

**Emp#1**

<b>Name</b>	<b>Address</b>	<b>E-mail</b>
Ravi	MDU	ravi@cygnussoftwares.com
Mathi	DY	mathi@cygnussoftwares.com
Raj	NY	raj@cygnussoftwares.com

### 2019 Top 10 Accounts

<b>Account</b>	<b>2018 # RN Market</b>	<b>Hotel # RN Forecast YE 2018</b>	<b>2019 # RN Market</b>	<b>Hotel # RN Forecast 2019</b>	<b>2018 Rate</b>	<b>2019 Targeted Rate</b>
Bluegreen Vacations	10000	1918	12000	2500	109	110
United Airlines	3000	2245	2300	2300	\$110.00	\$110.00
Top Deck	325	0	500	500	\$122.00	\$124.00
IHI E&C	700	260	1040	1040	\$130.00	\$130.00
Memorial Health Residency Program	200	198	300	300	\$99.00	\$105.00
American Ring	1600	0	2000	2000	\$99.00	\$99.00
165th Air Wing	1500	1000	1600	1000	NA	\$111.00
National Egg Regulatory Association	0	0	225	225	NA	\$117.00
SCAD	2500	100	3000	600	\$129.00	\$129.00
D Troop 1/10 Cavalry	0	0	299	299		

<b>2019 Targeted Revenue</b>
\$250,000.00
\$230,000.00
\$62,000.00
\$135,200.00
\$31,500.00
\$20,000.00
\$110,000.00
\$26,325.00
\$77,400.00
\$44,551.00

### EMP SALARY

BIRTHPLACE	CLUB	EMAIL	POSITION
Terrassa	Barcelona	Austin@abcConsulting.com	Midfielder
Terrassa	Borussia Dortmund	Thomaslp@abcConsulting.com	Forward
Terrassa	Barcelona	De Haan@abcConsulting.com	Midfielder
Estella	IIN	Hunold@abcConsulting.com	Forward
Metkovic	IN	De Haan@abcConsulting.com	Midfielder
Metkovic	Croatia	Christian Eriksen@abcConsult	Forward
Estella, Lizarra	PSG	Kochhar@abcConsulting.com	Midfielder
Estella	Bayern Munich	Alupet@abcConsulting.com	Defender/midfielder

SALARY
10000
8000
7000
12000
15000
14000
9500
4500

\* Important : Please see notes overleaf before filling up the challan

Single Copy (to be sent to the ZAO)

<b>CHALLAN</b>  <b>NO./</b>  <b>ITNS 280</b>	<b>Tax Applicable (Tick One)*</b> <b>(0020) INCOME-TAX ON COMPANIES</b> <input type="checkbox"/> <b>(CORPORATION TAX)</b> <b>(0021) INCOME TAX (OTHER THAN COMPANIES)</b> <input type="checkbox"/>	<b>Assessment Year</b> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 2px;"></div> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 2px;"></div>				
Permanent Account Number <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
Full Name <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
Complete Address with City & State <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
Tel. No. <div style="border: 1px solid black; width: 100%; height: 20px;"></div> Pin <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
<b>Type of Payment (Tick One)</b> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <b>Advance Tax (100)</b> <input type="checkbox"/>  <b>Self Assessment Tax (300)</b> <input type="checkbox"/>  <b>Tax on Regular Assessment (400)</b> <input type="checkbox"/> </div> <div style="width: 45%;"> <b>Surtax (102)</b> <input type="checkbox"/>  <b>Tax on Distributed Profits of Domestic Companies (106)</b> <input type="checkbox"/>  <b>Tax on Distributed Income to Unit Holders (107)</b> <input type="checkbox"/> </div> </div>						
<b>DETAILS OF PAYMENTS</b>		<b>FOR USE IN RECEIVING BANK</b>				
Amount (in Rs. Only)		Debit to A/c / Cheque credited on				
Income Tax	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>	<div style="border: 1px solid black; width: 100%; height: 40px; display: flex; align-items: center; justify-content: center;"> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> <div style="margin: 0 5px;">-</div> <div style="border: 1px solid black; width: 40px; height: 20px; margin: 2px;"></div> </div> <div style="display: flex; justify-content: space-around; font-size: small;"> <span>D D</span> <span>M M</span> <span>Y Y</span> </div>				
Surcharge	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>					
Education Cess	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>					
Interest	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>					
Penalty	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>					
Others	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>					
Total	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>					
Total (in words)		<b>SPACE FOR BANK SEAL</b>				
CRORES	LACS		THOUSANDS	HUNDREDS	TENS	UNITS
<div style="border: 1px solid black; width: 100%; height: 20px;"></div>	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>		<div style="border: 1px solid black; width: 100%; height: 20px;"></div>	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>
Paid in Cash/Debit to A/c /Cheque No.			Dated			
Drawn on						
(Name of the Bank and Branch)						
Date: <div style="border: 1px solid black; width: 100%; height: 20px;"></div>						
Signature of person making payment						
Rs.						
<b>Taxpayers Counterfoil (To be filled up by tax payer)</b>						<b>SPACE FOR BANK SEAL</b>
PAN	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>					
Received from	(Name)					
Cash/ Debit to A/c /Cheque No.		For Rs.				
Rs. (in words)						
Drawn on						
(Name of the Bank and Branch)						
on account of Companies/Other than Companies/Tax						
Income Tax on (Strike out whichever is not applicable)						
Type of Payment (To be filled up by person making the payment)						
for the Assessment Year	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>	-	<div style="border: 1px solid black; width: 100%; height: 20px;"></div>			
Rs.						

\*NOTES

1. **Please use a separate challan for each type of payment.**
2. Please note that quoting your Permanent Account Number (PAN) is mandatory.
3. Please note that quoting false PAN may attract a penalty of Rs. 10,000/- as per section 272B of I.T. Act, 1961.
4. Please note that to deposit Appeal Fees either **Major Head 020 or 021** (depending upon the tax payer's status) has to be ticked under 'Tax Applicable'. Followed by this; **Minor Head: Self Assessment Tax (300)** has to be ticked under 'Type of Payment' and the amount is to filled under **Others** in 'Details of Payments'.
5. To deposit taxes, appeal fees, etc. in respect of block period cases, enter the first Assessment Year of the block period followed by the last Assessment Year of the period. For example, if the block period is 1/04/85 to 5/3/96, it would be entered as 1986-97 in the space indicated for Assessment Year. If taxes are being deposited, tick the box Self Assessment (300) under Type of Payment and fill up amount under 'Tax' while in respect of appeal fees, enter amount under 'Others'.
6. Tax payers may please draw/issue Cheque/DDs towards payment of income-tax as under:  
Pay \_\_\_\_\_ (Name of the bank where the Challan in being deposited)  
A/c Income-tax

PLEASE USE THIS CHALLAN FOR DEPOSITING TAXES (TYPES OF PAYMENT) MENTIONED OVERLEAF.  
KINDLY DO NOT USE THIS CHALLAN FOR DEPOSITING TAX DEDUCTION AT SOURCE (TDS)

KINDLY ENSURE THAT THE BANK'S ACKNOWLEDGEMENT CONTAINS THE FOLLOWING:

1. 7 DIGIT BSR CODE OF THE BANK BRANCH
2. DATE OF DEPOSIT OF CHALLAN (DD MM YY)
3. CHALLAN SERIAL NUMBER

THESE WILL HAVE TO BE QUOTED IN YOUR RETURN OF INCOME.

**2019 Annual Budget**

Name of Property	Holiday Inn Express	
City, State	Le Roy, Illinois	
# Rooms	63	
Budget YEAR	2019	
Budget Beginning Date	01/01/19	
Budget Ending Date	12/31/19	
Franchise Terms		
Royalty Franchise Fees - Rooms	11.00%	Franchise Agreement
Marketing Franchise Fees	0.00%	Franchise Agreement
Management Fee Minimum	3,000	
Management Fee Percentage	3.00%	
Accounting Fee	0	



Holiday Inn Express

Le Roy, Illinois

Rooms 63

Budget Projections 2019

		31	28	31	30	31	30	31	31	30	31	30	31	Total
Revenue Comp Page		Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	
Rooms Night	2019	348	623	763	988	1,098	1,153	1,238	1,125	1,153	1,206	957	569	11,221
Rooms Nights	2018	336	602	737	955	1,254	1,114	1,196	1,087	1,114	1,165	925	550	11,035
	Variance	12	21	26	33	-156	39	42	38	39	41	32	19	186
Rooms Nights	2017	553	674	908	955	1,557	1,051	983	1,407	915	949	837	477	11,266
	Variance	-205	-51	-145	33	-459	102	255	-282	238	257	120	92	-45
ADR	2019	93.04	89.91	90.45	93.38	98.21	97.47	103.50	91.22	96.90	92.60	92.70	91.70	94.90
ADR	2018	92.23	89.13	89.67	92.57	97.36	96.62	102.61	90.43	96.06	91.79	91.89	90.91	94.14
	Variance	0.81	0.78	0.78	0.81	0.85	0.85	0.90	0.79	0.84	0.80	0.80	0.80	0.77
ADR	2017	86.14	87.00	92.28	93.49	92.07	101.41	95.29	103.79	96.31	96.31	95.70	84.68	94.89
	Variance	6.90	2.91	-1.82	-0.11	6.14	-3.94	8.21	-12.58	0.59	-3.72	-3.00	7.02	0.02
Rooms	2019	32,355	56,020	68,998	92,299	107,828	112,378	128,124	102,624	111,721	111,650	88,745	52,203	1,064,947
Rooms	2018	30,989	53,656	66,087	88,404	122,092	107,636	122,718	98,294	107,007	106,939	85,000	50,000	1,038,823
	Variance	1,365	2,364	2,912	3,895	-14,264	4,742	5,406	4,330	4,714	4,711	3,745	2,203	26,124
Rooms	2017	47,635	58,637	83,790	89,287	143,361	106,580	93,675	146,039	88,122	91,402	80,100	40,393	1,069,019
	Variance	-15,281	-2,617	-14,791	3,012	-35,532	5,798	34,450	-43,414	23,599	20,249	8,645	11,809	-4,073
Other	2019	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Other	2018	310	537	661	884	598	670	703	714	671	689	694	692	7,823
	Variance	190	-37	-161	-384	-98	-170	-203	-214	-171	-189	-194	-192	-1,823
Other	2017	658	425	670	885	555	1,208	1,095	846	500	1,165	948	881	9,838
	Variance	-158	75	-170	-385	-55	-708	-595	-346	0	-665	-448	-381	-3,838
Total	2019	32,855	56,520	69,498	92,799	108,328	112,878	128,624	103,124	112,221	112,150	89,245	52,703	1,070,947
Total	2018	31,299	54,193	66,748	89,288	122,690	108,306	123,421	99,008	107,678	107,628	85,694	50,692	1,046,646
	Variance	1,555	2,327	2,751	3,511	-14,362	4,572	5,203	4,117	4,543	4,522	3,550	2,011	24,301
Total	2017	48,294	59,062	84,460	90,172	143,916	107,788	94,770	146,885	88,622	92,567	81,048	41,275	1,078,857
	Variance	-15,439	-2,542	-14,961	2,628	-35,588	5,090	33,855	-43,760	23,599	19,584	8,197	11,428	-7,911

