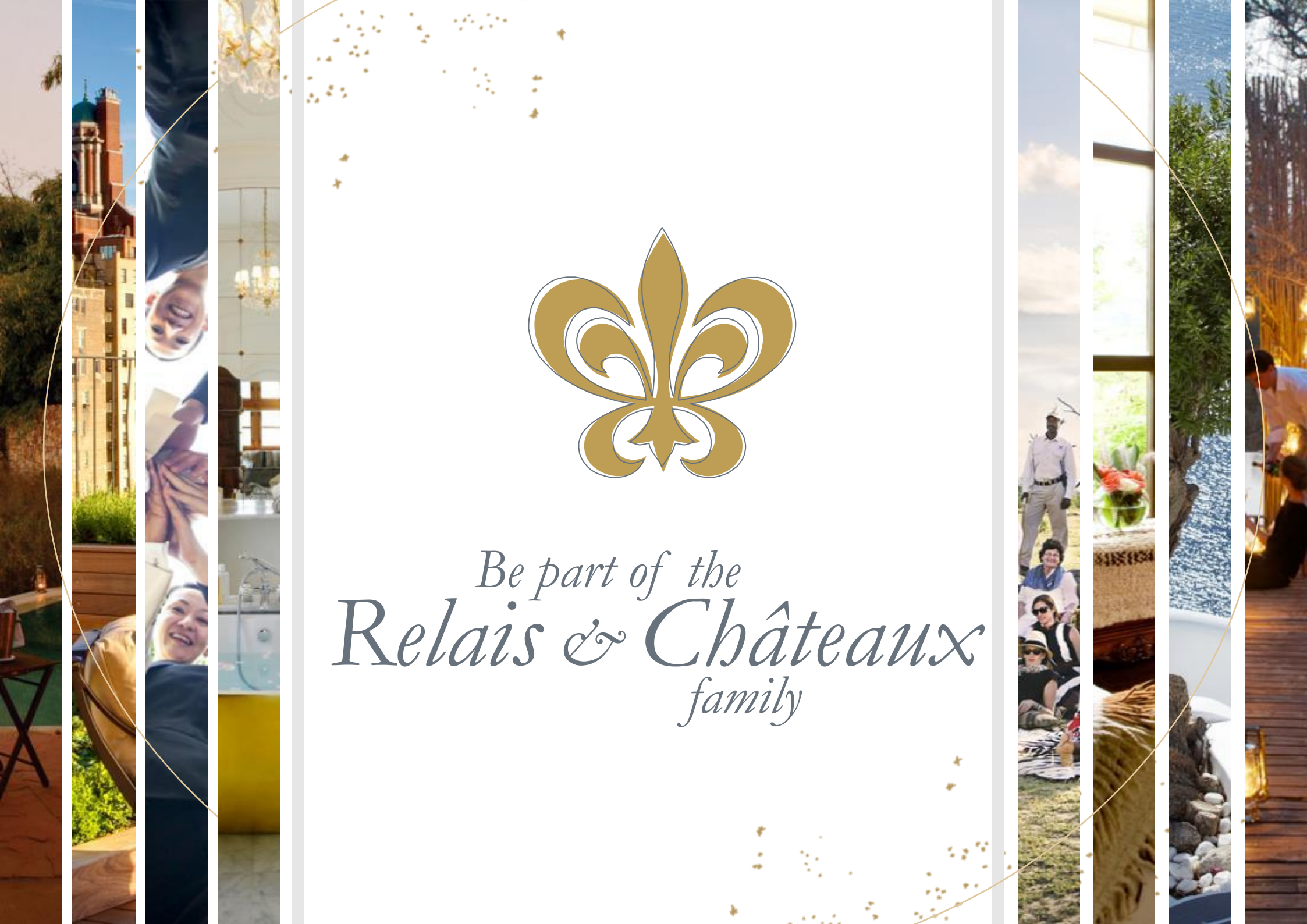




*Be part of the
Relais & Châteaux
family*





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*Who
are we* ?



60 years of history ...

For more than 60 years Relais & Châteaux has been a unique benchmark of excellence in the field of hospitality and fine dining. It is not a chain, but an Association of 549 exceptional properties in more than 61 countries throughout the world.

Our history is a delightful one, telling of men and women who take over a charming hotel, an outstanding restaurant, and then join forces to share their passion with others.

Every property focuses on unique and individual guest experiences through the values carried by Relais & Châteaux

“Relais & Châteaux can be thought of as a magnificent French-style library stocked with fine books all bearing the same title: in honour of the joys of living”

Olivier Roellinger
Owner of Maisons de Bricourt, France



Relais & Châteaux Values and Experiences

While each property is distinctively individual, there is a common philosophy shared by all Members and best summed-up by the following five values and experiences.



THE SOUL OF THE INNKEEPER

Each innkeeper puts his or her highly personal stamp on their place and its surroundings, and on the hospitality, service and cuisine they provide. The entire property beats to the rhythm of the innkeeper's heart.



