beverage Spend Per Cover	10.48	10.61	10.12	9.90	9.69	10.74	11.40	11.25	12.52	10.71	13.69	11.50	11.07
Total Average Spend	19.78	20.48	19.56	19.30	19.09	21.06	21.07	21.52	24.61	19.96	24.44	21.09	21.06

Dukes Hotel

DINING ROOM	April		May		June		July		August		September		October		November		December		January		February		March		Total			
		%		%		%		%		%		%		%		%		%		%		%		%		%		
OPERATING STATISTICS																												
Total Employees	8.6		8.6		8.6		8.6		8.6		8.6		8.6		8.6		8.6		8.6		8.6		8.6		8.6		8.6	
Sales Per Employee	3,657		4,113		4,612		5,180		3,845		5,231		4,949		6,029		7,583		4,917		4,759		4,787		58,662		58,662	
Covers Per Employee	187		206		223		265		196		347		230		360		266		201		218		227		2,726		2,726	
Total Covers	1,610		1,773		1,916		2,282		1,684		2,122		1,377		2,239		2,299		1,732		1,872		1,949		23,447		23,447	
China Cost Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Glassware Cost Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Silver Cost Per Cover	0.17		0.20		0.19		0.19		0.19		0.20		0.22		0.24		0.29		0.24		0.25		0.24		0.24		0.22	
Linens Cost Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Laundry Cost Per Cover	0.01		0.01		0.01		0.01		0.01		0.01		0.01		0.01		0.01		0.01		0.01		0.01		0.01		0.01	
Staff Uniform Laundry Cost Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Guest Supplies Cost Per Cover	0.17		0.15		0.14		0.12		0.13		0.12		0.14		0.12		0.12		0.12		0.16		0.14		0.14		0.14	
Paper Supplies Cost Per Cover	0.15		0.14		0.13		0.11		0.14		0.11		0.12		0.11		0.11		0.11		0.14		0.13		0.12		0.12	
Total Cost Per Cover	2.23		2.06		1.91		1.64		1.76		1.70		1.89		1.72		1.89		1.89		2.15		2.01		1.93		1.93	
FOOD REVENUE																												
Breakfast	17,536		18,198		20,569		23,585		17,909		24,416		19,237		21,488		18,179		14,947		16,118		18,826		18,826		230,895	
Lunch	2,916		3,941		5,303		5,961		4,693		5,665		6,856		8,837		14,958		5,528		6,390		6,280		6,280		76,897	
Afternoon Tea	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Cocktails	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Dinner	7,007		8,988		8,516		8,698		8,312		8,242		8,774		12,713		18,338		8,713		10,693		9,614		9,614		117,485	
Nights	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
TOTAL FOOD REVENUE	27,459		31,036		34,388		38,253		28,914		38,522		34,866		43,017		51,432		28,187		33,171		34,830		34,830		425,077	
BEVERAGE REVENUE																												
Breakfast	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Lunch	1,014		1,321		1,932		1,509		1,612		2,635		2,844		3,185		4,682		2,077		3,035		2,749		2,749		29,096	
Afternoon Tea	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Cocktails	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Dinner	2,975		3,919		3,342		4,374		2,544		3,832		3,397		5,650		9,098		3,288		4,719		3,593		3,593		50,413	
Nights	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
TOTAL BEVERAGE REVENUE	3,989		4,340		5,274		6,294		4,156		6,467		6,834		8,835		13,778		5,365		7,754		6,341		6,341		79,419	
OTHER REVENUE																												
Tobacco Revenue	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Room Hire	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Other Revenue	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
TOTAL REVENUE	31,448		35,376		39,662		44,547		33,070		44,989		41,700		51,852		65,210		34,544		40,925		41,171		41,171		504,495	
BREAKFAST																												
No of Trading Days	30		31		30		31		31		30		31		30		31		31		31		28		31		365	
Average Covers Per Day	37		37		42		49		36		45		36		42		35		32		37		36		36		39	
Guest Covers	1,099		1,135		1,253		1,598		1,106		1,368		1,190		1,263		1,073		987		1,031		1,113		1,113		14,115	
Outside Covers	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Covers	1,099		1,135		1,253		1,598		1,106		1,368		1,190		1,263		1,073		987		1,031		1,113		1,113		14,115	
Food Spend Per Cover	15.55		15.95		16.41		15.99		16.20		17.95		16.17		17.00		16.95		15.15		15.83		16.92		16.92		16.36	
Beverage Spend Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Average Spend	15.55		15.95		16.41		15.99		16.20		17.95		16.17		17.00		16.95		15.15		15.83		16.92		16.92		16.36	
LUNCH																												
No of Trading Days	30		31		30		31		31		30		31		30		31		31		31		28		31		365	
Average Covers Per Day	5		7		9		9		8		11		12		14		15		11		13		12		12		10	
Guest Covers	56		81		78		78		52		77		81		102		92		87		71		71		71		884	
Outside Covers	105		150		202		214		208		263		289		309		387		288		296		286		286		2,944	
Total Monthly Covers	161		231		280		296		260		340		367		411		459		359		325		357		357		3,438	
Food Spend Per Cover	18.11		18.68		18.94		17.45		18.05		17.25		18.69		21.50		22.50		16.50		17.66		17.90		17.90		20.04	
Beverage Spend Per Cover	6.30		6.26		6.98		6.62		6.20		7.75		7.75		7.75		10.20		6.20		8.50		7.70		7.70		7.58	
Total Average Spend	24.41		24.94		25.84		24.07		24.25		25.00		26.43		29.25		42.70		22.70		26.40		25.60		25.60		27.61	
AFTERNOON TEA																												
No of Trading Days	30		31		30		31		31		30		31		30		31		31		31		28		31		365	
Average Covers Per Day	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Guest Covers	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Outside Covers	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Covers	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Food Spend Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Beverage Spend Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Average Spend	-		-		-		-		-		-		-		-		-		-		-		-		-		-	

Dukes Hotel

DINING ROOM	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
COCKTAILS													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	20	31	365
Average Covers Per Day	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverage Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Average Spend	-	-	-	-	-	-	-	-	-	-	-	-	-
DINNER													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	20	31	365
Average Covers Per Day	12	14	13	16	10	14	14	19	24	13	17	15	15
Guest Covers	170	182	170	178	115	151	218	208	233	152	175	174	2,114
Outside Covers	180	285	207	388	203	271	232	357	525	258	300	366	3,390
Total Monthly Covers	350	427	385	488	318	422	420	565	758	410	484	479	5,504
Beverage Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Food & Beverage Covers	350	427	385	488	318	422	420	565	758	410	484	479	5,504
Food Spend Per Cover	23.02	21.05	22.12	19.77	19.85	19.53	20.89	22.50	24.19	21.25	22.03	20.97	21.35
Beverage Spend Per Cover	8.50	7.07	8.88	9.00	8.00	9.08	9.50	10.00	12.00	8.00	9.75	7.50	9.16
Total Average Spend	28.52	28.12	30.88	28.77	27.85	28.61	30.39	32.50	36.19	29.25	31.78	27.57	30.50
NIGHTS													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	20	31	365
Average Covers Per Day	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverage Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Average Spend	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	20	31	365
Average Covers Per Day	54	57	64	74	54	71	64	75	74	67	67	63	64
Guest Covers	1,205	1,358	1,500	1,780	1,270	1,588	1,490	1,573	1,388	1,298	1,277	1,256	17,113
Outside Covers	285	415	409	522	411	534	488	664	892	526	595	591	6,334
Total Monthly Food Covers	1,610	1,773	1,918	2,282	1,684	2,122	1,977	2,239	2,299	1,732	1,872	1,849	23,447
Beverage Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Food & Beverage Covers	1,610	1,773	1,918	2,282	1,684	2,122	1,977	2,239	2,299	1,732	1,872	1,849	23,447
Food Spend Per Cover	17.05	17.50	17.93	16.76	17.18	16.15	17.64	19.21	22.46	16.86	17.72	17.87	18.13
Beverage Spend Per Cover	2.48	2.45	2.75	2.76	2.47	3.05	3.46	3.95	6.02	3.09	4.14	3.25	3.39
Total Average Spend	19.53	19.95	20.67	19.52	19.64	21.20	21.10	23.16	28.48	19.95	21.86	21.13	21.52

Dukes Hotel

DRAWING ROOM	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
REVENUE													
Food Revenue	7,162 80.6%	7,729 89.7%	6,182 89.8%	6,985 81.1%	6,103 83.5%	7,616 88.6%	7,763 88.1%	6,014 79.4%	6,784 79.6%	6,162 80.7%	6,508 89.0%	7,758 80.8%	66,599 80.5%
Beverage Revenue	1,729 19.4%	1,853 19.3%	1,943 19.2%	1,624 18.9%	1,209 16.5%	1,836 19.4%	1,535 19.9%	2,082 28.0%	2,257 28.4%	1,478 19.3%	1,731 23.0%	1,722 19.4%	21,207 19.5%
Tobacco Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Room Hire	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Private Dining	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL REVENUE	8,891 100.0%	9,581 100.0%	10,125 100.0%	8,609 100.0%	7,312 100.0%	9,453 100.0%	9,698 100.0%	10,096 100.0%	11,040 100.0%	7,640 100.0%	8,239 100.0%	9,480 100.0%	106,995 100.0%
COST OF SALES													
Food Cost	1,919 26.8%	2,071 28.8%	2,193 28.8%	1,872 26.8%	1,636 28.8%	2,042 28.8%	2,081 28.8%	2,148 28.8%	2,354 28.8%	1,652 26.8%	1,858 28.8%	1,818 28.8%	23,744 28.8%
Beverage Cost	462 26.7%	495 26.7%	519 26.7%	434 26.7%	323 26.7%	490 26.7%	517 26.7%	566 26.7%	602 26.7%	395 26.7%	462 26.7%	490 26.7%	5,713 26.7%
Tobacco Cost	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Cost of Sales	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL COST OF SALES	2,381 26.8%	2,566 26.8%	2,712 26.8%	2,306 26.8%	1,959 26.8%	2,531 26.8%	2,597 26.8%	2,714 26.8%	2,957 26.8%	2,047 26.8%	2,320 26.8%	2,308 26.8%	29,457 26.8%
PAYROLL & RELATED EXP.													
Labour	1,293 14.5%	1,293 13.5%	1,293 12.8%	1,253 15.0%	1,293 17.7%	1,293 13.7%	1,219 13.6%	1,319 13.1%	1,319 11.9%	1,319 17.3%	1,319 15.2%	1,319 14.9%	15,672 14.2%
Employer Taxes	190 2.1%	167 2.0%	116 1.2%	116 1.4%	158 2.1%	116 1.2%	122 1.3%	122 1.2%	192 1.7%	157 2.1%	122 1.4%	122 1.4%	1,720 1.6%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Benefit	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	33 0.4%	33 0.3%	33 0.3%	33 0.4%	33 0.4%	33 0.3%	33 0.3%	33 0.3%	33 0.4%	33 0.4%	33 0.4%	33 0.4%	396 0.4%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	517 5.8%	501 5.2%	- 0.0%	- 0.0%	250 3.4%	- 0.0%	- 0.0%	- 0.0%	511 4.8%	256 3.3%	- 0.0%	- 0.0%	2,034 1.8%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	2,033 22.9%	2,013 21.0%	1,444 14.3%	1,444 16.8%	1,729 23.6%	1,444 15.2%	1,473 15.2%	1,473 14.6%	2,024 18.6%	1,764 23.1%	1,473 17.0%	1,473 15.6%	19,616 18.0%
OPERATING EXPENSES													
China	87 1.0%	87 0.9%	87 0.9%	87 1.0%	87 1.2%	87 0.9%	87 0.9%	87 0.9%	87 0.8%	87 1.1%	87 1.0%	87 1.0%	1,047 1.0%
Glassware	78 0.9%	78 0.8%	78 0.8%	78 0.9%	78 1.1%	78 0.8%	78 0.8%	78 0.8%	78 0.7%	78 1.0%	78 0.9%	78 0.9%	942 0.9%
Silver	26 0.3%	26 0.3%	26 0.2%	26 0.3%	26 0.4%	26 0.3%	26 0.3%	26 0.3%	26 0.2%	26 0.3%	26 0.3%	26 0.3%	311 0.3%
Linens	51 0.6%	51 0.5%	51 0.5%	51 0.6%	51 0.7%	51 0.5%	51 0.5%	51 0.5%	51 0.5%	51 0.7%	51 0.6%	51 0.6%	606 0.6%
Laundry	162 1.8%	175 1.8%	188 1.8%	168 1.9%	143 2.0%	176 1.8%	176 1.8%	196 1.8%	163 1.9%	161 1.8%	162 1.8%	162 1.8%	2,035 1.9%
Staff Uniform Laundry	40 0.5%	40 0.4%	40 0.4%	40 0.5%	40 0.6%	40 0.4%	40 0.4%	40 0.4%	40 0.4%	40 0.5%	40 0.5%	40 0.5%	485 0.4%
Cleaning Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Flowers & Decoration	279 0.5%	279 0.5%	279 0.4%	279 0.5%	279 0.6%	279 0.5%	279 0.4%	279 0.4%	279 0.3%	279 0.5%	268 0.4%	269 0.3%	3,310 3.0%
Christmas Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	465 4.1%	- 0.0%	- 0.0%	- 0.0%	452 0.4%
Music & Entertainment	63 0.7%	63 0.7%	63 0.6%	63 0.7%	63 0.9%	63 0.7%	63 0.6%	63 0.6%	63 0.6%	63 0.6%	63 0.7%	63 0.7%	750 0.7%
Guest Supplies	47 0.5%	47 0.5%	47 0.5%	47 0.5%	47 0.6%	47 0.5%	47 0.5%	47 0.5%	47 0.4%	47 0.5%	47 0.5%	47 0.5%	563 0.5%
Menu & Beverage List	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing And Stationery	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Office Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Licenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	633 9.4%	646 8.8%	668 8.9%	637 9.7%	614 11.1%	647 9.9%	649 8.8%	654 8.9%	1,321 12.0%	616 10.7%	613 9.4%	614 9.2%	10,503 9.9%
RE-ALLOCATION													
Re-allocation Kitchen 1	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Administration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Stewarding	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Kitchen 2	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL RE-ALLOCATION	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PROFIT / LOSS	3,645 41.3%	4,156 43.4%	5,111 50.5%	4,023 46.7%	2,611 38.4%	4,630 49.0%	4,770 49.3%	5,065 50.2%	4,709 49.6%	3,015 39.5%	4,662 46.9%	4,215 47.5%	50,219 45.7%

