CON10100 Lafayette Regional Rehabilitation Hospital

Balance Sheet December 31, 2016

Amount Type: Ending Balance											
	Current Period	Prior Period	Current to Prior Montl \$ Variance	h Comparison % Variance	Prior Year	Current to Prior Year \$ Variance	Comparison % Variance				
Assets	Current Feriou	FIIOI FEIIOG	φ variance	70 Variance	Filor Teal	\$ variance	/0 Variance				
Current assets											
Cash and cash equivalents	10,802	14,228	(3,426)	(24%)	2,251	8,551	380%				
Accounts receivable, net	1,580,893	1,741,183	(160,290)	(9%)	1,771,246	(190,352)	(11%)				
Supplies inventory	110,212	102,725	7,486	7%	93,170	17,041	18%				
Prepaid expenses	16,583	21,525	(4,941)	(23%)	17,227	(644)	(4%)				
Deferred tax - current	0	0	0	0%	0	0	0%				
Due from Partner	0	0	0	0%	0	0	0%				
Other current assets	124,594	8,534	116,060	1,360%	22,806	101,787	446%				
Total current assets	1,843,084	1,888,195	(45,111)	(2%)	1,906,700	(63,617)	(3%)				
Property and equipment											
Land	800,183	800,183	0	0%	800,183	0	0%				
Buildings, land	11,255,589	11,255,589	0	0%	11,255,589	0	0%				
mprovements, and											
leasehold improvements											
Equipment	1,463,850	1,463,850	0	0%	1,402,600	61,250	4%				
Furniture and fixtures	657,167	657,167	0	0%	657,167	0	0%				
Computer equipment,	689,171	689,171	0	0%	687,398	1,772	0%				
hardware, and software											
Construction in progress	0	0	0	0%	0	0	0%				
Total property and	14,865,959	14,865,959	0	0%	14,802,936	63,022	0%				
equipment, gross	,,	,,			7 7	,-					
Accumulated depreciation	(2,751,743)	(2,699,851)	(51,892)	2%	(2,163,744)	(588,000)	27%				
Total property and	12,114,216	12,166,108	(51,892)	(0%)	12,639,193	(524,977)	(4%)				
equipment, net	12,111,210	12,100,100	(01,002)	(0,70)	12,000,100	(02.1,01.1)	(170)				
Goodwill	0	0	0	0%	0	0	0%				
Other assets											
Other identifiable	0	0	0	0%	0	0	0%				
intangibles, net											
Deferred financing fees, net	167,035	167,965	(930)	(1%)	178,048	(11,013)	(6%)				
Deposits	0	0	0	0%	0	0	0%				
Deferred tax - non current	0	0	0	0%	0	0	0%				
Other LT Assets	84,206	145,902	(61,696)	(42%)	61,940	22,266	36%				
AR - Intercompany	54,826,805	53,537,151	1,289,655	2%	41,341,666	13,485,139	33%				
Total other assets	55,078,046	53,851,017	1,227,029	2%	41,581,654	13,496,392	32%				
Total assets	69.035.346	67.905.320	1.130.026	2%	56.127.548	12.907.798	23%				
Liabilities and Members' Equity (Deficit)											
Current liabilities											
Accounts payable	216,208	303,740	(87,532)	(29%)	146,672	69,536	47%				
Retainage payable	0	0	0	0%	0	0	0%				
Estimated third-party	962	(5,520)	6,482	(117%)	(12,469)	13,431	(108%)				
settlements		, ,		` ,			` '				
Accrued compensation	476,205	547,522	(71,318)	(13%)	361,442	114,763	32%				
Current portion of long-term	20,368	20,368	0	0%	20,368	0	0%				
debt.		==,===	•	-,-		-					
Current portion of capital leases	52,202	56,646	(4,444)	(8%)	35,759	16,443	46%				