THE TASTE OF THE LAND

For our Members the local terroir is expressed through architecture, landscaping, leisure activities and the fine dining offered by Relais & Châteaux Chefs.



THE PASSPORT OF FRIENDSHIP

Each property is unique, and yet all share the same core values. They all offer our guests the same feelings of belonging, the same desire to get to know other Members.



THE CELEBRATION OF THE SENSES

Relais & Châteaux properties provide a natural setting for the awakening of the senses and feelings of wellbeing, on a daily basis and for a very special occasion.

AN AWAKENING TO ART DE VIVRE

At the heart of the Relais & Châteaux philosophy is the notion that travel should be a journey of discovery into the pleasures of the art of living. The ultimate goal of the Relais & Châteaux innkeeper is to introduce our guests to these pleasures.



the Quality

In compliance with our values, all our properties are selected on the basis of a quality system including more than 300 criteria.

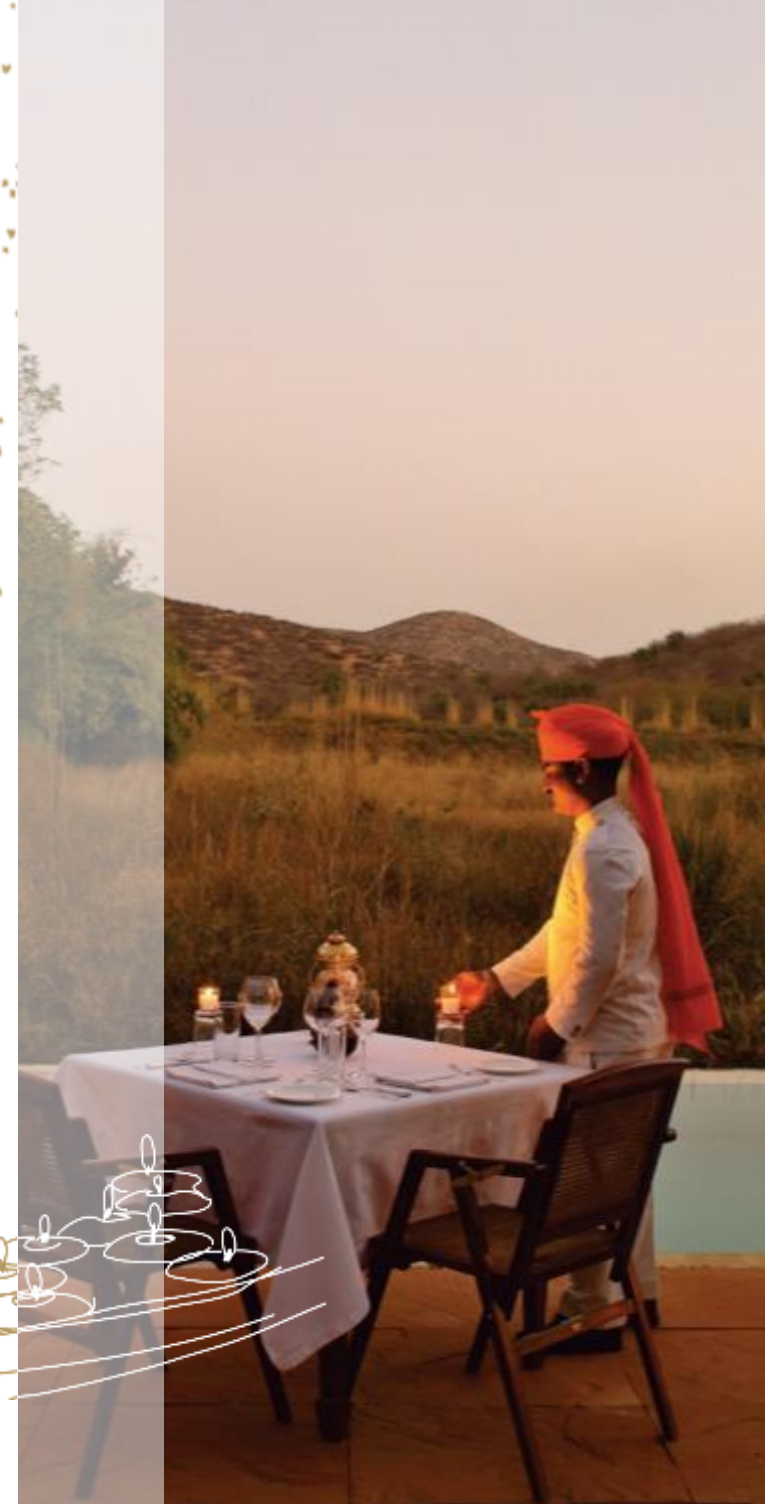
Our system is accredited with the Cofrac « section inspection » under the norm ISO/CEI 17020 : 2012 and the implementing rules under the reference 3.1056 on the scope of accreditation 16.1.2

The scope of accreditation is available on the website www.cofrac.fr.

With a team of 10 inspectors around the world, each of our properties is regularly inspected.

These audits are reinforced by comments from our guests, shared on a daily basis with the Members of the Association.

