



**ECI**

**since 1996**

**2022**  
**Shareholder**  
**Report**



# Index

## January - December, 2022

A Letter From Our Chairman and CEO: Michael K. Cobb	3
Financial Reports	7
Construction Updates	12
Operations Report	19
Hospitality	30
Marketing	33
Sales	35
International Referral Network	37
Information Technology	39
Corporate Social Responsibility	40



## A letter from Chairman & CEO Michael K. Cobb

I am pleased to share with you the official annual report for the year 2022.

Significant strides were made at ECI Developments, Inc. when it comes to fitting the right personnel in the appropriate positions to best meet the needs of the company. As ECI Developments, Inc. continues to grow and moves toward a future liquidity event, much of the management time was used to recruit, hire, and onboard new talent. Among the key positions filled were Vice President of Construction, Financial Controller, Procurement Manager and Senior Hospitality Leader. The new team members brought fresh talent, expertise, experience, and wisdom to the company, and added greater value to your investment.

As you will remember, in 2021, the shareholders voted and ratified the important decision to redomicile the holding company for ECI Developments, Inc. to Delaware. This was done on the advice of Dentons Law Firm, which we retained to advise us regarding a possible liquidity event. Additionally, shareholders ratified a 10 for 1 stock split. The redomicile was completed in 2021 and the share split in 2022.

The challenges of post-sales construction from the prior years, supply chain issues, material cost increases due to Covid, and human bandwidth issues led to construction delays into 2022 and have positioned ECI for a loss in the year. As in past

years, there are some accounting protocols that keep construction costs in 2022 without sales revenues to offset. Additionally, there are non-capitalized expenses for the Marriott construction that contribute to higher overhead costs. The full details are in the Financials portion of this 2022 Annual Report.

Major property development highlights include the ongoing construction of the Belize Marriott. The acquisition of the 11-room Villa Solar de Lalem Bed and Breakfast in the Azores of Portugal marks the Company's expansion into Europe and a gateway for customers wanting a European vacation or ownership experience. Home construction at Gran Pacifica continues with the ongoing deliveries of riverside tiny-homes and mid-sized hybrid homes.

As well, ECI Developments, Inc. is now contracted to manage the largest private solar resort in Belize, Table Rock Jungle Lodge. This exclusive jungle resort along the Macal River is the Company's first step into the mainland of Belize.

Our landmark Belize Marriott investment now tops \$12 million as of the end of the year, with significant progress made on the foundation structure. As always, I tip my hat off to my longtime friend and ECI Developments, Inc. co-founder Joel Nagel, for seeing this project through many challenges, stops, and starts over decades of time with a tenacity that simply must be admired.

Having endured major supply chain and construction delays, ECI Developments, Inc. managed to complete homes previously ordered in 2020 and 2021 this year. While some delivery delays have pushed the vast majority of home delivery into 2023, the first 11 homes were delivered in 2022 and the sales revenues were posted. It is anticipated that all back-order sales, totaling 93 units, will be completed by November 2023. That revenue will be booked to the bottom line. Those charts are included in the Financials section.



The Construction Division is now headed by Vice President of Construction Gustavo Barrios. He comes with two decades of experience in real estate development and construction management. In order to exact meaningful change, I made the decision to pause all construction in September of 2022. This was a very unpopular decision with our property consultants, and many of our clients, but I saw it as the opportunity to give Gustavo time to reorganize the construction division. With the volume of work that the team has been tasked to deliver, it was absolutely necessary to find solutions that would allow the team to perform under a compressed timeframe. The decision is yielding results, and we are beginning to deliver homes on a consistent and timely basis.

As noted, in the latter part of 2022, the Operations Division came under the careful watch of our Acting COO Peter Juergens, who moved over from sales and marketing. New processes, cost controls and systems were implemented across the board and communication continues to improve daily between departments. In addition, new leaders in Hospitality and Finance are onboarded and integrated into departmental systems.

Jeff Harper, previously Property Manager for the Gran Pacifica Master Association, officially assumed the role of Senior Hospitality Director. Jeff brings with him many years of both property management and hospitality experience. ECI Developments, Inc. now operates two resort properties in Belize, Grand Baymen Best Western and Table Rock Jungle Lodge, the rental of numerous homes and condominiums at Gran Pacifica Nicaragua, and now our B&B in the Azores Portugal. With more than 70 new homes coming online at Gran Pacifica and 20 Tiny Eco Smart residences over the water in Belize in 2023, Jeff will be ramping up our hospitality marketing and operations to successfully grow this area of our business.

To enhance the pre-customer experience, the ECI Developments, Inc. marketing team has reevaluated our brand positioning, content, and digital strategy. Four main strategies are in place to expand our reach and improve conversion rates, and with a new website coming online in Q2, 2023, the company will better capture and engage an average of 30,000 new monthly visitors.

In 2022, the Sales Department enhanced its tools to monitor sales activity and establish best practices. Through data analysis, sales key performance indicators are set, optimizing our sales funnel and conversion cycle.

The International Referral Network (IRN) program worked closely with the Business Intelligence team in the final quarters of 2022. They identified top-performing partners and then developed specifically customized content and campaigns to appeal directly to their networks of referral sources and prospective customers. Communication with active IRN partners was streamlined, providing them with varied marketing materials and training resources.

The IRN trade mission in Belize, led by IRN Director Chenay Jordan, was a success and proved valuable in refining our approach to discovery tours and trade missions. Combining discovery tours, for retail clients, with trade missions for industry professionals will be our focus moving forward. IRN partners remain the single largest source of lead flow and ultimately sales for ECI Developments, Inc. Fine-tuning these marketing and tour programs carries meaningful weight for new sales growth.

The Information Technology and Business Intelligence department underwent a complete overhaul in 2022, focusing more on technology integration, processes, and documentation. Consolidation and simplification were a major focus, as are cost-effectiveness, proper management controls, and security.

## Company Outlook

ECI will continue to focus on enhancing customer experience, expanding our marketing reach, and driving sales growth. Our priorities for 2023 include:

- Delivery of the remaining backlog of homes ordered in 2020 and 2021 including EVA (tiny home community), MILA (luxurious and eco-friendly right-sized), BELA (beachfront), and TES (tiny eco-smart) homes in Nicaragua and Belize.
- Continued construction on both the Marriott and Galleon projects in Belize.
- Launched a brand-new product line in Nicaragua to meet the demand of the price-sensitive market called the Colibri
- Launching product in our JV projects in Panama and El Salvador.
- Launching product for the Low-EMF (electrical, magnetic, RF-cellular) community at Gran Pacifica.
- Continuing our planned liquidity event work including the planned hiring of an audit consultant and preparing ECI for 3rd party external audits.
- Master Planning for the 2nd Phase of TES over the water homes in Belize.
- Opening Solar de Lalem, ECI's Azores Villa with a new management team in place.
- Working in a contracted service role with the resort owner of Table Rock to expand his resort and bring new room capacity online mid-2024.
- Continuing sales of both The Reef in Honduras and Grand View Estates in Costa Rica.

- Launching our new, user-friendly website, improving lead generation and customer engagement.

- Further developing and refining our marketing strategies, including expanding the Conversations with Cobb series and a possible podcast.

- Leveraging our IRN partnerships to reach new audiences.

- Continuing to optimize our sales performance through data-driven analysis, weekly training sessions, and ongoing improvements to our CRM (customer relationship manager) system.

We undertake these initiatives to ensure increased growth and shareholder value. The ECI Team is committed to delivering exceptional products and services to our customers, and we are excited about the opportunities ahead for our company and shareholders.

I would like to thank you, our valued shareholders, for your continued support and trust in ECI Developments, Inc., and our outstanding team members for tireless work year-round. In the end, the tide of our business rises and falls with its people. We look forward to sharing our progress and achievements with you throughout the coming year.



Michael K. Cobb  
Chairman and CEO

# Financials

Early in 2022, Francisco Javier Camarillo was hired as the VP of Finance. This move was a critical decision for the growth of the finance department and the future success of ECI Developments, Inc.

The company has faced financial challenges as a result of the remnants of covid, supply chain issues, and substantially higher interest rates. Setbacks and financial challenges have been caused by construction delays and higher prices, but ECI made it a priority to complete every home and hand over every key as promised to date, despite facing strong headwinds.

In anticipation of the liquidity needs of the company as it prepared for the year's planned massive construction delivery schedule, the Finance Department created a new Cash Flow Model in early 2022 to forecast inflows and the budgeted outflows. The model improved throughout the year, as the team resolved challenges, gaining a greater understanding of our business dynamics, especially the alignment and integration of information from different departments (Construction, Accounting, BI, and Sales).

Monthly financial statements are now presented in a consolidated manner providing a comprehensive picture for management and third parties. Additionally, with the addition of a Procurement Manager and additional internal controls, expenditures are continually reevaluated to monitor and control costs across all ECI departments.

To ensure profitability going forward, price increases, standardizing construction systems, and the creation of base models with the more enhanced aspects of construction presented as "add-ons", the Company is prepared to meet the market realities head-on and earn profits on all new construction. The Finance department is working daily with the Construction teams to continuously come up with cost-saving measures to increase margins on the products being delivered. In some cases, we have been able to make up for increased costs and keep our product prices consistent. Constantly finding ways to cut costs is critical to the success of ECI, as we pride ourselves on being able to serve middle-income customers.

