



A WORLD OF UNFORGETTABLE EXPERIENCES

TO: All Xanterra Travel Collection Employees

FROM: Andy Todd, President & CEO

DATE: May 28, 2020

RE: COVID-19 Update

Two months ago, none of us could have imagined the staggering impact COVID19 would have on our lives and our business. Our employees have continued to lead and manage through this unprecedented time with perseverance and grace. This past week we began re-opening limited services in the Parks and Hospitality division. Thank you to our incredible field teams for all of your flexibility and creativity adjusting to the quickly changing environment and supporting the safety of our employees and guests.

Here is the current opening activity by location:

- Yellowstone National Park (*updated*):
 - 5/23: Limited food & beverage, retail and bicycle rental services in the Old Faithful area for day traffic
 - 6/1: Mammoth area opening – limited lodging, food & beverage and retail
- Grand Canyon National Park (*updated*):
 - 5/23: Park opened for day visitors only. Food Truck and limited F&B from the El Tovar patio available
 - 5/29: Retail at Bright Angel and Hopi House will open
 - 6/5: Maswick open
- Zion National Park (*updated*):
 - Now Open: Limited lodging, snack bar and retail operations
- Mount Rushmore National Memorial (*updated*):
 - Now Open: Parking facilities, retail and limited food & beverage operations
- The Grand Hotel (*updated*):
 - 5/29: Hotel will open
- Grand Canyon Railway and Hotel (*updated*):
 - Now Open: RV Park with food & beverage to go
 - 6/15: Train and Hotel will open

- Oasis at Death Valley (*no change*):
 - 5/29: Limited retail and food & beverage for day traffic
- Glacier National Park (*no change*):
 - 6/15: Plan to open services
- Cedar Creek Lodge (*no change*):
 - 5/23: Open
- Rocky Mountain National Park (*no change*):
 - 6/15: Retail services and limited food & beverage (contingent on State stay at home orders)

At Windstar, we will resume cruising in September 2020 with the Wind Spirit in Tahiti, followed by the newly renovated Star Breeze at the end of October in the Mediterranean, and Wind Surf at the end of November in the Caribbean. Wind Star will resume sailing in the Panama Canal in January 2021, Star Legend in the Mediterranean in March, and Star Pride in Europe in July.

In conjunction with our reduced business operations, last week we implemented additional workforce measures, including layoffs, furloughs, and continued hour and salary reductions at the corporate office, Windstar, Xanterra Adventure Companies and Holiday Vacations. These decisions were not made lightly. We send our sincere thanks and best wishes to our impacted employees, and we hope many of them will return when normal business volumes return.

As I have shared with these employees and now with all of you, in this time of crisis and uncertainty, our Company values are even more important than ever to guide our decisions. This year we have three priorities:

1. Demonstrate thoughtful financial stewardship on behalf of Xanterra Travel Collection. Manage expenses by curbing discretionary spending as appropriate, while continuing commitments to the long-term vision and success of Xanterra Travel Collection.
2. Treat others— employees, guests, business partners—with respect, fairness and compassion. All of us must lead by example during these uncertain times and be role models for others in our behaviors and actions. Additionally, we should be compassionate and supportive of those affected by our reduced workforce measures.
3. Rally and support initiatives to drive 2021 business and Company effectiveness. Contribute to efforts to sell our 2021 inventory and continue to support our Project Arabel initiatives to improve effectiveness and productivity.

This is a challenging time and one of transition for our Company – but it will pass and we will survive and thrive once the pandemic is behind us. This experience is making all of us more creative, innovative and compassionate leaders. We will get through this together.

Best Regards,

Andy