Dukes Hotel

DRAWING ROOM	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
OPERATING STATISTICS													
Total Employees	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sales Per Employee	8,891	9,581	10,125	8,809	7,312	8,453	9,898	10,096	11,040	7,640	8,670	8,880	109,985
Covers Per Employee	647	702	752	663	574	706	714	734	761	579	643	647	8,140
Total Covers	647	702	752	663	574	706	714	734	761	579	643	647	8,140
China Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Glassware Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Silver Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Linens Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Laundry Cost Per Cover	-	-	-	-	-	-	-	-	0.58	-	-	-	0.96
Staff Uniform Laundry Cost Per Cover	0.43	0.40	0.37	0.42	0.49	0.40	0.39	0.38	0.36	0.48	0.40	0.40	0.41
Guest Supplies Cost Per Cover	0.13	0.12	0.12	0.13	0.15	0.12	0.12	0.12	0.11	0.15	0.14	0.13	0.13
Paper Supplies Cost Per Cover	0.12	0.11	0.10	0.12	0.14	0.11	0.11	0.11	0.10	0.14	0.12	0.12	0.12
Total Cost Per Cover	1.29	1.21	1.14	1.28	1.42	1.20	1.19	1.16	1.69	1.41	1.30	1.26	1.29
FOOD REVENUE													
Breakfast	468	483	533	542	345	530	506	537	456	398	439	473	5,711
Lunch	1,517	1,843	2,246	2,227	1,795	2,112	2,050	2,064	1,900	1,661	1,526	1,507	22,520
Afternoon Tea	4,443	4,688	4,460	3,750	3,600	4,463	4,463	4,688	5,670	3,600	4,284	4,463	52,817
Cocktails	-	-	-	-	-	-	-	-	-	-	-	-	-
Dinner	715	715	715	466	360	513	702	725	729	504	649	715	7,549
Nights	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FOOD REVENUE	7,162	7,729	8,162	6,899	6,103	7,618	7,763	8,614	8,784	6,162	6,939	7,188	88,999
BEVERAGE REVENUE													
Breakfast	-	-	-	-	-	-	-	-	-	-	-	-	-
Lunch	349	413	503	499	402	550	545	538	503	372	342	338	5,343
Afternoon Tea	1,059	1,050	1,050	840	600	1,000	1,050	1,000	1,200	840	1,000	1,000	11,888
Cocktails	-	-	-	-	-	-	-	-	-	-	-	-	-
Dinner	399	390	390	285	207	285	390	494	494	286	390	395	4,306
Nights	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL BEVERAGE REVENUE	1,729	1,853	1,943	1,624	1,209	1,835	1,925	2,082	2,257	1,478	1,731	1,722	21,207
OTHER REVENUE													
Tobacco Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Room Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Private Dining	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER REVENUE	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	8,891	9,581	10,125	8,809	7,312	9,453	9,898	10,696	11,040	7,640	8,670	8,880	109,985
BREAKFAST													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	3	3	3	3	2	3	3	3	3	3	2	3	3
Guest Covers	80	83	91	93	59	91	87	92	78	68	75	81	976
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	80	83	91	93	59	91	87	92	78	68	75	81	976
Food Spend Per Cover	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85
Beverage Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Average Spend	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85	5.85
LUNCH													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	5	6	8	7	4	7	7	7	6	6	6	5	8
Guest Covers	158	192	234	232	167	220	216	215	201	173	159	157	2,346
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	158	192	234	232	167	220	216	215	201	173	159	157	2,346
Food Spend Per Cover	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60
Beverage Spend Per Cover	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15
Total Average Spend	11.75	11.75	11.75	11.75	11.75	11.75	11.75	11.75	11.75	11.75	11.75	11.75	11.75
AFTERNOON TEA													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	12	12	13	13	13	12	13	13	15	10	13	12	12
Guest Covers	357	375	375	360	360	357	357	375	460	300	357	357	4,260
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	357	375	375	360	360	357	357	375	460	300	357	357	4,260
Food Spend Per Cover	12.50	12.50	12.50	12.50	12.00	12.50	12.50	12.50	12.60	12.00	12.90	12.50	12.49
Beverage Spend Per Cover	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.80	2.74
Total Average Spend	15.30	15.30	15.30	15.30	14.80	15.30	15.30	15.30	15.40	14.80	14.80	15.30	15.14

Dukes Hotel

DRAWING ROOM	April	%	May	%	June	%	July	%	August	%	September	%	October	%	November	%	December	%	January	%	February	%	March	%	Total	%
COCKTAILS																										
No of Trading Days	30		31		30		31		31		30		31		30		31		31		28		31		365	
Average Covers Per Day	-		-		-		-		-		-		-		-		-		-		-		-		-	
Guest Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Outside Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Food Spend Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-	
Beverage Spend Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Average Spend	-		-		-		-		-		-		-		-		-		-		-		-		-	
DINNER																										
No of Trading Days	30		31		30		31		31		30		31		30		31		31		28		31		365	
Average Covers Per Day	2		2		2		1		1		2		2		2		2		1		2		2		2	
Guest Covers	52		52		52		38		28		52		52		52		52		30		52		52		558	
Outside Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Covers	52		52		52		38		28		52		52		52		52		30		52		52		558	
Beverage Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Food & Beverage Covers	52		52		52		38		28		52		52		52		52		30		52		52		558	
Food Spend Per Cover	13.75		13.75		13.75		12.25		12.95		13.55		13.55		13.55		14.00		13.25		13.25		13.75		13.53	
Beverage Spend Per Cover	7.50		7.50		7.50		7.50		7.49		7.50		7.50		9.50		8.50		7.00		7.50		7.40		7.82	
Total Average Spend	21.25		21.25		21.25		19.75		20.35		21.05		21.05		23.45		23.50		20.25		20.75		21.15		21.35	
NIGHTS																										
No of Trading Days	30		31		30		31		31		30		31		30		31		31		28		31		365	
Average Covers Per Day	-		-		-		-		-		-		-		-		-		-		-		-		-	
Guest Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Outside Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Food Spend Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-	
Beverage Spend Per Cover	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Average Spend	-		-		-		-		-		-		-		-		-		-		-		-		-	
TOTAL																										
No of Trading Days	30		31		30		31		31		30		31		30		31		31		28		31		365	
Average Covers Per Day	22		23		25		21		19		24		23		24		25		19		23		21		22	
Guest Covers	647		702		752		663		574		706		714		734		701		579		643		647		6,140	
Outside Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Food Covers	647		702		752		663		574		706		714		734		701		579		643		647		6,140	
Beverage Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Food & Beverage Covers	647		702		752		663		574		706		714		734		701		579		643		647		6,140	
Food Spend Per Cover	11.07		11.02		10.88		10.54		10.63		10.85		10.88		10.92		11.25		10.64		10.79		11.06		10.88	
Beverage Spend Per Cover	2.67		2.64		2.58		2.45		2.11		2.87		2.71		2.84		2.89		2.55		2.89		2.66		2.83	
Total Average Spend	13.74		13.66		13.46		12.99		12.74		13.39		13.59		13.76		14.14		13.19		13.68		13.72		13.81	

Dukes Hotel

DUKES BAR	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
OPERATING STATISTICS													
Total Employees	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Sales Per Employee	12,307	13,246	14,259	14,391	10,028	14,714	16,500	17,094	17,844	13,916	16,947	16,071	175,588
Covers Per Employee	668	663	893	813	513	725	812	862	812	643	583	814	8,726
Total Covers	2,790	2,650	3,206	3,258	2,659	2,990	3,250	3,450	3,250	2,650	2,250	3,255	34,905
China Cost Per Cover	0.09	0.09	0.07	0.07	0.12	0.08	0.07	0.07	0.07	0.09	0.11	0.07	0.08
Glassware Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Silver Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Linens Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Laundry Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Cleaning Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Paper Supplies Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Supplies Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cost Per Cover	0.33	0.34	0.28	0.28	0.44	0.31	0.28	0.28	0.32	0.34	0.40	0.28	0.31
FOOD REVENUE													
Breakfast	-	-	-	-	-	-	-	-	-	-	-	-	-
Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Afternoon Tea	-	-	-	-	-	-	-	-	-	-	-	-	-
Cocktails	-	-	-	-	-	-	-	-	-	-	-	-	-
Dinner	-	-	-	-	-	-	-	-	-	-	-	-	-
Nights	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FOOD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
BEVERAGE REVENUE													
Breakfast	-	-	-	-	-	-	-	-	-	-	-	-	-
Lunch	-	-	-	-	-	-	-	-	-	-	-	-	-
Afternoon Tea	-	-	-	-	-	-	-	-	-	-	-	-	-
Cocktails	-	-	-	-	-	-	-	-	-	-	-	-	-
Dinner	49,988	52,735	56,000	56,875	39,463	57,855	65,900	67,275	68,875	51,013	63,538	63,635	692,350
Nights	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL BEVERAGE REVENUE	49,988	52,735	56,000	56,875	39,463	57,855	65,900	67,275	68,875	51,013	63,538	63,635	692,350
OTHER REVENUE													
Tobacco Revenue	500	650	1,000	650	650	1,000	1,000	1,100	1,500	650	650	650	10,000
Room Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	49,988	53,385	57,000	57,525	40,113	58,855	66,900	68,375	71,375	51,663	64,188	64,285	702,350
DINNER													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	305
Average Covers Per Day	92	85	107	105	86	97	105	115	105	85	116	105	96
Guest Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside Covers	2,790	2,650	3,206	3,258	2,659	2,990	3,250	3,450	3,250	2,650	2,250	3,255	34,905
Total Monthly Covers	2,790	2,650	3,206	3,258	2,659	2,990	3,250	3,450	3,250	2,650	2,250	3,255	34,905
Beverage Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Food & Beverage Covers	2,790	2,650	3,206	3,258	2,659	2,990	3,250	3,450	3,250	2,650	2,250	3,255	34,905
Food Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverage Spend Per Cover	17.85	19.86	17.53	17.50	19.25	19.95	20.00	19.58	21.58	19.25	20.34	19.55	19.84
Total Average Spend	17.85	19.86	17.53	17.50	19.25	19.95	20.00	19.58	21.58	19.25	20.34	19.55	19.84
TOTAL													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	305
Average Covers Per Day	92	85	107	105	86	97	105	115	105	85	116	105	96
Guest Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside Covers	2,790	2,650	3,206	3,258	2,659	2,990	3,250	3,450	3,250	2,650	2,250	3,255	34,905
Total Monthly Food Covers	2,790	2,650	3,206	3,258	2,659	2,990	3,250	3,450	3,250	2,650	2,250	3,255	34,905
Beverage Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Food & Beverage Covers	2,790	2,650	3,206	3,258	2,659	2,990	3,250	3,450	3,250	2,650	2,250	3,255	34,905
Food Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverage Spend Per Cover	17.85	19.86	17.53	17.50	19.25	19.95	20.00	19.58	21.58	19.25	20.34	19.55	19.84
Total Average Spend	17.85	19.86	17.53	17.50	19.25	19.95	20.00	19.58	21.58	19.25	20.34	19.55	19.84

Dukes Hotel

ROOM SERVICE	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
REVENUE													
Food Revenue	8,566 92.3%	9,471 92.2%	11,513 91.7%	11,088 92.6%	7,408 90.3%	12,214 89.1%	12,684 90.3%	13,672 89.4%	11,551 92.4%	9,694 88.1%	9,279 89.3%	9,484 89.1%	126,715 90.5%
Beverage Revenue	719 7.7%	796 7.8%	1,047 8.3%	887 7.4%	796 9.7%	1,492 10.9%	1,359 9.7%	1,819 10.6%	964 7.6%	1,313 11.9%	1,125 10.7%	1,164 10.9%	13,273 9.5%
Tobacco Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Room Hire	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL REVENUE	9,285 100.0%	10,268 100.0%	12,560 100.0%	11,975 100.0%	8,204 100.0%	13,709 100.0%	14,043 100.0%	15,291 100.0%	12,555 100.0%	11,006 100.0%	10,404 100.0%	10,648 100.0%	139,068 100.0%
COST OF SALES													
Food Cost	2,298 26.8%	2,538 26.0%	3,068 28.8%	2,972 26.9%	1,895 26.9%	3,273 26.9%	3,399 26.9%	3,884 26.9%	3,598 28.8%	2,598 26.9%	2,511 26.8%	2,542 26.8%	33,960 26.9%
Beverage Cost	192 26.7%	212 26.7%	279 26.7%	227 26.7%	213 26.7%	399 26.7%	363 26.7%	432 26.7%	255 26.7%	350 26.7%	308 26.7%	311 26.7%	3,544 26.7%
Tobacco Cost	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Cost of Sales	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL COST OF SALES	2,490 26.8%	2,750 26.8%	3,347 26.8%	3,200 26.8%	2,108 26.8%	3,672 26.8%	3,762 26.8%	4,316 26.8%	3,853 28.8%	2,948 26.8%	2,819 26.8%	2,853 26.8%	37,503 26.8%
PAYROLL & RELATED EXP.													
Labour	2,522 27.2%	2,522 24.6%	2,522 20.1%	2,522 21.1%	2,522 30.7%	2,522 18.4%	2,522 18.2%	2,522 16.8%	2,572 20.8%	2,572 23.4%	2,572 24.5%	2,572 24.2%	30,567 21.8%
Employer Taxes	282 2.8%	261 2.5%	227 1.8%	227 1.9%	244 3.0%	227 1.7%	234 1.7%	234 1.5%	289 2.1%	252 2.3%	234 2.2%	234 2.2%	2,908 2.1%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	65 0.7%	65 0.6%	65 0.5%	65 0.5%	65 0.8%	65 0.5%	65 0.5%	65 0.4%	65 0.5%	65 0.6%	65 0.6%	65 0.6%	780 0.6%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	252 2.7%	244 2.4%	- 0.0%	- 0.0%	122 1.5%	- 0.0%	- 0.0%	- 0.0%	248 2.0%	124 1.1%	- 0.0%	- 0.0%	992 0.7%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	3,161 34.4%	3,092 30.1%	2,814 22.4%	2,814 23.5%	2,853 36.0%	2,814 20.5%	2,872 20.5%	2,872 18.8%	3,155 25.2%	3,013 27.4%	2,872 27.4%	2,872 27.0%	35,246 25.2%
OPERATING EXPENSES													
Contract Labour	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
China	117 1.3%	117 1.1%	117 0.9%	117 1.0%	117 1.4%	117 0.8%	117 0.8%	117 0.8%	117 0.9%	117 1.1%	117 1.1%	117 1.1%	1,405 1.0%
Glassware	195 1.1%	105 1.0%	105 0.8%	105 0.9%	105 1.3%	105 0.8%	105 0.7%	105 0.7%	105 0.8%	105 1.0%	105 1.0%	105 1.0%	1,264 0.9%
Silver	35 0.4%	35 0.3%	35 0.2%	35 0.3%	35 0.4%	35 0.2%	35 0.2%	35 0.2%	35 0.3%	35 0.3%	35 0.3%	35 0.3%	417 0.3%
Linon	88 0.7%	68 0.7%	68 0.5%	68 0.6%	68 0.8%	68 0.5%	68 0.5%	68 0.4%	68 0.6%	68 0.6%	68 0.6%	68 0.6%	814 0.6%
Operating Equipment & Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Laundry	525 5.7%	581 5.7%	701 5.6%	684 5.7%	450 5.5%	709 5.2%	780 5.4%	813 5.3%	686 5.6%	584 5.3%	566 5.4%	567 5.3%	7,627 5.5%
Staff Uniform Laundry	112 1.2%	112 1.1%	112 0.9%	112 1.0%	112 1.4%	112 0.8%	112 0.7%	112 0.7%	112 0.9%	112 1.0%	112 1.0%	112 1.0%	1,342 1.0%
Cleaning Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Flowers & Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Music & Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Guest Supplies	35 0.4%	35 0.3%	35 0.2%	35 0.3%	35 0.4%	35 0.2%	35 0.2%	35 0.2%	35 0.3%	35 0.3%	35 0.3%	35 0.3%	417 0.3%
Menu & Beverage List	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing And Stationery	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Office Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	998 10.7%	1,053 10.3%	1,173 9.3%	1,159 9.6%	922 11.2%	1,181 8.6%	1,232 8.8%	1,284 8.4%	1,187 9.3%	1,056 9.6%	1,038 9.9%	1,039 9.8%	13,296 9.5%
RE-ALLOCATION													
Re-allocation Kitchen 1	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Administration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Stewarding	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Kitchen 2	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL RE-ALLOCATION	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PROFIT / LOSS	2,799 29.1%	3,372 32.8%	5,208 41.5%	4,797 40.1%	2,131 26.0%	6,041 44.1%	6,177 44.0%	7,839 48.9%	4,832 38.8%	3,989 36.2%	3,774 36.0%	3,889 36.5%	53,044 38.5%

