Dear City of Palm Desert,

The 2017-2018 Annual Report will provide an overview of the state of the golf industry and Desert Willow’s overall performance.

This past year, Desert Willow (Golf Operations and Food and Beverage Operations combined) saw a record breaking year in revenue generation exceeding the $11 million mark for the first time in the facility’s history. Increases coming in all departments in excess of 10% each. It is also worth noting the Food & Beverage department broke the $3 million revenue mark for the first time ever.

The ORCA report (an independent data collection company) again revealed that Desert Willow was the top green fee revenue generating facility in its competitive set.

Other areas of success included high marks in KemperSports’ True Review program, which is designed to quantify customer feedback. Scores were among the top in the KemperSports portfolio as well as in the Hospitality Industry. We achieved a customer Net Promoter Score of 85.7, which is our best ever and 5 points higher than our previous record of 80.0. In addition, the National Golf Foundation awarded Desert Willow with the 2018 Top Five Overall Customer Satisfaction Award, which includes all facilities nationwide with green fees of $70 and above who participated in the NGF’s survey. Therefore, excellence in customer service is an important part of our success.

Expenses did grow in 2017-2018 by 8% due to the variable costs for increased revenues, the California minimum wage increase and inflation in operating expenses with utilities and water costs leading the way. Despite the expense growth, the Desert Willow team achieved the highest operating income since 2008 at $1.74 million. Operations met the cash flow breakeven benchmark of $1.2 million and more!

Various capital projects were also completed to help the facility maintain its position at the top of the market. Desert Willow’s premier facility is key to our future success in developing programs to drive golf rounds and revenue.

Thank you for the continued teamwork and support of City Council and City staff.

Sincerely,

KemperSports’ Management Team
State of the Industry

**National Golf Market Statistics by the National Golf Foundation**

- Overall golf rounds were down in the US 3.3% from January through June of 2017.
- Golfer participation remained flat at 23.8 million to 23.8 million. Committed Core Golfers also remained at 19.5 million.

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**Palm Springs Market Statistics**

- Golf rounds were up 5% from prior year in the Palm Springs Market. Desert Willow rounds increased by 14%. (per National Golf Foundation)
- Revenue per round averaged $36.39 (7.4% increase) in the Palm Springs market and our competitive set averaged $41.48 (6.4% increase) compared to Desert Willow’s $50.39 (11.3% increase). (per ORCA Report)
State of the Industry:
The ORCA Report

The ORCA Report is new to the golf industry and specifically analyzes golf rounds and revenues. ORCA is similar to the Hotel Industry’s STR report which compares room occupancy vs. revenues. ORCA establishes a competitive set for each facility evaluated. Desert Willow’s competitive set includes the following facilities and golf courses:

- Marriott’s Shadow Ridge Golf Course
- Indian Wells Golf Resort - Celebrity & Players Courses
- SilverRock Resort
- La Quinta Resort & Club - Dunes & Mountain Courses
- Classic Club
- PGA West Norman Course
- PGA West Stadium Course & Nicklaus
- Westin Mission Hills Resort - Pete Dye & Gary Player Courses

<table>
<thead>
<tr>
<th>Rank Among Competitive Set</th>
<th>Years Ending</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Desert Willow (compared as a facility)</td>
<td>2016</td>
<td>1 of 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>2 of 8</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>1 of 8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Key Performance Indicators

The following items are key performance indicators for Desert Willow Golf Resort that are used to benchmark in order to drive results.

- Revenue Trends
  - Mix Review
  - Average Daily Rate (ADR)
  - Merchandise Revenue per Round
- Round Trends
  - Year over Year
  - Segment trends
- Loyalty Programs
- Corporate Partnerships
- New - Ultimate Palm Desert Getaway Campaign
- Expense Trends
Key Performance Indicators: Revenue

- The revenue segments above remained consistent to prior year.
- Other Pro Shop Revenue consists of membership fees for our loyalty programs and club rental revenues.
Key Performance Indicators: Revenue

- **Green Fees** increased 11% just missing the all-time green fee revenue record by $10k. Every major player segment (Public, Wholesale, Outing and Loyalty) improved.

- **Merchandise sales** increased by 21% in total and increased from $8.88 per round last year to $9.45 per round.

- **Other Pro Shop revenue** increased by 14% due to improved Platinum Card sales. Staff continued our sales call blitz strategy this year where staff personally called every previous card holder from the past 5 years.

- **Food & Beverage revenues** were up 13% thanks to improvements in all segments: Dining up 9%, Banquets up 18% and On Course up 18%.

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**Strategic Insights**

<table>
<thead>
<tr>
<th>Segment</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Fees</td>
<td>$5,859</td>
<td>$6,094</td>
<td>$6,780</td>
</tr>
<tr>
<td>Merchandise sales</td>
<td>$676</td>
<td>$/04</td>
<td>$853</td>
</tr>
<tr>
<td>Other Pro Shop</td>
<td>$360</td>
<td>$402</td>
<td>$459</td>
</tr>
<tr>
<td>Range</td>
<td>$32</td>
<td>$35</td>
<td>$39</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>$2,600</td>
<td>$2,681</td>
<td>$3,030</td>
</tr>
<tr>
<td>Academy</td>
<td>$272</td>
<td>$248</td>
<td>$279</td>
</tr>
</tbody>
</table>
Key Performance Indicators: Revenue

- Revenues significantly up in the first quarter as Firecliff was fully available compared to the renovation closure in 2016.
- All-time revenue records were set each month from September through March!
- April and May both saw improvements over recent years.
- June was the only month that declined from prior year, which was the case for the entire Palm Springs market according to the National Golf Foundation and the ORCA Report statistics.

![Revenue Trends by Month](chart)

<table>
<thead>
<tr>
<th>Month</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>JUL</td>
<td>$200</td>
<td>$243</td>
<td>$149</td>
<td>$258</td>
</tr>
<tr>
<td>AUG</td>
<td>$275</td>
<td>$231</td>
<td>$165</td>
<td>$243</td>
</tr>
<tr>
<td>SEPT</td>
<td>$498</td>
<td>$472</td>
<td>$412</td>
<td>$574</td>
</tr>
<tr>
<td>OCT</td>
<td>$905</td>
<td>$880</td>
<td>$891</td>
<td>$927</td>
</tr>
<tr>
<td>NOV</td>
<td>$1,050</td>
<td>$881</td>
<td>$888</td>
<td>$1,104</td>
</tr>
<tr>
<td>DEC</td>
<td>$684</td>
<td>$584</td>
<td>$616</td>
<td>$771</td>
</tr>
<tr>
<td>JAN</td>
<td>$1,144</td>
<td>$967</td>
<td>$968</td>
<td>$1,277</td>
</tr>
<tr>
<td>FEB</td>
<td>$1,638</td>
<td>$1,775</td>
<td>$1,764</td>
<td>$1,784</td>
</tr>
<tr>
<td>MAR</td>
<td>$1,751</td>
<td>$1,695</td>
<td>$1,838</td>
<td>$1,973</td>
</tr>
<tr>
<td>APR</td>
<td>$1,155</td>
<td>$1,113</td>
<td>$1,253</td>
<td>$1,290</td>
</tr>
<tr>
<td>MAY</td>
<td>$786</td>
<td>$673</td>
<td>$782</td>
<td>$836</td>
</tr>
<tr>
<td>JUN</td>
<td>$480</td>
<td>$327</td>
<td>$453</td>
<td>$426</td>
</tr>
</tbody>
</table>
Key Performance Indicators: Rounds