	0	0	2	00/	2		00/				
Valuation allowance -	0	0	0	0%	0	0	0%				
current			•	201	•		201				
Revolver	0	0	(00.500)	0%	0	(20, 222)	0%				
Other current liabilities Total current liabilities	5,475 771,419	89,007 1,011,763	(83,533) (240,344)	(94%) (24%)	32,403 584,175	(26,929) 187,244	(83%) 32%				
Long term liabilities											
Intercompany AP	61,126,289	59,256,825	1,869,464	3%	47,671,518	13,454,771	28%				
Capital leases, net of											
	35,237	40,174	(4,938)	(12%)	41,076	(5,840)	(14%)				
current portion	40,000,005	40.070.004	20.004	001	40,004,404	245 704	00/				
Long-term debt	16,999,895	16,973,831	26,064	0%	16,684,134	315,761	2%				
Valuation allowance - non	0	0	0	0%	0	0	0%				
curr											

Other noncurrent liabilities	246,449	233,951	12,498	5%	257,804	(11,355)	(4%)
Total long term liabilities	78,407,869	76,504,781	1,903,088	2%	64,654,532	13,753,337	21%
Total liabilities	79,179,288	77,516,544	1,662,744	2%	65,238,706	13,940,581	21%
Members' equity (deficit)							
Members' contributions	1,000	1,000	0	0%	1,000	0	0%
Noncontrolling interest	0	0	0	0%	0	0	0%
Distributions	0	0	0	0%	0	0	0%
Accumulated deficit	(10,144,942)	(9,612,224)	(532,718)	6%	(9,112,159)	(1,032,783)	11%
Total members' equity	(10,143,942)	(9,611,224)	(532,718)	6%	(9,111,159)	(1,032,783)	11%
(deficit)					,		
Total liabilities and members' equity (deficit)	69,035,346	67,905,320	1,130,026	2%	56,127,548	12,907,798	23%

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IS07b Operational Income Statement Detail

CON10100 Lafayette Regional Rehabilitation Hospital Operational Income Statement Detail December 31, 2016

Cost Center Filter: Product Filter:

Product Filter:																
	MTD Budget to Actual Comparison Actual Budget Variance Variance %				YTD Actual	Budget to Act Budget	on /ariance %	MTD Current Month	EPD Analy Prior Month	sis Variance	YTD EPD Analysis Current Prior Year Variance Year					
Statistical Information																
Occupancy %	55%	58%	(4)	(5%)	55%	58%	(4)	(4%)								
ADC	22	23	(1)	(4%)	22	23	(1)	(4%)								
AADC Betient Dave	23 682	24 713	(0)	(2%)	23	24 8,419	(0)	(2%) (4%)								
Patient Days Outpatient Visits	276	713 272	(31) 4	(4%) 1%	8,080 2,998	3,244	(339) (246)	(8%)								
Equivalent Patient Days	716	732	(15)	(2%)	2,996 8,465	3,244 8,641	(177)	(2%)								
Admissions	59	51	(13)	16%	620	606	14	2%								
Discharges	54	51	3	5%	612	607	5	1%								
Net Revenue per	34	31	3	3 /6	012	007	3	1 70	17,362	23,642	(6,280)	18,621	18,149	472		
Discharge									17,502	25,042	(0,200)	10,021	10,143	7/2		
Total Fixed Expenses per									489	491	(2)	415	503	(88)		
Discharge											()			()		
EBITDA per Discharge									3,009	3,659	(650)	3,522	2,670	852		
Medicare Mix	65%	69%	(4%)	(4%)	63%	69%	(6%)	(6%)								
CMI	1.38	1.40	(0.02)	(1%)	1.43	1.40	0.03	2%								
Medicare CMI	1.35	0.00	1.35	0%	1.42	0.00	1.42	0%								
