



MEN'S INTERCOLLEGIATE ATHLETICS  
THE UNIVERSITY OF TEXAS AT AUSTIN

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January 11, 2010

Mr. Eric Affeldt  
President and CEO  
ClubCorp, Inc.  
3030 LBJ Freeway, Suite 600  
Dallas, TX 75234

Dear Eric:

It is my pleasure to brag on our good friends at the UT Club. The concept of a club in the stadium was new to us when this all began, yet now it is hard to imagine our lives without it. Joe and his team take very good care of us each and every day.

We appreciate your commitment and participation in the university's growth over the years. The east side of campus has become a desirable location for other university departments and services in large part due to the club.

Over 3500 Members call the UT Club home. That speaks volumes to its acceptance within Texas family and the campus community. The university has built a great reputation both academically and athletically, and the club has become a special part of our Longhorn tradition.

Please call if I can ever be of help or reference to your efforts along the way.

All the best,

A handwritten signature in black ink, appearing to read "DeLoss Dodds".

DeLoss Dodds  
Athletics Director  
University of Texas



John E. Joyce  
Managing Director

January 19, 2010

Mr. David Woodyard  
Executive Vice President  
ClubCorp USA, Inc.  
3030 LBJ Freeway, Suite 600  
Dallas, Texas 75234

Dear Dave,

I have been meaning to write to let you know how pleased we are with the continued progress and success of the Boston College Club. Since its opening in 1998 the club has become the most respected and envied city club in Boston and is the central meeting ground for our professional, civic and alumni community.

The dedication to providing outstanding quality in member services, programming, events, food, beverage and more has been significant to our success and we appreciate ClubCorp's continued commitment to excellence.

Last, but certainly not least, presenting the annual BC Club participation check's to Father Leahy, now representing well over \$3,500,000 in scholarship money for local students, is a source of pride for us all. We currently have 5 students enrolled on scholarship at Boston College.

We truly appreciate the partnership we share in this great club and wanted you to know that our mutual success has far surpassed our expectations.

Sincerely,

A handwritten signature in cursive script that reads "John E. Joyce".

John E. Joyce  
Chairman  
Board of Governors  
Boston College Club



January 7, 2010

Mr. Eric Affeldt  
ClubCorp, Inc.  
3030 LBJ Freeway, Suite 600  
Dallas, TX

Dear Eric:

University Center Club has been a resounding success for FSU. The club's members return again and again, and this has created a fantastic culture for us.

Your ClubCorp crew helped us reach our goals – namely, creating value for those who join us and creating innovative ways to entertain, all in a family-friendly environment. Your staff acted with purpose and with concern for FSU.

The club is an inclusive, comfortable environment for our alumni and non-alumni alike – everyone is having an incredible time here. UCC is not only the best place in the stadium to watch the football game but also a leader in community service and making contributions to society.

Thank you for everything.

Sincerely,

A handwritten signature in black ink, appearing to read "Andy Miller", is written over the word "Sincerely,".

Andy Miller  
President & CEO  
Seminole Boosters, Inc.