EASYTOGOLF

SOCIAL CLUB | LAS TERRENAS

Development business plan • Version 3 • 8 September 2026

Indoor golf, academy, introductory courses, putting and dining: a lively club for resident golfers, visitors and groups.

Plan targets	USD / capacity
Capped total budget, building included	200 000 $
Active reference-month members	60
AI: recurring academy revenue	US$6 / month / player
Occupancy per bay per day	7.4 h of 12 h open
Annual seasonal revenue	951 393 $
Annual surplus before depreciation, interest and income tax	456 551 $

Ambitious commercial forecast for established operations. Volumes are targets based on positioning and the founder’s observations, not secured bookings. All amounts are in USD.

British English translation of the French V3 original. Amounts in USD.

01 / A growth-oriented model

Proposition: play golf in Las Terrenas without routinely arranging a full day of travel, then extend the visit with breakfast, dinner or a friendly competition. The lack of nearby courses and a journey of at least 2 h 30 are observations supplied by the founder; this time has not been verified for each course.

The official tourism website describes Las Terrenas as a cosmopolitan, active destination, with high season from December to April [S1]. This supports the leisure and dining positioning but does not quantify golf demand.

Customers	Offer and objective
Residents and regular golfers	Memberships, practice, lessons and league: recurring attendance.
Tourists and companions	Hourly hire, on-site clubs, discovery packages and dining.
Beginners	Three-hour course, then lessons, independent practice or membership.
Canadians visiting in autumn	French/English offers, short formats and social calendar from October.
Players after their stay	Remote AI: US$6 recurring monthly for the academy.

Scaling up: 180 hire hours, 80 lessons, 60 members, 24 course participants and 240 paid green admissions per reference month. Events have dedicated slots. Total: **580 bay-hours, or 22.3 combined hours per day and 7.4 hours per bay**.

Operations: three bays, 26 days/month, open for 12 hours, for example 9am-9pm. The restaurant retains **24 indoor seats**. Breakfast is an additional service; the terrace does not increase forecast seating capacity.

02 / Total budget: US$200,000 maximum

Use of funds	Budget
Building construction	50 000 $
Interior fit-out	25 000 $
Outdoor area / green / bunker	8 000 $
Simulators, screens, mats and golf equipment	50 000 $
Kitchen and bar	15 000 $
Furniture and licences	12 000 $
Hire clubs: 8 complete sets[1]	6 000 $
Construction / contingency allowance	8 000 $
Launch cash reserve	26 000 $
TOTAL FUNDING REQUIRED	200 000 $

[1] Purchase assumption: US$750 per set; right/left-handed mix to be specified by quotation. Introductory clubs kept on site are included in the US$50,000 golf equipment budget. Excursion sets are reserved separately.

The **US$12,000 remains entirely under Furniture and licences**. US$50,000 construction remains a separate item. The US$26,000 reserve represents about 1.4 months of reference fixed costs and is separate from furniture.

Budget rule: any quotation overrun must be offset within US$200,000 before committing. Protect revenue-generating equipment; phase decorative options if needed. Equity contributions and potential debt are not broken down because amounts are unconfirmed.

Reconcile building and fit-out quotations to avoid duplication. Building rights, lease duration, connections, freight and non-recoverable purchase taxes must fit within these allowances. Confirm the feasibility of all three bays before purchase.

03 / Memberships and daily practice

Membership with AI support	Customer price excl. tax	Members	Academy revenue[1]
Silver: green + 1 off-peak h + 1 peak h	US$130 / month	30	3 180 $
Gold: green + 3 off-peak h + 2 peak h	US$280 / month	20	5 120 $
Platinum: green + 4 off-peak h + 4 peak h	US$430 / month	10	4 060 $

[1] Price increased by US$30 for the AI programme; only US$6 of this component goes to the academy. For 60 members: total customer price US$13,800, provider-retained programme share US$1,440, academy economic revenue **US$12,360** (US$12,000 club + US$360 AI). Commission is presented net, subject to the distribution contract.

Playing entitlement: 240 monthly hours counted at 100%: Silver 60 h, Gold 100 h, Platinum 80 h. Split: 130 off-peak and 110 peak hours. Booking required; hours do not roll over. Included green access remains subject to booking, with two monthly visits per member allowed for capacity.

