

MELIÁ HOTELS INTERNATIONAL

Meliá Hotels International was founded in 1956 in Palma de Mallorca, Spain, and is one of the world's largest resort hotel chains, as well as Spain's leading hotel chain. It currently provides more than 350 hotels in 40 countries in 4 continents under its brands: Gran Meliá, Meliá, ME, Innside, Tryp by Wyndham, Sol and Paradisus. Its product and service portfolio is complemented by "Club Meliá", the only vacation club operated by a Spanish company. Throughout its history, the Company has been involved in a number of merger and acquisition operations with other hotel companies, allowing the company to grow at a startling rate. This evolution and the strategic focus on international growth has allowed Meliá Hotels International to be the first Spanish hotel company with presence in key markets such as China, the Middle East, or the US, as well as maintaining its leadership in traditional markets such as Europe, Latin America or the Caribbean. In 1996, it was the first Spanish hotel company to be floated on the stock exchange, with the resulting qualitative leap in terms of transparency, regulatory control, and corporate social responsibility. Since then, the company's financial soundness and its competitive business model has since then allowed Meliá to seen an increase in loyalty among its shareholders and investors. The company is also a point of reference in the Spanish tourist sector when it comes to Sustainability and Corporate Social Responsibility. Its Global Sustainability Policy formally sets out its commitment to the environment, cultural and social integration and sustainable, responsible growth. Besides the diverse sustainable tourism certifications held by its hotels, almost 100 hotels are currently included within the Tripadvisor "Eco-leaders" program. It also maintains a strategic alliance with UNICEF for the protection of children, which has become its priority in the social arena. The company will soon launch its new strategic plan 2016-2018, with a priority focus on International expansion, Digitalization, Talent management, and Management excellence, aiming to further enhance its reputation and its brand awareness Internationally. The Company has three Business Areas: Hotels, Real Estate, and Club Meliá, and is globally structured in 7 Regional Divisions: Americas, Brazil, Emea, Spain, Mediterranean, Asia-Pacific and Cuba. These three areas actively cooperate and are also highly complementary in their activities to achieve the company's

strategic challenges: to become a more global company, with growth in the most relevant brands and markets, (especially through management, lease and franchise agreements), with a special focus on Asia and maximising the profitability of its assets. The coordination of their activities and development allows the chain to offer a wide range of products to clients, thus earning one of the most important assets for any business group: customer loyalty.

Hotels in operation June 2015

Gran Meliá Hotels & Resorts

11 hotels | 3,383 rooms

Gran Meliá Hotels & Resorts is the company's traditional luxury brand, reflecting the prestigious history of Meliá Hotels International and bringing together its most exclusive hotels, many of them part of the select group of the "Leading Hotels of the World". With distinctive artistic and architectural features, this collection of hotels offers a sophisticated yet avant-garde experience, orchestrated through the impeccable RedGlove service, and complemented by the finest local culinary offerings. The latest addition to the portfolio is the Gran Meliá Palacio de los Duques in Madrid, a new standard for luxury in the Spanish capital.

ME by Meliá

7 hotels | 1,523 rooms

This brand of lifestyle hotels with personality is the ultimate expression of the art of Meliá Hotels International. Located in global epicenters of culture and fashion, they combine design, art and gastronomy to captivate modern, discerning travelers seeking customized experiences different to the cookie-cutter norms. The brand is currently starting its debut in the United states with the ME Miami, and will soon open in the United Arab Emirates with the stunning ME Dubai – by Zaha Hadid-amongst other destinations such as Barcelona or Caracas.

Paradisus Resorts

9 hotels | 4,431 rooms

The most idyllic locations in the world are the perfect place to enjoy an extraordinary experience and to be embraced by the luxury of the Paradisus brand. Located next to the beach and in the most lush surroundings, in harmony with nature

and committed to their natural environment, Paradisus resorts offer a distinctive, sophisticated, luxury all-inclusive experience. Paradisus is firmly committed to providing the finest dining experiences and has extended its growth strategy to include Asia while also preparing the opening of the Paradisus Papagayo in Costa Rica.

Meliá Hotels & Resorts

105 hotels | 32,458 rooms

The company's most international and recognized brand reflects its history and passion for service ever since it was founded. Designed to meet the expectations of the most seasoned travelers, these hotels invite you to enjoy an unforgettable stay through a fusion of design and functionality in major business and leisure destinations all over the world.

