

Balance Sheet for Dec Y1

	This Month	Last Month
Current Assets		
Cash	SFr.435,856	SFr.2,005,351
Inventories	SFr.1,032,685	SFr.908,309
Accounts Receivable	SFr.2,511,140	SFr.2,256,951
Total Current Assets	SFr.3,979,681	SFr.5,170,611
Restricted Cash		
Replacement Reserve	SFr.445,579	SFr.288,633
Borrowed Capital	SFr.850,599	SFr.850,599
Total Restricted Cash	SFr.1,296,178	SFr.1,139,232
Long Term Assets		
Building Property & Equipment	SFr.35,000,000	SFr.35,000,000
Plus: Building Capital Additions	SFr.2,456,000	SFr.2,456,000
Less: Building Depreciation	SFr.2,162,946	SFr.1,985,594
FF&E Property & Equipment	SFr.5,000,000	SFr.5,000,000
Plus: FF&E Capital Additions	SFr.3,621,000	SFr.3,621,000
Less: FF&E Depreciation	SFr.784,096	SFr.704,935
Net Long Term Assets	SFr.43,129,959	SFr.43,386,471
Total Assets	SFr.48,405,818	SFr.49,696,314
Current Liabilities		
Accounts Payable	SFr.722,353	SFr.732,088
Property Taxes Payable	SFr.0	SFr.80,000
Income Taxes Payable	SFr.0	SFr.551,811
Total Current Liabilities	SFr.722,353	SFr.1,363,899
Long Term Liabilities		
Bank Loan	SFr.15,606,947	SFr.17,349,374
Owners Equity		
Share Capital	SFr.15,000,000	SFr.15,000,000
Retained Earnings	SFr.17,076,518	SFr.15,983,041
Total Owners Equity	SFr.32,076,518	SFr.30,983,041
Total Liabilities & Equity	SFr.48,405,818	SFr.49,696,314

Balance Sheet for Jan Y1

	This Month	Last Month
Current Assets		
Cash	SFr.58,391	
Inventories	SFr.273,022	
Accounts Receivable	SFr.1,492,876	
Total Current Assets	SFr.1,824,289	
Restricted Cash		
Replacement Reserve	SFr.93,305	
Borrowed Capital	SFr.308,000	
Total Restricted Cash	SFr.401,305	
Long Term Assets		
Building Property & Equipment	SFr.35,000,000	
Plus: Building Capital Additions	SFr.1,956,000	
Less: Building Depreciation	SFr.175,000	
FF&E Property & Equipment	SFr.5,000,000	
Plus: FF&E Capital Additions	SFr.236,000	
Less: FF&E Depreciation	SFr.50,000	
Net Long Term Assets	SFr.41,967,000	
Total Assets	SFr.44,192,594	
Current Liabilities		
Accounts Payable	SFr.286,308	
Property Taxes Payable	SFr.40,000	
Income Taxes Payable	SFr.132,785	
Total Current Liabilities	SFr.459,093	
Long Term Liabilities		
Bank Loan	SFr.18,173,958	
Owners Equity		
Share Capital	SFr.15,000,000	
Retained Earnings	SFr.10,559,542	
Total Owners Equity	SFr.25,559,542	
Total Liabilities & Equity	SFr.44,192,594	