---

## 10:1 ECI Share Split

Following the vote that passed on the decision to redomicile ECI's holding company to Delaware, ECI performed a share split in late Q4 2022, concurrent with the issuing of new shares under the new holding company. An audit of all share records was conducted, and each shareholder was given new combined certificates representing each individual's total holdings within the company post-split.

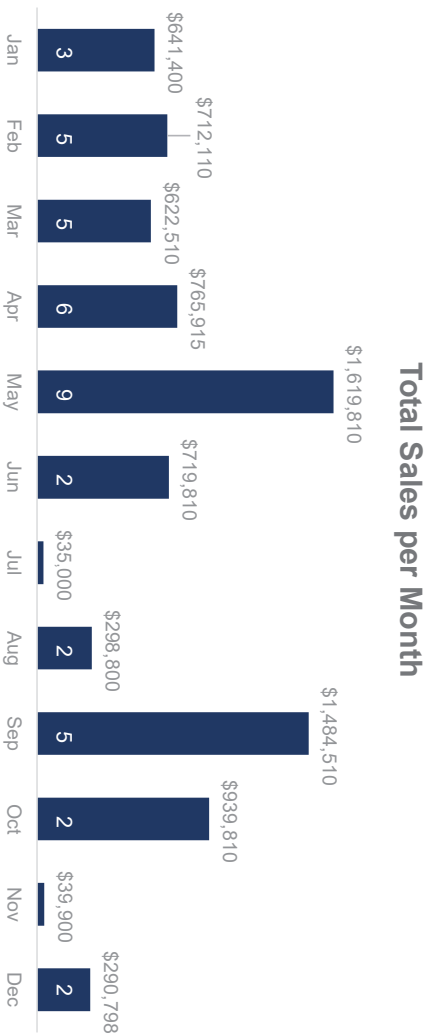
In addition to attracting new investors, the share split is a result of growth and the many prospects that ECI Development has in line. Future projects, including joint ventures, continue to add value to the company's portfolio, and in turn, shares' worth.

# ECI Summary of Sales as of December 31, 2022

## Summary of Sales January - December 2022

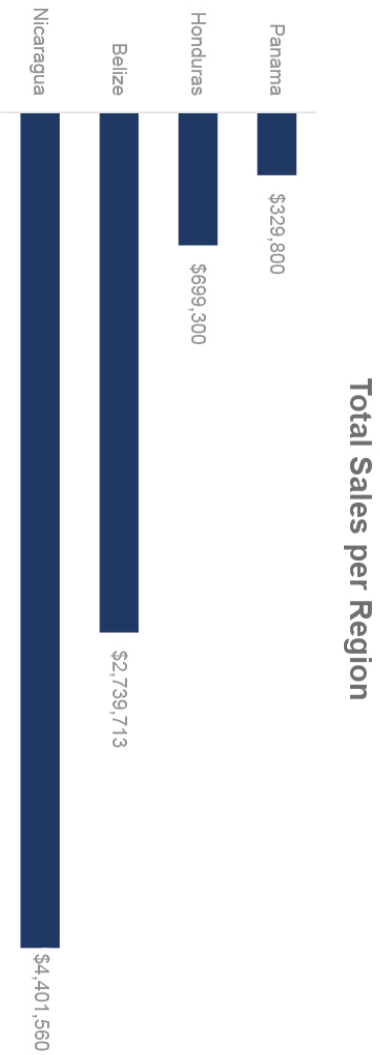
### TOTAL SALES PER MONTH

Month	Properties Sold	Contract Value
Jan	3	\$641,400
Feb	5	\$712,110
Mar	5	\$622,510
Apr	6	\$765,915
May	9	\$1,619,810
Jun	2	\$719,810
Jul	1	\$35,000
Aug	2	\$298,800
Sep	5	\$1,484,510
Oct	2	\$939,810
Nov	1	\$39,900
Dec	2	\$290,798
<b>Total</b>	<b>43</b>	<b>\$8,170,373</b>



### TOTAL SALES PER REGION

Region	Properties Sold	Contract Value
Nicaragua	23	\$ 4,401,560
Belize	11	\$ 2,739,713
Honduras	7	\$ 699,300
Panama	2	\$ 329,800
<b>Total</b>	<b>43</b>	<b>\$ 8,170,373</b>



## Property Sales Income Statement

	2018	2019	2020	2021	2022
<u>Property Income</u>					
Condo Sales	\$ 149,192	\$ -	\$ -	\$ 913,458	\$ 1,229,486
Lot Sales	\$ 239,000	\$ 115,000	\$ 300,850	\$ 838,722	\$ 159,900
Furniture Packages	\$ -	\$ -	\$ -	\$ 116,089	\$ 29,234
Teak	\$ 182,150	\$ 82,284	\$ 153,145	\$ 2,539,373	\$ 241,512
<b>Total Property Income</b>	<b>\$ 570,342</b>	<b>\$ 197,284</b>	<b>\$ 453,995</b>	<b>\$ 4,407,643</b>	<b>\$ 1,660,132</b>
<u>Other Income</u>					
Hospitality Income	\$ 221,220	\$ 234,273	\$ 108,111	\$ 171,105	\$ 729,556
Other Miscellaneous Fees & Income	\$ 373,554	\$ 444,988	\$ 551,283	\$ 576,091	\$ 402,403
Management Fee (Panama Teak)	\$ -	\$ -	\$ -	\$ 242,473	\$ 54,554
<b>Total Other Income</b>	<b>\$ 594,774</b>	<b>\$ 679,261</b>	<b>\$ 659,394</b>	<b>\$ 989,669</b>	<b>\$ 1,186,513</b>
<b>Total Income</b>	<b>\$ 1,165,116</b>	<b>\$ 876,545</b>	<b>\$ 1,113,389</b>	<b>\$ 5,397,312</b>	<b>\$ 2,846,645</b>

	2018	2019	2020	2021	2022
Properties Sold	3	6	43	98	43
<b>Contracts Signed</b>	<b>\$ 313,000</b>	<b>\$ 1,135,280</b>	<b>\$ 5,296,553</b>	<b>\$ 14,520,588</b>	<b>\$ 8,170,373</b>

*\*Complimentary information for a better understanding of the Income Statement, as revenue is recognized when the properties are 100% paid and the title property is transferred to the Client.*

# Property Sales 2018-2022

**ECI DEVELOPMENT, LTD**  
Chart of Properties Sales from 2018 to 2022

	FY 2018		FY 2019		FY 2020		FY 2021		FY 2022		Total	
	Qty	\$	Qty	\$	Qty	\$	Qty	\$	Qty	\$		
<b>Total Properties Sold</b>												
<b>Nicaragua</b>												
EVA	0	\$ -	0	\$ -	11	\$ 1,258,900	50	\$ 5,535,655	13	\$ 1,964,850	74	\$ 8,759,405
MILA	0	\$ -	0	\$ -	0	\$ -	10	\$ 1,312,230	1	\$ 139,900	11	\$ 1,452,130
BELA	0	\$ -	0	\$ -	0	\$ -	11	\$ 3,061,718	6	\$ 2,174,410	17	\$ 5,236,128
Momotombo	0	\$ -	0	\$ -	3	\$ 399,700	0	\$ -	-	\$ -	3	\$ 399,700
San Diego Viejo Lots	2	\$ 174,000	0	\$ -	4	\$ 155,000	2	\$ 219,525	3	\$ 122,400	11	\$ 670,925
Santa Barbara Lots	0	\$ -	0	\$ -	0	\$ -	2	\$ 660,000	-	\$ -	2	\$ 660,000
MILA Lots	1	\$ 139,000	1	\$ 30,000	0	\$ -	0	\$ -	-	\$ -	2	\$ 169,000
<b>Total</b>	<b>3</b>	<b>\$ 313,000</b>	<b>1</b>	<b>\$ 30,000</b>	<b>18</b>	<b>\$ 1,813,600</b>	<b>75</b>	<b>\$ 10,789,128</b>	<b>23</b>	<b>\$ 4,401,560</b>	<b>120</b>	<b>\$ 17,347,288</b>
<b>Belize</b>												
Tes	0	\$ -	1	\$ 143,010	14	\$ 2,065,723	2	\$ 339,800	2	\$ 389,805	19	\$ 2,938,338
Fleet	0	\$ -	0	\$ -	9	\$ 1,114,180	1	\$ 88,740	2	\$ 217,700	12	\$ 1,420,620
Galleon	0	\$ -	0	\$ -	0	\$ -	10	\$ 1,186,300	3	\$ 429,700	13	\$ 1,616,000
Martlett	0	\$ -	4	\$ 962,270	2	\$ 303,050	3	\$ 1,286,810	4	\$ 1,702,508	13	\$ 4,254,638
<b>Total</b>	<b>0</b>	<b>\$ -</b>	<b>5</b>	<b>\$ 1,105,280</b>	<b>25</b>	<b>\$ 3,482,953</b>	<b>16</b>	<b>\$ 2,901,650</b>	<b>11</b>	<b>\$ 2,739,713</b>	<b>57</b>	<b>\$ 10,229,596</b>
<b>Panama</b>												
Freedom Village	0	\$ -	0	\$ -	0	\$ -	3	\$ 442,205	2	\$ 329,800	5	\$ 772,005
<b>Total</b>	<b>0</b>	<b>\$ -</b>	<b>0</b>	<b>\$ -</b>	<b>0</b>	<b>\$ -</b>	<b>3</b>	<b>\$ 442,205</b>	<b>2</b>	<b>\$ 329,800</b>	<b>5</b>	<b>\$ 772,005</b>
<b>Honduras</b>												
Reef	0	\$ -	0	\$ -	0	\$ -	4	\$ 387,605	7	\$ 699,300	11	\$ 1,086,905
<b>Total</b>	<b>0</b>	<b>\$ -</b>	<b>0</b>	<b>\$ -</b>	<b>0</b>	<b>\$ -</b>	<b>4</b>	<b>\$ 387,605</b>	<b>7</b>	<b>\$ 699,300</b>	<b>11</b>	<b>\$ 1,086,905</b>
<b>Total Properties Sold</b>	<b>3</b>	<b>\$ 313,000</b>	<b>6</b>	<b>\$ 1,135,280</b>	<b>43</b>	<b>\$ 5,296,553</b>	<b>98</b>	<b>\$ 14,520,588</b>	<b>43</b>	<b>\$ 8,170,373</b>	<b>193</b>	<b>\$ 29,435,793</b>

