

January
2022

Senorio de Aloha - 2021 Review



JOHN RILEY

Fellow owners

When I was elected President in July 2020, I said that to return Senorio to a high quality community would take 3-5yrs. The scale of deterioration in the building infrastructure (main buildings & garages), the upgrades required to the support infrastructure (pools, irrigation, security systems etc) would require a high level of engineering & management expertise, & very importantly the funds to carry out the work. My opinion about this hasn't changed, except to say the challenge is more difficult than I first thought but it is not insurmountable & my timeframe to achieve it is the same.

2021 has seen some progress that I would describe as "just about managing". To help you understand what I mean, I've selected a number of examples of community management performance that you have a flavour of what really goes on day to day. I am brutally frank in my assessments because I cannot afford for you, or indeed myself, to be complacent & lose sight of what it will take to achieve our objectives. I've highlighted key points for you.

"Your community is at a critical point. Vote for change next week for a secure future"

1. FINANCIALS

(We are financially very weak)

On my appointment in July 2020 the total debt owed to the community by owners was in excess of €500,000. We owed our creditors in excess of €250,000. As a consequence the community wasn't able to undertake all routine maintenance & critical repairs due to a lack of funds.

Number one Priority - was to stabilise our financial situation. I can say that we have achieved a degree of stabilisation in that we are no longer spending money we don't have & we are achieving better value for that which we spend. With prudent financial management, I believe that over the next 2-3 yrs we can achieve a more stable balance sheet & have funds available for capital repairs.

The key improvements in 2021 that have brought us a degree of stability are:

- A reduction of 16% in the overall amount of money owed to us.
- Reduced the cost of some of our sub-contractors as contracts came up for renewal. However, I firmly believe there is scope for reductions in the number of contractors & the price we pay for these services.
- Our creditors came knocking at the door immediately after the July 2020 AGM asking for their money. This provided the opportunity to establish re-payment plans that are in-line with our income & a prudent expenditure plan.

Appendix 1 attached, details what we owe to our Creditors.

Below you will see a top line summary of our financial position at 3rd Quarter 2021 with a comparison against 2020.

Senorio de Aloha Summary Income and Expenditure account

	Actual 9 months 30/09/2021 €	Actual 12 months 31/12/2020 €
Community Fees	516,708 (see note 2)	626,347
Expenses	440,035	613,327 (including €80k provision against owner's debt)
Legal Provision - 10% of budgeted expenses	-----	-----
Surplus for the Period	76,673 =====	13,020 =====

Senorio de Aloha Balance Sheet

	30/11/2021	30/09/2021	31/12/2020	31/12/2019
Owner balances	319,184	340,456	337,273	457,143
Bank	127,916	88,919	71,771	8,614
Sub Total	447,100	429,375	409,044	465,757
Less;				
Supplier balances etc	269,622	287,824	344,165	314,020
Net Assets	177,478 =====	141,551 =====	64,879 =====	151,737 =====
Represented by:				
Reserves forward from prior year	64,878	64,878	51,858	199,846
Surplus/(Deficit) for the period	112,600	76,673	13,020	-48,109
	177,478 =====	141,551 =====	64,879 =====	151,737 =====

Notes:

1. The 'surplus' for 2020 is **after providing** €80,546.77 against owner balances owing.
2. The surplus for the 9 months to the end of September 2021 of €77,562 includes €57,183 fees for garages and storerooms and €24,000 for Wifi fees. **Both of these items are for the full year 2021 - hence the surplus for the nine months is more accurately €56k approx.**
3. Net owner balances are €340k at the end of September but the actual amount collectible is probably no more than €100k- €150k. **Hence, the real financial position of the Community is that we are in deficit/insolvent to the extent of approx €100k.**

2. INFRASTRUCTURE

Years of neglect mean significant aspects of Senorio's infrastructure are in a perilous condition.



This photo shows 'live' electric wires with an open protection-box, & the ceiling cracks have water running through them – huge risk!