Holiday Inn Express																			
Le Roy, Illinois																			
2019 Budget Projections																			
Comparative Actual																			
		2018	2018	2018	2018														
		YTD	October	November	December	2018	Estimated	Actual		2019	Budget				2018	/	2019	Variance	
		Actual	Actual	Estimated	Estimated		%	POR			%	POR					%	POR	
Rooms Available		0	0	0	0	0				22,995				22,995			#DIV/0!		
Rooms Occupied		0	0		0	0				11,221				11,221			#DIV/0!		
Occupancy Percentage		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!				49%				#DIV/0!			#DIV/0!		
Average Daily Rate		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!				\$ 94.90				#DIV/0!			#DIV/0!		
REVPAR		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!				\$ 46.31				#DIV/0!			#DIV/0!		
Revenue:																			
Rooms		0	0	0	0	0	#DIV/0!	#DIV/0!		1,064,947	99.44%	94.90		1,064,947			0.00%	#DIV/0!	
Food		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Beverage		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Telephone		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Other		0	0	0	0	0	#DIV/0!	#DIV/0!		6,000	0.56%	0.53		6,000			0.00%	#DIV/0!	
total		0	0	0	0	0	#DIV/0!	#DIV/0!		1,070,947	100.00%	95.44		1,070,947			0.00%	#DIV/0!	
Departmental Expenses:																			
Rooms		0	0	0	0	0	#DIV/0!	#DIV/0!		303,279	28.48%	27.03		303,279			0.00%	#DIV/0!	
Food		0	0	0	0	0	#DIV/0!	#DIV/0!		0	#DIV/0!	0.00		0			0.00%	#DIV/0!	
Beverage		0	0	0	0	0	#DIV/0!	#DIV/0!		0	#DIV/0!	0.00		0			0.00%	#DIV/0!	
Telephone		0	0	0	0	0	#DIV/0!	#DIV/0!		26,268	#DIV/0!	2.34		26,268			0.00%	#DIV/0!	
Other		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
total		0	0	0	0	0	#DIV/0!	#DIV/0!		329,547	30.77%	29.37		329,547			0.00%	#DIV/0!	
Departmental Profits:																			
Rooms		0	0	0	0	0	#DIV/0!	#DIV/0!		761,668	71.52%	67.88		761,668			0.00%	#DIV/0!	
Food		0	0	0	0	0	#DIV/0!	#DIV/0!		0	#DIV/0!	0.00		0			0.00%	#DIV/0!	
Beverage		0	0	0	0	0	#DIV/0!	#DIV/0!		0	#DIV/0!	0.00		0			0.00%	#DIV/0!	
Telephone		0	0	0	0	0	#DIV/0!	#DIV/0!		-26,268	#DIV/0!	-2.34		-26,268			0.00%	#DIV/0!	
Other		0	0	0	0	0	#DIV/0!	#DIV/0!		6,000	100.00%	0.53		6,000			0.00%	#DIV/0!	
total		0	0	0	0	0	#DIV/0!	#DIV/0!		741,400	69.23%	66.07		741,400			0.00%	#DIV/0!	
Gross Operating Income		0	0	0	0	0	#DIV/0!	#DIV/0!		741,400	69.23%	66.07		741,400			0.00%	#DIV/0!	
Undistributed Expenses:																			
Administrative & General		0	0	0	0	0	#DIV/0!	#DIV/0!		96,607	9.02%	8.61		96,607			0.00%	#DIV/0!	
Sales & Marketing		0	0	0	0	0	#DIV/0!	#DIV/0!		39,600	3.70%	3.53		39,600			0.00%	#DIV/0!	
Maintenance & Repair		0	0	0	0	0	#DIV/0!	#DIV/0!		40,646	3.80%	3.62		40,646			0.00%	#DIV/0!	
Energy		0	0	0	0	0	#DIV/0!	#DIV/0!		50,496	4.72%	4.50		50,496			0.00%	#DIV/0!	
Franchise Costs		0	0	0	0	0	#DIV/0!	#DIV/0!		117,144	10.94%	10.44		117,144			0.00%	#DIV/0!	
Management Fees		0	0	0	0	0	#DIV/0!	#DIV/0!		38,320	3.58%	3.41		38,320			0.00%	#DIV/0!	
total		0	0	0	0	0	#DIV/0!	#DIV/0!		382,812	35.75%	34.12		382,812			0.00%	#DIV/0!	
Gross Operating Profit		0	0	0	0	0	100.00%	#DIV/0!		358,588	100.00%	31.96		358,588			0.00%	#DIV/0!	
Fixed Expenses:																			
FF&E Reserves		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Insurance		0	0	0	0	0	#DIV/0!	#DIV/0!		14,841	1.39%	1.32		14,841			0.00%	#DIV/0!	
Debt Service - Interest / Sec		0	0	0	0	0	#DIV/0!	#DIV/0!		214,162	20.00%	19.09		214,162			0.00%	#DIV/0!	
Property Taxes - Real / Per		0	0	0	0	0	#DIV/0!	#DIV/0!		67,058	6.26%	5.98		67,058			0.00%	#DIV/0!	
Land Lease		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Owner Expenses		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
total Fixed Expenses		0	0	0	0	0	#DIV/0!	#DIV/0!		296,061	27.64%	26.38		296,061			0.00%	#DIV/0!	
Non-Operating Expenses																			
Brand Initiatives		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Capital Improvements		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Debt Service - Principle		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Leased Equipment - Capital		0	0	0	0	0	#DIV/0!	#DIV/0!		21,546	2.01%	1.92		21,546			0.00%	#DIV/0!	
Depreciation & Amortization		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
Other Non-Operating Exper		0	0	0	0	0	#DIV/0!	#DIV/0!		0	0.00%	0.00		0			0.00%	#DIV/0!	
total Fixed Expenses		0	0	0	0	0	#DIV/0!	#DIV/0!		296,061	27.64%	26.38		296,061			0.00%	#DIV/0!	
Net Income (Loss)		0	0	0	0	0	#DIV/0!	#DIV/0!		62,527	5.84%	5.57		62,527			0.00%	#DIV/0!	

Holiday Inn Express  
Le Roy, Illinois  
2019 Annual Budget  
Summary Income Statement