More than 21,000 Relais & Châteaux guest comment forms are processed every year.





Our Commitments, a movement

At Relais & Châteaux, we strive to be true artisans and representatives of the restaurant and hotel trade. We see ourselves as both heirs and gatekeepers of not only the rich cultural history of hospitality around the world, but also the wonderful variety of cuisines within it.

As a fellowship, as a family of chefs, hoteliers and restaurateurs, we have made a conscious choice to be true to the mission bestowed upon us: to preserve and share true culinary techniques and to eschew shortcuts that diminish excellence. For it is through this use of authentic methods and ingredients that we are able to truly share all that is good and beautiful in this world. For it is through these practices and beliefs that we truly express and enrich our humanity.

This strong emotion of taste, however, does not exist on its own or spring solely from the plate. Rather, it is deeply connected to one's surroundings and an authentic and generous welcome into them. This fundamental realization is the foundation on which we build our commitment to supporting cuisine and hospitality and, through this commitment, making the world better for future generations.

the Vision

Making a better world through cuisine and hospitality

TO PRESERVE THE DIVERSITY OF CUISINES AND HOSPITALITY

SHARE OUR PASSION FOR ALL THAT IS GOOD
AND BEAUTIFUL IN THIS WORLD

TO WORK TOGETHER TO CREATE A MORE HUMANE WORLD

the *Tables*

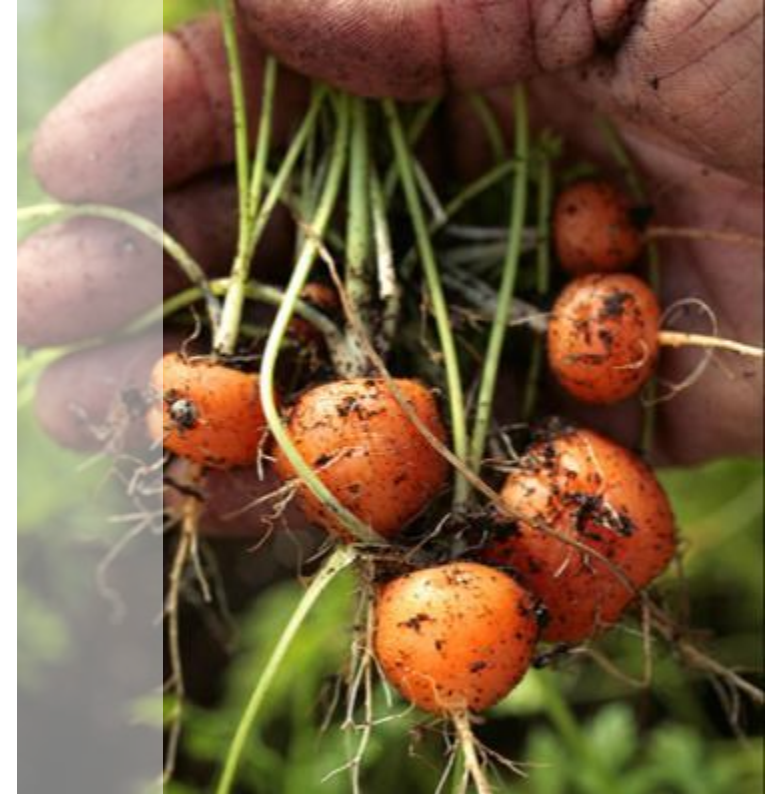
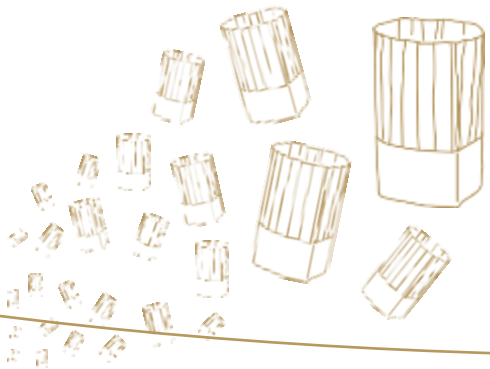
Relais & Châteaux Properties bring together internationally more than 500 Chefs including some of the most famous in the world.

They all ask the same of themselves: to reflect and promote the amazing cultural and culinary diversity of our planet.

Every Relais & Châteaux Restaurant is unique and known for its originality and creativity in preserving traditions.

739 TABLES RELAIS & CHÂTEAUX

342 MICHELIN STARS



a Cuisine of a thousand colours



DANIEL BOULUD

Restaurant Daniel, USA

Recognised by the most well-known chefs, Daniel Boulud and his properties have been awarded the highest accolades



ENRICO et ROBERTO CERIA

Da Vittorio, Italy

The cuisine of the Cerea brothers is based on fresh, high-quality produce, prepared in a traditional way but benefiting from new-generation techniques.



GASTON ACURIO

Astrid & Gaston, Peru

This restaurant is the symbol of the dream of Gastón Acurio and Astrid Gutsche to share their contemporary view of Peruvian cuisine with the entire world. Their cuisine, the fruit of a permanent quest for their roots, is inspired by the traditions and biodiversity of Peru.