(instead of allowing our Maintenance man to clear garden debris, Meridional should be tasking him to ensure the absolute safety of electrical connections)

And some further specific examples include:

- A very sub-standard paint job between 2014-2018 that simply painted over the cracks. It is now evident that substantial costly repairs will be required over the coming years to the facades & terraces of all buildings. The main cause of damage has been the poorly maintained irrigation systems to the planters. When we have an AGM I will likely be proposing switching off the irrigation to prevent any further damage ahead of a plan to carry out the necessary costly repairs.
- I would add that the painting contractor continues to claim we owe them €138k. The previous Administrator was unable to hand-over the contract & full invoice record (believed to be in the order of €800-950k), & the paint contractor is unwilling to provide a copy to justify their claim. So until we see documentation I will not be authorising paying this debt.
- A court case has been on-going for years against one of the original general contractors of the community for sub-standard work at ground level infrastructure. This has led to substantial damage in a number of basement level parking garages. It's a race against time to get favourable compensation through the courts (if we were to win the case) versus having to raise the necessary funds from owners or external financing in order to start repair works before the situation becomes critical. This is likely to be a multi-year project to put everything right.

- **HIGH PRIORITY** - Major changes to health & safety laws for swimming pools was passed in 2000. A 20yr implementation period was granted to allow communities time for costly & substantial works – e.g. perimeter fencing for each pool, invalid lifts into the pools, children’s safety barriers, auto-hygiene systems & filtering. Senorio hasn’t complied with the main laws, & right now we don’t have sufficient funds to do the necessary work. As President, I am personally liable for any pool accidents where we have failed to comply with the laws. In the event of a compliance inspection, we risk having our pools closed for 3yrs. Hence why when we have an AGM, I will be proposing a plan to bring our pools into compliance as soon as possible.
- Our community irrigation systems are not fully functioning. A previous contractor sabotaged major parts of the system, hence why you see the gardeners using hose pipes to irrigate. Other areas of the system have not been adequately maintained & are in need of a complete overhaul.
- **SECURITY A MAJOR CAUSE FOR CONCERN** - Our security systems are not what they appear to be (perversely, a good thing if they act as a deterrent). Many of the CCTV’s you see either don’t work or don’t provide the required coverage. Even worse is that Spanish privacy laws restrict viewing of the CCTV’s to all but licensed security staff or the police. This makes viewing in ‘real-time’ situations or even ‘post-event’ situations very difficult & highly ineffective. In addition, our gate systems & entrances to the portals are frequently broken & often not repaired / maintained in good time (Mezquita side gate has failed to close properly all year). A complete re-think on security systems is required, so that we can utilise the latest technologies to overcome the inherent weaknesses in a human-security operation (Cofer – our highest cost contractor)

The scale of these infrastructure problems exceeds the funds available through our current level of community fees. The engineering expertise to assess & manage these repairs exceeds our current abilities. To resolve this, a separate ‘capital repairs’ budget & work plan will be proposed at the March AGM & will include a plan to raise funding over & above what we receive from community fees. The timescale for this project will likely be 3yrs. We will make every effort to keep the increased cost burden to owners to a minimum but I assure you there will be a significant return on the investment through the increased value of your property.

3. SUB-CONTRACTORS

We need a total re-think on the use of sub-contractors

From the Administrator down, Senorio's services are performed by sub-contractors. The only exception is Luis, the maintenance man who is directly employed by the community. The standard practice in Spain is that contracts run for one year & are then renewed. Terminating contracts part-way through can often lead to claims by the contractor to be paid-off in full for the balance of the contract, irrespective of performance.

(A) CLEANING.

At the beginning of the year we changed our cleaning contractor from Symant to 'Cheli Services' because we had been paying above market rates for a cleaning performance that was sub-standard. To avoid costly redundancy payments to the 3 individual cleaners, they were retained & placed under the supervision of Cheli Services. Unfortunately, this has not worked well. Whilst the overall standard of the cleaning has improved, there is serious friction between the 3 cleaners & Cheli / Meridional. The cleaners go on long periods of medical absence (currently all 3 are on medical leave), & both our female cleaners have been on my doorsteps in tears at what they felt to be unfair treatment by their supervisors. Since early summer it has been necessary to bring in additional cleaners to maintain standards & fill in for those on medical leave. It was also evident to me that poor behaviour from 'rental tenants' incl. leaving rubbish sacks outside apartments doors, vomiting in portals, carelessly discarding food & cigarettes around the community etc, increased the stress on cleaning services. Irresponsible building contractors working in a number of apartments also created additional work for our cleaners. So whilst there has been an improvement in cleaning standards, there is still room for further improvements.