INNSIDE by Meliá

16 hotels | 2,173 rooms

German in origin and especially focused on modern business travelers, Innside by Meliá is the result of merging innovation, design and intelligent technology to provide guests with a lifestyle experience in urban hotels. Located in the most cosmopolitan cities, these hotels are becoming authentic social meeting points thanks to the added value of their trendy bars and terraces. As a result of its innovative approach and high returns for investors, Innside by Meliá has become the fastest-growing brand in the company portfolio, with hotels currently opening in countries such as China, Indonesia, United Arab Emirates, United States, Germany or Chile.

Sol Hotels & Resorts

77 hotels | 25,143 rooms

The company resort brand has enhanced its value proposition with four new, innovative concepts that reinvent the traditional "sun and beach" experience to adapt to the changing needs of its guests.

TRYP by Wyndham

91 hotels | 14,598 rooms

Property of the Wyndham Hotel Group, Meliá operates more than a hundred hotels flying this distinctly urban brand in the most cosmopolitan cities in the world. TRYP by Wyndham offers comfortable rooms, social experiences in their "Central Plaza", an excellent breakfast buffet and free Wi-Fi, plus a team of experts in the city to advise guests how to make the most of their stay.

Club Meliá

The diverse Company's brand portfolio allows the group to address its guests' preferences, no matter the stage of life they are currently experiencing. Its mission is to be present throughout the present and the future of its guests, and the Club Meliá comes full circle, assuring the highest engagement between the customers and the Company.

The Meliá Hotels International vacation club is unique among Spanish hotel companies, selling the rights to use club accommodation units for intervals of up to 50 years in some of the best Gran Melia, Paradisus and Melia resorts worldwide. Members also have the chance to spend their vacations in affiliated resorts anywhere in the world. On the other hand, the new "Destinations by Club Meliá" program allows members to

make reservations throughout the year at a selection of company hotels without having to always go to the same destination or travel on a particular date, based on maximum flexibility through a Travel Club concept.

Innovative experiences

Innovation in experiences is a key factor in Meliá Hotels International brand strategy, aiming to promote the creation of new attributes and concepts, incorporating the latest hotel trends to increase brand value and enhance the customer experience, adapting services to a new generation of travelers.

Food and beverage

The specialist Food and Beverage area has allowed the Company to design the most innovative restaurant concepts to complement its other facilities, while at the same time opening up the hotels to local residents and making them social epicenters. The result is the creation of internationally renowned dining spaces such as La Albufera, The Place or El Burladero, as well as trendy bars and cocktail bars and the most exclusive beach clubs.

Leisure and entertainment

Hotel theme design and entertainment programs are attributes that Meliá Hotels International has focused on developing in its resort brands. Calvià Beach, the award-winning resort repositioning project that the Company is carrying out in Magaluf (Mallorca), has become a testing ground for developing unique leisure concepts for the Sol Hotels & Resorts brand which have revolutionized the resort industry. Sol Katmandu Park & Resort, has allowed the Company to develop a family experience which combines a "play & stay" hotel and theme park within the same space, guaranteeing fun for both children and adults alike. Nearby, the Sol Wave House Mallorca offers the only Wave House artificial wave park in Europe.





GABRIEL ESCARRER

Vicechairman & CEO

In 1993, Gabriel Escarrer Jaume graduated from the Wharton School, University of Pennsylvania (USA), where he specialized in "Finance & Business Management". He then studied a personalized Postgraduate degree at ESADE, one of the top ten business schools in Europe. Since 2009, Gabriel Escarrer has assumed the positions of Executive Vice President and CEO of Meliá Hotels International, consolidating its leadership through the company's effective response to the international crisis and the management of unprecedented cultural and organizational change with a net positive balance in the corporate and human levels, increasing financial consolidation and a steady expansion of its brands both in its traditional markets and in new markets.

Meliá Hotels International is one of the largest hotel companies in the world, that operates in 35 countries and 4 continents. How do you conceive luxury and how do you manage to be always updated about the new guests demands?

In general, luxury refers to the highest end of product and service, but, in my opinion, if there is an expression that defines luxury nowadays, it is "to exceed the most demanding customer's expectations". In the Hospitality business we are always talking about experiences, and how we aim to know our guests and anticipate each guest's wishes, so the line can certainly be very thin, but luxury only happens when we surpass these wishes in order to offer only the best. Regarding how we keep updated, I must say that we have an entire Global Brand team devoted to designing, evolving and maintaining every aspect of the brand's experience: research and development to stay on top of trends, and of course learning not only from our industry competitors but from other industries as well: this is as far as food and beverage concepts, entertainment, spas and wellness, marketing etc, are concerned. We are a dynamic company and work a lot in order to remain at the forefront of the guest demands.