## Marriott®

ECI's Marriott Project continues to be ECI's biggest investment. Construction began in August, with heavy funding allocated for this highly-anticipated undertaking. As the largest project in ECI's 26-year history, it is particularly exciting to witness the start

and anticipate the completion of the Marriott. With an anticipated completion date in 2025, the Company projects that several million dollars will be added to the bottom line of P&L each year. ECI's Marriott Project is vital to the potential liquidity event roadmap that ECI expects to pursue.

### EXOTIC CAYE INTERNATIONAL, LTD Income Statement January - December, 2022

#### Total Marriott Cost to Date

#### Marriott Expenses

Jan- Dec 2017	\$ 135,465
Jan- Dec 2018	\$ 631,918
Jan- Dec 2019	\$ 535,001
Jan- Dec 2020	\$ 524,221
Jan- Dec 2021	\$ 1,235,306
Jan- Dec 2022	\$ 1,917,199
<b>Total Expenses</b>	<b>\$ 4,979,111</b>

Marriott Capitalized Assets	\$ 5,153,479
Marriott Land Investment	\$ 2,152,991

<b>Total Investment as of December 31, 2022</b>	<b>\$ 12,285,581</b>
---	----------------------

# Construction

The Construction Division's focus for 2022 was 'balance'. The driving priority has been the completion of previously sold projects, initiating new starts, delivering homes, and ushering in new projects, all while reducing costs despite uncertain supply chain and market conditions. Many factors and variables have made managing a steady delivery timeline particularly challenging. However, as more controls are put into place, more of the moving targets are being managed to minimize their impact to clients.

In Q2, the Construction Division welcomed the addition of Gustavo Barrios, Vice President of Construction. With two decades of experience in real estate development and construction management, Gustavo immediately got down to work and began reorganizing the division. Part of the change included halting construction, so he could put the right people, systems, processes, and procedures in place. While the decision was questioned, the positives far outweigh the negative, as the team has reorganized and risen to the occasion to construct and deliver in a compressed timeframe.

In September, the company also hired Vivian Gramajo, procurement manager, whose role includes standardizing and centralizing procurement efforts to improve efficiency and cover costs. Using data from the past year, knowledge of materials and their source can be utilized to make decisions in future. Another priority was to revamp ECI's procurement policy and update proper procedures for every purchase made. The role also involves renegotiating for costlier materials with the top 5 suppliers, including prices and credit lines.

ECI also appointed a new Construction Liaison to keep clients and ECI's various teams up to date on progress. The liaison provides prompt answers to questions on any of the projects underway. Using the software Buildertrend, clients are consistently updated with progress schedules, pictures, and notifications. The program also allows clients and the liaison to message and reply in real-time, and helps the ECI team to manage upgrade options and Q&As. Other tools within the program are being extensively explored to take advantage of its full potential, including Q&As uploads, invoice management, and creating pre-set upgrades for clients to choose from.

In seeking to be even more efficient, ECI is shifting from standard home offerings with change order options, to presenting a base design and offering pre-set and pre-sale upgrade packages. Clients will have a range of options with established pricing that allows them to build their custom home, without putting a burden on the construction team to make change orders or perform custom work during and/or post the construction process. With the click of a button, clients should be able to add elements to their homes or change the appearance and quality of certain finishes.

# Belize

## Belize Marriott® Resort and Residences

The Belize Marriott® Resort and Residences of Ambergris Caye construction contractors were officially vetted after a thorough review, and a site visit to over 10 of the company's projects took place. The Merida, Yucatan, Mexico company that was chosen has an impressive portfolio, including projects such as a stadium with steel frame structure and an Amazon Warehouse built to exacting North American standards and in compliance with strict requirements.

After visiting the ECI's Marriott Project site on Ambergris Caye, the contractor's team addressed logistics such as options for moving machinery and structural elements to the island. Surveys were conducted onsite as the project start date was determined. Work began in August and progress has been continuous.

*Site prep work at the Belize Marriott® grounds.*



## North American Standards

ECI's primary trademark is quality of construction. Client satisfaction upon product delivery is tantamount, and ECI continues to study the expectations of clients in regard to 'North American Standards'. ECI's Marriott Project is a reflection of ECI's expertise in the region, with compliance and quality assurance processes and best practices in play for this global branded resort. Fluent communication is maintained between the design team, project managers, and the construction team, meanwhile, all materials and construction processes comply with the design, and that information is always at hand. As a result, those efforts will expand across all projects.



## TES Village

The year began with a few changes in the construction process, allowing better work-flow at the TES over-the-water homes on West Ambergris Caye. The communal palapa – designed as a central meeting area for homeowners and visitors – was completed, and rooftop thatch palapas began going up on individual homes. Welders also installed spiral staircases leading to the casita rooftops.

Belize's National Electric company BEL confirmed that the transformer arrived in country, and the team prepared for delivery and installation. Solar systems were ordered and have been received, and work on the foundation for the reverse osmosis system got underway. As noted earlier, shortly into the later part of 2022, construction was halted to revise and improve the system in place across all projects, including TES.



## Best Western Grand Baymen Resort – The Fleet Building

2022 started with significant detail work on the Fleet Building, with interior finishes and tile flooring underway. The team targeted the top floors first, allowing the construction process to flow better. The water distribution system was installed and pressure-tested, and lines were connected to municipal meters. The electric meter bank was completed, after which the transformer and meters were connected to the power company.

By the end of Q2, construction was 95% complete, while finishing touches, such as the installation of tile, floors, doors, windows, electrical, mechanical, and plumbing fix-

tures, were 90% complete. While woodwork took place on-site, cabinets and countertops were also coming along. The building façade finishes are finished, and the elevator installation got underway.

Landscaping followed, with fill and topsoil trucked in to begin the beautification process at Fleet, in anticipation of its grand reveal.

Despite the 60-day suspension of construction/activity undertaken to organize the Construction Division, Fleet was close to completion by year's end, and an inaugural ceremony occurred on January, 2023.



*The Fleet building at Best Western, Grand Baymen Gardens, shortly before inauguration.*



*EVA at Gran Pacifica*

## NICARAGUA

As stated before, due to restructuring within the division, the EVA, BELA, and MILA projects were paused briefly in 2022 to formulate a more efficient, effective plan to move forward.

The option of sub-contracting was revisited, and it was decided that due to the volume of work, ECI needed to shift back to the use of sub-contracted construction, rather than rely on its own workforce. However, the company remains the developer and supervises every part of the construction process.

ECI intensified its selection process in order to obtain better sub-contractors. Tighter contracts with incentives for the sub-contractor to deliver on time and within budget were reworked. By resorting to sub-contractors, the team can more effectively manage the quality assurance processes and focus more on planning, execution, and delivery.



*Halcon home at  
EVA, Gran Pacifica*

*Aerial views of BELA on the beach and the EVA community*



*MILA homes in various stages of completion*



# Projects in the Pipeline

## **Gran Zonte (El Salvador)**

ECI partnered with Mike Peterson to develop 17 hectares of Ocean View, located in the coastal hills above the town of El Zonte. Envisioned as a very attractive community for Bitcoin investors, the plan includes Tiny Eco-friendly homes and condominiums.

A change in the Peterson partnership has the team working a modified site plan to exclude a portion of the property. This parcel exclusion is impacting the original site map and layout of the property and associated residence. However, unit count is expected to remain above 300, ensuring a viable community and profitable project.

## **Gran Highlands (Panama)**

The zoning approval, which is the first step to shift the lot from a rural, farm use, to a residential development use, has been approved. This marks an important milestone that allows ECI to move forward with a feasible master development plan. The next steps are to work with the utility companies and the infrastructure design to have all utilities available and to move forward with the environmental impact approval. Once the environmental approval is in place, the construction permit application begins.

## **Grand View Estate (Costa Rica)**

Early in 2022, Gill Phelan, a project developer on the Caribbean side of Costa Rica, approached ECI to explore developing homes at Grand View Estates, where Gill began developing years ago. The management team traveled to the property and performed an on-site inspection and exploration to determine feasibility.