(B) GARDENING.

In July we replaced Symant with Jaydo Services as we'd been paying above market rates for a gardening service that didn't meet our requirements. A peculiar aspect of the the Symant contract was that it stated an 8 hour working day but the understanding with the two gardeners was that they work a 6 hour day commencing at 0800hrs. This explains why a number of owners expressed concern to me that the gardeners were going home at 1400hrs but gardening debris (on footpaths, or in the swimming pools etc) hadn't been cleared away.

The role of Jaydon Service's is to supervise the gardeners work-plan, & also provide expert technical guidance on the maintenance of our gardens.

Jaydo have presented cost estimates to introduce new plants to enhance the gardens but I'm holding back authorisation until review & ratification of the 2022 budget.

As with the 'cleaning contract' we have retained the employees, in this case a father & daughter team. Clearly a 6hr day is insufficient & when I see Luis (our highest paid employee, & with a heavy maintenance workload sweeping up garden debris after the gardeners have have left at 1400hrs, it heightens my concerns that our operational efficiency is simply not good enough.

(C) SWIMMING POOLS.

A bit of a disaster if I'm honest, & here's why:

Lifeguard

Many of you will be aware about the difficulties we experienced in opening the 3 pools this year. The key issue I needed to resolve at the start of the season with Meridional was the legal requirement for lifeguards within & outside of Covid restrictions. The law requires swimming pools with a surface area in excess of 200m² to retain a lifeguard. What wasn't clear is the situation with multiple pools & line of sight. Long story short, our 3 pools exceed 200m² which would require one lifeguard (& we only had funding for one). However, because the lifeguard wouldn't have 'line of sight' for all 3 pools, I decided Mezquita pool would not be open officially, & therefore owners using it did so at their own personal risk. I know this was frustrating for many owners but staying on the right side of health & safety was paramount in my decision making.

Having decided on one lifeguard, it was particularly frustrating for me to find myself having to instruct & then remind the lifeguard to leave her chair & iphone!!! at least every 15mins and do a safety walk of the pools. I also needed to request her to occasionally use the pool sweep to remove leaves & other debris from the pools & as per the law record the names of all pool users (Meridional's approach was for pool users to go & register at the concierge office but that was simply not going to work). I say I was frustrated with this service because I found out that the Lifeguard is paid €4.25hr but we pay the Lifeguard contractor more than double that..... but for what?? Yes, they ensure the lifeguard is qualified, & if they're sick, they provide a replacement – but does that represent good value for our money? I leave that to your imagination but I think it puts into sharp focus where we are paying excessive mark-ups to contractors.

Pool maintenance contractor

For years the community retained the same contractor using manual chemical dosing . In July Meridional recommended changing them because they were not capable of maintaining safe chlorine levels. A new contractor came in, & Meridional sent Luis out for training in order for him to become responsible for administering the Chlorine (ideally we would have automated systems). By Mid-August we were experiencing cloudy water issues in 2 pools & they had to be closed the pools for several days which is not much short of a disaster in peak season. In Meridional's words at the time "The situation with the pools is quite complex" which I took to mean that a number of problems in combination was why the pools were not functioning properly. Lessons have now been learnt & a new maintenance regime will be developed for 2022.



These photos illustrate circulation & water quality problems

Children's pool

The photo below should raise two thoughts... Health & Safety risk, & why do we pay all these contractors for if this is the best they can do to seal off a dangerous hazard, & leave it this way for days at a time? It truly pains me as your President that between our Administrator, Concierge, & Maintenance we are not doing better than this.

The problem with the children's pool is a break in the underground piping. The complete area needs to be excavated in order to replace the pipes. This will now take place in spring.



Health & Safety?

In truth a community's swimming pools should be a source of pride but at times ours are a source of shame, & as previously mentioned they're outside of regulatory compliance. Returning our pools back to full compliance & operational efficiency will be one of the highest priorities in 2022. To do so will require engineering expertise & a capital funding plan. I intend to present a proposal for your approval at the AGM, which is subject to Covid rules but hopefully it will take place in March.