Pay-as-you-go practice	Volume × price excl. tax	Revenue
Hire: 40% at US$40, 60% at US$65	180 h × 55 $	9 900 $
Individual lesson, 60 minutes	80 × 90 $	7 200 $
Green: one hour, non-members	240 × 12 $	2 880 $

Lessons: 80 lessons, or 3.1 hours per opening day. Steve concentrates these on non-excursion days. Outings and courses are scheduled separately; a trained colleague can run simple package activities.

Club hire: US$10 on site and US$5 per excursion day. Reference: 80 on-site hires and 32 outing days = **US$960/month**. Introductory clubs are included in lessons and packages; no additional hire is counted for these customers.

The green targets around nine paid admissions daily, plus members and activities. Approach practice and putting must not run simultaneously if safety is compromised. The six-player simultaneous-use assumption must be validated against installed protection.

04 / Introductory golf courses

Discovery course: US$120 excluding tax per person. Three hours in a small group, introductory equipment included, to learn the basics, try different shots and experience playing. Reference-month target: **4 courses of 6 people, generating US$2,880 revenue**.

Format	Organisation
Audience	Resident beginners, visitors, couples and friends; French/English communications.
Duration and capacity	3 hours; maximum 6 people across two bays.
Indicative programme	Safety and familiarisation; movement and contact; accuracy sessions; mini-course and personal review.
Supervision	Steve leads; an assistant runs the second activity. Allowance covers extra support and consumables.
Time slots	One weekly daytime course, separate from excursion and golf breakfast.
Next customer step	Lesson, green access or membership after the course; no extra conversion assumed in revenue.

Course economics	Per session	Per month
Participants	6	24
Revenue	720 $	2 880 $
Extra supervision / consumables: 20%	144 $	576 $
Payment 2% + commissions 3% (allowances)	36 $	144 $
Contribution before fixed costs	540 $	2 160 $

Each course uses six bay-hours (two bays × three hours), or 24 bay-hours per reference month and 12 coaching hours. Putting sessions may use mats; any outdoor use requires a green booking. No meal is included in US$120 and no restaurant purchase is automatically added.

The seasonal calendar allows three to five courses a month, always with at most six participants. Course hours are added to individual lessons and packages in capacity checks.

05 / Packages, events and 24 seats

Product / reference frequency	Price excl. tax / person	Revenue / month
Golf breakfast: 8 sessions × 16 people	35 $	4 480 $
Putting dinner: 4 evenings × 24 people	49 $	4 704 $
League: 4 sessions × 12 players	35 $	1 680 $
Total packages and events		10 864 $

Golf breakfast: fun team introduction and breakfast. Sixteen participants alternate between two bays and the table for two hours: four bay-hours per session. Margin allocation: US$23 golf and US$12 food per participant.

Putting dinner: US$29 dinner and US$20 activity. One weekly evening for 24 people, with four groups of six playing for 30 minutes. Others stay at the table; no bay is needed. Prizes are allowed for in activity costs.

League: four two-hour sessions across three bays, or 24 bay-hours. Additional drink purchases count only when billed outside the package.

Reference dining	Volume / month	Revenue
Ordinary meals, excluding packages	350 × 25 $	8 750 $
Bar: separate purchases, outside meals/packages	240 × 5 $	1 200 $
Lunch/dinner covers, packages included	350 + 96 = 446	35,7 %
Breakfasts included in packages	128	20,5 %

Capacity: 24 × 2 services × 26 days = 1,248 lunches/dinners; 24 × 26 = 624 breakfasts. Package covers are included in these counts and their price is never added again to restaurant revenue. A putting evening uses all 24 seats for that service.

06 / Excursions: one outing each week

Excursion: US$450 excluding tax for non-members; US$425 for members. Accompanied day, course with buggy, transport and meal. Optional clubs US$5. Reference: four outings of 12 players. Proposed mix where unspecified: 24 members and 24 non-members monthly, **US$21,000 revenue** (average US$437.50). Member pricing requires active club membership; post-stay AI alone does not automatically qualify.

