Be part of the Relais & Châteaux family
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Who are we?
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 almost 530 exceptional properties in more than 64 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 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.

**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 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.
In compliance with our values, all our properties are selected on the basis of a quality system including more than 300 criteria in conformity with ISO 17020.

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.
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
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.

720 TABLES RELAIS & CHÂTEAUX
328 MICHELIN STARS
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 CEREA
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 et MICHEL BRAS
Restaurant Bras, France
Father and son share the same universe, the same vision of cuisine marked by high demands and purity. Both develop a work in constant evolution.
530 Members in 64 countries

- Hôteliers-Restaurateurs
- Chefs-Restaurateurs
- 74 Tables without rooms
- 28 rooms per property on average
- 22,000 employees
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:

- 34 new Members join our family
- 26 Members leave our Association
- 150 properties are inspected within the framework of development (prospection and official applications)
the Relais & Châteaux
Destinations

NORTH AMERICA
82 Members

SOUTH AMERICA
22 Members

AFRICA & MEDITERRANEAN
26 Members

FRANCE
144 Members

EUROPE
207 Members

ASIA & OCEANIA
49 Members

The members of Relais & Châteaux throughout the world
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

36
New Members for 2015

€1.8
Billion total sales revenues of all Members

€95
Million (+ 22%) sold through central reservations

22,000
employees

€18
Million revenues from gift certificates

67
Routes du Bonheur

14
Creation gift boxes

236,000
Downloads of the iPad and iPhone apps, rated 4.5/5
Breakdown of the Relais & Chateaux Guests in 2013

- USA & Canada: 19%
- France: 21%
- Germany & Austria: 10%
- Russia: 3%
- Benelux: 5%
- Italy: 4%
- Switzerland: 5%
- Spain: 4%
- UK & Ireland: 12%
- South America: 4%
- APAC: 10%
Central Reservations

Volume generated: EUR 95 million in 2013-2014
Growth: +22% in 2014
More than 51,000 reservations
More than 112,000 nights reserved
SynXis: central reservation system

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

BREAKDOWN OF THE RESERVATIONS THROUGH OUR CENTRAL RESERVATIONS OFFICE

51% North America
36% EMEA
5% South America
8% APAC

Promotion of the properties and development of sales
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 2014): EUR 18.4 million
Growth: (+8% 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).

14 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 2013/2014, 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
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

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
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

200,000 copies (over 2 years) + 300,000 copies per year

5 languages: fr, en, de, es, it

THE ROAD MAPS

160,000 copies + 10 versions

67 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.

6,627 articles published in 1 year

9 millions € Advertising Value

3.7 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
85 villas throughout the world for a demanding clientele in search of exclusivity

ROUTES DU BONHEUR
A collection of 67 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 530 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
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
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.

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.

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.
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 25 points (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 € 76.65.
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)
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
2015 - 2016

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 € 76.65. The total number of points is multiplied by this reference value.

**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 1,916.25 without tax

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 10,731 without tax

   **Membre Restaurateur « Table Relais & Châteaux »** with annual sales revenues of more than € 2 million : 35 points, i.e.: EUR 2,682.75 without tax

   **Membre Restaurateur « Table Relais & Châteaux »** with annual sales revenues of less than € 2 million : 10 points, i.e.: EUR 766.5 without tax

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

   26 points payable on admission, i.e.: EUR 1,992.9
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 8,278.2 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

\[(108 + 4.7 \times 20 + 6.7 \times 9) \times 76.65 = EUR \ 20,105.3 \ 	ext{without tax}\]

MEMBRE RESTAURATEUR « TABLE RELAIS & CHÂTEAUX »

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

\[90 \times 76.65 = EUR 6,898.5 \ 	ext{without tax}\]

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 **60 points**:

\[60 \times 76.65 = EUR 4,599 \ 	ext{without tax}\]
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 14 points. (i.e.: EUR 1,073.1 without tax)
Fees and Commissions of the Central Reservations of Relais & Châteaux 2015 / 2016
# Fees and Commissions of Central Reservations system

## 2014 - 2015

## PROGRAMMING FEES

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

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*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.*

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**Costs and commission of central reservations** 40