**Round Trend by Year**

- Rounds were over 90,000 for the first time since before the 2008-2009 recession.
- 2018 had both courses available for the whole year as both 2016 and 2017 were both impacted by the Firecliff bunker renovation closures.
- Desert Willow had the highest occupancy rate in the Palm Springs market at 67.3%. The market rate was 58.3% and the competitive set was 58.6%. (per the ORCA Report)

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**Strategic Insights**

<table>
<thead>
<tr>
<th>Year</th>
<th>Rounds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>87,252</td>
</tr>
<tr>
<td>2016</td>
<td>80,546</td>
</tr>
<tr>
<td>2017</td>
<td>79,355</td>
</tr>
<tr>
<td>2018</td>
<td>90,332</td>
</tr>
</tbody>
</table>
Key Performance Indicators: Rounds

Our Dynamic pricing strategy continues to help grow the Published Rate category.

Resident play declined, however, many residents play under the Loyalty/Special category as a part of the Summer VIP and Platinum Card programs.

Wholesale rounds increased significantly thanks to improved traffic from GolfNow.

Loyalty/Specials increased more than any other category due to our increased sales of the Platinum Card program. Platinum Card rounds increased by 15%.
Key Performance Indicators: Rounds

Rounds increased July through September due to the Firecliff course being fully open after the previous year’s bunker renovation.

With the exception of October, every month showed an increase in rounds over prior year. October and November should be blended when reviewing due to timing of over seeding. October and November together showed a net increase in rounds.
Key Performance Indicators: Loyalty Programs

**2017-2018 PLATINUM CLUB CARD**
- Palm Desert Residents - $319.00
- Non-Residents - $369.00
- Valid 9/25/2017 to 10/7/2018
- Discounted Green Fees for Cardholder and up to 3 Guests
- Early Twilight Rates
- 21 Day Booking Window
- Driving Range Discounts
- Golf Shop Discounts
- Restaurant Dining Discounts
- Discounts on Golf Lessons

**2018 SUMMER VIP CARD**
- Palm Desert Residents - $49.00
- Non-Residents - $79.00
- Valid 4/9/2018 to 9/23/2018
- Discounted Green Fees
- Early Twilight Rates
- 7 Day Booking Window
- Driving Range Discounts
- Golf Shop Discounts
- Restaurant Dining Discounts
- Discounts on Golf Lessons

**2018 SUMMER ELITE PASS**
- Palm Desert Residents - $699.00
- Non-Residents - $799.00
- Valid 5/1/2018 to 9/23/2018
- Unlimited Golf
- Unlimited Practice Facility
- Summer VIP Guest Rates
- 21 Day Booking Window
- Golf Shop Discounts
- Restaurant Dining Discounts
- Discounts on Golf Lessons

**Total Cards Sold**
- Platinum Club
- Summer VIP
- Summer Elite

**Total Rounds**
- Platinum Club
- Summer VIP
- Summer Elite

**Total Revenue**
- Platinum Club
- Summer VIP
- Summer Elite
Key Performance Indicators: Loyalty Programs

PLATINUM CLUB, SUMMER VIP, AND SUMMER ELITE

Print and Digital Collateral Examples

- Rate Card Brochures and Posters
- Full Screen GPS Ads
- Hover Ads and Banner Ads
- Social Media Facebook Ad Campaigns
- Dedicated Email Blasts
Key Performance Indicators: Corporate Partnerships

- Desert Willow partnered with local businesses to enhance benefits for our membership programs and general audience.
- Companies pay a sponsorship fee and receive customized Desert Willow marketing assets. Assets include: website recognition, messaging to our email database, GPS visibility, on-site promotion, etc.
- 2017-18 was the second year of the partnership program. 100% of our 2016-17 partners renewed for 2017-18 year.
- Desert Willow’s partnership program helps build customer loyalty and is the only program of its kind within our competitive set.
- In 2018-19, Desert Willow plans to continue to expand the corporate partnership program.
ONLINE DATA CAPTURE SWEEPSTAKES

The purpose of hosting the “Ultimate Palm Desert Getaway” was to grow Desert Willow Golf Resort’s email database with a targeted demographic of golfers. Sweepstakes started on March 1, 2018 and closed on June 30, 2018.

Winner received a complimentary trip for 2 to visit The City of Palm Desert including:

- Airfare, 2 round Trip Tickets (up to $500 Per Person) to Palm Springs International Airport and Rental Car
- 4 night accommodations at Hotel Paseo
- BMW Driving Experience for 2 at the BMW Performance Center at the Thermal Club
- 1 Round of Golf for 2 at Desert Willow’s Firecliff Course with Breakfast or Lunch
- 1 Round of Golf For 2 at Desert Willow’s Mountain View Course with Breakfast or Lunch
- Choice of (1 hour Short Game Clinic for 2 or Trackman Experience for 2 at The Palm Desert Golf Academy ($250 Value)
- Meals at Palm Desert Restaurants including: $100 Gift Card for Castelli’s, Pacifica, and Cork Tree
- Shopping including: Westfield Palm Desert $100 Gift Card, Whole Foods, $100 Gift Card
- Massage for 2 at JW Marriott Desert Springs Spa
- Living Desert: Feed the giraffe private tour experience for 2
- Desert Adventures Jeep Tour for 2
Key Performance Indicators: Ultimate Palm Desert Getaway

DATABASE GROWTH RESULTS

Total Email Entries: 13,695
Total Valid Unique Emails: 10,412
Total Emails Unique to Desert Willow Database: 9,327
Total Landing Page Views: 48,470

MARKETING EFFORTS

Digital Marketing Channels

- Facebook Ad Campaign
- National Golf Foundation – Dedicated Email Blast
- Chicago District Golf Association – Dedicated Email Blast, 160x600, 300x250, and 970x66 Banner Ads
- Cascade Golfer - Dedicated Email Blast
- ClickIt Golf – Dedicated Email Blast
- Golfweek – Dedicated Email Blast and Digital Edition
- Greenskeeper.org – 300x250 Banner Ad and 530x240 Email Blast Banner
- PNGA – eNewsletter feature
- Golf Now – Firecliff and Mountain View Profile Dedicated Email Blasts
- Rogue 5 Media – Dedicated Email Blast
- Golf Champion – Dedicated Email Blast

