

May 15TH Newsletter

Theme: Culinary Journeys



Subject Line:

INSIDE THE RITZ-CARLTON: Michelin-Starred Meals

Worth Traveling For

Pre-Header: Plus, Now Open: The Ritz-Carlton Maldives,

Fari Island



SAVOR EVERY MOMENT

EXTRAORDINARY DINING NEAR YOU



4 FEARLESS CHEFS ON HOW THEY MADE IT TO THE TOP

Most but female chafe from the RE2-Carbon restaurants in PL Laudentale, Rancho Minge, Cove Mountain and St. Louis and discourt their feverite conditions, show alreas companions and the inspiration behind their menus.





FARM-TO-TABLE DINING IN ORLANDO



MEET THE MAN BEHIND THE MICHELIN STARS

Svon Blverfold, the head chief of Agus at The Etc-Cetter, Wolfsburg, is an tritumational cultivary tour de force, tecently earning three Michelle steet for the 15th your brisiness. You can above first this objected customs about The Dits Cartion facets



TRAVEL BY INTEREST: CULINARY

Bolook on a complete sensory journey at our Michelle-stankel number and including the adventurous column at LAE by Sergi Aralia at Panha Longa Resert. Portugal or the glarycroup Centorwee menu of Lei Heam in The Ritz-Centon, Macau. These are the few and fine musts you talk about he years to come.



LET US STAY WITH YOU: SPECIAL DIET

A family of three visiting The Riz-Carbon, Heatiles, was delighted when the Executive Chaf gaugarant a special maid – and a box of timits – lies that family's beloved dog.



OPENING SOON: THE RITZ-CARLTON MALDIVES, FARI ISLANDS

sound of crums bearing upon sursel marks the transition from a day fall of absorbers a big on everying of indulations.