Dukes Hotel

ROOM SERVICE	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
OPERATING STATISTICS													
Total Employees	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Sales Per Employee	4,643	5,134	6,293	5,968	4,102	6,854	7,021	7,645	6,252	5,503	5,248	5,324	49,994
Covers Per Employee	337	375	450	439	299	465	497	521	449	375	363	364	4,855
Total Covers	673	745	899	877	577	929	975	1,042	892	749	728	727	9,791
China Cost Per Cover	0.05	0.05	0.04	0.04	0.06	0.04	0.04	0.03	0.04	0.05	0.05	0.05	0.04
Glassware Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Silver Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Linens Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Laundry Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Unknown Laundry Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Cleaning Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cost Per Cover	1.48	1.41	1.30	1.32	1.60	1.30	1.26	1.23	1.31	1.41	1.43	1.43	1.36
Paper Supplies Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
FOOD REVENUE													
Breakfast	5,328	5,944	8,858	7,170	3,940	5,995	6,893	6,411	6,712	3,844	4,434	4,320	66,562
Lunch	612	780	744	656	495	1,440	918	1,140	1,580	1,210	803	852	11,150
Afternoon Tea	-	-	-	-	-	-	-	-	-	-	-	-	-
Cocktails	-	-	-	-	-	-	-	-	-	-	-	-	-
Dinner	2,628	2,947	3,913	3,363	2,973	5,699	5,163	6,121	3,339	4,640	4,133	4,307	49,013
Nights	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FOOD REVENUE	8,568	9,671	11,513	11,088	7,408	12,214	12,894	13,672	11,691	9,694	9,370	9,484	128,715
BEVERAGE REVENUE													
Breakfast	-	-	-	-	-	-	-	-	-	-	-	-	-
Lunch	89	114	109	100	79	210	134	195	219	193	128	124	1,663
Afternoon Tea	-	-	-	-	-	-	-	-	-	-	-	-	-
Cocktails	-	-	-	-	-	-	-	-	-	-	-	-	-
Dinner	630	693	908	788	718	1,285	1,225	1,453	735	1,120	968	1,040	11,610
Nights	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL BEVERAGE REVENUE	719	796	1,047	887	796	1,495	1,359	1,679	954	1,313	1,125	1,164	13,273
OTHER REVENUE													
Tobacco Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Room Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	9,287	10,268	12,560	11,975	8,204	13,709	14,043	15,291	12,905	11,006	10,495	10,648	138,988
BREAKFAST													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	15	16	19	19	11	14	18	18	18	10	13	12	15
Guest Covers	442	485	569	595	327	422	548	532	557	319	268	359	5,523
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	442	485	569	595	327	422	548	532	557	319	268	359	5,523
Food Spend Per Cover	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.85
Beverage Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Average Spend	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.05	12.85
LUNCH													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	2	2	2	2	1	4	2	4	4	2	4	2	3
Guest Covers	51	65	62	57	45	120	77	95	125	110	73	71	951
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	51	65	62	57	45	120	77	95	125	110	73	71	951
Food Spend Per Cover	12.00	12.00	12.00	11.50	11.00	12.00	12.00	12.00	12.00	11.00	11.00	12.00	11.73
Beverage Spend Per Cover	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.75
Total Average Spend	13.75	13.75	13.75	13.25	12.75	13.75	13.75	13.75	13.75	12.75	12.75	13.75	13.48
AFTERNOON TEA													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverage Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Average Spend	-	-	-	-	-	-	-	-	-	-	-	-	-

Dukes Hotel

ROOM SERVICE	April	%	May	%	June	%	July	%	August	%	September	%	October	%	November	%	December	%	January	%	February	%	March	%	Total	%
DINNER																										
No of Trading Days	30		31		30		31		31		30		31		30		31		31		28		31		305	
Average Covers Per Day	6		6		9		7		7		12		11		14		7		10		10		10		9	
Guest Covers	180		195		268		225		205		367		350		415		210		320		285		297		3,317	
Outside Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Food Covers	180		195		268		225		205		367		350		415		210		320		285		297		3,317	
Beverage Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Food & Beverage Covers	180		195		268		225		205		367		350		415		210		320		285		297		3,317	
Food Spend Per Cover	14.00		14.60		14.90		14.50		14.50		15.50		14.75		14.75		15.90		14.50		14.90		14.50		14.78	
Beverage Spend Per Cover	3.50		3.50		3.50		3.50		3.50		3.50		3.50		3.50		3.50		3.50		3.50		3.50		3.50	
Total Average Spend	18.10		18.10		18.10		18.00		18.00		19.00		18.25		18.25		19.40		18.00		18.90		18.00		18.28	
TOTAL																										
No of Trading Days	30		31		30		31		31		30		31		30		31		31		28		31		305	
Average Covers Per Day	22		24		30		26		19		30		31		35		29		24		36		23		27	
Guest Covers	673		745		899		877		577		909		975		1,942		892		749		726		727		9,791	
Outside Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Food Covers	673		745		899		877		577		909		975		1,942		892		749		726		727		9,791	
Beverage Covers	-		-		-		-		-		-		-		-		-		-		-		-		-	
Total Monthly Food & Beverage Covers	673		745		899		877		577		909		975		1,942		892		749		726		727		9,791	
Food Spend Per Cover	12.73		12.71		12.81		12.64		12.84		13.44		13.02		13.12		12.95		12.94		12.91		13.05		12.84	
Beverage Spend Per Cover	1.07		1.07		1.16		1.01		1.38		1.64		1.39		1.35		1.07		1.75		1.55		1.60		1.36	
Total Average Spend	13.90		13.78		13.97		13.65		14.22		15.08		14.41		14.47		14.02		14.69		14.46		14.65		14.30	

Dukes Hotel

MEETINGS & PRIVATE DINING	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
REVENUE													
Food Revenue	14,906 47.2%	16,049 49.7%	15,586 47.4%	15,813 49.3%	5,696 57.0%	16,685 50.0%	18,261 50.8%	19,371 50.7%	25,963 55.5%	12,254 53.9%	15,732 51.2%	17,637 51.8%	193,954 50.9%
Beverage Revenue	7,540 23.9%	8,818 21.1%	7,738 23.5%	7,487 23.2%	2,321 22.0%	7,886 23.1%	8,205 24.4%	9,474 24.8%	12,027 25.7%	5,198 22.8%	6,606 21.5%	7,581 23.3%	89,332 23.4%
Tobacco Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Room Hire	8,900 28.2%	8,100 20.2%	9,200 28.0%	8,500 26.5%	1,900 19.0%	8,600 25.8%	8,900 24.4%	9,650 23.7%	8,500 23.7%	5,100 22.4%	8,900 26.4%	8,500 25.0%	94,350 24.8%
Other Revenue	250 0.8%	300 0.9%	350 1.1%	300 0.9%	200 2.0%	350 1.1%	350 1.0%	350 0.9%	300 0.6%	200 0.9%	250 0.8%	300 1.0%	3,550 0.9%
TOTAL REVENUE	31,996 100.0%	32,267 100.0%	32,874 100.0%	32,100 100.0%	9,997 100.0%	33,392 100.0%	36,487 100.0%	38,245 100.0%	48,820 100.0%	22,752 100.0%	30,878 100.0%	34,988 100.0%	381,188 100.0%
COST OF SALES													
Food Cost	3,995 26.8%	4,301 26.8%	4,177 26.8%	4,238 26.8%	1,526 26.8%	4,486 26.8%	4,894 26.8%	5,182 26.8%	6,566 26.8%	3,264 26.8%	4,213 26.8%	4,727 26.8%	51,580 26.8%
Beverage Cost	2,013 26.7%	1,821 26.7%	2,566 26.7%	1,999 26.7%	588 26.7%	2,952 26.7%	2,398 26.7%	2,529 26.7%	3,211 26.7%	1,888 26.7%	1,764 26.7%	2,824 26.7%	23,852 26.7%
Tobacco Cost	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Cost of Sales	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL COST OF SALES	6,008 19.0%	6,122 19.0%	6,743 19.0%	6,237 19.4%	2,114 21.1%	6,519 19.4%	7,292 20.4%	7,721 20.2%	10,177 21.7%	4,672 20.5%	5,977 19.2%	6,751 19.0%	75,831 19.9%
PAYROLL & RELATED EXP.													
Labour	10,281 32.5%	10,281 31.9%	10,281 31.3%	10,281 32.0%	10,281 102.8%	10,281 30.9%	10,486 28.7%	10,486 27.4%	10,486 22.4%	10,486 46.1%	10,486 34.2%	10,486 30.8%	124,603 32.7%
Employer Taxes	1,090 3.5%	1,090 3.4%	997 3.0%	997 3.1%	1,843 10.4%	997 3.0%	1,025 2.8%	1,025 2.7%	1,120 2.4%	1,073 4.7%	1,025 3.3%	1,025 3.0%	12,509 3.3%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	115 0.4%	115 0.4%	115 0.3%	115 0.4%	115 1.1%	115 0.3%	117 0.2%	117 0.2%	117 0.2%	117 0.5%	117 0.4%	117 0.3%	1,381 0.4%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	228 0.7%	228 0.7%	228 0.7%	228 0.7%	228 2.3%	228 0.7%	228 0.6%	228 0.6%	228 0.5%	228 1.9%	228 0.7%	228 0.7%	2,739 0.7%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	699 2.2%	677 2.1%	- 0.0%	- 0.0%	338 3.4%	- 0.0%	- 0.0%	- 0.0%	698 1.5%	345 1.5%	- 0.0%	- 0.0%	2,758 0.7%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	12,415 38.9%	12,599 38.4%	11,629 35.3%	11,620 36.2%	12,995 129.1%	11,620 34.8%	11,656 32.5%	11,656 31.0%	12,641 27.6%	12,249 53.8%	11,896 38.6%	11,896 34.0%	143,982 37.8%
OPERATING EXPENSES													
China	86 0.3%	86 0.3%	86 0.3%	86 0.3%	86 0.9%	86 0.3%	86 0.2%	86 0.2%	86 0.2%	86 0.4%	86 0.3%	86 0.3%	1,037 0.3%
Glassware	78 0.2%	78 0.2%	78 0.2%	78 0.2%	78 0.8%	78 0.2%	78 0.2%	78 0.2%	78 0.2%	78 0.3%	78 0.2%	78 0.2%	933 0.2%
Silver	26 0.1%	26 0.1%	26 0.1%	26 0.1%	26 0.3%	26 0.1%	26 0.1%	26 0.1%	26 0.1%	26 0.1%	26 0.1%	26 0.1%	308 0.1%
Operating Equipment & Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Linens	50 0.2%	50 0.2%	50 0.2%	50 0.2%	50 0.5%	50 0.2%	50 0.1%	50 0.1%	50 0.1%	50 0.2%	50 0.2%	50 0.1%	601 0.2%
Laundry	510 1.6%	574 1.8%	551 1.7%	540 1.7%	310 3.1%	570 1.7%	623 1.7%	646 1.7%	785 1.7%	439 1.9%	515 1.7%	564 1.7%	6,528 1.7%
Staff Uniform Laundry	241 0.8%	241 0.7%	241 0.7%	241 0.8%	241 2.4%	241 0.7%	241 0.7%	241 0.6%	241 0.5%	241 1.1%	241 0.8%	241 0.7%	2,899 0.8%
Cleaning Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Flowers & Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Christmas Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Music & Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Guest Supplies	38 0.1%	38 0.1%	38 0.1%	38 0.1%	38 0.4%	38 0.1%	38 0.1%	38 0.1%	38 0.1%	38 0.2%	38 0.1%	38 0.1%	458 0.1%
Menu & Beverage List	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing And Stationery	50 0.2%	50 0.2%	50 0.2%	50 0.2%	50 0.5%	50 0.2%	50 0.1%	50 0.1%	50 0.1%	50 0.2%	50 0.2%	50 0.1%	609 0.2%
Office Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Courier	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Travel & Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Paper Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
MPD Commissions	89 0.3%	91 0.3%	92 0.3%	85 0.3%	79 0.2%	86 0.3%	89 0.2%	91 0.2%	85 0.2%	51 0.2%	81 0.3%	85 0.2%	944 0.2%
TOTAL OPERATING EXPENSES	1,160 3.7%	1,234 3.8%	1,212 3.7%	1,194 3.7%	790 8.0%	1,225 3.7%	1,281 3.5%	1,305 3.4%	1,439 3.1%	1,059 4.7%	1,165 3.8%	1,219 3.6%	14,298 3.8%
RE-ALLOCATION													
Re-allocation Kitchen 1	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Administration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Stewarding	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Re-allocation Kitchen 2	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL RE-ALLOCATION	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%				
TOTAL PROFIT / LOSS	12,094 38.0%	12,522 38.8%	13,860 42.2%	13,650 40.7%	(6,920) -69.2%	13,839 41.8%	16,060 44.9%	17,363 45.4%	22,562 48.2%	4,773 21.0%	11,690 38.1%	14,243 41.0%	147,075 38.6%