MAURO COLAGRECO

Restaurant Mirazur, France

This Italian-Argentinian chef defines his cuisine as creative with a respect for freshness of the produce. A cuisine of here and elsewhere, pure and light with Italian-French touches refining Mediterranean cuisine.



KYUNGWON PARK

Si-Wha Dan, South Korea

The eclecticism and subtlety of a woman trained between New York and Seoul now running a restaurant merging arts and haute cuisine.



SÉBASTIEN BRAS

Restaurant Bras, France

Sébastien is continuing his father's work, which Michel started over three decades ago. He proudly perpetuates his universe, his vision of cuisine marked by high demands and purity, and develops a work in constant evolution.



*549 Members
in 61 countries*

Hôteliers-Restaurateurs

Chefs-Restaurateurs

90 Tables without rooms

29 rooms per property on average

22,000 employees





the development of the membership network

Since our mission consists in enriching the Association by adding new talents always in compliance with quality and the values of Relais & Châteaux:

On average every year:

39 new Members join our family

31 Members leave our Association

150 properties are inspected within the framework of development (prospection and official applications)



the Relais & Châteaux
Destinations



NORTH AMERICA
85 Members



SOUTH AMERICA
25 Members



FRANCE
150 Members



AFRICA & MEDITERRANEAN
35 Members

EUROPE
197 Members



ASIA & OCEANIA
58 Members

our *Organisation*

A CENTRAL TEAM

the Head Office, in Paris which is composed of specialists;
all contributing towards providing services for our Members;
targeting the support for their professional skills and the success of their properties.

(Marketing, E-Commerce, Sales,
Yield & Support Desk, Member Services)

A LOCAL TEAM

the Delegations, which work in close co-operation with the central team
and provide specific support for the Members of a region.

All our Members are assigned to a delegation which is supported
by an office whose mission is to promote the Members and assist them.

We have currently 21 delegations throughout the world
and 14 offices in charge of this mission.