Meliá is a company with many brands. What is, if any, the characteristic they have in common?

We have seven different brands that cater to seven different guest profiles, so each one of them has a different and acknowledgeable list of values and attributes. Nevertheless, no matter how varied these brands are, they all aim to emotionally connect with their customers, by not only using a "demographic" approach, but also based on a "psychographic" approach, so that we can be present throughout the present and the future of our guests, depending on their purchasing power and the stage of life they are experiencing, etc....

When Meliá plans to open a new hotel how do the company choose the architect? Do you have a dedicated designer or an internal studio?

We have a regular collaboration with Alvaro Sans (Alvaro Sans Hospitality Architecture), one of the most renowned experts on this very specific architectural branch, and he has been key in renovations as important and successful as the ME Milan hotel or the Gran Meliá Rome Villa Agrippina.

Again, there is not a "general" answer to this question: the decision will depend on if the hotel is a new-built or a refurbishment, if the owners already have an architect involved and/or a Master project, and if the hotel is or will be a City's landmark, in which casewe'd rather associate with a world-class International Architect/studio.

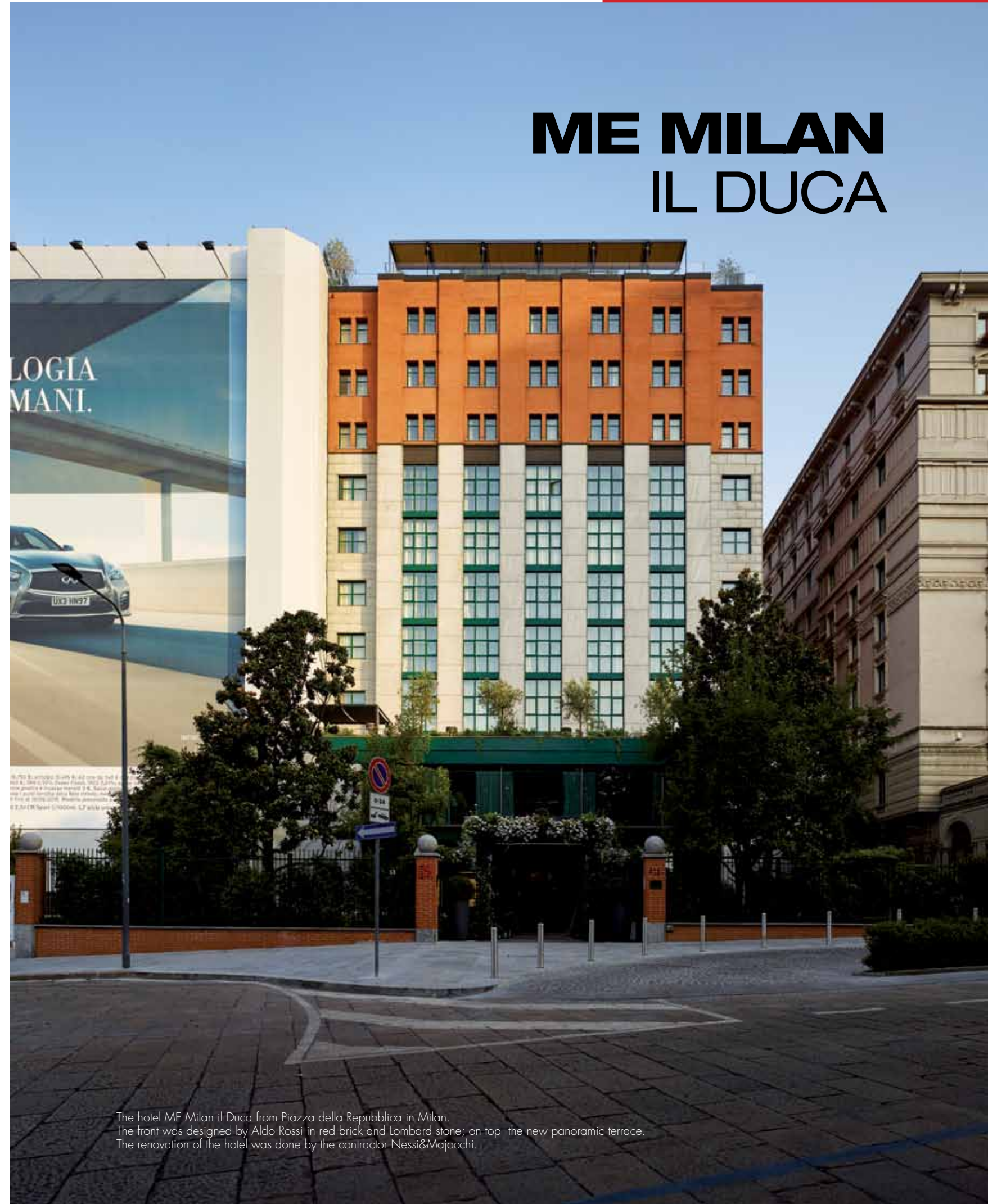
We have seen that Meliá Hotels is planning to open new hotels, can you tell us something about the next openings? Are you relying on some particular brands?

