

DUKES HOTEL LIMITED

FINANCIAL STATEMENTS January 2010

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HOTEL SUMMARY	ACTUAL	BUDGET	LAST YEAR	VAR. BUDGET	VAR. LAST YR
Available Rooms	2,790	2,790	2,790		
Occupancy %	58.8%	60.3%	58.9%	-1.5%	-0.1%
Occupied Rooms	1,625	1,674	1,622	(49)	3
Complimentary Rooms	15	8	20	7	(5)
Guests	2,134	2,203	2,143	(69)	(9)
Average Room Rate	231.82	214.60	201.99	17.21	29.83
RevPar	136.27	129.38	118.88	6.89	17.39
REVENUE					
Rooms	380,180	360,964	331,668	19,216 5.3%	48,512 14.6%
Food & Beverage	123,751	126,140	122,143	(2,389) -1.9%	1,608 1.3%
Telephone	831	1,278	1,429	(447) -35.0%	(598) -41.8%
Health Club & Spa	3,393	5,346	3,339	(1,953) -36.5%	54 1.6%
Laundry / Valet	3,387	3,108	2,268	278 9.0%	1,118 49.3%
Other Operating	3,230	4,424	4,114	(1,193) -27.0%	(884) -21.5%
TOTAL REVENUE	514,773	501,260	464,961	13,513 2.7%	49,812 10.7%
DEPARTMENT INCOME					
Rooms	255,722 49.7%	236,347 47.2%	207,113 44.5%	19,375 8.2%	48,609 23.5%
Food & Beverage	19,949 3.9%	25,615 5.1%	28,666 6.2%	(5,665) -22.1%	(8,716) -30.4%
Telephone	222 0.0%	1,023 0.2%	3,574 0.8%	(801) -78.3%	(3,353) -93.8%
Health Club & Spa	(179) 0.0%	605 0.1%	(1,667) -0.4%	(784) -129.6%	1,488 -89.3%
Laundry / Valet	(715) -0.1%	311 0.1%	360 0.1%	(1,026) -330.0%	(1,074) -298.9%
Other Operating	2,910 0.6%	2,423 0.5%	3,797 0.8%	487 20.1%	(887) -23.4%
TOTAL DEPT. INCOME	277,910 54.0%	266,324 53.1%	241,843 52.0%	11,586 4.4%	36,067 14.9%
Admin & General	45,959 8.9%	40,261 8.0%	40,949 8.8%	5,697 14.2%	5,010 12.2%
Sales & Marketing	33,676 6.5%	31,626 6.3%	33,645 7.2%	2,050 6.5%	31 0.1%
Repairs & Maintenance	27,293 5.3%	30,529 6.1%	31,820 6.8%	(3,236) -10.6%	(4,527) -14.2%
Heat Light & Power	11,146 2.2%	10,249 2.0%	13,865 3.0%	896 8.7%	(2,719) -19.6%
TOTAL OVERHEAD DEPT.	118,073 22.9%	112,666 22.5%	120,278 25.9%	5,407 4.8%	(2,205) -1.8%
GROSS OPERATING PROFIT	159,836 31.0%	153,657 30.7%	121,564 26.1%	6,179 4.0%	38,272 31.5%
Insurance	1,857 0.4%	5,194 1.0%	(3,926) -0.8%	(3,337) -64.3%	5,783 -147.3%
Rates	32,242 6.3%	32,258 6.4%	30,165 6.5%	(16) 0.0%	2,077 6.9%
Rent & Service Charges	40,716 7.9%	26,701 5.3%	22,967 4.9%	14,014 52.5%	17,749 77.3%
Lease Equipment	750 0.1%	0 0.0%	0 0.0%	750 0.0%	750 0.0%
Management Fees	22,192 4.3%	21,376 4.3%	18,595 4.0%	817 3.8%	3,598 19.3%
FF&E Reserves	20,552 4.0%	20,050 4.0%	18,598 4.0%	501 2.5%	1,953 10.5%
Other Fixed Costs	592 0.1%	- 0.0%	4,852 1.0%	592 0.0%	(4,260) -87.8%
EBITDA	40,936 8.0%	48,078 9.6%	30,314 6.5%	(5,232) -14.9%	11,913 35.0%
Depreciation	16,775 3.3%	17,167 3.4%	34,600 7.4%	(392) -2.3%	(17,825) -51.5%
Interest	84,750 16.5%	79,620 15.9%	86,356 18.6%	5,130 6.4%	(1,606) -1.9%
NET PROFIT	(60,589) -11.8%	(48,708) -9.7%	(90,642) -19.5%	(9,970) 24.4%	31,344 -33.2%

Dukes Hotel Limited: Year-to-date January 2010

HOTEL SUMMARY	ACTUAL	BUDGET	LAST YEAR	VAR. BUDGET	VAR. LAST YR
Available Rooms	27,540	27,540	27,540		
Occupancy %	71.6%	74.5%	73.3%	-2.8%	-1.7%
Occupied Rooms	19,576	20,359	20,007	(783)	(431)
Complimentary Rooms	154	152	191	2	(37)
Guests	27,345	26,924	26,324	421	1,021
Average Room Rate	247.04	232.25	236.56	14.79	10.48
RevPar	176.98	172.97	173.50	4.01	3.49
REVENUE					
Rooms	4,874,149	4,763,719	4,778,061	110,431 2.3%	96,088 2.0%
Food & Beverage	1,423,726	1,487,894	1,394,444	(64,168) -4.3%	29,282 2.1%
Telephone	15,733	19,792	31,464	(4,059) -20.5%	(15,731) -50.0%
Health Club & Spa	38,729	52,377	36,513	(13,648) -26.1%	2,215 6.1%
Laundry / Valet	36,178	36,344	41,427	(165) -0.5%	(5,248) -12.7%
Other Operating	38,118	54,786	38,965	(16,669) -30.4%	(847) -2.2%
TOTAL REVENUE	6,426,633	6,414,911	6,320,874	11,722 0.2%	105,759 1.7%
DEPARTMENT INCOME					
Rooms	3,528,233 54.9%	3,426,847 53.4%	3,360,494 53.2%	101,386 3.0%	167,738 5.0%
Food & Beverage	405,275 6.3%	430,591 6.7%	332,228 5.3%	(25,317) -5.9%	73,047 22.0%
Telephone	(8,280) -0.1%	14,854 0.2%	6,968 0.1%	(23,134) -155.7%	(15,248) -218.8%
Health Club & Spa	(4,572) -0.1%	5,246 0.1%	(12,003) -0.2%	(9,818) -187.1%	7,431 -61.9%
Laundry / Valet	6,875 0.1%	3,053 0.0%	7,070 0.1%	3,822 125.2%	(194) -2.7%
Other Operating	33,506 0.5%	32,887 0.5%	32,183 0.5%	619 1.9%	1,323 4.1%
TOTAL DEPT. INCOME	3,961,038 61.6%	3,913,478 61.0%	3,726,940 59.0%	47,559 1.2%	234,097 6.3%
Admin & General	501,629 7.8%	417,045 6.5%	459,113 7.3%	84,584 20.3%	42,516 9.3%
Sales & Marketing	320,493 5.0%	317,487 4.9%	381,132 6.0%	3,007 0.9%	(60,639) -15.9%
Repairs & Maintenance	279,064 4.3%	299,747 4.7%	314,310 5.0%	(20,682) -6.9%	(35,245) -11.2%
Heat Light & Power	127,798 2.0%	128,190 2.0%	111,196 1.8%	(392) -0.3%	16,602 14.9%
TOTAL OVERHEAD DEPT.	1,228,985 19.1%	1,162,468 18.1%	1,265,751 20.0%	66,517 5.7%	(36,766) -2.9%
GROSS OPERATING PROFIT	2,732,053 42.5%	2,751,010 42.9%	2,461,190 38.9%	(18,958) -0.7%	270,863 11.0%
Insurance	18,392 0.3%	51,940 0.8%	13,427 0.2%	(33,548) -64.6%	4,965 37.0%
Rates	326,778 5.1%	322,578 5.0%	307,678 4.9%	4,200 1.3%	19,100 6.2%
Rent & Service Charges	270,333 4.2%	265,318 4.1%	229,667 3.6%	5,015 1.9%	40,666 17.7%
Lease Equipment	6,768 0.1%	- 0.0%	- 0.0%	6,768 0.0%	6,768 0.0%
Management Fees	335,484 5.2%	336,853 5.3%	319,490 5.1%	(1,369) -0.4%	15,994 5.0%
FF&E Reserves	257,144 4.0%	256,596 4.0%	249,581 3.9%	547 0.2%	7,563 3.0%
Other Fixed Costs	41,136 0.6%	- 0.0%	35,941 0.6%	41,136 0%	5,195 14.5%
EBITDA	1,476,019 23.0%	1,517,725 23.7%	1,305,407 20.7%	(41,706) -2.7%	170,612 13.1%
Depreciation	167,750 2.6%	171,275 2.7%	344,700 5.5%	(3,525) -2.1%	(176,950) -51.3%
Interest	838,806 13.1%	785,924 12.3%	860,605 13.6%	52,882 6.7%	(21,799) -2.5%
NET PROFIT	469,463 7.3%	560,526 8.7%	100,102 1.6%	(91,063) -16.2%	369,361 369.0%

HEADCOUNT ANALYSIS	ACTUAL	%	BUDGET	%	ACTUAL	BUDGET	VARIANCE
REVENUES							
Rooms	380,180		360,964				
Food & Beverage	123,751		126,140				
Telephone	831		1,278				
Health Club	3,393		5,346				
Laundry / Valet	3,387		3,108				
Other Operating Departments	3,230		4,424				
Total Revenue	514,773		501,260				
LABOUR & BENEFITS as % OF DEPARTMENTAL REVENUE							
Rooms	77,598	20.4%	80,930	22.4%	50.5	52.2	(1.7)
Food & Beverage	63,609	51.4%	60,658	48.1%	35.8	34.3	1.5
Telephone	0	0.0%	0	0.0%	0.0	0.0	0.0
Health Club	3,218	94.8%	3,207	60.0%	1.7	1.8	(0.1)
LABOUR & BENEFITS as % OF TOTAL REVENUE							
Administration & General	27,532	5.3%	20,604	4.1%	5.3	5.3	0.0
Sales & Marketing	0	0.0%	0	0.0%	0.0	0.0	0.0
Repairs & Maintenance	7,593	1.5%	9,544	1.9%	4.0	4.2	(0.2)
Total Labour	179,549	34.9%	174,943	34.9%	97.3	97.7	(0.4)
SALES PER EMPLOYEE PER MONTH							
Rooms	7,531		6,920				
Food & Beverage	3,458		3,683				
Telephone	0		0				
Health Club	1,984		2,970				
Total Hotel	5,292		5,130				

HEADCOUNT ANALYSIS	ACTUAL	%	BUDGET	%	ACTUAL	BUDGET	VARIANCE
REVENUES							
Rooms	4,874,149		4,763,719				
Food & Beverage	1,423,726		1,487,894				
Telephone	15,733		19,792				
Health Club	38,729		52,377				
Laundry / Valet	36,178		36,344				
Other Operating Departments	38,118		54,786				
Total Revenue	6,426,633		6,414,911				
LABOUR & BENEFITS as % OF DEPARTMENTAL REVENUE							
Rooms	768,041	15.8%	795,617	16.7%	50.3	52.2	(1.8)
Food & Beverage	574,521	40.4%	593,865	39.9%	35.0	34.3	0.8
Telephone	0	0.0%	0	0.0%	0.0	0.0	0.0
Health Club	31,976	82.6%	31,813	60.7%	1.8	1.8	(0.0)
LABOUR & BENEFITS as % OF TOTAL REVENUE							
Administration & General	222,527	3.5%	208,063	3.2%	5.2	5.3	(0.1)
Sales & Marketing	0	0.0%	0	0.0%	0.0	0.0	0.0
Repairs & Maintenance	88,206	1.4%	93,694	1.5%	4.0	4.2	(0.2)
Total Labour	1,685,271	26.2%	1,723,053	26.9%	96.3	97.7	(1.4)
SALES PER EMPLOYEE PER MONTH							
Rooms	96,830		91,329				
Food & Beverage	40,666		43,442				
Telephone	0		0				
Health Club	21,905		29,098				
Total Hotel	66,746		65,653				

Dukes Hotel Limited

BALANCE SHEET	Opening Balance	Balance	Movement	Closing Balance
	March 2009	Previous Month	January 2010	January 2010
FIXED ASSETS				
Land / Hotels	5,000,000	5,000,000	-	5,000,000
Land / Hotels Improvement	-	-	-	-
Revaluation Reserves	-	-	-	-
Buildings Costs	10,650,836	10,653,523	-	10,653,523
Furniture And Fixtures	3,603,599	3,553,274	-	3,553,274
Antiques & Artwork	193,874	193,874	-	193,874
Machinery And Equipment	3,436,204	3,479,477	7,089	3,486,566
Information Systems Equipment	354,295	389,574	-	389,574
Construction In Progress	-	-	-	-
A.D. Land / Hotels	-	-	-	-
A.D. Building Costs	(15,091)	(15,091)	-	(15,091)
A.D. Furniture And Fixtures	(2,460,517)	(2,561,167)	(16,775)	(2,577,942)
A.D. Machinery & Equipment	(2,683,468)	(2,683,468)	-	(2,683,468)
A.D. Information Systems Equipment	(331,695)	(331,695)	-	(331,695)
TOTAL FIXED ASSETS	17,748,037	17,678,301	(9,686)	17,668,615
INVESTMENTS				
Investments	-	-	-	-
TOTAL INVESTMENTS	0	0	0	0
CURRENT ASSETS				
Bank	136,406	371,981	(249,315)	122,667
Inventory	162,833	187,946	(14,302)	173,644
Accounts Receivable	460,676	310,042	50,012	360,053
Prepayments	134,333	149,779	(36,658)	113,121
TOTAL CURRENT ASSETS	894,247	1,019,748	(250,263)	769,485
TOTAL ASSETS	18,642,284	18,698,050 -	259,949	18,438,100
LIABILITIES				
Trade Creditors	(446,249)	(460,232)	(810)	(461,042)
Other Creditors	(16,312)	(23,796)	(54,207)	(78,003)
Tax & National Insurance	(44,533)	9,563	(40,675)	(31,112)
Accruals	(384,448)	(410,629)	257,252	(153,377)
TOTAL CURRENT LIABILITIES	(891,541)	(885,094)	161,559	(723,535)
LONG TERM LIABILITIES				
Bank Loans	-	-	-	-
Shareholder Loan	(15,180,994)	(14,476,562)	58,353	(14,418,209)
-	-	-	-	-
TOTAL LONG TERM DEBTS	(15,180,994)	(14,476,562)	58,353	(14,418,209)
RESERVES				
Capital Stock	-	-	-	-
FF&E Reserve	-	(236,592)	(20,552)	(257,144)
Retained Earnings	(13,607)	(469,649)	-	(469,649)
Retained Earnings (Current Year)	(456,042)	(530,052)	60,589	(469,463)
Share Premium	(2,100,100)	(2,100,100)	-	(2,100,100)
TOTAL RESERVES	(2,569,749)	(3,336,393)	40,037	(3,296,356)
TOTAL LIABILITIES	(18,642,284)	(18,698,050)	259,949	(18,438,100)

Dukes Hotel Limited

ACTUAL/FORECAST	Apr 2009	May 2009	Jun 2009	Jul 2009	Aug 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	Total	Budget	Last Year
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Forecast	Forecast	2009/2010	2009/2010	2008/2009
Available Rooms	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	32,850	32,850
Occupancy %	74.00%	70.43%	78.85%	79.82%	49.00%	81.41%	73.12%	83.19%	68.82%	58.78%	73.33%	68.78%	71.53%	74.05%	72.63%
Occupied Rooms	1,998	1,965	2,129	2,227	1,367	2,198	2,040	2,246	1,920	1,640	1,848	1,919	23,497	24,324	23,859
Average Room Rate	220.56	232.85	273.00	240.85	220.88	256.54	263.17	253.57	263.52	231.82	238.57	252.91	246.86	231.74	233.67
RevPar	163.22	164.00	215.26	192.25	108.22	208.84	192.42	210.93	181.35	136.27	174.95	173.96	176.57	171.60	169.72
Revenue															
Rooms	440,687	457,554	581,208	536,379	301,937	563,866	536,862	569,523	505,953	380,180	440,886	485,343	5,800,378	5,636,940	5,575,220
Food & Beverage	128,614	128,778	142,246	137,473	93,300	152,202	156,280	163,926	197,155	123,751	116,479	152,229	1,692,434	1,781,602	1,647,532
Telephone	2,468	1,854	2,686	1,972	1,116	1,298	1,488	1,099	921	831	1,362	1,536	18,631	22,690	36,180
Health Club	3,551	3,787	4,081	5,035	3,783	4,093	4,520	3,171	3,316	3,393	4,954	4,016	47,699	65,347	44,976
Valet/Laundry	2,442	2,977	4,858	3,998	1,936	4,403	4,940	3,387	2,542	3,887	2,985	2,985	41,975	43,390	46,680
Other Operating Depts	2,991	2,826	3,606	3,508	1,488	5,535	4,880	5,232	4,821	3,230	4,713	5,315	48,146	64,814	54,357
Total Revenue	580,753	597,776	738,684	688,365	403,560	731,037	709,087	747,891	714,707	514,773	571,206	651,424	7,649,262	7,614,783	7,404,945
Rooms	(135,228)	(136,229)	(152,810)	(121,038)	(147,918)	(134,020)	(134,666)	(135,408)	(124,143)	(124,458)	(124,212)	(136,757)	(1,606,886)	(1,597,841)	(1,716,933)
Food & Beverage Inc A & C	(97,482)	(100,086)	(95,610)	(104,559)	(83,557)	(105,012)	(97,976)	(107,990)	(122,379)	(103,802)	(102,176)	(111,241)	(1,231,868)	(1,270,719)	(1,279,468)
Telephone	(1,712)	(2,359)	(828)	(5,196)	(1,498)	(8,533)	(1,725)	(707)	(845)	(610)	(272)	(307)	(24,592)	(5,517)	(31,231)
Health Club	(3,432)	(3,435)	(4,054)	(5,317)	(4,546)	(5,021)	(5,464)	(4,710)	(3,749)	(3,572)	(5,261)	(5,096)	(53,657)	(57,488)	(57,283)
Valet/Laundry	(2,466)	(2,568)	(3,053)	(3,155)	(1,570)	(3,004)	(4,402)	(3,077)	(1,906)	(4,102)	(2,980)	(3,361)	(35,645)	(39,632)	(38,628)
Other Operating Depts	124	605	(485)	(277)	(4,727)	(1,457)	(202)	2,519	(392)	(320)	(2,132)	(2,404)	(9,147)	(26,435)	(11,265)
Departmental Income															
Rooms	305,459	321,326	428,398	415,341	154,019	429,846	402,196	434,115	381,810	255,722	316,674	348,586	4,193,492	4,039,099	3,858,287
Food & Beverage	31,133	28,692	46,636	32,914	9,744	47,190	58,304	55,936	74,775	19,949	14,303	40,988	460,566	510,883	368,064
Telephone	756	(505)	1,858	(3,224)	(382)	(7,235)	(237)	392	76	222	1,090	1,229	(5,961)	17,172	4,949
Health Club	119	352	27	(283)	(763)	(928)	(945)	(1,538)	(433)	(179)	(307)	(1,080)	(5,959)	7,860	(12,307)
Valet/Laundry	(25)	409	1,805	843	365	1,038	655	1,863	636	(715)	(169)	(377)	6,330	3,758	8,052
Other Operating Depts	3,115	3,431	3,121	3,231	(3,239)	4,079	4,678	7,751	4,430	2,910	2,581	2,911	38,999	38,380	43,092
Total Dept. Income	340,557	353,704	481,846	448,823	159,743	473,991	464,851	498,519	461,294	277,910	334,172	392,258	4,687,467	4,617,151	4,270,137
Deductions From Income															
Admin & General	(39,750)	(38,315)	(33,494)	(57,359)	(32,837)	(54,334)	(43,798)	(69,675)	(86,109)	(45,959)	(41,955)	(44,972)	(588,556)	(495,972)	(513,549)
Sales & Marketing	(32,851)	(35,877)	(25,253)	(31,835)	(33,749)	(29,303)	(27,219)	(28,976)	(41,754)	(33,676)	(30,985)	(30,985)	(382,463)	(380,739)	(471,981)
Repairs And Maintenance	(24,276)	(20,414)	(25,614)	(30,348)	(24,401)	(33,050)	(31,209)	(33,570)	(28,890)	(27,293)	(29,830)	(31,008)	(339,903)	(360,585)	(388,036)
Heat, Light And Power	(8,900)	(7,400)	(14,271)	(4,058)	(10,755)	(39,223)	(7,632)	(10,331)	(14,083)	(11,146)	(11,585)	(12,949)	(152,332)	(152,723)	(126,039)
Total Deductions	(105,777)	(102,006)	(98,631)	(123,599)	(101,741)	(155,910)	(109,858)	(142,552)	(170,836)	(118,073)	(114,355)	(119,914)	(1,463,254)	(1,390,020)	(1,499,606)
Gross Operating Profit	234,779	251,699	383,214	325,224	58,002	318,081	354,793	355,967	290,458	159,836	219,817	272,343	3,224,213	3,227,131	2,770,531
Other Deductions															
Insurance	(1,811)	(1,811)	(1,811)	(1,894)	(1,839)	(1,845)	(1,845)	(1,845)	(1,833)	(1,857)	(1,839)	(1,839)	(22,070)	(62,328)	(17,155)
Rent & Service Charge	(25,005)	(25,005)	(25,555)	(26,939)	(25,379)	(25,548)	(25,492)	(25,492)	(25,202)	(40,716)	(31,817)	(31,817)	(333,968)	(318,721)	(275,050)
Rates	(32,258)	(35,840)	(32,241)	(32,258)	(31,074)	(32,262)	(34,140)	(32,242)	(32,242)	(32,242)	(32,258)	(32,258)	(391,293)	(387,693)	(363,456)
FF&E Reserves	(23,230)	(23,911)	(29,665)	(27,535)	(16,142)	(29,241)	(28,363)	(29,916)	(28,588)	(20,532)	(22,848)	(26,057)	(306,049)	(304,591)	0
Management Fees	(29,468)	(30,845)	(44,163)	(38,539)	(11,912)	(38,750)	(41,283)	(42,091)	(36,241)	(22,192)	(29,157)	(34,963)	(399,603)	(396,740)	(358,850)
Ownes Expense	(3,382)	3,382	0	5,083	0	0	(41,210)	0	(4,417)	(592)	0	0	(41,136)	0	(51,106)
Lease Equipment	0	(840)	(740)	(740)	(740)	(740)	(740)	(740)	(740)	(740)	(740)	(740)	(8,285)	0	0
EBITDA	119,624	136,829	249,040	202,402	(29,085)	189,715	181,721	223,642	161,194	40,936	101,159	144,670	1,721,847	1,757,658	1,704,914
Interest	(77,051)	(79,620)	(90,437)	(81,490)	(81,490)	(86,936)	(87,575)	(84,750)	(84,706)	(84,750)	(85,185)	(94,312)	(1,018,303)	(937,459)	(1,047,580)
Depreciation	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(201,300)	(205,608)	(201,291)
Disposal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit	25,798	40,434	141,827	104,137	(127,350)	86,004	77,371	122,117	59,713	(60,589)	(801)	33,583	502,244	614,591	456,042