Added Value
Key Performance Indicators: Expenses

Other Key Indicators

- Payroll expenses were $193,000 higher than prior year (4% increase).
  - Increase generated primarily by the increase in minimum wage from $10.50 to $11 per hour. More minimum wage increases are on the horizon through 2022.
  - Staffing hours for the year were increased by over 11,000 hours. Additional employees were added to our Course Maintenance Department to help with deferred maintenance issues. Other additional hours were variable additions to meet the increased volumes of business.
- Operating expenses increased by $371,000 (13%) from prior year.
  - Course and Grounds expenses grew by $67,000 due to increases in water and electricity.
  - Food & Beverage expenses increased by $63,000 because of increased business volumes and some deferred maintenance projects.
  - Outside Golf Services increased by $57,000 due to battery issues with our aging cart fleet. New fleet coming in December of 2018.
  - Clubhouse services increased by $75,000 due to increased electricity as well as accomplishing many deferred repairs and maintenance projects around the clubhouse.
- Operating Income increased by $538,500 over prior year due to the $1.3 million increase in revenues over prior year!
Customer Insights: KemperSports TrueService

Desert Willow has been a leader in True Service Training in KemperSports. All staff received the required training in 2017-2018.

TrueService Ambassador of the Month Awards and an Annual True Service Ambassador of the Year Award Winner are featured and recognized.

On-going department training and meetings enhance the training of all staff which has resulted in Desert Willow significantly improving its Mindshare results.

Desert Willow has been recognized every year for TrueService Excellence since the inception of the TrueService program.

Received our highest ever Net Promoter Score (NPS) in 2017-2018.

Desert Willow’s customer service excellence garnered recognition and an award from the National Golf Foundation in 2018.

<table>
<thead>
<tr>
<th>Year</th>
<th>NPS</th>
<th>Overall Rating</th>
<th>Service Rating</th>
<th>Course Rating</th>
<th>Food Rating</th>
<th>Recommend Rating</th>
<th># of Surveys</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017-2018</td>
<td>85.7</td>
<td>9.3</td>
<td>9.5</td>
<td>9.1</td>
<td>8.7</td>
<td>9.5</td>
<td>4,158</td>
</tr>
<tr>
<td>2016-2017</td>
<td>80.0</td>
<td>9.1</td>
<td>9.4</td>
<td>8.8</td>
<td>8.6</td>
<td>9.4</td>
<td>2,279</td>
</tr>
</tbody>
</table>

NGF Consulting National Customer Satisfaction Award

2018 Top Five Overall Customer Satisfaction
Under KemperSports’ management, Desert Willow Golf Resort has utilized our preferred vendor relationships and leveraged proprietary operational initiatives.

KemperSports provides savings from vendors through the Premier program, Corporate Insurance Programs, Purchasing Rebates from National Agreements, and other such programs to the City’s benefit.
• Desert Willow has achieved Level I and Level II proficiency in the KSM National Green to a Tee Program.

• Desert Willow is working on Audubon Society Certification to enhance our commitment to wildlife management and good public relations in the community.

• Desert Willow’s recycling of Cardboard-Paper, Glass and Plastics has reaped economic benefits to Desert Willow and demonstrates management’s commitment to being GREEN!
Strategic Initiatives: Investing In Innovation

- Monthly Webinars (Tee Sheet Management, Website Optimization, Social Media and many other programs) are conducted by the KSM support team.
- The Regional Operations Executive, Mark Hoesing, routinely inspects the Resort Programs and Services and attends the monthly President’s Meeting at the City of Palm Desert.
- Our Regional Sales & Marketing Director, Kylen Trevor, is participative in the development of marketing and revenue programs.
- Annual KemperSports Leadership Conference provides training for General Managers.
Strategic Initiatives: Partnerships and Alliances

- In addition to purchasing discounts, National vendor relationships through KemperSports also provided merchandise rebates of $7,028, food & beverage rebates of $7,877 and equipment rebates of $124,228 on the new course maintenance fleet for a total of **$139,133**! 100% of rebates are returned to Desert Willow Golf Resort.

- Desert Willow partnered with Black Gold Golf Club in Yorba Linda. This allowed for Loyalty Cardholders of each KemperSports facility to receive discounts at all both clubs creating significant value to the cardholders.

- Desert Willow participated in KemperSports #PDMonth, which is a Player Development and “Grow the Game” initiative. Free lessons, social media campaigns and other programs are coordinated nationwide in June to expose new golfers to the game. This program created over 21,000 interactions and impressions at Desert Willow alone. Nationwide interactions and impressions topped 465,000
The team hosts a homegrown event – the Shoopy Scramble. Created by Brett Shoopman, an assistant golf professional at the property and a survivor of malignant melanoma, the event raises funds to fight this rapidly growing cancer and help spread skin cancer awareness by supporting the Eisenhower Lucy Curci Cancer Center of Excellence. The event, which regularly sells out, gives the Desert Willow team a chance to both support a cause that’s very personal and meaningful and one that impacts many in their region. Through the most recent Shoopy Scramble, enough funds were raised to quadruple the number of free skin cancer screenings provided by the Lucy Curci Cancer Center of Excellence, provide free transportation services to and from the screenings and enable a community lecture specifically on melanoma. Over the past six years, over $146,000 has been donated on behalf of The Shoopy Scramble.

Desert Willow, along with many other KemperSports properties, proudly supports the Folds of Honor foundation. Since 2007, Folds of Honor has carried forth a singular, noble mission, to provide educational scholarships to spouses and children of America’s fallen and disabled service-members. In 2017-2018, Desert Willow and its amazing patrons provided over $14,000 in support covering three full scholarships!

In addition, Desert Willow provides donated round and lunch packages to various local charities throughout the year for their auctions.
Strategic Initiatives:
Maintaining Facility Image

Capital Project Highlights for 2017-2018:

- Replaced old Course Maintenance equipment with a new Toro fleet lease. Received pricing below established governmental purchasing programs and received a $125,000 rebate as well due to the KemperSports vendor agreement.
- Replaced carpeting in the Proshop, Willows Room, Lobby Bar, Cook’s Grill and Executive Offices
- Refurbished and redesigned lobby furniture.
- Upgraded the network server as well as had fiber data lines installed to improve the information technology infrastructure.
- Necessary cart path and bridge repairs and replacements were completed.
- Replaced three original HVAC units at the clubhouse.
Strategic Initiatives: Targeting Future Success

