## IN THE SUPREME COURT OF BRITISH COLUMBIA

IN THE MATTER OF THE COMPANIES' CREDITORS ARRANGEMENT ACT
R.S.C., 1985, c. C-36, AS AMENDED

AND

# IN THE MATTER OF A PLAN OF COMPROMISE OR ARRANGEMENT OF PRETTY ESTATES LTD. 

## MONITOR'S EIGHTH REPORT TO COURT

DECEMBER 9, 2015

# PRETTY ESTATES LTD. MONITOR'S EIGHTH REPORT TO COURT <br> DECEMBER 9, 2015 

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PRETTY ESTATES LTD.

# MONITOR'S EIGHTH REPORT TO COURT 

DECEMBER 9, 2015

## BACKGROUND AND PURPOSE OF REPORT

1. On November 10, 2014, Pretty Estates Ltd. (the "Company") commenced a proceeding under the Companies' Creditors Arrangement Act ("CCAA"), and on that same date this Honourable Court granted an Initial CCAA Order (the "Initial Order"). G. Powroznik Group Inc. of G-Force Group was appointed as Monitor in the CCAA proceeding (the "Monitor").
2. This report represents the Eighth Report ("Eighth Report") of the Monitor with respect to the CCAA filing of the Company and should be read in conjunction with the Monitor's Preliminary Report dated November 5, 2014 which included the Company's Cash Flow Statement ("Original Cash Flow Statement"), and the Monitor's First Report dated December 5, 2014 ("First Report"), the Monitor's Second Report dated January 30, 2015 ("Second Report") the Monitor's Third Report ("Third Report") dated February 27, 2015, the Monitor's Fourth Report dated March 31, 2015 ("Fourth Report"), the Monitor's Fifth Report dated April 23, 2015 ("Fifth Report"), the Monitor’s Sixth Report dated July 21, 2015 ("Sixth Report"), and the Monitor's Seventh Report ("Seventh Report") dated September 28, 2015. The capitalized terms used in this Eighth Report are defined herein or in earlier reports.
3. Copies of all pertinent reports, Court Orders, and other filings related to this proceeding are posted to the Monitor's website at the following URL: http://www.g-forcegroup.ca/pretty-estates-ltd/
4. The purposes of this report are to provide this Honourable Court with:
a) an update on the Monitor's activities since the Seventh Report was issued;
b) an update on the actual financial performance of the Company during the restructuring period and particularly for the month of October 2015 including the fiscal year ending October 31, 2015;
c) an update on the offers to purchase the shares and assets of the Company and the Company's development of a restructuring plan (the "Restructuring Plan") under the CCAA;
d) an overall summary of next steps in the process with estimated timing for key milestones that the Company is working toward; and
e) the Monitor's recommendations relating to:
i. the Company's request for an extension of the stay of proceedings and a process to deal with the Company's efforts to complete a transaction with one of the key prospects so that it can finalize its Restructuring Plan;
ii. the Company's request for increased DIP financing; and
iii. the Company's request for an increased Administrative Charge.
5. In preparing this report, the Monitor has relied upon information received from the Company, its legal counsel, Lawson Lundell LLP ("Lawson"), IHM, the Monitor’s legal counsel, Borden Ladner Gervais LLP ("BLG"), the Company's first and second mortgagees and their respective counsel and third parties potentially interested in acquiring the Company or its assets and/or participating with the Company in its Restructuring Plan. The Monitor was given uninhibited access to information relating to the operations of the Company including financial and operations information.

## MONITOR'S ACTIVITIES

6. The following is a summary, without limitation, of the Monitor's activities since the Seventh Report was submitted:
a) maintained regular contact with the Company's first mortgagee, First West Credit Union (formerly known as Envision Credit Union) ("First West"), represented by Mr. Mohamed Samman, and the Company's second mortgagee and DIP lender, Mr. James Young, and their respective counsel to update them on the status of CCAA proceedings, including details of the Company's progress and the Monitor's activities to obtain acceptable offers that could close relatively quickly, and respond to their queries;
b) maintained regular contact with the Company and Lawson to review the improved operating results and the detailed elements and timing of a Restructuring Plan;
c) maintained regular contact with IHM to obtain ongoing updates on the Company's operational restructuring activities, current events at the Resort and the status of operations improvements and financial performance, including for October and year to date results, as well as reviewed the draft October 31, 2015 year end financial statements and the 2015/16 operating budget prepared by IHM;
d) facilitated and assisted the due diligence process by the Proposed Purchaser, including with the Share Purchase Agreement ("SPA") that was signed with the Company on October 28, 2015. We also facilitated and assisted the Prospective Purchaser with its additional due diligence and its efforts to remove subject conditions by November 16, 2015, when the offer lapsed;
e) maintained regular communications with three additional prospective purchasers and their advisors, the Company and its principal, and their respective counsel in order to facilitate the timely completion of a new Asset Purchase Agreement ("APA") or SPA, depending on the business and tax structure of those parties' offers. All of those parties have made strong offers which would provide full repayment of all secured creditors and, depending on timing of closing, a recovery for unsecured creditors of the Company;
f) assisted the Company and the prospective purchasers with related due diligence matters;
g) continued to discuss with the Company and its principal the importance to finalize a sale on acceptable terms with one of the prospective purchasers so the Company can complete its Restructuring Plan as soon as possible;
h) reviewed the terms of a new DIP Financing loan proposed by Varsity Capital Corporation ("VCC") which is intended to repay the Company's existing DIP facility with Mr. Young and also to pay outstanding professional fees to October 31, 2015 and fund the Resort's operations through its slow winter season to the end of March 2016, the time a transaction is expected to close; and
i) assisted the Company in developing a time-line for key milestones for its Restructuring Plan taking into account the feedback from the first and second mortgagees and the progress to obtain an unconditional offer.

## SUMMARY OF OPERATING RESULTS

7. The Monitor summarizes its key findings and activities related to the Company's operations as follows:
a) We have attached the IHM Operations and Cash Flow Report for October 2015 as Appendix "A". October 31, 2015 was the end of the Company's fiscal 2015 year. To summarize the operating results, October 2015 was a worse-than-expected month at the Resort as the "shoulder" season arrived earlier than usual. This was due in part to unsettled weather and also due to Thanksgiving which fell early on the calendar in 2015. Actual EBITDA (loss) of $(\$ 8,638)$ for the month came in below targeted levels, and all revenue departments (golf, food and beverage, accommodation) also came in below expectation. However, the EBITDA performance for the month was approximately $\$ 62,462$ better than October 2014.
b) For the year ending October 31, 2015, EBITDA is reported as $\$ 377,500$ which is $\$ 124,500$ less that the projected EBITA of $\$ 502,000$ for the year. As documented in prior reports, IHM used its original budget prepared in August 2014 that was not modified for its late start in the management of the operation in November 2014. It lost over two months in planning and actions required to achieve all of the targeted improvements for November through to February than it could have if it started
earlier. However, it did not lower its budgeted results which resulted in a negative variance of budget to actual results for the first four months of approximately $\$ 70,000$. It remained optimistic that it could pick up this 'built-in' early negative variance. It was on its way to do so in September 2015 until bad weather set in during the latter part of the month and continued through to the end of October 2015. IHM reported in its report of its September 2015 that it was clear it was not going to achieve targeted EBITDA for the year. In fact, a poorer than expected October, due for the most part to very poor and unsettled weather, further eroded results against the budgeted totals.
c) However, it is important to remember this year's EBITDA represents an improvement of $\$ 663,000$ over the prior fiscal year, or about $86 \%$ of the budgeted improvement, or ( $95 \%$ of the budgeted improvement excluding the approximately $\$ 70,000$ in early losses built into the budget due to the delayed start by IHM). It was evident that IHM has, through its management, turned the Resort into a profitable operation again during the year.
d) IHM reports that actual DIP Financing advanced as at October 31, 2015 was $\$ 845,368$. As at that date, the Company also had unrestricted cash balances of $\$ 99,900$ and approximately $\$ 2,500$ available on its line of credit. IHM is also estimating that the November 2015 projected EBITDA (loss), from the 2015-2016 budget, discussed further below, of $(\$ 51,500)$ will be achieved; and
e) Since IHM's contract expired on October 31, the Company has extended IHM's contract on a month to month basis until the closing of a sale of the Company.

## PROJECTED CASH FLOWS FOR 2015-2016 OPERATIONS

8. The Company's new fiscal year has commenced and encompasses the period November 1,2015 to October 31, 2016. Prior to its last year end and in preparation for the upcoming year, the Company engaged IHM to prepare a full, monthly operating budget for the Resort operations for this period. Attached hereto as Appendix " $\mathbf{B}$ " is IHM's monthly operating budget and cash flow estimates for November 1, 2015 to October 31, 2016 (the "Fiscal 2016 Budget"). Included in the appendix is IHM's memorandum to the Company on the Fiscal 2016 Budget.
9. Traditionally after Thanksgiving each year, the Resort enters the slow season of its operations. Golf, food and beverage, and rooms revenues all decrease dramatically during the period November to April each year, and as a result the Resort's earnings and cash flows are in a loss and deficiency position, respectively, for those months.
10. Although IHM projects annual EBITDA of $\$ 520,400$ in the Fiscal 2016 Budget, the operation's high revenue and EBITDA months occur during the period May to October and particularly during the period June to August. High EBITDA summer months more than offset the losses of the slow season. Accordingly, the Company has no way to fund operations and its restructuring activities during the current slow season in the absence of new financing.
11. Based on the Fiscal 2016 Budget, the Company will incur operating losses totalling approximately $\$ 198,000$ in the five-month period encompassing November 1, 2015 to March 31, 2016 ${ }^{1}$. During that same period, the Fiscal 2016 Budget projects that the Company will require borrowings totalling $\$ 350,000$ to fund operations, capital expenditures, and DIP and other interest costs while in the restructuring process.

## NEW DIP FACILITY AND OUTSTANDING PROFESSIONAL FEES

12. In the Initial Order, the original DIP facility, provided by Mr. James Young, was approved to a maximum amount of $\$ 725,000$ inclusive of the interest reserve and with an eighteen month term. On April 28, 2015, by Court Order, the DIP facility was increased to a maximum amount of $\$ 1,000,000$. The term was reduced to 12 months and subsequently the DIP facility matured on October 30, 2015.
13. In July 2015, the Company's request for a $\$ 95,000$ advance under the DIP facility was not funded by Mr. Young as he felt that sufficient surplus funds should be available to cover outstanding payables from the July and August operating results. As a result, payables were held until surplus funds were generated. However, increased costs accumulated to October 31, 2015 without sufficient funds to pay them, although there was still significant room in the existing DIP facility.
14. The outstanding balance on the DIP, prior to its maturity, was $\$ 845,368$ exclusive of interest reserve. We understand the balance at the end of November 2015, excluding interest reserve, is approximately $\$ 852,300$.
15. The Company was able to use its cash reserves from the Resort's high season to fund operations into November 2015. Because the Company recognized it would require additional DIP financing, it made a request to Mr. Young in November as to whether he would provide a new DIP facility. We understand that Mr. Young declined the request to renew the facility.
16. Although the Company had sufficient cash remaining from the summer of 2015 to fund operations through November 2015 and into early December 2015, we now understand that the Company is now facing a critical cash shortage. IHM reports that absent any additional funding, the Company is unlikely to be able to meet its December 20, 2015 payroll. IHM reports that if the Company is able to meet that payroll, it will certainly not be able to meet its next payroll in early January 2016. The Monitor confirms, based on its understanding of the Company's operations and discussions with IHM, that the Company will not be able to continue operations substantially beyond December 31, 2015 without additional DIP financing.
17. The Company expects to complete a transaction on or before March 31, 2016. It is projected the Company will require financing totalling $\$ 350,000$ to fund the Resort's operations to that date. Based on the status of the preparation of legal documentation for sale of the Resort between the Company and two different prospective purchasers, the
[^0]Monitor expects the Company will have entered into a binding agreement of sale before the end of December 2015.
18. Given a sale of the Resort is not expected to complete until March 31, 2016, additional DIP Financing is required as there is no other source of cash for the Company's operations beyond December 2015.
19. We understand that the Company has agreed to terms with VCC for a DIP Loan not to exceed $\$ 1,750,000$ with a term of 12 months and an interest rate of $10 \%$ per annum with the last month of the term having an interest rate of $12 \%$ per annum. A copy of the terms of the proposed VCC DIP facility has been attached to the Company's application materials. The Company has sought loan quotations from other potential lenders and ultimately determined that VCC's terms were the most favourable for the Company and its stakeholders. Based on its review of information received from the Company, the Monitor concurs with the Company's assessment that the terms offered by VCC are the most favourable to the Company and its stakeholders of the reasonable DIP financing options it considered.
20. In addition to requiring financing to fund its operation, the Company has incurred professional fees which are unpaid and outstanding as at October 31, 2015. Total outstanding professional fees to that time, inclusive of disbursements and taxes, are $\$ 324,297.89$. Attached hereto as Appendix " $\mathbf{C}$ " is a summary of unpaid professional accounts to the end of October 2015 for the following professional firms:
a) G. Powroznik Group Inc., as Monitor in the CCAA process;
b) Lawson Lundell LLP, as legal counsel to the Company;
c) IHM, for services rendered in managing the Resort operations, preparing a complete 2015-16 operating budget, and other special services relating to the Company's restructuring and sale process; and
d) Gowlings LLP, for legal services rendered with respect to the preparation of the SPA with the original Proposed Purchaser. Gowlings performed much of the drafting work for the SPA and the Company contemplated including their services in the restructuring funding because their work was for the benefit of all the stakeholders should the transaction successfully complete. The SPA only provided for nominal consideration to be paid to the shareholders of the Company (\$1.00), with the balance of the purchase price being used to fund a Restructuring Plan by the Company.
21. The Company has not had sufficient cash to pay these accounts in full prior to October 31, 2015. Also, the Fiscal 2016 Budget does not contemplate the payment in cash of professional fees to the completion of a transaction which will bring about the need for an increased Administration Charge which is discussed further below.
22. Below is a summary of the proposed items and amounts formulating the Company's request for a new DIP facility not to exceed $\$ 1,750,000$ (amounts rounded):
a) Repay outstanding current DIP facility including estimated interest of \$860,000;
b) Pay Outstanding professional fees to October 31, 2015 of $\$ 324,300$;
c) Fund the Resort operations during the slow season to March 31, 2016 estimated \$350,000 by IHM;
d) Fund VCC commitment fee ( $1 \%$ ) of $\$ 17,500$; and
e) Provide for estimated VCC interest reserve of $\$ 211,000^{2}$, for a total of $\$ 1,762,800$, rounded to the requested DIP facility of $\$ 1,750,000$.

## CONCLUSIONS AND RECOMMENDATIONS

23. In the Monitor's opinion, the Company should be ready to sign an agreement of sale with one of two parties before the end of December 2015. The Monitor understands that neither of the pending transactions will be subject to financing. In that regard, the Monitor has received copies of banking documentation from each of the parties indicating that both parties have the ability to fund the purchase. Both offers will be subject to a 60 day due diligence period with a 30 day period to closing thereafter. Draft sale documentation is currently being circulated between legal counsel for the Company and respective legal counsel for the prospective purchasers. As of the date of writing this Eighth Report, the Company has already made significant strides with respect to reaching a new agreement of sale with respect to the Resort. The Monitor recommends that the Company consider entering into a sale agreement with one of these parties as a back up in case the chosen one does not complete. Further, a third party is considered a back up to these two purchasers.
24. The Company requires additional DIP Financing in order to allow it to continue to operate in the Resort's slow season, to work toward completion of the sale of the Resort, and to finalize its restructuring plan to the creditors. It is projected the Company will not be able to fund its operations in the $2^{\text {nd }}$ half of December 2015 in the absence of any new DIP funding. If the Company does not have funding, it will have to cease operations of the Resort which the Monitor expects will have a materially-negative impact on the value of the Resort and ultimately be prejudicial to all stakeholders.
25. The Monitor recommends to the Company that it files its Restructuring Plan forthwith immediately on removal of subject conditions in whatever offer is accepted by the Company. This should occur approximately in the latter half of February 2016.
26. The Monitor recommends that the stay of proceedings is extended to March 31, 2016 to allow the Company to continue efforts to complete an unconditional sale with one of the prospective purchasers. This date is selected as the Company expects that a sale of the Resort will be completed, and its Restructuring Plan will have been voted on by the creditors, by this time. If the stay of proceedings is lifted, a forced-sale liquidation of the

[^1]assets will occur which in the Monitor's view will significantly impair recoveries for several stakeholders including the unsecured creditors. As noted above, currently, all of the serious offers that have been advanced will result in full payment of all secured claims and, depending on timing of closing, a recovery for the unsecured creditors. Additionally, the Monitor recommends an increase in the Company's DIP Financing from a maximum of $\$ 1,000,000$ to a maximum of $\$ 1,750,000$ under the new proposed DIP facility of VCC.
27. The Monitor also recommends an increase in the Administration Charge from \$25,000 to $\$ 250,000$. Even if the Company is granted additional DIP Financing, it will not have sufficient cash, after funding its operations, over the next four months in order to pay the critical professional fees required in order to complete a transaction and allow the Company to complete its Restructuring Plan by March 31, 2016.
28. The Company and its principal, Mrs. Faulkner, have been very co-operative with the Monitor in the process to finalize a SPA or an APA. The Monitor continues to be of the opinion that the Company has acted, and is acting, in good faith and with due diligence during the restructuring process with the intention of preparing and presenting its Restructuring Plan as soon as reasonably possible.

All of which is respectfully submitted this 9th day of December, 2015.

## G. Powroznik Group Inc. of G-Force Group In its capacity as Court Appointed Monitor of Pretty Estates Ltd.



Per: Mr. Gary D. Powroznik
Managing Director

## Appendix " A "

IHM Report on operations for October 2015
(including exhibits)

## Memorandum

To: Betty-Anne Faulkner, Pretty Estates Ltd.
CC: G. Powroznik Group Inc.as Court Appointed Monitor of Pretty Estates Ltd. Bonita Lewis-Hand, Lawson Lundell LLP
From: Ralph Miller, Inntegrated Hospitality Management Ltd.
Date: November 23, 2015
Re: Pretty Estate Resort - Operations and Cash Flow Report, October 2015

## Betty-Anne:

As you are aware, IHM took control of the management of Pretty Estate Resort (the "Resort") on November 10, 2014, with the mandate to implement cost containment, operations efficiency, and revenue enhancement initiatives, which we originally identified in October 2014 and continue to monitor and reinforce these initiatives based on implementation experience. All of the initiatives previously identified have been actioned and as reported in previous months have been integrated into the operation of the Resort.

