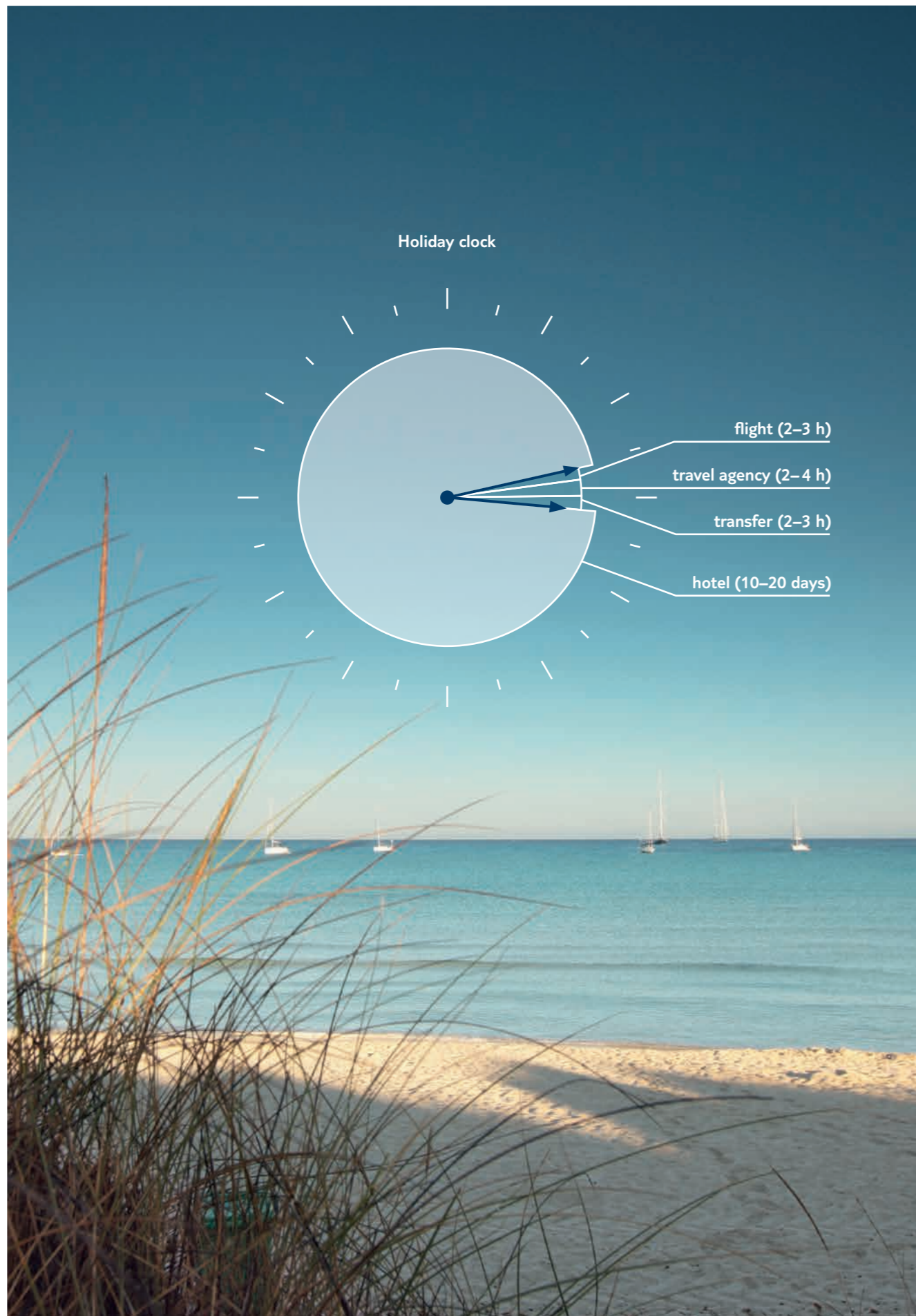


An aerial photograph of a tropical coastline. In the foreground, a small peninsula with a white sandy beach and a resort complex is visible. The water is crystal clear, showing the seabed and coral reefs. The background features lush green mountains under a blue sky with light clouds.

TUI Hotels & Resorts  
AT THE HEART OF THE HOLIDAY





# PREFACE

## “THE HOTEL IS THE KEY DECIDING FACTOR WHEN A CUSTOMER MAKES A BOOKING”

Welcome to Europe's biggest holiday hotelier. TUI Hotels & Resorts manages the TUI GROUP's hotel holdings – more than 300 group hotels with some 210,000 beds in more than 24 countries. We make a significant contribution to the consolidated earnings of the TUI GROUP. There are three reasons for our focus on hotels: The hotel is the key deciding factor when a customer makes a booking, it is one of the most important motives for going on holiday, and it is key to customer loyalty. This is where our potential lies: TUI Hotels & Resorts offers the holidaymaker individual hotel brands with different concepts that allow him or her to find an offering that meets his or her needs and wishes. In our hotels, customer satisfaction and high quality are our top priority.

