

NEW HORIZONS

Letter to Staff DER Touristik

September 2015



WELCOME TO DER TOURISTIK

Dear colleagues,

The competition authorities of the EU and Switzerland have given their approval: the merger of DER Touristik and the European tour operators, including Novair, the sales organisation and the specialists of the Kuoni Group has been approved without conditions. This puts an end at last to the period of silence, and we are delighted to welcome you under the roof of DER Touristik!

Together we make a strong team: 9,400 employees in 14 countries, successful tour operator brands in the volume business, plus excellent specialists, our own airline, 43 hotels and resorts owned by the Group, a dense network of DMCs, a tightly knit sales network as well as a flourishing online sales system. In short: what we are creating with this merger is an excellent network of experts in which each individual matters.

CONFIDENT ABOUT OUR SHARED FUTURE

Together we form the tourism division of the REWE Group. Our Group parent is a reliable, successful and leading European trade and tourism group, which believes in the future of our business.

As DER Touristik Group, our joint revenue will grow to 7 billion euros. 7.7 million customers will travel with us to 150 destination countries, in almost every corner of the globe. Together, we are a leading European travel group. And we will do it in our own particular style: as an international network of independent tour companies that operate independently, while at the same time enhancing our combined strengths.

Tell your customers and business partners that they can continue to count on their tour operator, their travel sales, their airline. And rest assured: we believe in the market in your country. We are absolutely convinced that all our units will continue to play a pivotal role in the future. And we are working to make it real. Your management and your team have our trust. We want you to trust us as well.

CUSTOMER PROXIMITY IS KEY

Our merger makes collaboration possible. Our aim is to preserve the independence of countries and markets. Sales and operator brands will still need customer proximity to remain successful in future. But at the same time we have to use each individual's strengths for the benefit of the Group. IT systems, online sales and destination management are crucial issues for our future and require a joint approach.

What can you expect from us? Any support you may need to enhance your business and extend your competitive position in your segment.

Will it be business as usual? I hope not! We are a modern, determined Group in a rapidly changing market. We want to help shape it and drive its development. I am sure you are bursting to ask some questions. Ask away! If you want to move something, you have to communicate. You can expect our management team – and me personally – to be frank and fair. And we ask you to do the same! In this way we will take DER Touristik forward together.

We have compiled a wealth of information and facts worth knowing for you. There will no doubt be further questions. We will answer them and keep you continuously informed. We maintain an open communication culture and positively welcome queries, feedback and criticism. Let's talk. Let's learn from each other and contribute our specific strengths. Let's ensure together that almost eight million customer don't just have any old travel experience, but the very one that is special.

We look forward to our shared future with you!

Welcome to the new DER Touristik.

Kind regards,



Sören Hartmann
CEO DER Touristik



Ferid Nasr
CEO Exim Holding a.s.