

To Whom It May Concern:

My name is Bernie Friedrich and I am the Director of Golf Course Renovation & Development for Boyne Resorts. I have had the pleasure of working with Raymond Hearn on several projects over the last three years.

Ray has given suggestions and worked on projects for all of our ten of our BOYNE Golf courses in Michigan, as well as the Sugarloaf and Sunday River Golf Club courses in Maine, and the golf course at Big Sky Resort in Montana. Our renovations in Michigan with Ray have included work at Crooked Tree Golf Club, The Moor course at The Highlands, as well as major modifications to several holes on the Donald Ross Memorial course at The Highlands. He has also designed short courses at The Highlands, Big Sky, and Sugarloaf. It was important for Boyne Resorts to hire someone with integrity and a passion for golf courses that respected and nurtured the designs of the original course architects. Ray has exhibited those qualities in every step of every project.

Ray is greatly skilled in the golf course design and renovation realm and we have had nothing but positive experiences working with him. He has extensive knowledge and is good at presenting various options for each project. He is also happy to go into detail and discuss each option with the ownership until a highly informed decision is made.

I have known Ray for many years, and have always been impressed with his skills. He shares the values Boyne Resorts holds for our golf courses and respects the work we have done to build these courses into what they are today. With most of our work being renovations, we felt Ray was the best option being an expert on the subject and we are grateful to be working with him. I am happy to discuss Ray's work further with you if needed. Please reach out to me with any questions.

Respectfully,
Bernie Friedrich

BERNIE FRIEDRICH, P.G.A.

Director of Golf Course Renovation & Development

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