Dukes Hotel

MEETINGS & PRIVATE DINING	April	May	June	July	August	September	October	November	December	January	February	March	Total
OPERATING STATISTICS													
Total Employees	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7
Sales Per Employee	4,514	4,810	4,596	4,596	4,596	4,757	5,212	5,464	6,889	3,250	4,380	4,867	54,455
Covers Per Employee	81	91	87	86	33	90	90	103	125	70	82	90	1,036
Total Covers	567	638	612	600	234	633	682	718	673	488	572	627	7,253
China Cost Per Cover	0.07	0.06	0.06	0.06	0.16	0.06	0.06	0.05	0.04	0.08	0.07	0.06	0.06
Glassware Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Silver Cost Per Cover	9.59	0.08	0.08	0.08	0.21	0.08	0.07	0.07	0.06	0.10	0.09	0.08	0.08
Linens Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Laundry Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Uniform Laundry Cost Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Supplies Cost Per Cover	0.15	0.14	0.14	0.14	0.37	0.14	0.12	0.12	0.10	0.18	0.15	0.14	0.14
Paper Supplies Cost Per Cover	0.14	0.12	0.13	0.13	0.33	0.12	0.11	0.11	0.09	0.16	0.14	0.12	0.13
Total Cost Per Cover	2.06	1.93	1.90	1.99	3.42	1.93	1.85	1.82	1.65	2.17	2.04	1.94	1.97
FOOD REVENUE													
Breakfast	852	1,015	1,040	989	290	1,281	1,142	1,193	1,267	618	918	989	11,659
Lunch	3,948	4,748	4,890	5,344	4,388	5,258	5,250	7,278	7,278	3,640	4,380	4,832	55,634
Afternoon Tea	620	672	688	790	390	644	748	788	840	540	592	680	7,692
Wedding	2,000	800	-	-	1,990	1,990	-	-	1,600	-	1,940	2,990	9,620
Dinner	7,486	8,816	9,568	8,890	3,196	8,892	11,115	12,160	14,910	7,258	8,892	9,156	109,349
Nights	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL FOOD REVENUE	14,066	16,049	15,986	15,813	6,996	16,995	16,261	19,371	25,993	12,254	15,722	17,637	193,994
BEVERAGE REVENUE													
Breakfast	-	-	-	-	-	-	-	-	-	-	-	-	-
Lunch	1,579	1,668	2,038	1,837	391	1,847	2,278	2,275	2,675	1,430	1,606	1,861	21,655
Afternoon Tea	-	-	-	-	-	-	-	-	-	-	-	-	-
Cocktails	1,700	800	-	-	410	590	-	-	850	-	900	390	6,310
Dinner	4,261	4,120	5,790	5,850	1,290	5,799	6,898	7,199	8,502	3,768	4,700	4,970	61,387
Nights	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL BEVERAGE REVENUE	7,540	6,618	7,738	7,497	2,201	7,886	8,975	9,474	12,027	5,198	6,806	7,881	89,332
OTHER REVENUE													
Tobacco Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Ramen Hike	8,900	8,100	9,200	8,500	1,900	8,800	8,900	9,600	8,500	5,100	8,700	8,500	94,350
Other Revenue	250	300	350	390	390	350	350	350	300	200	250	350	3,550
TOTAL REVENUE	31,286	32,267	32,874	32,100	9,997	33,392	36,487	39,345	46,820	22,752	36,678	34,968	391,186
BREAKFAST													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	1	1	1	1	0	1	2	2	2	1	1	1	1
Guest Covers	33	48	41	38	52	42	45	47	54	32	36	38	457
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	33	48	41	38	52	42	45	47	54	32	36	38	457
Food Spend Per Cover	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50
Beverage Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Average Spend	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50	25.50
LUNCH													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	4	5	5	5	1	6	6	6	7	4	5	5	5
Guest Covers	132	158	183	187	48	186	175	175	214	130	149	151	1,823
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	132	158	183	187	48	186	175	175	214	130	149	151	1,823
Food Spend Per Cover	39.00	30.00	30.00	32.00	34.00	36.00	30.00	30.00	34.00	26.00	30.00	32.00	30.52
Beverage Spend Per Cover	12.00	12.00	11.00	11.00	8.50	12.00	13.00	13.00	12.50	11.00	11.00	11.00	11.88
Total Average Spend	42.00	42.00	42.50	43.00	32.50	42.00	43.00	43.00	46.50	39.00	41.00	43.00	42.41
AFTERNOON TEA													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	28	31	365
Average Covers Per Day	5	5	6	6	2	5	6	6	7	4	5	5	5
Guest Covers	195	168	172	175	50	181	187	182	210	135	148	170	1,823
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	195	168	172	175	50	181	187	182	210	135	148	170	1,823
Food Spend Per Cover	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Beverage Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Average Spend	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Dukes Hotel

MEETINGS & PRIVATE DINING	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
WEDDINGS													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	29	31	365
Average Covers Per Day	2	1	-	-	1	1	-	-	1	-	1	2	1
Guest Covers	50	40	-	-	40	30	-	-	40	-	30	50	280
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	50	40	-	-	40	30	-	-	40	-	30	50	280
Food Spend Per Cover	48.00	20.00	-	-	25.00	26.00	-	-	40.00	-	38.00	40.00	34.36
Beverage Spend Per Cover	34.00	20.00	-	-	15.25	16.66	-	-	21.25	-	30.00	19.00	22.54
Total Average Spend	74.00	40.00	-	-	40.25	52.66	-	-	61.25	-	68.00	59.00	56.89
DINNER													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	29	31	365
Average Covers Per Day	7	7	8	7	3	8	9	10	11	6	8	7	8
Guest Covers	197	232	236	220	85	234	285	304	355	191	212	218	2,779
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	197	232	236	220	85	234	285	304	355	191	212	218	2,779
Beverage Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Food & Beverage Covers	197	232	236	220	85	234	285	304	355	191	212	218	2,779
Food Spend Per Cover	38.00	36.00	28.00	40.00	26.00	39.00	40.00	40.00	42.00	36.00	41.00	42.00	39.40
Beverage Spend Per Cover	21.83	17.76	24.15	25.68	13.95	22.22	23.50	23.68	23.95	19.73	19.34	22.80	22.15
Total Average Spend	59.83	53.76	52.15	65.68	39.95	61.22	63.50	63.68	65.95	55.73	60.34	64.80	61.55
NIGHTS													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	29	31	365
Average Covers Per Day	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Food Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Beverage Spend Per Cover	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Average Spend	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL													
No of Trading Days	30	31	30	31	31	30	31	30	31	31	29	31	365
Average Covers Per Day	19	21	20	19	8	21	22	24	28	16	20	20	20
Guest Covers	567	638	612	690	234	633	682	718	673	468	572	627	7,253
Outside Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Food Covers	567	638	612	690	234	633	682	718	673	468	572	627	7,253
Beverage Covers	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Monthly Food & Beverage Covers	567	638	612	690	234	633	682	718	673	468	572	627	7,253
Food Spend Per Cover	26.29	25.16	25.48	26.36	24.38	26.33	26.39	26.99	29.79	25.11	27.49	28.13	26.74
Beverage Spend Per Cover	13.30	10.69	12.65	12.48	9.42	12.14	12.97	13.20	13.78	10.65	11.55	12.09	12.32
Total Average Spend	39.59	35.84	38.12	38.83	33.80	38.47	39.36	40.19	43.57	35.76	39.03	40.22	39.06

Dukes Hotel

MINIBAR	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
REVENUE													
Food Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Beverage Revenue	2,399 100.0%	2,477 100.0%	2,735 100.0%	2,780 100.0%	1,769 100.0%	2,720 100.0%	2,586 100.0%	2,755 100.0%	2,340 100.0%	2,041 100.0%	2,250 100.0%	2,428 100.0%	26,290 100.0%
Other Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL REVENUE	2,399 0.0%	2,477 0.0%	2,735 0.0%	2,780 0.0%	1,769 0.0%	2,720 0.0%	2,586 0.0%	2,755 0.0%	2,340 0.0%	2,041 0.0%	2,250 0.0%	2,428 0.0%	26,290 0.0%
COST OF SALES													
Food Cost	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Beverage Cost	640 26.7%	661 26.7%	739 26.7%	742 26.7%	472 26.7%	726 26.7%	693 26.7%	736 26.7%	625 26.7%	545 26.7%	601 26.7%	646 26.7%	7,820 26.7%
Other Cost of Sales	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL COST OF SALES	640 26.7%	661 26.7%	739 26.7%	742 26.7%	472 26.7%	726 26.7%	693 26.7%	736 26.7%	625 26.7%	545 26.7%	601 26.7%	646 26.7%	7,820 26.7%
TOTAL PROFIT / LOSS	1,759 73.3%	1,815 73.3%	2,005 73.3%	2,038 73.3%	1,297 73.3%	1,994 73.3%	1,893 73.3%	2,020 73.3%	1,715 73.3%	1,496 73.3%	1,649 73.3%	1,779 73.3%	21,469 73.3%

Dukes Hotel

MAIN KITCHEN	April	%	May	%	June	%	July	%	August	%	September	%	October	%	November	%	December	%	January	%	February	%	March	%	Total	%			
PAYROLL & RELATED EXP.																													
Labour	20,104	34.6%	20,104	31.3%	20,104	28.9%	20,104	27.9%	20,104	41.8%	20,104	26.8%	20,506	27.3%	20,506	24.4%	20,506	21.0%	20,506	35.8%	20,506	31.5%	20,506	29.7%	20,506	29.7%	243,663	23.2%	
Employer Taxes	2,254	3.9%	2,245	3.5%	1,975	2.8%	1,975	2.7%	2,110	4.4%	1,975	2.6%	2,031	2.8%	2,031	2.4%	2,306	2.4%	2,168	3.8%	2,031	3.1%	2,031	2.9%	2,031	2.9%	25,134	3.0%	
Vacation	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Bonus	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Pension	122	0.2%	122	0.2%	122	0.2%	122	0.2%	122	0.3%	122	0.2%	125	0.2%	125	0.1%	125	0.1%	125	0.2%	125	0.2%	125	0.2%	125	0.2%	1,480	0.2%	
Medical Insurance	235	0.4%	235	0.4%	235	0.3%	235	0.3%	235	0.5%	235	0.3%	235	0.3%	235	0.3%	235	0.2%	235	0.4%	235	0.4%	235	0.4%	235	0.3%	2,816	0.3%	
Life Insurance	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Dental	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Disability	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Employee Meals	478	0.8%	431	0.6%	431	0.6%	431	0.6%	431	0.9%	431	0.6%	431	0.6%	431	0.5%	431	0.4%	431	0.7%	431	0.7%	431	0.7%	431	0.6%	5,215	0.6%	
Other Benefits	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Bank Holiday Pay	2,021	3.5%	1,966	3.0%	-	0.0%	-	0.0%	978	2.0%	-	0.0%	-	0.0%	-	0.0%	1,995	2.0%	997	1.7%	-	0.0%	-	0.0%	-	0.0%	7,947	1.0%	
Transport	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Other Payroll Related	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
TOTAL PAYROLL & RELATED EXP.	25,214	43.4%	25,093	39.0%	22,867	32.8%	22,867	31.7%	23,980	49.8%	22,867	30.5%	23,327	31.7%	23,327	27.7%	25,597	26.2%	24,462	42.7%	23,327	35.8%	23,327	33.8%	23,327	33.8%	286,255	34.3%	
OPERATING EXPENSES																													
Staff Uniform Laundry	405	0.7%	405	0.6%	405	0.6%	405	0.6%	405	0.8%	405	0.5%	405	0.6%	405	0.5%	405	0.4%	405	0.7%	405	0.6%	405	0.6%	405	0.6%	4,860	0.6%	
Cleaning Supplies	295	0.5%	295	0.5%	295	0.4%	295	0.4%	295	0.6%	295	0.4%	295	0.4%	295	0.4%	295	0.3%	295	0.5%	295	0.5%	295	0.4%	295	0.4%	3,541	0.4%	
Contact Cleaning	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Fibers & Decoration	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Music & Entertainment	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Guest Supplies	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Menu & Beverage List	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Printing And Stationary	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Paper Supplies	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Licenses	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Dues & Subscriptions	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Kitchen Utensils & Equipment	85	0.1%	85	0.1%	85	0.1%	85	0.1%	85	0.2%	85	0.1%	85	0.1%	85	0.1%	85	0.1%	85	0.1%	85	0.1%	85	0.1%	85	0.1%	1,020	0.1%	
Other Expenses	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
-	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
TOTAL OPERATING EXPENSES	785	1.4%	785	1.2%	785	1.1%	785	1.1%	785	1.6%	785	1.0%	785	1.1%	785	0.9%	785	0.8%	785	1.4%	785	1.2%	785	1.1%	785	1.1%	9,421	1.1%	
RE-ALLOCATION																													
Re-allocation Kitchen 1	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Re-allocation Administration	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Re-allocation Stewarding	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
Re-allocation Kitchen 2	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	
TOTAL RE-ALLOCATION	-	0.0%	-	0.0%																									
TOTAL PROFIT / LOSS	(25,999)	-44.8%	(25,878)	-40.3%	(23,652)	-33.9%	(23,652)	-32.8%	(24,765)	-51.5%	(23,652)	-31.5%	(24,112)	-32.8%	(24,112)	-28.7%	(26,382)	-27.0%	(25,247)	-44.1%	(24,112)	-37.0%	(24,112)	-34.9%	(24,112)	-34.9%	(295,677)	-35.4%	
HEADCOUNT	13.3		13.3																										