Dukes Hotel Limited

ACTUAL/BUDGET	Apr 2009	May 2009	Jun 2009	Jul 2009	Aug 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	Total	Budget	Last Year
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Budget	2009/2010	2009/2010	2008/2009
Available Rooms	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	32,850	32,850
Occupancy %	74.00%	70.43%	78.85%	79.82%	49.00%	81.41%	73.12%	83.19%	68.82%	60.29%	71.11%	72.44%	71.80%	74.05%	72.63%
Occupied Rooms	1,998	1,965	2,129	2,227	1,367	2,198	2,040	2,246	1,920	1,682	1,792	2,021	23,585	24,324	23,859
Average Room Rate	220.56	232.85	273.00	240.85	220.88	256.54	263.17	253.57	263.52	214.60	228.10	229.82	242.87	231.74	233.67
RevPar	163.22	164.00	215.26	192.25	108.22	208.84	192.42	210.93	181.35	129.38	162.20	166.48	174.37	171.60	169.72
Revenue															
Rooms	440,687	457,554	581,208	536,379	301,937	563,866	536,862	569,523	505,953	360,964	408,753	464,469	5,728,154	5,636,940	5,575,220
Food & Beverage	128,614	128,778	142,246	137,473	93,300	152,202	156,280	163,926	197,155	126,140	141,479	152,229	1,719,823	1,781,602	1,647,532
Telephone	2,468	1,854	2,686	1,972	1,116	1,298	1,488	1,099	921	1,278	1,362	1,536	19,078	22,690	36,180
Healths Club	3,551	3,787	4,081	5,035	3,783	4,093	4,520	3,171	3,316	5,346	6,954	6,016	53,652	65,347	44,976
Valet/Laundry	2,442	2,977	4,858	3,998	1,936	4,043	5,057	4,940	3,108	3,108	3,312	3,735	42,947	43,390	46,680
Other Operating Depts	2,991	2,826	3,606	3,508	1,488	5,535	4,880	5,232	4,821	4,424	4,713	5,315	49,339	64,814	54,357
Total Revenue	580,753	597,776	738,684	688,365	403,560	731,037	709,087	747,891	714,707	501,260	566,573	633,299	7,612,992	7,614,783	7,404,945
Rooms	(135,228)	(136,229)	(152,810)	(121,038)	(147,918)	(134,020)	(134,666)	(135,408)	(124,143)	(124,617)	(124,212)	(136,757)	(1,607,044)	(1,597,841)	(1,716,933)
Food & Beverage Inc A & C	(97,482)	(100,086)	(95,610)	(104,559)	(83,557)	(105,012)	(97,976)	(107,990)	(122,379)	(100,525)	(102,176)	(111,241)	(1,228,591)	(1,270,719)	(1,279,468)
Telephone	(1,712)	(2,359)	(828)	(5,196)	(1,498)	(8,533)	(1,725)	(707)	(845)	(256)	(272)	(307)	(24,238)	(5,317)	(31,231)
Healths Club	(3,432)	(3,435)	(4,054)	(4,564)	(5,317)	(4,546)	(4,710)	(3,749)	(4,741)	(5,261)	(5,261)	(5,096)	(54,826)	(57,488)	(57,283)
Valet/Laundry	(2,466)	(2,568)	(3,053)	(3,155)	(1,570)	(3,004)	(4,402)	(3,077)	(1,906)	(2,798)	(2,980)	(3,361)	(34,341)	(39,632)	(38,628)
Other Operating Depts	124	605	(485)	(277)	(4,727)	(1,457)	(202)	2,519	(392)	(2,001)	(2,132)	(2,404)	(10,827)	(26,435)	(11,265)
Departmental Income													0		
Rooms	305,459	321,326	428,398	415,341	154,019	429,846	402,196	434,115	381,810	236,347	284,541	327,711	4,121,110	4,039,099	3,858,287
Food & Beverage	31,133	28,692	46,636	32,914	9,744	47,190	58,304	55,936	74,775	25,615	39,303	40,988	491,231	510,883	368,064
Telephone	756	(505)	1,858	(3,224)	(382)	(7,235)	(237)	392	76	1,023	1,080	1,229	(5,160)	17,172	4,949
Healths Club	119	352	27	(283)	(763)	(928)	(945)	(1,538)	(433)	605	1,693	920	(1,174)	7,860	(12,307)
Valet/Laundry	(25)	409	1,805	843	365	1,038	655	1,863	636	311	331	373	8,606	3,758	8,052
Other Operating Depts	3,115	3,431	3,121	3,231	(3,239)	4,079	4,678	7,751	4,430	2,423	2,581	2,911	38,512	38,380	43,092
Total Dept. Income	340,557	353,704	481,846	448,823	159,743	473,991	464,651	498,519	461,294	266,324	329,539	374,133	4,653,124	4,617,151	4,270,137
Deductions From Income															
Admin & General	(39,750)	(38,315)	(33,494)	(57,359)	(32,837)	(54,334)	(63,798)	(69,675)	(86,109)	(60,261)	(37,955)	(40,972)	(374,858)	(495,972)	(513,549)
Salos & Marketing	(32,851)	(35,877)	(25,253)	(31,835)	(33,749)	(29,303)	(27,219)	(28,976)	(41,754)	(31,626)	(31,626)	(31,626)	(381,696)	(380,739)	(471,981)
Repairs And Maintenance	(24,276)	(20,414)	(25,614)	(30,348)	(24,401)	(33,050)	(31,209)	(33,570)	(28,890)	(30,529)	(29,830)	(31,008)	(343,140)	(360,585)	(388,036)
Heat, Light And Power	(8,900)	(7,400)	(14,271)	(4,058)	(10,755)	(39,223)	(7,632)	(10,331)	(14,083)	(10,249)	(11,585)	(12,949)	(151,435)	(152,723)	(126,039)
Total Deductions	(105,777)	(102,006)	(96,631)	(123,599)	(101,741)	(155,910)	(109,858)	(142,552)	(170,836)	(112,666)	(110,996)	(116,555)	(1,451,129)	(1,390,620)	(1,499,606)
Gross Operating Profit	234,779	251,699	383,214	325,224	58,002	318,081	354,793	355,967	290,458	153,657	218,543	257,578	3,201,995	3,227,131	2,770,531
Other Deductions															
Insurance	(1,811)	(1,811)	(1,811)	(1,894)	(1,839)	(1,845)	(1,845)	(1,845)	(1,833)	(5,194)	(5,194)	(5,194)	(32,117)	(62,328)	(17,155)
Rent & Service Charge	(25,005)	(25,005)	(25,555)	(26,939)	(25,379)	(25,548)	(25,492)	(25,492)	(25,202)	(26,701)	(26,701)	(26,701)	(309,722)	(318,721)	(275,050)
Rates	(32,258)	(35,840)	(32,241)	(32,258)	(31,074)	(32,242)	(34,140)	(32,242)	(32,242)	(32,258)	(32,258)	(32,258)	(391,309)	(387,093)	(363,456)
FF&E Reserves	(23,230)	(23,911)	(29,665)	(27,535)	(16,142)	(29,241)	(28,363)	(29,916)	(28,588)	(20,050)	(22,663)	(25,332)	(304,637)	(304,591)	0
Management Fees	(29,468)	(30,845)	(44,163)	(38,539)	(11,912)	(38,750)	(41,283)	(42,091)	(36,241)	(21,376)	(27,768)	(32,119)	(394,554)	(396,740)	(338,850)
Owners Expense	(3,382)	3,382	0	5,083	0	0	0	0	(4,417)	0	0	0	(40,544)	0	(51,106)
Lease Equipment	0	(840)	(740)	(740)	(740)	(740)	(740)	(740)	(740)	0	0	0	(6,018)	0	0
EBITDA	119,624	136,829	249,040	202,402	(29,085)	189,715	181,721	223,642	161,194	48,078	103,959	135,974	1,723,094	1,757,658	1,704,914
Interest	(77,051)	(79,620)	(90,437)	(81,490)	(81,490)	(86,936)	(87,575)	(84,750)	(84,706)	(79,620)	(71,915)	(79,620)	(985,211)	(937,459)	(1,047,580)
Depreciation	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(16,775)	(17,167)	(17,167)	(17,167)	(202,475)	(205,608)	(201,291)
Disposal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit	25,798	40,434	141,827	104,137	(127,350)	86,004	77,371	122,117	59,713	(48,708)	14,878	39,187	535,409	614,591	456,042

Dukes Hotel Limited

MONTH			HOTEL SUMMARY	YEAR TO DATE			FULL YEAR ACTUAL/BUDGET										
Actual	%	Budget		%	Last Year	%	Actual	%	Budget	%	Last Year	%					
2,790		2,790		2,790		27,540		27,540		27,540		32,850		32,850		32,850	
1,640		1,682		1,642		19,730		20,511		20,198		23,543		24,324		23,859	
58.8%		60.3%		58.9%		71.6%		74.5%		73.3%		71.7%		74.0%		72.6%	
231.82		214.60		201.99		247.04		232.25		236.56		244.12		231.74		233.67	
136.27		129.38		118.88		176.98		172.97		173.50		174.96		171.60		169.72	
REVENUES																	
380,180	73.9%	360,964	72.0%	331,668	71.3%	4,874,149	75.8%	4,763,719	74.3%	4,778,061	75.6%	5,747,371	75.4%	5,636,940	74.0%	5,575,220	75.3%
123,751	24.0%	126,140	25.2%	122,143	26.3%	1,423,726	22.2%	1,487,894	23.2%	1,394,444	22.1%	1,717,434	22.5%	1,781,602	23.4%	1,647,532	22.2%
831	0.2%	1,278	0.3%	1,429	0.3%	15,733	0.2%	19,792	0.3%	31,464	0.5%	18,631	0.2%	22,690	0.3%	36,180	0.5%
3,393	0.7%	5,346	1.1%	3,339	0.7%	38,729	0.6%	52,377	0.8%	36,513	0.6%	51,699	0.7%	65,347	0.9%	44,976	0.6%
3,387	0.7%	3,108	0.6%	2,268	0.5%	36,178	0.6%	36,344	0.6%	41,427	0.7%	43,225	0.6%	43,390	0.6%	46,680	0.6%
3,230	0.6%	4,424	0.9%	4,114	0.9%	38,118	0.6%	54,786	0.9%	38,965	0.6%	48,146	0.6%	64,814	0.9%	54,357	0.7%
514,773	100.0%	501,260	100.0%	464,961	100.0%	6,426,633	100.0%	6,414,911	100.0%	6,320,874	100.0%	7,626,505	100.0%	7,614,783	100.0%	7,404,945	100.0%
COST OF SALES																	
34,360	27.8%	33,862	26.8%	29,289	24.0%	360,326	25.3%	398,874	26.8%	388,847	27.9%	438,937	25.6%	477,485	26.8%	456,501	27.7%
610	73.3%	256	20.0%	(2,145)	###	24,013	152.6%	4,938	24.9%	24,496	77.9%	24,592	132.0%	5,517	24.3%	31,231	86.3%
334	9.9%	770	14.4%	839	25.1%	5,218	13.5%	7,878	15.0%	5,409	14.8%	7,295	14.1%	9,985	15.2%	6,456	14.4%
4,102	121.1%	2,798	90.0%	1,909	84.2%	29,303	81.0%	33,290	91.6%	34,357	82.9%	35,645	82.5%	39,632	91.3%	38,628	82.8%
320	0.0%	2,001	0.0%	317	0.0%	4,576	0.0%	21,899	0.0%	6,781	0.0%	9,111	0.0%	26,435	0.0%	11,265	0.0%
39,726	7.7%	39,686	7.9%	30,208	6.5%	423,471	6.6%	466,879	7.3%	459,891	7.3%	515,616	6.8%	559,024	7.3%	544,081	7.3%
PAYROLL & RELATED EXP.																	
77,598	20.4%	80,930	22.4%	71,022	21.4%	768,041	15.8%	795,617	16.7%	788,495	16.5%	930,145	16.2%	957,721	17.0%	950,568	17.0%
63,609	51.4%	60,658	48.1%	59,422	48.6%	574,521	40.4%	593,865	39.9%	615,620	44.1%	696,015	40.5%	715,359	40.2%	744,989	45.2%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
3,218	94.8%	3,207	60.0%	4,216	126.3%	31,976	82.6%	31,813	60.7%	42,358	116.0%	38,396	74.3%	38,233	58.5%	49,989	111.1%
-	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%
144,424	28.1%	144,794	28.9%	134,660	29.0%	1,374,538	21.4%	1,421,295	22.2%	1,446,474	22.9%	1,664,556	21.8%	1,711,314	22.5%	1,745,545	23.6%
OPERATING EXPENSES																	
46,860	12.3%	43,687	12.1%	53,533	16.1%	577,876	11.9%	541,254	11.4%	629,072	13.2%	676,741	11.8%	640,120	11.4%	766,365	13.7%
5,833	4.7%	6,005	4.8%	4,765	3.9%	83,606	5.9%	64,563	4.3%	57,749	4.1%	96,917	5.6%	77,875	4.4%	77,978	4.7%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
20	0.6%	764	14.3%	(49)	-1.5%	6,106	15.8%	7,440	14.2%	749	2.1%	7,966	15.4%	9,300	14.2%	838	1.9%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
52,714	10.2%	50,456	10.1%	58,250	12.5%	667,588	10.4%	613,258	9.6%	687,569	10.9%	781,624	10.2%	727,295	9.6%	845,181	11.4%

Dukes Hotel Limited

MONTH						HOTEL SUMMARY	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						DEPARTMENTAL INCOME												
255,722	67.3%	236,347	65.5%	207,113	62.4%	Rooms	3,528,233	72.4%	3,426,847	71.9%	3,360,494	70.3%	4,140,485	72.0%	4,039,099	71.7%	3,858,287	69.2%
19,949	16.1%	25,615	20.3%	28,666	23.5%	Food and Beverage	405,274	28.5%	430,591	28.9%	332,228	23.8%	485,565	28.3%	510,883	28.7%	368,064	22.3%
222	26.7%	1,023	80.0%	3,574	250.1%	Telephone	(8,280)	-52.6%	14,854	75.1%	6,968	22.1%	(5,961)	-32.0%	17,172	75.7%	4,949	13.7%
(179)	-5.3%	605	11.3%	(1,667)	-49.9%	SPA & Health Club	(4,572)	-11.8%	5,246	10.0%	(12,003)	-32.9%	(1,958)	-3.8%	7,860	12.0%	(12,307)	-27.4%
(715)	-21.1%	311	10.0%	360	15.8%	Laundry & Valet	6,875	19.0%	3,053	8.4%	7,070	17.1%	7,580	17.5%	3,758	8.7%	8,052	17.2%
2,910	90.1%	2,423	54.8%	3,797	92.3%	Other Operating Departments	33,506	87.9%	32,887	60.0%	32,183	82.6%	38,999	81.0%	38,380	59.2%	43,092	79.3%
277,910	54.0%	266,324	53.1%	241,843	52.0%	TOTAL DEPARTMENT INCOME	3,961,037	61.6%	3,913,478	61.0%	3,726,940	59.0%	4,664,709	61.2%	4,617,151	60.6%	4,270,137	57.7%
						PAYROLL & RELATED EXP.												
24,359	4.7%	17,479	3.5%	18,778	4.0%	Administration & General	190,489	3.0%	177,381	2.8%	178,872	2.8%	225,496	3.0%	212,388	2.8%	216,614	2.9%
3,173	0.6%	3,126	0.6%	(646)	-0.1%	Human Resources	32,039	0.5%	30,683	0.5%	36,167	0.6%	38,296	0.5%	36,940	0.5%	38,820	0.5%
-	0.0%	-	0.0%	-	0.0%	Sales & Marketing	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
7,593	1.5%	9,544	1.9%	8,024	1.7%	Repairs & Maintenance	88,206	1.4%	93,694	1.5%	90,741	1.4%	107,323	1.4%	112,812	1.5%	108,846	1.5%
35,125	6.8%	30,148	6.0%	26,155	5.6%	TOTAL PAYROLL & RELATED EXP.	310,733	4.8%	301,758	4.7%	305,780	4.8%	371,115	4.9%	362,140	4.8%	364,280	4.9%
						OPERATING EXPENSES												
13,374	2.6%	14,139	2.8%	19,691	4.2%	Administration & General	202,942	3.2%	169,366	2.6%	200,681	3.2%	235,068	3.1%	201,492	2.6%	209,257	2.8%
5,053	1.0%	5,518	1.1%	3,126	0.7%	Human Resources	76,159	1.2%	39,616	0.6%	43,393	0.7%	81,696	1.1%	45,153	0.6%	48,857	0.7%
33,676	6.5%	31,626	6.3%	33,645	7.2%	Sales & Marketing	320,493	5.0%	317,487	4.9%	381,132	6.0%	383,746	5.0%	380,739	5.0%	471,981	6.4%
19,700	3.8%	20,986	4.2%	23,797	5.1%	Repairs & Maintenance	190,859	3.0%	206,052	3.2%	223,569	3.5%	232,580	3.0%	247,773	3.3%	279,190	3.8%
11,146	2.2%	10,249	2.0%	13,865	3.0%	Utility Costs	127,798	2.0%	128,190	2.0%	111,196	1.8%	152,332	2.0%	152,723	2.0%	126,039	1.7%
82,948	16.1%	82,518	16.5%	94,123	20.2%	TOTAL OPERATING EXPENSES	918,252	14.3%	860,711	13.4%	959,971	15.2%	1,085,421	14.2%	1,027,880	13.5%	1,135,326	15.3%
118,073	22.9%	112,666	22.5%	120,278	25.9%	TOTAL OVERHEAD EXPENSES	1,228,985	19.1%	1,162,468	18.1%	1,265,751	20.0%	1,456,536	19.1%	1,390,020	18.3%	1,499,606	20.3%
159,836	31.0%	153,657	30.7%	121,564	26.1%	GROSS OPERATING PROFIT	2,732,052	42.5%	2,751,010	42.9%	2,461,190	38.9%	3,208,173	42.1%	3,227,131	42.4%	2,770,531	37.4%