This is the successful concept behind our planned growth. To strengthen our position in relation to the international competition and to further extend exclusivity for our customers, we will be expanding our hotel and club portfolio significantly in the coming years. Here, the access to the strengths of the world's largest integrated tourism group supports our growth and makes us an ideal link between tour operators and hotel partners. Our strong hotel brands also form the ideal point of departure for capitalising on the opportunities of the ongoing digitisation.

In addition, innovative environmental and sustainability management is an essential part of our quality strategy. We are in constant dialogue with our hotel partners to make environmental protection and sustainability a tangible experience for our guests. With the EcoResort label we are driving forward the sustainability of our hotel brands. Our certified hotels play a pioneering and leading role in the protection of the environment and resources in the holiday hotel sector.

With this brochure we want to give you an insight into the commitment and roles of the departments at TUI Hotels & Resorts's and convince you of our strong performance delivery.

Thomas Pietzka  
CEO TUI Hotels & Resorts



# CONTENTS



## TUI GROUP

**From the first click of the mouse to the last holiday photo**

Adding value, ideally integrated	8
How the customer experiences TUI	9
The business divisions of the TUI GROUP	10
Success in figures	11



## TUI HOTELS & RESORTS

<b>6</b>	<b>Holidays as desired</b>	<b>12</b>
	An answer to all wishes	15
	This is what makes us strong	16
	... what makes us successful	17
	Therefore holiday with TUI Hotels & Resorts	18
	Nature, our greatest asset	21
	Our seal of approval goes here	21

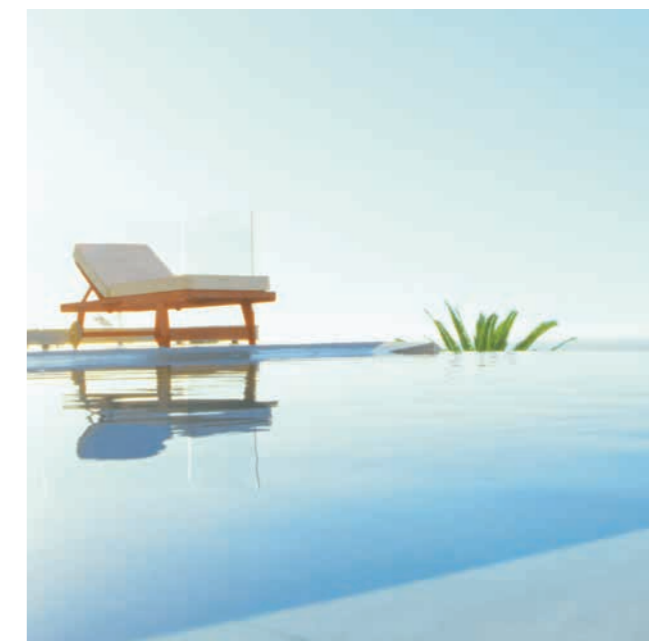


## OUR HOTEL PORTFOLIO

**22**

**From the caribbean to the Black Sea**

At home the whole world over	24
RIU Hotels & Resorts	27
ROBINSON	27
Grupotel Hotels & Resorts	28
Atlantica Hotels & Resorts	28
Grecotel Hotels & Resorts	29
Iberotel Hotels & Resorts	29
Jaz Hotels & Resorts	30
Sol Y Mar	30
MAGIC LIFE	31
Nordotel	31
Dorfhotel	32
aQi	32
Toscana Resort Castelfalfi	33
TT Hotels	33
Gran Resort Hotels	34
Karisma Hotels & Resorts	34
Barut	35



