



PALL SPERA COMPANY REALTORS, LLC

WilloughVale Inn - Operational Profit & Loss Summary

	<u>2014</u>		<u>2015</u>		<u>2016</u>		<u>2017</u>	
Revenue:								
Lodging	\$552,378		\$612,635		\$596,486		\$603,119	
Food	\$146,451		\$132,810		\$128,323		\$133,673	
Beverage	\$37,324		\$35,894		\$40,445		\$43,806	
Other	\$3,727		\$4,168		\$4,053		\$3,879	
	<u>\$739,880</u>		<u>\$785,507</u>		<u>\$769,307</u>		<u>\$784,477</u>	
Cost of Goods:								
Food	\$62,537		\$73,661		\$56,837		\$58,213	
Beverage	\$13,707		\$11,064		\$12,787		\$12,946	
Other	\$5,309		\$4,693		\$2,669		\$2,843	
	<u>\$81,553</u>	11.02%	<u>\$89,418</u>	11.38%	<u>\$72,294</u>	9.40%	<u>\$74,001</u>	9.43%
Direct Costs:								
Wages								
Kitchen	\$42,124		\$43,383		\$33,812		\$36,299	
Dining Room	\$12,477		\$9,419		\$9,390		\$10,991	
Clerical	\$8,200		\$8,200		\$8,200		\$9,500	
Housekeeping	\$61,425		\$65,267		\$71,747		\$67,904	
Maintenance	\$27,067		\$26,821		\$25,605		\$27,933	
Front Desk	\$63,650		\$60,931		\$56,206		\$59,901	
P/R Taxes	\$27,967		\$29,793		\$27,916		\$28,238	
Employee Benefits	\$635		\$703		\$0		\$0	
	<u>\$243,546</u>	32.92%	<u>\$244,517</u>	31.13%	<u>\$232,877</u>	30.27%	<u>\$240,766</u>	30.69%
Gross Margin	<u>\$414,781</u>	56.06%	<u>\$451,572</u>	57.49%	<u>\$464,136</u>	60.33%	<u>\$469,709</u>	59.88%
Controllable Expenses:								
Advertising	\$33,008		\$33,744		\$21,547		\$21,170	
Amenities - Flowers	\$5,094		\$4,318		\$4,493		\$1,852	
CC Expense	\$20,652	2.79%	\$23,415	2.98%	\$27,511	3.58%	\$39,339	5.01% (\$11,882)
Dues & Subscriptions	\$845		\$465		\$230		\$255	
Equipment Repair	\$17,030		\$10,170		\$22,718		\$20,405	
Guest Relations	\$546		\$523		\$870		\$926	
Laundry	\$2,553		\$8,706		\$1,997		\$8,436	
Misc. Expenses	\$3,660		\$6,347		\$4,453		\$4,763	
Office Expense	\$6,170		\$8,746		\$9,090		\$8,686	
R & M	\$69,666		\$45,238		\$51,967		\$33,473	
Replacements	\$55		\$530		\$56		\$32	
Software Training	\$4,898		\$5,837		\$4,815		\$3,465	
Supplies	\$8,585		\$11,813		\$15,597		\$14,676	
T & E	\$6,192		\$9,080		\$6,546		\$6,671	
Uniforms	\$1,033		\$1,987		\$1,841		\$1,439	
Utilities	\$60,323		\$54,480		\$56,234		\$53,727	
Total Controllable Expenses	<u>\$240,310</u>	32.48%	<u>\$225,400</u>	28.69%	<u>\$229,964</u>	29.89%	<u>\$219,314</u>	27.96%
Non-Controllable Expenses								
Insurance - W/C	\$7,096		\$7,329		\$5,729		\$6,704	
Insurance - Health	\$1,750		\$732		\$513		\$1,930	
Insurance - Liability	\$14,342		\$16,352		\$14,245		\$14,086	
Licenses	\$1,595		\$1,595		\$1,680		\$1,797	
RE Taxes	\$41,376		\$36,948		\$41,149		\$40,922	
Total Non-Controllable Exp.	<u>\$66,159</u>	8.94%	<u>\$62,956</u>	8.01%	<u>\$63,316</u>	8.23%	<u>\$65,439</u>	8.34%
EBITDA	<u>\$108,312</u>	14.64%	<u>\$163,217</u>	20.78%	<u>\$170,856</u>	22.21%	<u>\$184,956</u>	23.58%

The aforementioned information has been obtained through sources deemed reliable and valid but cannot be guaranteed. The data is based on information received from a credible source, but the Pall Spera Company Realtors LLC cannot warrant the complete accuracy.