- The 2017-2018 fiscal year was one for the record books which was not forecasted at budget time for the 2019 Fiscal year. Therefore, budgeted revenues are budgets slightly below 2018 Fiscal year actuals.
- Continue to monitor and modify our Dynamic Utilization based pricing approach to include improving Average Dollars per Round during high demand times as well as increasing Occupancy rates during slower times.
- Continue to improve our Platinum Program by adding more value to the program through access to other local businesses at a discount. Grow card sales by continuing our phone sales blitz to previous cardholders.
- Creative Food & Beverage Promotions and Special Events are planned to continue drive F&B Revenues in Dining and Catering.
- We will continue to grow our internal database, social media following and player development programs, which is instrumental to our sales and marketing strategy. The current database contains 70,000 active email addresses.
- Payroll efficiencies have been maximized and due to the minimum wage increase in January of 2019, an 8% increase in labor is anticipated.
- EBITDA as a percentage of revenues is budgeted to reduce to 11% due to the payroll increase. Operations is budgeted to be cash flow positive.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2019 Budget</th>
<th>2018 Actual</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Fees &amp; Cart Fees</td>
<td>$ 6,589</td>
<td>$ 6,780</td>
<td>-3%</td>
</tr>
<tr>
<td>Merchandise</td>
<td>$ 791</td>
<td>$ 853</td>
<td>-7%</td>
</tr>
<tr>
<td>Other Pro Shop</td>
<td>$ 445</td>
<td>$ 459</td>
<td>-3%</td>
</tr>
<tr>
<td>Range</td>
<td>$ 38</td>
<td>$ 39</td>
<td>-2%</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>$ 2,937</td>
<td>$ 3,030</td>
<td>-3%</td>
</tr>
<tr>
<td>Academy</td>
<td>$ 281</td>
<td>$ 279</td>
<td>1%</td>
</tr>
<tr>
<td>Other G&amp;A</td>
<td>$ 20</td>
<td>$ 22</td>
<td>-10%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 11,101</strong></td>
<td><strong>$ 11,463</strong></td>
<td><strong>-3%</strong></td>
</tr>
<tr>
<td>COGS</td>
<td>$ 1,391</td>
<td>$ 1,388</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td><strong>$ 9,710</strong></td>
<td><strong>$ 10,075</strong></td>
<td><strong>-4%</strong></td>
</tr>
<tr>
<td>Payroll</td>
<td>$ 5,447</td>
<td>$ 5,042</td>
<td>8%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$ 3,040</td>
<td>$ 3,289</td>
<td>-8%</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td><strong>$ 1,222</strong></td>
<td><strong>$ 1,744</strong></td>
<td></td>
</tr>
<tr>
<td>% of Revenue</td>
<td>11%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Rounds</strong></td>
<td><strong>87,186</strong></td>
<td><strong>90,332</strong></td>
<td><strong>-3%</strong></td>
</tr>
</tbody>
</table>
Appendix

1. Awards and Accolades
2. Marketing Samples
3. Event Calendar
4. Fiscal Year End Financial Statements
5. Comparative Rounds Mix Analysis
6. Comparative Dining and Catering Analysis
7. Desert Willow Core Values
8. Organizational Chart
recent awards and accolades 2017-2018

- Firecliff #23 Top 25 Most-Improved golf courses in the U.S. in 2017
- Firecliff #39 Best of 2017: Top 50 golf courses in the U.S. according to ratings and reviews

- Golf Range Association of America / Top 50 Public Ranges Top 50 / 2017

- NGF Consulting National Customer Satisfaction Award
  2018 Top Five Overall Customer Satisfaction

- Certificate of Excellence 2017
  4.5 Stars Rating
MARKETING SAMPLES 2017-2018

FOOD AND BEVERAGE EVENTS

Print Collateral Examples for Dining Events
ONE LEGENDARY LOCATION...TWO UNFORGETTABLE COURSES

EXPERIENCE THE UNFORGETTABLE...

Desert Willow Golf Resort, located in men Palm Desert, California, offers two championship courses: Palmilla and Mountain View. A signature design by Architect Robert Trent Jones, Jr., the course features 18 holes of championship golf. Desert Willow is an 18 hole, 72-par, 6,800 yards, regulation course. The course is open year-round and is one of the top-rated golf resorts in the world. The resort features a variety of amenities, including a full-service spa, a fitness center, a restaurant, and a pro shop. A membership is required for full access to the resort's facilities.

15% OFF Tee Times | Promo Code: GNMJ18 | www.desertwillow.com

*Discount valid for Non-Resident Best Available Rate online tee times only. Valid for up to 4 players, one time use per person. Cannot be combined with any other offer, special, discount or coupon, and does not apply to group or tournament play. Expires 6/30/2018.

38-995 Desert Willow Drive | Palm Desert, CA 92260 | (866) 616-9307 | www.desertwillow.com

Award Winning Golf • Golf Outings • Home of the AFP • Weddings • Banquets • Scenic Dining at The Terrace • The Palm Desert Golf Academy • Business Meetings
**Digital Banner Ad Examples**

**Play the Firecliff or Mountain View course at Desert Willow Golf Resort any day of the week for just $125 (S60 SAVINGS PER ROUND)**!

Offer Valid January 22, 2018 through March 31, 2018
38995 Desert Willow Drive | Palm Desert, CA 92260 | (760) 340-7060 | www.desertwillow.com

SAVE $60 per round ($185 value) Promo Code: CG125

Apply promo code at the check-out process of your tee time reservation

*Discount valid for Non Resident Best Available Rate online tee times only. Valid for up to 4 players, one time use per person. Cannot be combined with any other offer, special, discount or coupon, and does not apply to group or tournament play.*

**SAVE $41 per round ($95 value)**

**MEMORIAL DAY GOLF SALE**

Play Firecliff or Mountain View anytime; 7 days a week
Valid May 29, 2018 to September 23, 2018

$54 Green Fee PURCHASE
INTERNAL MARKETING
Digital Banner Ad Examples

CITY OF PALM DESERT BEST BALL CHAMPIONSHIP
Saturday, May 26th and Sunday, May 27th, 2018

Are you ready to be crowned golf champion of Palm Desert? The City of Palm Desert and Desert Willow Golf Resort are pleased to announce the 2nd Annual City of Palm Desert Best Ball Championship.

On Saturday, May 26th and Sunday, May 27th, compete in 2 rounds of award-winning championship golf and prove you're the best in town!

TOURNAMENT SCHEDULE OF EVENTS

Saturday, May 26, 2018
Registration: 7:00 am
Shotgun Start on Mountain View: 8:00 am

Sunday, May 27, 2018
Registration: 7:00 am
Shotgun Start on Firecliff: 8:00 am
Awards Luncheon (included): 1:00 pm

For more information visit www.desertwillow.com/citychampionship

SAVE $50 per round ($185 value)
BIG WINTER GOLF SALE $135

Play Firecliff or Mountain View anytime, 7 days a week. Valid January 22, 2018 to March 31, 2018
**GPS Ad Examples**

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**Golf Ready**

Give us 5 Days, and we will give you FUN for a lifetime! If you have ever thought about picking up a golf club, either for the first time or returning once again, you can make golf your sport for a lifetime.

The Get Golf Ready Program is designed to teach you in five short lessons everything you need to know to step onto a golf course and play with confidence. Get Golf Ready will be guided by trained PGA Professionals who will make sure you have fun each step of the way.