Cash Flow for Dec Y1

	<u>This Month</u>	<u>YTD</u>
Operations		
Receipts		
Cash Sales	SFr.627,785	SFr.5,492,713
Rentals & Other Revenue	SFr.0	SFr.0
Interest on Cash Balance	SFr.5,013	SFr.19,229
Collection of Accounts Receivable	SFr.2,256,951	SFr.19,979,711
Total Operating Receipts	SFr.2,889,750	SFr.25,491,652
Disbursement		
Payroll and Related	SFr.509,642	SFr.6,087,764
Inventory Purchases	SFr.370,272	SFr.1,845,496
Operating Expenses	SFr.574,776	SFr.6,034,527
Capital Loan Interest Charges	SFr.86,747	SFr.1,096,687
Line Of Credit Interest Charges	SFr.0	SFr.677
Replacement Reserve	SFr.156,946	SFr.1,373,178
Income Taxes	SFr.878,434	SFr.2,079,414
Property Taxes	SFr.120,000	SFr.480,000
Insurance	SFr.20,000	SFr.240,000
Management Fees	SFr.0	SFr.0
Total Operating Disbursement	SFr.2,716,817	SFr.19,237,743
Net Cash From Operations	SFr.172,933	SFr.6,253,909
Financing		
Capital Loan Principal Repayments	SFr.1,742,427	SFr.4,643,053
Distribution to Owners	SFr.0	SFr.0
Net Cash from Investments & Financing	SFr.1,742,427	SFr.4,643,053
Total Net Cash	SFr.-1,569,495	SFr.1,610,856
Cash Balance at beginning of Period	SFr.2,005,351	SFr.-1,175,000
Increase/Decrease in Cash this Period	SFr.-1,569,495	SFr.1,610,856
Cash Balance at End of Period	SFr.435,856	SFr.435,856

Scorecard	Alex Simba		Alexandra, Moa		Catherine, Celine, Simaran		Emily, Justin, Lelia		Jason, Owen		Keith, Leo, Rosie		Meadow, Flynn, Zoe		Mira, Ben, Katrin		Rena, Nina, Victor					
	This Month	YTD	Rank	This Month	YTD	Rank	This Month	YTD	Rank	This Month	YTD	Rank	This Month	YTD	Rank	This Month	YTD	Rank				
Market (32%)																						
Rooms Market Share	11.36%	10.96%	7	11.22%	11.41%	3	10.6%	10.97%	6	11.18%	5	11.19%	5	11.62%	2	11.23%	1	11.84%	1			
REV/Par	Sfr-208	Sfr-180	7	Sfr-244	Sfr-200	2	Sfr-236	Sfr-191	5	Sfr-213	9	Sfr-251	1	Sfr-202	1	Sfr-199	3	Sfr-189	6			
TRev/Par	Sfr-472	Sfr-345	2	Sfr-432	Sfr-327	3	Sfr-319	Sfr-265	8	Sfr-350	9	Sfr-405	6	Sfr-301	6	Sfr-574	1	Sfr-383	5			
RGI	84.4	94.8	7	101.1	106.9	2	97.3	101.5	5	86.6	9	109.0	1	107.8	1	104.0	3	106.0	3			
Financial (15%)																						
GOP	44.78%	46.99%	4	53.21%	44.46%	8	57.59%	52.36%	2	56.36%	3	55.33%	6	46.27%	6	49.89%	5	46.87%	5			
Net Profit	Sfr-989,114	Sfr-8,345,862	3	Sfr-1,132,248	Sfr-7,401,194	4	Sfr-884,365	Sfr-7,142,812	6	Sfr-933,648	8	Sfr-1,093,477	7	Sfr-6,961,518	7	Sfr-1,412,339	1	Sfr-9,460,225	1			
ROE	2.96%	24.94%	3	3.49%	22.89%	5	2.85%	22.89%	4	2.94%	8	3.41%	7	21.7%	7	4.08%	2	27.36%	2			
ROCE	2.44%	21.22%	6	3.12%	21.89%	5	2.72%	23.03%	3	2.7%	8	3.24%	4	22.27%	4	3.3%	2	23.4%	2			
Guest Satisfaction (33%)																						
Room Refurbishment	62%	56.5%	5	70%	60%	4	9%	29.92%	8	62%	6	9%	29.92%	8	66%	8	61.42%	3				
Public Space Refurbishment	56%	58.92%	4	62%	58.42%	5	17%	35.25%	9	56%	7	90%	3	66.17%	3	97%	1	75.17%	1			
Facilities	84%	54%	5	76%	56.33%	4	7%	4.67%	9	53%	8	76%	1	64.25%	1	100%	2	60.67%	2			
Services	100%	80.92%	3	93%	69.92%	6	50%	33.42%	9	81%	8	93%	2	82.17%	2	100%	4	75.83%	4			
Guest Service	100%	96.5%	2	100%	94.67%	4	63%	70.83%	9	100%	6	100%	1	97.58%	1	91%	7	86.83%	7			
Associate Engagement (20%)																						
Staffing Level	94.33%	106.08%	6	92.15%	137.99%	1	96.55%	105.12%	7	96.36%	5	83.88%	8	104.59%	8	113.15%	3	117.82%	3			
Competence	100%	96.72%	2	100%	94.95%	4	63.46%	71.38%	9	100%	6	100%	1	97.68%	1	91.89%	7	87.43%	7			
Pay	107.35%	106.53%	1	97.02%	101.07%	3	100%	100%	6	95.78%	7	99.64%	8	96.12%	8	115.55%	2	103.79%	2			
Associate Facilities	62%	58%	7	69%	59%	6	9%	29%	9	97%	5	97%	1	88%	1	97%	4	74%	4			
Overall			4			3			9		8			2		1			7	5		6