*What are
the benefits
of your membership*



the key figures

39

New Members
for 2015

22,000

employees

€1.8

Billion total sales revenues
of all Members

€18.9

Million revenues
from gift certificates

€106

Million (+ 22%) sold
through central reservations

100

Routes du Bonheur

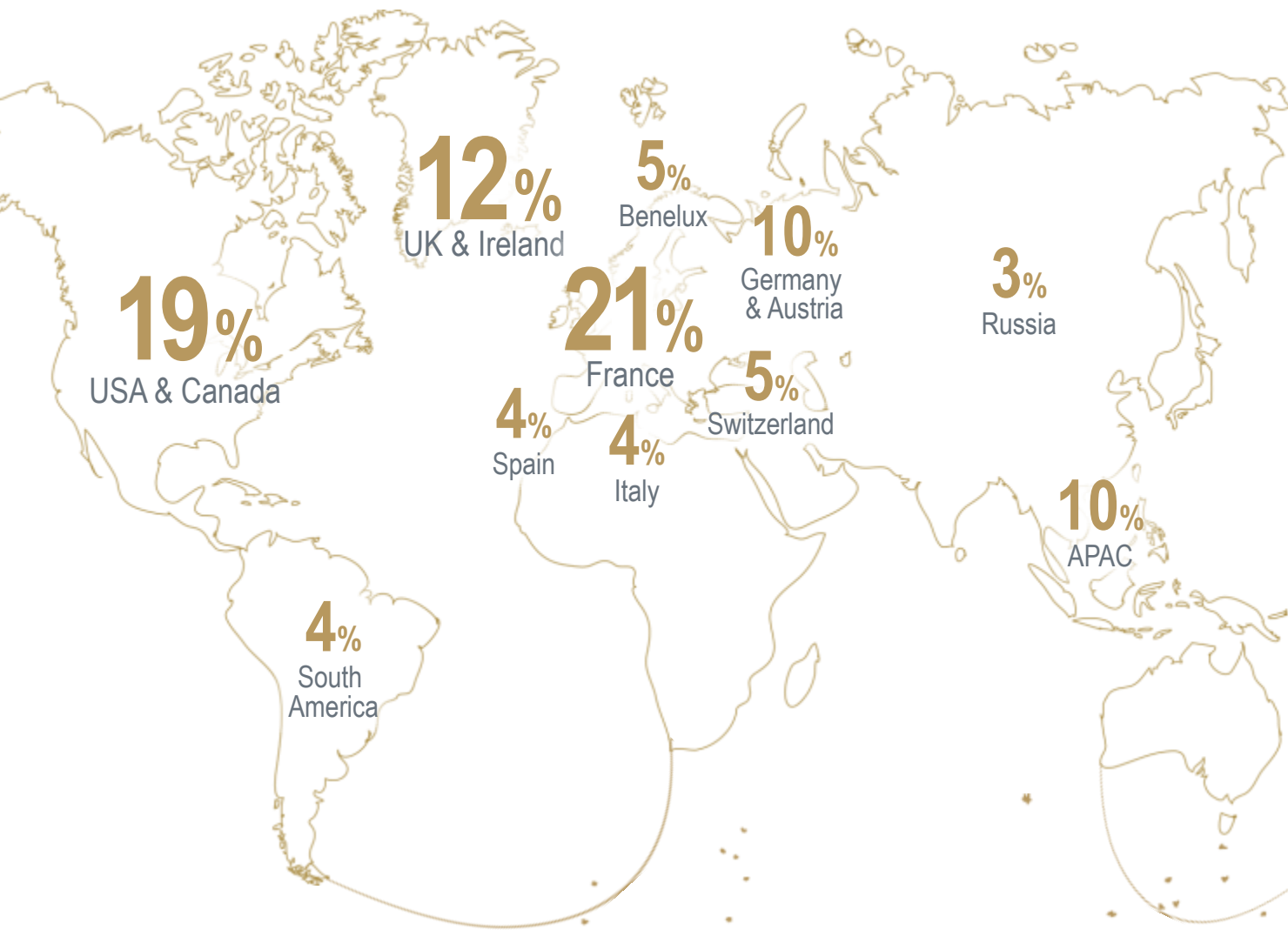
27

Creation gift boxes

236,000

Downloads of the iPad
and iPhone apps, rated 4.5/5

Breakdown of the Relais & Chateaux Guests

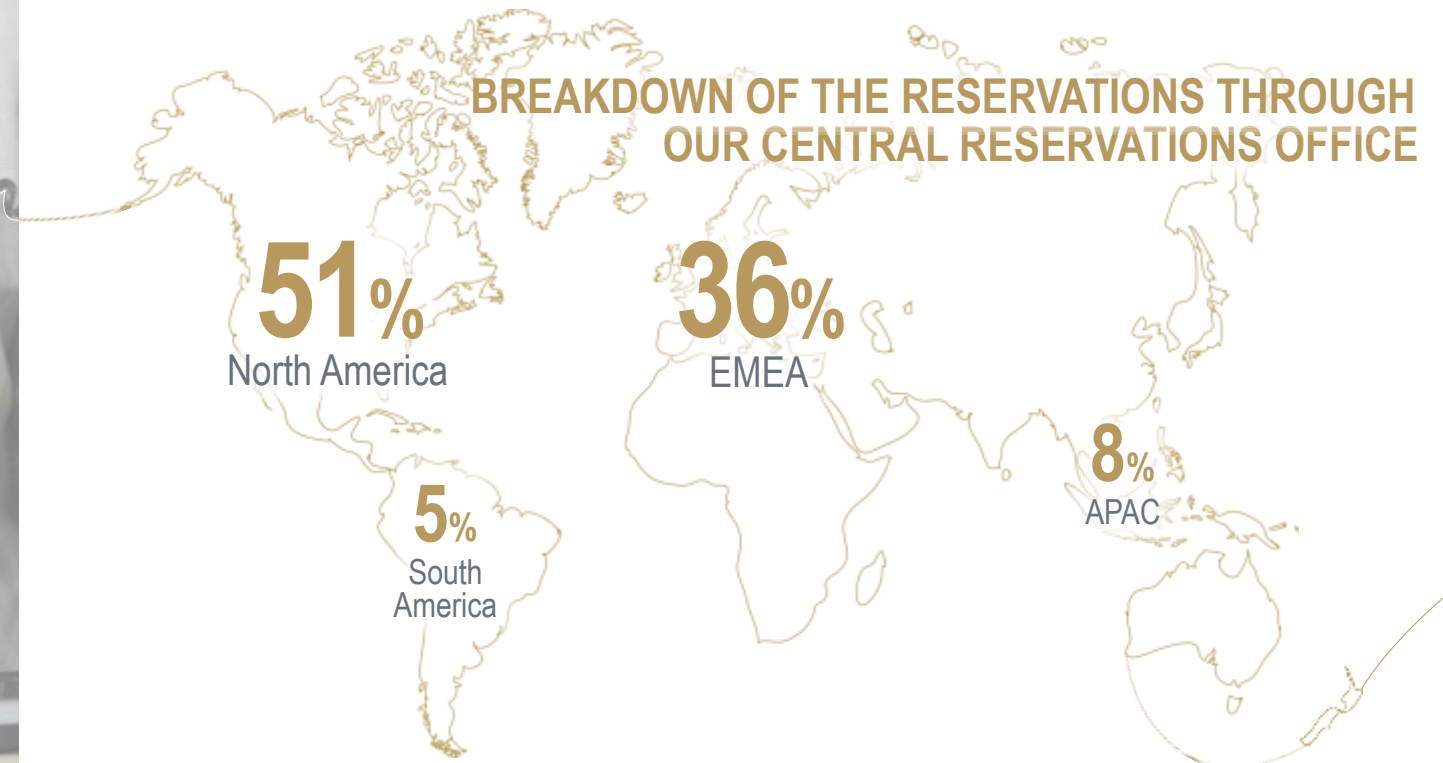




Central Reservations

Volume generated: EUR 106 million in 2014-2015
Growth: +22% in 2015
More than 210,000 nights reserved
SynXis: central reservation system

3 major reservation channels:
Travel agents/GDS
Call centres
Websites, mobile Apps



the *Création Gift* *range*

The CRÉATION Collection proposes new experiences of art de vivre signed by the hand and the heart of our Maîtres de Maison and Chefs.

