

	Clubhouse Bar & Grill		AKA PIZZA ON THE HILL												
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Actual
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	3yrAvg	5yrAvg
1	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan	Jan
REVENUE	-	8,585	9,404	21,923	23,713	11,764	25,564	17,380	28,068	40,635	37,751	34,370	43,000	37,585	31,641
TOC	(331)	(16,982)	(16,099)	(28,428)	(27,116)	(18,019)	(28,831)	(25,331)	(35,877)	(43,796)	(42,171)	(43,583)	(45,387)	(43,183)	(38,151)
N O R B O	(331)	(8,397)	(6,695)	(6,505)	(3,403)	(6,255)	(3,267)	(7,951)	(7,809)	(3,161)	(4,421)	(9,213)	(2,387)	(5,598)	(6,511)
2	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb	Feb
REVENUE	-	10,817	8,692	21,481	22,737	18,656	23,163	21,010	29,564	42,530	40,025	46,329	48,000	42,961	35,891
TOC	(760)	(11,067)	(14,560)	(28,334)	(27,111)	(21,475)	(26,587)	(25,989)	(37,112)	(42,396)	(41,163)	(52,286)	(46,686)	(45,282)	(39,789)
N O R B O	(760)	(250)	(5,868)	(6,853)	(4,375)	(2,818)	(3,424)	(4,979)	(7,548)	133	(1,139)	(5,957)	1,314	(2,321)	(3,898)
3	Mar	Mar	Mar	Mar	Mar	Mar	Mar	Mar	Mar	Mar	Mar	Mar	Mar	Mar	Mar
REVENUE	-	9,250	7,976	15,234	14,502	15,331	20,153	19,977	18,697	25,149	28,642	37,911	34,000	30,567	26,075
TOC	(4,135)	(16,287)	(15,517)	(23,436)	(23,590)	(20,719)	(24,407)	(24,523)	(27,860)	(32,197)	(35,583)	(44,753)	(39,264)	(37,511)	(32,983)
N O R B O	(4,135)	(7,037)	(7,540)	(8,201)	(9,087)	(5,388)	(4,254)	(4,546)	(9,163)	(7,048)	(6,940)	(6,842)	(5,264)	(6,943)	(6,908)
4	Apr	Apr	Apr	Apr	Apr	Apr	Apr	Apr	Apr	Apr	Apr	Apr	Apr	Apr	Apr
REVENUE	-	5,071	3,865	11,004	6,031	5,937	19,552	11,024	16,719	17,906	24,956	21,293	24,000	21,385	18,380
TOC	(789)	(12,061)	(10,919)	(23,392)	(12,323)	(13,651)	(28,221)	(18,204)	(30,916)	(28,416)	(39,243)	(34,673)	(35,908)	(34,111)	(30,290)
N O R B O	(789)	(6,990)	(7,054)	(12,388)	(6,292)	(7,714)	(8,669)	(7,179)	(14,198)	(10,510)	(14,287)	(13,381)	(11,908)	(12,726)	(11,911)
5	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May
REVENUE	-	6,994	-	9,350	3,247	5,492	15,353	11,156	18,161	18,885	20,839	23,581	23,000	21,102	18,525
TOC	(794)	(14,011)	(9,468)	(19,220)	(12,773)	(9,805)	(23,851)	(15,342)	(30,743)	(31,904)	(33,721)	(41,603)	(36,463)	(35,743)	(30,663)
N O R B O	(794)	(7,016)	(9,468)	(9,870)	(9,526)	(4,313)	(8,497)	(4,186)	(12,581)	(13,019)	(12,882)	(18,022)	(13,463)	(14,641)	(12,138)
6	June	June	June	June	June	June	June	June	June	June	June	June	June	June	June
REVENUE	4,715	15,457	19,742	16,600	19,557	21,397	27,043	37,549	49,542	52,482	39,084	54,846	54,000	48,804	46,701
TOC	(9,120)	(19,640)	(36,468)	(26,948)	(30,213)	(30,459)	(34,432)	(37,133)	(51,578)	(48,535)	(47,124)	(57,801)	(62,051)	(51,153)	(48,434)
