Golf course performances in Europe, Middle East and Africa

KPMG Golf Advisory Practice

2 December 2011

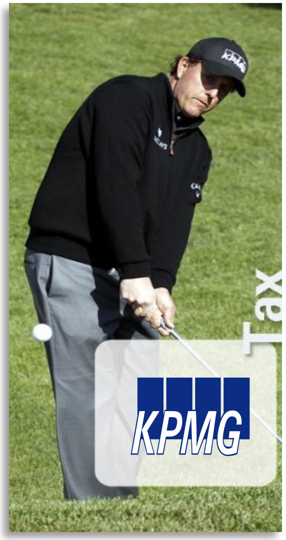
Agenda

KPMG's Golf Advisory Practice

Golf course performances in EMA

- Business performance of golf facilities
- Profitability of golf courses
- Measures taken to increase profitability
- Future outlook
- Conclusion

KPMG’s Golf Advisory Practice



KPMG Golf initiatives

Golf Business Forum

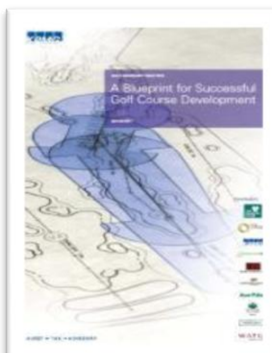
www.golfbusinessforum.com

Golf Business Community

www.golfbusinesscommunity.com

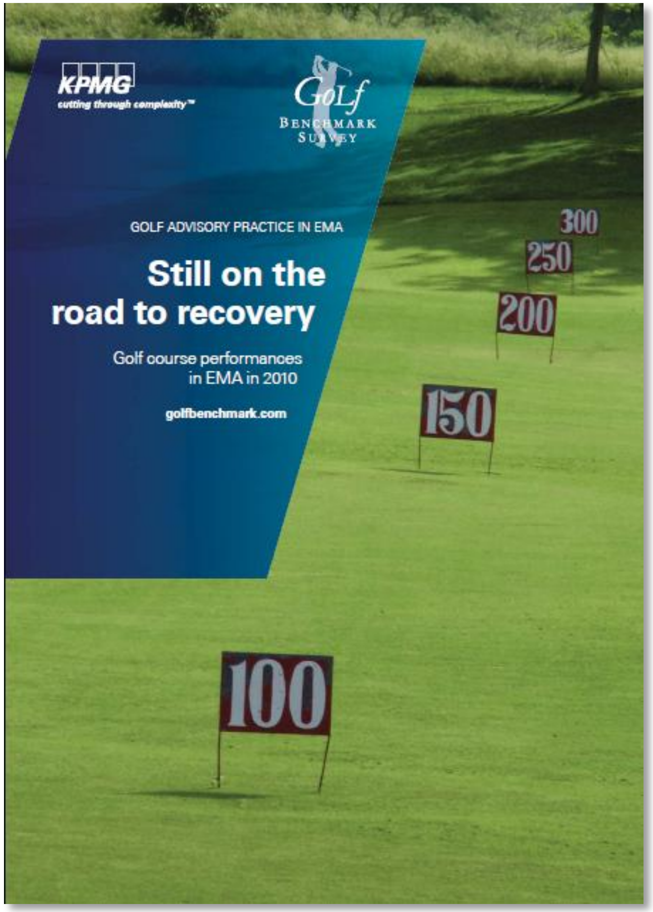
Golf Benchmark Survey

www.golfbenchmark.com

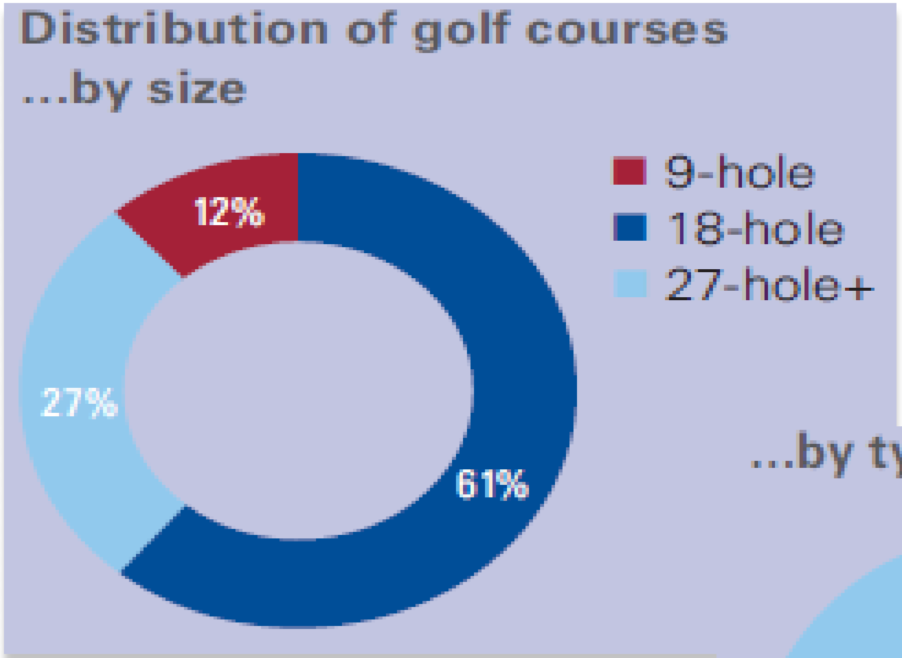


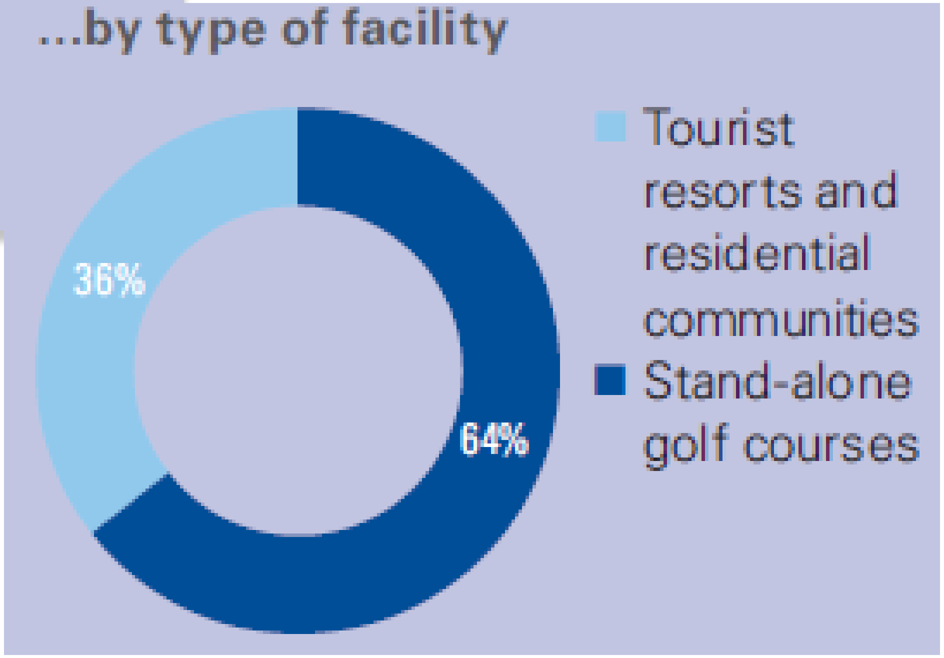
Lets focus on……..golf course performances in EMA

- **Questionnaire-based** survey conducted in January 2011
- **Research and analysis** of the performance of golf facilities in 2010 and their future outlook
- Over **350 golf course owners** and operators participated from **36 countries in EMA**

