

CEDARCREST GOLF COURSE

Report on 2020

February 22, 2021

Presented by Premier Golf Centers, LLC

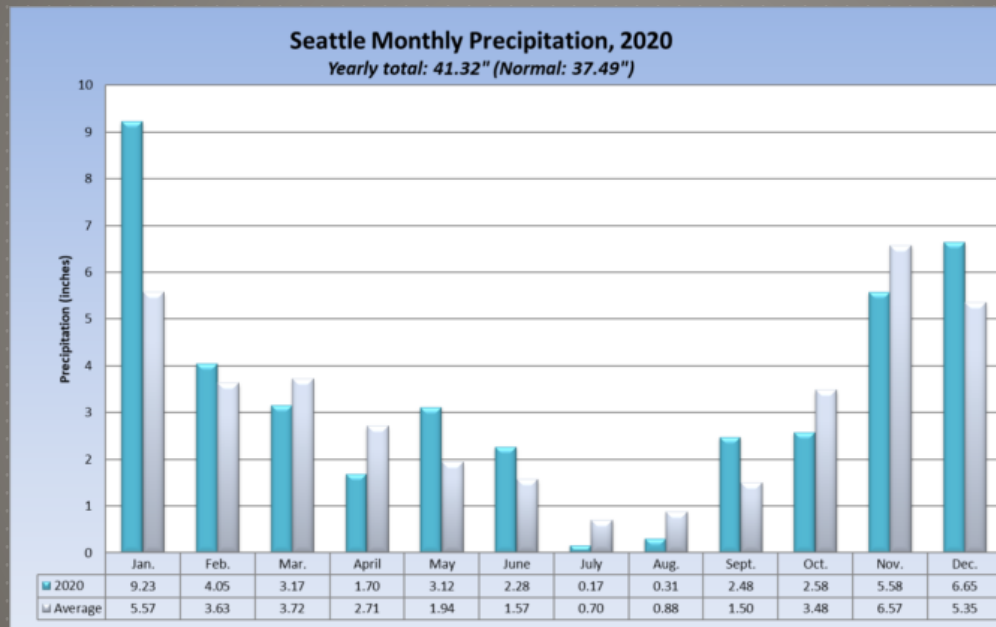
What Happened in 2020

2020 Highlights

- ▶ 2020 Many Challenges
 - ▶ Wet Start to the Year
 - ▶ COVID-19
- ▶ Golf Rounds in the Seattle Market were Reported to be Up 3.6% in 2020 vs 2019 while Cedarcrest Golf Course Rounds were Up 22% for the Same Timeframe
- ▶ Record Revenue Year in Green Fees, Cart Rentals, and Total Overall Revenue

2020 Weather

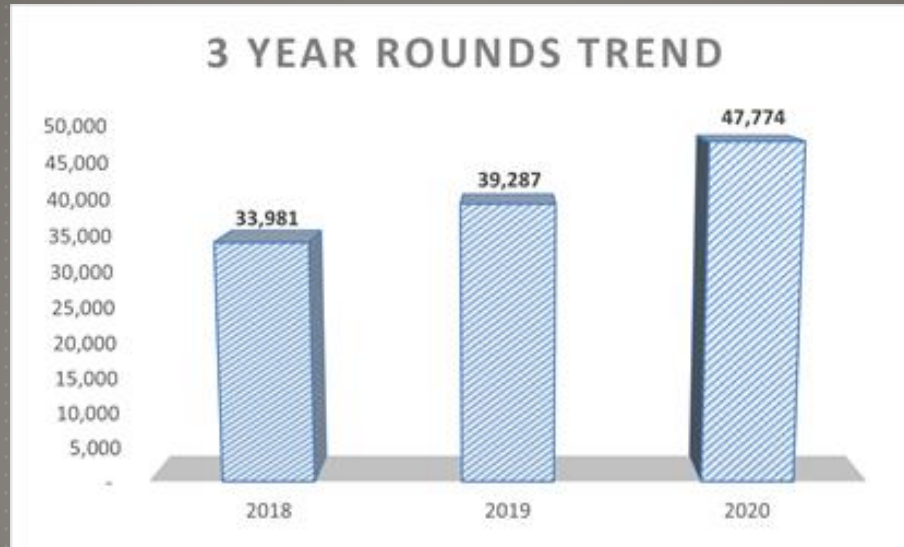
Annual rainfall totaled 57.74” which was 20.25” higher than the annual average for the area and 16.42” more than the 2020 total for the area



