MELIÁ IN THE WORLD

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Hotel Portfolio
Business Model
Awards
Corporate Brand
Brand Portfolio
MAIN FIGURES

NET PROFIT

40.5 €M
+27% vs 2014

CONSOLIDATED DATA

REVENUES
1,738.2 €M
+16% vs 2014

EBITDA
293.1 €M
+29% vs 2014

OPERATION FIGURES

REVPAR
+15.1%

ARR
+13.5%

+15.1%

22 CONSECUTIVE QUARTERS IMPROVING REVPAR

RESULTS

REDUCTION DEBT
216 €M

REDUCTION IN FINANCING COSTS
36 €M

BRANDS

PREMIUM

ME
12
8
1,457

Paradisus
11
4
5,825

Gran Meliá
15
8
4,243

TOTAL
376 HOTELS
41 COUNTRIES
42,275 EMPLOYEES

UPSCALE

Innside
37
14
668

Meliá
127
34
18,643

MIDSCALE

Sol
84
9
5,024

Trivago
90
9
3,642

STRATEGIC IMPULSE

MELIÁ DIGITAL

+28%
DIRECT SALE

+22%
CLIENTS MELÍA REWARDS

BRANDS AND INNOVATION

+16%
REVENUES NEW CONCEPTS IN F&B

+5.5%
GLOBAL NPS

INTERNATIONALISATION

25 FIRMS
13 OPENINGS
7 NEW COUNTRIES

REAL ESTATE

70 €M
REVENUES

10 HOTELS SOLD MAINTAINING MANAGEMENT

COMPETITIVE AND EFFICIENT ORGANISATION

+13%
DIVERSITY OF STAFF

+28%
R&D&I INVESTMENT

REPUTATION AND RESPONSIBILITY

TOP A-LIST
99A CDP

91% PRIDE OF BELONGING

2015 Annual Report  Meliá Hotels International
In 2016 Meliá Hotels International is celebrating its 60th anniversary under the motto “60 years of Hospitality”, which encompasses the success, spirit and will of the Company in its first years of history and which has guided all of its stages of evolution and growth since its foundation in 1956.

At the age of just 21, Gabriel Escarrer opened his first hotel in Palma de Mallorca, having already envisaged a great future for tourist development of the Balearic Islands, and where he still maintains his commitment today. The tourist boom that Spain experienced in the 1960s helped to consolidate the new company in Majorca, while the 1970s witnessed the company’s introduction in the remaining Spanish coastal areas.

From the 1980s, it began its international expansion, with the opening of its first hotel in Bali in 1985, and in 2015 celebrated the 30th anniversary of the start of the Company’s internationalisation. In the 1980s, the Company moved into a new league after it purchased the Meliá and Hotasa chains, becoming the largest hotel group in Spain.

The 1990s was a time of sweeping changes at Sol Meliá, the new corporate brand created in 1987, integrating the Company’s first hotel brand, as well as the brand internationally recognised as a consequence of its acquisition. The holiday brand Paradisus was launched during this decade, focusing on the luxury sector and eminently Latin American, and the Company began its foray into the securities market. It should also be highlighted the launch of the first Meliá loyalty scheme as well as the embryonic website sales.

At the start of the 21st century, Sol Meliá undertook extensive expansion in major European cities and launched the cutting edge brands of the Company’s current portfolio, ME by Meliá and INNSIDE by Meliá, as well as the Holiday Club business.

Since then, the Company has maintained a rate of constant growth internationally, which has enabled it to position itself in key markets such as Southeast Asia, China, the Middle East and the United States, as well as maintaining its leadership in Europe, Latin America and the Caribbean.

In 2015, the Company reached an essential historic milestone, when it celebrated the 25th anniversary of Melia’s presence in Cuba. Since the opening of the first establishment in Varadero in 1990, the alliance forged between the Chairman Gabriel Escarrer and the Cuban Government has enabled Meliá to play an active part in the country’s extraordinary tourist development, which is one of the jewels of the Caribbean.

2016 is therefore a year to look back on all the successes achieved and to reflect on those values that have always been core parts of the Company’s identity: its dedication to service, its focus on excellence and innovation, its proximity to its stakeholders and consistency to ensure a future of responsibility and sustainability. These values have kept the essence of Meliá Hotels International intact and have driven its evolution. That is why 2016 is also a year to look to the future, to reinforce the leadership in the sector and to mark the path of hotel innovation from the most profound value: hospitality.

With a wonderful past, Meliá Hotels International is looking to keep writing its history day by day, with the firm commitment of the best professionals and the millions of clients that have placed their trust in the Company for the last 60 years.
1956
Founding of the Company

1950
First hotel (Palma de Mallorca, Spain)

1965
Escarrer established Hoteles Mallorquines to consolidate his different assets

1960
Development in the Balearic Islands

1970
Expansion to other important Spanish tourist destinations

1980
Development in the main Spanish cities
First international hotel (Bali)
First hotel in Africa (Egypt)

1984
Acquisition of the hotel chain HOTASA. It becomes the largest hotel group in Spain

1987
Acquisition of the hotel chain Meliá
The Company changes its name to Sol Meliá
### COMPANY

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994</td>
<td>Launch of the loyalty programme (currently Meliá Rewards)</td>
</tr>
<tr>
<td>1995</td>
<td>Birth of Paradisus Resorts, specialising in the luxury sector</td>
</tr>
<tr>
<td>1996</td>
<td>First European hotel group to be listed on the stock exchange</td>
</tr>
<tr>
<td>1997</td>
<td>Launch of the bookings website</td>
</tr>
<tr>
<td>1999</td>
<td>Acquisition of the hotel chain TRYP.</td>
</tr>
<tr>
<td>2000</td>
<td>Launch of ME by Meliá, the most ground-breaking brand in the portfolio</td>
</tr>
<tr>
<td>2004</td>
<td>Launch of the Holiday Club</td>
</tr>
<tr>
<td>2006</td>
<td>Acquisition of the German brand INNSIDE</td>
</tr>
<tr>
<td>2007</td>
<td>Launch of the SAVE project to fight climate change</td>
</tr>
<tr>
<td>2008</td>
<td>Approval of a Global Sustainability Policy and inclusion in the FTSE4Good Ibex</td>
</tr>
<tr>
<td>2010</td>
<td>Global alliance with Wyndham, creating TRYP by Wyndham</td>
</tr>
<tr>
<td>2011</td>
<td>The Company becomes Meliá Hotels International</td>
</tr>
<tr>
<td>2012</td>
<td>Launch of the Calviá Beach project for the regeneration of mature tourist destinations (Magaluf, Majorca)</td>
</tr>
<tr>
<td>2014</td>
<td>Relaunch of the new Sol brand</td>
</tr>
</tbody>
</table>

### DEVELOPMENT

- **1990**: Development in Latin America and the Spanish Caribbean
- **>2010**: Entry into the US market: New York, Miami and other
- Entry into the English-speaking Caribbean: Bahamas, Jamaica
- Consolidation of presence in the Spanish-speaking Caribbean: Cuba, Mexico, Dominican Republic
- Entry into the Middle East region: Dubai and Doha
- Tripling our portfolio in the Asia-Pacific region
- For the first time Meliá is present in 41 countries on 4 continents
The Company’s strategic focus, with a firm commitment on reinforcing its international presence, has allowed it to increase its hotel portfolio with 25 new establishments, mainly in emerging countries in both the Asia Pacific as well as Latin America.