During the month of September, ECI spoke to Gill about acting as a marketing and sales force for his project, instead of developing a new product. At the end of Q4, the sales agreement was finalized, and the marketing team was tasked to put together sales materials to start promoting Grand View Estates.

## **ISLA @ Gran Pacifica - Low-EMF Village (Nicaragua)**

Property consultant Brandon Hodge was contacted by a group that expressed interest in becoming part of the Gran Pacifica community, but they require a low-EMF [electrical, magnetic, RF (cellular)] designation. It became apparent that this group could be a doorway to a huge opportunity to develop and provide a small village for like-minded individuals.

This neighborhood is currently undergoing initial EMF testing, sitemap development, home mix assessment, and construction requirements. ECI is also receiving advice on the specific elements (EMF and Building Biology) that are key elements and important factors for this clientele.

## **Hidden Beach (Panama)**

A 2020 proposed Joint Venture with an ECI Gran Caribbean partner was revisited in Q2 of 2022. The JV would entail ECI developing approximately 70 units on a piece of land in Puerto Armuelles, Panama. By Q4, the site plan was complete, an architect hired, and both construction documents and engineering plans were commissioned.

The oceanfront property is just 5 minutes from the town and Port of Limon, and just over 12 kms from the border with Costa Rica. Being more than 12km from the border allows foreign investors to own the property and take title.

Within a few meters of the main road, with access to water and power from the local community, this property should be relatively easy to develop. The local design team and ECI have completed the initial sitemap and home mix and look to move into the design and permitting elements shortly.

# Operations & Property Management



Trails throughout Table Rock Jungle Lodge,  
ECI's latest Joint Venture property

# Gran Pacifica

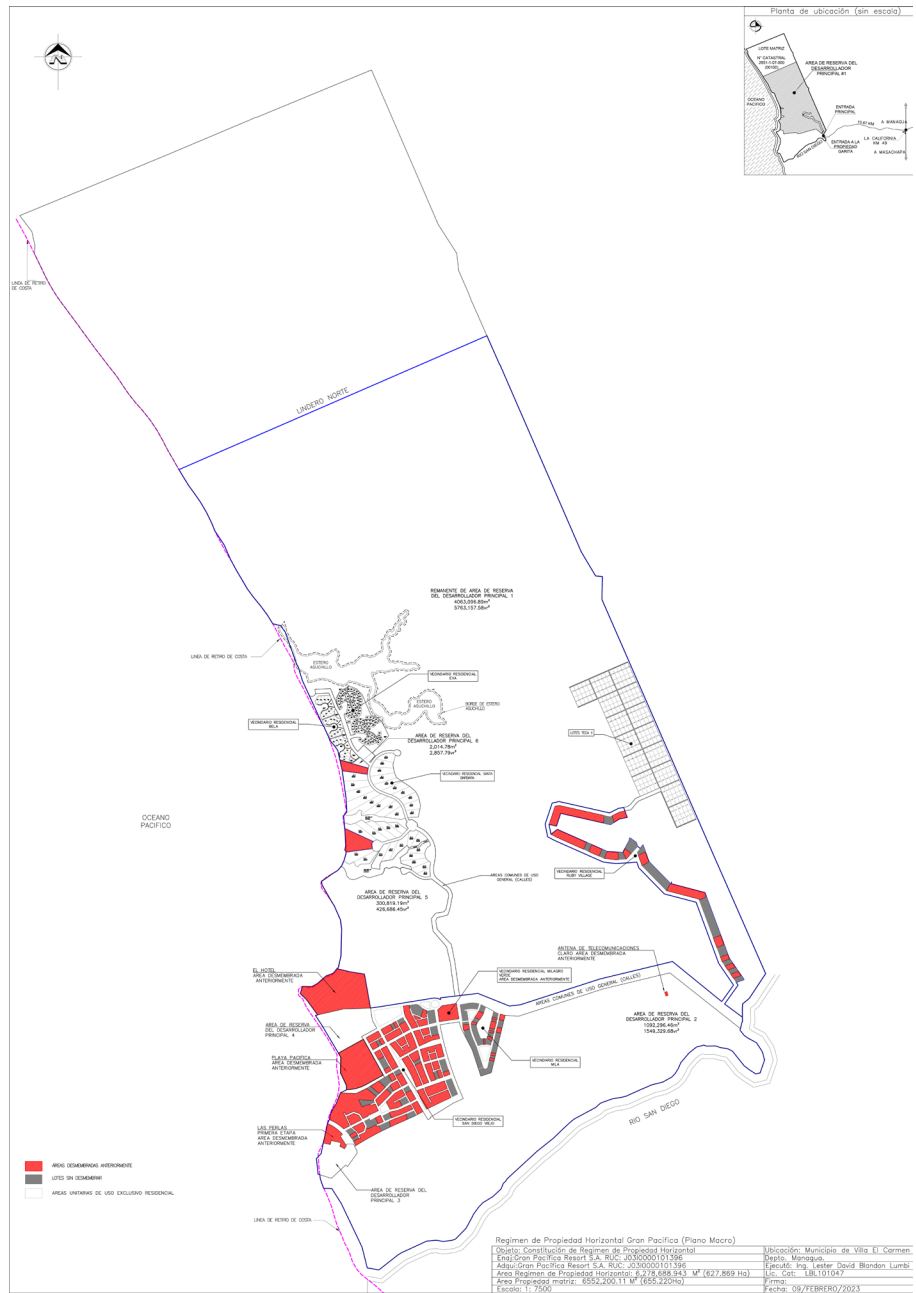
## Administrative

The subject of Operations encompasses a wide array of responsibilities, ranging from legal frameworks to on-the-ground maintenance, utilities, and day-to-day activities that keep the properties functioning, and functioning well. As Senior Real Estate Director for ECI, Val Espinoza's leadership has been absolutely fundamental in accomplishing significant advances for the company. Most notably, after seven years of arduous research and extensive diplomatic work, ECI Development completed a historic Horizontal Property Regime title for Gran Pacifica in Nicaragua.

## Horizontal Property Regime Master Title finalized and registered

A Horizontal Property Regime is a legal structure for real estate and property development, where a property is legally registered under the laws and regulations in which it is established. This allows a real estate developer to establish bylaw regulations (construction guidelines, parking regulation, noise regulations, among others) and obligations (property owner fees payment) for each of the areas it develops (neighborhoods) which must be complied with by each of the owners who acquire a property within the regime. In the case of non-compliance, sanctions and mechanisms are established, allowing enforcement of such, ranging from simple fines to property embargo.

In addition to the issues of regulations and compliance, a development within a Horizontal Property Regime provides legal security to buyers since it is determined from the moment of its creation what the use of the land will be (residential, commercial, green area) and also creates a double lock on security issues regarding the ownership of the domain of the property and its background, because the land division and its purpose is already



approved by government authorities, preventing future inconveniences in terms of domain legitimacy.

The process to create a Horizontal Property Regime includes: the approval of surveyor plans of each individual area included by the cadastral authorities (land office) and its registration through a Public Deed of Constitution of Horizontal Property Regimen (that includes a detailed description of the Regimen and its general regulation and obligations) in the public Property Registry of Managua. The specific regulations for each neighborhood are established through minutes in the Horizontal Property Regime Minute Book and have legal force as if it was in the deed.

Officially registered in May, the title structure includes the registration of Santa Barbara, BELA, EVA, Las Perlas Momotombo building and the Teak parcels. Plans were submitted in phases so that the Cadastre can progress per item. Gran Pacifica Resort has already created and registered a regime for the lots in San Diego Viejo, MILA, the Golf Course, as well as its streets and green areas.

The Municipality of Villa El Carmen also conducted an audit on Gran Pacifica, and the results were positive. Gran Pacifica continues to work alongside the municipality in order to assist property owners with their property tax payments.

### Security Protocol and Resort Fee (HOA) Policy at Gran Pacifica

As ECI Development is building and operating world-class resort communities, and setting a security protocol for the safety of everyone, the charging of resort fees to overnight rental clients and day passes for visitors, is a necessary part of the safety, operation, and enjoyment of the residents and guests.



*A second pool installed in front of Momotombo at Las Perlas Oceanfront Village.*



*The Golf Clubhouse is near the football field and grass tennis courts, and offers refreshments and snacks for spectators*

Over the past several years, Gran Pacifica has matured and attracted more visitors for both overnight stays and day visits. In a resort community such as this, renters and day-use visitors are permitted to enter and utilize the amenities that the developer and/or property owners (via property owner fees) pay to build and maintain. Arguably, these amenities and common areas see increased wear and tear due to the usage by these same visitors. There are other additional costs associated with permitting tourists to enter the resort, i.e., increased security staffing levels, special event lifeguards, additional trash pick-up and the increased incidence of damage by non-owners.

Therefore, the cost of these extra expenses should be borne by our day guests and overnight guests, rather than the property owners or ECI itself.

The resort fees are necessary to offset these costs and fees collected will be allocated between Gran Pacifica Resort (GPR) and the Gran Pacifica Master Association (GPMA). In addition to helping cover the additional costs, fees will be used to help develop additional amenities and maintain the current amenities and infrastructure. The fees will also help to repair the damage to amenities or common areas, caused by persons who are not able to be identified and therefore cannot be held accountable for damage caused. Some existing amenities include Golf Course, Disc Golf, Horse Stables, Grass Tennis Court, a Small Soccer Field and Gym. Discounts on the existing amenities will apply to increase the value for overnight renters.

