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NH | HOTEL GROUP

In compliance with the information duties foreseen in articles 17 of Regulation (EU) No 596/2014 of the European Parliament and of the Council on Market Abuse and 228 of the reformed text of the Securities Market Law approved by Royal Legislative Decree 4/2015 of 23 October and other supplementary regulations, NH Hotel Group, S.A. ("**NH**" or the "**Company**") hereby notifies the *Comisión Nacional del Mercado de Valores* of the following

SIGNIFICANT EVENT

The Board of Director that was held today has approved, among others, the approval of the Public Periodical Information related to the 1Q 2018. This information has been submitted to the Spanish Stock Market Commission per CIFRADOC/CNMV.

The Company encloses Press Release, Investors' Presentation and call for the telephone conference call regarding the results of the Company.

Carlos Ulecia Palacios
General Secretary

Madrid, 9 May 2018

-Solid performance yielding €22 million of net profit, underpinned by the asset rotation strategy-

NH HOTEL GROUP POSTS EBITDA GROWTH OF 46% IN ITS SEASONALLY SLOWEST QUARTER AND ACCELERATES DEBT REDUCTION

REVENUES	EBITDA(1)	NET PROFIT
+4.9%	+45,9%	21.7M€
Total: 344.6 M€	Total: 15.7 M€	Δ +46.5 M€
ADR	**OCCUPANCY**	**REVPAR**
+1.7%	+1.6%	+3.3%
90.1 €	65.0%	58.5 €

- First quarter 2018 results -

- **Last year's favourable earnings momentum continues across all markets, particularly in Italy (+9.5%), Benelux (+8.1%) and Spain (+6.4%), driving Group revenue to €344.6 million, despite the fact that the first quarter is seasonally the slowest and this year the first quarter was affected by the timing of the Easter break**

- **Growth in both occupancy and the ADR fuelled growth in RevPAR of 3.3%**

- **Revenue growth, coupled with cost control, paved the way for recurring EBITDA(1) of €15.7 million, up €5 million year-on-year, implying an increase in margin of 1.3 percentage points to 4.6%**

- **Recurring net profit increased by €4.7 million in the slowest quarter of the year, while reported net profit totalled €21.7 million, up €46.5 million from 1Q17, driven by the sale & leaseback of a hotel in The Netherlands**

- **The Board of Directors has agreed to entitle the early conversion of the bonds initially scheduled for conversion in November 2018, thus culminating the debt reduction process initiated in 2015**

- Upbeat guidance for 2018 -

- **The good start to the year and positive outlook puts the Company in a position to reiterate its 2018 guidance for EBITDA(1) of €260 million, that together with the early conversion of the convertible bonds would bring about a significant reduction in its net debt leverage ratio to 1.2x (vs. 5.6x at the end of 2015)**

- **Fitch and Standard & Poor's improved their issuer ratings in March of this year, highlighting the Group's improved leverage metrics and solid operating and financial performance**

(1) Recurring EBITDA before the reversal of provisions for onerous contracts and gains from asset sales

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Madrid, 9 May 2018. Today, NH Hotel Group presented its first quarter 2018 earnings that follow the excellent performance observed last year, evidence an efficient operational management of the business and the results of the significant steps undertaken to boost the Group's financial position.

According to the CEO of NH Hotel Group, Ramón Aragonés, "*The Company continues to reap the rewards of the strategic decisions taken, which are leading to earnings growth year after year, in line with the ambitious targets set by the Group. In the current positive climate, NH Hotel Group continues to improve its product and service offering, boost its operating efficiency and reinforce its financial structure*."

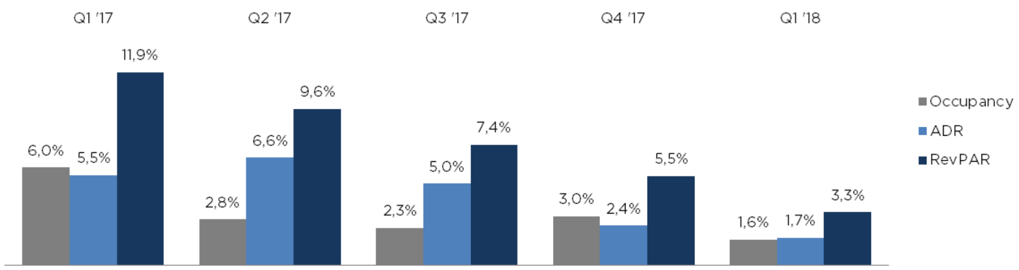
- 1Q18 earnings performance -

Thanks to the positive momentum on display in the hotel business all of last year and so far this year, boosted by the excellent positioning of the Group's brands, the efficient dynamic pricing strategy introduced and a favourable macroeconomic backdrop, **NH Hotel Group reported revenue of €344.6 million, up 4.9%** year-on-year. The Company thus delivered a year-on-year increase in revenue of €16 million in a quarter that is seasonally the slowest; moreover, the comp was affected by the timing of the Easter holidays, which fell in April in 2017 and in March in 2018.

Despite being the quarter that makes the smallest contribution to the full-year results, the Company continued to register solid growth in all markets, showing **particularly strong performances in Italy, Benelux and Spain, where like-for-like revenue growth came in at 9.5%, 8.1% and 6.4%**, respectively. Elsewhere, **in Central Europe, like-for-like revenue growth was 4.6%**, despite the timing of the Easter break, which meant a tougher comp in Germany than in other markets on account of the incidence of tourism. Lastly, **Latin America** was affected by exchange rate effects, albeit registering **growth of 6.0% in constant currency terms**.

The price management strategy in place and the ongoing improvement in the quality of the portfolio paved the way for **growth in revenue per available room (RevPAR) of 3.3%**. Note that the RevPAR growth reported in 1Q18 was driven by the balanced strategy of combining growth in the ADR (of 1.7% to €90) with growth in occupancy (of 1.6% to 65%) across the Company's portfolio of hotels.

Trend in key hotel indicators by quarter



ADR: average daily rate
RevPAR: revenue per available room

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1Q18 earnings performance relative to competitors

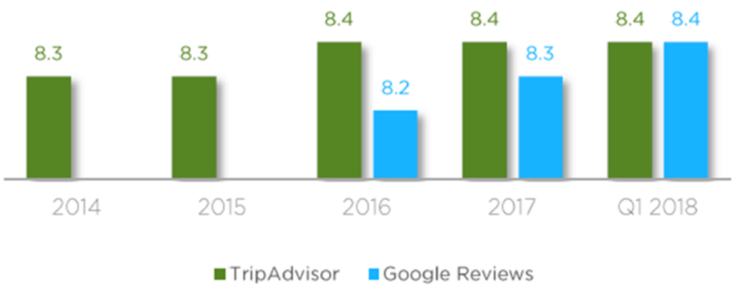
This strategy once again enabled **NH Hotel Group to outperform its direct competitors in its main destinations as a whole,** specifically posting growth in its **relative RevPAR 1.2 percentage points higher** than that of its competitors.

1Q18	ADR % Var.		Relative ADR	Relative Occupancy	RevPAR % Var.		Relative RevPAR
	NH	Comp. Set	Var.	Var.	NH	Comp. Set	Var.
Total NH	**4.2%**	**3.0%**	**1.2pp**	**0.0pp**	**7.3%**	**6.1%**	**1.2pp**
Spain	5.0%	4.6%	0.5pp	-2.0pp	8.2%	9.8%	-1.6pp
Italy	10.0%	3.6%	6.4pp	0.9pp	14.2%	6.6%	7.6pp
Benelux	8.6%	6.2%	2.5pp	-0.4pp	11.9%	9.8%	2.1pp
Central Europe	-4.0%	-1.2%	-2.7pp	1.0pp	-1.6%	0.2%	-1.8pp

Key cities for which there is a market source for this metric
Source: STR/MKG/Fairmas (average growth for the peer group)

During the first quarter of 2018, the Company continued to improve the quality of its asset portfolio by refurbishing 11 hotels located in Germany (2), Spain (4), the US (1), Netherlands (1) and Italy (3). The NH Collection brand, with its 75 hotels and 11,779 rooms (20% of the portfolio) continues to demonstrate its full potential in terms of guest satisfaction and premium pricing (34% higher than the ADR obtained by the NH Hotels brand). The Company continues to focus on quality, adding new sources of information for tracking guest feedback, thus increasing the number of reviews.

Trend in perceived quality



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Thanks to the growth in revenue and efficient management of operating expenses, the **Company delivered recurring EBITDA[1] of €15.7 million, growth of 45.9% year-on-year**, marking margin expansion of 1.3 percentage points. As a result, the revenue-to-recurring EBITDA[1] conversion ratio stood at 31%, despite a higher occupancy rate, the impact of new openings and a sale & leaseback transaction in Amsterdam, framed by the Group's asset turnover strategy. Not taking into account the impact of new openings and refurbishments, the conversion ratio rises to 40%.

