



**INDIAN WELLS**  
**GOLF RESORT**

**Operating Results**

**MARCH, 2013**

Prepared by:



# Indian Wells Golf Resort

## MONTH-END FACILITY REPORT

For: March, 2013

Date Completed: April 20, 2013

### OWNER COMMUNICATIONS:

- We had a tremendous month of March throughout the resort. Golf rounds increased nearly 1K to budget and nearly 800 over PY. We fell short in ADR and revenue due to continuing competition in the area.
- Food & Beverage traffic was also up significantly in IW Club, although we fell short in ADR due to competition in the area.
- We hosted the final two Grooves on the Green events and the BNP Paribas player event. These events bring a large amount of exposure for the resort
- We exceeded total revenue compared to budget and prior year and coupled with continued aggressive expense management, we exceeded both Gross Operating Profit and Net Operating Income by significant amounts.

### WEATHER:

- High temperature: 97 F on March 15th / Low temperature: 43 F on March 9th.
- Normal averages: High 81 F / Low: 55 F. 2013 Averages: High 85 F / Low 56 F.
- Precipitation: 0.00" / Historical Average 0.05"

### SALES/TOURNAMENT/OUTING:

#### IWGR SEM ROI

- SEM Online Bookings –Last month resulted in 132 tee times booked through the SEM link resulting in \$15,897 in revenues.
- SEM Group Leads – Last month resulted in 16 group leads – of which 3 booked totaling 60 rounds of golf and \$7,540 in group revenues.
- SEM Phone Leads/Revenue – Last month resulted in 286 phone leads of which we estimate resulted in 172 rounds of golf at \$20,666 in revenues. We arrive at this calculation by assuming one booking for every five calls (Call Center Historical number) and each of those bookings averaging 3 players at \$120.15 (average SEM Online Rate).
- Total SEM revenues for the month equal \$44,103 vs. \$3,249 in SEM costs, with an ROI of \$40,854.
- Total Web based revenue for this month through our SEM and Website Portals totaled \$213,806.

#### IW CLUB SEM ROI

- SEM Group Leads –Last month resulted in 38 leads, 26 phone leads and 12 online leads of which 2 booked to date resulting in a lead conversion rate of 5%.
- Total SEM revenues for the month equal \$17,325 vs. \$1,349 in SEM costs, with an ROI of \$15,976.

#### Other Media and Promotions

- Social Media – The "Indian Wells Golf Resort" fan page on Face Book now has 1,590 fans and sees roughly 350 visitors per week. Topics include April Golf Specials, Desert Two Ball Challenge, etc.
- IWGR Newsletter – Sent out roughly every two weeks to 51,000 + opt in addresses. Topics include, Desert Two Ball, April Golf Specials, etc.
- Radio – IW Club is hosting the KPSI 920am Rich Gilgallon Show every Monday evening.
- Radio – IWGR is partnering with Tee it Up Radio to promote the Indian Wells Campus and activities at the resort.
- Magazine – Placed ad insertion in Desert Golf Magazine February/ March issues for IW Club Restaurant and Bar.
- Radio – IWGR is partnering with Roger Dibble and the "Bogey Pro Radio Show" to host the Inaugural Desert Putting Classic April 19-21 on the IW Putting Course. \$20,000 in Cash Awards is on the line in the two-man Putting Championship.
- Radio – IWGR is partnering with The Elevated Tee Radio Show to promote IWGR and upcoming events.

#### Tournaments

- Tournament sales had 2,055 group rounds in March, resulting in \$272,400 in revenue, which was 27% of total green fees revenue at an ADR of \$132.75. This was 9% behind budget. This variance is becoming a trend with the lack of group space available in our on-property hotels during the 10 days of the BNP Paribas tennis tournament.

March groups we were proud to host at IWGR include:

- 3/3 Peace Health Southwest – 86 rounds
- 3/8-3/9 Western Italian - 144 rounds
- 3/16-17 Philips Lighting – 104 rounds
- 3/19 University of Washington – 80 rounds

#### **GOLF OPERATIONS:**

- The month of March followed a similar trend to the last couple of months, traffic was above budget; however, we still were below budget in the ADR category. The traffic on the course was fabulous; we just need to see an uptick in the ADR. Total rounds were 11,348 to a budget of 10,369 and PY of 10,576.
- We did see a decline in the Range, Rental, and Other, which we attribute to fewer tournaments, as they are a huge driver of rental clubs. Group rounds fell just short of budget, and we do receive a large portion of this category from tournament play. The fact that the larger groups aren't as prevalent has led to a decline in this area.
- Our round mix for the month of March was as follows:
  - Daily Fee – 4.6% (prior year was 4.6%)
  - Resort Rounds – 9.1% (prior year was 9.3%)
  - Resident & Guest – 34.6% (prior year was 34.9%)
  - Group/ Tournaments – 18.1% (prior year was 18.7%)
- The total green fee revenue was \$997,945 compared to a budget of \$979,415 and prior year of \$956,123. The green fee revenue was up over prior year and budget due to a large increase in traffic. We have been extremely aggressive in some of our golf programs and trying new promotions and it seems to be working. We offered a few different twilight rates, brought back "Walk the Wells", offered unlimited play packages for the hotels, and a very low replay rate (\$40). We also offered nine-hole rates online. This has lowered our ADR, but the total revenue increase is wonderful.
- Our payroll was flat to budget, but was 4.4% below last March. We are operating with one less Golf Professional, and we also neglected to promote another to a salaried role. These business decisions were made to try to offset the shortfall in revenue. This has put extra pressure on our staff, but we haven't seen a decline in service, however this is stretching our staff quite a bit. We need to make certain during the budgeting process that we take this into account for next season.
- Our gross operating profit for the month was \$918,320 to a budget of \$907,275 and a prior year of \$872,694. This was a very nice finish to the 3<sup>rd</sup> quarter which was much better than the previous quarter.
- Business in the Callaway Performance Center was flat to budget on the revenue side, however our cost of sales is a little higher than budget. The margin for hard goods continues to be challenging, as off course shops are slashing prices to increase sales. Nevertheless we improved over prior year, but fell short of budget by just over \$2,000.

#### **RETAIL OPERATIONS:**

- Merchandise revenues for the month of March were \$214,516, +9.6%, to budget of \$206,855. The ADR was \$18.9 to the budget of \$19.2. Again we were extremely busy with traffic in March and unlike February the quality of our guest was all that we dreamed. We had a slight increase in our actual rounds based on our budget and with our ADR \$18.90, the increase in rounds helped us push over that top revenue number resulting in a plus of \$7,661 in revenues. Having Easter in March this year is another factor for us in that we were able to have two sales events and with both, we had our prime quest in town golfing and shopping with us, purchasing sale, as well as regular price merchandise. Our serious lady golfers bought into their favorite Jamie Sadock and DKNY golf apparel again resulting over \$13,000 in revenues, Polo Ralph Lauren golf with revenues of \$8,710, and EP Pro at \$7,350. The guys supported men's Polo Ralph Lauren purchasing \$8,271, Under Armour, always a favorite, with purchases of \$8,045, and Greg Norman \$4,849. The guys were still supporting Tommy Bahama at \$7,215 and Robert Graham Designer shirts at \$5,732 in revenues.
- Our cost of sales in soft goods was in line, 1 point under budget but our hard goods came in about 5 points over the budget. We sold many units of aged men's and lady's shoes which was necessary again aiding in more reduction of inventory as we move into our off season. Our accessory cost of sales was also a bit higher as we

sold several units of clearance accessories which were from the previous season, sold to make way for fresh merchandise for next year.

- We had \$2,900 total savings in payroll this month. We were actually short one part time position this month which resulted in this savings. We had hired a gal who ended up not being able to come on board. We also had a savings of \$1,638, in our operating expenses primarily in the freight line again as we received the majority of our spring merchandise in the earlier months. As a result of our overage in the revenues and the savings in our expenses we were able to end the month with a net income of \$79,697, a plus of \$6,570, to the budget of \$73,127.

**GOLF COURSE MAINTENANCE:**

- Both courses received very positive feedback throughout the month of March for overall course conditions. Guest survey scores for agronomy are ahead of Troon company averages from January through March.
- Lowered the height of cut on all ryegrass areas of the golf courses to help our transition process. We are seeing a great deal of Bermuda beginning to emerge from under the ryegrass. This is probably a about 2-3 weeks ahead of what we would normally see through March.
- Tree trimming continued on both courses to help raise up tree canopies and allow enhanced sunlight penetration under tree canopies. Allowing more sunlight to reach underneath trees is a huge benefit to overall turf health and transition in those areas.
- Continued daily weed control efforts utilizing a number of strategies. Spraying for weeds both post and pre-emergently is taking place daily. In addition, removing weeds by hand in certain locations is an ongoing task to improve the overall look in some of the wildflower areas.
- Repaired the broken cart path panel at 17 Players tee due to some invasive tree roots. In addition, we added a new section of concrete to create a walk path for the drink station on 3 players tee.
- Completed the installation of irrigation for a small landscape plant nursery at the golf maintenance facility.
- Managed to open up all of the golf holes to cart traffic with warmer weather and less issues with shade coverage due to short winter days.

**ENGINEERING & BUILDING MAINTENANCE:**

- All monthly scheduled maintenance has been completed for the month of March.
- No major but many small kitchen repairs this month: convection oven fan, bar cooler condenser repair, stainless steel repair at dishwasher etc.
- Serviced kitchen swamp coolers and readied for summer .
- Over \$10,000 in budget saving due in part to 20% cut in labor with no negative impact to service.
- Assisted with the BNP party set up and break down /clean up from engineering and housekeeping perspective all went very smoothly.
- As a preventives measure we jetted out the main sewer line.

**FOOD AND BEVERAGE:**

**Overall**

- Total F&B revenue for March was up 10.9% vs. budget at \$662,649 vs. \$638,242 and up 10.6% vs. PY March of \$654,820. Total covers for March were up nearly 4K vs. budget and up 3K to PY.
- Banquet activity in was down by 1,300 covers to budget and down 1,200 covers to PY. Decrease in wedding business and a lack of overall local catering led to the deficit.

**Cost of Sales**

	Actual	%	Budget	%	PY	%
COS - FOOD	120,740	31.2	130,683	33.1	123,123	31.3
COS - BEER	13,338	23.8	12,859	26.0	12,882	23.7
COS - WINE	25,217	33.9	23,520	34.0	22,053	31.2
COS – LIQUOR	11,948	17.0	12,665	18.0	11,761	14.8
TOTAL COS	171,243	26.5	179,727	27.8	169,218	25.3

**Operating Expenses**

- F&B payroll (as a % of revenues) was 25.1% vs. 27.5% budget. Prior year labor was 27.1%. This was due in part to the lack of a Dir. Of F&B salary for the first 25 days of the month. Additionally, a new minimum staffing guideline was introduced for the IW Club to reduce staffing.
- Advertising was up in March at \$13,776 vs. budget of \$4,184 and PY of \$5,032. This was due to \$3K in advertising expenses for the two "Grooves on the Green" shows in March.
- Total F&B operating expenses were \$78,977 vs. \$55,938 budget and \$55,777 PY. The increase is attributed to the costs of the Grooves on Green event in which \$22k of the overage was in entertainment for this event.

**Gross Operating Profit**

- GOP for the month of \$163,284 vs. a budget of \$144,777 and PY of \$157,681.

**Outlets:**

**IW CLUB**

- Revenue was up overall in March for IW club \$378,763 vs. budget \$360,740 and PY of \$345,835. Covers were up 4K vs. budget and up 3K PY. However, despite having more covers, the trend was that guests were spending less, with ADR for the month at \$20.29 vs. \$24.45 budgeted, and PY of \$21.78.

**BEVERAGE CARTS**

- Beverage cart revenue was flat to both budget and PY at around \$53K

**BANQUETS**

- Banquets had a slower month in March showing down 1,300 covers vs. budget and down 1,200 covers to PY. Revenues were down \$47K to budget and down \$80K to PY. ADR for banquets was up to budget \$66.28 vs \$54.98 and down to last year vs. \$66.86

**CAFÉ**

- Revenue was \$32,607 vs. budget \$34,446 and PY \$33,147. ADR was \$7.62 vs. budget of \$8.20 and \$8.45 PY. Covers were flat to budget and up 300 covers to PY. A new menu for the Café as well as promotional items is rolling out in April to increase ADR and capture ratio, including a breakfast buffet.

**FAIRWAY GRILL**

- Revenue was \$20,840 vs. budget \$18,794 and \$17,669 PY. We are seeing increased business at the Fairway Grill mainly due to the improved delivery of menu items to golfers from the new GPS system. The price increase on some of the items we serve at the grill has also improved ADR while still remaining competitive to the market.

**PERSONNEL & ADMINISTRATIVE:**

- The Troon Experience Award winners for March: Baldemar Barrera, Angel Flores, Javier Jimenez, Juan Gomez, Tom Burley, Matt Balesteri and Eric Solander. Congratulations to all!
- Birthdays for the month were recognized with birthday cards from corporate as well as birthday cakes served in the break room and Golf Maintenance.

**PRIMARY FINANCIALS –MARCH, 2013**

	Month to Date			Year to Date		
	2012-13	Budget	2011-12	2012-13	Budget	2011-12
Rounds	11,348	10,369	10,576	59,342	59,652	59,546
Covers	36,148	32,419	33,417	182,628	186,828	184,748
Revenues	1,972,721	1,934,004	1,909,524	9,008,614	9,527,058	9,304,357
Cost of Sales	329,934	340,548	323,148	1,652,721	1,778,028	1,700,682
Op Expenses	868,596	901,481	924,312	7,340,106	7,699,247	7,393,736
EBITDA	773,831	691,976	662,065	15,789	49,783	209,939

**REVENUE:**

- March traffic at the golf resort was up 979 rounds to budget and 772 rounds to prior year. Total facility revenues were up nearly \$40K to budget and \$63k to PY.

- Golf fees were up to budget by \$18K and \$42K of prior year. Round categories that were ahead of budget golf fees were 18-Hole, Resident, Resident Guest and Online bookings. ADR suffered a bit in order to attract the additional traffic.
- Merchandise experienced had an exceptional month as revenues finished up \$7K to budget and \$15K to prior year due primarily to the preferred seasonal customers who were willing to spend.
- In Food & Beverage, we hosted the BNP Paribas players reception which brought \$42K in revenue. We hosted the final two Grooves on the Green, held on the driving range attracted over 400 enthusiasts, accounting for \$26K in revenue.
- The IW Club saw a significant increase in traffic and revenue, while other outlets were essentially flat to budget and PY. Total F&B revenues were up \$24K to budget and up \$8K to prior year for the month as follows:
  - IW Club – up \$18K to budget & up \$33K to prior year.
  - Beverage Carts – flat to budget and down \$1K to prior year.
  - Banquets – down \$47K to budget and down \$80K to PY.
  - Café – down \$2K to budget and down \$500 to PY.
  - Fairway Grill – up \$2K to budget & up \$3K to prior year.

#### **OPERATIONAL EXPENSES:**

- Overall, expenses were \$36K below budget and \$59K below PY. Individually, Merchandise COGS rose slightly as we sold many units of aged shoes and began the spring clearance process. We are anticipating reducing the inventory further during spring. Food & Bev COGS overall saw a decrease in Food cost with Liquor coming in close to budgeted percentages. Payroll came in \$38K under budget and \$43K under PY. Managers continue to effectively manage staffing levels without an adverse effect on guest experience. Expenses for the jazz concert were the major influence in the increase of Operating Expenses. Other departmental expenses we also managed effectively to reflect savings in all departments.

#### **PROFIT:**

- All in all, we had a very positive month. The increase in revenue coupled continued aggressive expense management produced an increase in GOP of \$85K to budget and \$115K to PY. Each department contributed to this savings to budget effort in expenses as follows: \$11K Golf, \$7K Retail, -\$2K Callaway Center, \$27K General & Administrative, \$20K Food & Beverage, \$10K Building Maintenance and \$10K Golf Course Maintenance. The primary categories of savings for the overall facility were Payroll with \$38K of savings, Cost of Sales saved \$10K and Operating Expenses contributed \$38K compared to budget.

#### **FORECAST:**

- April will continue our strong high season and provide us with an opportunity to improve our year to date position to budget. We are developing every opportunity to increase revenue wherever possible and we will continue to manage expenses aggressively. We have recognized just over \$9 million dollars of revenue through eight months and we are only down \$26K to our budgeted GOP goal with three months remaining.