For the 12 month period ended October 31, 2015 we provide the following summary:

|  | 2015 | 2014 | Improvement |
| :--- | :---: | :---: | :---: |
|  | $\$$ | $\$$ | $\$$ |
| Total Revenue | $2,732,379$ | $2,592,022$ | 140,400 |
| Labour Costs | $1,322,100$ | $1,484,048$ | 162,000 |
| Other Costs | $\underline{1,032,766}$ | $\underline{1,393,378}$ | $\underline{360,600}$ |
| EBITDA (Loss) Before Restructuring Costs | $\underline{377,513}$ | $\underline{(285,404)}$ | $\underline{663,000}$ |

Our revenue enhancement, cost control and mitigation, and efficiency programs continue to be focused on each of the Company's operations; during the height of the busy season we work to maintain the management team's attention on the operating principles established and consistently monitor performance. Moving into the winter season, we focus on reducing costs as revenues fall off with seasonal demand.

On a comparative basis for the 12 month period ended October 31, revenues have been increased $\$ 140,400$, labour costs have been reduced $\$ 162,000$, and other operating costs have been reduced by $\$ 360,600$, resulting in an increase in operating earnings (decrease in the operating loss) reported for the 12 month period of $\$ 663,000$.

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The labour costs reported for October 2015 do not include the retirement package ("Retirement Package") negotiated with the former General Manager. The Retirement Package has been included in the accounts of the Resort however is classified as a restructuring cost.

Labour cost, the single most important expense in any hospitality business, is monitored and managed on a daily and weekly basis. When compared against the same period last year, $\$ 162,000$ in labour cost savings, approximately $10.9 \%$ of the prior year labour cost, has been achieved in the 12 months ended October 31, 2015 without any significant sacrifice in guest satisfaction.

Other cost savings have been recorded in and across multiple expense classifications. For example, for the 12 months ended October 31, 2015 the cost of food and beverage was $35.9 \%$ of food and beverage revenues, 6.2 percentage points better than the $42.1 \%$ cost of food and beverage revenues reported in the 12 months ended October 31, 2014 (measured in absolute dollars, the food and beverage cost reduction is approximately $\$ 65,000$ over the 12 month period).

Our business and operating philosophy continues to promote changes that improve the business paradigm at the Resort. We operate the business on a go-forward basis making suitable arrangements for the continued operations of the Resort.

## Operating Earnings for the Month Ended October 31, 2015

The weather during October was unsettled; wind and rain storms were more common, negatively impacting golf play and recreational food \& beverage business volumes. Revenues declined very quickly after Thanksgiving, which was early this year.

In respect of the financial performance of the Resort for October 2015 we attach a Summary Operating Statement (Exhibit 1.0) for the period ended October 31, 2015, and provide the following discussion thereon.

Total Operating Revenue recorded for October 2015 was $\$ 166,837$, $(\$ 93,000)$ less than the projected levels, with rooms revenue $(\$ 7,400)$ below expectations, food and beverage revenue $(\$ 57,400)$ below expectations, and golf revenue $(\$ 27,200)$ below expectations; Earnings (Loss) Before Interest Taxes Depreciation and Amortization ("EBITDA") and Restructuring Costs for the month of October 2015 was $(\$ 8,638),(\$ 62,900)$ less than the projected EBITDA and Restructuring Costs of \$54,300.

Our cost control / efficiency initiatives responded to the nearly $40 \%$ shortfall from projected revenues; actual to projected cost savings of $\$ 30,000$ were achieved in relation to the revenue shortfall of $(\$ 93,000)$, representing a cost recovery equal to $33 \%$ of the revenue shortfall.

By comparison the Total Operating Revenue and EBITDA reported for the month of October 2014 was $\$ 164,500$ and $(\$ 71,100)$ respectfully.

Rooms' department revenue for October was $\$ 26,000$, approximately $(\$ 7,400)$ less than projected levels. 154 guest rooms were sold, (14) less than the projected guest room sales of 168 ; the average room rate achieved was $\$ 167.54$, approximately ( $\$ 30.67$ ) worse than the projection of $\$ 198.21$.

Food \& Beverage department revenues for October were $\$ 78,200$, approximately $(\$ 57,400)$ less than the projected levels.

Golf department revenues for October were $\$ 62,700$, approximately $(\$ 27,200)$ less favourable than the golf revenues projected; 1,239 green fee paid rounds and 379 membership/golf card rounds of golf were recorded for a total of 1,618 golf rounds, (432) fewer golf rounds than projected (2,050 green fee paid and 0 membership/golf card rounds); the average green fee realized was $\$ 36.03, \$ 5.03$ more than the $\$ 31.00$ green fee projected.

Non-Operating Income for October was $\$ 2,833 ; \$ 2,333$ more than projected.
Total recurring labour costs for the month of October 2015 were $\$ 114,060$, $(\$ 7,207)$ less favourable than the projected labour costs of $\$ 106,853$, and $(\$ 15,224)$ less favourable than the labour costs incurred in the month of October 2014. For October 2015 labour costs represented $68.4 \%$ of total operating revenues, up significantly from the projected labour costs of $41.1 \%$ of total projected revenue; by comparison labour costs reported for October 2014 were $58.5 \%$ of total revenue.

Overall, operating earnings (loss), represented by EBITDA before Restructuring Costs, of $(\$ 8,600)$ was recorded for the month of October 2015, $(\$ 62,900)$ worse than the projected operating earnings for the month of $\$ 54,300$.

On a year to date basis (12 months to October 31, 2015):

- EBITDA before restructuring costs of $\$ 377,500$ has been reported; $(\$ 125,200)$ worse than the projected EBITDA before restructuring costs of $\$ 502,700$; but $\$ 663,000$ better than the EBITDA (Loss) before restructuring costs of $(\$ 285,404)$ reported for 12 months ended October 30, 2014.
- Total revenues of $\$ 2,732,000$ were recorded in the 12 month period, $(\$ 257,000)$ less than the projected operating revenue of $\$ 2,989,000$, but $\$ 140,000$ more than the $\$ 2,592,000$ in total revenue reported for the 12 month period ended October 302014.

In our report on the operations for September 2015, dated October 20, 2015, we provided an estimate for the anticipated operating earnings for October 2015 at $\$ 20,000$ based on the daily revenue and labour cost reporting to October 19, 2015, implemented at the Resort. An actual operating (loss) earnings of $(\$ 8,600)$ was recorded, approximately $(\$ 28,600)$ worse than the midOctober estimate.

## Statement of Monthly Cash Flow from Operations

In respect of the cash flow for the Resort, we attach a Statement of Monthly Cash Flow from Operations (Exhibit 2.0) for the period ended October 31, 2015, and provide the following discussion thereon.

On April 20, 2015 we issued a revised projection for monthly cash flow for the year ending October 31, 2015. The revised projection for monthly cash flow is based on the actual results of operations for the 5 month period from November 1, 2014 to March 31, 2015 and projected operating results for the period from April 1, 2015 to October 31, 2015. These projections were based on the assumption that the Company will continue operations in the normal course, except where otherwise stated, and will incorporate the initiatives outlined in the Inntegrated Hospitality Management Ltd. report dated October 29, 2014, and revised estimates for debt service requirements (including DIP Financing costs) and restructuring costs.

The Cash Flow from Operations is determined after considering changes in the working capital accounts and before interest, depreciation, and other non-operating items. The EBITDA (Loss) before Restructuring Costs for October 2015 was $(\$ 8,638)$.

The adjusted cash flow (deficiency) surplus from operations for October 2015 was ( $\$ 32,290$ ), and considers all of the changes in the working capital accounts for the Resort. Overall, there is an unfavorable cash flow from operations variance of $(\$ 77,059)$, when compared against the projected operating cash flow requirements, largely as a result of the increase in operating loss incurred during the month.

Non-Operating cash flow items generally include the cost of capital replacements and all of the costs related to interest payments required to maintain the secured creditor positions and the payments related to restructuring costs.

- Included in the legal restructuring costs is $\$ 3,921$ charged by Envision Financial and applied to the outstanding loan balance.
- No capital replacements were made in October 2015.

The Non-Operating cash flow items totaled $\$ 6,522$ in respect of charges to debt and debt service and $(\$ 51,673)$ in respect of restructuring costs.

Overall a cash flow deficiency of $(\$ 77,442)$ was recorded for the month, approximately $(\$ 46,800)$ worse than the projected cash flow deficiency of $(\$ 30,660)$.

On a year to date basis (12 months to October 31, 2015), a cash flow deficiency of $(\$ 771,455)$ has been incurred, approximately $(\$ 54,762)$ worse than the revised projection for the cash flow deficiency of $(\$ 716,693)$.

Our cash flow projections anticipated that no changes would be made to the Envision Line of Credit, which was effectively fully drawn down as at November 10, 2014. As at October 31, 2015 cash
balances in the Royal Bank accounts totaled $\$ 111,754$, including $\$ 11,836$ related to wedding and event customer deposits received since November 10, 2014, which are segregated from regular operating funds and held in trust in anticipation of the booked events.

## DIP Financing

As at October 31, 2015 DIP Financing totaling $\$ 845,368$ had been advanced, approximately $\$ 137,770$ more than the $\$ 707,598$ estimated in the revised projection. Our DIP Funding cycle is estimated semi-monthly in advance and the timing of any specific month-end can indicate potential over/under borrowing or additional short term cash flow deficiencies. As at October 31, 2015, unrestricted cash balances of $\$ 99,918$ were available in the Royal Bank of Canada accounts, and $\$ 2,460$ was available on the Envision Financial Line of Credit.

The Resort did not make any DIP repayment during the month of October 2015, reserving the cash balances for the payment of operating accounts.

As at November 23, 2015 the DIP Financing balance remained unchanged at $\$ 845,368$; allowing for the November 2015 DIP interest, and the three month interest reserve, there is approximately $\$ 117,000$ in remaining borrowing available under the approved DIP Financing of $\$ 1,000,000$.

As at November 23, 2015, professional fees of $\$ 219,835$ relating to legal and monitor billings for August, September, and October 2015 remained unsettled.

## Outlook for November 2015

According to the revenue and labour cost tracking/monitoring systems installed at the Resort, as of November 19, 2015, the Resort is reporting an actual revenue to projection shortfalls in the range of $\$ 7,000$ month-to-date, and an actual labour cost approximately equal to our projection.

Weather conditions during the first part of November have been wet with a significant storm occurring on November 17, resulting the golf course being closed for clean-up for a couple of days; golf play and recreational food \& beverage sales are both lower than expected. Although seasonally cool, better weather is forecasted through the balance of the month and Eagle fest patrons are attending at the Resort to watch the annual Eagle migration.

For November 2015 we have projected an EBITDA (Loss) of $(\$ 51,500)$; based on the experience to November 19, 2015, we anticipate achieving the EBITDA (Loss) projected for November.

## Conclusion

The foregoing represents our report on the operations and cash flow for the Resort for October 2015 and the 12 months then ended.

We are pleased to report a $\$ 663,000$ improvement in the 12 month period EBIDTA (before restructuring costs), when compared to the same 12 month period of 2014. This improvement in

EBITDA is more than 3 times the IHM operational restructuring fees recorded in the 12 month period.

We are pleased to review our report with you, the Monitor, or the Resort's legal advisors, at your convenience.

If you have any questions related to this memorandum please do not hesitate to contact me directly by email or at 403.619 .9767 (mobile).

Respectfully submitted

Pretty Estates Ltd.
Summary Operating Statement

Rooms Available:
Rooms Sold:
Occupancy
ADR:
Rooms RevPAR

Operating Revenu
Rooms
Food and Beverage
Golf Course
Golf Course
Miscellaneou
Total Operating Revenue

## Departmental Expenses

Rooms
Food and Beverage
Golf Course
Golf Course
Total Departmental Expenses
Total Departmental Profit
Undistributed Operating Expense
Information and Telecommunications Systems
Sales and Marketing
Property Operation and Maintenance
Utilities
Total Undistributed Expenses
Gross Operating Profit

## Income Before Non-Operating Income and Expense

Non-Operating Income and Expenses
Income
Property and Other Taxes Insurance
Other
Total Non-Operating Income and Expenses
Earnings Before Interest, Taxes, Depreciation, and Amortization
Interest
Envision
DIP Financing
Total Interest
Restructuring Costs
Legal
Sperasance
Monitor
Management
Total Restructuring Costs
Depreciation \& Amortization
Income Taxes
Net Income (Loss)

| Month End October 31, 2015 |  |  | 12 Months - Ended October 31, 2015 |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Actual | Projection | Variance | Actual | Projection | Variance |
| 279 | 279 | 0 | 3285 | 3285 | 0 |
| 154 | 168 | -14 | 1888 | 2061 | -173 |
| 55\% | 60\% | (5.0\%) | 57\% | 63\% | (5.3\%) |
| \$167.54 | \$198.21 | (\$30.67) | \$199.92 | \$203.30 | (\$3.39) |
| \$92.96 | \$119.35 | (\$26.39) | \$115.56 | \$127.55 | (\$12.00) |


| Month End October 31, 2015 |  |  |  |  |  | 12 Months - Ended October 31, 2015 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Actual |  | Projection |  | Variance |  | Actual |  | Projection |  | Variance |  |
| \$ | \% | \$ | \% | \$ | \% | \$ | \% | \$ | \% | \$ | \% |
|  |  |  |  |  |  |  |  |  |  |  |  |
| 25,936 | 15.5\% | 33,300 | 12.8\% | $(7,364)$ | (22.1\%) | 379,599 | 14.0\% | 419,005 | 14.0\% | $(39,406)$ | (9.4\%) |
| 78,188 | 46.9\% | 135,595 | 52.2\% | $(57,407)$ | (42.3\%) | 1,237,014 | 45.7\% | 1,561,840 | 52.4\% | $(324,826)$ | (20.8\%) |
| 62,713 | 37.6\% | 89,913 | 34.6\% | $(27,200)$ | (30.3\%) | 1,079,572 | 39.9\% | 989,995 | 33.2\% | 89,577 | 9.0\% |
|  | 0.0\% | 1,000 | 0.4\% | $(1,000)$ | (100.0\%) | 7,810 | 0.3\% | 12,000 | 0.4\% | $(4,190)$ | (34.9\%) |
| 166,837 | 100.0\% | 259,808 | 100.0\% | (92,971) | (35.8\%) | 2,703,994 | 100.0\% | 2,982,840 | 100.0\% | (278,847) | (9.3\%) |
|  |  |  |  |  |  |  |  |  |  |  |  |
| 8,015 | 30.9\% | 8,763 | 26.3\% | (748) | (8.5\%) | 142,112 | 37.4\% | 109,148 | 26.0\% | 32,964 | 30.2\% |
| 59,932 | 76.7\% | 84,918 | 62.6\% | $(24,986)$ | (29.4\%) | 919,288 | 74.3\% | 1,081,108 | 69.2\% | $(161,820)$ | (15.0\%) |
| 40,713 | 64.9\% | 52,477 | 58.4\% | $(11,764)$ | (22.4\%) | 590,504 | 54.7\% | 575,171 | 58.1\% | 15,333 | 2.7\% |
| 108,661 | 65.1\% | 146,158 | 56.3\% | $(37,497)$ | (25.7\%) | 1,651,904 | 61.1\% | 1,765,427 | 59.2\% | (113,523) | (6.4\%) |
|  |  |  |  |  |  |  |  |  |  |  |  |
| 58,177 | 34.9\% | 113,650 | 43.7\% | $(55,473)$ | (48.8\%) | 1,052,090 | 38.9\%\| | 1,217,413 | 40.8\% | (165,324)\| | (13.6\%) |
|  |  |  |  |  |  |  |  |  |  |  |  |
| 41,849 | 25.1\% | 28,622 | 11.0\% | 13,227 | 46.2\% | 359,236 | 13.3\% | 337,102 | 11.3\% | 22,134 | 6.6\% |
| 55 | 0.0\% | 2,652 | 1.0\% | $(2,597)$ | (97.9\%) | 33,268 | 1.2\% | 31,824 | 1.1\% | 1,444 | 4.5\% |
| 774 | 0.5\% | 8,585 | 3.3\% | $(7,811)$ | (91.0\%) | 69,647 | 2.6\% | 111,520 | 3.7\% | $(41,873)$ | (37.5\%) |
| 12,201 | 7.3\% | 7,715 | 3.0\% | 4,486 | 58.1\% | 89,007 | 3.3\% | 94,343 | 3.2\% | $(5,336)$ | (5.7\%) |
| 7,779 | 4.7\% | 5,233 | 2.0\% | 2,546 | 48.7\% | 68,238 | 2.5\% | 61,797 | 2.1\% | 6,441 | 10.4\% |
| 62,658 | 37.\% | 52,807 | 20.3\% | 9,851 | 18.7\% | 619,395 | 22.9\% | 636,585 | 21.3\% | (17,190) | (2.7\%) |
|  |  |  |  |  |  |  |  |  |  |  |  |
| $(4,481)$ | (2.7\%) | 60,843 | 23.4\% | $(65,324)$ | (107.4\%) | 432,695 | 16.0\%\| | 580,828 | 19.5\% | (148,133) | (25.5\%) |
|  |  |  |  |  |  |  |  |  |  |  |  |
| $(4,481)$ | (2.7\%) | 60,843 | 23.4\% | $(65,324)$ | (107.4\%) | 432,695 | 16.0\%\| | 580,828 | 19.5\%\| | (148,133) | (25.5\%) |
|  |  |  |  |  |  |  |  |  |  |  |  |
| 2,833 | 1.7\% | 500 | 0.2\% | 2,333 | 466.6\% | 28,385 | 1.0\% | 6,000 | 0.2\% | 22,385 | 373.1\% |
| 119 | 0.1\% |  | 0.0\% | 119 | 100.0\% | 715 | 0.0\% |  | 0.0\% | 715 | 100.0\% |
| 3,539 | 2.1\% | 4,039 | 1.6\% | (500) | (12.4\%) | 44,342 | 1.6\% | 48,083 | 1.6\% | (3,741) | (7.8\%) |
| 3,332 | 2.0\% | 3,028 | 1.2\% | 304 | 10.0\% | 38,547 | 1.4\% | 36,002 | 1.2\% | 2,545 | 7.1\% |
| - | 0.0\% | - | 0.0\% | - | 0.0\% | (37) | (0.0\%) | - | 0.0\% | (37) | 0.0\% |
| $(4,157)$ | (2.5\%) | $(6,567)$ | (2.5\%) | 2,410 | (36.7\%) | (55,182) | (2.0\%) | (78,085) | (2.6\%) | 22,904 | (29.3\%) |
|  |  |  |  |  |  |  |  |  |  |  |  |
| $(8,638)$ | (5.2\%) | 54,276 | 20.9\% | (62,914) | (115.9\%) | 377,513 | 14.0\% | 502,743 | 16.9\% | $(125,230)$ | (24.9\%) |
|  |  |  |  |  |  |  |  |  |  |  |  |
| 7,174 |  | 7,561 |  | (387) |  | 88,451 |  | 90,730 |  | $(2,279)$ |  |
| 6,431 |  | 6,116 |  | 315 |  | 75,714 |  | 73,892 |  | 1,822 |  |
| 7,119 |  |  |  | 7,119 |  | 82,368 |  |  |  | 82,368 |  |
| 20,724 |  | 13,677 |  | 7,047 |  | 246,533 |  | 164,622 |  | 81,911 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| 64,972 |  | 3,000 |  | 61,972 |  | 377,575 |  | 93,000 |  | 284,575 |  |
|  |  | - |  | - |  | - |  | 10,000 |  | $(10,000)$ |  |
| 50,000 |  | - |  | 50,000 |  | 50,000 |  | - |  | 50,000 |  |
| 91,498 |  | 5,400 |  | 86,098 |  | 398,067 |  | 73,300 |  | 324,767 |  |
| 47,752 |  | 18,000 |  | 29,752 |  | 213,700 |  | 238,000 |  | (24,300) |  |
| 254,222 |  | 26,400 |  | 227,822 |  | 1,039,342 |  | 414,300 |  | 625,042 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|       <br> $(283,584)$ 14,199 $(297,783)$ $(908,361)$ $(832,189)$  |  |  |  |  |  |  |  |  |  |  |  |

Pretty Estate Resort Ltd.