Dukes Hotel

TELEPHONE	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
REVENUE													
Local & Long Distance Call Revenue	1,199 100.0%	1,230 100.0%	1,367 100.0%	1,393 100.0%	864 100.0%	1,360 100.0%	1,290 100.0%	1,378 100.0%	1,170 100.0%	1,021 100.0%	1,125 100.0%	1,214 100.0%	14,845 100.0%
Internet Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL REVENUE	1,199 100.0%	1,230 100.0%	1,367 100.0%	1,393 100.0%	864 100.0%	1,360 100.0%	1,290 100.0%	1,378 100.0%	1,170 100.0%	1,021 100.0%	1,125 100.0%	1,214 100.0%	14,845 100.0%
COST OF SALES													
Local Calls	510 42.5%	526 42.5%	561 42.5%	591 42.5%	376 42.5%	578 42.5%	552 42.5%	565 42.5%	497 42.5%	454 42.5%	478 42.5%	516 42.5%	6,224 42.5%
Long Distance And Mobile Calls	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Internet Costs	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telephone Cost Of Sales	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Administration Credit	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL COST OF SALES	510 42.5%	526 42.5%	561 42.5%	591 42.5%	376 42.5%	578 42.5%	552 42.5%	565 42.5%	497 42.5%	454 42.5%	478 42.5%	516 42.5%	6,224 42.5%
PAYROLL & RELATED EXP.													
Labour	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employer Taxes	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
OPERATING EXPENSES													
Paper Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Copies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Stationary	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Staff Uniform Laundry Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Travel - Subsistence	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Taxis Home / Employees Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PROFIT / LOSS	689 57.5%	712 57.5%	786 57.5%	799 57.5%	569 57.5%	782 57.5%	746 57.5%	792 57.5%	673 57.5%	567 57.5%	647 57.5%	690 57.5%	8,421 57.5%
HEADCOUNT													

Dukes Hotel

HEALTH CLUB	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %	
REVENUE														
Spa Treatments	1,150 29.0%	1,201 28.6%	1,146 25.8%	1,500 32.3%	1,768 40.3%	1,316 30.7%	1,166 27.2%	977 20.3%	1,082 27.2%	667 17.4%	1,190 25.7%	1,193 25.7%	1,190 25.5%	14,395 27.4%
Spa Retail Beauty Products	506 12.7%	528 12.1%	528 11.5%	508 10.3%	503 11.2%	528 11.9%	508 10.6%	508 10.6%	528 12.8%	528 11.0%	528 11.0%	508 10.3%	508 10.3%	6,296 11.0%
Spa Massage	1,510 37.8%	1,627 38.8%	1,857 41.8%	1,679 36.1%	1,039 23.7%	1,311 30.6%	2,098 43.8%	1,044 23.2%	1,322 34.4%	1,445 31.2%	1,445 31.2%	1,445 30.9%	1,445 30.9%	17,822 33.9%
Health Club Joining Fees	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Health Club Membership Fees	764 19.1%	764 17.9%	794 17.9%	794 17.1%	822 18.0%	902 21.1%	902 18.7%	952 23.9%	952 24.8%	1,000 21.6%	1,000 21.6%	1,000 21.4%	1,000 21.4%	10,646 20.2%
Health Club Sessions	49 1.2%	98 2.2%	131 3.0%	164 3.5%	246 5.6%	246 5.7%	328 6.8%	394 9.9%	394 10.2%	492 10.6%	492 10.6%	525 11.2%	525 11.2%	3,559 6.8%
Other Revenue	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL REVENUE	3,980 100.0%	4,199 100.0%	4,436 100.0%	4,645 100.0%	4,383 100.0%	4,283 100.0%	4,813 100.0%	3,980 100.0%	3,843 100.0%	4,636 100.0%	4,639 100.0%	4,671 100.0%	4,671 100.0%	52,518 100.0%
COST OF SALES														
Spa Treatments	92 12.0%	92 12.0%	95 12.2%	95 12.0%	99 12.0%	108 12.0%	108 12.0%	114 12.0%	114 12.0%	114 12.0%	120 12.0%	120 12.0%	120 12.0%	1,278 12.0%
Spa Retail Beauty Products	27 54.0%	53 54.0%	71 54.0%	89 54.0%	133 54.0%	133 54.0%	177 54.0%	213 54.0%	213 54.0%	266 54.0%	266 54.0%	263 54.0%	263 54.0%	1,922 3.7%
Health Club Other	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL COST OF SALES	119 3.0%	145 3.4%	166 3.7%	184 4.0%	231 5.3%	241 5.6%	285 5.9%	327 8.2%	327 8.5%	380 8.2%	386 8.3%	403 8.6%	403 8.6%	3,199 6.1%
PAYROLL & RELATED EXP.														
Labour	2,093 52.5%	2,093 49.8%	2,093 47.2%	2,093 45.1%	2,093 47.8%	2,093 48.9%	2,125 44.4%	2,135 53.6%	2,135 55.6%	2,135 46.0%	2,135 46.0%	2,135 45.7%	2,135 45.7%	25,367 48.2%
Employer Taxes	198 402.2%	198 151.2%	198 151.2%	198 121.0%	198 80.6%	198 80.6%	204 62.2%	204 51.9%	204 51.9%	204 41.5%	204 41.5%	204 38.9%	204 38.9%	2,415 67.9%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	49 99.1%	49 49.5%	49 37.2%	49 29.7%	49 19.8%	49 19.8%	49 14.9%	49 12.4%	49 9.9%	49 9.9%	49 9.9%	49 9.9%	49 9.9%	585 16.4%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	2,340 58.8%	2,340 55.7%	2,340 52.8%	2,340 50.4%	2,340 53.4%	2,340 54.6%	2,388 49.9%	2,388 60.0%	2,388 62.1%	2,388 51.5%	2,388 51.5%	2,388 51.1%	2,388 51.1%	28,387 54.0%
OPERATING EXPENSES														
Staff Uniform Laundry	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Laundry	46 1.1%	48 1.1%	51 1.1%	53 1.1%	50 1.1%	49 1.1%	55 1.1%	45 1.1%	44 1.1%	53 1.1%	53 1.1%	53 1.1%	53 1.1%	609 1.1%
Cleaning Supplies	10 0.2%	82 2.0%	86 1.9%	90 1.9%	83 1.9%	81 1.9%	90 1.9%	72 1.8%	69 1.8%	83 1.8%	83 1.8%	83 1.8%	83 1.8%	910 1.7%
Contract Cleaning	10 0.3%	10 0.3%	11 0.3%	12 0.3%	11 0.3%	11 0.3%	12 0.3%	10 0.3%	10 0.3%	12 0.3%	12 0.3%	12 0.3%	12 0.3%	131 0.3%
Operating Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Flowers & Decoration	15 0.4%	15 0.4%	15 0.3%	15 0.3%	15 0.3%	15 0.4%	15 0.3%	15 0.4%	15 0.4%	15 0.3%	15 0.3%	15 0.3%	15 0.3%	180 0.3%
Commission On Sales	318 8.0%	334 7.9%	351 7.9%	369 7.9%	332 7.6%	314 7.3%	358 7.4%	263 6.6%	250 6.5%	315 6.8%	315 6.8%	315 6.7%	315 6.7%	3,831 7.3%
Guest Supplies	10 0.3%	10 0.3%	11 0.3%	12 0.3%	11 0.3%	11 0.3%	12 0.3%	10 0.3%	10 0.3%	12 0.3%	12 0.3%	12 0.3%	12 0.3%	131 0.3%
Printing And Stationary	39 1.0%	41 1.0%	43 1.0%	45 1.0%	41 0.9%	40 0.9%	45 0.9%	38 0.9%	34 0.9%	41 0.9%	41 0.9%	41 0.9%	41 0.9%	490 0.9%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Taxi's Home	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Outside Storage	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Licenses	70 1.8%	70 1.7%	70 1.6%	70 1.5%	70 1.6%	70 1.6%	70 1.5%	70 1.8%	70 1.8%	70 1.5%	70 1.5%	70 1.5%	70 1.5%	845 1.6%
Dues & Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Conferences	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	518 13.0%	611 14.6%	639 14.4%	665 14.3%	613 14.0%	590 13.8%	657 13.7%	622 13.1%	622 13.1%	601 12.9%	601 12.9%	601 12.9%	601 12.9%	7,119 13.6%
TOTAL PROFIT / LOSS	1,614 25.4%	1,103 26.3%	1,291 29.1%	1,456 31.3%	1,198 27.3%	1,111 25.9%	1,403 30.8%	743 18.7%	626 16.3%	1,264 27.3%	1,264 27.3%	1,279 27.4%	1,279 27.4%	13,833 26.3%
HEADCOUNIT	1.5													

Dukes Hotel

LAUNDRY / VALET	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
REVENUE													
Laundry / Valet - Internal	323 0.0%	336 0.0%	461 0.0%	667 0.0%	142 0.0%	617 0.0%	494 0.0%	489 0.0%	284	310	361	464 11.4%	4,947 11.0%
Laundry / Valet - External	2,192 0.0%	2,790 0.0%	4,543 0.0%	3,451 0.0%	1,852 0.0%	3,547 0.0%	4,715 0.0%	4,599 0.0%	2,304	3,178	3,219	3,605 88.6%	39,965 89.0%
Laundry / Valet - Prossing	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL REVENUE	2,515 0.0%	3,066 0.0%	5,003 0.0%	4,118 0.0%	1,994 0.0%	4,164 0.0%	5,209 0.0%	5,088 0.0%	2,618 0.0%	3,488 0.0%	3,579 0.0%	4,069 100.0%	44,912 100.0%
COST OF SALES													
Laundry / Valet - Internal	162 6.4%	168 5.5%	230 4.6%	304 8.1%	71 3.6%	308 7.4%	247 4.7%	245 4.8%	142 5.4%	155 4.4%	180 5.0%	232 5.7%	2,473 5.5%
Laundry / Valet - External	1,863 74.1%	2,321 75.7%	3,861 77.2%	2,933 71.2%	1,574 78.9%	3,015 72.4%	4,006 76.9%	3,903 76.8%	1,984 75.8%	2,702 77.4%	2,736 76.4%	3,064 75.3%	33,970 75.6%
TOTAL COST OF SALES	2,025 80.5%	2,469 81.2%	4,092 81.8%	3,267 79.3%	1,645 82.5%	3,323 79.8%	4,253 81.7%	4,154 81.6%	2,126 81.2%	2,857 81.9%	2,916 81.5%	3,296 81.0%	36,443 81.1%
PAYROLL & RELATED EXP.													
Labour	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employer Taxes	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	- 0.0%	- 0.0%											
OPERATING EXPENSES													
Cleaning Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Chemicals	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Paper Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Stationery	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Staff Uniform Laundry Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Lines	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Taxi Home / Employees Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	- 0.0%	- 0.0%											
TOTAL PROFIT / LOSS	490 19.5%	576 18.8%	912 18.2%	851 20.7%	349 17.5%	840 20.2%	954 18.3%	934 18.4%	492 18.8%	632 18.1%	663 18.5%	773 19.0%	8,468 18.9%

Dukes Hotel

OTHER OPERATING DEP.	April	%	May	%	June	%	July	%	August	%	September	%	October	%	November	%	December	%	January	%	February	%	March	%	Total	%
Newspapers	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
In-House Movies	250	7.5%	275	8.8%	275	7.2%	157	4.3%	150	6.3%	236	4.1%	185	3.7%	234	4.3%	277	5.6%	317	9.0%	258	6.8%	258	6.8%	2,871	5.9%
Cash Discounts	1,035	58.4%	1,891	0.0%	1,912	0.0%	1,854	0.0%	1,368	0.0%	1,983	0.0%	2,444	0.0%	2,382	0.0%	1,936	0.0%	1,339	0.0%	1,545	0.0%	1,545	40.5%	22,133	45.6%
Interest Income	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Foreign Currency Exchange Gain	859	25.3%	817	0.0%	1,209	0.0%	1,405	0.0%	850	0.0%	830	0.0%	1,414	0.0%	1,355	0.0%	1,212	0.0%	753	0.0%	876	0.0%	876	23.0%	12,455	25.7%
Other Income	269	8.1%	131	0.0%	440	0.0%	198	0.0%	15	0.0%	2,653	0.0%	963	0.0%	1,418	0.0%	1,540	0.0%	1,133	0.0%	1,133	0.0%	1,133	29.7%	11,046	22.8%
TOTAL REVENUE	3,313	100.0%	3,114	0.0%	3,896	0.0%	3,613	0.0%	2,382	0.0%	5,701	0.0%	5,026	0.0%	5,389	0.0%	4,966	0.0%	3,542	0.0%	3,811	0.0%	3,811	100.0%	48,506	100.0%
Cost Of Sales																										
Flowers	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Car Parking	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Newspapers	250	7.5%	275	8.8%	275	7.2%	157	4.3%	150	6.3%	236	4.1%	185	3.7%	234	4.3%	277	5.6%	317	9.0%	258	6.8%	258	6.8%	2,871	5.9%
Car Hire	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
In-House Movies	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
TOTAL OPERATING EXPENSES	250	7.5%	275	8.8%	275	7.2%	157	4.3%	150	6.3%	236	4.1%	185	3.7%	234	4.3%	277	5.6%	317	9.0%	258	6.8%	258	6.8%	2,871	5.9%
TOTAL PROFIT / LOSS	3,063	92.5%	2,839	91.2%	3,561	92.8%	3,457	95.7%	2,233	93.7%	5,465	95.9%	4,842	96.3%	5,155	95.7%	4,689	94.4%	3,225	91.0%	3,554	93.2%	3,554	93.2%	45,634	94.1%