3/12/19  
15:03

	31	28	31	30	31	30	31	31	30	31	30	31	365		
	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019	%	POR
Rooms Available	1,953	1,764	1,953	1,890	1,953	1,890	1,953	1,953	1,890	1,953	1,890	1,953	22,995		
Rooms Occupied	348	623	763	988	1,098	1,153	1,238	1,125	1,153	1,206	957	569	11,221		
Occupancy Percentage	17.81%	35.32%	39.06%	52.30%	56.22%	61.00%	63.38%	57.61%	61.00%	61.74%	50.65%	29.15%	48.80%		
Average Daily Rate	\$93.04	\$89.91	\$90.45	\$93.38	\$98.21	\$97.47	\$103.50	\$91.22	\$96.90	\$92.60	\$92.70	\$91.70	\$94.90		
REVPAR	\$16.57	\$31.76	\$35.33	\$48.84	\$55.21	\$59.46	\$65.60	\$52.55	\$59.11	\$57.17	\$46.95	\$26.73	\$46.31		
Revenue:															
Rooms	32,355	56,020	68,998	92,299	107,828	112,378	128,124	102,624	111,721	111,650	88,745	52,203	1,064,947	99.44%	94.905
Food	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Beverage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Telephone	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Other	500	500	500	500	500	500	500	500	500	500	500	500	6,000	0.56%	0.535
total	32,855	56,520	69,498	92,799	108,328	112,878	128,624	103,124	112,221	112,150	89,245	52,703	1,070,947	100.00%	95.439
Departmental Expenses:															
Rooms	18,496	20,216	23,154	25,518	27,790	27,590	29,618	27,556	28,025	28,560	25,552	21,203	303,279	28.48%	27.027
Food	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Beverage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Telephone	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	26,268	0.00%	2.341
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
total	20,685	22,405	25,343	27,707	29,979	29,779	31,807	29,745	30,214	30,749	27,741	23,392	329,547	30.77%	29.368
Departmental Profits:															
Rooms	13,859	35,804	45,844	66,781	80,038	84,788	98,507	75,068	83,697	83,090	63,193	30,999	761,668	71.52%	67.877
Food	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Beverage	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Telephone	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-26,268	0.00%	-2.341
Other	500	500	500	500	500	500	500	500	500	500	500	500	6,000	100.00%	0.535
total	12,170	34,115	44,155	65,092	78,349	83,099	96,818	73,379	82,008	81,401	61,504	29,310	741,400	69.23%	66.071
Gross Operating Income	12,170	34,115	44,155	65,092	78,349	83,099	96,818	73,379	82,008	81,401	61,504	29,310	741,400	69.23%	66.071
Undistributed Expenses:															
Administrative & General	5,710	7,390	7,024	7,803	10,898	8,470	9,067	8,153	8,531	9,254	7,767	6,541	96,607	9.02%	8.609
Sales & Marketing	3,250	3,600	3,250	2,850	4,000	2,850	3,250	3,600	3,250	2,850	4,000	2,850	39,600	3.70%	3.529
Maintenance & Repair	2,915	3,114	3,230	3,417	3,537	3,553	3,653	3,530	3,582	3,597	3,420	3,099	40,646	3.80%	3.622
Energy	1,565	2,804	3,433	4,448	4,941	5,188	5,570	5,063	5,188	5,426	4,308	2,562	50,496	4.72%	4.500
Franchise Costs	3,559	6,162	7,590	10,153	11,861	12,362	14,094	11,289	12,289	12,282	9,762	5,742	117,144	10.94%	10.440
Management Fees	3,000	3,000	3,000	3,000	3,250	3,386	3,859	3,094	3,367	3,365	3,000	3,000	38,320	3.58%	3.415
total	19,999	26,070	27,526	31,671	38,486	35,809	39,493	34,728	36,207	36,772	32,257	23,793	382,812	35.75%	34.115
Gross Operating Profit	-7,830	8,045	16,629	33,421	39,863	47,290	57,325	38,651	45,800	44,629	29,247	5,517	358,588	33.48%	31.956
Fixed Expenses:															
FF&E Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Insurance	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	14,841	1.39%	1.323
Debt Service - Interest / Second	17,847	17,847	17,847	17,847	17,847	17,847	17,847	17,847	17,847	17,847	17,847	17,847	214,162	20.00%	19.085
Property Taxes - Real / Personal	0	0	0	0	0	0	0	0	0	0	67,058	0	67,058	6.26%	5.976
Land Lease	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Owner Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
total Fixed Expenses	19,084	19,084	19,084	19,084	19,084	19,084	19,084	19,084	19,084	19,084	86,142	19,084	296,061	27.64%	26.384
Non-Operating Expenses															
Brand Initiatives	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Capital Improvements	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Debt Service - Principle	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Leased Equipment - Capital	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	21,546	2.01%	1.920
Depreciation & Amortization	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Other Non-Operating Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
total Fixed Expenses	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	21,546	2.01%	1.920
Net Income (Loss)	-28,709	-12,835	-4,250	12,542	18,984	26,411	36,446	17,772	24,921	23,750	-58,690	-15,362	40,981	3.83%	3.652

Holiday Inn Express  
Le Roy, Illinois

Statistics & Market Segments

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	%
Rooms Available	1,953	1,764	1,953	1,890	1,953	1,890	1,953	1,953	1,890	1,953	1,890	1,953	22,995	
Rooms Occupied	348	623	763	988	1,098	1,153	1,238	1,125	1,153	1,206	957	569	11,221	
Occupancy Percentage	17.8%	35.3%	39.1%	52.3%	56.2%	61.0%	63.4%	57.6%	61.0%	61.7%	50.7%	29.1%	48.8%	
Average Daily Rate	\$93.04	\$89.91	\$90.45	\$93.38	\$98.21	\$97.47	\$103.50	\$91.22	\$96.90	\$92.60	\$92.70	\$91.70	\$94.90	
REVPAR	\$16.57	\$31.76	\$35.33	\$48.84	\$55.21	\$59.46	\$65.60	\$52.55	\$59.11	\$57.17	\$46.95	\$26.73	\$46.31	
Market Segments - Rooms Occupied														
Pleasure Transient	348	623	763	988	1,098	1,153	1,238	1,125	1,153	1,206	957	569	11,221	100.00%
Corporate Transient	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Government Transient	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Contract Transient	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group SMERF	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group Corporate	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group Association	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group Government	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group Tour & Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
total	348	623	763	988	1,098	1,153	1,238	1,125	1,153	1,206	957	569	11,221	100.00%
Market Segments - Average Rate														
Pleasure Transient	\$93.04	\$89.91	\$90.45	\$93.38	\$98.21	\$97.47	\$103.50	\$91.22	\$96.90	\$92.60	\$92.70	\$91.70	\$94.90	
Corporate Transient	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Government Transient	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Contract Transient	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Group SMERF	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Group Corporate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Group Association	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Group Government	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Group Tour & Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
total	\$93.04	\$89.91	\$90.45	\$93.38	\$98.21	\$97.47	\$103.50	\$91.22	\$96.90	\$92.60	\$92.70	\$91.70	\$94.90	
Market Segments - Room Revenue														
Pleasure Transient	\$32,355	\$56,020	\$68,998	\$92,299	\$107,828	\$112,378	\$128,124	\$102,624	\$111,721	\$111,650	\$88,745	\$52,203	\$1,064,947	100.00%
Corporate Transient	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Government Transient	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Contract Transient	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group SMERF	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group Corporate	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group Association	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group Government	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
Group Tour & Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%
total	\$32,355	\$56,020	\$68,998	\$92,299	\$107,828	\$112,378	\$128,124	\$102,624	\$111,721	\$111,650	\$88,745	\$52,203	\$1,064,947	100.00%

Holiday Inn Express  
Le Roy, Illinois

Rooms Department

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	Departmental %	Total Rev. %	POR
Occupancy Percentage		17.8%	35.3%	39.1%	52.3%	56.2%	61.0%	63.4%	57.6%	61.0%	61.7%	50.7%	29.1%	48.8%	48.8%		
Average Daily Rate		\$93.04	\$89.91	\$90.45	\$93.38	\$98.21	\$97.47	\$103.50	\$91.22	\$96.90	\$92.60	\$92.70	\$91.70	\$94.90	\$0.00		
Rooms Revenue		\$32,355	\$56,020	\$68,998	\$92,299	\$107,828	\$112,378	\$128,124	\$102,624	\$111,721	\$111,650	\$88,745	\$52,203	\$1,064,947	100%	99.44%	94.905
No Show Revenue		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0%	0.00%	0.000
Total Rooms Revenue		\$32,355	\$56,020	\$68,998	\$92,299	\$107,828	\$112,378	\$128,124	\$102,624	\$111,721	\$111,650	\$88,745	\$52,203	\$1,064,947		99.44%	94.905
Payroll & Related:																	
Salaries & Wages		12,677	12,470	14,112	14,706	15,899	15,396	16,501	15,631	15,775	15,969	14,935	13,628	177,699	17%	16.59%	15.836
PTEB		2,275	2,239	2,524	2,627	2,834	2,747	2,938	2,788	2,812	2,846	2,667	2,440	31,737	3%	2.96%	2.828
total Payroll & Related		14,952	14,709	16,636	17,333	18,733	18,143	19,439	18,419	18,588	18,816	17,601	16,068	209,436	20%	19.56%	18.664
Rooms Other:																	
Amenities	710510.000	122	218	267	346	384	404	433	394	404	422	335	199	3927	0%	0.37%	0.350
Cable TV	700010.000	768	768	768	768	768	768	768	768	768	768	768	768	9216	1%	0.86%	0.821
Casual / Contract Labor	713180.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Central Reservations System	711210.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Cleaning Supplies	711510.000	104	187	229	297	329	346	371	338	346	362	287	171	3366	0%	0.31%	0.300
Contract Cleaning	711810.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Complementary Breakfast	712010.000	1217	2181	2670	3459	3843	4035	4333	3938	4035	4220	3351	1992	39274	4%	3.67%	3.500
Decorations	712210.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Front Office Supplies	712310.000	175	175	175	175	175	175	175	175	175	175	175	175	2100	0%	0.20%	0.187
Guest Room Supplies	712510.000	296	530	648	840	933	980	1052	956	980	1025	814	484	9538	1%	0.89%	0.850
Laundry Cost Allocation	713510.000	125	224	275	356	395	415	446	405	415	434	345	205	4040	0%	0.38%	0.360
Licenses, Taxes, & Permits	713810.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Linen Replacement	714010.000	167	299	366	474	527	553	594	540	553	579	460	273	5386	1%	0.50%	0.480
Linen Rental	714110.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Printing & Stationery	715510.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Recorded Music	715810.000	35	35	35	35	35	35	35	35	35	35	35	35	420	0%	0.04%	0.037
Reservations Terminal Fee	716010.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Rooms Promotion	716310.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Royalties	700010.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Telecommunications	700010.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Travel Agent Commissions	717010.000	485	840	1035	1384	1617	1686	1922	1539	1676	1675	1331	783	15974	2%	1.49%	1.424
Uniforms	718010.000	50	50	50	50	50	50	50	50	50	50	50	50	600	0%	0.06%	0.053
Guest Transportation	718510.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
Miscellaneous Expenses	719510.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0.00%	0.000
total Other		3,544	5,507	6,518	8,185	9,057	9,447	10,179	9,138	9,437	9,744	7,950	5,135	93,842	9%	8.76%	8.363
Rooms Expenses		18,496	20,216	23,154	25,518	27,790	27,590	29,618	27,556	28,025	28,560	25,552	21,203	303,279	28%	28.32%	27.027
Rooms Profit		13,859	35,804	45,844	66,781	80,038	84,788	98,507	75,068	83,697	83,090	63,193	30,999	761,668	72%	71.12%	67.877