As a consequence of these efforts, in recent years Meliá has added a new hotel into its pipeline every two weeks, with a balance both in terms of location as well as segment, split between urban and holiday hotels.

The Company is currently present in 41 countries with seven hotel brands in the major cities and holiday destinations. Of particular significance is the progress made in regions such as Asia, where it currently has 10 hotels and are expecting to add a further 20 over the next three years.

It has also been positive the growth and internationalisation of the INNSIDE brand, which was initially of German origin, and which is scheduled to be introduced in a further 11 countries, both in consolidated European markets as well as emerging countries of Latin America, Asia Pacific and the Middle East. Meliá focuses significant representation of hotels in countries from whence customers visit its main destinations, such as the case of Germany, with a total of 29 establishments and close to 5,000 rooms.

Elsewhere, Cuba represents Meliá’s second largest market in terms of the number of hotels and rooms, after Spain, with close to 15,000 rooms, in an enclave where the attractiveness of the destination is coupled with the thawing of relations with the USA, wonderful news for the island’s hotel sector and which will generate a large flow of US tourists to the area’s hotels.

These two countries are representative examples of how Meliá is committed to a long-term model that enables it to consolidate its presence with different brands and products and to view new opportunities to increase the portfolio of hotels in countries of major importance for the Company.

As a result of this notable international presence, last year Meliá managed to move up three positions in the 2015 world hotel chain ranking, up to 17th among the leading hotel groups of the world. It maintains its leadership in Spain and has consolidated itself as the third-largest chain in Europe, behind only the British IHG and the French Accor chains.

The Company has a clear international focus, given that 60% of its managed hotels are located outside Spain, accounting for 64% of rooms. This gives the company a competitive advantage given the potential for growth in the different markets and destinations where Meliá is present.

Furthermore, the Company minimises risk by fostering growth using formulas that are asset light, mainly through management contracts and also through strategic agreements with partners that drive the generation of value.

This diversification is giving the Group an increasingly more international flavour, and enables it to attract and develop the best talent and to reinforce the cultural transformation process of the Company.
In recent years, the Company has concentrated its growth strategy using asset-light models, consolidating a portfolio mainly in management, leasing and franchise. These models represent over 85% of the current portfolio of hotels.

In 2015, Meliá opened 13 new hotels, adding a total of 2,167 rooms to the operating portfolio, with 85% of these rooms outside Spain. Of particular importance were the openings of the Meliá Doha, the Company’s first hotel in Qatar, underlining our commitment towards the Middle East, and the Sol Beach House Imperial Boat, which adds a new market to the operating portfolio, with the entry into the second most visited country of Southeast Asia, Thailand. This latter deal was signed with the TCC Land Asset World Group, and will enable it to generate new opportunities in coming years.

Also worth mentioning are significant openings in consolidated and strategic markets, which reinforce Meliá’s commitment to support the presence of other brands or products for different client profiles.

- Meliá París La Défense, located in the heart of Paris’ financial district, is the largest establishment of its category, and has been open since 2004 in Paris. This hotel represents the first specialised business hotel of the Company in the French capital.

- ME Milán Il Duca, located in Milan’s fashion and design district, represents a new milestone in the international consolidation of ME by Meliá as the cutting edge and lifestyle brand of Meliá.

- The INNSIDE Manchester, the first hotel of this brand to be opened in the UK and which showcases the brand’s attractiveness and potential for future growth.

Furthermore, 8 hotels were disposed of, with a total of 1,416 rooms, as a consequence of the expiry of management contracts, mainly in Spain.
Spain remains the country with the highest number of operating hotels. The company’s position in this market is to grow in accordance with selective criteria.

The most significant growth reflects our clear commitment to the continent of Asia, where we expect to open 20 hotels over the next 3 years, to add to the 10 hotels already existing in the region, and to consolidate the European and Middle East markets.

Analysing the evolution of Meliá Hotels International portfolio between 2012-2015, we see that 2015 has been the year with the largest number of hotel inaugurations, reaching the highest international presence in the Company’s history, with 41 countries on 4 continents.

**Portfolio in accordance with the Management Model**

<table>
<thead>
<tr>
<th>OWNED PROPERTY</th>
<th>AMERICA</th>
<th>ASIA</th>
<th>BRAZIL</th>
<th>CUBA</th>
<th>EMEA</th>
<th>SPAIN</th>
<th>MEDITERRANEAN</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operative Hotels</td>
<td>14</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>13</td>
<td>-</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Operative Rooms</td>
<td>5,883</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3,049</td>
<td>-</td>
<td>2,458</td>
<td>3,323</td>
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</table>

<table>
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<tr>
<th>MANAGEMENT</th>
<th>AMERICA</th>
<th>ASIA</th>
<th>BRAZIL</th>
<th>CUBA</th>
<th>EMEA</th>
<th>SPAIN</th>
<th>MEDITERRANEAN</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operative Hotels</td>
<td>8</td>
<td>11</td>
<td>10</td>
<td>20</td>
<td>14</td>
<td>3</td>
<td>29</td>
<td>3</td>
</tr>
<tr>
<td>Operative Rooms</td>
<td>2,144</td>
<td>2,013</td>
<td>2,836</td>
<td>4,827</td>
<td>3,216</td>
<td>706</td>
<td>12,552</td>
<td>2,024</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEASED</th>
<th>AMERICA</th>
<th>ASIA</th>
<th>BRAZIL</th>
<th>CUBA</th>
<th>EMEA</th>
<th>SPAIN</th>
<th>MEDITERRANEAN</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operative Hotels</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operative Rooms</td>
<td>236</td>
<td>312</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>472</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FRANCHISE</th>
<th>AMERICA</th>
<th>ASIA</th>
<th>BRAZIL</th>
<th>CUBA</th>
<th>EMEA</th>
<th>SPAIN</th>
<th>MEDITERRANEAN</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operative Hotels</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operative Rooms</td>
<td>214</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TOTAL</th>
<th>AMERICA</th>
<th>ASIA</th>
<th>BRAZIL</th>
<th>CUBA</th>
<th>EMEA</th>
<th>SPAIN</th>
<th>MEDITERRANEAN</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operative Hotels</td>
<td>25</td>
<td>12</td>
<td>10</td>
<td>20</td>
<td>14</td>
<td>4</td>
<td>29</td>
<td>3</td>
</tr>
<tr>
<td>Operative Rooms</td>
<td>8,477</td>
<td>2,325</td>
<td>2,836</td>
<td>4,827</td>
<td>3,216</td>
<td>1,178</td>
<td>12,552</td>
<td>2,024</td>
</tr>
</tbody>
</table>

The process of transforming Meliá from an owner company, with hotels under management, to a managing company with hotels under ownership, can be seen in the 2015 portfolio, as 62% of the rooms are under management or franchise contracts and the weight of owned hotels currently represents 13% of the portfolio.
Portfolio Segmentation

Meliá’s mission reflects its aspiration to position itself among the leading hotel groups of the world in the urban segment and to consolidate its leisure leadership. As a consequence of this ambition, Meliá is committed to diversifying its leisure portfolio with the opening of new destinations and with the support of renewed and revamped holiday brands that meet the expectations of ever-more demanding customers.

