	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY
	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS	ACTUALS		
REVENUE														
Rooms	£128,566	£139,030	£178,657	£154,637	£154,287	£180,241	£209,279	£183,203	£174,590	£203,830	£164,464	£117,736	£1,988,522	£1,905,593
Food and Bayanan	50%	43%	54%	50%	48%	49%	52%	48%	49%	51%	49%	39%	49%	48%
Food and Beverage	£83,772	£101,791	£108,633	£102,322	£114,260	£124,871	£129,855	£100,611	£127,717	£137,837	£117,694	£140,661	£1,390,022 34%	£1,356,892
Woodland Facilities	33% £1,265	32% £6,715	33% £3,950	33% £7,180	£9.900	£19,816	32% £15.228	26% £33,796	£10,434	35% £6,109	35% £1,978	46% £1,050	£117,420	34% £64,893
Woodiand Facilities	0%	2%	1%	2%	19,900	5%	£15,228	£33,790 9%	3%	2%	1%	0%	3%	2%
Leisure Facilities	£40.991	£43.975	£37.232	£40,571	£39,814	£37,500	£37.364	£39.199	£40.343	£44,078	£49,352	£38,824	£489,243	£469,832
Leisure Facilities	16%	14%	11%	13%	12%	10%	£37,304 9%	10%	11%	11%	15%	13%	12%	12%
Other Income	£1.579	£30.714	£2.231	£1.771	£3.420	£2.650	£11.874	£22.858	£629	£5,137	£2,918	£4,655	£90,435	£175,073
other income	1%	10%	1%	1%	1%	1%	3%	6%	0%	1%	1%	2%	2%	4%
	170	10%	170	170	170	176	370	076	076	170	170	270	270	470
TOTAL REVENUE	£256,173	£322,224	£330,704	£306,482	£321,680	£365,078	£403,601	£379,666	£353,713	£396,991	£336,406	£302,925	£4,075,643	£3,972,283
DEPARTMENTAL EXPENSES														3%
Rooms	£51.087	£54,536	£54,761	£58,901	£58,080	£65,376	£57,240	£63,427	£54,182	£57,366	£51,212	£54,038	£680,207	£677,718
Noons	20%	17%	17%	19%	18%	18%	14%	17%	15%	14%	15%	18%	17%	17%
Food and Beverage	£80,392	£82,216	£92,287	£82,776	£89,283	£96,252	£99,940	£85,212	£96,470	£90,191	£89,068	£116,565	£1,100,651	£1,136,218
1000 and beverage	31%	26%	28%	27%	28%	26%	25%	22%	27%	23%	26%	38%	27%	29%
Woodland Facilities	£4,418	£3,813	£4,382	£5,605	£3,602	£8,112	£4,582	£10,290	£7,459	£2,239	£1,784	£923	£57,209	£66,649
Woodiand Facilities	2%	1%	1%	2%	1%	2%	1%	3%	2%	1%	1%	0%	5%	5%
Leisure Facilities	£36,735	£34,234	£36,580	£34,855	£31,881	£34,252	£35,970	£36,178	£33,486	£32,477	£35,491	£33,683	£415,821	£341,574
Leisure racinges	14%	11%	11%	11%	10%	9%	9%	10%	9%	8%	11%	11%	10%	9%
Other Income	£1,409	£1,968	£3,491	£2,472	£2,390	£3,687	£2,352	£3,273	£2,683	£2,024	£2,254	£2,084	£30,088	£30,271
other meanic	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	
	170	1,0	1,0	170	1,0	1,0	1,0	1,0	1,0	170	1,0	1,0	170	
TOTAL DEPARTMENTAL EXPS	£174,041	£176,768	£191,500	£184,609	£185,236	£207,679	£200,083	£198,380	£194,280	£184,297	£179,810	£207,292	£2,283,976	£2,252,429
DEPARTMENTAL PROFIT	£82,132	£145,456	£139,204	£121,873	£136,444	£157,399	£203,517	£181,286	£159,432	£212,694	£156,597	£95,633	£1,791,667	£1,719,853
UNDISTRIBUTED EXPENSES														
Administration and General	£30.723	£31,825	£29,757	£36,096	£35,782	£35,669	£39,691	£36,402	£39,516	£36,218	£38,205	£40,449	£430,331	£458,754
Administration and General	12%	10%	£29,737 9%	12%	11%	10%	10%	10%	11%	9%	11%	13%	11%	12%
Sales and Marketing	£3,110	£3,214	£4,217	£3,465	£4,009	£3,528	£4,076	£3,520	£4,544	£4,903	£3,360	£3,749	£45,695	£43,501
Suics and Ividi retilig	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Franchise Fees	£17.692	£20,412	£26,679	£16,421	£20,872	£25,124	£22,223	£22,656	£22,567	£24,969	£22,342	£18,530	£260,486	£245,943
randinge rees	7%	6%	8%	5%	6%	7%	6%	6%	6%	6%	7%	6%	6%	1243,343
Property Maintenance	£9,594	£9,218	£11,716	£10,239	£8,894	£9,089	£13,187	£9,276	£9,776	£15,966	£12,724	£10,091	£129,768	£186,028
opercy manifestation	13,334	3%	4%	3%	3%	2%	3%	2%	3%	4%	4%	3%	3%	5%
Utilities	£42.747	£41.981	£34,199	£35,864	£29,350	£25,969	£16,883	£20,073	£21.282	£25,417	£30,683	£26,763	£351,210	£421,382
O circico	142,747	T-1,501	134,133	133,004	L23,330	L23,303	L10,003	120,075	121,202	123,417	130,063	120,703	1331,210	L+21,302

	17%	13%	10%	12%	9%	7%	4%	5%	6%	6%	9%	9%	9%	11%
TOTAL UNDISTRIBUTED EXPS	£103,865	£106,649	£106,567	£102,085	£98,907	£99,379	£96,060	£91,926	£97,684	£107,472	£107,314	£99,582	£1,217,491	£1,355,608
GROSS OPERATING PROFIT	-£21,733	£38,807	£32,637	£19,788	£37,537	£58,020	£107,457	£89,359	£61,748	£105,221	£49,283	-£3,949	£574,176	£364,245
	-8%	12%	10%	6%	12%	16%	27%	24%	17%	27%	15%	-1%	14%	9%
FIXED OVERHEADS														
Management Fees	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
D. M. C.	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rates	£1,680 1%	£1,572 0%	£1,680 1%	£1,739 1%	£1,797 1%	£1,739 0%	£1,797 0%	£1,797 0%	£1,739 0%	£1,797 0%	£1,739 1%	£1,797 1%	£20,873 1%	£25,504 1%
Insurance	£9,107	£12,581	£11,074	£10,717	£11,074	£10,717	£10,870	£10,870	£10,519	£18,932	£14,687	£10,857	£142,004	£131,888
modratice	4%	4%	3%	3%	3%	3%	3%	3%	3%	5%	4%	4%	3%	3%
Head Lease Payment	£4,555	£4,555	£7,766	£4,799	£4,799	£4,799	£9,599	£5,000	£5,000	£5,000	£5,000	£4,000	£64,873	£47,335
·	2%	1%	2%	2%	1%	1%	2%	1%	1%	1%	1%	1%	2%	1%
TOTAL FIXED OVERHEADS	£15,342	£18,708	£20,521	£17,255	£17,670	£17,255	£22,265	£17,666	£17,258	£25,729	£21,426	£16,654	£227,750	£204,728
EBITDA	-£37,075	£20,099	£12,117	£2,533	£19,867	£40,765	£85,192	£71,693	£44,490	£79,492	£27,856	-£20,603	£346,426	£159,518
EBITDA	-£37,073 -14%	6%	4%	1%	6%	11%	21%	19%	13%	20%	8%	-E20,003 -7%	8%	4%
FF&E	£16,040	£659	£4,834	£2,411	£1.501	£0	£16,402	£14,329	£1,737	£41,238	£6,857	£1,300	£107,306	£705,684
Depreciation	£35,752	£35,758	£35,758	£36,068	£36,073	£36,085	£36,222	£36,350	£36,306	£36,764	£36,764	£36,745	£434,647	£406,474
IBT	-£54,865	£17,691	£5,533	-£4,247	£16,615	£39,015	£67,040	£55,614	£41,004	£36,504	£19,249	-£23,653	£218,120	£1,112,157
PAYROLL	£92,208	£101,139	£110,555	£109,479	£108,367	£124,815	£116,124	£115,755	£114,170	£105,044	£101,838	£109,085	£1,308,580	£1,328,751
	36%	31%	33%	36%	34%	34%	29%	30%	32%	26%	30%	36%	32%	32%
STATISTICS														
Number of Rooms	110	110	110	110	110	110	110	110	110	110	110	110	1320	1320
	31	29	31	30	31	30	31	31	30	31	30	31	366	365
Rooms Available	3410	3190	3410	3300	3410	3300	3410	3410	3300	3410	3300	3410	40260	40150
Rooms Occupied	1660	1830	2039	2069	2107	2344	2643	2409	2251	2583	2112	1613	25660	25100
Occupancy	49%	57%	60%	63%	62%	71%	78%	71%	68%	76%	64%	47%	64%	63%
Average Room Rate	£77	£76	£88	£75	£73	£77	£79	£76	£78	£79	£78	£73	£77	£76
REVPAR	£38	£44	£52	£47	£45	£55	£61	£54	£53	£60	£50	£35	£49	£47
Sleepers	£1,944	£2,196	£2,176	£2,645	£2,657	2911	3285	3204	2704	3083	2541	2059	31405	31966
						£1	£1	£1	£1	£1	£1	£1		
2. ROOMS														
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ОСТ	NOV	DEC	YEFCST	LY
REVENUE Room Revenue Chargebacks & Adjustments No Show & Cancellation Charges	£128,566	£139,030	£178,657	£154,637	£154,287	£180,241	£209,279	£183,203	£174,590	£203,830	£164,464	£117,736	£1,988,522 £0 £0	£1,905,593 £0 £0