EXPLOSE INLAND PARADINA



EMBRACE ART AND NATURE IN COCONUT GROVE



#RCMEMORIES

Pind moments to saver under errors sline at The Ritz-Cartion, ACRESSO

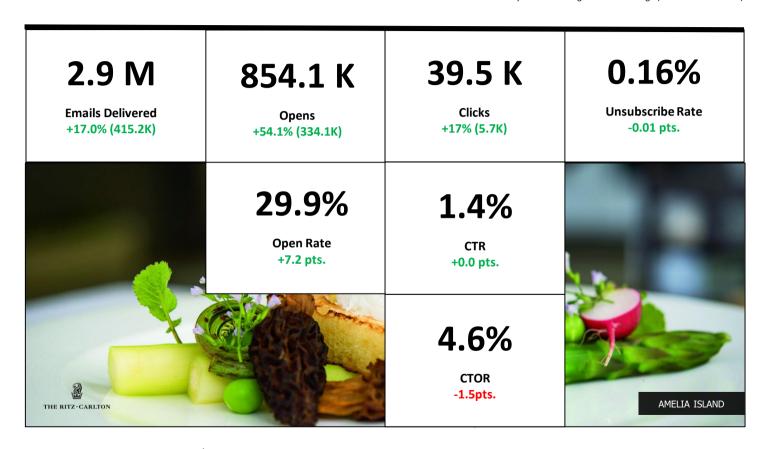






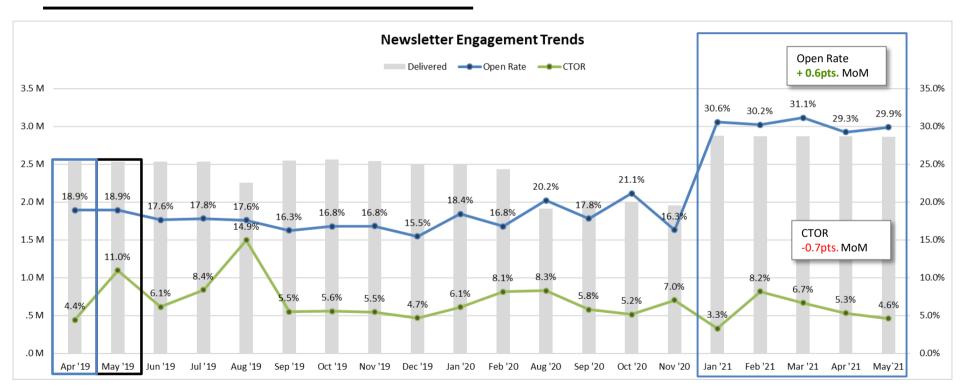
Performance Summary: May 2021

- Continue to see above average open rates through the first half of 2021
- The last Culinary themed Newsletter was in <u>April 2019</u>
 - 10pts lower open rate in 2019 but the CTOR near mirrored the May 2021 issue
- New Fari Islands Hotel opening drove a third of the email traffic
 - Property featured in the pre-header
- MoM decline in CTOR contributing factors:
 - o Culinary theme resonated with only select audiences; pattern of lower click engagement emerging
 - CTAs were less direct test alternatives for main CTAs



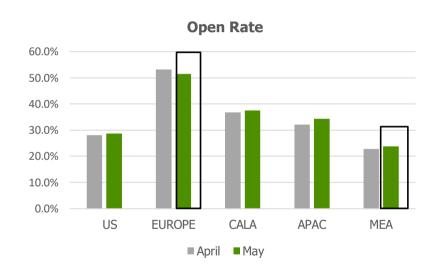
Open Engagement Continues

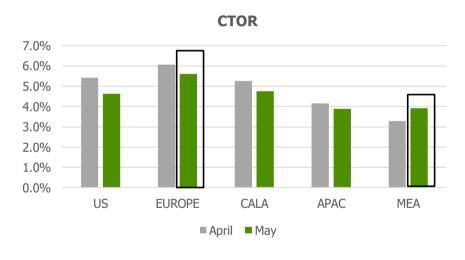
Slight uptick in MoM open rates but we see a slight decline in CTOR. April 2019 was the last culinary issue with a lower open rate but a similar level of engagement for those who opened



Regional Engagement MoM View

Europe continues to see 50% open rates. MEA the only region that saw a MoM lift in Open and CTO rates. We have seen strong engagement with Culinary solos for MEA.





May Delivered Counts

US	2,534.3 K
EUROPE	56.2 K
CALA	13.2 K
APAC	74.5 K
MEA	70.9 K

New Audience Segment Performance

Past email openers and Amex cardholders are the more engaged audiences with high open rates

May 2021	Luxury Stayers	HH +\$150K	Past TRC Openers	Past LUX Openers	Amex Brilliant Cardholders
Delivered	210.5 K	86.0 K	2.0 M	86.3 K	46.2 K
Open	24.1 K	7.1 K	747.8 K	32.1 K	9.0 K
Open Rate	11.4%	8.2%	37.1%	37.2%	19.4%
Click	1.5 K	353	34.0 K	1522	529
CTR	0.7%	0.4%	1.7%	1.8%	1.1%
CTOR	6.1% 5.0%		4.6%	4.7%	5.9%
Unsub Rate	te 0.12% 0.12%		0.16%	0.23%	0.20%

Past luxury brand stayers (last 24 months) Has HHI \$150K or more

Previous email recipients with an English language preference from November TR-C Newsletter (CK# 5624) - both members and nonmembers Past email openers of RC Residences solos, St. Regis Residences solos, Quintessentially solo, RCYC Dec solo Amex Brilliant cardholders

Consistent Trend Across All Groups

All groups saw a slight lift in open rates MoM but had slight decline in CTOR

Aug '20 - May '21*

Aug '20 - May '21*

		April '21	May`21	Engagement Trends
	Del.	2.6 M	2.6 M	MoM +0.06% (+1.4 K)
OTHER GUESTS	Open%	29.8%	30.3%	
	CTOR	5.0%	4.3%	\\\\
	Del.	76.3 K	76.3 K	MoM -0.03% (-20)
WELL-TRAVELED EXECUTIVES	Open%	25.7%	27.8%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	CTOR	8.0%	7.7%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	Del.	67.4 K	66.6 K	MoM -0.07% (-49)
SUN SEEKERS	Open%	27.3%	28.4%	\\\
	CTOR	9.3%	8.3%	\\\\