Meliá Hotels International has been signing approximately one new hotel every three weeks during the last 2 years, and therefore, our current "pipeline" is really impressive, but the real challenge is how we make these projects become "truth", after being built and/or renovated/rebranded. And for 2015 and 2016 we have an amazing openings schedule: at the end of 2015 we will have opened 14 hotels, and in 2016 we will be opening at least 18 new hotels, in 11 countries of 4 continents: Germany, Cuba, Cape Verde, Indonesia, China, Vietnam and Myanmar, Marroc, Brazil, Costa Rica and Chile.

Which one is your next focus: new countries or different hotel concepts?

We already have a wide and consistent portfolio of hotel brands, each one of them constantly evolving to adapt its attributes and include and develop new concepts. That said, our Expansion policy aims, in geographic terms, to grow in two main directions: on one hand, getting stronger in those "consolidated" markets where we already have a relevant presence and a high brand-awareness, (such as the Mediterranean main destinations, the EMEA capital cities and the Latin Caribbean & Cuba). On the other hand, growing in those "emerging" or very dynamic markets – both for inbound & outbound tourism flows- where our brands have a huge growing path and where we have competitive advantages, like being an expert hotel management company with 60 years of impeccable track record, and a passionate and Mediterranean character.

ME MILAN IL DUCA



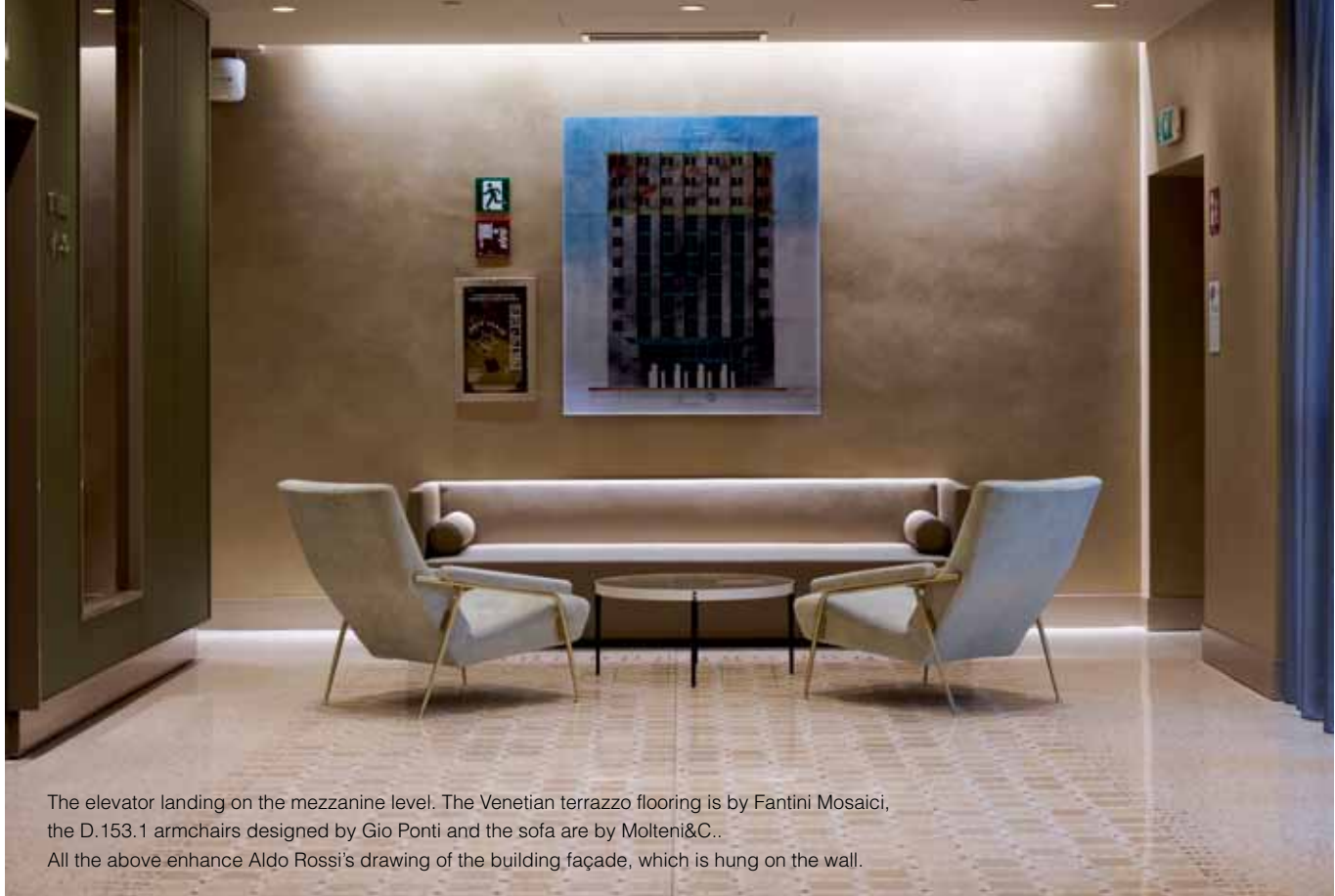
The hotel ME Milan il Duca from Piazza della Repubblica in Milan.
The front was designed by Aldo Rossi in red brick and Lombard stone; on top the new panoramic terrace.
The renovation of the hotel was done by the contractor Nessi&Majocchi.