<table>
<thead>
<tr>
<th>SESSION ONE</th>
<th>SESSION TWO</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 29, 2017 - November 26, 2017</td>
<td>January 7, 2018 - February 4, 2018</td>
</tr>
<tr>
<td>Sundays</td>
<td>3:00pm - 4:00pm</td>
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<table>
<thead>
<tr>
<th>SESSION THREE</th>
<th>SESSION FOUR</th>
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</thead>
<tbody>
<tr>
<td>February 11, 2018 - March 11, 2018</td>
<td>March 18, 2018 - April 22, 2018</td>
</tr>
<tr>
<td>Sundays</td>
<td>3:00pm - 4:00pm</td>
</tr>
</tbody>
</table>

**SESSION FIVE**

April 29, 2018 - May 27, 2018
Sundays | 3:00pm - 4:00pm

Visit [www.desertwillow.com/GetGolfReady](http://www.desertwillow.com/GetGolfReady) or call (760) 340-4057

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**INVEST IN PLATINUM - SAVE A LOT OF GREEN**

Our Platinum Club Card is one of the most popular frequent player programs in the Palm Springs area. Invest today and start saving some serious green.

**Palm Desert Residents - $319.00**
**Non-Residents - $369.00**

**PURCHASE BY OCTOBER 1ST AND SAVE $100**

**CARDHOLDER BENEFITS INCLUDE**

- Discounted Green Fees for Cardholder and for up to 3 Guests
- Platinum Twilight 1 Hour Earlier than Non-Cardholders
- Secure Tee Times up to 21 Days in Advance (Easy Online Access)
- 50% OFF Driving Range
- 50% OFF GHIN Handicap
- 25% OFF Apparel (Non-Sale Items)
- 15% OFF Accessories, Gift Items, or Footwear (Non-Sale Items)
- 15% OFF Individual Golf Lessons
- 10% OFF Restaurant Dining (Food Only)
- 10% OFF Ship Sticks Club Shipping Services
- Discounts at Local Retail Partners and Participating Properties
- Valid September 25, 2017 through October 7, 2018

**INVEST IN PLATINUM TODAY!**
Visit [www.desertwillow.com/Platinum](http://www.desertwillow.com/Platinum).
Swing by the Golf Shop or Call (760) 346-7060

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THE TERRACE RESTAURANT
CALENDAR OF EVENTS 2017-2018

NOVEMBER 2017
• 9TH Music and Dining Under the Stars with The Zippers Trio
• 14TH Bruichladdich Scotch and Cigar Dinner
• 16TH Music and Dining Under the Stars with the Chris Compton Trio
• 23RD Thanksgiving Day Brunch

JANUARY 2018
• 11TH Music and Dining Under the Stars with Motown Under the Stars Quintet
• 18TH Music and Dining Under the Stars with the Steve Madaio Trio
• 24TH Perfect Pairings Wine Dinner

FEBRUARY 2018
• 8TH Music and Dining Under the Stars with Art of Sax!
• 22ND Music and Dining Under the Stars with Barry Minniefield
• 28TH Perfect Pairings Wine Dinner
MARCH 2018
• 8TH  Music and Dining Under the Stars with Stan Watkins and the Unrelated Brothers
• 10TH  Classic Cars Under the Stars with Tom Solis and the Cruisers
• 22ND  Music and Dining Under the Stars with the Lao Tizer Jazz Trio

APRIL 2018
• 1ST  Easter Sunday Champagne Brunch
• 5TH  Music and Dining Under the Stars with The Zippers Trio
• 12TH  Music and Dining Under the Stars with The Chris Compton Trio