The Company is also strengthening its recognised experience of more than 60 years in key holiday destinations worldwide and in those European cities with a major leisure component. Today, the Group’s portfolio reflects a balanced pipeline between leisure and urban hotels, adapting some of the more traditional urban brands to a bleisure clientele.

<table>
<thead>
<tr>
<th>Region</th>
<th>Operative</th>
<th>Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>America</td>
<td>42%</td>
<td>60%</td>
</tr>
<tr>
<td>Asia</td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>Brazil</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>Cuba</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Emea</td>
<td>25%</td>
<td>10%</td>
</tr>
<tr>
<td>Spain</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Mediterranean</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>40%</td>
<td>47%</td>
</tr>
</tbody>
</table>
Meliá’s growth model is based on asset-light expansion, specialising in hotel management for third parties. This formula allows Meliá to grow and strengthen the brands where it has a presence, and simultaneously adapt itself to its hotel owners’ new demands and profiles, facilitating ongoing innovation and minimising risks.

Meliá is currently present in 41 countries, with 85% of its hotels operated through management, leasing or franchise agreements, and the company has relations with more than 400 different owners. Meliá’s mid-term target of positioning itself among the 10 principal international hotel management companies is clearly reflected in the planning of the Company’s new hotels, represented 100% by hotels with contracts under these types of management.

This business model requires excellence and consistency in the management system, to transfer all of the advantages and strengths of forming part of the Meliá network to the hotels and owners, irrespective of their origins or needs.

To offer close and fluid communication with owners and thus maintain an elevated knowledge of the market, Meliá has operating teams located on a regional scale. So, the support that Meliá provides comes from a global network whose hub is at the Headquarters in Palma de Mallorca (Spain), and which spreads out to the regional offices located in Madrid, Shanghai, Miami, Havana and São Paulo, as well as satellite offices in London, Düsseldorf and Dubai.

The main target of this global network is to achieve the owner’s satisfaction, deal with the needs of the property and increase its profitability to the maximum.
Management System: Dedication to service

Melia’s value generation is based on a model of success, which is a result of the company’s evolution, its internationalisation and its ongoing efforts in innovation to offer the best global services with criteria of excellence and proximity to the needs and expectations of its stakeholders.
Commercial Network

An essential driver to improve hotel performance and foster growth of the average price involves having a regionalised sales model under a global strategy. To achieve these targets, Meliá has extended its commercial network into the main outbound source markets worldwide, having more than 270 professionals located at the Group’s 37 sales offices.

It should also be mentioned the strong collaboration strategy with preferential partners, integration with the main search engines, agreements with the key remarketing and auctions in real-time companies, as well as specialists in the marketing and integration of the sector’s most important websites.

The company has set up specialised sales teams for each specific segment: leisure, business trips, meetings and events, travel agencies and online agencies.

Management Models

Of the various possible ways of managing hotels, Meliá Hotels International is committed to doing so via ownership of properties, management contracts, leasing and, to a lesser extent, franchising. The owned and leased properties offer control over operations and profits generated, as well as over financial obligations for any type of investment. This differs from those hotels run under management and franchise agreements.

The definition of each management model is summarised in the following table:

<table>
<thead>
<tr>
<th>BUSINESS MODEL</th>
<th>MANAGED PROPERTY</th>
<th>MANAGEMENT</th>
<th>FRANCHISE</th>
</tr>
</thead>
<tbody>
<tr>
<td>OWNED PROPERTY</td>
<td>Meliá Hotels International is responsible for the ownership of the hotel and its commercial operation</td>
<td>The owner of the hotel requires Meliá’s management services to operate the hotel on its behalf with one of its brands. Meliá receives fees</td>
<td>Under this system, the hotel owners operate under one of the Meliá brands and contract Meliá’s marketing services</td>
</tr>
<tr>
<td>LEASED</td>
<td>Meliá leases the hotel business and runs its operations. Meliá does not own the hotel and must pay rent to the property owner</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Meliá Hotels International seeks to be acknowledged as a worldwide benchmark in excellence, responsibility and sustainability as the key principles of its business model and for the purpose of positioning itself among the leading hotel groups of the world.

Its values, renewed and adapted in 2011, of excellence and innovation, are key levers in generating the value required by its stakeholders, and where the commitment towards service and proximity are the driving factors in strengthening the Company’s leadership.

As a result of the efforts made by the Meliá staff, every year the Company receives many acknowledgements for its work in different spheres of management.

**AWARDS**

The Company’s CEO and Vice-Chairman, Gabriel Escarrer Jaume, has been acknowledged in 13th position of CEOs of the Spanish Stock Market that have excelled in their position in 2015, as part of the list drawn up by the FORBES magazine. He is the sole representative of a hotel business.

In 2015, Meliá Hotels International received the highest distinction of the sector when it was awarded the Best Hotel Chain in Europe, at the 6th edition of the European Hospitality Awards. This prestigious award is the icing on the cake to its successful track record and also recognises it as the Group with most nominations in the history of these awards.

The Company has also been recognised with the Executive Award for Brand Internationalisation to mark the 30-year anniversary of opening its first international hotel on the island of Bali. This award recognises the global and international vocation and commitment of Meliá and its contribution to strengthening the Spain Brand on the international stage.

In Brazil, where the Company manages around 4,500 rooms, it was chosen as the Best Hotel Chain at the 30th edition of the Top-10 Tourism Awards organised by the Travel News Group, the country’s main tourism editorial corporation. This award is the highest recognition of the chain’s 23 years of entrepreneurship in issues of business performance, innovative management, service quality, design and development of human capital, among other items.

In the area of Corporate Responsibility, Meliá has been recognised as one of the leading hotels of the world for its performance in environmental management, as well as one of the 113 leading companies worldwide in the fight against global warming, according to the international organisation CDP, which is pushing for a sustainable economy. It has also been included in the “Top A-List” with the best performance and transparency for its fight against climate change.

As the leading hotel group in Spain, Meliá has revalidated its title as the sector Company with the best reputation, according to the Corporate Reputation Business Monitor (MERCO), as well as rising 13 positions in the global ranking, up to 18th. This historic ascent represents the highest accolade to the excellence of its business model and corporate responsibility, which over the last three years has enabled the hotel chain not only to resist the global crisis but consolidate its international growth and spearhead innovation in the sector.

It should also be highlighted the award given by the Capital magazine as leading company in the Best Commitment to Innovation category, thanks to the project to transform its Sol Hotels & Resorts brand. The award recognises the Company’s contribution to renewing the holiday segment in Spain, with differentiated products that adapt to current demand, and which provide value-added to the client’s experience and increase their satisfaction.

