

Memorandum

To: Justin Nishimoto

From: John Hilker, PGA

CC: Joe Hanrahan

Date: February 13, 2022

RE: FY2023 Q1 Business Report – Thornberry Creek at Oneida

a) *Explanation of the core of the Corporation's business practices and market overview*

Thornberry Creek at Oneida is a 27-hole championship golf facility that includes a driving range, two practice putting greens, and a short-game improvement area. We also boast a 68,000 square-foot clubhouse that offers a full-service bar and restaurant, along with three unique event and banquet spaces that can accommodate 20 to 300+ guests. During the winter months, guests may take advantage of the two indoor golf simulators. Thornberry Creek is unique in that it offers its guests many amenities typically only found in private country clubs.

The recreational golf boom of 2021 continued in 2022, with more than 600,000 rounds being played across the state during the year. Thornberry Creek is uniquely positioned to be a major benefactor of the game's growth as we build on our reputation as a premier golf destination in Northeast Wisconsin.

Our bar and restaurant business has tremendous growth potential. By offering a menu that is curated for our golf audience, but is also accessible and attractive to casual diners is a strategic shift that we believe will be key to our success in 2023. Translating success during golf season into reciprocal business during the off-season will be a key factor in sustaining year-round profitability.

b) *Explanation of the Corporation's current status within the market*

Despite a lackluster 2022 season, Thornberry Creek retains its status as a premier golf destination, as well as a high-end banquet and event space in the geographic market. We currently have 20 contracted golf outings for the 2023 season with an average estimated golf revenue of \$6,428. We have also booked 33 wedding, social and corporate events contracted at this time, with many more in the pipeline as our sales team continues to field inquiries.

We have also realized a seemingly increased interest in our Stay & Play packages in conjunction with the Radisson Hotel. Many of these requests are for parties of 12-20 guests, and multiple days of golf at our peak rack rates. When executed properly, these packages can be a great source of revenue and exposure for Thornberry Creek.

c) *Explanation of the outlines of strategies by the Corporation for improved value in the market*

Thornberry Creek at Oneida will implement a multi-pronged strategy to stabilize and maximize key revenue initiatives by focusing on, and adhering to our core strategies and values, while continuing to implement the following strategic imperatives:

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- i) Pivot to Premium Pricing Strategies – All pricing for the upcoming season has been reviewed and adjusted to reflect demand and market value. This includes daily and annual golf rates, as well as event pricing.
 - ii) Drive Demand into Supply on the Golf Courses – Focus on our place in the market as a destination and drive rounds through expanded and targeted promotional campaigns. We also plan to fully leverage our local partnerships to build brand awareness.
 - iii) Effectively Sell in All Areas of the Facility – Increase our efforts in outbound selling and engagement. We will expand our lead generation funnels through the utilization of digital, social, and search engine optimization strategies. We will also expand our event packages and options to appeal to a wider variety of prospective customers.
 - iv) Improve Customer Experience at All Touchpoints – We will return to our core customer service strategies by focusing on KemperSports’ proprietary True Service platform. We will also focus efforts on making the digital experience more user-friendly by ensuring ease of engagement and purchase path via our online channels.
 - v) Implement an Enhanced Organization Structure and Processes – We will establish leadership roles and expectations for key revenue initiatives and ensure adherence to operational best practices through expanded measurement and reporting functions.
- d) *Explanation of the Corporation’s relative performance vs. competitors and identification of key competitors within the market.*

While data on relative performance vs. competitors is not available, below is a summary of how we are positioned in the market from the perspective of cost and amenities offered:

Property	Distance from TCO	City	18 Weekday Walk	18 Weekday Ride	Senior Rate Ride	18 Weekend Walk	18 Weekend Ride
Thomberry Creek at Oneida	-	Oneida	N/A	\$67	N/A	N/A	\$67
Brown County Golf Course	2.4 mi	Hobart	\$34	\$52	\$40	\$38	\$56
Village Green Golf Course	3.5 mi	Green Bay	\$27	\$43.00	\$38	\$27	\$43
Mid-Vallee Golf Course	18.9 mi	DePere	\$38	\$56	\$49	\$42	\$60
Hilly Haven Golf Course	19.3 mi	DePere	\$33	\$51	\$44	\$36	\$54
Ledgeview Golf Course	16.4 mi	DePere	\$33	\$53	\$46	\$34	\$54
Royal St Patrick’s Golf Links	21.4 mi	Wrightstown	\$380	\$57	\$47	\$43	\$62

Property	Distance	City	Regular Annual Pass	Senior Annual Pass	Junior Annual Pass	Annual Cart Pass
Thombery Creek at Oneida	0 mi	Oneida	\$2,625	\$2,425	\$980	
Brown County Golf Course	2.4 mi	Hobart	\$1,250	\$1,150	\$300	
Village Green Golf Course	3.5 mi	Green Bay	\$250			
Mid-Vallee Golf Course	18.9 mi	DePere	\$1,118/\$1,351	\$1,118	\$450	\$900
Hilly Haven Golf Course	19.3 mi	DePere	\$1,035	\$950	\$300	\$600
Ledgeview Golf Course	16.4 mi	DePere	\$1,025	\$940	\$475	\$700
Royal St Patrick's Golf Links	21.4 mi	Wrightstown	\$1,300		\$700	