## Statement of Monthly Cash Flow from Operations

for the Period Ended October 31, 2015

Rooms Occupied
Average Room Rate
Total Golf Rounds Played
Golf Average Paid Green Fee

## EBITDA before Restructuring Costs

(Earnings before Interest, Taxes, Depreciation \& Amortization)

## Cash Flow Adjustments

Change Accounts Receivabl
Change in Inventory
Change in Prepaid Insurance ( $\mathrm{P}, \mathrm{C}, \mathrm{BI}$ )
Change in Prepaid Insurance (Auto)
Change in Prepaid Property Tax
Change in Prepaid Other
Change in General Accounts Payable
Change in Current Crown Claims
Change in Customer Deposits
Change in DelinquentCrown Claims

## Adjusted Cash Flow from Operations

## Non-Operating Cash Flow items

Capital Replacements
Envision Financial LOC Interest
Envision Financial LOC Advance (Repayment)
Envision Financial - Loan Interest
Envision Financial - Loan Principal Payment
Equipment Lease Payments
Car Loan Payments
2nd Mortgage Interest
DIP Commitment Fee
DIP Financing Interest
Shareholder Loans
Restructuring Costs
Restructuring Legal
Apprasial
Severance
Operations Restructuring / Management
CCAA Monitor

## Cash Flow Surplus (Deficiency)

## Cash Balance

Beginning Cash Balance (RBC Accounts)
DIP Financing Advanced (Repaid)
Ending Cash Balance (RBC Accounts)

## Represented by:

Unrestricted Cash
Post November 10, 2014 Event Deposits, in Trust

| Month Ended October 31, 2015 |  |  |  |  |  | 12 Months Ended October 31, 2015 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Actual |  | Revised Projection |  | Variance |  | Actual |  | Revised |  | Variance |  |
|  | 154 |  | 168 |  | (14) |  | 1,888 |  | 2,061 |  | (173) |
| \$ | 167.54 | \$ | 198.21 | \$ | (30.67) | \$ | 199.92 | \$ | 203.30 | \$ | (3.38) |
|  | 1,618 |  | 2,050 |  | (432) |  | 24,550 |  | 21,350 |  | 3,200 |
| \$ | 36.03 | \$ | 31.00 | \$ | 5.03 | \$ | 36.13 | \$ | 31.44 | \$ | 4.69 |
| $(8,638)$ |  |  | 54,279 |  | $(62,917)$ |  | 377,513 |  | 425,754 |  | $(48,241)$ |
| 6,671 |  |  | 1,299 |  | 5,372 |  | $(3,369)$ |  | $(3,779)$ |  | 410 |
| 5,993 |  |  | 5,791 |  | 202 |  | 63,800 |  | 68,131 |  | $(4,331)$ |
| 0 |  |  | 2,438 |  | $(2,438)$ |  | 18,576 |  | (871) |  | 19,447 |
| 0 |  |  | 0 |  | 0 |  | 856 |  | 856 |  | 0 |
| 3,539 |  |  | 4,039 |  | (500) |  | 308 |  | $(12,807)$ |  | 13,115 |
| 1,409 |  |  | 0 |  | 1,409 |  | $(6,046)$ |  | $(16,288)$ |  | 10,242 |
| 8,261 |  |  | $(11,296)$ |  | 19,557 |  | $(9,841)$ |  | $(12,669)$ |  | 2,828 |
| $(28,741)$ |  |  | $(11,781)$ |  | $(16,960)$ |  | $(49,806)$ |  | $(31,266)$ |  | $(18,540)$ |
| $(20,784)$ |  |  | 0 |  | $(20,784)$ |  | $(68,551)$ |  | $(42,810)$ |  | $(25,741)$ |
| 0 |  |  | 0 |  | 0 |  | $(88,056)$ |  | $(88,000)$ |  | (56) |
| $(23,652)$ |  |  | $(9,510)$ |  | $(14,142)$ |  | $(142,129)$ |  | $(139,503)$ |  | $(2,626)$ |
| $(32,290)$ |  |  | 44,769 |  | $(77,059)$ |  | 235,384 |  | 286,251 |  | $(50,867)$ |


| 0 | 0 | 0 | $(24,046)$ | $(67,491)$ | 43,445 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| $(1,170)$ | $(1,174)$ | 4 | $(14,099)$ | $(14,023)$ | (76) |
| 13,261 | 0 | 13,261 | 44,010 | 37,135 | 6,875 |
| $(6,004)$ | $(6,387)$ | 383 | $(74,352)$ | $(76,059)$ | 1,707 |
| 4,104 | 0 | 4,104 | 30,467 | 10,239 | 20,228 |
| 11,196 | $(8,647)$ | 19,843 | $(38,273)$ | $(64,376)$ | 26,103 |
| $(1,315)$ | $(1,208)$ | (107) | 7,231 | 6,414 | 817 |
| $(6,431)$ | $(6,116)$ | (315) | $(75,714)$ | $(74,135)$ | $(1,579)$ |
| 0 | 0 | 0 | $(19,500)$ | $(19,500)$ | 0 |
| $(7,119)$ | $(5,897)$ | $(1,222)$ | $(62,868)$ | $(59,646)$ | $(3,222)$ |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 6,522 | $(29,429)$ | 35,951 | $(227,144)$ | $(321,442)$ | 94,298 |
| 3,921 | 9,000 | 5,079 | 292,784 | 264,387 | $(28,397)$ |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 47,752 | 12,000 | $(35,752)$ | 213,700 | 173,690 | $(40,010)$ |
| 0 | 25,000 | 25,000 | 273,211 | 243,425 | $(29,786)$ |
| 51,673 | 46,000 | $(5,673)$ | 779,695 | 681,502 | $(98,193)$ |
| (77,442) | (30,660) | (46,782) | (771,455) | (716,693) | (54,762) |
| (7,42) |  | (46,782) | (71,45) | ) | (54,762) |
| 182,076 | 59,406 | $(122,670)$ | 37,841 | 37,841 | 0 |
| 7,119 | 0 | $(7,119)$ | 845,368 | 707,598 | $(137,770)$ |
| 111,754 | 28,746 | $(83,008)$ | 111,754 | 28,746 | $(83,008)$ |

## Appendix 'B'

Pretty Estates Resort 2015/16 Monthly Operating Budget and Cash Flow Estimates (including IHM Memorandum)

## Memorandum

To: Betty-Anne Faulkner, Pretty Estates Ltd.<br>CC: G. Powroznik Group Inc.as Court Appointed Monitor of Pretty Estates Ltd. Bonita Lewis-Hand, Lawson Lundell LLP<br>From: Ralph Miller, Inntegrated Hospitality Management Ltd.<br>Date: November 23, 2015<br>Re: Pretty Estate Resort - 2015/2016 Monthly Operating Budget and Cash Flow Estimates

## Betty-Anne:

In this memorandum we provide a narrative summary of the 2015/2016 monthly operating budget and cash flow estimates for the continued operation of Pretty Estate Resort (the "Resort") for the 12 month period ending October 31, 2016. As you are aware the Resort continues to operate under a court ordered stay of proceedings under the Corporate Creditors Arrangement Act. Originally, we believed that the plan of arrangement for Pretty Estates Ltd. ("Company") would have been approved and wrapped up before now, however due to changing circumstances that has not come to pass as contemplated. As a result, you engaged IHM to compile a full monthly operating budget for the current 2015/16 fiscal year.

The monthly operating budget (Exhibit 2.0) and cash flow estimates (Exhibit 1.0) for the 12 month period ending October 31, 2016 have been compiled based on the following assumptions:

## Monthly Operating Budget

Long range weather forecast anticipates an El Nino effect in the Pacific causing wetter than average weather through the spring and a dryer summer. We anticipate limited growth opportunities for golf play through the winter and early spring periods.

The continuation of the CCAA process has delayed our ability to build market confidence for the Resort until the emergence of a new investor can be announced. This further delays our expected growth in seasons pass golf sales and pre-booking major weddings and functions / events at the Resort, through the early part of the budget cycle.

We continue to recommend to operate the golf, food \& beverage and rooms departments through the winter season. The Resort has high fixed overhead costs (due to senior salaried employees) and our analyses indicates that careful management of operating schedules and labour cost will provide sufficient contribution to reduce the negative cash flow which would

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otherwise be incurred if operations were ceased for January and February 2016. In addition, continuing the operation of the business avoids the potential negative market impact of shutting down the business (even temporarily) while under court protection, and retaining the core management team in place avoids the potential loss of key resources needed for effectively managing the operation into and through the high season.

We continue to build on the revenue enhancement, cost control and mitigation, and efficiency programs which were implemented over the last 12 months. The operating principles established should allow the Resort to better control low season costs, while being able to respond to short term fluctuations in business volume.

During the fall and winter season, only a skeleton staff will be maintained for golf course maintenance (except if the need arises to respond to storm clean-up). Golf course maintenance personnel will be laid off during November, after effectively putting the golf course to bed, and will be rehired to wake the golf course up in March, to prepare the golf course for spring and summer play.

The green fee dynamic pricing model developed for 2014/2015 will be updated and to the extent practical, automated. This pricing model was a key feature in enhancing the level of golf rounds played and the overall energy levels achieved on the golf course during the year.

For the Inn rooms and cottages, additional attention to detail for condition of guest room linens and general state of repair and cleanliness will increase the value proposition and support incremental increases in achieved guest room occupancy levels and rate realizations.

In the food \& beverage area, new programs are planned to increase repeat patronage at River's Edge, featured special Sunday evening dining at Rowena's Inn, and provide more oncourse food \& beverage opportunities for golfers.

For Events, additional effort will be made to sell all available function space opportunities, including the Lower Drawing Room, Rowena's dining area, the seasonal function tent, and "Star-Light" (relatively level grassed areas) venues for seasonal social functions.

Sales \& marketing initiatives will continue to focus on building and sharing experiential content through social media and featuring specials and promotions through the Resort website and electronic media channels.

For the year ending October 31, 2016 we provide the following summary:

|  | 2016 |  | 2015 |
| :--- | :---: | :---: | :---: |
| Budget | Actual | Actual |  |
|  | $\$ \$$ | $\$$ | $\$$ |
| Total Revenue | $2,971,200$ | $2,732,379$ | $2,592,022$ |
| Labour Costs | $1,370,400$ | $1,322,100$ | $1,484,048$ |
| Other Costs | $\underline{1,080,400}$ | $\underline{1,032,766}$ | $\underline{1,393,378}$ |
| EBITDA (Loss) Before Restructuring Costs | $\underline{520,400}$ | $\underline{377,513}$ | $\underline{(285,404)}$ |

The operating budget for the year ending October 31, 2016 anticipates continued growth in annual business volume and revenues while maintaining control of labour and other operating costs, resulting in improved EBITDA of $\$ 143,000$ on increased revenues of $\$ 239,000$.

Operating losses of approximately $(\$ 231,000)$ are budgeted during the first six months of the year (the winter period from November 2015 to April 2016), offset by the operating earnings of $\$ 751,000$ budgeted during the second six months of the year (the summer period from May to October 2016).

## Cash Flow Estimates

We have prepared estimates for monthly cash flow for the Resort based on the monthly operating budget, described above, anticipated changes in working capital accounts, the cost of necessary capital improvement and replacement costs, costs related to debt service, and professional fees related to the CCAA restructuring process.

For the first 6 months of the year (November 2015 to April 30, 3016) a cash flow deficiency from operating activities of $(\$ 173,000)$ is projected; however in the second six months of the year (May 2to October 2016) a cash flow surplus from operating activities of $\$ 728,000$ is projected, resulting in estimated cash flow from operating activities of $\$ 555,000$ for the year ending October 31, 2016.

Debt service requirements for secured creditors (DIP Financing, Envision $1^{\text {st }}$ Mortgage, Jim Young $2^{\text {nd }}$ Mortgage, and financing leases) average approximately $\$ 26,000$ per month and result in an additional cash flow requirement of $(\$ 161,000)$ during the first six months of the year (November 2015 to April 2016).

Estimates for capital improvements and replacement, include provisions for costs related to certain improvements required to specific buildings, the buy-out of the 2012 golf cart lease, improvements required in guest rooms (mattresses, window treatments, soft seating), improvements required to cart paths and golf course drainage, and equipment requirements for food \& beverage areas. In addition a provision of $\$ 20,000$ has been provided in the period from December 2015 to March 2016 for repairs and replacements related to storm damage which occurred in November 2015. For the first six months these costs are estimated to result in an additional cash flow requirement of $(\$ 125,000)$.

The cash flow estimates anticipate that professional fees related to legal and monitor services will be accrued and only paid in June 2016 out of proceeds advanced from a new investor / purchaser; however the professional fees rated to the management of the operations restructuring will be paid monthly in the normal course. For the six month period from November 2015 through April 2016 the fees related to the operations management are estimated at $\$ 100,000$. As at October 31, 2015 the unpaid legal and monitor accounts total $\$ 219,835$; the balances of unpaid professional fees are projected to grow to approximately $\$ 590,000$ by June 2016, before they will be settled from proceeds advanced from a new investor / purchaser.

DIP Financing will continue to be required to support the operation of the Resort through the slow winter months. For the six month period from November 2015 through April 2016 additional DIP Financing in the range of $\$ 480,000$ will be required, which together with the outstanding DIP

Financing as at November 1, 2015 of $\$ 845,000$, results in a total DIP Financing requirement of approximately $\$ 1,325,000$ to April 30, 2016 (total requirement is rounded to $\$ 1,350,000$ ). Although professional fees are shown in the operating budget, these financing figures discussed above assume that there is no payment of professional fees during this period as we understand the Company intends to apply to increase the Administration Charge under the CCAA.

Fundamental to the monthly cash flow estimates are the assumptions related to the continuation of the CCAA restructuring process. The cash flow estimates assume that:

- a new investor / purchaser will be approved by the court by January 31, 2016;
- the transaction will close before April 30, 2016;
- the restructuring plan will be approved by the court and all of the pre CCAA creditors will be settled, with the stay of proceedings lifted, and the monitor discharged by June 30, 2016.

On that basis, the cash flow estimates include provision for the settlement of pre November 10, 2014, non-shareholder secured and unsecured liabilities, the repayment of the DIP Financing, and the settlement of the professional services accounts, from proceeds advanced from a new investor / purchaser.

On a post CCAA basis, positive operating earnings generated from the summer period are anticipated to provide sufficient cash reserves to operate through the 2016/2017 winter period, without requiring additional funding.

## Conclusion

Once you have had the opportunity to review the monthly operating budget and cash flow estimates, I would be pleased to meet with you, the monitor or other professional advisors to discuss and issues that you have with the attachments.

Respectfully submitted.

Pretty Estate Resort Ltd.


## 2015-2016 Financial Forecas <br> Working Capital Accounts

 Current Asset AccountsAcounts Receivable Beginning Balance Current Revenue
A/R Collections
Ending Balance
Net Source (Use) of Cash
Inventory
Beginning Balance
Beginning Balan
Purchases
Purchases
Cost of Sales
Ending Balance
Ending Balance
Net Source (Use) of Cash
Prepaid Property Tax, Property Tax Payable
Beginning Balance
Property Tax Payme
Amortization
Ending Balance
Net Source (Use) of Cash

Prepaid Expenses - General ( $\mathrm{T} / \mathrm{O}$, Sage, $\mathrm{T} / \mathrm{A}$ ) Beginning Balance
Payments
Amortization
Ending Balance
Net Source (Use) of Cas

## Current Liability Accounts

Current Accounts Payable and Accruals Beginning Balance
Net Additions
Net Payments
Ending Balance
Ending Balance
Net Source (Use) of Cas