MAY 2018
• 13TH  Mother’s Day Brunch
<table>
<thead>
<tr>
<th>MTD Actual</th>
<th>MTD % of Prior Year</th>
<th>MTD Budget</th>
<th>MTD % of Budget</th>
<th>% of PY</th>
<th>% of PY</th>
<th>% of PY</th>
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<tr>
<td>254,460</td>
<td>94%</td>
<td>272,110</td>
<td>30,644</td>
<td>87%</td>
<td>122%</td>
<td>121%</td>
</tr>
<tr>
<td>26,718</td>
<td>122%</td>
<td>20,289</td>
<td>9,075</td>
<td>133%</td>
<td>166%</td>
<td>165%</td>
</tr>
<tr>
<td>12,475</td>
<td>120%</td>
<td>11,985</td>
<td>11,032</td>
<td>113%</td>
<td>122%</td>
<td>114%</td>
</tr>
<tr>
<td>1,215</td>
<td>124%</td>
<td>979</td>
<td>955</td>
<td>127%</td>
<td>112%</td>
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<tr>
<td>118,543</td>
<td>74%</td>
<td>159,751</td>
<td>138,910</td>
<td>85%</td>
<td>111%</td>
<td>113%</td>
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<tr>
<td>3,256</td>
<td>122%</td>
<td>2,468</td>
<td>4,210</td>
<td>77%</td>
<td>113%</td>
<td>113%</td>
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<tr>
<td>6,638</td>
<td>91%</td>
<td>7,267</td>
<td>6,438</td>
<td>103%</td>
<td>105%</td>
<td>112%</td>
</tr>
<tr>
<td>2,663</td>
<td>71%</td>
<td>3,750</td>
<td>5,571</td>
<td>48%</td>
<td>49%</td>
<td>161%</td>
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<tr>
<td><strong>425,970</strong></td>
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<td><strong>478,599</strong></td>
<td><strong>452,847</strong></td>
<td><strong>94%</strong></td>
<td><strong>94%</strong></td>
<td><strong>94%</strong></td>
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<table>
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<th>YTD Actual</th>
<th>YTD % of Prior Year</th>
<th>YTD Budget</th>
<th>YTD % of Budget</th>
<th>% of PY</th>
<th>% of PY</th>
<th>% of PY</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,780,189</td>
<td>107%</td>
<td>6,347,898</td>
<td>6,094,400</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
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<tr>
<td>3,030,343</td>
<td>115%</td>
<td>2,644,252</td>
<td>2,681,025</td>
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<td>113%</td>
<td>113%</td>
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<tr>
<td>616,413</td>
<td>105%</td>
<td>613,632</td>
<td>174,314</td>
<td>112%</td>
<td>112%</td>
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<tr>
<td><strong>11,462,613</strong></td>
<td><strong>109%</strong></td>
<td><strong>10,479,615</strong></td>
<td><strong>9,178,691</strong></td>
<td><strong>113%</strong></td>
<td><strong>113%</strong></td>
<td><strong>113%</strong></td>
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<tr>
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<th>% of PY</th>
<th>% of PY</th>
<th>% of PY</th>
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<tbody>
<tr>
<td>50,892</td>
<td>82%</td>
<td>62,160</td>
<td>61,652</td>
<td>83%</td>
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<tr>
<td><strong>137,385</strong></td>
<td><strong>112%</strong></td>
<td><strong>124,347</strong></td>
<td><strong>120,700</strong></td>
<td><strong>115%</strong></td>
<td><strong>115%</strong></td>
<td><strong>115%</strong></td>
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<th>% of PY</th>
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<tbody>
<tr>
<td>1,745,658</td>
<td>96%</td>
<td>1,813,583</td>
<td>1,786,060</td>
<td>98%</td>
<td>98%</td>
<td>98%</td>
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<tr>
<td>1,458,191</td>
<td>102%</td>
<td>1,427,406</td>
<td>1,399,686</td>
<td>111%</td>
<td>111%</td>
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<td>1,487,498</td>
<td>94%</td>
<td>1,473,200</td>
<td>1,463,718</td>
<td>97%</td>
<td>97%</td>
<td>97%</td>
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<tr>
<td><strong>3,289,088</strong></td>
<td><strong>113%</strong></td>
<td><strong>2,901,110</strong></td>
<td><strong>2,918,281</strong></td>
<td><strong>113%</strong></td>
<td><strong>113%</strong></td>
<td><strong>113%</strong></td>
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<th>% of PY</th>
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<tbody>
<tr>
<td>117,821</td>
<td>106%</td>
<td>111,372</td>
<td>112,957</td>
<td>104%</td>
<td>104%</td>
<td>104%</td>
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<tr>
<td>12,081</td>
<td>192%</td>
<td>6,287</td>
<td>9,075</td>
<td>133%</td>
<td>166%</td>
<td>165%</td>
</tr>
<tr>
<td>19,455</td>
<td>123%</td>
<td>15,847</td>
<td>14,727</td>
<td>137%</td>
<td>129%</td>
<td>129%</td>
</tr>
<tr>
<td>21,854</td>
<td>111%</td>
<td>7,031</td>
<td>4,450</td>
<td>49%</td>
<td>49%</td>
<td>49%</td>
</tr>
<tr>
<td>56,689</td>
<td>141%</td>
<td>40,080</td>
<td>37,312</td>
<td>152%</td>
<td>152%</td>
<td>152%</td>
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<tr>
<td>2,888</td>
<td>176%</td>
<td>1,843</td>
<td>2,236</td>
<td>129%</td>
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<td>129%</td>
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<tr>
<td>38,305</td>
<td>155%</td>
<td>24,657</td>
<td>24,938</td>
<td>154%</td>
<td>154%</td>
<td>154%</td>
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<tr>
<td>17,466</td>
<td>347%</td>
<td>5,028</td>
<td>12,043</td>
<td>145%</td>
<td>145%</td>
<td>145%</td>
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<tr>
<td><strong>286,538</strong></td>
<td><strong>135%</strong></td>
<td><strong>211,945</strong></td>
<td><strong>217,183</strong></td>
<td><strong>132%</strong></td>
<td><strong>132%</strong></td>
<td><strong>132%</strong></td>
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</tbody>
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<th>% of PY</th>
</tr>
</thead>
<tbody>
<tr>
<td>9,718,034</td>
<td>105%</td>
<td>9,216,111</td>
<td>8,972,615</td>
<td>108%</td>
<td>108%</td>
<td>108%</td>
</tr>
<tr>
<td><strong>329,088</strong></td>
<td><strong>113%</strong></td>
<td><strong>2,901,110</strong></td>
<td><strong>2,918,281</strong></td>
<td><strong>113%</strong></td>
<td><strong>113%</strong></td>
<td><strong>113%</strong></td>
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<th>% of PY</th>
<th>% of PY</th>
<th>% of PY</th>
</tr>
</thead>
<tbody>
<tr>
<td>(325,914)</td>
<td>(173%)</td>
<td>(242,418)</td>
<td>134%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<th>% of PY</th>
<th>% of PY</th>
<th>% of PY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,744,578</td>
<td>108%</td>
<td>1,263,505</td>
<td>1,206,077</td>
<td>145%</td>
<td>145%</td>
<td>145%</td>
</tr>
<tr>
<td><strong>1,744,578</strong></td>
<td><strong>108%</strong></td>
<td><strong>1,263,505</strong></td>
<td><strong>1,206,077</strong></td>
<td><strong>145%</strong></td>
<td><strong>145%</strong></td>
<td><strong>145%</strong></td>
</tr>
</tbody>
</table>

Desert Willow Golf Resort
Standard Summary Income Statement
For the Twelve Months Ending June 30, 2018

REVENUES

- Green Fees & Cart Fees: $6,780,189 (107% of YTD)
- Merchandise: $6,347,898 (111% of YTD)
- Academy Merchandise: $6,347,898 (111% of YTD)
- Other G&A Income: $5,571 (161% of YTD)

COST OF SALES

- Merchandise: $495,345 (127% of YTD)
- Academy: $65,546 (105% of YTD)
- Food & Beverage: $798,085 (104% of YTD)

PAYROLL

- Course and Grounds: $1,745,658 (98% of YTD)
- Carts, Range, Starters, Etc.: $1,813,583 (98% of YTD)
- Food and Beverage: $1,427,406 (99% of YTD)

OPERATING EXPENSES

- Course and Grounds: $1,483,064 (98% of YTD)
- Food and Beverage: $1,463,718 (97% of YTD)
- Marketing: $1,473,200 (97% of YTD)

EBITDA

- EBITDA: $1,744,578 (108% of YTD)

