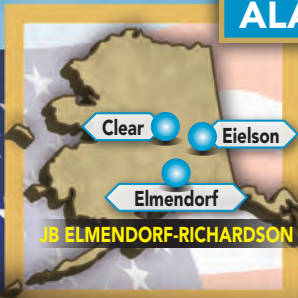


AIR FORCE CLUB, CLASS SIX STORE AND INN LOCATIONS



ALASKA



HAWAII



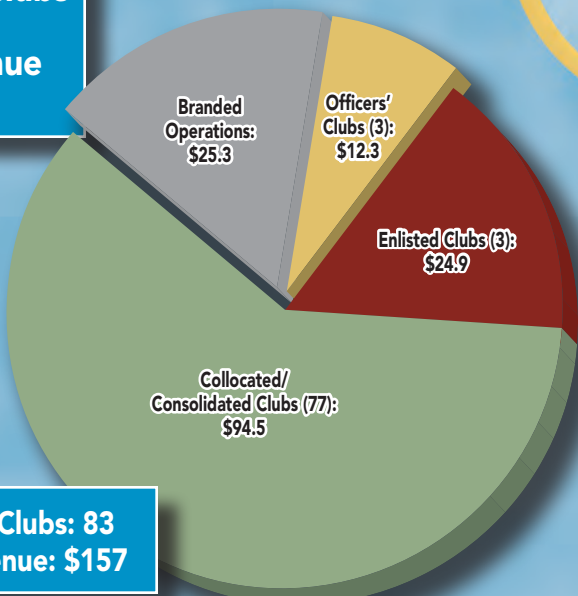
GREENLAND



ENGLAND



**U.S. Air Force Clubs
Fiscal 2016
Sales & Revenue**
(in millions)



**Total Number of Clubs: 83
Total Sales & Revenue: \$157**

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AIR FORCE CLUBS

Fiscal 2016 Sales & Revenue



Top 10 Air Force Collocated/Consolidated Clubs Ranked by Fiscal 2016 Sales & Revenue

FY16 Rank	Location	FY16 Sales & Revenue	FY15 Rank
1	JB San Antonio, Texas	\$7,909,949	2
2	Ramstein AB, Germany	\$7,848,936	1
3	Misawa AB, Japan	\$5,198,841	3
4	RAF Lakenheath, U.K.	\$4,957,048	4
5	Kunsan AB, Korea	\$3,596,444	5
6	Wright-Patterson AFB, Ohio	\$3,201,120	7
7	JB Charleston, S.C.	\$2,923,196	6
8	Aviano AB, Italy	\$2,772,009	9
9	Robins AFB, Ga.	\$2,771,403	8
10	Peterson AFB, Colo.	\$2,455,608	NR

Total Dollar Volume (Sales & Revenue): \$94,467,909
Number of Collocated/Consolidated Clubs: 77

Top Air Force Enlisted Clubs Ranked by Fiscal 2016 Revenue

FY16 Rank	Location	FY16 Sales & Revenue	FY15 Rank
1	Kadena AB, Okinawa, Japan	\$13,980,106	1
2	Osan AB, Republic of South Korea	\$5,732,773	2
3	Yokota AB, Japan	\$5,247,667	3

Total Number of Enlisted Clubs: 3
Total Dollar Volume (Sales & Revenue): \$24,960,546

Top Air Force Officers' Clubs Ranked by Fiscal 2016 Revenue

FY16 Rank	Location	FY16 Sales & Revenue	FY15 Rank
1	Kadena AB, Okinawa, Japan	\$7,114,189	1
2	Osan AB, Republic of South Korea	\$3,790,371	2
3	Yokota AB, Japan	\$1,413,279	3

Total Number of Officers' Clubs: 3
Total Dollar Volume (Sales & Revenue): \$12,317,839

Altus AFB, Okla

Collocated Club \$452,679

JB Andrews, Md.

Collocated Club \$1,850,428

Arnold AFB, Tenn.

Consolidated Club \$523,714

Aviano AB, Italy

Collocated Club \$2,772,009

Barksdale AFB, La.

Collocated Club \$1,365,502

Beale AFB, Calif.

Collocated Club \$128,602

Buckley AFB, Colo.

Branded Operations \$115,886

Cannon AFB, N.M.

Collocated Club \$852,027

JB Charleston, S.C.

Collocated Club \$2,923,196

Clear AFS, Alaska

Consolidated Club \$67,195

Columbus AFB, Miss.

Consolidated Club \$380,959

Davis-Monthan AFB, Ariz.

Collocated Club \$633,722

Dobbins ARB, Ga.

Consolidated Club \$510,648

Dover AFB, Del.

Collocated Club \$262,025

Dyess AFB, Texas

Collocated Club \$106,805

Edwards AFB, Calif.

Collocated Club \$951,396

Eglin AFB, Fla.

Collocated Club \$892,216

AIR FORCE CLUBS

Eielson AFB, Alaska

Collocated Club \$761,855

Ellsworth AFB, S.D.

Collocated Club \$562,289

JB Elmendorf-Richardson, Alaska

Collocated Club \$132,057

F.E. Warren AFB, Wyo.

Collocated Club \$79,712

Fairchild AFB, Wash.

Collocated Club \$46,560

Goodfellow AFB, Texas

Collocated Club \$830,066

Grand Forks AFB, N.D.

Branded Operations \$346,814

Greater Pittsburgh ARB, Pa.

Consolidated Club \$143,217

Grissom ARB, Ind.

Consolidated Club \$310,010

Hanscom AFB, Mass.

Collocated Club \$553,762

Hill AFB, Utah

Collocated Club \$1,099,811

Holloman AFB, N.M.

