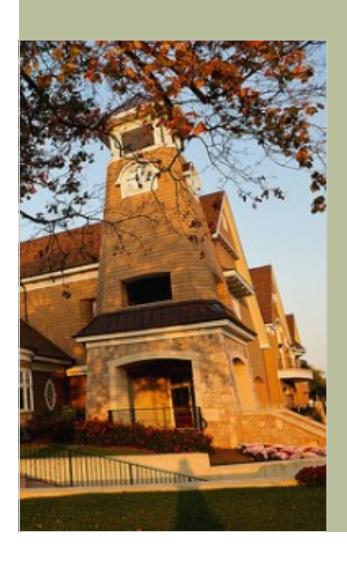
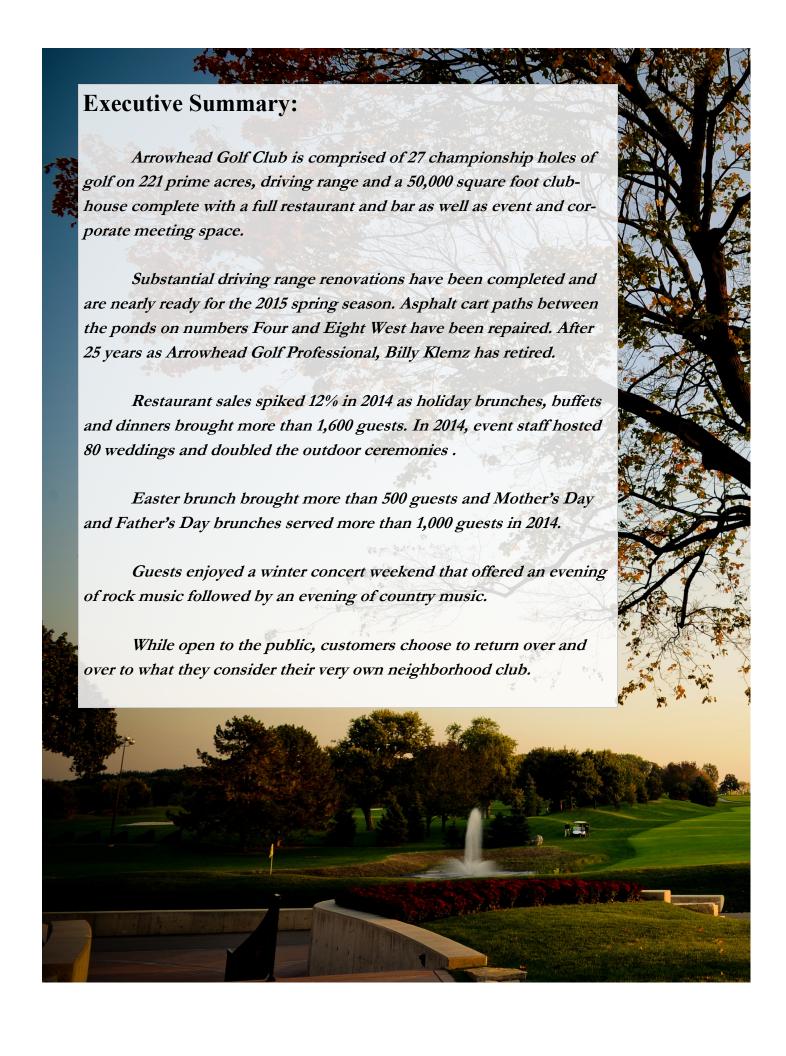


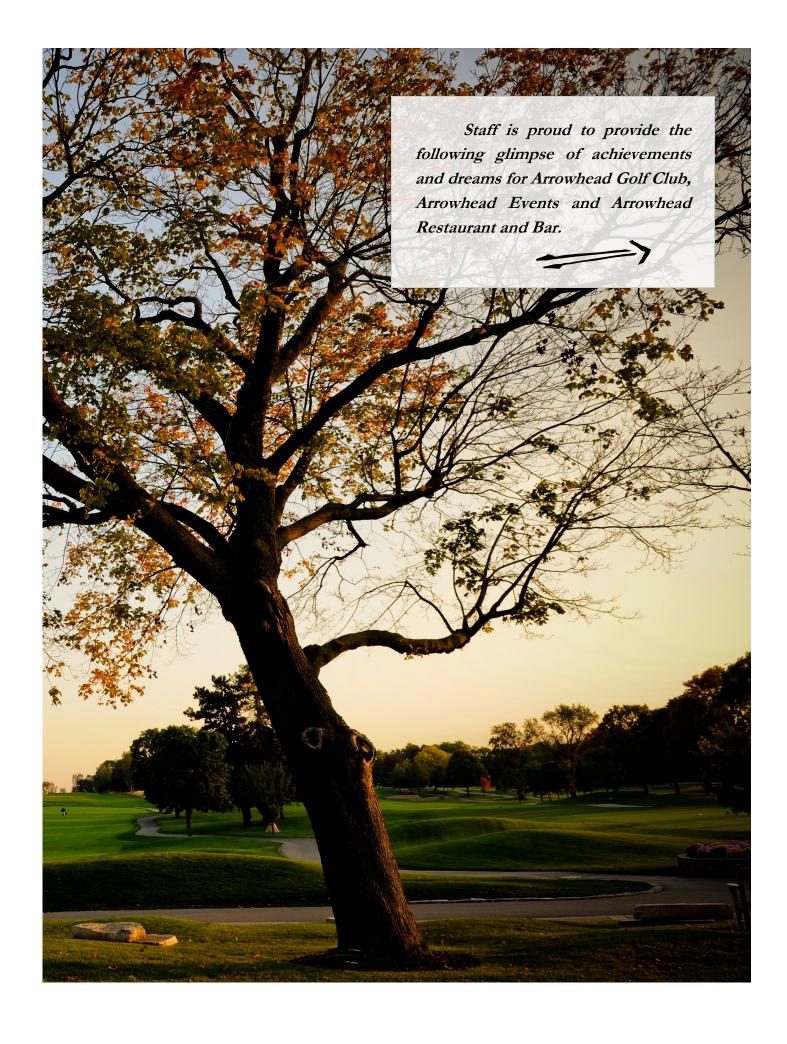
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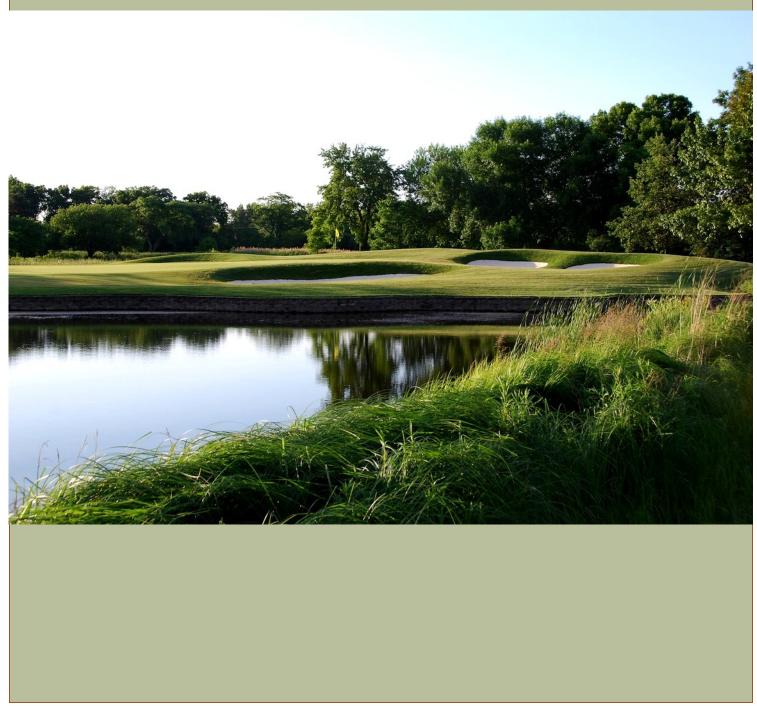
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History, A Tradition Rebuilt

In the 1920s, Ralph Weimer and his family built the 18-hole Antlers Club using horse drawn plows and other tools available to farmers at that time. The tees and greens were constructed first followed by ponds and bunkers. One of the ponds surrounded a green, and when viewed from the air, resembled a pair of antlers and the head of a deer or elk. This green and the remnants of the antlers are visible in old photographs of the golf course. In 1929 the club was renamed Arrowhead Golf Club for the many Native American artifacts found on the site during construction. In 1967 the West Course was added to bring the number of holes to the current total of 27.

The Wheaton Park District purchased the course in 1982 from the Jansen family to "preserve 221 acres of open space and to serve as a major recreational area for the community." Shortly thereafter, architect Ken Killian was hired to redesign the golf course. By the fall of 1988 construction had started on a section of the East Course and by 1990 the first phase had been completed and the driving range was opened. Construction continued for another 11 years as the East Course was finished a couple of years later followed by the South Course. A new maintenance facility and golf cart storage garage opened in the spring of 2001, and when the West Course opened in July of that year the golf course renovation was complete.

Design and development for the new clubhouse began in 2003 after PHN was selected as the architect for the project. Groundbreaking took place in the late fall of 2004 and the 50,000 square foot clubhouse opened on May 25, 2006. The clubhouse now houses the Arrowhead Restaurant and Bar, event and meeting space capable of accommodating up to 300 guests, a golf shop, locker rooms, an indoor teaching facility and storage for up to 40 golf carts.

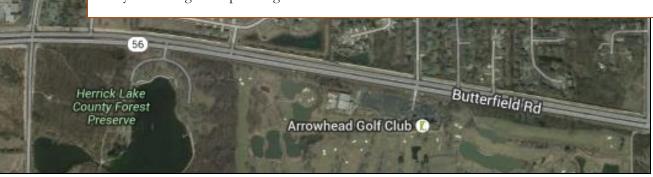
Warrenville

liah School

An outdoor wedding site was added in the spring of 2010 with a new halfway house opening later that same year. In the fall of 2010, a golf course renovation project was started. Over the next three fall seasons, the bunkers on all 27 holes were renovated with major design changes made to a few holes. The project was completed in the fall of 2013 with the completion of the West course which opened for play in the spring of 2013.

The driving range was built as part of the initial golf course renovation and opened in 1990. Virtually no work had been done in this area in the 25 years that followed and it had fallen into a state of disrepair. A renovation was undertaken in the fall of 2014 that saw the replacement of asphalt with colored concrete and the old vinyl dividers with new rubber coated steel. A ramp was added to make the area accessible for all patrons, small Bent grass chipping areas were added around the green and simple irrigation was added to properly irrigate the area. The project will be complete in spring of 2015 with the addition of Pergola structures over new benches and installation of new landscaping.

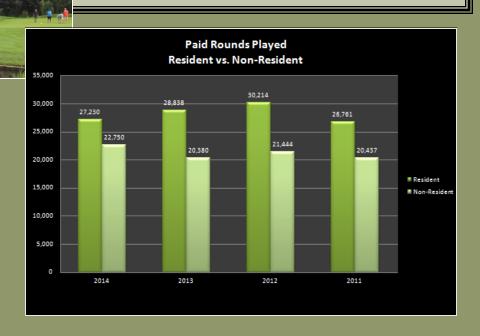
The community has been a strong supporter in the success of this facility as it has become a place where neighbors meet and families gather to celebrate weddings and special occasions.



Arrowhead Golf Club

- √ A large majority (almost 80%) of permanent tee time and league rounds are played by residents.
- √ The majority of open tee times are played by non-residents.
- √ The percentage of rounds played by residents dropped by 4 percent to 54.5% in 2014.
- √ This is the sixth year in a row that resident play has accounted for the majority of rounds played.