Dukes Hotel Limited

MONTH			HOTEL SUMMARY			YEAR TO DATE			FULL YEAR ACTUAL/BUDGET								
Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
FIXED CHARGES																	
750	0.1%	-	0.0%	-	0.0%	6,768	0.1%	-	0.0%	-	0.0%	6,768	0.1%	-	0.0%	-	0.0%
22,192	4.3%	21,376	4.3%	18,595	4.0%	335,484	5.2%	336,853	5.3%	319,490	5.1%	395,371	5.2%	396,740	5.2%	358,850	4.8%
3,575	0.7%	3,456	0.7%	-	0.0%	25,656	0.4%	32,866	0.5%	-	0.0%	32,569	0.4%	39,779	0.5%	-	0.0%
37,141	7.2%	23,245	4.6%	22,967	4.9%	244,676	3.8%	232,452	3.6%	229,667	3.6%	291,167	3.8%	278,942	3.7%	275,050	3.7%
20,552	4.0%	20,050	4.0%	23,451	5.0%	257,144	4.0%	256,596	4.0%	249,581	3.9%	305,138	4.0%	304,591	4.0%	-	0.0%
592	0.1%	-	0.0%	-	0.0%	41,136	0.6%	-	0.0%	35,941	0.6%	41,136	0.5%	-	0.0%	51,106	0.7%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
32,242	6.3%	32,258	6.4%	30,165	6.5%	326,778	5.1%	322,578	5.0%	307,678	4.9%	391,293	5.1%	387,093	5.1%	363,456	4.9%
1,857	0.4%	5,194	1.0%	(3,926)	-0.8%	18,392	0.3%	51,940	0.8%	13,427	0.2%	28,780	0.4%	62,328	0.8%	17,155	0.2%
40,936	8.0%	48,078	9.6%	30,314	6.5%	1,476,018	23.0%	1,517,725	23.7%	1,305,407	20.7%	1,715,951	22.5%	1,757,658	23.1%	1,704,914	23.0%
84,750	16.5%	79,620	15.9%	86,356	18.6%	838,806	13.1%	785,924	12.3%	860,605	13.6%	990,341	13.0%	937,459	12.3%	1,047,580	14.1%
16,775	3.3%	17,167	3.4%	34,600	7.4%	167,750	2.6%	171,275	2.7%	344,700	5.5%	202,083	2.6%	205,608	2.7%	201,291	2.7%
(60,589)	-11.8%	(48,708)	-9.7%	(90,642)	-19.5%	469,462	7.3%	560,526	8.7%	100,102	1.6%	523,527	6.9%	614,591	8.1%	456,042	6.2%
179,549	34.9%	174,943	34.9%	160,816	34.6%	1,685,271	26.2%	1,723,053	26.9%	1,752,253	27.7%	2,035,671	26.7%	2,073,453	27.2%	2,109,825	28.5%

MONTH			ROOMS DIVISION SUMMARY			YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
2,790		2,790		2,790		27,540		27,540		27,540		32,850		32,850		32,850	
1,640		1,682		1,642		19,730		20,511		20,198		23,543		24,324		23,859	
58.8%		60.3%		58.9%		71.6%		74.5%		73.3%		71.7%		74.0%		72.6%	
231.82		214.60		201.99		247.04		232.25		236.56		244.12		231.74		233.67	
136.27		129.38		118.88		176.98		172.97		173.50		174.96		171.60		169.72	
REVENUE						REVENUE						REVENUE					
380,180	100.0%	360,964	100.0%	331,668	100.0%	4,874,149	100.0%	4,763,719	100.0%	4,778,061	100.0%	5,747,371	100.0%	5,636,940	100.0%	5,575,220	100.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
380,180	100.0%	360,964	100.0%	331,668	100.0%	4,874,149	100.0%	4,763,719	100.0%	4,778,061	100.0%	5,747,371	100.0%	5,636,940	100.0%	5,575,220	100.0%
PAYROLL & RELATED EXP.						PAYROLL & RELATED EXP.						PAYROLL & RELATED EXP.					
69,577	18.3%	72,195	20.0%	62,991	19.0%	691,331	14.2%	709,356	14.9%	706,967	14.8%	835,833	14.5%	853,857	15.1%	851,296	15.3%
8,021	2.1%	8,734	2.4%	8,031	2.4%	76,710	1.6%	86,262	1.8%	81,528	1.7%	94,312	1.6%	103,864	1.8%	99,271	1.8%
77,598	20.4%	80,930	22.4%	71,022	21.4%	768,041	15.8%	795,617	16.7%	788,495	16.6%	930,145	16.2%	957,721	17.0%	950,568	17.0%
OPERATING EXPENSES						OPERATING EXPENSES						OPERATING EXPENSES					
356	0.1%	841	0.2%	1,216	0.4%	8,983	0.2%	10,430	0.2%	15,666	0.3%	10,889	0.2%	12,337	0.2%	16,146	0.3%
611	0.2%	677	0.2%	2,176	0.7%	7,618	0.2%	6,221	0.1%	20,505	0.4%	8,973	0.2%	7,576	0.1%	24,364	0.4%
955	0.3%	955	0.3%	925	0.3%	9,590	0.2%	9,550	0.2%	9,250	0.2%	11,500	0.2%	11,460	0.2%	11,100	0.2%
10,143	2.7%	5,467	1.5%	2,674	0.8%	88,024	1.8%	67,769	1.4%	52,550	1.1%	100,416	1.7%	80,161	1.4%	80,350	1.4%
766	0.2%	815	0.2%	386	0.1%	11,538	0.2%	8,924	0.2%	7,578	0.2%	13,381	0.2%	10,767	0.2%	11,587	0.2%
11	0.0%	-	0.0%	-	0.0%	314	0.0%	21	0.0%	944	0.0%	314	0.0%	21	0.0%	976	0.0%
1,288	0.3%	908	0.3%	584	0.2%	21,678	0.4%	13,152	0.3%	19,067	0.4%	23,737	0.4%	15,211	0.3%	27,583	0.5%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
26	0.0%	45	0.0%	-	0.0%	851	0.0%	405	0.0%	-	0.0%	941	0.0%	495	0.0%	-	0.0%
-	0.0%	65	0.0%	-	0.0%	-	0.0%	585	0.0%	-	0.0%	130	0.0%	715	0.0%	-	0.0%
628	0.2%	2,082	0.6%	4,107	1.2%	14,960	0.3%	22,616	0.5%	25,738	0.5%	19,475	0.3%	27,130	0.5%	28,539	0.5%
208	0.1%	95	0.0%	-	0.0%	2,087	0.0%	855	0.0%	-	0.0%	2,277	0.0%	1,045	0.0%	-	0.0%
2,180	0.6%	3,526	1.0%	5,688	1.7%	37,310	0.8%	44,763	0.9%	99,995	2.1%	44,621	0.8%	52,074	0.9%	93,461	1.7%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
956	0.3%	1,110	0.3%	1,058	0.3%	10,988	0.2%	11,171	0.2%	10,366	0.2%	13,208	0.2%	13,391	0.2%	12,613	0.2%
4,655	1.2%	4,155	1.2%	4,520	1.4%	48,450	1.0%	51,353	1.1%	51,773	1.1%	57,868	1.0%	60,771	1.1%	58,821	1.1%
6	0.0%	200	0.1%	(55)	0.0%	860	0.0%	2,017	0.0%	907	0.0%	1,260	0.0%	2,417	0.0%	1,673	0.0%
15,033	4.0%	17,481	4.8%	23,501	7.1%	235,921	4.8%	237,734	5.0%	242,446	5.1%	278,517	4.8%	280,330	5.0%	307,270	5.5%
216	0.1%	-	0.0%	-	0.0%	216	0.0%	-	0.0%	-	0.0%	216	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
4	0.0%	-	0.0%	920	0.3%	10,187	0.2%	-	0.0%	996	0.0%	10,187	0.2%	-	0.0%	2,802	0.1%
-	0.0%	50	0.0%	-	0.0%	-	0.0%	450	0.0%	-	0.0%	100	0.0%	550	0.0%	-	0.0%
(179)	0.0%	-	0.0%	-	0.0%	246	0.0%	-	0.0%	-	0.0%	246	0.0%	-	0.0%	-	0.0%
3,159	0.8%	490	0.1%	2,056	0.6%	19,151	0.4%	6,021	0.1%	17,553	0.4%	20,130	0.4%	7,000	0.1%	26,606	0.5%
68	0.0%	200	0.1%	-	0.0%	595	0.0%	1,800	0.0%	-	0.0%	995	0.0%	2,200	0.0%	-	0.0%
50	0.0%	-	0.0%	1,058	0.3%	50	0.0%	-	0.0%	4,432	0.1%	50	0.0%	-	0.0%	5,608	0.1%
696	0.2%	-	0.0%	-	0.0%	3,489	0.1%	-	0.0%	-	0.0%	3,489	0.1%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
17	0.0%	25	0.0%	-	0.0%	198	0.0%	326	0.0%	-	0.0%	248	0.0%	376	0.0%	-	0.0%
144	0.0%	-	0.0%	-	0.0%	144	0.0%	-	0.0%	-	0.0%	144	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
1,317	0.3%	1,191	0.3%	5,146	1.6%	11,092	0.2%	11,993	0.3%	17,326	0.4%	13,473	0.2%	14,374	0.3%	18,267	0.3%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
3,310	0.9%	3,310	0.9%	3,310	1.0%	33,100	0.7%	33,100	0.7%	31,980	0.7%	39,720	0.7%	39,720	0.7%	38,600	0.7%
46,625	12.3%	43,687	12.1%	59,266	17.9%	577,640	11.9%	541,254	11.4%	629,072	13.2%	676,506	11.8%	640,120	11.4%	766,365	13.7%
255,958	67.3%	236,347	65.5%	201,380	60.7%	3,528,468	72.4%	3,426,847	71.9%	3,360,494	70.3%	4,140,720	72.0%	4,039,099	71.7%	3,858,287	69.2%
50.5		52.2		51.3		50.3		52.2		51.6		50.3		52.2		51.4	

MONTH						RECEPTION	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
2,790		2,790		2,790		Rooms Available	27,540		27,540		27,540		32,850		32,850		32,850	
1,640		1,682		1,642		Rooms Occupied	19,730		20,511		20,198		25,543		24,324		23,899	
58.8%		60.3%		58.9%		Occupancy	71.6%		74.5%		73.3%		77.7%		74.0%		72.6%	
231.82		214.60		201.99		Average Room Rate	247.04		252.25		256.56		244.12		231.74		233.67	
136.27		129.38		118.88		RevPar	176.98		172.97		173.50		174.96		171.60		169.72	
						PAYROLL & RELATED EXP.												
19,069	5.0%	22,063	6.1%	18,331	5.5%	Labour	206,738	4.2%	213,849	4.5%	209,283	4.4%	250,931	4.4%	260,043	4.6%	256,263	4.6%
2,687	0.7%	2,766	0.8%	2,288	0.7%	Other Payroll Related	23,606	0.5%	26,789	0.6%	24,476	0.5%	29,238	0.5%	32,332	0.6%	30,133	0.5%
21,757	5.7%	24,829	6.9%	20,619	6.2%	TOTAL PAYROLL & RELATED EXP.	230,344	4.7%	240,639	5.1%	233,759	4.9%	280,169	4.9%	292,374	5.2%	286,396	5.1%
						OPERATING EXPENSES												
-	0.0%	-	0.0%	-	0.0%	Cleaning Supplies	-	0.0%	2	0.0%	-	0.0%	-	0.0%	2	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Contract Cleaning	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
227	0.1%	-	0.0%	-	0.0%	Guest Supplies	271	0.0%	-	0.0%	-	0.0%	271	0.0%	-	0.0%	-	0.0%
1,288	0.3%	908	0.3%	584	0.2%	Newspapers	21,678	0.4%	13,152	0.3%	19,067	0.4%	25,737	0.4%	15,211	0.3%	27,583	0.5%
-	0.0%	-	0.0%	-	0.0%	Complimentary Guest Amenities	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
11	0.0%	-	0.0%	-	0.0%	Guest Transport	314	0.0%	21	0.0%	944	0.0%	314	0.0%	21	0.0%	976	0.0%
26	0.0%	30	0.0%	-	0.0%	Postage & Couriers	774	0.0%	90	0.0%	-	0.0%	794	0.0%	110	0.0%	-	0.0%
-	0.0%	20	0.0%	-	0.0%	Telecommunications	-	0.0%	180	0.0%	-	0.0%	40	0.0%	220	0.0%	-	0.0%
214	0.1%	600	0.2%	4,107	1.2%	Printing And Stationary	13,426	0.3%	6,629	0.1%	21,871	0.5%	14,626	0.3%	7,829	0.1%	24,186	0.4%
184	0.0%	20	0.0%	-	0.0%	Office Supplies	1,899	0.0%	180	0.0%	-	0.0%	1,899	0.0%	220	0.0%	-	0.0%
762	0.2%	2,590	0.7%	582	0.2%	Flowers & Decoration	19,213	0.4%	27,480	0.6%	48,037	1.0%	24,315	0.4%	32,550	0.6%	32,191	0.6%
-	0.0%	-	0.0%	-	0.0%	Christmas Decoration	1,048	0.0%	2,500	0.1%	-	0.0%	1,048	0.0%	2,500	0.0%	-	0.0%
259	0.1%	450	0.1%	288	0.1%	Staff Uniform Laundry	2,929	0.1%	4,528	0.1%	2,611	0.1%	3,829	0.1%	5,428	0.1%	3,191	0.1%
-	0.0%	-	0.0%	-	0.0%	Laundry	-	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%
216	0.1%	-	0.0%	-	0.0%	Licenses	216	0.0%	-	0.0%	-	0.0%	216	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%
4	0.0%	-	0.0%	920	0.3%	Other Expenses	10,046	0.2%	-	0.0%	996	0.0%	10,046	0.2%	-	0.0%	2,802	0.1%
-	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%	Glassware	-	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%
50	0.0%	-	0.0%	1,172	0.4%	Uniforms	90	0.0%	-	0.0%	3,289	0.1%	50	0.0%	-	0.0%	3,567	0.1%
1,317	0.3%	1,191	0.3%	5,146	1.6%	TV / Cable & Satellite	11,092	0.2%	11,993	0.3%	17,326	0.4%	13,475	0.2%	14,374	0.3%	18,267	0.3%
-	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%	Entertainment	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
10	0.0%	25	0.0%	-	0.0%	Travel & Subsistence	103	0.0%	319	0.0%	-	0.0%	153	0.0%	369	0.0%	-	0.0%
144	0.0%	-	0.0%	-	0.0%	Taxi's Home	144	0.0%	-	0.0%	-	0.0%	144	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%	Conferences	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Losses / Damages	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
4,712	1.2%	5,774	1.6%	12,799	3.9%	TOTAL OPERATING EXPENSES	83,163	1.7%	67,043	1.4%	115,041	2.4%	94,953	1.7%	78,833	1.4%	112,764	2.0%
26,469	7.0%	30,603	8.5%	33,418	10.1%	TOTAL OVERHEADS	313,597	6.4%	309,682	6.5%	348,800	7.3%	375,122	6.5%	371,207	6.6%	399,159.53	7.2%
13.0		12.8		14.0		HEADCOUNT	12.9		12.8		13.1		12.9		12.8		13.1	

MONTH						CONCIERGE	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
2,790		2,790		2,790		Rooms Available	27,540		27,540		27,540	32,850		32,850		32,850		
1,640		1,682		1,642		Rooms Occupied	19,730		20,511		20,198	23,543		24,324		23,859		
58.8%		60.3%		58.9%		Occupancy	71.6%		74.5%		73.3%	71.7%		74.0%		72.6%		
231.82		214.60		201.99		Average Room Rate	247.04		232.25		236.56	244.12		231.74		233.67		
136.27		129.38		118.88		RevPar	176.98		172.97		173.50	174.96		171.60		169.72		
						PAYROLL & RELATED EXP.												
11,339	3.0%	11,282	3.1%	9,252	2.8%	Labour	102,191	2.1%	110,821	2.3%	92,030	124,782	2.2%	133,412	2.4%	112,569	2.0%	
1,396	0.4%	1,233	0.3%	1,197	0.4%	Other Payroll Related	13,095	0.3%	12,352	0.3%	12,012	15,565	0.3%	14,822	0.3%	14,642	0.3%	
12,734	3.3%	12,515	3.5%	10,449	3.2%	TOTAL PAYROLL & RELATED EXP.	115,286	2.4%	123,174	2.6%	104,042	140,346	2.4%	148,234	2.6%	127,211	2.3%	
						OPERATING EXPENSES												
-	0.0%	-	0.0%	-	0.0%	Cleaning Supplies	-	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%	Guest Supplies	-	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%	Postage & Couriers	-	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%	Printing And Stationary	35	0.0%	-	0.0%	-	35	0.0%	-	0.0%	-	0.0%	
-	0.0%	-	0.0%	-	0.0%	Office Supplies	49	0.0%	-	0.0%	-	49	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%	Christmas Decoration	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%	-	0.0%	
179	0.0%	-	0.0%	165	0.0%	Staff Uniform Laundry	1,961	0.0%	-	0.0%	1,614	1,961	0.0%	-	0.0%	1,969	0.0%	
-	0.0%	-	0.0%	-	0.0%	Laundry	-	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%	Licenses	-	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%	Other Expenses	8	0.0%	-	0.0%	-	8	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%	Glassware	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%	-	0.0%	
-	0.0%	-	0.0%	-	0.0%	Linen	-	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%	Dues & Suscriptions	70	0.0%	-	0.0%	-	70	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%	Transportation	-	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%	Outside Storage	-	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%	Losses / Damages	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%	-	0.0%	
179	0.0%	-	0.0%	165	0.0%	TOTAL OPERATING EXPENSES	2,122	0.0%	-	0.0%	1,614	2,122	0.0%	-	0.0%	1,969	0.0%	
12,914	3.4%	12,515	3.5%	10,614	3.2%	TOTAL OVERHEADS	117,408	2.4%	123,174	2.6%	105,656	142,468	2.5%	148,234	2.6%	129,180	2.3%	
9.0		9.0		8.0		HEADCOUNT	8.5		9.0		8.0	8.5		9.0		8.0		

MONTH						RESERVATIONS	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
2,790		2,790		2,790		Rooms Available	27,540		27,540		27,540	32,850		32,850		32,850		
1,640		1,682		1,642		Rooms Occupied	19,730		20,511		20,198	23,543		24,324		23,859		
58.8%		60.3%		58.9%		Occupancy	71.6%		74.5%		73.3%	71.7%		74.0%		72.6%		
231.82		214.60		201.99		Average Room Rate	247.04		232.25		236.56	244.12		231.74		233.67		
136.27		129.38		118.88		RevPar	176.98		172.97		173.50	174.96		171.60		169.72		
						PAYROLL & RELATED EXP.												
5,066	1.3%	5,518	1.5%	5,255	1.6%	Labour	49,057	1.0%	53,911	1.1%	52,411	60,111	1.0%	64,964	1.2%	63,124	1.1%	
558	0.1%	754	0.2%	622	0.2%	Other Payroll Related	5,425	0.1%	7,272	0.2%	6,191	6,936	0.1%	8,783	0.2%	7,466	0.1%	
5,624	1.5%	6,272	1.7%	5,877	1.8%	TOTAL PAYROLL & RELATED EXP.	54,482	1.1%	61,183	1.3%	58,601	67,047	1.2%	73,747	1.3%	70,590	1.3%	
						OPERATING EXPENSES												
-	0.0%	-	0.0%	-	0.0%	Cleaning Supplies	-	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%	Guest Supplies	-	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%	35	0.0%	-	0.0%	Postage & Couriers	-	0.0%	315	0.0%	-	70	0.0%	385	0.0%	-	0.0%	
-	0.0%	30	0.0%	-	0.0%	Telecommunications	-	0.0%	270	0.0%	-	60	0.0%	330	0.0%	-	0.0%	
-	0.0%	170	0.0%	-	0.0%	Printing And Stationary	-	0.0%	1,530	0.0%	-	340	0.0%	1,870	0.0%	-	0.0%	
15	0.0%	25	0.0%	-	0.0%	Office Supplies	68	0.0%	225	0.0%	-	118	0.0%	275	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%	Christmas Decoration	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%	-	0.0%	
60	0.0%	60	0.0%	62	0.0%	Staff Uniform Laundry	682	0.0%	608	0.0%	601	802	0.0%	728	0.0%	734	0.0%	
-	0.0%	-	0.0%	-	0.0%	Laundry	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%	-	0.0%	
15,139	4.0%	17,481	4.8%	17,654	5.3%	Rooms Commissions	236,027	4.8%	237,734	5.0%	242,446	278,623	4.8%	280,330	5.0%	307,270	5.5%	
-	0.0%	-	0.0%	-	0.0%	Licenses	-	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%	Other Expenses	-	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%	Glassware	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%	-	0.0%	
-	0.0%	-	0.0%	-	0.0%	Linen	-	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%	
696	0.2%	-	0.0%	-	0.0%	Dues & Suscriptions	3,419	0.1%	-	0.0%	-	3,419	0.1%	-	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%	Transportation	-	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%	Outside Storage	-	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%	Losses / Damages	-	0.0%	-	0.0%	-	-	0.0%	-	0.0%	-	0.0%	
3,310	0.9%	3,310	0.9%	3,310	1.0%	Revenue Management (Bamboo)	33,100	0.7%	33,100	0.7%	31,980	39,720	0.7%	39,720	0.7%	38,600	0.7%	
19,220	5.1%	21,111	5.8%	21,025	6.3%	TOTAL OPERATING EXPENSES	273,296	5.6%	273,782	5.7%	275,027	323,152	5.6%	323,638	5.7%	346,603	6.2%	
24,844	6.5%	27,384	7.6%	26,903	8.1%	TOTAL OVERHEADS	327,778	6.7%	334,965	7.0%	333,628	390,198	6.8%	397,385	7.0%	417,193	7.5%	
3.0		3.0		3.0		HEADCOUNT	3.0		3.0		3.0	3.0		3.0		3.0		