## WE LOOK FORWARD TO SEEING YOU

**36**

Contact	39
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# TUI GROUP

**From the first click of the mouse  
to the last holiday photo**

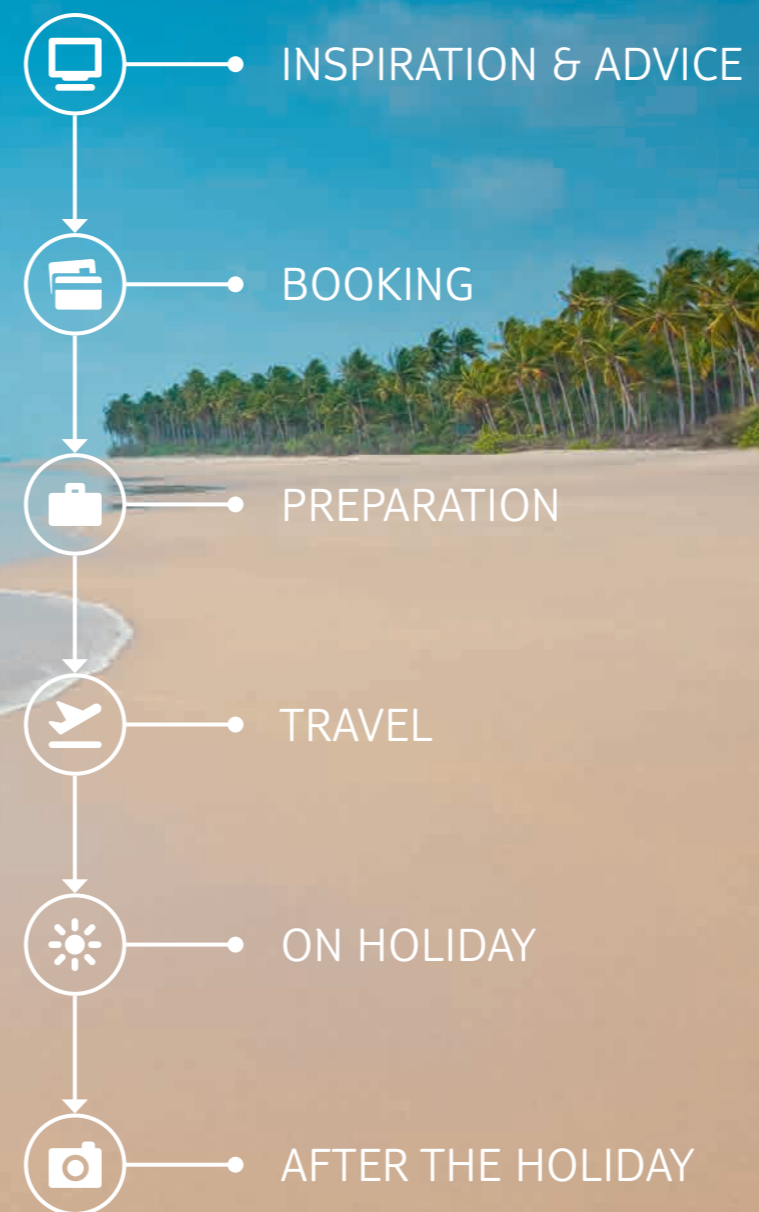


# ADDING VALUE, IDEALLY INTEGRATED

The TUI GROUP is a company of opportunities – for its clients, shareholders and employees. It unites under one roof TUI's unique hotel portfolio, three cruise brands, six airlines and the sales strength of well-known tour operators, both online and offline through 1,800 travel agencies throughout Europe. As the world's largest integrated tourism group, we ensure that tourists around the world benefit along the entire value chain of the customer journey – from advice on how to get there,

the hotel stay itself, and customer support after the trip. The guarantee of a consistent customer experience creates a unique economic advantage. Thanks to direct access to our customers, investments in hotels and modern cruise ships are made more predictable and ensure improved occupancy rates and capacity utilisation early on. Thus, the TUI GROUP can grow faster and develop more exclusive holiday offerings for its customers.

# HOW THE CUSTOMER EXPERIENCES TUI



"Thanks to continuous, profit-oriented optimising of our high-quality hotel portfolio, TUI Hotels & Resorts is instrumental in assuring the long-term content growth of the TUI GROUP."

**Thomas Lindner**  
CFO TUI Hotels & Resorts

# THE BUSINESS DIVISIONS OF THE TUI GROUP

The business activities of the TUI GROUP are arranged according to non-mainstream and mainstream strategic segments. The non-mainstream segment includes the Hotelbeds Group and the specialised travel offerings of the Group. TUI concentrates its core holiday and travel activities in the mainstream segment.



## Tour operators

Europe's leading tour operators and their airlines with well-known holiday brands, such as TUI (Germany), Thomson (UK), Fritidsresor (Sweden), Marmara (France), Jetair (Belgium) and Arke (Netherlands) offer unique holiday experiences in 180 countries.



## Hotels & Resorts

Europe's number one holiday hotelier with more than 300 hotels, resorts and clubs, including well-known brands like RIU and ROBINSON, and some 210,000 beds in 24 countries.



## Cruises

TUI Cruises is a joint venture between the TUI GROUP and Royal Caribbean Cruises. With its premium vessels Mein Schiff 1 to Mein Schiff 4 the cruise line targets the volume market. Mein Schiff 5 and Mein Schiff 6 are in the planning stage. With MS Europa and MS Europa 2, for instance, Hapag Lloyd Cruises is the leader in the German-speaking markets in the luxury and expedition cruise segment. In addition TUI UK operates five cruise liners.

# SUCCESS IN FIGURES



**77,000**

employees in 30 countries



**18.7**

billion euros turnover



More than **30 million** customers



More than **130**



planes



More than **300** hotels with 210,000 beds

Europe-wide **1,800** travel agencies



**13**



cruises





# TUI HOTELS & RESORTS

Holidays as desired





"We translate the needs and requirements as well as the emotions of our customers in the layout and interior design to create an overall architectural atmosphere featuring quality and sustainability. In our resorts, thanks to the authentic reference to the locality and the hotel brand with associated corporate identity, we shape exceptional and outstanding hotel experiences for our guests."

