



Christian Walter

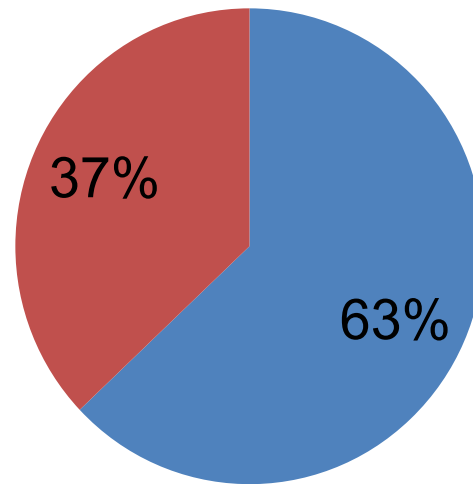
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To brand or not to brand?



Turkey¹⁾

chain-
affiliated



notes 1) according to number of rooms;
according to number of hotels: 15% chain-affiliated

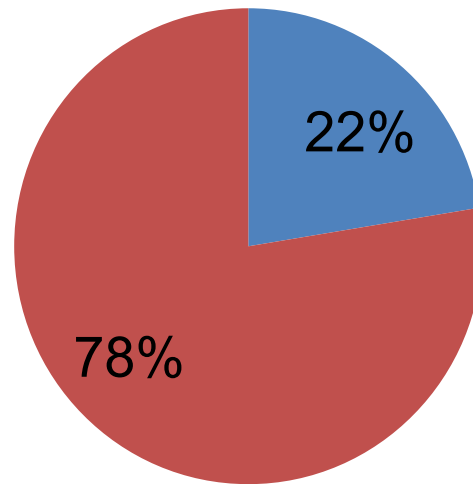
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source: PKF hotelexperts



Turkey (top 39 cities) ^{1),2)}

> 100
rooms



notes 1) cities with population > 500,000 inhabitants

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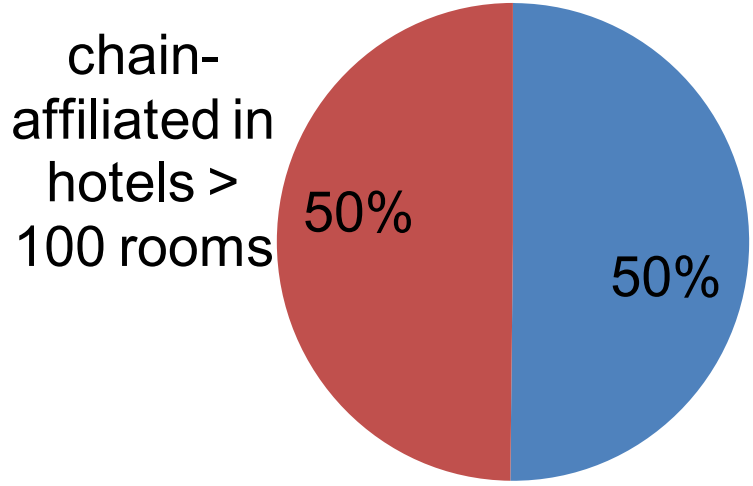
2) according to number of rooms; according to

number of hotels: 34% > 100 rooms

source: PKF hotelexperts



Turkey (top 39 cities) ^{1),2)}



notes 1) cities with population > 500,000 inhabitants © PKF hotelexperts
2) according to number of rooms; acc. to number of hotels: 49 % chain-affiliated
in hotels > 100 rooms source: PKF hotelexperts



international hotel brands

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local hotel groups/brands

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top 20 hotel groups/brands

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| rank | hotel group | rooms |
|------|------------------|--------|
| # | name | # |
| 1 | Crystal | 4,272 |
| 2 | Hilton | 3,507 |
| 3 | Pegasos | 3,127 |
| 4 | World of Wonders | 2,875 |
| 5 | Rixos | 2,705 |
| 6 | Dedeman | 2,582 |
| 7 | Limak | 2,573 |
| 8 | Kaya | 2,221 |
| 9 | Kervansaray | 2,167 |
| 10 | Majesty | 2,068 |
| 11 | InterContinental | 2,046 |
| 12 | Delphin | 1,953 |
| 13 | Asteria | 1,855 |
| 14 | Barut | 1,762 |
| 15 | Amara | 1,741 |
| 16 | Club Med | 1,696 |
| 17 | Marriott | 1,693 |
| 18 | Magic Life | 1,689 |
| 19 | Aska | 1,675 |
| 20 | Paloma | 1,648 |
| Σ | | 45,855 |