Economics of a 12-player outing	Amount
6 members × US$425 + 6 non-members × US$450	5 250 $
Green fee WITH buggy: 12 × US$100[1]	1 200 $
Caddie: 12 × US$30[2]	360 $
Meals / drinks: 12 × US$25	300 $
Return transport: quotation reportedly received	400 $
Total direct cost	2 260 $
Margin after direct costs	2 990 $
Estimated payment fees: 2% of sales	105 $
Estimated sales commissions: 3% of sales	157,50 $
Balance before fixed costs	2 727,50 $

The last two deductions replace “5% payment/distribution”: they are **allowances for payment processing and customer referrals**, not a tax. They have not been contractually confirmed. The remaining contribution pays fixed costs before forming the surplus.

[1] The buggy is included as clarified; no extra buggy charge is added. **US$100 is a target purchase price to be confirmed**, including any non-recoverable taxes for this model. The partner course’s exact rate has not been supplied.

[2] Caddie cost remains separately allowed for until inclusion or optional status is confirmed. Return transport is capped at US$400 based on a quotation the founder reports receiving; the quotation was not attached.

At a 50/50 mix, four outings generate US$11,960 direct margin, then US$10,910 after both commercial allowances. With eight players split 50/50, US$1,685 remains per outing after direct costs and allowances. All-member participation reduces reference revenue by US$600; all non-members increase it by US$600.

Four outings are retained monthly, or 48 yearly under the requested convention. The course must confirm pricing and inclusions. Playa Dorada’s public green fee is only a comparison point [S2], not our outing quotation.

07 / Bay capacity and organisation

Usage - reference month	Bay-hours
Pay-as-you-go hire	180
Individual lessons	80
Memberships: full entitlement used	240
Courses: 4 × 2 bays × 3 h	24
Breakfasts: 8 × 4 bay-hours	32
League: 4 × 3 bays × 2 h	24
TOTAL OCCUPIED	580
Available: 3 bays × 12 h × 26 days	936
Occupancy / average per bay per day	62.0% / 7.4 h

One bay-hour is one simulator occupied for an hour, regardless of player count. The combined 22.3 daily hours are spread across three bays. Memberships, packages, lessons and courses are not resold within pay-as-you-go hire hours.

Indicative peak 4-9pm: 390 bay-hours/month capacity. 108 h peak hire + 110 h peak membership + 40 h lessons + 24 h league = 282 h, 72.3%. The other 298 hours, including courses and breakfasts, fall before 4pm. Check membership peak quotas and bay availability.

Schedule: two breakfast mornings/week, one daytime course, league, putting dinner and excursion. Courses use different slots from packages and outings. A green reserved for a competition is not sold simultaneously to casual visitors.

Steve handles lessons, courses and outings; Luc leads operations and sales. Local staff and assistants work shifts with seasonal support. Twelve opening hours require staggered schedules. Capacity depends on supplier validation of all three bays' dimensions and height.

08 / Reference-month revenue

Revenue source	Volume	Revenue excl. tax
Simulator hire	180 h × 55 $	9 900 $
Individual lessons	80 × 90 $	7 200 $
Memberships	Club share: 30/20/10 members	12 000 $
Introductory courses	24 × 120 $	2 880 $
Green access	240 × 12 $	2 880 $
Club hire	80 × 10 $ + 32 × 5 $	960 $
Simulator league	48 × 35 $	1 680 $
Golf breakfast	128 × 35 $	4 480 $
Dinner + putting competition	96 × 49 $	4 704 $
Restaurant outside packages	350 × 25 $	8 750 $
Bar outside packages	240 × 5 $	1 200 $
Accessory shop	100 × 20 $	2 000 $
Excursions	24 × 450 $ + 24 × 425 $	21 000 $
AI - on-site members	60 members × US$6	360 $
TOTAL		79 994 $

Monthly summary	USD
Variable costs	23 324 $
Margin after variable costs	56 670 $
Fixed costs including local tax allowances	18 000 $
SURPLUS BEFORE DEPRECIATION, INTEREST AND INCOME TAX	38 670 $

Post-stay AI is added separately in the annual calendar; the monthly AI line includes only 60 on-site members. The reference month represents established operations. Annual projections adjust segments and outing attendance. No package meal or golf hour is billed again on another line.

09 / Variable costs and margin by activity

Reference-month cost	Amount
Core golf (8%)	2 558 $
Courses: supervision and consumables (20%)	576 $
Food and bar (35%)	4 995 $
Activities / prizes (15% of golf component)	982 $
Clubs: maintenance / replacement (20%)	192 $
Shop: purchases (50%)	1 000 $
Outings: course with buggy, caddie, meal and transport	9 040 $
Payments (2% revenue excluding AI commissions)	1 593 $
Sales commissions (3% revenue excluding AI commissions)	2 389 $
TOTAL VARIABLE	23 324 $

Core golf: hire, lessons, club membership share and green consumables/direct costs at 8%. Courses have a separate 20% allowance for extra supervision and consumables, without adding 8%. Directors' salaries are fixed costs.