Recurring net income improved by €4.7 million in the slowest quarter of the year, to -€22.9 million, while **reported net profit amounted to €21.7 million, up €46.5 million from 1Q17**, underpinned by the asset turnover strategy executed in The Netherlands.

NH Hotel Group's consolidated income statement:

NH HOTEL GROUP P&L ACCOUNT				
(€ million)	Q1 2018	Q1 2017	Var.	
	€ m.	€ m.	€ m.	%
TOTAL REVENUES	344,6	328,6	16,0	4,9%
GROSS OPERATING PROFIT	97,7	88,6	9,1	10,3%
EBITDA BEFORE ONEROUS	15,7	10,8	4,9	45,9%
NET RECURRING INCOME	(22,9)	(27,7)	4,7	17,1%
NET INCOME including Non-Recurring	21,7	(24,8)	46,5	N/A

(1) Recurring EBITDA before the reversal of provisions for onerous contracts and gains from asset sales

Reduction in net debt

Strong operating cash flow generation and asset rotation during the first quarter enabled the Group to **reduce net debt to €505 million at March 31st 2018**, down €150 million from year-end 2017 (over €650 million).

As part of the NH Hotel Group's asset rotation strategy, the Company closed an agreement in February 2018 for the sale and leaseback of the building that houses the NH Collection Barbizon Palace in Amsterdam. The transaction generated gross cash proceeds of €155.5 million (the related tax will be paid throughout the year).

Elsewhere, the **Board of Directors of NH Hotel Group agreed today to entitle the early conversion of the bonds** that were scheduled for conversion in November 2018. These securities correspond to the €250 million convertible bond issue of 2013. This milestone marks the culmination of the debt reduction process initiated in 2015.

- Upbeat guidance for 2018 -

The good start to the year, coupled with the current performance and positive outlook, puts the Company in a position to reiterate its guidance for **recurring EBITDA(1) of €260 million. This favourable evolution with the early conversion of the convertible bonds, would bring about a significant reduction in its net debt leverage ratio to 1.2x (low-end range 2018 guidance).**

The Group's improved leverage metrics and solid operating and financial performance was reflected in the improvement in the ratings assigned by Fitch and Standard & Poor's in March of this year. Fitch Ratings raised its issuer default rating for NH Hotel Group by one notch, from B to B+, affirming its positive outlook, and lifted its senior secured rating from BB- to BB. Elsewhere, Standard & Poor's revised its outlook from stable to positive, affirming its issuer and issue-level ratings of B and BB-, respectively.

(1) Recurring EBITDA before the reversal of provisions for onerous contracts and gains from asset sales

APPENDIX: Hotel business performance in 1Q18 by market

RevPAR figures: like-for-like hotel data + hotels under refurbishment
EBITDA figures: recurring EBITDA before the reversal of provisions for onerous contracts and gains from asset sales

Spain performed well throughout the first quarter, reporting RevPAR growth of 7.3%, underpinned by ADR growth of 5.0% and growth in the occupancy rate of 2.2%. In like-for-like terms, revenue in Spain was 6.4% higher, driven by the cities of Madrid, where like-for-like revenue growth was 7.6%, and Barcelona, where this metric registered growth of 1.6%, having contracted (-8.6%) during the last quarter of 2017 on the back of political uncertainty in Catalonia. Layering in the impact of the hotels being refurbished, revenue in Spain increased by 4.7% to €88.6 million. EBITDA in this market was €2.8 million higher year-on-year at €3.8 million.

Benelux sustained excellent performances in Amsterdam and Brussels such that RevPAR in this region increased by 9.1% (ADR: +6.2%; occupancy: +2.8%). Like-for-like revenue, plus the revenue from the two properties under refurbishment, totalled €71.2 million, up €5.4 million year-on-year. EBITDA in the region was 37.3% higher at €5.6 million.

Italy was the best-performing region in the first quarter, reporting RevPAR growth of 9.9%, fuelled by price expansion of 6.5% and growth in the occupancy rate of 3.2%. The performances in Rome, Milan and the secondary cities stand out. Like-for-like revenue in this market, plus revenue at the hotels under refurbishment, totalled €58.7 million, up €4.6 million year-on-year. EBITDA in Italy was €2.7 million higher year-on-year at €4.7 million.

Central Europe reported a slight drop in RevPAR (-0.6%), due mainly to the impact of the timing of the Easter break and the hotels under refurbishment in 2017 and 2018. The contraction in ADR of 2.7% was partially offset by growth in the occupancy rate of 2.1%. Like-for-like revenue in this region increased by 4.6% in the first quarter; adding in the opportunity cost of the refurbishment of two hotels, this growth narrows to 3.1% reaching €86.4 million. The EBITDA comp in Central Europe was significantly impacted by hotel refurbishment activity and the seasonality effects mentioned, thus reporting a decrease of 1.4% in this indicator to -€2.3 million.

The trend in **Latin America** was positive in constant currency terms: like-for-like revenue growth of 6.0% and growth of 6.7% adding in hotels under refurbishment. The adverse impact of currency effects in Argentina, Colombia and Mexico are entirely responsible for the 13.3% contraction in RevPAR in this region. EBITDA in Latin America was €4.9 million, down €0.6 million from 1Q17.

About NH Hotel Group

NH Hotel Group (www.nhhotelgroup.com) is a world-leading urban hotel operator and a consolidated multinational player. It operates close to 400 hotels and almost 60,000 rooms in 30 markets across Europe, the Americas and Africa, including top city destinations such as Amsterdam, Barcelona, Berlin, Bogota, Brussels, Buenos Aires, Düsseldorf, Frankfurt, London, Madrid, Mexico City, Milan, Munich, New York, Rome and Vienna.

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NH Collection Brussels Grand Sablon

Q1 2018 RESULTS PRESENTATION

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nH HOTELS
nH COLLECTION HOTELS
nhow HOTELS
Hesperia RESORTS

9th of May 2018

Message from the CEO

NH | HOTEL GROUP

"Dear Shareholders,

In line with the excellent performance of 2017, I am delighted to present a solid start of the year. The Group's strong momentum continues in Q1 2018 with a combination of sound revenue growth of +5%, prices contributing 50% of the RevPAR growth and efficiency measures leading to an EBITDA margin improvement of +1.3 p.p.

NH performed strongly in all markets and in particular showed outstanding LFL revenue growth in Italy (+9.5%), Benelux (+8.1%) and Spain (+6.4%), despite Q1 is seasonally the smallest quarter for the Group.

EBITDA reached €15.7m (+€4.9m; +46%) and the negative Net Recurring Income is reduced by the same amount (+€4.7m) reaching -€22.9m. Total Net Income amounted €21.7m, positively impacted by asset rotation in the quarter reinforcing the deleverage path.

The good start of the year with current trading and the foreseen balanced growth across main European countries benefiting from the repositioning and solid macro environment, allow us to reiterate our €260m EBITDA guidance for 2018.

The Board of Directors has approved the early redemption of the Convertible Bond which maturity was established in November 2018. This milestone concludes the debt reduction process initiated in 2015 and would imply reaching a net financial debt ratio of 1.2x at the end of 2018E vs. 5.6x at the end of 2015."

Ramón Aragonés
CEO, NH Hotel Group

Q1 2018 highlights

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- **Robust Revenue growth of +4.9% reaching €345m (+€16m)**
  - Revenue Like for Like ("LFL"): +4.8%
    - Strong performance in Italy (+9.5%), Benelux (+8.1%) and Spain (+6.4%)
  - RevPAR: +3.3%, combined growth strategy of ADR (+1.7%) and Occupancy (+1.6%)

- **Recurring EBITDA[(1)] of €16m (+€5m; +46%) with a margin improvement of +1.3 p.p.**
  - 31% EBITDA conversion rate affected by higher occupancy rates and new openings. Excluding perimeter changes and reforms, LFL conversion rate reached 40%

- **Reduction of negative Net Recurring Income in Q1**
  - Improvement of +€5m reaching -€23m, despite being the weakest quarter of the year

- **Total Net Income reached €22m**
  - +€46m higher than in Q1 2017. The comparison is affected by the higher contribution of net capital gains from asset rotation

- **Path to deleverage continues**
  - Net financial debt decreased to €505m as of 31st March 2018 from €655m in 31st Dec. 2017
  - Sale & Leaseback of NH Collection Amsterdam Barbizon Palace closed in February 2018 with €155m gross cash (taxes will be paid throughout the year)
  - Rating improvement (March 2018):
    - Fitch upgraded the Corporate rating to 'B+' from 'B' and maintained the Positive Outlook
    - S&P revised the outlook to positive from stable
  - Early Redemption Convertible Bond (€250m) in Q2 2018

- **Financial targets 2018:**
  - €260m EBITDA[(1)]
  - 1.2x net financial debt ratio, after the 2018 Bond conversion (low-end range of 2018 guidance)

[(1)] Recurring EBITDA before onerous reversal and capital gains from asset disposals