Cash Collected	1,067,797	893,120	174,677	20%	11,587,441	11,052,584	534,857	5%								
Cash Collected as a % of	120%				105%											
Budget																
FTE	97	94	3	4%	96	0	96	4%								
Financial Information																
Net Revenue Net Inpatient Service																
Revenue																
Medicare	701,420	749,593	(48,173)	(6%)	7,839,302	8,784,439	(945,137)	(11%)	1,028	1,154	(126)	970	944	26		
Medicare Replacement	69,469	36,363	33,106	91%	1,338,362	429,318	909,044	212%	102	76	25	166	93	72		
Medicaid	57,877	23,779	34,098	143%	357,647	280,741	76,906	27%	85	22	63	44	42	3		
Contracted	101,597	94,829	6,768	7%	1,151,286	1,119,594	31,692	3%	149	97	52	142	137	5		
Non Contracted	(10,665)	34,224	(44,889)	(131%)	367,923	404,064	(36,141)	(9%)	(16)	125	(141)	46	61	(16)		
Work Comp	0	14,260	(14,260)	(100%)	34,771	168,360	(133,589)	(79%)	0	(4)	4	4	15	(11)		
Other	541	0	541	0%	(39,671)	0	(39,671)	0%	1	1	(0)	(5)	7	(11)		
Employed Physician	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0		
Services Total Net Inpatient	920,240	953,048	(22 000)	(3%)	11 040 621	11 106 E16	(426 90E)	(1%)	1,349	1,472	(123)	1,368	1,299	68		
Service Revenue	920,240	955,046	(32,808)	(3%)	11,049,621	11,186,516	(136,895)	(176)	1,349	1,472	(123)	1,300	1,299	00		
Net Outpatient Service																
Revenue	40.450	7.540	0.040	2001	405.070	00.047	00.050	100/			(0)	40		40		
Medicare Perlanement	10,456	7,516	2,940	39%	125,876	89,617	36,259	40%	38	44	(6)	42	23	19		
Medicare Replacement	167	501	(334)	(67%)	19,716	5,974	13,742	230%	(15)	2	(1)	7	2	5		
Medicaid Contracted	(4,255)	376	(4,631)	(1,232%)	2,755	4,481	(1,726)	(39%)	(15)	(1)	(14)	1	3 47	(2)		
Non Contracted	30,094 1,528	2,881 0	27,212 1,528	944% 0%	166,610 5,499	34,353 0	132,257 5,499	385% 0%	109 6	46 4	63 1	56 2	10	8 (8)		
Work Comp	1,528	0	1,528	0%	5,499	0	5,499 0	0%	0	0	0	0	0	(8)		
Other	0	1,253	(1,253)	(100%)	(2,077)	14,936	(17,013)	(114%)	0	0	0	(1)	7	(8)		
Employed Physician	0	0	(1,233)	0%	0	0	0	0%	0	0	0	0	0	0		
Services Total Net Outpatient	37,990	12,527	25,462	203%	318,379	149,361	169,018	113%	138	95	42	106	92	14		
Service Revenue																
Third Party Settlements -	(21,441)	(20,421)	(1,020)	5%	7,507	(245,052)	252,559	(103%)	(31)	(19)	(13)	1	21	(20)		
Medicare Third Party Settlements -	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0		
Medicaid Charity Care	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0		
Other Income	3	3	3	0,0	Ü	3	ŭ	0,0	· ·	3	ŭ	J	J	ŭ		
Rent Income	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0		
Management Fee Revenue	0	Ö	0	0%	0	0	0	0%	0	0	0	0	0	0		
Interest Income	318	0	318	0%	3,100	0	3,100	0%	0	0	0	0	0	0		
Other Income	450	1,877	(1,427)	(76%)	17,413	22,524	(5,111)	(23%)	1	2	(1)	2	3	(1)		
Total Other Income	768	1,877	(1,109)	(59%)	20,513	22,524	(2,011)	(9%)	1	2	(1)	2	3	(0)		
		.,	/	,		_,	. ,,	,	•	-	,	_	-	,		

Total Net Revenue	937,557	947,031	(9,475)	(1%)	11,396,019	11,113,349	282,670	3%	1,309	1,418	(110)	1,346	1,316	3