Laundry Department

[illegible]

Holiday Inn Express  
Le Roy, Illinois

Telephone Department

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	Departmental %	Total Rev. %	POR
Telephone Revenue:																	
Local Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Long Distance Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Other		0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
total Revenue		0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Telephone Costs:																	
Cost of Calls	542040.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Telephone Line Charges	543040.000	810	810	810	810	810	810	810	810	810	810	810	810	9,720	#DIV/0!	0.908%	17.075
Internet Charges	544040.000	1379	1379	1379	1379	1379	1379	1379	1379	1379	1379	1379	1379	16,548	#DIV/0!	1.545%	29.070
Telephone Maintenance Contract	741040.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Telephone Repairs	742040.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Other		0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
total Costs		2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	2,189	26,268	270.247%	2.453%	46.145
Telephone Department Profit		-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-2,189	-26,268	#DIV/0!	-2.453%	-46.145

Holiday Inn Express  
Le Roy, Illinois

Other Department

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	Departmental %	Total Rev. %	POR
Other Revenue:																	
AM/PM Breaks	451050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Set-up Service Charge	451051.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Audio-Visual Equipment	452050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Gift Shop	453550.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Guest Laundry	454050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Interest Income	455050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Meeting Room Rental	456050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Miscellaneous Revenue	457050.000	500	500	500	500	500	500	500	500	500	500	500	500	6,000	100.000%	0.560%	0.535
Movie Rental	457550.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Parking Revenue	458050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Rental Income	458550.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Vending Income	459050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Vendor's Tax Compensation	459550.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Pet Fees	459150.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Smoking Fees	459060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
total Revenue		500	500	500	500	500	500	500	500	500	500	500	500	6,000	100.000%	0.560%	0.535
Other Costs:																	
AM/PM Breaks Costs	551050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
A/V Equipment Costs	552050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Gift Shop Costs	553025.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Guest Laundry Costs	553050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Meeting Rooms Expenses	554050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Movie Costs	555050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Vending Costs	559050.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Miscellaneous Expenses	559550.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
total Costs		0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000%	0.000
Other Department Profit		500	500	500	500	500	500	500	500	500	500	500	500	6,000	100.000%	0.560%	0.535



Holiday Inn Express  
Le Roy, Illinois

Administrative & General

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	%	POR
<b>Payroll &amp; Related</b>																
Salaries & Wages		2,987	3,055	3,055	3,055	3,125	3,055	3,125	3,055	3,125	3,055	3,125	3,125	36,945	3.45%	3.292
PTEB		536	549	547	546	557	545	556	545	557	545	558	560	6,600	0.62%	0.588
total Payroll & Related		3,523	3,604	3,602	3,601	3,682	3,600	3,682	3,600	3,682	3,600	3,683	3,685	43,545	4.07%	3.881
<b>Other Expenses:</b>																
Accounting Fees	760560.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Bad Debts	761060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Bank Fees	761560.000	25	25	25	25	25	25	25	25	25	25	25	25	300	0.03%	0.027
Equipment Rental	762260.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Computer Supplies	762360.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Casual / Contract Labor	763180.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Student Labor	666060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Contract Services	762760.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Credit Card Commissions	763060.000	1035	1793	2208	2954	3450	3596	4100	3284	3575	3573	2840	1670	34,078	3.18%	3.037
Credit & Collection Fees	763260.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Data/Payroll Processing	763560.000	900	900	900	900	900	900	900	900	900	900	900	900	10,800	1.01%	0.962
Licenses & Permits	763860.000	100	100	100	100	100	100	100	100	100	100	100	100	1,200	0.11%	0.107
Dues & Subscriptions	764060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Human Resopurces	760060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Legal & Accounting	764560.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Office Supplies	765060.000	52	93	114	148	165	173	186	169	173	181	144	85	1,683	0.16%	0.150
Postage	765260.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Printing & Stationery	765560.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Professional Fees	766060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Safety & Security	767060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Cell Phones / Pagers	767560.000	50	50	50	50	50	50	50	50	50	50	50	50	600	0.06%	0.053
Travel Expenses	768060.000	25	825	25	25	2525	25	25	25	25	825	25	25	4,400	0.41%	0.392
Miscellaneous	769560.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Total Other		2,188	3,786	3,422	4,202	7,215	4,869	5,386	4,553	4,848	5,654	4,083	2,856	53,061	4.95%	4.729
<b>Total Administrative &amp; General</b>		<b>5,710</b>	<b>7,390</b>	<b>7,024</b>	<b>7,803</b>	<b>10,898</b>	<b>8,470</b>	<b>9,067</b>	<b>8,153</b>	<b>8,531</b>	<b>9,254</b>	<b>7,767</b>	<b>6,541</b>	<b>96,607</b>	<b>9.02%</b>	<b>8.609</b>

Holiday Inn Express  
Le Roy, Illinois

Sales & Marketing

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	%	POR
Payroll:																
Salaries & Wages		0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
PTEB		0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
total Payroll & Related		0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Sales Expenses:																
Airport Displays & Indoor Signage	770570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Agency Fees	770770.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Brochures - Property & Packages	771070.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Association Dues	771570.000	100	100	100	100	100	100	100	100	100	100	100	100	1,200	0.11%	0.107
Directories	772070.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Contract Services - Sales	772300-000	1760	1760	1760	1760	1760	1760	1760	1760	1760	1760	1760	1760	21,120	1.97%	1.882
Goodwill Advertising	772570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Direct Mail	772870.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Internet Marketing	773570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Franchise & Affiliation Advertising	774570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Loyalty Programs & Affiliation Fees	774580.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Office Supplies	775070.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Photography	775170.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Postage	775270.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Printing & Stationery	775570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Promo/Gifts/Supplies	775770.000	50	50	50	50	50	50	50	50	50	50	50	50	600	0.06%	0.053
Outdoor Signage	775870.000	400	0	400	0	400	0	400	0	400	0	400	0	2,400	0.22%	0.214
Print & Broadcast Media	776070.000	850	850	850	850	850	850	850	850	850	850	850	850	10,200	0.95%	0.909
National/Tour Sales/Trade Shows	776570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Media Production	777070.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Telephone / Cell Phone	777570.000	15	15	15	15	15	15	15	15	15	15	15	15	180	0.02%	0.016
Travel	778070.000	75	825	75	75	825	75	75	825	75	75	825	75	3,900	0.36%	0.348
Yellow Pages	778570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Parties/Open House	779070.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Miscellaneous Expenses	779570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
total Sales Expenses		3,250	3,600	3,250	2,850	4,000	2,850	3,250	3,600	3,250	2,850	4,000	2,850	39,600	3.70%	3.529
Total Sales and Marketing		3,250	3,600	3,250	2,850	4,000	2,850	3,250	3,600	3,250	2,850	4,000	2,850	39,600	#DIV/0!	#DIV/0!

Holiday Inn Express  
Le Roy, Illinois

Maintenance & Repairs

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	%	POR
Maintenance Payroll:																
Salaries & Wages		1,040	1,015	1,015	1,015	1,040	1,015	1,040	1,015	1,040	1,015	1,040	1,040	12,330	1.15%	1.099
PTEB		187	182	182	181	185	181	185	181	185	181	186	186	2,203	0.21%	0.196
total Payroll & Related		1,227	1,197	1,197	1,196	1,225	1,196	1,225	1,196	1,225	1,196	1,226	1,226	14,533	1.36%	1.295
Maintenance Other:																
Building Maintenance	781080.000	87	156	191	247	274	288	309	281	288	301	239	142	2,805	0.26%	0.250
Computer & Office Equipment	781280.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Casual / Contract Labor	781380.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Electrical	781580.000	35	62	76	99	110	115	124	113	115	121	96	57	1,122	0.10%	0.100
Light Bulbs	781780.000	28	50	61	79	88	92	99	90	92	96	77	46	898	0.08%	0.080
Elevator Contracts	782080.000	250	250	250	250	250	250	250	250	250	250	250	250	3,000	0.28%	0.267
Equipment Rental	782280.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Equipment Repairs	782380.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Pest Control	782580.000	75	75	75	75	75	75	75	75	75	75	75	75	900	0.08%	0.080
Fire Alarm System	783080.000	150	150	150	150	150	150	150	150	150	150	150	150	1,800	0.17%	0.160
Hardware & Small Parts	783580.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
HVAC	784080.000	250	250	250	250	250	250	250	250	250	250	250	250	3,000	0.28%	0.267
Floor Covering	784280.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Grounds & Landscaping	784580.000	150	150	150	150	150	150	150	150	150	150	150	150	1,800	0.17%	0.160
Laundry Equipment	785080.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Locks & Keys	785580.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Maintenance Contracts	785780.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Painting	786080.000	52	93	114	148	165	173	186	169	173	181	144	85	1,683	0.16%	0.150
Plumbing	786280.000	87	156	191	247	274	288	309	281	288	301	239	142	2,805	0.26%	0.250
Pool Chemical & Repairs	786580.000	250	250	250	250	250	250	250	250	250	250	250	250	3,000	0.28%	0.267
Refrigeration	787080.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Signs	787280.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Supplies & Small Tools	787580.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Television Repairs	787780.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Uniforms	788080.000	25	25	25	25	25	25	25	25	25	25	25	25	300	0.03%	0.027
Van Maintenance Repair	788580.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Waste Removal	789080.000	250	250	250	250	250	250	250	250	250	250	250	250	3,000	0.28%	0.267
Miscellaneous	789580.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
total Other		1,689	1,917	2,033	2,220	2,311	2,357	2,427	2,334	2,357	2,401	2,195	1,872	26,114	2.44%	2.327
Total Maintenance & Repairs		2,915	3,114	3,230	3,417	3,537	3,553	3,653	3,530	3,582	3,597	3,420	3,099	40,646	3.80%	3.622