Summary Income for Dec Y1

	This Month		Last Month		YTD	
	SFr.	%	SFr.	%	SFr.	%
Revenue						
Rooms	SFr.2,025,425	64.53%	SFr.1,715,062	60.79%	SFr.18,442,272	67.15%
Food & Beverage	SFr.843,306	26.87%	SFr.849,841	30.12%	SFr.6,439,733	23.45%
Other Departments	SFr.270,194	8.61%	SFr.256,286	9.08%	SFr.2,581,558	9.4%
Total Revenue	SFr.3,138,925	100%	SFr.2,821,189	100%	SFr.27,463,563	100%
Departmental Expenses						
Rooms	SFr.440,063	21.73%	SFr.400,170	23.33%	SFr.4,822,467	26.15%
Food & Beverage	SFr.407,487	48.32%	SFr.413,064	48.6%	SFr.3,796,809	58.96%
Other Departments	SFr.143,081	52.96%	SFr.138,543	54.06%	SFr.1,504,794	58.29%
Total Expenses	SFr.990,631	31.56%	SFr.951,777	33.74%	SFr.10,124,070	36.86%
Total Departmental Profit	SFr.2,148,294	68.44%	SFr.1,869,412	66.26%	SFr.17,339,493	63.14%
Undistributed Expenses						
Marketing & Sales	SFr.153,125	4.88%	SFr.150,625	5.34%	SFr.1,640,800	5.97%
Administrative and General	SFr.224,105	7.14%	SFr.220,255	7.81%	SFr.2,584,353	9.41%
Property Operations and Maintenance	SFr.34,451	1.1%	SFr.33,353	1.18%	SFr.406,366	1.48%
Total Undistributed Expenses	SFr.411,681	13.12%	SFr.404,232	14.33%	SFr.4,631,519	16.86%
Gross Operating Profit	SFr.1,736,613	55.33%	SFr.1,465,180	51.93%	SFr.12,707,974	46.27%
Less: Management Fees						
Base Fee	SFr.0	0.0%	SFr.0	0.0%	SFr.0	0.0%
Incentive Fee	SFr.0	0.0%	SFr.0	0.0%	SFr.0	0.0%
Income before fixed charges	SFr.1,736,613	55.33%	SFr.1,465,180	51.93%	SFr.12,707,974	46.27%
Fixed Charges						
Property Taxes	SFr.40,000	1.27%	SFr.40,000	1.42%	SFr.480,000	1.75%
Insurance	SFr.20,000	0.64%	SFr.20,000	0.71%	SFr.240,000	0.87%
Property Depreciation Building	SFr.177,352	5.65%	SFr.178,243	6.32%	SFr.2,162,946	7.88%
Property Depreciation FF&E	SFr.79,161	2.52%	SFr.79,960	2.83%	SFr.784,095	2.86%
Total Fixed Charges	SFr.316,513	10.08%	SFr.318,204	11.28%	SFr.3,667,041	13.35%
Net Operating Income	SFr.1,420,100	45.24%	SFr.1,146,976	40.66%	SFr.9,040,932	32.92%
Other Income	SFr.0		SFr.0		SFr.0	
Total Income	SFr.1,420,100		SFr.1,146,976		SFr.9,040,932	
Income Tax	SFr.326,623	23.0%	SFr.263,805	23.0%	SFr.2,079,414	23.0%
Net Profit	SFr.1,093,477	34.84%	SFr.883,172	31.3%	SFr.6,961,518	25.35%