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - COMPARATIVE - MARCH 2013**

	ACTUAL MONTH	BUDGET MONTH	PRIOR YEAR MONTH	ACTUAL Y-T-D	BUDGET Y-T-D	PRIOR YEAR ACTUAL Y-T-D
<b>ROUNDS</b>	<b>11,348</b>	<b>10,369</b>	<b>10,576</b>	<b>59,342</b>	<b>59,652</b>	<b>59,436</b>
<b>COVERS</b>	<b>36,148</b>	<b>32,419</b>	<b>33,417</b>	<b>182,628</b>	<b>186,828</b>	<b>184,748</b>
<b>REVENUES</b>						
GOLF FEES	997,945	979,415	956,123	4,507,194	4,698,666	4,604,104
MERCHANDISE	232,452	223,255	214,585	1,025,200	1,160,668	1,111,446
FOOD & BEVERAGE	589,229	586,194	595,246	2,887,028	3,080,876	3,033,257
RANGE, RENTAL & OTHER	37,590	45,200	43,055	181,512	215,700	210,328
GROUP SERVICES	31,739	39,990	40,047	169,943	192,860	166,244
GOLF LESSONS	6,884	6,000	4,730	23,745	34,000	27,558
CALLAWAY FITTINGS	950	2,500	2,371	4,795	12,250	9,361
IWGR CARD SALES	5,189	6,000	5,201	59,874	63,000	60,672
OTHER INCOME	70,743	45,450	48,165	149,323	69,038	81,387
<b>TOTAL REVENUES</b>	<b>1,972,721</b>	<b>1,934,004</b>	<b>1,909,523</b>	<b>9,008,614</b>	<b>9,527,058</b>	<b>9,304,357</b>
<b>COST OF SALES</b>						
COS - GOLF	0	2,074	393	4,101	10,218	3,773
COS - MERCHANDISE	129,093	119,731	115,261	553,734	611,658	575,824
COS - FOOD & BEVERAGE	172,205	181,066	169,922	931,321	971,769	944,301
COS - GROUP SERVICES	23,124	32,777	34,024	129,580	156,583	139,700
COS - GOLF LESSONS	5,512	4,800	3,452	18,456	27,200	23,271
COS - OTHER	0	100	96	15,527	600	13,812
<b>TOTAL COST OF SALES</b>	<b>329,934</b>	<b>340,548</b>	<b>323,148</b>	<b>1,652,719</b>	<b>1,778,028</b>	<b>1,700,681</b>
<b>GROSS MARGIN</b>	<b>1,642,787</b>	<b>1,593,456</b>	<b>1,586,375</b>	<b>7,355,895</b>	<b>7,749,030</b>	<b>7,603,676</b>
<b>OPERATING EXPENSES</b>						
PAYROLL	447,900	486,478	491,199	3,646,298	3,896,954	3,838,640
EMPLOYEE BENEFITS	130,044	138,917	146,156	1,080,884	1,100,759	1,086,822
EMPLOYEE RELATED	6,157	7,713	9,184	79,330	90,975	103,803
MARKETING	23,115	15,566	15,688	195,388	211,614	170,070
REPAIRS & MAINTENANCE	46,118	55,397	75,526	732,804	774,495	653,227
OPERATING EXPENSES	129,343	109,465	104,419	717,500	726,981	686,422
<b>TOTAL OPERATING EXPENSES</b>	<b>782,677</b>	<b>813,536</b>	<b>842,172</b>	<b>6,452,204</b>	<b>6,801,778</b>	<b>6,538,984</b>
<b>OPERATING PROFIT</b>	<b>860,110</b>	<b>779,920</b>	<b>744,203</b>	<b>903,691</b>	<b>947,252</b>	<b>1,064,692</b>
UTILITIES	60,208	61,673	56,244	638,980	652,826	609,850
<b>TOTAL FIXED OPERATING</b>	<b>60,208</b>	<b>61,673</b>	<b>56,244</b>	<b>638,980</b>	<b>652,826</b>	<b>609,850</b>
<b>GROSS OPERATING PROFIT</b>	<b>799,902</b>	<b>718,247</b>	<b>687,959</b>	<b>264,711</b>	<b>294,426</b>	<b>454,842</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - COMPARATIVE - MARCH 2013**

	<b>ACTUAL MONTH</b>	<b>BUDGET MONTH</b>	<b>PRIOR YEAR MONTH</b>	<b>ACTUAL Y-T-D</b>	<b>BUDGET Y-T-D</b>	<b>PRIOR YEAR ACTUAL Y-T-D</b>
INSURANCE	3,910	3,519	3,165	35,473	31,640	28,471
FEES, PERMITS & LICENS	494	1,085	1,064	18,449	18,000	21,431
BASE MANAGEMENT FEE	21,667	21,667	21,667	195,000	195,003	195,000
<b>TOTAL OTHER EXPENSES</b>	<b>26,071</b>	<b>26,271</b>	<b>25,896</b>	<b>248,922</b>	<b>244,643</b>	<b>244,902</b>
<b>NET OPERATING INCOME</b>	<b>773,831</b>	<b>691,976</b>	<b>662,063</b>	<b>15,789</b>	<b>49,783</b>	<b>209,940</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - COMPARATIVE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
<b>ROUNDS</b>	<b>11,348</b>		<b>10,369</b>		<b>10,576</b>		<b>59,342</b>		<b>59,652</b>		<b>59,436</b>	
<b>REVENUES</b>												
GOLF FEES	997,945		979,415		956,123		4,507,194		4,698,666		4,604,104	
MERCHANDISE	232,452		223,255		214,585		1,025,200		1,160,668		1,111,446	
RANGE, RENTAL & OTHER	37,590		45,200		43,055		181,512		215,700		210,328	
GROUP SERVICES	10,561		13,392		8,639		57,487		70,794		47,055	
GOLF LESSONS	6,884		6,000		4,730		23,745		34,000		27,558	
CALLAWAY FITTINGS	950		2,500		2,371		4,795		12,250		9,361	
IWGR CARD SALES	5,189		6,000		5,201		59,874		63,000		60,672	
OTHER INCOME	18,500		20,000		20,000		24,124		23,600		22,957	
<b>TOTAL REVENUES</b>	<b>1,310,071</b>		<b>1,295,762</b>		<b>1,254,704</b>		<b>5,883,930</b>		<b>6,278,678</b>		<b>6,093,481</b>	
<b>COST OF SALES</b>												
COS - GOLF	0	0.0%	2,074	20.0%	393	3.7%	4,101	6.9%	10,218	17.1%	3,773	6.3%
COS - MERCHANDISE	129,093	55.5%	119,731	53.6%	115,261	53.7%	553,734	54.0%	611,658	52.7%	575,824	51.8%
COS - GROUP SERVICES	6,424	60.8%	8,839	66.0%	7,482	86.6%	40,058	69.7%	46,724	66.0%	44,793	95.2%
COS - GOLF LESSONS	5,512	80.1%	4,800	80.0%	3,452	73.0%	18,456	77.7%	27,200	80.0%	23,271	84.4%
COS - OTHER	0	0.0%	100	0.5%	0	0.0%	0	0.0%	600	2.5%	0	0.0%
<b>TOTAL COST OF SALES</b>	<b>141,029</b>	<b>10.8%</b>	<b>135,544</b>	<b>10.5%</b>	<b>126,588</b>	<b>10.1%</b>	<b>616,349</b>	<b>10.5%</b>	<b>696,400</b>	<b>11.1%</b>	<b>647,661</b>	<b>10.6%</b>
<b>GROSS MARGIN</b>	<b>1,169,042</b>	<b>89.2%</b>	<b>1,160,218</b>	<b>89.5%</b>	<b>1,128,117</b>	<b>89.9%</b>	<b>5,267,581</b>	<b>89.5%</b>	<b>5,582,278</b>	<b>88.9%</b>	<b>5,445,819</b>	<b>89.4%</b>
<b>OPERATING EXPENSES</b>												
PAYROLL	281,742	21.5%	310,797	24.0%	313,889	25.0%	2,474,367	42.1%	2,635,624	42.0%	2,581,349	42.4%
EMPLOYEE BENEFITS	81,025	6.2%	90,475	7.0%	89,346	7.1%	707,407	12.0%	736,019	11.7%	705,195	11.6%
EMPLOYEE RELATED	4,073	0.3%	5,448	0.4%	5,927	0.5%	58,882	1.0%	71,789	1.1%	83,089	1.4%
MARKETING	9,339	0.7%	11,382	0.9%	10,655	0.8%	118,210	2.0%	130,608	2.1%	127,430	2.1%
REPAIRS & MAINTENANCE	45,682	3.5%	53,447	4.1%	73,135	5.8%	717,487	12.2%	756,845	12.1%	637,341	10.5%
OPERATING EXPENSES	50,356	3.8%	53,527	4.1%	48,642	3.9%	364,231	6.2%	400,241	6.4%	358,025	5.9%
<b>TOTAL OPERATING EXPENSES</b>	<b>472,217</b>	<b>36.0%</b>	<b>525,075</b>	<b>40.5%</b>	<b>541,593</b>	<b>43.2%</b>	<b>4,440,585</b>	<b>75.5%</b>	<b>4,731,125</b>	<b>75.4%</b>	<b>4,492,428</b>	<b>73.7%</b>
<b>OPERATING PROFIT</b>	<b>696,825</b>	<b>53.2%</b>	<b>635,143</b>	<b>49.0%</b>	<b>586,523</b>	<b>46.7%</b>	<b>826,996</b>	<b>14.1%</b>	<b>851,153</b>	<b>13.6%</b>	<b>953,391</b>	<b>15.6%</b>
UTILITIES	60,208	4.6%	61,673	4.8%	56,244	4.5%	634,315	10.8%	649,326	10.3%	606,029	9.9%
<b>TOTAL FIXED OPERATING</b>	<b>60,208</b>	<b>4.6%</b>	<b>61,673</b>	<b>4.8%</b>	<b>56,244</b>	<b>4.5%</b>	<b>634,315</b>	<b>10.8%</b>	<b>649,326</b>	<b>10.3%</b>	<b>606,029</b>	<b>9.9%</b>
<b>GROSS OPERATING PROFIT</b>	<b>636,617</b>	<b>48.6%</b>	<b>573,470</b>	<b>44.3%</b>	<b>530,280</b>	<b>42.3%</b>	<b>192,680</b>	<b>3.3%</b>	<b>201,827</b>	<b>3.2%</b>	<b>347,362</b>	<b>5.7%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - COMPARATIVE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
INSURANCE	3,013	0.2%	2,669	0.2%	2,485	0.2%	27,105	0.5%	23,990	0.4%	22,351	0.4%
FEES, PERMITS & LICENSES	494	0.0%	585	0.0%	585	0.0%	6,184	0.1%	2,700	0.0%	5,758	0.1%
BASE MANAGEMENT FEE	21,667	1.7%	21,667	1.7%	21,667	1.7%	195,000	3.3%	195,003	3.1%	195,000	3.2%
<b>TOTAL OTHER EXPENSES</b>	<b>25,174</b>	<b>1.9%</b>	<b>24,921</b>	<b>1.9%</b>	<b>24,737</b>	<b>2.0%</b>	<b>228,289</b>	<b>3.9%</b>	<b>221,693</b>	<b>3.5%</b>	<b>223,110</b>	<b>3.6%</b>
<b>NET OPERATING INCOME</b>	<b>611,443</b>	<b>46.7%</b>	<b>548,549</b>	<b>42.3%</b>	<b>505,542</b>	<b>40.3%</b>	<b>(35,609)</b>	<b>-0.6%</b>	<b>(19,866)</b>	<b>-0.3%</b>	<b>124,252</b>	<b>2.0%</b>

**IW CLUB**  
**INCOME STATEMENT CONSOLIDATED - COMPARATIVE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
<b>COVERS</b>	<b>36,148</b>		<b>32,419</b>		<b>33,417</b>		<b>182,628</b>		<b>186,828</b>		<b>184,748</b>	
<b>REVENUES</b>												
FOOD & BEVERAGE	589,229		586,194		595,246		2,887,028		3,080,876		3,033,257	
GROUP SERVICES	21,178		26,598		31,408		112,456		122,066		119,189	
OTHER INCOME	52,243		25,450		28,165		125,199		45,438		58,430	
<b>TOTAL REVENUES</b>	<b>662,649</b>		<b>638,242</b>		<b>654,820</b>		<b>3,124,683</b>		<b>3,248,380</b>		<b>3,210,877</b>	
<b>COST OF SALES</b>												
COS - FOOD & BEVERAGE	172,205	29.2%	181,066	30.9%	169,922	2.5%	931,321	32.3%	971,769	31.5%	944,301	31.1%
COS - GROUP SERVICES	16,700	78.9%	23,938	90.0%	26,541	84.5%	89,523	79.6%	109,859	90.0%	94,908	79.6%
COS - OTHER	0	0.0%	0	0.0%	96	0.3%	15,527	12.4%	0	0.0%	13,812	23.6%
<b>TOTAL COST OF SALES</b>	<b>188,905</b>	<b>28.5%</b>	<b>205,004</b>	<b>32.1%</b>	<b>196,560</b>	<b>30.0%</b>	<b>1,036,371</b>	<b>33.2%</b>	<b>1,081,628</b>	<b>33.3%</b>	<b>1,053,021</b>	<b>32.8%</b>
<b>GROSS MARGIN</b>	<b>473,745</b>	<b>71.5%</b>	<b>433,238</b>	<b>67.9%</b>	<b>458,260</b>	<b>70.0%</b>	<b>2,088,312</b>	<b>66.8%</b>	<b>2,166,752</b>	<b>66.7%</b>	<b>2,157,856</b>	<b>67.2%</b>
<b>OPERATING EXPENSES</b>												
PAYROLL	166,159	25.1%	175,681	27.5%	177,310	27.1%	1,171,930	37.5%	1,261,330	38.8%	1,257,291	39.2%
EMPLOYEE BENEFITS	49,019	7.4%	48,443	7.6%	56,810	8.7%	373,477	12.0%	364,740	11.2%	381,627	11.9%
EMPLOYEE RELATED	2,084	0.3%	2,265	0.4%	3,257	0.5%	20,447	0.7%	19,186	0.6%	20,714	0.6%
MARKETING	13,776	2.1%	4,184	0.7%	5,032	0.8%	77,177	2.5%	81,006	2.5%	42,640	1.3%
REPAIRS & MAINTENANCE	435	0.1%	1,950	0.3%	2,392	0.4%	15,317	0.5%	17,650	0.5%	15,886	0.5%
OPERATING EXPENSES	78,987	11.9%	55,938	8.8%	55,777	8.5%	353,269	11.3%	326,741	10.1%	328,397	10.2%
<b>TOTAL OPERATING EXPENSES</b>	<b>310,460</b>	<b>46.9%</b>	<b>288,461</b>	<b>45.2%</b>	<b>300,578</b>	<b>45.9%</b>	<b>2,011,618</b>	<b>64.4%</b>	<b>2,070,653</b>	<b>63.7%</b>	<b>2,046,556</b>	<b>63.7%</b>
<b>OPERATING PROFIT</b>	<b>163,284</b>	<b>24.6%</b>	<b>144,777</b>	<b>22.7%</b>	<b>157,681</b>	<b>24.1%</b>	<b>76,694</b>	<b>2.5%</b>	<b>96,099</b>	<b>3.0%</b>	<b>111,300</b>	<b>3.5%</b>
UTILITIES	0	0.0%	0	0.0%	0	0.0%	4,665	0.1%	3,500	0.1%	3,821	0.1%
<b>TOTAL FIXED OPERATING</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>4,665</b>	<b>0.1%</b>	<b>3,500</b>	<b>0.1%</b>	<b>3,821</b>	<b>0.1%</b>
<b>GROSS OPERATING PROFIT</b>	<b>163,284</b>	<b>24.6%</b>	<b>144,777</b>	<b>22.7%</b>	<b>157,681</b>	<b>24.1%</b>	<b>72,029</b>	<b>2.3%</b>	<b>92,599</b>	<b>2.9%</b>	<b>107,479</b>	<b>3.3%</b>
INSURANCE	896	0.1%	850	0.1%	680	0.1%	8,368	0.3%	7,650	0.2%	6,120	0.2%
FEES, PERMITS & LICENSES	0	0.0%	500	0.1%	479	0.1%	12,265	0.4%	15,300	0.5%	15,673	0.5%
<b>TOTAL OTHER EXPENSES</b>	<b>896</b>	<b>0.1%</b>	<b>1,350</b>	<b>0.2%</b>	<b>1,159</b>	<b>0.2%</b>	<b>20,633</b>	<b>0.7%</b>	<b>22,950</b>	<b>0.7%</b>	<b>21,792</b>	<b>0.7%</b>
<b>NET OPERATING INCOME</b>	<b>162,388</b>	<b>24.5%</b>	<b>143,427</b>	<b>22.5%</b>	<b>156,522</b>	<b>23.9%</b>	<b>51,396</b>	<b>1.6%</b>	<b>69,649</b>	<b>2.1%</b>	<b>85,687</b>	<b>2.7%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - GOLF - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
ROUNDS - 18 HOLE PRIME	258		238		246		1,224		1,474		1,663	
ROUNDS - 18 HOLE NON-PRIME	268		238		266		1,430		1,774		1,873	
ROUNDS - TOURNAMENT	2,055		2,232		1,983		12,577		11,799		11,253	
ROUNDS - RESORT GUEST PRIME	520		504		486		3,166		3,503		3,945	
ROUNDS - RESORT GUEST NON-PRIME	514		408		498		2,829		3,456		3,095	
ROUNDS - AFTERNOON PRIME	521		504		301		2,090		2,291		2,384	
ROUNDS - AFTERNOON NON-PRIME	593		578		698		2,526		3,212		2,992	
ROUNDS - TROON PROGRAMS	83		124		126		682		684		601	
ROUNDS - JUNIOR	271		93		162		806		647		801	
ROUNDS - IWGR CARD PROGRAM	543		682		671		3,326		4,056		4,225	
ROUNDS - PGA/CART FEES	137		93		211		988		866		1,086	
ROUNDS - WHOLESALER	308		434		441		1,837		2,376		2,306	
ROUNDS - SPECIAL	910		696		452		4,944		3,912		3,125	
ROUNDS - COMP ROUNDS	437		434		340		2,743		3,159		2,601	
ROUNDS - MEMBER	2,492		2,139		2,279		12,636		11,447		12,021	
ROUNDS - MEMBER GUEST PRIME	625		462		579		2,442		1,928		2,462	
ROUNDS - MEMBER GUEST NON-PRIME	813		510		837		3,096		3,068		3,003	
<b>TOTAL ROUNDS</b>	<b>11,348</b>		<b>10,369</b>		<b>10,576</b>		<b>59,342</b>		<b>59,652</b>		<b>59,436</b>	
18 HOLE PRIME	45,050		40,222		39,400		158,816		194,748		215,965	
18 HOLE NON-PRIME	44,405		40,222		46,285		181,186		233,239		248,243	
TOURNAMENT	272,400		299,088		263,451		1,311,766		1,276,804		1,211,572	
RESORT GUEST PRIME	82,405		77,616		73,714		372,582		418,087		428,309	
RESORT GUEST NON-PRIME	81,930		62,832		75,775		356,125		389,312		365,665	
AFTERNOON PRIME	44,490		42,840		30,145		145,932		153,470		163,113	
AFTERNOON NON-PRIME	47,182		49,130		50,317		169,565		212,966		195,582	
TROON PROGRAMS	10,795		14,880		14,768		64,768		62,828		61,113	
JUNIOR	5,890		2,976		5,440		17,490		18,912		20,910	
I WGR CARD PROGRAM	65,010		81,840		80,528		326,280		391,326		382,971	
WHOLESALER	41,743		63,364		64,714		193,690		275,910		272,597	
SPECIAL	67,216		62,640		31,005		377,283		325,163		237,545	
PGA/CART FEES	8,572		3,720		8,754		32,322		30,016		35,216	
MEMBER ROUNDS	87,389		74,865		79,787		442,461		400,645		421,468	
MEMBER GUEST PRIME ROUNDS	40,625		30,030		37,635		157,000		122,330		150,775	
MEMBER GUEST NON-PRIME ROUNDS	52,845		33,150		54,405		199,930		192,910		193,060	
<b>GOLF FEES REVENUE</b>	<b>997,945</b>		<b>979,415</b>		<b>956,133</b>		<b>4,507,194</b>		<b>4,698,666</b>		<b>4,604,104</b>	
RANGE, RENTAL & OTHER	37,590		45,000		43,055		181,512		214,500		210,328	
GROUP SERVICES - GOLF	10,561		13,392		8,639		57,487		70,794		47,055	
GOLF LESSONS	6,884		6,000		4,730		23,745		34,000		27,558	
IWGR CARD SALES	5,189		6,000		5,201		59,874		63,000		60,672	
OTHER INCOME	18,500		20,000		20,000		24,124		23,600		22,957	
<b>OTHER REVENUES</b>	<b>78,724</b>		<b>90,392</b>		<b>81,625</b>		<b>346,741</b>		<b>405,894</b>		<b>368,570</b>	<b>30.4%</b>
<b>TOTAL REVENUES</b>	<b>1,076,670</b>		<b>1,069,807</b>		<b>1,037,747</b>		<b>4,853,936</b>		<b>5,104,560</b>		<b>4,972,674</b>	<b>410.4%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - GOLF - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
COS - GOLF	0	0.0%	2,074	20.0%	393	3.7%	4,101	6.9%	10,218	17.1%	3,773	6.3%
COS - GROUP SERVICES GOLF	6,424	60.8%	8,839	66.0%	7,482	86.6%	40,058	69.7%	46,724	66.0%	44,793	95.2%
COS - GOLF LESSONS	5,512	80.1%	4,800	80.0%	3,452	73.0%	18,456	77.7%	27,200	80.0%	23,271	84.4%
<b>TOTAL COST OF SALES</b>	<b>11,936</b>	<b>1.1%</b>	<b>15,713</b>	<b>1.5%</b>	<b>11,327</b>	<b>1.1%</b>	<b>62,616</b>	<b>1.3%</b>	<b>84,142</b>	<b>5%</b>	<b>71,837</b>	<b>1.4%</b>
<b>GROSS MARGIN</b>	<b>1,064,734</b>	<b>98.9%</b>	<b>1,054,094</b>	<b>98.5%</b>	<b>1,026,420</b>	<b>98.9%</b>	<b>4,791,320</b>	<b>98.7%</b>	<b>5,020,418</b>	<b>98.4%</b>	<b>4,900,836</b>	<b>98.6%</b>
PAYROLL - HOURLY	49,861	4.6%	48,987	4.6%	52,666	5.1%	367,096	7.6%	368,483	7.2%	388,850	7.8%
PAYROLL - SALARY	26,886	2.5%	28,434	2.7%	24,714	2.4%	208,956	4.3%	232,897	4.6%	190,987	3.8%
PAYROLL - OVERTIME	697	0.1%	0	0.0%	996	0.1%	10,287	0.2%	0	0.0%	8,215	0.2%
PAYROLL - VACATION	3,060	0.3%	3,070	0.3%	5,803	0.6%	32,654	0.7%	27,633	0.5%	33,242	0.7%
<b>TOTAL PAYROLL</b>	<b>80,505</b>	<b>7.5%</b>	<b>80,491</b>	<b>7.5%</b>	<b>84,180</b>	<b>8.1%</b>	<b>618,994</b>	<b>12.8%</b>	<b>629,013</b>	<b>12.3%</b>	<b>621,294</b>	<b>12.5%</b>
PAYROLL TAXES	9,609	0.9%	7,808	0.7%	10,567	1.0%	66,592	1.4%	56,804	1.1%	58,710	1.4%
WORKERS COMP	5,666	0.5%	4,479	0.4%	4,347	0.4%	42,382	0.9%	33,773	0.7%	35,715	0.7%
MEDICAL/DENTAL INS	9,761	0.9%	12,820	1.2%	10,217	1.0%	85,614	1.8%	107,141	2.1%	81,650	1.6%
401 (K) COSTS	555	0.1%	762	0.1%	563	0.1%	3,972	0.1%	5,414	0.1%	4,354	0.1%
EMPLOYEE MEALS	898	0.1%	300	0.0%	562	0.1%	5,835	0.1%	2,500	0.0%	4,203	0.1%
<b>EMPLOYEE BENEFITS</b>	<b>26,490</b>	<b>2.5%</b>	<b>26,170</b>	<b>2.4%</b>	<b>26,256</b>	<b>2.5%</b>	<b>204,394</b>	<b>4.2%</b>	<b>205,632</b>	<b>4.0%</b>	<b>194,631</b>	<b>3.9%</b>
ADVERTISING	7,906	0.7%	8,632	0.8%	9,986	1.0%	109,849	2.3%	115,158	2.3%	115,576	2.3%
PROMOTION	57	0.0%	250	0.0%	43	0.0%	1,820	0.0%	2,250	0.0%	1,709	0.0%
PROMOTION - FOOD	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	564	0.0%
<b>TOTAL MARKETING</b>	<b>7,963</b>	<b>0.7%</b>	<b>8,882</b>	<b>0.8%</b>	<b>10,029</b>	<b>1.0%</b>	<b>111,669</b>	<b>2.3%</b>	<b>117,408</b>	<b>2.3%</b>	<b>117,849</b>	<b>2.4%</b>
R&M CARTS	871	0.1%	1,200	0.1%	6,932	0.7%	8,168	0.2%	10,800	0.2%	25,409	0.5%
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>	<b>871</b>	<b>0.1%</b>	<b>1,200</b>	<b>0.1%</b>	<b>6,932</b>	<b>0.7%</b>	<b>8,168</b>	<b>0.2%</b>	<b>10,800</b>	<b>0.2%</b>	<b>25,409</b>	<b>0.5%</b>
EMPLOYEE UNIFORMS	45	0.0%	0	0.0%	451	0.0%	8,450	0.2%	12,000	0.2%	8,635	0.2%
HANDICAP FEES	363	0.0%	300	0.0%	300	0.0%	6,858	0.1%	7,100	0.1%	7,410	0.1%
GOLF OPERATING SUPPLIES	6,304	0.6%	7,000	0.7%	7,411	0.7%	45,158	0.9%	59,900	1.2%	52,443	1.1%
LOCKER ROOM SUPPLIES	125	0.0%	250	0.0%	507	0.0%	398	0.0%	930	0.0%	1,147	0.0%
FREIGHT	0	0.0%	0	0.0%	11	0.0%	0	0.0%	0	0.0%	653	0.0%
CREDIT CARDS FEES	23,781	2.2%	22,527	2.1%	17,750	1.7%	117,625	2.4%	108,070	2.1%	93,471	1.9%
CASH OVER/SHORT	(33)	0.0%	0	0.0%	(100)	0.0%	79	0.0%	0	0.0%	(195)	0.0%
<b>OPERATING EXPENSES</b>	<b>30,585</b>	<b>2.8%</b>	<b>30,077</b>	<b>2.8%</b>	<b>26,329</b>	<b>2.5%</b>	<b>178,569</b>	<b>3.7%</b>	<b>188,000</b>	<b>3.7%</b>	<b>163,564</b>	<b>3.3%</b>
<b>OPERATING PROFIT</b>	<b>918,320</b>	<b>85.3%</b>	<b>907,275</b>	<b>84.8%</b>	<b>872,694</b>	<b>84.1%</b>	<b>3,669,527</b>	<b>75.6%</b>	<b>3,869,565</b>	<b>75.8%</b>	<b>3,778,089</b>	<b>76.0%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - GOLF - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
<b>GROSS OPERATING PROFIT</b>	918,320	85.3%	907,235	84.8%	872,694	84.1%	3,669,527	75.6%	3,869,565	75.8%	3,778,089	76.0%
FEES, PERMITS & LICENSES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	495	0.0%
<b>OTHER EXPENSES</b>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	495	0.0%
<b>NET OPERATING INCOME</b>	918,320	85.3%	907,275	84.8%	872,694	84.1%	3,669,527	75.6%	3,869,565	75.8%	3,777,594	76.0%
CART LEASE	30,211	2.8%	27,683	2.6%	0	0.0%	221,752	4.6%	249,147	4.9%	0	0.0%
<b>NET INCOME (LOSS)</b>	888,109	82.5%	879,592	82.2%	872,694	84.1%	3,447,774	71.0%	3,620,418	70.9%	3,777,594	76.0%