Key financial metrics

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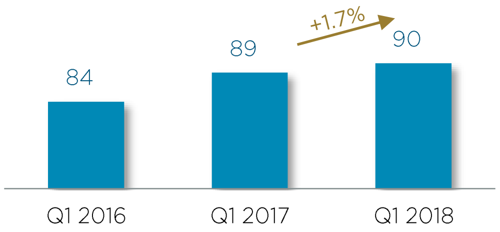
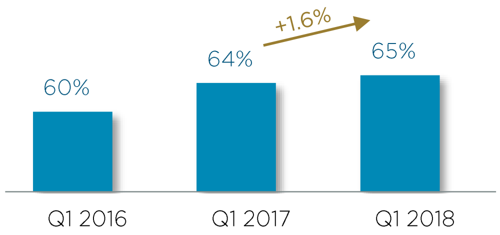
ADR Q1 (€)

- +1.7% price increase (+€1.5) reaching €90
- ADR contributed with 51% of RevPAR growth
- +3.6% CAGR in the period 2016-2018 (+€6.1)



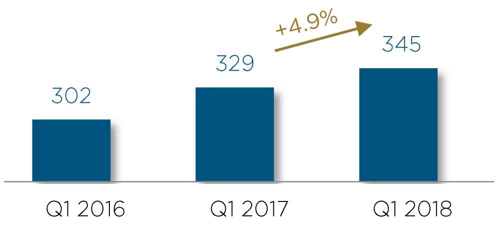
Occupancy Q1 (%)

- +1.6% activity increase (+1.0 p.p.) up to 65.0%
- All regions increasing activity levels except LatAm



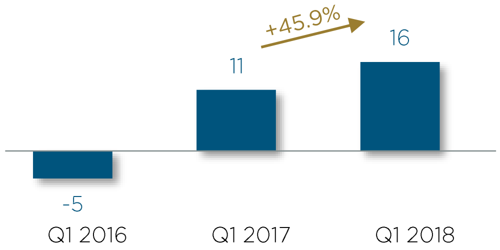
Revenues Q1 (€m)

- +€16m revenue growth (+4.9%) with a strong performance in Italy, Benelux and Spain
- +6.9% CAGR in the period 2016-2018 (+€43m)



Recurring EBITDA[1] Q1 (€m)

- +€5m (+45.9%) with a 31% revenue conversion rate reaching €16m
- Margin improvement of +1.3 p.p.



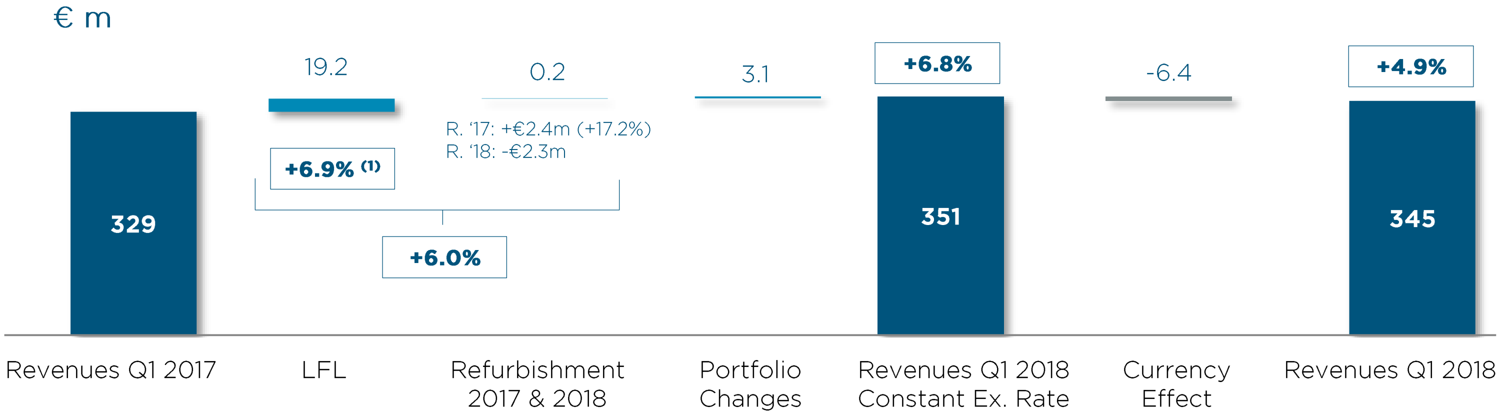
[1] Recurring EBITDA before onerous reversal and capital gains from asset disposals

Solid revenue performance continues in Q1 2018

- **Total Revenue growth of +4.9% reaching €345m (+€16m)**
  - Revenue Like for Like ("LFL"): +6.9% with constant FX (+4.8% reported):
    - Strong performance in Italy (+9.5%), Benelux (+8.1%) and Spain (+6.4%)
  - LFL & Refurbished hotels grew +6.0% (+4.0% reported)
    - 2017 refurbished hotels increased revenues by +€2.4m (+17.2%)
    - 2018 opportunity costs for renovations (-€2.3m): mainly from Central Europe, Italy and the hotel in New York (included in Spain Business Unit)

Revenue Split	Var. Q1 2018
Available Rooms	+1.8%
RevPAR	+3.3%
Room Revenue	+5.2%
Other Revenue	+4.1%
Total Hotel Revenue	**+4.8%**
Non Hotel Revenue*	+€0.3m
Total Revenue	**+4.9%**

* Rebates + Capex Payroll Capitalization



Growth Contribution	+5.8%	+	+0.0%	+	+0.9%	=	+6.8%	+	-1.9%	=	+4.9%

(1) On its 2017 own base. With real exchange rate growth is +4.8%

Combined Occupancy & ADR growth

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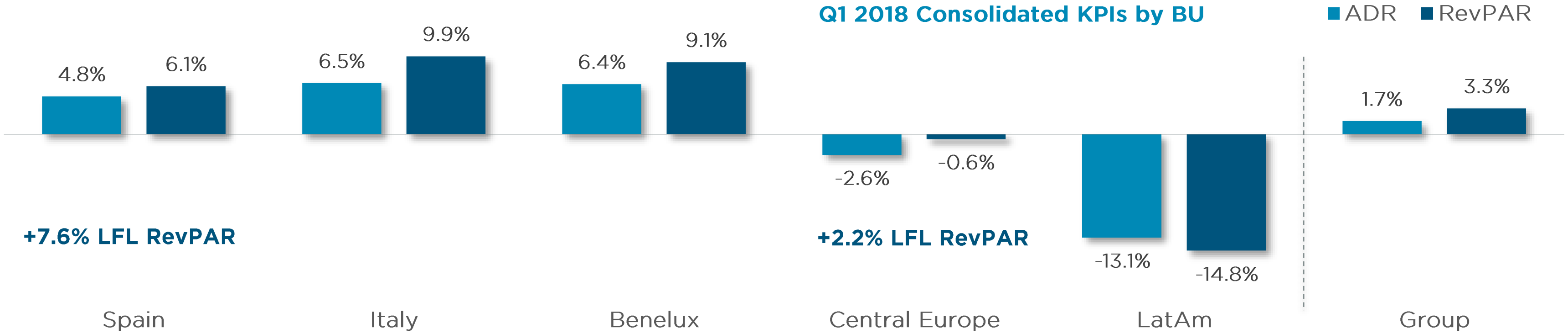
- **+3.3% RevPAR increase in Q1 2018, combined growth strategy of ADR and Occupancy**
  - Outstanding RevPAR growth in Italy (+9.9%) and Benelux (+9.1%)
  - ADR: +1.7% price increases (+€1.5) reaching €90. Prices contributed 51% of the RevPAR growth
  - Occupancy: +1.6% activity increase (+1.0 p.p.) reaching 65.0% compared to 64.0% in Q1 2017. All regions increasing activity levels except LatAm (-1.9%)
- **LFL (excluding reforms) RevPAR grew +4.8%:**
  - Spain (+8%): Very good performance of Madrid (+10%) and secondary cities (+8%). Barcelona +2% (-9% in Q4 2017)
  - Italy (+11%): Excellent evolution of Rome (+19%), Milan (+12%) and secondary cities (+8%)
  - Benelux (+10%): Outstanding performance in Amsterdam (+13%) and Brussels (+12%)
  - Central Europe (+2%): Berlin +17%, Frankfurt +7%, Munich -5% and secondary cities -1%, affected by Easter holidays (Q2 in 2017)
  - LatAm (-14%; real exchange rate): All regions negatively impacted by currency devaluation (Argentina -31%, Colombia -12% y Mexico -6%): Buenos Aires -3%, Mexico DF -8% and Bogota -25%

Q1 2018 Consolidated KPIs by BU



Focus on market share and quality

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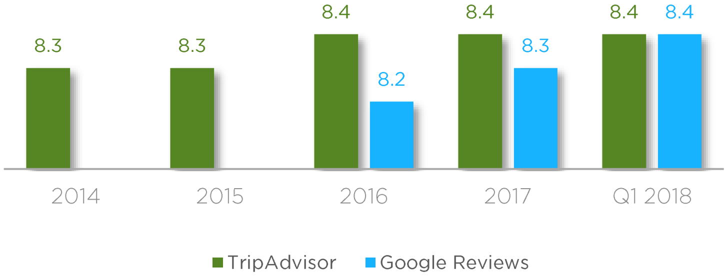
- **Relative RevPAR outperformance of +1.2 p.p. in top cities vs. competitors** through higher ADR (+1.2 p.p.) and similar relative occupancy