Resident 54.5% Non-Resident 45.5%



Meteorological Conditions for 2014:

The timing of precipitation and the forecast can have an impact on rounds played as can temperature and wind speed.

In our experience, precipitation of .04" has resulted in a negative impact on rounds played on any given day.

- January: The 3rd snowiest on record and coldest in 29 years.
- February: Below normal temperatures and above normal snowfall.
- March: Below normal high temperatures occurred on more than 2/3 of all days.
- April: Below normal temperatures continued as winter refused to leave.
- May: In like a lion with flurries, wind and rain. Out like a lamb with sunny skies and a high of 88 degrees.
- June: The 5th wettest on record with total precipitation 80% above normal.
- July: Area storms missed Arrowhead for most of the month and below normal temperatures made it a very pleasant month.
- August: Large storms dropped 5 inches of rain in 36 hours.
- September: A beautiful month with the longest dry spell in the area in 3 years.
- October: First two weeks averaged 10 degrees below normal and the warmest late season stretch in 15 years to end the month.
- November: One of the coldest on record with the longest November sub-freezing stretch in history.
- December: Less than 25% of possible sunshine and a new record for sunless days.
- Meteorological winter was the coldest and snowiest in 35 years.

Meteorological winter 2014

Coldest and snowiest in 35 years..

March & April 2014

Coldest in 18 years.

Meteorological summer 2014

Wettest in history as per records at Midway Airport, with more than double the average rainfall.

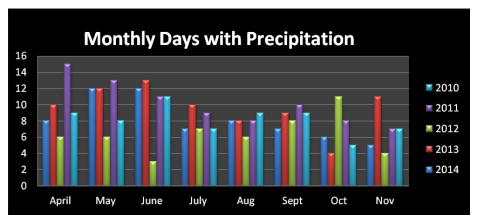
November 12-18

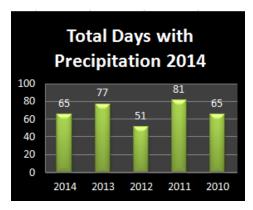
Coldest on record.

Monthly Days with Precipitation (.04" or more)

We have averaged 68 days with meaningful precipitation over the past five seasons.

Total days of precipitation in 2014 specifically was 65 (3 days below normal).

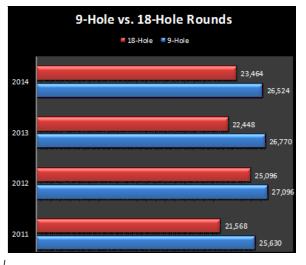


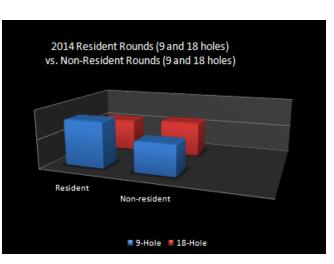


Annual Paid Rounds

Annual Paid Rounds	2014	2013	2012	2011	2010
Paid Rounds	49,988	49,327	52,192	47,198	50,884
Change from Previous Year	1.3%	-5.5%	10.6%	-7.2%	1.5%

*The weather continued to have a negative impact on rounds in 2014. The course opened for play April 3 and closed November 14. The season was eight days shorter than 2013 and an incredible 46 days shorter than 2012. The 2014 season was the shortest in memory.





The large number of 9-hole rounds is due to our ability to tee groups off on two different courses at the same time late in the day. This is possible because we have 27 holes instead of the traditional 18.

Senior specials, GolfNow.com, Chicago Golf Pass, Costco promotion helped round totals increase slightly in spite of a poor year of weather.

Golf Lessons

756 golf lesson hours were taught in 2014.

Adult group lessons are offered on Tuesday, Wednesday and Thursday evenings mid-April through early August. Junior group lessons are held Monday through Thursday evenings before school is out in May and in the mornings during June and July.



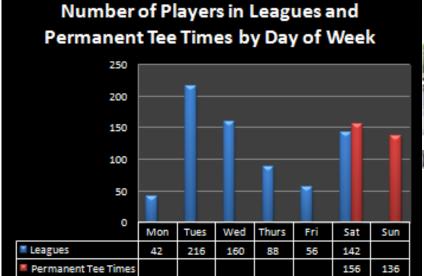
Merchandise Sales



	2014 Gross Sales	2014 Profit Margin	2014 Profit Dollars
Hard Goods	\$39,754	37.5%	\$14,917
Golf Balls	\$49,600	29.4%	\$14,580
Soft Goods	\$60,772	39.9%	\$24,272
Total Sales	\$150,126	35.8%	\$53,769

- √ Soft goods consist of things that you wear while hard goods are equipment and other non-wearable items.
- √ Ball sales provided a pleasant surprise as sales were up almost 8% in spite of lower round totals.

Weekly Groups

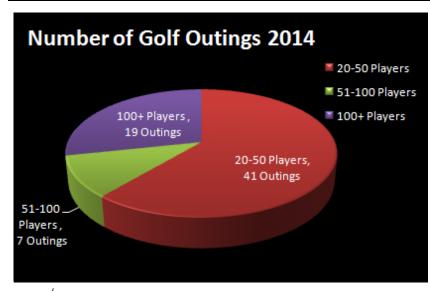




- $\sqrt{}$ There are 8 leagues that play weekday mornings.
- $\sqrt{}$ There are 7 leagues that play weekday afternoons.
- V Our couple's league plays Saturday afternoons and continues to be very popular with a total of 70 couples participating. Wheaton residents represented 70% of participants.

Permanent tee times start at 5:30 am weekend mornings.

Golf Outings



V Outings are considered to be an event of 20 or more players utilizing one of our food packages or arranging plans through the restaurant for pre/post golf meals.

V We hosted 67 golf outings in 2014. Forty one of these had less than 50 players with many of these being less formal events in the restaurant. Seven were mid-sized groups (51-100) and 19 were large groups of more than 100 players. All of the mid and large-sized groups had food and beverage packages booked through the event department and all but one had a formal meal.

 $\sqrt{}$ Of the 19 large groups, 12 were fundraisers and 7 were corporate or association event. Two of these groups were new to Arrowhead in 2014 and one returned after taking a year off.

Special Events and Tournaments

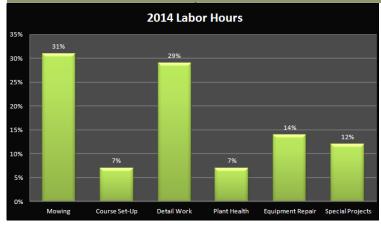




Staff runs a number of special events throughout the year for the enjoyment of our regular customers and other guests.

- **Golf Fever** This event is held in early March and is intended to bring women to the course for an evening of wine and golf talk with the professional staff, introduce them to the game or answer questions about lessons. In 2014, 46 women attended.
- **PGA Junior Golf League -** This is a 6 week summer program designed to allow children to enjoy the positives of participation in a team activity. While playing the game of golf is normally viewed as a individual sport, this leagues plays golf as a team. It is competitive but low pressure and has become increasingly popular since its inception a couple of years ago. Fourteen juniors took part in our first year of involvement with the program in 2014.
- **Couples League** This is an in-house summer long competitive league where couples play a scramble each week against another couple. Points are accumulated throughout the summer and a champion is crowned at an end of the year social event. There were 140 participants in 2014. Wheaton residents represented 70% of these participants.
- **Club Championship** This is a 36-hole stroke play event to determine the Arrowhead Club Champion in four different divisions. Champions are crowned in gross and net divisions for both regular and senior age brackets. There were 57 participants in 2014.
- **CanHead Cup** This Ryder Cup style event consists of a team from Arrowhead competing against a team from Cantigny. 18-holes were played at each facility. Arrowhead failed to win for the second time in the eight year history of the event.
- **Three Person Scramble** This was the fifth year for this event with three person teams competing in a scramble format for pro shop merchandise credit. There were 54 participants in 2014.
- **Brutal Cup** This is a 27-hole Ryder Cup style event played between two randomly drawn teams. The event was played in November when the weather has the potential to be "brutal." There were 34 participants in 2014.
- **Weekly Events** These weekly closest-to-the-pin and longest putt contests are run for our permanent tee time holders, couple league participants and senior men's league.

Golf Course Maintenance



	Golf Maintenance Overtime
2014	\$5,728
2013	\$5,913
2012	\$10,385
2011	\$18,864
2010	\$20,980

V Greens are mowed daily, tees, fairways, approaches and collars are mowed three days per week, rough is a daily task, banks are mowed twice per week and the range, entrance and the Off the Street Club are mowed weekly.

V Course set-up tasks are generally done daily and include changing cups, moving tee markers, collecting trash, raking bunkers and dragging fairways to remove dew.

Detail work includes filling divots on tees and in fairways, trimming around sprinkler heads, yardage markers, trimming around trees and walls, edging bunkers, bunker repair, leaf and debris removal, spreading clippings, maintenance of clubhouse landscape, blowing cart paths and parking lot.

V Plant health involves the application of chemicals and fertilizer as well as hand watering. Staff continues to use generic chemicals in an attempt to conserve resources whenever possible without jeopardizing plant health.

V Equipment maintenance is the backbone of any operation. Equipment is of no use to the staff when it is not in top working condition. Blade sharpening, engine maintenance and all repairs are done in house. We employ a full-time mechanic who is responsible for maintaining all equipment and golf carts.

√ Special projects are those tasks that are not part of the weekly routine. Some of these items are one-time fixes while others occur occasionally throughout the year. These tasks include: irrigation repairs, tree trimming, drainage work, tee construction, bunker face repair, stone work, sod replacement, sanding and painting.

Staff continues to minimize overtime in golf course maintenance. There are times that weather conditions make it almost impossible to avoid but through the use of improved scheduling practices and increased vigilance, staff has cut the use of overtime from \$36,975 in 2009 to \$5,728 in 2014. This is a decrease of more than 84%.

A 5-year plan has been developed for the removal of ash trees infected by the Emerald Ash Borer. Most ash trees will be removed over the next five years with replacements planted as needed to maintain the integrity of the course. (See page 14.)

	Chemicals and Fertilizers
2014	\$147,203
2013	\$140,460
2012	\$162,453
2011	\$155,049
2010	\$154,251

Please note: Environmental conditions affect chemical and fertilizer needs year-to-year.

14

Ash Tree Removal





It is believed the Emerald Ash borer first came to the United States from China in shipping crates through Detroit in 2002. It steadily spread and is now decimating the ash tree population in our area. Adult insects lay eggs on the tree bark and after hatching, larvae chew their way into the tree. Once inside, they interfere with the flow of water and nutrients causing a noticeable dieback and the eventual death of the tree.

There are a few different ways to deal with ash trees in an affected area.

- Trees can be removed immediately and replaced with other species.
- Trees can be removed when they start to show an agreed upon level of dieback.
- Trees can be removed after they die.
- Trees can be treated with an insecticide to kill the insect.

An inventory of Arrowhead's trees was conducted in 2012. That inventory found a total of 1,776 trees on the property, 300 (17%) of which were Ash trees. During the summer of 2013, staff toured the property to assess the health of these trees and formulate a plan to best deal with the problem. Staff visually inspected each tree to see if it had noticeable signs of thinning or dieback. The size of the tree, as well as the impact on playability and safety was also considered. A multi-tiered approach was developed using the possible courses of action listed above. Staff agreed upon a plan as follows;

- ♦ Removal of 57 trees in the fall/winter of 2013/14 that were already dead or showing signs of serious dieback.
- ♦ Removal of 36 trees in the fall/winter of 2014/15. These trees were showing signs of infestation, but not at the level of those listed above.
- ♦ Include \$2,500 in the budget each year to treat impactful trees throughout the course. Six trees on the West course were identified in this category.
- The remaining trees were not showing signs of decline. It was decided these trees should be monitored and dealt with as necessary over the next three to five years.