Energy

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	0 Year	%	POR
Utilities:																
Electricity	780185.000	1565	2804	3433	4448	4941	5188	5570	5063	5188	5426	4308	2562	50,496	4.72%	4.500
Natural Gas	780285.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Water & Sewer	780385.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
total		1,565	2,804	3,433	4,448	4,941	5,188	5,570	5,063	5,188	5,426	4,308	2,562	50,496	4.72%	4.500

## 2019 Annual Budget

TOTAL BUDGET

Days Per Month  
Holiday Inn Express  
Le Roy, Illinois

	31	28	31	30	31	30	31	31	30	31	30	31
0.015												

LABOR RECAP

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	%	POR
Rooms:																
* Front Office Manager	610510.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Front Office Supervisor		2,073	1,872	2,073	2,006	2,073	2,006	2,073	2,073	2,006	2,073	2,006	2,073	24,404	13.73%	2.175
Front Desk Clerks	611010.000	2,340	2,113	2,340	2,264	2,340	2,264	2,340	2,340	2,264	2,340	2,264	2,340	27,550	15.50%	2.455
Night Auditor	611510.000	2,656	2,399	2,656	2,570	2,656	2,570	2,656	2,656	2,570	2,656	2,570	2,656	31,273	17.60%	2.787
* Executive Housekeeper	612010.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Inspectress	613010.000	1,802	1,628	1,802	1,744	1,802	1,744	1,802	1,802	1,744	1,802	1,744	1,802	21,221	11.94%	1.891
Room Attendants	613510.000	1,437	2,574	3,151	4,083	4,535	4,763	5,114	4,648	4,763	4,981	3,955	2,352	46,355	26.09%	4.131
Houseman	614510.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Lobby Attendant	614515.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Driver	615010.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Breakfast Attendant	615510.000	1,881	1,699	1,881	1,821	1,881	1,821	1,881	1,881	1,821	1,881	1,821	1,881	22,152	12.47%	1.974
Holiday/Vacation/ Sick		488	184	209	217	612	228	635	231	607	236	574	524	4,744	2.67%	0.423
Bonuses & Incentive Pay	619510.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Total Rooms		12,677	12,470	14,112	14,706	15,899	15,396	16,501	15,631	15,775	15,969	14,935	13,628	177,699	100.00%	15.836
Laundry:																
* Laundry Manager	651015.000	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
Laundry Attendants	652015.000	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
Holiday/Vacation/ Sick		0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Bonuses & Incentive Pay	659515.000	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
Total Laundry		0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
Administrative & General																
* General Manager	661060.000	2,667	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	33,467	90.58%	2.982
Administrative Payroll	663060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Accounting Payroll	664060.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Security Officer	664061.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Holiday/Vacation/ Sick		107	42	42	42	112	42	112	42	112	42	112	112	919	0.52%	0.082
Bonuses & Incentive Pay	669560.000	213	213	213	213	213	213	213	213	213	213	213	213	2,560	6.93%	0.228
Total Admin.		2,987	3,055	3,055	3,055	3,125	3,055	3,125	3,055	3,125	3,055	3,125	3,125	36,945	100.00%	3.292
Sales & Marketing																
* Director of Sales	671070.000	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
* Sales Manger Exempt	672070.000	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
Sales Manager - Non-Exempt	0.000	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
Holiday/Vacation/ Sick		0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Bonuses & Incentive Pay	679570.000	0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
Total Sales & Marketing		0	0	0	0	0	0	0	0	0	0	0	0	0	#DIV/0!	0.000
Maintenance & Repair																
* Chief Engineer	681080.000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000	97.32%	1.069
Maintenance Worker		0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Holiday/Vacation/ Sick		40	15	15	15	40	15	40	15	40	15	40	40	330	0.15%	0.029
Bonuses & Incentive Pay	689580.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Total Maintenance & Repair		1,040	1,015	1,015	1,015	1,040	1,015	1,040	1,015	1,040	1,015	1,040	1,040	12,330	5.43%	1.099
Total Payroll		16,703	16,540	18,182	18,776	20,065	19,466	20,666	19,701	19,941	20,040	19,100	17,793	226,975	100.00%	20.227

Holiday Inn Express  
Le Roy, Illinois

Payroll Taxes & Employment Benefits

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	%	POR
Taxes & Benefits																
Employee Benefits	880591.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Employee Background Checks	881091.000	25	25	25	25	25	25	25	25	25	25	25	25	300	0.74%	0.027
Employee Incentive	881591.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Employee Meals	882091.000	75	75	75	75	75	75	75	75	75	75	75	75	900	2.22%	0.080
Employment Advertising	882591.000	25	25	25	25	25	25	25	25	25	25	25	25	300	0.74%	0.027
Employee Health Insurance	883591.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Employee LTD Insurance	883791.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Worker's Compensation Insurance	884091.000	1269	1257	1382	1427	1525	1479	1571	1497	1515	1523	1452	1352	17,250	42.55%	1.537
Recruitment Fees	884591.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Safety & Training Materials	884791.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Staff Activities	885091.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Employer FICA	885591.000	1303	1290	1418	1465	1565	1518	1612	1537	1555	1563	1490	1388	17,704	43.67%	1.578
FUTA	886091.000	50	50	55	56	60	58	62	59	60	60	57	53	681	1.68%	0.061
SUI	886591.000	251	248	273	282	301	292	310	296	299	301	287	267	3,405	8.40%	0.303
Miscellaneous		0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Total		2,998	2,970	3,252	3,355	3,576	3,473	3,680	3,514	3,555	3,572	3,410	3,185	40,540	100.00%	3.613
Distribution:																
Rooms	619910.000	2,275	2,239	2,524	2,627	2,834	2,747	2,938	2,788	2,812	2,846	2,667	2,440	31,737	78.29%	2.828
Laundry	659915.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Food	629910.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Beverage	639910.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Admin.	669910.000	536	549	547	546	557	545	556	545	557	545	558	560	6,600	16.28%	0.588
Sales	679910.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00%	0.000
Maint	689910.000	187	182	182	181	185	181	185	181	185	181	186	186	2,203	5.43%	0.196
Total		2,998	2,970	3,252	3,355	3,576	3,473	3,680	3,514	3,555	3,572	3,410	3,185	40,540	100.00%	3.613

Holiday Inn Express  
Le Roy, Illinois

Fixed Expenses

	Account Code	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	2019 Year	%	POR
Fixed Expenses																
Franchise Fees	793090.000	3559	6162	7590	10153	11861	12362	14094	11289	12289	12282	9762	5742	117,144	10.938%	10.440
FF&E Reserves	793590.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Insurance	793590.000	1237	1237	1237	1237	1237	1237	1237	1237	1237	1237	1237	1237	14,841	1.386%	1.323
Management Fees	795090.000	3,000	3,000	3,000	3,000	3,250	3,386	3,859	3,094	3,367	3,365	3,000	3,000	38,320	3.578%	3.415
Debt Service - Interest	795590.000	17103	17103	17103	17103	17103	17103	17103	17103	17103	17103	17103	17103	205,234	19.164%	18.290
Debt Service - Second	795790.000	744	744	744	744	744	744	744	744	744	744	744	744	8,928	0.834%	0.796
Property Taxes - Real	796090.000	0	0	0	0	0	0	0	0	0	0	67058	0	67,058	6.262%	5.976
Property taxes - Personal	796590.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Land Lease	797090.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Owner's Expense	798590.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Total Fixed Expenses		25,643	28,246	29,673	32,236	34,194	34,831	37,036	33,466	34,740	34,730	98,903	27,826	451,525	42.161%	40.238
Non-Operating Expenses																
Brand Initiatives	0.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Capital Improvements	710000.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Debt Service - Principle	795590.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Leased Equipment - Capital	152000.000	1796	1796	1796	1796	1796	1796	1796	1796	1796	1796	1796	1796	21,546	2.012%	1.920
Leased Equipment - Other	794990.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Depreciation & Amortization	797590.000	0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
		0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
		0	0	0	0	0	0	0	0	0	0	0	0	0	0.000%	0.000
Total Non-Operating Expenses		1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	1,796	473,071	44.173%	42.159

3/12/19  
15:03

**Holiday Inn Express**  
2019  
Brand Initiative

[illegible]