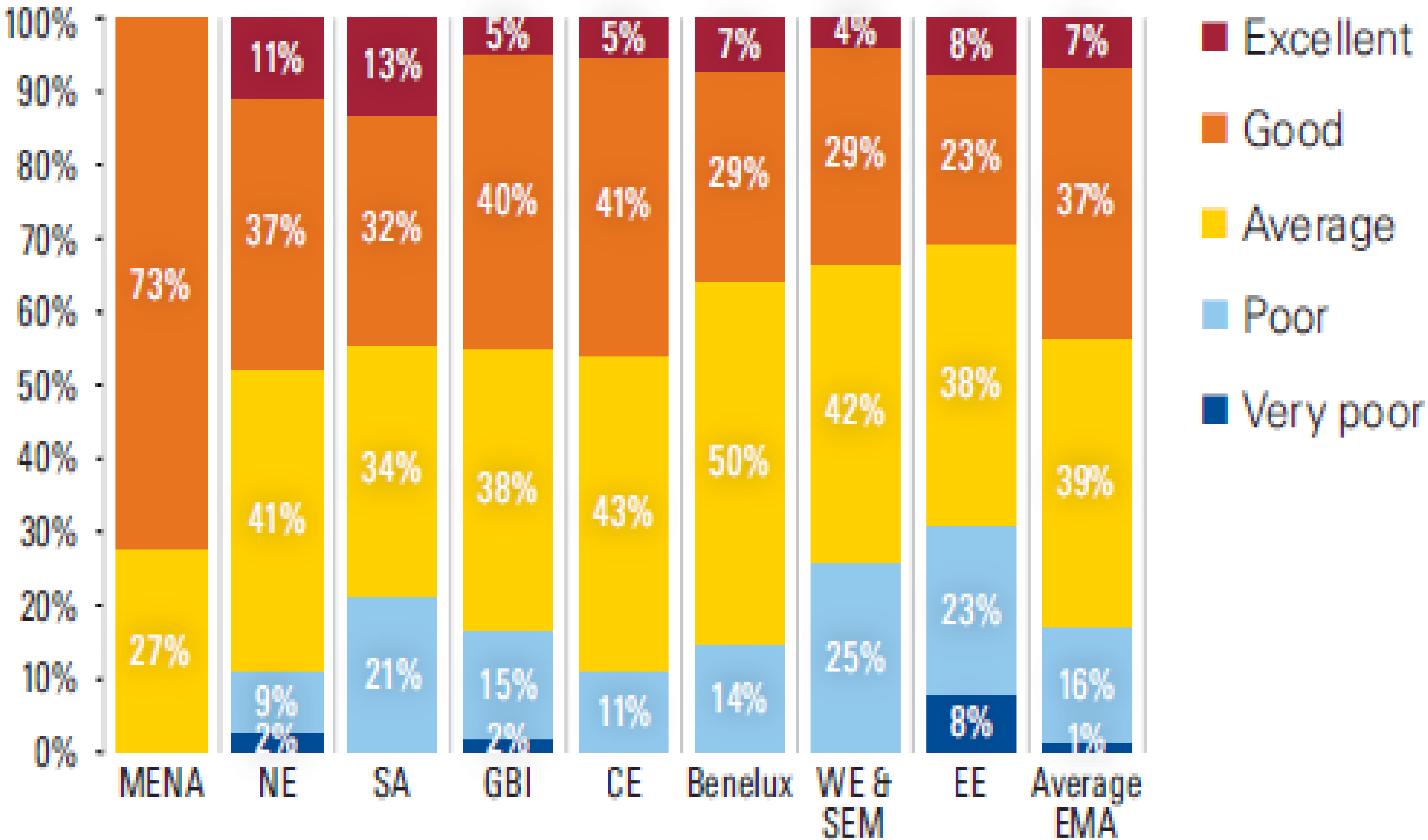


Profile of courses

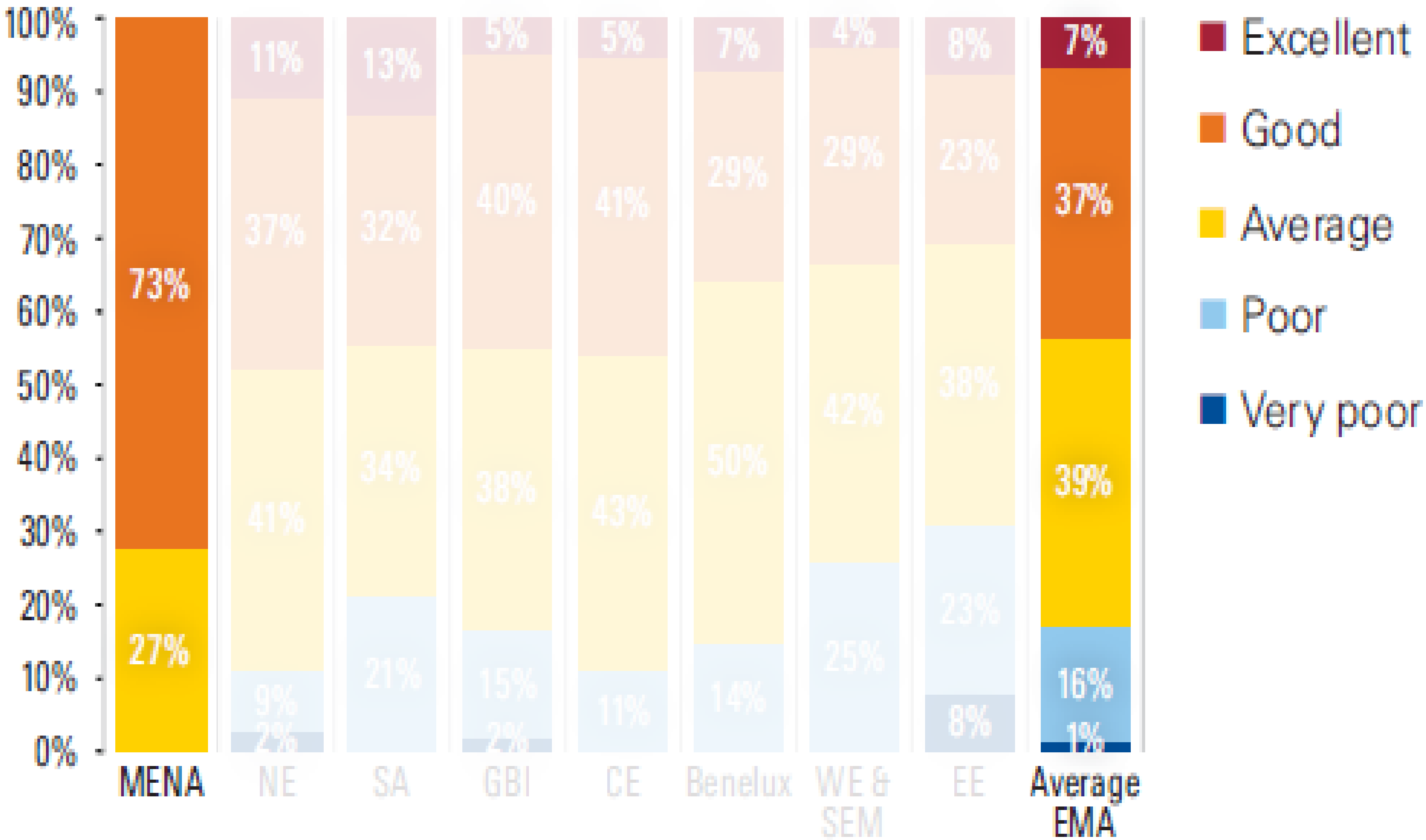




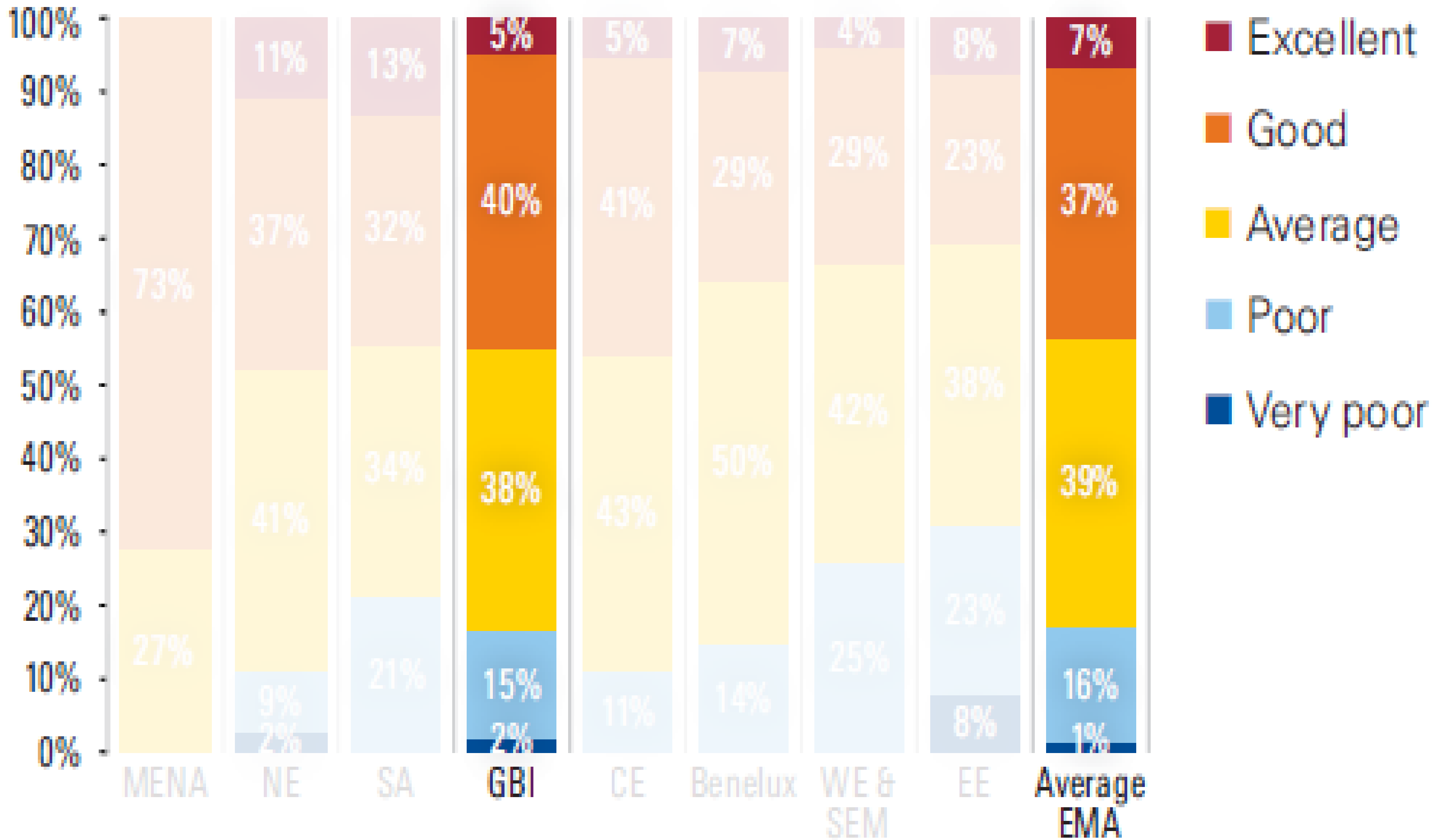
Rating of business performance in 2010



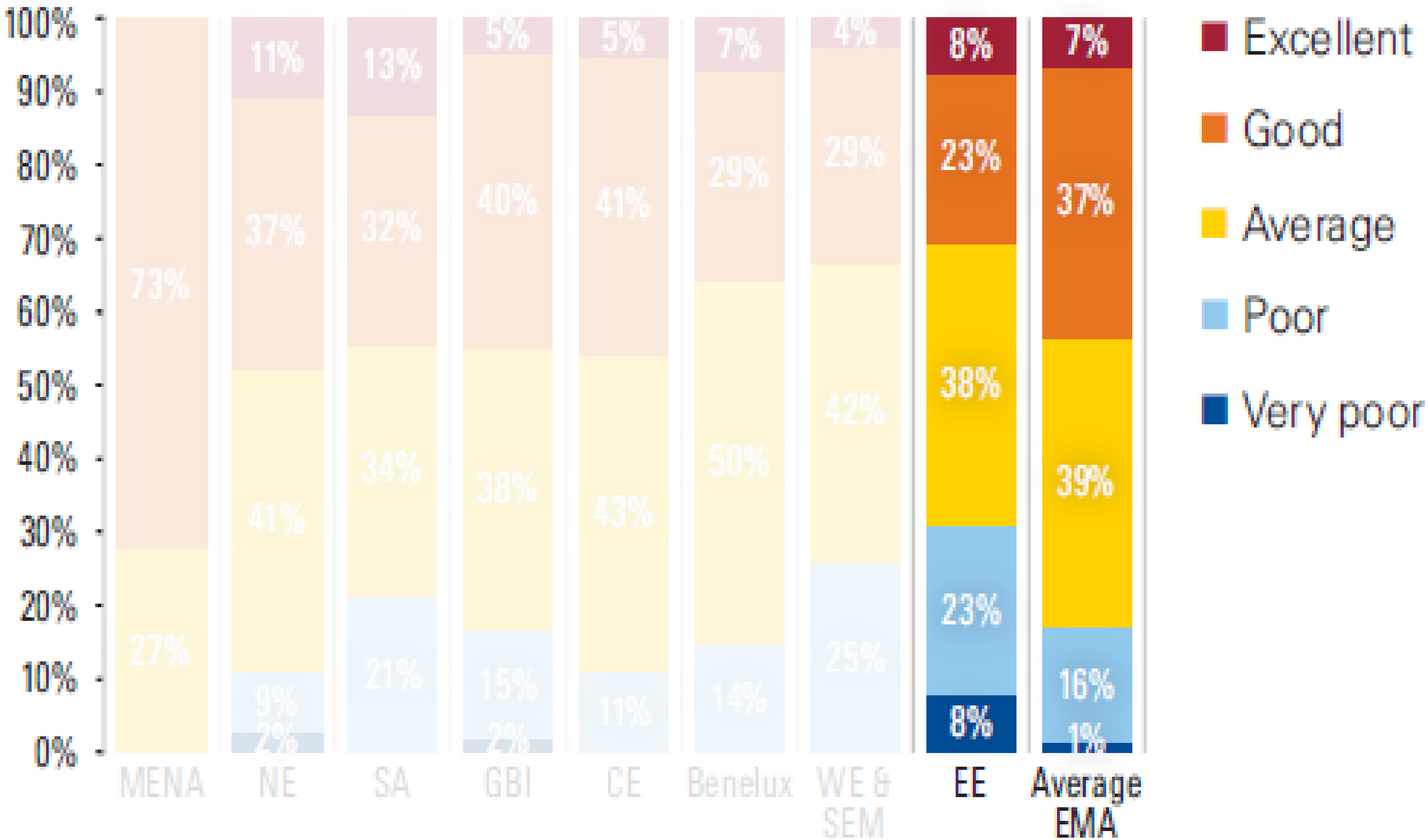