It became apparent in early 2014 that the degradation of the trees was occurring much more quickly than originally expected and removal would move at an accelerated pace. A total of 24 trees were removed before the start of the 2014 golf season, with another 47 removed during the year. Forty seven more ash trees have been taken down since the tail-end of the golf season leaving approximately 83 trees to be dealt with over the next year or two. Staff is currently treating five trees on the West course and will continue to do so until they succumb to the insect, die naturally or have backups grow to a point where their loss would have minimal impact.

The goal is to remove trees before they become dangerous or an eyesore while protecting the integrity of the course. A variety of new tree species are being planted at this time while maintaining the original character of the property.

Renovation









The major bunker renovation started in 2010 was completed in the spring of 2013 making 2014 the first season since 2009 with no interruption to play. However, that doesn't mean that planning for the future and improvement came to an end.

Major equipment purchases had, for the most part, been delayed for the past three years as the majority of available funds were directed toward the renovation of the course. That trend was reversed in 2014 with the purchase of eight pieces of equipment to be used in golf course maintenance. Three mowers, two grinders, a dual purpose utility vehicle for year round use, a machine used in the turf aerification process and a multipurpose mower/dethatcher/vacuum were purchased at a total cost of over \$200,000.

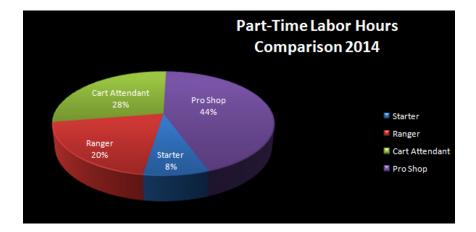
A major overhaul of the pumping station for the irrigation system was undertaken in 2014 as the control panel and pumps required to operate the system were reaching the end of their useful life. The project went to bid late in 2013 and work was completed in time for the start of the 2014 golf season. A small dredging project was undertaken at the same time to clear sediment from around the intake located in the pond used to supply water. The \$175,000 project was paid for with grant money originally earmarked for the outdoor restroom project that was delayed.

The decision was made in 2013 to start addressing deteriorating asphalt in the parking lot and on cart paths throughout the course by budgeting \$50,000 per year for these repairs starting in 2014. The work was done in the fall with a number of areas in the parking lot being fixed as the first point of business. Long standing sinkhole issues between the ponds on numbers four and eight on the West course were also taken care of as part of the first phase. Cart paths throughout the course are on the docket for 2015 with the most dilapidated areas being repaired first.

The largest project in 2014 was the renovation/facelift to the driving range. The range was originally built as part of the first course renovation and was opened in 1990. Virtually no work had been done in the area since that time and it had become an eyesore. The plan called for removal of the old asphalt and stairs and installation of a concrete top line, stairs and a ramp to make the area accessible for all. Demolition began on October 6th and the project was substantially completed by the middle of November. Small Bent Grass areas were added around the chipping green along with simple irrigation to keep the space green all season long. Pergola structures will be added to cover new benches and landscaping will be installed as soon as weather allows in the spring. In addition to the items listed above, the range will open in 2015 with new dividers, mats, range trays and yardage markers.

East, South and West Renovations	2014	2013	2012	2011	2010	TOTAL
Renovation Expenses	\$156,562	\$31,251	\$380,675	\$413,464	\$538,273	\$1,520,225
Capital Equipment Purchase	\$213,326	\$45,685	\$19,550	\$0.00	\$140,277	\$418,838

Golf Labor Comparison



Pro shop staff is responsible for taking tee times, checking in guests, assisting with merchandise sales and displays and a wide variety of other tasks that help our customers enjoy their time at Arrowhead.

<u>Starters</u> are responsible for making sure that players have paid before being directed to the proper tee. They make sure the tee time schedule is maintained, that players are paired together when appropriate and that daily rules for play are explained.

<u>Rangers</u> are responsible for making sure that play proceeds at an acceptable pace, players are following the rules of play for the day as well as observing the commonly accepted rules of golf etiquette. They are also responsible for filling water jugs on the golf course.

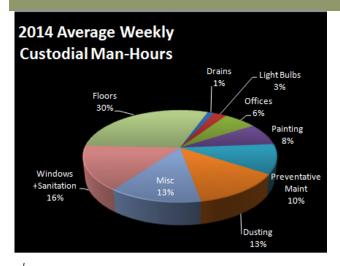
<u>Cart attendants</u> are responsible for keeping a clean supply of carts available for our guests at all times. They pick the driving range, clean range balls and maintain the tee line.

Golf Wage Comparison:

Full-time golf staff continue to cover and support Pro Shop shifts as well as join as cart attendant during golf outings in order to keep part-time wages in check.

Pro Shop Wage Comparison								
PT Wages FT Wages								
2014	\$186,865	\$126,400						
2013	\$176,797	\$122,321						
2012	\$184,591	\$119,922						
2011	\$159,824	\$118,070						
2010	\$143,291	\$100,508						

Building Maintenance and Custodial Services



- $\sqrt{}$ Floors include sweeping, mopping, vacuuming and polishing of all stairs and floors throughout the building.
- N Bathrooms include cleaning and restocking of the nine bathrooms in the clubhouse. These are checked regularly throughout the day by custodial staff and in the evenings by housemen and restaurant staff.
- Windows are cleaned on a regular basis. Windows on public access doors are cleaned every day and other windows are cleaned on a rotating schedule based on location. Door knobs throughout the building are also sanitized as part of this task.
- V Dusting is done every day as part of routine cleaning. Picture frames, furniture, display cases and light fixtures are part of the rotation.
- V Painting is done on a regular basis to touch-up damage done during the normal course of business. Minor drywall repair is included.
- $\sqrt{}$ Light bulbs are checked daily and replaced as needed.
- $\sqrt{}$ Drains are sanitized and flushed on a regular basis to maintain freshness and to ensure that they stay open.
- $\sqrt{}$ Offices are checked regularly for trash and other minor cleaning and repairs pairs.
- Preventative maintenance takes place on an almost daily basis. Work is routinely done on kitchen equipment and HVAC units in order to keep these vital pieces of the operation in top condition.
- V Miscellaneous tasks are often part of an employee's workday when another employee or guest requires assistance with something. This includes snow removal in the winter months and assistance with equipment repairs throughout the year.
- $\sqrt{}$ Staff is committed to innovative and efficient methods in maintaining the Arrowhead facility;
 - All hardwood floors are sealed using in-house labor. This saves thousands of dollars and allows for more flexible scheduling in order to maximize selling opportunities.
 - Staff built two server stations for the restaurant. These pieces are not only beautiful, but allowed food and beverage staff to get a well-built product that meets their specific needs at a fraction of the cost of similar pieces purchased from an outside vendor.
 - Staff continues to cover banquet chairs as needed and is now able to recover bar stools as well. This saves money and allows for extremely fast turnaround when compared to having them done by an outside vendor.
 - Staff attends daily kitchen equipment repairs as they present themselves. This practice save thousands of dollars in repair costs and normally allows for uninterrupted work by the kitchen staff.

Golf Marketing

In 2014, concentration was focused on maintaining a strong presence within the golf community. The focus was on the key features of the 27 hole course that include the completion of the new white sand bunkers, immaculate conditions of the course, public facility and the quality of service.

As marketing trends continue to shift from print to digital media, staff stays on top of the various mediums that fit with the golf target market.

Print Advertising

Staff continues to have a presence in the following:

- ♦ Golf Chicago Magazine
- ◆ Chicago District Golf Association
- ◆ Golf Time Magazine
- ♦ Local magazine and newspaper golf supplements such as Daily Herald, Suburban Life and West Suburban Living.

Website Advertising

Arrowhead ads and course listings were featured on the following websites:

- ♦ Chicagolandgolfmagazine.com
- ♦ CDGA.org
- ♦ Golftimemagazine.com
- ♦ Golftime.com
- ♦ Golftrips.com
- ♦ Golfcourseonline.com
- ♦ Golfnow.com

E-Marketing

- Eblasts distributed to subscriber base with golf tips and incentives.
- Eblasts distributed through partners, i.e., CDGA, Golftrips.com, etc.

Social Media

- ♦ Facebook
- ♦ Twitter

Broadcast Media

- ♦ Yelp.com
- ♦ Rory Spears radio show

Mobile Media

• Text messaging -summer program offers 9 holes free golf (1 in 10 opt in).

Collateral Material/Signage

- ◆ A-frame signage displayed at facility, pro shop and Halfway House trailer locations.
- Banners displayed at Butterfield entrance.
- Table top signage displayed in foyer and pro shop.

Community Outreach

- ♦ Complimentary golf clinics
- ♦ Taste of Wheaton golf simulator
- ♦ Golf outings for local organizations

Special Offers/Incentives

- Special greens fees offered on Sunday evenings allowing children to play golf with an adult for \$1.
- Senior package offers golf, cart, hamburger and beverage to seniors Monday and Tuesday.
- Fast Track.

Arrowhead Mobile Website

• User-friendly website available for smart phone users includes capability to set up tee times and link to complete website.

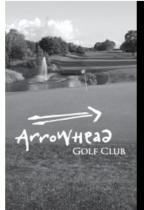
• GPS units utilized to advertise pro shop and halfway house specials as well as upcoming golf/restaurant events.

Golf Marketing Collage

Print and Web Ads





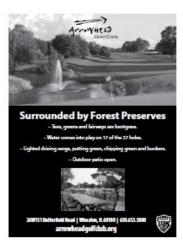




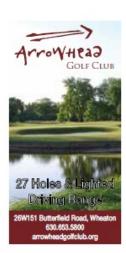
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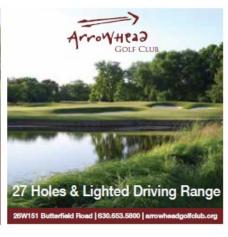














Golf Marketing Collage Signage

















Golf Marketing Collage

Eblasts











Golf Marketing Collage Eblasts



Dear Business Owner.

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To see our advertising boothure, please click being.

FOLLOW US:











NEW Spring Lunch and Dinner Menus are

here! Pesturing Renzeroffa Salad with helifoom tomatoes and Grilled Checken Invachenta, ylow full monus here...

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Save the Date!

May Williams Couley Cassis, Golf Outing Couples Gon Ball Cub Champonship 3-ferror Scientife Brids Cip

Monday, August 4 Sunday, August 31 Setunday, Sept. 6 & Sunday, Sept. 7 Setunday, October 13 Setunday, November 8

Weekly Restaurant Specials & Live Entertainment Thursdays, Fridays, and Saturdays! Yen.sosak.tee.

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Golf Marketing Collage Coupons/Incentives





Corporate Incentive This certificate entitles you to 18 Holes of Golf with cart at Arrowhead Golf Club ArroWHEAD FAIRFIELD Valid any day of the week (please call up to seven days in advance to reserve your tee time) Contact the Pro Shop at 630.653.5800 Signature Certificate #:











Arrowhead Restaurant and Bar







Arrowhead Restaurant continues to innovate.