FINANCIALS
# Desert Willow Golf Resort

## Standard Summary Income Statement

For the Twelve Months Ending June 30, 2018

<table>
<thead>
<tr>
<th></th>
<th>MTD Actual</th>
<th>MTD Budget</th>
<th>% of MTD</th>
<th>MTD Prior Year</th>
<th>% of PY</th>
<th>YTD Actual</th>
<th>YTD Budget</th>
<th>% of YTD</th>
<th>YTD Prior Year</th>
<th>% of PY</th>
<th>Annual Budget</th>
<th>Rolling 12 Months</th>
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<tr>
<td><strong>EBITDA</strong></td>
<td>(325,914)</td>
<td>(188,556)</td>
<td>173%</td>
<td>(242,418)</td>
<td>134%</td>
<td>1,744,578</td>
<td>1,263,505</td>
<td>138%</td>
<td>1,206,077</td>
<td>145%</td>
<td>1,263,505</td>
<td>1,744,578</td>
</tr>
<tr>
<td><strong>MANAGEMENT FEES</strong></td>
<td>(220,833)</td>
<td>(210,833)</td>
<td>105%</td>
<td>(189,215)</td>
<td>117%</td>
<td>(445,601)</td>
<td>(440,000)</td>
<td>101%</td>
<td>(464,215)</td>
<td>96%</td>
<td>(440,000)</td>
<td>(445,601)</td>
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<tr>
<td><strong>FINANCING ACTIVITY</strong></td>
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<td>(1,593)</td>
<td>233%</td>
<td>0</td>
<td>(55,041)</td>
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<td>276%</td>
<td>0</td>
<td>0</td>
<td>(55,041)</td>
<td>(55,041)</td>
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<tr>
<td></td>
<td>(9,572)</td>
<td>(7,009)</td>
<td>137%</td>
<td>(3,212)</td>
<td>298%</td>
<td>(106,418)</td>
<td>(66,236)</td>
<td>161%</td>
<td>(56,561)</td>
<td>188%</td>
<td>(66,236)</td>
<td>(106,418)</td>
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<td></td>
<td>3,305</td>
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<td>0</td>
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<td>1374%</td>
<td>0</td>
<td>0</td>
<td>16,326</td>
<td>(145,133)</td>
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<tr>
<td></td>
<td>(9,981)</td>
<td>(7,009)</td>
<td>142%</td>
<td>(4,673)</td>
<td>214%</td>
<td>(145,133)</td>
<td>(66,236)</td>
<td>219%</td>
<td>(75,321)</td>
<td>193%</td>
<td>(66,236)</td>
<td>(145,133)</td>
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<tr>
<td><strong>TOTAL FINANCING ACTIVITY</strong></td>
<td>(100,707)</td>
<td>(109,700)</td>
<td>92%</td>
<td>(80,397)</td>
<td>125%</td>
<td>(1,055,274)</td>
<td>(1,334,569)</td>
<td>79%</td>
<td>(1,189,471)</td>
<td>89%</td>
<td>(1,334,569)</td>
<td>(1,055,274)</td>
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<tr>
<td><strong>OTHER INCOME (EXPENSE)</strong></td>
<td>(657,436)</td>
<td>(516,098)</td>
<td>127%</td>
<td>(516,703)</td>
<td>127%</td>
<td>98,571</td>
<td>(577,300)</td>
<td>-17%</td>
<td>(522,930)</td>
<td>-19%</td>
<td>(577,300)</td>
<td>98,571</td>
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<td></td>
<td>5,813</td>
<td>6,022</td>
<td>97%</td>
<td>5,525</td>
<td>105%</td>
<td>87,474</td>
<td>84,239</td>
<td>104%</td>
<td>76,629</td>
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<td>84,239</td>
<td>87,474</td>
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<td>120%</td>
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<td>3,184</td>
<td>90%</td>
<td>2,724</td>
<td>105%</td>
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<td>2,858</td>
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<td>6,280</td>
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<td>5,705</td>
<td>106%</td>
<td>90,332</td>
<td>87,424</td>
<td>103%</td>
<td>79,353</td>
<td>114%</td>
<td>87,424</td>
<td>90,332</td>
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<td>89%</td>
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<td>79.38</td>
<td>89%</td>
<td>126.89</td>
<td>119.87</td>
<td>106%</td>
<td>128.27</td>
<td>99%</td>
<td>119.87</td>
<td>126.89</td>
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<td>95%</td>
<td>77.51</td>
<td>75.36</td>
<td>103%</td>
<td>79.53</td>
<td>97%</td>
<td>75.36</td>
<td>77.51</td>
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<td></td>
<td>42.21</td>
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<td>44.71</td>
<td>94%</td>
<td>75.06</td>
<td>72.61</td>
<td>103%</td>
<td>76.80</td>
<td>98%</td>
<td>72.61</td>
<td>75.06</td>
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<tr>
<td></td>
<td>19.66</td>
<td>25.44</td>
<td>138%</td>
<td>24.35</td>
<td>73%</td>
<td>33.55</td>
<td>30.25</td>
<td>93%</td>
<td>33.79</td>
<td>99%</td>
<td>30.25</td>
<td>33.55</td>
</tr>
<tr>
<td></td>
<td>4.43</td>
<td>3.23</td>
<td>137%</td>
<td>5.37</td>
<td>83%</td>
<td>9.45</td>
<td>8.01</td>
<td>118%</td>
<td>8.88</td>
<td>106%</td>
<td>8.01</td>
<td>9.45</td>
</tr>
</tbody>
</table>

*FINISH*
### Annual Round Mix Analysis

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Rack Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sunrise</td>
<td>4.39%</td>
<td>3.89%</td>
<td>3.53%</td>
<td>5.48%</td>
<td>2.12%</td>
</tr>
<tr>
<td>Prime</td>
<td>8.26%</td>
<td>6.70%</td>
<td>7.13%</td>
<td>8.59%</td>
<td>10.27%</td>
</tr>
<tr>
<td>Midday</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Twilight</td>
<td>8.18%</td>
<td>7.16%</td>
<td>6.56%</td>
<td>8.73%</td>
<td>9.42%</td>
</tr>
<tr>
<td>Total Public Rack</td>
<td>20,542</td>
<td>17,763</td>
<td>17,126</td>
<td>20,637</td>
<td>25%</td>
</tr>
<tr>
<td>Residents</td>
<td>13,231</td>
<td>15,211</td>
<td>17,403</td>
<td>21,139</td>
<td>23%</td>
</tr>
<tr>
<td>Outings</td>
<td>9,641</td>
<td>8,830%</td>
<td>8,761%</td>
<td>9,814%</td>
<td>10,877%</td>
</tr>
<tr>
<td>Wholesale</td>
<td>15,010</td>
<td>12,156%</td>
<td>12,524%</td>
<td>13,870%</td>
<td>15,588%</td>
</tr>
<tr>
<td>Loyalty/Special</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Platinum Club</td>
<td>16,826</td>
<td>13,059%</td>
<td>11,494%</td>
<td>12,595%</td>
<td>11,975%</td>
</tr>
<tr>
<td>Beat the Heat</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Summer VIP</td>
<td>2,140%</td>
<td>1,607%</td>
<td>1,857%</td>
<td>2,171%</td>
<td>2,150%</td>
</tr>
<tr>
<td>Juniors</td>
<td>1,256%</td>
<td>723%</td>
<td>724%</td>
<td>857%</td>
<td>1,000%</td>
</tr>
<tr>
<td>Special</td>
<td>7,212%</td>
<td>5,844%</td>
<td>5,996%</td>
<td>6,934%</td>
<td>8,123%</td>
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<tr>
<td>Other</td>
<td>940%</td>
<td>1,011%</td>
<td>1,279%</td>
<td>1,336%</td>
<td>1,335%</td>
</tr>
<tr>
<td>Total Loyalty/Special</td>
<td>22,746%</td>
<td>22,665%</td>
<td>22,028%</td>
<td>22,997%</td>
<td>25,087%</td>
</tr>
<tr>
<td>Total</td>
<td>87,470</td>
<td>76,625%</td>
<td>77,562%</td>
<td>84,223%</td>
<td>86,015%</td>
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</table>