Q1 2018	ADR % var. NH	ADR % var. Comp.Set	"Relative" ADR Var.	"Rel." Occupancy Var.	"Rel." RevPAR Var.
Spain	5.0%	4.6%	0.5 p.p.	-2.0 p.p.	-1.6 p.p.
Italy	10.0%	3.6%	6.4 p.p.	0.9 p.p.	7.6 p.p.
Benelux	8.6%	6.2%	2.5 p.p.	-0.4 p.p.	2.1 p.p.
Central Europe	-4.0%	-1.2%	-2.7 p.p.	1.0 p.p.	-1.8 p.p.
Total NH	**4.2%**	**3.0%**	**1.2 p.p.**	**0.0 p.p.**	**1.2 p.p.**

Source: STR/MKG/Fairmas Competitive Set Average Growth

- **Focus on quality**



- Remarkable growth in Italy with a relative RevPAR of +7.6 p.p. explained by higher ADR and occupancy
- Good result in Benelux with a relative RevPAR increase of +2.1 p.p. mainly due to improvement of the relative ADR
- Spain: relative ADR outperformed by +0.5 p.p. Relative RevPAR variation impacted by non recurrent business in Seville & Valencia
- Central Europe: All top German destinations such as Berlin, Munich & Frankfurt show positive relative RevPAR growth and the negative relative RevPAR evolution is explained by 2 fairs that took place in Düsseldorf in 2017 with a better evolution than competitors
- **Outstanding performance in:**
  - **Rome:** Relative ADR +9.2 p.p.; RevPAR +14.3 p.p.
  - **Amsterdam**: Relative ADR +2.2 p.p.; RevPAR +6.3 p.p.
  - **Munich:** Relative RevPAR +5.3 p.p.; Occupancy+9.1 p.p.
  - **Milan:** Relative ADR +4.9 p.p.; RevPAR +4.2 p.p.

- NH Hotel Group has focused its' efforts on measuring quality using new sources of information and surveys with an important increase of both the volume of reviews and evaluations received

Strong revenue performance in all key markets

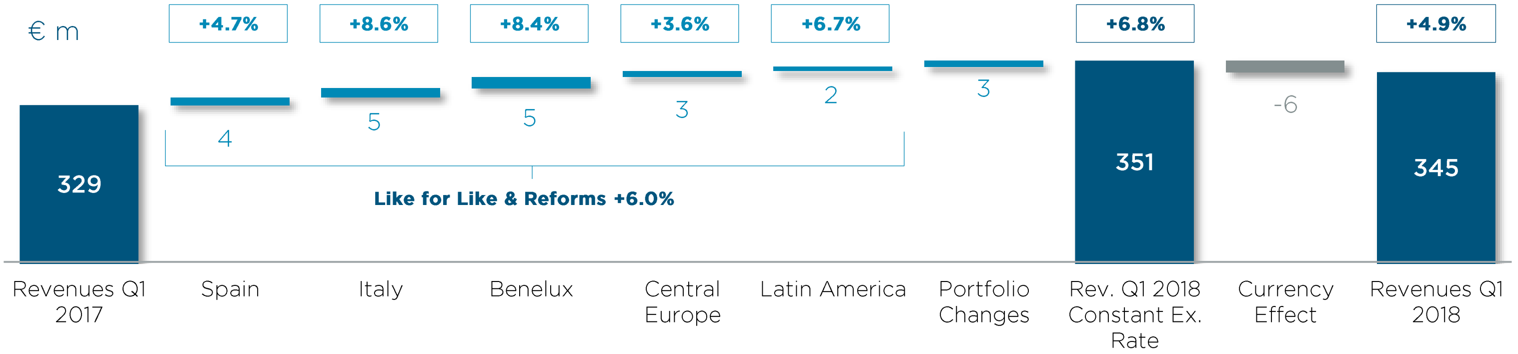
- **Spain:** Strong evolution on a LFL basis excluding the refurbishments (mainly New York with an opportunity cost of -€1.4m). As such, LFL revenue grew +6.4%, highlighting the performance of Madrid (+7.5%) while Barcelona grew +1.6% (-8.6% in Q4 2017). Including the -€2.0m of hotels under renovation, LFL&R revenue increased +4.7%. Total revenue of +3.6% impacted by the exit of 2 hotels in 2017 and the deconsolidation of 1 hotel from leased to managed

- **Italy:** remarkable +9.5% growth in LFL with a strong performance of Rome (+14.6%) Milan (+11.1%) and secondary cities (+7.5%). Including 2 leased hotels under reform in Rome and Milan LFL&R grew +8.6%

- **Benelux:** LFL Revenue growth of +8.1% supported by the good performance of Amsterdam (+11.0%) and Brussels (+10.6%). Total revenue grew +14.7% impacted by the opening of 3 leased hotels (2 in Brussels and 1 in Eindhoven)

- **Central Europe:** Positive LFL increase (+4.6%) despite the impact of Easter holidays. Including the opportunity cost in revenues of 2 hotels under refurbishment in Berlin and Frankfurt totaling -€1.0m, revenue increased +3.6% in LFL&R. Total revenue of +2.4% impacted by the exit of 1 hotel in 2017

- **Latin America:** +6.7% growth in LFL&R with constant exchange rate (-10.5% reported). By regions, Mexico increased revenues +2% at constant exchange rate and including the negative currency evolution (-6%) reported revenues decreased -4%. Argentina grew +41% in local currency and including the -31% currency evolution, reported figure is -3%. Hoteles Royal revenue decreased -4% in local currency due to the higher supply in Bogota and lower corporate revenues



	Spain	Italy	Benelux	Central Europe	Latin America
Revenue LFL	+6.4%	+9.5%	+8.1%	+4.6%	+6.0%
Total Revenue	+3.6%	+8.6%	+14.7%	+2.4%	+8.4%

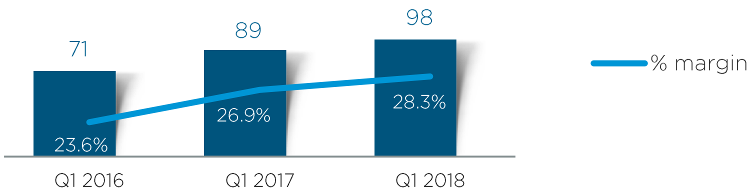
Ex-Currency	Reported
+6.9%	+4.8%
+6.8%	+4.9%

Q1 2018 EBITDA increased +46%

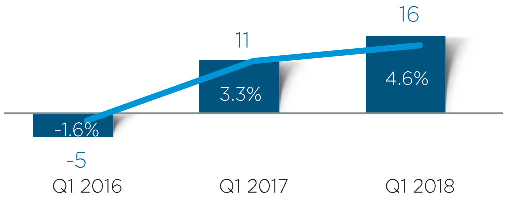
€ million / Recurring Activity	Q1 2018 €m.	Q1 2017 €m.	VAR. €m.	VAR. %.
TOTAL REVENUES	**344.6**	**328.6**	**16.0**	**4.9%**
Staff Cost	(129.3)	(125.6)	(3.7)	3.0%
Operating expenses	(117.6)	(114.4)	(3.2)	2.8%
GROSS OPERATING PROFIT	**97.7**	**88.6**	**9.1**	**10.3%**
Lease payments and property taxes	(82.0)	(77.8)	(4.2)	5.4%
EBITDA BEFORE ONEROUS	**15.7**	**10.8**	**4.9**	**45.9%**

- **Cost control** in Q1 2018 **despite the occupancy growth (+1.6%)**
  - +3.0% increase in **Payroll cost** and +2.8% in **Operating Expenses** due to higher activity and variable costs, mainly commissions due to the evolution of the sales channel mix. Impact of perimeter changes due to new openings explains 41% of the increase of staff costs and 17% of the Operating expenses
- Improvement in GOP of +€9.1m (+10.3%). GOP margin improved by +1.4 p.p. due to a sound conversion rate of 57%
- Lease payments and property taxes increased -€4.2m (+5.4%). New openings explain 24% of the increase and 2017 reforms another 23%. Variable lease components explain 32% of the total increase
- **Recurring EBITDA before onerous** in Q1 2018 reached €15.7m (+€4.9m; +45.9%) with a 31% conversion rate from incremental revenue to EBITDA affected by higher occupancy rates and new openings. Excluding perimeter changes and reforms, LFL conversion rate reached 40%. EBITDA margin improved by +1.3 p.p.