Seasonal menu updates wowed guests with imaginative menu items such as Panzanella Salad and Eggplant Bundles in spring and Bacon Meatloaf and Shrimp and Grits presented in the fall menu. These menu changes inspired updates to our wine list reflecting trends in the grape industry. Arrowhead's craft beer list continued to gain notoriety as it remained one of the premier craft beer lists in the area, so much so that Arrowhead often earned its position on the very "short list" with brewers when a limited edition draft comes out. Limited edition draft beers are sometimes less than 20 barrels in all of Chicagoland. The "short list" preference enabled Arrowhead to offer as many as 5 new beers within a week.

Arrowhead took its previously held craft beer event to a new level with "Straight From The Tap" and presented ticket holders with more than 32 different specialty brews from around the country in an indoor event in January. More than 330 beer aficionados attended.

Popular promotions such as The Summer Beach Party and Ugly Sweater Contest as well as menu driven events like Mardi Gras and Oktoberfest gained in their success. The most successful event was the 3rd Annual 80s Night where band, staff and guests alike dressed in various 80s themed apparel, hair styles and accessories.

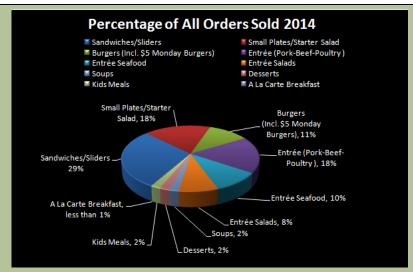
Arrowhead held a concert weekend in January with one night of rock-and-roll and one night of country music which featured a pre-concert line dance instructor.

These and other events created a dedicated following that people talked about year-round. Several other promotions continued: Lucky Lunch Box promoted off-season lunch dining and daily specials such as Fish Fry on Friday, Tom's Buttermilk Fried Chicken on Sunday and King and Queen Cut Prime Rib Dinner for New Year's Eve. Father's Day and Thanksgiving are well attended events for guests and their families as they choose Arrowhead to celebrate on these special family occasions.

The Arrowhead team strives to continuously enhance its reputation as

a home away from home.

Restaurant Menu Sales



	Orders Sold	Percent of All Orders Sold	Dollars Sold	Percent of Dollars Sold
Sandwiches/Sliders	34,873	24%	414,098	29%
Small Plates/Starter Salad	34,879	24%	263,437	18%
Burgers (Incl. \$5 Monday Burgers)	21,866	16%	159,307	11%
Entrée (Pork-Beef-Poultry)	13,887	10%	242,931	18%
Entrée Seafood	8,722	6%	142,114	10%
Entrée Salads	10,506	7%	109,425	8%
Soups	7,930	6%	34,316	2%
Desserts	5,156	3%	24,792	2%
Kids Meals	5,581	4%	27,906	2%
A La Carte Breakfast	919	<1%	6,958	<1%
Totals	144,319	100%	1,425,284	100%

Prices above are unweighted averages of all menu items in a category.

Lunch sandwich (\$10-\$16) Cost average \$4.50

Appetizers (\$9-\$13) Cost average \$4.25

Lunch Entrees (\$13-\$17) Cost average \$4.50

Dinner Entrees (\$16-\$26) Cost average \$8.00

In 2014,

√ 11,159 Monday \$5 Burger Specials were served versus 9,707 Monday \$5 Burger Specials in 2013.

√ 1,756 Prime Rib Dinners were sold compared to 1,707 in 2013.

^{*}With the wide range of Specials offerings, breakdown as follows:

Beverage Sales

In 2014, √87,159 draft beer glasses were drawn.

√ 30,853 glasses of wine were poured.



2014 Alcohol Sales	Number Sold	Dollars Sold	Percentage of Dollars Sold
Draft Total Sales	87,159	403,556	34%
Liquor	44,953	325,334	18%
Wine by the Glass	30,853	245,040	12%
Standard Bottle Beer	15,671	65,648	6%
Craft Beer Bottles	81,060	41,279	30%
Wine by the Bottle	1,675	745,202	<1%
TOTALS	261,371	1,826,059	100%

Halfway House Express Trolley and Beverage Cart Sales

Both the Halfway House Express Trolley as well as the Beverage Cart are welcomed sites to golfers and guests alike for refreshments.

The trolley continues to be an oasis to cool down and review golf scores. It also serves as a resting area for parents with children taking lessons or neighbors simply enjoy the views.

	Number Sold	Dollars Sold	Percentage of Dollars Sold
Non-Alcohol Beverage	20,192	\$ 49,742	28%
Food Sales	14,880	\$ 45,829	20%
Liquor	4,214	\$ 24,101	6%
Beer	32,441	\$144,838	46%
Sundries (aspirin, lotion)	52	\$ 144	<1%
TOTALS	71,779	\$264,654	100%





Arrowhead Restaurant Events

Valentine's Day menu featured starters of Maryland Crab Cakes or Arugula Salad. Entrée options of Lobster and Filet Surf and Turf or Merlot Mushroom Risotto.

Mardi Gras, Feb 19 to March 5 featured authentic New Orleans-style menu items including Gumbo, Shrimp and Andouille Etouffe and Chicken Rochambeau. Of course, Chef Alan's famous bread pudding was savored by many.

St. Patrick's Day was celebrated all week at Arrowhead March 13-17. Staff served Irish Nachos, Shepherd's Pie and Corned Beef.

Cinco de Mayo Margaritas were priced at \$5 as well as Mexican themed food specials, including Queso Fundito, Mahi Vera Cruz and Chicken Oaxaqueno.

Father's Day featured a Southern-style brunch buffet where restaurant staff served more than 150 guests. One lucky dad received a Dad's "Bag of Golf" Golf Gear raffle.

August 1st was the third **Annual 80s Night**. This has quickly became a staff and guest favorite with live music, crazy 80's costumes and some great throwback drinks.

August 28th marked the return of Arrowhead's **Summer Beach Party**. Live music, Hula skirts and fruity drinks made for a good time had by all.

Thanksgiving dinner brought more than 400 guests to Chef Alan's version of traditional Thanksgiving turkey dinner that included items such as Butternut Squash Soup, Gathered Lettuces with Peppered Walnuts and Balsamic Vinaigrette, Herb Roasted Young Turkey with Sage Bread Stuffing, Whipped Potatoes and Gravy, Sweet Potatoes and Pecans, Green Beans and Cranberry Relish. The fourth course offered Pumpkin Pie, Chocolate Mousse or Holiday Cookies.

Friday Night Fish Fry continues to be well-attended with an average of 63 orders served weekly. This is especially popular during Lent where more than 100 orders are served each Friday night.

\$5 Burger Mondays continue to draw on a night where traditional restaurants struggle. Half-priced draft beer offers a significant value to our guests. Many guests return as regulars every Monday; 11,159 burgers were served in 2014.

A la carte weekend breakfast was served April 29th through the end of October. Although not our most popular meal period, it is well received by permanent tee time holders.

Taste of Wheaton allowed staff to once again sponsor craft beers at the Thursday kickoff party. In addition, Arrowhead sponsored the annual Saturday morning PAWS breakfast event during Cosley Run for the Animals.

From September 20-October 5, Chef Alan prepared an authentic **Oktoberfest** a la carte menu of Munich-style potato pancakes and Schwiensaxe (pork shank) among other items. Jaeger Hunher Schnitzel (chicken schnitzel) which was our most popular item.

Arrowhead continued in the direction away from prepackaged, high-priced events many restaurants offer and brought guests to our same quality menu items with the addition of King and Queen Cut Prime Rib as a special. We experienced our busiest-ever New Year's Eve.







Arrowhead Food Supply Bid

Arrowhead goes out to bid in August for food supply items when bids are accepted at commodity and fixed pricing. The food bid process along with better food controls has decreased food costs to 35% in 2009, 30% in 2010, 32% in 2011, 29.5% in 2012 and 29.14% in 2013. Costs for 2014 rose slightly to 31% with limited retail price increases relative to rising commodities. It is estimated that the bid process saves \$40,000-\$60,000 annually.

Staff has become more aggressive in requesting fixed priced bids as considerable savings had been noticed and charted. The chart below is a sample of fixed pricing comparisons for several line items. Fixed pricing is the price vendors quoted in accepted bids and this price did not waiver during the 12 month period although the reader can see that available commodity pricing out in the market had increased substantially in many line items.

<u>PRODUCT</u>	FIXED				(СОММ	ODITY	Y PRI	CE 201	3-201	4		
	PRICE	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	AVERAGE
BREAD													
Buttery Dinner Roll, hinged 3"round butter roll w/sheen on top	1.78	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02	3.02
Buttery Plain, 4.5" Round, Butter roll w/sheen top	3.16	3.09	3.09	3.09	3.09	3.09	3.09	3.09	3.09	3.09	3.09	3.09	3.09
Pretzel Bread,4.5", Kaiser cut, 5 oz. Similar to Highland Baking	0.49	0.53	0.53	0.53	0.53	0.53	0.53	0.53			0.53	0.53	0.53
PAPER DISPOSABLE													
Fuel, Canned, Hot Spot Sterno	1.71	1.76	1.76	1.76	1.76	1.76	1.76	1.76	1.89	1.89	1.89	1.89	1.81
Can Liner 38x58 1.5 mil BLK/100 TGG58XH	0.21	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26	0.26
MEAT													
Beef, Prime, Top Butt Baseball Cut,	10.75	11.25	11.30	11.62		12.65	12.65		12.77	12.77		12.77	12.29
Bacon, Layflt 14/18 GF Applewood Smoked	3.58	3.60	3.60	3.88	3.98	4.16	4.16	4.16	4.25	4.25	4.16	4.16	4.03
													4.03
Beef, Cert. Angus, Choice Ribeye Lip Beef, Ground Patties, Certified Angus,	7.15	7.99	7.99	8.25	8.25	8.78	8.78	8.78	8.98	8.98	8.75	8.75	8.57
8oz, 80/20, Fresh	2.90	3.25	3.25	3.90	4.05	4.15	4.15	4.25	4.25	4.15	4.15	4.15	3.97
Beef, Tenderloin Medallions, Choice	8.99	13.06	13.06	12.98	12.98	13.06	13.06		13.06			13.06	13.05
Pork Tenderloin, 1.5 DN Fresh, 6/2pc	3.50	3.65	3.65	3.85	3.85	3.85	4.07	4.07	4.07	4.07	4.07	4.07	3.93
Ribeye steak no/tail prime 6oz	10.95	17.65	17.65	17.65		18.50	18.50		18.50			18.50	18.19
SMALLWARES													
Glass, Mixing 16oz. #1639HT Libby	1.10	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21	1.21
Glass, Wine #3783, Libby	2.72	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01	3.01
Glass, Mixing Beverage, 12 oz, #15588 Libby	1.90	1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74
Spatula, Hi temp, 16.25"	17.86	17.65	17.65	17.65		17.65	17.65	7.65	17.65	17.65		17.65	17.65