TOTAL ROOM REVENUE	£128,566	£139,030	£178,657	£154,637	£154,287	£180,241	£209,279	£183,203	£174,590	£203,830	£164,464	£117,736	£1,988,522	£1,905,593
STAFF COSTS														
Reception	£16,837	£18,020	£18,371	£19,855	£19,653	£20,614	£19,415	£19,440	£16,403	£17,625	£17,978	£19,628	£223,838	£213,072
Housekeeping	£10,765	£11,390	£13,222	£11,726	£12,311	£15,758	£12,768	£14,292	£14,149	£12,174	£11,780	£12,614	£152,949	£168,631
Staff Benefits / Pension	£495	£539	£563	£636	£617	£630	£612	£607	£606	£577	£556	£668	£7,106	£6,374
Reception ERNI	£1,865	£1,972	£2,246	£2,372	£2,269	£2,568	£2,471	£2,372	£2,319	£2,148	£2,225	£2,532	£27,359	£26,848
TOTAL STAFF COSTS	£29,962	£31,922	£34,402	£34,589	£34,850	£39,570	£35,266	£36,711	£33,477	£32,524	£32,538	£35,442	£411,253	£414,925
	23%	23%	19%	22%	23%	22%	17%	20%	19%	16%	20%	30%	21%	22%
OTHER EXPENSES														
Staff Meals	£880	£400	£880	£880	£880	£880	£880	£880	£880	£880	£880	£880	£10,080	£8,984
Crockery & China	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Laundry	£4,256	£5,356	£4,745	£6,319	£6,580	£7,614	£7,178	£6,058	£8,152	£7,261	£4,604	£6,718	£74,841	£64,921
Cleaning Supplies	£607	£0	£1,510	£607	£610	£463	£829	£529	£193	£939	£261	£243	£6,792	£5,773
Guest Supplies	£1,795	£915	£1,519	£1,720	£1,080	£1,596	£1,754	£1,992	£1,577	£1,327	£1,630	£1,538	£18,443	£14,617
Printing & Stationery	£1,075	£524	£429	£972	£468	£505	£1,045	£1,478	£383	£397	£746	£721	£8,743	£8,170
Uniforms	£0	£280	£0	£157	£110	£0	£269	£0	£0	£0	£0	£114	£930	£876
Contract Cleaning	£195	£190	£0	£190	£0	£190	£0	£280	£190	£0	£190	£0	£1,425	£3,282
Staff Laundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£38	£0	£0	£38	£185
Commission	£11,752	£14,335	£9,582	£12,487	£12,672	£14,558	£9,331	£14,911	£8,901	£12,541	£9,206	£6,921	£137,195	£143,996
Reservation Expenses	£141	£70	£106	£106	£106	£0	£667	£211	£104	£104	£105	£935	£2,653	£2,450
Sky TV	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Travel Expense	£0	£100	£0	£317	£0	£0	£0	£0	£0	£0	£0	£0	£417	£66
Home to Work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	-£0
Operating Equipment	£0	£67	£0	£0	£0	£0	£20	£354	£74	£300	£240	£0	£1,054	£2,061
Training Expenses	£0	£0	£0	£38	£100	£0	£0	£0	£0	£0	£0	£0	£138	£3,598
Key Cards	£0	£0	£0	£0	£250	£0	£0	£0	£0	£0	£230	£0	£480	£700
Miscellaneous	£424	£376	£1,589	£520	£374	£0	£0	£23	£252	£1,057	£583	£525	£5,723	£3,113
TOTAL OTHER EXPENSES	£21,125	£22,614	£20,359	£24,312	£23,230	£25,806	£21,973	£26,716	£20,705	£24,842	£18,674	£18,597	£268,955	£262,793
TOTAL ROOMS EXPENSES	£51,087	£54,536	£54,761	£58,901	£58,080	£65,376	£57,240	£63,427	£54,182	£57,366	£51,212	£54,038	£680,207	£677,718
NET ROOMS PROFIT	£77,479	£84,494	£123,896	£95,736	£96,207	£114,865	£152,040	£119,776	£120,408	£146,464	£113,252	£63,698	£1,308,315	£1,227,875
	60%	61%	69%	62%	62%	64%	73%	65%	69%	72%	69%	54%	66%	64%
3. FOOD & BEVERAGE														
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ост	NOV	DEC	YEFCST	LY
FOOD REVENUE														
Breakfast	£15,394	£17,583	£16,070	£19,196	£18,734	£23,326	£24,467	£22,401	£20,185	£21,902	£19,269	£14,045	£232,573	£224,738
Restaurant Dinner	£9,187	£9,126	£9,961	£10,993	£11,511	£9,440	£13,189	£11,118	£15,576	£15,110	£8,254	£7,343	£130,809	£115,753
Restaurant Lunch	£85	£344	£1,246	£461	£252	£1,718	£65	£1,225	£367	£126	£34	£229	£6,152	£5,101
Cocktail bar	£10,682	£11,177	£11,841	£18,531	£16,536	£15,625	£15,789	£15,393	£11,600	£13,677	£16,883	£11,167	£168,900	£123,517
Room Service	£1,496	£1,531	£2,167	£2,364	£2,335	£1,642	£1,774	£2,276	£2,154	£3,311	£3,116	£1,965	£26,131	£22,120
Conference + Events	£11,328	£10,231	£13.991	£14,037	£15,815	£21.965	£22,496	£10,438	£28,600	£27,802	£21,483	£33,786	£231,974	£209,245
Woodland	£0	£232	£20	£189	£576	£691	£847	£1,520	£348	£110	£55	£15	£4,604	£2,618
TOTAL FOOD	£48,173	£49,993	£55,275	£65,583	£65,183	£73,716	£77,780	£62,851	£78,482	£81,929	£69,039	£68,535	£796,539	£700,474
TOTALIOOD	140,173	143,333	133,273	105,505	105,105	173,710	L/7,700	202,031	170,402	201,323	103,033	100,555	1730,333	1700,474
BEVERAGE REVENUE														
DEVENAGE REVENUE														