2020 Market Rounds



2020 Cedarcrest Rounds



Rounds	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Budget</u>
Total Rounds	<u>47,774</u>	<u>39,287</u>	<u>33,981</u>	<u>35,279</u>

2020 Record Year

Cedarcrest Golf Course

2020

2020 Vs. Yearly Revenue Records¹

<input type="checkbox"/>	2020	Record High	Record High Date	2020 Vs. Record	Record Low	Record Low Date	2020 Vs. Record
Golf Course	1,092,234	1,092,234	2020	0%	593,259	2014	84%
Cart Rentals	307,519	307,519	2020	0%	165,940	2014	85%
Lessons	2,112	6,054	2017	(65%)	748	2015	182%
Pro Shop	153,640	176,090	2019	(13%)	79,258	2015	94%
Totals	1,555,505	1,555,505	2020	0%	844,128	2014	84%

What Happened in 2020

▶ Player's First Surveys

- ▶ Surveys Integrated with Club Prophet Systems (POS)
- ▶ Surveys Sent Out within 24 Hours to Customers Who Played Cedarcrest
- ▶ 1,543 Surveys Completed in 2020
- ▶ Allows for Quicker Reaction Time to Survey Responses

"Course was in very good condition overall. Greens were very nice. I answered that bunkers were in poor shape, but I understand the decision to not allow bunker play due to COVID-19. Always appreciate my local golf course."

What Happened in 2020

► Marketing

- Smart Phone App had 2,373 Active Downloads, an Increase of 187
- Fewer Push Notifications in 2020 Due to High Level of Activity on the Course
- Advertisements
- Direct Marketing
- COVID-19 Communications

Premier Golf Centers
NW Golf Management Leader

We invite you to experience our 11 unique golf courses!

Book your tee time today!
www.PremierGolfCenters.com
 (206) 254-6545

Did you know you can save up to 20% off your Green Fees, Cart Fees & Range Balls?

Join the Premier Club!

Whether you are a Premier Golf Club Member in Seattle, Bellevue, Everett, Lynnwood, Marysville or Bellingham, your card is accepted at ALL 11 Premier Managed Courses.

Receive 10 points for every one dollar spent!

- 1,000 points = 5% discount
- 4,000 points = 10% discount
- 7,000 points = 15% discount
- 10,000 points = 20% discount

SOCIAL DISTANCING GUIDELINES: REQUIRED

NO GATHERING OF ANY KIND PER ORDER OF THE GOVERNOR

MASKS RECOMMENDED

6 FEET

Premier Golf Centers
NW Golf Management Leader

WE ARE THANKFUL FOR YOUR LOYALTY

Thank you for being such a loyal customer!
 We would like to offer you 50% OFF merchandise! Please take advantage of the following offer.

Thank you to our **Platinum PGC Members!**

Present this coupon and receive 50% OFF any one in-stock full-priced merchandise item (excluding golf clubs, range finders & golf balls).
 OR 25% OFF any one in-stock full-priced golf club.
 Valid for redemption at any one Premier Golf location.

Exclusions may apply. Coupon may not be combined with any other discount or package deal.
 Coupon may only be used once per person. Merchandise coupon shown on your phone or member ID card is subject to its restrictions.
 Valid through 12/31/2020

Please present this coupon at the register to receive your discount. Exclusions may apply.
 Valid through 12/31/2020

We appreciate you and hope to see you soon!

www.premiergolfcenters.com

DOWNLOAD OUR APP CEDARCREST GOLF

- GPS YARDAGE
- NEWS & EVENTS
- EXCLUSIVE IN-APP DEALS & OFFERS
- BOOK TEE TIMES
- SCOREKEEPING
- AND MORE!

Item A - 9

Premier Golf Centers
NW Golf Management Leader

October is Breast Cancer Awareness Month

Premier Golf & OB Sports are proud to partner with Play for P.I.N.K. and their dedication to Breast Cancer Research.

Throughout the rest of October, all Premier Golf locations will be accepting donations to benefit Play for P.I.N.K. and Breast Cancer Research Foundation. We would like to remind golfers of the importance of detecting breast cancer early. Early detection exams can catch cancer before symptoms start and are believed to save thousands of lives each year. Doctors believe that even more lives could be saved if more people took advantage of these exams.