Pre November 10, 2014 Trade Account Beginning Balance
Net Additions
Net Payments
Ending Balance
Net Source (Use) of Cash

| $\begin{gathered} \text { Nov } \\ 2015 \end{gathered}$ | $\begin{gathered} \text { DC } \\ 2015 \end{gathered}$ | $\begin{gathered} \text { Jan } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Feb } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Mar } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Apr } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { May } \\ & 2016 \end{aligned}$ | $\begin{aligned} & \text { June } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { July } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Aug } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { Sept } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { Oct } \\ 2016 \end{gathered}$ | total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 4,263 | 5,292 | 4,410 | 3,709 | 4,707 | 3,405 | 4,257 | 9,283 | 17,711 | 12,745 | 7,676 | 6,001 | 4,263 |
| 102,870 | 92,176 | 70,052 | 99,832 | 130,238 | 170,346 | 335,080 | 421,406 | 496,652 | 506,849 | 335,032 | 210,706 | 2,971,238 |
| $(101,841)$ | $(93,058)$ | $(70,752)$ | $(98,833)$ | $(131,541)$ | $(169,495)$ | $(330,054)$ | $(412,978)$ | $(501,619)$ | (511,917) | $(336,707)$ | $(211,760)$ | $(2,970,554)$ |
| 5,292 | 4,410 | 3,709 | 4,707 | 3,405 | 4,257 | 9,283 | 17,711 | 12,745 | 7,676 | 6,001 | 4,947 | 4,947 |
| $(1,029)$ | 882 | 701 | (998) | 1,302 | (852) | $(5,026)$ | $(8,428)$ | 4,967 | 5,068 | 1,675 | 1,054 | (684) |
| 55,112 | 56,258 | 56,241 | 55,315 | 53,126 | 59,392 | 69,371 | 72,451 | 72,048 | 71,362 | 60,933 | 56,021 | 55,112 |
| 21,727 | 15,713 | 10,912 | 13,035 | 26,580 | 33,434 | 58,536 | 64,464 | 75,902 | 68,668 | 49,621 | 32,779 | 471,370 |
| $(20,580)$ | $(15,731)$ | $(11,839)$ | $(15,224)$ | $(20,314)$ | $(23,455)$ | $(55,456)$ | $(64,866)$ | $(76,588)$ | $(79,097)$ | $(54,533)$ | $(33,315)$ | $(470,998)$ |
| 56,258 | 56,241 | 55,315 | 53,126 | 59,392 | 69,371 | 72,451 | 72,048 | 71,362 | 60,933 | 56,021 | 55,485 | 55,485 |
| $(1,146)$ | 18 | 926 | 2,189 | $(6,266)$ | $(9,979)$ | $(3,080)$ | 403 | 686 | 10,429 | 4,913 | 536 | (373) |
| 7,078 | 3,539 | - | $(3,539)$ | $(7,078)$ | $(10,617)$ | $(14,156)$ | $(17,695)$ | 23,366 | 19,472 | 15,578 | 11,684 | 7,078 |
|  |  |  |  |  |  |  | 44,600 |  |  |  |  | 44,600 |
| 3,539 | 3,539 | 3,539 | 3,539 | 3,539 | 3,539 | 3,539 | 3,539 | 3,894 | 3,894 | 3,894 | 3,894 | 43,888 |
| 3,539 |  | $(3,539)$ | $(7,078)$ | $(10,617)$ | $(14,156)$ | $(17,695)$ | 23,366 | 19,472 | 15,578 | 11,684 | 7,790 | 7,790 |
| 3,539 | 3,539 | 3,539 | 3,539 | 3,539 | 3,539 | 3,539 | $(41,061)$ | 3,894 | 3,894 | 3,894 | 3,894 | (712) |
| 7,829 | 6,426 | 4,655 | 3,124 | 2,874 | 2,253 | 3,312 | 3,059 | 2,438 | 4,471 | 4,201 | 3,564 | 7,078 |
| 368 |  | 240 | 1,468 |  | 1,680 | 368 |  | 2,670 | 368 |  |  | 7,160 |
| 1,771 | 1,771 | 1,771 | 1,717 | 621 | 621 | 621 | 621 | 637 | 637 | 637 | 637 | 12,062 |
| 6,426 | 4,655 | 3,124 | 2,874 | 2,253 | 3,312 | 3,059 | 2,438 | 4,471 | 4,201 | 3,564 | 2,927 | 2,176 |
| 1,404 | 1,771 | 1,531 | 250 | 621 | $(1,059)$ | 254 | 621 | $(2,033)$ | 270 | 637 | 637 | 4,902 |


| 98,238 | 96,369 | 92,856 | 90,555 | 90,178 | 101,222 | 105,576 | 130,679 | 136,606 | 148,044 | 140,810 | 121,763 | 98,238 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 21,727 | 15,713 | 10,912 | 13,035 | 26,580 | 33,434 | 58,536 | 64,464 | 75,902 | 68,668 | 49,621 | 32,779 | 471,370 |
| 23,595 | 19,227 | 13,213 | 13,412 | 15,535 | 29,080 | 33,434 | 58,536 | 64,464 | 75,902 | 68,668 | 49,621 | 464,686 |
| 96,369 | 92,856 | 90,555 | 90,178 | 101,222 | 105,576 | 130,679 | 136,606 | 148,044 | 140,810 | 121,763 | 104,922 | 104,922 |
| $(1,868)$ | $(3,513)$ | $(2,301)$ | (377) | 11,045 | 4,354 | 25,103 | 5,927 | 11,438 | $(7,234)$ | $(19,047)$ | (16,842) | 6,684 |
| 175,099 | 175,099 | 175,099 | 175,099 | 175,099 | 175,099 | 175,099 | 175,099 |  |  |  |  | 175,099 |
| - | - | - | - | - | - | - | - |  |  | - | - |  |
| - | - | - | - | - | - | - | 175,099 | - | - | - | - | 175,099 |
| 175,099 | 175,099 | 175,099 | 175,099 | 175,099 | 175,099 | 175,099 | - | - | - | - | - |  |
|  |  |  |  |  |  |  | $(175,099)$ | - | - | - |  | $(175,099)$ |

## 2015-2016 Financial Forecast

## Current Liability Accounts (Continued)

## Current Crown Claim

## Beginning Balan Additions

Additions
Payments
Ending Balance
Net Source (Use) of Cash
Customer Deposits
Beginning Balance
Additions
Redemption
Redemptions
Ending Balance
Net Source (Use) of Cash

## Gift Certificates

Beginning Balance
Additions
Redemptions
Ending Balance
Net Source (Use) of Cash

## Restructuring Professionals

Operations Restr
CCAA Monitor
Restructuring Legal
Monthly Charges
Operations Restructuring / Management CCAA Monitor
Restructuring Legal

Operations Restructuring / Management
CCAA Monito
Restructuring Legal
Ending Balance
Net Source (Use) of Cash
Chris Lepine - Retirement Package
Beginning Balance
Additions
Redemptions
Ending Balance
Ending Balance
Net Source (Use) of Cash

| $\begin{aligned} & \text { Nov } \\ & 2015 \end{aligned}$ | $\begin{gathered} \text { Dec } \\ 2015 \end{gathered}$ | $\begin{gathered} \text { Jan } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { Feb } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { Mar } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Apr } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { May } \\ & 2016 \end{aligned}$ | $\begin{aligned} & \text { June } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { July } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Aug } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { Sept } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { Oct } \\ 2016 \end{gathered}$ | total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 5,930 | 16,537 | 18,263 | 16,124 | 20,286 | 22,675 | 27,141 | 43,612 | 52,791 | 61,393 | 62,400 | 46,574 | 5,930 |
| 21,862 | 18,263 | 16,124 | 20,286 | 22,675 | 27,141 | 43,612 | 52,791 | 61,393 | 62,400 | 46,574 | 32,195 | 425,316 |
| 11,256 | 16,537 | 18,263 | 16,124 | 20,286 | 22,675 | 27,141 | 43,612 | 52,791 | 61,393 | 62,400 | 46,574 | 399,051 |
| 16,537 | 18,263 | 16,124 | 20,286 | 22,675 | 27,141 | 43,612 | 52,791 | 61,393 | 62,400 | 46,574 | 32,195 | 32,195 |
| 10,607 | 1,726 | $(2,139)$ | 4,162 | 2,389 | 4,466 | 16,471 | 9,179 | 8,601 | 1,008 | $(15,827)$ | $(14,378)$ | $(26,265)$ |
| 12,911 | 13,911 | 11,711 | 13,211 | 17,211 | 22,211 | 24,211 | 25,211 | 22,211 | 19,211 | 16,211 | 16,211 | 12,911 |
| 2,000 |  | 2,500 | 4,000 | 5,000 | 6,000 | 7,000 | 7,000 | 7,000 | 7,000 | 5,000 | 2,000 | 54,500 |
| 1,000 | 2,200 | 1,000 |  |  | 4,000 | 6,000 | 10,000 | 10,000 | 10,000 | 5,000 | 3,000 | 52,200 |
| 13,911 | 11,711 | 13,211 | 17,211 | 22,211 | 24,211 | 25,211 | 22,211 | 19,211 | 16,211 | 16,211 | 15,211 | 15,211 |
| 1,000 | $(2,200)$ | 1,500 | 4,000 | 5,000 | 2,000 | 1,000 | $(3,000)$ | $(3,000)$ | $(3,000)$ | - | $(1,000)$ | 2,300 |
| 70,643 | 71,143 | 84,143 | 80,143 | 79,143 | 77,143 | 78,143 | 75,143 | 78,143 | 72,143 | 69,143 | 67,143 | 70,643 |
| 1,000 | 15,000 | 1,000 | 1,000 | 1,000 | 5,000 | 2,000 | 10,000 | 2,000 | 2,000 | 1,000 | 1,000 | 42,000 |
| 500 | 2,000 | 5,000 | 2,000 | 3,000 | 4,000 | 5,000 | 7,000 | 8,000 | 5,000 | 3,000 | 1,000 | 45,500 |
| 71,143 | 84,143 | 80,143 | 79,143 | 77,143 | 78,143 | 75,143 | 78,143 | 72,143 | 69,143 | 67,143 | 67,143 | 67,143 |
| 500 | 13,000 | $(4,000)$ | $(1,000)$ | $(2,000)$ | 1,000 | $(3,000)$ | 3,000 | $(6,000)$ | $(3,000)$ | $(2,000)$ |  | 3,500 |
| 26,119 | 20,000 | 17,000 | 13,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 26,119 |
| 131,087 | 166,087 | 206,087 | 231,087 | 246,087 | 261,087 | 291,087 | 301,087 | - | - | - | - | 131,087 |
| 88,747 | 118,747 | 148,747 | 163,747 | 178,747 | 198,747 | 218,747 | 253,747 | - | - | - | - | 88,747 |
| 245,954 | 304,835 | 371,835 | 407,835 | 436,835 | 471,835 | 521,835 | 566,835 | 12,000 | 12,000 | 12,000 | 12,000 | 245,954 |
| 20,000 | 17,000 | 13,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 158,000 |
| 35,000 | 40,000 | 25,000 | 15,000 | 15,000 | 30,000 | 10,000 | 25,000 | - | - | - | - | 195,000 |
| 30,000 | 30,000 | 15,000 | 15,000 | 20,000 | 20,000 | 35,000 | 10,000 | - | - | - | - | 175,000 |
| 85,000 | 87,000 | 53,000 | 42,000 | 47,000 | 62,000 | 57,000 | 47,000 | 12,000 | 12,000 | 12,000 | 12,000 | 528,000 |
| 26,119 | 20,000 | 17,000 | 13,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 172,119 |
| - | - | - | - | - | - | - | 326,087 | - | - | - | - | 326,087 |
| - | - | - | - | - | - | - | 263,747 | - | - | - | - | 263,747 |
| 26,119 | 20,000 | 17,000 | 13,000 | 12,000 | 12,000 | 12,000 | 601,835 | 12,000 | 12,000 | 12,000 | 12,000 | 761,954 |
| 304,835 | 371,835 | 407,835 | 436,835 | 471,835 | 521,835 | 566,835 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| 58,881 | 67,000 | 36,000 | 29,000 | 35,000 | 50,000 | 45,000 | (554,835) | - | - | - | - | (233,954) |
| 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | - | - | - | - | 50,000 |
| - | - | - | - | - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | 50,000 | - | - | - | - | 50,000 |
| 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | - | - | - | - | - | - |
| - | - | - | - |  |  | - | $(50,000)$ | - | - | - | - | 50,000 |

## 2015-2016 Financial Forecast

## Debt Obligations

nvision Financial
Beginning Balance
Additional Advanc
Accrued Interest
Payments
Payments
Ending Balance
Net Source (Use) of Cash
1st Mortgage - Envision Credit Union
1st Mortgage - Envision C
Loan Payable Envision CU
Loan Payable Envision CU
Loan Payable Envision CU - Loan 5
Loan Payable Envision CU - Laan 5
Beginning Balance
Accrued Interest
Payments
Payments
Ending Balance
Net Source (Use) of Cash
2nd Mortgage - J Young
2nd Mortgage - J Young
Mortgage - Estate of J. Ivan Pretty
Mortgage - Estate of J. Ivan Pretty
Loan Payable Snowcap Lumber Ltd.
Bean Payable Snow
Begning Balance
Accrued Interest
Payments
Payments
Ending Balance
Net Source (Use) of Cash
DIP Financing
Beginning Balance
Beginning Bal:
Advances
Repayment
Repayments
Ending Balance
Net Source (Use) of Cash
Accrued Interest
Accrued
Payments
Net Source (Use) of Cash


\begin{tabular}{|c|c|c|c|c|c|c|c|c|c|c|c|c|c|}
\hline 2015-2016 Financial Forecast \& Nov \& Dec \& Jan \& Feb \& Mar \& Apr \& May \& June \& July

2016 \& Aug \& Sept \& Oct \& total <br>
\hline \multicolumn{14}{|l|}{Equipment Leases - Monthly Payments} <br>
\hline Golf Carts 2010 \& \& \& \& \& \& \& 1,680 \& 1,680 \& 1,680 \& 1,680 \& 1,680 \& 1,680 \& 10,080 <br>
\hline RCAP - Eclipse Hybrid Mower \& \& \& \& \& \& \& 1,906 \& 1,906 \& 1,906 \& 1,906 \& 1,906 \& 1,906 \& 11,434 <br>
\hline 2014 Golf Carts \& \& \& \& \& \& \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& 30,000 <br>
\hline 2014 UT Vehicles \& Rakes \& \& \& \& \& \& \& 2,000 \& 2,000 \& 2,000 \& 2,000 \& 2,000 \& 2,000 \& 12,000 <br>
\hline Hot Tub Lease \& 100 \& 100 \& 100 \& 100 \& 100 \& 100 \& 100 \& 100 \& 100 \& 100 \& 100 \& 100 \& 1,196 <br>
\hline Squirrel \& 554 \& 554 \& 554 \& 554 \& 554 \& 554 \& 554 \& 554 \& 554 \& 554 \& 554 \& 554 \& 6,654 <br>
\hline 2016 Golf Carts \& \& \& \& \& \& \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& 30,000 <br>
\hline \& 654 \& 654 \& 654 \& 654 \& 654 \& 654 \& 16,240 \& 16,240 \& 16,240 \& 16,240 \& 16,240 \& 16,240 \& 101,364 <br>
\hline \multicolumn{14}{|l|}{$\overline{\text { Car Loans - Monthly Payments }}$} <br>
\hline Cadillac SRX 2012 mod \& 827 \& 827 \& 827 \& 827 \& 827 \& 1,240 \& 827 \& 827 \& 827 \& 827 \& 1,240 \& 827 \& 10,750 <br>
\hline 2012 Ford Ranger \& 381 \& 572 \& 381 \& 381 \& 381 \& 381 \& 572 \& 381 \& 381 \& 381 \& 381 \& 381 \& 4,951 <br>
\hline \& 1,208 \& 1,399 \& 1,208 \& 1,208 \& 1,208 \& 1,621 \& 1,399 \& 1,208 \& 1,208 \& 1,208 \& 1,621 \& 1,208 \& 15,701 <br>
\hline \multicolumn{14}{|l|}{Loan Payable Charlotte Faulkner} <br>
\hline Beginning Balance \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& - \& - \& - \& - \& 104,813 <br>
\hline Additional Advances \& \& \& \& \& \& \& \& \& \& \& \& \& - <br>
\hline Repayments \& \& \& \& \& \& \& \& 104,813 \& \& \& \& \& 104,813 <br>
\hline Ending Balance \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& 104,813 \& - \& \& \& \& - \& - <br>
\hline Net Source (Use) of Cash \& - \& \& \& \& \& \& \& (104,813) \& - \& \& \& \& 104,813 <br>
\hline \multicolumn{14}{|l|}{Shareholder Loans (Betty-Anne Faulkner / 0700256 BC Ltd.)} <br>
\hline S/H Loan Elizabeth Faulkner \& 1,793,833 \& \& \& \& \& \& \& \& \& \& \& \& <br>
\hline Long Term due to $\mathrm{S} / \mathrm{H}$ \& 179,169 \& \& \& \& \& \& \& \& \& \& \& \& <br>
\hline S/H Loan to 0700256 BC Ltd. \& 2,489,242 \& \& \& \& \& \& \& \& \& \& \& \& <br>
\hline Beginning Balance \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 <br>
\hline Additional Advances \& \& \& \& \& \& \& \& \& \& \& \& \& - <br>
\hline Repayments \& \& \& \& \& \& \& \& \& \& \& \& \& <br>
\hline Ending Balance \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 \& 4,462,244 <br>
\hline Net Source (Use) of Cash \& - \& - \& - \& - \& - \& - \& - \& - \& - \& - \& - \& - \& - <br>
\hline \multicolumn{14}{|l|}{Capital Expenditures and Replacements} <br>
\hline Breezeway Insulation \& 2,000 \& 1,000 \& \& \& \& \& \& \& \& \& \& \& 3,000 <br>
\hline Pumphouse Structural Repair \& \& \& \& 5,000 \& 10,000 \& 5,000 \& \& \& \& \& \& \& 20,000 <br>
\hline Rooms Upgrade (Mattresses, Blinds. Easy Chairs) \& \& \& \& \& \& 15,000 \& 5,000 \& \& \& \& \& \& 20,000 <br>
\hline Rooms Window replacement (broken seals) \& \& \& \& \& \& \& \& 5,000 \& 5,000 \& \& \& \& 10,000 <br>
\hline Eagles Nest (10th Hole), completion \& \& \& \& \& \& \& 10,000 \& \& \& \& \& \& 10,000 <br>
\hline Replace Nov 2015 Storm Damage \& \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& \& \& \& \& \& \& \& 20,000 <br>
\hline Computer System Upgrades \& \& \& \& \& \& 20,000 \& \& \& \& \& \& \& 20,000 <br>
\hline Buy-out 2012 Golf Cart Lease \& \& 22,000 \& \& \& \& \& \& \& \& \& \& \& 22,000 <br>
\hline Golf Rental / Service Equipment \& \& \& \& \& \& 2,500 \& 10,000 \& 2,500 \& \& \& \& \& 15,000 <br>
\hline Golf - Cart Path Repairs \& \& \& \& \& \& 5,000 \& 10,000 \& 5,000 \& \& \& \& \& 20,000 <br>
\hline Golf - On Course Drainage Issues \& \& \& \& \& \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& \& \& \& 20,000 <br>
\hline Replace Kitchen Equipment \& \& \& \& \& 2,000 \& \& 5,000 \& \& \& \& \& \& 7,000 <br>
\hline Swimming Pool Liner \& \& \& \& \& \& \& 30,000 \& \& \& \& \& \& 30,000 <br>
\hline F\&B Tables, Chairs, Equipment, Tent, lighting, signage \& \& \& \& \& \& 8,000 \& 5,000 \& 5,000 \& 2,500 \& \& \& \& 20,500 <br>
\hline Dock Improvement / Repairs \& \& \& \& \& \& \& \& 5,000 \& 5,000 \& 5,000 \& 5,000 \& \& 20,000 <br>
\hline Softgoods Replacement (cushions, practise net, etc.) \& \& \& \& \& \& 2,500 \& 5,000 \& 5,000 \& \& \& \& \& 12,500 <br>
\hline \& 2,000 \& 28,000 \& 5,000 \& 10,000 \& 17,000 \& 63,000 \& 85,000 \& 32,500 \& 17,500 \& 5,000 \& 5,000 \& - \& 270,000 <br>
\hline
\end{tabular}

| Exhibit 1.0 (a) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Pretty Estates Ltd. <br> Projection for Monthly Capital Improvements and Replacements for the $\mathbf{1 2}$ Month Period Ending October 31, 2016 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2015-2016 Financial Forecast | $\begin{gathered} \text { Nov } \\ 2015 \end{gathered}$ | $\begin{gathered} \text { Dec } \\ 2015 \end{gathered}$ | $\begin{gathered} \text { Jan } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Feb } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Mar } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Apr } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { May } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { June } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { July } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Aug } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { Sept } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { Oct } \\ 2016 \end{gathered}$ | total |
| Capital Improvements and Replacements |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Breezeway Insulation | 2,000 | 1,000 |  |  |  |  |  |  |  |  |  |  | 3,000 |
| Pumphouse Structural Repair |  |  |  | 5,000 | 10,000 | 5,000 |  |  |  |  |  |  | 20,000 |
| Rooms Upgrade (Mattresses, Blinds. Easy Chairs) |  |  |  |  |  | 15,000 | 5,000 |  |  |  |  |  | 20,000 |
| Rooms Window replacement (broken seals) |  |  |  |  |  |  |  | 5,000 | 5,000 |  |  |  | 10,000 |
| Eagles Nest (10th Hole), completion |  |  |  |  |  |  | 10,000 |  |  |  |  |  | 10,000 |
| Replace Nov 2015 Storm Damage |  | 5,000 | 5,000 | 5,000 | 5,000 |  |  |  |  |  |  |  | 20,000 |
| Computer System Upgrades |  |  |  |  |  | 20,000 |  |  |  |  |  |  | 20,000 |
| Buy-out 2012 Golf Cart Lease |  | 22,000 |  |  |  |  |  |  |  |  |  |  | 22,000 |
| Golf Rental / Service Equipment |  |  |  |  |  | 2,500 | 10,000 | 2,500 |  |  |  |  | 15,000 |
| Golf - Cart Path Repairs |  |  |  |  |  | 5,000 | 10,000 | 5,000 |  |  |  |  | 20,000 |
| Golf - On Course Drainage Issues |  |  |  |  |  | 5,000 | 5,000 | 5,000 | 5,000 |  |  |  | 20,000 |
| Replace Kitchen Equipment |  |  |  |  | 2,000 |  | 5,000 |  |  |  |  |  | 7,000 |
| Swimming Pool Liner |  |  |  |  |  |  | 30,000 |  |  |  |  |  | 30,000 |
| F\&B Tables, Chairs, Equipment, Tent, lighting, signage |  |  |  |  |  | 8,000 | 5,000 | 5,000 | 2,500 |  |  |  | 20,500 |
| Dock Improvement / Repairs |  |  |  |  |  |  |  | 5,000 | 5,000 | 5,000 | 5,000 |  | 20,000 |
| Softgoods Replacement (cushions, practise net, etc.) |  |  |  |  |  | 2,500 | 5,000 | 5,000 |  |  |  |  | 12,500 |
|  | 2,000 | 28,000 | 5,000 | 10,000 | 17,000 | 63,000 | 85,000 | 32,500 | 17,500 | 5,000 | 5,000 | - | 270,000 |