MONTH			HOUSEKEEPING			YEAR TO DATE			FULL YEAR ACTUAL/BUDGET								
Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
2,790		2,790		2,790		27,540		27,540		27,540		32,850		32,850		32,850	
1,640		1,682		1,642		19,730		20,511		20,198		23,543		24,324		23,859	
58.8%		60.3%		58.9%		71.6%		74.5%		73.3%		71.7%		74.0%		72.6%	
231.82		214.60		201.99		247.04		232.25		236.56		244.12		231.74		233.67	
136.27		129.38		118.88		176.98		172.97		173.50		174.96		171.60		169.72	
			PAYROLL & RELATED EXP.														
31,575	8.3%	33,332	9.2%	30,153	9.1%	304,435	6.2%	328,774	6.9%	335,218	7.0%	371,099	6.5%	395,438	7.0%	401,315	7.2%
2,528	0.7%	-	0.0%	-	0.0%	28,910	0.6%	-	0.0%	18,025	0.4%	28,910	0.5%	-	0.0%	18,025	0.3%
3,380	0.9%	3,981	1.1%	3,923	1.2%	34,493	0.7%	39,848	0.8%	38,850	0.8%	42,574	0.7%	47,928	0.9%	47,031	0.8%
37,483	9.9%	37,313	10.3%	34,077	10.3%	367,838	7.5%	368,622	7.7%	392,093	8.2%	442,582	7.7%	443,366	7.9%	466,371	8.4%
			OPERATING EXPENSES														
356	0.1%	841	0.2%	1,216	0.4%	8,983	0.2%	10,428	0.2%	15,666	0.3%	10,889	0.2%	12,335	0.2%	16,146	0.3%
611	0.2%	677	0.2%	2,176	0.7%	7,618	0.2%	6,221	0.1%	20,505	0.4%	8,973	0.2%	7,576	0.1%	24,364	0.4%
955	0.3%	955	0.3%	925	0.3%	9,590	0.2%	9,550	0.2%	9,250	0.2%	11,500	0.2%	11,460	0.2%	11,100	0.2%
9,916	2.6%	5,467	1.5%	2,674	0.8%	87,753	1.8%	67,769	1.4%	52,550	1.1%	100,146	1.7%	80,161	1.4%	80,350	1.4%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
766	0.2%	815	0.2%	386	0.1%	11,538	0.2%	8,924	0.2%	7,578	0.2%	13,381	0.2%	10,767	0.2%	11,587	0.2%
-	0.0%	-	0.0%	-	0.0%	77	0.0%	-	0.0%	-	0.0%	77	0.0%	-	0.0%	-	0.0%
-	0.0%	15	0.0%	-	0.0%	-	0.0%	135	0.0%	-	0.0%	30	0.0%	165	0.0%	-	0.0%
484	0.1%	1,312	0.4%	-	0.0%	1,570	0.0%	14,457	0.3%	3,866	0.1%	4,544	0.1%	17,431	0.3%	4,352	0.1%
68	0.0%	50	0.0%	-	0.0%	171	0.0%	450	0.0%	-	0.0%	271	0.0%	550	0.0%	-	0.0%
1,418	0.4%	976	0.3%	5,106	1.5%	14,549	0.3%	14,813	0.3%	51,058	1.1%	16,761	0.3%	17,024	0.3%	61,270	1.1%
-	0.0%	-	0.0%	-	0.0%	2,500	0.0%	-	0.0%	-	0.0%	2,500	0.0%	-	0.0%	-	0.0%
458	0.1%	600	0.2%	543	0.2%	5,417	0.1%	6,035	0.1%	5,539	0.1%	6,617	0.1%	7,235	0.1%	6,719	0.1%
4,655	1.2%	4,155	1.2%	4,520	1.4%	48,450	1.0%	51,353	1.1%	51,773	1.1%	57,868	1.0%	60,771	1.1%	58,821	1.1%
-	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%
6	0.0%	200	0.1%	(55)	0.0%	860	0.0%	2,017	0.0%	907	0.0%	1,260	0.0%	2,417	0.0%	1,673	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	133	0.0%	-	0.0%	-	0.0%	133	0.0%	-	0.0%	-	0.0%
-	0.0%	50	0.0%	-	0.0%	-	0.0%	450	0.0%	-	0.0%	100	0.0%	550	0.0%	-	0.0%
(179)	0.0%	-	0.0%	-	0.0%	246	0.0%	-	0.0%	-	0.0%	246	0.0%	-	0.0%	-	0.0%
3,159	0.8%	490	0.1%	2,056	0.6%	19,151	0.4%	6,021	0.1%	17,553	0.4%	20,130	0.4%	7,000	0.1%	26,606	0.5%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	1,143	0.0%	-	0.0%	-	0.0%	2,041	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
68	0.0%	200	0.1%	-	0.0%	595	0.0%	1,800	0.0%	-	0.0%	995	0.0%	2,200	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
7	0.0%	-	0.0%	-	0.0%	95	0.0%	-	0.0%	-	0.0%	95	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
22,749	6.0%	16,802	4.7%	19,544	5.9%	219,296	4.5%	200,422	4.2%	237,390	5.0%	256,515	4.5%	237,642	4.2%	305,029	5.5%
60,232	15.8%	54,114	15.0%	53,621	16.2%	587,134	12.0%	569,044	11.9%	629,483	13.2%	699,098	12.2%	681,008	12.1%	771,400	13.8%
25.5		27.4		26.3		25.9		27.4		27.5		25.9		27.4		27.4	

MONTH						F&B SUMMARY	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						REVENUE												
50,784	41.0%	52,606	41.7%	51,931	42.5%	Food Revenue	629,147	44.2%	656,834	44.1%	617,064	44.3%	758,933	44.2%	786,621	44.2%	726,765	44.1%
66,466	53.7%	66,284	52.5%	63,268	51.8%	Beverage Revenue	723,102	50.8%	730,830	49.1%	679,612	48.7%	869,373	50.6%	877,101	49.2%	810,843	49.2%
445	0.4%	-	0.0%	309	0.3%	Tobacco Revenue	3,687	0.3%	98	0.0%	2,481	0.2%	3,687	0.2%	98	0.0%	2,691	0.2%
6,056	4.9%	7,250	5.7%	6,635	5.4%	Other Revenue	67,790	4.8%	100,131	6.7%	95,287	6.8%	85,440	5.0%	117,781	6.6%	107,233	6.5%
123,751	100.0%	126,140	100.0%	122,143	100.0%	TOTAL REVENUE	1,423,726	100.0%	1,487,894	100.0%	1,394,444	100.0%	1,717,434	100.0%	1,781,602	100.0%	1,647,532	100.0%
						COST OF SALES												
14,499	28.55%	16,218	30.8%	16,317	31.4%	Food Cost	164,587	26.2%	201,045	30.6%	197,521	32.0%	204,363	26.9%	240,821	30.6%	234,092	32.2%
19,796	29.78%	17,469	26.4%	12,972	20.5%	Beverage Cost	193,400	26.7%	196,094	26.8%	190,644	28.1%	231,860	26.7%	234,553	26.7%	221,725	27.3%
65	0.1%	-	0.0%	-	0.0%	Tobacco Cost	610	0.1%	-	0.0%	683	0.1%	610	0.1%	-	0.0%	683	0.1%
-	0.0%	175	2.4%	-	0.0%	Other Cost of Sales	1,729	2.6%	1,735	1.7%	-	0.0%	2,104	2.5%	2,110	1.8%	-	0.0%
34,360	27.8%	33,862	26.8%	29,289	24.0%	TOTAL COST OF SALES	360,325	25.3%	398,874	26.8%	388,847	27.9%	438,936	25.6%	477,485	26.8%	456,501	27.7%
						PAYROLL & RELATED EXP.												
57,281	46.3%	53,712	42.6%	52,874	43.3%	Labour	511,825	35.9%	526,512	35.4%	550,142	39.5%	619,406	36.1%	634,094	35.6%	665,242	40.4%
6,327	5.1%	6,946	5.5%	6,548	5.4%	Other Payroll Related	62,696	4.4%	67,353	4.5%	65,478	4.7%	76,608	4.5%	81,266	4.6%	79,746	4.8%
63,609	51.4%	60,658	48.1%	59,422	48.6%	TOTAL PAYROLL & RELATED EXP.	574,521	40.4%	593,865	39.9%	615,620	44.1%	696,015	40.5%	715,359	40.2%	744,989	45.2%
						OPERATING EXPENSES												
-	0.0%	-	0.0%	-	0.0%	Contract Labour	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
253	0.2%	228	0.2%	502	0.4%	China	5,616	0.4%	2,402	0.2%	4,755	0.3%	6,072	0.4%	2,858	0.2%	7,254	0.4%
263	0.2%	-	0.0%	-	0.0%	Glassware	9,541	0.7%	-	0.0%	3,996	0.3%	9,541	0.6%	-	0.0%	14,368	0.9%
-	0.0%	107	0.1%	-	0.0%	Silver	2,063	0.1%	959	0.1%	-	0.0%	2,276	0.1%	1,172	0.1%	-	0.0%
252	0.2%	91	0.1%	-	0.0%	Linen	3,252	0.2%	1,226	0.1%	-	0.0%	3,435	0.2%	1,409	0.1%	-	0.0%
2,705	2.2%	1,682	1.3%	1,767	1.4%	Laundry	21,219	1.5%	20,658	1.4%	22,890	1.6%	25,046	1.5%	24,485	1.4%	26,676	1.6%
713	0.6%	750	0.6%	664	0.5%	Staff Uniform Laundry	7,815	0.5%	7,503	0.5%	7,132	0.5%	9,315	0.5%	9,003	0.5%	8,557	0.5%
436	0.4%	360	0.3%	164	0.1%	Cleaning Supplies	3,561	0.3%	4,785	0.3%	2,835	0.2%	4,781	0.3%	6,005	0.3%	3,210	0.2%
-	0.0%	-	0.0%	-	0.0%	Contract Cleaning	350	0.0%	-	0.0%	-	0.0%	350	0.0%	-	0.0%	-	0.0%
836	0.7%	442	0.4%	867	0.7%	Flowers & Decoration	9,688	0.7%	4,420	0.3%	8,667	0.6%	10,572	0.6%	5,304	0.3%	10,400	0.6%
-	0.0%	-	0.0%	-	0.0%	Christmas Decoration	1,708	0.0%	-	0.0%	-	0.0%	1,708	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%
650	0.5%	1,164	0.9%	-	0.0%	Guest Supplies	7,842	0.6%	11,922	0.8%	-	0.0%	10,440	0.6%	14,520	0.8%	-	0.0%
-	0.0%	295	0.2%	802	0.7%	Menu & Beverage List	2,418	0.2%	2,655	0.2%	5,089	0.4%	3,008	0.2%	3,245	0.2%	5,103	0.3%
69	0.1%	-	0.0%	-	0.0%	Printing And Stationary	1,064	0.1%	-	0.0%	-	0.0%	1,064	0.1%	-	0.0%	-	0.0%
-	0.0%	55	0.0%	-	0.0%	Office Supplies	205	0.0%	495	0.0%	-	0.0%	315	0.0%	605	0.0%	-	0.0%
-	0.0%	90	0.1%	-	0.0%	Telecommunications	-	0.0%	810	0.1%	-	0.0%	180	0.0%	990	0.1%	-	0.0%
-	0.0%	60	0.0%	-	0.0%	Postage & Couriers	-	0.0%	300	0.0%	-	0.0%	120	0.0%	420	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Transportation	50	0.0%	-	0.0%	-	0.0%	50	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Uniforms	-	0.0%	-	0.0%	1,154	0.1%	-	0.0%	-	0.0%	1,154	0.1%
-	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%	Taxi's Home	-	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%	178	0.1%	-	0.0%	Paper Supplies	-	0.0%	1,833	0.1%	-	0.0%	425	0.0%	2,258	0.1%	-	0.0%
-	0.0%	29	0.0%	-	0.0%	Licenses	-	0.0%	262	0.0%	-	0.0%	58	0.0%	321	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%	200	0.2%	-	0.0%	Kitchen Utensils & Equipment	163	0.0%	1,800	0.1%	623	0.0%	563	0.0%	2,200	0.1%	649	0.0%
-	0.0%	274	0.2%	-	0.0%	Operating Equipment & Supplies	1,955	0.1%	2,464	0.2%	-	0.0%	2,502	0.1%	3,011	0.2%	-	0.0%
13	0.0%	-	0.0%	-	0.0%	Other Expenses	230	0.0%	50	0.0%	608	0.0%	230	0.0%	50	0.0%	608	0.0%

MONTH						F&B SUMMARY	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
-	0.0%	-	0.0%	-	0.0%	Kitchen Fuel	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
(367)	-0.3%	-	0.0%	-	0.0%	F&B Commissions	4,855	0.3%	-	0.0%	-	0.0%	4,855	0.3%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Travel Subsistence	-	0.0%	19	0.0%	-	0.0%	-	0.0%	19	0.0%	-	0.0%
5,823	4.7%	6,005	4.8%	4,765	3.9%	TOTAL OPERATING EXPENSES	83,596	5.9%	64,563	4.3%	57,749	4.1%	96,907	5.6%	77,875	4.4%	77,978	4.7%
19,959	16.1%	25,615	20.3%	28,666	23.5%	TOTAL PROFIT/LOSS	405,285	28.5%	430,591	28.9%	332,228	23.8%	485,576	28.3%	510,883	28.7%	368,064	22.3%
						OPERATING STATISTICS												
36		34		32		Total Employees	35		34		35		35		34		35	
1,777		1,771		1,845		Payroll Per Employee	16,410		17,339		17,398		19,880		20,886		21,374	
3,458		3,683		3,792		Sales Per Employee	40,666		43,442		39,409		49,056		52,018		47,268	
101		102		93		Covers Per Employee	1,029		1,185		937		1,262		1,418		1,119	
3,602		3,505		2,983		Total Covers	36,029		40,580		33,138		44,003		48,554		38,999	
0.07		0.07		0.17		China Cost Per Cover	0.16		0.06		0.14		0.14		0.06		0.19	
0.07		-		-		Glassware Cost Per Cover	0.26		-		0.12		0.22		-		0.37	
-		0.03		-		Silver Cost Per Cover	0.06		0.02		-		0.05		0.02		-	
0.07		0.03		-		Linen Cost Per Cover	0.09		0.03		-		0.08		0.03		-	
0.75		0.48		0.59		Laundry Cost Per Cover	0.59		0.51		0.69		0.57		0.50		0.68	
0.75		0.48		0.59		Staff Uniform Laundry Cost Per Cover	0.59		0.51		0.69		0.57		0.50		0.68	
0.12		0.10		0.06		Cleaning Cost Per Cover	0.10		0.12		0.09		0.11		0.12		0.08	
0.18		0.33		-		Guest Supplies Cost Per Cover	0.22		0.29		-		0.24		0.30		-	
1.62		1.71		1.60		Total Cost Per Cover	2.32		1.59		1.74		2.20		1.60		2.00	

MONTH					THE DINING ROOM	YEAR TO DATE					FULL YEAR ACTUAL/BUDGET							
Actual	%	Budget	%	Last Year		%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
					REVENUE													
25,564	78.6%	26,801	80.7%	25,307	83.8%	Food Revenue	326,226	83.5%	314,974	82.0%	284,691	82.9%	388,126	83.4%	376,874	82.1%	340,608	83.1%
6,960	21.4%	6,415	19.3%	4,882	16.2%	Beverage Revenue	64,358	16.5%	69,311	18.0%	58,756	17.1%	77,347	16.6%	82,300	17.9%	69,189	16.9%
-	0.0%	-	0.0%	-	0.0%	Other Revenue	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
32,524	100.0%	33,215	100.0%	30,189	100.0%	TOTAL REVENUE	390,583	100.0%	384,285	100.0%	343,447	100.0%	465,473	100.0%	459,174	100.0%	409,797	100.0%
					COST OF SALES													
7,299	28.6%	8,442	31.5%	7,952	31.4%	Food Cost	83,038	25.5%	98,653	31.3%	91,126	32.0%	102,536	26.4%	118,151	31.4%	109,789	32.2%
2,136	30.7%	1,860	29.0%	1,001	20.5%	Beverage Cost	16,921	26.3%	20,234	29.2%	16,367	27.9%	20,688	26.7%	24,001	29.2%	18,811	27.2%
-	0.0%	-	0.0%	-	0.0%	Other Cost of Sales	663	0.0%	-	0.0%	-	0.0%	663	0.0%	-	0.0%	-	0.0%
9,435	29.0%	10,302	31.0%	8,953	29.7%	TOTAL COST OF SALES	100,622	25.8%	118,886	30.9%	107,493	31.3%	123,888	26.6%	142,152	31.0%	128,601	31.4%
					PAYROLL & RELATED EXP.													
14,041	43.2%	13,235	39.8%	21,957	72.7%	Labour	134,977	34.6%	137,961	35.9%	226,709	66.0%	161,489	34.7%	164,473	35.8%	274,605	67.0%
1,572	4.8%	1,639	4.9%	2,728	9.0%	Other Payroll Related	15,535	4.0%	16,797	4.4%	25,309	7.4%	18,818	4.0%	20,080	4.4%	30,908	7.5%
15,614	48.0%	14,874	44.8%	24,685	81.8%	TOTAL PAYROLL & RELATED EXP.	150,512	38.5%	154,758	40.3%	252,019	73.4%	180,307	38.7%	184,553	40.2%	305,513	74.6%
					OPERATING EXPENSES													
-	0.0%	-	0.0%	-	0.0%	Contract Labour	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
77	0.2%	53	0.2%	502	1.7%	China	5,073	1.3%	827	0.2%	4,755	1.4%	5,179	1.1%	933	0.2%	7,254	1.8%
156	0.5%	-	0.0%	-	0.0%	Glassware	689	0.2%	-	0.0%	-	0.0%	689	0.1%	-	0.0%	-	0.0%
-	0.0%	40	0.1%	-	0.0%	Silver	2,063	0.5%	360	0.1%	-	0.0%	2,143	0.5%	440	0.1%	-	0.0%
-	0.0%	74	0.2%	-	0.0%	Operating Equipment & Supplies	1,466	0.4%	664	0.2%	-	0.0%	1,613	0.3%	811	0.2%	-	0.0%
252	0.8%	50	0.2%	-	0.0%	Linen	3,153	0.8%	855	0.2%	-	0.0%	3,253	0.7%	955	0.2%	-	0.0%
1,180	3.6%	784	2.4%	707	2.3%	Laundry	8,661	2.2%	10,899	2.8%	9,156	2.7%	10,375	2.2%	12,614	2.7%	10,670	2.6%
60	0.2%	237	0.7%	297	1.0%	Staff Uniform Laundry	2,145	0.5%	2,464	0.6%	3,115	0.9%	2,619	0.6%	2,938	0.6%	3,708	0.9%
2	0.0%	50	0.2%	-	0.0%	Cleaning Supplies	789	0.2%	450	0.1%	-	0.0%	889	0.2%	550	0.1%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Contract Cleaning	350	0.1%	-	0.0%	-	0.0%	350	0.1%	-	0.0%	-	0.0%
596	1.8%	260	0.8%	563	1.9%	Flowers & Decoration	5,533	1.4%	2,600	0.7%	5,633	1.6%	6,053	1.3%	3,120	0.7%	6,760	1.6%
-	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%	Music & Entertainment	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
361	1.1%	340	1.0%	-	0.0%	Guest Supplies	3,739	1.0%	3,397	0.9%	-	0.0%	4,454	1.0%	4,113	0.9%	-	0.0%
-	0.0%	100	0.3%	802	2.7%	Menu & Beverage List	948	0.2%	900	0.2%	5,089	1.5%	1,148	0.2%	1,100	0.2%	5,103	1.2%
-	0.0%	-	0.0%	-	0.0%	Printing And Stationary	192	0.0%	-	0.0%	-	0.0%	192	0.0%	-	0.0%	-	0.0%
-	0.0%	25	0.1%	-	0.0%	Office Supplies	150	0.0%	225	0.1%	-	0.0%	200	0.0%	275	0.1%	-	0.0%
-	0.0%	10	0.0%	-	0.0%	Telecommunications	-	0.0%	90	0.0%	-	0.0%	20	0.0%	110	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%	Transportation	27	0.0%	-	0.0%	-	0.0%	27	0.0%	-	0.0%	-	0.0%
41	0.1%	-	0.0%	-	0.0%	Commissions On Sales	4,630	1.2%	-	0.0%	-	0.0%	4,630	1.0%	-	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%	Uniforms	-	0.0%	-	0.0%	1,154	0.3%	-	0.0%	-	0.0%	1,154	0.3%
-	0.0%	-	0.0%	-	0.0%	Paper Supplies	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	29	0.1%	-	0.0%	Licenses	-	0.0%	262	0.1%	-	0.0%	58	0.0%	321	0.1%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Dues & Suscriptions	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Equipment / Repair - Kitchen	163	0.0%	-	0.0%	-	0.0%	163	0.0%	-	0.0%	-	0.0%
13	0.0%	-	0.0%	-	0.0%	Other Expenses	174	0.0%	40	0.0%	-	0.0%	174	0.0%	40	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Kitchen Fuel	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
2,738	8.4%	2,052	6.2%	2,871	9.5%	TOTAL OPERATING EXPENSES	39,945	10.2%	24,034	6.3%	28,902	8.4%	44,231	9.5%	28,320	6.2%	34,649	8.5%
4,737	14.6%	5,987	18.0%	(6,321)	-20.9%	TOTAL PROFIT/LOSS	99,504	25.5%	86,607	22.5%	(44,967)	-13.1%	117,046	25.1%	104,150	22.7%	(58,965)	-14.4%
					OPERATING STATISTICS													