Collocated Club \$1,149,462

Homestead ARB, Fla.

Consolidated Club \$668,874

Hurlburt Field, Fla.

Branded Operations \$17,421

Collocated Club \$1,283,521

Total 1,300,942

Incirlik AB, Turkey

Collocated Club \$764,179

Izmir AB, Turkey

Consolidated Club \$60,014

Kadena AB, Okinawa, Japan

Officers' Club \$7,114,189

Enlisted Club \$13,980,106

Branded Operations \$6,090,749

Total \$27,185,044

Keesler AFB, Miss.

Collocated Club \$993,120

**U.S. Air Force Clubs
Fiscal 2016 Sales & Revenue**

Officers' Clubs (3): \$12,317,839

Enlisted Clubs (3): \$24,960,546

Collocated/Consolidated Clubs (77): \$94,467,910

Branded Operations (17): \$25,319,466

Total Number of Clubs: 83

Total Sales & Revenue: \$157,065,761



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Kirtland AFB, N.M.

Consolidated Club \$636,677

Kunsan AB, Korea

Collocated Club \$3,596,444

JB San Antonio, Texas (Lackland, Randolph, Fort Sam Houston)

Collocated Club \$7,909,949

Lajes Field, Azores, Portugal

Collocated Club \$619,574

RAF Lakenheath, U.K.

Collocated Club \$4,957,048

JB Langley-Eustis, Va.

Branded Operations \$250,685

Collocated Club \$2,129,591

Total \$2,380,276

Laughlin AFB, Texas

Collocated Club \$871,656

Little Rock AFB, Ark.

Collocated Club \$131,836

Los Angeles AFB, Calif.

Consolidated Club \$999,941

Luke AFB, Ariz.

Collocated Club \$936,868

MacDill AFB, Fla.

Branded Operations \$181,005

Collocated Club \$345,892

Total \$526,897

Malmstrom AFB, Mont.

Collocated Club \$355,934

March ARB, Calif.

Consolidated Club \$478,760

Maxwell AFB, Ala.

Collocated Club \$1,449,137

McConnell AFB, Kan.

Collocated Club \$199,475

JB McGuire-Dix-Lakehurst, N.J.

Branded Operations \$224,569

Collocated Club \$2,287,706

Total \$2,512,275

RAF Menwith Hill, U.K.

Collocated Club \$684,363

RAF Mildenhall, U.K.

Collocated Club \$2,392,090

Minneapolis-St. Paul ARB, Minn.

Consolidated Club \$500,262

Minot AFB, N.D.

Branded Operations \$604,628

Collocated Club 1,002,156

Total \$1,606,784

Misawa AB, Japan

Collocated Club \$5,198,841

RAF Molesworth, U.K.

Branded Operations \$485,511

Moody AFB, Ga.

Collocated Club \$701,847

Mountain Home AFB, Idaho

Collocated Club \$318,145

Nellis AFB, Nev.

Branded Operations \$120,695

Collocated Club \$1,061,204

Total 1,181,899



The Westin Stonebriar Hotel & Golf Club

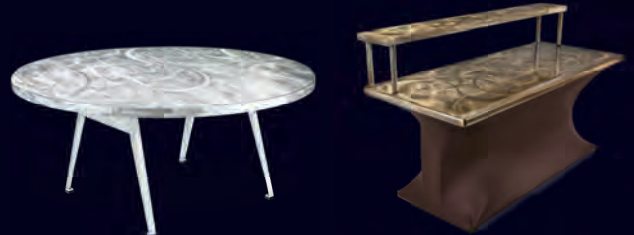
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AIR FORCE CLUBS

Niagara Falls ARB, N.Y.

Consolidated Club \$526,451

Offutt AFB, Neb.

Collocated Club \$516,368

Osan AB, Korea

Officers' Club \$3,790,371

Enlisted Club \$5,732,773

Branded Operations \$1,593,032

Total \$11,116,176

Patrick AFB, Fla.

Collocated Club \$409,708

Petersen AFB, Colo.

Collocated Club \$2,455,608

Ramstein AB, Germany

Branded Operations \$11,909,338

Collocated Club \$7,848,936

Total Clubs \$19,758,274

Robins AFB, Ga.

Collocated Club \$2,771,403

Scott AFB, Ill.

Collocated Club \$1,301,504

Shaw AFB, S.C.

Branded Operations \$202,037

Collocated Club \$1,194,596

Total 1,396,633

Sheppard AFB, Texas

Collocated Club \$1,215,473

Spangdahlem AB, Germany

Branded Operations \$877,484

Collocated Club \$2,025,386

Total \$2,902,870

Thule AB, Greenland

Consolidated Club \$851,190

Tinker AFB, Okla.

Collocated Club \$713,939

Travis AFB, Calif.

Branded Operations \$11,841

Collocated Club \$346,142

Total 357,983

Tyndall AFB, Fla.

Collocated Club \$1,048,537

U.S. Air Force Academy, Colo.

Branded Operations \$9,163

Collocated Club \$1,515,874

Total \$1,525,037

Vance AFB, Okla.

Consolidated Club \$533,876

Vandenberg AFB, Calif.

Collocated Club \$167,073

Westover ARB, Mass.

Consolidated Club \$618,559

Whiteman AFB, Mo.

Collocated Club \$687,938

Wright-Patterson AFB, Ohio

Collocated Club \$3,201,120

Yokota AB, Japan

Officers' Club \$1,413,279

Enlisted Club \$5,247,667

Branded Operations \$2,278,610

Total Clubs \$8,939,556

Youngstown ARB, Ohio

Consolidated Club \$641,202

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