Holiday Inn Express  
Le Roy, Illinois

Payroll Worksheet

SEE NOTE AT BOTTOM RE: # HOURS PER DAY					January-19				February-19				March-19				
Current Salary	Proposed Salary Increase (%)	New Salary	Month (#) Increase Effective	Minutes Per Occ Room		31	28	348	28	31	623	31	763	30			
						Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate	# Hours Per Day	Total Hours	Total Wage
					Rooms Department												
\$0.00	0.00%	\$0.00	1	N/A	Front Office Manager	0				0				0			
N/A	N/A	N/A	N/A	N/A	Front Office Supervision	\$11.50	5.7	176.7	2,032	\$11.50	5.7	159.6	1,835	\$11.50	5.7	176.7	2,032
N/A	N/A	N/A	N/A	N/A	Front Desk Clerks	\$9.25	8.0	248	2,294	\$9.25	8.0	224	2,072	\$9.25	8.0	248	2,294
N/A	N/A	N/A	N/A	N/A	Night Auditor	\$10.50	8.0	248	2,604	\$10.50	8.0	224	2,352	\$10.50	8.0	248	2,604
\$0.00	0.00%	\$0.00	1	N/A	Executive Housekeeper	0				0				0			
N/A	N/A	N/A	N/A	N/A	Inspectress	\$10.00	5.7	176.7	1,767	\$10.00	5.7	159.6	1,596	\$10.00	5.7	176.7	1,767
N/A	N/A	N/A	N/A	27	Room Attendants	\$9.00		156	1,408	\$9.00		280	2,523	\$9.00		343	3,089
N/A	N/A	N/A	N/A	N/A	House Person	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Lobby Attendant	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Driver	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Breakfast Attendant	\$8.50	7.0	217	1,845	\$8.50	7.0	196	1,666	\$8.50	7.0	217	1,845
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay	0				0				0			
					total	11,950				12,045				13,631			
					Laundry Department												
\$0.00	0.00%	\$0.00	1	N/A	Laundry Manager	0				0				0			
N/A	N/A	N/A	N/A	N/A	Laundry Attendant	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay	0				0				0			
					total	0				0				0			
					Admin & General Department												
\$32,000.00	5.00%	\$33,600.00	1	N/A	General Manager	2,667				2,800				2,800			
N/A	N/A	N/A	N/A	N/A	Administrative Payroll	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
\$0.00	0.00%	\$0.00	1	N/A	Accounting Payroll	0				0				0			
N/A	N/A	N/A	N/A	N/A	Security Officer	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay	213				213				213			
					total	2,667				2,800				2,800			
					Sales & Marketing Department												
\$0.00	0.00%	\$0.00	1	N/A	Director of Sales	0				0				0			
\$0.00	0.00%	\$0.00	1	N/A	Sales Manger Exempt	0				0				0			
N/A	N/A	N/A	N/A	N/A	Sales Manager - Non-Exempt	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay	0				0				0			
					total	0				0				0			
					Repairs & Maintenance Department												
\$12,000.00	0.00%	\$12,000.00	1	N/A	Chief Engineer - Exempt	1,000				1,000				1,000			
N/A	N/A	N/A	N/A	N/A	Chief Engineer - Non Exempt	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Maintenance Worker	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay	0				0				0			
					total	1,000				1,000				1,000			

SEE NOTE AT BOTTOM RE: # HOURS PER DAY

988

Current Salary	Proposed Salary Increase (%)	New Salary	Month (#) Increase Effective	Minutes Per Occ Room		Total Hours	Total Wage
					<b>Rooms Department</b>		
\$0.00	0.00%	\$0.00	1	N/A	Front Office Manager		0
N/A	N/A	N/A	N/A	N/A	Front Office Supervision	171	1,967
N/A	N/A	N/A	N/A	N/A	Front Desk Clerks	240	2,220
N/A	N/A	N/A	N/A	N/A	Night Auditor	240	2,520
\$0.00	0.00%	\$0.00	1	N/A	Executive Housekeeper		0
N/A	N/A	N/A	N/A	N/A	Inspectress	171	1,710
N/A	N/A	N/A	N/A	27	Room Attendants	445	4,003
N/A	N/A	N/A	N/A	N/A	House Person	0	0
N/A	N/A	N/A	N/A	N/A	Lobby Attendant	0	0
N/A	N/A	N/A	N/A	N/A	Driver	0	0
N/A	N/A	N/A	N/A	N/A	Breakfast Attendant	210	1,785
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		0
					total		14,205
					<b>Laundry Department</b>		
\$0.00	0.00%	\$0.00	1	N/A	Laundry Manager		0
N/A	N/A	N/A	N/A	N/A	Laundry Attendant	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		0
					total		0
					<b>Admin &amp; General Department</b>		
\$32,000.00	5.00%	\$33,600.00	1	N/A	General Manager		2,800
N/A	N/A	N/A	N/A	N/A	Administrative Payroll	0	0
\$0.00	0.00%	\$0.00	1	N/A	Accounting Payroll		0
N/A	N/A	N/A	N/A	N/A	Security Officer	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		213
					total		2,800
					<b>Sales &amp; Marketing Department</b>		
\$0.00	0.00%	\$0.00	1	N/A	Director of Sales		0
\$0.00	0.00%	\$0.00	1	N/A	Sales Manger Exempt		0
N/A	N/A	N/A	N/A	N/A	Sales Manager - Non-Exempt	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		0
					total		0
					<b>Repairs &amp; Maintenance Department</b>		
\$12,000.00	0.00%	\$12,000.00	1	N/A	Chief Engineer - Exempt		1,000
N/A	N/A	N/A	N/A	N/A	Chief Engineer - Non Exempt	0	0
N/A	N/A	N/A	N/A	N/A	Maintenance Worker	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		0
					total		1,000

## Payroll Worksheet

SEE NOTE AT BOTTOM RE: # HOURS PER DAY					May-19										June-19										July-19									
					31				1,098				30				1,153				31				1,238				31					
Current Salary	Proposed Salary Increase (%)	New Salary	Month (#) Increase Effective	Minutes Per Occ Room					Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate									
					Rooms Department																													
\$0.00	0.00%	\$0.00	1	N/A	Front Office Manager				0				0				0																	
N/A	N/A	N/A	N/A	N/A	Front Office Supervisor				\$11.50	5.7	176.7	2,032	\$11.50	5.7	171	1,967	\$11.50	5.7	176.7	2,032	\$11.50	5.7	176.7	2,032	\$11.50									
N/A	N/A	N/A	N/A	N/A	Front Desk Clerks				\$9.25	8.0	248	2,294	\$9.25	8.0	240	2,220	\$9.25	8.0	248	2,294	\$9.25	8.0	248	2,294	\$9.25									
N/A	N/A	N/A	N/A	N/A	Night Auditor				\$10.50	8.0	248	2,604	\$10.50	8.0	240	2,520	\$10.50	8.0	248	2,604	\$10.50	8.0	248	2,604	\$10.50									
\$0.00	0.00%	\$0.00	1	N/A	Executive Housekeeper				0				0				0																	
N/A	N/A	N/A	N/A	N/A	Inspectress				\$10.00	5.7	176.7	1,767	\$10.00	5.7	171	1,710	\$10.00	5.7	176.7	1,767	\$10.00	5.7	176.7	1,767	\$10.00									
N/A	N/A	N/A	N/A	27	Room Attendants				\$9.00		494	4,446	\$9.00		519	4,670	\$9.00		557	5,013	\$9.00		557	5,013	\$9.00									
N/A	N/A	N/A	N/A	N/A	House Person				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
N/A	N/A	N/A	N/A	N/A	Lobby Attendant				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
N/A	N/A	N/A	N/A	N/A	Driver				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
N/A	N/A	N/A	N/A	N/A	Breakfast Attendant				\$8.50	7.0	217	1,845	\$8.50	7.0	210	1,785	\$8.50	7.0	217	1,845	\$8.50	7.0	217	1,845	\$8.50									
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay				0				0				0				0													
					total				14,988				14,871				15,555																	
					Laundry Department																													
\$0.00	0.00%	\$0.00	1	N/A	Laundry Manager				0				0				0																	
N/A	N/A	N/A	N/A	N/A	Laundry Attendant				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay				0				0				0				0													
					total				0				0				0				0													
					Admin & General Department																													
\$32,000.00	5.00%	\$33,600.00	1	N/A	General Manager				2,800				2,800				2,800																	
N/A	N/A	N/A	N/A	N/A	Administrative Payroll				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
\$0.00	0.00%	\$0.00	1	N/A	Accounting Payroll				0				0				0				0													
N/A	N/A	N/A	N/A	N/A	Security Officer				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay				213				213				213																	
					total				2,800				2,800				2,800																	
					Sales & Marketing Department																													
\$0.00	0.00%	\$0.00	1	N/A	Director of Sales				0				0				0				0													
\$0.00	0.00%	\$0.00	1	N/A	Sales Manger Exempt				0				0				0				0													
N/A	N/A	N/A	N/A	N/A	Sales Manager - Non-Exempt				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay				0				0				0				0													
					total				0				0				0				0													
					Repairs & Maintenance Department																													
\$12,000.00	0.00%	\$12,000.00	1	N/A	Chief Engineer - Exempt				1,000				1,000				1,000																	
N/A	N/A	N/A	N/A	N/A	Chief Engineer - Non Exempt				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
N/A	N/A	N/A	N/A	N/A	Maintenance Worker				\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00									
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay				0				0				0				0													
					total				1,000				1,000				1,000																	

August-19

1,126

SEE NOTE AT BOTTOM RE: # HOURS PER DAY

Current Salary	Proposed Salary Increase (%)	New Salary	Month (#) Increase Effective	Minutes Per Occ Room		# Hours Per Day	Total Hours	Total Wage
					<b>Rooms Department</b>			
\$0.00	0.00%	\$0.00	1	N/A	Front Office Manager			0
N/A	N/A	N/A	N/A	N/A	Front Office Supervision	5.7	176.7	2,032
N/A	N/A	N/A	N/A	N/A	Front Desk Clerks	8.0	248	2,294
N/A	N/A	N/A	N/A	N/A	Night Auditor	8.0	248	2,604
\$0.00	0.00%	\$0.00	1	N/A	Executive Housekeeper			0
N/A	N/A	N/A	N/A	N/A	Inspectress	5.7	176.7	1,767
N/A	N/A	N/A	N/A	27	Room Attendants		506	4,556
N/A	N/A	N/A	N/A	N/A	House Person	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Lobby Attendant	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Driver	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Breakfast Attendant	7.0	217	1,845
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay			0
					total			15,098
					<b>Laundry Department</b>			
\$0.00	0.00%	\$0.00	1	N/A	Laundry Manager			0
N/A	N/A	N/A	N/A	N/A	Laundry Attendant	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay			0
					total			0
					<b>Admin &amp; General Department</b>			
\$32,000.00	5.00%	\$33,600.00	1	N/A	General Manager			2,800
N/A	N/A	N/A	N/A	N/A	Administrative Payroll	0.0	0	0
\$0.00	0.00%	\$0.00	1	N/A	Accounting Payroll			0
N/A	N/A	N/A	N/A	N/A	Security Officer	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay			213
					total			2,800
					<b>Sales &amp; Marketing Department</b>			
\$0.00	0.00%	\$0.00	1	N/A	Director of Sales			0
\$0.00	0.00%	\$0.00	1	N/A	Sales Manger Exempt			0
N/A	N/A	N/A	N/A	N/A	Sales Manager - Non-Exempt	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay			0
					total			0
					<b>Repairs &amp; Maintenance Department</b>			
\$12,000.00	0.00%	\$12,000.00	1	N/A	Chief Engineer - Exempt			1,000
N/A	N/A	N/A	N/A	N/A	Chief Engineer - Non Exempt	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Maintenance Worker	0.0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay			0
					total			1,000