MONTH						THE DINING ROOM	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
8.9		8.0		14.4		Total Employees	11.7		8.0		15.3	11.7		8.0		15.0		
3,650		4,152		2,091		Sales Per Employee	33,292		48,036		22,404	39,675		57,397		27,293		
173		204		108		Covers Per Employee	1,543		2,352		1,089	1,847		2,798		1,338		
1,537		1,634		1,553		Total Covers	18,100		18,813		16,692	21,672		22,385		20,095		
0.05		0.03		0.32		China Cost Per Cover	0.28		0.04		0.28	0.24		0.04		0.36		
0.10		-		-		Glassware Cost Per Cover	0.04		-		-	0.03		-		-		
-		0.02		-		Silver Cost Per Cover	0.11		0.02		-	0.10		0.02		-		
0.16		0.03		-		Linen Cost Per Cover	0.17		0.05		-	0.15		0.04		-		
0.77		0.48		0.46		Laundry Cost Per Cover	0.48		0.58		0.55	0.48		0.56		0.53		
0.04		0.15		0.19		Staff Uniform Laundry Cost Per Cover	0.12		0.13		0.19	0.12		0.13		0.18		
0.00		0.03		-		Cleaning Cost Per Cover	0.04		0.02		-	0.04		0.02		-		
0.24		0.21		-		Guest Supplies Cost Per Cover	0.21		0.18		-	0.21		0.18		-		
1.78		1.26		1.85		Total Cost Per Cover	2.21		1.28		1.73	2.04		1.27		1.72		
						FOOD REVENUE												
14,303		11,840		13,861		Breakfast	184,733		153,298		146,518	213,577		182,142		176,051		
4,350		7,036		4,070		Lunch	56,144		69,929		51,590	70,314		84,099		60,449		
6,912		7,925		7,375		Dinner	85,348		91,746		86,582	104,235		110,633		104,108		
25,564		26,801		25,307		TOTAL FOOD REVENUE	326,226		314,974		284,691	388,126		376,874		340,608		
						BEVERAGE REVENUE												
140		-		74		Breakfast	1,881		186		1,654	1,881		186		1,848		
1,691		2,612		1,435		Lunch	21,783		26,994		19,009	27,459		32,670		21,931		
5,129		3,803		3,373		Dinner	39,196		42,131		38,094	46,509		49,444		45,409		
6,960		6,415		4,882		TOTAL BEVERAGE REVENUE	64,352		69,311		58,756	77,341		82,300		69,189		
32,524		33,215		30,189		TOTAL REVENUE	390,577		384,285		343,447	465,467		459,174		409,797		
						BREAKFAST												
31		31		31		No of Trading Days	306		306		306	365		365		365		
31		27		32		Average Covers Per Day	37		34		33	36		34		33		
960		844		988		Total Monthly Covers	11,365		10,498		10,036	13,273		12,406		12,147		
14.90		14.03		14.03		Food Spend Per Cover	16.25		14.60		14.60	16.09		14.68		14.49		
0.15		-		0.07		Beverage Spend Per Cover	0.17		0.02		0.16	0.14		0.02		0.15		
15.04		14.03		14.10		Total Average Spend	16.42		14.62		14.76	16.23		14.70		14.65		
						LUNCH												
31		31		31		No of Trading Days	306		306		306	365		365		365		
8		13		7		Average Covers Per Day	9		12		8	9		12		8		
237		400		219		Total Monthly Covers	2,728		3,750		2,563	3,458		4,480		3,022		
18.35		17.59		18.59		Food Spend Per Cover	20.58		18.65		20.13	20.33		18.77		20.00		
7.13		6.53		6.55		Beverage Spend Per Cover	7.99		7.20		7.42	7.94		7.29		7.26		
25.49		24.12		25.14		Total Average Spend	28.57		25.85		27.55	28.27		26.06		27.26		
						DINNER												
31		31		31		No of Trading Days	306		306		306	365		365		365		
11		13		11		Average Covers Per Day	13		15		13	14		15		13		
340		390		346		Total Monthly Covers	4,007		4,565		4,093	4,941		5,499		4,926		

MONTH						THE DINING ROOM	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
20.33		20.32		21.32		Food Spend Per Cover	21.30		20.10		21.15		21.10		20.12		21.13	
15.09		9.75		9.75		Beverage Spend Per Cover	9.78		9.23		9.31		9.41		8.99		9.22	
35.41		30.07		31.07		Total Average Spend	31.08		29.33		30.46		30.51		29.11		30.35	

MONTH			THE DRAWING ROOM	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET							
Actual	%	Budget		%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year
				OPERATING STATISTICS													
-		-		-		-		-		-		-		-		-	
-		-		-		-		-		-		-		-		-	
-		-		-		-		-		-		-		-		-	
471		401		556		4,099		4,004		4,960		4,879		4,784		5,688	
0.11		-		-		0.04		-		-		0.03		-		-	
0.08		-		0		0.01		-		-		0.01		-		-	
-		-		0		-		-		-		-		-		-	
-		-		0		-		-		-		-		-		-	
-		-		0		0.21		-		0.58		0.17		-		0.59	
-		-		0.40		-		-		-		-		-		-	
-		-		0		-		-		-		-		-		-	
-		-		0		0.00		-		-		0.00		-		-	
0.19		-		0.397158273		0.62		-		0.70		0.52		-		0.69	
				FOOD REVENUE													
356		500		918		1,847		9,082		13,580		2,847		10,082		15,930	
915		702		716		11,217		9,697		7,632		12,309		10,789		8,850	
3,118		3,072		1,549		19,222		28,302		18,979		25,366		34,446		22,502	
102		185		516		19,010		6,077		6,326		19,510		6,577		7,501	
4,492		4,459		3,699		51,295		53,158		46,517		60,031		61,894		54,783	
				BEVERAGE REVENUE													
14		-		188		823		191		1,354		823		191		1,507	
219		162		87		2,955		2,479		1,530		3,207		2,731		1,745	
261		384		261		1,749		3,591		4,589		2,517		4,359		5,364	
91		130		87		10,234		2,954		1,530		10,584		3,304		1,788	
584		676		623		15,761		9,215		9,003		17,131		10,885		10,404	
				OTHER REVENUE													
-		-		-		-		-		-		-		-		-	
5,076		5,138		4,322		67,087		62,373		55,520		77,163		72,479		65,187	
				BREAKFAST													
31		31		31		306		306		306		365		365		365	
2		3		1		1		3		6		2		3		6	
64		100		41		436		900		1,915		636		1,100		2,173	
5.57		5.00		22.39		4.24		10.09		7.09		4.48		9.17		7.33	
0.21		-		4.59		1.89		0.21		0.71		1.29		0.17		0.69	
5.78		5.00		26.98		6.12		10.30		7.80		5.77		9.34		8.02	
				LUNCH													
31		31		31		306		306		306		365		365		365	
5		3		6		4		4		2		4		4		1	
156		108		180		1,176		1,268		472		1,344		1,436		536	
5.87		6.50		3.98		9.54		7.65		16.17		9.16		7.51		16.51	
1.40		1.50		0.48		2.51		1.96		3.24		2.39		1.90		3.26	
7.27		8.00		4.46		12.05		9.60		19.41		11.55		9.42		19.77	

MONTH						THE DRAWING ROOM	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						AFTERNOON TEA												
31		31		31		No of Trading Days	306		306		306	365		365		365		
9		8		9		Average Covers Per Day	5		8		11	6		8		11		
287		256		282		Total Monthly Covers	1,594		2,348		3,366	2,106		2,860		3,864		
10.87		12.00		5.49		Food Spend Per Cover	12.06		12.05		5.64	12.04		12.04		5.82		
0.91		1.50		0.93		Beverage Spend Per Cover	1.10		1.53		1.36	1.19		1.52		1.39		
11.78		13.50		6.42		Total Average Spend	13.16		13.58		7.00	13.24		13.57		7.21		
						DINNER												
31		31		31		No of Trading Days	306		306		306	365		365		365		
1		1		3		Average Covers Per Day	4		1		4	4		1		4		
28		37		94		Total Monthly Covers	1,329		388		1,122	1,429		488		1,288		
3.63		5.00		5.49		Food Spend Per Cover	14.30		15.66		5.64	13.65		13.48		5.82		
3.23		3.50		0.93		Beverage Spend Per Cover	7.70		7.61		1.36	7.41		6.77		1.39		
6.86		8.50		6.41		Total Average Spend	22.00		23.28		7.00	21.06		20.25		7.21		

MONTH			DUKES BAR			YEAR TO DATE			FULL YEAR ACTUAL/BUDGET								
Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
REVENUE																	
518	1.0%	1,581	3.0%	427	0.9%	3,677	0.7%	13,547	2.5%	5,538	1.1%	6,686	1.0%	16,556	2.6%	6,184	1.0%
50,137	98.1%	50,671	97.0%	47,369	98.5%	538,161	98.7%	524,928	97.5%	489,453	98.4%	643,694	98.4%	630,461	97.4%	592,980	98.5%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
445	0.9%	-	0.0%	309	0.6%	3,687	0.7%	98	0.0%	2,481	0.5%	3,687	0.6%	98	0.0%	2,691	0.4%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
51,101	100.0%	52,252	100.0%	48,104	100.0%	545,526	100.0%	538,573	100.0%	497,473	100.0%	654,067	100.0%	647,114	100.0%	601,855	100.0%
COST OF SALES																	
148	28.5%	458	29.0%	134	31.4%	989	26.9%	4,096	30.2%	1,746	31.5%	1,861	27.8%	4,968	30.0%	1,965	31.8%
14,918	29.8%	13,681	27.0%	9,712	20.5%	144,484	26.8%	145,357	27.7%	137,563	28.1%	172,978	26.9%	173,851	27.6%	162,294	27.4%
-	0.0%	-	0.0%	-	0.0%	545	14.8%	-	0.0%	683	27.5%	545	14.8%	-	0.0%	683	25.4%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
15,066	29.5%	14,140	27.1%	9,846	20.5%	146,018	26.8%	149,453	27.7%	139,992	28.1%	175,384	26.8%	178,819	27.6%	164,942	27.4%
PAYROLL & RELATED EXP.																	
6,802	13.3%	6,053	11.6%	5,750	12.0%	60,372	11.1%	59,317	11.0%	58,377	11.7%	72,499	11.1%	71,444	11.0%	70,938	11.8%
791	1.5%	949	1.8%	669	1.4%	13,490	2.5%	9,079	1.7%	6,725	1.4%	15,389	2.4%	10,978	1.7%	8,205	1.4%
7,593	14.9%	7,002	13.4%	6,419	13.3%	73,862	13.5%	68,396	12.7%	65,102	13.1%	87,889	13.4%	82,422	12.7%	79,144	13.1%

MONTH			DUKES BAR	YEAR TO DATE			FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget		%	Last Year	%	Actual	%	Budget	%	Last Year	%
			LUNCH									
31		31	No of Trading Days	306	306	306	365	365	365	365	365	
37		6	Average Covers Per Day	27	5	-	24	5	-	-	-	
1,151		186	Total Monthly Covers	8,289	1,563	-	8,643	1,917	-	-	-	
0.04		8.50	Food Spend Per Cover	0.13	8.53	-	0.47	8.52	-	-	-	
16.24		2.50	Beverage Spend Per Cover	19.74	2.80	-	19.04	2.74	-	-	-	
16.28		11.00	Total Average Spend	19.87	11.32	-	19.51	11.26	-	-	-	
			DINNER									
31		31	No of Trading Days	306	306	306	365	365	365	365	365	
57		110	Average Covers Per Day	56	114	100	66	115	101	101	101	
1,767		3,404	Total Monthly Covers	17,009	34,853	30,614	24,104	41,947	36,730	36,730	36,730	
0.27		-	Food Spend Per Cover	0.12	0.01	0.13	0.09	0.01	0.12	0.12	0.12	
17.80		14.75	Beverage Spend Per Cover	21.96	14.94	11.22	19.84	14.90	11.40	11.40	11.40	
18.06		14.75	Total Average Spend	22.08	14.94	11.35	19.92	14.91	11.52	11.52	11.52	

MONTH						ROOM SERVICE	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						REVENUE												
9,530	88.4%	10,146	87.9%	8,405	88.8%	Food Revenue	100,999	91.5%	112,881	88.0%	110,404	87.8%	121,768	90.7%	133,650	87.8%	130,286	88.0%
1,256	11.6%	1,401	12.1%	1,062	11.2%	Beverage Revenue	9,352	8.5%	15,423	12.0%	15,329	12.2%	12,520	9.3%	18,592	12.2%	17,803	12.0%
-	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%	Other Revenue	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
10,786	100.0%	11,547	100.0%	9,467	100.0%	TOTAL REVENUE	110,351	100.0%	128,304	100.0%	125,733	100.0%	134,288	100.0%	152,242	100.0%	148,089	100.0%
						COST OF SALES												
2,721	28.6%	4,527	44.6%	2,641	31.4%	Food Cost	27,275	27.0%	51,212	45.4%	35,337	32.0%	36,422	29.9%	60,359	45.2%	41,996	32.2%
374	29.8%	540	38.5%	217	20.4%	Beverage Cost	2,475	26.5%	6,571	42.6%	4,362	28.5%	3,655	29.2%	7,751	41.7%	4,929	27.7%
-	0.0%	-	0.0%	-	0.0%	Other Cost of Sales	7	0.0%	-	0.0%	-	0.0%	7	0.0%	-	0.0%	-	0.0%
3,095	28.7%	5,067	43.9%	2,858	30.2%	TOTAL COST OF SALES	29,757	27.0%	57,783	45.0%	39,699	31.6%	40,084	29.8%	68,110	44.7%	46,925	31.7%
						PAYROLL & RELATED EXP.												
2,503	23.2%	2,624	22.7%	-	0.0%	Labour	22,719	20.6%	23,253	18.1%	-	0.0%	27,976	20.8%	28,509	18.7%	-	0.0%
568	5.3%	289	2.5%	-	0.0%	Other Payroll Related	3,796	3.4%	2,555	2.0%	-	0.0%	4,375	3.3%	3,134	2.1%	-	0.0%
3,071	28.5%	2,913	25.2%	-	0.0%	TOTAL PAYROLL & RELATED EXP.	26,515	24.0%	25,808	20.1%	-	0.0%	32,350	24.1%	31,643	20.8%	-	0.0%

MONTH						ROOM SERVICE	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						OPERATING EXPENSES												
-	0.0%	-	0.0%	-	0.0%	Contract Labour	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
109	1.0%	50	0.4%	-	0.0%	China	255	0.2%	450	0.4%	-	0.0%	355	0.3%	550	0.4%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Glassware	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	25	0.2%	-	0.0%	Silver	-	0.0%	225	0.2%	-	0.0%	50	0.0%	275	0.2%	-	0.0%
-	0.0%	15	0.1%	-	0.0%	Linen	-	0.0%	135	0.1%	-	0.0%	30	0.0%	165	0.1%	-	0.0%
-	0.0%	50	0.4%	-	0.0%	Operating Equipment & Supplies	-	0.0%	450	0.4%	-	0.0%	100	0.1%	550	0.4%	-	0.0%
828	7.7%	627	5.4%	221	2.3%	Laundry	6,546	5.9%	6,579	5.1%	2,861	2.3%	7,889	5.9%	7,923	5.2%	3,335	2.3%
158	1.5%	-	0.0%	-	0.0%	Staff Uniform Laundry	1,164	1.1%	-	0.0%	-	0.0%	1,164	0.9%	-	0.0%	-	0.0%
46	0.4%	30	0.3%	-	0.0%	Cleaning Supplies	46	0.0%	270	0.2%	-	0.0%	106	0.1%	330	0.2%	-	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%	Flowers & Decoration	-	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%	Guest Supplies	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	50	0.4%	-	0.0%	Menu & Beverage List	522	0.5%	450	0.4%	-	0.0%	622	0.5%	550	0.4%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Printing And Stationary	85	0.1%	-	0.0%	-	0.0%	85	0.1%	-	0.0%	-	0.0%
-	0.0%	5	0.0%	-	0.0%	Office Supplies	-	0.0%	45	0.0%	-	0.0%	10	0.0%	55	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%	Postage & Couriers	-	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%	Uniforms	-	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%	Taxi's Home	-	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%	Paper Supplies	-	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%	Dues & Suscriptions	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Kitchen Utensils	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Other Expenses	3	0.0%	-	0.0%	-	0.0%	3	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%
1,140	10.6%	852	7.4%	221	2.3%	TOTAL OPERATING EXPENSES	8,620	7.8%	8,604	6.7%	2,861	2.3%	10,414	7.8%	10,398	6.8%	3,335	2.3%
3,481	32.3%	2,715	23.5%	(221)	-2.3%	TOTAL PROFIT / LOSS	45,458	41.2%	36,109	28.1%	(2,861)	-2.3%	51,440	38.3%	42,091	27.6%	(3,335)	-2.3%

MONTH			ROOM SERVICE	YEAR TO DATE			FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget		%	Last Year	%	Actual	%	Budget	%	Last Year	%
OPERATING STATISTICS												
2.0		2.0		1.8		1.8		2.0		1.6		1.3
5,393		5,774		5,259		61,306		64,152		78,583		74,605
475		402		341		4,544		4,882		4,307		5,554
949		804		614		8,179		9,763		6,891		9,997
0.12		0.06		-		0.03		0.05		-		0.04
-		-		-		-		-		-		-
-		0.03		-		-		0.02		-		0.01
-		0.02		-		-		0.01		-		0.00
0.87		0.78		0.36		0.80		0.67		0.42		0.79
0.17		-		-		0.14		-		-		0.12
0.05		0.04		-		0.01		0.03		-		0.01
-		-		-		-		-		-		-
1.20		1.06		0.36		1.05		0.88		0.42		1.04
FOOD REVENUE												
5,265		5,552		3,670		59,366		56,983		54,318		69,223
647		980		1,218		5,215		10,799		12,994		7,449
-		-		-		-		125		4		-
-		-		-		-		-		-		-
3,618		3,614		3,517		36,418		44,973		43,088		45,096
9,530		10,146		8,405		100,999		112,881		110,404		121,768
BEVERAGE REVENUE												
91		-		321		790		-		2,305		790
64		300		148		508		3,319		2,606		1,185
-		-		-		-		-		-		-
-		-		-		-		-		-		-
1,102		1,102		592		8,054		12,104		10,418		10,545
1,256		1,401		1,061		9,352		15,423		15,329		12,520
OTHER REVENUE												
-		-		-		-		-		-		-
-		-		-		-		-		-		-
10,786		11,547		9,466		110,351		128,304		125,733		134,288
TOTAL REVENUE												
134,288												
152,242												
148,089												

MONTH						YEAR TO DATE						FULL YEAR ACTUAL/BUDGET											
Actual		%		Budget		%		Last Year		%		Actual		%		Budget		%		Last Year		%	
ROOM SERVICE						ROOM SERVICE						ROOM SERVICE											
BREAKFAST						BREAKFAST						BREAKFAST											
31		31		31		306		306		306		365		365		365							
18		12		10		16		15		11		16		15		10							
543		379		306		5,001		4,530		3,260		5,858		5,387		3,699							
9.70		14.65		11.99		11.87		12.58		16.66		11.82		12.41		17.23							
0.17		-		1.05		0.16		-		0.71		0.13		-		0.69							
9.86		14.65		13.04		12.03		12.58		17.37		11.95		12.41		17.92							
LUNCH						LUNCH						LUNCH											
31		31		31		306		306		306		365		365		365							
2		5		2		1		6		3		2		6		2							
55		150		71		444		1,759		804		783		2,098		912							
11.76		6.54		17.15		11.74		6.14		16.16		9.52		6.21		16.52							
1.16		2.00		2.08		1.14		1.89		3.24		1.51		1.91		3.26							
12.92		8.54		19.24		12.89		8.03		19.40		11.03		8.12		19.78							
DINNER & NIGHTS						DINNER & NIGHTS						DINNER & NIGHTS											
31		31		31		306		306		306		365		365		365							
11		9		8		9		11		9		9		11		9							
351		275		237		2,734		3,474		2,827		3,357		4,097		3,246							
10.31		13.12		14.84		13.32		12.95		15.24		13.43		13.10		15.74							
3.14		4.00		2.50		2.95		3.48		3.69		3.14		3.56		3.78							
13.45		17.12		17.34		16.27		16.43		18.93		16.58		16.66		19.52							