Food & Beverage Wage Comparison

Sales (Food & Beverage Only)*	2014	2013	2012	2011	2010
Restaurant Food & Beverage Sales	2,529,460	2,259,477	2,045,168	\$2,031,276	\$1,992,973
Banquet Food & Beverage Sales	2,141,030	2,137,027	2,144,774	\$2,172,071	\$1,899,056
Total Food & Beverage Sales	4,670,490	4,396,504	4,189,342	\$4,203,347	\$3,892,029
*excludes premium service, room charges, addl. service fees, etc.					
<u>Banquet</u>	2014	2013	2012	2011	2010
Banquet Servers	93,024	87,528	98,465	\$102,160	\$80,287
Banquet Bartenders	10,715	8,026	8,317	\$10,275	\$11,372
Sales Asst.	86,174	72,108	77,622	\$74,526	\$57,998
Houseman	51,537	43,950	40,584	\$40,099	\$51,416
Total Banquet Part-Time Labor	241,451	211,612	224,988	\$227,060	\$201,073
Part-Time Bqts Labor % from Total Bqts F & B Sales	11.28%	9.90%	10.49%	10.45%	10.59%
Banquet Full-Time Labor Salaries*	181,266	178,433	186,873	\$172,832	\$172,253
Full-Time Bqts Labor Salaries % from Total Bqts F & B Sales	8.47%	8.35%	8.72%	7.96%	9.07%
*Includes F & B Director (Salary split equally Bqts & Rest)					
Restaurant Front House	2014	2013	2012	2011	2010
Restaurant Servers	120,644	\$126,198	115,782	\$117,722	\$117,176
Restaurant Bartenders	27,728	\$30,129	31,234	\$29,636	\$25,601
Restaurant Host/Hostess	39,982	\$34,669	34,833	\$34,041	\$26,279
Restaurant Busser/Runner	64,558	\$60,105	52,558	\$47,353	\$44,383
Restaurant Office	14,197	\$14,295	9,632	\$15,499	\$3,902
Total Restaurant Part-Time Labor	267,109	\$265,396	241,039	\$244,250	\$217,342
Part-Time Restaurant Labor % from Total Rest F & B Sales	10.56%	11.75%	11.93%	12.02%	10.91%
Restaurant Full-Time Labor Salaries*	148,752	\$147,668	143,783	\$124,644	\$115,234
Full-Time Rest Labor Salaries % from Total Rest F & B Sales	5.88%	6.54%	7.03%	6.14%	5.78%
*Includes F & B Director (Salary split equally Bqts & Rest)					
Kitchen	2014	2013	2012	2011	2010
Dishwasher	183,186	146,838	140,626	137,516	129,389
Line Cooks	296,964	293,147	350,127	347,775	277,223
Prep Cooks	66,566	57,318	53,165	20,523	30,670
Total Part-Time Kitchen Labor	546,716	497,303	543,918	505,814	437,282
Part-Time Kitchen Labor % from Total F & B Sales	11.71%	11.31%	12.98%	12.03%	11.24%
Kitchen Full-Time Labor Salaries	186,976	158,965	126,967	\$132,127	\$129,522
Full-time Kitchen Labor % from Total F & B Sales	4.00%	3.62%	3.03%	3.14%	3.33%
Overall Part-Time Labor	1,055,276	\$974,311	\$1,009,945	\$977,124	\$855,696
			. , ,		
Part-Time Labor % from Total F & B Sales	22.59%	22.16%	24.18%	23.25%	21.99%
Overall Labor % from Total F & B Sales	516,994 11.07%	\$485,066 11.03%	457,623 10.92%	\$429,604 10.22%	\$417,009 10.71%
Overall Labor % from Total F & B Sales	11.0770	11.0370	10.9270	10.2270	10./170

Restaurant Marketing Collage Print & Web Ads















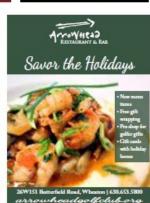


















Restaurant Marketing Collage

Signage



VIP BEER TASTING

JANUARY 25

arrowheadgolfclub.org





























Restaurant Marketing Collage Signage





























Restaurant Marketing Collage

Eblasts

















Restaurant Marketing Collage Eblasts











Restaurant Marketing Collage

Coupons/Incentives











No cash value.



















Banquets and Events

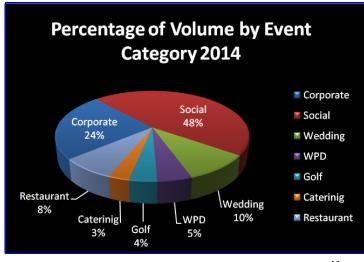
In 2014, pricing and capacity strategies set in late 2012 came to fruition. While overall department sales were flat compared to 2013, more streamlined booking strategies helped contribute to financial efficiencies. Staff performed a slight revision of the discounting and minimum grid to develop first quarter business and non-Saturday weddings.

Three new boutique shower menus were added as well as an outdoor party package to complement our current Driving Range Party option.

In 2014, Arrowhead hosted an average of **2.10** banquet events per day or 14.65 events per week.

2014 Events Categorized by Type and Volume:

	Corporate	Social	Wedding	WPD	Golf	Catering	Restaurant	Monthly Totals
Jan	11	19	3	3	0	0	7	43
Feb	19	17	1	6	0	0	10	53
Mar	13	24	6	2	0	0	6	51
Apr	15	25	3	3	0	0	8	54
May	18	28	11	3	2	0	11	73
June	24	41	8	3	6	1	4	87
July	21	27	8	0	8	0	1	65
Aug	17	30	11	2	7	0	3	70
Sep	17	43	12	4	8	2	3	89
Oct	16	30	7	7	3	0	1	64
Nov	18	26	7	5	0	0	3	59
Dec	6	44	4	2	0	0	4	60
Totals	195	354	81	40	34	3	61	768



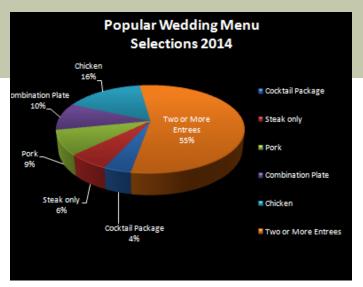


Wedding Events

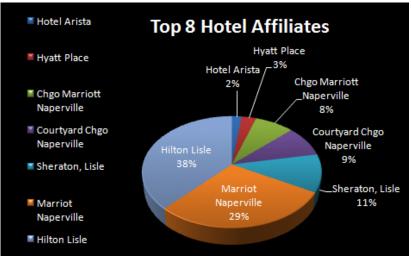


- √ The average wedding at Arrowhead Golf Club cost \$20,736 in 2014.
- $\sqrt{}$ The average wedding hosted **164.4** wedding guests.
- √ In 2014, Banquets and Events service and bartender staff served 13,152 wedding guests.

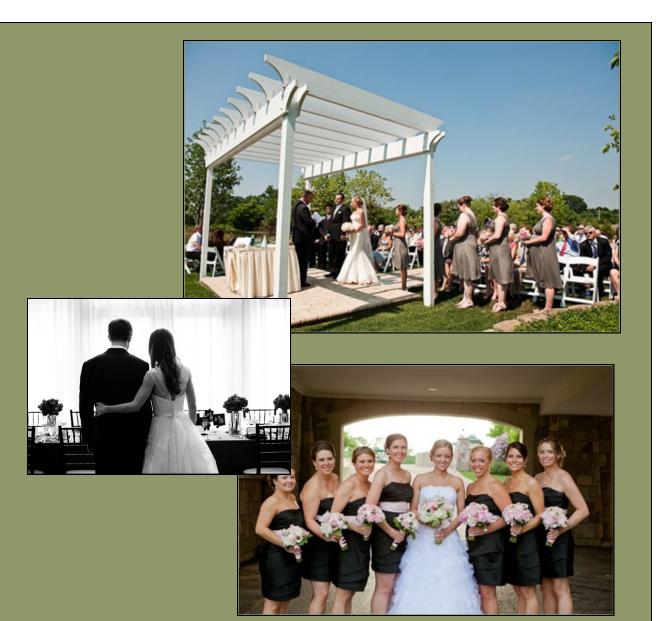




Hotel Partnerships



Local hotel affiliates allow us to offer our brides additional amenities and incentives such as: shuttle service for guests to and from Arrowhead, discounted room rates and room blocks and complimentary upgraded accommodations for the bride & groom on their wedding night.



More couples choose the same location to hold their combined event of wedding ceremony and reception (per theweddingreport.com). Arrowhead Golf Club continued to offer onsite options for wedding ceremonies both outside as well as inside the ballroom.

The time between outdoor ceremony and reception helps boost restaurant bar sales.

OUTDOOR CEREMONIES

- Overall attendance at our outdoor weddings totaled 4,708 guests.
- ♥ Outdoor weddings in 2014 numbered 29 and brought a gross revenue of \$36,250. That is an increase over 2013's total of 20 outdoor weddings and gross revenue of \$21,625.

INDOOR CEREMONIES

- ♥ Indoor wedding ceremony guests in 2014 numbered 842.
- ▼ Indoor wedding ceremonies in 2014 numbered 5 and brought a gross revenue of \$6,250.

Wedding Industry Trends 2014



First Things First

While it is easy to get caught up in color, décor, dessert tables, etc., when it comes down to it, the most important part to any wedding has become the ceremony. While the trend had been leaning toward creating the perfect party, couples today are returning to where it all begins: the ceremony itself.

More than ever, Arrowhead is responding to inquiries regarding outdoor ceremonies in addition to wedding receptions. Many reception tours result in a walk to the ceremony site. Because couples love what they see at Arrowhead, there has been a definite increase to book our outdoor ceremony space for nuptials.

Another trend encompassing the desire for outdoor space includes elaborate decoration. Many Arrowhead couples have moved from basic florists to outright designers. Arrowhead 's facilities have provided a beautiful backdrop for the trend in floral productions and staff has welcomed and accommodated these extensive set-ups.

Raising the Bar

In 2014, craft beer remained a big player but bourbon hit the scene recently. Bourbon is the fastest growing spirit and expected to rise to the popularity of vodka in the near future. Champagne is also back in a big way. And couples are choosing to add garnishes such as berries and lemon twists. Presentation is as important as the flavor.

<u>Lighting It Up</u>

Special customized lighting is the must-have accessory for any visual transformation. Couples are lighting up the party with the use of LED color control light enhancement provided typically by a DJ. Light effects are the most dramatic change to a ballroom outside of linen. Arrowhead works with a preferred vendor to offer this service and uses enhanced photography in many of our ads and eblasts.

Venue

Couples have said goodbye to banquet halls and welcome the use of more unique wedding venues. Couples are looking to really wow their guests with stunning locations. Many couples are requesting a variety of table shapes. The use of rounds and rectangles and feasting tables have become very popular. Arrowhead offers a selection of head table shape options, adding to the uniqueness of its venue.

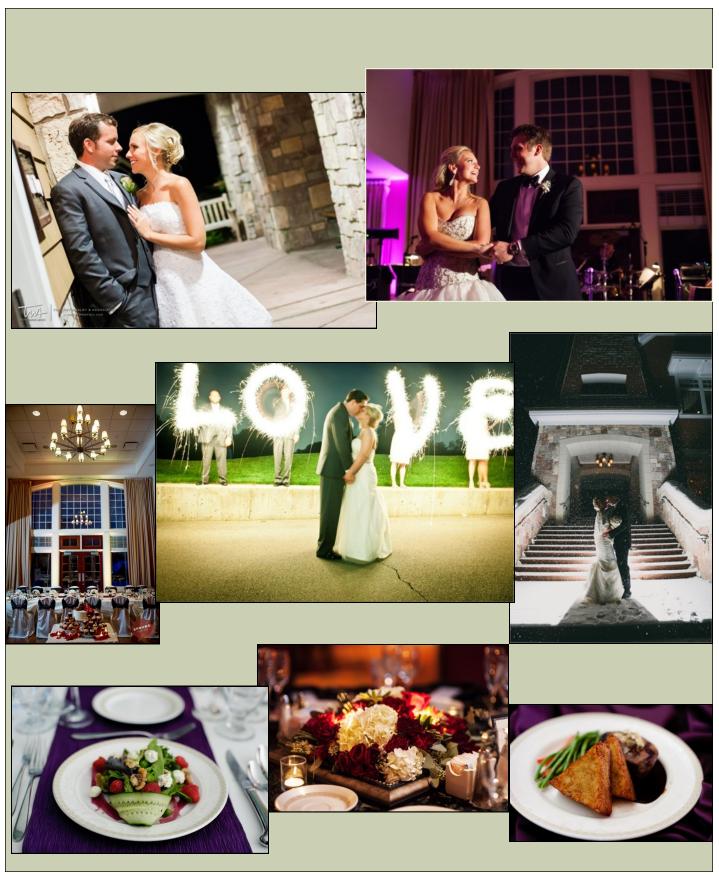
Sweet and Savory

Food service throughout the entire evening has been popular in 2014. Beginning with hors d'oeuvres, moving into the meal, followed with sweets and finishing with a late-night snack has become the agenda for almost every wedding reception. Dessert isn't the finishing point any longer; Arrowhead continues to offer sweet and salty treats to meet ongoing food service demands.