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - CALLAWAY PERFORMANCE CENTER - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
MERCHANDISE SALES - CALLAWAY CENTER	18,407		20,000		17,634		81,469		115,500		84,086	
SALES DISCOUNTS - CALLAWAY CENTER	(471)		(3,600)		(2,779)		(12,338)		(21,700)		(16,782)	
<b>MERCHANDISE REVENUE</b>	<b>17,936</b>		<b>16,400</b>		<b>14,855</b>		<b>69,131</b>		<b>93,800</b>		<b>67,304</b>	
RANGE, RENTAL & OTHER	0		200		0		0		1,200		0	
CALLAWAY FITTINGS	950		2,500		2,371		4,795		12,250		9,361	
<b>OTHER REVENUES</b>	<b>950</b>		<b>2,700</b>		<b>2,371</b>		<b>4,795</b>		<b>13,450</b>		<b>9,361</b>	<b>0.0%</b>
<b>TOTAL REVENUES</b>	<b>18,886</b>		<b>19,100</b>		<b>17,227</b>		<b>73,925</b>		<b>107,250</b>		<b>76,665</b>	<b>0.0%</b>
COS - MERCHANDISE - CALLAWAY CENTER	13,488	75.2%	10,800	65.9%	11,855	79.8%	50,823	73.5%	65,100	69.4%	46,845	69.6%
COS - DISCOUNTS EARNED	(122)	-0.7%	(50)	-0.3%	(243)	-1.6%	(649)	-0.9%	(450)	-0.5%	(1,041)	-1.5%
COS - OTHER	0	0.0%	100	0.0%	0	0.0%	0	0.0%	600	0.0%	0	0.0%
<b>TOTAL COST OF SALES</b>	<b>13,366</b>	<b>70.8%</b>	<b>10,850</b>	<b>56.8%</b>	<b>11,612</b>	<b>67.4%</b>	<b>50,174</b>	<b>67.9%</b>	<b>65,250</b>	<b>60.8%</b>	<b>45,804</b>	<b>59.7%</b>
<b>GROSS MARGIN</b>	<b>5,520</b>	<b>29.2%</b>	<b>8,250</b>	<b>43.2%</b>	<b>5,614</b>	<b>32.6%</b>	<b>23,752</b>	<b>32.1%</b>	<b>42,000</b>	<b>39.2%</b>	<b>30,861</b>	<b>40.3%</b>
PAYROLL - HOURLY	0	0.0%	0	0.0%	1,075	6.2%	957	1.3%	0	0.0%	1,075	1.4%
PAYROLL - SALARY	3,328	17.6%	2,733	14.3%	1,894	11.0%	22,197	30.0%	24,058	22.4%	23,116	30.2%
PAYROLL - VACATION	133	0.7%	314	1.6%	207	1.2%	1,392	1.9%	2,827	2.6%	1,763	2.3%
<b>TOTAL PAYROLL</b>	<b>3,461</b>	<b>18.3%</b>	<b>3,047</b>	<b>16.0%</b>	<b>3,177</b>	<b>18.4%</b>	<b>24,545</b>	<b>33.2%</b>	<b>26,885</b>	<b>25.1%</b>	<b>25,955</b>	<b>33.9%</b>
PAYROLL TAXES	279	1.5%	296	1.5%	269	1.6%	2,425	3.3%	2,401	2.2%	2,712	3.5%
WORKERS COMP	230	1.2%	170	0.9%	261	1.5%	1,627	2.2%	1,440	1.3%	1,714	2.2%
MEDICAL/DENTAL INS	569	3.0%	461	2.4%	1,778	10.3%	3,755	5.1%	3,849	3.6%	8,317	10.8%
401 (K) COSTS	37	0.2%	27	0.1%	26	0.2%	228	0.3%	225	0.2%	305	0.4%
<b>EMPLOYEE BENEFITS</b>	<b>1,115</b>	<b>5.9%</b>	<b>953</b>	<b>5.0%</b>	<b>2,333</b>	<b>13.5%</b>	<b>8,035</b>	<b>10.9%</b>	<b>7,915</b>	<b>7.4%</b>	<b>13,047</b>	<b>17.0%</b>
ADVERTISING	0	0.0%	1,500	7.9%	0	0.0%	0	0.0%	4,500	4.2%	0	0.0%
<b>TOTAL MARKETING</b>	<b>0</b>	<b>0.0%</b>	<b>1,500</b>	<b>7.9%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>4,500</b>	<b>4.2%</b>	<b>0</b>	<b>0.0%</b>
GOLF OPERATING SUPPLIES	0	0.0%	25	0.1%	0	0.0%	24	0.0%	225	0.2%	39	0.1%
FREIGHT	747	4.0%	288	1.5%	239	1.4%	1,841	2.5%	1,736	1.6%	1,125	1.5%
<b>OPERATING EXPENSES</b>	<b>747</b>	<b>4.0%</b>	<b>313</b>	<b>1.6%</b>	<b>239</b>	<b>1.4%</b>	<b>1,865</b>	<b>2.5%</b>	<b>1,961</b>	<b>1.8%</b>	<b>1,164</b>	<b>1.5%</b>
<b>OPERATING PROFIT</b>	<b>196</b>	<b>1.0%</b>	<b>2,436</b>	<b>12.8%</b>	<b>(134)</b>	<b>-0.8%</b>	<b>(10,694)</b>	<b>-14.5%</b>	<b>739</b>	<b>0.7%</b>	<b>(9,305)</b>	<b>-12.1%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - CALLAWAY PERFORMANCE CENTER - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
GROSS OPERATING PROFIT	196	1.0%	2,436	12.8%	(134)	-0.8%	(10,694)	-14.5%	739	0.7%	(9,305)	-12.1%
NET OPERATING INCOME	196	1.0%	2,436	12.8%	(134)	-0.8%	(10,694)	-14.5%	739	0.7%	(9,305)	-12.1%
NET INCOME (LOSS)	196	1.0%	2,436	12.8%	(134)	-0.8%	(10,694)	-14.5%	739	0.7%	(9,305)	-12.1%

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - MERCHANDISE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
MERCHANDISE SALES - SOFT GOODS	196,008		182,928		166,536		844,499		910,928		881,110	
SALES DISCOUNTS - SOFT GOODS	(39,708)		(29,268)		(23,487)		(151,785)		(126,178)		(125,882)	
MERCHANDISE SALES - HARD GOODS	44,853		36,586		38,038		193,647		176,241		187,900	
SALES DISCOUNTS - HARD GOODS	(11,196)		(3,659)		(2,697)		(36,262)		(17,222)		(17,623)	
MERCHANDISE SALES - ACCESSORIES	26,577		21,951		21,246		112,268		128,221		118,315	
SALES DISCOUNTS - ACCESSORIES	(4,162)		(3,512)		(2,921)		(12,325)		(14,756)		(13,812)	
MERCHANDISE SALES - SPECIAL ORDERS	2,152		2,439		3,015		7,689		12,845		14,749	
SALES DISCOUNTS - SPECIAL ORDERS	0		(610)		0		(1,529)		(3,211)		(613)	
SALES DISCOUNT - TROON CARD	(9)		0		0		(133)		0		0	
<b>MERCHANDISE REVENUE</b>	<b>214,516</b>		<b>206,855</b>		<b>199,730</b>		<b>956,069</b>		<b>1,066,868</b>		<b>1,044,142</b>	
<b>TOTAL REVENUES</b>	<b>214,516</b>		<b>206,855</b>		<b>199,730</b>		<b>956,069</b>		<b>1,066,868</b>		<b>1,044,142</b>	<b>0.0%</b>
COS - MERCHANDISE - SOFT GOODS	79,365	50.8%	78,659	51.2%	71,028	49.7%	346,503	50.0%	391,699	49.9%	363,327	48.1%
COS - OVER/SHORT - SOFT GOODS	419	0.3%	0	0.0%	946	0.7%	7,678	1.1%	0	0.0%	6,169	0.8%
COS - MERCHANDISE - HARD GOODS	21,907	65.1%	19,756	60.0%	20,247	57.3%	96,227	61.1%	95,170	59.8%	101,257	59.5%
COS - OVER/SHORT - HARD GOODS	812	2.4%	0	0.0%	(28)	-0.1%	1,882	1.2%	0	0.0%	339	0.2%
COS - MERCHANDISE - ACCESSORIES	12,142	54.2%	9,768	53.0%	10,678	58.3%	50,585	50.6%	57,058	50.3%	55,521	53.1%
COS - OVER/SHORT - ACCESSORIES	79	0.4%	0	0.0%	(305)	-1.7%	2,079	2.1%	0	0.0%	448	0.4%
COS - MERCHANDISE - SPECIAL ORDERS	1,534	71.3%	1,098	60.0%	1,700	56.4%	3,484	56.6%	5,780	60.0%	7,323	51.8%
COS - OVER/SHORT - SPECIAL ORDERS	0	0.0%	0	0.0%	(16)	-0.5%	85	1.4%	0	0.0%	2	0.0%
COS - DISCOUNTS EARNED	(532)	-0.2%	(300)	-0.1%	(602)	-0.3%	(4,963)	-0.5%	(2,700)	-0.3%	(4,366)	-0.4%
<b>TOTAL COST OF SALES</b>	<b>115,727</b>	<b>53.9%</b>	<b>108,981</b>	<b>52.7%</b>	<b>103,648</b>	<b>51.9%</b>	<b>503,560</b>	<b>52.7%</b>	<b>547,008</b>	<b>51.3%</b>	<b>530,020</b>	<b>50.8%</b>
<b>GROSS MARGIN</b>	<b>98,789</b>	<b>46.1%</b>	<b>97,874</b>	<b>47.3%</b>	<b>96,082</b>	<b>48.1%</b>	<b>452,509</b>	<b>47.3%</b>	<b>519,861</b>	<b>48.7%</b>	<b>514,122</b>	<b>49.2%</b>
PAYROLL - HOURLY	6,937	3.2%	10,542	5.1%	8,500	4.3%	56,759	5.9%	82,023	7.7%	58,373	5.6%
PAYROLL - SALARY	6,051	2.8%	5,748	2.8%	9,032	4.5%	49,550	5.2%	49,917	4.7%	55,536	5.3%
PAYROLL - OVERTIME	147	0.1%	0	0.0%	64	0.0%	1,952	0.2%	0	0.0%	1,293	0.1%
PAYROLL - VACATION	690	0.3%	434	0.2%	622	0.3%	5,384	0.6%	3,895	0.4%	5,270	0.5%
<b>TOTAL PAYROLL</b>	<b>13,824</b>	<b>6.4%</b>	<b>16,724</b>	<b>8.1%</b>	<b>18,218</b>	<b>9.1%</b>	<b>113,645</b>	<b>11.9%</b>	<b>135,835</b>	<b>12.7%</b>	<b>120,472</b>	<b>11.5%</b>
PAYROLL TAXES	1,422	0.7%	1,622	0.8%	1,344	0.7%	11,052	1.2%	12,212	1.1%	11,499	1.1%
WORKERS COMP	835	0.4%	931	0.4%	678	0.3%	7,099	0.7%	7,287	0.7%	6,478	0.6%
MEDICAL/DENTAL INS	469	0.2%	954	0.5%	1,408	0.7%	5,060	0.5%	7,969	0.7%	10,551	1.0%
401 (K) COSTS	120	0.1%	151	0.1%	114	0.1%	961	0.1%	1,140	0.1%	1,016	0.1%
EMPLOYEE MEALS	44	0.0%	0	0.0%	58	0.0%	295	0.0%	0	0.0%	648	0.1%
<b>EMPLOYEE BENEFITS</b>	<b>2,890</b>	<b>1.3%</b>	<b>3,657</b>	<b>1.8%</b>	<b>3,601</b>	<b>1.8%</b>	<b>24,467</b>	<b>2.6%</b>	<b>28,608</b>	<b>2.7%</b>	<b>30,191</b>	<b>2.9%</b>
TRAVEL EXPENSE	0	0.0%	150	0.1%	0	0.0%	1,376	0.1%	2,400	0.2%	1,555	0.1%
<b>EMPLOYEE RELATED</b>	<b>0</b>	<b>0.0%</b>	<b>150</b>	<b>0.1%</b>	<b>0</b>	<b>0.0%</b>	<b>1,376</b>	<b>0.1%</b>	<b>2,400</b>	<b>0.2%</b>	<b>1,555</b>	<b>0.1%</b>
ADVERTISING	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1,200	0.1%	0	0.0%
PROMOTION	0	0.0%	200	0.1%	0	0.0%	0	0.0%	600	0.1%	2,769	0.3%
<b>TOTAL MARKETING</b>	<b>0</b>	<b>0.0%</b>	<b>200</b>	<b>0.1%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>1,800</b>	<b>0.2%</b>	<b>2,769</b>	<b>0.3%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - MERCHANDISE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
EMPLOYEE UNIFORMS	16	0.0%	0	0.0%	0	0.0%	4,015	0.4%	4,000	0.4%	3,755	0.4%
GOLF OPERATING SUPPLIES	468	0.2%	200	0.1%	763	0.4%	13,042	1.4%	14,600	1.4%	10,861	1.0%
FREIGHT	1,893	0.9%	3,816	1.8%	2,268	1.1%	15,799	1.7%	19,687	1.8%	19,005	1.8%
<b>OPERATING EXPENSES</b>	<b>2,378</b>	<b>1.1%</b>	<b>4,016</b>	<b>1.9%</b>	<b>3,031</b>	<b>1.5%</b>	<b>32,857</b>	<b>3.4%</b>	<b>38,287</b>	<b>3.6%</b>	<b>33,621</b>	<b>3.2%</b>
<b>OPERATING PROFIT</b>	<b>79,697</b>	<b>37.2%</b>	<b>73,127</b>	<b>35.4%</b>	<b>71,232</b>	<b>35.7%</b>	<b>280,164</b>	<b>29.3%</b>	<b>312,930</b>	<b>29.3%</b>	<b>325,514</b>	<b>31.2%</b>
<b>GROSS OPERATING PROFIT</b>	<b>79,697</b>	<b>37.2%</b>	<b>73,127</b>	<b>35.4%</b>	<b>71,232</b>	<b>35.7%</b>	<b>280,164</b>	<b>29.3%</b>	<b>312,930</b>	<b>29.3%</b>	<b>325,514</b>	<b>31.2%</b>
<b>NET OPERATING INCOME</b>	<b>79,697</b>	<b>37.2%</b>	<b>73,127</b>	<b>35.4%</b>	<b>71,232</b>	<b>35.7%</b>	<b>280,164</b>	<b>29.3%</b>	<b>312,930</b>	<b>29.3%</b>	<b>325,514</b>	<b>31.2%</b>