		April '21	May`21	Engagement Trends
	Del.	67.5 K	66.9 K	MoM -0.04% (-98)
THE CELEBRATORS	Open%	25.0%	26.7%	
	CTOR	8.8%	8.3%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	Del.	52.4 K	51.3 K	MoM -0.24% (-126)
OCCASIONAL EXPLORERS	Open%	21.4%	22.6%	✓
	CTOR	7.6%	6.5%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	Del.	29.3 K	28.8 K	MoM -0.25% (-74)
THE ASPIRERS	Open%	20.2%	21.4%	\
	CTOR	6.1%	5.1%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

We Continue to Maintain Open Activity MoM

Open rates for all member levels (Basic through Ambassador.) were near or above 30%. Basic members tend to have open rates much lower than Elites, so 29% is really good.

All levels maintained open rates MoM, but CTORs were down for all except Ambassador. Culinary content was not as strong as other months for most.

Aug '20 -May '21*

Aug '20 - May '21*

		April '21	May `21	Engagement Trends
	Del.	204.1 K	201.7 K	MoM -1.0% (-2.0 K)
NON-MEMBER	Open%	16.2%	16.8%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	CTOR	5.3%	4.8%	
	Del.	1.3 M	1268.8 K	MoM -0.8% (-10.0 K)
BASIC	Open%	29.1%	29.4%	
	CTOR	4.7%	4.0%	\\\\
	Del.	340.6 K	338.0 K	MoM -0.3% (-1.1 K)
SILVER	Open%	31.3%	31.7%	~
	CTOR	5.0%	4.3%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\

*No Newsletter Dec '20

		April '21	May `21	Engagement Trends
	Del.	542.5 K	559.9 K	MoM +1.4% (+7.6 K)
GOLD	Open%	31.8%	32.5%	~
	CTOR	5.8%	5.0%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	Del.	207.3 K	210.2 K	MoM +1.5% (+3.1 K)
PLATINUM	Open%	31.1%	32.2%	
	CTOR	6.3%	5.7%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	Del.	241.7 K	244.9 K	MoM +1.2% (+2.9 K)
TITANIUM	Open%	31.0%	32.1%	
	CTOR	6.6%	5.7%	\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\
	Del.	37.0 K	37.5 K	MoM +1.4% (+520)
AMBASSADOR	Open%	28.9%	31.2%	
	CTOR	6.6%	6.9%	\\\\-\\\\\-\\\\\\\\\\\\\\\\\\\\\\\\\\\

May 2021 Heat Map

(Creative: North American Version)

- Despite the location in the email the compelling waters in the Maldives lured readers
- Dining Near You proved popular with 10% of the traffic
- Hotel Spotlight had strong engagement
- Female Chefs was the best of the rest with
 5.61% of the clicks

Header 4.1% Clks





10 Journey 15.59% Cik

SAVOR EVERY MOMENT

Frame, or \$40 just used tray must create includes monoton and fasting impensions of the places we've invested to—from the warming hard of a Szichuse paper to the body, of sessal late of sex-cought (ab. Our Lades and Gerdamer would be a sex-cought

REPLOYE CULINARY REPRESEN

Near You (Geo-targeted)
10.05% Clks

A CY DINING NEAR YOU



Female Chefs 5.61% Clks

4 FEARLESS CHEFS ON HOW THEY MADE IT TO THE TOP

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THE RITZ-CARLTON, RANCHO MIRAGE
by a billion to California's boothy. Sale Park feedings offenby

Hotel Spotlight 9.98% Clks



FARM-TO-TABLE DINING IN ORLANDO

This godden, epitation and chicken coops are not simply for show. Write and Spoon, the prevent addition to our restaurant collection at the Spool—Cultion Collectio, General Lakes, represent product. In heths, and other increasing to create a unique stacked coale.