Dukes Hotel

ADMINISTRATION SUMMARY	April	%	May	%	June	%	July	%	August	%	September	%	October	%	November	%	December	%	January	%	February	%	March	%	Total	%				
PAYROLL & RELATED EXP.																														
Executive Office	13,699	2.2%	13,699	2.1%	13,699	1.7%	13,699	1.8%	13,699	3.2%	13,699	1.8%	13,968	1.9%	13,968	1.8%	13,968	1.9%	13,968	2.0%	13,968	2.2%	13,968	2.0%	13,968	2.0%	166,002	2.0%		
Finance	9,149	1.5%	9,149	1.4%	9,149	1.2%	9,149	1.2%	9,149	2.1%	9,149	1.2%	9,333	1.3%	9,333	1.2%	9,333	1.3%	9,333	1.7%	9,333	1.5%	9,333	1.4%	9,333	1.4%	110,890	1.4%		
Purchasing	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Security	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Information Technology	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Human Resources	4,768	0.8%	4,768	0.7%	4,768	0.6%	4,768	0.6%	4,768	1.1%	4,768	0.6%	4,828	0.7%	4,828	0.6%	4,828	0.7%	4,828	0.9%	4,828	0.8%	4,828	0.7%	4,828	0.7%	57,578	0.7%		
TOTAL PAYROLL & RELATED EXP.	27,616	4.4%	27,616	4.2%	27,616	3.5%	27,616	3.7%	27,616	6.4%	27,616	3.6%	28,129	3.8%	28,129	3.6%	28,129	3.8%	28,129	5.2%	28,129	4.5%	28,129	4.1%	28,129	4.1%	334,470	4.1%		
OPERATING EXPENSES																														
Finance	18,363	2.9%	19,047	2.9%	22,368	2.9%	21,202	2.8%	13,653	3.1%	21,288	2.8%	20,572	2.8%	21,575	2.7%	19,371	2.6%	15,942	2.9%	17,581	2.8%	19,177	2.8%	19,177	2.8%	230,129	2.8%		
Purchasing	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Security	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Executive Office	333	0.1%	325	0.0%	325	0.0%	325	0.0%	325	0.1%	1,325	0.2%	325	0.0%	3,825	0.5%	325	0.0%	825	0.2%	325	0.1%	325	0.0%	325	0.0%	8,910	0.1%		
Information Technology	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Human Resources	4,036	0.6%	4,060	0.6%	3,775	0.5%	3,799	0.5%	3,799	0.9%	3,775	0.5%	3,799	0.5%	3,775	0.5%	8,714	1.2%	3,799	0.7%	3,725	0.6%	3,799	0.6%	3,799	0.6%	50,857	0.6%		
TOTAL OPERATING EXPENSES	22,722	3.6%	23,432	3.6%	26,468	3.4%	25,326	3.4%	17,778	4.1%	26,388	3.5%	24,697	3.3%	28,175	3.7%	28,410	3.8%	20,666	3.8%	21,631	3.5%	23,301	3.4%	23,301	3.4%	289,895	3.6%		
TOTAL OVERHEADS																														
Finance	27,502	4.4%	28,196	4.3%	31,517	4.0%	30,351	4.1%	22,802	5.2%	30,437	4.0%	29,905	4.0%	30,908	3.9%	28,703	3.9%	25,274	4.7%	26,913	4.3%	28,509	4.2%	28,509	4.2%	341,018	4.2%		
Purchasing	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Security	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Executive Office	14,032	2.2%	14,024	2.1%	14,024	1.8%	14,024	1.9%	14,024	3.2%	15,024	2.0%	14,294	1.9%	17,794	2.3%	14,294	1.9%	14,794	2.7%	14,294	2.3%	14,294	2.1%	14,294	2.1%	174,912	2.2%		
Information Technology	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
Human Resources	8,604	1.4%	8,629	1.3%	8,543	1.1%	8,568	1.1%	8,568	2.0%	8,543	1.1%	8,628	1.2%	8,603	1.1%	13,543	1.8%	8,628	1.6%	8,553	1.4%	8,628	1.3%	8,628	1.3%	108,435	1.3%		
TOTAL ADMIN. OVERHEADS	50,338	8.1%	51,048	7.7%	54,084	6.9%	52,942	7.1%	45,393	10.5%	54,004	7.1%	52,828	7.1%	57,304	7.2%	58,540	7.7%	48,696	9.0%	49,760	8.0%	51,431	7.5%	51,431	7.5%	624,365	7.7%		
HEADCOUNT	5.3		5.3		5.3		5.3		5.3		5.3		5.3		5.3		5.3		5.3		5.3									

EXECUTIVE OFFICE	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
PAYROLL & RELATED EXP.													
Labour	9,167 1.5%	9,167 1.4%	9,167 1.2%	9,167 1.2%	9,167 2.1%	9,167 1.2%	9,350 1.3%	9,350 1.2%	9,350 1.3%	9,350 1.7%	9,350 1.5%	9,350 1.4%	111,100 1.4%
Employer Taxes	1,521 0.2%	1,521 0.2%	1,521 0.2%	1,521 0.2%	1,521 0.4%	1,521 0.2%	1,553 0.2%	1,553 0.2%	1,553 0.2%	1,553 0.3%	1,553 0.2%	1,553 0.2%	18,441 0.2%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	2,292 0.4%	2,292 0.3%	2,292 0.3%	2,292 0.3%	2,292 0.5%	2,292 0.3%	2,337 0.3%	2,337 0.3%	2,337 0.3%	2,337 0.4%	2,337 0.4%	2,337 0.3%	27,775 0.3%
Pension	458 0.1%	458 0.1%	458 0.1%	458 0.1%	458 0.1%	458 0.1%	467 0.1%	467 0.1%	467 0.1%	467 0.1%	467 0.1%	467 0.1%	5,555 0.1%
Medical Insurance	228 0.0%	228 0.0%	228 0.0%	228 0.0%	228 0.1%	228 0.0%	228 0.0%	228 0.0%	228 0.0%	228 0.0%	228 0.0%	228 0.0%	2,741 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	33 0.0%	390 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	13,699 2.2%	13,699 2.1%	13,699 1.7%	13,699 1.8%	13,699 3.2%	13,699 1.8%	13,968 1.9%	13,968 1.8%	13,968 1.9%	13,968 2.6%	13,968 2.2%	13,968 2.0%	166,002 2.0%
OPERATING EXPENSES													
Staff Laundry	30 0.0%	30 0.0%	30 0.0%	30 0.0%	30 0.0%	30 0.0%	30 0.0%	30 0.0%	30 0.0%	30 0.0%	30 0.0%	30 0.0%	360 0.0%
Professional Fees	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Magazines Subscriptions	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	98 0.0%
Donations	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Legal Fees	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Consultancy Fees	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Travel - Subsistence	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	504 0.0%
Conferences	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	1,000 0.0%	- 0.0%	3,500 0.0%	- 0.0%	500 0.0%	- 0.0%	- 0.0%	5,000 0.1%
Printing And Stationary	35 0.0%	35 0.0%	35 0.0%	35 0.0%	35 0.0%	35 0.0%	35 0.0%	35 0.0%	35 0.0%	35 0.0%	35 0.0%	35 0.0%	420 0.0%
Office Supplies	25 0.0%	25 0.0%	25 0.0%	25 0.0%	25 0.0%	25 0.0%	25 0.0%	25 0.0%	25 0.0%	25 0.0%	25 0.0%	25 0.0%	300 0.0%
Telecommunications	40 0.0%	40 0.0%	40 0.0%	40 0.0%	40 0.0%	40 0.0%	40 0.0%	40 0.0%	40 0.0%	40 0.0%	40 0.0%	40 0.0%	480 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Entertainment	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	1,500 0.0%
Dues & Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Association Memberships	20 0.0%	20 0.0%	20 0.0%	20 0.0%	20 0.0%	20 0.0%	20 0.0%	20 0.0%	20 0.0%	20 0.0%	20 0.0%	20 0.0%	240 0.0%
Other Expenses	8 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	8 0.0%
TOTAL OPERATING EXPENSES	333 0.1%	325 0.0%	325 0.0%	325 0.0%	325 0.1%	1,325 0.2%	325 0.0%	3,825 0.5%	325 0.0%	825 0.2%	325 0.1%	325 0.0%	8,910 0.1%
TOTAL OVERHEADS	14,032 2.2%	14,024 2.1%	14,024 1.8%	14,024 1.9%	14,024 3.2%	15,024 2.0%	14,294 1.9%	17,794 2.3%	14,294 1.9%	14,794 2.7%	14,294 2.3%	14,294 2.1%	174,912 2.2%
HEADCOUNT	1.0												

Dukes Hotel

FINANCE	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
PAYROLL & RELATED EXP.													
Labour	7,911 1.3%	7,911 1.2%	7,911 1.0%	7,911 1.1%	7,911 1.8%	7,911 1.0%	8,069 1.1%	8,069 1.0%	8,069 1.1%	8,069 1.5%	8,069 1.3%	8,069 1.2%	95,877 1.2%
Employer Taxes	881 0.1%	881 0.1%	881 0.1%	881 0.1%	881 0.2%	881 0.1%	902 0.1%	902 0.1%	902 0.1%	902 0.2%	902 0.1%	902 0.1%	10,698 0.1%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	181 0.0%	181 0.0%	181 0.0%	181 0.0%	181 0.0%	181 0.0%	185 0.0%	185 0.0%	185 0.0%	185 0.0%	185 0.0%	185 0.0%	2,197 0.0%
Medical Insurance	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	63 0.0%	752 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	114 0.0%	114 0.0%	114 0.0%	114 0.0%	114 0.0%	114 0.0%	114 0.0%	114 0.0%	114 0.0%	114 0.0%	114 0.0%	114 0.0%	1,365 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	9,149 1.5%	9,149 1.4%	9,149 1.2%	9,149 1.2%	9,149 2.1%	9,149 1.2%	9,393 1.3%	9,393 1.2%	9,393 1.3%	9,393 1.7%	9,393 1.5%	9,393 1.4%	110,690 1.4%
OPERATING EXPENSES													
Staff Laundry	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	540 0.0%
Training Consultant	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Credit Card Commissions	14,428 2.3%	15,121 2.3%	18,443 2.4%	17,276 2.3%	9,728 2.2%	17,363 2.3%	16,647 2.2%	17,650 2.2%	15,445 2.1%	12,016 2.2%	13,655 2.2%	15,251 2.2%	183,023 2.25%
Credit / Collection	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Magazines Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Donations	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Professional Fees	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	5,712 0.1%
Legal Fees	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Audit Fees	1,917 0.3%	1,917 0.3%	1,917 0.2%	1,917 0.3%	1,917 0.4%	1,917 0.3%	1,917 0.3%	1,917 0.2%	1,917 0.3%	1,917 0.4%	1,917 0.3%	1,917 0.3%	23,000 0.3%
Bank Charges	435 0.1%	435 0.1%	435 0.1%	435 0.1%	435 0.1%	435 0.1%	435 0.1%	435 0.1%	435 0.1%	435 0.1%	435 0.1%	435 0.1%	5,220 0.1%
Consultancy Fees	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bad Debt Provision	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Travel - Subsistence	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	150 0.0%
Conferences	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Printing And Stationary	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	1,650 0.0%
Office Supplies	108 0.0%	108 0.0%	108 0.0%	108 0.0%	108 0.0%	108 0.0%	108 0.0%	108 0.0%	108 0.0%	108 0.0%	108 0.0%	108 0.0%	1,300 0.0%
Computer Expenses	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	150 0.0%
Telecommunications	389 0.1%	389 0.1%	389 0.0%	389 0.1%	389 0.1%	389 0.1%	389 0.1%	389 0.0%	389 0.1%	389 0.1%	389 0.1%	389 0.1%	4,672 0.1%
Postage & Couriers	155 0.0%	155 0.0%	155 0.0%	155 0.0%	155 0.0%	155 0.0%	155 0.0%	155 0.0%	155 0.0%	155 0.0%	155 0.0%	155 0.0%	1,857 0.0%
Transportation	50 0.0%	50 0.0%	50 0.0%	50 0.0%	50 0.0%	50 0.0%	50 0.0%	50 0.0%	50 0.0%	50 0.0%	50 0.0%	50 0.0%	600 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Outside Storage	132 0.0%	132 0.0%	132 0.0%	132 0.0%	132 0.0%	132 0.0%	132 0.0%	132 0.0%	132 0.0%	132 0.0%	132 0.0%	132 0.0%	1,584 0.0%
Paper Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Licenses	48 0.0%	48 0.0%	48 0.0%	48 0.0%	48 0.0%	48 0.0%	48 0.0%	48 0.0%	48 0.0%	48 0.0%	48 0.0%	48 0.0%	590 0.0%
Dues & Subscriptions	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	8 0.0%	90 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Kitchen Fuel	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Cash Over/Shortage	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OPERATING EXPENSES	18,353 2.9%	19,047 2.9%	22,368 2.9%	21,262 2.8%	13,653 3.1%	21,268 2.8%	20,572 2.8%	21,575 2.7%	19,371 2.6%	15,942 2.9%	17,581 2.8%	19,177 2.8%	236,129 2.8%
TOTAL OVERHEADS	27,562 4.4%	28,196 4.3%	31,517 4.0%	30,351 4.1%	22,802 5.2%	30,437 4.0%	29,905 4.0%	30,908 3.9%	28,703 3.9%	25,274 4.7%	26,913 4.3%	28,509 4.2%	341,018 4.2%
HEADCOUNT	3.5												