Venue	Dist. From TCO	Type of Venue	# of Spaces	Capacity	In-House Catering	Outdoor Availability	Ceremony Space
Oneida Golf and Country Club	4.9	Private Golf Course	3	100-300	yes	yes	yes
Green Bay Botanical Gardens	5.3	Formal Garden	7	10-300	no	Yes	yes
Rock Garden	6.4	Hotel & Conference Center	4	50-1000	yes	yes	yes
Radisson Hotel & Conference Center	6.7	Hotel & Conference Center	6	25-700	yes	no	yes
Olde 41, LLC	7.1	Banquet Facility	3	300	no	yes	yes
Gather	8.3	Event Space	2	250	yes	no	yes
Rockwood Terrace	8.3	Event Space	3	180	yes	yes	yes
Backstage	8.6	Renovated Theater	1	152 (plated/seated), 128 (buffet), 200 (cocktail with limited seating)	yes	no	no
Lambeau Field	8.6	Football Stadium	14	20-1000	yes	limited, but yes	yes
Hotel Northland, Autograph Collection	8.8	Hotel	10	220-250 in largest room (16-65 in smaller rooms)	yes, including pastry chef	no	yes
Delta Hotels by Marriott	10.7	Hotel/Ballroom	6	200	yes	yes	yes
Heritage Hill	12.2	Historic State Park	5	20-200	no	yes	yes
The LedgeCrest Reserve	16.2	Event Space	2	150-400	no	yes	yes
Green Bay Country Club	16.2	Country Club		50-350	yes	yes	yes
The Woods Golf Course	17.8	Public Golf Course	4	60-400	yes		\$500 set up fee
Railroad Museum	11.5	Museum	4-5	up to 350	yes	no	yes
Vickery Village		Historic Buildings	3	250	no	yes	yes

e) *Explanation of any material changes or developments in the market or nature of business the Corporation is primarily engaged in since the last reporting period.*

Not applicable

f) *Identification of the primary goals and targets of the Corporation and progress made towards the accomplishment of the same*

Following is a stated operational objective, followed by the results of the current year compared to the previous year, and a goal for the upcoming year. Due to the offseason, significant data does not yet exist. Please see financial reports for 2023 results through the end of Q1.

- g) *Identification of key elements for success in strategies given, including risks, resources and relations available and needed in order to successfully fulfill outlined strategies.*

One of the key elements to our success is stability in leadership and the growth of our management team. We are pleased to report that our management team will be full as of February 20, 2023 with the following individuals in place:

- Joe Hanrahan, General Manager (12/1/2022)
- Lee Thomas, Controller (1/9/2023)
- Cody Franke, PGA, Head Golf Professional (2/20/2023)
- Aubrey Winters, Sales & Marketing Manager (12/1/2022)
- Lily Jones, Director of Food & Beverage (2/20/2023)
- Sean Ahnen, Facilities Manager (2/20/2023)
- Sieria Vieaux & Jenni Appel, Banquet & Event Sales Managers
- Steve Archibald, Course Superintendent

We have a strong belief that this group will lead Thornberry Creek to a prosperous 2023 Season and beyond.

At this time of year, seasonal staffing is always the greatest barrier to success. Staffing shortages can lead to service interruptions, overworked employees, and substandard service levels. We are taking a proactive approach to hiring, with the majority of our seasonal positions posted by February 1, 2023. We are casting a wider net than in previous years with all positions posted to internal websites, local college job boards, and print ads in several local periodicals.

- h) *Identification of medium (two to five year) and long (greater than five year) prospects and sustainability of the Corporation given present status, strategies, and risk.*

Thornberry Creek at Oneida is uniquely positioned in the market to sustain and grow in both the short, and long-term. Our status as a premier golf destination in Northeastern Wisconsin should be further leveraged to promote and increase our share of visiting golfers to the area. In addition, there is ample opportunity given the growth of the surrounding areas to further grow our pub and restaurant business by establishing ourselves as a dining destination for the residents in these neighboring communities. Adherence to and enhancement of the strategies laid out above will lead to both medium-term and long-term success in both of these areas.

- i) *Explanation of market growth (if any) experience by the Corporation, identifying sources of growth (i.e., organic growth through market share increase, volume of business increase, acquisition of competition or other assets, etc.).*

Any growth has been organic in nature and has not been the result of any competitive or capital acquisitions or investment.

- j) *Summary of the assets of the Corporation, including, but not limited to its financial, physical, employee, customer, brand or intellectual property, and supply assets.*
- k) Summary and status update of any pending legal action to which the Corporation is a party and any relevant government regulation to which the Corporation may be subject.

Not applicable