(D) SECURITY CONCIERGE

Cofer/HELP cost us €140k in 2021 which makes them our most expensive sub-contractor. Unfortunately at €153k, they're also our largest creditor. In 2021, I authorised a debt service payment of €27k which is the most we could afford in these financially challenging times. I wish to point out that we are paying the current fees, & the debt relates to the period prior to my Presidency when we did not have money to pay the fees.

Many complaints have been received about this service, the vast majority concerning the lack of an adequate response across a wide range of security issues for e.g. illegal parking; night-time disturbances; illegal pool use, etc. Meridional automatically renewed the contracts going into 2022 without reference to myself. Given the complaints about the service, & that we paid €5k more than in 2020, I expected at least a discussion on how we

might seek a better performance from Cofer. When we have the opportunity of an AGM, we will have a frank & open discussion about the practical security needs of the community so that Cofer can better understand what we expect.

4. IN-HOUSE MAINTENANCE

Much of our maintenance work is carried out through a combination of Luis & where appropriate one-time contractors. A lot of this work, as mentioned earlier under 'Infrastructure' is a Band-Aid plaster solution to problems that are beyond the skill-set of our team & our current financial resources. I want to highlight some examples of where we're struggling with this current approach:

- Meridional asked me in September to authorise €1,900 for a new pump for the Alhambra pool because, & I quote *"the old pump is obsolete, it will be a waste of money to fix it"*. The new pump broke down within a month. I was initially told there's 'no warranty because it's not mechanical' (strange concept under EU law). Then I was informed the warranty didn't apply because, despite multiple protection filters, a foreign object or misuse had caused the turbine to breakdown. I was further informed *"The installer will not charge travel or labour costs for this incident and the community will only have to pay for the repair of the pump. I have spoken to him personally and as the community is a good customer and wants this to be solved in the best possible way, he will do his part. The repair at the cost price of the installer is less than 400 €"*. Fortunately, a fellow owner is a pump expert & I invited him to inspect the Alhambra pump room. In his expert opinion the various filters could not have fouled the new pump. The 'installer' also insinuated that failure on Luis's part to report the problem soon enough contributed to the problem. Luis denies this, stating that from day one in his opinion the higher specification pump was not appropriate for our pool but he was overruled. On the 5th Oct Meridional promised a full report on what went wrong with the pump..... I'm still waiting for it. In the meantime, I personally sent Luis to our long term pump repairer in San Pedro & paid €155 to fix the *'obsolete, waste of money'* old pump (it's now available as a back-up) When I finally receive the report from Meridional, I hope there will be an acknowledgement that the situation was badly handled, & unnecessarily cost the community €2300.
- In January 2021, an absent owner allowed weeds to block the terrace drainage, leading to a build up of rainwater which eventually flooded the apartment below at a time when the owner was 3,000km away & unable to travel. The owner spent approx 40-50hrs trying to; firstly, stop the

water at source from coming into his apartment; secondly, figuring out how to engage his Insurers with the other owners representatives; & thirdly, how to engage with Meridional to not only reduce the risk of this happening again but as importantly, work together to have Meridional put together a set of step by step 'emergency water leakage guidelines' so that all owners know what to do in such emergencies.

- In February we had another flooding in Mezquita. This time a mains water pipe, going from the water-meters room directly to an apartment, broke above the ceiling over the entrance to the ground floor lift. By the time maintenance got to it the ceiling was collapsing but more importantly 3 private storage rooms had been flooded causing irreparable damage to much of the owners belongings. The Band-Aid plaster approach to repairing the pipe resulted in it breaking three more times over a 5 week period, & this despite Meridional calling in an outside plumber. Each time, the owners (who fortunately were present at the time) had to struggle by themselves to clean up the mess..... and trust me they were extremely stressed by the failure of a timely & effective response, & were in constant communication with security / concierge & Meridional to force some action. Eventually, an entire section of piping had to be replaced in order to fix the problem. The bottom line is that we lacked the expertise to: respond quickly; accurately assess the problem; & then come up with a timely permanent solution.