Sales volume (end of June 2015):
EUR 18.9 million

Growth: (+11% new range).

A range dedicated to internal sales channels (Maison des Relais & Châteaux, website rc.com, sales department) and another one reserved for retail distribution (FNAC and other labels).

27 gift boxes in three universes
(culinary arts, stay, passion)
from EUR 169 to EUR 1,220
valid for 2 persons during 2 years.

Two ranges specifically dedicated
to Switzerland and Benelux.

Distribution possible through our Members.

Création Gift Certificates from EUR 100,
available in EUR, CHF, USD and GBP



Promotion

Every year Relais & Chateaux invites its Members to participate in professional trade fairs and shows to ensure the joint promotion of their properties.

In 2014/2015, 25 promotion events were organised for the Members throughout the world allowing them to meet tourism professionals and media representatives.

The organisation of road-shows and show-cases supplements the promotion of our Members.

ILTM IN CANNES

ILTM IN SHANGHAI

PURE IN MARRAKECH

VIRTUOSO TRAVEL MARKET





Culinary events

The Relais & Châteaux Chefs create many opportunities to share their know-how and their love of culinary arts.

For the 60th anniversary of the Association almost 200 culinary events were organised throughout the world (USA, Europe, Shanghai, Sydney...)

ART DE VIVRE EVENTS

150 FOUR-HANDED DINNERS

CULINARY ARTS FESTIVAL

CELEBRATION OF OUR 60TH ANNIVERSARY IN VONNAS



Digital

100,000

iPad applications
downloaded

136,000

iPhone applications
downloaded

560,000

visitors/month
on the website



20,000
Followers



58,000
Fans



200,000
Viewers



60% of the generated volume: digital channel
(EUR 59 million of the EUR 96 million)

Presence on all mobile media
(new iPad and Android application)

7 languages (new: Russian and Brazilian)

Strong development in social media

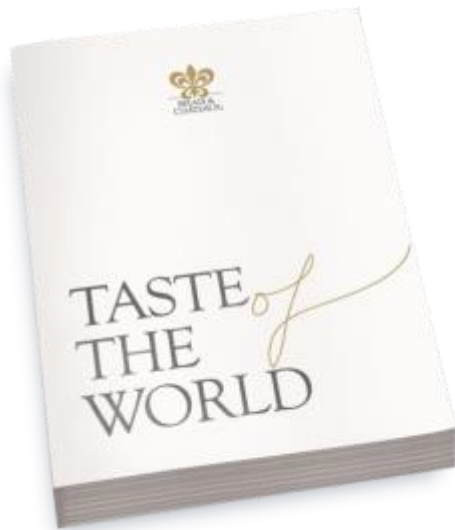


Publications

Our new book: The Taste of the World, offers you the most beautiful way to travel.

With our Maîtres de Maison and our Chefs who know best how to transmit the character of the place, our guests discover the uniqueness of the most beautiful regions throughout the world.

TASTE OF THE WORLD



TRAVEL JOURNAL



THE ROAD MAPS



200,000
copies (over 2 years)



300,000
copies per year

160,000
copies

10
versions

5 languages : 

100 Routes du Bonheur



Press Offices

Our international network of press offices represents a major asset to communicate throughout the world. 14 offices work within a network under the impulsion of the Communication Directorate in Paris.

The mission is to promote the Relais & Châteaux brand and all the Members vis a vis a targeted group of media.

5,974

articles published in 1 year

10 millions €

Advertising Value

4.8 billion

contacts



Our added value **Products**

Villas & Family Homes, Routes du Bonheur,
Corporate Retreats and Spa Destination:
Relais & Châteaux ensures that its guests
can make new, different and unique experiences.

VILLAS & FAMILY HOMES

76 villas throughout the world for a demanding clientele
in search of exclusivity

ROUTES DU BONHEUR

A collection of 100 legendary itineraries
in more than 20 countries, supported by renowned ambassadors.

CORPORATE RETREATS

An exclusive collection with more than 200 properties
to enjoy a unique experience
with staff and managers in exceptional places.





our **Guests**

1.8 MILLION GUESTS PER YEAR

Average age: 47 years

85% select Relais & Chateaux for leisure.

Very high loyalty throughout the world: >60%

SUSTAINED COMMUNICATION

NEWSLETTERS

486,000 contacts

BtoB, BtoC, 5C targets

3 million mailings/year in 6 languages

the **Guests of Club 5C**

11,000 MEMBERS OF CLUB 5C



15-20 nights per year

50% holders of an American Express Centurion card
(average annual income of USD 1.3 million)

Average duration of stay: 3.8 days

Member Services

With our 14 delegation managers we have privileged contacts with our Members in order to advise and support them and meet their expectations.