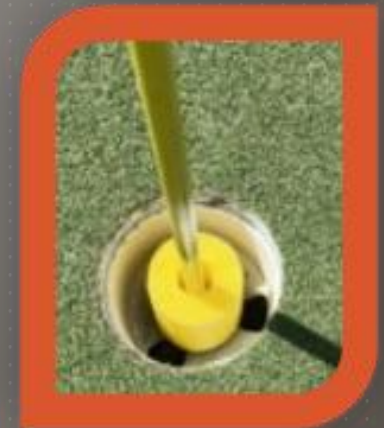
Play for P.I.N.K. (Prevention, Immediate diagnosis, New technology, Knowledge) supports a nationwide network of volunteers who raise money for breast cancer research through sporting and lifestyle events to speed advances in prevention, detection, treatment, and survivorship.

Logos for Premier Golf Centers, COOB, and Play for P.I.N.K.

What Happened in 2020

▶ Course

- ▶ Great Shape in Preparation to Reopen with COVID-19 Restrictions
- ▶ Annual Pass Sales up 33%
- ▶ Green Fees Up in Every Category Except the Most Vulnerable Populations
 - ▶ 9-Hole Junior/Senior Fees Down 26%
 - ▶ Overall Green Fees Up 31%
 - ▶ Cart Revenue Up \$262,954 Over 2019
- ▶ 47,774 Record Rounds



What Happened in 2020

▶ Pro Shop

- ▶ Closed 42 Days Due to COVID-19
- ▶ COVID-19 Health and Safety Restrictions
 - ▶ Social Distancing
 - ▶ Sanitizing Touch Points
 - ▶ Plexiglass Barriers
- ▶ Golf Genius Benefits
- ▶ Golf Services Income - \$134,238
 - ▶ 14% More than Budget



What Happened in 2020

▶ Events

- ▶ COVID-19 Severely Restricted Events
- ▶ Cancelled Events
 - ▶ Twilight Invitational
 - ▶ 13 Large Corporate/Charity Events
 - ▶ High School Golf Shut Down after Just Two Weeks



Financial Performance

Financial Performance

All Numbers Presented are
Premier
Golf Centers Revenues and Expenses

Cedarcrest Golf Course

2019 - 2020 Summary Results

	2020	2019	Budget
Total Golf Course Revenue	1,555,505	1,278,981	1,155,159
Golf Course COGS	104,243	120,870	61,830
Golf Course Expenses	734,358	710,717	703,644
Total Expenses	838,601	831,586	765,474
Operating Income	716,903	447,394	389,685
Permier Management Fee	107,123	105,332	107,123
Operating Income after Management Fee	609,781	342,063	282,563

Cedarcrest Golf Course

2019 - 2020 Summary Results

	2020	2019	Budget
Total Golf Course Revenue	1,555,505	1,278,981	1,155,159
Golf Course COGS	104,243	120,870	61,830
Golf Course Expenses	734,358	710,717	703,644
Total Expenses	838,601	831,586	765,474
Operating Income	716,903	447,394	389,685
Permier Management Fee	107,123	105,332	107,123
Operating Income after Management Fee	609,781	342,063	282,563

▶ Revenue

- ▶ Up More than \$276,500 Over Prior Year
- ▶ Up More than \$400,000 Over Budget

Cedarcrest Golf Course

2019 - 2020 Summary Results

	2020	2019	Budget
Total Golf Course Revenue	1,555,505	1,278,981	1,155,159
Golf Course COGS	104,243	120,870	61,830
Golf Course Expenses	734,358	710,717	703,644
Total Expenses	838,601	831,586	765,474
Operating Income	716,903	447,394	389,685
Permier Management Fee	107,123	105,332	107,123
Operating Income after Management Fee	609,781	342,063	282,563

► Expenses

- \$7,000 More than Prior Year and \$73,000 More than Budget
- COGS Decrease of \$17,000 Directly Corresponds to a Revenue Decrease in Merchandise Down \$22,000 but Right on Target at 67%