Rating of business performance in 2010



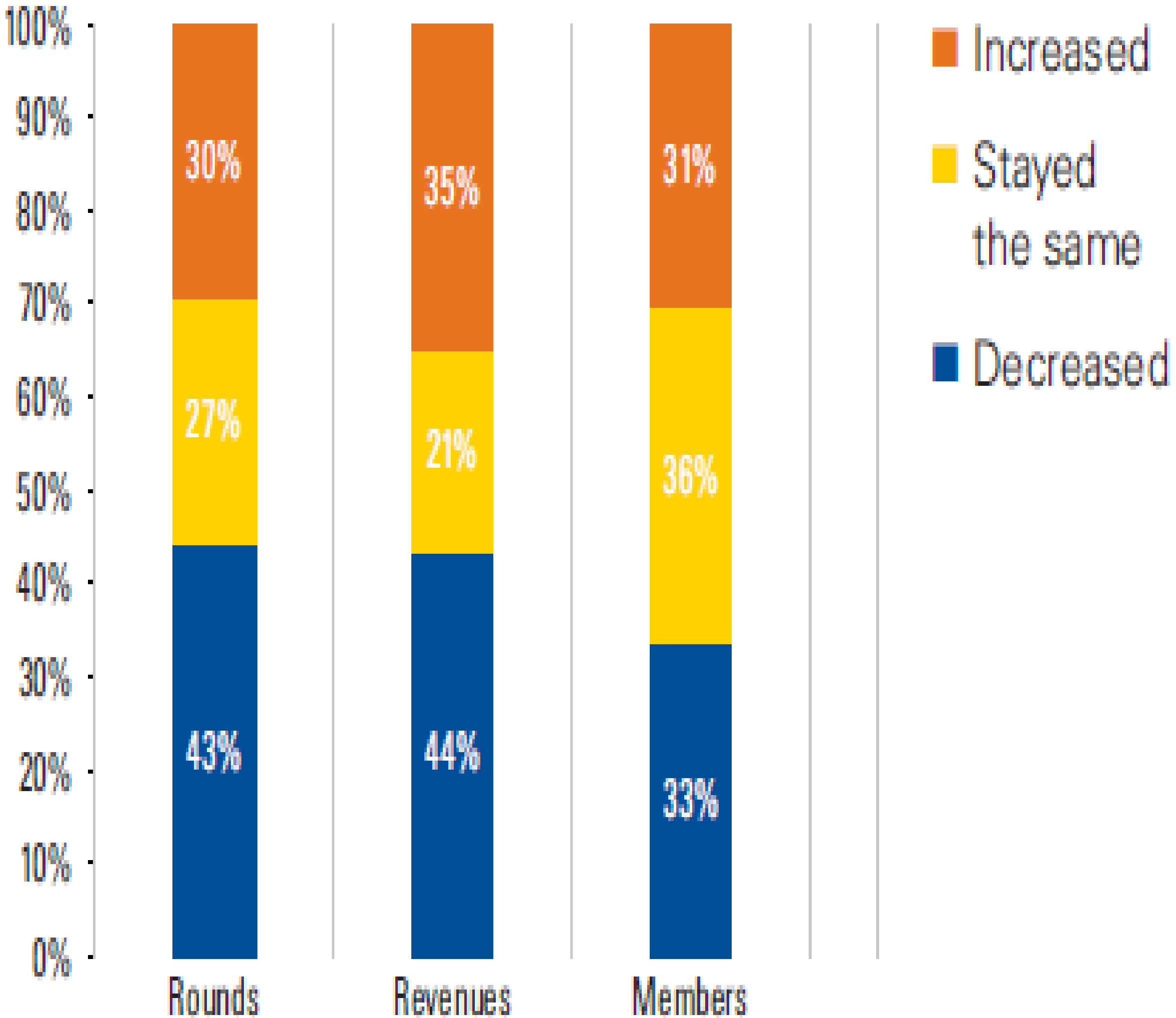
Rating of business performance in 2010



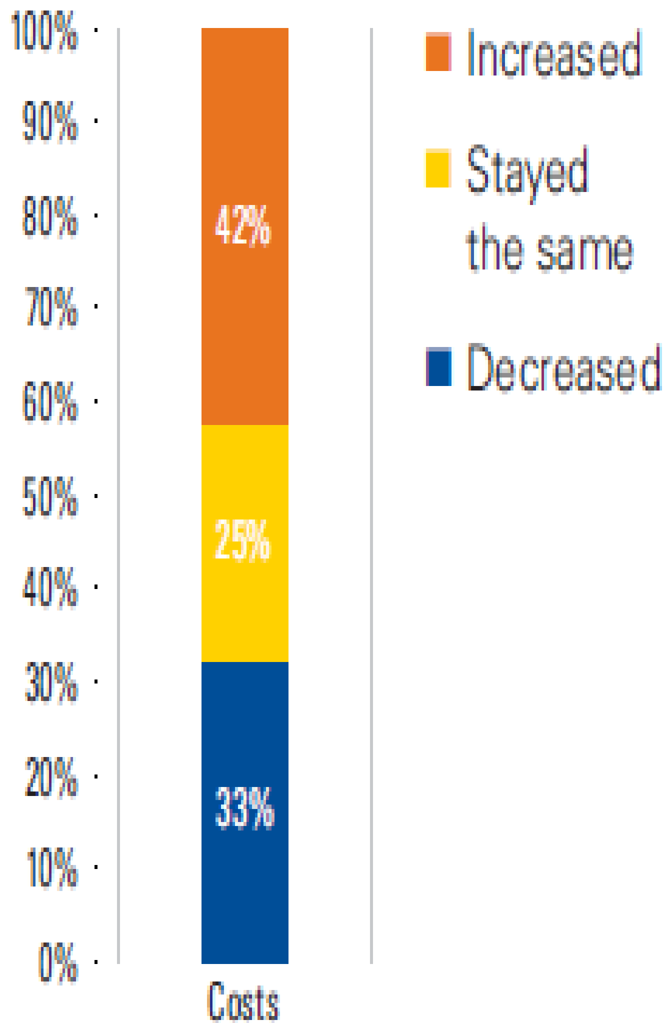
Rating of business performance in 2010



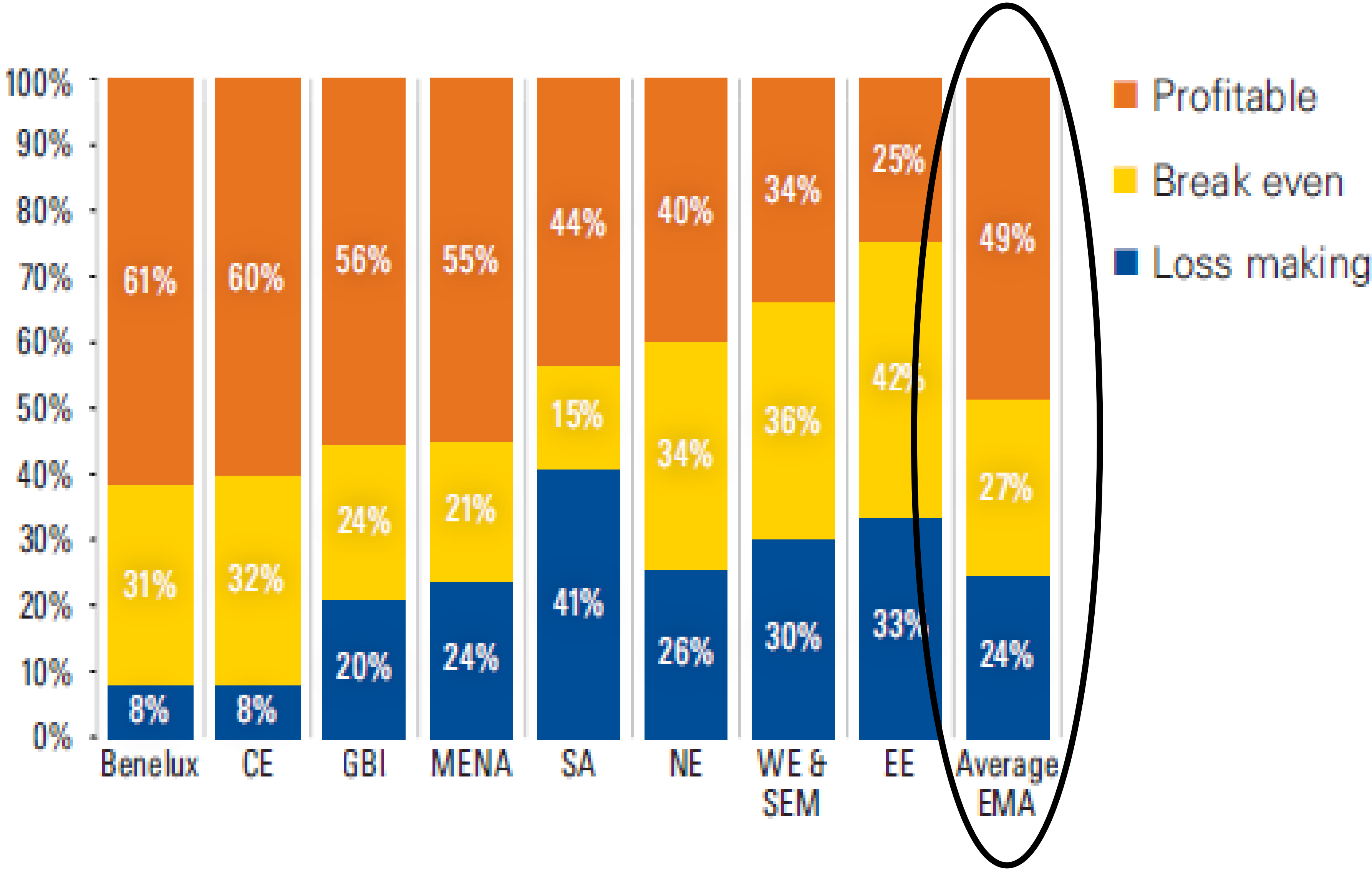