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source: PKF hotelexperts

| rank | hotel group | hotels |
|------|------------------|--------|
| # | name | # |
| 1 | Anemon | 15 |
| 2 | Dedeman | 13 |
| 3 | Hilton | 12 |
| 4 | Accor | 9 |
| 5 | Crystal | 9 |
| 6 | InterContinental | 9 |
| 7 | Aska | 8 |
| 8 | Divan | 8 |
| 9 | Limak | 8 |
| 10 | Wyndham | 8 |
| 11 | Barut | 7 |
| 12 | Kaya | 7 |
| 13 | Kervansaray | 7 |
| 14 | Özkaymak | 7 |
| 15 | Rixos | 7 |
| 16 | Alara | 6 |
| 17 | Cactus | 6 |
| 18 | Marriott | 6 |
| 19 | Paloma | 6 |
| 20 | Pegasos | 6 |
| Σ | | 164 |

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source: PKF hotelexperts

some selected hotel projects

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| selected hotel projects | | rooms ²⁾ | status/chance of realisation | | |
|--------------------------------|-----------|---------------------|------------------------------|--------------|-----------|
| name/operator | location | # | phase | opening year | probab. % |
| Dedeman Zonguldak | Zonguldak | 434 | construct. | 2011 | 100 |
| JW Marriott | Ankara | 416 | construct. | 2011 | 100 |
| Crow ne Plaza Harbiye | Istanbul | 285 | construct. | 2011 | 100 |
| Le Méridien Etiler | Istanbul | 260 | construct. | 2011 | 100 |
| DoubleTree by Hilton Moda | Istanbul | 247 | construct. | 2011 | 100 |
| Divan | Istanbul | 230 | reconstr. | 2011 | 100 |
| Hilton Garden Inn Golden Horn | Istanbul | 220 | construct. | 2011 | 100 |
| DoubleTree by Hilton Avcılar | Istanbul | 218 | construct. | 2011 | 100 |
| Radisson Blu Istanbul Asia | Istanbul | 194 | construct. | 2011 | 100 |
| DoubleTree by Hilton Old City | Istanbul | 171 | construct. | 2011 | 100 |
| Hilton Bursa Convention Centre | Bursa | 170 | construct. | 2011 | 100 |
| Hilton | Bursa | 170 | construct. | 2011 | 100 |
| Hilton Garden Inn | Şanlıurfa | 165 | construct. | 2011 | 100 |
| Hilton Garden Inn | Mardin | 164 | construct. | 2011 | 100 |
| Mövenpick Hotel Ankara | Ankara | 150 | construct. | 2011 | 100 |
| Hilton Garden Inn Bostancı | Istanbul | 150 | construct. | 2011 | 100 |
| DoubleTree by Hilton Avanos | Nevşehir | 126 | construct. | 2011 | 100 |
| Divan | Bursa | 107 | construct. | 2011 | 100 |
| Hampton by Hilton | Bursa | 106 | construct. | 2011 | 100 |
| Şişli Marriott | Istanbul | 285 | construct. | 2012 | 100 |
| Renaissance Bosphorus | Istanbul | 220 | construct. | 2012 | 100 |
| Shangri-La | Istanbul | 200 | construct. | 2012 | 100 |
| Dedeman Bostancı | Istanbul | 272 | planned | 2012 | 80 |
| Holiday Express Inn Bayrampaşa | Istanbul | n.a. | construct. | 2012 | 100 |

notes 1) according to Turkish classification

2) partly estimates

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sources: information provided by industry experts; PKF hotelexperts