## Payroll Worksheet

SEE NOTE AT BOTTOM RE: # HOURS PER DAY					September-19					October-19					November-19							
					30				1,153	31				1,206	30				967	31		
Current Salary	Proposed Salary Increase (%)	New Salary	Month (#) Increase Effective	Minutes Per Occ Room		Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate	# Hours Per Day	Total Hours	Total Wage	Fixed Rate				
Rooms Department Front Office Manager Front Office Supervisor Front Desk Clerks Night Auditor Executive Housekeeper Inspectress Room Attendants House Person Lobby Attendant Driver Breakfast Attendant Bonuses & Incentive Pay total									0				0				0					
					\$0.00	0.00%	\$0.00	1	N/A	\$11.50	5.7	171	1,967	\$11.50	5.7	176.7	2,032	\$11.50	5.7	171	1,967	\$11.50
					N/A	N/A	N/A	N/A	N/A	\$9.25	8.0	240	2,220	\$9.25	8.0	248	2,294	\$9.25	8.0	240	2,220	\$9.25
					N/A	N/A	N/A	N/A	N/A	\$10.50	8.0	240	2,520	\$10.50	8.0	248	2,604	\$10.50	8.0	240	2,520	\$10.50
					\$0.00	0.00%	\$0.00	1	N/A				0				0				0	
					N/A	N/A	N/A	N/A	N/A	\$10.00	5.7	171	1,710	\$10.00	5.7	176.7	1,767	\$10.00	5.7	171	1,710	\$10.00
					N/A	N/A	N/A	N/A	27	\$9.00		519	4,670	\$9.00		543	4,883	\$9.00		431	3,877	\$9.00
					N/A	N/A	N/A	N/A	N/A	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00
					N/A	N/A	N/A	N/A	N/A	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00
					N/A	N/A	N/A	N/A	N/A	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00
					N/A	N/A	N/A	N/A	N/A	\$8.50	7.0	210	1,785	\$8.50	7.0	217	1,845	\$8.50	7.0	210	1,785	\$8.50
					N/A	N/A	N/A	N/A	N/A				0				0				0	
													14,871					15,425				14,079
\$0.00 0.00% \$0.00 1 N/A Laundry Department Laundry Manager Laundry Attendant Bonuses & Incentive Pay total								0				0				0		0				
					\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	
								0				0				0				0		
								0				0				0				0		
\$32,000.00 5.00% \$33,600.00 1 N/A Admin & General Department General Manager Administrative Payroll Accounting Payroll Security Officer Bonuses & Incentive Pay total								2,800				2,800				2,800		2,800				
					\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	
					\$0.00	0.00%	\$0.00	1	N/A				0				0				0	
					N/A	N/A	N/A	N/A	N/A	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00
					N/A	N/A	N/A	N/A	N/A				213				213				213	
\$0.00 0.00% \$0.00 1 N/A Sales & Marketing Department Director of Sales Sales Manger Exempt Sales Manager - Non-Exempt Bonuses & Incentive Pay total								0				0				0		0				
					\$0.00	0.00%	\$0.00	1	N/A				0				0				0	
					N/A	N/A	N/A	N/A	N/A	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00
					N/A	N/A	N/A	N/A	N/A				0				0				0	
													0				0				0	
\$12,000.00 0.00% \$12,000.00 1 N/A Repairs & Maintenance Department Chief Engineer - Exempt Chief Engineer - Non Exempt Maintenance Worker Bonuses & Incentive Pay total								1,000				1,000				1,000		1,000				
					\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	
					N/A	N/A	N/A	N/A	N/A	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00	0.0	0	0	\$0.00
					N/A	N/A	N/A	N/A	N/A				0				0				0	
													1,000				1,000				1,000	

