THE RITZ-CARLTON R-C SPAIN, S.L. SUBSIDIARY OF THE RITZ-CARLTON HOTEL COMPANY, L.L.C.

EMPLOYMENT CERTIFICATE

Barcelona, the 12th of September 2006

TO WHOM IT MAY CONCERNS

This is to certify that RENAUD ESCUDIER has been employed at the Hotel Arts Ritz Carlton of Barcelona, Spain from the 7th of February 2006 to the 8th of September 2006, as an internship in the Finance Division.

During this time, Renaud has been working within the Accounts Payable and the Purchasing departments of the Hotel.

While performing his duties, Renaud has showed interest, motivation, sense of responsibility, ownership of the tasks that were affected to him. On many occasions, Renaud had to replace and assist full time employee, mainly in Purchasing: Renaud has been dealing with goods purchases, supplier's negotiations, inventory control and stock maintenance.

Additionally, Renaud has been in charge as part of his internship, of a very special project: the implementation of a Purchasing software (Opera Material Control): this has meant a complete dedication for the preparation, the training, the implementation, the follow up, the control procedures, the organization for a successful software implementation.

Renaud left with the software fully install and with new works processes that affect the entire hotel. We would like to congratulate him for a job well done and for having the drive to lead this project with the purchasing Director towards a complete implementation.

It is without any doubt that I would recommend Renaud for any position.

Matthieu de la Blanchardiere Director of Finance