N O R B O	(4,405)	(4,183)	(16,726)	(10,348)	(10,656)	(9,063)	(7,388)	416	(2,036)	3,947	(8,040)	(2,955)	(8,051)	(2,349)	(1,734)

	Clubhouse Bar & Grill			AKA PIZZA ON THE HILL												
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Actual
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	3yrAvg	5yrAvg	
7	July	July	July	July	July	July	July	July	July	July	July	July	July	July	July	July
REVENUE	23,894	24,676	42,571	52,032	60,666	63,558	58,531	69,301	104,048	123,321	109,974	139,418	138,000	124,237	109,212	
TOC	(17,890)	(25,589)	(45,226)	(56,810)	(49,344)	(52,322)	(58,136)	(61,712)	(92,379)	(97,601)	(104,804)	(114,981)	(115,900)	(105,796)	(94,296)	
N O R B O	6,004	(913)	(2,654)	(4,778)	11,321	11,236	395	7,589	11,669	25,720	5,169	24,437	22,100	18,442	14,917	
8	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug
REVENUE	18,160	23,964	30,207	42,069	49,142	49,280	51,307	64,528	70,917	67,324	70,823	92,750	86,000	76,966	73,268	
TOC	(14,807)	(23,822)	(33,764)	(43,207)	(42,234)	(41,636)	(50,779)	(53,523)	(70,938)	(71,825)	(74,806)	(93,705)	(82,462)	(80,112)	(72,959)	
N O R B O	3,353	142	(3,557)	(1,138)	6,908	7,644	528	11,005	(21)	(4,501)	(3,983)	(955)	3,538	(3,146)	309	
9	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept	Sept
REVENUE	8,553	7,241	11,495	19,245	17,377	19,840	17,172	22,988	43,560	36,527	45,150	35,619	43,000	39,099	36,769	
TOC	(16,593)	(18,036)	(19,659)	(25,550)	(23,287)	(23,384)	(25,770)	(26,777)	(41,831)	(43,928)	(44,600)	(47,745)	(45,733)	(45,425)	(40,976)	
N O R B O	(8,040)	(10,795)	(8,164)	(6,304)	(5,910)	(3,544)	(8,598)	(3,789)	1,729	(7,402)	550	(12,126)	(2,733)	(6,326)	(4,207)	
10	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct	Oct
REVENUE	5,534	7,873	8,979	12,783	16,522	17,611	16,852	20,127	26,513	30,150	35,260	33,411	37,000	32,940	29,092	
TOC	(9,133)	(11,252)	(17,759)	(20,230)	(18,994)	(20,504)	(22,836)	(25,393)	(32,372)	(36,222)	(41,479)	(37,760)	(41,222)	(38,487)	(34,645)	
N O R B O	(3,599)	(3,379)	(8,780)	(7,447)	(2,472)	(2,893)	(5,984)	(5,266)	(5,859)	(6,071)	(6,220)	(4,349)	(4,222)	(5,547)	(5,553)	
11	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov	Nov
REVENUE	5,697	5,068	13,778	8,931	7,001	13,308	13,467	18,512	17,308	14,388	21,927	26,486	23,000	20,934	19,724	
TOC	(8,889)	(13,245)	(20,122)	(16,362)	(17,120)	(20,774)	(20,147)	(25,137)	(28,811)	(24,818)	(34,392)	(40,881)	(35,170)	(33,364)	(30,808)	
N O R B O	(3,192)	(8,178)	(6,344)	(7,432)	(10,119)	(7,467)	(6,680)	(6,626)	(11,503)	(10,430)	(12,465)	(14,395)	(12,170)	(12,430)	(11,084)	