## Teak

At the start of 2022, the oldest teak trees were trimmed, while the smaller (baby) teak received foliar fertilizer application. By February, full clearing was carried out on 1,100 meters of fire break, during which time the newly hired rangers spotted a fawn in the Teak farm! This kind of wildlife is particularly gratifying as it means the Teak farms provide a habitat for native fauna.

Pruning, clearing of undergrowth, and tree trimming continued into March at the Teak farms, and in the Teak III area, dry wood (fire hazard) was cleared. A total of 5,250 new plants – both Teak and fruit-bearing sour orange and avocado trees were ready to transplant from the nursery.

The team also began cutting the stakes used for planting teak, and by the end of April, 14,000 stakes had been cut. The staking of the stands in Teak III, Section I began in earnest, with a total of 5 stands completed. A small viewing platform was completed in Teak III, Section II. Trails were created for easy access in case of fire or another emergency, and they have become quite

popular for horseback riding and accessing the beach! Forestry engineer Hans Treminio also provided a planting and replanting plan for the three different teak plantations at Gran Pacifica. This plan included the replacement of trees that did not survive the last rainy season, and trees that had been burned due to hunters causing fires in previous years.

The month of May brought with it the rainy season in full force, making it difficult (but not impossible) to keep up with the clearing and mowing of the plantations, as well as planting of new Teak trees. Q3 of 2022 began with the replacing and replanting of Teak trees downed during the torrential rains. In addition to this activity, scheduled maintenance activities continued. That included road cleaning with the tractor, routing the grooves of trees, casing each plant via machetes, working on fire break rounds, and the monthly application of foliar fertilization, with macro and micro elements to improve plant growth.



*5-Year-Old Teak Farm at Gran Pacifica*

Errant branches were removed, and areas for new plants were staked, bearing in mind distances and quantities as per the plan. During the months of September and October, the rains were significantly heavy. This caused weeds to grow increasingly quicker, and to avoid it affecting the growth of new plants, Gran Pacifica's maintenance crews were brought in to help clear the area. To reduce the number of teak plants lost, the area needed to be cleared as fast as possible to allow the saplings to breathe and grow.

The forest rangers on staff have been key to warding off hunters, and they have been helpful in removing horses and cattle that stray into the property from neighboring farms. In addition, the rangers mend the damaged fences caused by stray cattle. Their presence is key in the protection of the plantations and the fauna within the property.

The process to register the first teak plantation with INAFOR (National Forestry Institute) also began. All relevant information was provided to the INAFOR representative, who then proceeded with the field inspection at the farm near the main Gran Pacifica entrance. During the inspection, trees to be thinned were marked as part of the documentation process for requesting a forest exploitation permit. The certificate was delivered, a request letter signed by the forestry agent was provided, and the process began in November.



## Utilities

To complement the irrigation system in place at Gran Pacifica, an electric generator was installed early in 2022. This will ensure that fruit plants/trees can be watered automatically during the golden season (November – April).

The operations department's main challenge is excessive leaks in the water lines during the rainy season (May – October). To prevent the usual hours of work that it takes to fix and replace, two technicians conducted an inspection and provided recommendations and a budget to fix the problem in the potable water system. The construction team reviewed the recommendations, after which the hydro-sanitary engineer

performed repairs at night, completing the work in two steps.

Additionally, an automated start-up and stop system, and a submersible well pump frequency variator system was installed. As per the water concession requirement, a water meter was connected to the internal network, a submersible pump string 4" gate valve was replaced, and an audible alarm to warn of depletion of tank reserve was put in place. Since its completion, no new leaks have been reported, and the team is able to best dedicate its time to other projects and work activities. That includes creating a protective wall on the north beach by Asuchillo to reduce the effects of erosion in that area.

*Workers building a protective wall on the north beach by Asuchillo.*



## Property Maintenance

Other work throughout Gran Pacifica included the completion of the fence for the grass tennis court and soccer field. After re-opening the Golf Clubhouse, snacks, cold beverages, and a menu for a variety of sweet and savory food is available. Picnic tables are available, as are benches for tennis and football spectators. Fun games like croquet, cornhole, bocce ball, disk golf, and other traditional family games are available to enjoy. Disk golf baskets were placed on the golf course, and the operations team plans to place shooting range pads for residents and guests to enjoy.

## General Operations

The monthly Coffee & Donuts gathering was re-introduced, and the team hopes to host these monthly gatherings to welcome new residents into the existing community. These casual and interactive meetings keep residents and owners informed, and gives them the opportunity to ask questions and raise concerns if they have any.

Another great way to get the residents and guests involved with the community is via the weekly farmers' market hosted at Gran Pacifica on Saturdays. These weekly markets take place from 10 am until noon. Attendees can buy fresh fruit, vegetables and even specialty items from local vendors under the palapa near the beach in the Las Perlas Oceanfront Village community.

## Security

Gran Pacifica hired two rangers to help prevent fires across the property. After successfully preventing wildfires throughout 2021, the goal is to continue to remain fire-proof. These rangers conduct daily patrols and even help identify wildlife hunters. Within the first three weeks of patrols, over two dozen people were removed from hunting inside the property. As to security elsewhere, a small security building was constructed for the Santa Barbara security team.



# Panama

## Administrative & Permitting

Work continues on the zoning efforts at the Gran Highlands property in Panama. Civil Engineer Itzel Pitti, with her vast experience in Construction Project Management in Government and Private Organizations in the Chiriquí Province, was hired early in 2022 to oversee the permit progress and all processes involved in the Gran Highlands Development.

A contract was signed with the company CONRISA S.A. to conduct the Environmental Impact Study needed for Zoning the property. Both processes will usher in the approval of both the building and infrastructure plans, which are required for construction permits. CONRISA is a member of the advisory committee for the Municipality of Dolega, Panama, with over 40 years of experience in the construction business.

CONRISA is to provide mitigation, monitoring, surveillance and control measures based on their study. Expectations include a descriptive report, complete with relevant data, on the environmental impact of the Gran Highlands Project. CONRISA hires the professionals to conduct the studies and provides this and other required information to the Fire Department, The Municipality of Dolega, Ministry of Housing among others. From the basic water, air and soil quality study, to climate report, hydrological study of water quality and flows, socio-economic environment, environmental management planning and archaeological study, as well as Project Phase planning, the team is also responsible for carrying out the entire process until approved. CONRISA will be supervised by Civil Engineer Itzel Pitti, Gustavo Barrios, VP of Construction, and Valeria Espinoza, Senior Real Estate Director.

Ultimately, the engineering team will be expected to develop the project master plan – complete with street design, as well as provide a report on the existing urban infrastructure and a separate report on the capacity of the proposed infrastructure, so that Zoning can be accomplished.

Along with personnel from the Ministry of Housing, work soon began on the land use

scheme for Gran Highlands as part of the Zoning process. The Environmental Impact Study got underway, with a biologists' visit to gather relevant information on flora and fauna, as well as conducting hydraulic, noise and air quality studies. The initial report showed the existence of 5 different species of Fish, 145 species of flora, 5 species of amphibians, 7 reptile species, 62 species of birds, and 9 species of mammals.

During the team's archeological studies, two petroglyphs were discovered on the property! Rock carvings associated with prehistoric people, petroglyphs are believed to be a communication style that is still not fully understood, but may refer to marked routes or maps. These findings are particularly exciting, and ECI plans to create a park in the area of discovery to highlight this feature in the community for history-loving residents and visitors of the highlands of Panama.

## Property

It was decided that, similar to Gran Pacifica in Nicaragua, the grass on the Gran Highlands property would be kept low via the introduction of cattle. The choice was between goats and cattle, but considering the company's experience with cattle, the decision was clear.

Clearing and fencing are a continuous process, and in the meantime, signs and locks were placed at the main entrance to prevent trespassers. All electric equipment onsite was cleaned, and preventative measures were put in place against rain and humidity.

In preparation for communication and internet service when homes are built, the Panama team has been researching service options available. Additionally, the team has been looking into technology package options available. Details are being reviewed and discussed with the brand Steren.

The company received the bittersweet news that Project Manager Joe Morrow would officially be retiring to be able to spend quality time with his family back home. Karla Guerrero, Operations and Marketing Coordinator, alongside Civil Engineer Itzel Pitti, became more involved with the property maintenance and project process.

# Belize

## Best Western® Updates

After a date for the long-awaited inspection by Best Western was confirmed, the Grand Baymen core staff, including the Head of Maintenance, Front Desk, House-keeping and Management underwent a 3-hour training session on the Inspection. Two additional residences opted to upgrade to the Best Western rental, and renovations were performed. In addition, directional signage was placed throughout the property, and buildings were power washed. All the preparations were worth the effort, as Grand Baymen Gardens successfully passed its Best Western inspection! The BW officials took notes and shared them with the GB staff during an educational presentation.

Best Western Grand Baymen staff officially began training as a Best Western franchisee. This was especially important as, in accordance with the Best Western Hotels & Resorts Quality Control standards, the hotel's next Quality Assurance Assessment would take place within a maximum of 6 months. The property must achieve at least a 900 rating in Guest Rooms and Public Areas (GRPA) and 800 points in Supplemental Facilities (SF) to pass to the Good Standing 1 status. The training and hard work that the staff underwent paid off, as the team passed with flying colors, scoring an overall 941 points!