Dukes Hotel

HUMAN RESOURCES	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
PAYROLL & RELATED EXP.													
Labour	2,533 0.4%	2,533 0.4%	2,533 0.2%	2,533 0.2%	2,533 0.6%	2,533 0.3%	2,584 0.3%	2,584 0.3%	2,584 0.4%	2,584 0.5%	2,584 0.4%	2,584 0.4%	30,705 0.4%
Employer Taxes	485 0.1%	485 0.1%	485 0.1%	485 0.1%	485 0.1%	485 0.1%	492 0.1%	492 0.1%	492 0.1%	492 0.1%	492 0.1%	492 0.1%	5,888 0.1%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	1,333 0.2%	1,333 0.2%	1,333 0.2%	1,333 0.2%	1,333 0.3%	1,333 0.2%	1,333 0.2%	1,333 0.2%	1,333 0.2%	1,333 0.2%	1,333 0.2%	1,333 0.2%	16,000 0.2%
Pension	127 0.0%	127 0.0%	127 0.0%	127 0.0%	127 0.0%	127 0.0%	129 0.0%	129 0.0%	129 0.0%	129 0.0%	129 0.0%	129 0.0%	1,535 0.0%
Medical Insurance	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	790 0.0%
Life Insurance	169 0.0%	169 0.0%	169 0.0%	169 0.0%	169 0.0%	169 0.0%	169 0.0%	169 0.0%	169 0.0%	169 0.0%	169 0.0%	169 0.0%	2,029 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	26 0.0%	26 0.0%	26 0.0%	26 0.0%	26 0.0%	26 0.0%	26 0.0%	26 0.0%	26 0.0%	26 0.0%	26 0.0%	26 0.0%	312 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	28 0.0%	28 0.0%	28 0.0%	28 0.0%	28 0.0%	28 0.0%	28 0.0%	28 0.0%	28 0.0%	28 0.0%	28 0.0%	28 0.0%	340 0.0%
TOTAL PAYROLL & RELATED EXP.	4,768 0.8%	4,768 0.7%	4,768 0.6%	4,768 0.6%	4,768 1.1%	4,768 0.6%	4,828 0.7%	4,828 0.6%	4,828 0.7%	4,828 0.9%	4,828 0.6%	4,828 0.7%	57,578 0.7%
HUMAN RESOURCES EXPENSES													
Employee Awards	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	1,500 0.0%
Service Awards	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	500 0.0%
Employee Events	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	2,000 0.0%
Social Activities	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Benefits	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Recruitment - Agency Fee	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Recruitment - Advertising	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Recruitment - Others	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Recruitment - Websites	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	2,500 0.0%
Recruitment - Work Permits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Training	1,511 0.2%	1,511 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.3%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	15,522 0.2%
Staff Gifts / Flowers	23 0.0%	23 0.0%	23 0.0%	23 0.0%	23 0.0%	23 0.0%	23 0.0%	23 0.0%	4,488 0.6%	23 0.0%	23 0.0%	23 0.0%	4,740 0.1%
OPERATING EXPENSES													
Laundry	16 0.0%	16 0.0%	16 0.0%	16 0.0%	16 0.0%	16 0.0%	16 0.0%	16 0.0%	16 0.0%	16 0.0%	16 0.0%	16 0.0%	195 0.0%
Cleaning Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract Cleaning	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Magazines Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Legal Fees	190 0.0%	190 0.0%	190 0.0%	190 0.0%	190 0.0%	190 0.0%	190 0.0%	190 0.0%	190 0.0%	190 0.0%	190 0.0%	190 0.0%	2,280 0.0%
Payroll Processing	610 0.0%	610 0.0%	610 0.0%	610 0.0%	610 0.0%	610 0.0%	610 0.0%	610 0.0%	610 0.0%	610 0.0%	610 0.0%	610 0.0%	7,318 0.1%
Consultants Fees	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Travel - Subsistence	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Conferences	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Flowers & Decoration	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Guest Supplies	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.1%	- 0.0%
Printing And Stationary	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	138 0.0%	1,650 0.0%
Office Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	13 0.0%	150 0.0%
Uniforms	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.1%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	3,000 0.0%
Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Taxi's Home & Transportation	744 0.0%	769 0.0%	744 0.0%	769 0.0%	769 0.0%	744 0.0%	769 0.0%	744 0.0%	1,219 0.0%	769 0.0%	694 0.0%	769 0.0%	9,502 0.1%
	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL HR & OPERATING EXPENSES	4,636 0.6%	4,660 0.6%	3,775 0.5%	3,799 0.5%	3,799 0.9%	3,775 0.5%	3,799 0.5%	3,775 0.5%	8,714 1.2%	3,799 0.7%	3,725 0.6%	3,799 0.6%	50,857 0.6%
TOTAL OVERHEADS	8,604 1.4%	8,829 1.3%	8,543 1.1%	8,568 1.1%	8,568 2.0%	8,543 1.1%	8,628 1.2%	8,603 1.1%	13,543 1.8%	8,628 1.6%	8,553 1.4%	8,628 1.3%	108,435 1.3%
HEADCOUNT	0.8	0.8	0.8	0.8	0.8								

Dukes Hotel

SALES & MARKETING	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
PAYROLL & RELATED EXP.													
Labour	- 0.0%	- 0.0%	7,917 1.0%	7,917 1.1%	7,917 1.8%	7,917 1.0%	8,075 1.1%	8,075 1.0%	8,075 1.1%	8,075 1.5%	8,075 1.3%	8,075 1.2%	80,117 1.0%
Employer Taxes	- 0.0%	- 0.0%	1,089 0.1%	1,089 0.1%	1,089 0.3%	1,089 0.1%	1,114 0.2%	1,114 0.1%	1,114 0.2%	1,114 0.2%	1,114 0.2%	1,114 0.2%	11,039 0.1%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bonus	- 0.0%	- 0.0%	1,283 0.2%	1,283 0.2%	1,283 0.3%	1,283 0.2%	1,309 0.2%	1,309 0.2%	1,309 0.2%	1,309 0.2%	1,309 0.2%	1,309 0.2%	12,987 0.2%
Pension	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	321 0.0%	327 0.0%	327 0.0%	327 0.0%	327 0.1%	327 0.1%	327 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	- 0.0%	- 0.0%	98 0.0%	98 0.0%	98 0.0%	98 0.0%	98 0.0%	98 0.0%	98 0.0%	98 0.0%	98 0.0%	98 0.0%	975 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	- 0.0%	- 0.0%	10,386 1.3%	10,386 1.4%	10,386 2.4%	10,707 1.4%	10,923 1.5%	10,923 1.4%	10,923 1.5%	10,923 2.0%	10,923 1.7%	10,923 1.6%	107,402 1.3%
Advertising - Design print	362 0.1%	362 0.1%	362 0.0%	362 0.0%	362 0.1%	362 0.0%	362 0.0%	362 0.0%	362 0.0%	362 0.1%	362 0.1%	362 0.1%	4,340 0.1%
Advertising - Trade	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	2,000 0.0%
Advertising - Food And Beverage	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	1,500 0.0%
Advertising - Spa And Health Club	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Advertising - Brochure Contribution	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL ADVERTISING PRINT	653 0.1%	653 0.1%	653 0.1%	653 0.1%	653 0.2%	653 0.1%	7,840 0.1%						
Online - Corporate Advertising And Sponsorship	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Online - Rooms Advertising	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Online - Food And Beverage Advertising	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	5,000 0.1%
Online - Health Club Advertising	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Website / E-Marketing	2,000 0.3%	2,000 0.3%	2,000 0.3%	2,000 0.3%	2,000 0.5%	2,000 0.3%	2,000 0.3%	2,000 0.3%	2,000 0.3%	2,000 0.4%	2,000 0.3%	2,000 0.3%	24,000 0.3%
TOTAL INTERNET MARKETING	2,417 0.4%	2,417 0.4%	2,417 0.3%	2,417 0.3%	2,417 0.6%	2,417 0.3%	2,417 0.3%	2,417 0.3%	2,417 0.3%	2,417 0.4%	2,417 0.4%	2,417 0.4%	29,000 0.4%
Association Memberships	781 0.1%	781 0.1%	781 0.1%	781 0.1%	781 0.2%	781 0.1%	781 0.1%	781 0.1%	781 0.1%	781 0.1%	781 0.1%	781 0.1%	9,368 0.1%
Agency Fees	4,117 0.7%	4,117 0.6%	4,117 0.5%	4,117 0.6%	4,117 0.9%	4,117 0.5%	4,117 0.6%	4,117 0.5%	4,117 0.6%	4,117 0.8%	4,117 0.7%	4,117 0.6%	49,400 0.6%
Entertainment / Press Trips	833 0.1%	833 0.1%	833 0.1%	833 0.1%	833 0.2%	833 0.1%	833 0.1%	833 0.1%	833 0.1%	833 0.2%	833 0.1%	833 0.1%	9,992 0.1%
Mslings	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Photography	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
PR Travel 1	83 0.0%	83 0.0%	83 0.0%	83 0.0%	83 0.0%	83 0.0%	83 0.0%	83 0.0%	83 0.0%	83 0.0%	83 0.0%	83 0.0%	1,000 0.0%
Entertainment	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	2,000 0.0%
PR - Miscellaneous	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PUBLIC RELATIONS	5,980 1.0%	5,980 0.9%	5,980 0.8%	5,980 0.8%	5,980 1.4%	5,980 0.8%	5,980 0.8%	5,980 0.8%	5,980 0.8%	5,980 1.1%	5,980 1.0%	5,980 0.9%	71,760 0.9%
Marketing Fees - LHW	2,292 0.4%	2,292 0.3%	2,292 0.3%	2,292 0.3%	2,292 0.5%	2,292 0.3%	2,292 0.3%	2,292 0.3%	2,292 0.3%	2,292 0.4%	2,292 0.4%	2,292 0.3%	27,500 0.3%
Marketing Fees	2,000 0.3%	2,000 0.3%	2,000 0.3%	2,000 0.3%	2,000 0.5%	2,000 0.3%	2,000 0.3%	2,000 0.3%	2,000 0.3%	2,000 0.4%	2,000 0.3%	2,000 0.3%	24,000 0.3%
Brochures / Collateral	833 0.1%	833 0.1%	833 0.1%	833 0.1%	833 0.2%	833 0.1%	833 0.1%	833 0.1%	833 0.1%	833 0.2%	833 0.1%	833 0.1%	10,000 0.1%
Research / Consultancy	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.1%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	3,000 0.0%
Travel Including Trade Shows	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.1%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	250 0.0%	3,000 0.0%
Entertainment - Sales	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Promotion - Corporate	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.3%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	1,250 0.2%	15,000 0.2%
Promotion (In Room) Comp F&B Amenities	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	167 0.0%	2,000 0.0%
Promotion - In room	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	5,000 0.1%
TOTAL DIRECT SALES EXPENSES	7,458 1.2%	7,458 1.1%	7,458 1.0%	7,458 1.0%	7,458 1.7%	7,458 1.0%	7,458 1.0%	7,458 0.9%	7,458 1.0%	7,458 1.4%	7,458 1.2%	7,458 1.1%	89,500 1.1%

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SALES & MARKETING	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
Postage & Couriers	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	500 0.0%
Telecommunications	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	1,200 0.0%
Printing	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	1,500 0.0%
Stationary	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Office Supplies	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Staff Uniform Laundry Cleaning	- 0.0%	- 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	45 0.0%	450 0.0%
Contract Labour	13,667 2.2%	13,667 2.1%	2,500 0.3%	2,500 0.3%	2,500 0.6%	2,500 0.3%	2,500 0.3%	2,500 0.3%	2,500 0.3%	2,500 0.5%	2,500 0.4%	2,500 0.4%	52,334 0.6%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dues & Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Magazines Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Travel - Subsistence	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
S&M Training	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Direct Mail	625 0.1%	625 0.1%	625 0.1%	625 0.1%	625 0.1%	625 0.1%	625 0.1%	625 0.1%	625 0.1%	625 0.1%	625 0.1%	625 0.1%	7,500 0.1%
TOTAL OTHER EXPENSES	14,559 2.3%	14,559 2.2%	3,437 0.4%	3,437 0.5%	3,437 0.8%	3,437 0.5%	3,437 0.5%	3,437 0.4%	3,437 0.5%	3,437 0.6%	3,437 0.5%	3,437 0.5%	63,464 0.8%
TOTAL S&M OVERHEADS	31,067 5.0%	31,067 4.7%	30,331 3.9%	30,331 4.1%	30,331 7.0%	30,652 4.0%	30,868 4.2%	30,868 3.9%	30,868 4.2%	30,868 5.7%	30,868 4.9%	30,868 4.5%	368,986 4.5%
HEADCOUNT	0.0	0.0	3.0										