Lastly, Meliá Hotels International has reached 20th position as the Best company to work for in Spain, according to the 2015 MERCO Talent index, up 11 positions on the previous year.
Throughout 2015, Meliá has received more than **200 awards and acknowledgements** that support its commitment to quality, an attractive and innovative product and a commitment to service, strengthening relations of trust and consistency with its main stakeholders.

<table>
<thead>
<tr>
<th>TripAdvisor’s Excellence and Quality recognition awarded 25% to the Company’s portfolio.</th>
</tr>
</thead>
</table>

Meliá has renewed its permanence on the main sustainability indexes and its public commitments at both international and national level. These include the **FTSE4Good Ibex** and **The Code**, among others, and the company continues with its commitment to integrate Sustainable Development Targets in the Company’s global undertakings and with regard to its stakeholders.

### Other Corporate Awards

| **merco** | Responsibility & Corporate Governance  
Most Responsible Tourist Company (Top 25) |
| --- | --- |
| **KPMG** | II El Confidencial-KPMG Awards to Best Business Practices 2015  
Eco-efficiency & Digitalisation Award |
| **Aviesp** | Expansión 50 Best Digital Ideas Award  
Management of Internal Relations |
| **Ctrip** | AVIESP  
Best international hotel chain |
| **Ctrip** | Ctrip  
International Hotel Chain with the Greatest Potential |

### Hotel Awards

The awards received by a large number of different brand hotels, acknowledge the very highest standards of quality, excellence and innovation. All of them represent the guaranteed additional stamp of approval awarded by independent enterprises that reward the search for excellence and the service commitment.

Furthermore, through its management model, Meliá brings together criteria of sustainable development and maintains a key focus on environmental and social aspects that have also been acknowledged.
Throughout 2015, the Company has received a great number of acknowledgements in different categories for each of its brands and in every region where the company is present. The details are set out in the following table.

<table>
<thead>
<tr>
<th>SEGMENT</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Premium</td>
<td>92</td>
</tr>
<tr>
<td>Upscale</td>
<td>62</td>
</tr>
<tr>
<td>Midscale</td>
<td>75</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REGION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>America</td>
<td>57</td>
</tr>
<tr>
<td>Asia</td>
<td>34</td>
</tr>
<tr>
<td>Brazil</td>
<td>27</td>
</tr>
<tr>
<td>EMEA</td>
<td>28</td>
</tr>
<tr>
<td>Spain</td>
<td>21</td>
</tr>
<tr>
<td>Mediterranean</td>
<td>62</td>
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</table>

<table>
<thead>
<tr>
<th>ENTITY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HolidayCheck</td>
<td>19</td>
</tr>
<tr>
<td>Condé Nast</td>
<td>3</td>
</tr>
<tr>
<td>TripAdvisor</td>
<td>82</td>
</tr>
<tr>
<td>Zoover</td>
<td>10</td>
</tr>
<tr>
<td>AAA</td>
<td>7</td>
</tr>
<tr>
<td>Booking</td>
<td>8</td>
</tr>
<tr>
<td>Thomas Cook</td>
<td>5</td>
</tr>
<tr>
<td>Others</td>
<td>95</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Quality</td>
<td>145</td>
</tr>
<tr>
<td>Product</td>
<td>31</td>
</tr>
<tr>
<td>Environment</td>
<td>18</td>
</tr>
<tr>
<td>F&amp;B</td>
<td>12</td>
</tr>
<tr>
<td>Cultural, Events &amp; Social</td>
<td>11</td>
</tr>
<tr>
<td>Others</td>
<td>12</td>
</tr>
</tbody>
</table>
The 2011 launch of the Group’s renovated corporate brand, Meliá Hotels International, represented just the beginning of a new stage, following more than two decades under the traditional Sol Meliá ensign. The new brand sought to respond to its global reality and to its leadership position after years of activity, and which in turn enables it to commit itself to future expansion and solidity, increase the value contributed by the group’s first international brand and the trust, reliability and recognition that its performance revealed to the market.

For 2016, which will be the Company’s 60th Anniversary, the corporate brand is the loyal torchbearer and reflection of the Group’s main attributes, attributes that have accompanied Meliá since the very outset and which have enabled us to overcome difficulties, achieve successes and allow the Company to remain committed to the future.

Meliá Hotels International is a lot more than an umbrella for the Company’s commercial brands. It is the brand that supports and sustains the Group’s reputation, the brand to which its strengths are associated and linked, the hallmark that represents the perceptions of stakeholders and the reflection of the Company’s corporate values.

60 years of performance, solidity and experience, united under a corporate brand that mirrors the commitment, attributes and values that Meliá wishes to continue sharing in the future and which represent the basis on which to continue growing in harmony with the Mission and Vision of Meliá Hotels International, which remains in force today.

Meliá’s aspiration is to position itself among the leading hotel chains of the world in the midscale and upscale, urban and holiday segment, consolidating its leadership in the latter and being acknowledged as a worldwide benchmark in excellence, responsibility and sustainability.

Consolidated Foundations for the Future

<table>
<thead>
<tr>
<th>Attributes</th>
<th>1956-1986</th>
<th>1987-2010</th>
<th>2011 - Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>The family essence provides stability</td>
<td>Balanced and sustained growth</td>
<td>The founder’s incipient international vacation</td>
<td>More than 42,000 employees in 41 countries</td>
</tr>
<tr>
<td>Listed on the Stock Market since 1996</td>
<td>Learning from crises experienced</td>
<td>Start of international growth in the 1980s</td>
<td>Meliá as a school of reference</td>
</tr>
<tr>
<td>Long-term vision</td>
<td>Initial expansion through ownership</td>
<td>Ethical and personal commitment of the founder and his family</td>
<td>Organisational transformation</td>
</tr>
<tr>
<td>The founder’s incipient international vacation</td>
<td>Commitment to society</td>
<td>Pioneer company in products, services and experiences</td>
<td></td>
</tr>
<tr>
<td>Ethical and personal commitment of the founder and his family</td>
<td>Integrated CSR strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than 42,000 employees in 41 countries</td>
<td>Risk diversification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meliá as a school of reference</td>
<td>Reputation, profitability and growth as a virtuous circle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisational transformation</td>
<td>Start of international growth in the 1980s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pioneer company in products, services and experiences</td>
<td>Future priorities considered within the Group’s strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated CSR strategy</td>
<td>Ongoing recruitment of professionals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk diversification</td>
<td>Efficient, competitive and cross-cutting organisation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reputation, profitability and growth as a virtuous circle</td>
<td>Impact on communities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated CSR strategy</td>
<td>Dialogue and relations with stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk diversification</td>
<td>Ongoing commitment with its employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reputation, profitability and growth as a virtuous circle</td>
<td>Ongoing commitment with its employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future priorities considered within the Group’s strategy</td>
<td>Innovation as a lever of transformation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Future priorities considered within the Group’s strategy</td>
<td>At the cutting edge of the holiday and urban segments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ongoing commitment with its employees</td>
<td>Refocus towards lifestyle and leisure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation as a lever of transformation</td>
<td>Digital transformation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Professionalisation of management with solid foundations strengthened by Meliá’s history | Evolution towards a management model | Mobi |
The seven hotel brands of Meliá Hotels International have their own and well-defined positioning strategy, targeted at different types of clients and which are used to support the Company’s expansion strategy.