Packages: 35% ingredient cost on food; 15% on golf for activities and prizes. Revenue is counted once even if costs are split. League activity cost: 15%.

Clubs: 20% maintenance and replacement allowance. Shop: accessory purchases at 50%. Unestablished health-product revenue from the initial document is not needed for this growth and is not reintroduced.

Sales commissions: 3% of total revenue excluding AI commissions, e.g. 30% of sales referred by partners paid 10%. Separate from taxes. Fixed marketing covers content and local communications.

Ratios are management assumptions to check against invoices. Excursions include US$155 per participant (course with buggy US$100, caddie US$30, meal US$25) and four monthly transports at US$400. Club restaurant consumption excludes excursion meals.

10 / Marketing, taxes and fixed costs separated

Reference-month fixed costs	USD / month
Management: Steve US$4,000 + Luc US$4,000	8 000 $
Local staff / shifts	4 000 $
Rent	1 000 $
Electricity, air conditioning and internet	1 600 $
Social contributions: allowance	600 $
Insurance: allowance	300 $
Marketing and communications	1 000 $
Local taxes / fees: allowance[1]	300 $
Software and maintenance	700 $
Accounting and miscellaneous	500 $
REFERENCE TOTAL	18 000 $
High-season support: January, February, March, December	+ 1 300 $
HIGH-SEASON TOTAL	19 300 $

[1] New budget allowance without a validated local assessment base or schedule. Replace with applicable amounts. Contributions, insurance and taxes are separate from marketing.

Sales taxes: revenue excludes tax. Taxes collected for authorities are not revenue. Final public prices must specify applicable taxes and charges; no uniform rate is imposed across all products.

Income tax: not quantified without a final structure and taxable result. Interest, depreciation and debt repayments are also excluded. The surplus is an operating indicator, not net distributable profit.

11 / Seasonality and Canadian customers

December-April is high season [S1], with steadier residents and a September-October low. **October and November remain active** through Canadian targeting, memberships and events. November is a recovery month before winter.

Month	Visitor index[1]	Member index[1]	Players / outing
January	1.20	1.05	12
February	1.25	1.10	12
March	1.20	1.05	12
April	1.10	1.00	12
May	0.90	1.00	11
June	0.85	0.95	10
July	1.00	0.95	12
August	1.00	0.95	12
September	0.70	0.90	8
October	0.85	0.95	10
November	0.95	1.00	11
December	1.20	1.05	12

[1] Commercial assumptions, base 1 = reference month, not observed hotel rates. Hire, bar and shop follow visitors; lessons 60% members/40% visitors; green 50/50; ordinary meals 40/60. Subscribers follow the member index. Volumes round to units.

Canadians: the observation of younger, growing golf-interested customers informs targeting in Las Terrenas. Central Bank: 983,719 foreign non-resident visitors from Canada in January-November 2025, 14.9%, with softer North American flows nationally [S3]. This measures neither the cited age profile nor local demand.

Autumn action: courses, French/English offers, putting dinners and accommodation partnerships. Measure origins, expectations and purchases to adjust volumes. Expected October-November commercial impact is isolated in sensitivity testing.

AI / Revenue that continues after the stay

The player leaves; support continues. AI costs US$30 monthly; **US$6 goes to the academy** while active and attributed to EasyToGolf. The other US$24 goes to the provider under the assumed split. No bay hours or restaurant seats used.

The 60 reference on-site members bring US$360/month AI commissions plus US$12,000 club revenue. After departure the club membership may end while US$30 AI continues. Nobody is counted simultaneously as an on-site member and post-stay AI subscriber.

Proposed cohort: no remote subscribers initially; ten new per reference month adjusted by visitors; 95% monthly retention. Assumptions to measure, not secured sales. Full-month billing without pro rata. Distinct departed customers, excluded from on-site members.