Gross Operating Profit (€m)



Recurring EBITDA (€m)



Significant reduction of negative Net Recurring Income

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€ million	Q1 2018 €m.	Q1 2017 €m.	VAR. €m.	VAR. %.
EBITDA BEFORE ONEROUS	**15.7**	**10.8**	**4.9** [1]	**45.9%**
Margin % of Revenues	4.6%	3.3%		+1.3 p.p.
Onerous contract reversal provision	0.6	1.0	(0.4)	-35.6%
EBITDA AFTER ONEROUS	**16.3**	**11.8**	**4.6**	**38.9%**
Depreciation	(27.3)	(25.8)	(1.6) [2]	6.0%
EBIT	**(11.0)**	**(14.0)**	**3.0**	**21.6%**
Interest expense	(10.6)	(14.1)	3.5 [3]	24.9%
Income from minority equity interest	0.1	(0.0)	0.1	N/A
EBT	**(21.5)**	**(28.1)**	**6.6**	**23.6%**
Corporate income tax	(0.9)	1.0	(2.0) [4]	N/A
NET INCOME BEFORE MINORITIES	**(22.4)**	**(27.1)**	**4.7**	**17.2%**
Minorities interests	(0.5)	(0.6)	0.1	13.6%
NET RECURRING INCOME	**(22.9)**	**(27.7)**	**4.7** [5]	**17.1%**
Non Recurring EBITDA[(1)]	86.2	7.1	79.2	N/A
Other Non Recurring items[(2)]	(41.5)	(4.1)	(37.4) [6]	N/A
NET INCOME INCLUDING NON-RECURRING	**21.7**	**(24.8)**	**46.5** [7]	**N/A**

1. Recurring EBITDA before onerous reached €15.7m, an increase of +€4.9m (+45.9%)

2. Depreciation: the increase of -€1.6m includes -€1.1m of higher amortization of the new management contract with Hesperia and the rest corresponds to the impact of 2017 repositioning capex

3. Financial Expenses: decrease of €3.5m due to:

- Refinancing April 2017: TAP 2023 Bond €115m @ 3.75% (+€1.1m vs Q1 2017)
- 2019 Bond repayment in 2017 (-€4.3m vs Q1 2017)

4. Taxes: The higher Corporate Income Tax (-€2.0m) is explained by the better EBT performance and the higher tax base in those regions with minimum taxes (mainly Italy) despite the lower corporate income tax due to lower adjustment of non-deductible financial expenses

5. Net Recurring Income: +€4.7m reduction of negative income reaching -€22.9m in Q1, despite being the weakest quarter of the year

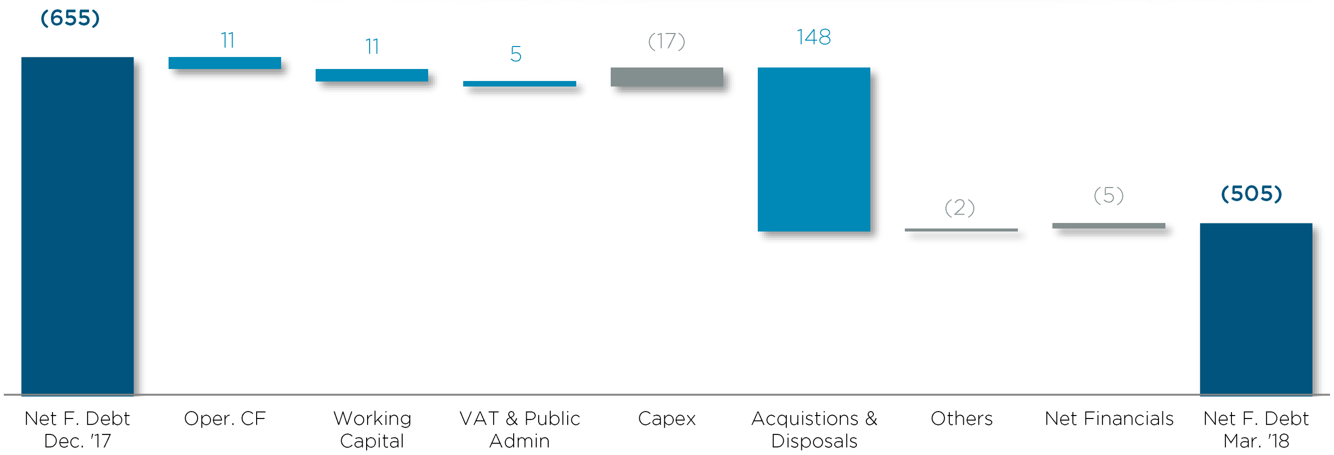
6. Non Recurring Items includes mainly the contribution of net capital gains from asset rotation (+€55m), partially offset by accelerated depreciation (-€8m) due to repositioning capex investments and redundancy payments related to the efficiency plan (-€1m)

7. Total Net Income reached €21.7m, +€46.5m higher than in Q1 2017, affected by the higher contribution of net capital gains from asset rotation

(1) Includes gross capital gains from asset rotation

(2) Includes taxes from asset rotation

Cash Flow Evolution



Financial Position: 31st March 2018
Gross Financial Debt: (€732m)
Cash: €227m
Net Financial Debt: (€505m)[1]

- **(+) Operating Cash Flow:** +€10.8m, including -€3.7m of credit card expenses and taxes paid of -€7.2m (excluding -€5.9m CIT Barbizon)
- **(+) Working Capital:** improvement due to a lower average collection period (from 18 days in December 2017 to 16.5 days in March 2018) and strong overdue recovery on Q1 2018
- **(-) Capex payments:** -€17.1m in Q1 2018 due to the deployment of the capex throughout the year (2018 guidance c. €140m)
- **(-) Other:** payment of legal provisions
- **(+) Acquisitions & Disposals:** +€148.1m of Barbizon disposal (€33m of taxes will be paid throughout the year, out of which €5.9m paid in Q1)
- **(-) Net Financials & Dividends:** -€4.9m, including -€4.2m net interest expense and -€0.7m minority dividend payment

(1) NFD excluding accounting adjustments for the portion of the convertible bond treated as Equity (+€3.9m), arrangement expenses (+€18.2m), accrued interest (-€9.3m) and (2) IFRS 9 adjustment (+€8,3m). Including these accounting adjustments, the Adj. NFD would be (€484m) at 31st March 2018 and (€637m) at 31st Dec. 2017

(2) IFRS 9: The new IFRS 9 regulation about Accounting Treatment of Financial Assets and Liabilities has become enforceable on the 1st of January 2018. The application of this accounting rule as a result of the better refinancing conditions achieved in 2017, compared with the previous conditions, has involved an impact in NH Hotel Group of €8.6m as of the 1st of January 2018 (€8.3m as of 31st March 2018 as per the financial expense registered in Q1)

Path to deleverage continues & Rating improvement

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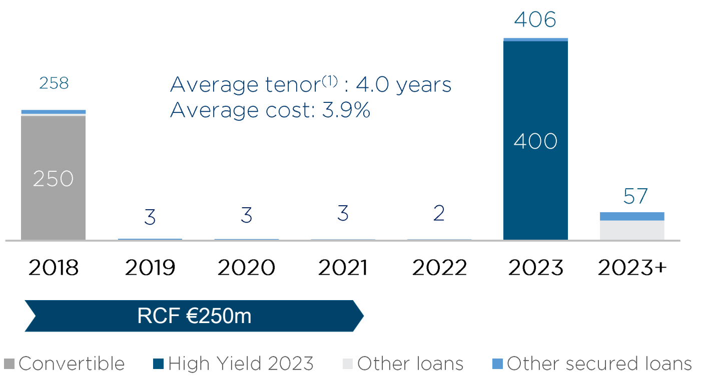
Debt Maturity Profile
31st March 2018: Gross debt (€732m)



Rating Improvement

Rating	NH	2023 Bond
S&P	B ↑	BB-
Fitch	B+ ↑	BB
Moody's	B2 ↑	Ba3

↑ Positive Outlook

FitchRatings

- On March 28th, Fitch **upgraded the Corporate rating to 'B+' from 'B', and maintained the Positive Outlook**. The upgrade reflects the marked improvement in NH's operating performance and leverage metrics. Secured debt rating also upgraded from 'BB-' to 'BB'

S&P Global

- On March 23rd, S&P **revised the outlook on NH Hotel Group to positive from stable** on expected debt reduction and sound cash flow generation

(1) Excluding subordinated debt (2023+)

Early Redemption Convertible Bond

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Convertible Bond description

- €250 million
- Fixed annual coupon 4%
- Issue date: November 2013
- Maturity date: November 2018
- Conversion price: €4.919

Convertible Bond	
Size	€250m
Conversion price	4.919€ / share
Maximum number of shares to de delivered	50.8m
Treasury shares available	-8.6m
New shares to be issued	42.2m
Existing number of shares	350.3m
Maximum number of shares post conversion	392.5m
New shares / Capital Post conversion	-10.8%