Demand trends of golf facilities in EMA (2010/2009)



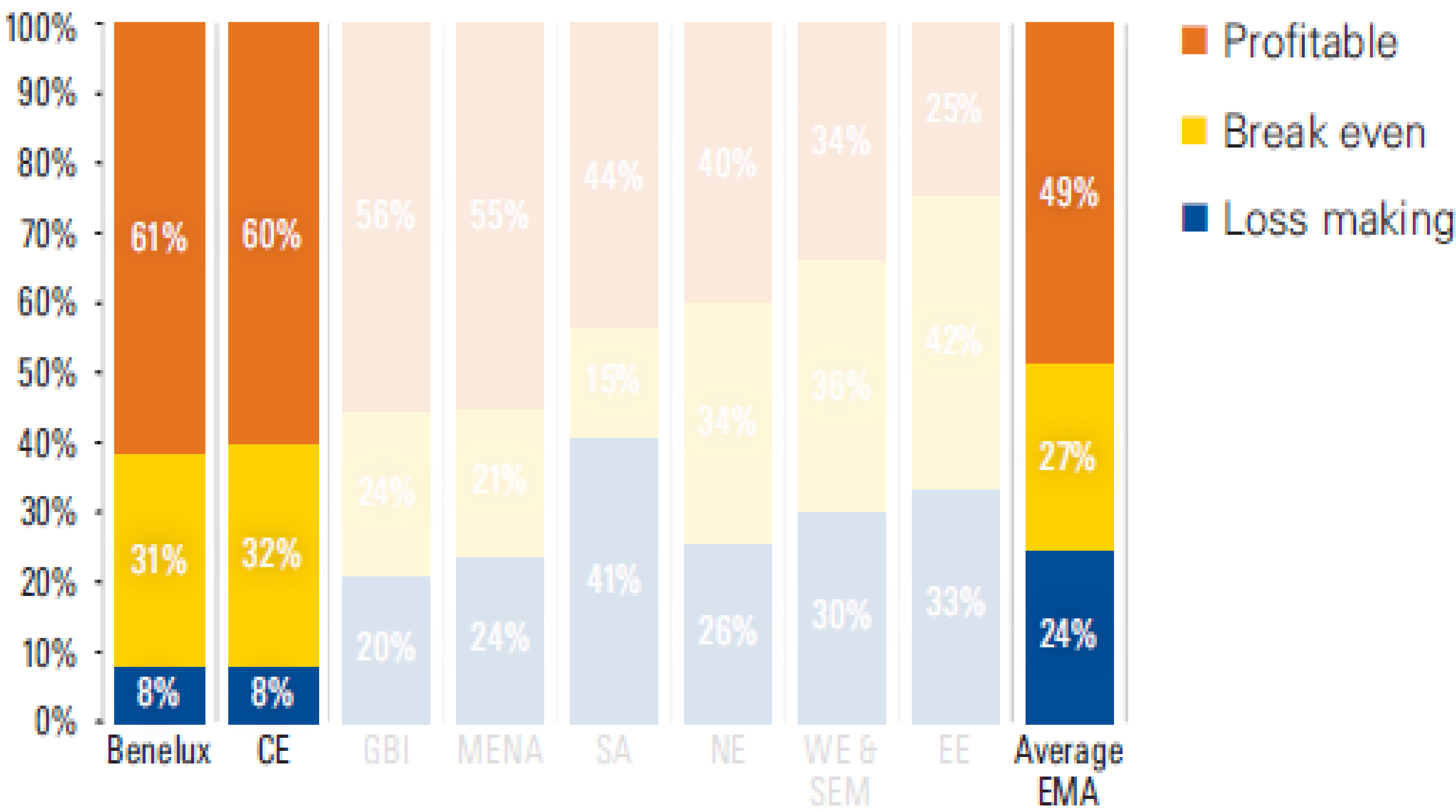
Cost trends of golf facilities in EMA (2010/2009)



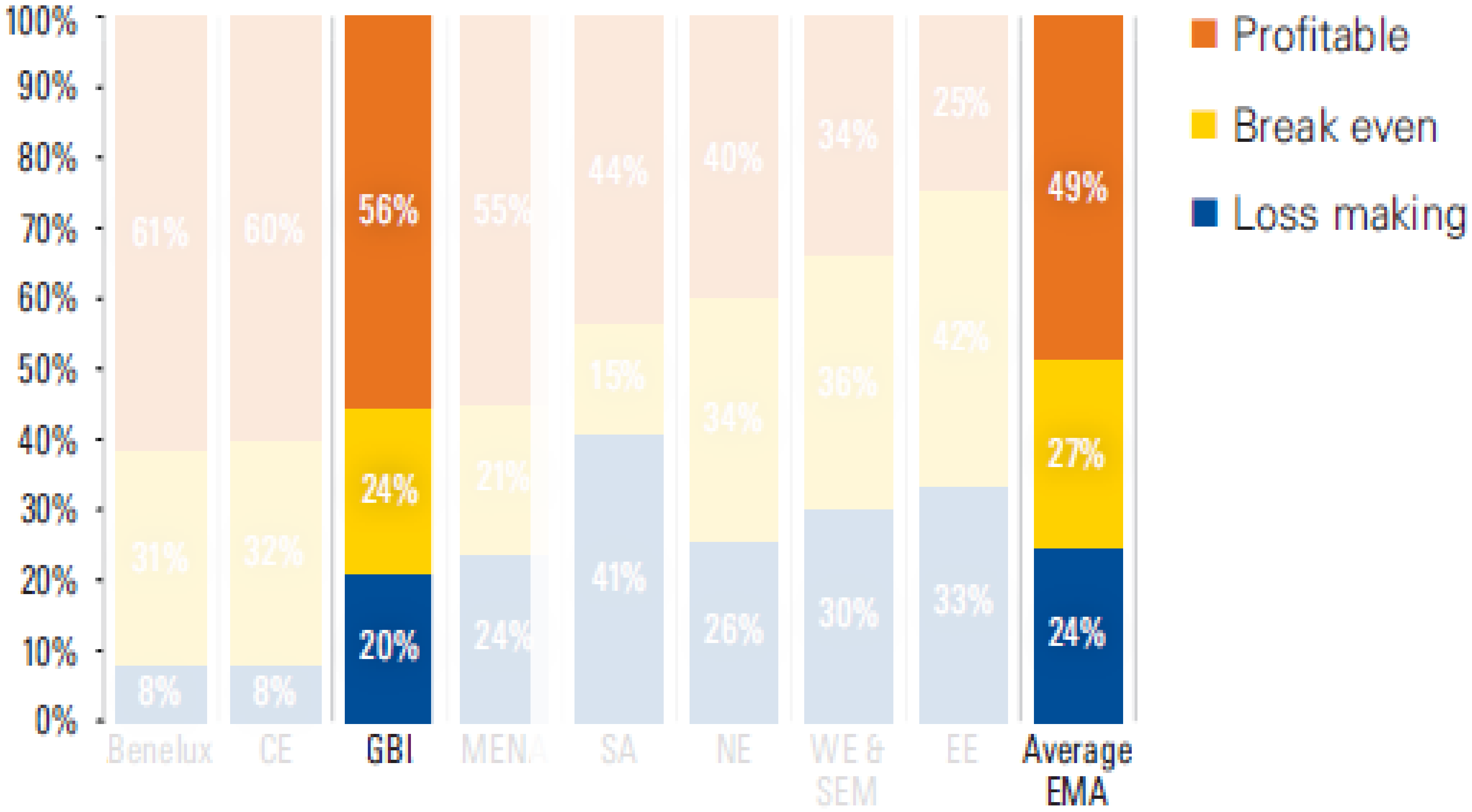
Profitability by golf courses by region (2010)