Arrowhead is such a beautiful venue. Everything was perfect for our special day. Every detail was more beautiful than we could have imagined. Our guests raved about the ceremony site, the service staff and wonderful reception.

-November 2014 Wedding Ceremony and Reception Everything at Arrowhead from beginning to end was extremely easy and wonderful. I fell in love with the building and the grounds, and my husband loves to golf so I knew he would be on board as long as the food was great. They have a wonderful package that included everything we were looking for and more! The food, service and everything included in our package exceeded our expectations and we can't thank Arrowhead enough for making our day so special.

-August 2014 Wedding Reception



Banquets Hosts Easter and Mother's Day

Banquet staff hosted two large 2014 facility holiday brunches; Easter Sunday, April 20th and Mother's Day, May 11.

551 Easter guests were served,

generating net profit of \$8,672.

\$44.95 per adult, \$20.95 per child (5-12 yrs. old) and no charge for children 5 and under.



Breakfast Station Seafood Station Salad Station Shrimp Cocktail Asparagus Smoked Salmon Pastrami Salmon Potato salad Crab Cakes Sushi BBQ Bass

Cold pasta Garden salad Spring greens Romaine Asstd dressings Potatoes

Savory Station Carving Penne Pasta Leg of Lamb Ckn Tenders Meatballs Ham Tortellini Alfredo Turkey Chicken Green beans Carrots Gravy



Kid's Station

Tator Tots

Dessert Station Mini desserts Mac'n Cheese Cheese Cake Mini corn dogs Choc Cake Carrot Cake Build your own parfait



384 Mother's Day guests were served,

generating net profit of \$5,231.

\$44.95 per adult, \$20.95 per child (5-12 yrs. old) and no charge for children 5 and under.

Breakfast Station Seafood Station Salad Station Eggs Benedict Shrimp Cocktail Scrambled Eggs Smoked Salmon Sausage Crab Cakes Bacon Hash Browns Sushi Blueberry Blintz BBQ Bass Waffles Cheese display Fresh fruit Breads Made-to-order omelets

Asparagus Caprese Salad Pastrami Salmon Potato salad Garden salad Spring greens Romaine

Savory Station Penne Pasta Meatballs Tortellini Alfredo Turkev Chicken Green beans Carrots Asstd dressings Potatoes Pasta salad Gravy

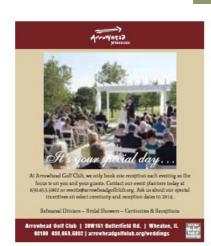
Kid's Station Prime Rib Ckn Tendrs Mac'n Cheese Mini corn dogs Tator Tots

Carving

Ham

Dessert Station Mini desserts Cheese Cake Choc Cake Carrot Cake Build your own parfait

Events Marketing Collage







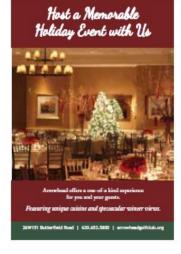














Events Marketing Collage

Eblasts & Postcards











Events Marketing Collage Signage





Outdoor Ceremonies | Receptions | Showers Rehearsal Dinners | Extraordinary Cuisine Ballroom Accommodating up to 300 Guests

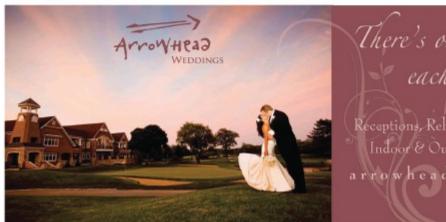
Contact our event planning team at events@arrowheadgolfclub.org or at 630.653.5802.





Outdoor Ceremonies | Receptions | Showers Rehearsal Dinners | Extraordinary Cuisine Ballroom Accommodating up to 300 Guests

Contact our event planning team at events@arrowheadgolfclub.org or at 630.653.5802.



There's only one bride each night.

Indoor & Outdoor Ceremonies

arrowheadgolfclub.org









Arrowhead Marketing

Marketing Overview 2014

New and innovative methods to market Arrowhead and all the opportunities it has to offer are continually explored.

Social media, digital media, traditional print media and e-mail blasts are some of today's techniques. Careful record keeping confirms success rates but it's up to Arrowhead's marketing team to uncover new methods and discover successful techniques that lie in the days, months and years ahead.

Arrowhead's 2014 marketing goals and objectives were focused on a continued effort to maintain its strong brand and image within Wheaton and neighboring communities. A mix of various marketing methods proved to be successful.



Marketing Overview



Print Advertising

Arrowhead has a continued presence in local and regional newspaper and magazine publications such as the Chicago Tribune, Daily Herald, Suburban Life, Naperville, Windy City Guide, Glancer and Danada Life. The restaurant is featured in various directories such as The Restaurant Directory, DuPage Convention & Visitors Bureau Visitors Guide and the West Suburban Living Menu Guide.

Digital Advertising

Arrowhead's presence on the web plays a large role in driving customers to not only the website but also into the restaurant. The restaurant is featured on the following on-line directories: Paid listings include CitySearch.com, Uniquevenues.com, Wheatonpatch.com and Yelp.com.

In 2014, the investment in Yelp.com was increased to include more visibility on their website and for the production of a video. This video was available via a link from the Arrowhead listing as well as Arrowhead's website. Arrowhead entered a partnership agreement with Naperville Channel 17 that included the production of a short video production aired on their business channel as well as streamed from their website.

Unpaid listings include zvents.com, foodio54.com, gatheringguide.com, googlemaps.com, hereschicago.com, manta.com, and eventective.com.

Website Banner Ads

Website banner ads have been placed on websites at tribune.com, weddingwire.com, theknot.com, beermenus.com, chicagoweddingvenues.com, and wheatonpatch.com. These ads provide a direct link to our website and trackable on a monthly basis through googleanalytics.

E-commerce Marketing

Eblasts continue to be a valuable tool. Through regular scheduling, these blasts not only reach our targeted audiences, but they provide a direct link to the Arrowhead website, registration and contact information. Plus, we can monitor the end users behavior through the reporting available to us through constant contact, our email software system.

Social Media

Social media includes a page on Facebook, Twitter and Pinterest. These feeds are utilized to promote various restaurant specials, events, and general facility announcements. In 2014, Facebook followers have increased to 1,862. In addition, Facebook posts have been boosted to increase reach along with securing paid Facebook advertising as it allows us to target our demographics.

On-Site marketing

In 2014, Arrowhead boasted more than 227,000 guests through golf, restaurant and events. Signage is displayed and rotated on regular basis via metal A-frames at entrance areas, banners at Butterfield Road entrance/exit, on easels at various traffic areas and table top within the vestibule at the restaurant entrance. Additionally, coupons and incentives are distributed to golfers and cross country ski participants.

Schools/Community Outreach

Arrowhead continues to be a destination for local school and community groups. During football season, light snack bars are set up for fans after local high school games. Ad space is contracted with various athletic and choir groups for their annual directories and programs.

MEDIA LISTING West Suburban Living DuPage convention & Visitors ValPak Restaurant Directory TheKnot Wedding Wire Network Chicago Style Weddings Eventective BizBash Glancer Magazine Naperville Magazine City Grid Media Chicago Tribune Daily Herald Danada Life Publication Windy City Guide

Product

Arrowhead Restaurant and Bar offers a contemporary American cuisine to accommodate a wide range of tastes. The menu is refreshed twice a year in the spring and fall and continues to offer a wide range of favorites, like burgers, sandwiches, homemade soups and salads and unique cuisine entrees such as Corkscrew Pasta and Chicken, Bacon Meatloaf and Shrimp and Grits.

Arrowhead continues to enhance the wine and craft beer offerings. In addition, "Pairing" suggestions of both wine and craft beers were created on the actual menu for all entrée offerings. There are 17 on tap and 35 bottled beer varieties such as Two Brothers and Lagunitas. The restaurant continues to feature holiday and sport tournament drink specials.

Lunch is served daily from 11 a.m. to 4 p.m. and dinner from 4 p.m. to 9:30 p.m. on weekdays and 10:30 p.m on weekends. Food and beverage service closes at 9 p.m. Sundays. Arrowhead serves an a-la-carte breakfast menu Saturdays and Sundays from 9 a.m. to 3 p.m., May through October.

<u>Price</u>

Arrowhead Restaurant menu is priced in line with other competing restaurants. Appetizers range from \$9 to \$13, sandwiches from \$10 to \$16 and entrees \$13 to \$26. Beers range from \$4 to \$12, wine by the glass from \$8 to \$12 and well alcohol drinks are \$5.50.

Place (location)

Arrowhead is located in South Wheaton and within the boundaries of DuPage County. The town of Wheaton boasts more than 60,000 residents with neighboring Naperville at 140,000. It is located just minutes away from Danada Square East and West and Wheaton Town Square.

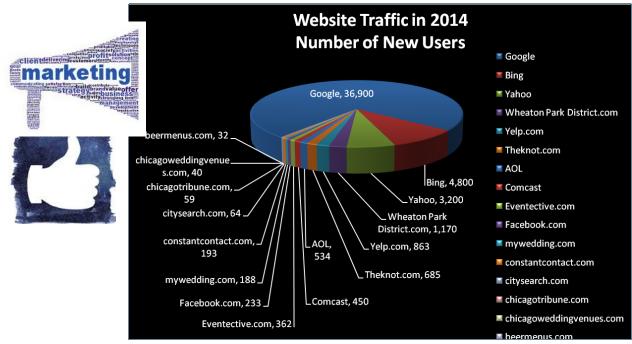
Promotion

Arrowhead Restaurant has implemented many successful promotions and special menus for various holidays.

Lucky Lunch Box Giveaway:January - MarchEaster Brunch:AprilCountry Music Concert:JanuaryMother's Day Brunch:MayMardi Gras:FebruaryFather's Day Buffet:JuneWhiskey Dinner:February80's Night:August

St. Patrick's Day: March Oktoberfest: September-October

Thanksgiving Dinner: November



Marketing Overview

Website

Website Traffic & Statistics

Data is collected on a monthly basis regarding the Arrowhead Golf Club website through Google Analytics, a free service. This traffic is analyzed as it equates to online inquiries, reservations and event registrations. Traditionally, staff will see spikes in traffic as a result of e-blasts and web promotions. Staff will sometimes see a decrease in traffic after holidays or completion of a golf season.

In 2014, Arrowheadgolfclub.org attracted more than 256,000 unique page views. The table to the right is a recap showing the pages most viewed on the site.