Early Redemption

- Bond holders have at any time the right for conversion of their principal amount into shares at €4.919
- Early Optional Redemption trigger for the Issuer: As of 30th April 2018, NH share closing price achieved 20 trading sessions within a period of 30 consecutive sessions at or above €6.395/share (130% conversion price)
- Last quarterly coupon has been paid on 8th May 2018, implying savings of €2.5m compared to the conversion at maturity
- NH Hotel Group will use c. 8.6 million treasury shares available to limit the number of new shares
- All bondholders will receive on a prorrata basis new and existing shares

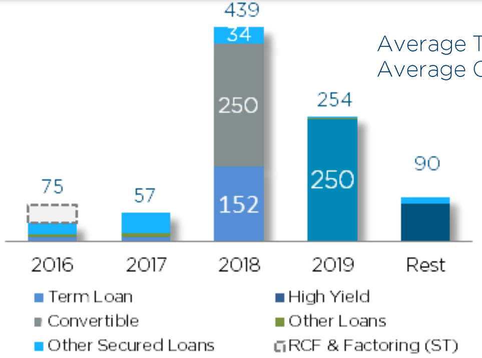
Key Dates

- 9th May: Board of Directors approves Optional Redemption
- 10th May: Optional Redemption notice
- 31st May: Deadline for Conversion Notices
- 8th June: Share Record Date (Economic Rights)
- 11th June: Optional Redemption Date

Debt Evolution 2015-2018E

- **€433m of gross debt reduction from the end of 2015 vs. 31st March 2018 (pro-forma with conversion of the bond)**
- **Net Financial Leverage reduction from 5.6x in 2015 to c.1.2x in 2018E (low-end range of 2018 guidance)**
- **Increase of Average Tenor: +2.8 years (pro-forma with conversion of the bond)**

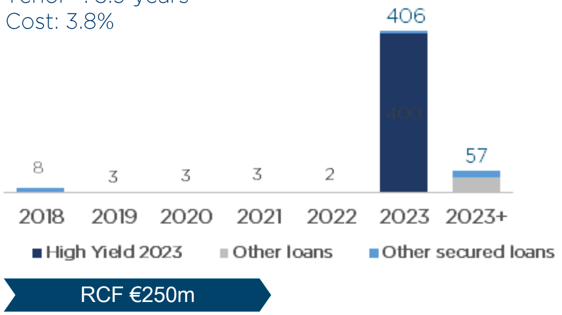
Gross Debt 31/12/2015: €915M



Average Tenor(1) : 3.1 years
Average Cost: 4.2%

Gross Debt 31/03/2018 (pro-forma conversion): €482M

Average Tenor(1): 5.9 years
Average Cost: 3.8%



(1) Without considering 2037 subordinated loan (€40m)

Key Milestones Refinancing & Debt reduction:

- September 2016: new €285m secured bond due 2023 at 3.75% to refinance bank debt + €250m new RCF (2019)
- April 2017: €115m Tap issue of the 2023 secured bond and €35m cash to repay €150m of the €250m secured bond due 2019 at 6.875%
- November 2017: €100m repayment of the outstanding secured bond due 2019 at 6.875%. Extension €250m RCF to Sept. 2021
- 2018E: Conversion of the €250m convertible bond before maturity date

2018 Guidance

P&L 2018E	Revenue growth	c.+5%
	Phase II Efficiency Plan	€5m of cost savings (€3m anticipated in 2017)
	EBITDA margin	+1.0 p.p., from 15% to 16%
	Conversion Rate	c.35% flow through from incremental revenues to EBITDA
	EBITDA 2018E [(1)]	**c.€260m (c.+12%)**

Leverage 2018E	Capex 2018	Maintenance & IT Capex 4-5% revenues: c.€70m Expansion: €15-20m Repositioning: c.€30m New York: c. €45m between 2018 & 2019
	Others	€10m Hesperia management contract 2017 dividend subject to AGM approval
	NFD / Recurring EBITDA [(1)]	**1.2x, after the early redemption of the Convertible Bond**

[(1)] Recurring EBITDA before onerous reversal and capital gains from asset disposals

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Translation of 2017 Results Presentation originally issued in Spanish. In the event of a discrepancy, the Spanish-language version prevails.

Q1 2018
SALES AND RESULTS

9th May 2018

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Q1 2018 Main Financial Aspects

- **Solid revenue growth of +4.9%** (+6.8% at constant exchange rates) reaching €345m (+€16m) in the first quarter of the year.
  - In the like-for-like ("LFL") perimeter, excluding refurbishments, revenue grew +4.8%.
    - Strong performance in Italy (+9.5%), Benelux (+8.1%) and Spain (+6.4%).
    - Central Europe (+4.6%) impacted by the Easter holidays and Latin America by the currency evolution (+6.0% at constant exchange rates).
  - Above-market relative RevPAR growth of +1.2 p.p. in top cities due to a relative increase in ADR (+1.2 p.p.) and similar occupancy evolution (+0.0 p.p.), supported by the improvement in perceived quality.

- **RevPAR increase of +3.3%** in the first quarter through a combined growth strategy of **ADR, up to €90** (+1.7%, +€1.5)**, and occupancy, which reached 65.0%** (+1.6%, +1.0 p.p.) highlighting the increase in demand in all regions except Latin America (-1.9%). In the quarter, the growth in prices accounted for 51% of the increase in RevPAR. Remarkable RevPAR increase in Italy (+9.9%) and Benelux (+9.1%).

- Revenue growth together with cost control allowed to close the quarter with **Recurring EBITDA(1) growth of +46% reaching €16m,** an **increase in the quarter of +€5m** and a margin improvement of +1.3 p.p. **The conversion ratio of incremental revenues into EBITDA is 31%** despite the higher occupancy level (+1.6%) and new openings. Excluding perimeter changes and reforms, the LFL conversion ratio reached 40%.

- **Reduction of negative Net Recurring Income of +€4.7m reaching -€22.9m,** despite the fact that the first quarter is seasonally the smallest quarter for the Group.

- **Total Net Profit reached €21.7m in the quarter,** up by +€46.5m compared to the first quarter of 2017. The comparison is positively affected by the higher net capital gains from asset rotation.

- **Reduction in net financial debt to €505m** (€655m at 31 Dec. 2017), mainly due to the favorable generation of operating cash and asset rotation:

  - Sale & Leaseback of the NH Collection Amsterdam Barbizon Palace Hotel for a gross amount of €155.5m and a net cash flow of c.€122m (€33m taxes payable during the course of 2018, out of which €6m paid in Q1 2018) with accounting entry in February 2018. The operation of the asset is retained through a long-term lease agreement and with sustainable ratios, allowing the generation of value in addition to the sale (EBITDA 2018E of €5m).

- **Rating upgrade in March:**
  - **Fitch** upgraded the Corporate rating from **'B' to 'B+'** and maintained the **positive outlook**. In addition, Fitch improved the rating of senior secured bonds from **'BB-'** to **'BB'**.
  - **S&P** improved its outlook from **stable to positive**.

- **Early Redemption of the Convertible Bond (€250m) in Q2 2018:**
  - The Board of Directors has approved the early redemption of the Convertible Bond which maturity was established in November 2018. This milestone concludes the debt reduction process initiated in 2015.

(1) Recurring EBITDA before onerous reversal and capital gains from asset disposals

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2018 Outlook

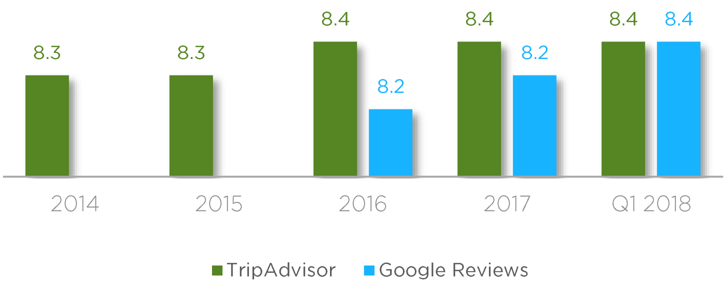
- The **EBITDA(1) target of €260m** and the **reduction of the net financial debt ratio to 1.2x** (after the early redemption of the €250m convertible bond being the low-end range of the initial 2018 guidance) is preserved.

(1) Recurring EBITDA before onerous reversal and capital gains from asset disposals

Other Highlights

- **Repositioning Plan:** In the first quarter of 2018 the following hotels are affected by refurbishments: NH Palacio de Castellanos, NH Málaga, NH Plaza de Armas, NH Balboa and NH Jolly Madison Towers in the BU of Spain. NH Grand Hotel Verdi, NH Pontevecchio and NH Roma Centro in Italy. NH Schiphol in Benelux and NH Berlin Alexanderplatz and NH Collection Frankfurt City, in Central Europe. The opportunity cost, defined as the reduction in revenue due to the refurbishments, was -€2.3m compared to Q1 2017, mainly due to New York, Italy and Germany.