CONTENT AND CONTAINER SPEAK THE NOBLE LANGUAGE OF MASTER DESIGN.
THE INTERIORS AND THE BUILDING OF THE HOTEL ME MILAN IL DUCA ARE A
SOPHISTICATED REFERENCE TO THE GREATEST ITALIAN ARCHITECTS AND DESIGNERS

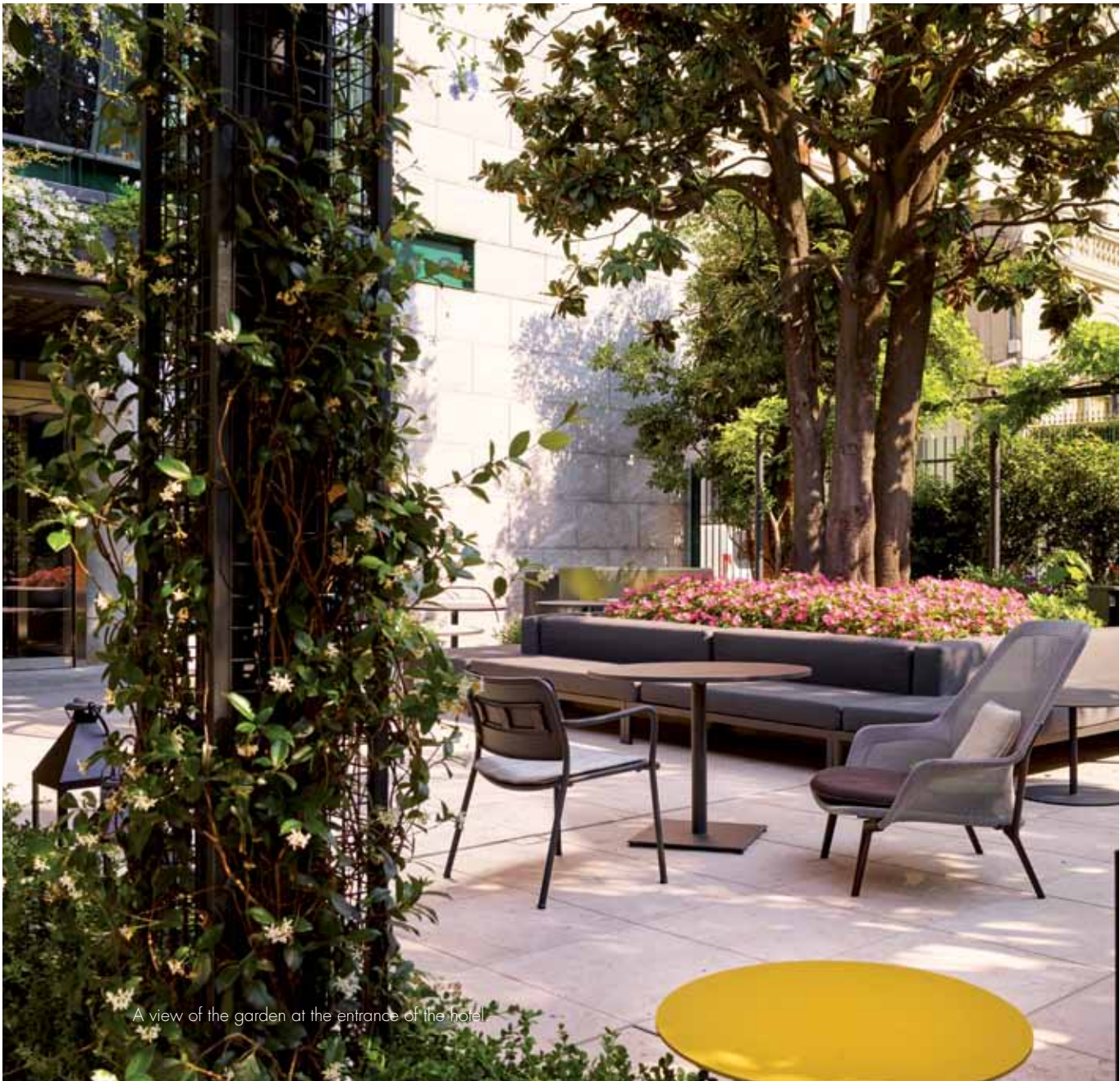
By Francesca Tagliabue
Photo by Pietro Savorelli