**IW CLUB**  
**INCOME STATEMENT CONSOLIDATED - RESTAURANT - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
COVERS - RESTAURANT	15,172		14,750		11,205		67,997		85,350		62,973	
COVERS - BANQUET	1,865		3,100		3,044		12,047		14,658		14,321	
COVERS - RESIDENT	3,860		0		5,055		19,198		0		24,418	
COVERS - CAFE	3,903		4,200		3,537		24,044		27,168		23,600	
COVERS - FAIRWAY GRILL	11,348		10,369		10,576		59,342		59,652		59,436	
<b>TOTAL COVERS</b>	<b>36,148</b>		<b>32,419</b>		<b>33,417</b>		<b>182,628</b>		<b>186,828</b>		<b>184,748</b>	
FOOD SALES	406,795		413,162		413,969		2,024,403		2,213,468		2,195,771	
DISCOUNTS-EMPLOYEE FOOD SALES	(5,004)		(1,100)		(5,032)		(32,870)		(9,100)		(36,823)	
DISCOUNTS-PUBLIC FOOD SALES	(15,360)		(17,094)		(15,717)		(78,630)		(95,197)		(92,568)	
DISCOUNT - TROON CARD SALES	(87)		0		0		(412)		0		0	
BEER SALES	56,097		49,459		54,401		265,670		268,821		261,151	
WINE SALES	74,356		69,177		70,647		340,951		340,252		336,662	
LIQUOR SALES	70,236		70,359		75,280		339,704		340,615		341,416	
TOBACCO SALES	2,195		2,232		1,698		12,326		12,937		10,688	
GRATUITIES/GROUP SVC CHARGE	21,178		26,598		31,408		112,456		122,066		119,189	
OTHER F&B INCOME - TAXABLE	0		0		0		15,888		9,080		16,960	
OTHER F&B INCOME - NON-TAXABLE	52,243		25,450		28,165		125,199		45,438		58,430	
<b>FOOD &amp; BEVERAGE REVENUE</b>	<b>662,649</b>		<b>638,242</b>		<b>654,820</b>		<b>3,124,683</b>		<b>3,248,380</b>		<b>3,210,877</b>	
<b>TOTAL REVENUES</b>	<b>662,649</b>		<b>638,242</b>		<b>654,820</b>		<b>3,124,683</b>		<b>3,248,380</b>		<b>3,210,877</b>	<b>0.0%</b>
COS - FOOD	120,740	31.2%	130,683	33.1%	123,123	31.3%	682,952	35.7%	711,754	33.7%	702,885	34.0%
COS - BEER	13,338	23.8%	12,859	26.0%	12,882	23.7%	71,208	26.8%	71,654	26.7%	71,119	27.2%
COS - WINE	25,217	33.9%	23,520	34.0%	22,053	31.2%	110,997	32.6%	118,026	34.7%	108,532	32.2%
COS - LIQUOR	11,948	17.0%	12,665	18.0%	11,161	14.8%	59,122	17.4%	62,573	18.4%	55,837	16.4%
COS - TOBACCO	961	43.8%	1,339	60.0%	704	41.5%	7,042	57.1%	7,762	60.0%	5,928	55.5%
COS - OTHER	0	0.0%	0	0.0%	96	0.0%	15,527	0.0%	0	0.0%	13,812	0.0%
COS - GROUP SERVICES F&B	16,700	78.9%	23,938	90.0%	26,541	84.5%	89,523	79.6%	109,859	90.0%	94,908	79.6%
<b>TOTAL COST OF SALES</b>	<b>188,905</b>	<b>28.5%</b>	<b>205,004</b>	<b>32.1%</b>	<b>196,560</b>	<b>30.0%</b>	<b>1,036,371</b>	<b>33.2%</b>	<b>1,081,628</b>	<b>33.3%</b>	<b>1,053,021</b>	<b>32.8%</b>
<b>GROSS MARGIN</b>	<b>473,745</b>	<b>71.5%</b>	<b>433,238</b>	<b>67.9%</b>	<b>458,260</b>	<b>70.0%</b>	<b>2,088,312</b>	<b>66.8%</b>	<b>2,166,752</b>	<b>66.7%</b>	<b>2,157,856</b>	<b>67.2%</b>
PAYROLL - HOURLY	71,559	10.8%	85,005	13.3%	77,984	11.9%	494,051	15.8%	582,273	17.9%	545,810	17.0%
COMMISSIONS EXPENSE	1,634	0.2%	2,212	0.3%	2,608	0.4%	15,203	0.5%	10,154	0.3%	16,154	0.5%
PAYROLL - F&B MNGR	15,316	2.3%	19,478	3.1%	21,470	3.3%	149,871	4.8%	164,276	5.1%	155,188	4.8%
PAYROLL - KITCHEN	19,185	2.9%	14,386	2.3%	18,784	2.9%	126,636	4.1%	118,281	3.6%	132,802	4.1%
PAYROLL - SERVERS	44,712	6.7%	44,990	7.0%	41,145	6.3%	276,572	8.9%	300,388	9.2%	287,628	9.0%
PAYROLL - OVERTIME	5,317	0.8%	0	0.0%	6,609	1.0%	32,333	1.0%	0	0.0%	34,473	1.1%
PAYROLL - BANQUETS	4,274	0.6%	4,378	0.7%	4,387	0.7%	38,891	1.2%	38,890	1.2%	40,488	1.3%
PAYROLL - VACATION	4,163	0.6%	5,230	0.8%	4,322	0.7%	38,374	1.2%	47,070	1.4%	44,749	1.4%
<b>TOTAL PAYROLL</b>	<b>166,159</b>	<b>25.1%</b>	<b>175,681</b>	<b>27.5%</b>	<b>177,310</b>	<b>27.1%</b>	<b>1,171,930</b>	<b>37.5%</b>	<b>1,261,330</b>	<b>38.8%</b>	<b>1,257,291</b>	<b>39.2%</b>

**IW CLUB  
INCOME STATEMENT CONSOLIDATED - RESTAURANT - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
PAYROLL TAXES	23,270	3.5%	17,041	2.7%	26,822	4.1%	146,655	4.7%	114,751	3.5%	153,475	4.8%
WORKERS COMP	10,588	1.6%	9,223	1.4%	10,067	1.5%	78,292	2.5%	66,219	2.0%	68,578	2.1%
MEDICAL/DENTAL INS	12,388	1.9%	20,249	3.2%	17,298	2.6%	129,816	4.2%	169,220	5.2%	138,714	4.3%
401 (K) COSTS	1,657	0.2%	1,230	0.2%	1,007	0.3%	10,998	0.4%	8,849	0.3%	11,497	0.4%
EMPLOYEE MEALS	1,116	0.2%	700	0.1%	986	0.2%	7,716	0.2%	5,700	0.2%	9,364	0.3%
<b>EMPLOYEE BENEFITS</b>	<b>49,019</b>	<b>7.4%</b>	<b>48,443</b>	<b>7.6%</b>	<b>56,810</b>	<b>8.7%</b>	<b>373,477</b>	<b>12.0%</b>	<b>364,740</b>	<b>11.2%</b>	<b>381,627</b>	<b>11.9%</b>
RECRUITING & RELOCATION	0	0.0%	0	0.0%	0	0.0%	692	0.0%	0	0.0%	0	0.0%
BUSINESS RELATED MEALS	0	0.0%	0	0.0%	0	0.0%	108	0.0%	0	0.0%	331	0.0%
TRAVEL EXPENSE	19	0.0%	0	0.0%	0	0.0%	1,076	0.0%	2,250	0.1%	1,645	0.1%
EMPLOYEE BENEFITS & ADMINISTRATION	2,065	0.3%	2,265	0.4%	3,257	0.5%	18,570	0.6%	16,936	0.5%	18,737	0.6%
<b>EMPLOYEE RELATED</b>	<b>2,084</b>	<b>0.3%</b>	<b>2,265</b>	<b>0.4%</b>	<b>3,257</b>	<b>0.5%</b>	<b>20,447</b>	<b>0.7%</b>	<b>19,186</b>	<b>0.6%</b>	<b>20,714</b>	<b>0.6%</b>
ADVERTISING	8,099	1.2%	2,484	0.4%	2,772	0.4%	54,923	1.8%	68,406	2.1%	28,263	0.9%
PROMOTION	5,678	0.9%	1,700	0.3%	1,663	0.3%	22,254	0.7%	12,600	0.4%	9,495	0.3%
PROMOTION - FOOD	0	0.0%	0	0.0%	597	0.1%	0	0.0%	0	0.0%	4,882	0.2%
<b>TOTAL MARKETING</b>	<b>13,776</b>	<b>2.1%</b>	<b>4,184</b>	<b>0.7%</b>	<b>5,032</b>	<b>0.8%</b>	<b>77,177</b>	<b>2.5%</b>	<b>81,006</b>	<b>2.5%</b>	<b>42,640</b>	<b>1.3%</b>
R&M EQUIPMENT - F&B	435	0.1%	1,500	0.2%	2,028	0.3%	14,033	0.4%	13,600	0.4%	13,926	0.4%
R&M BEVERAGE CARTS	0	0.0%	450	0.1%	364	0.1%	1,284	0.0%	4,050	0.1%	1,960	0.1%
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>	<b>435</b>	<b>0.1%</b>	<b>1,950</b>	<b>0.3%</b>	<b>2,392</b>	<b>0.4%</b>	<b>15,317</b>	<b>0.5%</b>	<b>17,650</b>	<b>0.5%</b>	<b>15,886</b>	<b>0.5%</b>
SERVER UNIFORMS	0	0.0%	400	0.1%	294	0.0%	5,299	0.2%	9,200	0.3%	7,492	0.2%
CULINARY UNIFORMS	1,152	0.2%	1,700	0.3%	1,568	0.2%	13,725	0.4%	13,900	0.4%	14,656	0.5%
EQUIPMENT RENTAL	10,588	1.6%	1,500	0.2%	6,677	1.0%	22,190	0.7%	7,400	0.2%	20,300	0.6%
PAPER PRODUCTS	0	0.0%	450	0.1%	0	0.0%	424	0.0%	4,050	0.1%	1,140	0.0%
OFFICE SUPPLIES	0	0.0%	400	0.1%	421	0.1%	1,221	0.0%	2,900	0.1%	1,481	0.0%
FLOWERS & DECORATIONS	292	0.0%	400	0.1%	292	0.0%	8,029	0.3%	3,100	0.1%	5,429	0.2%
OPERATING SUPPLIES - F&B	16,665	2.5%	23,468	3.7%	18,472	2.8%	96,561	3.1%	120,253	3.7%	108,415	3.4%
OPERATING SUPPLIES - G&A	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	(929)	0.0%
LAUNDRY/LINENS	5,577	0.8%	5,722	0.9%	5,587	0.9%	28,738	0.9%	31,123	1.0%	29,542	0.9%
CHINA, GLASS & UTENSILS	1,542	0.2%	1,500	0.2%	1,455	0.2%	12,972	0.4%	10,500	0.3%	10,962	0.3%
COMPUTER RELATED	1,708	0.3%	1,022	0.2%	1,593	0.2%	14,676	0.5%	9,198	0.3%	12,172	0.4%
PRINTING	123	0.0%	150	0.0%	0	0.0%	636	0.0%	1,350	0.0%	575	0.0%
ENTERTAINMENT	24,900	3.8%	3,500	0.5%	4,355	0.7%	59,107	1.9%	25,000	0.8%	26,143	0.8%
CREDIT CARDS FEES	13,360	2.0%	12,715	2.0%	12,249	1.9%	65,294	2.1%	64,729	2.0%	65,169	2.0%
CASH OVER/SHORT	164	0.0%	0	0.0%	(145)	0.0%	110	0.0%	0	0.0%	995	0.0%
BANK FEES	81	0.0%	0	0.0%	55	0.0%	955	0.0%	0	0.0%	703	0.0%
DUES & SUBSCRIPTIONS	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	81	0.0%
PAYROLL ADMINISTRATION	1,836	0.3%	2,012	0.3%	1,905	0.3%	14,333	0.5%	15,038	0.5%	15,069	0.5%
RENT EXPENSE	1,000	0.2%	1,000	0.2%	1,000	0.2%	9,000	0.3%	9,000	0.3%	9,000	0.3%
<b>OPERATING EXPENSES</b>	<b>78,987</b>	<b>11.9%</b>	<b>55,938</b>	<b>8.8%</b>	<b>55,777</b>	<b>8.5%</b>	<b>353,269</b>	<b>11.3%</b>	<b>326,741</b>	<b>10.1%</b>	<b>328,397</b>	<b>10.2%</b>

**IW CLUB**  
**INCOME STATEMENT CONSOLIDATED - RESTAURANT - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
<b>OPERATING PROFIT</b>	163,284	24.6%	144,777	22.7%	157,681	24.1%	76,694	2.5%	96,099	3.0%	111,300	3.5%
CABLE TV / MUSIC	0	0.0%	0	0.0%	0	0.0%	4,665	0.1%	3,500	0.1%	3,821	0.1%
<b>TOTAL UTILITIES</b>	0	0.0%	0	0.0%	0	0.0%	4,665	0.1%	3,500	0.1%	3,821	0.1%
<b>FIXED OPERATING EXPENSES</b>	0	0.0%	0	0.0%	0	0.0%	4,665	0.1%	3,500	0.1%	3,821	0.1%
<b>GROSS OPERATING PROFIT</b>	163,284	24.6%	144,777	22.7%	157,681	24.1%	72,029	2.3%	92,599	2.9%	107,479	3.3%
INSURANCE	896	0.1%	850	0.1%	680	0.1%	8,368	0.3%	7,650	0.2%	6,120	0.2%
FEES, PERMITS & LICENSES	0	0.0%	500	0.1%	479	0.1%	12,265	0.4%	15,300	0.5%	15,673	0.5%
<b>OTHER EXPENSES</b>	896	0.1%	1,350	0.2%	1,159	0.2%	20,633	0.7%	22,950	0.7%	21,792	0.7%
<b>NET OPERATING INCOME</b>	162,388	24.5%	143,427	22.5%	156,522	23.9%	51,396	1.6%	69,649	2.1%	85,687	2.7%