[^2]
## Exhibit 1.0 (b)

Pretty Estates Ltd.

## Notes to the Projection for Monthly Cash Flow from Operations for the $\mathbf{1 2}$ Month Period Ending October 31, 2016

1 The purpose of this Cash Flow Projection is to demonstrate the monthly liquidity requirements for Pretty Estates Ltd. (the "Company") during the 12 month period ending October 31, 2016.

2 (a) The Cash Flow Projection is based on the assumption that the Company will continue to operate in the normal course, but under CCAA Protection, except where otherwise stated, in accordance with the operating budget prepared by Inntegrated Hospitality Management Ltd., dated November 23, 2015.
(b) The cash flow projection assumes that:

- a new investor / purchaser will be approved by the court by January 31,2016;
- the transaction will close before April 30,2016 ; and
- the restructuring plan will be approved by the court and all of the pre CCAA creditors will be settled, with the stay of proceedings lifted, and the monitor discharged by June 30, 2016.
(c) Revenues are based on the Company's estimate of future sales forecast and are highly seasonal in nature (e.g. golf rounds drop significantly during the fall and winter months), and dependent on weather conditions.

3 (a)
The cash flow projections assume that all recurring obligations for hourly and salaried payroll, regular purchases from trade creditors, utilities, and other operating costs are paid in the normal course of operations.
(b) The cash flow projections assume that all recurring Crown Claims including payroll source deductions and employment taxes, hotel tax, and federal and provincial and sales taxes, are paid monthly in arrears, in the normal course of operations.
(c) Customer deposits will be drawn down as certain guest events are held and the related revenue is earned (e.g. weddings); new customer deposits for events are maintained in a separate bank account and are not comingled with general operating funds.

The cash flow projections assume that all recurring obligations for lease payments, automobile loans, and interest to secured creditors, are paid in the normal course of operations.

Capital Improvements and Replacements are based on requirements deemed necessary to continue the operations as planned and include items such as certain improvements required to specific buildings, the buy-out of the 2012 golf cart lease, storm recovery costs, improvements required in guest rooms (mattresses, window treatments, soft seating), improvements required to cart paths and golf course drainage, and equipment requirements for food \& beverage areas.

The Company will continue to make interest payments on secured debt but will not pay mortgage principal during the restructuring

The cash flow projection assumes that certain secured creditors and the pre November 10, 2014 unsecured creditors are paid out in accordance with the approved plan of reorganization in June 2016 out of proceeds advanced from a new investor / purchaser.

Pretty Estates Ltd.
Notes to the Projection for Monthly Cash Flow from Operations
for the $\mathbf{1 2}$ Month Period Ending October 31, 2016

8
Professional fees include the estimated fees for the monitor and legal counsel, as well as operations management fees, all of which assume a co-operative CCAA process. The cash flow projection assumes that professional fees related to legal and monitor services will be accrued and only paid in June 2016 out of proceeds advanced from a new investor / purchaser; however the professional fees rated to the management of the operations will be paid monthly in the normal course. As at October 31, 2015 the unpaid legal and monitor accounts total $\$ 219,835$, the balances of unpaid professional fees are projected to grow to approximately $\$ 590,000$ before they will be settled from proceeds advanced from a new investor / purchaser.

This cash flow projection is based on currently-available information and estimates which may prove to be incorrect. All projections involve risks, variables, and uncertainties; the actual operating results may differ from the projection. Consequently, no guarantee or other form of assurance is provided or implied as to the achievability of this cash flow projection.

jection for Monthly Summary Operating Statement
for the 12 Month Period Ending October 31, 2016

| $(45,074)$ | $(43.8 \%)$ | $(27,396)$ | $(29.7 \%)$ | $(41,549)$ | $(59.3 \%)$ | $(35,873)$ | $(35.9 \%)$ | $(16,007)$ | $(122.3 \%)$ | $(27,057)$ | $(15.9 \%)$ | 77,364 | $23.1 \%$ | 154,605 | $36.7 \%$ | 208,918 | $42.1 \%$ | 220,890 | $43.6 \%$ | 93,358 | $27.9 \%$ | 30,848 | $14.6 \%$ | 593,025 | $20.0 \%$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |



Rovalty Fees
Trining
Training
Travel-Meals and Entertainment
Travel-M Mals
TTvel
Unitormerer Coist

| Travel-Other |
| :--- |
| Uniform Costs |

Uniform Laundry
Total Other Expenses
Total Expenses
Departmental Profit



 | 17,811 | $70.1 \%$ | 20,025 | $72.8 \%$ | 17,889 | $69.8 \%$ | 17,912 | $71.3 \%$ | 19,786 | $67.6 \%$ | 11,322 | $55.7 \%$ | 20,724 | $61.7 \%$ | 30,680 | $69.5 \%$ | 40,942 | $74.0 \%$ | 49,188 | $77.0 \%$ | 30,228 | $68.1 \%$ | 17,953 | $60.7 \%$ | 294,459 | $69.4 \%$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |

|  |  |  |  |  |  |  |  |  |  | Whibit 2.3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  | ction for | Monthly for the 12 | Pretty Es od and Be Month Peri | tate Reso everage D iod Endin | Ltd. <br> partment October 3 | Operatin <br> 1, 2016 | statement |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Days in Month | 30 |  | 31 |  | 31 |  | 29 |  | 31 |  | 30 |  | 31 |  | 30 |  | 31 |  | 31 |  | 30 |  | 31 |  |  |  |
|  | $\begin{aligned} & \text { Nov } \\ & 2015 \end{aligned}$ |  | $\begin{gathered} \text { De } \\ 2015 \end{gathered}$ |  | $\begin{gathered} \text { Jan } \\ 2016 \end{gathered}$ |  | $\begin{aligned} & \text { feb } \\ & 2016 \end{aligned}$ |  | $\begin{gathered} \text { Mar } \\ 2016 \end{gathered}$ |  | $\begin{aligned} & \text { Apr } \\ & 2016 \end{aligned}$ |  | $\begin{aligned} & \text { May } \\ & 2016 \end{aligned}$ |  | $\begin{aligned} & \text { Junn } \\ & 2016 \end{aligned}$ |  | $\begin{aligned} & \text { July } \\ & 2016 \end{aligned}$ |  | $\begin{gathered} \text { Aug } \\ 2016 \end{gathered}$ |  | $\begin{aligned} & \text { Sept } \\ & 2016 \end{aligned}$ |  | $\begin{gathered} \text { of } \\ 2016 \end{gathered}$ |  | Total |  |
| Revenue |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Food Revenue |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| River's Edge Rowen's In | 45,000 | 92.0\% | $\begin{array}{r}23,940 \\ 2736 \\ \hline, 090\end{array}$ | ${ }^{76.5 \%}$ | 20,205 3 3,420 | 75.0\% | 20,615 7 7 3 | 65.4\% | 28,967 | ${ }^{75.0 \%}$ | ${ }_{3}^{30,015}$ | ${ }^{73.1 \%}$ | ${ }_{\substack{6 \\ 3,212}}$ | 74.4\% | ${ }_{6}^{66,924}$ | ${ }^{61.2 \%}$ | 74,070 3,420 | 58.0\% | 84,204 | ${ }^{61.6 \%}$ | 57,204 | ${ }^{63.5 \%}$ | 53,820 | ${ }^{80.8 \%}$ | 572,176 | 68.2\% |
| Rowena's Inn |  | 0.0\% | 2,736 | 8.7\% | 3,420 | 12.7\% | 7,600 | 24.1\% | 2,736 | 7.1\% | 2,736 | 6.7\% | 3,420 | 3.8\% | 2,736 | 2.5\% | 3,420 | 2.7\% | 2,736 | 2.0\% | 2,736 | 3.0\% | 3,420 | 5.1\% | 37,696 | 4.5\% |
| Banquet/Conference/Catering Food Revenue | 3,680 | 7.5\% | 4,500 | 14.4\% | 3,200 | 11.9\% | 3,000 | 9.5\% | 5,220 | 13.5\% | 6,200 | 15.1\% | 13,250 | 14.7\% | 31,280 | 28.6\% | 41,250 | 32.3\% | 41,250 | 30.2\% | 24,960 | 27.7\% | 8,400 | 12.6\% | 186,190 | 22.2\% |
| Other Food Revenue | 250 | 0.5\% | 100 | 0.3\% | 100 | 0.4\% | 300 | 1.0\% | 1,700 | 4.4\% | 2,100 | 5.1\% | 6,500 | 7.2\% | 8,500 | 7.8\% | 9,000 | 7.0\% | 8,500 | 6.2\% | 5,250 | 5.8\% | 1,000 | 1.5\% | 43,300 | 5.2\% |
| Total Food Revenue | 48,930 | 83.4\% | 31,276 | 75.9\% | 26,925 | 80.0\% | 31,515 | 79.5\% | 38,623 | 78.3\% | 41,051 | 72.6\% | 90,382 | 62.8\% | 109,440 | 57.9\% | 127,740 | 54.6\% | 136,690 | 56.3\% | 90,150 | 57.5\% | 66,640 | 72.1\% | 839,362 | 62.7\% |
| Beverage Revenue |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| River's Edge | 8,250 | 94.4\% | 6,264 | 75.9\% | 3,510 | 63.0\% | 3,648 | 52.1\% | 5,778 | 63.0\% | 8,316 | 70.4\% | 17,928 | 54.7\% | 17,996 | 41.6\% | 22,680 | 40.9\% | 22,896 | 41.2\% | 15,066 | 42.2\% | 10,368 | 65.8\% | 142,200 | 4.4\% |
| Rowena's ln |  | 0.0\% | 864 | 10.5\% | 1,080 | 19.4\% | 2,400 | 34.3\% | 864 | 9.4\% | 864 | 7.3\% | 1,080 | 3.3\% | 864 | 2.1\% | 1,080 | 1.9\% | 864 | 1.6\% | 864 | 2.4\% | 1,080 | 6.9\% | 11,904 | 4.1\% |
| Banquet/Conference/Catering Beverage Revenue | 385 | 4.4\% | 1,100 | 13.3\% | 880 | 15.8\% | 800 | 11.4\% | 928 | 10.1\% | 640 | 5.4\% | 3,750 | 11.4\% | 10,725 | 25.5\% | 18,750 | 33.8\% | 18,750 | 33.7\% | 13,000 | 36.4\% | 3,500 | 22.2\% | 73,208 | 25.4\% |
| Other Beverage Revenue | 100 | 1.1\% | 25 | 0.3\% | 100 | 1.8\% | 150 | 2.1\% | 1,600 | 17.4\% | 2,000 | 16.9\% | 10,000 | 30.5\% | 13,000 | 30.9\% | 13,000 | 23.4\% | 13,080 | 23.5\% | 6,750 | 18.9\% | 800 | 5.1\% | 60,605 | 21.0\% |
| Total Beverage Revenue | 8,735 | 14.9\% | 8,253 | 20.0\% | 5,570 | 16.6\% | 6,998 | 17.6\% | 9,170 | 18.6\% | 11,820 | 20.9\% | 32,758 | 22.7\% | 42,085 | 22.2\% | 55,510 | 23.7\% | 55,590 | 22.9\% | 35,680 | 22.8\% | 15,748 | 17.0\% | 287,917 | 21.5\% |
| Less: Allowances | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% | 0 | 0.0\% |
| Total Food and Beverage Revenue | 57,665 | 98.3\% | 39,529 | 95.9\% | 32,495 | 96.6\% | 38,513 | 97.1\% | 47,793 | 96.9\% | 52,871 | 93.5\% | 123,140 | 85.5\% | 151,525 | 80.1\% | 183,250 | 78.3\% | 192,280 | 79.1\% | 125,830 | 80.3\% | 82,388 | 89.2\% | 1,127,279 | 84.2\% |
| Other Revenue |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Audiovisual | - | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |  | 0.0\% |
| Function Room Rental and Setup Charges | 300 | 30.3\% | 750 | 44.1\% | 450 | 39.3\% | 500 | 43.6\% | 500 | 32.4\% | 2,500 | 68.3\% | 8,000 | 86.2\% | 29,750 | 79.0\% | 39,000 | 76.9\% | 39,000 | 76.9\% | 23,700 | 76.7\% | 8,000 | 79.8\% | 162,450 | 77.0\% |
| Cover Charges |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Surcharges and Serice Charges | 691 | 69.7\% | 952 | 55.9\% | 694 | 60.7\% | 646 | 56.4\% | 1,045 | 67.6\% | 1,163 | 31.7\% | 2,890 | 13.8\% | 7,141 | 19.0\% | 10,200 | 20.1\% | 10,200 | 20.1\% | 6,453 | 20.9\% | 2,023 | 20.2\% | 44,098 | 20.9\% |
| Miscellaneous Other Revenue | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 750 | 2.0\% | 1,500 | 3.0\% | 1,500 | 3.0\% | 750 | 2.4\% | - | 0.0\% | 4,500 | 2.1\% |
| Less: Allowances |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |  | 0.0\% | . | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Total Other Revenue | 991 | 1.7\% | 1,702 | 4.1\% | 1,144 | 3.4\% | 1,146 | 2.9\% | 1,545 | 3.1\% | 3,663 | 6.5\% | 20,890 | 14.5\% | 37,641 | 19.9\% | 50,700 | 21.7\% | 50,700 | 20.9\% | 30,903 | 19.7\% | 10,023 | 10.8\% | 211,048 | 15.8\% |
| Total Revenue | 58,656 | 100.0\% | 41,231 | 100.0\% | 33,639 | 100.0\% | 3, 6,69 | 100.0\% | 49,338 | 100.0\% | 56,534 | 100.0\% | 144,030 | 100.0\% | 189,166 | 100.0\% | 233,950 | 100.0\% | 242,980 | 100.0\% | 156,733 | 100.0\% | 92,411 | 100.0\% | 1,388,327 | 100.0\% |
| Cost of Sales and Other Revenue |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Cost of Food and Beverage Sales |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Cost of food Sales | 16,265 | 33.2\% | 10,384 | 33.2\% | 8,941 | 33.2\% | 10,535 | 33.4\% | 13,452 | 34.8\% | 14,418 | 35.1\% | 32,492 | 35.9\% | 39,672 | 36.2\% | 45,960 | 36.0\% | 48,714 | 35.6\% | 31,974 | 35.5\% | 22,433 | 33.7\% | 295,240 | 35.2\% |
| Cost of Beverage Sales | 2,961 | 33.9\% | 2,830 | 34.3\% | 1,971 | 35.4\% | 2,500 | 35.7\% | 3,128 | 34.1\% | 4,016 | 34.0\% | 11,044 | 33.7\% | 14,155 | 33.\% | 18,666 | 33.6\% | 18,679 | 33.\% | 12,009 | 33.7\% | 5,346 | 33.9\% | 97,305 | 33.\% |
| Total Cost of Food and Beverage Sales | 19,227 | 33.3\% | 13,213 | 33.4\% | 10,912 | 33.6\% | 13,035 | 33.8\% | 16,580 | 34.7\% | 18,434 | 34.9\% | 43,536 | 35.4\% | 53,826 | 35.5 | 64,627 | 35.3\% | 67,393 | 35.0\% | 43,983 | 35.\% | 27,779 | 33.7\% | 392,545 | 34.8\% |
| Cost of Other Revenue |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Audiovisual Cost |  | \#oiv/0! |  | \#IIV/0! | - \# | \#DIV/0! |  | \#oiv/0! |  | \#oiv/0! |  | \#olv/0! | - | \#oiv/0! | - \# | \#Div/0! |  | \#DIV/0! |  | \#oiv/0! |  | \#oiv/0! |  | \#oiv/0! |  | \#Div/0! |
| Miscellaneous Cost | - | \#oiv/0! | - | \#Div/0! | - \# | \#DIV/0! |  | \#Div/0! |  | \#Div/0! |  | \#DIV/0! | - \# | \#Div/0! | 638 | 0.85 | 1,275 | 0.85 | 1,275 | 0.85 | 638 | 0.85 | - | \#Div/0! | 3,825 | 0.85 |
| Total Cost of Other Revenue |  |  |  |  |  |  | - |  | - |  |  |  |  |  | 638 |  | 1,275 |  | 1,275 |  | 638 |  | - |  | 3,825 |  |
| Total Cost of Sales and Other Revenue | 19,227 | 32.8\% | 13,213 | 32.0\% | 10,912 | 32.4\% | 13,035 | 32.9\% | 16,580 | 33.6\% | 18,434 | 32.6\% | 43,536 | 30.2\% | 54,464 | 28.\% | 65,902 | 28.2\% | 68,668 | 28.3\% | 44,621 | 28.5\% | 27,779 | 30.1\% | 396,370 | 29.6\% |
| Gross Profit | 39,430 | 67.2\% | 28,018 | 68.0\% | 22,726 | 67.6\% | 26,624 | 67.1\% | 32,758 | 66.4\% | 38,100 | 67.4\% | 100,494 | 69.8\% | 134,702 | 71.2\% | 168,049 | 71.8\% | 174,312 | 71.7\% | 112,112 | 71.5\% | 64,632 | 69.9\% | 941,95 | 70.4\% |
| Expenses |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Labor Costs and Related Expenses |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Salaries, Wages, Service Charges, Contracted Labor and Bonuses |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Salaries and Wages |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Banquet/Conference/Catering Service | 3,500 | 6.1\% | 3,500 | ${ }^{8.9 \%}$ | 3,500 | 10.8\% | 3,500 | 9.1\% | 3,500 | 7.3\% | 3,500 | 6.6\% | 3,500 | 2.8\% | 3,500 | 2.3\% | 3,500 | 1.9\% | 3,500 | 1.8\% | 3,500 | 2.8\% | 3,500 | 4.2\% | 42,000 | 3.7\% |
| Serice |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 3,640 | 3.0\% | 3,640 | 2.4\% | 3,640 | 2.0\% | 3,640 | 1.9\% | 3,640 | 2.9\% | 3,640 | 4.4\% | 21,840 | 1.9\% |
| kitchen | 3,750 | 7.7\% | 3,750 | 12.0\% | 3,750 | 13.9\% | 3,750 | 11.9\% | 3,750 | 9.7\% | 3,750 | 9.1\% | 7,083 | 7.8\% | 7,083 | 6.5\% | 7,083 | 5.5\% | 7,083 | 5.2\% | 7,083 | 7.9\% | 5,417 | 8.1\% | 63,332 | 7.5\% |
| Non-Management |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Banquet/Conference//atering Service | 285 | 0.5\% | 392 | 1.0\% | 286 | 0.9\% | 266 | 0.7\% | 430 | 0.9\% | 479 | 0.9\% | 1,190 | 1.0\% | 2,940 | 1.9\% | 4,200 | 2.3\% | 4,200 | 2.2\% | 2,657 | 2.1\% | 833 | 1.0\% | 18,158 | 1.6\% |
| Kitchen | 9,600 | 19.6\% | 9,920 | 31.7\% | 9,920 | 36.8\% | 9,280 | 29.4\% | 9,920 | 25.7\% | 9,600 | 23.4\% | 9,920 | 11.0\% | 12,600 | 11.5\% | 16,120 | 12.6\% | 16,120 | 11.8\% | 12,600 | 14.0\% | 9,920 | 14.9\% | 135,520 | 16.1\% |
| Servers | 9,500 | 16.5\% | 6,980 | 17.7\% | 7,100 | 21.8\% | 7,700 | 20.0\% | 6,980 | 14.6\% | 7,980 | 15.1\% | 12,100 | 9.8\% | 13,480 | 8.9\% | 15,600 | 8.5\% | 14,480 | 7.5\% | 8,980 | 7.1\% | 8,100 | 9.8\% | 118,980 | 10.6\% |
| Banquet/Conference/Catering Set-up | 81 | 0.1\% | 112 | 0.3\% | 82 | 0.3\% | 76 | 0.2\% | 123 | 0.3\% | 171 | 0.3\% | 425 | 0.3\% | 1,050 | 0.7\% | 1,500 | 0.8\% | 1,500 | 0.8\% | 949 | 0.8\% | 298 | 0.4\% | 6,366 | 0.6\% |
| Sub-Total: Salaries and Wages | 26,716 | 46.3\% | 24,654 | 62.4\% | 24,637 | 75.8\% | 24,572 | 63.8\% | 24,703 | 51.7\% | 25,480 | 48.2\% | 37,858 | 30.7\% | 44,293 | 29.2\% | 51,643 | 28.2\% | 50,523 | 26.3\% | 39,409 | 31.3\% | 31,707 | 38.5\% | 406,196 | 36.0\% |
| Service Charge Distribution | 587 | 85.0\% | 809 | 85.0\% | 590 | 85.0\% | 549 | 85.0\% | 888 | 85.0\% | 988 | 85.0\% | 2,457 | 85.0\% | 6,070 | 85.0\% | 8,670 | 85.0\% | 8,670 | 85.0\% | 5,485 | 85.0\% | 1,720 | 85.0\% | 37,483 | 85.0\% |
| Contracted, Leased and Outsourced Labor |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Bonuses and Incentives |  |  |  |  | 20 | 0.1\% |  | 0.1\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 20 | 0.0\% | 240 | 0.0\% |
| Total Salaries, Wages, Service Charges, Contract Labor and Bonuses Payroll-Related Expenses | 27,323 | 46.6\% | 25,483 | 61.8\% | 25,247 | 75.1\% | 25,141 | 63.4\% | 25,612 | 51.9\% | 26,488 | 46.9\% | 40,335 | 28.0\% | 50,383 | 26.6\% | 60,333 | 25.8\% | 59,213 | 24.4\% | 44,914 | 28.7\% | 33,447 | 36.2\% | 443,919 | 33.2\% |
| Payroll Taxes | 1,366 | 2.3\% | 1,274 | 3.1\% | 1,262 | 3.8\% | 1,257 | 3.2\% | 1,281 | 2.6\% | 1,324 | 2.3\% | 2,017 | 1.4\% | 2,519 | 1.3\% | 3,017 | 1.3\% | 2,961 | 1.2\% | 2,246 | 1.4\% | 1,672 | 1.8\% | 22,196 | 1.7\% |
| Supplemental Pay | 410 | 0.7\% | 382 | 0.9\% | 379 | 1.1\% | 377 | 1.0\% | 384 | 0.8\% | 397 | 0.7\% | 605 | 0.4\% | 756 | 0.4\% | 905 | 0.4\% | 888 | 0.4\% | 674 | 0.4\% | 502 | 0.5\% | 6,659 | 0.5\% |
| Emplovee Benefits | 956 | 1.6\% | 892 | 2.2\% | 884 | 2.6\% | 880 | 2.2\% | 896 | 1.8\% | 927 | 1.6\% | 1,412 | 1.0\% | 1,763 | 0.9\% | 2,112 | 0.9\% | 2,072 | 0.9\% | 1,572 | 1.0\% | 1,171 | 1.3\% | 15,537 | 1.2\% |
| Total Payrol-Related Expenses | 2,732 | 4.7\% | 2,548 | 6.2\% | 2,525 | 7.5\% | 2,514 | 6.3\% | 2,561 | 5.2\% | 2,649 | 4.7\% | 4,033 | 2.8\% | 5,038 | 2.7\% | 6,033 | 2.6\% | 5,921 | 2.4\% | 4,491 | 2.9\% | 3,345 | 3.6\% | 44,392 | 3.3\% |
| Total Labor Costs and Related Expenses | 30,056 | 51.2\% | 28,032 | 68.0\% | 27,771 | 82.6\% | 27,655 | 69.7\% | 28,173 | 57.1\% | 29,137 | 51.5\% | 44,368 | 30.8\% | 55,422 | 29.3\% | 66,366 | 28.4\% | 65,134 | 26.8\% | 49,406 | 31.5\% | 36,791 | 39.8\% | 488,311 | 36.5\% |
| Other Expenses |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Banquet Expenses | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |
| China |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 750 | 1.5\% | 750 | 1.3\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,500 | 0.1\% |
| Cleaning Supplies | 253 | 0.4\% | 204 | 0.5\% | 163 | 0.5\% | 163 | 0.4\% | 179 | 0.4\% | 266 | 0.5\% | 462 | 0.3\% | 466 | 0.2\% | 549 | 0.2\% | 616 | 0.3\% | 420 | 0.3\% | 293 | 0.3\% | 4,036 | 0.3\% |
| Cluster Services | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |
| Commissions | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Complimentary Services and Gifts | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 200 | 0.1\% | 200 | 0.1\% | 200 | 0.1\% | 200 | 0.1\% | - | 0.0\% | 800 | 0.1\% |
| Contract Services | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% |
| Corporate Office Reimbursables |  | 0.0\% |  | 0.0\% | - | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% |  | 0.0\% |
| Decorations | 200 | 0.3\% | 150 | 0.4\% |  | 0.0\% |  | 0.1\% | 500 | 1.0\% | 650 | 1.1\% |  | 0.0\% |  | 0.0\% | 150 | 0.1\% | - | 0.0\% |  | 0.0\% | 150 | 0.2\% | 1,850 | 0.1\% |
| Dishwashing Supplies | 465 | 0.8\% | 218 | 0.5\% | 211 | 0.6\% | 175 | 0.4\% | 276 | 0.6\% | 505 | 0.9\% | 807 | 0.6\% | 864 | 0.5\% | 942 | 0.4\% | 1,036 | 0.4\% | 850 | 0.5\% | 655 | 0.7\% | 7,004 | 0.5\% |