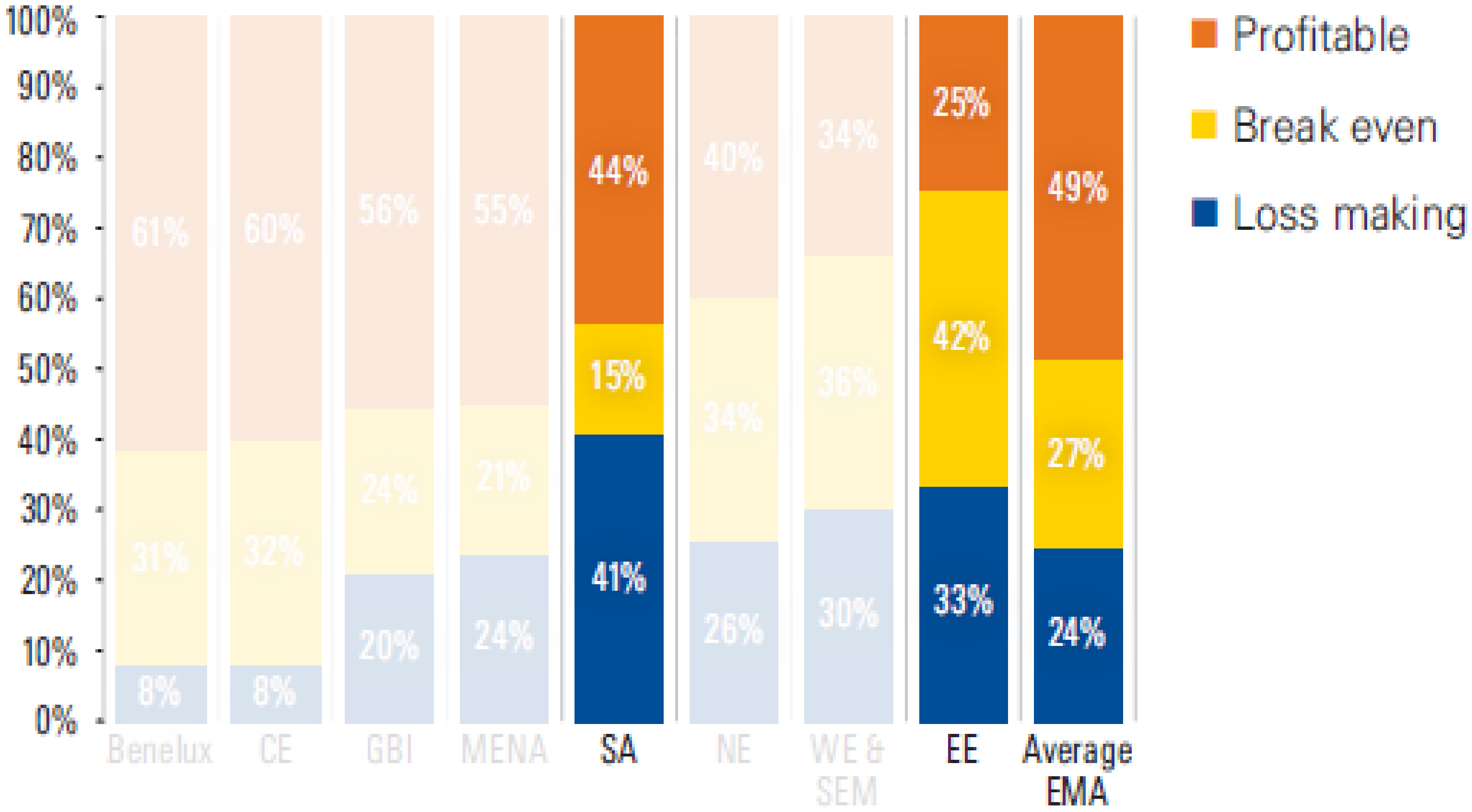
Profitability by golf courses by region (2010)



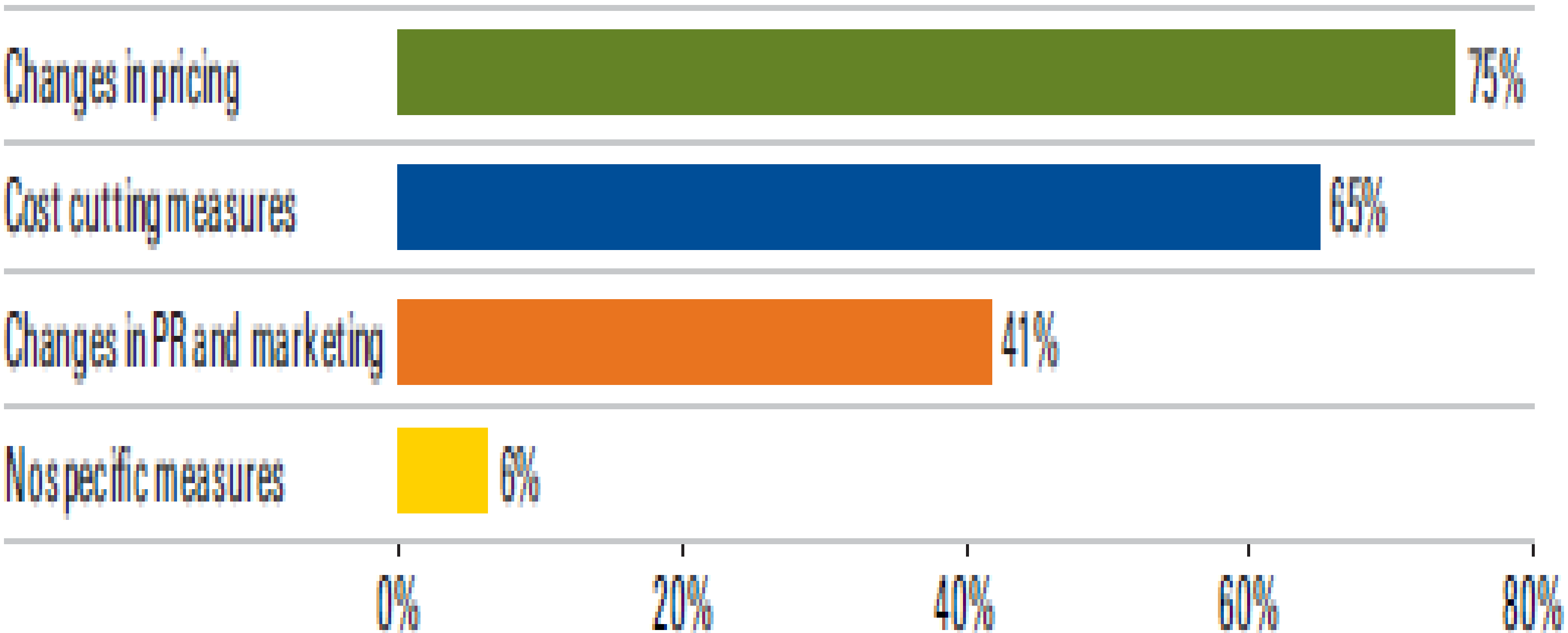
Profitability by golf courses by region (2010)