OUR MISSION

Optimise and co-ordinate with you the use of services proposed by the Association.

Ensure the promotion of our 21 delegations and our 549 Members.

Enhance the family spirit and feeling of belonging to our Association.

Develop the know-how and technical skills of the 22,000 employees.



The family of *Partners*

IMAGE PARTNERS

Relais Châteaux has been supported for many years by renowned partners.

International partnerships leverage the image of the Association and are entered into with worldwide brands, developing joint values (art de vivre, culture...), which are coherent with our positioning and have a high awareness on our priority markets.

COMMERCIAL PARTNERS

Cross-marketing activities

“B to B” and “B to C”
are likewise implemented.
(American Express, Visa, Silversea)



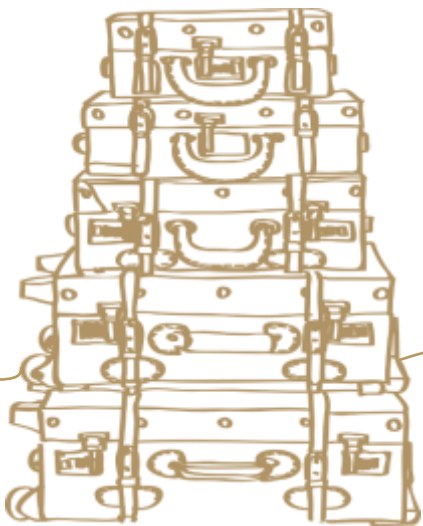
Join us





Relais & Châteaux
Admission Criteria

2016



Which status can you apply for?

In accordance with the provisions of Article 6 of the Articles of Association there are two membership statuses.

A member can have either one of the two or both membership statuses.

Member Hôtelier
Relais & Châteaux

Member Restaurateur
Table Relais & Châteaux





the Key Points

1

Any property applying for membership must have been in operation for at least one year under the same owner-management company and/or the same general manager of person in charge of the property.

However, the Board of Directors may approve the admission of a candidate property that fully meets the Association's admission criteria if said property has an opening period during which the necessary quality inspections can be organized.

2

The candidate must comply with the Quality Charter of the Association by accepting, more particularly the founding values of the Association as well as the spirit and soul of Relais & Châteaux.

3

He may not belong to any competing marketing organization or hotel chain or must sever membership links to these chains once the property has been admitted as a member of Relais & Châteaux.



from Application to Admission

If a property meets the terms and conditions of admission, the following membership application procedure has to be followed :

1 PREPARATION OF THE DOSSIER

The Head Office of the Relais & Châteaux Association e-mail address candidature@relaischateaux.com must be sent a membership application dossier including the following :

A letter signed by the owner setting out the reasons why he wishes to become a member of Relais & Châteaux.

The characteristic features of the property mentioned diligently (geographical situation, unique properties, history of the property,...).

2 VERIFICATION OF THE TERMS AND CONDITIONS

Based on this dossier, the candidate will be informed whether his membership application will be examined. In the affirmative, he will be asked to send us supplementary documentation, which will be used to prepare his official membership application file.

The application file includes a financial participation for the quality audit of respectively 25 points for Members Restaurateur and 30 points of Members Hôtelier (please refer to the financial conditions)

The value of the point which is fixed every year by the Board of Directors is based on a reference value of € 77.42.





from Application *to* Admission

3 SELECTION

The follow-up of the application file will be as follows:

In-depth review by the Network Commission.

One or more anonymous and/or official quality audits.

A summary report.

An interview with the President to check the commitment of the owner and the soul of the property, but also to ensure that the candidate intends to comply with the values of Relais & Châteaux.

4 DECISION BY THE BOARD OF DIRECTORS

The Board of Directors decides on the admission or rejection of applications on the basis of the documents in the application file, the anonymous quality audit carried out and the interview with the President.

The candidates will be notified in writing of the decision taken by the Board of Directors as soon as possible.



Admission

PRESENTATION

The new Members are officially presented at the Rendez-Vous Relais & Châteaux which takes place every year in November when the international Guide is published.

CENTRAL RESERVATIONS AND OTHER SERVICES PROVIDED BY THE ASSOCIATION

After his admission, the new member can benefit from all services that the Association can provide including the Central Reservation and Information Office, the gift certificates and special offers, the website as well as marketing services taking into account the necessary time for training, configuration and activation of the information in the different systems of the Association and its subsidiaries.

PROPERTIES WITH MEMBERSHIP IN OTHER ORGANISATIONS

Properties, which are Members of a competing marketing organization, must send us a copy of their letter of resignation. Membership of the Association excludes membership in any other hotel marketing organization. If the membership contracts signed with these organizations provide for a period of notice before the resignation becomes effective, which means that the property remains a member of that organization during the period of notice, the property will nonetheless have the possibility of becoming a member of Relais & Châteaux. It will use the period of notice to sever all membership links to these organizations; this period may not, however, exceed two years. (cf. Rules of Procedure, Article 3, Application Procedure)



Admission

THE OWNER GROUPS

Relais & Châteaux is an Association of independent properties. Nonetheless, some of our member properties belong to owner groups which must meet stringent terms and conditions (cf : Rules of Procedure, Article 8, 8.4).

