Editorial

Welcome to the Sunstar world of holidays

Dear guests and friends of Sunstar Hotels

Since the beginning of 2016, we have been working hard on reviewing our strategy. Our previous strategy had formed an important basis for implementing all kinds of new measures over the last six years. However, recent developments in our industry require more far-reaching changes. In particular, the sudden change in the exchange rate with the euro in January 2015 resulted in such a massive fall in the number of visitors coming from the eurozone that we now need to find solutions that will enable us to return to the profit zone in the foreseeable future.

In the light of this realisation, we are taking a close look at all our hotels and holiday destinations and analysing their existing and future commercial potential. A change of use, as in the case of the Familienhotel Davos (see echo No. 34, page 3) or even a sale may be possible options. It goes without saying that our core business will continue to be in the hotel business in Switzerland, with hotels that are managed sustainably and successfully for the long-term.

We are now working with external experts to develop individual concepts for each of our hotels in order to put them in an even stronger position in their holiday resorts. We are taking account of their strengths and the available opportunities and identifying measures that will meet the future demands of the market. Taking this more individualised approach to our hotels will enable us not only to try different and new things but, above all, to target the considerable investment which we will continue to make more specifically on profitable improvements. The first concrete changes that you will notice are likely to be made in time for the 2018 summer season. You can look forward to them! We are confident that they will make Sunstar holidays even more attractive.

In the meantime, I hope you enjoy reading this 35th edition of our magazine for guests. I would like to take this opportunity to thank you for your loyalty to our company and for staying in a Sunstar hotel again soon. As ever, our over 400 proficient and committed employees will take pleasure in ensuring that you enjoy an all-round successful holiday experience.

With warmest regards,

Beat Hess, Managing Director

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News

Recent and forthcoming changes of personnel

New Chairman of the Board
At the 48th Sunstar General Meeting in Davos at the end of September 2016, Dr Kuno Sommer (60) was elected to the Board of Directors to succeed Werner Degen, who did not stand for re-election, having reached the age of retirement. We thank Werner Degen most sincerely for his seven-year commitment to our company and wish him all the best for his retirement. We wish the new Chairman of the Board Kuno Sommer every success and hope that he enjoys his challenging new role. You can read more about Kuno Sommer in the interview on pages 8-9.

New regional managers
As part of our ongoing strategy review, we will also be making a number of organisational and personnel changes. One of these is to appoint two regional managers who, from the 2017 summer season, and in addition to continuing to manage their own hotels, will assume overall operational responsibility for all the hotels in their region and give them a stronger presence at Head Office. We are delighted that two long-established colleagues with many years of success behind them have agreed to take on this role: our hosts Jürg Zürcher, for the regions of Graubünden and Ticino, and Yves Timonin, for the regions of the Bernese Oberland and Valais.

Handing over the baton in Davos
Our hosts in Davos, Marietta and Jürg Zürcher, have decided to have a change in their working lives after the 2017/18 winter season and to hand over responsibility for the hotel in Davos on 30 April 2018, after 17 successful years. Jürg Zürcher will then only be responsible for managing the GR/TL region. From 1 May 2017, Marietta Zürcher will be helping to set up and run the new regional management system and will also be responsible for local sales at the Davos hotel.

We are pleased that Adrian Lauber, the current F&B manager and deputy director, has agreed to take over as the new Director. A graduate of catering college in Lucerne and a management training course (which he will complete in spring 2017), and with experience of working in a number of prestigious Swiss hotels, Adrian Lauber is perfectly qualified for this role. During the 2017 summer season and the 2017/18 winter season, he will gain an excellent grounding in his new job, initially as Operational Director with Jürg Zürcher still holding overall responsibility, and he will take over the hotel as sole Director from 1 May 2018.

We are very pleased that we are able to embark on the next stage in the development of our company with the support of our own employees and we wish the Davos team every success and happiness as they take up their new roles.