MEET THE MAN BEHIND THE MICHELIN STARS

Short Electricity, the head chief of Aque at The Pitz-Certice, Wolfsburg, is an international cultury loss de force, recording earning these Micheller stem for the 13th year in a row. You can sept find it is also also also cause also and The Risi-Certice 18chin 18chi Collection. Learn how the finds joy and majoration to Was slengtle planeause.

BRAD MORE



TRAVEL BY INTEREST: CULINARY

Borback on a complete sensory processor at our Michalte-stansal ministratina including the adventurous counts of LAB by Sergi Andia of Partial Longs Pariant, Portugal or the glamourous Continues many at Lai Mannier. The Risi Castlon, Manna. These are the fave and fine much use talk about the views to come.

EXPLORE MICHELIE DIRENT



LET US STAY WITH YOU: SPECIAL DIET

A family of three visiting The Ritz-Carbon, Herriton, was delighted when the Executive Chart prepared a special mail – and a box of feats – for their family's beloved stog.

VIEW VICES



OPENING SOON: THE RITZ-CARLTON MALDIVES: FARI ISLANDS

Embasic ideal Bis and experience, a purmay of meaningful moments where the exact of drams bearing upon surset marks the transition from a day full of

EXPLOSS IN AND PARADISE



EMBRACE ART AND NATURE I COCONUT GROVE

Characting the arby spirit of this Miseri neighborhood that was a behavior ancies in the 1950s. The Rits Carlton Scoreol Serve, Miseri invites openin to expension to

DISCOVER MILMI



Instagram 2.13% Clks

#RCMEMORIES

Text moments to sever under senses skies at The REs-Cetter, #Cki

THE WORLD AND READ WORLD

THE RITZ-CARLTON | data axle

Footer (not shown) 8.94% Clks

Content / Module Performance: May 2021

(North American Version)

MODULE	March '21 (Road Trips)	April '21 (Celebrity)	May`21 (Culinary)	
HEADER	23.8%	3.7%	4.1%	
HERO	23.0%	35.4%	15.6%	
NEAR YOU	16.0%		10.0%	
JOURNEY PROMO				
JOURNEY	6.0%		5.6%	
JOURNEY 2	3.8%		2.6%	
PROPERTY	5.3%		4.0%	
Yacht Collection	6.6%	10.6%		
Hotel Spotlight	16.2%	7.5%	10.0%	
New Openings			27.9%	
VIDEO	2.6%		2.5%	
TRAVEL BY INTEREST	3.6%	14.5%	3.5%	
SCENOGRAPHY	7.3%	10.1%	3.1%	
PROMOS				
SHOP		4.5%		
INSTAGRAM	1.0%	5.4%	2.1%	
FOOTER	6.2%	8.3%	8.9%	

- Increased content MoM did not improve engagement
- Property feature modules (near you, spotlight, new openings) continue to engage readers and pulled clicks away from other modules like the hero

Top Content Themes: May 2021

(North American Version)

- New Hotel Opening and Spotlight drove the bulk of the traffic with the featured Culinary Experiences next up with 7.1K clicks
- The strong open rate did not translate into high click traffic for the Michelin Star articles

Module	Article	Clicks	CTR
NEW OPENING	The Ritz-Carlton Maldives, Fari Island	12.8K	0.48%
HERO (Journey)	Savor Every Moment	7.1K	0.27%
NEAR YOU	Extraordinary Dining near you	4.6K	0.17%
HOTEL SPOTLIGHT	Rancho Mirage	4.6K	0.17%
JOURNEY	Female Chefs	2.6K	0.10%
HOTEL SPOTLIGHT	Innovation culinary journey in Orlando	1.8K	0.07%
TRAVEL BY INTEREST	Travel by Interest: Culinary	1.6K	0.06%
SCENOGRAPHY	Embrace Art And Nature In Coconut Grove	1.4K	0.05%
JOURNEY	Meet The Man Behind The Michelin Stars	1.2K	0.05%
VIDEO	Let us stay with you : Special Diet	1.1K	0.04%