Restaurant Dinner	£1,286	£1,160	£11,211	£1,245	£1,326	£1,110	£1,747	£1,371	£1,315	£1,325	£956	£845	£24,897	£12,980
Restaurant Lunch	£32	£140	£119	£63	£103	£478	£40	£148	£110	£1,236	£5	£67	£2,540	£1,564
Cocktail bar	£17,820	£20,462	£17,094	£20,389	£21,616	£27,790	£24,328	£25,218	£21,778	£27,849	£20,273	£18,979	£263,596	£259,388
Room Service	£52	£126	£158	£168	£147	£139	£153	£144	£130	£228	£160	£100	£1,705	£2,141
Conference + Events	£2,709	£11,129	£3,316	£3,067	£11,156	£9,164	£7,174	£2,420	£9,301	£7,663	£14,195	£25,163	£106,456	£179,104
Woodland	£0	£188	£30	£180	£250	£313	£401	£846	£165	£133	£32	£0	£2,537	£2,305
TOTAL BEVERAGE	£21,898	£33,016	£31,899	£24,932	£34,347	£38,680	£33,442	£29,301	£32,634	£38,301	£35,589	£45,153	£399,193	£455,178
C&B REVENUE														
Conference & Events Room Hire	£8,757	£11.105	£18,942	£10,486	£10,652	£10,774	£15,486	£4,545	£11.905	£12,780	£11,969	£13,787	£141,188	£121,645
C&B FOOD	£11,328	£10,231	£13,991	£14,037	£15,815	£21,965	£22,496	£10,438	£28,600	£27,802	£21,483	£33,786	£231,974	£209,245
C&B BEVERAGE	£2,709	£11,129	£3,316	£3,067	£11,156	£9,164	£7,174	£2,420	£9,301	£7,663	£14,195	£25,163	£106,456	£179,104
Equipment hire	£25	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£25	£33
3rd Party (Inclusive)	£4,919	£7,677	£2,517	£1,321	£4,078	£1,700	£3,146	£3,913	£4,697	£4,827	£1,096	£13,185	£53,077	£79,562
TOTAL C&B (INC ROOM HIRE)	£27,738	£32,465	£36,249	£27,590	£37,623	£41,903	£45,157	£17,403	£49,806	£48,245	£47,648	£72,735	£484,563	£510,028
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TOTAL F&B REVENUE	£83,772	£101,791	£108,633	£102,322	£114,260	£124,871	£129,855	£100,611	£127,717	£137,837	£117,694	£140,661	£1,390,022	£1,277,330
FOOD COST OF SALES														
, , , , , , , , , , , , , , , , , , , ,	£12,309	£14.034	£17,298	£20.049	£18,073	£22,072	£20,399	£17,803	£18,506	£25,703	£20,152	£16,426	£222,827	£195,313
	26%	28%	31%	31%	28%	30%	26%	28%	24%	31%	29%	28%	28%	28%
DRINK COST OF SALES	£5,062	£9,769	£5,148	£2,534	£8,790	£7,546	£9,042	£7,347	£8,346	-£2,115	£10,689	£18,450	£90,607	£121,063
	23%	30%	16%	10%	26%	20%	27%	25%	26%	-6%	30%	25%	23%	27%
TOTAL F&B COS	£17,371	£23,803	£22,447	£22,583	£26,863	£29,618	£29,441	£25,151	£26,852	£23,588	£30,841	£34,876	£313,434	£316,376
	21%	23%	21%	22%	24%	24%	23%	25%	21%	17%	26%	25%	23%	25%
STAFF COSTS														
Kitchen	£16,883	£15,656	£19,472	£17,819	£17,613	£19,132	£18,970	£17,919	£17,720	£17,253	£17,181	£17,940	£213,559	£196,879
Kitchen ERNI	£1,587	£1,428	£1,850	£1,622	£1,594	£1.803	£1,861	£1.636	£1,609	£1,544	£1,491	£1,744	£19,768	£17,681
Staff Benefits / Pension	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
F&B	£22,505	£20,374	£23,320	£21,078	£21,540	£25,776	£25,561	£21,877	£25,746	£22,722	£18,905	£23,764	£273,167	£303,458
F&B ERNI	£1,085	£1,018	£1,209	£913	£950	£1,057	£976	£1,098	£1,291	£1,290	£1,071	£1,280	£13,238	£15,716
Staff Benefits / Pension	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
C&B	£7,578	£7,775	£7,888	£9,420	£7,876	£9,717	£8,691	£6,995	£7,480	£8,166	£8,675	£7,838	£98,098	£87,163
C&B ERNI	£576	£609	£602	£770	£645	£824	£695	£542	£605	£661	£696	£637	£7,863	£6,718
Staff Benefits / Pension	£750	£709	£769	£704	£749	£861	£805	£696	£713	£694	£657	£728	£8,834	£8,552
TOTAL STAFF COSTS	£50.964	£47.568	£55.112	£52.327	£50,967	£59,170	£57,559	£50,763	£55.163	£52,329	£48,676	£53,932	£634,528	£636,166
	61%	47%	51%	51%	45%	47%	44%	50%	43%	38%	41%	38%	46%	50%
F&B OTHER EXPENSES														
Staff Meals	£1,870	£2,400	£1,880	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£22,710	£15,728
3rd Party Recharge	£6,550	£4,741	£9,902	£1,945	£4,576	£1,755	£6,069	£3,410	£7,549	£5,665	£2,797	£21,120	£76,077	£105,379
Crockery, Glass & Silverware	£112	£0	£68	£543	£328	£0	£25	£48	£1,148	£112	£531	£135	£3,049	£1,994
Cleaning Supplies	£426	£392	£456	£648	£630	£274	£281	£621	£675	£539	£742	£241	£5,925	£5,200
Printing & Stationery	£614	£0	£0	£448	£381	£0	£300	£0	£98	£98	£375	£294	£2,607	£1,295
Uniforms	£0	£405	£0	£62	£110	£0	£373	£0	£0	£0	£86	£261	£1,297	£2,507
Flowers & Decorations	£24	£55	£112	£12	£0	£293	£1,009	£155	£86	£278	£270	£286	£2,580	£6,099
Contract Cleaning	£90	£320	£0	£90	£440	£0	£90	£350	£0	£90	£350	£90	£1,910	£1,260
•														

Travel Expenses	£0	£0	£0	£0	£0	£0	£6	£0	£0	£180	£6	£0	£192	£175
Home to work	£0	£1	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1	£61
Training Expenses	£0	£0	£0	£102	£0	£0	£0	£0	£0	£0	£0	£0	£102	£5,342
Operating Equipment	£0	£0	£0	£0	£0	£74	£0	£0	£30	£0	£0	£55	£159	£459
Menus	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,009	£0	£0	£1,009	£926
Kitchen Supplies	£130	£29	£166	£274	£191	£216	£249	£249	£154	£554	£198	£436	£2,846	£2,716
Laundry	£520	£602	£542	£608	£894	£746	£726	£618	£888	£788	£553	£1,126	£8,611	£7,788
Restaurant & Bar Supplies	£536	£957	£876	£391	£1,050	£1,242	£920	£832	£628	£1,994	£1,264	£970	£11,659	£14,372
Glassware	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£440
Music & Entertainment	£0	£0	£0	£0	£0	£0	£0	£294	£0	£0	£0	£0	£294	£97
F&B Commission	£688	£0	£0	£142	£0	£0	£104	£0	£220	£395	£0	£0	£1,549	£614
F&B Misc	£0	£257	£229	£245	£309	£315	£215	£385	£390	£0	£370	£278	£2,994	£4,125
Sky TV Costs	£498	£498	£498	£498	£498	£498	£498	£498	£544	£544	£0	£540	£5,614	£5,319
Conf Printing & Stationery	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£187
Uniforms	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£225
Meeting Room Supplies	£0	£188	£0	£20	£206	£208	£236	£0	£205	£188	£0	£0	£1,251	£1,120
Conf Miscellaneous	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£170	£86	£256	£249
	£12,057	£10,845	£14,728	£7,866	£11,453	£7,463	£12,940	£9,299	£14,455	£14,274	£9,551	£27,757	£152,689	£183,677
TOTAL F&B SUPPLY COST	£29,429	£34,648	£37,175	£30,450	£38,316	£37,081	£42,381	£34,450	£41,307	£37,862	£40,392	£62,633	£466,123	£500,053
TOTAL DEPT COST	£80,392	£82,216	£92,287	£82,776	£89,283	£96,252	£99,940	£85,212	£96,470	£90,191	£89,068	£116,565	£1,100,651	£1,136,218
NET F&B PROFIT	£3,380	£19,574	£16,346	£19,546	£24,977	£28,619	£29,915	£15,398	£31,247	£47,646	£28,626	£24,096	£289,371	£141,112
	4%					23%	23%	15%	24%	35%	24%	17%	21%	11%

4. OTHER OPERATED DEPARTMENTS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ОСТ	NOV	DEC	YEFCST	LY
WOODLAND DEVELOPMENT														
REVENUE										£2,573	£3,070	£1,533		
Adventure Golf	£1,247	£3,729	£2,372	£3,925	£4,158	£9,232	£8,894	£12,421	£4,963	£3,888	£1,526	£1,035	£57,391	£26,912
High Ropes	£0	£836	£685	£1,390	£1,983	£2,067	£2,177	£6,133	£1,701	£809	£80	£0	£17,861	£11,444
Combi Tickets	£18	£1,730	£843	£1,496	£95	£3,247	£510	£7,271	£985	£232			£16,428	£19,092
Sponsorship							£0	£0					£0	£1,871
Food	£0	£232	£20	£189	£576	£691	£847	£1,520	£348	£110	£55	£15	£4,604	£2,970
Beverage	£0	£188	£30	£180	£250	£313	£401	£846	£165	£133	£32	£0	£2,537	£2,604
Axe Throwing					£623	£2,799	£707	£1,691	£391	£357	£27	£0		
Combi G & AA					£2,010	£1,118	£1,328	£2,765	£1,592	£579	£88			
Combi G & Axe					£150	£221	£156	£775	£42		£170			
Combi Abe & AA					£55	£128	£209	£373	£248					
TOTAL WOODLAND INCOME	£1,265	£6,715	£3,950	£7,180	£9,900	£19,816	£15,228	£33,796	£10,434	£6,109	£1,978	£1,050	£117,420	£64,893
STAFF COSTS	62.770	62.004	62.200	64.404	C2 E42	CC 000	62.006	CO 700	CC 400	C4 477	64.255	62.44	642.022	544.044
Woodland Staff Costs	£2,770	£2,804	£3,388	£4,494	£2,513	£6,903	£3,086	£8,708	£6,493	£1,177	£1,355	£241	£43,932	£44,944
Staff Benefits / Pension	£67	£63	£72	£69	£30	£0	£0	£67	£2	£13	£35	£0	£0 £419	£0 £404
Stall beliefits / Felisioli	EO/	103	E/Z	109	130	EU	IU	EO/	LZ	E13	133	EU	E413	E404