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - GOLF MAINTENANCE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUALLY-T-D	%
PAYROLL - HOURLY	86,778	0.0%	96,975	0.0%	93,300	0.0%	742,415	0.0%	859,286	0.0%	817,421	0.0%
PAYROLL - SALARY	27,922	0.0%	22,512	0.0%	22,033	0.0%	209,529	0.0%	186,959	0.0%	181,237	0.0%
PAYROLL - OVERTIME	985	0.0%	0	0.0%	947	0.0%	41,125	0.0%	18,945	0.0%	39,993	0.0%
PAYROLL - VACATION	5,504	0.0%	5,557	0.0%	8,083	0.0%	56,598	0.0%	50,017	0.0%	54,992	0.0%
<b>TOTAL PAYROLL</b>	<b>121,189</b>	<b>0.0%</b>	<b>125,045</b>	<b>0.0%</b>	<b>124,364</b>	<b>0.0%</b>	<b>1,049,667</b>	<b>0.0%</b>	<b>1,115,208</b>	<b>0.0%</b>	<b>1,093,642</b>	<b>0.0%</b>
PAYROLL TAXES	12,635	0.0%	12,129	0.0%	14,091	0.0%	99,315	0.0%	99,381	0.0%	105,819	0.0%
WORKERS COMP	7,253	0.0%	6,959	0.0%	6,124	0.0%	65,178	0.0%	59,721	0.0%	57,253	0.0%
MEDICAL/DENTAL INS	14,772	0.0%	15,375	0.0%	14,219	0.0%	121,260	0.0%	128,494	0.0%	114,110	0.0%
401 (K) COSTS	523	0.0%	1,125	0.0%	539	0.0%	4,242	0.0%	9,297	0.0%	4,837	0.0%
EMPLOYEE MEALS	326	0.0%	250	0.0%	215	0.0%	2,791	0.0%	2,250	0.0%	2,257	0.0%
<b>EMPLOYEE BENEFITS</b>	<b>35,509</b>	<b>0.0%</b>	<b>35,839</b>	<b>0.0%</b>	<b>35,188</b>	<b>0.0%</b>	<b>292,785</b>	<b>0.0%</b>	<b>299,144</b>	<b>0.0%</b>	<b>284,277</b>	<b>0.0%</b>
R&M EQUIPMENT - MAINTENANCE	5,687	0.0%	3,799	0.0%	4,643	0.0%	47,662	0.0%	44,453	0.0%	38,688	0.0%
R&M PUMP STATION	0	0.0%	0	0.0%	893	0.0%	17,766	0.0%	8,000	0.0%	7,797	0.0%
R&M IRRIGATION	1,800	0.0%	760	0.0%	1,549	0.0%	15,050	0.0%	14,723	0.0%	18,296	0.0%
R&M BUILDING	0	0.0%	0	0.0%	53	0.0%	2,634	0.0%	3,000	0.0%	11,666	0.0%
CONTRACT LABOR	2,983	0.0%	1,550	0.0%	0	0.0%	21,190	0.0%	50,350	0.0%	27,936	0.0%
SOD	0	0.0%	0	0.0%	0	0.0%	27,001	0.0%	0	0.0%	852	0.0%
SEED & MULCH	0	0.0%	0	0.0%	642	0.0%	211,220	0.0%	172,000	0.0%	122,388	0.0%
SAND & GRAVEL	0	0.0%	1,200	0.0%	2,315	0.0%	9,531	0.0%	14,400	0.0%	6,050	0.0%
LANDSCAPING	2,056	0.0%	0	0.0%	0	0.0%	23,701	0.0%	21,800	0.0%	23,981	0.0%
GAS, DIESEL, OIL & LUBRICANTS	9,287	0.0%	13,000	0.0%	19,116	0.0%	94,309	0.0%	133,000	0.0%	112,428	0.0%
SMALL TOOLS	0	0.0%	350	0.0%	393	0.0%	1,597	0.0%	3,150	0.0%	1,267	0.0%
FERTILIZERS	2,412	0.0%	8,835	0.0%	5,337	0.0%	112,010	0.0%	139,134	0.0%	98,434	0.0%
CHEMICALS - HERBICIDES	12,397	0.0%	12,397	0.0%	23,895	0.0%	52,342	0.0%	53,481	0.0%	64,142	0.0%
CHEMICALS - INSECTICIDES	1,605	0.0%	2,000	0.0%	0	0.0%	3,558	0.0%	2,000	0.0%	(2,732)	0.0%
CHEMICALS - FUNGICIDES	0	0.0%	0	0.0%	0	0.0%	1,121	0.0%	0	0.0%	0	0.0%
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>	<b>38,226</b>	<b>0.0%</b>	<b>43,891</b>	<b>0.0%</b>	<b>58,836</b>	<b>0.0%</b>	<b>640,691</b>	<b>0.0%</b>	<b>659,491</b>	<b>0.0%</b>	<b>531,194</b>	<b>0.0%</b>
EMPLOYEE UNIFORMS	0	0.0%	0	0.0%	447	0.0%	2,138	0.0%	3,100	0.0%	3,951	0.0%
EQUIPMENT RENTAL	0	0.0%	0	0.0%	542	0.0%	566	0.0%	750	0.0%	542	0.0%
COURSE SUPPLIES	2,817	0.0%	3,000	0.0%	3,696	0.0%	16,541	0.0%	13,750	0.0%	16,070	0.0%
OPERATING SUPPLIES - MAINT	1,732	0.0%	1,252	0.0%	1,191	0.0%	15,154	0.0%	11,821	0.0%	7,127	0.0%
LAUNDRY/LINENS	1,495	0.0%	1,150	0.0%	1,945	0.0%	12,916	0.0%	10,850	0.0%	17,990	0.0%
SAFETY SUPPLIES	300	0.0%	300	0.0%	218	0.0%	2,555	0.0%	2,700	0.0%	2,758	0.0%
<b>OPERATING EXPENSES</b>	<b>6,344</b>	<b>0.0%</b>	<b>5,702</b>	<b>0.0%</b>	<b>8,039</b>	<b>0.0%</b>	<b>49,870</b>	<b>0.0%</b>	<b>42,971</b>	<b>0.0%</b>	<b>48,439</b>	<b>0.0%</b>
<b>OPERATING PROFIT</b>	<b>(201,269)</b>	<b>0.0%</b>	<b>(210,476)</b>	<b>0.0%</b>	<b>(226,427)</b>	<b>0.0%</b>	<b>(2,033,013)</b>	<b>0.0%</b>	<b>(2,116,814)</b>	<b>0.0%</b>	<b>(1,957,551)</b>	<b>0.0%</b>
ELECTRIC & GAS	18,226	0.0%	21,250	0.0%	16,820	0.0%	176,927	0.0%	197,750	0.0%	184,307	0.0%
WATER	12,288	0.0%	10,727	0.0%	11,687	0.0%	181,202	0.0%	155,800	0.0%	141,518	0.0%
WASTE REMOVAL	228	0.0%	120	0.0%	114	0.0%	1,026	0.0%	1,080	0.0%	1,987	0.0%
SECURITY	228	0.0%	0	0.0%	0	0.0%	798	0.0%	0	0.0%	0	0.0%
<b>TOTAL UTILITIES</b>	<b>30,970</b>	<b>0.0%</b>	<b>32,097</b>	<b>0.0%</b>	<b>28,620</b>	<b>0.0%</b>	<b>359,954</b>	<b>0.0%</b>	<b>354,630</b>	<b>0.0%</b>	<b>327,813</b>	<b>0.0%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - GOLF MAINTENANCE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
HIDE ROW												
<b>FIXED OPERATING EXPENSES</b>	30,970	0.0%	32,097	0.0%	28,620		359,954	0.0%	354,630	0.0%	327,867	0.0%
<b>GROSS OPERATING PROFIT</b>	(232,239)	0.0%	(242,573)	0.0%	(255,047)	0.0%	(2,392,967)	0.0%	(2,471,444)	0.0%	(2,456,464)	0.0%
FEEES, PERMITS & LICENSES	494	0.0%	0	0.0%	0	0.0%	6,069	0.0%	2,000	0.0%	4,564	0.0%
<b>OTHER EXPENSES</b>	494	0.0%	0	0.0%	0	0.0%	6,069	0.0%	2,000	0.0%	4,564	0.0%
<b>NET OPERATING INCOME</b>	(232,733)	0.0%	(242,573)	0.0%	(255,047)	0.0%	(2,399,036)	0.0%	(2,473,444)	0.0%	(2,289,928)	0.0%
<b>NET INCOME (LOSS)</b>	(232,733)	0.0%	(242,573)	0.0%	(255,047)	0.0%	(2,399,036)	0.0%	(2,473,444)	0.0%	(2,289,928)	0.0%

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - GENERAL & ADMINISTRATIVE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
PAYROLL - HOURLY	19,029	0.0%	19,425	0.0%	18,013	0.0%	156,620	0.0%	172,543	0.0%	144,771	0.0%
PAYROLL - SALARY	16,365	0.0%	33,841	0.0%	33,276	0.0%	238,898	0.0%	281,357	0.0%	290,925	0.0%
PAYROLL - OVERTIME	441	0.0%	0	0.0%	224	0.0%	3,865	0.0%	0	0.0%	3,409	0.0%
PAYROLL - VACATION	1,560	0.0%	2,418	0.0%	4,145	0.0%	27,371	0.0%	21,760	0.0%	33,310	0.0%
<b>TOTAL PAYROLL</b>	<b>37,395</b>	<b>0.0%</b>	<b>55,685</b>	<b>0.0%</b>	<b>55,657</b>	<b>0.0%</b>	<b>426,754</b>	<b>0.0%</b>	<b>475,659</b>	<b>0.0%</b>	<b>472,416</b>	<b>0.0%</b>
PAYROLL TAXES	2,948	0.0%	5,401	0.0%	5,095	0.0%	33,105	0.0%	42,525	0.0%	39,224	0.0%
WORKERS COMP	1,905	0.0%	3,099	0.0%	2,643	0.0%	28,733	0.0%	25,487	0.0%	25,793	0.0%
MEDICAL/DENTAL INS	3,692	0.0%	5,543	0.0%	4,714	0.0%	42,273	0.0%	46,326	0.0%	40,579	0.0%
401 (K) COSTS	308	0.0%	501	0.0%	588	0.0%	4,849	0.0%	3,975	0.0%	5,047	0.0%
EMPLOYEE MEALS	372	0.0%	650	0.0%	771	0.0%	3,182	0.0%	5,850	0.0%	6,801	0.0%
<b>EMPLOYEE BENEFITS</b>	<b>9,225</b>	<b>0.0%</b>	<b>15,195</b>	<b>0.0%</b>	<b>13,810</b>	<b>0.0%</b>	<b>112,142</b>	<b>0.0%</b>	<b>124,163</b>	<b>0.0%</b>	<b>117,444</b>	<b>0.0%</b>
SEMINARS	70	0.0%	0	0.0%	149	0.0%	3,160	0.0%	7,000	0.0%	9,507	0.0%
ASSOCIATION DUES	0	0.0%	100	0.0%	340	0.0%	3,802	0.0%	6,000	0.0%	1,546	0.0%
EMPLOYEE RECOGNITION & REWARDS	49	0.0%	700	0.0%	1,216	0.0%	7,262	0.0%	15,298	0.0%	17,517	0.0%
RECRUITING & RELOCATION	0	0.0%	0	0.0%	0	0.0%	1,200	0.0%	0	0.0%	8,330	0.0%
BUSINESS RELATED MEALS	240	0.0%	300	0.0%	68	0.0%	1,604	0.0%	2,900	0.0%	2,008	0.0%
TRAVEL EXPENSE	500	0.0%	600	0.0%	668	0.0%	9,864	0.0%	7,400	0.0%	12,273	0.0%
EMPLOYEE BENEFITS & ADMINISTRATION	3,214	0.0%	3,598	0.0%	3,487	0.0%	30,614	0.0%	30,791	0.0%	30,353	0.0%
<b>EMPLOYEE RELATED</b>	<b>4,073</b>	<b>0.0%</b>	<b>5,298</b>	<b>0.0%</b>	<b>5,927</b>	<b>0.0%</b>	<b>57,507</b>	<b>0.0%</b>	<b>69,389</b>	<b>0.0%</b>	<b>81,534</b>	<b>0.0%</b>
PROMOTION	1,376	0.0%	800	0.0%	626	0.0%	6,541	0.0%	6,900	0.0%	6,812	0.0%
<b>TOTAL MARKETING</b>	<b>1,376</b>	<b>0.0%</b>	<b>800</b>	<b>0.0%</b>	<b>626</b>	<b>0.0%</b>	<b>6,541</b>	<b>0.0%</b>	<b>6,900</b>	<b>0.0%</b>	<b>6,812</b>	<b>0.0%</b>
R&M OFFICE EQUIPMENT	324	0.0%	200	0.0%	392	0.0%	1,738	0.0%	1,800	0.0%	2,219	0.0%
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>	<b>324</b>	<b>0.0%</b>	<b>200</b>	<b>0.0%</b>	<b>392</b>	<b>0.0%</b>	<b>1,738</b>	<b>0.0%</b>	<b>1,800</b>	<b>0.0%</b>	<b>2,219</b>	<b>0.0%</b>
EMPLOYEE UNIFORMS	340	0.0%	0	0.0%	0	0.0%	1,058	0.0%	1,500	0.0%	395	0.0%
OFFICE SUPPLIES	303	0.0%	1,000	0.0%	1,139	0.0%	8,369	0.0%	8,000	0.0%	7,029	0.0%
OFFSITE STORAGE	246	0.0%	245	0.0%	246	0.0%	2,364	0.0%	2,205	0.0%	3,363	0.0%
LOSS & DAMAGE	129	0.0%	0	0.0%	0	0.0%	2,353	0.0%	750	0.0%	331	0.0%
CONTROLS & AUDIT	442	0.0%	455	0.0%	442	0.0%	3,974	0.0%	4,014	0.0%	3,935	0.0%
POSTAGE	194	0.0%	200	0.0%	200	0.0%	1,431	0.0%	1,925	0.0%	1,965	0.0%
OVERNIGHT DELIVERY	0	0.0%	150	0.0%	226	0.0%	700	0.0%	1,325	0.0%	1,148	0.0%
COMPUTER RELATED	2,091	0.0%	3,686	0.0%	1,778	0.0%	21,040	0.0%	33,063	0.0%	17,032	0.0%
PRINTING	168	0.0%	60	0.0%	0	0.0%	1,423	0.0%	590	0.0%	1,189	0.0%
BANK FEES	498	0.0%	850	0.0%	712	0.0%	4,544	0.0%	7,650	0.0%	7,096	0.0%
DUES & SUBSCRIPTIONS	50	0.0%	50	0.0%	50	0.0%	543	0.0%	450	0.0%	1,166	0.0%
CENTRALIZED SERVICES	1,222	0.0%	1,236	0.0%	0	0.0%	10,836	0.0%	10,775	0.0%	0	0.0%
PAYROLL ADMINISTRATION	2,266	0.0%	2,586	0.0%	3,584	0.0%	20,121	0.0%	21,974	0.0%	32,215	0.0%
<b>OPERATING EXPENSES</b>	<b>7,947</b>	<b>0.0%</b>	<b>10,519</b>	<b>0.0%</b>	<b>8,377</b>	<b>0.0%</b>	<b>78,756</b>	<b>0.0%</b>	<b>94,221</b>	<b>0.0%</b>	<b>76,863</b>	<b>0.0%</b>
<b>OPERATING PROFIT</b>	<b>(60,339)</b>	<b>0.0%</b>	<b>(87,696)</b>	<b>0.0%</b>	<b>(84,790)</b>	<b>0.0%</b>	<b>(683,437)</b>	<b>0.0%</b>	<b>(772,133)</b>	<b>0.0%</b>	<b>(757,288)</b>	<b>0.0%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - GENERAL & ADMINISTRATIVE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
TELEPHONE	3,545	0.0%	3,800	0.0%	3,783	0.0%	33,345	0.0%	34,200	0.0%	34,387	0.0%
<b>TOTAL UTILITIES</b>	<b>3,545</b>	<b>0.0%</b>	<b>3,800</b>	<b>0.0%</b>	<b>3,783</b>	<b>0.0%</b>	<b>33,345</b>	<b>0.0%</b>	<b>34,200</b>	<b>0.0%</b>	<b>34,387</b>	<b>0.0%</b>
HIDE ROW												
<b>FIXED OPERATING EXPENSES</b>	<b>3,545</b>	<b>0.0%</b>	<b>3,800</b>	<b>0.0%</b>	<b>3,783</b>	<b>0.0%</b>	<b>33,345</b>	<b>0.0%</b>	<b>34,200</b>	<b>0.0%</b>	<b>34,387</b>	<b>0.0%</b>
<b>GROSS OPERATING PROFIT</b>	<b>(63,884)</b>	<b>0.0%</b>	<b>(91,496)</b>	<b>0.0%</b>	<b>(88,572)</b>	<b>0.0%</b>	<b>(716,782)</b>	<b>0.0%</b>	<b>(806,333)</b>	<b>0.0%</b>	<b>(791,675)</b>	<b>0.0%</b>
INSURANCE	3,013	0.0%	2,669	0.0%	2,485	0.0%	27,105	0.0%	23,990	0.0%	22,351	0.0%
FEEES, PERMITS & LICENSES	0	0.0%	585	0.0%	585	0.0%	115	0.0%	700	0.0%	699	0.0%
BASE MANAGEMENT FEES	21,667	0.0%	21,667	0.0%	21,667	0.0%	195,000	0.0%	195,003	0.0%	195,000	0.0%
<b>OTHER EXPENSES</b>	<b>24,680</b>	<b>0.0%</b>	<b>24,921</b>	<b>0.0%</b>	<b>24,737</b>	<b>0.0%</b>	<b>222,220</b>	<b>0.0%</b>	<b>219,693</b>	<b>0.0%</b>	<b>218,051</b>	<b>0.0%</b>
<b>NET OPERATING INCOME</b>	<b>(88,564)</b>	<b>0.0%</b>	<b>(116,417)</b>	<b>0.0%</b>	<b>(113,310)</b>	<b>0.0%</b>	<b>(939,002)</b>	<b>0.0%</b>	<b>(1,026,026)</b>	<b>0.0%</b>	<b>(1,009,726)</b>	<b>0.0%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - BUILDING MAINTENANCE - MARCH 2013**

	ACTUAL MONTH	%	BUDGET MONTH	%	PRIOR YEAR MONTH	%	ACTUAL Y-T-D	%	BUDGET Y-T-D	%	PRIOR YEAR ACTUAL Y-T-D	%
PAYROLL - HOURLY	14,608	0.0%	18,760	0.0%	16,623	0.0%	139,736	0.0%	158,557	0.0%	149,939	0.0%
PAYROLL - SALARY	9,479	0.0%	9,350	0.0%	9,602	0.0%	84,502	0.0%	81,194	0.0%	82,051	0.0%
PAYROLL - OVERTIME	132	0.0%	563	0.0%	203	0.0%	4,492	0.0%	3,079	0.0%	2,659	0.0%
PAYROLL - VACATION	1,149	0.0%	1,133	0.0%	1,865	0.0%	12,033	0.0%	10,194	0.0%	12,921	0.0%
<b>TOTAL PAYROLL</b>	<b>25,367</b>	<b>0.0%</b>	<b>29,805</b>	<b>0.0%</b>	<b>28,294</b>	<b>0.0%</b>	<b>240,764</b>	<b>0.0%</b>	<b>253,024</b>	<b>0.0%</b>	<b>247,570</b>	<b>0.0%</b>
PAYROLL TAXES	2,338	0.0%	2,891	0.0%	3,003	0.0%	21,669	0.0%	22,686	0.0%	22,723	0.0%
WORKERS COMP	1,504	0.0%	1,659	0.0%	1,394	0.0%	14,673	0.0%	13,565	0.0%	12,563	0.0%
MEDICAL/DENTAL INS	1,682	0.0%	3,743	0.0%	3,508	0.0%	26,847	0.0%	31,281	0.0%	28,003	0.0%
401 (K) COSTS	156	0.0%	268	0.0%	181	0.0%	1,569	0.0%	2,124	0.0%	1,910	0.0%
EMPLOYEE MEALS	116	0.0%	100	0.0%	71	0.0%	824	0.0%	900	0.0%	407	0.0%
<b>EMPLOYEE BENEFITS</b>	<b>5,796</b>	<b>0.0%</b>	<b>8,661</b>	<b>0.0%</b>	<b>8,157</b>	<b>0.0%</b>	<b>65,583</b>	<b>0.0%</b>	<b>70,556</b>	<b>0.0%</b>	<b>65,604</b>	<b>0.0%</b>
R&M EQUIPMENT - MAINTENANCE	1,417	0.0%	1,700	0.0%	1,704	0.0%	13,027	0.0%	15,300	0.0%	14,673	0.0%
R&M BUILDING	834	0.0%	2,300	0.0%	442	0.0%	11,766	0.0%	20,700	0.0%	15,108	0.0%
R&M ELECTRICAL AND MECHANICAL	329	0.0%	900	0.0%	660	0.0%	11,218	0.0%	8,100	0.0%	9,240	0.0%
R&M PLUMBING	1,197	0.0%	400	0.0%	254	0.0%	4,418	0.0%	5,100	0.0%	1,768	0.0%
CONTRACT LABOR	2,484	0.0%	2,756	0.0%	3,575	0.0%	26,104	0.0%	34,654	0.0%	36,817	0.0%
SMALL TOOLS	0	0.0%	100	0.0%	338	0.0%	357	0.0%	900	0.0%	914	0.0%
<b>TOTAL REPAIRS &amp; MAINTENANCE</b>	<b>6,261</b>	<b>0.0%</b>	<b>8,156</b>	<b>0.0%</b>	<b>6,974</b>	<b>0.0%</b>	<b>66,890</b>	<b>0.0%</b>	<b>84,754</b>	<b>0.0%</b>	<b>78,520</b>	<b>0.0%</b>
EMPLOYEE UNIFORMS	0	0.0%	100	0.0%	0	0.0%	0	0.0%	900	0.0%	82	0.0%
EQUIPMENT RENTAL	0	0.0%	0	0.0%	0	0.0%	0	0.0%	500	0.0%	1,207	0.0%
FLOWERS & DECORATIONS	292	0.0%	300	0.0%	292	0.0%	6,429	0.0%	10,400	0.0%	9,749	0.0%
OPERATING SUPPLIES - G&A	874	0.0%	1,200	0.0%	1,062	0.0%	7,047	0.0%	9,900	0.0%	8,123	0.0%
OFFSITE STORAGE	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4,560	0.0%
LAUNDRY/LINENS	1,086	0.0%	1,200	0.0%	1,142	0.0%	7,675	0.0%	10,300	0.0%	8,239	0.0%
SAFETY SUPPLIES	102	0.0%	100	0.0%	130	0.0%	1,164	0.0%	2,800	0.0%	2,415	0.0%
<b>OPERATING EXPENSES</b>	<b>2,355</b>	<b>0.0%</b>	<b>2,900</b>	<b>0.0%</b>	<b>2,626</b>	<b>0.0%</b>	<b>22,315</b>	<b>0.0%</b>	<b>34,800</b>	<b>0.0%</b>	<b>34,375</b>	<b>0.0%</b>
<b>OPERATING PROFIT</b>	<b>(39,780)</b>	<b>0.0%</b>	<b>(49,522)</b>	<b>0.0%</b>	<b>(46,052)</b>	<b>0.0%</b>	<b>(395,552)</b>	<b>0.0%</b>	<b>(443,135)</b>	<b>0.0%</b>	<b>(426,069)</b>	<b>0.0%</b>
ELECTRIC & GAS	19,200	0.0%	19,500	0.0%	17,022	0.0%	197,827	0.0%	216,500	0.0%	201,834	0.0%
CABLE TV / MUSIC	1,148	0.0%	1,000	0.0%	980	0.0%	10,841	0.0%	9,000	0.0%	8,733	0.0%
WATER	1,226	0.0%	1,400	0.0%	1,168	0.0%	10,286	0.0%	13,600	0.0%	12,559	0.0%
SECURITY	228	0.0%	0	0.0%	0	0.0%	1,307	0.0%	0	0.0%	0	0.0%
PEST CONTROL	3,891	0.0%	3,876	0.0%	4,670	0.0%	20,755	0.0%	21,396	0.0%	20,703	0.0%
<b>TOTAL UTILITIES</b>	<b>25,693</b>	<b>0.0%</b>	<b>25,776</b>	<b>0.0%</b>	<b>23,840</b>	<b>0.0%</b>	<b>241,016</b>	<b>0.0%</b>	<b>260,496</b>	<b>0.0%</b>	<b>243,829</b>	<b>0.0%</b>
HIDE ROW												
<b>FIXED OPERATING EXPENSES</b>	<b>25,693</b>	<b>0.0%</b>	<b>25,776</b>	<b>0.0%</b>	<b>23,840</b>	<b>0.0%</b>	<b>241,016</b>	<b>0.0%</b>	<b>260,496</b>	<b>0.0%</b>	<b>243,829</b>	<b>0.0%</b>