Month	New	Expected active[1]	Academy commission
January	12	12.0	72 $
February	13	24.4	146 $
March	12	35.2	211 $
April	11	44.4	267 $
May	9	51.2	307 $
June	9	57.6	346 $
July	10	64.8	389 $
August	10	71.5	429 $
September	7	74.9	450 $
October	9	80.2	481 $
November	10	86.2	517 $
December	12	93.9	563 $
YEAR	124		4 178 $

[1] Active = previous active × 95% + new. Decimals are expected portfolio size, not fractions billed. The annual total sums monthly commissions; December is not multiplied by twelve.

AI / Recurring potential and support terms

Active AI subscribers, on site or remote	Monthly academy revenue	Over 12 months without cancellations
60	360 $	4 320 $
100	600 $	7 200 $
250	1 500 $	18 000 $
500	3 000 $	36 000 $

The remote cohort reaches 93.9 expected subscribers in December, US$563 monthly at year end. It adds US$4,178 annually besides on-site commissions. The levels above illustrate potential and are not added to the forecast.

Sales journey: activate during the stay, explain programme and price, offer continuation after returning. Track monthly active users, activations, departures, cancellations and commissions actually paid.

Economic treatment: net US$6 commission, not US$30. Provider assumed to bill AI and pay US$6 without further deductions. No 8% golf, 2% payment or 3% referral cost. If EasyToGolf collects US$30 or bears other fees, adjust payment flow and costs.

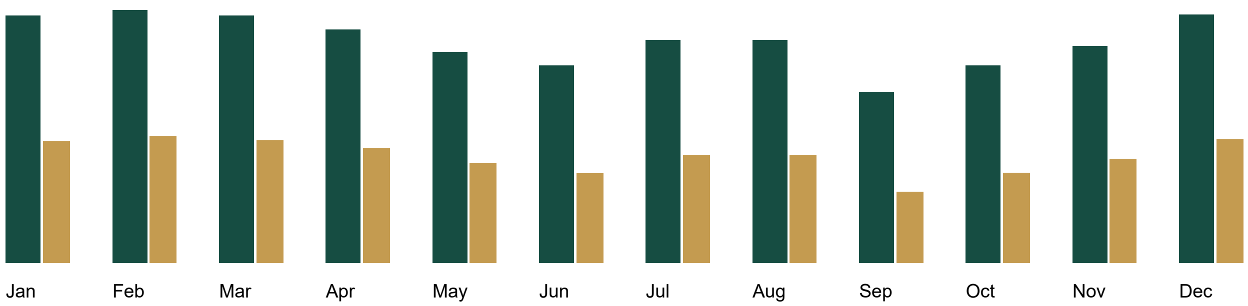
Confirm provider terms: attribution after return, commission payment and duration, access, cancellation and fees. AI alone includes no new human lesson hours; extra personal coaching needs separate pricing and time allocation.

Remote AI is added monthly without seasonality on the existing portfolio. Only new subscribers follow the season, reducing dependence on tourists being physically present.

12 / Annual established-operation forecast

Month	Revenue excl. tax	Variable costs	Fixed costs	Surplus
January	88 095 $	25 199 $	19 300 $	43 596 $
February	90 180 $	25 643 $	19 300 $	45 237 $
March	88 234 $	25 199 $	19 300 $	43 735 $
April	83 150 $	24 045 $	18 000 $	41 104 $
May	75 250 $	21 766 $	18 000 $	35 484 $
June	70 301 $	20 291 $	18 000 $	32 010 $
July	79 454 $	23 148 $	18 000 $	38 306 $
August	79 494 $	23 148 $	18 000 $	38 346 $
September	60 865 $	17 449 $	18 000 $	25 416 $
October	70 436 $	20 291 $	18 000 $	32 145 $
November	77 348 $	22 263 $	18 000 $	37 085 $
December	88 586 $	25 199 $	19 300 $	44 087 $
YEAR	951 393 $	273 642 $	221 200 $	456 551 $

Green: revenue / Gold: simplified operating surplus



Annual volumes: 48 outings, 536 excursion participants, 294 course participants, 7,047 bay-hours, 5,317 lunch/dinner covers and 1,600 breakfasts. Average revenue US$79,283/month; average surplus US$38,046/month.

Typical year with established customers; remote AI included using the stated cohort. Start-up is separate. October-November 2026 was not observable when written: no future results are presented as actual.