All of them join forces to address the diversity of markets and to respond to the challenges and opportunities these present, as one of the Group’s major strengths as an international manager and one of the key attractions for its partners and investors.

Meliá offers differentiated products, attributes and experiences in service categories - premium, upscale and midscale - in both the urban and holiday segment.

Brand positioning is established through attributes, values and our own culture, the consistency and vision of which are guaranteed through ongoing monitoring of the evolution of its main performance indicators, both internal and external.

This brand strategy is also one of the most relevant areas for the Company’s stakeholders, and for this reason Meliá constantly reviews and updates its management model not only to improve not only the product and customer experience, but also to address the needs that the sector demands.

**Portfolio Composition by Segment**

The Company maintains its strategic focus on growth targeted at the premium, midscale and upscale segment, represented by brands pooled together under the premium and upscale category. As a result of this business strategy, the Company’s portfolio, in terms of rooms, currently has an overall weight of 59%, in both segments, and where the INNSIDE and Meliá brands are those with the highest potential for growth.
Psychographic & Demographic Segmentation

Each of the brands that make up the Meliá portfolio is targeted at clearly defined psychographic profiles and therefore complement each other in response to the needs of today’s traveller, adapting to changes and new trends as a result of constant evolution and innovation.

<table>
<thead>
<tr>
<th>+ DEMOGRAPHIC</th>
<th>+ PSYCHOGRAPHIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective parameters such as age, annual income, gender, number of children, etc.</td>
<td>Attitude profiles considering preferences in music, trends, lifestyle, etc.</td>
</tr>
</tbody>
</table>

### Premium

<table>
<thead>
<tr>
<th><strong>11 hotels</strong></th>
<th><strong>3,383 rooms</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Paradisus</strong></td>
<td>Traditional luxury in an innovative style. Gran Meliá has designed a series of first class hotels and resorts for the most demanding travellers in the most desirable destinations in the world.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>7 hotels</strong></th>
<th><strong>1,523 rooms</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gran Meliá</strong></td>
<td>ME by Meliá, hotels that are meticulously designed to satisfy the needs of the most modern clients for whom travelling represents an extension of their way of life. ME by Meliá. It Becomes You</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>9 hotels</strong></th>
<th><strong>4,431 rooms</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ME by Meliá</strong></td>
<td>An extraordinary experience, all included, in luxury resorts right on the beach.</td>
</tr>
</tbody>
</table>

### Upscale

<table>
<thead>
<tr>
<th><strong>103 hotels</strong></th>
<th><strong>31,909 rooms</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Meliá Hotels &amp; Resorts</strong></td>
<td>With more than 100 hotels in the best urban and holiday locations worldwide, Meliá Hotels &amp; Resorts represents the passion of Meliá Hotels International and stands out for its ideal combination of design and service.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>16 hotels</strong></th>
<th><strong>2,173 rooms</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INNSIDE by Meliá</strong></td>
<td>Each INNSIDE hotel has its own and unique architectural personality along with elegant rooms and modern bars and restaurants. The INNSIDE hotels of Meliá represents a fresh and sophisticated option for business travellers seeking a touch of style.</td>
</tr>
</tbody>
</table>

### Midscale

<table>
<thead>
<tr>
<th><strong>90 hotels</strong></th>
<th><strong>14,480 rooms</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sol Hotels &amp; Resorts</strong></td>
<td>At TRYP by Wyndham, the city belongs to you. TRYP by Wyndham welcomes globetrotters to its hotels to explore some of the most attractive and cultural cities of the world, such as Barcelona, Berlin, Buenos Aires, Lisbon, Madrid, Paris, São Paulo and many more. Live the city.</td>
</tr>
</tbody>
</table>

### Segmentation by Brands

The brand portfolio of Meliá Hotels International comprises three emblematic brands in the **premium** segment, with a total of 9,337 room; two hallmarks of reference in the **upscale** segment, with a total of 34,082 rooms; and a further two brands in the **midscale** segment, with a total of 39,833 rooms.
Where each hotel has its own personality, meticulously created to satisfy the psychographic profile of a well-defined client. The hotels are to be found in the main world capitals of culture and cool, seducing each client through art, music and gastronomy.

The essential concept is the Aura and it encompasses the entire ME experience. The Aura is a result of the emotional connection between the client, the moment and the brand. This emotional connection is the result of a psychographic vision of the world shared between clientele and the ME team.

ME by Meliá represents a lifestyle where everything is possible. The ME team is devoted to each client, creating discrete complicity that results in a service that anticipates needs and goes beyond their expectations, every time.

Brand Attributes

- ME = YOU
- The Aura
- ME+
- Ying & Yang
- Cutting-edge Technology
- Art & Design
- Aura Experience Manager
- ME Music
- Social Epicentre
- Pet Friendly

Customer Profile

Instead of treating each client as part of a group, the ME psychographic analysis considers each guest as a unique individual, with their own cognitive processes, feelings, emotions and desires. It begins with information about their social attitudes and values, how they think. ME’s customers have a distinct personality and attitude to life.

- They would rather discover than get away
- They feel at home wherever they are
- They are passionate about their work
- They have an open mind
- They are considered to be trend-setters
- They appreciate original art, design, international cuisine and music
- They seek experiences and appreciate recognition
- They value quality, innovation and authenticity
The consolidation of the ME Ibiza and ME Majorca resorts inaugurated in 2014 represents this brand’s commitment to the holiday segment. This year ME Ibiza has been awarded the World Luxury Hotel Award and the International Property Awards, as best Sustainable Resort and a member of Leading Hotels of the World.

Furthermore, the opening of the ME Milan Il Duca, the brand’s first hotel in Italy, located in the heart of Milan’s fashion and design district, represents a new milestone in the international consolidation of ME by Meliá as a cult hotel brand for modern and demanding travellers. This hotel won the Luxury Design Hotel of the Year award from the prestigious publication Luxury Travel Guide.

Awards 2015

ME IBIZA
Robb Report
The Best of the Best 2015
Think Hotel (Spain)
Top 10 Hotel Project for Sustainable Rehabilitation

ME MILAN IL DUCA
Luxury Travel Guide
Luxury Design Hotel of the Year

ME LONDON
Cool Venue Awards
Coolest Boutique Hotel Award
Meliá, a Spanish brand of traditional luxury with an avant-garde style is still the doyenne of the global hotel industry thanks to the knowledge and values it has acquired over more than 50 years. Architecturally distinguished and in the most exclusive destinations all over the globe, Gran Meliá’s hotels and resorts have been designed to enchant the world’s most seasoned travellers.

At the heart of Gran Meliá’s RedGlove Service is a culture of service that is the brand’s essential hallmark. Each Gran Meliá employee greets each guest by name with their hand on their heart.