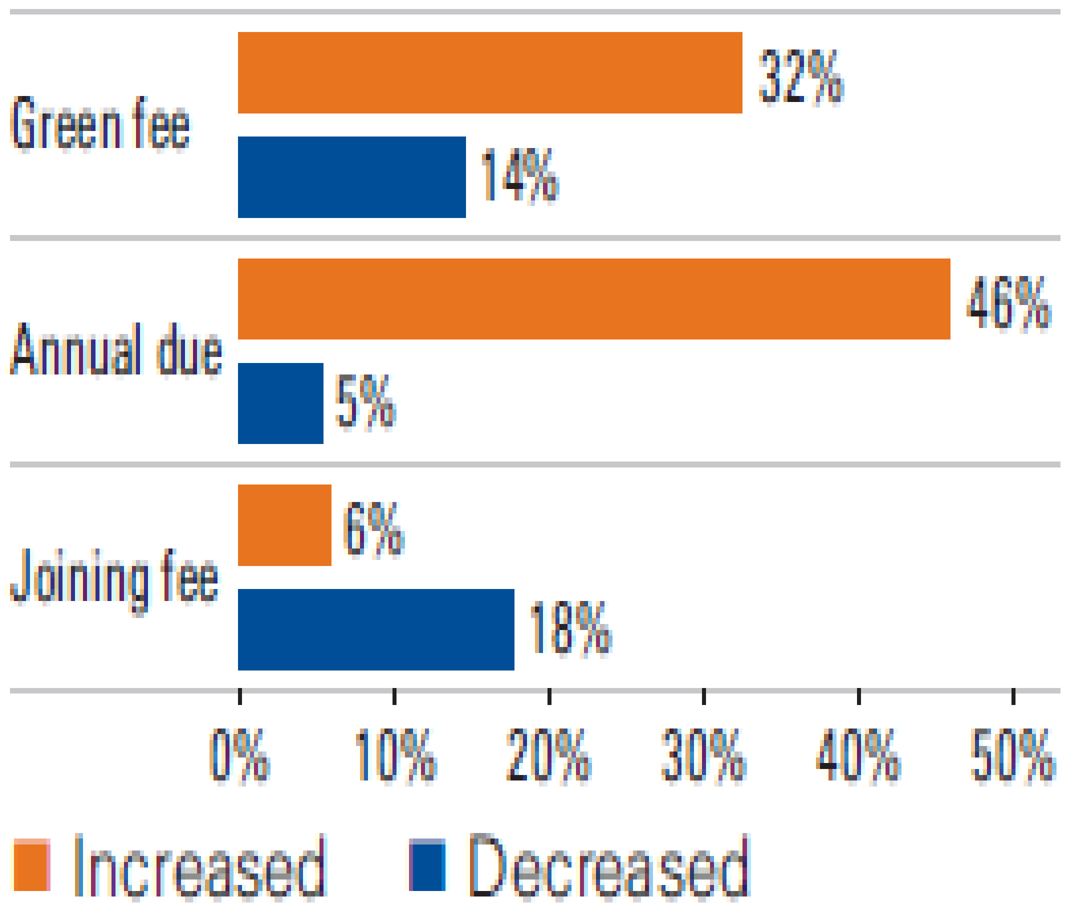
Profitability by golf courses by region (2010)



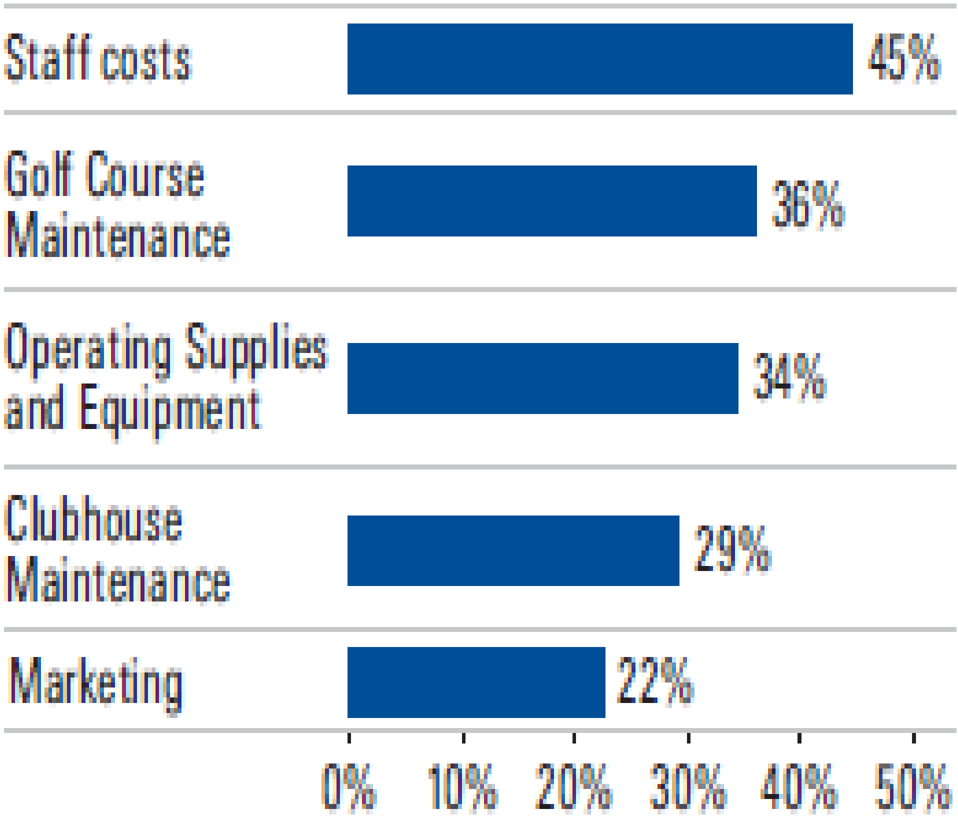
Measures taken in 2010 to increase profitability