New spa in Klosters
During the autumn closed season, we completely renovated the spa facilities at the Sunstar Boutique Hotel Albeina in Klosters. In addition to a Finnish sauna and a modern steam bath, there is now an infrared cabin which can also be used as a bio sauna. The stimulating hydro-massage showers, the double foot basin and the new colour scheme all contribute to the feel-good experience.
“Relax” single rooms in Grindelwald
Refrubshing the very compact single rooms presented the interior designers with a major challenge and resulted in a somewhat unconventional idea: instead of the bed standing along the wall, a wide sofa-bed with a special mattress is now positioned at an angle in the room. It can be opened or closed at the press of a button, depending on how visitors want to use it. This means that the bed can also be used during the day as a sofa to relax on. This solution, combined with other improvements, gives the room a feeling of spationousness that makes it an inviting place for our guests to spend time in. In the first phase, six rooms on the 5th floor were altered in this way. We look forward to receiving your feedback.

Investment during spring 2017
During the coming closed season, we shall be investing about CHF 1.4 million. The main items of expenditure are:

- **Arosa**: Refurbishment of nine bathrooms incl. plumbing, replacing locks
- **Davos**: Upgrading of the heating/ventilation control systems
- **Lenzerheide**: 9 Superior Plus rooms on the 4th floor
- **Grindelwald**: Refurbishment of the roof of the indoor pool
- **Brissago**: Refurbishment of nine bathrooms incl. plumbing, new fire alarm system, refreshment with new furniture in the lobby and bar
- **Piedmont**: Installation of a grappa bar/lounge, 2 additional rooms (one of them wheelchair-accessible), air conditioning in all Junior Suites and Suites
- **Zermatt**: Upgrading of the heating and ventilation control systems in the rooms

Even more cost-effective holidays
Thanks to the new **FIX scale of charges**, you can benefit from an **extra 10% discount** on the daily rates at Sunstar. With this value-for-money rate, the cost of the room is charged to your credit card immediately and not refunded if you cancel. However, the FIX rate can only be booked up to 21 days before arrival.

**HolidayCheck Award**
The Sunstar Alpine Hotel Davos has won a 2017 HolidayCheck Award. Out of all the award-winning hotels in Switzerland, we came in a very good 8th, and were even ranked no. 1 in Davos: the best hotel.

**“Ticino Ticket” – free public transport from summer 2017**
With the tourist tax increasing from CHF 3.00 to CHF 4.10, visitors can now enjoy not only free travel on public transport throughout the canton but also discounts on cable cars, boat rides and the main attractions of the Ticino.

**Grappa now also available in magnum bottles**
Now the popular “Castello di Villa” grappa from Piedmont is also available in magnum bottles, so it will give you even more pleasure and make a great gift, too!

1.5 l bottle available for CHF 55.00 from the Sunstar wine shop at www.sunstar.ch/weinshop

**Price reduction on “Sunstar Selection Olive Oil”**
For a number of years now, Sunstar has been importing its excellent “Sunstar Selection Olive Oil” directly from Greece. This extra-virgin oil is made from Koroneiki olives and comes from olive growers in the region of Koroni, Messenia, on the Peloponnesian peninsula. We are currently able to pass on a price reduction to our guests, allowing us to offer a 0.5 l bottle for CHF 14.90 instead of CHF 19.00. Why not order directly from our online shop or take some home with you after your next stay at a Sunstar hotel?

United against food waste
In autumn 2016, together with the “United Against Waste” group, we carried out a survey of food waste in ten Sunstar hotels. Over a period of 4 weeks, all the chefs assiduously collected, measured and analysed uneaten food. Nearly 6 tonnes of waste were generated during the period of the survey – an incredibly high figure that must be reduced! We have already implemented many new measures during the 2016/17 winter season: the portion sizes for half-board guests have been slightly reduced, the chefs have improved their food quantity calculations and staff meals must be reduced! We have already implemented many new measures during the 2016/17 winter season: the portion sizes for half-board guests have been slightly reduced, the chefs have improved their food quantity calculations and staff meals are better planned. Thank you to all the guests and staff for your hard work on this!