To intervene in a building signed by one of the most important Italian contemporary architects is not an easy matter. The challenge was taken - and won - by Arassociati Studio di Architettura (founded in 1997 by Marco Brandolisio, Giovanni da Pozzo, Massimo Scheurer and Michele Tadini), by architect Alvaro Sans and Nicola Gallizia Design who have dealt together with the renovation, the expansion and the new interior of the hotel ME Milan Il Duca. The green project instead was developed by E. Bortolotti AG & P. Architettura dei Giardini e del Paesaggio. The interventions of modernization were necessary in order to adapt the structure to the high quality standards of the Meliá chain, but from the very beginning it was clear to all the protagonists that the pre-existing deserved to be preserved and returned to the city. The hotel is located in Piazza della Repubblica in Milan, an urban space built in 1865 to house the city's main railway station. Today the Central Station is located about a kilometer away while luxury residences and local fashion boutiques overlook the square, which are a few steps from the new business district of Porta Nuova and Porta Venezia and near the famous Fashion Quadrilateral. The hotel ME Milan Il Duca takes the place of the hotel Duca of Milan, built between 1988 and 1991 by the architect Aldo Rossi.

Considered one of the greatest exponents of Post-Modern style, Rossi faced the renovation of the whole area (owned by the Reale Compagnia Italiana SPA) by enlarging the pre-existing building and realizing a new façade in red brick and Lombard stone with a large window on the mezzanine level. The works took place on occasion of the World Cup Italy '90, at the same time Line 3 of the subway was being constructed. The design of the ME Milan Il Duca has seen a general reorganization of the interior, the modernization of the rooms, the renovation of the common areas and the construction of a new rooftop in order to equip it with a bar with a panoramic view. The interior design follows a very clear concept: to create tributes to the greatest masters of the Milan design. Therefore, furniture and lamps created by the most famous names in industrial Milanese design have been used in different areas. Specifically, each of the floors is dedicated to a designer, respectively, from the ground floor to the ninth: Gio Ponti and B.B.P.R., Gio Ponti, Aldo Rossi, Luigi Caccia Dominioni, Achille Castiglioni, Franco Albini, Ignazio Gardella, Vico Magistretti, Joe Colombo, Marco Zanuso, Guglielmo Ulrich. The identity of each floor, in fact, is distinguished at every lifts landings by armchairs by the famous Milanese masters placed in pairs. Also an artistic photograph of those hanging on the wall en-



The elevator landing on the mezzanine level. The Venetian terrazzo flooring is by Fantini Mosaici, the D.153.1 armchairs designed by Gio Ponti and the sofa are by Molteni&C.. All the above enhance Aldo Rossi's drawing of the building façade, which is hung on the wall.



A view of the garden at the entrance of the hotel



The entrance path marked by sculptural wooden septums. Custom Venetian terrazzo flooring by Fantini Mosaici. On the left a glimpse of the lobby with armchairs Fantasia, project by Nicola Gallizia Design for Molteni&C.; on the right the chair Elettra designed by BBPR, Arflex production.