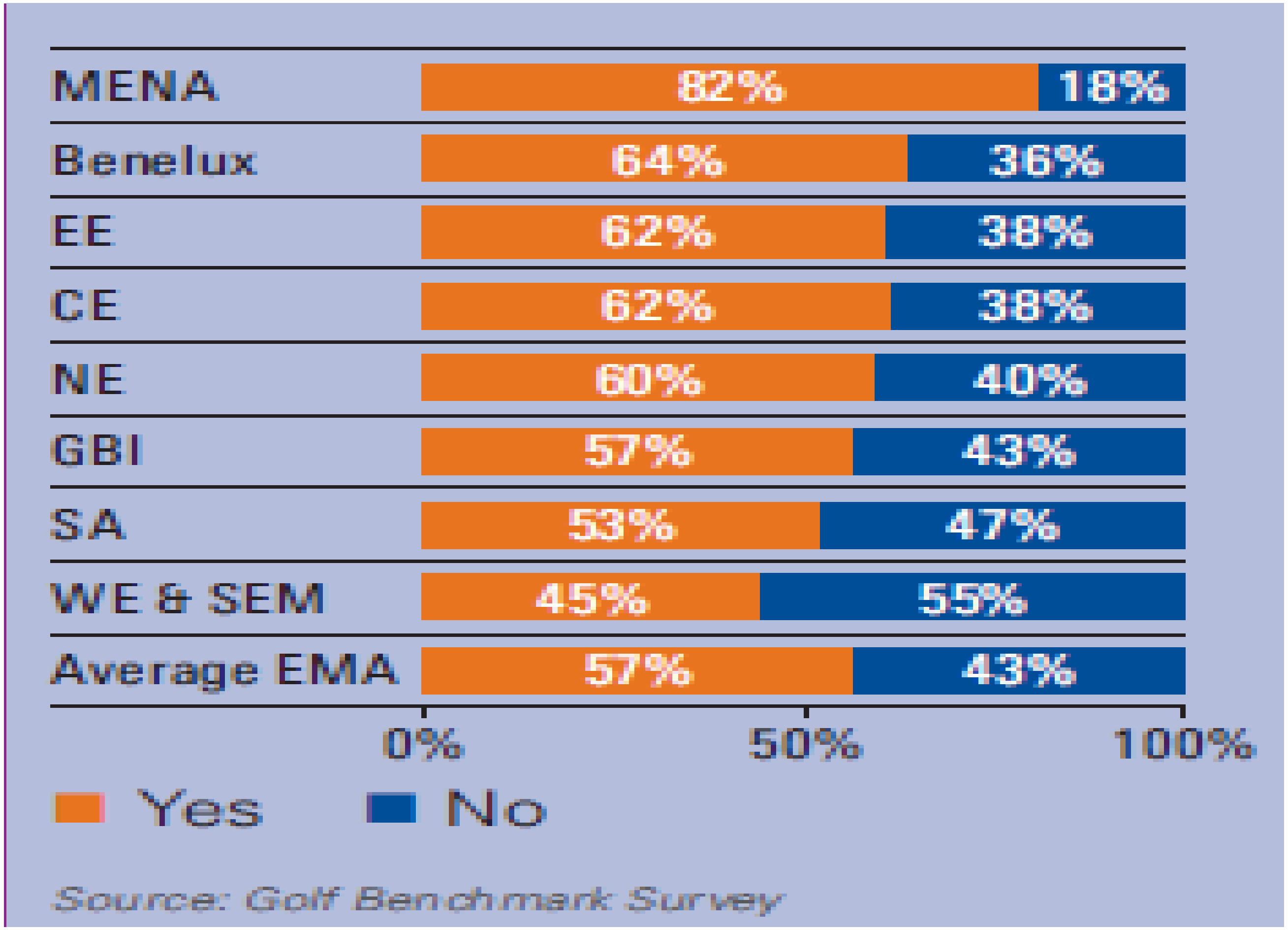
Changes in pricing



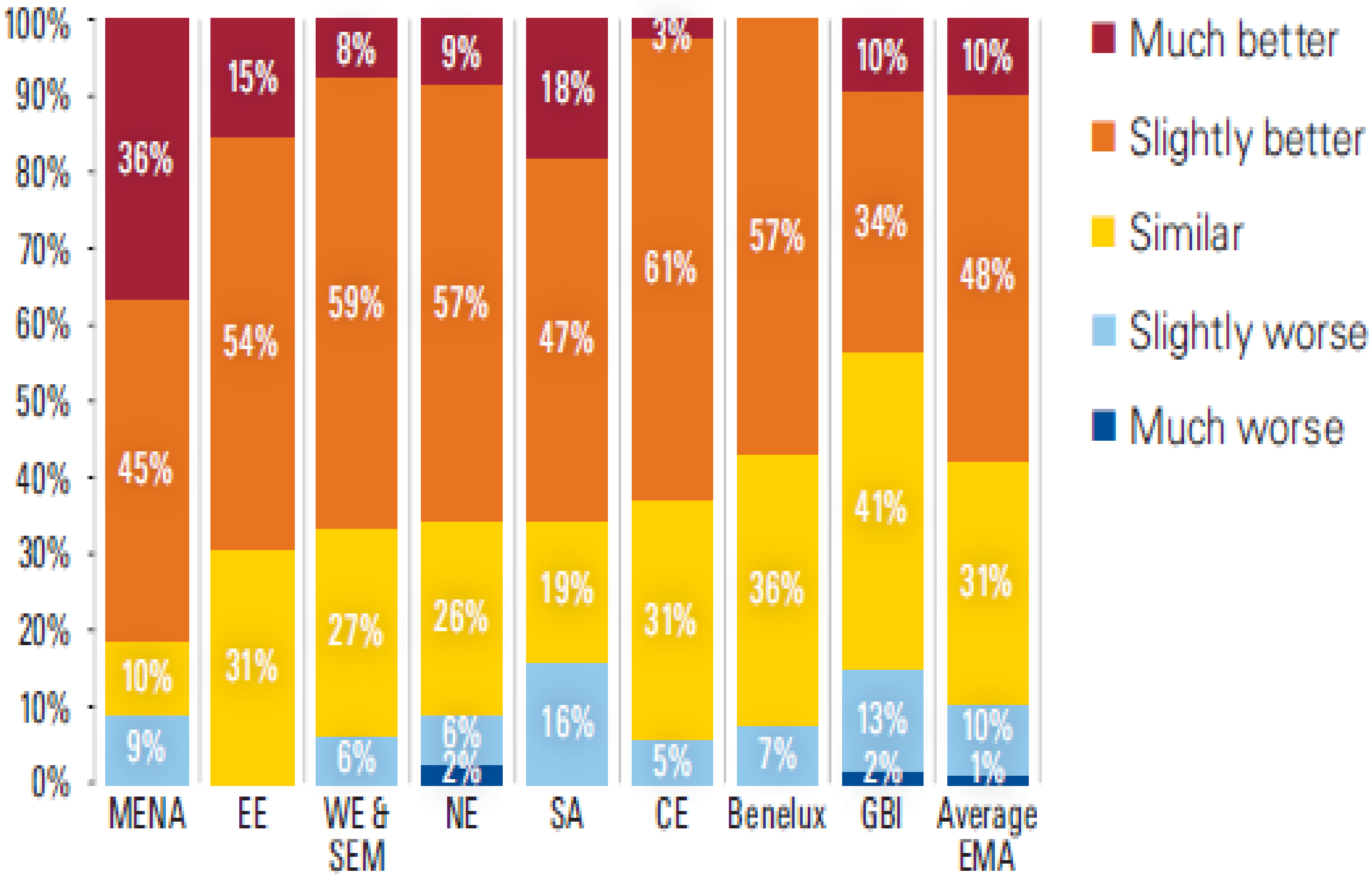
Cost cutting measures specified



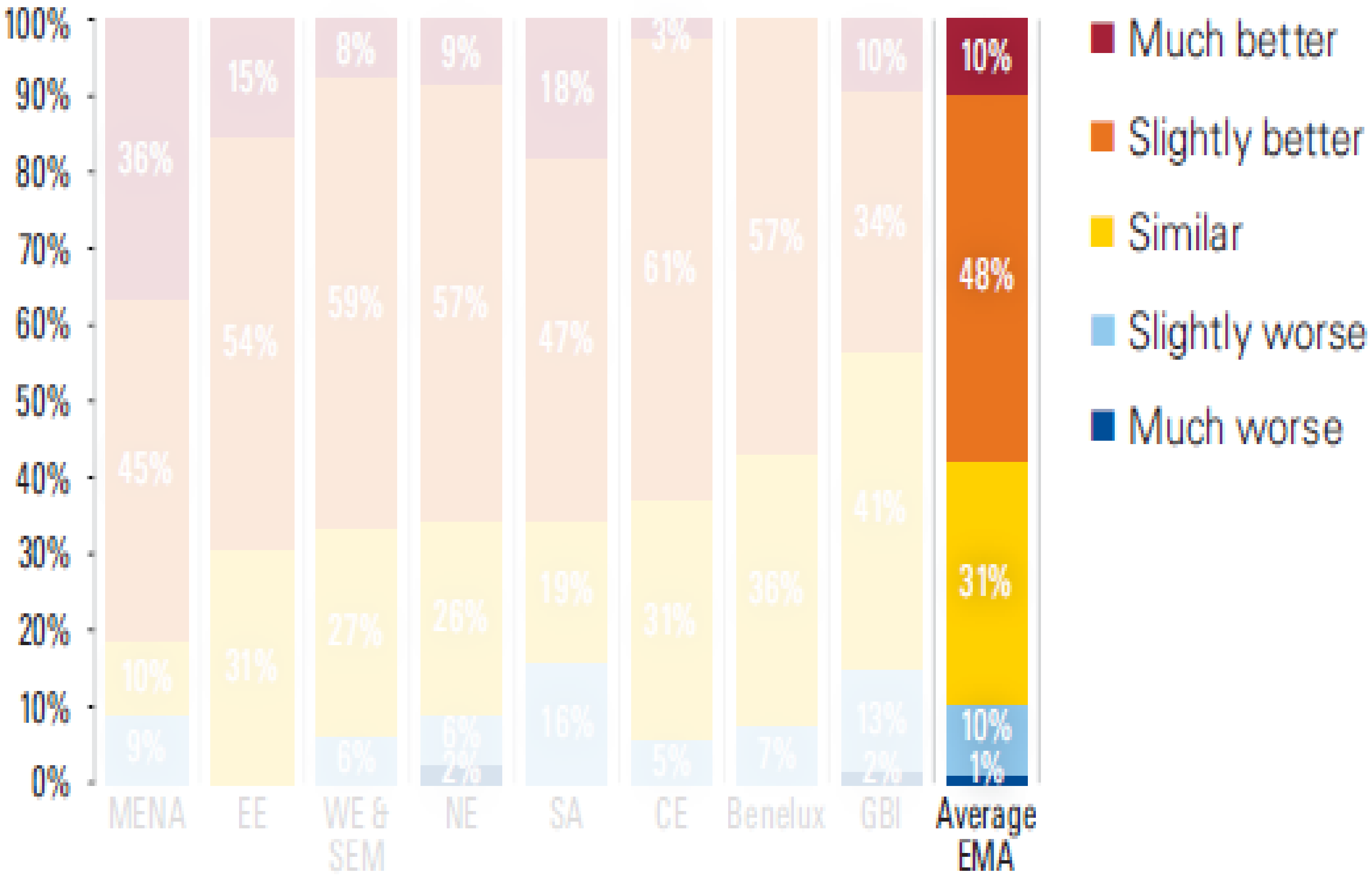
Capital investment made at golf courses in 2010



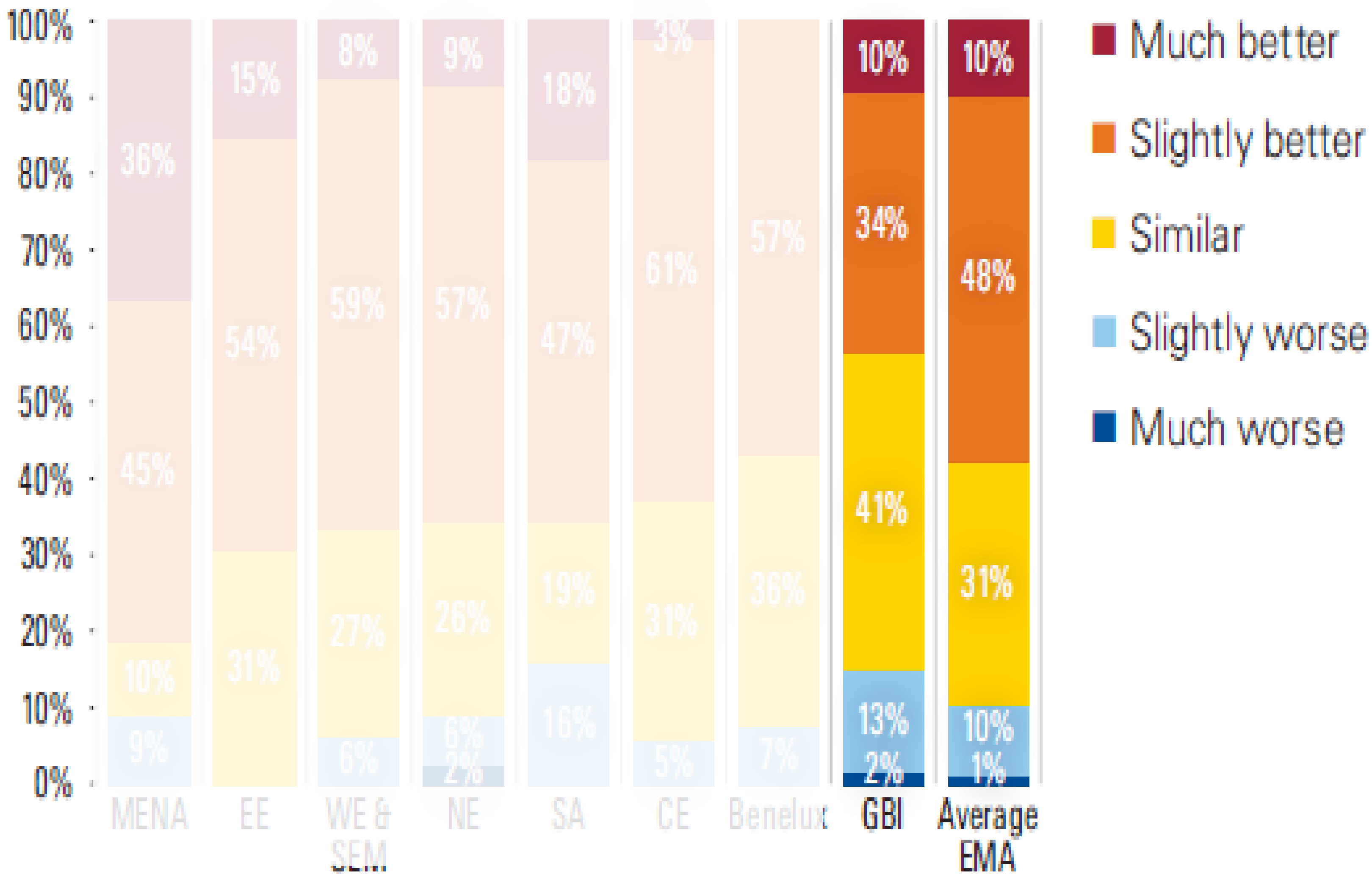
Future outlook – Expected business performance in 2011 compared to 2010



