



Fellow member

I hope this message finds you and those close to you, safe and well. Another unusual year comes to a close and I trust those closest to all of you have managed to wind their way through the complexities and risks put in our way. I hope you have had an enjoyable golfing year at the Club and will be taking a well-earned break over this festive season.

Our C.E.O. and his team have continued to deliver an outstanding golf experience for us all matched with safety and the exceptional management of the Club's business. Our long serving management team's experience, knowledge, ability to adapt and complete understanding, has been a key aspect to not only surviving the challenges surrounding us, but has allowed us to move into a very robust direction. Our employees and their passion to deliver remain one of our greatest assets at the Club. On behalf of all the members, a big thank you for all the hard work, passion and dedication.

As the year comes to a close, I thought it may be of interest to provide a sketch of where we are at present and what we have planned for 2022. Despite all the challenges that no one could have foreseen, the 5 year reengineering business plan remains on track, albeit two years slower due to council and the pandemic. The plans are more appropriate and necessary today than ever before and will compliment our golf business with new revenue, (annuity income in perpetuity), from the residential homeowners. This funds the refurbishment of the golf courses and the investment into 'everything family and wellness'. The much anticipated 'Royal Retreat' wellness and fitness club will open in February, alongside the 'Old Oak' restaurant and family center, which will open by Easter next year. We are really looking forward to these wonderful facilities and hoping members, their families and friends will enjoy them, as they will certainly add great value to your subscription and overall lifestyle offering. The team has been hard at work on the facilities and service levels etc. as we know we have to hit the ground running.

Whilst on the journey to create a full Golf and Country Club with 'non- golf' annuity income, the Club has continued to carry out its annual member survey, to ensure we keep moving as per the direction of the membership and to receive insight into the preferences and perceptions across the various Club topics and services. The external survey allows the Board to monitor a 'go forward' frame of reference on a broader basis and greatly assists the office in paving future strategy, correcting shortfalls and delivering what the majority membership wish to see. We are very pleased that the performance of the Club, according to you, the members, continues to improve above all benchmarks and expectations. We have also addressed areas of concern and continue to work on any inadequacies to protect Club standards.

With the worsening delivery of power from Eskom, we have proactively invested into a power supplementation program. Critically, our pump stations need continuous power in order to irrigate the golf courses. By February next year we would have completed phase one and be in full control of our energy requirements around irrigation. This will be followed by a second phase to strategically roll out a solar solution for the clubhouse and workshop, which will provide continuous clean power and save the Club money.

All being well, we are finally pleased to be moving ahead with the refurbishment of the West course next winter which, despite the ability to deliver great conditions, is long overdue. We will protect and retain the member friendly concept of the West course and our property developers will be funding the project, as contractually agreed.

The next phase of our 'all-encompassing' Country Club will be proposed to the membership during the course of next year and formally presented at the 131st Annual General Meeting. As previously communicated, we are planning to retain an 18 hole West course but look to reroute three holes and in so doing, will unlock the sale of more peripheral land to fund further amenities, improvements and security etc. The new facilities would include a lagoon swimming pool, multi courts, cycling trails, tennis, night golf, a ceremony chapel and more cart paths and the complete proposal would be financially profitable from the outset, particularly with the residential members coming on stream. Overall, the development process is to continually innovate, grow and protect the Club in perpetuity, with a focus to propel our offering, financial health and sustainability for the entire family to enjoy. Additionally, the work undertaken has allowed us to create a 'Royal Masterplan', which at a snapshot, allows members to view the current projects, property developments, proposed projects, future projects and further potential opportunities identified e.g. additional dams and lodge accommodation. We believe the Masterplan approach encapsulates and provides a full view and shows the opportunities within our property for the long term, in addition our management has unlocked several other opportunities including, permaculture farming and the to electric machinery, to name a few.

Financially we are still in a sound position, despite the untimely and negative impact of the fourth wave. The Club has remained focused on collaborative solutions to protect the balance sheet, whilst prudently managing our capital. We are cash positive and project generating another surplus come the end of our financial year, clearly subject to the macro effects. Membership numbers have remained stable through the annual cycle and rounds of golf continue to grow, when not restricted. Our golf department, under the leadership of Jenene Bernhardt, continue to successfully manage the tee sheets and protect members times, whilst optimising golf income wherever possible. All this, whilst creating a safe environment for patrons, meeting expectations around hospitality and service delivery, as well as containing costs and general financial discipline, which continues to produce positive trade. As always, there are things to be done, challenges to address and improvements to be made, but I believe our Club is in good shape to handle and deal with the challenges ahead whilst making the most of every moment.

I take this opportunity to thank my fellow Board members for their immense efforts thus far. The time spent on support, planning and scrutinising aspects of the Club's health, operations and strategy is considerable and all have been most diligent in their efforts. I am also proud of the work done to continually uphold the Club's standards and decorum, particularly over this period. It continues to be a great honour and privilege to serve as your Chairman and I trust this message adequately provides the Club's position at year end.

Our Club would not be in the positive state that it is in without the collaborative planning, passion, care and ongoing support from the members and for that, we sincerely thank you.

If you are travelling over the holiday period, please do so safely. I wish you and your family a blessed festive season and a healthy and prosperous new year.

My best wishes to you all and happy golfing,



Gordon Odgers
Chairman

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