

2012 Participating Ritz-Carlton Hotels & Resorts for Individual Incentives

| WITHIN THE UNITED STATES: | Prestige | Royal Prestige | Royal Prestige Suite | Royal Prestige Club | Majestic | Majestic Suite | Majestic Club | Travel Card |
|---|----------|-------------------|----------------------------|---------------------------|----------|-------------------|------------------|----------------|
| The Ritz-Carlton, Phoenix, AZ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Dove Mountain, Tucson, AZ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Half Moon Bay, CA (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Laguna Niguel, CA (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Lake Tahoe, CA (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Los Angeles, CA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Marina del Rey, CA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, San Francisco, CA (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Bachelor Gulch, CO | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Denver, CO | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Georgetown, Washington, D.C. | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton, Washington, D.C. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Amelia Island, FL | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Coconut Grove, Miami, FL | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton, Fort Lauderdale, FL (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton Golf Resort, Naples, FL | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Key Biscayne, FL | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Miami, South Beach, FL | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Naples, FL | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton Orlando, Grande Lakes, FL | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Palm Beach, FL (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Sarasota, FL | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Atlanta (downtown), GA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Buckhead, (uptown, Atlanta), GA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton Lodge, Reynolds Plantation, GA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Kapalua, Maui, HI (***) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, New Orleans, LA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Boston Common, MA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, St. Louis, MO | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton New York, Battery Park, NY | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton New York, Central Park, NY (**)(***) | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Westchester, NY | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton, Charlotte, NC | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton, Cleveland, OH | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Philadelphia, PA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Dallas, TX | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Pentagon City, VA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Tysons Corner, VA | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

PROPERTIES SUBJECT TO CHANGE WITHOUT NOTICE

* Indicates Seasonality Restrictions on Prestige Award. Awards not accepted as follows:

Cancun – December 24 through 31

Fort Lauderdale – January 3 through 5, February 16 through 20, March 25 through 31, April 1 through 8, 27, 28, October 25, 26, 27, December 21 through 31

Half Moon Bay – May 27 through 30, July 1 through 4, August 1 through 31, September 1 through 30, October 1 through 31

Hotel Arts Barcelona – February 26, 27, 28, 29, March 1, 2, June 19, 20

Jamaica – January 26 through 31, February 1, 2, 17, 18, 19, 20, June 22 through 26, December 25 through 31

Laguna Niguel – January 8, 9, 10, 11, 22 through 28, March 11, 12, 13, April 10, 11, 12, 19, 25, 26, June 11, 12, 13, August 11, September 1, 9, 10, October 1, 2

Lake Tahoe – December 1 through February 28

Palm Beach – January 1, 7, 8, 15, 16, 17, February 14, 15, 17, 18, 19, March 10, April 20, 21, May 25, 26, November 22 through 25, December 25 through 31

San Francisco – January 9, 10, 11, February 7, 8, 9, May 19, 20, 21, June 14, 15, 16, 17, July 9, 10, 11, August 27, 28, 29, September 18, 19, 20, 30 October 1, 2, 3, 17, 18, 19, 20

San Juan – February 17 through 23 and December 22 through 31

** Limited number of suites available at this hotel

*** Limited to Club Lounge access, no club level

THE RITZ-CARLTON INDIVIDUAL INCENTIVE AWARDS PROGRAM
 PARTICIPATING PROPERTIES
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| OUTSIDE THE UNITED STATES: | Prestige | Royal Prestige | Royal Prestige Suite | Royal Prestige Club | Majestic | Majestic Suite | Majestic Club | Travel Card |
|---|-----------------|-----------------------|-----------------------------|----------------------------|-----------------|-----------------------|----------------------|--------------------|
| The Abaco Club, Abaco, Bahamas | | | | | | | | ✓ |
| The Ritz-Carlton, Bahrain Hotel & Spa, Bahrain | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Toronto, Canada | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Grand Cayman, Cayman Islands | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Santiago, Chile | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Beijing, Central, China | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Beijing, Financial Street, China | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Guangzhou, China | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Hong Kong, China | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Sanya, China | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Shenzhen, China | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Shanghai, Pudong | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Portman Ritz-Carlton, Shanghai, China | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Sharm el Sheikh, Egypt | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Berlin, Germany | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Wolfsburg, Germany | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton, Jakarta, Indonesia | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Pacific Place, Jakarta, Indonesia | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton Powerscourt, County Wicklow, Ireland | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton Golf & Spa Resort, Rose Hall, Jamaica (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Osaka, Japan | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Tokyo, Japan | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Seoul, Korea | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Kuala Lumpur, Malaysia | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Cancun, Mexico (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Al Bustan Palace, A Ritz-Carlton Hotel, Oman | ✓ | ✓ | ✓ | | ✓ | ✓ | | |
| Penha Longa Hotel, Spa and Golf Resort, Portugal | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton, San Juan, Puerto Rico (*) | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ |
| The Ritz-Carlton, Doha, Qatar | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| Sharq Village & Spa, Doha, Qatar | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton, Moscow, Russia | | | | | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Riyadh, Saudi Arabia | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Singapore | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Hotel Arts Barcelona, Spain (*) | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton Abama, Tenerife, Spain | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| The Ritz-Carlton, Istanbul, Turkey | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Dubai, U.A.E. | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, Dubai International Financial Center, U.A.E | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| The Ritz-Carlton, St. Thomas, U.S. Virgin Islands(**) | | | | | ✓ | ✓ | ✓ | ✓ |

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Rev: 12/28/11

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