TOTAL ISPACOSTS	Reception ERNI	£181	£170	£181 £0	£158	£98	£117	-£10	£218	£227	-£50	£15	£0	£1,306	£2,1
COST OF SALES	TOTAL STAFF COSTS			£3,641										£45,656	£47,4
Insurance Uniform Marketing \$ 2965 \$ £0 £118 £94 \$ £0 \$ £668 £159 £1,9 \$	COST OF SALES	239%					35%	20%	27%	64%	19%	71%	23%	39%	7:
Utility Fig.	Scorecards / leaflets							£0						£0	£
Marketing	nsurance							£0						£0	
Replacement Equipment H&S Checks & Admin Mintenace E100 E100 E100 E100 E100 E100 E100 E10	Jtility							£0						£0	
HAS Checks & Admin Maintenance E100	Marketing	£965	£0	£118	£94			£0			£608		£159	£1,944	£6,5
Maintenance Website	Replacement Equipment			£0				£0						£0	£
Website	H&S Checks & Admin							£0						£0	:
Booking System & POS Training ED Training ED Training ED Training ED	Maintenace							£0						£0	£1,
Training	Website	£100	£100	£100	£100		£100	£100	£100	£100	£100	£100	£100	£1,100	£2,
Printing & Stationery Uniforms Printing Equipment E54	Booking System & POS	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£
Leisure Leis	Fraining			£0				£0						£0	£
Operating Equipment	Printing & Stationery			£40	£70			£115			£32			£257	£
F8B Equipment E54 E146 E221 E155 E210 E357 E453 E833	Jniforms .					£60	£142	£0						£202	£
FAB Equipment E54 £146 £221 £155 £210 £357 £453 £833 £54 £79 £2,5 E50 £0 £40 £80 £80 £80 £80 £80 £80 £80 £80 £80 £8	Operating Equipment		£161			£25	£151	£558	£25	£357	£25		£64	£1,366	£1,
Staff Meals		£54	£146	£221	£155	£210	£357	£453	£833		£54		£79	£2,563	£1,
Misc £30 £169 £22 £184 £386 £62 £0 £59 £59 £2,239 £1,784 £923 £57,2 TOTAL DEPT COS £4,418 £3,813 £4,382 £5,605 £3,602 £8,112 £4,582 £10,290 £7,459 £2,239 £1,784 £923 £57,2 NET WOODLAND PROFIT	Staff Meals	£50	£0	£40	£80	£80	£80	£80	£80	£80	£80	£80	£80	£810	£1,
TOTAL DEPT COS £4,418 £3,813 £4,382 £5,605 £3,602 £8,112 £4,582 £10,290 £7,459 £2,239 £1,784 £923 £57,2 NET WOODLAND PROFIT £3,153 £2,902 £431 £1,575 £6,297 £11,704 £10,646 £23,506 £2,974 £3,869 £194 £127 £60,2 10% £2,978 £3,833 £2,902 £44,311 £1,575 £6,297 £11,704 £10,646 £23,506 £2,974 £3,869 £194 £127 £60,2 £51,241 £3,242 £3,243 £2,573 £3,070 £1,533 £2,902 £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £49,352 £38,824 £489,2 TOTAL LEISURE INCOME £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £49,352 £38,824 £489,2 COST OF SALES COLUD Costs 3D Profit Share £41,277 £2,145 £3,910 £2,852 £2,563 £4,073 £2,599 £1,953 £1,530 £3,076 £4,534 £59,700 £33,681 £30,179 £33,481 £34,252 £33,486 £33,486 £32,477 £35,491 £33,683 £415,881 £34,552 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,881 £44,582 £45,897 £415,893 £415,881 £43,552 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,881 £43,552 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,881 £43,552 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,881 £43,552 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,881 £43,552 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,881 £43,552 £35,970 £40,571 £42,566 £29,471 £33,681 £415,881 £43,552 £35,970 £40,571 £43,575 £43,573 £43,573 £43,575 £43,573 £44,573 £43,573 £44,573 £43,573 £44,573 £43,573 £44,573 £43,573 £44,573 £43,573														£911	£1
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LEISURE FACILITIES REVENUE Club Income £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £49,352 £38,824 £489,22 TOTAL LEISURE INCOME £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £49,352 £38,824 £489,22 COST OF SALES Club Costs £32,608 £32,089 £32,670 £32,003 £29,318 £30,179 £33,441 £34,225 £31,956 £29,401 £30,957 £27,713 £376,530 Profit Share £41,127 £2,145 £33,910 £2,852 £2,563 £4,073 £2,529 £1,953 £1,530 £3,076 £4,534 £5,970 £39,21 TOTAL LEISURE COS £36,735 £34,234 £36,580 £34,855 £31,881 £34,252 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,88 NET LEISURE PROFIT £4,256 £9,740 £653 £57,16 £7,933 £3,248 £1,395 £3,020 £6,857 £11,602 £13,861 £5,141 £33,486 £33,486 £32,477 £35,491 £33,683 £415,88	NET WOODLAND PROFIT													£60,211	-£1,
REVENUE Club Income £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £44,078 £49,352 £38,824 £489,22 £30,670 £		-249%	43%	-11%	22%	64%	59%	70%	70%	29%	63%	10%	12%	51%	
Club Income £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £49,352 £38,824 £489,22 TOTAL LEISURE INCOME £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £49,352 £38,824 £489,22 COST OF SALES Club Costs £32,608 £32,089 £32,670 £32,003 £29,318 £30,179 £33,441 £34,225 £31,956 £29,401 £30,957 £27,713 £376,5 3D Profit Share £41,127 £2,145 £3,910 £2,852 £2,563 £4,073 £2,529 £1,953 £1,530 £3,076 £4,534 £5,970 £39,22 TOTAL LEISURE COS £36,735 £34,234 £36,580 £34,855 £31,881 £34,252 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,88 NET LEISURE PROFIT £4,256 £9,740 £653 £5,716 £7,933 £3,248 £1,395 £3,020 £6,857 £11,602 £13,861 £5,141 £73,4 10% 22% 2% 14% 20% 9% 4% 8% 17% 26% 28% 13% 15	EISURE FACILITIES														
TOTAL LEISURE INCOME £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £49,352 £38,824 £489,24 COST OF SALES Club Costs £32,608 £32,089 £32,670 £32,003 £29,318 £30,179 £33,441 £34,225 £31,956 £29,401 £30,957 £27,713 £376,5 3D Profit Share £4,127 £2,145 £3,910 £2,852 £2,563 £4,073 £2,529 £1,953 £1,530 £3,076 £4,534 £5,970 £39,24 TOTAL LEISURE COS £36,735 £34,234 £36,580 £34,855 £31,881 £34,252 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,8 NET LEISURE PROFIT £4,256 £9,740 £653 £5,716 £7,933 £3,248 £1,395 £3,020 £6,857 £11,602 £13,861 £5,141 £73,44 10% 22% 2% 14% 20% 9% 4% 8% 17% 26% 28% 13% 13	REVENUE						£3,241	£3,242	£3,243		£2,573	£3,070	£1,533		
TOTAL LEISURE INCOME	Club Income	£40,991	£43,975	£37,232	£40,571	£39,814	£37,500	£37,364	£39,199	£40,343	£44,078	£49,352	£38,824	£489,243	£469
TOTAL LEISURE INCOME £40,991 £43,975 £37,232 £40,571 £39,814 £37,500 £37,364 £39,199 £40,343 £44,078 £33,441 £34,225 £31,956 £29,401 £30,957 £27,713 £376,53 £30,Profit Share £44,127 £2,145 £3,910 £2,852 £2,563 £4,073 £2,529 £1,953 £1,530 £3,076 £4,534 £55,970 £33,481 £34,234 £36,580 £34,855 £31,881 £34,252 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,881														£0 £0	
COST OF SALES Club Costs £32,608 £32,089 £32,670 £32,003 £29,318 £30,179 £33,441 £34,225 £31,956 £29,401 £30,957 £27,713 £376,5 3D Profit Share £4,127 £2,145 £3,910 £2,852 £2,563 £4,073 £2,529 £1,953 £1,530 £3,076 £4,534 £5,970 £39,2 TOTAL LEISURE COS £36,735 £34,234 £36,580 £34,855 £31,881 £34,252 £35,970 £36,178 £33,486 £32,477 £35,491 £33,683 £415,8 NET LEISURE PROFIT £4,256 £9,740 £653 £5,716 £7,933 £3,248 £1,395 £3,020 £6,857 £11,602 £13,861 £5,141 £73,4 10% 22% 2% 14% 20% 9% 4% 8% 17% 26% 28% 13% 135															
Club Costs	TOTAL LEISURE INCOME	£40,991	£43,975	£37,232	£40,571	£39,814	£37,500	£37,364	£39,199	£40,343	£44,078	£49,352	£38,824	£489,243	£469
3D Profit Share															
TOTAL LEISURE COS		The second secon												£376,559	£303
NET LEISURE PROFIT £4,256	BD Profit Share	£4,127	£2,145	£3,910	£2,852	£2,563	£4,073	£2,529	£1,953	£1,530	£3,076	£4,534	£5,970	£39,262	£38
10% 22% 2% 14% 20% 9% 4% 8% 17% 26% 28% 13% 15	FOTAL LEISURE COS	£36,735	£34,234	£36,580	£34,855	£31,881	£34,252	£35,970	£36,178	£33,486	£32,477	£35,491	£33,683	£415,821	£341
	NET LEISURE PROFIT								£3,020	£6,857		£13,861	£5,141	£73,422	£128
	OTHER INCOME	10%	22%	2%	14%	20%	9%	4%	8%	17%	26%	28%	13%	15%	
REVENUE TO THE PROPERTY OF THE	DEVENUE														