Operating Expenses														
Salaries, Wages, and Benefits														
Salaries and Wages														
Nursing	142,933	127,269	15,664	12%	1,670,061	1,492,578	177,483	12%	199	214	(14)	197	184	1
Clinical	105,255	96,615	8,640	9%	1,192,979	1,137,118	55,862	5%	147	148	(1)	141	133	
Non Clinical	194,681	190,606	4,074	2%	2,177,619	2,264,221	(86,602)	(4%)	272	246	26	257	256	
Total Salaries and Wages	442,869	414,490	28,379	7%	5,040,660	4,893,917	146,742	3%	618	607	11	595	574	2
Benefits														
ETO Expense	37,370	33,119	4,250	13%	381,930	390,955	(9,025)	(2%)	52	49	3	45	45	
EIB Expense	2,194	2,044	150	7%	19,502	24,133	(4,631)	(19%)	3	2	1	2	2	
Bonus Expense	11,850	0	11,850	0%	82,658	37,501	45,157	120%	17	18	(1)	10	9	
ncentive Bonus Expense	10,115	8,960	1,155	13%	81,354	105,786	(24,432)	(23%)	14	0	14	10	0	
Payroll Taxes	35,293	35,249	44	0%	441,898	467,278	(25,380)	(5%)	49	49	0	52	51	
Employer Paid Benefits	41,815	54,790	(12,976)	(24%)	508,461	646,765	(138,304)	(21%)	58	73	(15)	60	68	(
Benefits Transfer	1,060	2,402	(1,342)	(56%)	15,454	28,824	(13,370)	(46%)	1	1	(0)	2	4	(
Norkers Comp	2,225	13,084	(10,860)	(83%)	98,677	154,451	(55,774)	(36%)	3	13	(10)	12	17	(
Total Benefits	141,921	149,649	(7,729)	(5%)	1,629,933	1,855,694	(225,760)	(12%)	198	205	(7)	193	197	(
Contract Labor	0	0	0	00/	00.074	0	00.074	00/	0	(0)	0	40	0	
Nursing Clinical	0	0	0	0%	88,071 47,305	0	88,071 47,305	0%	0	(0)	0	10	0	
Von Clinical	0	0	0	0% 0%	47,305 6 202	0	47,305 6.202	0% 0%						
Total Contract Labor	0	0	0	0% 0 %	6,202 141,579	0	6,202 141,579	0% 0 %	0	(0)	0	17	0	
Total Salaries, Wages, and	584,790	564,140	20,650	4%	6,812,171	6,749,611	62,561	1%		(0)				
/ariable Expenses														
Patient Related														
Contract Services	42,878	18,347	24,531	134%	377,442	218,678	158,764	73%	60	25	35	45	77	(3
Supplies														
Drugs	18,520	20,519	(1,999)	(10%)	258,643	242,268	16,375	7%	26	53	(27)	31	25	
ood Supplies	5,257	7,743	(2,487)	(32%)	107,380	92,991	14,390	15%	7	10	(3)	13	13	
Supplemental Food Cost	362	199	163	82%	1,546	2,386	(840)	(35%)	1	0	0	0	1	
Cafeteria Non-Food	1,879	1,497	382	25%	30,426	17,969	12,457	69%	3	3	(1)	4	2	
Supplies														
Gas & Oil	120	220	(100)	(45%)	1,901	2,640	(739)	(28%)	0	0	0	0	0	(
Housekeeping Supplies	(1,369)	3,804	(5,173)	(136%)	45,361	45,649	(288)	(1%)	(2)	7	(9)	5	6	(
_inen	2,563	2,709	(147)	(5%)	34,232	31,988	2,244	7%	4	6	(2)	4	4	
Medical Gases	2,366	778	1,588	204%	24,325	9,331	14,994	161%	3	1	2	3	2	
Medical Supplies	5,487	8,202	(2,715)	(33%)	91,448	98,427	(6,979)	(7%)	8	11	(3)	11	13	(
Other	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
Total Supplies Other Patient Related	35,186	45,672	(10,486)	(23%)	595,264	543,649	51,615	9%	49	91	(42)	70	66	
Expense														
CT	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
MRI	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