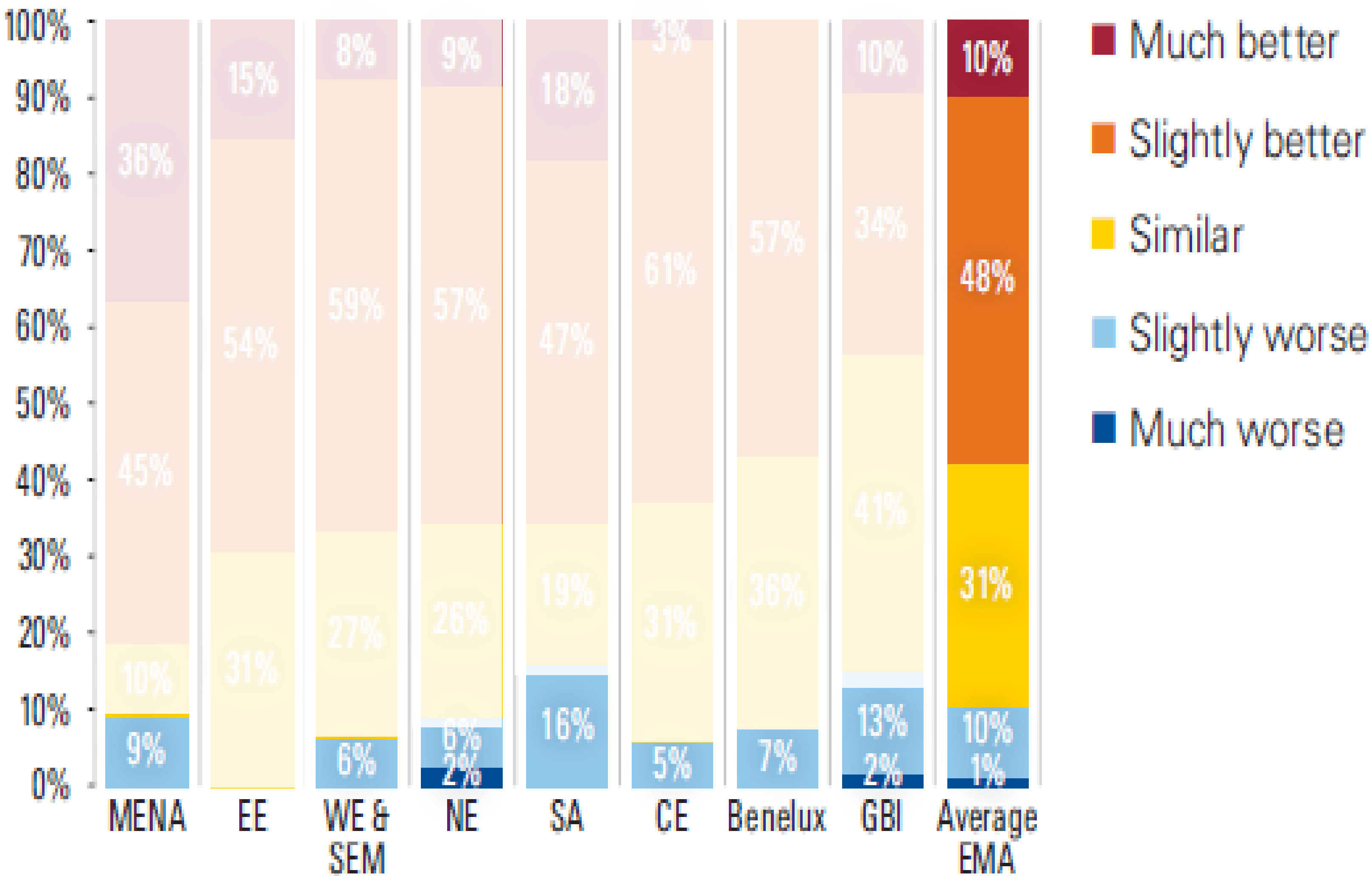
Future outlook – Expected business performance in 2011 compared to 2010



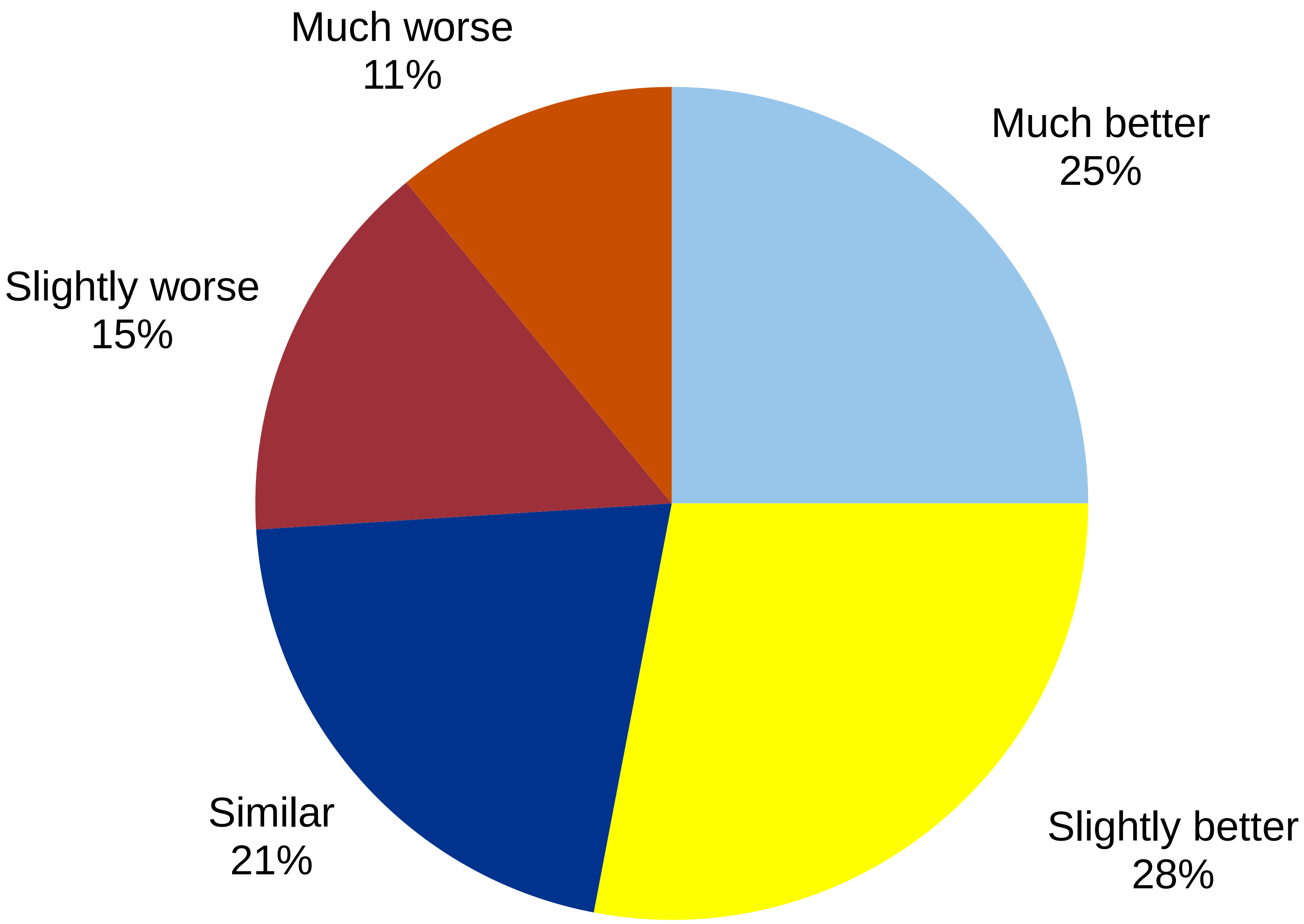
Future outlook – Expected business performance in 2011 compared to 2010



Future outlook – Expected business performance in 2011 compared to 2010



Survey of Golf Industry Stakeholders



Conclusion

Number of rounds	■ Rounds and revenues still in decline
Profitability	■ Less than 50% of golf courses were profitable
Notable findings	■ Great Britain and Ireland poor, ■ Central Europe and MENA fared well
Measures	■ 65% of courses have cut costs – 45% have cut staff ■ Most successful facilities are not resistant to change and are adapting to the market

Thank you

Presentation by Nick Oakley

Manager
T +36 70 977 6568
E nicholasoakley@kpmg.com

kpmg.com