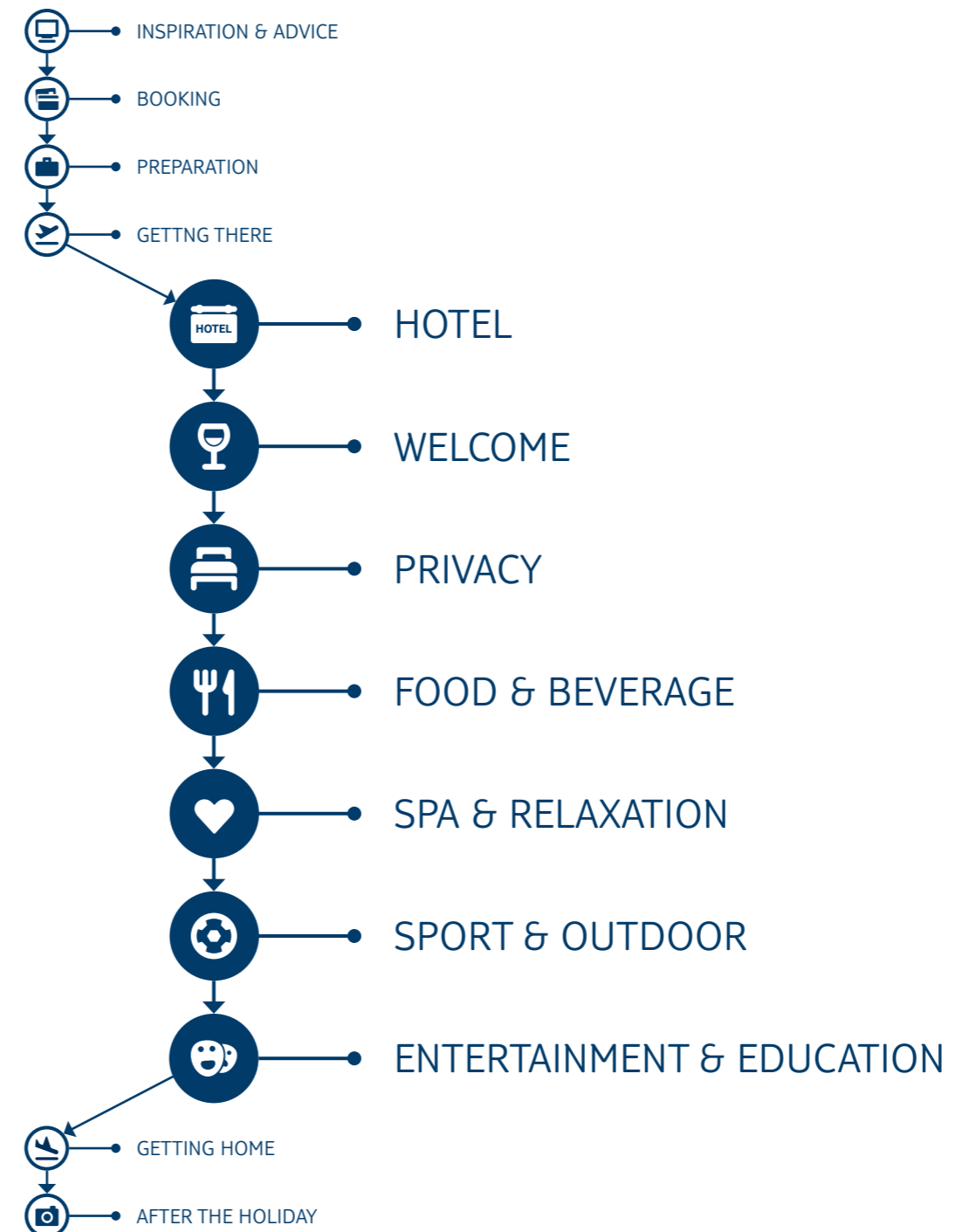
**Jürgen Schreckenberger**

Architect/Head of Technical Services & Development

## AN ANSWER TO ALL WISHES

TUI covers the whole holiday value chain.

TUI Hotels & Resorts is the expert for the hotel – the core holiday element for the customer.





# THIS IS WHAT MAKES US STRONG

## Strategic Product Development & Hotel Management

TUI Hotels & Resorts coordinates the development, planning, expansion and the management of the hotel portfolio. For our partners and hotel companies this, guarantees optimised strategies for their source markets and destinations. This means they are ideally positioned to trump the competition.

## Controlling & Financial Planning

With professional financing and controlling instruments, TUI Hotels & Resorts provides its hotel companies with the optimised access to resources and contributes to their profitability.

## Operation & Technical Support

TUI Hotels & Resorts stands by and supports its partners when it comes to implementing quality and security standards. Thanks to cutting-edge technologies and processes they achieve the highest customer satisfaction rates with simultaneous optimised cost structures.

## Marketing & Sales

TUI Hotels & Resorts plans the marketing and sales strategy in consultation with its hotel companies and partners. This is the basis for guaranteeing the best-possible occupancy rates and optimisation of hotel profits.

## Environment & Sustainability

TUI Hotels & Resorts supports its hotel companies in matters of sustainable hotel management. In addition to compliance with environmental and social standards, this support also includes selecting competent managers and staff as well as ensuring their personal development.

# ... WHAT MAKES US SUCCESSFUL

To safeguard our success over the long term, TUI Hotels & Resorts implements a wide range of strategic measures based on thorough business expertise, exact market analysis and a deep understanding of customer needs and wishes. Our day-to-day work focuses on achieving the following key objectives.