D&P	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
Patient Related Expense	(132)	352	(484)	(137%)	8,099	4,227	3,872	92%	(0)	1	(1)	1	1	
Other	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
Total Other Patient	(132)	352	(484)	(137%)	8,099	4,227	3,872	92%	(0)	1	(1)	1	1	
Related Expenses														
Other Expense Hospital Equipment	0	235	(235)	(100%)	0	2,824	(2,824)	(100%)	0	0	0	0	0	
Rental Equipment	737	235 2,107	(235) (1,370)	(100%)	17,228	2,824 25,284	(8,056)	(32%)	1	2	(1)	2	4	
otal Other Expense	737 737	2,107 2,342	(1,370) (1,605)	(65%)	17,228	25,264 28,108	(8,056) (10,879)	(32%) (39%)	1	2	(1) (1)	2	4	
lepairs &	131	2,342	(1,605)	0%	289	20,108	(10,879)	(39%)	0	0	(1)	0	0	
Repairs & Maintenance/Minor	U	U	U	U-70	209	U	209	U-70	U	U	U	U	U	
waintenance/wilnor Equipment														
Total Patient Related	78,669	66,713	11,955	18%	998,322	794,662	203,660	26%	110	119	(10)	118	147	(2
Non-Patient Related	. 0,003	50,115	. 1,333	10/0	330,322	. 37,002	200,000	20/0	110	113	(10)	110	171	1,4
Office Supplies	1,570	1,382	189	14%	22,835	16,578	6,256	38%	2	4	(2)	3	2	
Contract Services	14,305	5,658	8,647	153%	163,801	67,899	95,902	141%	20	37	(17)	19	8	
Other Fees	,	-,		-		- ,	· - ; - = -						-	
Consulting	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
Maintenance Contracts	101	3,428	(3,327)	(97%)	14,971	41,132	(26,160)	(64%)	0	1	(1)	2	5	
Physician On Call	0	0	0	0%	34,050	0	34,050	0%	0	0	0	4	0	
ate Fees	42	ő	42	0%	715	0	715	0%	Ö	Ö	(0)	0	Ö	
Bank Fees	23	80	(57)	(71%)	954	960	(6)	(1%)	0	0	(0)	0	0	
Small Balance Write Off	0	0	0	0%	19	0	19	0%	0	0	0	0	0	
Collection Services	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
Medical Director Fees	(43,454)	6,485	(49,939)	(770%)	113,301	77,821	35,481	46%	(61)	20	(81)	13	17	
Other	0	0, 130	0	0%	0	0	0	0%	0	0	0	0	0	
Total Other Fees	(43,288)	9,993	(53,281)	(533%)	164,011	119,912	44,098	37%	(60)	21	(82)	19	23	

Conference	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0
Travel	7	0	7	0%	40,508	5,325	35,183	661%	0	0	(0)	5	3	2
Hotel - Direct Bill	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0
Other Total Travel Expenses	0 7	1,737 1,737	(1,737) (1,730)	(100%) (100%)	0 40,508	24,522 29,847	(24,522) 10,660	(100%) 36%	0 0	0 0	0 (0)	0 5	7 10	(7) (5)
Professional Services	•	1,701	(1,100)	(10070)	40,000	20,041	10,000	0070	ŭ	·	(0)	ŭ		(0)
Legal	4,740	2,800	1,940	69%	75,598	33,600	41,998	125%	7	2	5	9	4	5
Professional Services	20,566	22,350	(1,784)	(8%)	104,164	58,200	45,964	79%	29	94	(66)	12	4	8
Audit Services Tax Services	0	0 0	0	0% 0%	0	0	0	0% 0%	0	0 0	0 0	0	0	0 0
Other	0	0	0	0%	0	Ö	Ō	0%	Ö	Ö	0	0	0	0
Total Professional	25,306	25,150	156	1%	179,762	91,800	87,962	96%	35	97	(61)	21	8	13
Services Recruiting and Relocation														
Recruiting and Relocation														
Recruitment	33,873	4,593	29,281	638%	50,773	55,111	(4,338)	(8%)	47	3	44	6	6	(0)
Relocation Other	0	0	0	0% 0%	4,648 0	0	4,648 0	0% 0%	0	0 0	0 0	1	2 0	(2) 0