13 / Start-up and model resilience

January launch assumption[2]	Annual revenue	Annual surplus
Typical established-operation year	951 393 $	456 551 $
Start-up: 50%, 65%, 80%, 90%, then 100%	849 821 $	373 602 $

[2] January illustrates opening; actual date unknown. Percentages apply to seasonal revenue including AI, and variable costs excluding outings. A global reduction, not reconstructed start-up cohorts. Four outings retain full direct costs; all fixed costs apply from month one.

Independent typical-year test	Impact / result
Sales -25%, proportional direct costs; 48 transports retained	US$282,313 surplus
Course cost +US$40 per participant	US$21,440 lower margin
Oct.-Nov. without expected commercial effect[3]	US$14,708 lower margin
Fixed costs +US$2,000 / month	US$24,000 lower margin

[3] October: visitors 0.65 instead of 0.85 and eight players/outing instead of ten. November: 0.75 instead of 0.95 and nine instead of eleven. Members and remote AI unchanged. This tests autumn commercial assumptions, not Canadian arrivals.

Monthly break-even at constant mix: about US$26,907 revenue, retaining four transports. US$26,000 reserve covers 1.4 months of fixed costs without trading contribution. It must also absorb inventory and collection delays not detailed here.

US$200,000 / average monthly surplus = 5.3 months at established operations. This reflects high attendance targets, not an investor return promise. Tax, debt, replacements and cash movements remain to be included in final financing.

14 / Roadmap and management

Stage	Objective
Before opening	Pre-market 60 target memberships; confirm course with buggy and US$400 transport quote.
First month	Launch courses, packages, league, putting dinner and outings; measure occupancy and margin by format.
Months 2-4	Develop accommodation partners and referrals; gradually reach seasonal volumes.
Before October	Promote French/English offers and open course/dinner bookings through accommodation used by Canadians.
High season	Strengthen shifts, protect peak hours and move courses to daytime.

Weekly dashboard: members, renewals, bay-hours by slot, lessons, courses, club hire, green access, ordinary/included covers, outing participants, acquisition costs and contributions. Customers can buy several services; each is counted once.

Targets: 60 members, 180 hire hours, 80 lessons, 24 course participants, 240 green admissions, eight group breakfasts, four putting dinners, four leagues and four excursions. Course conversions are not automatically added to the 60 members.

Checks: 24 seats, kitchen about 12.4 m², cold storage, green safety, bay size/height, coach availability and club sets. US$1,000 rent retained despite construction.

Launch cap **US$200,000**. Targets must follow bookings and actual sales; equipment adjustments remain within budget.

Appendix A / Seasonal capacities and calculations

Month	Members	Bay-hours	h / bay / day	Meals[1]	Courses[2]
January	64	656	8.4	495	5
February	66	676	8.7	513	5
March	64	656	8.4	495	5
April	60	605	7.8	467	4
May	60	555	7.1	417	4
June	58	529	6.8	392	3
July	58	571	7.3	439	4
August	58	571	7.3	439	4
September	54	474	6.1	341	3
October	58	529	6.8	392	3
November	60	569	7.3	432	4
December	64	656	8.4	495	5

[1] Ordinary meals + putting dinners. [2] Six-person courses. Monthly maximum: 936 bay-hours, 1,248 meals, 624 breakfasts; also respect each slot and service capacity.

Calculations: members = rounded 30/20/10 × member index; hire = 180 × visitors; lessons = 80 × (0.6 members + 0.4 visitors); green = 240 × (0.5 members + 0.5 visitors). Meals = 350 × (0.4 members + 0.6 visitors).

Breakfast: rounded 8 × visitors sessions of 16. Courses: rounded 4 × visitors sessions of 6. Putting: four evenings of min(24; rounded 24 × visitors). League: four sessions of rounded 12 × members, six bay-hours/session.

On-site clubs: rounded 80 × visitors; outings: four times min(8; rounded two-thirds of participants/outing). Bar 240 × visitors; shop 100 × visitors. Volumes rounded before financial calculations; cents retained.

Green: 240 paid person-hours + 120 members + 48 competition = 408. Six players × six h/day × 26 days = 936 theoretical person-hours. Courses use mats/bays; book green for outdoor use. Weather and safety may reduce capacity.

Appendix B / Sources and assumptions

Documents: supplied Business_Plan_tennis.pdf, dimensioned plan and EasyToGolf views. Design intent, not construction drawings.