The Arrowhead mobile site attracted 71,586 new users to the site (unique visits); 26% came from desktop users, 35% from tablets and 39% from mobile users. More information regarding the mobile site is listed in the golf marketing section.

Restaurant home page	14,300 views
Restaurant menu page	11,150 views
Restaurant events and specials	12,650 views
Golf home page	22,000 views
Wedding home page	15,000 views
Wedding slide show	4,200 views
Cross country skiing	5,300 views
General hours/location	5,200 views

On-Line Request Forms

Online request forms are available on the wedding and events General hours/location 5,200 views website pages. These are utilized to secure event requests and to allow staff to capture vital information about how and where customers hear about Arrowhead. During 2014, staff received a total of 82 event inquires through the Arrowhead website.

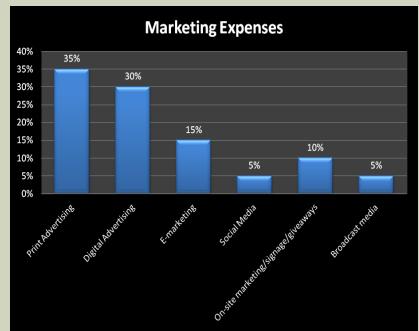
Mobile Text Campaign

Staff introduced a new 2014 mobile text campaign. where patrons are encouraged to text in to win a free appetizer at Arrowhead and commit to receive regular text updates. In total, staff distributed a total of 24 mobile text campaigns in 2014 and have recruited a total of 625 subscribed customers. Relative to other golf facilities, Arrowhead is growing at a rate of approximately 15% above average. These campaigns included half-price appetizers during televised football, basketball and hockey games, free appetizer with purchase of 2 entrees, \$5.00 off a purchase of \$25 or more, 20% off on Black Friday. The golf course util-

ized the text program to promote fall rates.

Marketing Concentration

The chart below indicates 2014 marketing expenditures in relation to print, web, ecommerce and other mediums such as direct mail, signage, and broadcast media. The majority of the expenses were absorbed with magazines, newspapers and industry specific print publications. The second largest was web advertising.



Marketing Overview

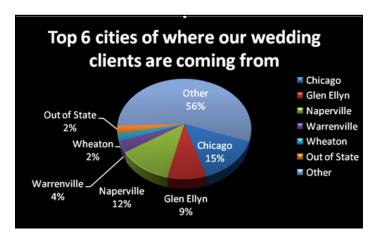
E-blasts

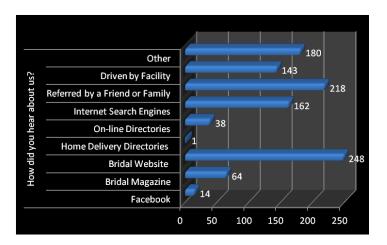
Arrowhead's eblasts averaged a 26.84% open rate and a 53% click-through rate in 2014. Arrowhead continued a regular monthly e-mail schedule and added dedicated blasts for special events, new menu roll outs and seasonal updates.

The chart to the right explains the top 8 locations where Arrowhead's wedding clients come from. Over the past few years, Wheaton, Naperville and Chicago have been the top 3 locations.

Clients think of Arrowhead for many occasions although weddings were where the majority of online inquiry forms were received. The information to the right was compiled from online inquiry forms between January 1 and December 31.

Statistics from the bridal inquiry form have determined that 15% of website inquiries were referrals and/or people from the area who have been to Arrowhead. Sixty five percent find Arrowhead via the internet and/or our website. Bridal magazines represent 20% of referrals. In heavier peak seasons, Arrowhead averages five inquiries per day via the online event inquiry submission form.







Arrowhead Gives Back



Arrowhead's Executive Chef, Alan Pirhofer, joined twenty four other chefs Sunday, November 2, 2014 at Northeastern Illinois Area Agency's 23nd Annual **Celebrity Chef's Brunch** held at Drury Lane Oak Brook to benefit Meals on Wheels' Brunch themed "Anchors Away to End Hunger". NBC 5's award-winning meteorologist Andy Avalos returned as Master of Ceremonies.

Agencies like this one have taken the lead in supplying home-cooked meals to at-risk seniors. Approximately \$105,000 was raised through the collective work of these twenty chefs and the agency during this single event that provided the ability to deliver nutritious meals throughout the area.

Chef Alan and his team prepared and served Braised Pork Belly with Whiskey Mushrooms and Baked Polenta to a crowd of nearly 550 ticket holders.

Arrowhead continues to offer our "Charities Win" program developed for local school and fundraising drives. An agency arranges for a percentage of restaurant sales of guests they bring in on a specific date to be donated to their cause. The agency markets that particular date to encourage their supporters to dine at Arrowhead. The result is a win-win to both Arrowhead and the agency as it fills our restaurant and exposes new guests to our facility and also supports local fundraising causes.

Arrowhead Gives Back

Gift Certificates

In conjunction with Wheaton Park District's Executive Director's office, Arrowhead Restaurant donated gift certificates in 2014 to many local causes, most of whom are listed below:

360 Youth Services 4-H Foundation Addison Park District

American Cancer Society B/W Ball American Brain Tumor Association

Arlington Heights PD

Athletic Directors Association Autism Family Foundation Bartlett Learning Academy (Gala)

Bear Necessities

Bethany Ester/DUCAP for Marian Park Jefferson Pre-School

Briar Glen School

Bridge Communities, Inc.

Camp Fire

Carol Stream Boys Baseball Carol Stream Chamber Carol Stream Park District **CASA of Kane County**

Casino Night

Channahon Park District

Clipped Wings

Connection of Friends **Conservation Foundation**

Cosley Classic Cosley Uncorked

CS Rotary Chili Golf outing Debbie & Phil Gorczyca Deerfield Park District

Dundee Township Park District Dupage Community Foundation Dupage Convalescent Center

Dupage County 4H Foundation Dupage Homeownership Center

Dupage Pads

Dupage Symphony Orchestra

Edward Foundation Edward Hospital Gala

Elgin Community Crisis Center

Elmhurst Park District Epilepsy Foundation

Exelon/ComEd United Way Campaign

Family Shelter Services Fox Valley Spec Rec Assoc Friends of Dupage Co Animal Care Gary United Methodist Church **Geneva Park District Foundation**

Giant Steps

Glenbard East

Glenbard East Boosters **Glenbard South Boosters** Glenview Park Foundation

Hank Gianvecchio Nat Habitat Found

Hanover Park Foundation Hawthorne PTA (bowling night) Hoffman Estates Park District Illinois Assoc. of Park Districts Indian Knoll Elementary West Chic

Jimmy V. Cancer Research Fundraiser

Joliet Park District

Jr. Achievement Dupage County **Kendall County Food Pantry** Kiwanis Pancake breakfast **Knights of Columbus** Leisure Center Holiday Gala

Lincoln Elementary

Lions Club **Lions Golf Outing** Lisle Area Chamber

Lockport Township Park District

Longfellow Elementary

Lorretto

Lowell Elementary Trivia Night

Madison Elementary Marianjoy Foundation Marklund in Geneva

Melanoma Research Foundation Metropolitan Family Services Michael Destefano Foundation

Midwest Shelter for Homeless Veterans

Misericordia

Monroe Middle School

Muscular Dystrophy Association

Naperville Area Chamber Naperville Area Humane Society

Naperville Cares

Naperville North HS Cheerleaders Naperville North Lacrosse Club Naperville Professional Firefighters

National Louis University PACE program

National MS Society

Natural Resources Comm. Geneva

Northern Illinois Food bank

Oak Brook Terrace park district

Palatine Park District

Peggy Lorden

Planning Resources Leukemia Fundraiser

Pleasant Dale Park District

Rally for the Cure - Jeanne Wasser

Sacred Selections

Sandburg Elementary School Schaumburg Park Foundation

S-HE Rotary club

Society of Former FBI agents

Spectrios

St. Alexander

St. Francis High School

St. John Baptist

St. Michaels Preschool

St. Michaels Trivia Night **Teen Parent Connection**

The Batavia Foundation The H Foundation

The Max Lacewell Foundation

The Rotary Club Highland Park

Washington School Waukegan Park District **WDSRA Charlie Long Outing WDSRA Spring Fundraiser**

West Suburban Community Pantry

Wheaton 121

Wheaton Briarcliffe Blazers Wheaton Junior Woman's Club

Wheaton Montessori Wheaton Municipal Band Wheaton North HS

Wheaton Presbyterian Church

Whittier Wiesbrook

Willowbrook Wildlife Center

Winfield School PTO WPD fall events.

(On Par for DuPage, Shakespeare in

the Park, Live at the zoo) **WWS High School Bands**

WWS HS

WWS Lacrosse

YMCA Indian Boundry

Arrowhead Gives Back to the Community

Arrowhead Golf Club had the ability to donate both time and space to the Wheaton Park District and its' affiliates. The following chart gives insight to the groups that benefited from the golf club in 2014.

Breakdown of Space Donated to WPD and Affiliates 2014	VALUE OF SPACE Represents the minimum cost for an outside group to rent the space.	COST TO ARROWHEAD Includes set up, labor, linen and food & beverage fees.
ADMINISTRATION Events hosted by Wheaton Park District internally such as meetings.	\$23,700	\$7,029
COMMUNITY Space given to groups such as WWSHS or Chamber.	\$4,500	\$390
RECREATION Space for Wheaton Rams Football and Cheerleading as well as Wheaton Youth Baseball meetings.	\$24,400	\$1,758
Total Donation from AGC	\$52,600	\$9,177

Arrowhead Golf Club was able to work with groups directly and indirectly involved with Wheaton Park District and the community to help make their fundraisers and events more successful. The following chart gives insight to groups who received discounted pricing on behalf of the golf club. "Discount/Donation" represents the retail value of the event, less the cost to the group.

	2014 DISCOUNT/DONATION GIVEN Represents the retail value of the event less the cost to the group.
ADMINISTRATION Includes WPD Mixer, Leisure Center, and other use of space by WPD	\$56,968
COMMUNITY Includes WPD affiliates such as Wheaton Chamber, WWSHS and WDSRA.	\$19,331
COSLEY FOUNDATION Includes events such as the Cosley Golf Outing, Bobcat Bash and other special meetings and events.	\$19,770
RECREATION Wheaton Rams Dinner Dance, Holiday Party and other special events.	\$12,000
Total Donation from AGC	\$108,069

Wheaton High Schools

The boy's and girl's teams from Wheaton Warrenville South and Wheaton North use Arrowhead as their home courses.

The rounds and greens fee numbers shown below include the free rounds that are donated for matches and practice during the season.

All greens fee figures are based on the 9-hole Junior Resident rate of \$16.50. The amount increases to \$19,264 if figured on resident 9-hole rate of \$21.50.

Players are given a small bucket of balls before playing a round of golf.



High School Golf	WWSHS	WNHS	TOTAL
Rounds	428	468	896
Green Fees	\$7,062	\$7,722	\$14,784
Range Balls	\$2,140	\$2,340	\$4,480
Total	\$9,202	\$10,062	\$19,264



Arrowhead Gives Back to the Community

Employing Wheaton Residents

Arrowhead acknowledges that the secret to our success is the support of our Wheaton resident staff! Many of Wheaton's 55,416 residents are affected by Arrowhead Golf Club's community involvement through employment or donations.

