



March 21, 2012

To Whom It May Concern:

RE: MR. OMAR RAMIREZ

I have been working with Mr. Omar Ramirez in the past five years, throughout his time in The Bahamas. I understand that he is now managing ARM Caribbean, Ltd. and know that his principles will be delivered to the company's employees and policies.

My experience with Mr. Ramirez has been successful and professional. His decision making, honesty and knowledge in the Mechanical Engineering field and BMS services, The Bahamas local market and regional market, have always been an asset to the projects we have worked on together and a key to giving fluidity to the conclusion of the same. I therefore, do not have any doubt that he will be successful in his endeavors in this recently formed company. In addition, I know that the support of the experienced people ARM Caribbean employs, their assets and knowledge in the field and the partnerships they have with local and international firms will assist with the company's success.

Should you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

Tommy Jones
Vice President- Operations Development
Baha Mar Ltd.