User information: no golf within 2 h 30, local demand, autumn Canadian profile, buggy included and reported transport quote capped at US$400 return. Quote not attached; exact green fee unspecified.

[S1] Ministry of Tourism - Las Terrenas. Official introduction, December-April high season. Accessed 08/09/2026. godominicanrepublic.com/destinations/las-terrenas

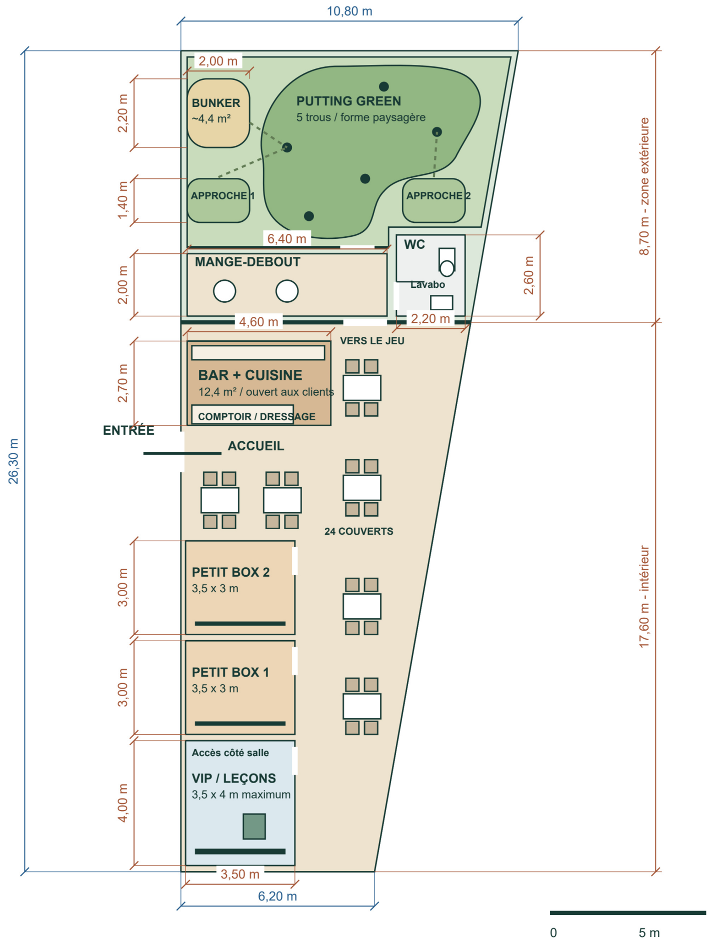
[S2] Playa Dorada Golf Club - Rates. Cost comparison, year unspecified; not an EasyToGolf partner quotation. Accessed 08/09/2026. playadoradagolf.com/tarifas/

[S3] Dominican Central Bank. Informe del flujo turístico, enero-noviembre de 2025, p. 3. National data, not Las Terrenas. Accessed 08/09/2026. January-November 2025 tourism report

Assumptions: volumes, seasonal indices, target US$100 green fee with buggy, prices, staff and allowances. US$300 local tax is not a validated regulatory estimate. Supplier prices must include non-recoverable taxes to fit budgets.

Surplus = revenue excluding tax - variable costs - fixed costs including local tax allowances. Income tax, interest and depreciation excluded. Active monthly memberships; no prepaid annual sales, grants or tennis revenue added. Display rounding may differ by one dollar.

Appendix C / Supplied layout plan



Original plan / translation
BUNKER **Bunker**
PUTTING GREEN **Putting green**
5 trous / forme paysagère **5 holes / landscaped shape**
APPROCHE 1 / 2 **Approach area 1 / 2**
MANGE-DEBOUT **Standing tables**
WC / Lavabo **Toilet / washbasin**
VERS LE JEU **To playing area**
BAR + CUISINE **Bar + kitchen**
ouvert aux clients **Open to customers**
COMPTOIR / DRESSAGE **Counter / plating**
ENTRÉE / ACCUEIL **Entrance / reception**
24 COUVERTS **24 seats**
PETIT BOX 1 / 2 **Small bay 1 / 2**
Accès côté salle **Access from dining area**
VIP / LEÇONS **VIP / lessons**
maximum **maximum**
zone extérieure / intérieur **outdoor area / indoor**

24 indoor seats, two small bays and a VIP/lesson space. Validate feasibility and safety before construction.