Developing differentiated hotel formats and product lines in accordance with guests' needs and wishes

Expanding hotel capacities in destinations with growth potential

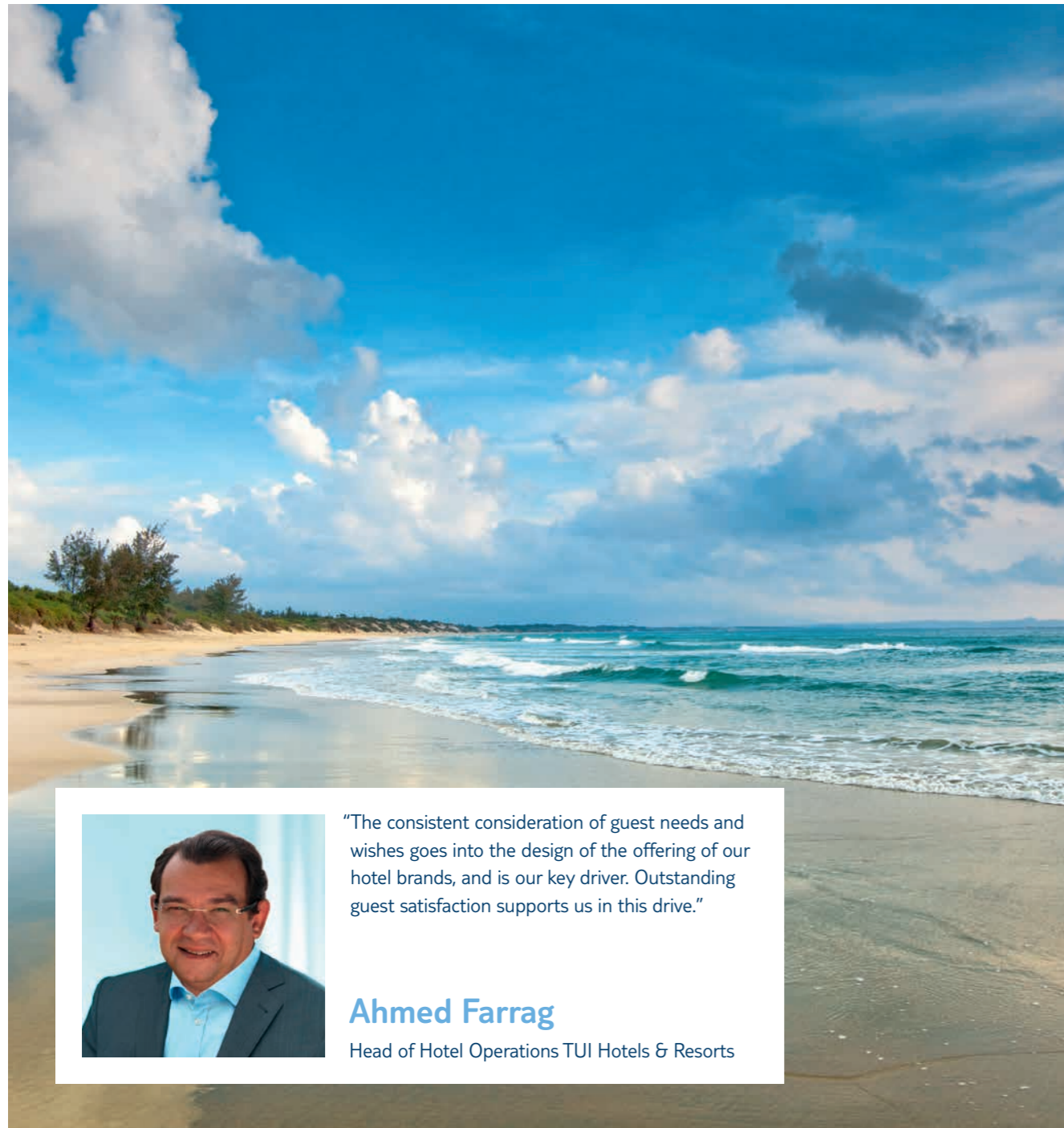
Ongoing adaptation of the hotel portfolio in line with trends and market developments

Developing sales channels to safeguard occupancy rates and optimising hotel profits

Profit-oriented hotel asset management



# REASONS FOR HOLIDAYING WITH TUI HOTELS & RESORTS



"The consistent consideration of guest needs and wishes goes into the design of the offering of our hotel brands, and is our key driver. Outstanding guest satisfaction supports us in this drive."

**Ahmed Farrag**

Head of Hotel Operations TUI Hotels & Resorts

## The most beautiful locations

Essentially, TUI Hotels & Resorts are found on first-class beaches and in the most beautiful mountain settings. Many of the hotels are the best in the area.

## Best service

TUI Hotels & Resorts makes service quality the highest priority in its hotels. That is why we optimise our services on the basis of regular customer surveys. Highly trained service staff is key to consistent compliance with our high quality standards.

## Tested safety

Guests in TUI Hotels & Resorts' hotels experience the greatest-possible privacy and cleanliness. Safety and hygiene meet the highest international guidelines.