Gold and Silber
At the 2016 AWC Vienna, the biggest officially recognised wine challenge in the world, there were a total of 12,826 wines from 41 different countries competing. And among the best performers was the “Sunstar Selection”.

**GOLD** went to:
- SUNSTAR PREMIUM Merlot 2012

**SILBER** went to:
- SUNSTAR PREMIUM Blauburgunder 2013
- SUNSTAR PREMIUM Humagne Rouge 2013
- SUNSTAR Selection Merlot 2015
- SUNSTAR Selection Pinot Noir 2015

Cheers!
The “echo” from our guests

* A very enjoyable two night stopover as part of our tour of the Alps in our classic car. The staff were excellent, the service perfect and the food very enjoyable at breakfast and dinner. Our room had a great view of the church and mountains.*

David Coulton (22.07.2016)
Source: Sunstar guest book Lenzerheide

* We would unreservedly recommend the Sunstar Alpine, Grindelwald, for its ambience, the quality of guest accommodation and other general facilities, most notably the wellness area and the restaurants.*

Linda Weyman (32.02.2017)
Source: Sunstar guest book Grindelwald

* All staff were incredible! As English speaking guests were made to feel very welcome during our entire stay. The hotel manager and the duty manager were particularly good, always friendly and nothing too much trouble - they should be commended! Based on this first experience of a Sunstar hotel, we’ll definitely be returning to Brissago and will be looking to stay in another of your hotels.*

Matt Penn (09.08.2016)
Source: Sunstar guest book Brissago

* Very nice stay in a very pleasant surrounding. Davos is a town in the mountains with many opportunities even in autumn. The Sunstar Alpine Hotel is welcoming and easily accessible hotel with many options.*

Nic van Buttinga Wichers (09.10.2016)
Source: Sunstar guest book Davos

* Kate, Valerie and I would like to say a big thank you to all at the Sunstar Saas Fee, for making our stay with you a most enjoyable and memorable experience. The friendly and helpful service, the quality and variety of food was all much appreciated, we enjoyed the hotel back room tour and the village tour as well. Danke schon.*

Graham Edwards (01.07.2016)
Source: Sunstar guest book Saas-Fee

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Visitor evaluation statistics

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<td>Service at breakfast</td>
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<tr>
<td>Service at dinner</td>
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<td>Choice/quality of activities</td>
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<td>Price/value for money</td>
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No. of questionnaires: 7'831 | Period: 27.01.2016 - 26.01.2017
Insider tips for excursions, from guests, for guests

Rediscovering Graubünden

Arosa | 1’740 m
Margret and Willy Koller used to holiday in Arosa with their children even before the Sunstar hotel opened there. And now they still regularly enjoy Sunstar’s hospitality with their family - surrounded by children and grandchildren. They like to go on all kinds of excursions.

The following are on the Kollers’ agenda: climbing in the Rope Park (with Grandpa taking photographs of the grandchildren), visiting the spectacular waterfall, going for a boat ride on the lake, playing in the (cold) mountain stream, letting off steam on the football pitch, combining hikes with train rides (and, by the way, there are some very good routes for walkers with pushchairs) and trying to catch a marmot on camera. If the weather is not kind, the family enjoys itself in the hotel swimming pool, spa or fitness centre or they go bowling or play tennis.

Davos | 1’560 m
Margrith and Hans-Ruedi Arnold have been spending their holidays regularly at Sunstar Davos for over 30 years. They are passionate about hiking. In their younger days, they used to go on lengthy alpine tours when they would be out for up to seven hours. Nowadays they prefer shorter walks but these can still last for up to three hours. In early summer, the Arnolds particularly enjoy looking at the beautiful mountain flowers and eye-catching slopes covered in alpine roses. Sometimes, for a change, they enjoy winding their way by car or train over the mountain passes and through the alpine scenery. They really appreciate the fact that Davos has such good transport links.