| Dues and Subscriptions | 200 | 0.3\% | 350 | 0.8\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 65 | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 550 | 0.0\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Entertainment-In-House |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 65 | 0.0\% | 65 | 0.0\% | 65 | 0.0\% | 65 | 0.0\% | 65 | 0.0\% | 65 | 0.1\% | 390 | 0.0\% |
| Equipment Rental | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% | - | 0.0\% |
| Flatware | - | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 600 | 1.1\% | - | 0.0\% | - | 0.0\% | 200 | 0.1\% | - | 0.0\% | 200 | 0.1\% | - | 0.0\% | 1,000 | 0.1\% |
| Glassware | - | 0.0\% | 325 | 0.8\% | - | 0.0\% | 200 | 0.5\% | - | 0.0\% | 800 | 1.4\% | - | 0.0\% | - | 0.0\% | 400 | 0.2\% | - | 0.0\% | . | 0.0\% | - | 0.0\% | 1,725 | 0.1\% |
| Ice |  | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% |  | 0.0\% |
| Kitchen fuel | 920 | 1.6\% | 743 | 1.8\% | 591 | 1.8\% | 591 | 1.5\% | 650 | 1.3\% | 969 | 1.7\% | 1,681 | 1.2\% | 1,696 | 0.9\% | 1,998 | 0.9\% | 2,242 | 0.9\% | 1,527 | 1.0\% | 1,067 | 1.2\% | 14,675 | 1.1\% |
| Kitchen Smallwares |  | 0.0\% | - | 0.0\% | - | 0.0\% | . | 0.0\% | \% | 0.0\% | \% | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |
| Laundry and Dry Cleaning |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |
| Licenses and Permits | 4,000 | 6.8\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 4,000 | 0.3\% |
| Linen | 500 | 0.9\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 1,000 | 1.8\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 1,500 | 0.1\% |
| Management Fees | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% |
| Menus and Beverage Lists | 25 | 0.0\% | 20 | 0.0\% | 2 | 0.0\% | - | 0.0\% | 100 | 0.2\% | 2,500 | 4.4\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 2,600 | 0.2\% |
| Miscellaneous | 250 | 0.4\% | 200 | 0.5\% | 200 | 0.6\% | 250 | 0.6\% | 325 | 0.7\% | 450 | 0.8\% | 475 | 0.3\% | 650 | 0.3\% | 750 | 0.3\% | 675 | 0.3\% | 600 | 0.4\% | 200 | 0.2\% | 5,025 | 0.4\% |
| Music and Entertainment | 28 | 0.0\% | 28 | 0.1\% | 28 | 0.1\% | 28 | 0.1\% | 28 | 0.1\% | 28 | 0.0\% | 28 | 0.0\% | 28 | 0.0\% | 28 | 0.0\% | 28 | 0.0\% | 28 | 0.0\% | 28 | 0.0\% | 336 | 0.0\% |
| Operating Supplies | 610 | 1.0\% | 371 | 0.9\% | 296 | 0.9\% | 296 | 0.7\% | 1,375 | 2.8\% | 524 | 0.9\% | 881 | 0.6\% | 848 | 0.4\% | 999 | 0.4\% | 1,121 | 0.5\% | 764 | 0.5\% | 533 | 0.6\% | 8,617 | 0.6\% |
| Paper and Plastics | 300 | 0.5\% | 325 | 0.8\% | 259 | 0.8\% | 259 | 0.7\% | 285 | 0.6\% | 424 | 0.7\% | 736 | 0.5\% | 742 | 0.4\% | 874 | 0.4\% | 981 | 0.4\% | 668 | 0.4\% | 467 | 0.5\% | 6,318 | 0.5\% |
| Postage and Overright Delivery Charges | - | 0.0\% | - | 0.0\% |  | 0.0\% | - | 0.0\% | . | 0.0\% | , | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% | , | 0.0\% | - | 0.0\% | - | 0.0\% |
| Printing and Stationery | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |
| Reservations | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |
| Royaly Fees | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |
| Training | - | 0.0\% | $\cdot$ | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 35 | 0.1\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 35 | 0.0\% |
| Travel-Meals and Entertainment | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 120 | 0.2\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 120 | 0.0\% |
| Travel-Other | 200 | 0.3\% | 200 | 0.5\% | 200 | 0.6\% | 200 | 0.5\% | 200 | 0.4\% | 200 | 0.4\% | 200 | 0.1\% | 200 | 0.1\% | 200 | 0.1\% | 200 | 0.1\% | 200 | 0.1\% | 200 | 0.2\% | 2,400 | 0.2\% |
| Uniform Costs |  | 0.0\% | , | 0.0\% | 200 | 0.0\% | , | 0.0\% | 500 | 1.0\% | 700 | 1.2\% | 750 | 0.5\% |  | 0.0\% |  | 0.0\% | . | 0.0\% | . | 0.0\% |  | 0.0\% | 1,950 | 0.1\% |
| Uniform Laundry | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 50 | 0.1\% | 50 | 0.0\% |
| Utensils | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 250 | 0.5\% | 250 | 0.4\% | . | 0.0\% | . | 0.0\% | . | 0.0\% | . | 0.0\% | . | 0.0\% |  | 0.0\% | 500 | 0.0\% |
| Total Other Expenses | 7,926 | 13.5\% | 3,114 | 7.6\% | 1,947 | 5.8\% | 2,211 | 5.6\% | 5,418 | 11.0\% | 10,771 | 19.1\% | 6,085 | 4.2\% | 5,759 | 3.0\% | 7,355 | 3.1\% | 7,164 | 2.9\% | 5,522 | 3.5\% | 3,708 | 4.0\% | 66,980 | 5.0\% |
| Total Expenses | 37,982 | 64.8\% | 31,146 | 75.5\% | 29,718 | 88.3\% | 29,866 | 75.3\% | 33,591 | 68.1\% | 39,908 | 70.6\% | 50,453 | 35.0\% | 61,181 | 32.3\% | 73,721 | 31.5\% | 72,298 | 29.8\% | 54,928 | 35.0\% | 40,500 | 43.\% | 555,291 | 41.5\% |
| Departmental Profit | 1,448 | 2.5\% | $(3,128)$ | (7.6\%) | (6,992) | (20.8\%) | $(3,243)$ | (8.2\%) | (833) | (1.7\%) - | 1,808 | -3.2\% | 50,041 | 34.7\% | 7,521 | 38.9\% | 94,328 | 40.3\% | 102,014 | 42.0\% | 57,185 | 36.5\% | 24,133 | 26.1\% | 386,665 | 28.9\% |

Exhibit 2.3 (a)
Pretty Estate Resort Itd.
Projections for Monthly River's Edge Restaurant Operating Statem
for the 12 Month Period Ending October



$200 \begin{array}{ll}200 \\ & 0.48 \\ 0.0 \\ & 0.0 \\ & 0.0 \\ & 0.0\end{array}$



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|  |  | ※范



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 ※芯


 | $1.6 \%$ | 14,675 |
| :--- | :---: |
| $0.0 \%$ | $\vdots$ |
| $0.0 \%$ |  |
| $0.0 \%$ | 4,000 |
| $0.0 \%$ | $\vdots$ |
| $0.0 \%$ |  |
| $0.0 \%$ | 2,500 |
| $0.3 \%$ | 5.025 |
| $0.0 \%$ | 336 |
| $0.8 \%$ | 7,487 |
| $0.7 \%$ | 6,318 |
| $0.0 \%$ | $\vdots$ |
| $0.0 \%$ | $\vdots$ |
| $0.0 \%$ | $\vdots$ |
| $0.0 \%$ | $\vdots$ |
| $0.0 \%$ | $\vdots$ |
| $0.0 \%$ |  |
| $0.3 \%$ | 2,000 |
| $0.0 \%$ | 1,450 |
| $0.0 \%$ | $\square$ |
| $0.0 \%$ |  |
| $5.4 \%$ | 58,905 |侖 ${ }^{5.4 \%}=5,407$ ${ }_{6.4 \%}^{0.0 \%}=3,593$







|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | . | 0.0\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | . | 0.0\% |
| 200 | 4.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 500 | 6.5\% | 500 | 4.8\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,200 | 0.3\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 50 | 0.5\% | 50 | 0.1\% | 100 | 0.1\% | 100 | 0.1\% | 100 | 0.1\% | 50 | 0.1\% |  | 0.0\% | 450 | 0.1\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 65 | 0.2\% | 65 | 0.1\% | 65 | 0.1\% | 65 | 0.1\% | 65 | 0.1\% | 65 | 0.3\% | 390 | 0.1\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 200 | 1.9\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 200 | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 400 | 3.8\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 400 | 0.1\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | . | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | . | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,000 | 9.5\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,000 | 0.2\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 100 | 1.3\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 100 | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,050 | 0.2\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,050 | 13.6\% | 40 | 0.4\% | 40 | 0.1\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,130 | 0.2\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | . | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 35 | 0.3\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 35 | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 120 | 1.1\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 120 | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 5 | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 500 | 6.5\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 500 | 0.1\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 50 | 0.2\% | 50 | 0.0\% |
|  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 250 | 3.2\% | 250 | 2.4\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 500 | 0.1\% |
| 200 | 4.0\% | . | 0.0\% | . | 0.0\% | - | 0.0\% | 3,150 | 40.9\% | 3,345 | 31.8\% | 155 | 0.4\% | 165 | 0.2\% | 165 | 0.1\% | 165 | 0.1\% | 115 | 0.2\% | 115 | 0.5\% | 8,625 | 1.8\% |
| 5,099 | 100.8\% | 5,295 | 72.5\% | 4,902 | 93.9\% | 4,830 | 97.7\% | 8,586 | 111.6\% | 8,997 | 85.7\% | 12,150 | 32.1\% | 18,748 | 23.5\% | 23,488 | 21.2\% | 23,488 | 21.2\% | 17,632 | 25.6\% | 8,933 | 40.7\% | 143,198 | 30.4\% |
| (1,404) | (27.8\%) | 131 | 1.8\% | (1,046) | (20.0\%) | $(1,157)$ | (23.4\%) | (2,952) | (38.4\%) | (786) | (7.5\%) | 20,045 | 52.9\% | 46,189 | 58.0\% | 65,837 | 59.5\% | 65,837 | 59.5\% | 37,877 | 55.0\% | 9,003 | 41.1\% | 236,525 | 50.3\% |