Cedarcrest Golf Course

2019 - 2020 Summary Results

	2020	2019	Budget
Total Golf Course Revenue	1,555,505	1,278,981	1,155,159
Golf Course COGS	104,243	120,870	61,830
Golf Course Expenses	734,358	710,717	703,644
Total Expenses	838,601	831,586	765,474
Operating Income	716,903	447,394	389,685
Permier Management Fee	107,123	105,332	107,123
Operating Income after Management Fee	609,781	342,063	282,563

- ▶ Golf Operating Income
 - ▶ \$277,000 More than Prior Year
 - ▶ \$327,000 More then Budget

Cedarcrest Golf Course

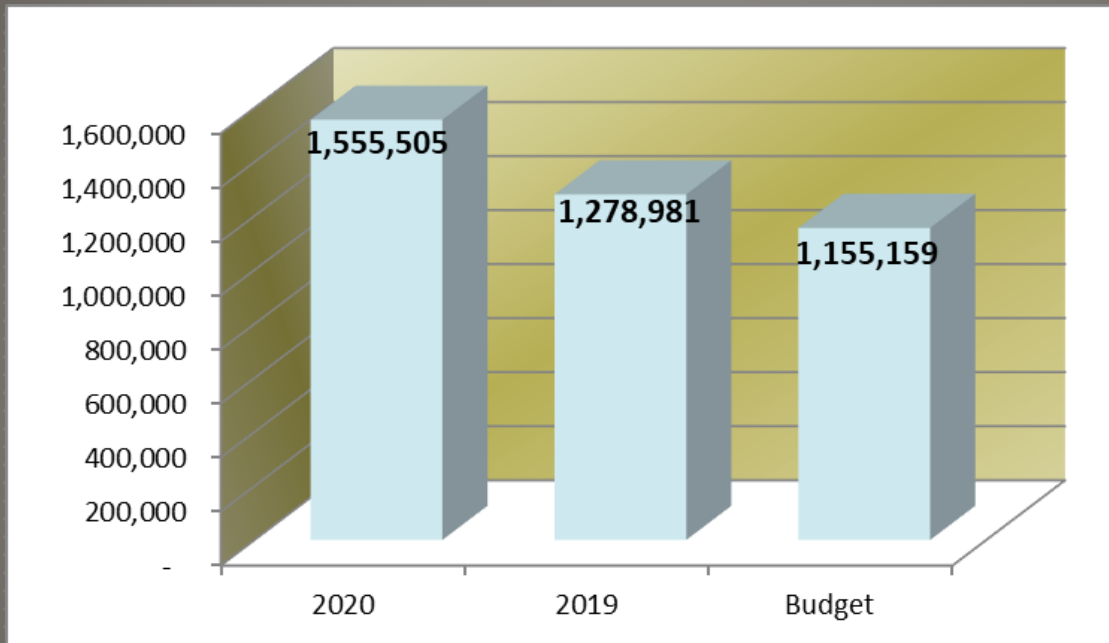
2019 - 2020 Summary Results

	2020	2019	Budget
Total Golf Course Revenue	1,555,505	1,278,981	1,155,159
Golf Course COGS	104,243	120,870	61,830
Golf Course Expenses	734,358	710,717	703,644
Total Expenses	838,601	831,586	765,474
Operating Income	716,903	447,394	389,685
Permier Management Fee	107,123	105,332	107,123
Operating Income after Management Fee	609,781	342,063	282,563

- ▶ Operating Income after Management Fee
 - ▶ \$268,000 More than Prior Year
 - ▶ \$327,000 More than Budget