This photo illustrates a very amateurish approach to a serious incident. Over a period of 5 weeks this pipe burst 4 times, causing extensive flooding into the lift shaft, stairways, & 3 storage rooms below. Today we still await an 'emergencies protocol' from Meridional on what an owner must do in such circumstances

- In May, a 2nd pipe from the Mezquita water-meter room to an apartment burst. The circumstances were very similar to the one in February. Luis & the plumber were able to deal with it more efficiently than the first time but the 'emergency guidelines' from Meridional were still not ready. Whilst not a 100% certain, the root cause of the problem seems to be that the water pipes to all apartments according to today's standards are not of a high enough specification for water pressure. Luis has been instructed to ensure that the pressure from the water meter rooms does not exceed the pressure specified for the pipes as clearly this contributed to the problem.

You can also help maintain the correct pressure in your water supply by making sure the pipes & taps inside your apartment are not clogged with the calcium build-up common in hard water areas such as this. It may surprise you, as it did me, that the main water-pipe from the meter room on the ground floor to your apartment is your property & not the community's property. I'm still waiting for a 100% confirmation of this as it's non-sensical.... how can owners with no means to see or access be responsible for a pipe running through the common area ceilings & walls to their apartment? Hence, it's of vital importance that Luis monitors the pressures & is alert to any deterioration in the pipes. It also emphasizes why, in the event of a pipe burst that Meridional should have finalised by now a robust set of procedures so that the stress caused to owners last year is not repeated.

Other things you should be aware when your apartment is at risk of damage from another apartment or from common area installations include:

- A fundamental problem when trying to react to a problem from an empty property is the law of trespass into someone's private property. Luis could see from an adjacent terrace the weeds blocking the terrace drain but was correctly advised that he could be prosecuted for trespass if he entered the terrace. Whilst fire & the threat to life constitutes an emergency that allows trespass, apparently flooding doesn't. My Advice – get to know your neighbours.
- If the problem constitutes an owner to owner problem, then Administrators in general will look to limit their involvement. Fundamentally, I have a problem with this as I believe Administrators have a 'duty of care' to all owners. They need to be willing to help as much as possible, especially if an owner is thousands of miles away & unfamiliar with the Spanish law & where to find local service providers such as emergency plumbers, electricians etc.

In many instances of flooding, the common areas of the community will also be affected, & as such the Administrator has to become involved as do the community Insurers.

In fact as I write to you I have just been contacted by an owner in Giralda Portal 4, asking me what to do because they have suffered water damage from the apartment above. If Meridional had carried out my request of almost one year ago to write the 'emergency water leakage guidelines' then this latest owner experiencing water damage would know exactly what to do & wouldn't be turning to me for help & advice.

- If your apartment is not fully insured you need to consider it. If your property suffers damage you may not be covered by the community's or neighbours insurance (& you may have to take your own legal action for damages). Likewise, if the problem emanates from your apartment & you're not insured, you might find yourself on the end of a lawsuit.



Here's the photos they sent today showing the problem.

- Something you all need to think about is whether we place a set of keys in a secure 'key holder' facility, only accessible in an emergency & when owners are not present. Alternatively, leave a spare set of keys with a trusted local person who can provide immediate access to your apartment in an emergency. Acting swiftly can seriously reduce damage & injury.

Despite changing the contractor, we continue to experience problems with garage gates/doors. For e.g. the Mezquita pedestrian gate never closes by itself & has been like this all year & anybody can walk off the street into the community. The Mezquita garage gates don't fully open & quite often get stuck. All right, I know we don't currently have the money to completely replace the gates & motors but when hinges are in the wrong place, when areas of rotten metal can be welded over to reduce pressure on hinges & motors, then I'm sure that like myself, you're asking why these simple maintenance jobs are not being picked up?

A 5th floor owner in Alhambra, complained for months about water from the main roof leaking into her apartment ceilings in several places after heavy rainfall. Eventually, Meridional brought in an assessor whose report indicated there were possible holes around the chimneys & a number of loose tiles allowing water in. Meridional called in some roofing contractor but were only able to secure one quotation for €8,300. This amount of money buys a lot of time & materials & whilst not an expert I couldn't see how the planned repair could cost so much money. It is standard practice to have a minimum of 2 but preferably 3 quotations, & I have reminded Meridional of this on several occasions when they've gone out for quotations. Feeling unable to approve €8k expenditure from our limited cash, I personally brought in the roof contractor to the Santa Maria community in Elviria & asked them to quote to repair the obvious holes & loose tiles – their price was €600! I'm well aware of the possibility there's another hole that might require the whole roof to be stripped off. But when you have limited funds, you take calculated management decisions & go the extra mile to find cost effective contractors. Wouldn't you agree that its ridiculous that the unpaid President is spending his time seeking out roof repairers, requesting quotations, & then having to go & supervise the actual repairs in the absence of the apartment owner? I ask myself why is it that Meridional don't recognise that this is their responsibility for which they get paid when a minimum of 2 quotations are required, then 1 simply is simply not good enough?