Telephone / Metered calls	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Internet & WiFi	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Pay TV	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Car Parking	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Newspapers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Business Services	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Guest Laundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£16
Gaming Machines	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Sun Bed	£0	£0	£0	£0	£0	£0	£O	£0	£0	£0	£0	£0	£0	£0
Merchandise	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Sundry	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Service Charge	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Other Income (Corbie Lodge)	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£11,874	£22,858	£629	£5,137	£2,918	£4,655	£90,435	£175,057
Millars Rental Income	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0		
TOTAL OTHER INCOME	£1,579	£30,714	£2,231	£1,771	£3,420	£2,650	£11,874	£22,858	£629	£5,137	£2,918	£4,655	£90,435	£175,073
COST OF SALES														
Metered Calls	£63	£43	£15	£19	£15	£15	£12	£16	£225	£233	£231	£232	£1,118	£1,997
Line Rental	£88	£570	£337	£115	£115	£115	£115	£115	£115	£115	£115	£115	£2,030	£2,294
Guest Laundry	£0	£0	£0	£8	£0	£0	£0	£0	£0	£0	£31	£0	£39	£24
Newspapers	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Vending	£0	£0	£0	£0	£0	£0	£23	£0	£0	£0	£0	£0	£23	£78
Misc	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£264	£150	£414	£26
Rentals & Leases	£1,258	£1,356	£3,139	£2,331	£2,260	£3,558	£2,202	£3,142	£2,343	£1,676	£1,614	£1,587	£26,465	£25,852
TOTAL OTHER COS	£1,409	£1,968	£3,491	£2,472	£2,390	£3,687	£2,352	£3,273	£2,683	£2,024	£2,254	£2,084	£30,088	£30,271
	89%	6%	156%	140%	70%	139%	20%	14%	427%	39%	77%	45%	33%	17%
NET OTHER PROFIT	£169	£28,746	-£1,259	-£701	£1,029	-£1,037	£9,522	£19,585	-£2,054	£3,113	£663	£2,571	£60,348	£144,802

5. UNDISTRIBUTED EXPENSES

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ОСТ	NOV	DEC	YEFCST	LY
ADMIN & GENERAL														
STAFF COSTS														
Admin & Management Wages	£16,877	£16,932	£16,850	£16,925	£18,731	£18,740	£19,401	£18,332	£18,064	£17,892	£17,799	£18,965	£215,509	£202,557
A&G ERNI	£1,806	£1,814	£1,802	£1,813	£1,957	£1,959	£2,135	£1,918	£1,897	£1,883	£1,876	£2,027	£22,887	£21,732
Staff Benefits / Pension	£804	£806	£804	£806	£844	£845	£851	£841	£841	£841	£841	£871	£9,993	£9,632
	£19,488	£19,552	£19,456	£19,544	£21,533	£21,543	£22,387	£21,091	£20,802	£20,616	£20,516	£21,863	£248,389	£233,921
OTHER EXPENSES														
Staff Meals	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	£2,400
HR & Recruitment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Home to Work	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£94	£94	£500
GM Travel	£129	£74	£370	£246	£251	£239	£141	£0	£388	£218	£211	£212	£2,479	£4,319
Printing & Stationery	£45	£130	£47	£222	£97	£70	£213	£483	£396	£34	£293	£178	£2,207	£4,469
Software Maintenance	£2,662	£3,378	£1,270	£1,939	£1,993	£1,971	£2,022	£2,092	£2,065	£2,021	£2,869	£2,538	£26,820	£31,863
Desk Top Support	£986	£986	£986	£1,015	£1,015	£986	£986	£986	£986	£986	£680	£1,724	£12,322	£11,861
Hardware Support	£0	£0	£0	£0	£0	£215	£0	£215	£0	£0	£0	£0	£430	£0
Postage & Delivery Charges	£0	£0	£0	£0	£0	£0	-£10	£0	£0	£0	£0	£0	-£10	£0