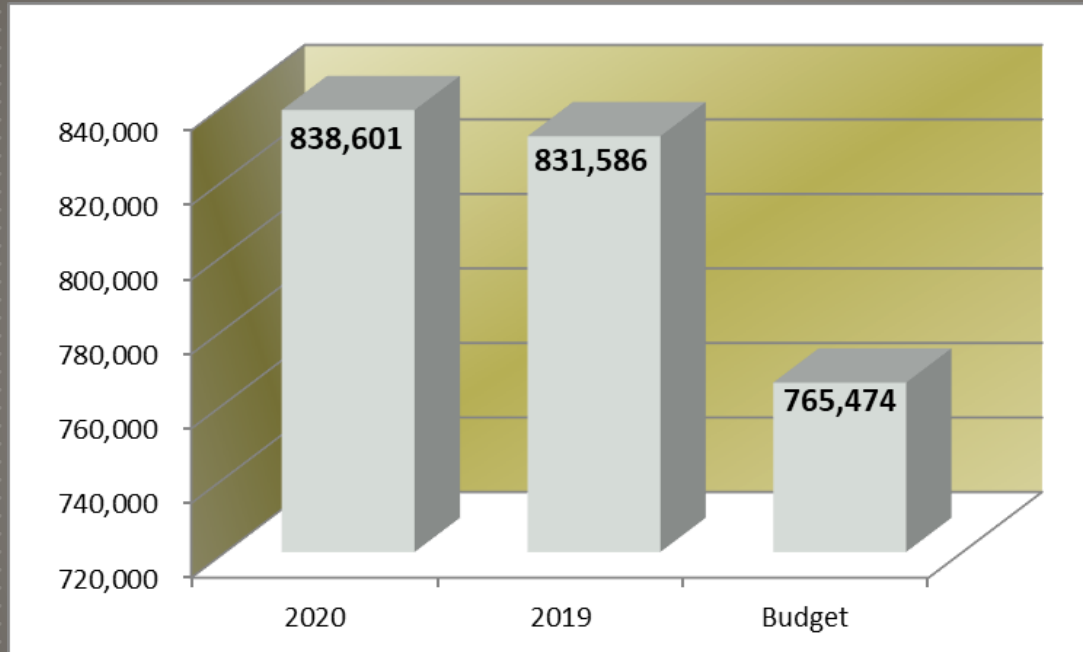
Cedarcrest Golf Course Revenue History

Total Revenue



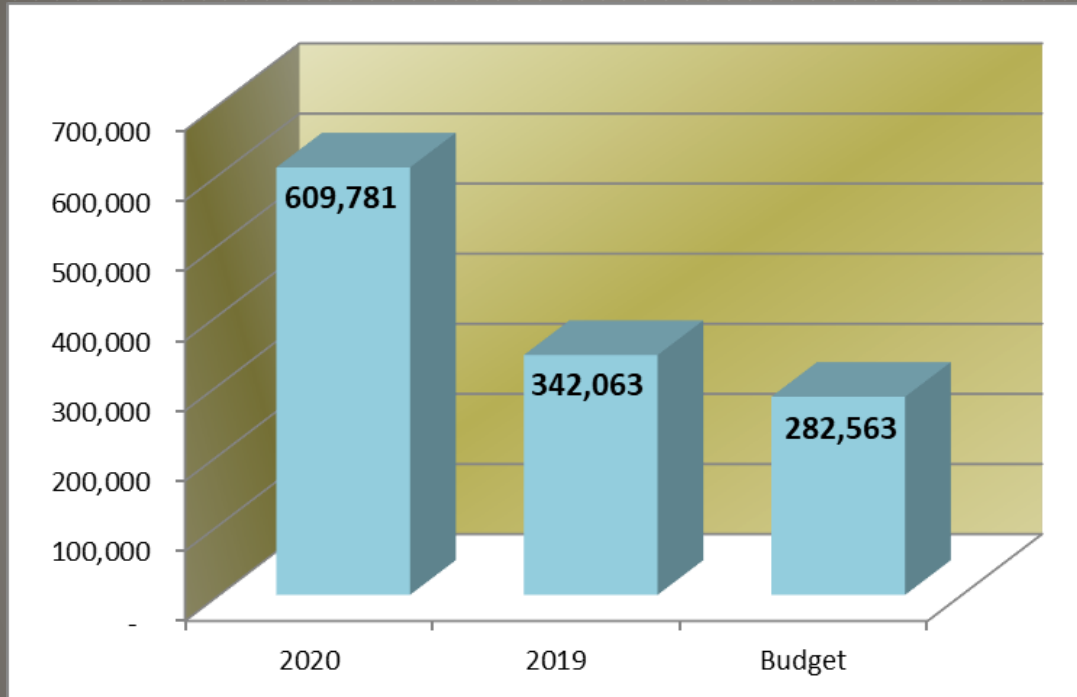
Cedarcrest Golf Course Expense History

Course Expenses



Cedarcrest Golf Course Operating Income History

Operating Income



Cedarcrest Green Fees

Ranking Against Other Premier Managed Courses

2019 vs. 2020

Revenue Rankings for Golf Course Amounts

Rank	Site Name	Golf Course 1/1 thru 12/31	2019 1/1 thru 12/31	Var %
1	Legion Memorial	1,526,122	1,037,324	47%
2	Lynnwood	1,270,174	969,476	31%
3	Cedarcrest	1,092,234	833,430	31%
4	Lake Padden	797,801	637,686	25%
5	Jefferson Park	1,345,284	1,095,669	23%
6	Jackson	1,450,970	1,269,240	14%
7	Bellevue	1,883,105	1,768,103	7%
8	West Seattle	1,347,776	1,290,321	4%
9	Interbay	719,058	694,816	3%
10	Walter Hall	1,277,384	1,298,427	-2%
Totals:		12,709,907	10,894,492	17%