If left to Meridional repairs to the roof would have cost €8,300 plus 10% IVA. The Presidents approach has so far cost €580.00 including IVA!

5. MISCELLANEOUS

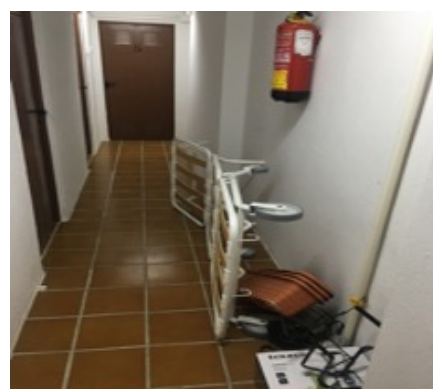
MARIJUANA USAGE - A difficult situation arose during the last 3 mths with a rental tenant exceeding reasonable personal usage of marijuana. Much to the annoyance of several neighbours affected by smoke drifting into their properties, it was their opinion that our Administrator & Security failed to provide an adequate response to their complaints. When I investigated the response to the owners I also wasn't happy & expressed this to the owners in the Facebook group, much to the annoyance of Meridional. On the other hand, once alerted, the apartment owner was very responsive & anxious to be seen as a good standing member of the community. I was in direct contact with the owner & after several warnings to the tenant, the owner evicted the tenant on the 1st January.

- Our community by-laws are vague, out-dated & don't cover the breadth of issues that provide guidance to owners, & limit abuse of the community.

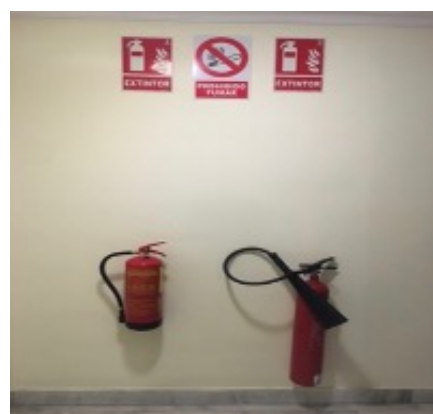
Owners need to vote on new rules & strengthening existing ones, so this will be on the March AGM agenda.

- Many owners rent out their properties & for the most part they & their tenants act responsibly. However, during peak season there are many short-term renters in Senorio & a minority (you know the type) cause a disproportionate amount of damage & disturbance. Last summer we experienced just about every imaginable disturbance & or damage. The police were called out on more than one occasion. I won't go on at length here, other than to say there needs to be a set of robust procedures & rules governing rentals, & perhaps penalties for repeat offender. If owners profit from rentals, they should be ready to accept costs for damages & disturbances inflicted on the whole community. It's probably a big ask but maybe landlords should be responsible for proposing to the rest of the Community the Procedures & Penalties that help will minimise the problems?

- The status of the fire systems had been of concern for quite sometime. It was apparent that the community was out of compliance on a number of issues, & not only was this a fire risk to the community it placed the community at risk of prosecution. Following an external assessment earlier in the year, all systems were checked & tested & obsolete equipment replaced.



Items left in common areas by irresponsible owners or contractors



We are now in compliance with fire regulations.

SUMMARY

What you have read in this report should tell you that Seniorio is 'just about managing'. The cosmetic services of cleaning, gardening, security, & general maintenance, whilst an improvement on prior years, by my standards are still sub-optimal, & in my opinion are costing us far too much money for what we get.

Meridional is a typical general Administrator that manages the communities accounts, communications with owners, debt collection, & relationships & negotiations with sub-contractors. I refer to this as back office work. But that's only one side of what we pay for.