## Reasonable prices

TUI Hotels & Resorts' hotels feature outstanding value for money. The tagline "Value-for-money holidays" is an important criterion for choosing a holiday and guest satisfaction.

## Environmental practice

TUI Hotels & Resorts' hotel brands are pioneers in their areas in environmental sustainability policy and implementation. Our proactive sustainability management ensures the long-term viability of unspoilt environments and attractiveness of our holiday regions.

TUI Hotels & Resorts

8.65

Other hotels

8.49

## Guest satisfaction

Scale from 0 to 10

Source: TUI Market Research analysis of guest (final results 10/2014)





"Sustainable hotel management is not only close to our hearts, it also has a positive impact on the process and cost efficiency of our hotel brands."

**Andrea Schulzendorff**

Head of Sales & Marketing TUI Hotels & Resorts

## NATURE, OUR GREATEST ASSET

For TUI Hotels & Resorts, innovative environmental management is a crucial component of the quality strategy. Without unspoilt nature there is no holiday quality and no guest satisfaction. We know that a healthy natural environment is our greatest asset, which is why we promote innovative environmental management at all levels. This is accompanied with long-term and continuous reviews of economic, environmental, social and cultural requirements and policy. This is how we safeguard our competitive edge and strengthen close collaboration with our stakeholders.

Our hotel companies appoint their own environmental officers and receive comprehensive consulting and support from our Group sustainability team. We systematically use efficient energy systems and climate-friendly technologies, and we implement environmental management systems.

In the destinations, we support the creation and long-term viability of stable social, environmental and economic conditions. We work closely with local authorities and civil society institutions. Most of our hotels are active members of a local environmental organisation and play an active role in social initiatives.

## OUR SEAL OF APPROVAL GOES HERE

To provide transparency to our guests on the sustainability commitment of hotel partners in 2005, we launched the internal Group EcoResort quality seal. This label was the result of cooperation between TUI Hotels & Resorts and TUI AG's sustainability management team and draws special attention to hotels and clubs in the TUI Hotels & Resorts' portfolio that show outstanding commitment to environmental and resource-conserving activities.

The key criteria of this label include environmental performance and socio-cultural engagement indicators. For hotels or clubs to gain successful certification as an EcoResort their environmental management systems are tested by accredited independent auditors.

The measures tested and evaluated include:

- Use of energy-efficient technologies
- Reducing and sorting waste
- Use of regional products
- Environmental training of staff and suppliers
- Guided environmental walks around the hotel for guests
- "Green" activity programmes for adults and children
- Supporting local cultural and social projects







# OUR HOTEL PORTFOLIO

From the Caribbean to the Black Sea



# AT HOME THE WHOLE WORLD OVER



Aruba | Bahamas | Bulgaria | Costa Rica  
Dominican Republic | Jamaica | Cape Verde Island  
Cuba | Morocco | Mauritius | Mexico | Panama  
Portugal | Spain | St. Martin | Tunisia | Turkey | USA



Greece



Egypt | Greece  
Spain | Tunisia | Turkey



Austria



Turkey



Egypt | Germany | Greece | Italy | Maldives  
Morocco | Austria | Portugal | Switzerland  
Spain | Turkey



Egypt | Germany | Italy | Turkey  
United Arab Emirates



Spain



Egypt



Italy | Spain | Turkey



Italy



Croatia



Greece | Cyprus



Egypt



Germany



Turkey



Bulgaria | Spain





"With our long standing experience in holistic hotel management in cooperation with our partners we successfully achieve optimised market positioning at all times."

### Jessica Bruns

Head of Product Development & Hotel Strategy  
TUI Hotels & Resorts



## RIU Hotels & Resorts

In the most beautiful destinations  
around the world



The biggest hotel company in the portfolio of TUI Hotels & Resorts, headquartered in Mallorca, stands for high professionalism and excellent service in more than 100 Riu hotels worldwide. Outstanding service - not simply incredibly polite and courteous, but genuine with that personal touch.

**Target groups:** Families, couples, premium guests

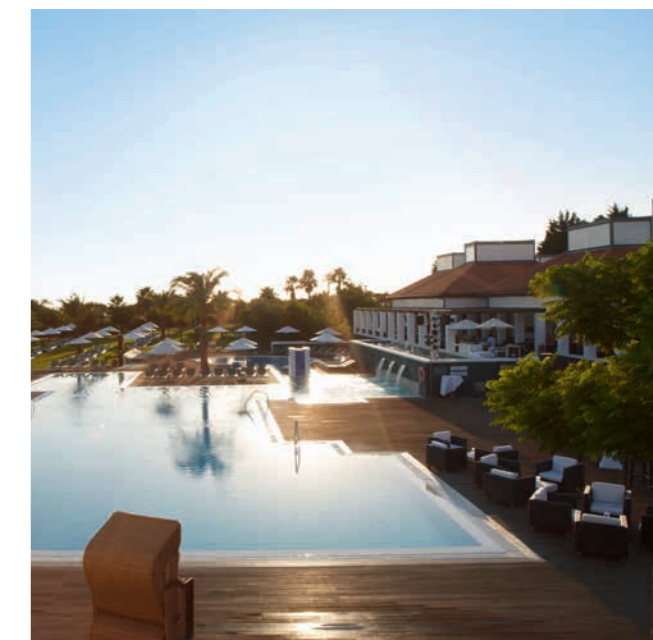
**Stars:** 3, 4 & 5

**Countries:** Aruba, Bahamas, Bulgaria, Costa Rica, Dominican Republic, Jamaica, Cape Verde Islands, Cuba, Morocco, Mauritius, Mexico, Panama, Portugal, Spain, St. Martin, Tunisia, Turkey, USA

