

Dear Oaks Members,

As we look back on the past year, on behalf of the Board of Directors, I am pleased to share this year-end update with you detailing accomplishments from across all sectors of the Club. The Oaks Country Club continues to perform well both financially and operationally, which is only possible with membership support and the strong management team we have in place. In the sections that follow, you will find a recap of 2025 activities and a glimpse into plans for 2026.

**Financial Performance:** During 2025, the Club performed well in all financial aspects, highlighted by \$9.8 million of revenue and \$1.8 million of EBITDA, both in line with plan. Our management team continues to steward the operations efficiently, keeping our operating expenses within budget despite inflationary pressures in food & beverage, staff salaries and health insurance.

Our full membership has allowed us to use membership dues to pay our operating expenses and reduce our debt obligations. Coupled with initiation fees of \$504,000, we made capital expenditures of \$1,052,000, slightly below our depreciation expense for the year.

We repaid \$864,000 of debt in 2025. Our term note and cart loan have balances of \$1,192,360 and \$134,386, and require monthly payments of \$61,827 and \$17,257, respectively. The cart note matures in August. Current plans are to replace the cart fleet in the Spring of 2027, meaning we should save about \$138,000 of cash flow during the period between maturity and the purchase of new carts.

The term loan matures in August 2027. This debt was part of a two-phase, \$7.2 million renovation plan started in 2014. Repaying this debt and hopefully continuing to see interest rates ease, will put the Club in an excellent position to execute our Vision 2030 capital plans.

**Membership:** The Club continues to have a robust membership. During 2025, the Club averaged 528 full shareholder equivalent members – this compares to an average of 519 in 2024. We continue to have an extensive waitlist of new members eager to join. Currently, the waitlist stands at 64 people requesting either a regular shareholder, intermediate or junior membership. Michelle continues to provide tours to prospective members, and the response has been very positive. On January 1, the initiation fee increased to \$35,000.

**Golf Operations:** The golf course was absolutely fantastic in 2025. The 2025 golf season saw 31,310 rounds of golf, a 3% increase over 2024. As the snow begins to melt, Dan and his team will begin Spring maintenance activities, including removing several dead trees and trimming branches where needed. Aeration of the greens is scheduled for April 13-14.

The Club has and will continue to make prudent investments in our course and equipment to ensure we have a championship caliber golf course. As I mentioned in a previous update, the Greens and Grounds Committee made a recommendation to replace the remaining green-side fans. At its January meeting, the Board approved \$285,000 of capital expenditures, including replacement of the remaining 11 green-side fans, 8 mid-duty trucksters (some that were more than 22 years old) and a new sand rake. There is some additional equipment under consideration for 2026, but the most urgent needs have been met.

The Golf Committee has finalized the 2026 tournament calendar, and it will be published soon. The season kicks off February 8 with the Super Bowl Scramble and concludes November 22 with Superintendent's Revenge! Do you think you have what it takes to make it to the Founder's Cup in November?

**Clubhouse Operations:** Food and beverage and banquet sales were slightly ahead of plan for 2025, but inflation for cost of goods, wages and benefits negatively impacted margins. Our management team continues to focus on this area. Jace Hugo joined the team in January as our new food and beverage manager. He and Jared will continue to focus on staff and manager training as well as improving the efficiency of our operations. The team has made a lot of progress, and I hope you have experienced an improved and consistent level of service while dining at the Club.

The House Committee completed multiple projects to ensure our clubhouse remains beautiful, operationally sound and equipped with the best facilities for our members and guests. In 2025, we completed the men's locker room project, landscaping around the clubhouse, new fencing and replacement of the last 20+ year old HVAC units. During the January maintenance shut down, the upper floor of the pool house was updated for our expanded Kids Care. The new look is outstanding and is sure to see lots of activity every Friday night. Our youngest members will soon have the opportunity to brand this addition.

**Entertainment:** The past year has been filled with some wonderful events at the Club, including multiple wine dinners, tequila events, July 3<sup>rd</sup> Extravaganza, Luau at the Pool, Glow Golf and so much more. The Entertainment Committee has been busy planning 2026 and has a great line-up of events, including an exclusive Chef's table dinner that will only be offered three times. Stay tuned for more information, but you won't want to hesitate as each event will be limited to 16.

**Vision 2030 Update:** During 2025, the Board made a lot of progress on both near-term and long-term priorities. With the addition of an assistant general manager and a new food and beverage manager, the management team is now complete. We continue to make progress

with the staff and manager training program and our Kids Care program was launched to much success. The new front tees have been completed and will make the course more playable for those still developing their games or needing a shorter challenge on some holes. Dan and his team were able to efficiently complete the work in-house and ahead of schedule. Our initial fleet of 4 new four-seater golf carts making play more manageable and enjoyable for our families will be arriving in time for golf season.

A lot of progress has also been made toward the long-term priorities. We have received the initial layout to replace the course irrigation system. More work needs to be done but this effort will help us better plan for the eventual replacement of the system and prepare for the future capital needs of the Club.

The Master Planned Facilities Committee met multiple times with Will Dierinzo from Tom Hoch Design to review options for the clubhouse, pool house and expanded parking. Many options have been considered. The Committee has remained focused on developing plans that will be responsive to the membership survey results as well as better utilizing the facilities we have while staying financially disciplined. The Board will host a member Town Hall event on March 10 to review conceptual designs. We look forward to seeing you there and hearing your feedback on the designs.

The Board as well as 10 former Board members have been engaged in an exercise to review and update the Club's bylaws. I'm grateful to each for their time and generous counsel to complete this important work. There are 3 primary focus areas of the revisions.

First, a change to the Nominating Committee to create a Board Development Committee. This Committee would operate year-round to help Board committee chairs staff their committees, evaluate committee performance, and recruit, screen and develop future Board candidates. The Committee would be chaired by the Immediate Past President and consist of 4 additional members serving staggered 2-year terms. Second is a combination of committees to better align with the Board's responsibilities, resulting in a reduction of 2 committees. Lastly there is a provision to allow the Board to incur a limited amount of debt to support future capital projects. You'll receive a red-lined version of the bylaws with your annual meeting packet.

**Annual Meeting:** Over the past few months, the Nominating Committee, chaired by Tim Hayes, has been hard at work selecting candidates for the 2026 Board of Directors. The Committee's deep understanding of our Club and membership played a key role in assembling a group of talented individuals dedicated to the continued success of the Club. I'm pleased to share that the following individuals accepted the nomination to run for the Board:

Don Burns  
Josh Chesney  
John Dale  
Blake Gray  
Ryan Grimm  
Grant Malchi

I would like to extend my thanks to the candidates for accepting the nominations and the Nominating Committee for their hard work to organize and select a strong slate for the membership to consider. The three new board members will be elected by our member voting process and announced at our annual meeting on April 14.

In closing, I hope these quarterly financial and operational updates highlight the success of our Club, offer a glimpse into all that the Oaks has to offer and keeps you better informed as a member. The Board and management's commitment to excellence remains unwavering as we continually seek ways to enhance our service and operations, and most importantly, your experience as a member. As always, please feel free to contact any member of the Board, our committees or the Club's management team with questions or comments – we welcome your feedback. Thank you for your ongoing support and engagement at the Club.

See you in the fairways (soon) -

Curtis Dinan  
President