Not wanting to rest on their laurels, the team continues to prepare for the regular QA assessments to come, paying close attention to items that were raised during the last inspection.



*Grand Baymen Gardens successfully passes its Best Western inspection.*



## Property & Maintenance

Thinking ahead to full bookings, the housekeeping and maintenance team brushed up on their work to ensure a welcome and comfortable stay for guests. A massive clean-up of the Marriott grounds was undertaken, and the entranceway to the Blue Casita received a refresher. In the meantime, the grounds crew dug a path from Building C to Building A to make way for fiber optic cables/internet installation in Building A.

Hoping to take care of lingering pool issues, management obtained quotes for an official pool renovation project. After deciding on the contractor, the complicated repair work began early in Q2.

There were additional improvements throughout the residences and property itself, including procuring and installing additional locks for adjoining doors, moving the TV to hide outlets, directional signage in the common areas and buildings, the installation of the Best Western sign, replacement of tiles in the hallways of Captain building, among other things.

The operations team also put together the furniture packages for the Fleet and TES properties. Furniture was ordered for Fleet, and after construction was completed, deep cleaning and furnishing began.



*Updating signage and refreshing the Blue Casita/reception area.*



*The pool after repairs and after filling, ready for guests to enjoy*

# Hospitality

The Hospitality Division at ECI evolved by bringing on industry veteran Jeff Harper as Senior Hospitality Director. Aside from competitively delivering “heads in beds”, the division seeks to utilize the resources available to ensure the traveler experience is unforgettable, providing the best service and experiences to customers. This means overseeing core operations, supervising the departments that contribute to the traveler experience, and the management of staff and finances, delivering accurate reports and results. The division also seeks to update, centralize and integrate technology available to gather useful data quickly.

## Tracking Occupancy Rate, Average Daily Rate and Revenue Per Available Room (RevPAR)



*Bedroom at the Fleet Building at Best Western Grand Baymen Gardens.*

Best Western Grand Baymen Gardens’ performance is tracked and identified with Key Revenue Metrics, and the competitive set is measured to understand how the business is compared to other resorts within the same segment. Understanding how the occupancy flows month to month gives the opportunity to maximize revenue when high occupancies are reached, and the opposite, decrease the rates when needed.

Based on the current internal and external data tracked, and to ensure that the Hospitality division is more competitive in driving heads-in-beds and occupancy rates, a new pricing strategy has been put into place and is now active.

ECI Developments, Inc. has created different options tailored to various segments, based on competitive and industry rates: rack rate for direct bookings, online travel agencies, corporate bookings, travel agents, tour operators, and both Booking.com and Expedia.com.

## Best Western at Grand Baymen Gardens

After approval and passing the condition pending status, Grand Baymen Gardens officially became part of the Best Western family. The resort went live as part of the Best Western Hotel portfolio near the end of Q2, and guests can now book through the corporate website. Regular assessments are part of the conditions to remain a Best Western property, and the Hospitality team worked arduously to maintain standards and meet expectations of 900 points or higher. The next inspection (in late Q4) landed great success:

- OVERALL SCORE: 941 points;
- Guest Rooms and Public Areas (GRPA): 941 points;
- Best Western® Brand Standards (BS): 854 points;
- Supplemental Facilities (SF): 985 points;
- SER - Staff Performance: 1000 points;
- Brand Identity (BI): 1000 points.

As consistent inspections are expected, the team continues to focus on ensuring the Best Western standards are maintained and elevated at every turn.

## Dedicated Sales & Marketing Team

A hospitality sales associate was hired to oversee the corporate sales strategy for different locations, including Table Rock Lodge and now Solar de Lalem. The efforts are localized to increase the revenue through different segmentations including, but not limited to, leisure and businesses. ECI attended its first hospitality tradeshow, focusing on the enhancement of the relationships with travel agents. For this purpose, various tourism packages were created due to alliances with local tour operators.

In the corporate sector, businesses are being targeted for small meetings, team-building exercises, and an array of activities using facilities available, specifically at Gran Pacifica. Additionally, the Company created a special corporate staff rate, with the aim of gaining more visibility within corporations and maximizing revenue.

## Hospitality Migration to HubSpot

The Hospitality team began its migration and corresponding training in HubSpot (CRM) to take advantage of its marketing and sales capabilities. A new section in the software has been adapted exclusively for hospitality deals, and categories were created to correctly segment the hospitality clients and contacts. This allows more leads to get into the system and create growth using targeted email campaigns to different audiences, from travel agents to leads interested in Belize or Nicaragua, and more.



*Hospitality has been creating different tourism packages that can be made available at each property, offering combination packages and more.*

## The acquisition of Solar de Lalem, Azores, Portugal



*Villa Solar de Lalem, with its lush grounds and historic buildings is located on the island of São Miguel in the Azores, Portugal.*



golf courses. The property itself is a short 30-minute drive from the International Airport, and is easily accessible with an Uber, taxi, or rental car. United Airlines began offering seasonal direct flights from Newark, New Jersey, USA. Azores Airlines, also known as SATA, runs flights year-round out of Boston, Massachusetts, USA, and TAP Airlines offers frequent daily connections through Lisbon, Portugal.

The Hochleitners agreed to stay on through November

In 2022, ECI Developments Portugal agreed in principle to purchase the historic Solar de Lalem from Gabriele and Gerhard Hochleitner. ECI Developments Portugal was created as a Portuguese company to hold the property, and it is entirely owned by ECI Developments (Delaware Company).

Solar de Lalem consists of a main house that contains the guest rooms, lobby, and kitchen. Six of the ten guest rooms are located in the main house, as are multiple living/lounge rooms for guests to congregate. Two additional buildings on the property contain the remaining four guest rooms, and trees and greenery surround a swimming pool. Less than a five-minute walk to the ocean, Solar de Lalem is a short drive away from two renowned

2022 to help with the transition, and the search for the property manager(s) got underway. Two Solar de Lalem employees signed to stay on, and they will help maintain the housekeeping as well as the general upkeep around the site.

The short-term goal for Solar de Lalem is to maintain strong occupancy through high season, and continuing the relationships with travel agencies worldwide. The property is listed on various sites like AirBNB and VRBO, to bring in revenue in the low season as opposed to closing down the property during the winter as formerly done. Long-term, ECI is looking toward developing more of the land, as there is ample space on the property to build, while maintaining the charm of the current buildings.

# Marketing & Sales

Under the watchful eye of Michael Fuller, ECI's Marketing Department continues to evolve, refining, or sometimes even changing, strategy where necessary for the best results. Now focusing heavily on real estate, hospitality, and investments in several forms, with a global clientele and demographic, the existing branding for ECI Development was revised.

ECI's brand reflects the company's current actions within its three business lines.

1. "Delivering Inspired Lifestyles for the Adventurous Souls" - The tagline now focuses on lifestyle choices versus the singular "residence/product"
2. "Development" was removed from the logo, with the intent to lend power and credibility by including the year the company started (since 1996)
3. A visual organization chart was reconstructed to communicate quickly what ECI offers in order to create a heightened user experience.

The team remains focused on lifestyle storytelling, accountability, lead generation, and most importantly, conversion to sales. From a restructuring of personnel to new protocols and processes, the addition of a business intelligence unit, the use of project management tools and A/B testing (comparing responses to two variations of the same subject), the marketing department has undergone a comprehensive overhaul to create focus, and effectiveness in driving leads.



## Enhanced Lead-Generation:

It is a continuous process to cultivate potential customers for the company's products and services. The department's initiatives include email campaigns, social media, public relations, conferences, and referral partnerships, to help in building our database of existing and potential customers. With over 10K new non-International Referral Network leads added to the database in 2022, approximately 1,000 more than last year, and over 10K IRN generated leads in 2022, lead generation enables our sales team to reach more clients to introduce and provide information to our customers.