**Number of hotels:** 103

**Number of beds:** 88,932

**Joint venture partners:** Carmen and Luis Riu



## ROBINSON

Time for emotion

**ROBINSON** 

The ROBINSON holiday concept is based on seven cornerstones: Hotel, environment, entertainment, family, sport, WellFit and communication. The properties of the quality and market leader in the premium segment for club holidays are characterised by an atmosphere of well-being in which guests find balance, joie de vivre, independence and togetherness in perfect harmony.

**Target groups:** Families, couples, singles

**Stars:** 4 & 5

**Countries:** Egypt, Germany, Greece, Italy, Maldives, Morocco, Austria, Portugal, Switzerland, Spain, Turkey

**Number of clubs:** 23

**Number of beds:** 13,557





## Grupotel Hotels & Resorts

The hotel specialist on the Balearics



The Mallorcan hotel chain is the Balearic specialist for the TUI GROUP. It offers Spanish hospitality in comfortable hotels, apart-hotels and apartments on the islands of Mallorca, Minorca and Ibiza as well as in Barcelona.

**Target groups:** Families, couples, active holidaymakers, wellness fans  
**Stars:** 3, 4 & 5  
**Countries:** Spain  
**Number of hotels:** 35  
**Number of beds:** 13,910  
**Joint venture partners:** Miguel and Marga Ramis



## Atlantica Hotels & Resorts

Making holidays an experience to remember



Guests from Germany, England, Scandinavia and the Benelux countries lend the international flair to the Atlantica hotels on Cyprus, Rhodes, Kos and Crete. Guests appreciate above all the personal service, the friendly atmosphere and the attention to detail.

**Target groups:** Couples, families  
**Stars:** 4 & 5  
**Countries:** Greece, Cyprus  
**Number of hotels:** 27  
**Number of beds:** 15,437  
**Joint venture partners:** Nicolaos, Dimitris & Vasilis Nicolaides



## Grecotel Hotels & Resorts

Hospitality at the highest level



With its luxury hotels and resorts Grecotel is the leading and biggest hotel chain in Greece. Every one of these top-class resorts features individual design and furnishings, inspired by their exceptionally beautiful beach settings.

**Target groups:** Couples, families, singles, premium guests  
**Stars:** 4 & 5  
**Countries:** Greece  
**Number of hotels:** 23  
**Number of beds:** 11,080  
**Joint venture partners:** Niko and Mari Daskalantonakis



## Iberotel Hotels & Resorts

The way to live



Iberotel hotels are found in first-class locations, boast the highest level of comfort and feature modern hotel design based on local architecture. Even guests with the highest expectations appreciate the high-quality and excellent gastronomy.

**Target groups:** Couples, families  
**Stars:** 4 & 5  
**Countries:** Egypt, Germany, Italy, Turkey, United Arab Emirates  
**Number of hotels:** 22 + 2 Nile cruise ships  
**Number of beds:** 13,329  
**Joint venture partner:** Hamed el Chiaty





## Jaz Hotels & Resorts

A new star is rising



The Egyptian hotel brand stands for sophistication, style and individuality. Jaz Hotels & Resorts make their mark through elegance and their generous, luxurious architecture. They beautifully combine the elegance of the country with a wide-ranging programme of leisure activities.

**Target groups:** Couples, families, singles, premium guests

**Stars:** 4 & 5

**Countries:** Egypt

**Number of hotels:** 15 + 5 Nile cruise ships

**Number of beds:** 12,040

**Joint venture partner:** Hamed el Chiaty



## Sol Y Mar

A unique experience



Guests at Sol y Mar Hotels & Resorts appreciate the unique charm and unsurpassable, warm hospitality of the Egyptians. The hotels are found in magical settings on magnificent beaches as well as in stunningly beautiful desert landscapes. The professional and strict compliance with the quality and safety standards assures the well-being of guests and staff alike.

**Target groups:** Couples, families

**Stars:** 4

**Countries:** Egypt

**Number of hotels:** 7

**Number of beds:** 1,759

**Joint venture partner:** Hamed el Chiaty



## MAGIC LIFE

Where magic happens



For all target groups the all-inclusive club brand succeeds in delivering an ideal holiday concept with good value for money and a special entertainment programme with an international orientation.

**Target groups:** Families, couples

**Stars:** 4 & 5

**Countries:** Egypt, Greece, Spain, Tunisia, Turkey

**Number of hotels:** 11

**Number of beds:** 10,651



## Nordotel

Find your hotel at the best price



The apartments and apart-hotels of the Spanish hotel company headquartered on Grand Canary are found in select locations on the Canary Islands, Sardinia and Turkey. They are primarily booked by holidaymakers from Scandinavian and UK source markets.