Area of Employment	Total 2014 Wages, by Area, to Wheaton Residents
Administrative	\$142,108
Golf Maintenance	\$127,170
Golf (Pro Shop, Ranger, Starter)	\$80,885
Kitchen	\$122,170
Restaurant	\$82,940
Beverage Cart	\$7,736
Banquet	\$195,624
TOTAL	\$758,633

Fundraising for Cosley Zoo and Wheaton Park District

<u>PAWS for Breakfast</u> is held to kick off Cosley Zoo's Run for the Animal's 5 and 10K run. The breakfast is provided by Arrowhead and consists of eggs, hash browns, pancakes, sausage, orange juice, milk and coffee. Arrowhead's vendors graciously provide the menu ingredients as a donation.

A total of 494 PAWS breakfasts were served in 2014.

<u>Cosley Classic Golf Outing 2014</u> and its 216 golfers, sponsors silent auction, gimmick holes, raffle and mulligans raised more than \$34,000 to benefit Cosley Foundation. Arrowhead provided the entire golf course to participants. Lunch and dinner for the golfers and dinner guests were provided through Arrowhead vendor food donations.

219 steaks were grilled-to-order and served within 20 minutes.

ARROWHEAD GIVES BACK—2014 TOTAL VALUE

Donated Meeting Space	\$52,600
Discounts to WPD and Affiliates (Cosley shown separately)	\$88,299
Wheaton Warrenville So and Wheaton No. High School Golf Teams	\$19,264
Cosley Foundation Fund Raising	\$19,770
Employment	\$758,633
TOTAL Value Arrowhead Gives Back	\$940,566

Training

Banquets and Events

Office Personnel

- Each member of the staff watched and signed off on two "Customer Service" videos, "Sexual Harassment" and "Diversity in the Workplace" videos and attended CPR Certification class offered through the park district.
- ♦ In addition, full time staff participated in PDRMA training on slip, trips, and falls, back injury prevention, and fire extinguisher/hazardous material.
- Staff participates in weekly meetings to go over procedures and policies of the department and sales initiatives. The sales managers attended the Biz Bash industry trade show and at the convention they participated in design seminars, tradeshow projects, and attended sessions on event trends and state of the market addresses.

Service, Bartender & Housemen Staff

- Staff meetings take place just prior to the day's event. These meetings cover client specifications, special diet information, specific details, and guest accommodations. The meeting content would always include reminders of service regulations, and the re-examination of events passed and what can be done to improve on them.
- The staff is consistently trained to remind them of the importance of safety/sanitation procedures which are to be followed on a daily basis.
- ♦ Staff attended annual Food & Beverage meeting.
- ♦ Captains and year round service staff attended CPR training, sexual harassment training, diversity in the workplace, regulatory health department seminars (i.e. hand washing, proper service standards, and food safety and handling), and VALUES training and all staff meetings with the Wheaton Park District. In addition, service staff (Captains, servers, and bartenders) are required to keep up to date on their Basset Training/Certification.

Restaurant Front House

- ♦ Each department continues implementation of their training upon hiring. The manuals follow detailed parameters of jobs and detailed steps of service by position. These were augmented with informational appendices with narrative, charts, pictures, etc. to aid each employee in their understanding of the job.
- ♦ Training outlines were created to detail the objectives of each stage of training by shift. Daily quizzes as well as a comprehensive final exam are part of the training regimen.
- ♦ All new hires receive an orientation regarding WPD and general Arrowhead policies.
- ♦ Pre-shift meetings are held with staff daily. Sanitation, policies, procedures, and areas that need improvement are discussed.
- Daily pre-shift meetings are held to review issues of the day such as safety, WPD events and promotions at Arrow-head.
- Management participates in weekly meetings to review procedures and policies of the department and sales initiatives
- ♦ Trainings are also held to test and train on new food and beverage items throughout the year.

Restaurant Kitchen Training

- ♦ Training in the kitchen is an ongoing, daily process.
- ♦ Kitchen pre-shift meetings are held with staff daily. Sanitation, policies, procedures, and areas that need improvement are discussed.
- ♦ New methods and techniques are explained and demonstrated to staff.
- ♦ Specials and/or new menu item cooking procedures are demonstrated to all kitchen staff.
- ♦ Specials are discussed and tasted with both service staff and kitchen prior to service.
- Daily check of product by culinary management assures quality and determines areas that require additional training.
- ♦ Cross-training kitchen staff at different stations allows for flexibility in scheduling
- ♦ Trained staff and implemented new station quality line check forms
- ♦ Trained staff and implemented new opening, closing and temperature checklists
- Annual group training: harassment, kitchen safety, food safety and storage



Golf

In-service training has always been an important part of what we do at Arrowhead. In 2014, we made sure all employees received relevant training at least once a quarter. Training is done using videos and printed materials obtained through PDRMA and are followed up with discussion and demonstration where appropriate.

Employees are trained in groups based on the area in which they work so not all topics are covered with every employee.

Topics included:

Spring

- ♦ Employee Orientation
- ♦ Break Policy and Log
- ♦ Harassment Training
- ♦ Machine Safety
- ♦ Emergency Situations and Procedures (on course injuries to guest and staff and weather)
- ♦ Customer Service
- ♦ Conflict Resolution

Summer

- ♦ Heat Safety and Hydration
- ♦ Golf Course Etiquette
- ♦ Sanitation

Late Summer/Early Fall

- ♦ End of the year paperwork for early departures
- ♦ Back Safety & Lifting
- ♦ Customer Service

Late Fall/Early Winter

- ♦ End of year paperwork/winter work
- ♦ Safety
- ♦ Snow Removal
- ♦ Customer Service
- ♦ Ski Shop

Winter

- ♦ Custodial Safety
- ♦ CPR

Financial Report Arrowhead Golf Club 2014 Year-to-Year Comparison

		2014	2013	2012	2011	Average
Adminis	tration					
	Revenue	13,632	13,108	14,203	12,166	13,277
	Expense	-835,232	-788,721	-799,209	-847,424	817,674
	Net	-821,601	-775,613	-785,006	-835,257	804,419
Parks N	Taintenance					
	Expense	-23,809	-26,606	-21,595	-16,250	-22,065
	Net	-23,809	-26,606	-21,595	-16,250	-22,065
P	ro Shop & Gol	f Fees				
	Revenue	2,197,888	2,260,199	2,293,302	2,035,583	2,196,743
	Expense	-721,132	-674,204	-677,194	-656,610	695,318
	Net	1,476,756	1,585,995	1,616,108	1,378,973	1,478,650
Golf M	aintenance					
	Revenue	175,000	0	0	0	43,750
	Expense	-922,142	-1,007,881	-942,903	-918,889	1,046,286
	Net	-747,142	-1,007,881	-942,903	-918,889	1,003,536
Food &	& Beverage					
	Revenue	5,331,414	5,059,880	4,866,847	4,866,354	5,031,124
	Expense	-4,219,638	-3,874,662	-3,711,711	-3,653,018	3,868,548
	Net	1,111,776	1,185,218	1,155,136	1,213,336	1,162576
Cross (Country Ski					
	Revenue	26,314	3,873	5,041	15,231	12,615
	Expense	-8,921	-6,336	-5,456	-1,770	5,621
	Net	17,393	-2,463	-415	13,461	8,433
A	LL					
	Revenues	7,744,248	7,337,060	7,179,393	6,929,341	7,297,510
	Expenses	6,730,874	-6,378,410	-6,158,068	-6,078,664	-6,474,485
	Net	1,013,374	958,650	1,021,325	850,677	823,025

Figures above include Period 13 entries but do not include capital expenditures, all depreciation, taxes and principal and interest in the administrative department.

Figures for 2014 will not be final until the Final Audit. These figures include Period 13 entries but do not include capital expenditures, all depreciation, taxes and interest in the Administrative Department.

Financial Report Arrowhead Golf Club Monthly Revenue/Expense 2014

	01-Jan	02-Feb	03-Mar	04-Apr	05-Мау	unf-90	07-Jul	08-Aug	09-Sep	10-0ct	11-Nov	12-Dec (Grand Total
000-Administration													
4-Revenues	611	902	541	1,299	820	176,035	1,232	(115,065)	1,262	(55,661)	759	1,194	13,632
5-Expenses	(43,093)	(69,911)	(87,228)	(70,468)	(65,281)	(77,838)	(64,036)	(64,036) (66,366)	(68,683)	(89,840)	(29,007)	(73,481)	(835,232)
000-Administration Total	(42,482)	(908'69)	(86,686)	(69,170)	(64,461)	98,197	(62,804)	(62,804) (181,431)	(67,422)	(67,422) (145,501) (58,248)	(58,248)	(72,287)	(821,600)
101-Parks Maintenance													
5-Expenses	(1,259)	(1,057)	(2,601)	(1,057)	(1,586)	(7,053)	(1,057)	(673)	(1,774)	(2,527)	(1,057)	(1,806)	(23,809)
101-Parks Maintenance Total	al (1,259)	(1,057)	(2,601)	(1,057)	(1,586)	(7,053)	(1,057)	(973)	(1,774)	(2,527)	(1,057)	(1,806)	(23,809)
601-Golf Maintenance													
4-Revenues								116,250		58,750			175,000
5-Expenses	(31,129)	(30,875)	(62,548)	(59,882)	(59,882) (110,213) (123,534) (114,182)	(123,534)	(114,182)	(88,805)	(82,951)	(86,417)	(69,659)	(70,948)	(922,142)
9 601-Golf Maintenance Total	(31,129)	(30,875)	(62,548)	(59,882)	(59,882) (110,213)	(123,534) (114,182)	(114,182)	27,445	(82,951)	(27,667)	(60,659)	(70,948)	(747,142)
611-Pro Shop/Golf Fees													
4-Revenues	5,261	38,989	51,676	327,925	277,749	303,482	347,781	366,849	272,781	172,538	29,111	3,745	2,197,888
5-Expenses	(23,275)	(25,235)	(36,266)	(4,742)	(75,959)	(105,519)	(88,242)	(81,707)	(72,596)	(95,196)	(40,097)	(72,298)	(721,132)
611-Pro Shop/Golf Fees Total	al (18,015)	13,755	15,411	323,183	201,790	197,963	259,540	285,143	200,185	77,341	(10,986)	(68,553)	1,476,756
612-Food and Beverage													
4-Revenues	239,663	219,118	331,828	343,087	619,188	601,718	560,270	675,484	559,900	438,129	376,399	366,630	5,331,414
5-Expenses	(154,779)	(232,861)	(264,861)	(360,911)	(154,779) (232,861) (264,861) (360,911) (294,295) (517,149) (429,607) (384,470) (444,519) (482,983) (310,818) (342,386) (4,219,638)	(517,149)	(429,607)	(384,470)	(444,519)	(482,983)	(310,818)	342,386)	(4,219,638)
612-Food and Beverage Total	al 84,884	(13,744)	66,967	(17,824)	324,893	84,569	130,663	291,014	115,381	(44,854)	65,581	24,244	1,111,776
613-Cross Country Skiing													
4-Revenues	3,676	20,678	1,960								ļ		26,314
5-Expenses	(1,507)	(2,032)	(089)	(12)	(6)	(14)	(12)	(12)	(10)	(14)	(10)	(4,610)	(8,921)
613-Cross Country Skiing Total	tal 2,169	18,646	1,280	(12)	(6)	(14)	(12)	(12)	(10)	(14)	(10)	(4,610)	17,393
	(E 931)	(62 561)	(721 93)	175 220	250.412	250 139	21.7.1.48	421 18E	163 410	(442 222)	(050 501) (026 59) (666 571) 017 531	103 050)	1,012,274
Grand Total	(100/6)	(105,301)	(1/1,00)	113,233	330,413	230,120	217,140	451,103	103,410	(143,222)	16/6/60)	133,300)	1,013,374