Heath & Seley Costs	Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£3,224
Credit Card Charges	•														£54
Bank Chuges 60 6548 610 65 60 60 60 60 60 60 60 60 60 60 60 60 60	•													•	£47,588
Vehicle Expenses E0 E	_	•	•											•	£1,57
Bad Debis															£(
Cash Collection Corcs E89 E89 E89 E90 E9 E89 E89 E89 E89 E89 E89 E89 E89 E89	·														£
Lonco															£
Uniforms £17 £0 £0 £29 £50 £238 £0 £0 £0 £0 £1,38 £1,326 £1,247 £1,232 £1,245 £1,247 £1,232 £1,247 £1,232 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247 £1,242 £1,247															£7,60
Professional Fees														•	£52
Audit Accountancy															£43,99
Miscellaneous £235															£21,92
E11,235 E12,273 E10,301 E16,552 E14,249 E14,125 E17,304 E15,311 E18,714 E15,602 E17,689 E18,586 E181,941 E22 E30,723 E31,825 E20,757 E36,096 E35,782 E35,669 E39,691 E36,402 E39,516 E36,218 E38,205 E40,449 E430,331 E45 SALES & MARKETING STAF COSTS Marketing SWRI E211 E178 E178 E178 E178 E178 E178 E178 E1	•														£42,93
SALES & MARKETING STAFF COSTS Marketing Wages £2,286 £2,049 £2	Miscellaneous												-	-	£224,83
SALES & MARKETING STAF COSTS Marketing Wages £2,266 £2,049 £2,		211,233	112,275	110,501	110,552	L14,243	214,125	217,504	113,311	110,714	113,002	117,005	210,500	1101,541	LLL+,03
STAF COSTS Marketing Wages £2,286 £2,049 £		£30,723	£31,825	£29,757	£36,096	£35,782	£35,669	£39,691	£36,402	£39,516	£36,218	£38,205	£40,449	£430,331	£458,75
Marketing Wages	SALES & MARKETING														
Marketing Wages	STAFF COSTS														
Marketing ENRI Staff Benefits / Pension E53		£2.286	f2 049	£24 828	£25,23										
Staff Benefits / Pension E53							,								£2,22
OTHER EXPENSES Staff Meals £40 £40 £40 £40 £40 £40 £40 £40 £40 £4	•													•	£57
CTHER EXPENSES Staff Meals E40	Juli Delicito / Felision														£28,02
Staff Meals		12,330	LZ,Z/3	12,273	12,273	12,273	12,273	12,400	12,273	12,273	12,273	LZ,Z/3	LZ,Z/3	127,092	120,02
Staff Meals	OTHER EXPENSES														
Newspaper & Magazines £ 0 £ 0 £ 0 £ 0 £ 0 £ 0 £ 0 £ 0 £ 0 £	Staff Meals	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480	£46
Hotel Brochures ED ED ED ED E320 ED E89 ED E1,060 E658 ED ED E2,126 E Promotions & Advertising E332 E515 £1,438 E354 E924 £712 £449 £719 £663 £1,571 £446 £515 £8,637 £ E150 £150 £150 £150 £150 £150 £150 £150 £															£
Promotions & Advertising	· · · -														£1,83
Internet related costs										,					£7,63
Exhibitions	<u> </u>														£2,25
Vehicle Expenses £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £						2.03									£
Miscellaneous E39 £236 £316 £327 £363 £352 £254 £338 £358 £211 £292 £771 £3,856 £3561 £941 £1,943 £1,191 £1,736 £1,254 £1,668 £1,247 £2,271 £2,629 £1,087 £1,476 £18,003 £1. E3,110 £3,214 £4,217 £3,465 £4,009 £3,528 £4,076 £3,520 £4,544 £4,903 £3,360 £3,749 £45,695 £4. FRANCHISE FEES Technology Fee (formerly Holidex) £1,188 £1,212 £1,522 £1. Marketing Fees £2,602 £2,939 £2,898 £3,127 £3,153 £3,777 £4,482 £3,422 £3,567 £4,179 £3,337 £2,426 £39,909 £38 £1,301 £1,470 £1,449 £1,564 £1,576 £1,889 £2,241 £1,711 £1,784 £2,089 £1,669 £1,213 £19,954 £11 £1,091 £4,146 £6,504 £9,096 £2,152 £5,670 £7,100 £3,649 £6,730 £7,092 £6,055 £6,801 £7,341 £72,373 £5. Other Fees £1,952 £902 £4,778 £548 £1,380 £1,702 -£567 £1,026 -£5 £987 £981 £274 £13,957 £1. \$1,495 £20,412 £26,679 £16,421 £20,872 £25,124 £22,223 £22,656 £22,567 £24,969 £22,342 £18,530 £260,486 £244 £1,952 £19,552 £9,044 £1,952 £18,530 £260,486 £244 £1,952 £19,552 £9,044 £1,952 £18,530 £260,486 £244 £1,952 £1,952 £1,952 £1,952 £20,412 £26,679 £16,421 £20,872 £25,124 £22,223 £22,656 £22,567 £24,969 £22,342 £18,530 £260,486 £244 £1,952 £1,952 £1,952 £1,952 £1,952 £1,952 £2,567 £24,969 £22,342 £18,530 £260,486 £244 £1,952 £1,952 £1,952 £1,952 £1,952 £1,952 £1,952 £2,567 £24,969 £22,342 £18,530 £260,486 £244 £1,952 £1,952 £1,952 £1,952 £1,952 £1,952 £1,952 £25,124 £22,223 £22,656 £22,567 £24,969 £22,342 £18,530 £260,486 £244 £1,952 £1,95						£0									£
E561 £941 £1,943 £1,191 £1,736 £1,254 £1,668 £1,247 £2,271 £2,629 £1,087 £1,476 £18,003 £11 FRANCHISE FEES Technology Fee (formerly Holidex)	·														£3,29
FRANCHISE FEES Technology Fee (formerly Holidex) £1,188 £1,212 £1,	Miscellaneous													•	£15,47
FRANCHISE FEES Technology Fee (formerly Holidex) £1,188 £1,212														·	
Technology Fee (formerly Holidex) £1,188 £1,212 £1		£3,110	£3,214	£4,217	£3,465	£4,009	£3,528	£4,076	£3,520	£4,544	£4,903	£3,360	£3,749	£45,695	£43,50
Marketing Fees	FRANCHISE FEES														
Reservation Fees £1,301 £1,470 £1,449 £1,564 £1,576 £1,889 £2,241 £1,711 £1,784 £2,089 £1,669 £1,213 £19,954 £15	Technology Fee (formerly Holidex)	£1,188	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£1,212	£14,522	£14,23
Franchise Fees £6,504 £7,348 £7,246 £7,818 £7,881 £9,444 £11,205 £8,555 £8,918 £10,446 £8,342 £6,064 £99,772 £98 £0,914 £1,466 £6,540 £9,096 £2,152 £5,670 £7,100 £3,649 £6,730 £7,092 £6,055 £6,801 £7,341 £72,373 £53 £1,952 £902 £4,778 £548 £1,380 £1,702 -£567 £1,026 -£5 £987 £981 £274 £13,957 £11 £17,692 £20,412 £26,679 £16,421 £20,872 £25,124 £22,223 £22,656 £22,567 £24,969 £22,342 £18,530 £260,486 £24 £18,500 £1,000 £3,649 £1,000 £1,000 £3,649 £1,000 £1,000 £3,649 £1,000	Marketing Fees	£2,602	£2,939	£2,898	£3,127	£3,153	£3,777	£4,482	£3,422	£3,567	£4,179	£3,337	£2,426	£39,909	£39,62
Loyalty Club £4,146 £6,540 £9,096 £2,152 £9,670 £7,100 £3,649 £6,730 £7,092 £6,055 £6,801 £7,341 £72,373 £53 Cher Fees £1,952 £902 £4,778 £548 £1,380 £1,702 -£567 £1,026 -£5 £987 £981 £274 £13,957 £1 £17,692 £20,412 £26,679 £16,421 £20,872 £25,124 £22,223 £22,656 £22,567 £24,969 £22,342 £18,530 £260,486 £24 14% 15% 15% 15% 11% 14% 14% 11% 12% 13% 12% 14% 16% 13% 13% 13%	Reservation Fees	£1,301	£1,470	£1,449	£1,564	£1,576	£1,889	£2,241	£1,711	£1,784	£2,089	£1,669	£1,213	£19,954	£19,81
Other Fees	Franchise Fees	£6,504	£7,348	£7,246	£7,818	£7,881	£9,444	£11,205	£8,555	£8,918	£10,446	£8,342	£6,064	£99,772	£99,06
Other Fees	Loyalty Club	£4,146	£6,540	£9,096	£2,152	£5,670	£7,100	£3,649	£6,730	£7,092	£6,055	£6,801	£7,341	£72,373	£55,24
5. UNDISTRIBUTED EXPENSES (contd.)		£1,952	£902	£4,778	£548	£1,380	£1,702	-£567	£1,026	-£5	£987	£981	£274	£13,957	£17,96
5. UNDISTRIBUTED EXPENSES (contd.)		£17,692	£20,412	£26,679	£16,421	£20,872	£25,124	£22,223	£22,656	£22,567	£24,969	£22,342	£18,530	£260,486	£245,94
			15%	15%	11%	14%	14%	11%	12%	13%	12%	14%	16%		13
IAN FED MAD ADD MAY HIM HILL ALIC CED OCT MOVE DEC.	5. UNDISTRIBUTED EXPENSES (contd.)														
IDEN FER REAR DAK REDY HIN HII DIE YELVE HIN IV IV IV VELVET IV		IAN	FFR	MAR	ADR	MAV	IIINI	1111	AUG	SED	OCT	NOV	DEC	VEECST	IV