Ever since the early days of Privilège Hotels – the Sunstar Hotels subsidiary which was founded in 1998 – Bernadette and Kurt Eichenberger have enjoyed Sunstar hospitality regularly. When they are in Davos, and other places too, they often go on long cycle rides. In earlier years, they went on normal bikes, but nowadays they like to get on e-mountain bikes and explore the many forest tracks in the region. The Eichenbergers plan the routes that they are going to go on during the holiday in advance, from home. They have all the bike touring routes saved in their GPS system. They like to combine their activities with fun and good food. Rest and relaxation are important to them, so they don’t aim for outstanding sporting achievements.

For example, they also enjoy cycling to a stream and having a barbecue beside it or going to a lake for a refreshing swim. Now and again, the Eichenbergers like to put on their hiking boots or go for a train ride with Rhaetian Railways. What’s more, enjoying a good meal and then relaxing in the hotel bar with some live music is also an important part of their holiday.
DO-IT-YOURSELF TOUR

Explore Switzerland independently, by motorbike, car, bicycle or public transport and enjoy a really varied summer holiday.

Offer applies if at least 3 of the 9 Sunstar Hotels are combined for at least 5 nights.

INCLUDED IN THE PRICE PER PERSON:

1. Accommodation in a DBL/SGL room
2. Lavish breakfast buffet
3. Drinks from the minibar
4. Use of the indoor pool, sauna & steam bath
5. Menu with choice of dishes at each course every day

09.06. - 15.10.2017

Per night in a DBL/SGL from CHF 155

room Comfort

Accepted in half of regular payment: Loyalty Cards, shareholder vouchers and Privilège Cheques

Flims | 1'100 m

Barbara and Thomas Wiesner have enjoyed regular holidays in Flims over the last four years, and so far twice with Sunstar. They are very keen on the new “Trutg dil Flem” Water Trail which was created in 2013. This quite challenging footpath gives unexpected insights into the waters of the Flem – the stream in Flims – and offers some unusual mystical and musical experiences. Another highlight for the Wiesners are the culinary trails: you go for a walk and enjoy one course of a multi-course meal at each of several restaurants stops. After the dessert, you can round off this gourmet event with a scooter ride, a ride down on the chairlift, or on foot – whatever you feel like.

Lenzerheide | 1'500 m

Yvonne and Martin Böni have been spending their holidays regularly in Lenzerheide for nearly 30 years, and for the last few years at the Sunstar hotel. Sometimes they also like to stay there with their two (young) adult children. Then they go off to the toboggan run in Churwalden, enormous fun for everyone. Another summer highlight is the popular “Viva la Strada” street party, where there’s a great atmosphere. When we talked to her, Mrs Böni also had fond memories of the many playgrounds in Lenzerheide and the things for children to do, such as the children’s party programme and the Globiweg trail. The Bönis like to swim outdoors when they are walking and particularly enjoy the combination of the lake and the mountains. Holidays for them mean spending every day just as they wish. And Lenzerheide is the perfect place.

Klosters | 1'180 m

Kathrin Hunziker is a Sunstar shareholder. She takes advantage of offers like Sonja’s Walking Week, the Shareholders’ Week and Party Week and has stayed at the Sunstar hotel in Klosters on those occasions. However, even when booking her own holidays, this solo traveller loves the friendly atmosphere at the hotel, the warm hospitality, the lovely garden and the beautifully laid out terrace. Another plus point for her is the location of the hotel, in a quiet position away from the hustle and bustle. Mrs Hunziker tells us that she is not really the Kneipp type, but she loves the Kneipp circuit up on the Madrisa. Beside the little lake up there, you take your shoes off, roll up your trousers and spend about 15 to 20 minutes walking round the various water features. It is revitalising and stimulates the circulation.

Lenzheide with re lake and mountains

Barbara Wiesner on the “Il Spir Conn” viewing platform

Family Böni

Kathrin Hunziker
Interview with Kuno Sommer

The long-standing Chairman of the Board Werner Degen decided at the end of 2015 that, having reached the age of retirement, he would not put himself forward for election at the General Meeting on 28 September 2016 for a further term on the Sunstar Board. A younger successor has been found in the person of Dr Kuno Sommer, who is ideally qualified to meet the demands of the future.

echo: Mr Sommer, you were elected to the Board of Directors at the last Sunstar AGM, and made Chairman straightaway. How did that come about?