Cedarcrest Golf Rounds

Ranking Against Other Premier Managed Courses

2019 vs. 2020

Revenue Rankings for Golf Course Units				
Rank	Site Name	Golf Course 1/1 thru 12/31	2019 1/1 thru 12/31	Var %
1	Cedarcrest	47,774	39,287	22%
2	Lake Padden	34,676	29,704	17%
3	Lynnwood	55,155	47,394	16%
4	Legion Memorial	53,130	46,875	13%
5	Jefferson Park	64,843	60,183	8%
6	Jackson	69,310	65,778	5%
7	Bellevue	64,592	62,470	3%
8	Interbay	48,987	49,631	-1%
9	Walter Hall	51,030	55,132	-7%
10	West Seattle	48,635	56,205	-13%
Totals:		538,132	512,659	5%

Cedarcrest Total Revenue

Ranking Against Other Premier Managed Courses

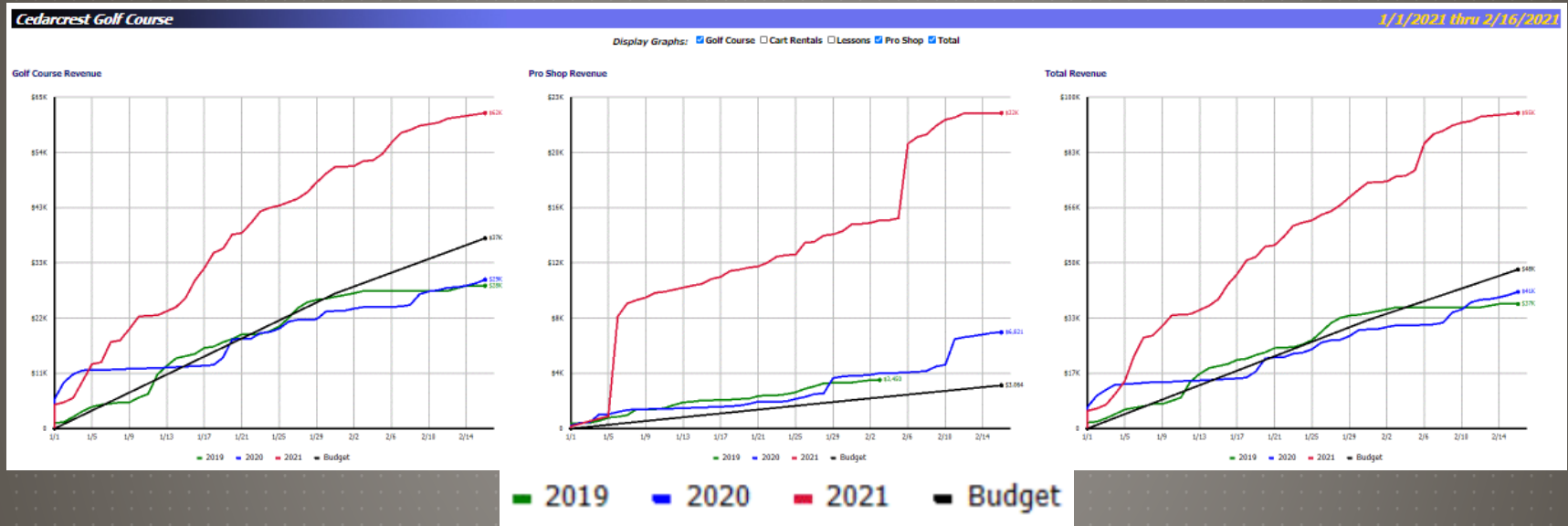
2019 vs. 2020

Revenue Rankings for Total Revenue Amounts				
Rank	Site Name	Total Revenue 1/1 thru 12/31	2019 1/1 thru 12/31	Var %
1	Legion Memorial	2,197,905	1,774,968	24%
2	Lynnwood	1,650,939	1,337,484	23%
3	Lake Padden	1,401,022	1,138,422	23%
4	Cedarcrest	1,555,505	1,278,981	22%
5	Jackson	3,034,066	2,715,221	12%
6	Jefferson Park	3,455,482	3,319,084	4%
7	Interbay	3,997,528	3,883,391	3%
8	Bellevue	3,582,126	3,692,770	-3%
9	Walter Hall	1,789,318	1,900,220	-6%
10	West Seattle	2,173,119	2,485,604	-13%
Totals:		24,837,010	23,526,145	6%

2021 – Year to Date Through February 16

Cedarcrest Golf Course							Feb-21		
Revenue Totals for 2/1/2021 thru 2/16/2021									
	2021	2020	Vs.	2019	Vs.	Budget	Variance	Vs.	
	2/1 to 2/16	2/1 to 2/16	2021	2/1 to 2/16	2021			2021	
Golf Course	10,547	6,151	71%	2,157	389%	10,848	-301	-3%	
Cart Rentals	2,446	2,056	19%	389	529%	3,299	-852	-26%	
Pro Shop	7,885	3,074	156%	183	4205%	1,052	6,833	650%	
Totals:	20,879	11,282	85%	2,729	665%	15,199	5,680	37%	
Year Revenue Totals for 1/1/2021 thru 2/16/2021									
	2021	2020	Vs.	2019	Vs.	Budget	Variance	Vs.	
	1/1 to 2/16	1/1 to 2/16	2021	1/1 to 2/16	2021			2021	
Golf Course	61,982	29,260	112%	28,059	121%	37,404	24,578	66%	