**INDIAN WELLS GOLF RESORT**  
**INCOME STATEMENT CONSOLIDATED - BUILDING MAINTENANCE - MARCH 2013**

	<b>ACTUAL MONTH</b>	<b>%</b>	<b>BUDGET MONTH</b>	<b>%</b>	<b>PRIOR YEAR MONTH</b>	<b>%</b>	<b>ACTUAL Y-T-D</b>	<b>%</b>	<b>BUDGET Y-T-D</b>	<b>%</b>	<b>PRIOR YEAR ACTUAL Y-T-D</b>	<b>%</b>
<b>GROSS OPERATING PROFIT</b>	(65,473)	0.0%	(75,298)	0.0%	(69,892)	0.0%	(636,568)	0.0%	(703,631)	0.0%	(669,898)	0.0%
<b>NET OPERATING INCOME</b>	(65,473)	0.0%	(75,298)	0.0%	(69,892)	0.0%	(636,568)	0.0%	(703,631)	0.0%	(669,898)	0.0%
<b>NET INCOME (LOSS)</b>	(65,473)	0.0%	(75,298)	0.0%	(69,892)	0.0%	(636,568)	0.0%	(703,631)	0.0%	(669,898)	0.0%

**INDIAN WELLS GOLF RESORT  
BALANCE SHEET - MARCH 2013**

	CURRENT MONTH	PRIOR MONTH	PRIOR YEAR
<b>ASSETS</b>			
CASH & CASH EQUIVALENTS	\$ 1,019,388	\$ 743,344	\$ 673,087
ACCOUNTS RECEIVABLE, NET	195,812	167,253	280,778
INVENTORY	628,105	697,760	716,131
PREPAID & OTHER ST ASSETS	38,779	56,209	36,793
<b>TOTAL CURRENT ASSETS</b>	<b>1,882,084</b>	<b>1,664,567</b>	<b>1,706,788</b>
<b>PROPERTY, PLANT &amp; EQUIPMENT - NET</b>	<b>0</b>	<b>0</b>	<b>0</b>
OTHER LT ASSETS	8,317	8,317	0
<b>TOTAL ASSETS</b>	<b>\$ 1,890,401</b>	<b>\$ 1,672,884</b>	<b>\$ 1,706,788</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>LIABILITIES</b>			
ACCOUNTS PAYABLE	\$ 88,255	\$ 74,162	\$ 148,064
OTHER ACCRUED LIABILITIES	282,114	237,997	249,318
GIFT CERTIFICATES/GIFT CARDS	41,258	44,927	39,641
ADVANCED DEPOSITS - EVENTS	96,989	128,378	107,450
ADVANCED DEPOSITS - CALLAWAY	0	5,282	1,976
DEFERRED REVENUES	29,558	50,183	46,806
DUE TO AFFILIATE	98,106	57,039	118,303
<b>TOTAL CURRENT LIABILITIES</b>	<b>636,279</b>	<b>597,968</b>	<b>711,558</b>
<b>TOTAL LIABILITIES</b>	<b>636,279</b>	<b>597,968</b>	<b>711,558</b>
<b>EQUITY</b>			
MEMBER CAPITAL	6,632,561	7,032,561	6,322,561
RETAINED EARNINGS	(5,442,713)	(5,442,713)	(5,225,009)
CURRENT YEAR EARNINGS	64,274	(514,932)	(102,322)
<b>TOTAL EQUITY</b>	<b>1,254,123</b>	<b>1,074,916</b>	<b>995,230</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$ 1,890,401</b>	<b>\$ 1,672,884</b>	<b>\$ 1,706,788</b>

**69 - INDIAN WELLS GOLF RESORT**  
**Trial Balance for Mar, 2013**

Account	Description	Beginning	Current Prd	Current Prd	Ending
		Balance	Debit	Credit	Balance
1000	Cash-Operating-Pacific Weste	727,644.42	1,349,597.68	(1,073,553.73)	1,003,688.37
1035	Petty Cash	300.00	-	-	300.00
1040	Cash Banks	15,400.00	-	-	15,400.00
1100	Accounts Receivable	167,253.28	418,648.83	(390,090.32)	195,811.79
1200	Prepaid Expenses	51,687.13	6,494.53	(21,077.87)	37,103.79
1240	Prepaid Liability Insurance	4,522.10	-	(2,846.93)	1,675.17
1320	Inventory - Soft Goods	489,330.66	25,004.33	(82,578.05)	431,756.94
1321	Inventory - Merchandise - Har	77,021.30	15,610.91	(25,843.12)	66,789.09
1322	Inventory - Merchandise - Acce	111,160.95	13,449.00	(13,162.06)	111,447.89
1323	Inventory - Merch - Callaway	2,733.00	14,751.24	(15,928.24)	1,556.00
1324	Inventory - Merch - Special	2,193.82	1,534.00	(1,534.00)	2,193.82
1325	Inventory - Merch - Callaway	15,320.20	411.00	(1,369.80)	14,361.40
1400	Due to/from Affiliate	(57,038.92)	79,949.89	(121,016.47)	(98,105.50)
1600	Deposits	8,317.23	-	-	8,317.23
2100	Accounts Payable	(74,162.30)	301,092.61	(315,185.70)	(88,255.39)
2200	Accrued Payroll	(67,708.61)	67,708.61	(94,507.71)	(94,507.71)
2210	Accrued Vacation	(100,689.20)	5,445.62	(12,096.57)	(107,340.15)
2230	Accrued Sales Tax	(16,148.09)	13,027.00	(19,139.24)	(22,260.33)
2231	Accrued Use Tax	(5.42)	-	(27.04)	(32.46)
2250	Accrued Professional Fees	(19,734.00)	3,431.05	(8,970.00)	(25,272.95)
2275	Accrued Merchandise Inventor	529.70	72,398.25	(72,927.95)	-
2280	General Accrual	(34,241.00)	36,537.00	(34,996.00)	(32,700.00)
2320	Gift Certificates - OLD	(44,819.53)	-	-	(44,819.53)
2325	Gift Certificates - NEW	(65,512.74)	9,652.32	(5,983.22)	(61,843.64)
2326	Reserve for Old Gift Certifi	65,405.41	-	-	65,405.41
2330	Advanced Deposits - Events	(128,378.00)	42,949.49	(11,560.49)	(96,989.00)
2335	Advanced Deposits - Callaway	(5,282.08)	17,145.93	(11,863.85)	-
2340	Deferred Revenues	(50,183.13)	22,675.49	(2,050.00)	(29,557.64)
3200	Member Contributions	(7,032,561.22)	400,000.00	-	(6,632,561.22)
3400	Retained Earnings	5,442,712.84	-	-	5,442,712.84
<b>Total Assets &amp; Liabilities</b>		<b>(514,932.20)</b>	<b>2,917,514.78</b>	<b>(2,338,308.36)</b>	<b>64,274.22</b>

4200	Sales - 18 Hole - Prime	(113,765.63)	-	(45,050.00)	(158,815.63)
4205	Sales - 18 Hole - Non-Prime	(136,780.60)	-	(44,405.00)	(181,185.60)
4210	Sales - Tournament	(1,039,365.97)	405.00	(272,805.00)	(1,311,765.97)
4215	Sales - Resort Guest Prime	(290,177.00)	465.00	(82,870.00)	(372,582.00)
4220	Sales - Resort Guest Non-Pri	(274,195.00)	-	(81,930.00)	(356,125.00)
4230	Sales - Afternoon Prime	(101,442.00)	120.00	(44,610.00)	(145,932.00)
4232	Sales - Afternoon Non-Prime	(122,383.00)	-	(47,181.80)	(169,564.80)
4235	Sales - Troon Programs	(53,973.10)	-	(10,795.00)	(64,768.10)
4240	Sales - Junior	(11,600.00)	-	(5,890.00)	(17,490.00)
4245	Sales - IWGR Card	(261,270.00)	-	(65,010.00)	(326,280.00)
4252	Sales - Wholesaler	(151,947.95)	-	(41,742.50)	(193,690.45)
4254	Sales - Special	(310,067.00)	-	(67,215.50)	(377,282.50)
4255	Sales - PGA/Cart Fees	(23,750.26)	20.00	(8,591.50)	(32,321.76)
4270	Sales - Member Rounds	(355,071.50)	-	(87,389.00)	(442,460.50)
4272	Sales - Member Guest Prime R	(116,375.00)	-	(40,625.00)	(157,000.00)
4273	Sales - Member Guest Non-Pri	(147,085.00)	-	(52,845.00)	(199,930.00)
4280	Golf - Group Services	(46,925.99)	-	(10,560.79)	(57,486.78)
4285	Golf Lessons	(16,861.00)	-	(6,884.00)	(23,745.00)
4287	Range, Rentals, Other Golf r	(143,921.52)	280.54	(37,870.97)	(181,511.95)
4292	Callaway Fittings	(3,844.60)	-	(950.00)	(4,794.60)
4294	IWGR Card Sales	(54,684.70)	-	(5,189.15)	(59,873.85)
4295	Income - Other (non - golf)	(5,623.90)	-	(18,500.00)	(24,123.90)
4350	Merchandise Sales - Soft Goo	(648,491.22)	247.83	(196,256.00)	(844,499.39)
4351	Merchandise Sales - Hard Goo	(148,794.06)	-	(44,852.88)	(193,646.94)
4352	Merchandise Sales - Accessor	(85,691.31)	-	(26,576.94)	(112,268.25)
4353	Merchandise Sales - Callaway	(63,061.82)	-	(18,407.08)	(81,468.90)
4354	Merchandise Sales - Special	(5,536.65)	-	(2,152.00)	(7,688.65)
4360	Sales Discount - Soft Goods	112,077.14	39,707.68	-	151,784.82

4361	Sales Discount - Hard Goods	25,066.07	11,195.60	-	36,261.67
4362	Sales Discount - Accessories	8,163.86	4,169.83	(8.22)	12,325.47
4363	Sales Discount - Callaway Ce	11,867.05	550.03	(78.75)	12,338.33
4364	Sales Discount - Special Ord	1,529.00	-	-	1,529.00
4365	SALES DISCOUNT - TROON CARD	124.05	9.20	-	133.25
5200	COS - Golf	4,101.34	-	-	4,101.34
5210	COS - Group Services Golf	33,633.83	10,124.01	(3,700.00)	40,057.84
5220	COS - Golf Lessons	12,944.40	6,232.00	(720.00)	18,456.40
5350	COS - Merchandise - Soft Geo	267,137.26	81,940.47	(2,575.02)	346,502.71
5351	COS - Merchandise - Hard Goo	74,320.50	23,850.33	(1,943.64)	96,227.19
5352	COS - Merchandise - Accessor	38,442.35	12,172.34	(30.00)	50,584.69
5353	COS - Merchandise - Callaway	37,334.64	13,488.24	-	50,822.88
5354	COS - Merchandise - Special	1,949.84	1,534.00	-	3,483.84
5355	COS - Over/Short - Soft Good	7,259.00	419.39	-	7,678.39
5356	COS - Over/Short - Hard Good	1,070.09	811.79	-	1,881.88
5357	COS - Over/Short - Accessori	1,999.98	79.34	-	2,079.32
5359	COS - Over/Short - Special	85.00	-	-	85.00
5360	COS - Discounts Earned	(4,958.04)	56.70	(710.84)	(5,612.18)
7000	Payroll - Hourly	1,286,369.35	213,171.87	(35,959.35)	1,463,581.87
7002	Payroll - Salary	723,601.99	107,962.94	(17,932.38)	813,632.55
7007	Payroll - Overtime	59,318.81	2,402.08	-	61,720.89
7015	Payroll - Vacation	123,335.45	12,096.57	-	135,432.02
7020	Payroll Taxes	204,926.22	35,788.50	(6,557.05)	234,157.67
7030	Worker's Compensation	142,299.30	21,115.49	(3,722.76)	159,692.03
7040	Medical/Dental	253,864.80	30,944.65	-	284,809.45
7050	401(k) Costs	14,120.76	2,112.95	(413.26)	15,820.45
7100	Seminars	3,090.00	70.00	-	3,160.00
7110	Employee Uniforms	15,260.12	401.31	-	15,661.43
7120	Association Dues	3,801.80	-	-	3,801.80
7130	Employee Recognition & Rewar	7,212.85	151.94	(102.93)	7,261.86
7140	Recruiting & Relocation	1,200.00	-	-	1,200.00
7150	Business Related Meals	1,364.23	485.00	(245.00)	1,604.23
7160	Travel Expense	10,740.38	1,300.00	(800.00)	11,240.38
7180	Employee Meals	11,170.31	1,756.77	-	12,927.08
7195	Employee Benefits & Administ	27,400.33	3,723.86	(510.00)	30,614.19
7230	Advertising	101,943.00	9,017.74	(1,111.42)	109,849.32
7240	Promotion	6,928.73	1,432.25	-	8,360.98
7300	Cart Leases - Operating	191,541.44	30,210.94	-	221,752.38
7340	Equipment Rental	566.17	-	-	566.17
7350	Equipment Leases	17,361.00	2,127.72	-	19,488.72
7370	Handicap Fees	6,495.00	363.00	-	6,858.00
7400	Golf Operating Supplies	51,451.53	9,435.66	(2,663.00)	58,224.19
7410	Course Supplies	13,723.23	2,817.45	-	16,540.68
7430	Office Supplies	8,065.89	302.96	-	8,368.85
7435	Flowers & Decorations	6,137.32	2,114.17	(1,822.00)	6,429.49
7440	Operating Supplies-Maint	13,422.25	1,732.13	-	15,154.38
7444	Operating Supplies-G&A	6,172.46	876.37	(2.20)	7,046.63
7445	Locker Room Supplies	273.00	124.97	-	397.97
7460	Laundry/Linens	18,008.87	2,581.43	-	20,590.30
7490	Loss & Damage	2,223.93	129.00	-	2,352.93
7500	Postage	1,236.95	200.00	(6.25)	1,430.70
7510	Freight	14,999.74	3,639.17	(998.95)	17,639.96
7520	Overnight Delivery	699.79	-	-	699.79
7530	Computer Related	18,949.61	2,090.69	-	21,040.30
7535	Controls & Audit	3,532.64	441.58	-	3,974.22
7540	Printing	1,254.82	168.10	-	1,422.92
7550	Safety Supplies	3,316.91	402.22	-	3,719.13
7560	Credit Card Fees	93,844.04	48,915.09	(25,134.00)	117,625.13
7570	Cash Over/Short	112.74	95.00	(128.49)	79.25
7580	Bank Fees	4,046.76	497.63	-	4,544.39
7585	Offsite Storage	2,118.00	246.00	-	2,364.00
7590	Dues & Subscriptions	492.73	50.00	-	542.73
7605	Centralized Services	9,614.47	1,457.93	(236.42)	10,835.98
7606	Payroll Administration	17,855.53	2,719.15	(453.39)	20,121.29
7610	R&M Equipment- Maintenance	53,583.89	7,285.89	(180.93)	60,688.85