The other side is managing what's happening on a day to day to basis inside Seniorio. This includes:

- having a very regular presence inside the community to anticipate & assess problems;
- closely supervising the work of sub-contractors & not taking performance for granted;
- responding efficiently to the practical problems of owners;
- real understanding of infrastructure & engineering problems;
- working closely with & taking direction from the President,

Pulling all of these things together requires good management practices & procedures. My performance expectations across this range of measures have not been met & I believe this to be a direct consequence of insufficient skills & experience & an ever increasing tendency to avoid accountability to the President.

Frankly speaking, I no longer have confidence in Meridional to not only manage the normal running of the community let alone their ability to deal with the complex infrastructure problems that are now of increasing priority.

I do not draw these conclusion lightly. I have spent many hours analysing performance, & considering how we will address the big challenges that lie ahead. When I identify problems, I then look for solutions. So I want to quickly assure you that I have already identified the solutions & spent 6 months working on a comprehensive plan that will take us to much higher levels of performance & stability.

This now concludes the first part of my communication to you. The next presentation is my proposal on completely re-inventing the way a community needs to be managed by replacing the current Administrator with a combination of highly qualified specialists & state of the art management software.

APPENDIX 1 – SENORIO CREDITORS LIST

Página: 1

Fecha: 16/12/2021

Periodo: 01/01/2021 al 30/11/2021

BALANCE DE COMPROBACIÓN DE SUMAS Y SALDOS

Cuenta	Proveedores varios	Importe Debe	Importe Haber	Saldo	Payment Proposal
4000000	Proveedores varios	3.583,36		3.583,36	
4000059	AQUA SERVICE	351,15	376,67	-25,52	
4000220	QUIMAGUA SUR S.L.		197,53	-197,53	
4000809	DOGOSA & COLOR SL		471,82	-471,82	
4000812	AEO WIND TO MARKET SA	25.766,79	26.177,94	-411,15	
4000831	GREENKE RENT SL	1.832,88	1.985,62	-152,74	
4004122	SYMAN COSTA DEL SOL	49.400,67	73.617,61	-34.216,94	
4100124	HIDRALIA	24.768,87	34.724,05	-9.955,18	
4100169	COFER SEGURIDAD S.L	122.745,94	198.807,67	-76.061,73	22.000,00 €
4100180	AURELIO CABRERA BUENO	507,40		507,40	
4100273	MARTA GARCIA DOCIO	730,00		730,00	
4100518	AQUAFARMA 2000, SC	435,60	459,80	-24,20	
4100547	DEPORTES Y TURISMO DEL SUR, SL	8.035,92	10.585,99	-2.550,07	
4100609	INCOTEX	4.894,59	11.775,65	-6.881,06	
4100681	HELP SKY7 SL	64.147,90	78.967,03	-14.809,13	5.000,00 €
4100683	MARBESANT(UTEOMA)	6.770,06	8.312,27	-1.542,21	
4100688	PINTURAS JJ SL		138.343,41	-138.343,41	
4100691	DUA ABOGADOS 2016	13.400,00		13.400,00	
4100692	FERRETERIA LA CAMPANA	2.680,46	3.285,94	-605,48	
4100698	J. A. SANCHEZ GONZALEZ (HIDRAULICA MARBELLA)	12.344,42	21.992,75	-9.648,33	
4100708	FLAVIAN JOSE CARRILLO	435,60	871,20	-435,60	
4100712	ROBERTO CARRILLO		338,80	-338,80	
4100713	ANTONIO DE TORRE	13.305,46	4.956,85	8.348,61	
4100748	ALBERTO DOBLAS HIDALGO	236,00		236,00	
4100771	LUIS ROLDAN	8.652,24		8.652,24	
4100813	JOSE LUIS PEREIRA GAMEZ (AGRO POOL)	101,64	309,70	-208,06	
4101336	FAIN ASCENSORES, SA	35.312,51	45.857,62	-10.545,11	3.000,00 €
4110001	OUTSTANDING PAYMENTS / PAGOS PENDIENTES	8.730,89	12.862,84	-4.132,95	
	Suma total	408.570,15	675.272,76	-266.702,61	30.000,00 €

* Saldo a favor: 266.702,61

16/12/2021 John Riley, autoriza los pagos parciales de deuda marcados en amarillo.
16/12/2021 John Riley, authorizes the partial debt payments marked in yellow.