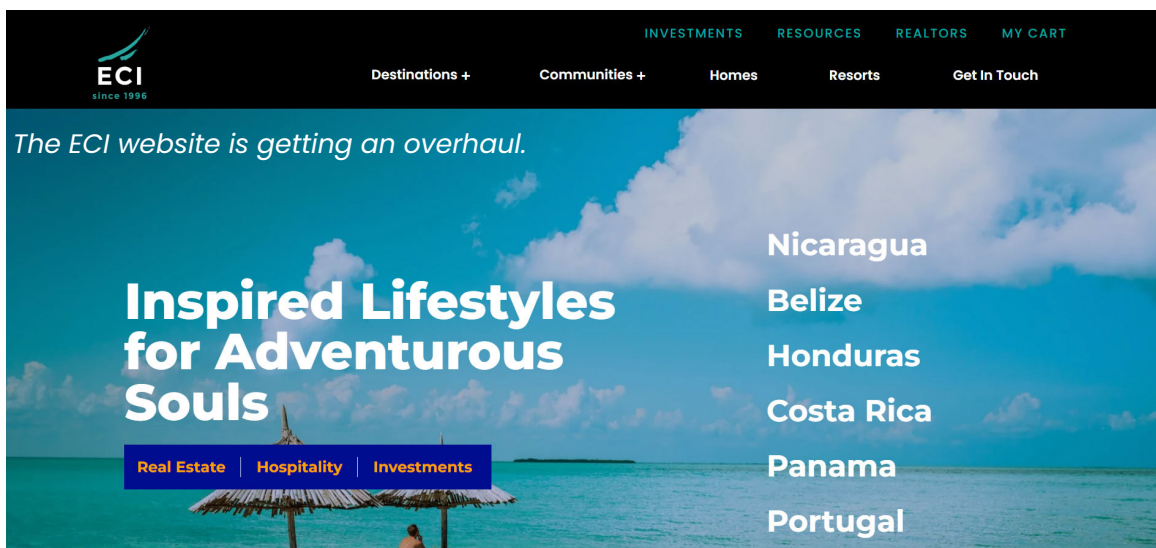
As such, efforts have been ramped up and there are four strategies in play to cultivate success:

1. After careful analysis and discussions, the team confirmed that information needed to be segmented and streamlined. As a result, a drip series was developed. In addition to produced content, this series provides digestible content on varying topics to the user. It includes lifestyle content, travel tips, banking, healthcare, transportation, taxes, residency, and many more topics as individual pieces of content for the user. This rapidly became a favorite with customers. IRN partners also appreciate the added content that they can share within their networks, tailored to what they choose to push.
2. 'Conversations with Cobb' originated under the premise that ECI can use and leverage its

network. By inviting guest speakers to join CEO Cobb, and having them promote the webinar to their network, the possibility of reaching and engaging a whole new set of leads is exponentially expanded. Conversations with Cobb, unlike traditional webinars, are conversational, with a set agenda and plenty of space for Q&As. The engagement level during the live recordings has been excellent, and the department looks forward to continuing to produce content tailored to the needs of customers.

3. Social Media and Podcasts continue to be top lead source generators, especially with bio links that allow for quicker response time to serve clients. Along with the drip series content, the IRN Program, Pay-Per-Click adverts, and websites, the marketing universe of leads in the database who are able to be contacted expands with ECI's consumer reach.

4. The ECI website remains a direct source of organic lead generation, but despite data showing approximately 30,000 visitors monthly, only 2% interact for more than 1 minute or provide contact information. Clickthrough rates are less than ideal, and searchability in comparison to competitors is a challenge. To rank high in real estate, hospitality, and investment opportunities overseas searches, thorough content mapping and copywriting will lead to an optimal lead-generating website. As such, the team is building a new website, considering user UX and accessibility to information as it serves them best.



# Sales

As of January 2022, the ECI Sales division is under the guidance of Sales Manager Leslie Lawrence. The Sales department continues to work hand in hand with the executives to perform regular price analyses of each project, adjusting pricing as necessary.

After the major change in Panama's Friendly Nations Visa investment requirements, ECI sought alternatives to pair Teak sales with second residency. Currently, the new Reformation Visa in Panama provides an alternative that requires a \$100,000 investment, which provides a 2-year temporary residency. After two years, an application can be made for permanent residency. In Nicaragua, the \$30,000 Investor Residency continues to pair well with Teak parcel sales.

After a prolonged hiatus, in-person Discovery Tours began again, and Belize was the destination in the first month of 2022. Panama hosted clients in February, whereas Nicaragua had its first Discovery Tour clients pay a visit in March. Belize was highlighted again in May, with a combination of Reef and Jungle tours featuring Table Rock Jungle Lodge, the latest addition to ECI's hospitality repertoire.

The Sales Department continues to enhance its tools within HubSpot to monitor sales activity and determine best practices. Through data analysis, sales Key Performance Indicators can be established to track the effectiveness of relevant sales activities in line with setting quotas. These will help in optimizing sales performance, sales funnel and the sales conversion cycle.

Property Consultants participate in weekly training sessions, where they discuss best practices during one-on-one coaching calls, as well as weekly sales meetings and trainings. Sales topics focus on qualifying, prospecting, and handling objections. The team is undergoing extensive training on the company's various product offerings and systems such as BuilderTrend and HubSpot. In reference to HubSpot, a major review of



the system and database cleanup has delivered improved dashboards and real-time data to improve the sales team effectivity.

Sales administration has been working closely with the finance team to develop systems for timely construction installment invoicing and payments as well as estimating future cash flows. Integrated reports include all relevant data in one place for all teams to have current up to date historical and projected financial data. The improved communication among all departments has been crucial in solidifying an integrated process.

### **Sales & Construction Integration via BuilderTrend**

BuilderTrend is the leading project management software trusted by builders across the globe. The construction and sales administration teams have joined forces to use the BuilderTrend software to enhance communication between homeowners and ECI Development. Construction uploads weekly progress photos of each home to a unique portal for each home under construction. Sales administration uploads construction installment invoices and payment information so each owner can have immediate access to their specific financial data. Each homeowner can send and receive messages to all members of the construction team and if desired request customizations via change orders which are then given price quotes, approved, and invoiced.

With the enhanced tools and improved connectivity across related departments, the Sales Team is driven to continue to deliver inspired lifestyles for clients who have chosen ECI.

*A client gets a guided walkthrough his MILA home before the keys are handed over.*



# The International Referral Network (IRN)

Under Director Chenay Jordan's guidance, the International Referral Network began 2022 with a rebranding of the monthly partner webinars. Now designated as a marketing workshop, and coupled with a new Drip Series campaign structure, the monthly online gathering helps partners market ECI more effectively.

A thorough analysis of the partner database helped the IRN program and Business Intelligence team to identify top-performing partners. This led to the development of more customized content and campaigns that appeal directly to said partners' networks. Partners who have "opted in" to the drip series content are considered active partners, and as such, receive all current IRN promotions on a monthly basis with a custom link that tracks lead generation via the respective lead source.

This process has been incredibly empowering for IRN partners, as they have discovered effective and efficient ways to create their own digital presence, with well-thought-out material. The workshops are particularly educational, providing tutorials on data analysis and design tools like Canva, showing partners how to use their custom URL slug, and more. ECI is empowering its IRN partners to be more proactive in their promotion of the Company and its products.

The department remains engaged with its most active and successful partners, which has helped develop more meaningful discovery tours and trade missions. Q3 saw Director Chenay Jordan conducting her first trade mission in Belize. It was an opportunity to host and help attendees



*Belize Trade Mission, July 2022 - An interactive, cultural experience.*



learn more about the Company's mission, projects, and be able to experience Belize lifestyle and culture firsthand. Realtors from Florida, Georgia, and South Carolina thoroughly enjoyed the mission trip, and their excitement shows via their promotion of the Company projects.

For Director Chenay, this successful trade mission has given her a deeper look into the approach to discovery tours and trade missions. Her goal is to curate the best agenda for trips moving forward. Attendees' enthusiasm for the cultural experience as much as the product information provided, means including these types of experiences for future trips will be invaluable in the goal of selling the Company's product. It was determined that the most logical and cost-effective approach moving forward would be combining discovery tours with trade missions. Mixing retail clients and industry professionals, considering the overlap between the two, is only logical.

ECI continues to expand the IRN reach significantly by participating in multiple in-person conferences and online events. In addition to the new partners gained, the IRN program has both provided and received valuable education about investment overseas.

Close work continues with CEO Michael K. Cobb and various podcasters/realtor associations for interviews/speaking engagements, including the inaugural episode of Conversations with Cobb, which featured one of the company's most energized IRN partners and BELA owners.

The IRN Program continues to identify innovative and new IRN partners that can bring in quality leads into the company database.



*IRN Director Chenay (at right) at the National Association of REALTORS® 2022 Annual Conference.*

# Information Technology (IT)

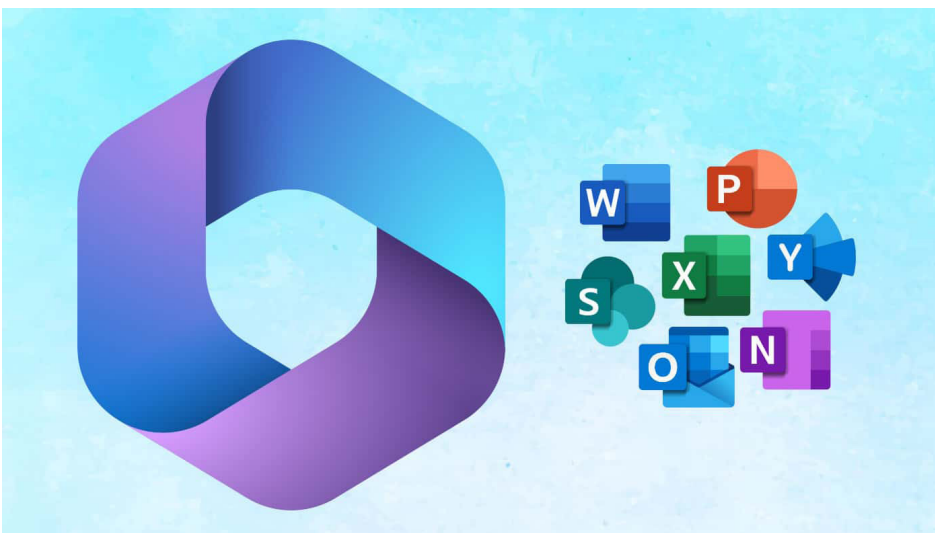
An assessment in December, 2021 led to the IT Department undergoing a complete overhaul that has it concentrating on technology, processes and documentation.