Total Recruitment and	33,873	4,593	29,281	638%	55,421	55,111	310	1%	47	3	44	7	8	(2)
Relocation														` ,
Utilities	7.500	9,480	(4.000)	(21%)	149,212	163,141	(42.020)	(00/)	10	40	(0)	40	40	(0)
Electric Gas	7,500 6,038	7,045	(1,980) (1,008)	(21%)	63,292	94,859	(13,929) (31,567)	(9%) (33%)	8	19 8	(8) 0	18 7	18 9	(0) (2)
Telephone	968	3,280	(2,312)	(70%)	10,672	39,360	(28,688)	(73%)	1	2	(0)	1	5	(4)
Other Utilities	1,840	0	1,840	0%	29,651	0	29,651	0%	3	4	(1)	4	5	(1)
Other	0	0	0	0%	0	0	0	0%	0	0	0	0	0	(0)
Total Utilities Other Expense	16,346	19,805	(3,460)	(17%)	252,827	297,360	(44,533)	(15%)	23	33	(10)	30	37	(7)
Cash Awards	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0
COBRA	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0
Extended Illness Bank Flowers & Gifts	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0
Internal Special Events	371 6,259	19 955	352 5,304	1,851% 555%	1,593 11,931	228 11,464	1,365 467	598% 4%	1 9	0 0	0 9	0	0 2	0 (1)
Uniforms	0	54	(54)	(100%)	0	651	(651)	(100%)	Ö	0	0	0	0	(0)
Board of Director Fees	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0
Development Dues & Subscriptions	0 1,931	0 2 527	(E07)	0% (24%)	0	0 30,330	0 813	0%	0 3	0 4	0 (1)	0	0 4	0 (0)
Education	315	2,527 197	(597) 118	60%	31,143 464	2,365	(1,902)	3% (80%)	0	0	2	0	1	(1)
Entertainment	0	0	0	0%	0	0	0	0%	0	0	0	0	0	0
Ground Transportation	15	0	15	0%	267	0	267	0%	0	0	0	0	0	0
Group Meals Hotel Non Travel Related	323 0	0	323 0	0% 0%	6,609 478	0	6,609 478	0% 0%	0	1 0	(0) 0	1 0	0	1 0
Meals Non Travel Related	0	0	0	0%	63	0	63	0%	0	0	0	0	0	0
Mileage Non Travel Related	1,273	0	1,273	0%	12,546	0	12,546	0%	2	4	(3)	1	0	1
Internet	0	28	(28)	(100%)	126	336	(210)	(62%)	0	0	0	0	0	(0)
Licenses	457	1,526	(1,069)	(70%)	26,700	18,314	8,387	46%	1	1	(0)	3	3	0
Storage Rental	1,169	0	1,169	0%	2,405	0	2,405	0%	2	0	1	0	0	0
Transaction Cost Security	0	0	0	0% 0%	0 250	0	0 250	0% 0%	0	0 0	0 0	0	0	0
Rent Expense	0	0	0	0%	(1,178)	0	(1,178)	0%	0	0	0	(0)	0	(0)
Rental Equipment	90	81	8	10%	2,189	978	1,211	124%	0	0	(0)	0	0	0
Hospital Equipment	0	1,511	(1,511)	(100%)	1,460	18,129	(16,670)	(92%)	0	0	0	0	0	0
Other Property, Plant & Equipment	0	67	(67)	(100%)	8,794	807	7,988	990%	0	0	0	1	0	1
Printing Non Marketing	(5,154)	1,977	(7,131)	(361%)	17,539	23,718	(6,179)	(26%)	(7)	3	(11)	2	3	(1)
Related			, , ,	, ,				. ,			, ,			
Postage	157	135	(240)	17%	2,031	1,616	415	26%	0	1	(0)	0	0	(0)
Delivery/Freight Expense Other	171 0	420 45	(249) (45)	(59%) (100%)	4,504 0	5,040 540	(536) (540)	(11%) (100%)	0	1 0	(1) 0	1	1 0	(0) (0)
Total Other Expense	7,376	9,543	(2,167)	(23%)	129,913	114,516	15,398	13%	10	16	(6)	15	14	1
Repairs &	3,918	0	3,918	0%	27,372	0	27,372	0%	5	1	4	3	2	1
Maintenance/Minor Equipment														
Total Non-Patient Related	59,413	77,861	(18,448)	(24%)	1,036,451	793,023	243,427	31%	83	212	(129)	122	114	9
Marketing Related														