My predecessor, Mr Werner Degen, announced a year ago that, having reached the age of retirement, he would not be standing for re-election at the 2016 General Meeting. The majority shareholder, Dr Peter Grogg, asked me then whether I would take over as Chairman, a position I already hold for his Bachem group.

echo: Now that the first 100 days are behind you, what have been your initial experiences and impressions?

Since I am a newcomer to the industry, it was important for me to have an extended introductory period, so for a full year before I took up my post I was allowed to attend all Board meetings as a visitor, get to know the headquarters in Liestal and visit all the hotels with the Managing Director Beat Hess.

I am impressed by the tremendous commitment and expertise of our employees at all the hotels and in Liestal. The Sunstar spirit is omnipresent, specifically the desire to offer our guests top quality, but at the same time maintain strict cost discipline. You can also tell that this industry has been operating in a very challenging environment for years and is used to fighting its corner on all levels.

echo: You are new to working in the Swiss hotel industry. What has struck you about it so far?

It’s a sector in which many of the key factors for success are beyond our control. These include, obviously, the weather and snow conditions, currency fluctuations and the global economic situation. But it’s no good complaining, we have to concentrate on quality, costs and investment. At Sunstar all kinds of measures have been introduced in recent years to increase quality even further while simultaneously cutting costs. It’s a difficult balancing act for our staff at all levels. All the more so, because they have been operating virtually in crisis mode for several years now. People in this industry are motivated from within and not by the pay. After all, the majority of workers are paid the minimum wage. So here in Switzerland that sets us apart from most other industries; yet, paradoxically, our wage costs are still twice as high as in the hotel industry in neighbouring countries.

echo: How can Sunstar maintain its position in this difficult environment in future?

Certainly by consistently implementing the measures that have already been introduced. With the calibre of our workers, a loyal clientele and, for this industry, a very healthy balance-sheet, we are very well placed to succeed even in a difficult environment. What seems to me important is that we always keep our eye on long-term economic success and consistently base our decisions on that, even where measures may be unpopular.

echo: What can we expect from the current strategy review?

A refocusing on our core values such as Swissness and our strong regional roots. Following our detailed analysis of each hotel and its location, we want to position our hotels even more precisely and ensure that our investment in the years to come is aimed consistently at achieving that end.
**INTERVIEW**

**echo:** How and when will guests notice any change?
This is a continuous process that will take several years. Our aim is for visitors to notice gradual improvement at all levels and for each hotel to have a clearer identity within the Sunstar Group. To be specific: from summer 2018, some of today’s standardised features, such as special offers, services or prices, will start to fall away and instead each hotel will become more individually distinctive.

**echo:** Can we expect to see any changes to the portfolio of hotels?
As we have demonstrated with the recent change of use for the Familienhotel*** in Davos, we are not afraid to take difficult decisions. So it is quite possible that we will continue to streamline our portfolio over the next few years.

**echo:** Might there also be some more hotels?
That is also possible, if they fit in our portfolio and it is economically viable. But the focus at the moment is on improving our economic situation for the long term and concentrating our resources.

**echo:** How are you personally influencing the ongoing strategy review?
Ultimately the Board of Directors is legally responsible for the strategy. So I personally am very much involved in the review process and am supporting Mr Hess and his team. I see myself more as a sparring partner than as the Chairman of the Board.

**echo:** How do you see the future role of the majority shareholder Dr Peter Grogg?
I have known and worked with Peter Grogg for over 15 years. He is a very successful businessman who thinks and acts sustainably and for the long term. He obviously has a big say on the Board of Directors, a role which, from the 2017 General Meeting onwards, will be taken over by his daughter Nicole Grogg-Hötzer.

**echo:** What else would you like to tell our readers?
First of all, a big thank you for your loyalty and I look forward to meeting many of you in person, be that at one of our hotels or at the next AGM. We are counting on you and you can count on us!