Subject Line Test Results

- The more descriptive subject line was the clear winner vs. the two versions that were more intriguing
 - When relevant, highlight key brands/phrases such as "Michelin-Starred" to increase interest
- The most engaged article was featured in the pre-header

May Subject Lines	Winner vs. Alt. SLs	Description of Winner
INSIDE THE RITZ-CARLTON: Michelin-Starred Meals Worth Traveling For	Winner	Inspirational Results were
INSIDE THE RITZ-CARLTON: Savor Every Moment	-1.48pts	statistically significant
INSIDE THE RITZ-CARLTON: Culinary Journeys	-1.54pts	

Pre-header: Plus, Now Open: The Ritz-Carlton Maldives, Fari Island

ACTIONABLE INSIGHTS

+

LEARNING ROADMAP

Actionable Insights

EXPLORE INSPIRATION SAVOR MEMORIES

CALIFORNIA I CARIBBEAN I EUROPE I FLORIDA I ASIA PACIFIC I MIDDLE EAST

FAMILY-FRIENDLY | ROMANCE | BEACH | CULINARY EXPERIENCES | SPA & WELLNESS | GOLF

- Subject line recommendations
 - PCIQ subject line optimization (planned for July >)
 - Include property features into the pre-header
 - When relevant highlight key brands/phrases such as "Michelin-Starred" to increase interest
- Tactics to increase interest and click engagement
 - o Broaden / Balance content
 - Inner navigation Test regions / Geo locations / Types of Travel / Destination Guides / Journey themes
 - Ready to travel / Hotel(s) and Location Spotlight
 - Culinary spot each / other month (drinks recipe)
 - CTAs were less direct test alternatives for main CTAs: For example, the 4 Chefs article CTA says "Read Reviews"
 where we could have tried something like "2-Minute Read"
 - Consistent Geo Targeting including:
 - Continue "Near You" property recommendations
 - Regional Hotel Spotlight



RECIPE: ABEJA REINA

1.5 oz reposado tequila \cdot 1 oz honey-ginger syrup \cdot 1 oz freshsqueezed lemon juice \cdot 0.5 oz mezcal

ombine the tequila, syrup, and lemon juice in a shaker. Shake gently until well ixed. Strain over fresh ice in an old-fashioned glass. Use a bar spoon to float the ezcal on top. Garnish with a strip of candied ginger.

Learning Roadmap Q2 2021 > **Q2 2022**

]								
	Q2/3 2021					Q4 2021			Q1 2022		Q2 2022		
	June	July	Aug	Sep	Oct	Oct Nov Dec		Jan	Feb	March	April	May	June
Increase Engagement	Pre-head	er optimizatio ıxury segmen			Pre-heade CRM Segm	argeting with a	1	PCIQ Subject Line optimization Pre-header optimization			PCIQ Subject Line optimization Pre-header optimization		
Drive Traffic to Journey	Optimize content > 1 per quarter: Headlines, Images, and Copy Inner Nav (Region / Travel theme / Journey) Scope geo-targeted web scrape				Headlines, Animated Store Loca	content > 1 per (, Images, and (headlines ator (Holiday / ing culinary loc	Copy >	Explore ne	content > 1 per ext trip persond I headlines	•		content > 1 per o xt trip personc	



Strong Open Rates For All Segments

Consistent engagement across all segments with the exception of WTE who had a higher CTOR