The origin of this greeting stems from the fans and thus symbolises the intrinsic Spanish heritage of the brand. RED (real and exceptional differences) – as a differentiating value of the brand – brings together over a hundred rituals of service that link the individual to a moment, a memory, and with the brand.

Gran Meliá’s RedGlove Service is a concept that is unique and exclusive in the hotel industry. RedLevel goes a step further, and is boutique hotel within the hotel itself. RedLevel guests enjoy additional VIP treatment such as their own butler, premium rooms with select amenities, and at our resorts they can enjoy their own private pool area.

Gran Meliá combines its sophisticated rooms that surround guests with luxury and glamour with the latest technology, at the same time captivating the most demanding palates by offering innovative signature cuisine that includes aspects of the local culture so that flavours and a unique setting can be experienced together.

Brand Attributes

- RedGlove Service
- RedLevel
- Singular Architecture
- Spa Experience
- In-Room Experience
- Signature Cuisine
- RedGlove Meetings & Events

Customer Profile

The Gran Meliá customer profile is well defined and covers a specific range of customers.

The Expert: Jetsetters with a high standard of living who are willing to pay a premium for top-quality services and experiences. The expert appreciates the reputation of Gran Meliá’s service and amenities and looks beyond the décor to the refined RedLevel accommodation and signature cuisine.

Up & Comer: A generation that is somewhat younger than the expert and looking for new and possibly life-changing experiences. They prefer contemporary luxury and technology, choosing Gran Meliá for its authentic cultural experience, distinctive architecture and the modern twist given to classic service.
2015 ended with the long-awaited entry into Rio de Janeiro and the most modern building in Latin America, declared – in his day – to be Oscar Niemeyer’s masterpiece. The famous Hotel Nacional will reopen its doors to a completely renovated and luxurious hotel designed for the Gran Meliá brand and will be called the Gran Meliá Nacional Rio.

The inauguration of the hotel, which is a listed building, will coincide with the Olympics – one of the most important sporting events in the world – and will offer the top quality service and standards offered by the outstanding luxury brand Gran Meliá.

In Spain, the Company has increased its presence in Madrid with the luxury hotel Gran Meliá Palacio de los Duques. €19 million were invested to recover and transform one of Madrid’s most emblematic hotels in the historical heart of the city. A unique building that is steeped in history and tradition, it will become the ultimate meeting point and place to celebrate events.

The rebranding of the Gran Meliá de Mar; the result of the transformation of the iconic Meliá de Mar, will be the new flagship for the brand and it reinforces Meliá’s commitment to positioning itself in the luxury segment and on the spot where Gabriel Escarrer founded the Company in 1956.

The consolidation of the Gran Meliá Xian, which opened in 2014, has strengthened the international reputation of the brand and has aroused a growing interest among Asian investors who appreciate the Company’s firm commitment to luxury and 5 star hotels. As a result of this positioning, agreements have been signed for two new hotels in Asia where Gran Meliá will undoubtedly shine in the coming years.
Awards 2015

GRAN MELIÁ JAKARTA
TripAdvisor
Hall of Fame

GRAN MELIÁ PALACIO DE ISORA RESORT & SPA
Condé Nast Traveller
Gold List Best Resort

GRAN MELIÁ ROMEVILLA AGRIPPINA
Condé Nast Traveller
Best Urban Hotel in the World

GRAN MELIÁ XIAN
World Luxury Hotel Awards
World Luxury Hotel

Gran Meliá Fénix | Spain

Gran Meliá Palacio de Isora Resort & Spa | Spain
Paradisus by Meliá is where you want to be. It is a brand of all-inclusive luxury resorts right on the sea. The resorts are located in idyllic surroundings in perfect harmony with nature and have forged close ties with the community and its environment. In line with Meliá’s philosophy, Paradisus is committed to the health and welfare of both guests and the environment, and is also closely linked to the local cuisine and culture.

Paradisus is a world of luxury and service focused on the life experiences of each guest. It is based on the understanding that what today’s proactive, enthusiastic travellers look for is new experiences. Paradisus resorts evoke freedom, romance, elegance, pleasure and spontaneity, and their understated service is always perfectly carried out to surpass every expectation.

The Paradisus experience is topped off with personalised services for guests so that they feel totally at home and completely free to enjoy a true love story.

Royal Service is the hallmark adults-only service offered at Paradisus, complete with with a butler for an exclusive and intimate VIP experience. Family Concierge is a special place for families, where both parents and children can experience the feeling of being truly free. Romance makes your wish for a unique occasion and a big dream come true; our expert events team will make that happen.

Paradisus will also open your eyes, mind, heart and palate to other cultures, cuisines and traditions to offer guests a memorable experience.

### Brand Attributes

- Royal Service
- Family Concierge
- Romance
- Yhi Spa
- Signature Cuisine
- All-inclusive Concept
- Chill-out Chic Music
- Lush Nature
- A Range of Water Sports
- Fully-Equipped Business Centres

### Customer Profile

Clients of Paradisus seek experiences that enrich their lives in a paradise that is tailored to their desires. Always in elegant beachfront settings, an oasis of architectural richness, incredible landscapes and exuberant details.

They share an interest in well-being and the importance of personal development through life experiences. They value personalised service and attention to enjoy their own feelings and as a means to self-fulfilment.
In 2015 the brand worked on an in-depth positioning strategy. In order to harness the power that brands have and maximise the strength of the portfolio, Meliá has modified its brand architecture by incorporating the by Meliá brand and renewing the brand’s image. The main aim of this evolution is to clearly define the brand and increase its value through associating it with the parent Company. The inauguration will take place in 2016.

Paradisus by Meliá thus aims to strengthen its leadership in the premium segment by having quality product and service as core values and brand differentiators.

With regard to the product, the brand has consolidated its food and beverage offer with great results in quality and diversity at its points of sale. It also offers a differentiating experience by teaming up with Martin Berasategui to offer Signature Cuisine in its all-inclusive segment.

2015 saw the inauguration of The Reserve Paradisus Palma Real (the Dominican Republic). Located right on the beachfront it offers a boutique resort experience within the resort itself and has beautiful tropical gardens and access to a private pool and beach, as well as its own private butler service.

2015 Awards
It is the brand that represents the passion of Meliá worldwide. Meliá offers seasoned travellers a fulfilling trip whether for business or pleasure, creating a close relationship with guests via sensations; each hotel is an oasis of well-being where time feels endless.

The brand culture offers a warm welcome, a connection and a surprise focused on the five senses. Meliá Hotels & Resorts is an example of the merger of design and technology coupled with innovation, to enable each hotel to be integrated into local culture, respecting the environment and each individual community.

The brand’s philosophy is based on Life Management, with every detail having been specially created for each guest, making them feel unique. The culmination of the Meliá experience revolves around the concept of The Level: this is a separate area within the hotel with exclusive rooms and a customised service that makes any stay a truly singular experience. The team at The Level will make it easy for you to arrive, but the VIP treatment they offer, catering to guests’ every need and desire, makes it hard to leave.

