



**Country Club of Harrison**  
Troon Pro Forma

	2022 Budget	Troon 2023	Troon 2024	Troon 2025	Troon 2026	Troon 2027
<b>Cost of Sales Analysis</b>						
Merchandise	65.2%	65.2%	65.2%	65.2%	65.2%	65.2%
F&B Sales - Blended Average	37.7%	37.7%	37.7%	37.7%	37.7%	37.7%
<b>Payroll Analysis</b>						
Total Employee Expenses	3,196,537	3,260,468	3,325,677	3,392,191	3,460,035	3,529,235
% Total Employee Expenses to Total Revenue	47.9%	47.7%	47.5%	47.2%	47.0%	46.8%
% Payroll & Benefits to Total Revenue	47.2%	47.0%	46.8%	46.6%	46.3%	46.1%
% Employee Related Expenses to Salaries and Wages	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
<b>Other</b>						
% Advertising & Marketing to Total Revenue	1%	1%	1%	1%	1%	1%
% Repairs & Maintenance to Total Revenue	6%	6%	6%	6%	6%	5%
% Other Operating Expenses to Total Revenue	6%	6%	6%	6%	6%	6%

	2022 Budget	Troon 2023	Troon 2024	Troon 2025	Troon 2026	Troon 2027
<b>Revenues</b>						
Golf Fees	1,895,786	1,943,181	1,991,760	2,041,554	2,092,593	2,144,908
Other Golf Revenues	105,000	107,625	110,316	113,074	115,900	118,798
Cardholder Fees	1,488,375	1,525,584	1,563,724	1,602,817	1,642,888	1,683,960
Merchandise (All Depts)	295,730	303,124	310,702	318,469	326,431	334,592
Tennis Revenues	321,025	329,051	337,277	345,709	354,352	363,210
Food & Beverage Sales	2,564,712	2,628,830	2,694,550	2,761,914	2,830,962	2,901,736
<b>Total Revenues</b>	<b>6,670,628</b>	<b>6,837,394</b>	<b>7,008,329</b>	<b>7,183,537</b>	<b>7,363,125</b>	<b>7,547,204</b>
<b>Cost of Sales</b>						
Group Services Golf	24,000	24,600	25,215	25,845	26,492	27,154
Tennis Service Commissions	58,680	60,147	61,651	63,192	64,772	66,391
Merchandise	192,675	197,492	202,429	207,490	212,677	217,994
Food & Beverage Sales	965,805	989,950	1,014,699	1,040,067	1,066,068	1,092,720
<b>Total Cost of Sales</b>	<b>1,241,160</b>	<b>1,272,189</b>	<b>1,303,994</b>	<b>1,336,594</b>	<b>1,370,009</b>	<b>1,404,259</b>
<b>Gross Profit</b>	<b>5,429,468</b>	<b>5,565,205</b>	<b>5,704,335</b>	<b>5,846,943</b>	<b>5,993,117</b>	<b>6,142,944</b>
<b>Operating Expenses</b>						
Payroll & Benefits	3,151,795	3,214,831	3,279,128	3,344,710	3,411,604	3,479,837
Employee Related Expenses	44,742	45,637	46,549	47,480	48,430	49,399
Advertising and Marketing	91,000	92,365	93,750	95,157	96,584	98,033
Repair and Maintenance	382,850	388,593	394,422	400,338	406,343	412,438
Other Operating Expenses	399,934	405,933	412,022	418,203	424,476	430,843
<b>Total Operating Expenses</b>	<b>4,070,321</b>	<b>4,147,359</b>	<b>4,225,871</b>	<b>4,305,888</b>	<b>4,387,437</b>	<b>4,470,549</b>
<b>Operating Profit</b>	<b>1,359,147</b>	<b>1,417,846</b>	<b>1,478,463</b>	<b>1,541,055</b>	<b>1,605,679</b>	<b>1,672,396</b>
<b>Fixed Operating Expenses</b>						
Leases	85,500	85,500	85,500	85,500	89,775	89,775
Utilities	364,484	369,951	375,500	381,133	386,850	392,652
<b>Total Fixed Operating Expenses</b>	<b>449,984</b>	<b>455,451</b>	<b>461,000</b>	<b>466,633</b>	<b>476,625</b>	<b>482,427</b>
<b>Gross Operating Profit</b>	<b>909,163</b>	<b>962,395</b>	<b>1,017,463</b>	<b>1,074,422</b>	<b>1,129,055</b>	<b>1,189,968</b>
<b>Other Expenses</b>						
Insurance	67,299	68,308	69,333	70,373	71,428	72,500
Property Taxes	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-
Fees, Permits, Licenses	2,400	2,436	2,473	2,510	2,547	2,585
Base Management Fees	150,000	152,250	154,534	156,852	159,205	161,593
Bad Debt	-	-	-	-	-	-
<b>Total Other Expenses</b>	<b>219,699</b>	<b>222,994</b>	<b>226,339</b>	<b>229,734</b>	<b>233,180</b>	<b>236,678</b>
<b>Net Operating Income</b>	<b>689,464</b>	<b>739,401</b>	<b>791,124</b>	<b>844,688</b>	<b>895,875</b>	<b>953,290</b>
<i>NOI as % of Total Revenue</i>	<i>10%</i>	<i>11%</i>	<i>11%</i>	<i>12%</i>	<i>12%</i>	<i>13%</i>
(Depreciation)	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
(Interest Expense - Debt)	-	-	-	-	-	-
(Interest Expense - Capital Lease)	-	-	-	-	-	-
(Management Incentive Fees)	-	-	-	-	-	-
Gain/(Loss) on Asset Disposal	-	-	-	-	-	-
<b>Net Income (Loss)</b>	<b>689,464</b>	<b>739,401</b>	<b>791,124</b>	<b>844,688</b>	<b>895,875</b>	<b>953,290</b>
<i>Net Income as % of Total Revenue</i>	<i>10%</i>	<i>11%</i>	<i>11%</i>	<i>12%</i>	<i>12%</i>	<i>13%</i>
Depreciation Addback	-	-	-	-	-	-
(Debt Payment - Principal)	-	-	-	-	-	-
Initiation Fees	-	-	-	-	-	-
Capital Assessments	-	-	-	-	-	-
Transfer Fees	-	-	-	-	-	-
<b>Net Cash Flow</b>	<b>689,464</b>	<b>739,401</b>	<b>791,124</b>	<b>844,688</b>	<b>895,875</b>	<b>953,290</b>
<i>Net Cash Flow as % of Total Revenue</i>	<i>10%</i>	<i>11%</i>	<i>11%</i>	<i>12%</i>	<i>12%</i>	<i>13%</i>

The information contained in this pro forma is based on assumptions of future events, and does not take into account, nor make provision for, any rise or decline in local or general economic conditions and other circumstances that may have a significant adverse effect on actual results. The projections have been prepared based on current information available. Troon cannot, and does not, warrant or guarantee the information contained in this pro forma to be a projection of the actual results of the operation of the facility. The information contained in this pro forma is not intended to be used as inducement for action and has been prepared in conjunction with a proposal for Troon's management of the facility.