- **Brand:** NH had 382 hotels and 59,350 rooms at 31st March 2018, of which 75 hotels and 11,779 rooms are NH Collection (20% of the portfolio), showing their potential both in terms of prices (+34% higher price in Q1; ADR NH Collection €112 vs ADR NH €84) and quality (with improvements also in non-refurbished hotels). NH Hotel Group focuses on quality measurement using new sources of information and surveys, thus significantly increasing both the volume of reviews and the evaluations received.



- **Pricing & Revenue Management:** Positive evolution in the first quarter in ADR and similar occupancy of the Group in the main cities, compared to direct competitors. The increase in the Group's relative prices has been +1.2 p.p. vs competitors with a RevPAR relative increase of +1.2 p.p.

  - Remarkable growth in Italy with a relative RevPAR of +7.6 p.p. vs. competitive set, which is explained by higher ADR and occupancy.
  - Good result in Benelux with a relative RevPAR increase of +2.1 p.p. vs. competitive set, mainly due to the relative improvement of ADR.
  - Spain: Higher relative ADR at 0.5 p.p. Relative RevPAR impacted by absence of non-recurring business in Seville and Valencia.
  - Central Europe: all major cities such as Berlin, Munich and Frankfurt show relative growth in RevPAR. The negative progress of relative RevPAR is explained by 2 fairs in Dusseldorf in 2017, with a better evolution than competitors.

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Q1 2018	ADR % var.		"Relative" ADR	"Relative" Occupancy	RevPAR % var.		"Relative" RevPAR
	NH	Compset	Var.	Var.	NH	Compset	Var.
Total NH	**4.2%**	**3.0%**	**1.2 p.p.**	**0.0 p.p.**	**7.3%**	**6.1%**	**1.2 p.p.**
Spain	5.0%	4.6%	0.5 p.p.	-2.0 p.p.	8.2%	9.8%	-1.6 p.p.
Italy	10.0%	3.6%	6.4 p.p.	0.9 p.p.	14.2%	6.6%	7.6 p.p.
Benelux	8.6%	6.2%	2.5 p.p.	-0.4 p.p.	11.9%	9.8%	2.1 p.p.
Central Europe	-4.0%	-1.2%	-2.7 p.p.	1.0 p.p.	-1.6%	0.2%	-1.8 p.p.

- **Asset Rotation:**
  - In February 2018, the sale and leaseback of the NH Collection Amsterdam Barbizon Palace Hotel was recorded for a gross amount of €155.5m and a net post-tax cash of c.€122m. Taxes will be paid during the course of 2018.
  - On the other hand, 2 hotels were signed in the first quarter of 2018, 1 under management in La Habana with the NH Collection brand and 1 leased in Hannover under the NH brand, with a total of 120 rooms .

Q1 RevPAR Evolution:

Note: *The "Like for Like plus Refurbishments" (LFL&R) criteria includes hotels renovated in 2017 and 2018*

NH HOTEL GROUP REVPAR Q1 2018/2017

	AVERAGE ROOMS		OCCUPANCY %			ADR			REVPAR		
	2018	2017	2018	2017	% Var	2018	2017	% Var	2018	2017	% Var
Spain & Others LFL & R	10,969	11,222	68.4%	66.9%	2.2%	86.9	82.7	5.0%	59.4	55.4	7.3%
Total B.U. Spain	11,480	11,757	68.0%	67.2%	1.2%	86.4	82.4	4.8%	58.7	55.4	6.1%
Italy LFL & R	7,120	7,098	62.7%	60.7%	3.2%	105.1	98.7	6.5%	65.9	59.9	9.9%
Total B.U. Italy	7,120	7,098	62.7%	60.7%	3.2%	105.1	98.7	6.5%	65.9	59.9	9.9%
Benelux LFL & R	8,211	8,173	63.6%	61.9%	2.8%	100.7	94.8	6.2%	64.0	58.7	9.1%
Total B.U. Benelux	8,794	8,287	63.3%	61.7%	2.6%	100.5	94.5	6.4%	63.6	58.3	9.1%
Central Europe LFL & R	11,965	11,537	66.7%	65.3%	2.1%	86.5	88.8	-2.7%	57.7	58.0	-0.6%
Total B.U. Central Europe	12,091	11,774	66.7%	65.4%	2.1%	86.1	88.5	-2.6%	57.5	57.8	-0.6%
Total Europe LFL & R	38,265	38,030	65.8%	64.2%	2.4%	92.8	89.9	3.2%	61.1	57.8	5.7%
Total Europe Consolidated	39,485	38,916	65.6%	64.3%	2.0%	92.6	89.5	3.4%	60.7	57.6	5.5%
Latinamerica LFL & R	5,245	5,205	61.8%	62.1%	-0.5%	70.8	81.2	-12.9%	43.7	50.5	-13.3%
Latinamerica Consolidated	5,477	5,267	60.2%	61.4%	-1.9%	70.6	81.2	-13.1%	42.5	49.9	-14.8%
NH Hotels LFL & R	43,510	43,235	65.3%	64.0%	2.1%	90.3	88.9	1.6%	59.0	56.9	3.7%
Total NH Consolidated	44,962	44,183	65.0%	64.0%	1.6%	90.1	88.6	1.7%	58.5	56.7	3.3%

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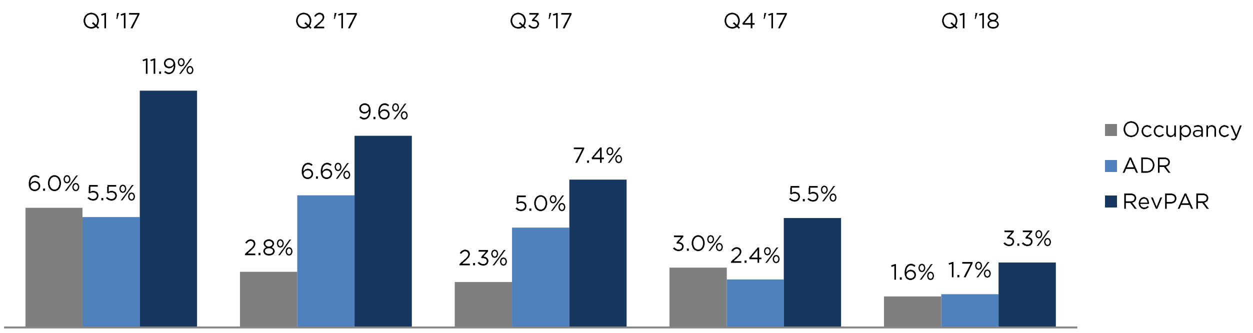
- **RevPAR increase of +3.3%** through **a combined growth strategy in occupancy** (+1.6%) and **ADR** (+1.7%). RevPAR growth in all markets except Latin America (negative impact of the exchange rate) and Central Europe (Easter holidays and reforms).
- Outstanding **RevPAR growth** in:
  - **Italy**: +9.9%, with an increase in prices (+6.5%) and occupancy (+3.2%), driven by excellent performance in LFL in Rome (+19%), Milan (+12%) and secondary cities (+8%).
  - **Benelux**: +9.1%, due to a higher level of prices (+6.4%) and activity (+2.6%), explained by the good performance of Amsterdam LFL (+13%) and the recovery of Brussels (+12%, mostly due to an increase in occupancy).
- **Spain** is showing a consolidated RevPAR growth of +6.1% thanks to an excellent RevPAR performance of Madrid LFL (+10%) and secondary cities (+8%). The RevPAR LFL of Barcelona grew +2%, after falling -9% in the fourth quarter of 2017.
- With respect to the Group's **level of activity** in the first quarter, occupancy grew by **+1.6% (+1.0 p.p.)**, with all regions showing improvements in activity levels except Latin America (-1.9%).

Consolidated Ratios Evolution by Quarter:



Consolidated Ratios	Occupancy					ADR					RevPAR				
% Var	Q1 '17	Q2 '17	Q3 '17	Q4 '17	Q1 '18	Q1 '17	Q2 '17	Q3 '17	Q4 '17	Q1 '18	Q1 '17	Q2 '17	Q3 '17	Q4 '17	Q1 '18
Spain	7.2%	3.6%	2.2%	3.0%	1.2%	5.6%	14.4%	13.3%	5.7%	4.8%	13.1%	18.5%	15.8%	8.9%	6.1%
Italy	5.7%	5.8%	-2.6%	2.6%	3.2%	3.9%	6.3%	8.7%	7.5%	6.5%	9.9%	12.5%	5.9%	10.3%	9.9%
Benelux	10.9%	3.0%	5.2%	5.6%	2.6%	6.7%	9.4%	7.4%	5.4%	6.4%	18.3%	12.7%	13.0%	11.3%	9.1%
Central Europe	4.4%	1.9%	4.7%	1.8%	2.1%	4.3%	-2.9%	-2.9%	-2.9%	-2.6%	8.9%	-1.0%	1.7%	-1.2%	-0.6%
TOTAL EUROPE	6.6%	3.3%	2.8%	3.1%	2.0%	5.1%	6.7%	5.7%	3.4%	3.4%	12.0%	10.3%	8.7%	6.6%	5.5%
Latin America real exc. rate	1.4%	-1.1%	-1.4%	2.8%	-1.9%	9.6%	5.5%	-2.8%	-5.9%	-13.1%	11.2%	4.3%	-4.2%	-3.3%	-14.8%
NH HOTEL GROUP	**6.0%**	**2.8%**	**2.3%**	**3.0%**	**1.6%**	**5.5%**	**6.6%**	**5.0%**	**2.4%**	**1.7%**	**11.9%**	**9.6%**	**7.4%**	**5.5%**	**3.3%**