The culinary side of things is delicious, whether you choose fusion food with an Asian twist, designer tapas or the best traditional or international specialities. At Meliá Hotels & Resorts each dish is an experience. The sophisticated evening ambience and cocktails satisfy even the most demanding bon vivants.

Our meeting rooms are equipped with the latest technology and garden areas can be adapted for evening banquets. With the organisational help of Meliá’s professional experts, a spectacular reception, a gala dinner, a power meeting, or the event of the year will be an absolute success.

For Meliá’s team, it is all about the guest and so they do everything possible to make every trip an unforgettable experience.

**Brand Attributes**

- Passion for service
- The Level
- Gastronomy and Culinary Experiences
- Spa & Wellness
- Power Meetings & Events
- Romance by Meliá
- Kids & Co.
- Energy for Life Activities
- Technology, Comfort and Service

**Customer Profile**

The main target customer of Meliá Hotels & Resorts is the experienced traveller.

A customer who enjoys their success and is used to travelling all over the world. For Meliá customers, travelling - whether for business or leisure - is an opportunity to reach personal goals, not only in terms of status but as an authentic pleasure in itself.
2015 was a year of important openings for Meliá Hotels & Resorts. A highlight was the impressive Meliá Doha, the first Spanish five-star hotel in Qatar and, together with the Meliá Dubai, a testament to the brand’s commitment to the Middle East. In addition, there were inaugurations in Brazil, Vietnam and Italy, with the Meliá Ibirapuera, the Meliá Danang and the Meliá hotels respectively.

Paris, the world’s tourist city par excellence – and home to the largest business district in Europe – now welcomes the Meliá Paris La Défense, the largest Spanish hotel in the French capital. The avant-garde Meliá Paris La Défense reflects the style and design of the brand. A highlight is its cuisine at the Skyline Paris Lounge & Bar: Located on the 19th floor it has stunning views of the city and offers a wide range of cocktails, tapas and snacks, plus live music and a DJ.

In the domestic market, the opening of the Meliá Hacienda del Conde, in a superb location in northwest Tenerife, strengthens the commitment of Meliá Hotel & Resorts to the luxury segment.

### Nationalities and segmentation 2015

- **Spain**: 16%
- **United Kingdom**: 11%
- **Individual leisure**: 20%
- **Individual businesses**: 25%
- **Wholesale**: 38%
- **Groups**: 17%
- **Other**: 34%

### Main Indicators 2015

- **Hotels**: 103
- **Pipeline**: 24
- **Rooms**: 31,909
- **Pipeline**: 7,631
- **Countries**: 29
- **Pipeline**: 5
- **Employees**: 18,643
- **Customers**: 12,418,733

- **Quality**
  - GSS: 80.5%
  - GRI: 84.2%
  - NPS: 44.8%
  - QPI: 99.9%

- **Social Media Growth**
  - Facebook: 30%
  - Twitter: 41%
  - YouTube: 167%
  - Instagram: 14%
  - Pinterest: 100%

### Milestones 2015

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### 2015 Awards

- **MELIÁ TORTUGA BEACH**
  - World Travel Award
  - Leading Hotel Cabo Verde

- **MELIÁ COSTA DEL SOL**
  - TripAdvisor
  - 2015 Hall of Fame

- **MELIÁ JINAN**
  - Ctrip
  - Best Business Hotel

- **MELIÁ SITGES**
  - Secretary of State for Tourism
  - Recognition of Commitment, Ongoing Improvement and Quality Services in Tourist Destinations
Characterised by its design and German origin, each hotel of this brand has its own architectural personality, elegant rooms and excellent bars and restaurants with their own style and which are highly popular in the city. This is all for the purpose of satisfying the needs of demanding business travellers. The relationship between guests of INNSIDE and its internal collaborators is based on friendly and efficient service combined with intelligent technology. Starting with the international growth of its portfolio, the INNSIDE brand continues to offer new, fresh and sustainable interpretation of value to business clients worldwide.

The INNSIDE Values are fundamental to the understanding of the brand:

- **INN - spires collaboration with the customer**
- **INN - formal, intelligent and efficient service**
- **INN - tegrated in local culture and the surrounding area**
- **INN - mersed in design and quality culture**

The INNSIDE touch

- **The INNSIDE touch** is the essential characteristic transmitted day-to-day in each of the hotels.
- **Intelligent Touch**: The INNSIDE experience has been intelligently created in order to provide access to reliable, fast, flexible and efficient services.
- **Personal Touch**: Establishes a unique proximity to the customer; creating personal and positive encounters.
- **Executive Touch**: Creates relationships of personal collaboration with guests, business clients and suppliers for mutual benefit.
- **Fresh Touch**: This is the sincerity of the INNSIDE team. Authentic and natural hospitality. Feeling good, always with a kind smile.
- **Lifestyle Touch**: INNSIDE represents an alternative, modern and urban style that appeals to the culinary emotions, sustainability principles and general lifestyle of guests.

Maintaining its German essence, the brand adapts its philosophy to new destinations in the world’s major and secondary cities.

**Brand Attributes**

- **Urban lifestyle hotels for business travellers**
- **Rooms and singular suites**
- **Mixology and stylish cuisine**
- **Unlimited soft drinks and wifi**
- **Bathrooms by contemporary brands**
- **Meetings and creative events**
- **Fitness & wellness**
- **Efficiency and quality**

**Customer Profile**

Business (MICE) or leisure (urban escapes, events) travellers between 30 and 50 years of age, with a medium-high socio-economic level. They value the hotel’s location, very close to company or business centres. With their very healthy lifestyle, they appreciate fine cuisine with quality food and drink. They value, recognise and are willing to pay for efficient service.
The inauguration of the INNSIDE Manchester confirms the appeal of the brand and its potential for growth, both in European markets as well as in the main cities in the Americas and in Asia.

It is the brand’s prelude for an ambitious series of upcoming openings for the coming years in which the brand will diversify in markets where other Meliá brands that make up the Company’s portfolio already operate.

This future presence represents a growth rate of over 50% for the INNSIDE brand.

**2015 Awards**

- **INNSIDE SUITES FRANKFURT EUROTHEUM**
  - Hotel.de Award
  - Top Rated Hotel

- **INNSIDE BREMEN**
  - TripAdvisor Certificate of Excellence

- **INNSIDE DÜSSELDORF HAFEN**
  - TripAdvisor Certificate of Excellence

- **INNSIDE DRESDEN**
  - Holiday Check Recognition
Since 1956, Sol Hotels has been offering unique and unforgettable experiences and creating happy memories. For its millions of guests, Sol holidays are the best holidays ever. Sol Hotels not only sell holidays, but they shape them too. They are the “holiday creators”.

At Sol Hotels & Resorts holidays are created for each and every customer, paying attention to the smallest detail to ensure a well-round experience. Whether one is looking for rest, relaxation, excitement or fun, Sol Hotels & Resorts make those holidays a key part of the trip, experience and memory of its guests.