7620	R&M Pump Station	17,765.70	-	-	17,765.70
7630	R&M Irrigation	13,250.01	1,799.68	-	15,049.69
7650	R&M Office Equipment	1,413.47	324.09	-	1,737.56
7660	R&M Building	13,566.45	834.07	-	14,400.52
7665	R&M Electrical and Mechanical	10,888.78	328.86	-	11,217.64
7675	R&M Plumbing	3,220.82	1,197.46	-	4,418.28
7680	R&M Carts	7,297.65	870.57	-	8,168.22
7695	Contract Labor	41,828.18	5,466.00	-	47,294.18
7700	Sod	27,001.29	-	-	27,001.29
7710	Seed & Mulch	211,220.02	-	-	211,220.02
7720	Sand & Gravel	9,531.44	-	-	9,531.44
7730	Landscaping	21,644.20	2,056.48	-	23,700.68
7740	Gas, Diesel, Oil & Lubricant	85,022.86	9,286.53	-	94,309.39
7750	Small Tools	1,953.69	1,949.66	(1,949.66)	1,953.69
7760	Fertilizers	109,597.67	14,040.34	(11,627.98)	112,010.03
7770	Chemicals - Herbicides	39,945.06	12,396.58	-	52,341.64
7775	Chemicals - Insecticides	1,953.10	1,604.80	-	3,557.90
7780	Chemicals - Fungicides	1,120.75	-	-	1,120.75
7800	Electric & Gas	337,327.71	37,426.35	-	374,754.06
7810	Cable TV / Music	9,693.60	4,058.96	(2,911.44)	10,841.12
7820	Water	177,973.97	13,514.68	-	191,488.65
7830	Waste Removal	798.32	228.12	-	1,026.44
7835	Telephone	29,800.15	3,545.16	-	33,345.31
7840	Security	1,648.85	456.00	-	2,104.85
7850	Pest Control	16,864.15	3,890.60	-	20,754.75
7860	Insurance	24,091.78	3,013.31	-	27,105.09
7880	Fees, Permits & Licenses	5,690.00	494.00	-	6,184.00
7920	Base Management Fees	173,333.28	21,666.66	-	194,999.94
8300	Interest Income	(629.93)	-	(102.43)	(732.36)
8350	Other Non-Operating Income	(264,097.00)	-	-	(264,097.00)
8400	Capital Expenses	101,580.46	-	-	101,580.46
8500	Gain/Loss on Asset Disposal	(177,875.00)	-	-	(177,875.00)
9000	18 Hole - Prime	966.00	258.00	-	1,224.00
9100	18 Hole - Non-Prime	1,162.00	268.00	-	1,430.00
9150	Tournament	10,522.00	2,055.00	-	12,577.00
9200	Resort Guest Prime	2,646.00	520.00	-	3,166.00
9250	Resort Guest Non-Prime	2,315.00	514.00	-	2,829.00
9350	Afternoon Prime	1,569.00	521.00	-	2,090.00
9400	Afternoon Non-Prime	1,933.00	593.00	-	2,526.00
9450	Troon Programs	599.00	83.00	-	682.00
9500	Junior Rate	535.00	271.00	-	806.00
9550	IWGR Card Program	2,783.00	543.00	-	3,326.00
9650	PGA/Cart Fees	851.00	137.00	-	988.00
9660	Wholesaler	1,529.00	308.00	-	1,837.00
9670	Special	4,034.00	910.00	-	4,944.00
9700	Comp Rounds	2,306.00	437.00	-	2,743.00
9800	Member Rounds	10,144.00	2,492.00	-	12,636.00
9850	Member Guest Prime Rounds	1,817.00	625.00	-	2,442.00
9860	Member Guest Non-Prime Round	2,283.00	813.00	-	3,096.00
9898	CONTRA GOLF ROUNDS	(47,994.00)	-	(11,348.00)	(59,342.00)

<b>Total Income &amp; Expense</b>	<b>514,932.20</b>	<b>924,634.45</b>	<b>(1,503,840.87)</b>	<b>(64,274.22)</b>
-----------------------------------	-------------------	-------------------	-----------------------	--------------------

<b>Total Report</b>	<b>-</b>	<b>3,842,149.23</b>	<b>(3,842,149.23)</b>	<b>-</b>
---------------------	----------	---------------------	-----------------------	----------

Net Income(Loss): \$64,274.22

**TROON GOLF  
INDIAN WELLS GOLF RESORT  
2012 STATEMENT OF CASH FLOWS**

	Actual Jul-12	Actual Aug-12	Actual Sep-12	Actual Oct-12	Actual Nov-12	Actual Dec-12	Actual Jan-13	Actual Feb-13	Actual Mar-13	Budget Apr-13	Budget May-13	Budget Jun-13	ACT/BUDG TOTAL	ORIGINAL 2013 BUDGET
<b>Revenues:</b>														
Fair Fees, net of discounts	132,574	112,060	232,327	392,034	664,423	494,354	626,625	854,852	997,945	846,470	548,630	307,496	6,209,790	6,401,262
Golf - Group Services	7,394	3,895	7,953	3,864	7,872	3,342	5,628	11,975	10,561	15,840	13,896	13,320	100,544	113,850
Range, Rentals, Other Golf related	5,327	2,231	9,973	26,992	27,049	16,048	27,393	34,466	37,590	27,500	25,000	10,000	247,569	277,044
Golf Lessons	530	384	1,215	2,574	2,149	2,574	2,149	3,945	6,884	4,500	2,500	2,000	32,745	43,000
Card Sales - IWGR Programs	5,654	5,654	5,654	8,558	9,415	9,973	4,758	5,016	5,189	7,200	6,000	5,004	79,117	81,000
Merchandise Revenues	38,778	27,269	70,325	82,672	130,906	102,159	122,192	168,154	214,516	182,548	199,522	57,952	1,336,092	1,446,891
Callaway Center	3,074	2,222	3,626	2,497	10,459	4,176	9,680	19,305	18,886	16,700	11,600	6,600	108,825	142,150
Income - Other (non - golf)	1,690			378					18,500				20,568	24,800
<b>Total Revenues</b>	<b>188,019</b>	<b>153,715</b>	<b>331,073</b>	<b>519,569</b>	<b>851,373</b>	<b>632,956</b>	<b>799,436</b>	<b>1,097,719</b>	<b>1,310,071</b>	<b>1,100,758</b>	<b>747,148</b>	<b>403,412</b>	<b>8,135,250</b>	<b>8,529,997</b>
<b>Cost of Sales:</b>														
COS - Golf		1,367	908		908		918		2,047		1,637	642	8,428	14,545
COS - Group Services Golf	1,381	2,681	5,345	3,599	5,105	2,401	4,331	8,790	6,424	10,454	9,171	8,791	68,474	75,141
COS - Golf Lessons	478	392	1,019	2,090	1,845	2,326	2,490	2,584	5,512	3,600	2,000	1,600	25,656	34,400
COS - Merchandise	21,805	15,083	39,344	41,885	65,389	53,472	64,168	86,687	115,727	105,179	75,080	30,319	714,138	757,586
COS - Callaway Center	1,608	1,870	2,424	1,739	7,710	1,767	6,545	13,144	13,366	10,550	7,500	3,600	71,823	86,900
<b>Total Cost of Sales</b>	<b>25,272</b>	<b>21,193</b>	<b>49,040</b>	<b>49,313</b>	<b>80,777</b>	<b>59,966</b>	<b>78,452</b>	<b>111,305</b>	<b>141,029</b>	<b>131,830</b>	<b>95,389</b>	<b>44,953</b>	<b>888,519</b>	<b>968,572</b>
<b>Gross Profit</b>	<b>162,747</b>	<b>132,522</b>	<b>282,033</b>	<b>470,256</b>	<b>770,596</b>	<b>572,990</b>	<b>720,984</b>	<b>986,414</b>	<b>1,169,042</b>	<b>968,928</b>	<b>651,760</b>	<b>358,460</b>	<b>7,246,731</b>	<b>7,561,425</b>
<b>Operating Expenses:</b>														
Payroll	264,911	256,728	266,531	296,147	290,092	272,490	286,716	259,011	281,742	302,481	298,589	333,929	3,409,367	3,570,623
Employee Benefits	68,640	78,558	70,251	78,055	73,196	80,659	89,403	87,619	81,025	83,927	80,379	84,799	956,510	985,123
Employee Related	5,280	7,209	5,515	5,389	5,458	5,622	11,451	4,886	4,073	5,491	5,133	5,150	74,656	85,165
Advertising & Marketing	10,179	7,085	9,929	10,998	27,887	10,742	21,511	10,541	9,339	8,532	8,182	12,182	147,107	159,504
Repair & Maintenance	78,805	57,827	245,320	75,441	68,349	50,057	46,837	49,140	45,682	52,343	84,855	60,705	915,361	954,748
Operating Expenses	36,758	18,263	35,944	47,571	52,926	28,622	43,583	50,208	50,356	64,903	39,473	29,380	497,987	536,392
<b>Total Operating Expenses</b>	<b>464,573</b>	<b>425,670</b>	<b>633,490</b>	<b>513,601</b>	<b>517,908</b>	<b>452,192</b>	<b>499,501</b>	<b>461,405</b>	<b>472,217</b>	<b>517,677</b>	<b>516,611</b>	<b>526,145</b>	<b>6,000,989</b>	<b>6,291,555</b>
<b>Operating Profit</b>	<b>(301,826)</b>	<b>(293,148)</b>	<b>(351,457)</b>	<b>(43,345)</b>	<b>252,688</b>	<b>120,798</b>	<b>221,483</b>	<b>525,009</b>	<b>696,825</b>	<b>451,251</b>	<b>135,149</b>	<b>(167,685)</b>	<b>1,245,742</b>	<b>1,269,870</b>
Leases - Carts														
Leases - Equipment														
Utilities	87,518	97,669	83,745	76,942	71,880	56,646	49,503	50,242	60,208	68,141	78,426	82,346	863,266	878,239
<b>Total Fixed Operating Expenses</b>	<b>87,518</b>	<b>97,669</b>	<b>83,745</b>	<b>76,942</b>	<b>71,880</b>	<b>56,646</b>	<b>49,503</b>	<b>50,242</b>	<b>60,208</b>	<b>68,141</b>	<b>78,426</b>	<b>82,346</b>	<b>863,266</b>	<b>878,239</b>
<b>Gross Operating Profit</b>	<b>(389,344)</b>	<b>(390,817)</b>	<b>(435,202)</b>	<b>(120,287)</b>	<b>180,808</b>	<b>64,152</b>	<b>171,980</b>	<b>474,767</b>	<b>636,617</b>	<b>383,110</b>	<b>56,723</b>	<b>(250,031)</b>	<b>382,476</b>	<b>391,631</b>
Insurance	3,011	3,011	3,011	3,011	3,011	3,011	3,013	3,013	3,013	2,669	2,669	2,669	35,112	31,997
Property Taxes														
Fees, Permits & Licenses			1,310	3,350	225	435	360		494				6,174	2,700
Base Management Fees	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	21,667	260,004	260,004
Bad Debt														
Capital Expense	16,978	48,083	20,673	7,320		2,649	1,443	4,434					101,580	103,500
Expense Reimburse - Wash Maintenance														
Other Non Operating Income	(116)	(42)	(47)	(3)	(99)	(101)	(86)	(136)	(102)				(732)	
<b>Total Other Expenses</b>	<b>41,540</b>	<b>72,719</b>	<b>46,614</b>	<b>35,345</b>	<b>24,804</b>	<b>27,661</b>	<b>26,397</b>	<b>28,978</b>	<b>25,072</b>	<b>24,336</b>	<b>24,336</b>	<b>24,336</b>	<b>402,138</b>	<b>398,201</b>
<b>Net Operating Income</b>	<b>(430,884)</b>	<b>(463,536)</b>	<b>(481,816)</b>	<b>(155,632)</b>	<b>156,004</b>	<b>36,491</b>	<b>145,583</b>	<b>445,789</b>	<b>611,545</b>	<b>358,775</b>	<b>32,387</b>	<b>(274,367)</b>	<b>(19,661)</b>	<b>(6,570)</b>
Interest Income Golf Cap Reserve Fund			(264,097)							(6,250)	(6,250)	(6,250)	(18,750)	(75,000)
Community Center Revenue			3,926	(2,777)	6,113	2,713	5,127	3,257	2,128	(22,000)	(22,000)	(22,000)	(330,097)	(264,097)
Technology Hardware Lease										3,000	3,000	3,000	28,489	36,000
Sale of old Golf Carts	(118,900)	4,100	(1,029)	(5,125)	(12,850)	(44,079)							(177,875)	(180,000)
Golf Cart Lease		8,317	51,964	8,317	30,283	31,875	30,574	30,211	30,211	27,683	27,683	27,683	304,801	332,196
<b>Net Income (Loss)</b>	<b>(311,984)</b>	<b>(475,953)</b>	<b>(272,584)</b>	<b>(156,047)</b>	<b>132,458</b>	<b>45,976</b>	<b>109,882</b>	<b>413,321</b>	<b>579,206</b>	<b>356,342</b>	<b>29,954</b>	<b>(276,800)</b>	<b>173,771</b>	<b>144,331</b>

**CASH FLOW SCHEDULE:**

Capital Expenditures												
<b>Adjustments for Balance Sheet Items</b>												
(Increase)/Decrease in A/R	5,368	24,011	(27,093)	(35,447)	(3,079)	(37,198)	38,777	(87,452)	(20,559)			
(Increase)/Decrease in Prepaids	3,909	3,971	(4,238)	3,273	(18,176)	(2,011)	8,256	(14,781)	17,430			
(Increase)/Decrease in Inventory	10,127	1,052	(60,132)	(31,099)	(2,858)	(9,063)	(38,200)	33,408	69,655			
(Increase)/Decrease in Deposits												
Increase/(Decrease) in A/P	225	(18,266)	242,814	(194,586)	31,348	(79,395)	4,188	(47,385)	14,093			
Increase/(Decrease) in Accruals	(136,929)	(50,515)	43,948	54,359	29,168	(3,812)	(86,185)	26,539	44,117			
Increase/(Decrease) in Gift Certificates	437	96	(413)	735	2,307	11,118	(1,894)	251	(3,668)			
Increase/(Decrease) in Advance Deposits	20,573	3,096	(8)	4,645	5,051	4,064	12,447	12,758	(36,671)			
Increase/(Decrease) in Deferred Revenues	(5,654)	(5,654)	(3,858)	34,992	(9,415)	(9,973)	317	17,299	(20,625)			
Unrestricted Contributions / City of Indian Wells		610,000		500,000				(400,000)	(400,000)			
Increase/(Decrease) in Due to Affiliate	(11,820)	(2,656)	5,674	22,856	(4,292)	(24,781)	1,223	49,659	41,067			
Other Miscellaneous Cash Flows												
<b>INCREASE/(DECREASE) IN CASH</b>	<b>(425,748)</b>	<b>91,182</b>	<b>(75,840)</b>	<b>203,681</b>	<b>162,512</b>	<b>(105,075)</b>	<b>48,811</b>	<b>3,617</b>	<b>276,044</b>	<b>356,342</b>	<b>29,954</b>	<b>(276,800)</b>
<b>BEGINNING CASH</b>	<b>840,204</b>	<b>414,456</b>	<b>505,638</b>	<b>429,798</b>	<b>633,479</b>	<b>795,991</b>	<b>690,916</b>	<b>739,727</b>	<b>743,344</b>	<b>1,019,388</b>	<b>1,375,730</b>	<b>1,405,684</b>
<b>ENDING CASH</b>	<b>414,456</b>	<b>505,638</b>	<b>429,798</b>	<b>633,479</b>	<b>795,991</b>	<b>690,916</b>	<b>739,727</b>	<b>743,344</b>	<b>1,019,388</b>	<b>1,375,730</b>	<b>1,405,684</b>	<b>1,128,884</b>

**IW CLUB  
BALANCE SHEET - MARCH 2013**

	CURRENT MONTH	PRIOR MONTH	PRIOR YEAR
<b>ASSETS</b>			
CASH & CASH EQUIVALENTS	\$ 475,343	\$ 304,323	\$ 252,494
ACCOUNTS RECEIVABLE, NET	41,151	70,552	35,299
INVENTORY	134,794	128,595	106,501
PREPAID & OTHER ST ASSETS	106,034	67,190	131,388
<b>TOTAL CURRENT ASSETS</b>	<b>757,321</b>	<b>570,661</b>	<b>525,681</b>
<b>PROPERTY, PLANT &amp; EQUIPMENT - NET</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ASSETS</b>	<b>\$ 757,321</b>	<b>\$ 570,661</b>	<b>\$ 525,681</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>LIABILITIES</b>			
ACCOUNTS PAYABLE	\$ 80,789	\$ 83,133	\$ 63,834
OTHER ACCRUED LIABILITIES	183,232	148,074	180,798
ADVANCED DEPOSITS - EVENTS	11,250	34,000	9,300
DEFERRED REVENUES	0	(14,180)	0
<b>TOTAL CURRENT LIABILITIES</b>	<b>275,272</b>	<b>251,027</b>	<b>253,932</b>
<b>TOTAL LIABILITIES</b>	<b>275,272</b>	<b>251,027</b>	<b>253,932</b>
<b>EQUITY</b>			
MEMBER CAPITAL	1,428,846	1,428,846	1,258,846
RETAINED EARNINGS	(943,023)	(943,023)	(1,024,207)
CURRENT YEAR EARNINGS	(3,773)	(166,188)	37,110
<b>TOTAL EQUITY</b>	<b>482,050</b>	<b>319,634</b>	<b>271,749</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$ 757,321</b>	<b>\$ 570,661</b>	<b>\$ 525,681</b>

**70 - IW CLUB**  
**Trial Balance for Mar, 2013**

Account	Description	Beginning Balance	Current Prd Debit	Current Prd Credit	Ending Balance
1000	Cash-Operating-Pacific Weste	286,473.35	749,962.72	(578,943.47)	457,492.60
1035	Petty Cash	400.00	-	-	400.00
1040	Cash Banks	17,450.00	-	-	17,450.00
1100	Accounts Receivable	70,552.27	201,515.92	(230,917.01)	41,151.18
1200	Prepaid Expenses	7,957.46	-	(1,326.70)	6,630.76
1240	Prepaid Liability Insurance	2,193.77	-	(896.45)	1,297.32
1340	Inventory - Food	53,763.32	4,684.39	-	58,447.71
1342	Inventory - Beer	8,909.38	288.44	-	9,197.82
1344	Inventory - Wine	41,909.96	1,732.91	-	43,642.87
1346	Inventory - Liquor	22,653.58	-	(717.02)	21,936.56
1348	Inventory - Tobacco	1,358.50	210.50	-	1,569.00
1400	Due to/from Affiliate	57,038.92	139,516.47	(98,449.89)	98,105.50
2100	Accounts Payable	(83,133.27)	242,499.60	(240,155.72)	(80,789.39)
2199	Suspense	20.00	555.73	(575.73)	-
2200	Accrued Payroll	(40,950.21)	40,950.21	(57,449.93)	(57,449.93)
2210	Accrued Vacation	(37,764.57)	5,204.83	(4,163.46)	(36,723.20)
2230	Accrued Sales Tax	(45,819.38)	38,629.00	(48,239.54)	(55,429.92)
2280	General Accrual	(20,452.00)	28,540.00	(37,295.00)	(29,207.00)
2310	Tip Liability	(3,107.67)	72,510.06	(73,824.56)	(4,422.17)
2330	Advanced Deposits - Events	(34,000.00)	47,000.00	(24,250.00)	(11,250.00)
2340	Deferred Revenues	14,180.43	25,305.26	(39,485.69)	-
3200	Member Contributions	(1,428,845.75)	-	-	(1,428,845.75)
3400	Retained Earnings	943,023.43	-	-	943,023.43
<b>Total Assets &amp; Liabilities</b>		<b>(166,188.48)</b>	<b>1,599,106.04</b>	<b>(1,436,690.17)</b>	<b>(3,772.61)</b>
4500	Sales - Food	(1,617,608.51)	-	(406,794.75)	(2,024,403.26)
4504	DISCOUNT - TROON CARD	325.38	86.96	-	412.34
4505	Discount - Employee Food Sal	27,866.67	5,003.78	-	32,870.45
4507	Discounts-Public Food Sales	63,270.78	15,359.53	-	78,630.31
4510	Sales - Beer	(209,572.06)	60.00	(56,157.45)	(265,669.51)
4520	Sales - Wine	(266,595.18)	890.00	(75,245.51)	(340,950.69)
4530	Sales - Liquor	(269,467.86)	1,205.00	(71,441.46)	(339,704.32)
4550	Sales - Tobacco	(10,131.40)	-	(2,194.75)	(12,326.15)
4560	Gratuities/Group Service Cha	(91,277.94)	-	(21,177.96)	(112,455.90)
4590	Other F&B Income - Taxable	(15,887.50)	360.00	(360.00)	(15,887.50)
4591	Other F&B Income - Non-Taxab	(72,956.56)	65,500.00	(117,742.59)	(125,199.15)
5500	COS - Food	562,212.79	164,577.54	(43,837.93)	682,952.40
5510	COS - Beer	57,869.27	25,790.80	(12,452.54)	71,207.53
5520	COS - Wine	85,780.43	31,043.08	(5,826.03)	110,997.48
5530	COS - Liquor	47,173.89	17,691.45	(5,743.09)	59,122.25
5550	COS - Tobacco	6,080.47	2,170.85	(1,209.50)	7,041.82
5560	COS - Gratuities/Group Servi	72,822.56	22,480.05	(5,780.00)	89,522.61
5570	COS - Other	15,527.25	-	-	15,527.25
7000	Payroll - Hourly	422,492.60	89,855.48	(18,296.92)	494,051.16
7001	Commissions Expense	13,568.91	2,114.02	(480.00)	15,202.93
7003	Payroll - Banquets	34,617.83	5,437.80	(1,164.16)	38,891.47
7004	Payroll - F&B Manager	134,554.96	17,609.60	(2,293.86)	149,870.70
7005	Payroll - Kitchen	107,450.46	21,814.51	(2,629.38)	126,635.59
7006	Payroll - Servers	231,860.34	55,881.54	(11,169.95)	276,571.93
7008	Payroll - Kitchen Overtime	7,875.38	1,107.48	-	8,982.86
7009	Payroll - Server Overtime	19,140.72	4,209.10	-	23,349.82
7015	Payroll - Vacation	34,210.52	4,163.46	-	38,373.98
7020	Payroll Taxes	123,384.97	28,011.30	(4,741.24)	146,655.03
7030	Worker's Compensation	67,704.58	12,653.71	(2,065.86)	78,292.43
7040	Medical/Dental	117,427.24	12,388.39	-	129,815.63