Cart Rentals	10,554	5,051	109%	5,803	82%	7,389	3,165	43%	
Lessons	45	0	-	180	-75%	0	45	-	
Pro Shop	22,355	6,821	228%	3,450	548%	3,064	19,291	630%	
Totals:	94,936	41,133	131%	37,492	153%	47,857	47,080	98%	

2021 – Year to Date Through February 16



2021 – The Year Ahead

- ▶ Currently Overall Revenue Up 131% to 2020 and Up 98% Ahead of Budget
- ▶ Divot Program
- ▶ Equipment Replacement Plans
- ▶ Shayne Day Joining the Legion Memorial Team
- ▶ New General Manager / Head Golf Professional
 - ▶ Wayne Clark Joining Cedarcrest Team
 - ▶ Premier Team Since 2017
 - ▶ Currently at Walter E Hall Golf Course

Cedarcrest Rates

Rate Comparison Against Other Area Courses

2021 GREEN FEES COMPARISON TO CEDARCREST (LOCAL AREA)

Area Courses	Adult WD	Adult WE	Senior	pm	Twilight WD	Twilight WE	pm	Super Twi - WD	Super Twi - WE	Early Bird	Junior
Harbour Pointe	\$62.59	\$74.67	\$49.41	3	\$40.63	\$40.63	5	\$36.24	\$36.24	\$50.51	\$16.47
Avalon	\$57.51	\$68.36	\$49.91	2	\$43.40	\$52.08	5	\$32.55	\$37.98	\$52.08	\$24.96
Legion Memorial	\$43.24	\$48.93	\$35.28	4	\$34.14	\$37.55	6	\$22.76	\$22.76	\$34.14	\$19.35
Bellevue	\$40.68	\$47.46	\$32.77	5	\$31.64	\$37.29	7	\$28.25	\$30.51	n/a	\$32.77
Battle Creek	\$38.22	\$45.87	\$32.76	5	\$32.76	\$40.41	5	\$32.76	\$40.41	\$30.58	\$32.76
Camaloch	\$38.22	\$45.87	\$30.58	2	\$33.86	\$36.04	5	\$33.86	\$36.04	\$32.76	\$29.49
Snohomish	\$38.22	\$45.87	\$32.76	5	\$32.76	\$40.41	5	\$32.76	\$40.41	\$30.58	\$32.76
Walter Hall	\$39.83	\$45.52	\$31.86	4	\$30.73	\$34.14	6	\$21.52	\$21.52	\$29.59	\$19.35
Jackson	\$41.54	\$43.76	\$32.24	5	\$29.38	\$29.38	7	\$19.59	\$19.59	\$27.08	\$15.84
Cedarcrest	\$36.58	\$42.29	\$29.72	3	\$26.29	\$26.29	3	\$17.15	\$17.15	\$26.29	\$16.00
Nile	\$35.33	\$38.64	\$30.92	3	\$24.29	\$30.92	3	\$24.29	\$30.92	n/a	\$29.81
Lynnwood	\$32.05	\$36.47	\$27.63	5	\$25.42	\$24.31	5	\$17.68	\$17.68	n/a	\$15.47