	JAN	ILU	IVIAIN	AFIL	IVIAI	JOIN	JUL	A00	JLF	UC1	1404	DEC	IEFWI	Lī
PROPERTY MAINTENANCE														
STAFF COSTS														
Maintenance Wages	£5,707	£6,139	£5,995	£6,112	£6,080	£6,125	£6,184	£6,143	£6,065	£5,987	£6,117	£6,045	£72,700	£57,89
Maintenance ERNI	£474	£533	£513	£530	£525	£531	£607	£534	£523	£512	£530	£520	£6,335	£5,20
Staff Benefits / Pension	£124	£137	£133	£137	£136	£137	£153	£138	£135	£133	£137	£135	£1,634	£1,25
	£6,305	£6,810	£6,641	£6,778	£6,741	£6,794	£6,945	£6,815	£6,723	£6,632	£6,784	£6,700	£80,668	£64,35
OTHER EXPENSES														
Staff Meals	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£120	£1,440	£1,00
Training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£16
Light Bulbs	£260	£0	£0	£0	£0	£253	£212	£0	-£38	£0	£190	£0	£877	£1,18
Repairs	£0	£185	£3,695	£0	£393	£90	£145	£190	£378	£5,077	£1,147	£155	£11,454	£76,59
Grounds Maintenance	£0	£0	£198	£0	£366	£737	£822	£852	£1,313	£2,713	£2,013	£1,713	£10,726	£2,79
Elevators	£0	£988	£0	£2,490	£383	£360	£0	£0	£0	£0	£1,650	£0	£5,871	£8,72
Tools & Equipment	£118	£31	£113	£208	£75	£307	£753	£0	£429	£289	£6	£106	£2,433	£5,09
Furniture & Fittings	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	4
Electrical & Mechanical	£1,517	£0	£0	£70	£0	£0	£0	£0	£0	£0	£0	£0	£1,587	£6,27
Plunbing & Heating	£525	£0	£46	£0	£240	£0	£3,677	£832	£0	£308	£235	£547	£6,412	£5,44
Painting & Decorating	£0	£0	£0	£0	£0	£0	£56	£0	£346	£0	£0	£185	£587	£1,31
Uniforms	£0	£0	£0	£30	£0	£0	£0	£0	£0	£0	£0	£0	£30	£13
Maintenance Contracts	£748	£1,084	£831	£544	£575	£428	£325	£467	£418	£828	£580	£408	£7,236	£12,46
Operating Equipment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	·
Miscellaneous	£0	£0	£71	£0	£0	£0	£132	£0	£88	£0	£0	£157	£449	£50
	£3,288	£2,408	£5,074	£3,461	£2,153	£2,296	£6,242	£2,461	£3,053	£9,334	£5,940	£3,391	£49,100	£121,67
	£9,594	£9,218	£11,716	£10,239	£8,894	£9,089	£13,187	£9,276	£9,776	£15,966	£12,724	£10,091	£129,768	£186,02
	4%	3%	4%	3%	3%	2%	3%	2%	3%	4%	4%	3%	3%	5
UTILITIES														
Electricity	£25,462	£21,708	£21,873	£19,298	£16,641	£14,401	£9,336	£15,117	£15,119	£16,958	£19,800	£15,071	£210,783	£259,98
Gas	£14,486	£15,745	£9,058	£12,157	£7,992	£7,977	£4,151	£653	£3,040	£5,159	£7,661	£8,153	£96,233	£122,42
Water	£1,344	£1,409	£747	£833	£865	£815	£865	£865	£815	£865	£815	£865	£11,102	£12,60
Waster Removal	£1,455	£3,119	£2,521	£3,576	£3,852	£2,776	£2,531	£3,438	£2,308	£2,435	£2,407	£2,674	£33,091	£26,35
Carbon Reduction	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	f
	£42,747	£41,981	£34,199	£35,864	£29,350	£25,969	£16,883	£20,073	£21,282	£25,417	£30,683	£26,763	£351,210	£421,38
Elec Cost Per Room	£15	£12	£11	£9	£8	£6	£4	£6	£7	£7	£9	£9	£8	£
Gas Cost Per Room	£13	£12	£11	£6	£4	£3	£2	£0	£1	£7	£4	£5	£4	f
Water Cost Per Room	£1	£9	£4 £0	£0	£4 £0	£0	£2 £0	£0	£0	£2 £0	£4 £0	£1	£4 £0	1
Waste Removal Per Room	£1	£2	£0 £1	£0	£0 £2	£0 £1	£0 £1	£1	£0 £1	£0	£0 £1	£2	£0 £1	1
waste Removal Per Room Carbon Tax Per Room	£0	£2 £0	£0	£2 £0	£2 £0	£0	£0	£0	£0	£0	£0	£2 £0	£0	;
Carbon Tax Per Room	£U	±υ	£U	£U	£U	£U	£U	±υ	£U	£U	£U	£U	£U	1
	£42,747	£41,981	£34,199	£35,864	£29,350	£25,969	£16,883	£20,073	£21,282	£25,417	£30,683	£26,763		
	£26	£23	£17	£17	£14	£11	£6	£8	£9	£10	£15	£17		
			£22			£14			£8			£14		

Variance	Budget	Variance
£82,929	£2,204,200	-£215,678
1%	49%	0%
£33,130	£1,522,153	-£132,131
0%	34%	0%
£52,527	£216,565	-£99,144
1%	5%	-2%
£19,411	£484,776	£4,467
0%	11%	1%
-£84,638	£55,000	£35,435
-2%	1%	1%
£103,360	£4,482,694	-£407,051
	-10%	
£2,490	£648,877	£31,331
0%	14%	2%
-£35,568	£1,234,992	-£134,341
-2%	28%	-1%
-£9,440	£82,104	-£24,895
0%	5%	0%
£74,248	£386,412	£29,409
2%	9%	2%
-£183	£31,016	-£928
0%	1%	0%
£31,547	£2,383,400	-£99,424
671 014	C2 000 204	6207.627
£71,814	£2,099,294	-£307,627
000.45	0422.45	
-£28,423	£486,125	-£55,794
-1%	11%	0% CF 044
£2,194	£40,651	£5,044
0% £14,543	1% £286,546	0% -£26,060
£14,543 0%	£286,546 6%	-£26,060 0%
-£56,260	£139,274	-£9,506
-1%	3%	-13,300
-£70,172	£365,380	

	8%	
C120 117	C1 217 076	C100 40E
-£138,117	£1,317,976	-£100,485
£209,931	£781,318	-£207,141
5%	17%	-3%
£0	£0	£0
0%	0%	0%
-£4,631	£78,336	-£57,463
0%	2%	0%
£10,115 0%	£133,499 3%	£8,505 1%
£17,538	£58,061	£6,812
0%	1%	0%
370		370
£23,022	£269,896	-£42,146
£186,909	£511,422	-£164,996
4%	11%	-3%
-£598,377	£111,670	-£4,363
£28,173 -£894,037	£503,315	-£68,668
-E094,U37	£378,752	-£73,032
-£20,170	£1,379,415	-£70,835
0%	31%	1%
0	1320	0
1 110	366 40260	0
560	26950	-1290
1%	67%	-1290
170	0,70	370
£1	£82	-£4
£2	£55	-£5
-561	34046	-2641
0.00		
Variance	Budget	Variance
£82,929 £0 £0	£2,204,200 £0 £0	-£215,678 £0 £0

-18%

-19%

-5%

	000 000	00 00 1 05 -	0047.055
	£82,929	£2,204,200	-£215,678
Ī	640.766	5240 407	64 704
	£10,766	£219,107	£4,731
	-£15,682	£181,912	-£28,963
	£732	£6,201	£905
	£512	£28,071	-£712
H	£2 £72	E42E 202	£24.040
H	-£3,672 -1%	£435,292 20%	-£24,040 1%
	-170	20%	170
	£1,096	£10,560	-£480
	£0	£750	-£750
	£9,920	£60,602	£14,239
	£1,019	£5,390	£1,402
	£3,826	£12,128	£6,316
	£573	£6,000	£2,743
	£54	£1,500	-£570
	-£1,856	£3,492	-£2,067
	-£147	£187	-£149
	-£6,801	£99,189	£38,006
Ī	£203	£4,600	-£1,947
Ī	£0	£0	£0
	£351	£67	£350
	£0	£120	-£120
	-£1,006	£3,600	-£2,546
	-£3,460	£2,400	-£2,262
	-£220	£900	-£420
	£2,610	£2,100	£3,623
	£6,162	£213,584	£55,370
	£2,490	£648,877	£31,331
	£80,440	£1,555,323	-£247,008
	1%	71%	-5%
	Variance	Budget	Variance
H			
	C7 025	6255.245	622.772
	£7,835	£255,345	-£22,772
	£15,055	£141,291	-£10,482
	£1,051	£5,447	£705
	£45,383	£161,719	£7,181
	£4,011	£22,130	£4,001
I	£22,729	£245,000	-£13,026
	£1,985	£10,400	-£5,796
	£96,064	£830,932	-£34,393
Г			

£11,916	£27,237	-£2,340
£976	£1,702	£838
£4,208	£289,391	-£25,795
-£436	£3,405	-£1,700
-£72,648	£213,950	-£107,494
£232	£4,144	-£1,607
-£55,985	£535,685	-£136,491
£19,543	£155,500	-£14,312
£22,729	£245,000	-£13,026
-£72,648	£213,950	-£107,494
-£8	£37	-£12
-£26,485	£105,507	-£52,430
-£25,465	£614,487	-£129,924
220,100	202.,.07	
£112,691	£1,522,153	-£132,131
2112,031	21,322,133	2102,101
£27,514	£235,573	-£12,746
0%	28%	0%
0,0	20/0	0,0
-£30,455	£140,355	-£49,748
-4%	26%	-4%
470	2070	470
-£2,942	£375,928	-£62,494
-2%	25%	-2%
-270	25%	-270
£16,680	£234,991	-£21,433
£2,088	£16,589	£3,179
£0	£3,555	-£3,555
-£30,290	£293,212	-£20,045
-£2,478	£20,525	-£7,287
£0	£4,398	-£4,398
£10,935	£101,204	-£3,106
£1,145	£7,084	£778
£283	£3,036	£5,798
		•
-£1,638	£684,595	-£50,067
-4%	45%	1%
£6,982	£19,392	£3,318
-£29,302	£97,250	-£21,173
£1,055	£1,750	£1,299
£725	£6,000	-£75
£1,311	£1,500	£1,107
	-	
	£3,000	-£1,/U3
-£1,210	£3,000 £1,950	-£1,703 £630
	£1,950	£630

