

Dear Valued Owner,

Like many of you, I am writing from a lock down situation that has become our universal gift to each other despite its impacts on our daily lives and livelihood. For us here in TCI that commenced on March 26th and has been extended to May 4th, 2020, and while its equally as disruptive, I applaud the early actions of our governments and we now show some of the most impressive statistics in the Caribbean with only 11 confirmed cases and only 2 suspected cases pending at this juncture.

While it certainly is easy to identify the negative side of this situation, those are obvious and at this point not worth rehashing because they won't lead us in the direction that lets us come out of this faster and better prepared. I prefer to take a moment and highlight the positives of what we are doing as I think we all need to hear some positives.

I'll start by saying that while I am only permitted to visit the properties on an emergency basis, my covert visits give me a lot of comfort that the teams at each resort are doing a great job being creative to keep them looking beautiful and well protected. This has proven a bit more challenging given that we don't have guests to create the valuable irrigation waste water and I am told we are experiencing the longest drought in 10 years. We did have one good rain finally last week and I think it's the first time I can remember being so happy to see rain!

I do want to sincerely thank those that have committed to sheltering at the properties versus their homes so we can benefit from their guidance and oversight.

I would like to ensure you that despite the present burden, we as a company are still committing resources to continue to provide ongoing financial support to our staff and managers. While that program will need to be re-evaluated and adjusted monthly as we get clearer information and I can say that my strategy is to make a financial plan that continues that support in some manner despite our closures. The importance of keeping as much of our team together seems to ring true now more than ever. Our advantage over many other markets and competitors will be strongly enhanced if we have our core teams ready and prepared to serve our guests in a way that is the "new norm" and do it at a level that provides the comfort our new visitors will be demanding.

We as a team continue to approach this issue as "plan for the worst, but think about what might be best scenario" as well. Once we get our thinking past all the worries of the present shut down and get refocused, we will start to see the opportunities that

just might lay ahead. While we have no way to know when the world will start to venture out, I do know that it will need the creativity and ingenuity of the travel professionals, including Resorts like ours and Airlines to think about how we make that traveler feels safe.

I believe the desire to get away, to feel free, and to want to experience a beautiful destination will be in the hearts of people more than ever. The main hurdle to cross will be safety and making sure there is a new host of procedures and protocols that make that evident to the guest.

To make this thinking part of our team DNA, we have been holding regular Zoom meetings every Friday where close to 50 of our managers, supervisors and executives all get a chance to brainstorm based on questions given to them earlier in the week.

Many of these assignments focus around coming up with ways to ensure guest and employee safety. It's an open forum where all ideas are welcome including new procedures and protocols that will alleviate guest concerns as well as ways we can promote why we are safe and the best vacation option. Everyone on the call has one minute to present their ideas, and there are no bad ideas.

The participation and "buy-in" is heartwarming and the benefits of having the team see each other, knowing they are still a team and not alone creates a much needed bond and renewed energy. I want to thank our brilliant VP of Marketing , Karen Whitt for being the driving force behind these meetings.

If one had any doubt that we can adapt as a team, I will highlight that even our veteran Chief Engineer, Dennis Voves, joined us on the Zoom meeting successfully! Now that's progress and Dennis had some great contributions in terms of physical plant suggestions for sanitization.

Additionally, there is a general team-wide challenge to get as much online training now as possible. Regardless of department , we are asking all staff to get certified on line for many different hospitality courses especially in the food handling and best practices. Those successfully completing each certification get to proudly post their certificate on the What's App group we have for the team and pass the pressure on. I sense that I better be able to post a certification myself soon or there may be some ridicule.

I want to take a moment and sincerely thank you in general as an owner group. The understanding and support as been uplifting and greatly appreciated. With some of the initial chaos of the shut down behind us I have actually had a few moments to stop and reflect for a few seconds. Part of that reflection was how important the connection between myself (and our team) is with you as owners and stakeholders.

I realized through some of the recent support and correspondence how long these relationships have existed. In many cases owners bought in our developments with small children in tow during the viewing. Today we are sharing great memories with them about how those same children experienced their weddings and/or honeymoons at our mutual home in the Caribbean.

It's become evident to me that more time has passed than I even tend to believe, and during all of the busy demands over the past years I realize that there are many new owners that bought after our pre-development days that I simply have not connected with. Part of my new promise for when we welcome you all back, is to take the time to meet and make that connection. While I obviously welcome my time with all owners, I would truly encourage those that I have not had the privilege of meeting directly in the past, to please reach out on one of your future visits through Joan Hagan. I will gladly take the time to come and personally meet with you at the property. I think it's very important to share views and develop a connection.

In closing, while it would be naïve to say this isn't a hard moment in time, it is equally naïve to view it as impossible . It would be sad to waste this time not looking for the opportunity on the other side (whenever that may be). I still believe that once America is ready and able to travel, the Caribbean and especially the Turks and Caicos, will be a much preferred option due to its short haul, direct flights, warm temperatures year round, open spaces and low density Resort options. We also have historically been one of the most popular destinations for private jet travel and that should also become even more relevant.

I continue to extend our great thanks to you all for your continued support. We still have many challenges ahead but I want you to feel comfortable that we plan to use every bit of our 22+ years' of reputation and experience in TCI to make sure we have you covered, now and as soon as new opportunity knocks. Which, it will.

Be well
Stan Hartling