iber-19

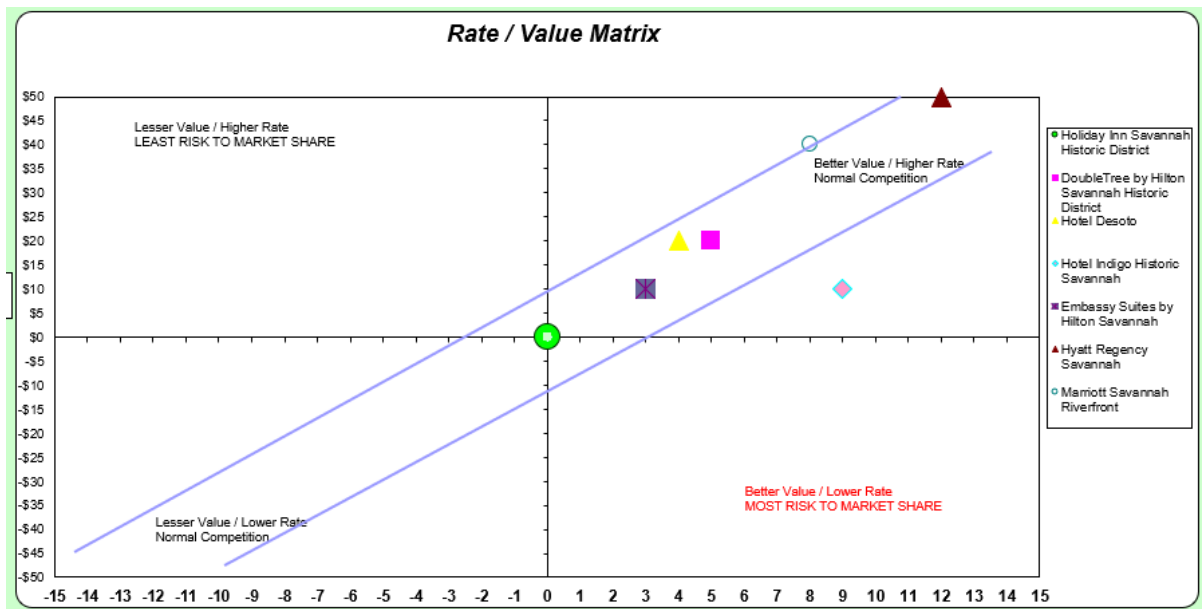
Total

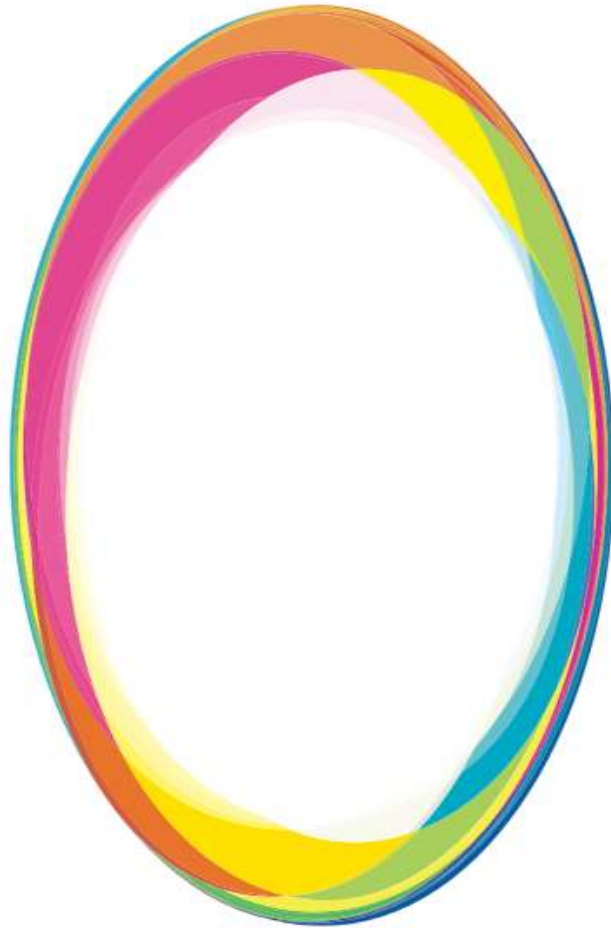
SEE NOTE AT BOTTOM RE: # HOURS PER DAY

Current Salary	Proposed	New Salary	Month (#) Increase Effective	Minutes Per Occ Room		Total	Total	Fixed Rate	# Hours Per Day	Total Hours	Total Wage
	Salary Increase (%)					Hours	Wage				
Rooms Department											
\$0.00	0.00%	\$0.00	1	N/A	Front Office Manager		0				0
N/A	N/A	N/A	N/A	N/A	Front Office Supervision	176.7	2,032	#####	5.7	2080.5	23925.75
N/A	N/A	N/A	N/A	N/A	Front Desk Clerks	248	2,294	#####	8	2920	27010
N/A	N/A	N/A	N/A	N/A	Night Auditor	248	2,604	#####	8	2920	30660
\$0.00	0.00%	\$0.00	1	N/A	Executive Housekeeper		0				0
N/A	N/A	N/A	N/A	N/A	Inspectress	176.7	1,767	#####	5.7	2080.5	20805
N/A	N/A	N/A	N/A	27	Room Attendants	256	2,305	#DIV/0!	0	5049.55	45445.9613
N/A	N/A	N/A	N/A	N/A	House Person	0	0	#DIV/0!	0	0	0
N/A	N/A	N/A	N/A	N/A	Lobby Attendant	0	0	#DIV/0!	0	0	0
N/A	N/A	N/A	N/A	N/A	Driver	0	0	#DIV/0!	0	0	0
N/A	N/A	N/A	N/A	N/A	Breakfast Attendant	217	1,845	#####	7	2555	21717.5
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		0				0
total							12,847				169564.211
Laundry Department											
\$0.00	0.00%	\$0.00	1	N/A	Laundry Manager		0				0
N/A	N/A	N/A	N/A	N/A	Laundry Attendant	0	0	#DIV/0!	0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		0				0
total							0				0
Admin & General Department											
\$32,000.00	5.00%	\$33,600.00	1	N/A	General Manager		2,800				33466.6667
N/A	N/A	N/A	N/A	N/A	Administrative Payroll	0	0	#DIV/0!	0	0	0
\$0.00	0.00%	\$0.00	1	N/A	Accounting Payroll		0				0
N/A	N/A	N/A	N/A	N/A	Security Officer	0	0	#DIV/0!	0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		213				2560
total							2,800				33467
Sales & Marketing Department											
\$0.00	0.00%	\$0.00	1	N/A	Director of Sales		0				0
\$0.00	0.00%	\$0.00	1	N/A	Sales Manger Exempt		0				0
N/A	N/A	N/A	N/A	N/A	Sales Manager - Non-Exempt	0	0	#DIV/0!	0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		0				0
total							0				0
Repairs & Maintenance Department											
\$12,000.00	0.00%	\$12,000.00	1	N/A	Chief Engineer - Exempt		1,000				12000
N/A	N/A	N/A	N/A	N/A	Chief Engineer - Non Exempt	0	0	#DIV/0!	0	0	0
N/A	N/A	N/A	N/A	N/A	Maintenance Worker	0	0	#DIV/0!	0	0	0
N/A	N/A	N/A	N/A	N/A	Bonuses & Incentive Pay		0				0
total							1,000				12000

## Rate Assessment - Competitive Set 1 – Full Service Properties

Property Name and Number of Rooms	Rate (Short term)	Overall Physical Quality	Level of Service	Quality of Guest Rooms	Impact of Brand Image	Location	Overall Hotel Features & Services	Overall Rating (sum of previous columns)
Holiday Inn Savannah Historic District # Rooms: 127	\$ 179.00	0	0	0	0	0	0	0
DoubleTree by Hilton Savannah Historic District # Rooms: 150	\$199	0	0	1	2	1	1	5
Hotel Desoto # Rooms: 246	\$199	1	2	1	-1	-1	2	4
Hotel Indigo Historic Savannah # Rooms: 252	\$189	2	1	2	1	1	2	9
Embassy Suites by Hilton Savannah # Rooms: 150	\$189	0	0	2	1	-2	2	3
Hyatt Regency Savannah # Rooms: 351	\$229	2	2	1	2	3	2	12
Marriott Savannah Riverfront # Rooms: 387	\$219	-1	2	1	2	2	2	8





Annual Report 2013  
Business and CSR Review





## Business Highlights

### Consolidated Financial Results for the Fiscal Year Ended March 31, 2013 (Fiscal Year 2012)

Sales and operating revenue	¥6,800.9 billion	(+4.7%)
Operating income	¥230.1 billion	(-)
Income before income taxes	¥245.7 billion	(-)
Net income attributable to Sony Corporation's stockholders	¥43.0 billion	(-)

Note: Percentage change from the previous fiscal year is shown in parentheses.

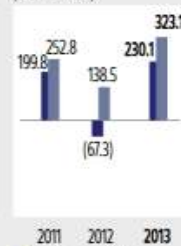
### Sales and operating revenue

(Yen in trillions)



### Operating income (loss)

(Yen in billions)

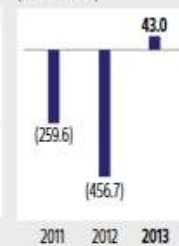


■ Operating income (loss)  
▨ Operating income (loss), as adjusted, which excludes equity in net income (loss) of affiliated companies and restructuring charges and impairments of long-lived assets\*

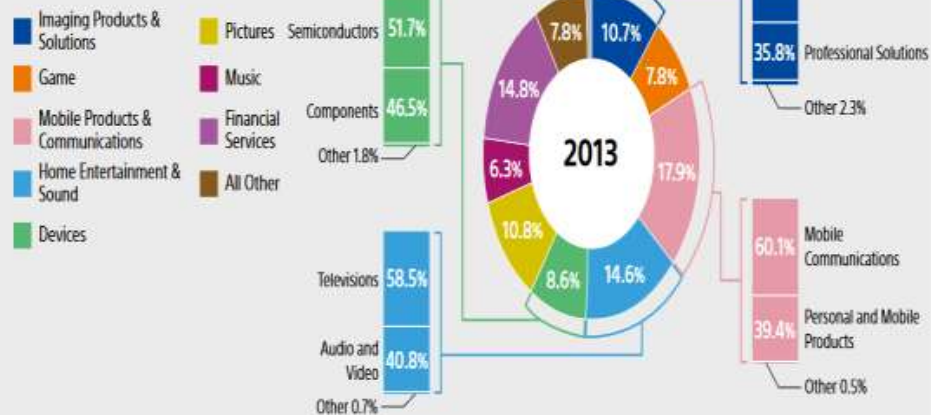
\* This is not a presentation in accordance with generally accepted accounting principles in the U.S.

### Net income (loss) attributable to Sony Corporation's stockholders

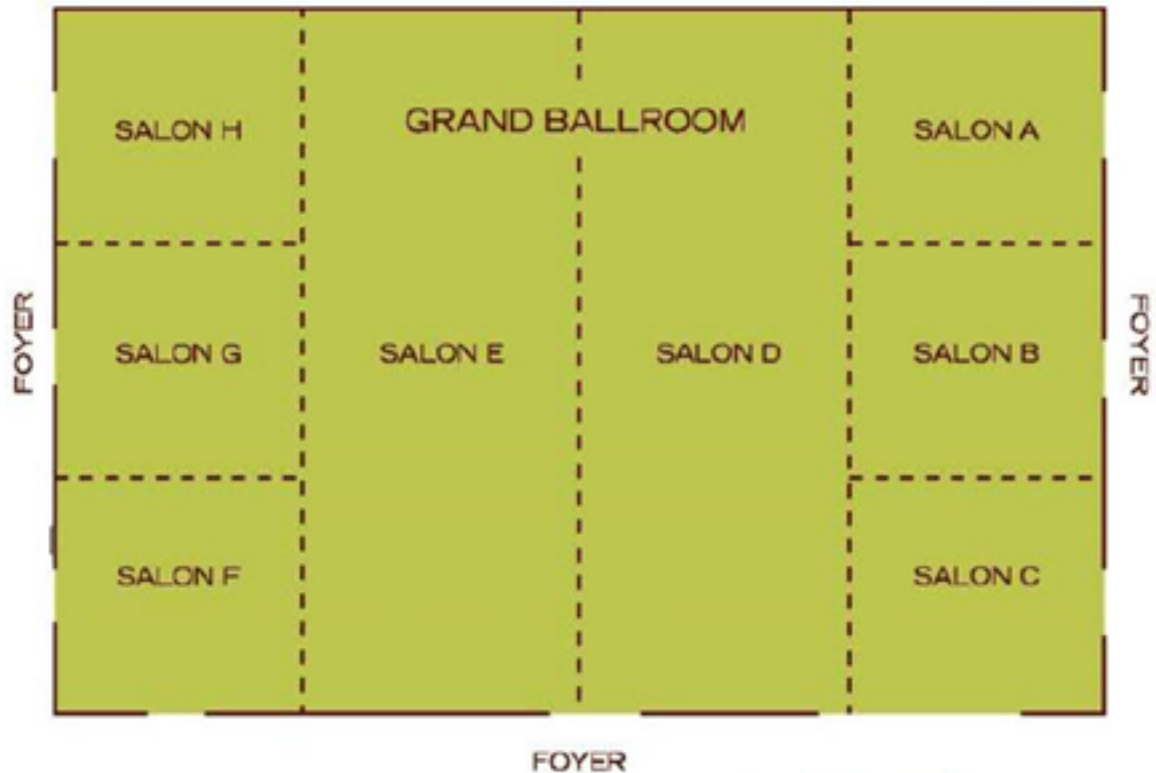
(Yen in billions)



### Proportion of Sales by Business



Name of Room	Dimensions	Square Feet	Reception	Banquet	Theater	Classroom	Conference	U-Shape	Ceiling Height
Grand Ballroom (Salon A-H)	108' x 66'	7,128	800	560	800	480	-	-	14'
Salon ABCD or EFGH	54' x 66'	3,564	400	280	400	150	-	-	14'
Salon A, B, C, F, G, H (Each)	22' x 22'	484	40	30	40	18	20	15	14'
Salon D or E (Each)	66' x 32'	2,112	260	180	260	120	50	50	14'
Andover Room	20' x 18'	360	25	30	25	-	15	-	9'
Courtyard (Seasonal)	40' x 20'	800	100	60	-	-	-	-	-



OFF LOBBY

*Hotel  
Hard Rock*