7050	401(k) Costs	9,341.21	1,960.58	(304.03)	10,997.76
7115	Server Uniforms	5,299.09	-	-	5,299.09
7116	Culinary Uniforms	12,573.50	1,923.03	(771.38)	13,725.15
7140	Recruiting & Relocation	692.18	-	-	692.18
7150	Business Related Meals	108.36	-	-	108.36
7160	Travel Expense	1,057.72	37.40	(18.70)	1,076.42
7180	Employee Meals	6,600.22	1,116.02	-	7,716.24
7195	Employee Benefits & Administ	16,504.94	3,011.79	(946.37)	18,570.36
7230	Advertising	46,824.25	10,506.68	(2,407.84)	54,923.09
7240	Promotion	16,576.52	7,481.62	(1,804.02)	22,254.12
7340	Equipment Rental	11,602.42	10,890.15	(302.58)	22,189.99
7430	Office Supplies	1,221.05	-	-	1,221.05
7435	Flowers & Decorations	7,736.85	3,936.67	(3,644.50)	8,029.02
7442	Operating Supplies-F&B	79,896.64	28,420.90	(11,756.34)	96,561.20
7450	Paper Products	424.36	-	-	424.36
7460	Laundry/Linens	23,160.58	9,054.18	(3,477.07)	28,737.69
7470	China, Glass & Utensils	11,429.87	1,659.85	(118.13)	12,971.59
7530	Computer Related	12,968.11	2,503.04	(795.49)	14,675.66
7540	Printing	513.16	122.97	-	636.13
7560	Credit Card Fees	51,934.59	26,696.04	(13,336.34)	65,294.29
7570	Cash Over/Short	(54.62)	216.15	(51.88)	109.65
7580	Bank Fees	873.58	81.00	-	954.58
7595	Entertainment	34,206.75	26,650.39	(1,750.00)	59,107.14
7606	Payroll Administration	12,496.38	2,677.50	(841.33)	14,332.55
7670	R&M Equipment - F&B	13,597.43	735.02	(299.57)	14,032.88
7690	R&M Beverage Carts	1,283.95	-	-	1,283.95
7810	Cable TV / Music	4,664.94	-	-	4,664.94
7860	Insurance	7,471.58	1,792.90	(896.45)	8,368.03
7880	Fees, Permits & Licenses	12,265.10	8,000.00	(8,000.00)	12,265.10
7916	Rent Expense	8,000.00	2,000.00	(1,000.00)	9,000.00
8300	Interest Income	(232.74)	-	(28.23)	(260.97)
8400	Capital Expenses	55,429.52	-	-	55,429.52
9910	Restaurant Cover	52,825.00	15,172.00	-	67,997.00
9915	Banquet Cover	10,182.00	1,865.00	-	12,047.00
9930	Resident Cover	15,338.00	3,860.00	-	19,198.00
9935	Cafe Covers	20,141.00	3,903.00	-	24,044.00
9940	Fairway Grill Covers	47,994.00	11,348.00	-	59,342.00
9995	Contra Covers	(146,480.00)	-	(36,148.00)	(182,628.00)
<b>Total Income &amp; Expense</b>		<b>166,188.48</b>	<b>795,087.31</b>	<b>(957,503.18)</b>	<b>3,772.61</b>
<b>Total Report</b>		<b>-</b>	<b>2,394,193.35</b>	<b>(2,394,193.35)</b>	<b>-</b>

Net Income(Loss): **(\$3,772.61)**

**TROON GOLF  
1W CLUB  
2012 STATEMENT OF CASH FLOWS**

	Actual Jul-12	Actual Aug-12	Actual Sep-12	Actual Oct-12	Actual Nov-12	Actual Dec-12	Actual Jan-13	Actual Feb-13	Actual Mar-13	Budget Apr-13	Budget May-13	Budget Jun-13	ACT/BUDG TOTAL	ORIGINAL 2012 BUDGET
<b>Statistics:</b>														
Restaurant Covers	3,765	3,838	5,088	7,823	11,843	10,116	11,127	13,157	18,660	13,850	10,400	8,200	117,857	117,800
Banquet Covers	314	548	648	1,569	2,106	1,384	734	2,879	3,100	2,750	2,490	1,200	19,582	21,058
Fairway Grill Covers	2,034	2,579	4,240	4,992	8,669	7,127	8,122	9,381	10,369	10,236	8,186	6,422	83,207	84,496
Cafe Covers	1,633	1,554	2,259	2,281	3,627	3,248	3,252	3,653	4,200	4,000	3,800	2,850	36,397	37,818
<b>Covers TOTAL</b>	<b>8,646</b>	<b>8,519</b>	<b>12,275</b>	<b>16,615</b>	<b>26,245</b>	<b>21,875</b>	<b>23,235</b>	<b>29,070</b>	<b>36,329</b>	<b>30,836</b>	<b>24,836</b>	<b>18,672</b>	<b>257,153</b>	<b>261,172</b>
<b>Revenues:</b>														
Restaurant	74,603	77,630	98,047	166,954	267,409	227,198	248,099	297,575	395,693	342,234	246,584	186,222	2,628,248	2,744,345
Banquet	15,559	19,087	18,343	100,105	87,895	73,416	42,543	123,127	123,614	130,845	107,604	51,972	894,110	1,006,678
Beverage Cart	14,742	12,027	22,164	27,002	34,658	27,305	34,911	45,437	54,069	53,125	40,275	29,413	395,128	412,932
Fairway Grill	3,933	4,423	6,875	9,246	17,418	15,552	16,934	18,816	22,129	18,630	14,080	11,046	159,082	142,632
Cafe	13,099	12,202	19,195	17,415	26,232	22,730	24,986	31,503	34,625	33,400	30,970	22,800	289,157	310,771
Employee Meals & Other	6,031	5,778	6,013	10,704	37,140	14,894	583	52,506	32,519	2,784	8,700	6,973	59,705	(68,235)
<b>Revenues TOTAL</b>	<b>115,905</b>	<b>119,591</b>	<b>158,611</b>	<b>310,018</b>	<b>470,752</b>	<b>351,307</b>	<b>366,890</b>	<b>568,964</b>	<b>662,649</b>	<b>575,450</b>	<b>430,813</b>	<b>294,480</b>	<b>4,425,430</b>	<b>4,549,123</b>
<b>Total Avg. Revenue Per Cover</b>	<b>\$13.41</b>	<b>\$14.04</b>	<b>\$12.92</b>	<b>\$18.66</b>	<b>\$17.94</b>	<b>\$16.06</b>	<b>\$15.79</b>	<b>\$19.57</b>	<b>\$18.24</b>	<b>\$18.66</b>	<b>\$17.35</b>	<b>\$15.77</b>	<b>\$17.21</b>	<b>\$17.42</b>
Average Revenue Per Cover - Restaurant	\$19.81	\$20.23	\$19.27	\$21.34	\$22.58	\$22.46	\$22.30	\$22.62	\$21.21	\$24.71	\$23.71	\$22.71	\$22.30	\$23.30
Average Revenue Per Cover - Banquet	\$49.55	\$34.83	\$28.31	\$63.80	\$41.74	\$53.05	\$57.96	\$42.77	\$39.88	\$47.58	\$43.92	\$43.31	\$45.43	\$47.81
Average Revenue Per Cover - Bev Cart	\$5.02	\$4.66	\$5.23	\$5.46	\$4.00	\$3.83	\$4.30	\$4.84	\$5.21	\$5.19	\$4.82	\$4.58	\$4.75	\$4.88
Average Revenue Per Cover - Fairway Grill	\$1.34	\$1.72	\$1.62	\$1.87	\$2.01	\$2.18	\$2.08	\$2.13	\$2.13	\$1.82	\$1.72	\$1.72	\$1.91	\$1.59
Average Revenue Per Cover - Cafe	\$8.02	\$7.85	\$8.35	\$7.63	\$7.23	\$7.00	\$7.68	\$8.62	\$8.24	\$8.35	\$8.15	\$8.00	\$7.94	\$8.22
<b>Revenues:</b>														
Food, net of discounts	74,709	86,980	109,799	200,242	276,571	229,407	232,599	343,728	386,344	381,985	290,246	203,217	2,815,827	3,088,916
Beer	11,359	13,293	20,514	24,694	39,536	24,759	31,214	43,302	56,097	45,807	37,082	25,978	374,535	377,689
Wine	7,862	8,683	12,487	34,415	51,146	38,914	38,838	74,251	74,356	61,577	44,502	28,536	475,567	474,868
Liquor	11,556	11,175	15,952	28,086	51,145	40,671	48,155	62,729	70,236	63,302	46,976	33,469	483,452	484,362
Tobacco	393	397	1,257	1,076	1,793	1,505	2,005	1,707	2,195	1,967	1,303	881	16,479	17,087
Group Services	1,281	3,081	3,041	17,303	18,408	12,538	9,322	26,302	21,178	23,595	19,404	9,372	164,825	174,437
Other F&B Income	8,745	(4,018)	(4,738)	4,202	32,153	3,513	4,755	16,345	52,243	(2,784)	(8,700)	(6,974)	94,742	(68,235)
<b>Total Revenues</b>	<b>115,905</b>	<b>119,591</b>	<b>158,612</b>	<b>310,018</b>	<b>470,752</b>	<b>351,307</b>	<b>366,888</b>	<b>568,964</b>	<b>662,649</b>	<b>575,449</b>	<b>430,813</b>	<b>294,479</b>	<b>4,425,427</b>	<b>4,549,124</b>
<b>Cost of Sales:</b>														
COS - Food	39,649	32,318	43,682	66,299	98,715	84,890	84,806	112,155	120,740	120,932	93,684	66,423	963,993	991,792
COS - Beer	2,488	2,674	6,071	9,275	10,990	5,352	8,960	12,105	13,338	11,910	9,641	6,754	99,513	99,960
COS - Wine	2,769	3,125	3,458	11,051	29,485	12,616	13,099	25,705	25,217	20,936	16,021	10,723	173,755	165,256
COS - Liquor	2,093	997	2,366	5,580	10,686	7,389	8,114	9,949	11,948	11,394	8,925	6,359	85,800	89,252
COS - Tobacco	107	723	992	679	165	(21)	1,618	1,816	961	1,180	782	528	9,530	10,252
COS - Group Services	684	2,313	2,524	14,613	14,645	9,700	7,090	21,253	16,700	21,236	17,464	8,435	136,657	156,993
<b>Total Cost of Sales</b>	<b>47,790</b>	<b>42,150</b>	<b>59,093</b>	<b>107,451</b>	<b>164,686</b>	<b>119,626</b>	<b>123,687</b>	<b>182,983</b>	<b>188,904</b>	<b>187,588</b>	<b>146,517</b>	<b>98,772</b>	<b>1,469,247</b>	<b>1,514,505</b>
<b>Gross Profit</b>	<b>68,115</b>	<b>77,441</b>	<b>99,519</b>	<b>202,567</b>	<b>306,066</b>	<b>231,681</b>	<b>243,201</b>	<b>385,981</b>	<b>473,745</b>	<b>387,861</b>	<b>284,296</b>	<b>195,707</b>	<b>2,956,180</b>	<b>3,034,619</b>
<b>Operating Expenses:</b>														
Payroll	90,974	75,670	99,144	134,991	163,082	149,455	148,247	144,210	166,159	169,119	150,522	138,754	1,630,327	1,719,725
Employee Benefits	31,609	30,009	31,329	38,738	45,858	44,517	48,588	53,811	49,019	44,879	40,742	39,056	498,155	489,398
Employee Related	1,583	2,414	2,173	2,304	2,823	2,677	2,349	2,041	2,094	2,734	1,834	1,566	26,582	25,319
Advertising & Marketing	2,572	4,121	5,440	7,336	9,317	14,611	12,656	7,344	13,776	3,984	3,184	3,084	87,430	91,258
Repair & Maintenance	840	1,372	1,314	2,020	1,572	2,128	2,478	3,256	435	1,950	2,350	1,650	21,265	23,600
Operating Expenses	20,387	19,707	19,794	36,155	44,722	34,389	36,299	62,837	78,987	55,733	41,112	31,279	481,401	455,655
Utilities		149	328	650	1,341	1,548	651						4,665	3,500
<b>Total Operating Expenses</b>	<b>147,970</b>	<b>133,342</b>	<b>159,522</b>	<b>222,194</b>	<b>268,715</b>	<b>249,323</b>	<b>251,268</b>	<b>273,499</b>	<b>310,460</b>	<b>278,399</b>	<b>239,744</b>	<b>215,389</b>	<b>2,749,825</b>	<b>2,808,455</b>
<b>Operating Profit</b>	<b>(79,855)</b>	<b>(55,901)</b>	<b>(60,003)</b>	<b>(19,627)</b>	<b>37,351</b>	<b>(17,642)</b>	<b>(8,067)</b>	<b>112,482</b>	<b>163,285</b>	<b>109,462</b>	<b>44,552</b>	<b>(19,682)</b>	<b>206,355</b>	<b>226,164</b>
<b>Gross Operating Profit</b>	<b>(79,855)</b>	<b>(55,901)</b>	<b>(60,003)</b>	<b>(19,627)</b>	<b>37,351</b>	<b>(17,642)</b>	<b>(8,067)</b>	<b>112,482</b>	<b>163,285</b>	<b>109,462</b>	<b>44,552</b>	<b>(19,682)</b>	<b>206,355</b>	<b>226,164</b>
Insurance	896	896	896	896	1,196	896	896	896	896	850	850	850	10,914	10,200
Fees, Permits & Licenses		3,649				600	8,000				1,800		14,049	17,100
Bad Debt														
Capital Expenses	20,454	20,044	7,079	7,852									55,426	63,500
Non Operating Income	(20)	(17)		(33)	(31)	(33)	(34)	(33)	(28)				(229)	
<b>Total Other Expenses</b>	<b>21,330</b>	<b>24,572</b>	<b>7,975</b>	<b>8,715</b>	<b>1,165</b>	<b>1,463</b>	<b>8,862</b>	<b>863</b>	<b>868</b>	<b>850</b>	<b>2,650</b>	<b>850</b>	<b>80,163</b>	<b>90,800</b>
<b>Net Operating Income</b>	<b>(101,185)</b>	<b>(80,473)</b>	<b>(67,978)</b>	<b>(28,342)</b>	<b>36,186</b>	<b>(19,105)</b>	<b>(16,929)</b>	<b>111,619</b>	<b>162,417</b>	<b>108,612</b>	<b>41,902</b>	<b>(20,532)</b>	<b>126,192</b>	<b>135,364</b>
<b>Net Income (Loss)</b>	<b>(101,185)</b>	<b>(80,473)</b>	<b>(67,978)</b>	<b>(28,342)</b>	<b>36,186</b>	<b>(19,105)</b>	<b>(16,929)</b>	<b>111,619</b>	<b>162,417</b>	<b>108,612</b>	<b>41,902</b>	<b>(20,532)</b>	<b>126,192</b>	<b>135,364</b>

**CASH FLOW SCHEDULE:**

<b>Adjustments for Balance Sheet Items</b>												
(Increase)/Decrease in A/R	5,928	2,014	(5,629)	(16,524)	(10,047)	(6,380)	17,472	(45,621)	29,401			
(Increase)/Decrease in Prepaids	(5,578)	(6,455)	3,156	8,536	(3,866)	(631)	(138)	6,331	2,223			
(Increase)/Decrease in Inventory	3,054	(3,912)	(198)	(23,128)	(14,996)	14,333	(6,245)	(1,615)	(6,199)			
(Increase)/Decrease in Deposits												
Increase/(Decrease) in A/P	7,396	9,210	(14,096)	47,415	59,318	(86,476)	(14,184)	42,000	(2,343)			
Increase/(Decrease) in Accruals	(77,960)	(8,111)	18,472	53,522	35,019	6,235	(49,111)	20,634	35,158			
Increase/(Decrease) in Gift Certificates							(3,430)	(10,750)	14,180			
Increase/(Decrease) in Advance Deposits	2,250	7,450		(6,000)	(2,000)	20,250	5,250	(3,250)	(22,750)			
Unrestricted Contributions / City of Indian Wells		320,000						(150,000)				
(Increase)/Decrease in Due to Affiliate	11,820	2,656	(5,674)	(22,856)	4,292	24,781	(1,223)	(49,659)	(41,067)			
<b>INCREASE/(DECREASE) IN CASH</b>	<b>(154,275)</b>	<b>242,379</b>	<b>(71,947)</b>	<b>12,623</b>	<b>105,906</b>	<b>(46,993)</b>	<b>(68,538)</b>	<b>(80,311)</b>	<b>171,020</b>	<b>108,612</b>	<b>41,902</b>	<b>(20,532)</b>
<b>BEGINNING CASH</b>	<b>365,479</b>	<b>211,204</b>	<b>453,583</b>	<b>381,636</b>	<b>394,259</b>	<b>500,165</b>	<b>453,172</b>	<b>384,634</b>	<b>304,323</b>	<b>475,343</b>	<b>583,955</b>	<b>625,857</b>
<b>ENDING CASH</b>	<b>211,204</b>	<b>453,583</b>	<b>381,636</b>	<b>394,259</b>	<b>500,165</b>	<b>453,172</b>	<b>384,634</b>	<b>304,323</b>	<b>475,343</b>	<b>583,955</b>	<b>625,857</b>	<b>605,325</b>