

Hotel Sample
Profit and Loss Statement
For the Four Months Ending October 31, 2007

This sample shows calculations based on non-financial data, such as room rate and number of occupied rooms

Current Month						Year to Date				
Actual	%	Budget	%	Var to Bud		Actual	%	Budget	%	Var to Bud
1,290		1,290			Available Rooms	5,160		5,160		
878		890		(12)	Total Occupied Rooms	3,849		3,491		358
860		890		(30)	Occupied Rooms (Rev)	3,810		3,491		319
68.1%		69.0%		-0.9%	% of Total Occupied	74.6%		67.7%		6.9%
66.7%		69.0%		-2.3%	% of Occupancy (Rev)	73.8%		67.7%		6.2%
\$133.31		\$129.97		\$3.34	Average Rate	\$133.37		\$131.98		\$1.38
\$88.88		\$89.67		(\$0.79)	REVPAR	\$98.47		\$89.29		\$9.18
\$42.25		\$43.48		\$1.78	Cost per Occupied Room	\$41.39		\$44.65		(\$3.27)
					Revenue					
114,649	81.6%	115,674	83.7%	(1,025)	Rooms	508,125	79.3%	460,746	83.9%	47,379
15,121	10.8%	12,841	9.3%	2,280	F&B	67,143	10.5%	50,898	9.3%	16,245
3,533	2.5%	3,813	2.8%	(280)	Telecommunications	13,426	2.1%	14,957	2.7%	(1,531)
5,825	4.1%	5,340	3.9%	485	Garage	25,410	4.0%	20,946	3.8%	4,464
1,292	0.9%	490	0.4%	802	Rent & Other	26,286	4.1%	1,920	0.3%	24,366
140,420	100.0%	138,158	100.0%	2,262	Total Revenue	640,390	100.0%	549,467	100.0%	90,923
					Dept Profit					
74,918	65.3%	76,979	65.5%	(2,061)	Rooms	348,830	68.7%	304,859	66.2%	43,971
5,037	33.3%	4,764	37.1%	273	F7B	23,873	35.6%	18,925	37.2%	4,948
618	17.5%	1,892	49.6%	(1,274)	Telecommunications	5,310	39.5%	7,406	49.5%	(2,096)
5,825	100.0%	5,340	100.0%	485	Garage	25,410	100.0%	20,946	100.0%	4,464
1,156	89.4%	147	30.0%	1,009	Rent & Other	25,129	95.6%	575	29.9%	24,554
87,554	62.4%	89,122	64.5%	(1,568)	Total Dept Profit	428,552	66.9%	352,711	64.2%	75,841
					Undistributed Depts					
21,186	15.1%	18,070	13.1%	3,116	A&G	89,275	13.9%	72,136	13.1%	17,139
12,392	8.8%	12,417	9.0%	(25)	Sales & Marketing	47,105	7.4%	58,204	10.6%	(11,099)
9,130	6.5%	7,909	5.7%	1,221	Engineering	32,121	5.0%	31,578	5.7%	543
3,360	2.4%	2,811	2.0%	549	Utilities	14,864	2.3%	11,199	2.0%	3,665
46,068	32.8%	41,207	29.8%	4,861	Total Undistributed Depts	183,365	28.6%	173,117	31.4%	10,248
41,486	29.5%	47,915	34.7%	(6,429)	Gross Operating Profit	245,187	38.3%	179,594	32.7%	65,593
5,621	4.0%	5,460	4.0%	161	Management Fee	25,620	4.0%	21,711	4.0%	3,909
4,474	3.2%	5,468	4.0%	(994)	Lease	22,919	3.6%	21,872	4.0%	1,047
1,999	1.4%	1,999	1.4%	(1)	Insurance	8,187	1.3%	7,996	1.5%	191
5,974	4.3%	5,516	4.0%	458	Taxes	24,348	3.8%	23,664	4.3%	684
18,068	12.9%	18,443	13.4%	(376)	Total Fixed Charges	81,074	12.7%	75,243	13.8%	5,831
23,418	16.6%	29,472	21.3%	(6,053)	Net Operating Profit(Loss)	164,113	25.6%	104,351	18.9%	59,762