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REPAIRS AND MAINTENANCE	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
PAYROLL & RELATED EXP.													
Labour	8,041 1.3%	8,041 1.2%	8,041 1.0%	8,041 1.1%	8,041 1.9%	8,041 1.1%	8,202 1.1%	8,202 1.0%	8,202 1.1%	8,202 1.5%	8,202 1.3%	8,202 1.2%	97,456 1.2%
Employer Taxes	961 0.2%	966 0.1%	858 0.1%	858 0.1%	911 0.2%	858 0.1%	879 0.1%	879 0.1%	991 0.1%	935 0.2%	879 0.1%	879 0.1%	10,847 0.1%
Vacation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Sonus	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Pension	127 0.0%	127 0.0%	127 0.0%	127 0.0%	127 0.0%	127 0.0%	129 0.0%	129 0.0%	129 0.0%	129 0.0%	129 0.0%	129 0.0%	1,537 0.0%
Medical Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Life Insurance	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dental	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Disability	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Employee Meals	165 0.0%	137 0.0%	137 0.0%	137 0.0%	137 0.0%	137 0.0%	137 0.0%	137 0.0%	137 0.0%	137 0.0%	137 0.0%	137 0.0%	1,666 0.0%
Other Benefits	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Bank Holiday Pay	823 0.1%	796 0.1%	- 0.0%	- 0.0%	388 0.1%	- 0.0%	- 0.0%	- 0.0%	812 0.1%	406 0.1%	- 0.0%	- 0.0%	3,295 0.0%
Transport	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Payroll Related	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL PAYROLL & RELATED EXP.	10,116 1.6%	10,097 1.5%	9,161 1.2%	9,161 1.2%	9,614 2.2%	9,161 1.2%	9,346 1.3%	9,346 1.2%	10,270 1.4%	9,606 1.8%	9,346 1.5%	9,346 1.4%	114,741 1.4%
REPAIRS & MAINTENANCE EXP.													
Contract - Air Conditioning & Heating	350 0.1%	350 0.1%	350 0.0%	350 0.0%	350 0.1%	350 0.0%	350 0.0%	350 0.0%	350 0.0%	350 0.1%	350 0.1%	350 0.1%	4,200 0.1%
Contract - Refrigeration	331 0.1%	331 0.1%	331 0.0%	331 0.0%	331 0.1%	331 0.0%	331 0.0%	331 0.0%	331 0.0%	331 0.1%	331 0.1%	331 0.0%	3,969 0.0%
Contract - Kitchen Equipment	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	2,500 0.0%
Contract - Laundry	596 0.1%	596 0.1%	596 0.1%	596 0.1%	596 0.1%	596 0.1%	596 0.1%	596 0.1%	596 0.1%	596 0.1%	596 0.1%	596 0.1%	7,152 0.1%
Contract - Water Treatment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Contract - Telephone System	823 0.1%	823 0.1%	823 0.1%	823 0.1%	823 0.2%	823 0.1%	823 0.1%	823 0.1%	823 0.1%	823 0.2%	823 0.1%	823 0.1%	9,872 0.1%
Contract - Internet	779 0.1%	779 0.1%	779 0.1%	779 0.1%	779 0.2%	779 0.1%	779 0.1%	779 0.1%	779 0.1%	779 0.1%	779 0.1%	779 0.1%	9,349 0.1%
Contract - IT Support	1,595 0.3%	1,595 0.2%	1,595 0.2%	1,595 0.2%	1,595 0.4%	1,595 0.2%	1,595 0.2%	1,595 0.2%	1,595 0.2%	1,595 0.3%	1,595 0.2%	1,595 0.2%	19,140 0.2%
Contract - Software	3,038 0.5%	3,038 0.5%	3,038 0.4%	3,038 0.4%	3,038 0.7%	3,038 0.4%	3,038 0.4%	3,038 0.4%	3,038 0.4%	3,038 0.5%	3,038 0.4%	3,038 0.4%	36,461 0.4%
Contract - IT Soft & Hardware Maintenance	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	42 0.0%	509 0.0%
Contract - Intruder / Fire Alarm	154 0.0%	154 0.0%	154 0.0%	154 0.0%	154 0.0%	154 0.0%	154 0.0%	154 0.0%	154 0.0%	154 0.0%	154 0.0%	154 0.0%	1,843 0.0%
Contract - Elevators	209 0.0%	209 0.0%	209 0.0%	209 0.0%	209 0.0%	209 0.0%	209 0.0%	209 0.0%	209 0.0%	209 0.0%	209 0.0%	209 0.0%	2,508 0.0%
Contract - Pest Control	246 0.0%	246 0.0%	246 0.0%	246 0.0%	246 0.1%	246 0.0%	246 0.0%	246 0.0%	246 0.0%	246 0.0%	246 0.0%	246 0.0%	2,956 0.0%
Contract - Waste Removal	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	100 0.0%	1,200 0.0%
Contract - Health & Safety	284 0.0%	284 0.0%	284 0.0%	284 0.0%	284 0.1%	284 0.0%	284 0.0%	284 0.0%	284 0.0%	284 0.1%	284 0.0%	284 0.0%	3,412 0.0%
Contract - Electrical Compliance	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	208 0.0%	2,500 0.0%
Contract - Quadriga TV Maintenance	1,929 0.3%	1,929 0.3%	1,929 0.2%	1,929 0.3%	1,929 0.4%	1,929 0.3%	1,929 0.3%	1,929 0.2%	1,929 0.3%	1,929 0.4%	1,929 0.3%	1,929 0.3%	23,144 0.3%

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REPAIRS AND MAINTENANCE	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
Building Maintenance	86 0.0%	86 0.0%	86 0.0%	86 0.0%	86 0.0%	86 0.0%	86 0.0%	86 0.0%	86 0.0%	86 0.0%	86 0.0%	86 0.0%	1,029 0.0%
Air Conditioning And Heating	833 0.1%	833 0.1%	833 0.1%	833 0.1%	833 0.2%	833 0.1%	833 0.1%	833 0.1%	833 0.1%	833 0.2%	833 0.1%	833 0.1%	10,000 0.1%
Refrigeration	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	71 0.0%	857 0.0%
Plumbing	833 0.1%	833 0.1%	833 0.1%	833 0.1%	833 0.2%	833 0.1%	833 0.1%	833 0.1%	833 0.1%	833 0.2%	833 0.1%	833 0.1%	10,000 0.1%
Electrical	445 0.1%	445 0.1%	445 0.1%	445 0.1%	445 0.1%	445 0.1%	445 0.1%	445 0.1%	445 0.1%	445 0.1%	445 0.1%	445 0.1%	5,345 0.1%
Painting And Decorating	1,289 0.2%	1,289 0.2%	1,289 0.2%	1,289 0.2%	1,289 0.3%	1,289 0.2%	1,289 0.2%	1,289 0.2%	1,289 0.2%	1,289 0.2%	1,289 0.2%	1,289 0.2%	15,470 0.2%
Fire Equipment	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	- 0.0%
Pest Control	0.0%	0.0%	0.0%	0.0%	960 0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	960 0.0%
Engineering Supplies	708 0.1%	708 0.1%	708 0.1%	708 0.1%	708 0.2%	708 0.1%	708 0.1%	708 0.1%	708 0.1%	708 0.1%	708 0.1%	708 0.1%	8,500 0.1%
Light Bulbs	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	66 0.0%	792 0.0%
Floor Coverings	273 0.0%	273 0.0%	273 0.0%	273 0.0%	273 0.0%	1,273 0.2%	273 0.0%	273 0.0%	273 0.0%	273 0.1%	273 0.0%	273 0.0%	4,279 0.1%
Locks & Keys / Signage	173 0.0%	173 0.0%	173 0.0%	173 0.0%	173 0.0%	173 0.0%	173 0.0%	173 0.0%	173 0.0%	173 0.0%	173 0.0%	173 0.0%	2,075 0.0%
Soft Furnishings	338 0.1%	338 0.1%	338 0.1%	338 0.0%	338 0.1%	338 0.0%	338 0.0%	338 0.0%	338 0.0%	338 0.1%	338 0.1%	338 0.0%	4,050 0.0%
Equipment Rental	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	417 0.1%	4,969 0.1%
Emergency Lighting	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Equipment / Repair - Furniture	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	1,500 0.0%
Equipment / Repair - Laundry	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Equipment / Repair - Health Club	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	125 0.0%	1,500 0.0%
Equipment / Repair - Office	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Equipment / Repair - Others	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	476 0.1%	5,708 0.1%
Landscaping	2,317 0.4%	- 0.0%	- 0.0%	- 0.0%	2,317 0.5%	- 0.0%	- 0.0%	2,317 0.3%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	6,250 0.1%
Water Treatment	144 0.0%	144 0.0%	144 0.0%	144 0.0%	144 0.0%	144 0.0%	144 0.0%	144 0.0%	144 0.0%	144 0.0%	144 0.0%	144 0.0%	1,738 0.0%
Waste Removal	908 0.1%	908 0.1%	908 0.1%	908 0.1%	908 0.2%	908 0.1%	908 0.1%	908 0.1%	908 0.1%	908 0.2%	908 0.1%	908 0.1%	10,894 0.1%
Window Drapes	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Swimming Pool And Chemicals	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Equipment / Repair - Kitchen	90 0.0%	90 0.0%	90 0.0%	90 0.0%	90 0.0%	90 0.0%	90 0.0%	90 0.0%	90 0.0%	90 0.0%	90 0.0%	90 0.0%	1,062 0.0%
OTHER EXPENSES													
Contract Labour	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Laundry	92 0.0%	92 0.0%	92 0.0%	92 0.0%	92 0.0%	92 0.0%	92 0.0%	92 0.0%	92 0.0%	92 0.0%	92 0.0%	92 0.0%	1,105 0.0%
Printing And Stationery	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Telecommunications	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Postage & Couriers	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Transportation	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Uniforms	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Entertainment	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Taxi & Mileage	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Licenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Dues & Subscriptions	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Other Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL R&M EXPENSES	20,793 3.3%	16,386 2.8%	16,386 2.5%	16,386 2.5%	21,693 5.0%	16,386 2.6%	16,386 2.5%	20,783 2.6%	16,366 2.5%	16,366 3.4%	16,366 2.9%	16,366 2.7%	229,484 2.8%
TOTAL OVERHEADS	30,819 4.9%	28,453 4.3%	27,547 3.5%	27,547 3.7%	31,216 7.2%	28,547 3.8%	27,732 3.7%	30,049 3.8%	28,657 3.9%	28,194 5.2%	27,732 4.4%	27,732 4.1%	344,225 4.2%
HEADCOUNT	4.0												

Dukes Hotel

UTILITIES	April	%	May	%	June	%	July	%	August	%	September	%	October	%	November	%	December	%	January	%	February	%	March	%	Total	%
Electricity	6,737	1.1%	6,956	1.1%	7,635	1.0%	9,616	1.3%	8,117	1.4%	7,594	1.0%	7,289	1.0%	7,692	1.0%	6,572	0.9%	5,902	1.1%	8,506	1.0%	6,818	1.0%	85,433	1.1%
Gas	3,378	0.5%	3,468	0.5%	3,852	0.5%	3,916	0.5%	3,095	0.7%	3,831	0.5%	3,655	0.5%	3,421	0.4%	3,296	0.4%	2,875	0.5%	3,169	0.5%	3,419	0.5%	41,395	0.5%
Water	2,899	0.5%	2,993	0.5%	3,305	0.4%	3,360	0.4%	2,874	0.7%	3,287	0.4%	3,136	0.4%	3,329	0.4%	2,828	0.4%	3,147	0.6%	2,719	0.4%	2,933	0.4%	36,809	0.5%
	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
TOTAL OVERHEADS	13,013	2.1%	13,437	2.0%	14,791	1.9%	16,891	2.3%	12,067	2.8%	14,713	1.9%	14,081	1.9%	14,442	1.8%	12,695	1.7%	11,924	2.2%	12,394	2.0%	13,170	1.9%	163,636	2.0%

AVERAGE COST PER AVAILABLE ROOM															
Available Rooms	2700	2790	2700	2790	2790	2700	2790	2700	2790	2700	2790	2790	2520	2790	32,850
Available Sold	1999	2064	2279	2317	1474	2267	2163	2296	1950	1701	1875	2023	24,408		
Electricity	2.50	2.49	2.83	3.45	2.19	2.81	2.61	2.85	2.36	2.12	2.58	2.44	2.60		
Gas	1.25	1.25	1.43	1.40	1.11	1.42	1.31	1.27	1.18	1.03	1.26	1.23	1.26		
Water	1.07	1.07	1.22	1.20	1.03	1.22	1.12	1.23	1.01	1.13	1.08	1.05	1.12		
TOTAL AVERAGE COST PER ROOM	4.82	4.82	5.48	6.05	4.33	5.45	5.05	5.35	4.55	4.27	4.92	4.72	4.98		

Dukes Hotel

FIXED COSTS	April %	May %	June %	July %	August %	September %	October %	November %	December %	January %	February %	March %	Total %
Management Fee - Base Fee	12,503 2.0%	13,180 2.0%	15,687 2.0%	14,943 2.0%	8,687 2.0%	15,146 2.0%	14,835 2.0%	15,815 2.0%	14,735 2.0%	10,857 2.0%	12,511 2.0%	13,672 2.0%	162,573 2.0%
Management Fee - Incentive Fee	19,927 3.2%	22,363 3.4%	32,194 4.1%	29,234 3.9%	7,197 1.7%	29,940 4.0%	28,637 3.9%	31,322 4.0%	26,298 3.6%	14,129 2.6%	20,464 3.3%	24,698 3.6%	286,404 3.5%
Rent	1,842 0.3%	1,842 0.3%	1,842 0.2%	1,842 0.2%	1,842 0.4%	1,842 0.2%	1,842 0.2%	1,842 0.2%	1,842 0.3%	1,842 0.3%	1,842 0.3%	1,842 0.3%	22,103 0.3%
Service Charges	600 0.1%	600 0.1%	600 0.1%	600 0.1%	600 0.1%	600 0.1%	600 0.1%	600 0.1%	600 0.1%	600 0.1%	600 0.1%	600 0.1%	7,200 0.1%
Leased Equipment	740 0.1%	740 0.1%	740 0.1%	740 0.1%	740 0.2%	740 0.1%	740 0.1%	740 0.1%	740 0.1%	740 0.1%	740 0.1%	740 0.1%	8,880 0.1%
Crown Estate Rent	26,917 4.3%	26,917 4.1%	26,917 3.4%	26,917 3.6%	26,917 6.2%	26,917 3.6%	26,917 3.6%	26,917 3.6%	26,917 3.7%	26,917 5.0%	26,917 4.3%	26,917 3.9%	323,000 4.0%
FF&E Provision	25,006 4.0%	26,361 4.0%	31,374 4.0%	29,887 4.0%	17,375 4.0%	30,292 4.0%	29,671 4.0%	31,631 4.0%	29,469 4.0%	21,715 4.0%	25,021 4.0%	27,345 4.0%	325,146 4.0%
Owners Expenses	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
Property Taxes	36,750 5.9%	36,750 5.6%	36,750 4.7%	36,750 4.9%	36,750 8.5%	36,750 4.3%	36,750 5.0%	36,750 4.6%	36,750 5.0%	36,750 6.8%	36,750 5.9%	36,750 5.4%	441,000 5.4%
Insurances	1,839 0.3%	1,839 0.3%	1,839 0.2%	1,839 0.2%	1,839 0.4%	1,839 0.2%	1,839 0.2%	1,839 0.2%	1,839 0.2%	1,839 0.3%	1,839 0.3%	1,839 0.3%	22,066 0.3%
Loan Interest	97,789 15.6%	101,048 15.3%	97,789 12.5%	101,048 13.5%	101,048 23.3%	97,789 12.9%	101,048 13.6%	97,789 12.4%	101,048 13.7%	101,048 18.6%	91,269 14.6%	101,048 14.8%	1,189,761 14.6%
Depreciation	17,614 2.8%	17,614 2.7%	17,614 2.2%	17,614 2.4%	17,614 4.1%	17,614 2.3%	17,614 2.4%	17,614 2.2%	17,614 2.4%	17,614 3.2%	17,614 2.8%	17,614 2.6%	211,385 2.6%
	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
TOTAL OVERHEADS	241,527 38.6%	249,353 37.8%	263,346 33.6%	261,414 35.0%	220,696 50.8%	259,466 34.3%	260,492 35.1%	262,858 33.2%	257,651 35.0%	294,051 43.1%	235,566 37.7%	253,064 37.0%	2,990,498 36.9%