Cedarcrest Ranking out of 12 area/comparable courses	Adult WD	Adult WE	Senior	Twilight WD	Twilight WE	Twi-Late WD	Twi-Late WE	EB	Junior
	10 of 12	10 of 12	11 of 12	10 of 12	11 of 12	12 of 12	12 of 12	12 of 12	11 of 12

Cedarcrest is in the lower 3rd of every single fee category even with the proposed rate increases. The Golf course is in better shape than most of these courses in the summer time frame. Increasing the fees based on this chart seems like the right decision.

Cedarcrest Rates

6 Year Look
By Rate Type

RATES--Cedarcrest 6 year look--RATES

Proposing increase 2 years in a row and then off a year

Adult-PRE TAX

RATE	2020	2021	2022	2023	2024	2025
18 holes WD	30.0	32.0	32.0	33.0	34.0	34.0
18 Holes WE	35.0	37.0	37.0	38.0	39.0	39.0
9 Holes WD	22.0	23.0	23.0	24.0	25.0	25.0
Twilight WD	22.0	23.0	23.0	24.0	25.0	25.0
Twilight WE	22.0	23.0	23.0	24.0	25.0	25.0
Twilight-Late WD/WE	14.0	15.0	15.0	16.0	17.0	17.0
Early Bird	22.0	23.0	23.0	24.0	25.0	25.0
9 Holes WE (after Noon)	23.0	24.0	24.0	25.0	26.0	26.0
18 Hole playcard	323.5	345.3	345.3	355.3	365.3	365.3
Playcard WE Surcharge	4.0	4.0	4.0	4.0	4.0	4.0
Adult Annual (valid anyday)	1851.7	1939.1	1939.1	1982.8	2026.54	2026.5

Senior/Military (weekday)-PRE TAX

RATE	2020	2021	2022	2023	2024	2025
18 holes WD	24.0	26.0	26.0	27.0	28.0	28.0
9 Holes WD	17.0	18.0	18.0	19.0	20.0	20.0
Twilight WD	22.0	23.0	23.0	24.0	25.0	25.0
18 Hole playcard-post tax	241.2	263.0	263.0	274.0	284.9	284.9
Senior Annual (Mon-Fri only)-post tax	1234.4	1321.9	1321.9	1365.60	1409.32	1409.3
Senior Qtr. Pass (Mon-Fri only)-pots tax	257.2	279.1	279.1	290.0	300.9	300.9

Cedarcrest Rates

6 Year Look
By Rate Type

RATES--Cedarcrest 6 year look--RATES						
Proposing increase 2 years in a row and then off a year						
Junior -PRE TAX						
RATE	2020	2021	2022	2023	2024	2025
18 Holes WD	14.0	14.0	14.0	14.0	15.0	15.0
9 Holes WD	14.0	14.0	14.0	14.0	15.0	15.0
Twilight WD	14.0	14.0	14.0	14.0	15.0	15.0
Rentals-POST TAX						
	2020	2021	2022	2023	2024	2025
18 Hole	\$ 15.00	\$ 16.00	\$ 16.00	TBD	TBD	TBD
9 Hole	\$ 10.00	\$ 11.00	\$ 11.00	TBD	TBD	TBD
18 Twilight	\$ 10.00	\$ 11.00	\$ 11.00	TBD	TBD	TBD
9 Twilight	\$ 10.00	\$ 11.00	\$ 11.00	TBD	TBD	TBD
Trail Fee	\$ 8.00	\$ 8.00	\$ 8.00	TBD	TBD	TBD
Pull Cart	\$ 6.00	\$ 7.00	\$ 7.00	TBD	TBD	TBD
Rental Clubs	\$ 15.00	\$ 30.00	\$ 30.00	TBD	TBD	TBD

Thank You