Different views of the library, next to the reception desk: along with custom furniture the reissues armchairs D.153.1 by Gio Ponti produced by Molteni&C. and floor lamps Angoli by Oluce designed by Tito Agnoli (1954).



hances the setting. Not only that: the entire ground floor reserves corners that are tributes to Italian creativity. All the pieces chosen are “contemporary classics”, such as the table lamps Atollo by Oluce positioned on the reception desk or the beige chairs D.135.1 signed by Gio Ponti and today produced by Molteni & C. The hotel has 132 rooms (34 of which are suites divided in such way: 32 Chic Suite, 1 Personality Suite, 1 Suite ME). All the rooms are furnished in an essential, urban and contemporary style. The dark wood, chosen for the base of the bed and the furniture, perfectly contrasts with the floor in technical textile in light color; the ensuite bathrooms are all equipped either with bath-tubs or large walk-in showers with a glass door. Special mention should be made to the very spacious ME Suite, flagship of the entire hotel. Considered like a private apartment available for parties and meetings, the ME Suite has a living area with living room, sitting area, dining table and pool table in style, a professional kitchen and a bedroom that can be completely closed and isolated from the rest of the space. In addition, the ME Suite has a private terrace of 200 square meters, perfect for receptions during the mild

season. Within the ME Milan Il Duca there are also places open to guests and the public. The first is the STK restaurant, located on the mezzanine floor (right behind the large windows that are visible on the facade) specialized in New York cuisine and meat cooked both in American and Italian style. Relaxed and trendy atmospheres also at the Radio bar, accessible both from inside the hotel and from a reserved entrance located in the homonymous lateral street. Radiobar is an amazing rooftop terrace, located on the tenth floor, of 500 square meters offering a privileged view of the Milanese skyline, including the new skyscrapers that have defined the skyline of Milan in Recent Years. Finally, only for hotel guests, there is the Giardino del Duca Restaurant, which is open from breakfast time until late at night. Ideal for a holiday, to organize business meetings (especially by virtue of its proximity to two of the biggest transportation hubs of the city, Central and Garibaldi stations) and the perfect place to spend an evening out, the ME Milan Il Duca is - surprisingly - also an interesting modern architecture and an unexpected tribute to internationally renowned designers.



ARASSOCIATI

Arassociati, founded in 1997 by Marco Brandolisio, Giovanni da Pozzo, Massimo Scheurer and Michele Tadini, have designed and built many structures for both public and private use in Italy and abroad. In its architectural research the office pursues the idea of continuity between building and territory/city, adhering to the principles of rational construction. In 2004 the office received the Premio Internazionale di Architettura Teatrale (International Theatrical Architecture Award) for its reconstruction of La Fenice Opera House in Venice. In 2008 Electa published a monographic volume on the construction of the Tiscali Campus and in 2013 the book *Arassociati Architetture*. Numerous other projects, writings and competitions have been published in reviews specializing in architecture and the construction sector. The firm's achievements have also been displayed in exhibitions, conferences and international competitions. Its major achievements include the redevelopment of the former Philips Site in Leuven (Belgium), the hotel Starhotels Rosa Grand in Piazza Fontana, Milan, the Tiscali Campus at Sa Illetta, near Cagliari, the restructuring of the Chiostrì del Carmine (Cloisters of the church of Santa Maria del Carmine) in Brescia as a university library, the Müller-Martini site in Zürich (Switzerland), the MAMbo - Museo d'Arte Moderna di Bologna, and the restructuring and extension of the Théâtre National Populaire (TNP) in Villeurbanne, near Lyon (France). Also noteworthy are the residential projects on Via Varese and Corso Garibaldi in downtown Milan, as well as the Heydar Aliyev Museum and the Khojaly Memorial Complex in Baku (Azerbaijan) and The Azerbaijan Pavilion at Milan Expo 2015.



The new design of spiral staircase that connects the lobby to the STK restaurant on the mezzanine floor. The suspended lamps Kin are designed by Francesco Rota and produced by Oluce. The Venetian terrazzo flooring is by Fantini Mosaici.



The suite on the first floor: the furnishings are designed by Molteni&C, the lamps on the tables are Atollo dorata by Vico Magistretti, Compasso D'Oro 1979, production Oluce.



Detail of a Junior Suite: the furniture and the chairs Montecatini designed by Gio Ponti are produced by Molteni&C.; the floor lamp is the Coupé 3320/R designer Joe Colombo (1967) by Oluce.



The living area of one of the two suites on the first floor, with private terrace. On the pool table are two suspended lamps Canopy designed by Francesco Rota for Oluce.

ME MILAN IL DUCA

Architectural project:

Arassociati: M.Brandolisio, G.da Pozzo, M.Scheurer, M.Tadini,
collaborators: Gabriella Cricri, Giulia Zambon
Arassociati with Alvaro Sans and Nicola Gallizia Design
E. Bortolotti AG&P Architettura dei giardini e del paesaggio

Interior design project:

Garden design project:

Custom made solutions for entrance;
glass facades, doors and roofbar canopies:
Construction:
Metal structures:
Lighting:
Bathroom fittings:
Finishings:

Thema
Nessi&Majocchi
Colombo Spa Como
Oluce
Zucchetti.Kos
Iris Ceramica, Fantini Mosaici, Cudicini
Molteni&C., Kettal, Arflex
Kettal

Furniture:
Outdoor:

UPCOMING...