This change applies to completed activities as well as current and future projects. The move was calculated to be financially efficient, and would allow for a consolidation of documents into a single-source location that would lead to more controlled access and efficiency in retrieval. This in turn minimizes security risks.

For example, moving from Gmail accounts to Microsoft 365 enables over 66 accounts to integrate and connect to HubSpot securely. The department also worked on re-routing 8 phone lines to one central line. Belize personnel check the specialized ECI voicemail daily to respond to any inquiries that come in.

Since 2015, the majority of company files had been housed on Dropbox. Unfortunately, the sheer volume of files in existence and the current filing structure required significant organization. Additionally, with linkable files housed in other software for easier sharing, such as Confluence and HubSpot, updating, version-control, and sharing files was becoming cumbersome. With efficiency being the main goal, the SharePoint platform was the ideal solution to store and manage ECI files. As part of the Microsoft 365 toolkit, it made sense to utilize this tool under one central portal.

Working closely with the Marketing Team, the IT department has made the transition, and the library of resources is continuously revised and upkept. Both teams also undertook the laborious task of updating the ECI website. An entire overhaul began and the brand-new site is expected to be unveiled before the end of Q2, 2023. At the end of 2022, proposals had been evaluated, the service provider chosen, and design mainframe work had begun.



*For ECI, MS365: one subscription,  
many tools!*

# Corporate Social Responsibility

Corporate Social Responsibility is a fundamental base of ECI Developments Inc.'s business model. The company is committed to developing initiatives, programs, and partnerships that support and impact its staff and the communities in which it operates. Over its years of existence, several ongoing and new projects in Belize and Nicaragua have benefited from ECI's support. 2022 was no different, and below is a breakdown of those various projects.

## Belize

### A Million Dollars for Conservation

Co-founders of ECI, Joel Nagel and Michael K. Cobb, are major advocates for the preservation of Belize's biodiverse ecosystem. Their efforts led to securing a generous donation from Caye International Bank Limited that brought an incredible BZ\$1 million windfall to two vital wildlife preservation organizations in the country: The Belize Zoo and Belize Karst Habitat Conservation. Two separate \$500,000 checks were handed to representatives at each organization in the third quarter of 2022.

### The Belize Zoo receives \$500,000



The 2020 pandemic affected The Belize Zoo significantly, like many organizations throughout the country. Caring for the animals was the main priority, which meant that a lot of the operations and maintenance had to halt. Celso Poot, Director of The Belize Zoo, explained that even after tourism has slowly returned, the organization still

has to operate on a heavy overdraft, with burdensome charges. The generous donation means that a portion of the unrestricted funds will be going towards operational costs. Director Poot is looking forward to realizing some of the organization's conservation goals, with a focus on iconic species such as the jaguars, yellow-headed parrots, scarlet macaws, tapirs and harpy eagle.

### \$500,000 to the Belize Karst Habitat Conservation



The Belize Karst Habitat Conservation has been a registered Non-Governmental Organization since 2016, created by a group of tour guides who have spent over two decades working in the Aktun Tunichil Muknal (ATM) Cave. The ATM forms part of the Tapir Mountain Nature Reserve (TMNR), and guides were concerned by the illegal logging and hunting they encountered over the years.

Executive Director Aaron Juan shared that the group of guides applied for a co-management agreement with the Government of Belize to manage the park and put a stop on the illegal activities. In 2019, the agreement was signed and the journey towards saving TMNR began. Again, 2020 put a halt to the progress.

The NGO's aim has been to obtain funds to build a ranger station that will also have an extension for research. Thereafter, rangers must be hired and properly equipped with a vehicle that can both conduct patrols and NGO business. The NGO also needs to build

road access to the park, clear all boundary lines, build a nursery for reforestation, conduct surveys and put in place programs for buffering communities, among many more responsibilities. "We also realize that we needed to build the structure and capacity of the NGO to increase our management effectiveness," adds Juan. "This project will be a combined effort with financial support from this most recent \$500,000 anonymous donation secured through CIBL, alongside Mayawalk Tours, Protected Area Conservation Trust, and The GEF small grants."

### ACES Wildlife Rescue

USD \$110,000 was donated to the local conservation non-profit ACES Wildlife Rescue based on Ambergris Caye. The money was gifted by an anonymous donor via ECI Development mediation.

ACES's Director of Operations, Chris Summers says the fund allow the organization to continue providing much needed protection for Belize's native wildlife and critical habitats. "We are so grateful to receive such a generous donation to help us move forward with this important work. Not only will funds be used for the expansion of our facility, massively increasing our rehabilitative capabilities for avians and reptiles, but it will enable us to continue providing 24/7 emergency response for ill, injured or orphaned wildlife. The money will aid in the expansion of environmental restoration efforts and continued conservation work within Belize's ecosystem."

In the two years since its inception, ACES has cared for 65 different species of native and migratory birds, six species of mammals, 10 species of reptiles and a number of species of plant life, including the mangrove. After struggling financially through the global pandemic, the donation will aid in the expansion of environmental restoration efforts and continued conservation work within Belize's ecosystem.

**Protecting the MANGROVES**

**Protects the REEF**

**WE NEED TO ACT NOW**

**ACES WILDLIFE RESCUE**



*Hard-working volunteers preparing the toys for distribution the night before.*

### **Living Word Church Christmas Toy Drive**

Via generous donations from clients, shareholders and friends of Caye Bank and ECI Development, an amazing \$100,000 check was handed over to the Living Word Church on Ambergris Caye. This incredible donation ensured that 150 hefty food baskets and 500 small toys were handed out during the church Christmas caroling on December 22, 2022. The following day, 1,200 quality toys were distributed during the Toy Outreach. Caye Bank chairman and ECI Co-Founder Joel Nagel along with ECI CEO Michael K. Cobb are beyond happy to have played a role in ensuring that the island's children enjoy a magical Christmas every year.



*Island children happy and excited to pick a toy of their very own during the Toy Outreach on December 23rd.*

## Nicaragua

### English Learning Program

Launched in Q3, the capacity-building program seeks to contribute to professional development of the staff. By providing team members with the opportunity to learn English, we equip them with the tools to enhance their work performance and build self-confidence – especially when communicating with clients. This ultimately leads to greater personal growth and empowerment.



A few of the team members shared why this program is so important to them. After all, who better than the team members themselves to share their power of why:

*"For me it is a great opportunity to continue learning and develop as a professional, to be of great contribution to the company."* - Estefania Calero, Hospitality team member

*"The desire and objective to learn, like everyone else, to give our clients a better service."* - Tito Corea, Operations team member

*"The desire to improve myself, and take advantage of the opportunity that the company is giving us to learn a new language."* - Addy Chinchilla, Operations team member

*"It is an honor to learn something new, because this benefits us in our work area to develop ourselves and improve communication with the client."* - Xochilt Morales, Hospitality team member

*"[I want to learn English] because sometimes we meet people who do not speak Spanish, and they ask us questions in English..."* - Yamil Isaias Angulo, Operations team member

## Chair the Love

ECI Development is pleased to have partnered with the “Chair The Love” Organization to distribute wheelchairs throughout various communities in Nicaragua. For the first time ever, the distribution was a coordinated effort with the Nicaraguan Minister of Health. Distribution began during the 2022 holidays, and was expected to continue through January 16, 2023.

240 wheelchairs were delivered in cities like Matagalpa, Jinotega, Jinotepe, Masaya, El Crucero, Managua, Villa El Carmen, Juigalpa, Boaco and Dario, with members of the Organization and ECI handing over the chairs as a united group, either in cities or in the homes of the individual recipients. The “Chair The Love” team is excited to continue its alliance with ECI and looks forward to returning for another round of donations.



Loida Mather gets a hug from a mother who has carried her son for 22 years.



*A total of 240 wheelchairs were distributed to deserving recipients throughout Nicaraguan communities.*

## Securing the Sea Turtles

The work continues in the preservation of the sea turtles of Nicaragua. Four types of sea turtles nest on the beaches of Nicaragua: Olive Ridleys, Leatherback, Green Sea Turtle, and Carey (Hawksbill). With an abysmal 2% - 5% chance of survival in the wild, the Gran Pacifica onsite sanctuary increases their chance of survival by 95%. From egg-laying to hatching and making it back to sea, the work that goes into ensuring these marine creatures survive is intense.

Under the watchful eye of Alejandro Mendoza, a close to equal mixture of male and female turtles make their way back to sea. Hatching and release time is always exciting, and the lucky guests and residents onsite get involved in ensuring the turtles make their way back to the great blue along



the 3.5 miles of Pacific beachfront that Gran Pacifica boasts.



This is a copy of the  
ECI Development  
2022  
Shareholder Report

Thank you for  
your continued  
support!



**ECI**

since 1996

[INFO@ECIDEVELOPMENT.COM](mailto:INFO@ECIDEVELOPMENT.COM)

USA/CANADA 1.800.290.3028

[ECIDEVELOPMENT.COM](http://ECIDEVELOPMENT.COM)



BELIZE | COSTA RICA | EL SALVADOR | HONDURAS | NICARAGUA | PANAMA | PORTUGAL