MONTH						MPD	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
REVENUE																		
10,680	48.1%	9,620	43.5%	14,093	50.0%	Food Revenue	146,950	51.5%	162,276	46.2%	169,910	48.4%	182,322	51.0%	197,648	46.7%	194,661	48.9%
5,485	24.7%	5,238	23.7%	7,482	26.5%	Beverage Revenue	70,758	24.8%	88,595	25.2%	86,081	24.5%	89,698	25.1%	107,535	25.4%	95,976	24.1%
6,056	27.3%	6,900	31.2%	6,635	23.5%	Room Hire	67,790	23.7%	96,661	27.5%	95,287	27.1%	84,690	23.7%	113,561	26.8%	107,233	27.0%
-	0.0%	350	1.6%	-	0.0%	Other Revenue	-	0.0%	3,470	1.0%	-	0.0%	750	0.2%	4,220	1.0%	-	0.0%
22,221	100.0%	22,107	100.0%	28,209	100.0%	TOTAL REVENUE	285,497	100.0%	351,002	100.0%	351,278	100.0%	357,460	100.0%	422,964	100.0%	397,870	100.0%
COST OF SALES																		
3,049	28.5%	2,790	29.0%	4,428	31.4%	Food Cost	39,381	26.8%	47,085	29.0%	54,421	32.0%	49,639	27.2%	57,343	29.0%	62,605	32.2%
1,634	29.8%	1,388	26.5%	1,534	20.5%	Beverage Cost	18,749	26.5%	23,932	27.0%	23,845	27.7%	23,768	26.5%	28,951	26.9%	26,069	27.2%
-	0.0%	175	50.0%	-	0.0%	Other Cost of Sales	1,058	0.0%	1,735	50.0%	-	0.0%	1,433	191.1%	2,110	50.0%	-	0.0%
4,683	21.1%	4,353	19.7%	5,962	21.1%	TOTAL COST OF SALES	59,189	20.7%	72,752	20.7%	78,266	22.3%	74,841	20.9%	88,404	20.9%	88,674	22.3%
PAYROLL & RELATED EXP.																		
10,758	48.4%	10,717	48.5%	5,391	19.1%	Labour	104,510	36.6%	100,807	28.7%	26,091	7.4%	125,968	35.2%	122,265	28.9%	37,260	9.4%
884	4.0%	1,402	6.3%	599	2.1%	Other Payroll Related	8,575	3.0%	13,116	3.7%	4,210	1.2%	11,382	3.2%	15,923	3.8%	5,501	1.4%
11,642	52.4%	12,119	54.8%	5,989	21.2%	TOTAL PAYROLL & RELATED EXP.	113,086	39.6%	113,924	32.5%	30,301	8.6%	137,350	38.4%	138,188	32.7%	42,761	10.7%

MONTH					MPD	YEAR TO DATE					FULL YEAR ACTUAL/BUDGET							
Actual	%	Budget	%	Last Year		%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%		
OPERATING EXPENSES																		
-	0.0%	-	0.0%	-	0.0%	Contract Labour	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
13	0.1%	75	0.3%	-	0.0%	China	137	0.0%	675	0.2%	-	0.0%	287	0.1%	825	0.2%		
3	0.0%	-	0.0%	-	0.0%	Glassware	118	0.0%	-	0.0%	-	0.0%	118	0.0%	-	0.0%		
-	0.0%	32	0.1%	-	0.0%	Silver	-	0.0%	284	0.1%	-	0.0%	63	0.0%	347	0.1%		
-	0.0%	100	0.5%	-	0.0%	Operating Equipment & Supplies	-	0.0%	900	0.3%	-	0.0%	200	0.1%	1,100	0.3%		
-	0.0%	26	0.1%	-	0.0%	Linen	100	0.0%	236	0.1%	-	0.0%	152	0.0%	289	0.1%		
698	3.1%	182	0.8%	530	1.9%	Laundry	4,832	1.7%	2,429	0.7%	6,867	2.0%	5,432	1.5%	3,029	0.7%		
140	0.6%	158	0.7%	41	0.1%	Staff Uniform Laundry	751	0.3%	1,490	0.4%	267	0.1%	1,067	0.3%	1,806	0.4%		
80	0.4%	25	0.1%	-	0.0%	Cleaning Supplies	80	0.0%	225	0.1%	-	0.0%	130	0.0%	275	0.1%		
-	0.0%	-	0.0%	-	0.0%	Contract Cleaning	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
-	0.0%	-	0.0%	87	0.3%	Flowers & Decoration	508	0.2%	-	0.0%	867	0.2%	508	0.1%	-	0.0%		
-	0.0%	-	0.0%	-	0.0%	Christmas Decoration	1,148	0.0%	-	0.0%	-	0.0%	1,148	0.0%	-	0.0%		
-	0.0%	-	0.0%	-	0.0%	Music & Entertainment	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
284	1.3%	163	0.7%	-	0.0%	Guest Supplies	2,602	0.9%	2,334	0.7%	-	0.0%	3,113	0.9%	2,846	0.7%		
-	0.0%	100	0.5%	-	0.0%	Menu & Beverage List	-	0.0%	900	0.3%	-	0.0%	200	0.1%	1,100	0.3%		
17	0.1%	-	0.0%	-	0.0%	Printing And Stationary	650	0.2%	-	0.0%	-	0.0%	650	0.2%	-	0.0%		
-	0.0%	25	0.1%	-	0.0%	Office Supplies	-	0.0%	225	0.1%	-	0.0%	50	0.0%	275	0.1%		
-	0.0%	50	0.2%	-	0.0%	Telecommunications	-	0.0%	450	0.1%	-	0.0%	100	0.0%	550	0.1%		
-	0.0%	60	0.3%	-	0.0%	Postage & Couriers	-	0.0%	300	0.1%	-	0.0%	120	0.0%	420	0.1%		
-	0.0%	-	0.0%	-	0.0%	Travel & Entertainment	23	0.0%	19	0.0%	-	0.0%	23	0.0%	19	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%	Entertainment	-	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%	Outside Storage	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
-	0.0%	53	0.2%	-	0.0%	Paper Supplies	-	0.0%	708	0.2%	-	0.0%	175	0.0%	883	0.2%		
-	0.0%	-	0.0%	-	0.0%	Licenses	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
-	0.0%	-	0.0%	-	0.0%	Dues & Suscriptions	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
-	0.0%	-	0.0%	-	0.0%	Equipment / Repair - Kitchen	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%		
-	0.0%	-	0.0%	-	0.0%	Other Expenses	17	0.0%	-	0.0%	-	0.0%	17	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%	MPD Commissions	634	0.2%	-	0.0%	-	0.0%	634	0.2%	-	0.0%		
1,233	5.6%	1,050	4.7%	658	2.3%	TOTAL OPERATING EXPENSES	11,598	4.1%	11,176	3.2%	8,001	2.3%	14,186	4.0%	13,764	3.3%	9,419	2.4%
4,663	21.0%	4,586	20.7%	15,600	55.3%	TOTAL PROFIT / LOSS	101,625	35.6%	153,151	43.6%	234,710	66.8%	131,083	36.7%	182,609	43.2%	257,015	64.6%

MONTH			MPD	YEAR TO DATE			FULL YEAR ACTUAL/BUDGET										
Actual	%	Budget		%	Last Year	%	Actual	%	Budget	%	Last Year	%					
OPERATING STATISTICS																	
7.0		7.0		2.0		4.8		7.0		1.5		4.8		7.0		1.7	
3,174		3,158		14,105		59,479		50,143		234,185		74,471		60,423		238,722	
83		54		228		1,080		757		3,671		1,328		927		3,859	
581		380		456		5,185		5,296		5,507		6,375		6,486		6,432	
0.02		0.20		-		0.03		0.13		-		0.05		0.13		-	
0.00		-		-		0.02		-		-		0.02		-		-	
-		0.08		-		-		0.05		-		0.01		0.05		-	
-		0.07		-		0.02		0.04		-		0.02		0.04		-	
1.20		0.48		1.16		0.93		0.46		1.25		0.85		0.47		1.24	
0.24		0.42		0.09		0.14		0.28		0.05		0.17		0.28		0.06	
0.14		0.07		-		0.02		0.04		-		0.02		0.04		-	
0.49		0.43		-		0.50		0.44		-		0.49		0.44		-	
2.12		2.76		1.44		2.24		2.11		1.45		2.23		2.12		1.46	
FOOD REVENUE																	
1,163		-		364		16,941		2,064		7,537		16,941		2,064		12,068	
4,233		3,680		5,605		63,200		59,444		75,752		76,000		72,244		86,078	
558		540		47		3,821		5,707		4,420		5,273		7,160		5,236	
-		-		-		-		-		-		-		-		-	
4,727		5,400		8,076		62,988		81,201		81,845		81,468		99,681		90,924	
10,680		9,620		14,093		146,950		148,416		169,554		179,682		181,148		194,305	
BEVERAGE REVENUE																	
216		-		334		3,226		504		1,895		3,226		504		2,224	
1,407		1,553		1,969		21,599		24,089		21,883		26,999		29,489		24,846	
-		-		-		-		-		-		-		-		-	
-		-		-		-		-		-		-		-		-	
3,862		3,375		5,179		45,933		50,271		62,303		56,933		61,271		68,906	
5,485		4,928		7,482		70,758		74,865		86,081		87,158		91,265		95,976	
OTHER REVENUE																	
6,056		6,900		6,635		67,790		96,661		95,287		84,690		113,561		107,233	
-		-		-		-		-		-		-		-		-	
22,221		21,447		28,209		285,497		319,942		350,922		351,530		385,974		397,514	

MONTH						MPD	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						BREAKFAST												
31		31		31		No of Trading Days	306		306		306	365		365		365		
4		-		3		Average Covers Per Day	3		0		3	3		0		3		
114		-		81		Total Monthly Covers	949		119		857	949		119		1,096		
10.20		-		4.50		Food Spend Per Cover	17.85		17.34		8.79	17.85		17.34		11.01		
1.89		-		4.12		Beverage Spend Per Cover	3.40		4.24		2.21	3.40		4.24		2.03		
12.09		-		8.61		Total Average Spend	21.25		21.58		11.01	21.25		21.58		13.04		
						LUNCH												
31		31		31		No of Trading Days	306		306		306	365		365		365		
5		4		6		Average Covers Per Day	6		6		7	6		6		7		
156		115		181		Total Monthly Covers	1,962		1,874		2,135	2,362		2,274		2,550		
27.13		32.00		30.97		Food Spend Per Cover	32.21		31.72		35.48	32.18		31.77		33.76		
9.02		13.50		10.88		Beverage Spend Per Cover	11.01		12.85		10.25	11.43		12.97		9.74		
36.15		45.50		41.85		Total Average Spend	43.22		44.57		45.73	43.61		44.74		43.50		
						AFTERNOON TEA												
31		31		31		No of Trading Days	306		306		306	365		365		365		
5		4		-		Average Covers Per Day	2		4		-	3		5		-		
167		130		-		Total Monthly Covers	641		1,310		-	991		1,660		-		
3.34		4.15		-		Food Spend Per Cover	5.96		4.36		-	5.32		4.31		-		
-		-		-		Beverage Spend Per Cover	-		-		-	-		-		-		
3.34		4.15		-		Total Average Spend	5.96		4.36		-	5.32		4.31		-		
						DINNER												
31		31		31		No of Trading Days	306		306		306	365		365		365		
5		4		6		Average Covers Per Day	5		7		8	6		7		8		
144		135		194		Total Monthly Covers	1,633		1,993		2,515	2,073		2,433		2,786		
32.82		40.00		41.63		Food Spend Per Cover	38.57		40.74		32.54	39.30		40.97		32.64		
26.82		25.00		26.70		Beverage Spend Per Cover	28.13		25.22		24.77	27.46		25.18		24.73		
59.64		65.00		68.32		Total Average Spend	66.70		65.97		57.32	66.76		66.15		57.37		

MONTH			PRIVATE BAR	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET								
Actual	%	Budget		%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
				REVENUE														
-	0.0%	-	0.0%	Food Revenue	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
2,043	100.0%	1,884	100.0%	Beverage Revenue	24,712	100.0%	23,357	100.0%	20,991	100.0%	28,983	100.0%	27,628	100.0%	24,441	100.0%	24,441	100.0%
-	0.0%	-	0.0%	Other Revenue	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
2,043	100.0%	1,884	0.0%	TOTAL REVENUE	24,712	0.0%	23,357	0.0%	20,991	0.0%	28,983	0.0%	27,628	0.0%	24,441	0.0%	24,441	0.0%
				COST OF SALES														
-	0.0%	-	0.0%	Food Cost	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
624	30.6%	-	0.0%	Beverage Cost	6,641	26.9%	-	0.0%	5,945	28.3%	6,641	22.9%	-	0.0%	6,728	27.5%	6,728	27.5%
-	0.0%	-	0.0%	Other Cost of Sales	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
624	30.6%	-	0.0%	TOTAL COST OF SALES	6,641	26.9%	-	0.0%	5,945	28.3%	6,641	22.9%	-	0.0%	6,728	27.5%	6,728	27.5%
1,419	69.4%	1,884	100.0%	TOTAL PROFIT / LOSS	18,071	73.1%	23,357	100.0%	15,046	71.7%	22,342	77.1%	27,628	100.0%	17,714	72.5%	17,714	72.5%

MONTH						MAIN KITCHEN	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						PAYROLL & RELATED EXP.												
23,177	45.6%	21,082	40.1%	19,776	38.1%	Labour	189,245	30.1%	205,173	31.2%	203,218	32.9%	231,475	30.5%	247,403	31.5%	246,692	33.9%
2,512	4.9%	2,668	5.1%	2,553	4.9%	Other Payroll Related	21,300	3.4%	25,807	3.9%	24,944	4.0%	26,644	3.5%	31,150	4.0%	30,841	4.2%
25,689	50.6%	23,750	45.1%	22,329	43.0%	TOTAL PAYROLL & RELATED EXP.	210,546	33.5%	230,980	35.2%	228,162	37.0%	258,119	34.0%	278,553	35.4%	277,533	38.2%
						OPERATING EXPENSES												
-	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%	China	-	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%	Silver	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Linen	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Laundry	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
277	0.5%	276	0.5%	243	0.5%	Staff Uniform Laundry	2,846	0.5%	2,747	0.4%	2,605	0.4%	3,398	0.4%	3,299	0.4%	3,151	0.4%
308	0.6%	235	0.4%	164	0.3%	Cleaning Supplies	2,541	0.4%	3,660	0.6%	2,835	0.5%	3,511	0.5%	4,630	0.6%	3,210	0.4%
-	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%	Flowers & Decoration	-	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%	Guest Supplies	-	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%
62	0.1%	-	0.0%	-	0.0%	Printing And Stationary	82	0.0%	-	0.0%	-	0.0%	82	0.0%	-	0.0%	-	0.0%
-	0.0%	30	0.1%	-	0.0%	Telecommunications	-	0.0%	270	0.0%	-	0.0%	60	0.0%	330	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%	Transportation	-	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%	Entertainment	-	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%	Outside Storage	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	100	0.2%	-	0.0%	Paper Supplies	-	0.0%	900	0.1%	-	0.0%	200	0.0%	1,100	0.1%	-	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%	Dues & Suscriptions	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	200	0.4%	-	0.0%	Kitchen Utensils & Equipment	378	0.1%	1,800	0.3%	623	0.1%	778	0.1%	2,200	0.3%	649	0.1%
-	0.0%	-	0.0%	-	0.0%	Other Expenses	22	0.0%	-	0.0%	-	0.0%	22	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%
647	1.3%	841	1.6%	407	0.8%	TOTAL OPERATING EXPENSES	5,868	0.9%	9,377	1.4%	6,062	1.0%	8,050	1.1%	11,559	1.5%	7,009	1.0%
26,336	51.9%	24,591	46.7%	22,735	43.8%	TOTAL OVERHEADS	216,414	34.4%	240,357	36.6%	234,224	38.0%	266,169	35.1%	290,113	36.9%	284,543	39.2%
13.9		13.3		11.8		HEADCOUNT	12.7		13.3		13.0		12.7		13.3		12.8	

MONTH			TELEPHONE			YEAR TO DATE						FULL YEAR ACTUAL/BUDGET						
Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%	
REVENUE																		
831	100.0%	1,278	100.0%	762	53.3%	Local & Long-Distance Call Revenue	12,010	76.3%	15,553	78.6%	16,573	52.7%	14,907	80.0%	18,451	81.3%	19,019	52.6%
-	0.0%	-	0.0%	-	0.0%	Movies On Demand	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	667	46.7%	Internet Revenue	3,724	23.7%	4,239	21.4%	14,891	47.3%	3,724	20.0%	4,239	18.7%	17,161	47.4%
-	0.0%	-	0.0%	-	0.0%	Commissions	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
831	100.0%	1,278	100.0%	1,429	100.0%	TOTAL REVENUE	15,733	100.0%	19,792	100.0%	31,464	100.0%	18,631	100.0%	22,690	100.0%	36,180	100.0%
COST OF SALES																		
-	0.0%	-	0.0%	(2,351)	-164.5%	Internet Costs	16,618	105.6%	1,595	8.1%	16,826	53.5%	16,618	89.2%	1,595	7.0%	16,769	46.3%
610	73.3%	256	20.0%	206	14.4%	Telephone Cost Of Sales	7,395	47.0%	3,343	16.9%	7,671	24.4%	7,974	42.8%	3,923	17.3%	14,463	40.0%
-	0.0%	-	0.0%	-	0.0%	Administration Credit	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
610	73.3%	256	20.0%	(2,145)	-150.1%	TOTAL COST OF SALES	24,013	152.6%	4,938	24.9%	24,496	77.9%	24,592	132.0%	5,517	24.3%	31,231	86.3%
PAYROLL & RELATED EXP.																		
-	0.0%	-	0.0%	-	0.0%	Labour	-	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%	TOTAL PAYROLL & RELATED EXP.	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
OPERATING EXPENSES																		
-	0.0%	-	0.0%	-	0.0%	TOTAL OPERATING EXPENSES	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
222	26.7%	1,023	80.0%	3,574	250.1%	TOTAL PROFIT / LOSS	(8,280)	-52.6%	14,854	75.1%	6,968	22.1%	(5,961)	-32.0%	17,172	75.7%	4,949	13.7%
-	-	-	-	-	-	HEADCOUNT	-	-	-	-	-	-	-	-	-	-	-	-

MONTH						LAUNDRY / VALET	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
REVENUE																		
301	8.9%	3,108	100.0%	2,268	100.0%	Laundry / Valet - Internal	4,003	11.1%	36,344	100.0%	41,427	100.0%	11,049	25.6%	43,390	100.0%	46,680	100.0%
3,086	91.1%	-	0.0%	-	0.0%	Laundry / Valet - External	32,176	88.9%	-	0.0%	-	0.0%	32,176	74.4%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Laundry / Valet - Pressing	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
3,387	100.0%	3,108	100.0%	2,268	100.0%	TOTAL REVENUE	36,178	100.0%	36,344	100.0%	41,427	100.0%	43,225	100.0%	43,390	100.0%	46,680	100.0%
COST OF SALES																		
87	2.6%	-	0.0%	-	0.0%	Laundry / Valet - Internal	1,019	2.8%	-	0.0%	-	0.0%	1,019	2.4%	-	0.0%	-	0.0%
4,015	118.5%	2,798	90.0%	1,909	84.2%	Laundry / Valet - External	28,284	78.2%	33,290	91.6%	34,357	82.9%	34,626	80.1%	39,632	91.3%	38,628	82.8%
4,102	121.1%	2,798	90.0%	1,909	84.2%	TOTAL COST OF SALES	29,303	81.0%	33,290	91.6%	34,357	82.9%	34,626	80.1%	39,632	91.3%	38,628	82.8%
OPERATING EXPENSES																		
-	0.0%	-	0.0%	-	0.0%	TOTAL OPERATING EXPENSES	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
(715)	-21.1%	311	10.0%	360	15.8%	TOTAL PROFIT/LOSS	6,875	19.0%	3,053	8.4%	7,070	17.1%	8,599	19.9%	3,758	8.7%	8,052	17.2%