12	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec	Dec
REVENUE	9,819	6,516	21,839	20,507	16,794	23,423	20,629	33,468	50,158	48,765	43,570	44,907	50,000	45,747	44,174	
TOC	(14,539)	(16,853)	(27,984)	(29,492)	(25,673)	(26,112)	(29,366)	(33,313)	(45,467)	(44,165)	(50,176)	(55,582)	(49,954)	(49,974)	(45,740)	
N O R B O	(4,720)	(10,337)	(6,145)	(8,985)	(8,879)	(2,689)	(8,737)	155	4,692	4,600	(6,606)	(10,675)	46	(4,227)	(1,567)	

	<b>Clubhouse Bar &amp; Grill</b>				<b>AKA PIZZA ON THE HILL</b>											
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Actual	
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	3yrAvg	5yrAvg	
12	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	
<b>REVENUE</b>	76,374	131,510	178,548	251,161	257,288	265,598	308,785	347,020	473,254	518,060	518,002	590,922	603,000	542,328	489,452	
<b>TOC</b>	(97,781)	(198,842)	(267,544)	(341,409)	(309,779)	(298,863)	(373,361)	(372,377)	(525,883)	(545,803)	(589,263)	(665,353)	(636,200)	(600,140)	(539,736)	
<b>N O R B O</b>	(21,407)	(67,332)	(88,996)	(90,249)	(52,491)	(33,265)	(64,576)	(25,357)	(52,629)	(27,743)	(71,261)	(74,431)	(33,200)	(57,812)	(50,284)	
<b>TOC as a % of Revenue</b>	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Budget	Actual	Actual	
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	3yrAvg	5yrAvg	
Jan	0%	-198%	-171%	-130%	-114%	-153%	-113%	-146%	-128%	-108%	-112%	-127%	-106%	-115%	-124%	
Feb	0%	-102%	-168%	-132%	-119%	-115%	-115%	-124%	-126%	-100%	-103%	-113%	-97%	-105%	-113%	
Mar	0%	-176%	-195%	-154%	-163%	-135%	-121%	-123%	-149%	-128%	-124%	-118%	-115%	-123%	-128%	
Apr	0%	-238%	-283%	-213%	-204%	-230%	-144%	-165%	-185%	-159%	-157%	-163%	-150%	-160%	-166%	
May	0%	-200%	0%	-206%	-393%	-179%	-155%	-138%	-169%	-169%	-162%	-176%	-159%	-169%	-163%	
Jun	-193%	-127%	-185%	-162%	-154%	-142%	-127%	-99%	-104%	-92%	-121%	-105%	-115%	-106%	-104%	
Jul	-75%	-104%	-106%	-109%	-81%	-82%	-99%	-89%	-89%	-79%	-95%	-82%	-84%	-86%	-87%	
Aug	-82%	-99%	-112%	-103%	-86%	-84%	-99%	-83%	-100%	-107%	-106%	-101%	-96%	-104%	-99%	
Sep	-194%	-249%	-171%	-133%	-134%	-118%	-150%	-116%	-96%	-120%	-99%	-134%	-106%	-118%	-113%	
Oct	-165%	-143%	-198%	-158%	-115%	-116%	-136%	-126%	-122%	-120%	-118%	-113%	-111%	-117%	-120%	
Nov	-156%	-261%	-146%	-183%	-245%	-156%	-150%	-136%	-166%	-172%	-157%	-154%	-153%	-161%	-157%	
Dec	-148%	-259%	-128%	-144%	-153%	-111%	-142%	-100%	-91%	-91%	-115%	-124%	-100%	-110%	-104%	
<b>Annual</b>	<b>-128%</b>	<b>-151%</b>	<b>-150%</b>	<b>-136%</b>	<b>-120%</b>	<b>-113%</b>	<b>-121%</b>	<b>-107%</b>	<b>-111%</b>	<b>-105%</b>	<b>-114%</b>	<b>-113%</b>	<b>-106%</b>	<b>-111%</b>	<b>-110%</b>	