### Dollars

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Annual Round Mix Analysis</td>
<td>$448,202%</td>
<td>7%</td>
<td>$375,976%</td>
<td>6%</td>
<td>$355,520%</td>
</tr>
<tr>
<td>Public Rack Rate</td>
<td>$1,004,909%</td>
<td>10%</td>
<td>$847,599%</td>
<td>14%</td>
<td>$816,621%</td>
</tr>
<tr>
<td>Residents</td>
<td>$632,362%</td>
<td>9%</td>
<td>$580,210%</td>
<td>10%</td>
<td>$504,945%</td>
</tr>
<tr>
<td>Total Public Rack</td>
<td>$2,085,474%</td>
<td>31%</td>
<td>$1,803,785%</td>
<td>30%</td>
<td>$1,697,087%</td>
</tr>
<tr>
<td>Loyalty/Special</td>
<td>$8,628,07%</td>
<td>10%</td>
<td>$762,692%</td>
<td>13%</td>
<td>$857,237%</td>
</tr>
<tr>
<td>Platinum Club</td>
<td>$787,486%</td>
<td>12%</td>
<td>$757,741%</td>
<td>12%</td>
<td>$738,018%</td>
</tr>
<tr>
<td>Beat the Heat</td>
<td>$1,243,670%</td>
<td>18%</td>
<td>$1,086,387%</td>
<td>18%</td>
<td>$1,028,655%</td>
</tr>
<tr>
<td>Total Loyalty/Special</td>
<td>$1,362,019%</td>
<td>20%</td>
<td>$1,121,685%</td>
<td>18%</td>
<td>$960,731%</td>
</tr>
<tr>
<td>Total Loyalty</td>
<td>$63,647%</td>
<td>1%</td>
<td>$49,015%</td>
<td>1%</td>
<td>$40,792%</td>
</tr>
<tr>
<td>Special</td>
<td>$464,057%</td>
<td>7%</td>
<td>$412,817%</td>
<td>7%</td>
<td>$406,558%</td>
</tr>
<tr>
<td>Total Loyalty</td>
<td>$1,180,039%</td>
<td>29%</td>
<td>$1,074,330%</td>
<td>28%</td>
<td>$1,020,302%</td>
</tr>
</tbody>
</table>

| Loyalty/Special | $7,275% | 0% | $8,530% | 0% | $6,883% | 0% | $700% | 0% | $54,16% | 53.42% |
| Total Loyalty   | $50,913% | 1% | $54,003% | 1% | $70,620% | 1% | $70,402% | 1% | $75,235% | 1% |
| Total Loyalty   | $464,057% | 7% | $412,817% | 7% | $406,558% | 7% | $419,913% | 7% | $1,083,937% | 17% |
| Total Loyalty   | $1,180,039% | 29% | $1,074,330% | 28% | $1,020,302% | 26% | $1,050,304% | 26% | $1,163,799% | 27% |
| Total Loyalty   | $1,180,039% | 29% | $1,074,330% | 28% | $1,020,302% | 26% | $1,050,304% | 26% | $1,163,799% | 27% |
| Total Loyalty   | $79,355% | 6,338,845% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% |
| Total Loyalty   | $79,355% | 6,338,845% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% | 6,327,491% |

### Summary

- **Total Dollars:** $1,180,039
- **Total Loyalty:** $79,355
## F&B Revenue Analysis
### Multi-Year Dining & Catering Analysis

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Dining Covers</td>
<td>78,482</td>
<td>71,033</td>
<td>70,776</td>
<td>75,825</td>
<td>73,993</td>
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<tr>
<td>Dining Revenue</td>
<td>$1,554,421</td>
<td>$1,426,534</td>
<td>$1,350,781</td>
<td>$1,413,057</td>
<td>$1,407,552</td>
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<tr>
<td>Dining - Ave Check</td>
<td>$19.81</td>
<td>$20.08</td>
<td>$19.09</td>
<td>$18.64</td>
<td>$19.02</td>
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</table>

<table>
<thead>
<tr>
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<th></th>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Catering Covers</td>
<td>16,488</td>
<td>18,500</td>
<td>16,404</td>
<td>17,463</td>
<td>14,035</td>
</tr>
<tr>
<td>Catering Revenue</td>
<td>$888,995</td>
<td>$756,134</td>
<td>$811,127</td>
<td>$830,040</td>
<td>$661,272</td>
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<tr>
<td>Catering Ave Check</td>
<td>$53.92</td>
<td>$40.87</td>
<td>$49.45</td>
<td>$47.53</td>
<td>$47.12</td>
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</table>

<table>
<thead>
<tr>
<th>Total Dining &amp; Catering Covers</th>
<th>94,970</th>
<th>89,533</th>
<th>87,180</th>
<th>93,288</th>
<th>88,028</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Dining &amp; Catering Revenue</td>
<td>$2,443,416</td>
<td>$2,182,669</td>
<td>$2,161,908</td>
<td>$2,243,097</td>
<td>$2,068,824</td>
</tr>
<tr>
<td>Total Ave Check</td>
<td>$25.73</td>
<td>$24.38</td>
<td>$24.80</td>
<td>$24.04</td>
<td>$23.50</td>
</tr>
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</table>
Desert Willow Golf Resort Values

Integrity
We will be honest, have strong moral principles and always do what’s right even when it is difficult

Teamwork
We will take ownership of any and all responsibilities required for the entire team to succeed

Consistency
We will provide quality experiences each and every time guests come on property

Passion
We will have fun and enjoy our jobs striving to improve ourselves and our company

Innovative
We are committed to improvement through the creation and adoption of new ideas

Humility
We will serve our guests and staff thankfully, graciously and with compassion

Respect
We will treat our guests and fellow staff members professionally at all times even during disagreements

Desert Willow Golf Resort

"WHY" We enjoy helping our guests:
Connect to Others
Relax
Compete
Exercise
Experience Nature
Make Memories
Have Fun

Be genuine, helpful and friendly
My attitude is my responsibility
To the customer everything matters
Service is a team sport
Customer happiness is everything
Desert Willow Golf Resort
Organizational Chart
June 30, 2018
GM & Department Heads

Derek White
General Manager / Director of Golf

Todd Kelly
F&B Director

Bruce Nation
Dir of Sales & Marketing

Ryan Szydlowski
Head Golf Professional

Jared Stanek
Superintendent

Jared Burns
Controller

Jared Stanek
Superintendent

Roberta Olden
Exec Asst / HR Dir

Steve Satterfield
Property Engineer

Brian Simpson
Corporate Sales (Shared Employee)
Desert Willow Golf Resort
Organizational Chart
Sales & Marketing

Bruce Nation
Dir. of Sales & Marketing

Jodi Shaver
Asst. Marketing Manager
Desert Willow Golf Resort
Organizational Chart
Golf Operations

Ryan Szydlowski
Head Golf Professional

Jason Wilkinson
Tournament & Academy Coordinator

Paul Bucy
Director of Instruction

2nd Asst - Player Development

2nd Asst - Tournaments Asst.

Joe Kobrick
1st Assistant

George Groves
Outside Services Manager

Outside Services Staff
(11 FTE’s)

Pro Shop Staff
(6 FTE’s)

2nd Asst. - Merchandise Asst.