# Exibit 2 <br> Pretty Estate Resort Ltd. <br> Projections for Monthly Sandpiper Golf Course and Pro Shop Opera 

Days in Month

|  | $\begin{aligned} & \text { Nov } \\ & 2015 \end{aligned}$ |  | $\begin{gathered} \text { De } \\ 2015 \end{gathered}$ |  | $\begin{gathered} \text { Jan } \\ 2016 \end{gathered}$ |  | $\begin{gathered} \text { Feb } \\ 2016 \end{gathered}$ |  | $\begin{gathered} \text { Mar } \\ 2016 \end{gathered}$ |  | $\begin{gathered} \text { Apr } \\ 2016 \end{gathered}$ |  | May 2016 |  | $\begin{gathered} \text { June } \\ 2016 \end{gathered}$ |  | $\begin{gathered} \text { July } \\ 2016 \end{gathered}$ |  | $\begin{gathered} \text { Aug } \\ 2016 \end{gathered}$ |  | $\begin{gathered} \text { Sept } \\ 2016 \end{gathered}$ |  | $\begin{gathered} \text { oct } \\ 2016 \end{gathered}$ |  | Total |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Golf Rounds Available: | 4,800 |  | 3,300 |  | 3,300 |  | 4,200 |  | 5,700 |  | 6,600 |  | 7,400 |  | 8,000 |  | 8,000 |  | 7,400 |  | 5,600 |  | 4,200 |  | 68,500 |  |
| Green Fee Rounds Sold: | 325 |  | 100 |  | 225 |  | 700 |  | 1,200 |  | 1,500 |  | 2,500 |  | 3,000 |  | 3,400 |  | 3,300 |  | 2,125 |  | 1,800 |  | 20,175 |  |
| Member Card Rounds Played | 150 |  | 75 |  | 100 |  | 150 |  | 250 |  | 450 |  | 700 |  | 650 |  | 750 |  | 750 |  | 450 |  | 350 |  | 4,825 |  |
| Total Golf Rounds Played: | 475 |  | 175 |  | 325 |  | 850 |  | 1,450 |  | 1,950 |  | 3,200 |  | 3,650 |  | 4,150 |  | 4,050 |  | 2,575 |  | 2,150 |  | 25,000 |  |
| Average Realization: | 30.00 |  | 30.00 |  | \$ 25.00 | \$ | 25.00 |  | \$ 25.00 |  | \$ 35.00 |  | 40.00 |  | 42.00 |  | \$ 42.00 |  | \$ 42.00 |  | 42.00 |  | \$ 35.00 |  | 38.56 |  |
| Revenue |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Greens Fee Revenue | 9,750 | 51.9\% | 3,000 | 12.8\% | 5,625 | 52.2\% | 17,500 | 50.0\% | 30,000 | 58.1\% | 52,500 | 56.2\% | 100,000 | 63.5\% | 126,000 | 67.0\% | 142,800 | 68.9\% | 138,600 | 69.3\% | 89,250 | 66.6\% | 63,000 | 71.0\% | 778,025 | 64.4\% |
| CRC Revenue | 250 | 1.3\% | 100 | 0.4\% | 100 | 0.9\% | 100 | 0.3\% | 500 | 1.0\% | 1,000 | 1.1\% | 2,000 | 1.3\% | 2,000 | 1.1\% | 2,000 | 1.0\% | 1,300 | 0.6\% | 500 | 0.4\% | 150 | 0.2\% | 10,000 | 0.8\% |
| Pre-Paid Green Fees | 2,000 | 10.6\% | 9,200 | 39.3\% | 100 | 0.9\% | 7,400 | 21.1\% | 1,000 | 1.9\% | 2,000 | 2.1\% | 1,000 | 0.6\% | 2,000 | 1.1\% | 1,000 | 0.5\% | 250 | 0.1\% | 250 | 0.2\% | 250 | 0.3\% | 26,450 | 2.2\% |
| Tourrament Fee Revenue |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Golf Cart Rental Revenue | 2,925 | 15.6\% | 600 | 2.6\% | 1,406 | 13.1\% | 4,375 | 12.5\% | 7,500 | 14.5\% | 13,125 | 14.0\% | 25,000 | 15.9\% | 37,800 | 20.1\% | 42,840 | 20.7\% | 41,580 | 20.8\% | 26,775 | 20.0\% | 15,750 | 17.8\% | 219,676 | 18.2 |
| Golf Equipment Rental Revenue | 146 | 0.8\% | 45 | 0.2\% | 84 | 0.8\% | 263 | 0.7\% | 450 | 0.9\% | 788 | 0.8\% | 1,500 | 1.0\% | 1,890 | 1.0\% | 2,142 | 1.0\% | 2,079 | 1.0\% | 1,339 | 1.0\% | 945 | 1.1\% | 11,670 | 1.0\% |
| Practice Range Fee Revenue |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | . | 0.0\% |
| Lesson Fee Revenue |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Golf Club Maintenance Revenue |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Storage fee Revenue |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Membership Fee Revenue | 1,595 | 8.5\% | 6,380 | 27.2\% | 1,995 | 18.5\% | 1,995 | 5.7\% | 6,380 | 12.4\% | 12,760 | 13.7\% | 9,570 | 6.1\% | 1,995 | 1.1\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 42,670 | 3.5\% |
| Merchandise Revenue | 1,188 | 6.3\% | 1,750 | 7.5\% | 813 | 7.5\% | 2,125 | 6.1\% | 3,625 | 7.0\% | 4,875 | 5.2\% | 12,000 | 7.6\% | 9,125 | 4.9\% | 10,375 | 5.0\% | 10,125 | 5.1\% | 8,150 | 6.1\% | 5,375 | 6.1\% | 69,525 | 5.8\% |
| Clothing Revenue | 950 | 5.1\% | 2,350 | 10.0\% | 650 | 6.0\% | 1,275 | 3.6\% | 2,175 | 4.2\% | 2,925 | 3.1\% | 6,400 | 4.1\% | 7,300 | 3.9\% | 6,225 | 3.0\% | 6,075 | 3.0\% | 7,650 | 5.7\% | 3,225 | 3.6\% | 47,200 | 3.9\% |
| Other Revenue |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 3,500 | 3.7\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 3,500 | 0.3\% |
| Less: Allowances |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Total Golf Course and Pro Shop Revenue | 18,804 | 100.0\% | 23,425 | 100.0\% | 10,773 | 100.0\% | 35,033 | 100.0\% | 51,630 | 100.0\% | 93,473 | 100.0\% | 157,470 | 100.0\% | 188,110 | 100.0\% | 207,382 | 100.0\% | 200,009 | 100.0\% | 133,914 | 100.0\% | 88,695 | 100.0\% | 1,208,717 | 100.0\% |
| Cost of Sales |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Cost of Merchandise Sales | 831 | 70.0\% | 1,225 | 70.0\% | 569 | 70.0\% | 1,488 | 70.0\% | 2,538 | 70.0\% | 3,413 | 70.0\% | 8,400 | 70.0\% | 6,388 | 70.0\% | 7,263 | 70.0\% | 7,088 | 70.0\% | 5,705 | 70.0\% | 3,763 | 70.0\% | 48,668 | 70.0\% |
| Cost of Clothing Sales | 523 | 55.0\% | 1,293 | 55.0\% | 358 | 55.0\% | 701 | 55.0\% | 1,196 | 55.0\% | 1,609 | 55.0\% | 3,520 | 55.0\% | 4,015 | 55.0\% | 3,424 | 55.0\% | 3,341 | 55.0\% | 4,208 | 55.0\% | 1,774 | 55.0\% | 25,960 | 55.0\% |
| Total Cost of Sales | 1,354 | 7.2\% | 2,518 | 10.7\% | 926 | 8.6\% | 2,189 | 6.2\% | 3,734 | 7.2\% | 5,021 | 5.4\% | 11,920 | 7.6\% | 10,403 | 5.5\% | 10,686 | 5.2\% | 10,429 | 5.2\% | 9,913 | 7.4\% | 5,536 | 6.2\% | 74,628 | 6.2\% |
| Gross Profit | 17,450 | 92.8\% | 20,908 | 89.3\% | 9,847 | 91.4\% | 32,844 | 93.\% | 47,896 | 92.8\% | 88,451 | 94.6\% | 145,550 | 92.4\% | 177,708 | 94.5\% | 196,696 | 94.8\% | 189,580 | 94.8\% | 124,001 | 92.6\% | 83,159 | 93.8\% | 1,134,089 | 93.8\% |
| Expenses |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Salaries, Wages, Service Charges, Contracted Labor and Bonuses Salaries and Wages |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Management | 8,667 | 46.1\% | 5,600 | 23.9\% | 1,400 | 13.0\% | 10,600 | 30.3\% | 9,767 | 18.9\% | 9,767 | 10.4\% | 9,767 | 6.2\% | 9,767 | 5.2\% | 9,767 | 4.7\% | 9,767 | 4.9\% | 9,767 | 7.3\% | 9,767 | 11.0\% | 104,403 | 8.6\% |
| Non-Management |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Greens/Maintenance | 12,000 | 63.8\% | 1,200 | 5.1\% | 1,200 | 11.1\% | 1,200 | 3.4\% | 8,000 | 15.5\% | 20,000 | 21.4\% | 22,000 | 14.0\% | 25,000 | 13.3\% | 25,000 | 12.1\% | 25,000 | 12.5\% | 25,000 | 18.7\% | 20,000 | 22.5\% | 185,600 | 15.4\% |
| Pro Shop | 1,440 | 7.7\% | 1,560 | 6.7\% | 3,115 | 28.9\% | 2,150 | 6.1\% | 3,250 | 6.3\% | 4,100 | 4.4\% | 7,800 | 5.0\% | 8,500 | 4.5\% | 9,400 | 4.5\% | 8,700 | 4.3\% | 6,850 | 5.1\% | 4,300 | 4.8\% | 61,165 | 5.1\% |
| Sub-Total: Salaries and Wages | 22,107 | 117.6\% | 8,360 | 35.7\% | 5,715 | 53.0\% | 13,950 | 39.8\% | 21,017 | 40.7\% | 33,867 | 36.2\% | 39,567 | 25.1\% | 43,267 | 23.0\% | 44,167 | 21.3\% | 43,467 | 21.7\% | 41,617 | 31.1\% | 34,067 | 38.4\% | 351,168 | 29.1\% |
| Service Charge Distribution |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Contracted, Leased and Outsourced Labor |  | 0.0\% | 1,000 | 4.3\% | 1,000 | 9.3\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 2,000 | 0.2\% |
| Bonuses and Incentives |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Payrol-Related Expenses |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Payroll Taxes | 1,105 | 5.9\% | 468 | 2.0\% | 336 | 3.1\% | 698 | 2.0\% | 1,051 | 2.0\% | 1,693 | 1.8\% | 1,978 | 1.3\% | 2,163 | 1.2\% | 2,208 | 1.1\% | 2,173 | 1.1\% | 2,081 | 1.6\% | 1,703 | 1.9\% | 17,658 | 1.5\% |
| Supplemental Pay | 332 | 1.8\% | 140 | 0.6\% | 101 | 0.9\% | 209 | 0.6\% | 315 | 0.6\% | 508 | 0.5\% | 594 | 0.4\% | 649 | 0.3\% | 663 | 0.3\% | 652 | 0.3\% | 624 | 0.5\% | 511 | 0.6\% | 5,298 | 0.4\% |
| Employee Benefits | 774 | 4.1\% | 328 | 1.4\% | 235 | 2.2\% | 488 | 1.4\% | 736 | 1.4\% | 1,185 | 1.3\% | 1,385 | 0.9\% | 1,514 | 0.8\% | 1,546 | 0.7\% | 1,521 | 0.8\% | 1,457 | 1.1\% | 1,192 | 1.3\% | 12,361 | 1.0\% |
| Total Payroll-Related Expenses | 2,211 | 11.8\% | 936 | 4.0\% | 672 | 6.2\% | 1,395 | 4.0\% | 2,102 | 4.1\% | 3,387 | 3.6\% | 3,957 | 2.5\% | 4,327 | 2.3\% | 4,417 | 2.1\% | 4,347 | 2.2\% | 4,162 | 3.1\% | 3,407 | 3.8\% | 35,317 | 2.9\% |
| Total Labor Costs and Related Expenses | 24,318 | 129.3\% | 10,296 | 44.0\% | 7,387 | 68.6\% | 15,345 | 43.8\% | 23,119 | 44.8\% | 37,254 | 39.9\% | 43,524 | 27.6\% | 47,594 | 25.3\% | 48,584 | 23.4\% | 47,814 | 23.9\% | 45,779 | 34.2\% | 37,474 | 42.3\% | 388,485 | 32.1\% |

Total Labor Costs and Related Expenses


| Cleaning Supplies | 24 | 0.1\% | 9 | 0.0\% | 16 | 0.2\% | 43 | 0.1\% | 73 | 0.1\% | 98 | 0.1\% | 160 | 0.1\% | 183 | 0.1\% | 208 | 0.1\% | 203 | 0.1\% | 129 | 0.1\% | 108 | 0.1\% | 1,250 | 0.1\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Cluster Services |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Complimentary Services and Gifts |  | 0.0\% | 250 | 1.1\% |  | 0.0\% | 100 | 0.3\% | 100 | 0.2\% | 200 | 0.2\% | 250 | 0.2\% | 250 | 0.1\% | 250 | 0.1\% | 250 | 0.1\% | 250 | 0.2\% |  | 0.0\% | 1,900 | 0.2\% |
| Contract Services |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 50 | 0.0\% | 50 | 0.0\% | 50 | 0.0\% | 50 | 0.0\% |  | 0.0\% |  | 0.0\% | 200 | 0.0\% |
| Corporate Office Reimbursables |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Decorations |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Dues and Subscriptions |  | 0.0\% |  | 0.0\% | 1,800 | 16.7\% | 450 | 1.3\% |  | 0.0\% | 100 | 0.1\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 2,350 | 0.2\% |
| Entertainment-In-House | 40 | 0.2\% | 40 | 0.2\% | 40 | 0.4\% | 40 | 0.1\% | 40 | 0.1\% | 40 | 0.0\% | 40 | 0.0\% | 40 | 0.0\% | 40 | 0.0\% | 40 | 0.0\% | 40 | 0.0\% | 40 | 0.0\% | 480 | 0.0\% |
| Equipment Rental | 400 | 2.1\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 3,000 | 3.2\% | 3,000 | 1.9\% | 3,000 | 1.6\% | 3,000 | 1.4\% | 3,000 | 1.5\% | 3,000 | 2.2\% |  | 0.0\% | 18,400 | 1.5\% |
| Fertilizer | 500 | 2.7\% |  | 0.0\% | - | 0.0\% | - | 0.0\% | 2,000 | 3.9\% | 12,000 | 12.8\% | 3,000 | 1.9\% | 10,000 | 5.3\% | 4,500 | 2.2\% | 3,500 | 1.7\% | 3,500 | 2.6\% | 1,200 | 1.4\% | 40,200 | 3.3\% |
| Fungicide | 1,600 | 8.5\% | 1,000 | 4.3\% | 2,100 | 19.5\% | 2,500 | 7.1\% | 2,000 | 3.9\% | 1,500 | 1.6\% | 2,000 | 1.3\% | 2,000 | 1.1\% | 2,000 | 1.0\% | 1,200 | 0.6\% | 1,200 | 0.9\% | 1,200 | 1.4\% | 20,300 | 1.7\% |
| Gasoline and Lubricants | 100 | 0.5\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,000 | 1.9\% | 2,500 | 2.7\% | 2,500 | 1.6\% | 2,500 | 1.3\% | 2,500 | 1.2\% | 2,500 | 1.2\% | 2,500 | 1.9\% | 1,000 | 1.1\% | 17,100 | 1.4\% |
| Grounds Maintenance and Landscaping |  | 0.0\% |  | 0.0\% | 80 | 0.7\% | 30 | 0.1\% |  | 0.0\% |  | 0.0\% | 800 | 0.5\% | 1,000 | 0.5\% | 70 | 0.0\% |  | 0.0\% | 120 | 0.1\% |  | 0.0\% | 2,100 | 0.2\% |
| Irrigation | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | - | 0.0\% | 900 | 1.0\% | 900 | 0.6\% | 900 | 0.5\% | 900 | 0.4\% | 900 | 0.4\% | 900 | 0.7\% | 900 | 1.0\% | 6,300 | 0.5\% |
| Laundry and Dry Cleaning |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Licenses and Permits |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Linen |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Management Fees |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Miscellaneous |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Operating Supplies |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 145 | 0.3\% | 375 | 0.4\% | 13,200 | 8.4\% | 145 | 0.1\% | 200 | 0.1\% | 145 | 0.1\% | 200 | 0.1\% | 145 | 0.2\% | 14,555 | 1.2\% |
| Pesticide |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Printing and Stationery | 24 | 0.1\% | 9 | 0.0\% | 16 | 0.2\% | 43 | 0.1\% | 73 | 0.1\% | 98 | 0.1\% | 160 | 0.1\% | 183 | 0.1\% | 208 | 0.1\% | 203 | 0.1\% | 129 | 0.1\% | 108 | 0.1\% | 1,250 | 0.1\% |
| Reservations |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | $\cdots$ | 0.0\% |
| Royalty Fees |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Sand |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,700 | 1.8\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,000 | 0.5\% | 1,700 | 1.3\% |  | 0.0\% | 4,400 | 0.4\% |
| Seed |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 750 | 0.8\% | 500 | 0.3\% | 500 | 0.3\% |  | 0.0\% |  | 0.0\% | 750 | 0.6\% |  | 0.0\% | 2,500 | 0.2\% |
| Tournament Expenses |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Training |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Transportation |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | - | 0.0\% |
| Travel-Meals and Entertainment |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Travel-Other | 800 | 4.3\% | 500 | 2.1\% | 500 | 4.6\% | 500 | 1.4\% | 500 | 1.0\% | 500 | 0.5\% | 500 | 0.3\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 3,800 | 0.3\% |
| Uniform Costs |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 2,000 | 2.1\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 2,000 | 0.2\% |
| Uniform Laundry |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |
| Vehicle Repairs and Maintenance | 1,500 | 8.0\% |  | 0.0\% |  | 0.0\% | 1,000 | 2.9\% | 1,000 | 1.9\% | 2,000 | 2.1\% | 2,000 | 1.3\% | 2,000 | 1.1\% | 2,000 | 1.0\% | 2,000 | 1.0\% | 2,000 | 1.5\% | 1,000 | 1.1\% | 16,500 | 1.4\% |
| Water |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 1,000 | 0.6\% | 1,500 | 0.8\% | 1,000 | 0.5\% |  | 0.0\% |  | 0.0\% |  | 0.0\% | 3,500 | 0.3\% |
| tal Other Expenses | 4,988 | 26.5\% | 1,808 | 7.7\% | 4,553 | 42.3\% | 4,705 | 13.4\% | 6,930 | 13.4\% | 27,760 | 29.7\% | 30,060 | 19.1\% | 24,250 | 12.9\% | 16,925 | 8.2\% | 14,990 | 7.5\% | 16,418 | 12.3\% | 5,700 | 6.4\% | 159,085 | 13.2\% |
| Expenses | 29,305 | 155.8\% | 12,104 | 51.7\% | 11,939 | 110.8\% | 20,050 | 57.2\% | 30,049 | 58.2\% | 65,014 | 69.6\% | 73,584 | 46.7\% | 71,844 | 38.2\% | 65,509 | 31.6\% | 62,804 | 31.4\% | 62,196 | 46.4\% | 43,174 | 48.7\% | 547,570 | 45.3\% |
| tmental Profit | (11,855) | (63.0\%) | 8,804 | 37.6\% | $(2,092)$ | (19.4\%) | 12,794 | 36.5\% | 17,848 | 34.6\% | 23,438 | 25.1\% | 71,966 | 45.7\% | 105,864 | 56.3\% | 131,187 | 63.3\% | 126,777 | 63.4\% | 61,805 | 46.2\% | 39,985 | 45.1\% | 586,519 | 48.5\% |