MONTH			HEALTH CLUB & SPA			YEAR TO DATE			FULL YEAR ACTUAL/BUDGET								
Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
REVENUE																	
1,009	29.7%	2,697	50.4%	2,214	66.3%	11,343	29.3%	29,950	57.2%	25,400	69.6%	18,620	36.0%	37,228	57.0%	30,407	67.6%
202	5.9%	566	10.6%	577	17.3%	5,423	14.0%	6,162	11.8%	3,923	10.7%	6,950	13.4%	7,688	11.8%	4,564	10.1%
1,066	31.4%	-	0.0%	-	0.0%	14,074	36.3%	-	0.0%	-	0.0%	14,074	27.2%	-	0.0%	-	0.0%
1,076	31.7%	2,083	39.0%	547	16.4%	7,195	18.6%	16,265	31.1%	7,190	19.7%	11,362	22.0%	20,431	31.3%	10,005	22.2%
40	1.2%	-	0.0%	-	0.0%	693	1.8%	-	0.0%	-	0.0%	693	1.3%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
3,393	100.0%	5,346	100.0%	3,339	100.0%	38,729	100.0%	52,377	100.0%	36,513	100.0%	51,699	100.0%	65,347	100.0%	44,976	100.0%
COST OF SALES																	
80	2.4%	458	8.6%	839	25.1%	314	0.8%	4,715	9.0%	5,409	14.8%	1,551	3.0%	5,952	9.1%	6,456	14.4%
207	6.1%	311	5.8%	-	0.0%	4,577	11.8%	3,163	6.0%	-	0.0%	5,416	10.5%	4,003	6.1%	-	0.0%
47	1.4%	-	0.0%	-	0.0%	327	0.8%	-	0.0%	-	0.0%	327	0.6%	-	0.0%	-	0.0%
334.24	9.9%	770	14.4%	839	25.1%	5,218	13.5%	7,878	15.0%	5,409	14.8%	7,295	14.1%	9,955	15.2%	6,456	14.4%
PAYROLL & RELATED EXP.																	
2,769	81.6%	2,911	54.5%	3,856	115.5%	28,490	73.6%	28,891	55.2%	38,771	106.2%	34,317	66.4%	34,718	53.1%	45,658	101.5%
449	13.2%	296	5.5%	360	10.8%	3,486	9.0%	2,921	5.6%	3,587	9.8%	4,079	7.9%	3,514	5.4%	4,331	9.6%
3,218	94.8%	3,207	60.0%	4,216	126.3%	31,976	82.6%	31,813	60.7%	42,358	116.0%	38,396	74.3%	38,233	58.5%	49,989	111.1%
OPERATING EXPENSES																	
34	1.0%	43	0.8%	41	1.2%	418	1.1%	433	0.8%	416	1.1%	504	1.0%	519	0.8%	505	1.1%
95	2.8%	243	4.6%	-	0.0%	552	1.4%	2,222	4.2%	-	0.0%	1,142	2.2%	2,812	4.3%	-	0.0%
-	0.0%	20	0.4%	-	0.0%	27	0.1%	180	0.3%	-	0.0%	67	0.1%	220	0.3%	-	0.0%
(65)	-1.9%	50	0.9%	-	0.0%	62	0.2%	450	0.9%	-	0.0%	162	0.3%	550	0.8%	-	0.0%
30	0.9%	-	0.0%	-	0.0%	362	0.9%	-	0.0%	-	0.0%	362	0.7%	-	0.0%	-	0.0%
(149)	-4.4%	326	6.1%	-	0.0%	3,033	7.8%	3,316	6.3%	-	0.0%	3,914	7.6%	4,196	6.4%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	29	0.1%	-	0.0%	-	0.0%	29	0.1%	-	0.0%	-	0.0%
7	0.2%	20	0.4%	-	0.0%	23	0.1%	180	0.3%	-	0.0%	63	0.1%	220	0.3%	-	0.0%
-	0.0%	10	0.2%	-	0.0%	-	0.0%	90	0.2%	-	0.0%	20	0.0%	110	0.2%	-	0.0%
68	2.0%	52	1.0%	(90)	-2.7%	845	2.2%	545	1.0%	333	0.9%	948	1.8%	648	1.0%	333	0.7%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	727	1.9%	25	0.0%	-	0.0%	727	1.4%	25	0.0%	-	0.0%
20	0.6%	764	14.3%	(49)	-1.5%	6,106	15.8%	7,440	14.2%	749	2.1%	7,966	15.4%	9,300	14.2%	838	1.9%
(179)	-5.3%	605	11.3%	(1,667)	-49.9%	(4,572)	-11.8%	5,246	10.0%	(12,003)	-32.9%	(1,958)	-3.8%	7,860	12.0%	(12,307)	-27.4%
1.7		1.8		2.0		1.8		1.8		2.1		1.8		1.8		2.1	

MONTH						OTHER OPERATING DEP.	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
308	9.5%	50	1.1%	22	0.5%	Newspapers	1,624	4.3%	572	1.0%	418	1.1%	1,739	3.6%	687	1.1%	558	1.0%
-	0.0%	-	0.0%	-	0.0%	Parking Revenue	-	0.0%	-	0.0%	403	1.0%	-	0.0%	-	0.0%	403	0.7%
-	0.0%	-	0.0%	-	0.0%	Concessions	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Car Hire	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Other Sales Concierge	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
1,300	40.2%	1,766	39.9%	1,276	31.0%	In-House Movies	18,488	48.5%	21,317	38.9%	20,027	51.4%	22,492	46.7%	25,321	39.1%	23,662	43.5%
-	0.0%	-	0.0%	-	0.0%	Cash Discounts	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Interest Income	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
731	22.6%	-	0.0%	697	17.0%	Foreign Currency Exchange Gain	9,567	25.1%	-	0.0%	1,741	4.5%	9,567	19.9%	-	0.0%	3,292	6.1%
892	27.6%	2,607	58.9%	2,119	51.5%	Other Income	8,438	22.1%	32,897	60.0%	16,375	42.0%	14,348	29.8%	38,807	59.9%	26,442	48.6%
-	0.0%	-	0.0%	-	0.0%	Tobacco	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
3,230	100.0%	4,424	100.0%	4,114	100.0%	TOTAL REVENUE	38,118	100.0%	54,786	100.0%	38,965	100.0%	48,146	100.0%	64,814	100.0%	54,357	100.0%
						OPERATING EXPENSES												
308	9.5%	45	1.0%	-	0.0%	Newspapers	3,289	8.6%	500	0.9%	-	0.0%	3,392	7.0%	603	0.9%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Tobacco	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Concessions	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Car Hire	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Concierge Other	35	0.1%	-	0.0%	-	0.0%	35	0.1%	-	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%	Parking	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
13	0.4%	1,955	44.2%	317	7.7%	Other	1,287	3.4%	21,399	39.1%	6,781	17.4%	5,720	11.9%	25,832	39.9%	11,265	20.7%
320	9.9%	2,001	45.2%	317	7.7%	TOTAL OPERATING EXPENSES	4,611	12.1%	21,899	40.0%	6,781	17.4%	9,147	19.0%	26,435	40.8%	11,265	20.7%
2,910	90.1%	2,423	54.8%	3,797	92.3%	TOTAL PROFIT / LOSS	33,506	87.9%	32,887	60.0%	32,183	82.6%	38,999	81.0%	38,380	59.2%	43,092	79.3%

MONTH						ADMINISTRATION SUMMARY	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						PAYROLL & RELATED EXP.												
9,118	1.8%	9,749	1.9%	9,470	2.0%	Finance	86,534	1.3%	100,843	1.6%	115,507	1.8%	106,064	1.4%	120,373	1.6%	126,740	1.7%
-	0.0%	-	0.0%	-	0.0%	Purchasing	-	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%
15,241	3.0%	7,730	1.5%	9,307	2.0%	Executive Office	103,955	1.6%	76,538	1.2%	63,365	1.0%	119,432	1.6%	92,015	1.2%	89,874	1.2%
-	0.0%	-	0.0%	-	0.0%	Information Technology	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
3,173	0.6%	3,126	0.6%	(646)	-0.1%	Human Resources	32,039	0.5%	30,683	0.5%	36,167	0.6%	38,296	0.5%	36,940	0.5%	38,820	0.5%
27,532	5.3%	20,604	4.1%	18,132	3.9%	TOTAL PAYROLL & RELATED EXP.	222,527	3.5%	208,063	3.2%	215,039	3.4%	263,792	3.5%	249,327	3.3%	255,434	3.4%
						OPERATING EXPENSES												
15,375	3.0%	14,139	2.8%	19,670	4.2%	Finance	196,013	3.1%	169,366	2.6%	200,481	3.2%	228,139	3.0%	201,492	2.6%	209,013	2.8%
-	0.0%	-	0.0%	-	0.0%	Purchasing	-	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%
(2,002)	-0.4%	-	0.0%	21	0.0%	Executive Office	6,929	0.1%	-	0.0%	200	0.0%	6,929	0.1%	-	0.0%	245	0.0%
-	0.0%	-	0.0%	-	0.0%	Information Technology	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
5,053	1.0%	5,518	1.1%	3,126	0.7%	Human Resources	76,159	1.2%	39,616	0.6%	43,393	0.7%	81,696	1.1%	45,153	0.6%	48,857	0.7%
18,427	3.6%	19,657	3.9%	22,817	4.9%	TOTAL OPERATING EXPENSES	279,101	4.3%	208,982	3.3%	244,074	3.9%	316,764	4.2%	246,644	3.2%	258,114	3.5%
						TOTAL OVERHEADS												
24,493	4.8%	23,888	4.8%	29,141	6.3%	Finance	282,547	4.4%	270,208	4.2%	315,988	5.0%	334,203	4.4%	321,864	4.2%	335,752	4.5%
-	0.0%	-	0.0%	-	0.0%	Purchasing	-	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%
13,239	2.6%	7,730	1.5%	9,328	2.0%	Executive Office	110,884	1.7%	76,538	1.2%	63,565	1.0%	126,361	1.7%	92,015	1.2%	90,119	1.2%
-	0.0%	-	0.0%	-	0.0%	Information Technology	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
8,226	1.6%	8,644	1.7%	2,480	0.5%	Human Resources	108,198	1.7%	70,299	1.1%	79,560	1.3%	119,992	1.6%	82,092	1.1%	87,677	1.2%
45,959	8.9%	40,261	8.0%	40,949	8.8%	TOTAL ADMIN. OVERHEADS	501,629	7.8%	417,045	6.5%	459,113	7.3%	580,555	7.6%	495,972	6.5%	513,549	6.9%
5.3		5.3		6.5		HEADCOUNT	5.2		5.3		4.3		5.2		5.3		4.5	

MONTH						EXECUTIVE OFFICE	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						PAYROLL & RELATED EXP.												
13,872	2.7%	6,452	1.3%	6,250	1.3%	Labour	88,532	1.4%	63,709	1.0%	43,982	0.7%	101,449	1.3%	76,626	1.0%	67,136	0.9%
1,369	0.3%	1,278	0.3%	3,057	0.7%	Other Payroll Related	15,423	0.2%	12,829	0.2%	19,383	0.3%	17,983	0.2%	15,389	0.2%	22,738	0.3%
15,241	3.0%	7,730	1.5%	9,307	2.0%	TOTAL PAYROLL & RELATED EXP.	103,955	1.6%	76,538	1.2%	63,365	1.0%	119,432	1.6%	92,015	1.2%	89,874	1.2%
						OPERATING EXPENSES												
-	0.0%	-	0.0%	-	0.0%	Contract Labour	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
20	0.0%	-	0.0%	21	0.0%	Staff Laundry	299	0.0%	-	0.0%	200	0.0%	299	0.0%	-	0.0%	245	0.0%
(2,738)	-0.5%	-	0.0%	-	0.0%	Professional Fees	710	0.0%	-	0.0%	-	0.0%	710	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Magazines Suscriptions	-	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%	Legal Fees	-	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%	Travel - Subsistence	367	0.0%	-	0.0%	-	0.0%	367	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%
77	0.0%	-	0.0%	-	0.0%	Printing And Stationary	1,128	0.0%	-	0.0%	-	0.0%	1,128	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%	Telecommunications	20	0.0%	-	0.0%	-	0.0%	20	0.0%	-	0.0%	-	0.0%
381	0.1%	-	0.0%	-	0.0%	Postage & Couriers	543	0.0%	-	0.0%	-	0.0%	543	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Transportation	12	0.0%	-	0.0%	-	0.0%	12	0.0%	-	0.0%	-	0.0%
185	0.0%	-	0.0%	-	0.0%	Entertainment	1,671	0.0%	-	0.0%	-	0.0%	1,671	0.0%	-	0.0%	-	0.0%
12	0.0%	-	0.0%	-	0.0%	Taxi's Home	12	0.0%	-	0.0%	-	0.0%	12	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%	Dues & Suscriptions	779	0.0%	-	0.0%	-	0.0%	779	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Association Memberships	235	0.0%	-	0.0%	-	0.0%	235	0.0%	-	0.0%	-	0.0%
62	0.0%	-	0.0%	-	0.0%	Other Expenses	277	0.0%	-	0.0%	-	0.0%	277	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Losses / Damages	875	0.0%	-	0.0%	-	0.0%	875	0.0%	-	0.0%	-	0.0%
(2,002)	-0.4%	-	0.0%	21	0.0%	TOTAL OPERATING EXPENSES	6,929	0.1%	-	0.0%	200	0.0%	6,929	0.1%	-	0.0%	245	0.0%
13,239	2.6%	7,730	1.5%	9,328	2.0%	TOTAL OVERHEADS	110,884	1.7%	76,538	1.2%	63,565	1.0%	126,361	1.7%	92,015	1.2%	90,119	1.2%
1.0		1.0		1.0		HEADCOUNT	1.2		1.0		1.0		1.2		1.0		1.0	

MONTH						FINANCE	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						PAYROLL & RELATED EXP.												
8,253	1.6%	8,488	1.7%	7,989	1.7%	Labour	77,724	1.2%	88,603	1.4%	88,611	1.4%	94,732	1.2%	105,610	1.4%	111,727	1.5%
865	0.2%	1,261	0.3%	1,481	0.3%	Other Payroll Related	8,809	0.1%	12,240	0.2%	26,895	0.4%	11,333	0.1%	14,763	0.2%	15,013	0.2%
9,118	1.8%	9,749	1.9%	9,470	2.0%	TOTAL PAYROLL & RELATED EXP.	86,534	1.3%	100,843	1.6%	115,507	1.8%	106,064	1.4%	120,373	1.6%	126,740	1.7%
						OPERATING EXPENSES												
70	0.0%	99	0.0%	93	0.0%	Staff Laundry	705	0.0%	982	0.0%	609	0.0%	903	0.0%	1,180	0.0%	763	0.0%
12,114	2.4%	9,775	1.9%	10,636	2.3%	Credit Card Commissions	143,673	2.2%	126,019	2.0%	109,694	1.7%	167,071	2.2%	149,417	2.0%	131,288	1.8%
1,226	0.2%	485	0.1%	1,423	0.3%	Professional Fees	16,145	0.3%	5,161	0.1%	15,201	0.2%	17,115	0.2%	6,131	0.1%	17,717	0.2%
-	0.0%	717	0.1%	637	0.1%	Legal Fees	-	0.0%	7,053	0.1%	6,037	0.1%	1,434	0.0%	8,487	0.1%	10,930	0.1%
917	0.2%	833	0.2%	2,617	0.6%	Audit Fees	20,386	0.3%	7,217	0.1%	22,835	0.4%	22,052	0.3%	8,884	0.1%	23,400	0.3%
52	0.0%	250	0.0%	1,461	0.3%	Bank Charges	3,967	0.1%	2,660	0.0%	4,201	0.1%	4,467	0.1%	3,160	0.0%	5,057	0.1%
-	0.0%	-	0.0%	-	0.0%	Bad Debt Provision	0	0.0%	-	0.0%	0	0.0%	0	0.0%	-	0.0%	(27,499)	-0.4%
-	0.0%	300	0.1%	-	0.0%	Travel - Subsistence	25	0.0%	3,305	0.1%	-	0.0%	625	0.0%	3,905	0.1%	-	0.0%
548	0.1%	500	0.1%	569	0.1%	Printing And Stationary	1,819	0.0%	4,688	0.1%	8,106	0.1%	2,819	0.0%	5,688	0.1%	9,203	0.1%
-	0.0%	-	0.0%	-	0.0%	Office Supplies	1,267	0.0%	-	0.0%	-	0.0%	1,267	0.0%	-	0.0%	-	0.0%
-	0.0%	200	0.0%	-	0.0%	Computer Expenses	85	0.0%	2,000	0.0%	657	0.0%	485	0.0%	2,400	0.0%	1,220	0.0%
250	0.0%	200	0.0%	924	0.2%	Telecommunications	3,652	0.1%	2,833	0.0%	5,644	0.1%	4,052	0.1%	3,233	0.0%	6,684	0.1%
-	0.0%	150	0.0%	450	0.1%	Postage & Couriers	1,353	0.0%	1,350	0.0%	2,379	0.0%	1,653	0.0%	1,650	0.0%	3,937	0.1%
-	0.0%	200	0.0%	-	0.0%	Transportation	536	0.0%	1,800	0.0%	-	0.0%	936	0.0%	2,200	0.0%	-	0.0%
151	0.0%	-	0.0%	-	0.0%	Outside Storage	1,337	0.0%	-	0.0%	1,361	0.0%	1,337	0.0%	-	0.0%	1,838	0.0%
48	0.0%	80	0.0%	80	0.0%	Licenses	379	0.0%	800	0.0%	588	0.0%	539	0.0%	960	0.0%	822	0.0%
-	0.0%	75	0.0%	-	0.0%	Dues & Suscriptions	-	0.0%	675	0.0%	1,938	0.0%	150	0.0%	825	0.0%	2,598	0.0%
-	0.0%	-	0.0%	617	0.1%	Rent & Service Charge	-	0.0%	-	0.0%	18,168	0.3%	-	0.0%	-	0.0%	18,168	0.2%
-	0.0%	250	0.0%	165	0.0%	Other Expenses	684	0.0%	2,597	0.0%	3,063	0.0%	1,184	0.0%	3,097	0.0%	2,886	0.0%
-	0.0%	-	0.0%	-	0.0%	Losses / Damages	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
15,375	3.0%	14,139	2.8%	19,670	4.2%	TOTAL OPERATING EXPENSES	196,013	3.1%	169,366	2.6%	200,481	3.2%	228,139	3.0%	201,492	2.6%	209,013	2.8%
24,493	4.8%	23,888	4.8%	29,141	6.3%	TOTAL OVERHEADS	282,547	4.4%	270,208	4.2%	315,988	5.0%	334,203	4.4%	321,864	4.2%	335,752	4.5%
3.5		3.5		4.5		HEADCOUNT	3.2		3.5		3.2		3.2		3.5		3.2	

MONTH						HUMAN RESOURCES	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
						PAYROLL & RELATED EXP.												
2,845	0.6%	2,615	0.5%	(978)	-0.2%	Labour	25,914	0.4%	25,825	0.4%	34,973	0.6%	31,150	0.4%	31,061	0.4%	36,979	0.5%
328	0.1%	510	0.1%	332	0.1%	Other Payroll Related	6,125	0.1%	4,858	0.1%	1,194	0.0%	7,146	0.1%	5,879	0.1%	1,841	0.0%
3,173	0.6%	3,126	0.6%	(646)	-0.1%	TOTAL PAYROLL & RELATED EXP.	32,039	0.5%	30,683	0.5%	36,167	0.6%	38,296	0.5%	36,940	0.5%	38,820	0.5%
						HUMAN RESOURCES EXPENSES												
-	0.0%	125	0.0%	-	0.0%	Employee Awards	289	0.0%	1,125	0.0%	-	0.0%	539	0.0%	1,375	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Service Awards	-	0.0%	1,500	0.0%	-	0.0%	500	0.0%	2,000	0.0%	-	0.0%
5	0.0%	50	0.0%	-	0.0%	Employee Events	697	0.0%	1,950	0.0%	-	0.0%	1,297	0.0%	2,550	0.0%	-	0.0%
-	0.0%	150	0.0%	-	0.0%	Social Activities	-	0.0%	1,350	0.0%	96	0.0%	300	0.0%	1,650	0.0%	96	0.0%
18	0.0%	-	0.0%	-	0.0%	Employee Benefits	4,296	0.1%	5,050	0.1%	4,456	0.1%	4,296	0.1%	5,050	0.1%	4,456	0.1%
-	0.0%	-	0.0%	-	0.0%	Recruitment - Agency Fee	37,240	0.6%	350	0.0%	9,739	0.2%	37,240	0.5%	350	0.0%	10,439	0.1%
-	0.0%	250	0.0%	1,275	0.3%	Recruitment - Advertising	150	0.0%	750	0.0%	5,511	0.1%	150	0.0%	750	0.0%	6,302	0.1%
-	0.0%	150	0.0%	-	0.0%	Recruitment - Others	-	0.0%	1,350	0.0%	573	0.0%	300	0.0%	1,650	0.0%	662	0.0%
278	0.1%	175	0.0%	-	0.0%	Recruitment - Websites	882	0.0%	1,674	0.0%	-	0.0%	1,232	0.0%	2,024	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Recruitment - Work Permits	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
1,728	0.3%	3,350	0.7%	531	0.1%	Training	10,538	0.2%	11,628	0.2%	13,757	0.2%	11,238	0.1%	12,328	0.2%	14,940	0.2%
14	0.0%	25	0.0%	-	0.0%	Staff Gifts / Flowers	676	0.0%	225	0.0%	-	0.0%	726	0.0%	275	0.0%	-	0.0%
						OPERATING EXPENSES												
-	0.0%	-	0.0%	-	0.0%	Contract Labour	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
16	0.0%	20	0.0%	21	0.0%	Laundry	186	0.0%	198	0.0%	21	0.0%	226	0.0%	238	0.0%	61	0.0%
13	0.0%	-	0.0%	-	0.0%	Cleaning Supplies	13	0.0%	-	0.0%	-	0.0%	13	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%	10	0.0%	-	0.0%	Magazines Suscriptions	-	0.0%	90	0.0%	-	0.0%	20	0.0%	110	0.0%	-	0.0%
1,900	0.4%	190	0.0%	-	0.0%	Legal Fees	1,900	0.0%	1,710	0.0%	-	0.0%	2,280	0.0%	2,090	0.0%	-	0.0%
542	0.1%	528	0.1%	-	0.0%	Payroll Processing	5,871	0.1%	5,274	0.1%	261	0.0%	6,927	0.1%	6,331	0.1%	261	0.0%
-	0.0%	-	0.0%	-	0.0%	Consultants Fees	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Travel - Subsistence	15	0.0%	-	0.0%	-	0.0%	15	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%	Flowers & Decoration	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
13	0.0%	-	0.0%	-	0.0%	Guest Supplies	13	0.0%	-	0.0%	-	0.0%	13	0.0%	-	0.0%	-	0.0%
130	0.0%	150	0.0%	-	0.0%	Printing And Stationary	322	0.0%	1,350	0.0%	-	0.0%	622	0.0%	1,650	0.0%	-	0.0%
(60)	0.0%	-	0.0%	-	0.0%	Office Supplies	23	0.0%	-	0.0%	-	0.0%	23	0.0%	-	0.0%	-	0.0%
-	0.0%	25	0.0%	-	0.0%	Telecommunications	-	0.0%	225	0.0%	-	0.0%	50	0.0%	275	0.0%	-	0.0%
-	0.0%	50	0.0%	-	0.0%	Postage & Couriers	9	0.0%	450	0.0%	-	0.0%	109	0.0%	550	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Uniforms	4,659	0.1%	-	0.0%	-	0.0%	4,659	0.1%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Entertainment	13	0.0%	-	0.0%	-	0.0%	13	0.0%	-	0.0%	-	0.0%
456	0.1%	250	0.3%	1,299	0.3%	Taxi's Home & Transportation	8,367	0.1%	3,116	0.0%	8,980	0.1%	8,867	0.1%	3,616	0.0%	11,640	0.2%
-	0.0%	-	0.0%	-	0.0%	Outside Storage	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	20	0.0%	-	0.0%	Dues & Suscriptions	-	0.0%	180	0.0%	-	0.0%	40	0.0%	220	0.0%	-	0.0%
5,053	1.0%	5,518	1.1%	3,126	0.7%	TOTAL HR & OPERATING EXPENSES	76,159	1.2%	39,616	0.6%	43,393	0.7%	81,696	1.1%	45,153	0.6%	48,857	0.7%
8,226	1.6%	8,644	1.7%	2,480	0.5%	TOTAL OVERHEADS	108,198	1.7%	70,299	1.1%	79,560	1.3%	119,992	1.6%	82,092	1.1%	87,677	1.2%
0.8		0.8		1.0		HEADCOUNT	0.8		0.8		0.1		0.8		0.8		0.2	