Advertising/Marketing	4,032	6,278	(2,246)	(36%)	57,484	75,341	(17,857)	(24%)	6	11	(6)	7	4	3
Community Events	0	0	0	0%	14	3,999	(3,985)	(100%)	0	0	0	0	0	(0)
Contributions/Sponsorships	(860)	885	(1,745)	(197%)	7,100	10,620	(3,521)	(33%)	(1)	1	(2)	1	1	(1)
Giveaways	34	229	(195)	(85%)	601	4,453	(3,852)	(86%)	0	0	(0)	0	1	(1)
Marketing Collateral	0	52	(52)	(100%)	4,106	624	3,482	558%	0	0	(0)	0	0	0
Public Information Total Marketing Related	0 3,206	0 7,445	0 (4,238)	0% (57%)	0 69,304	0 95,037	0 (25,732)	0% (27%)	0 4	0 12	0 (8)	0 8	0 7	0 1
Total Variable Expenses	141,288	152,019	(10,731)	(7%)	2,104,077	1,682,722	421,355	25%	197	344	(146)	249	268	(19)
					-				•			•		

Net Income	(532,718)	(98.835)	(433.883)	439%	(1.032.783)	(1.214.241)	181.458	(15%)	(744)	(97)	(646)	(122)	(223)	10 ⁻
Minority Interest	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
Intercompany Interest Income/Expense	22,176	17,568	4,609	26%	248,270	207,412	40,858	20%						
· ·														
Intercompany Management Fee - Transfer Pricing	459,385	0	459,385	0%	459,385	0	459,385	0%	641	0	641	54	50	
Net Margin	(5%)	(9%)	3%	(36%)	(3%)	(9%)	6%	(69%)	(0%)			(0%)	(0%)	09
Net Income (before Interco	(51,157)	(81,267)	30,110	(37%)	(325,128)	(1,006,829)	681,701	(68%)	(71)	(70)	(1)	(38)	(146)	10
		((()	/ />			,		(==)				
Total Other Expenses	213,641	256,340	(42,699)	(17%)	2,480,750	3,026,467	(545,718)	(18%)	298	290	` ģ	293	339	(46
Interest Expense	160,831	187,638	(26,807)	(14%)	1,881,737	2,215,335	(333,598)	(15%)	224	225	(1)	222	238	(16
Amortization	918	933	(15)	(2%)	11,013	11,013	0	0%	1	1	(0)	1	1	(0
Depreciation	51.892	67.770	(15,878)	(23%)	588.000	800.119	(212,120)	(27%)	72	63	9	69	100	(31
Other Expenses Income Taxes	0	0	0	0%	0	0	0	0%	0	0	0	0	0	
EBITDARM	172,592	188,093	(15,502)	(8%)	2,281,495	2,175,883	105,612	5%	241	234	7	270	214	50
Revenue/Expense														
Management Fee	10,108	13,020	(2,912)	(22%)	125,303	156,245	(30,942)	(20%)	14	14	(0)	15	20	(5
EBITDAR	162,484	175,073	(12,589)	(7%)	2,156,192	2,019,638	136,554	7%	227	220	7	255	194	6
Rent Income/Expense	0	0	0	0%	571	0	571	0%	0	0	0	0	0	
EBITDA	162,484	175,073	(12,589)	(7%)	2,155,622	2,019,638	135,984	7%	227	220	7	255	194	6
Total Operating Expenses	775,073	771,958	3,115	0%	9,240,398	9,093,711	146,687	2%	1,082	1,199	(117)	1,092	1,122	(31
Total Fixed Expenses	26,385	25,427	958	4%	253,935	300,202	(46,267)	(15%)	37	29		30	36	(6
Realized Gain/Loss	0	0 05 407	0	0%	0	0	0	0%	0 37	0 29	7	0 30	0 36	
Taxes	22,261	19,152	3,109	16%	205,354	226,116	(20,762)	(9%)	31	24	7	24	27	(3
Insurance Expenses	4,124	6,275	(2,151)	(34%)	48,011	74,086	(26,075)	(35%)	6	5	1	6	9	(:
Fixed Expenses Rent Expense	0	0	0	0%	571	0	571	0%	0	0	0	0	0	
Management Fee Expense	10,108	13,020	(2,912)	(22%)	125,303	156,245	(30,942)	(20%)	14	14	(0)	15	20	(5
Bad Debt Expense	12,503	17,353	(4,850)	(28%)	(55,089)	204,932	(260,021)	(127%)	17	(1)	19	(7)	27	(34

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