**Target groups:** Couples, families, groups

**Stars:** 3, 4 & 5

**Countries:** Spain, Italy, Turkey

**Number of hotels:** 9

**Number of beds:** 6,330





## Dorfhotel

Naturally beautiful



The Dorfhotel properties are located in the most beautiful natural landscapes in Germany. Above all, families appreciate the individuality of the comfortable apartments coupled with many hotel services, such as pool complex and inclusive children's supervision and care.

**Target groups:** Families, active holidaymakers, nature lovers  
**Stars:** 4  
**Countries:** Germany  
**Number of hotels:** 3  
**Number of beds:** 2,211



## aQi

Life pure & smart



aQi stands for value for money, individuality and active holidays, and focusses on what is essential. Minimalistic, trendy design and modern communication technology are key elements of the aQi brand.

**Target groups:** Singles, couples, groups, active holidaymakers  
**Stars:** 3  
**Countries:** Austria  
**Number of hotels:** 1  
**Number of beds:** 238



## Toscana Resort Castelfalfi

Holiday and much more



With the resort Tenuta Di Castelfalfi, TUI Hotels & Resorts has brought life back to a small village with 800 years of history. It now charms guests with the typical, relaxed Tuscan lifestyle. In addition to the boutique hotel with neighbouring golf course, a range of different properties are for sale.

**Target groups:** Couples, golfers, holidaymakers interested in culture, business travellers  
**Stars:** 5  
**Countries:** Italy  
**Number of hotels:** 1  
**Number of beds:** 64



## TT Hotels



TT Hotels run ten hotels in turkey. The hotels offer high-quality holidays full of activities for young and old and are only found on the most beautiful bathing beaches and feature large, elegant pool complexes and diverse children's organised activity programmes.

**Target group:** Families  
**Stars:** 4 & 5  
**Countries:** Turkey  
**Number of hotels:** 10  
**Number of beds:** 12,299





## Gran Resort Hotels

Good value holidays at fair prices



The traditionally managed Gran Resort Hotels boast long-standing experience and offer good-value holidays at fair prices.

**Target groups:** Families, active holidaymakers  
**Stars:** 4  
**Countries:** Bulgaria, Spain  
**Number of hotels:** 2  
**Number of beds:** 1,225



## Karisma Hotels & Resorts

Gourmet Inclusive



In a joint venture TUI Hotels & Resorts is currently operating one hotel on the Adriatic under the Karisma brand. Karisma is known around the world for its creative philosophy in the holiday hospitality sector. This is expressed in the integration of product innovations in the traditional hotel product, such as private swim-up pools, private infinity balcony pools in the suites, beach butlers and cashless payment.

**Target group:** Couples  
**Stars:** 4  
**Countries:** Croatia  
**Number of hotels:** 1  
**Number of beds:** 288  
**Joint venture partners:** Ivan Todoric and Lubo Krstajic



## Barut

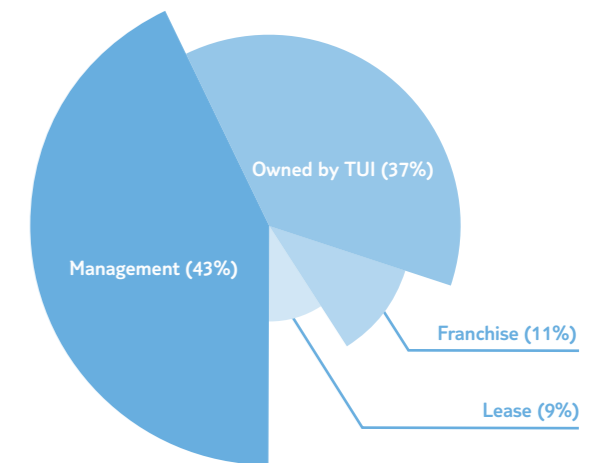


Together with the Barut family, TUI Hotels & Resorts operates two hotels of this hotel brand steeped in tradition and with a strengthened presence in the region of Antalya. The luxurious hotels are found in beautiful natural settings where sun, sea and entertainment are combined with a quality offering.

**Target groups:** Families, couples  
**Stars:** 5  
**Countries:** Turkey  
**Number of hotels:** 2  
**Number of beds:** 1,442  
**Joint venture partners:** Ahmet, Levent and Haydar Barut

## Types of hotel holding 09/2014

### TUI Hotels & Resorts







WE LOOK FORWARD  
TO SEEING YOU





## CONTACT

A strong partner, successful concepts and innovative projects – TUI Hotels & Resorts unifies all that. With our diverse and internationally established hotel chains, we are following our vision of making the holidays lived by our guests a unique experience. For us, holidays mean not just recurring time to breathe and a break from routine, but rather the opportunity of enjoying varying and varied as well as unique experiences.

If we have been able to convince you with our corporate presentation and you wish to share this vision with us, or would like to have more detailed information, please contact us. We are at your disposal via e-mail or over the phone, and are always happy to arrange an appointment.

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