The brand and its identity revolves around 4 concepts that address each of the different segments, from purely family holidays to vacations for couples and friends. The main brand drivers for all the types of Sol Hotels & Resorts are location, unique designer swimming pools, a complete F&B experience, entertainment, and special guest experiences. In addition, each of the exclusive Sol concepts offer additional features and special services to meet customer expectations to ensure the perfect and desired holiday.

**FREEDOM TO PLAY**

A unique place where guests can stay and have fun at a theme park, just a few steps from the beach.

Guests are free to enjoy the Katmandú Park activities, delving into a mythical world filled with unexpected adventures, thrilling rides, epic 4D encounters and an exciting water park... an unforgettable fun experience.

The customer profile is of young families and couples looking for an all-round, fun and unique adventure on their beach holiday.

**A REAL HOLIDAY**

This is the classic kind of vacation offering the best holidays in the sun. The slogan Smart & Simple makes it a friendly, fresh, bright and fun-filled experience for everyone. From the atmosphere to the shows and the wide range of buffet options, Sol Hotels make their guests’ holidays simply unforgettable.

Sol Hotels are welcoming, active and based on entertainment. They are ideal for families and for those seeking the best value-for-money holiday experience. The best locations in the main holiday destinations, with large or designer swimming pools and playgrounds for children.

The customer profile is one of entire families, couples and groups of friends looking for an active holiday experience; and seniors as well, as this is an important segment for the brand during other seasons.

**THE NEW COOL**

A fresh and affordable hotel experience. This is the house of the sun, modern, light-filled, cozy and imbued with an attractive, smart, cool design. Revolving around music, the entertainment is innovative and in an elegant, fresh and original space. From the ambience to the guests’ experience, Sol House is fun, contemporary and modern.

Accommodation that is an unprecedented combination of unique style, the ambience is fun, stimulating and casual yet with exciting experiences, outdoor parties, live music and a unique social concierge service.

The customer profile is of a modern traveller looking for a social, modern and fun-filled experience. For Generation Y as well as Millennials.

**FEED YOUR SOUL**

A guest house on the beach, a quiet getaway for guests over 16 looking for a relaxing but stylish holiday for couples and groups of friends. The Sol Beach House is elegant yet casual, combines rustic elements with modern touches; it has a vintage style background and is set in a fantastic beachfront location full of freedom and nature.

Guests discover new life-changing activities or simply enjoy relaxing on the beach or sunbathing by the pool. It is a place where you can do everything or nothing at all.

If offers activities to balance both body and soul, music at night, barbecues on the beach, hammocks and Bali beds, and a Beach Club.
Sol Hotels & Resorts maintains its level of awards of the past years with over 45 recognitions received from important partners in the industry such as Thomas Cook, TripAdvisor and HolidayCheck, in acknowledgement of quality and excellence of service.

Since 2014, when the renovation and rebranding of the Sol brand began, it has been enriched with new differential concepts to ensure a good customer experience in other areas such as music, culture sports, etc.

In January 2015, the Calvià 2004 Foundation and the City Council of this municipality, came together once again to change the image of Magaluf and reposition it as a quality destination for families, youngsters and couples from all over Europe. It did so by holding the Magaluf Sol Marathon that has now become an annual event of this attractive town on the island of Majorca (Spain).

The Sol House brand is committed to music as an essential element for those who stay at these hotels. It has therefore launched the Sol House Music Project together with DJ and Spanish producer Carlos Jean to make music a vital part of any stay here, as well as creating the figure of the Resident DJ.

In addition, the new image and experience for Millennials that is reflected in the Sol House Aloha – Costa del Sol – is the adaptation of the "Sol House", aimed at a young public, in a vibrant, social and musical environment.

Moreover, this brand continues to harness the power of social networks by creating a virtual community thanks to the launch of Flirtie, a mobile app for meeting people at their hotels in Majorca, making it easy for guests to interact and have fun, make new friends, enjoy experiences and surprises of all kinds.
The Company is continuing the process of transforming its holiday portfolio. It has extended its new Sol Beach House brand to Ibiza and Menorca, as a reflection of its commitment to innovation, differentiation and personalisation of experiences.

Sol Hotels & Resorts has signed a collaboration agreement with the well-known Spanish fashion brand Desigual. This will bring the best of the colours of the Mediterranean and the characteristic touches that this designer is famous for to the interior design of the hotels and the uniforms of the employees.

2015 Awards
TRYP by Wyndham welcomes globetrotters to its hotels to explore some of the most attractive and cultural cities of the world, such as Barcelona, Berlin, Buenos Aires, Lisbon, Madrid, Paris, São Paulo and many more. This brand offers everything to ensure that its clients enjoy successful trips, such as an excellent free-of-charge high-speed Wi-Fi connection and an excellent buffet breakfast, with a wide range of healthy and energy-boosting products.

At TRYP by Wyndham our customers feel a real sense of passion and the Mediterranean lifestyle is celebrated every day and night. Before guests retire to enjoy a well-deserved rest, they are invited to enjoy cocktails and tapas in the “Central Plaza” where they can relax with a book or a laptop, or meet friends or other guests who are just as excited to be in the city.

OWN THE CITY

Customers return because the TRYP team know all about the city. “The city is yours” is the culture of service echoed by the brand’s main slogan “We love the city and we love you”.

The TRYP team are called “TRYP Ambassadors” because of their extensive knowledge of the city. This experience results in greater commitment both before and after the visit of a guest, a memorable stay and the loyalty of lifelong customers. The spirit of the TRYP team can be defined as welcoming, spontaneous, friendly, young and innovative, unpretentious and personalised.

The hotels’ architecture has been designed to create comfortable spaces that are engage all the senses when it comes to pampering guests. A modern, contemporary design is the hallmark of the Central Plaza, a space that invites guests to relax and interact at any time of day.

Brand Attributes

- Free Wifi
- Central Plaza
- 24/7 Fitness Area
- Signature Breakfast
- Rooms like “You”
- Perfect Meetings & Coffee Breaks
- Cosmopolitan Essence
- Mediterranean Flavour
- Energetic Spirit

Customer Profile

Generations X and Y are the main potential customers of TRYP. It stands out for its urban character and enjoys the cosmopolitan atmosphere offered by city settings.
TRYP by Wyndham has three new franchised hotels: the TRYP Valencia Feria and the TRYP Castellón Center in Spain; and the TRYP Leiria in Portugal.

TRYP Hotels celebrated World Book Day by suggesting people exchange books in the hotel lobbies and giving a free stay to guests who were there on 23 April. Guests staying at the hotels, as well as anyone not staying, could take part in this action by leaving a book in the hotel library and taking another in exchange.

2015 saw the modernisation of the brand standards of the Central Plaza, the Snack Bar and Room Service. In addition, special recipes have been devised to influence the creativity of guests during coffee breaks, business lunches and gala dinners, with a particular focus on so-called Smart Food, Smart Meeting.
2015 Awards

TRYP by Wyndham maintains its level of awards of the past years with over 30 recognitions received from important partners in the industry such as TripAdvisor and HolidayCheck, in acknowledgement of quality, excellent service and environmental leadership.