MONTH						SALES & MARKETING	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
-	0.0%	-	0.0%	-	0.0%	Rooms Advertising	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	139	0.0%	-	0.0%	Food And Beverage Advertising	1,435	0.0%	1,392	0.0%	-	0.0%	1,713	0.0%	1,670	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	Health Club Advertising	-	0.0%	-	0.0%	6,276	0.1%	-	0.0%	-	0.0%	6,276	0.1%
2,268	0.4%	9	0.0%	-	0.0%	Advertising - Print	6,516	0.1%	88	0.0%	(3,827)	-0.1%	6,533	0.1%	105	0.0%	(415)	0.0%
2,268	0.4%	148	0.0%	-	0.0%	TOTAL ADVERTISING PRINT	7,951	0.1%	1,479	0.0%	2,449	0.0%	8,246	0.1%	1,775	0.0%	5,861	0.1%
-	0.0%	541	0.1%	274	0.1%	Rooms Advertising - Online	-	0.0%	5,413	0.1%	3,722	0.1%	1,083	0.0%	6,495	0.1%	3,722	0.1%
600	0.1%	313	0.1%	2,474	0.5%	F&B Advertising / Online	6,488	0.1%	3,125	0.0%	10,958	0.2%	7,113	0.1%	3,750	0.0%	13,453	0.2%
-	0.0%	-	0.0%	-	0.0%	Health Club Advertising / Online	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
583	0.1%	625	0.1%	165	0.0%	Website / Emarketing	6,636	0.1%	6,254	0.1%	1,704	0.0%	7,887	0.1%	7,505	0.1%	5,530	0.1%
1,183	0.2%	1,479	0.3%	2,913	0.6%	TOTAL INTERNET MARKETING	13,124	0.2%	14,792	0.2%	16,385	0.3%	16,083	0.2%	17,750	0.2%	22,706	0.3%
106	0.0%	242	0.0%	-	0.0%	Association Memberships	6,958	0.1%	2,415	0.0%	-	0.0%	7,441	0.1%	2,898	0.0%	-	0.0%
4,111	0.8%	4,725	0.9%	1,595	0.3%	Agency Fees	45,401	0.7%	47,247	0.7%	69,992	1.1%	54,851	0.7%	56,696	0.7%	80,789	1.1%
-	0.0%	694	0.1%	600	0.1%	Entertainment/Press tips	(378)	0.0%	6,942	0.1%	11,941	0.2%	1,011	0.0%	8,330	0.1%	14,309	0.2%
-	0.0%	-	0.0%	-	0.0%	Mailings	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	58	0.0%	-	0.0%	Photography	1,878	0.0%	582	0.0%	-	0.0%	1,994	0.0%	698	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	PR Travel 1	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
171	0.0%	309	0.1%	-	0.0%	PR Travel 2	906	0.0%	3,093	0.0%	1,220	0.0%	1,524	0.0%	3,711	0.0%	1,220	0.0%
-	0.0%	-	0.0%	-	0.0%	Entertainment - DM Shifts	392	0.0%	-	0.0%	-	0.0%	392	0.0%	-	0.0%	-	0.0%
-	0.0%	35	0.0%	-	0.0%	PR - Other	-	0.0%	350	0.0%	-	0.0%	70	0.0%	420	0.0%	-	0.0%
4,387	0.9%	6,063	1.2%	2,195	0.5%	TOTAL PUBLIC RELATIONS	55,158	0.9%	60,628	0.9%	83,153	1.3%	67,283	0.9%	72,753	1.0%	96,317	1.3%
3,857	0.7%	2,664	0.5%	4,876	1.0%	Marketing Fees - LHW	28,571	0.4%	26,638	0.4%	22,312	0.4%	33,898	0.4%	31,966	0.4%	28,896	0.4%
837	0.2%	1,989	0.4%	-	0.0%	Brochures / Collateral	11,222	0.2%	19,886	0.3%	-	0.0%	15,199	0.2%	23,863	0.3%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	In House Designs / Display	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
2,438	0.5%	77	0.0%	-	0.0%	Research/Consultancy	2,663	0.0%	773	0.0%	-	0.0%	2,818	0.0%	927	0.0%	-	0.0%
-	0.0%	1,874	0.4%	-	0.0%	Travel Including Trade Shows	7,858	0.1%	18,739	0.3%	674	0.0%	11,606	0.2%	22,487	0.3%	2,004	0.0%
1,510	0.3%	477	0.1%	-	0.0%	Entertainment - Sales	16,254	0.3%	4,770	0.1%	-	0.0%	17,208	0.2%	5,724	0.1%	-	0.0%
-	0.0%	179	0.0%	-	0.0%	Promotion - Corporate Gifts	750	0.0%	1,788	0.0%	-	0.0%	1,108	0.0%	2,146	0.0%	-	0.0%
561	0.1%	417	0.1%	1,479	0.3%	Promotion (In Room)	6,203	0.1%	4,167	0.1%	30,089	0.5%	7,037	0.1%	5,000	0.1%	38,740	0.5%
9,203	1.8%	7,676	1.5%	6,355	1.4%	TOTAL DIRECT SALES EXPENSES	73,521	1.1%	76,761	1.2%	53,076	0.8%	88,873	1.2%	92,113	1.2%	69,640	0.9%
15,095	2.9%	14,879	3.0%	18,450	4.0%	Contract Labour	157,514	2.5%	150,011	2.3%	207,413	3.3%	187,272	2.5%	179,768	2.4%	250,433	3.4%
384	0.1%	933	0.2%	2,699	0.6%	Dues & Suscriptions	5,654	0.1%	9,333	0.1%	10,736	0.2%	7,520	0.1%	11,199	0.1%	16,571	0.2%
-	0.0%	167	0.0%	1,033	0.2%	Other Expenses	140	0.0%	1,667	0.0%	1,251	0.0%	473	0.0%	2,000	0.0%	1,510	0.0%
140	0.0%	-	0.0%	-	0.0%	S&M Training	140	0.0%	-	0.0%	-	0.0%	140	0.0%	-	0.0%	-	0.0%
1,016	0.2%	197	0.0%	-	0.0%	Direct Mail	6,924	0.1%	1,973	0.0%	6,478	0.1%	7,318	0.1%	2,367	0.0%	8,753	0.1%
-	0.0%	85	0.0%	-	0.0%	Conferences	-	0.0%	845	0.0%	191	0.0%	169	0.0%	1,014	0.0%	191	0.0%
16,635	3.2%	16,260	3.2%	22,182	4.8%	TOTAL OTHER EXPENSES	170,740	2.7%	163,827	2.6%	226,070	3.6%	203,261	2.7%	196,348	2.6%	277,458	3.7%
33,676	6.5%	31,626	6.3%	33,645	7.2%	TOTAL S&M OVERHEADS	320,493	5.0%	317,487	4.9%	381,132	6.0%	383,746	5.0%	380,739	5.0%	471,981	6.4%

MONTH						UTILITIES	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
6,314	1.2%	5,740	1.1%	7,984	1.7%	Electricity	66,598	1.0%	73,053	1.1%	67,052	1.1%	80,337	1.1%	86,793	1.1%	78,578	1.1%
3,041	0.6%	2,612	0.5%	5,513	1.2%	Gas	31,660	0.5%	35,397	0.6%	20,850	0.3%	37,912	0.5%	41,649	0.5%	34,215	0.5%
1,790	0.3%	1,898	0.4%	367	0.1%	Water	29,540	0.5%	19,739	0.3%	23,294	0.4%	34,083	0.4%	24,282	0.3%	13,247	0.2%
11,146	2.2%	10,249	2.0%	13,865	3.0%	TOTAL OVERHEADS	127,798	2.0%	128,190	2.0%	111,196	1.8%	152,332	2.0%	152,723	2.0%	126,039	1.7%

MONTH		REPAIRS AND MAINTENANCE				YEAR TO DATE				FULL YEAR ACTUAL/BUDGET							
Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
PAYROLL & RELATED EXP.																	
6,840	1.3%	8,439	1.7%	7,173	1.5%	79,173	1.2%	82,935	1.3%	81,056	1.3%	96,078	1.3%	99,840	1.3%	97,220	1.3%
754	0.1%	1,105	0.2%	851	0.2%	9,033	0.1%	10,759	0.2%	9,685	0.2%	11,246	0.1%	12,972	0.2%	11,626	0.2%
7,593	1.5%	9,544	1.9%	8,024	1.7%	88,206	1.4%	93,694	1.5%	90,741	1.4%	107,323	1.4%	112,812	1.5%	108,846	1.5%
REPAIRS & MAINTENANCE EXP.																	
350	0.1%	340	0.1%	93	0.0%	3,788	0.1%	3,397	0.1%	1,112	0.0%	4,467	0.1%	4,076	0.1%	1,990	0.0%
592	0.1%	355	0.1%	1,113	0.2%	4,194	0.1%	3,520	0.1%	4,800	0.1%	4,904	0.1%	4,230	0.1%	6,499	0.1%
-	0.0%	417	0.1%	2,292	0.5%	1,250	0.0%	4,378	0.1%	2,917	0.0%	2,083	0.0%	5,211	0.1%	2,917	0.0%
1,788	0.3%	355	0.1%	-	0.0%	7,152	0.1%	3,791	0.1%	3,946	0.1%	7,862	0.1%	4,501	0.1%	6,500	0.1%
-	0.0%	117	0.0%	-	0.0%	-	0.0%	1,167	0.0%	1,003	0.0%	233	0.0%	1,400	0.0%	1,003	0.0%
823	0.2%	981	0.2%	691	0.1%	7,501	0.1%	9,135	0.1%	5,825	0.1%	9,463	0.1%	11,097	0.1%	7,011	0.1%
1,804	0.4%	1,708	0.3%	980	0.2%	11,865	0.2%	12,536	0.2%	3,531	0.1%	15,281	0.2%	15,952	0.2%	4,233	0.1%
1,595	0.3%	1,595	0.3%	(1,595)	-0.3%	15,950	0.2%	15,950	0.2%	14,355	0.2%	19,140	0.3%	19,140	0.3%	17,545	0.2%
118	0.0%	103	0.0%	-	0.0%	1,472	0.0%	986	0.0%	1,650	0.0%	1,678	0.0%	1,192	0.0%	1,650	0.0%
2,915	0.6%	1,431	0.3%	1,805	0.4%	27,080	0.4%	15,367	0.2%	10,844	0.2%	29,942	0.4%	18,229	0.2%	13,195	0.2%
320	0.1%	309	0.1%	309	0.1%	3,154	0.0%	3,093	0.0%	3,703	0.1%	3,772	0.0%	3,712	0.0%	4,322	0.1%
75	0.0%	191	0.0%	239	0.1%	1,496	0.0%	1,835	0.0%	2,633	0.0%	1,877	0.0%	2,216	0.0%	4,874	0.1%
246	0.0%	431	0.1%	801	0.2%	2,463	0.0%	4,126	0.1%	3,063	0.0%	3,325	0.0%	4,988	0.1%	3,556	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
642	0.1%	204	0.0%	(27)	0.0%	3,371	0.1%	2,190	0.0%	2,266	0.0%	3,779	0.0%	2,598	0.0%	4,777	0.1%
-	0.0%	512	0.1%	512	0.1%	-	0.0%	4,609	0.1%	5,121	0.1%	1,024	0.0%	5,634	0.1%	6,146	0.1%
1,929	0.4%	1,922	0.4%	7,607	1.6%	21,384	0.3%	19,215	0.3%	13,849	0.2%	25,227	0.3%	23,058	0.3%	18,240	0.2%
Building Maintenance																	
(32)	0.0%	2,000	0.4%	2,707	0.6%	739	0.0%	18,000	0.3%	21,847	0.3%	4,739	0.1%	22,000	0.3%	22,490	0.3%
2,127	0.4%	1,250	0.2%	-	0.0%	10,974	0.2%	11,283	0.2%	877	0.0%	13,474	0.2%	13,783	0.2%	1,677	0.0%
33	0.0%	250	0.0%	-	0.0%	646	0.0%	2,250	0.0%	-	0.0%	1,146	0.0%	2,750	0.0%	-	0.0%
717	0.1%	800	0.2%	800	0.2%	8,098	0.1%	7,399	0.1%	11,193	0.2%	9,698	0.1%	8,999	0.1%	12,310	0.2%
842	0.2%	600	0.1%	1,185	0.3%	5,297	0.1%	5,400	0.1%	13,156	0.2%	6,497	0.1%	6,600	0.1%	17,656	0.2%
415	0.1%	300	0.1%	(435)	-0.1%	6,603	0.1%	2,700	0.0%	25,287	0.4%	7,203	0.1%	3,300	0.0%	35,120	0.5%
-	0.0%	50	0.0%	-	0.0%	-	0.0%	450	0.0%	-	0.0%	100	0.0%	550	0.0%	-	0.0%
-	0.0%	50	0.0%	-	0.0%	941	0.0%	450	0.0%	-	0.0%	1,041	0.0%	550	0.0%	-	0.0%
81	0.0%	500	0.1%	213	0.0%	7,351	0.1%	9,043	0.1%	5,025	0.1%	8,351	0.1%	10,043	0.1%	6,218	0.1%
(54)	0.0%	350	0.1%	-	0.0%	540	0.0%	3,150	0.0%	338	0.0%	1,240	0.0%	3,850	0.1%	338	0.0%
-	0.0%	250	0.0%	-	0.0%	2,459	0.0%	2,068	0.0%	370	0.0%	2,709	0.0%	2,318	0.0%	370	0.0%
-	0.0%	50	0.0%	-	0.0%	1,556	0.0%	450	0.0%	3,305	0.1%	1,656	0.0%	550	0.0%	3,927	0.1%
-	0.0%	550	0.1%	-	0.0%	3,038	0.0%	4,950	0.1%	-	0.0%	4,138	0.1%	6,050	0.1%	-	0.0%
69	0.0%	417	0.1%	2,504	0.5%	2,773	0.0%	3,757	0.1%	29,014	0.5%	3,608	0.0%	4,592	0.1%	35,785	0.5%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	200	0.0%	-	0.0%	315	0.0%	1,800	0.0%	9,664	0.2%	715	0.0%	2,200	0.0%	11,807	0.2%
-	0.0%	75	0.0%	-	0.0%	-	0.0%	675	0.0%	-	0.0%	150	0.0%	825	0.0%	-	0.0%
-	0.0%	75	0.0%	-	0.0%	1,228	0.0%	675	0.0%	-	0.0%	1,378	0.0%	825	0.0%	-	0.0%
-	0.0%	50	0.0%	-	0.0%	-	0.0%	450	0.0%	-	0.0%	100	0.0%	550	0.0%	-	0.0%
0	0.0%	-	0.0%	-	0.0%	3,531	0.1%	-	0.0%	974	0.0%	3,531	0.0%	-	0.0%	1,643	0.0%
-	0.0%	-	0.0%	-	0.0%	2,687	0.0%	4,000	0.1%	-	0.0%	2,687	0.0%	4,000	0.1%	-	0.0%
-	0.0%	250	0.0%	-	0.0%	619	0.0%	2,250	0.0%	-	0.0%	1,119	0.0%	2,750	0.0%	-	0.0%
1,774	0.3%	1,375	0.3%	1,808	0.4%	16,843	0.3%	13,900	0.2%	16,655	0.3%	19,593	0.3%	16,650	0.2%	19,453	0.3%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
452	0.1%	300	0.1%	113	0.0%	1,263	0.0%	3,100	0.0%	4,473	0.1%	1,863	0.0%	3,700	0.0%	4,990	0.1%
OTHER EXPENSES																	
-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
80	0.0%	99	0.0%	82	0.0%	909	0.0%	982	0.0%	774	0.0%	1,107	0.0%	1,180	0.0%	951	0.0%
-	0.0%	50	0.0%	-	0.0%	-	0.0%	450	0.0%	-	0.0%	100	0.0%	550	0.0%	-	0.0%
-	0.0%	25	0.0%	-	0.0%	-	0.0%	225	0.0%	-	0.0%	50	0.0%	275	0.0%	-	0.0%

MONTH			REPAIRS AND MAINTENANCE	YEAR TO DATE			FULL YEAR ACTUAL/BUDGET											
Actual	%	Budget		%	Last Year	%	Actual	%	Budget	%	Last Year	%						
-	0.0%	100	0.0%	-	0.0%	Other Expenses	328	0.0%	900	0.0%	-	0.0%	528	0.0%	1,100	0.0%	-	0.0%
19,700	3.8%	20,986	4.2%	23,797	5.1%	TOTAL R&M EXPENSES	190,859	3.0%	206,052	3.2%	223,569	3.5%	232,580	3.0%	247,773	3.3%	279,190	3.8%
27,293	5.3%	30,529	6.1%	31,820	6.8%	TOTAL OVERHEADS	279,064	4.3%	299,747	4.7%	314,310	5.0%	339,903	4.5%	360,585	4.7%	388,036	5.2%
4.0		4.2		4.0		HEADCOUNT	4.0		4.2		3.9		4.0		4.2		3.9	

MONTH						FIXED COSTS	YEAR TO DATE						FULL YEAR ACTUAL/BUDGET					
Actual	%	Budget	%	Last Year	%		Actual	%	Budget	%	Last Year	%	Actual	%	Budget	%	Last Year	%
-	0.0%	-	0.0%	-	0.0%	Equipment Rental	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
10,295	2.0%	10,025	2.0%	9,299	2.0%	Management Fee - Base Fee	128,591	2.0%	128,298	2.0%	126,477	2.0%	152,589	2.0%	152,296	2.0%	152,639	2.1%
11,897	2.3%	11,350	2.3%	9,295	2.0%	Management Fee - Incentive Fee	206,892	3.2%	208,555	3.3%	193,013	3.1%	242,782	3.2%	244,444	3.2%	206,211	2.8%
1,162	0.2%	3,456	0.7%	-	0.0%	Rent	17,743	0.3%	32,866	0.5%	-	0.0%	24,656	0.3%	39,779	0.5%	-	0.0%
2,413	0.5%	-	0.0%	-	0.0%	Service Charges	7,913	0.1%	-	0.0%	-	0.0%	7,913	0.1%	-	0.0%	-	0.0%
750	0.1%	-	0.0%	-	0.0%	Leased Equipment	6,768	0.1%	-	0.0%	-	0.0%	6,768	0.1%	-	0.0%	-	0.0%
37,141	7.2%	23,245	4.6%	22,967	4.9%	Crown Estate Rent	244,676	3.8%	232,452	3.6%	229,667	3.6%	291,167	3.8%	278,942	3.7%	275,050	3.7%
20,552	4.0%	20,050	4.0%	18,598	4.0%	FF&E Provision	257,144	4.0%	256,596	4.0%	249,581	3.9%	305,138	4.0%	304,591	4.0%	-	0.0%
592	0.1%	-	0.0%	4,852	1.0%	Owners Expenses	41,136	0.6%	-	0.0%	35,941	0.0%	41,136	0.5%	-	0.0%	51,106	0.7%
32,242	6.3%	32,258	6.4%	30,165	6.5%	Property Taxes	326,778	5.1%	322,578	5.0%	307,678	4.9%	391,293	5.1%	387,093	5.1%	363,456	4.9%
1,857	0.4%	5,194	1.0%	(3,926)	-0.8%	Insurances	18,392	0.3%	51,940	0.8%	13,427	0.2%	28,780	0.4%	62,328	0.8%	17,155	0.2%
84,750	16.5%	79,620	15.9%	86,356	18.6%	Loan Interest	838,806	13.1%	785,924	12.3%	860,605	13.6%	990,341	13.0%	937,459	12.3%	1,047,580	14.1%
16,775	3.3%	17,167	3.4%	34,600	7.4%	Depreciation	167,750	2.6%	171,275	2.7%	344,700	5.5%	202,083	2.6%	205,608	2.7%	201,291	2.7%
220,425	42.8%	202,366	40.4%	212,207	45.6%	TOTAL OVERHEADS	2,262,590	35.2%	2,190,484	34.1%	2,361,088	37.4%	2,684,646	35.2%	2,612,541	34.3%	2,314,489	31.3%