MEMBERSHIP AND QUALITY AUDIT

Within the framework of a regular quality audit of the services provided by the Members, all Member properties of the Association are inspected at least once every three years.

A quarterly review of guest comment forms and the processing of guest correspondence are additional quality tracking tools.

Failure to comply with the quality criteria as established by these different tools and procedures can result in a decision by the Board of Directors to exclude a member.

This decision may also be taken if the different standards laid down by the Association are not complied with.

FINANCIAL TERMS AND CONDITIONS

Please refer to the following document.





Financial conditions

All the elements mentioned and invoiced are calculated on the basis of a number of points. The value of the point which is fixed every year by the Board of Directors is based on a reference value of € 77.42.

THE CANDIDATE

A financial contribution to the costs of the application dossier, including the quality audit, in the amount of
25 points, i.e. EUR 1,935.50 without tax for a Membre Restaurateur
30 points, i.e. EUR 2,322.60 without tax for a Membre Hôtelier

One of the prerequisites to admission is compliance with the Financial Rules of Procedure of the Association

THE MEMBER

1. AN ADMISSION FEE (payable within the first year)

Membre Hôtelier : 140 points, i.e.: EUR 10,838.80 without tax

Membre Restaurateur « Table Relais & Châteaux » with annual sales revenues of more than € 2 million :
35 points, i.e.: EUR 2,709.70 without tax

Membre Restaurateur « Table Relais & Châteaux » with annual sales revenues of less than € 2 million :
10 points, i.e.: EUR 774.20 without tax

2. A GUARANTEE FUND CONTRIBUTION (payable within the first year)

26 points payable on admission, i.e. : EUR 2,012.92



Financial conditions

3. A GLOBAL ANNUAL MEMBERSHIP FEE

MEMBRE HÔTELIER RELAIS & CHÂTEAUX

Calculation basis for the membership fee: Each hotel property is allocated **108 base points** for calculation purposes. (i.e.: EUR 8,361.36 without tax)

Each property with rooms* is allocated :

- **4.7 supplementary points per room**
- **6.7 supplementary points per suite or apartment**

** based on the declarations transmitted through the annual information questionnaire for the next year, as returned by the Members for the edition of the Association's Guide.*

Example for a property with 20 rooms and 9 suites
 $(108 + 4.7 \times 20 + 6.7 \times 9) \times 77.42 = \text{EUR } 20,307.27$ without tax

MEMBRE RESTAURATEUR « TABLE RELAIS & CHÂTEAUX »

A Membre restaurateur Relais & Châteaux property **whose sales revenues are above € 2 million**, the membership fee is **90 points**

$90 \times 77.42 = \text{EUR } 6,967.80$ without tax

For a Membre restaurateur, subject to the submission of a declaration of **annual sales revenues of less than € 2 million**, the membership fee is reduced to **55 points**:

$55 \times 77.42 = \text{EUR } 4,258.10$ without tax





Financial conditions

4. AN ANNUAL DELEGATION FEE

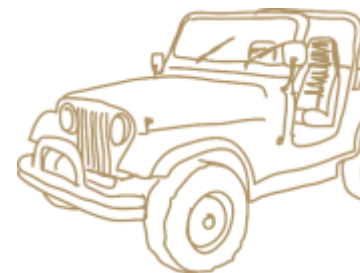
The annual delegation fee represents **10% of the value of the global annual membership fee** (see item 3)

5. RENDEZ- VOUS PARTICIPATION FEES

All members are obliged to participate in the annual Rendez-Vous during which the general meetings take place. In this connection every member pays, together with the membership fees, a participation to the General Meeting.

This participation fees is fixed every year by the Board of Directors and is based on a reference value of **21 points**, i.e.: EUR 1,625.82 without tax.

Financial terms (in part or as a whole) may be subject to change by Members of the Board of Directors





Fees and Commissions
of the ***Central Reservations***
of Relais & Châteaux



Fees and Commissions of Central Reservations system

PROGRAMMING FEES

EUR 700 without tax

ANNUAL MANAGEMENT FEES

EUR 700 without tax

DISTRIBUTION CHANNEL	RESERVATION FEES	COMMISSIONS (Travel Agents and/or Business Providers*)
Voice / Call Centers	7%	10% 8% if package
GDS / IDS	\$12.2 per booking	10% 8% if package
Relais & Châteaux Website & App	5%	10% 8% if package
Guest Connect/Flex Shared Property Website	FREE	N/A
Direct Connect / Channel Connect	\$4.50 per booking	Commission stated in the specific contract between the OTA and the member

*The Reservations Fees and the Business Provider Commissions are expressed excluding taxes (on the price paid by the client). According to the applicable law, the VAT will be invoiced. The expected minimum is 10% on the Members « published rate » or 8% on the packages – the member is free to define a higher percentage should he wish to do so. There can never be a double commission (travel agency + Relais & Châteaux Business Provider); it is either one or the other.