END OF 2015

Sol House Kuta, Bali, **Indonesia**
Meliá Ibirapuera, Sao Paulo, **Brazil**
ME Caracas, **Venezuela**
Sol House Taghazout, **Morocco**
ME Miami, **Florida**

2016

Gran Meliá Nacional Rio, Rio de Janeiro, **Brazil**
Gran Melia Palacio de los Duques, Madrid, **Spain**
Innside hotel, Ostend, **Belgium**
• ME by Meliá Dubai, **United Arab Emirates**
Innside JLT Dubai, **United Arab Emirates**

2017

The MAJ Collections, Bandung, **Indonesia**
ME Doha, **United Arab Emirates**

2018

Meliá Downtown Residences Dubai, **United Arab Emirates**

2019

Meliá Frankfurt, **Germany**

AND MORE*...

• detailed in the following pages
* the complete list of upcoming openings is available in our database

NEXT OPENING

ME BY MELIÁ DUBAI

ME by Meliá Dubai will open in the jaw-dropping Opus building, developed by real estate company Omniyat. Zaha Hadid's first hotel project for which she will design all of the interiors and exteriors, ME Dubai, is situated at the heart of the up-and-coming Burj Khalifa's district. Opening in 2016, the stylish hotel will consist of 100 rooms, complemented by Michelin-star restaurants and the most exclusive international F&B brands, masterfully distributed across 250,000 sq. ft in the striking 95 metre high Opus building. Along with Zaha Hadid's masterwork of design, whose repertoire gravitates towards interconnectedness and originality, the Opus building will stand out as

one of the most striking landmarks on the Dubai skyline and offer the hotel guests and residents of the serviced apartments an experiential journey. ME by Meliá is for cultured, fashionable guests who are driven by new experiences and opportunities. The brand has been built on first-rate service, and ME Dubai will be no exception. Each guest's stay will be orchestrated by the dedicated Aura Manager, whose job it is to know the city back-to-front and use this knowledge to make the hotel's service truly bespoke. ME Dubai's facilities and Aura service will also be extended to the owners of the exclusive serviced apartments located on the upper floors, including four penthouses with private roof terraces.



Zaha Hadid

Zaha Hadid studied architecture at the Architectural Association from 1972 and was awarded the Diploma Prize in 1977. She became a partner of the Office for Metropolitan Architecture, taught at the AA with OMA collaborators Rem Koolhaas and Elia Zenghelis, and later led her own studio at the AA until 1987. Founding partner of Zaha Hadid Architects, she was awarded the Pritzker Architecture Prize in 2004 and is internationally known for her built, theoretical and academic work. Working with senior office partner Patrik Schumacher, Hadid's interest is in the rigorous interface between architecture, landscape, and geology as the practice integrates natural topography and human-made systems that lead to experimentation with cutting-edge technologies. The MAXXI: National Museum of 21st Century Art in Rome, BMW Central Building in Leipzig and Phaeno Science Center in Wolfsburg are excellent demonstrations of the practice's quest for complex, dynamic space. Currently, the practice is working on a multitude of projects including: the Fiera di Milano master-plan and tower, the Aquatics Centre for the London 2012 Olympic Games, High-Speed Train Stations in Naples and Durango, the CMA CGM Head Office tower in Marseille and urban master-plans in Beijing, Bilbao, Istanbul, Singapore and the Middle East. Hadid's recently completed projects include the Nordpark Railway stations in Innsbruck, Mobile Art for Chanel in Hong Kong, Tokyo and New York, the Zaragoza Bridge Pavilion in Spain and the Burnham Pavilion in Chicago. Zaha Hadid has held the Kenzo Tange Chair at the Graduate School of Design, Harvard University; the Sullivan Chair at the University of Illinois, School of Architecture, Chicago; guest professorships at the Hochschule für Bildende Künste in Hamburg; the Knolton School of Architecture, Ohio and the Masters Studio at Columbia University, New York. In addition, she was made Honorary Member of the American Academy of Arts and Letters, Fellow of the American Institute of Architecture and Commander of the British Empire, 2002. She is currently Professor at the University of Applied Arts in Vienna, Austria and was the Eero Saarinen Visiting Professor of Architectural Design at Yale University, New Haven, Connecticut.