“We are counting on you and you can count on us!”
Donau Rhapsody luxury river cruise

Enjoy the wonderful scenery of the River Danube aboard the luxurious MS Amadeus Royal***** , together with seven fascinating land excursions and tours, including Vienna, Budapest, Bratislava and Linz. Easy coach transfer from/to Klosters, where we will spend the night before and after the cruise.

ITINERARY

<table>
<thead>
<tr>
<th>DAY</th>
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<tr>
<td>DAY 2</td>
<td>Travel by coach to Passau, embarkation, departure at 5 p.m. DAY 3 – 7 River cruise with stops in Melk, Emmersdorf, Vienna, Budapest, Esztergom, Bratislava, Linz DAY 8 Arrival in Passau 7.30 a.m., disembarkation, travel by coach to Klosters, overnight</td>
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Make your own way home or extend your stay

PRICE

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<tr>
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Loyalty Cards not accepted. Exception 4% Sunstar shareholder vouchers or 8% Privilège Cheques

Rhône/Saône luxury river cruise

Enjoy the wonderful scenery of the Rhône and the Saône aboard the brand-new MS Amadeus Provence***** , together with seven fascinating land excursions and tours, including Mâcon, Chalon-sur-Saône, Avignon, Arles and Lyons. Easy coach transfer from/to Grindelwald, where we will spend the night before and after the cruise.

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<th>DAY</th>
<th>Make your own way to Grindelwald, overnight</th>
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<td>DAY 2</td>
<td>Travel by coach to Lyons, embarkation, departure at 10 p.m. DAY 3 – 7 River cruise with stops in Mâcon, Chalon-sur-Saône, Tournus, Lyons, Avignon, Arles, Viviers, Le Pouzin DAY 8 Arrival in Lyons 8 a.m., disembarkation, travel by coach to Grindelwald, overnight</td>
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Make your own way home or extend your stay

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<td>Suite Mozart Deck</td>
<td>Junior Suite</td>
<td>4'495.–</td>
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Loyalty Cards not accepted. Exception 4% Sunstar shareholder vouchers or 8% Privilège Cheques
Graubünden Sushi on Coppa Carpaccio
Recipe from the Sunstar cookbook → page 72

Peel, wash and finely chop the leek, carrots, celery and onions. Cut the Bündnerfleisch and prosciutto into small pieces. Sauté all the chopped ingredients and the barley in the hot melted butter for about 5 minutes. Add the stock and leave to simmer for 2 hours. Season with salt and pepper. Leave to simmer for a further hour (or more), uncovered. The soup needs to become very thick, until you can use it to fill the Nori sheets. Leave the stuffed Nori sheets to cool. Cut the Nori and barley rolls into pieces, arrange on the slices of Coppa and drizzle over a little olive oil. Prepare the salad leaves. Season everything with salt and pepper and finally sprinkle with shavings of the alpine cheese. Drizzle over a little of the safflower oil vinaigrette.

INGREDIENTS

50 g leeks
50 g carrots
50 g celery
50 g onions
50 g Bündnerfleisch [air-dried beef]
50 g prosciutto
75 g barley
800 ml beef stock
½ bunch chives
salt and pepper
3 Nori seaweed sheets
200 g Graubünden Coppa thinly sliced
100 ml good-quality olive oil
50 g strong alpine cheese
80 g fine mixed leaf salad
4 tbsp safflower oil vinaigrette

“echo” puzzle

HERE’S HOW IT WORKS:
→ Study the two pictures carefully
→ Find the 10 mistakes in the bottom picture and mark them clearly
→ Send the picture to:
  Sunstar Hotels Management AG
  Galmisstrasse 5
  4410 Liestal/Switzerland
  or kommunikation@sunstar.ch
→ All correct answers will be entered in a draw to decide on the winner

Closing date: 30 June 2017

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2nd prize
1 night for 2 people at a Sunstar hotel of your choice

3rd prize
Sunstar “Alpenküche” cookbook

Wine tip from oenologist Marc Heumann from the SCHULER St. JakobsKellerei wine merchants

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- Alcohol content: 13.5%
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