	ОТН	IER	W	TE	S	SS	CE	EL	OC	C EX	Α	\SP	ALL SEG	MENTS
	May	vs. R12	May	vs. R12	May	vs. R12	May	vs. R12	May	vs. R12	May	vs. R12	May	vs. R12
DELIVERED	2.6 M	21.7%	74.9 K	-12.3%	66.6 K	-11.2%	66.9 K	-9.8%	51.3 K	-19.2%	28.8 K	-13.7%	2.9 M	17.0%
OPENS	778.7 K	63.1%	20.8 K	2.2%	18.9 K	-1.8%	17.9 K	0.7%	11.6 K	-11.8%	6.2 K	-0.4%	854.1 K	54.1%
OPEN%	30.3%	+7.7 pts.	27.8%	+4.0 pts.	28.4%	+2.7 pts.	26.7%	+2.8 pts.	22.6%	+1.9 pts.	21.4%	+2.9 pts.	29.9%	+7.2 pts.
CLICKS	33.7 K	22.8%	1.6 K	5.2%	1.6 K	-16.8%	1.5 K	-3.3%	752	-16.8%	312	-19.3%	39.5 K	17.0%
CTR	1.3%	+0.0 pts.	2.1%	+0.4 pts.	2.4%	-0.2 pts.	2.2%	+0.1 pts.	1.5%	+0.0 pts.	1.1%	-0.1 pts.	1.4%	+0.0 pts.
CTOR	4.3%	-1.4 pts.	7.7%	+0.2 pts.	8.3%	-1.5 pts.	8.3%	-0.3 pts.	6.5%	-0.4 pts.	5.1%	-1.2 pts.	4.6%	-1.5 pts.
UNSUB%	0.17%	-0.01 pts.	0.06%	-0.05 pts.	0.06%	-0.05 pts.	0.07%	-0.03 pts.	0.09%	-0.04 pts.	0.09%	-0.06 pts.	0.16%	-0.01 pts.

May 2021 Financial Engagement Comparaisons

Metrics	May 2021	МоМ	vs. 12-Month Average
Bookings	12	-33.3% (-6)	-84.6% (-66)
Room Nights	28	-33.3% (-14)	-86.1% (-171)
Revenue	\$6.9 K	-50.2% (-\$6.9 K)	-87.6% (-\$48.6 K)

Note:

- Rolling 12-Month Average (Oct 2019 May 2021)
- Financial Data Source: Omniture 7-Day

New Targeting Criteria 2021

- Include previous month email recipients
- Include additional customers using the criteria below to reach the 3M deployment max:
 - Past luxury brand stayers (last 24 months) OR
 - Has HHI \$150K or more OR
 - Past email openers of RC Residences solos, St. Regis
 Residences solos, Quintessentially solo, RCYC Dec solo OR
 - Amex Brilliant cardholders
- Note: include those with an English language preference

Previous Criteria:

- Include previous month email recipients
- Include additional customers using the criteria below to reach the 3M deployment max :
 - Past luxury brand stayers (last 18 months)
 - Has HHI \$150K or more
- Exclude European residents
- Note: include those with an English language preference

APRIL 18th NEWSLETTER

THEME: Food & Beverage

PERFORMANCE:

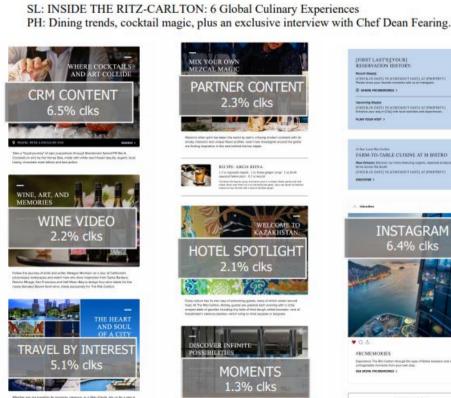
- 2.5M Delivered
- 18.7% Open Rate
- 0.8% CTR
- 4.4% CTOR
- 221 Bookings*
- 530 Room Nights*
- \$106K Revenue*

CONTENT OBSERVATIONS:

- Top 3 performing modules:
 - Hero (43% of clicks)
 - CRM Content (6.5% of clicks)
 - Instagram (6.4% of clicks)
- Hero pulled clicks from other modules (+39% MoM); content was more specific than previous month consideration for future articles

April: "6 Culinary Adventures" vs. March: "6 Ways to Experience More Meaningful Travel"





one of any alteriorate properties. Visit Euther's powers as decompanied property

Eller flow of the sity's select including.

travel to Takyo end oxperience the "teahouse in the sky" with resons starting on the