Pretty Estate Resort Ltd.
Projection for Monthly Administrative and General Operating Expenses
for the $\mathbf{1 2}$ Month Period Ending October 31, 2016


|  |  |  | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 7,000 | 63,000 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 4,251 | 4,251 | 4,251 | 4,251 | 4,251 | 4,251 | 4,275 | 4,275 | 4,275 | 4,275 | 4,275 | 4,275 | 51,156 |
| 3,675 | 3,675 | 3,675 | 3,675 | 3,675 | 3,675 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 44,250 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
| 7,926 | 7,926 | 7,926 | 14,926 | 14,926 | 14,926 | 14,975 | 14,975 | 14,975 | 14,975 | 14,975 | 14,975 | 158,406 |
| 10,000 | 10,000 | 10,000 | 10,000 |  |  |  |  |  |  |  |  | 40,000 |
| 17,926 | 17,926 | 17,926 | 24,926 | 14,926 | 14,926 | 14,975 | 14,975 | 14,975 | 14,975 | 14,975 | 14,975 | 198,406 |
| 1,613 | 1,613 | 1,613 | 2,243 | 1,343 | 1,343 | 1,348 | 1,348 | 1,348 | 1,348 | 1,348 | 1,348 | 17,857 |
| 1,021 | 1,021 | 1,021 | 1,021 | 1,021 | 1,021 | 1,021 | 1,021 | 1,021 | 1,021 | 1,021 | 1,021 | 12,252 |
| 2,634 | 2,634 | 2,634 | 3,264 | 2,364 | 2,364 | 2,369 | 2,369 | 2,369 | 2,369 | 2,369 | 2,369 | 30,109 |
| 20,560 | 20,560 | 20,560 | 28,190 | 17,290 | 17,290 | 17,344 | 17,344 | 17,344 | 17,344 | 17,344 | 17,344 | 228,515 |

## er Expenses <br> Audit Charges

Bank Charges

$450 \quad 450 \quad 450 \quad 450 \quad 450 \quad 450 \quad$| 5,00 |
| :--- | :--- | :--- | :--- | :--- | :--- |

5,000
5000
450
$450 \quad 45$
$450 \quad 4$
450
450
5,000

| 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 1,200 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 12,000 |
| 1,800 | 2,200 | 1,500 | 1,500 | 2,400 | 3,400 | 5,300 | 6,200 | 8,400 | 9,500 | 6,200 | 4,600 | 53,000 |
| 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 90 | 1,080 |
| 500 | 2,500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 8,000 |
| 350 | 350 | 350 | 350 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 3,800 |
| 460 | 478 | 460 | 460 | 460 | 548 | 481 | 460 | 460 | 460 | 460 | 548 | 5,735 |

Payroll Processing
Postage and Overnight Delivery Charges
Professional Fees
Provision for Doubtful Accounts
Security
Settlement Costs
Staff Transportation
Training
Travel-Meals and Entertainment
ravel-Other
Uniform Costs
Uniform Laundry
Total Other Expenses

## otal Expenses

| 5,700 | 8,118 | 5,400 | 5,400 | 6,250 | 7,338 | 14,171 | 10,050 | 12,250 | 13,350 | 10,050 | 8,538 |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |  |  |  |  |  |  |  |  |  |  |  |
| 26,260 | 28,678 | 25,960 | 33,590 | 23,540 | 24,628 | 31,515 | 27,394 | 29,594 | 30,694 | 27,394 | 25,882 |

Pretty Estate Resort Ltd
Projection for Monthly Information and Telecommunications Systems Operating Expenses
for the 12 Month Period Ending October 31, 2016

## Expenses

Labor Costs and Related Expenses
Salaries, Wages, Service Charges, Contracted Labor and Bonuses Salaries and Wages

Management
Non-Management
Information Technology
Telecommunications
Sub-Total: Salaries and Wage
Service Charge Distribution
Contracted, Leased and Outsourced Labo
Bonuses and Incentives
Total Salaries, Wages, Service Charges, Contracted Labor and Bonuses
Payroll-Related Expense
Payroll Taxes
Supplemental Pay
Employee Benefits
Total Payroll-Related Expenses
Total Labor Costs and Related Expenses
Cost of Services
Cost of Cell Phones
Cost of Internet Services
Cost of Local Calls
Cost of Long Distance Calls
Other Cost of Service
Total Cost of Services
System Expenses
Administrative and General
Centralized Information System Charges
Energy Management
Food and Beverage
Goodf
Hardware
Health Club/Spa
Human Resources
Information Security
Information Systems
Other
Parking
Property Operation and Maintenance
Rooms
Sales and Marketing
Telecommunications
Total System Expenses

Entertainment-In-House
Equipment Rental
Equipment Ren
Operating Supplies
Other Equipment
Other Equipment
System Storage and Optimization
System Sto
Training
Training
Travel-Me
Travel-Meals and Entertainment
Travel-Other
Uniform Costs
Uniform Laundry
Total Other Expenses
Total Expenses

| 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |  |  |  |  |  |  |  |  | 100 | 1,200 |
| 1,783 | 1,863 | 1,863 | 1,862 | 1,862 | 1,862 | 2,151 | 3,151 | 2,151 | 2,151 | 2,151 |

## Exhibit 2.7

Pretty Estate Resort Ltd.
Projection for Monthly Sales and Marketing

## for the 12 Month Period Ending October 31, 201

$\left.\begin{array}{cccccccccccccccccc} & 30 & 31 & & 31 & & 29 & & 31 & & 30 & 31 & & 30 & 31 & 31 & 30 & 31\end{array}\right]$

Expenses
Labor Costs and Related Expenses
Salaries, Wages, Service Charges, Contracted Labor and Bonuses
Salaries and Wages
Management
Non-Management
Sub-Total: Salaries and Wages
Contracted, Leased and Outsourced Labo
Bonuses and Incentives
Total Salaries, Wages, Service Charges, Contracted Labor and Bonuses
Payroll-Related Expenses
Payroll Taxes
Supplemental Pay
Employee Benefits
otal Payroll-Related Expenses
Total Labor Costs and Related Expenses
Other Expenses
Advertising
Agency Fees
Cluster Services
Collateral Materia
Complimentary Services and Gifts
Contract Services
Corporate Office Reimbursables
Decorations
Direct Mail
Dues and Subscriptions
Entertainment-In-Hous
Equipment Rental
Familiarization Trips
Franchise and Affiliation Marketing
Franchise and Affiliation Fees-Royalties
In-House Graphics
Loyalty Progra
Miscellaneous
Operating Supplies
Outside Sales Representation
Outside Services Market Research
Outside Services Market Research
Photography / Video
Postage and Overnight Delivery Charges
Promotion
Trade Shows
Training
Travel-Meals and Entertainment
Travel-Other
Uniform Laundry
Website
Total Other Expenses

## Total Expenses



## Projection for Monthly Property Operation and Maintenance Operating Expense

## for the 12 Month Period Ending October 31, 2016



## Expenses

Tabor Costs and Related Expense
Salaries, Wages, Service Charges, Contracted Labor and Bonuse Salaries and Wages
Non-Managemen

$$
\begin{aligned}
& \text { Non-Management } \\
& \text {-Total: Salaries and }
\end{aligned}
$$

$$
\begin{aligned}
& \text { b-Total: Salaries and Wages } \\
& \text { rvice Chare Distribution }
\end{aligned}
$$

Service Charge Distribution
Contracted, Leased and Outsourced Labor
Bonuses and Incentives
Total Salaries, Wages, Service Charges, Contracted Labor and Bonuses
Payroll-Related Expenses
Payroll Taxes
Supplemental Pay
Employee Benefits
Total Payroll-Related Expenses
Total Labor Costs and Related Expenses

## Other Expenses

Building
Cluster Services
Contract Services
Corporate Office Reimbursables
Dues and Subscriptions
Electrical and Mechanical Equipment
Elevators and Escalators
Engineering Supplies
Entertainment-In-House
Eloor Covering
Furniture and Equipment
Grounds Maintenance and Landscaping
Heating, Ventilation, and Air Conditioning Equipment
Kitchen Equipment
Laundry Equipment
Licenses and Permits
Life/Safety
Light Bulbs
Operating Supplies
Painting and Wallcovering
Plumbing
Swimming Pool
Training
Travel-Meals and Entertainment
Travel-Other
Uniform Cost
Uniform Laundry
Vehicle Repair
Waste Removal
Total Other Expenses

## Total Expenses

| 5,239 | 3,826 | 3,826 | 3,579 | 3,826 | 5,451 | 6,187 | 6,244 | 6,452 | 6,452 | 6,244 | 4,380 | 61,708 |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| 5,239 | 3,826 | 3,826 | 3,579 | 3,826 | 5,451 | 6,187 | 6,244 | 6,452 | 6,452 | 6,244 | 4,380 | 61,708 |
|  |  |  |  |  |  |  |  |  |  |  |  | - |
|  |  |  |  |  |  |  |  |  |  |  | - |  |
| 5,239 | 3,826 | 3,826 | 3,579 | 3,826 | 5,451 | 6,187 | 6,244 | 6,452 | 6,452 | 6,244 | 4,380 | 61,708 |
|  |  |  |  |  |  |  |  |  |  |  |  |  |


| 3,000 |  |  | 2,000 |  |  | 2,000 |  | 2,000 |  | 2,000 |  | 11,000 | 13500 - | 2,500 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
| 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 3,600 | 2570 | 1,030 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
|  |  |  |  |  | 500 |  |  |  |  |  |  | 500 | 475 | 25 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 39. | 39 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
|  |  |  |  |  |  |  |  |  |  |  |  | . | 0 | . |
|  |  |  |  |  |  |  |  |  |  |  |  | . | 0 | - |
|  |  |  |  |  | 200 |  | 200 |  | 200 |  |  | 600 | 200 | 400 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
| 500 |  |  |  |  | 400 | 400 | 400 | 400 | 400 |  |  | 2,500 | 2065 | 435 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 874 - | 874 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
|  |  |  | 1,200 |  |  |  | 1,200 |  |  |  | 1,200 | 3,600 | 4083 - | 483 |
|  |  | 300 |  |  |  | 300 |  |  |  | 300 |  | 900 | 1195 - | 295 |
|  |  |  |  |  |  | 150 |  |  |  |  |  | 150 | 135 | 15 |
| 75 | 75 | 75 | 75 | 500 | 75 | 75 | 75 | 75 | 500 | 75 | 75 | 1,750 | 1674 | 76 |
|  | 200 |  | 200 |  | 200 |  | 200 |  | 200 |  | 200 | 1,200 | 1544 - | 344 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
| 200 |  |  | 200 |  |  | 200 |  |  | 200 |  |  | 800 | 773 | 27 |
|  |  | 800 |  | 2,000 |  |  |  |  |  |  | 800 | 3,600 | 96 | 3,504 |
|  | 300 |  |  |  | 300 |  |  |  | 300 |  |  | 900 | 265 | 635 |
| 500 |  |  |  |  | 500 | 100 | 100 | 100 | 100 | 100 |  | 1,500 | 1372 | 128 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
|  |  | 75 |  |  | 75 |  |  | 75 |  |  | 75 | 300 | 114 | 186 |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
|  |  |  |  |  |  |  |  |  |  |  |  | - | 0 | - |
|  | 750 |  |  |  |  | 750 |  |  |  | 750 |  | 2,250 | 848 | 1,402 |
|  |  |  |  |  | 2,000 |  |  |  |  |  |  | 2,000 | 4057 - | 2,057 |

Pretty Estate Resort Ltd.

## Projection for Monthly Utilities Operating Expenses

for the 12 Month Period Ending October 31, 2016

|  | 30 | 31 | 31 | 29 | 31 | 30 | 31 | 30 | 31 | 31 | $30 \quad 31$ |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { Nov } \\ & 2015 \end{aligned}$ | $\begin{gathered} \text { Dec } \\ 2015 \end{gathered}$ | $\begin{gathered} \text { Jan } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Feb } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { Mar } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { Apr } \\ 2016 \end{gathered}$ | $\begin{aligned} & \text { May } \\ & 2016 \end{aligned}$ | $\begin{aligned} & \text { June } \\ & 2016 \end{aligned}$ | $\begin{aligned} & \text { July } \\ & 2016 \end{aligned}$ | $\begin{aligned} & \text { Aug } \\ & 2016 \end{aligned}$ | $\begin{aligned} & \text { Sept } \\ & 2016 \end{aligned}$ | $\begin{gathered} \text { Oct } \\ 2016 \end{gathered}$ | Total |
| Utilities |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Electricity | 4,000 | 4,000 | 4,000 | 5,000 | 4,000 | 4,600 | 4,600 | 5,000 | 5,700 | 5,100 | 5,800 | 5,800 | 57,600 |
| Gas |  |  |  |  |  |  |  |  |  |  |  |  | - |
| Propane | 1,000 | 800 | 800 | 800 | 550 | 550 | 550 | 100 | 100 | - | 100 | 100 | 5,450 |
| Water/Sewer | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 230 | 2,760 |
| Steam |  |  |  |  |  |  |  |  |  |  |  |  | - |
| Chilled Water |  |  |  |  |  |  |  |  |  |  |  |  | - |
| Other Fuels |  |  |  |  |  |  |  |  |  |  |  |  | - |
| Contract Services |  |  |  |  |  |  |  |  |  |  |  |  | - |
| Total Expenses | 5,230 | 5,030 | 5,030 | 6,030 | 4,780 | 5,380 | 5,380 | 5,330 | 6,030 | 5,330 | 6,130 | 6,130 | 65,810 |

## Pretty Estate Resort Ltd.

## Projection for Monthly Non-Operating Income and Expenses

## for the 12 Month Period Ending October 31, 2016

$31 \quad 31$
29
31
30
31
30
31
31
30
31

| Nov $2015$ | $\begin{gathered} \text { Dec } \\ 2015 \end{gathered}$ | $\begin{gathered} \text { Jan } \\ 2016 \end{gathered}$ | $\begin{gathered} \text { Feb } \\ 2016 \end{gathered}$ | Mar <br> 2016 | Apr <br> 2016 | May <br> 2016 | June <br> 2016 | July <br> 2016 | Aug $2016$ | Sept <br> 2016 | $\begin{gathered} \text { Oct } \\ 2016 \end{gathered}$ | Total |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 2,400 |
| 400 | 400 | 400 | 400 | 400 | 400 | 800 | 800 | 1,500 | 1,550 | 800 | 1,800 | 9,650 |
| 600 | 600 | 600 | 600 | 600 | 600 | 1,000 | 1,000 | 1,700 | 1,750 | 1,000 | 2,000 | 12,050 |


|  |  |  |  |  |  |  |  |  |  |  |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |
|  | 0 | 0 | 0 | 0 |  |  |  |  |  |  |


| 0 |  |  |  |  |  |  |  |  |  |
| ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
|  |  |  |  |  |  |  |  |  |  |
| 0 |  |  |  |  |  |  |  |  |  |



## Appendix 'C"

Outstanding professional fees as at October 31, 2015

Pretty Estates Ltd. CCAA
Schedule of Outstanding Professional Fees As at October 31, 2015 (note 1)

| Month | IHM | Lawson <br> Lundell | G-Force | Gowlings <br> (note 1) |  |
| :--- | :--- | :--- | :--- | :--- | :--- |
| Nov-14 IHM Retainer | $(20,000.00)$ |  |  |  |  |
| Aug-15 |  | $24,849.23$ | $35,020.82$ |  |  |
| Sep-15 | $18,936.95$ | $27,520.43$ | $30,510.48$ |  |  |
| Oct-15 | $66,377.82$ | $65,555.81$ |  |  |  |
| Oct-15 IHM Special services | $6,595.31$ |  |  |  |  |
| Oct-15 IHM - 2015-16 Budget | $20,586.72$ |  |  | $78,344.32$ |  |
| Oct-15 Gowlings LLP |  |  |  |  |  |
| Subtotal | $26,118.98$ | $88,747.48$ | $131,087.11$ | $78,344.32$ |  |
|  |  |  |  |  |  |

TOTAL OUTSTANDING FEES AT OCT 31, 2015
\$ 324,297.89
Note 1 - Gowlings account is inclusive of its work to November 5, 2015.


[^0]:    ${ }^{1}$ We expect IHM's Report on Operations for November 2015 to be issued prior to December 23, 2015.

[^1]:    ${ }^{2}$ The VCC interest reserve is calculated assuming the full 12 month term. To the extent the DIP is repaid earlier, for example on March 31, 2016, the actual interest will be considerably lower.

[^2]:    Capital Improvements and Replacements are based on requirements deemed necessary to continue the operations as planned and include items such as certain improvements required to specific buildings, the buy-out of the 2012 golf cart lease, storm recovery costs, improvements required in guest rooms (mattresses, window treatments, soft seating), improvements required to cart paths and golf course drainage, and equipment requirements for food $\&$ beverage areas.

