

**Hunters Ridge Golf and CC
Restaurant Operations - Only
Comparisons 2011, 2012 and Industry
Average**

| | <u>2011</u> | <u>2012</u> | <u>Industry Average</u> | <u>Difference in Industry Average and 2012</u> |
|--|------------------|------------------|-----------------------------|--|
| Food and Beverage Sales | 658,084 | 665,757 | 1,078,256 | (412,499) |
| Cost of Goods Sold | <u>295,820</u> | <u>289,573</u> | <u>442,365</u> | <u>(152,792)</u> |
| Gross Profit | 362,264 | 376,184 | 635,891 | (259,707) |
| <u>Departmental Expenses</u> | | | | |
| Payroll and related | 463,265 | 453,138 | 911,396 | (458,258) |
| Other department expenses | <u>58,741</u> | <u>95,477</u> | <u>216,699</u> | <u>(121,222)</u> |
| Total departmental expens | <u>522,006</u> | <u>548,615</u> | <u>1,128,095</u> | <u>(579,480)</u> |
| Net (Loss) | <u>(159,742)</u> | <u>(172,431)</u> | <u>(492,204)</u> | <u>319,773</u> |
| Gross Profit % | 55% | 57% | 59% | -2% |
| Percentage of payroll and related to Food and Beverage Sales | 70% | 68% | 85% | -16% |
| Percentage of other deptment expenses expenses to Food and Beverage Sales | 9% | 14% | 20% | -6% |
| Percentage of total departmental expenses to Food and Beverage Sales | 79% | 82% | 105% | -22% |

Assumptions:

- Food and Beverage Sales does not include unspent minimum revenue
- Payroll and related is net of services charges and gratuities
- Other department expenses includes items such and employee meals, laundry and linens, china and glassware, restaurant utilities, and other restaurant expenses

Note:

Breakdown of this Workpaper does not match financials exactly because of assumptions listed above
WP was compiled using Club Consultants, LLC 2012 Beekman Report which is trademarked