£17	£150	£42
-£60	£120	-£119
-£5,240	£2,400	-£2,298
-£300	£464	-£305
£83	£935	£74
£130	£2,500	£346
£823	£8,085	£526
-£2,713	£16,170	-£4,511
-£440	£445	-£445
£198	£98	£197
£934	£2,500	-£951
-£1,131	£900	£2,094
£295	£5,372	£242
-£187	£189	-£189
-£225	£227	-£227
£131	£1,200	£51
£6	£600	-£345
-£30,988	£174,468	-£21,779
-£33,930	£550,397	-£84,273
-£35,568	£1,234,992	-£134,341
£1/18 250	£287 162	£2 210
£148,259	£287,162	£2,210
10%	19%	2% Variance -£52,495
£30,479 £6,417 -£2,664 -£1,871 £1,634	£109,886 £92,135 £0 £10,400	2% Variance -£52,495 -£74,274 £16,428 £0 -£5,796

-£1,012 £0 £15 £59,730 -£15,799 £0 £0 £4,181 -£3,762

-£811	£1,792	-£486
-1011	11,732	-1400
-£1,809	£65,704	-£20,047
-34%	30%	9%
-£50 £0	£500 £0	-£500 £0
£0	£0	£0
-£4,594	£3,000	-£1,057
-£363	£900	-£900
-£80	£1,600	-£1,600
-£1,672	£750	-£750
-£1,124	£1,440	-£340
£1,489	£2,160	£240
-£500 -£478	£4,800 £0	-£4,800 £257
-£399	£500	-£299
£36	£0	£1,366
£1,413	£150	£2,413
-£470	£600	£210
-£842	£0	£911
-£9,440	£82,104	-£24,895
	·	
£61,967	£134,461	-£74,250
	·	
£61,967	£134,461	-£74,250
£61,967	£134,461	-£74,250
£61,967	£134,461	-£74,250
£61,967 54% £19,411	£134,461 62% £484,776	-£74,250 -11%
£61,967 54% £19,411 £0	£134,461 62% £484,776 £0	-£74,250 -11% £4,467 £0
£61,967 54% £19,411	£134,461 62% £484,776	-£74,250 -11%
£61,967 54% £19,411 £0 £0	£134,461 62% £484,776 £0	-£74,250 -11% £4,467 £0
£61,967 54% £19,411 £0	£134,461 62% £484,776 £0	-£74,250 -11% £4,467 £0
£61,967 54% £19,411 £0 £0	£134,461 62% £484,776 £0	-£74,250 -11% £4,467 £0
£61,967 54% £19,411 £0 £0	£134,461 62% £484,776 £0	-£74,250 -11% £4,467 £0
£61,967 54% £19,411 £0 £0	£134,461 62% £484,776 £0 £484,776	-£74,250 -11% £4,467 £0 £4,467
£61,967 54% £19,411 £0 £19,411 £73,190 £1,058	£134,461 62% £484,776 £0 £484,776 £344,256 £42,156	£4,467 £4,467 £32,303 £2,894
£61,967 54% £19,411 £0 £0 £19,411	£134,461 62% £484,776 £0 £484,776	£4,467 £4,467 £32,303
£61,967 54% £19,411 £0 £0 £19,411 £73,190 £1,058	£134,461 62% £484,776 £0 £484,776 £344,256 £42,156	£4,467 £4,467 £0 £0 £4,467 £32,303 -£2,894 £29,409
£61,967 54% £19,411 £0 £19,411 £73,190 £1,058	£134,461 62% £484,776 £0 £484,776 £344,256 £42,156	£4,467 £4,467 £32,303 £2,894
£61,967 54% £19,411 £0 £0 £19,411 £73,190 £1,058 £74,248	£134,461 62% £484,776 £0 £484,776 £344,256 £42,156 £386,412 £98,364	£4,467 £0 £4,467 £32,303 £2,894 £29,409
£61,967 54% £19,411 £0 £0 £19,411 £73,190 £1,058 £74,248	£134,461 62% £484,776 £0 £484,776 £344,256 £42,156 £386,412 £98,364	£4,467 £0 £4,467 £32,303 £2,894 £29,409

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£0	£0	£0
£0	£0	£0
£0	£0	£0
£0	£0	£0
£0	£0	£0
-£16	£0	£0
£0	£0	£0
£0	£0	£0
£0	£0	£0
£0	£0	£0
£0	£0	£0
-£84,622	£55,000	£35,435
-£84,638	£55,000	£35,435
-£84,638	£55,000	£35,435
-£84,638	£55,000	£35,435
-£84,638 -£879	£55,000 £600	£35,435 £518
-£879	£600	£518
-£879 -£264	£600 £1,800	£518 £230
-£879 -£264 £15	£600 £1,800 £0	£518 £230 £39
-£879 -£264 £15	£600 £1,800 £0	£518 £230 £39 £0
-£879 -£264 £15 £0 -£56	£600 £1,800 £0 £0	£518 £230 £39 £0 -£56
-£879 -£264 £15 £0 -£56	£600 £1,800 £0 £0 £79 £26	£518 £230 £39 £0 -£56 £388
-£879 -£264 £15 £0 -£56 £388 £613	£600 £1,800 £0 £0 £79 £26	£518 £230 £39 £0 -£56 £388 -£2,045
-£879 -£264 £15 £0 -£56 £388 £613	£600 £1,800 £0 £0 £79 £26 £28,510	£518 £230 £39 £0 -£56 £388 -£2,045

Variance	Budget	Variance
£12,952	£202,650	£12,859
£1,156	£14,185	£8,702
£361	£28,371	-£18,378
£14,469	£245,206	£3,184
£0	£2,400	£0
£0	£0	£0
-£406	£345	-£251
-£1,839	£6,000	-£3,521
-£2,261	£4,200	-£1,993
-£5,043	£30,000	-£3,180
£461	£12,120	£202
£430	£0	£430
-£10	£0	-£10

-£3,224	£2,400	-£2,400
£2,779	£3,000	-£168
-£3,550	£44,827	-£789
-£572	£1,593	-£588
£0	£0	£0
£0	£0	£0
£0	£0	£0
£1,061	£7,684	£985
-£54	£750	-£276
-£14,538	£45,600	-£16,146
£1,919	£23,000	£839
•		
-£18,042	£57,000	-£32,112
-£42,892	£240,919	-£58,977
-£28,423	£486,125	-£55,794
-120,423	1460,123	-£33,734
-£404	£24,592	£236
£55	£1,721	£561
£12	£738	-£156
-£337	£27,051	£641
	,	
£20	£480	£0
£0	£0	£0
£297	£1,848	£278
£999	£7,200	£1,437
-£32	£2,273	-£55
£686	£0	£686
£0	£0	£0
£562	£1,800	£2,056
£2,531	£13,600	£4,403
12,551	113,000	14,403
£2,194	£40,651	£5,044
£289	£22,042	-£7,520
£283	£44,084	-£4,175
£141	£22,042	-£2,088
£707	£110,210	-£10,438
£17,131	£66,126	£6,247
-£4,008	£22,042	-£8,086
£14,543	£286,546	-£26,060
0%	13%	0%
Variance	Rudget	Variance

1%

Variance	buuget	variance
£14,809	£72,016	£683
£1,129	£5,041	£1,294
£380	£2,160	-£526
£16,318	£79,218	£1,450
£440	£1,440	£0
-£163	£600	-£600
-£305	£1,020	-£143
-£65,141	£18,000	-£6,546
£7,936	£1,800	£8,926
-£2,854	£3,306	£2,565
-£2,658	£7,200	-£4,767
£0	£0	£0
-£4,684	£5,250	-£3,663
£970	£7,200	-£788
-£730	£1,500	-£913
-£109	£140	-£111
-£5,228 £0	£12,000 £0	-£4,764 £0
-£53	£600	-£151
-£72,578	£60,056	-£10,956
2.2,370	200,300	
-£56,260	£139,274	-£9,506
-1%	3%	-5%
-£49,206	£227,579	-£16,796
-£26,193	£96,384	-£151
-£1,506	£16,376	-£5,273
£6,732	£25,041	£8,050
£0	£0	£0
-£70,172	£365,380	-£14,170

 -£2
 £9
 -£0

 -£1
 £4
 £0

 -£0
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 -£0

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