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RECURRING HOTEL ACTIVITY				
(€ million)	2018 Q1	2017 Q1	DIFF. 18/17	%DIFF.
SPAIN[(1)]	88.6	84.7	4.0	4.7%
ITALY	58.7	54.0	4.6	8.6%
BENELUX	71.2	65.8	5.4	8.2%
CENTRAL EUROPE	86.4	83.8	2.6	3.1%
AMERICA	30.2	33.8	(3.6)	(10.5%)
TOTAL RECURRING REVENUE LFL&R	**335.1**	**322.1**	**13.0**	**4.0%**
OPENINGS, CLOSINGS & OTHERS	**9.5**	**6.5**	**3.0**	**45.8%**
RECURRING REVENUES	**344.6**	**328.6**	**16.0**	**4.9%**
	0.00	0.00	0.00	0.0%
SPAIN[(1)]	62.2	61.6	0.6	0.9%
ITALY	41.2	39.6	1.6	4.0%
BENELUX	51.7	49.0	2.7	5.5%
CENTRAL EUROPE	62.0	59.6	2.5	4.1%
AMERICA	22.2	24.7	(2.5)	(10.1%)
RECURRING OPEX LFL&R	**239.2**	**234.4**	**4.8**	**2.0%**
OPENINGS, CLOSINGS & OTHERS	**7.7**	**5.6**	**2.1**	**37.4%**
RECURRING OPERATING EXPENSES [(2)]	**246.9**	**240.0**	**6.9**	**2.9%**
SPAIN[(1)]	26.4	23.0	3.4	14.8%
ITALY	17.5	14.5	3.0	21.0%
BENELUX	19.5	16.8	2.7	16.2%
CENTRAL EUROPE	24.4	24.2	0.1	0.5%
AMERICA	8.0	9.1	(1.1)	(11.6%)
RECURRING GOP LFL&R	**95.9**	**87.7**	**8.2**	**9.4%**
OPENINGS, CLOSINGS & OTHERS	**1.8**	**0.9**	**0.9**	**98.4%**
RECURRING GOP	**97.7**	**88.6**	**9.1**	**10.3%**
SPAIN[(1)]	22.7	22.1	0.6	2.6%
ITALY	12.8	12.5	0.3	2.3%
BENELUX	14.0	12.8	1.2	9.5%
CENTRAL EUROPE	26.7	25.1	1.5	6.1%
AMERICA	3.1	3.5	(0.4)	(11.8%)
RECURRING LEASES&PT LFL&R	**79.2**	**76.0**	**3.2**	**4.2%**
OPENINGS, CLOSINGS & OTHERS	**2.8**	**1.8**	**1.0**	**56.0%**
RECURRING RENTS AND PROPERTY TAXES	**82.0**	**77.8**	**4.2**	**5.4%**
SPAIN[(1)]	3.8	0.9	2.8	304.2%
ITALY	4.7	2.0	2.7	137.1%
BENELUX	5.6	4.0	1.5	37.3%
CENTRAL EUROPE	(2.3)	(0.9)	(1.4)	(156.6%)
AMERICA	4.9	5.6	(0.6)	(11.4%)
RECURRING EBITDA LFL&R	**16.7**	**11.6**	**5.0**	**43.3%**
OPENINGS, CLOSINGS & OTHERS	**(1.0)**	**(0.9)**	**(0.1)**	**(12.5%)**
RECURRING EBITDA EX. ONEROUS PROVISION	**15.7**	**10.8**	**4.9**	**45.9%**

(1) The New York hotel and France are included in the Business Unit of Spain
(2) For the allocation of central costs, the distribution criterion used is the GOP level of each business unit

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Q1 Recurring Results by Business Unit (LFL&R basis)

Spain B.U. (*):

- RevPAR growth of +7.3% in Q1, 69% through prices (+5.0%) and +2.2% in occupancy, highlighting RevPAR LFL performance in Madrid (+10.5%) and secondary cities (+ 8.1%).
- LFL revenues grew +6.4%. It should be highlighted the good performance of Madrid (+7.5%). Barcelona (+1.6%) improved the negative performance of Q4 2017 (-8.6%). Including the €2.0m from the opportunity cost of the hotels under reform, revenue growth in the first quarter is reduced to +4.7%.
- Slight increase in operating expenses, which grew by +0.9% (+€0.6m) in the quarter.
- GOP reached €26.4m in the first quarter, increasing by +14.8% (+€3.4m). The quarter's lease payments increased by +€0.6m (+2.6%), explained by the variable component.
- With all this, EBITDA for the quarter increased by +€2.8m reaching €3.8m, and a conversion rate of incremental revenues into EBITDA of 72%.

(*) Includes the New York hotel and France

Italy B.U.:

- RevPAR growth of +9.9% in Q1 with an increase of +6.5% in prices and +3.2% in occupancy. Outstanding evolution of RevPAR LFL in Rome (+18.8%), Milan (+12.1%) and secondary cities (+8.2%).
- All this allows for revenue growth of +8.6% (+€4.6m), despite the refurbishment of a hotel in Rome and another in Milan with an opportunity cost in revenue of -€1.4m.
- Operating expenses grew +4.0% (+€1.6m) in the first quarter, mainly explained by the increase in occupancy (+3.2%). GOP improved by +€3.0m (+21.0%) to €17.5m.
- As a result, EBITDA for the quarter improved by +€2.7m reaching €4.7m, with a conversion rate of incremental revenue into EBITDA of 59%.

Benelux B.U.:

- RevPAR growth of +9.1% in the first quarter with an increase of +6.2% in prices (accounting for 68%) and +2.8% in occupancy. Remarkable LFL RevPAR growth in Amsterdam (+13.3%) through prices and the recovery in Brussels (+11.8%), mostly due to an increase in occupancy.
- This led to an increase in revenue of +8.2% (+€5.4m).
- Operating costs for the first quarter increased by +5.5% (+€2.7m) due to a higher level of activity and the higher commissions due to the change of segmentation.
- With all this, GOP for the quarter grew +16.2% (+€2.7m) and EBITDA for the quarter reached €5.6m, an improvement of +€1.5m.

Central Europe B.U.:

- RevPAR decrease of -0.6% in the quarter with a +2.1% increase in occupancy and a -2.7% decrease in prices, mainly due to the timing of Easter and the hotels under reforms during 2017 and 2018. The LFL revenue grew by +4.6% in the first quarter and including the opportunity cost of the refurbishment of 2 hotels (-€1.0m in revenue), the revenue growth was reduced to +3.1% (+€2.6m).
- Operating expenses increased +4.1% in the quarter (+€2.5m) mainly due to the higher level of activity and the higher commissions due to the change of segmentation with an EBITDA of -€2.3m, a decrease of -€1.4m

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explained by the hotels under reform during the quarter and the difficult comparison with last year due to the Easter holidays.

Americas B.U.:

- RevPAR decrease of -13.3% in the quarter, fully explained by the negative impact of the exchange rate in Argentina (-31%), Colombia (-12%) and Mexico (-6%).
- At constant exchange rates the revenue LFL&R growth of the BU is +6.7% in the first quarter and at real exchange rates revenue fell by -10.5%.
    - By regions, Mexico shows revenue growth of +2.3% in local currency. At real exchange rates, growth fell by -4.1%.
    - In Argentina, revenue grew +41.2% (+€3.4m) at constant exchange rates. The increase is mainly explained by an increase in average prices. With the currency's negative impact, the evolution of reported revenue is -2.7%.
    - In Royal Hotels, revenues fell by -3.9% in local currency due to the higher supply in Bogotá and lower corporate revenues.

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Consolidated Income Statement

NH HOTEL GROUP P&L ACCOUNT				
(€ million)	**Q1 2018**	**Q1 2017**	**Var.**	
	€ m.	**€ m.**	**€ m.**	**%**
TOTAL REVENUES	**344.6**	**328.6**	**16.0**	**4.9%**
Staff Cost	(129.3)	(125.6)	(3.7)	3.0%
Operating expenses	(117.6)	(114.4)	(3.2)	2.8%
GROSS OPERATING PROFIT	**97.7**	**88.6**	**9.1**	**10.3%**
Lease payments and property taxes	(82.0)	(77.8)	(4.2)	5.4%
EBITDA BEFORE ONEROUS	**15.7**	**10.8**	**4.9**	**45.9%**
Margin % of Revenues	4.6%	3.3%	1.3 p.p.	N/A
Onerous contract reversal provision	0.6	1.0	(0.4)	(35.6%)
EBITDA AFTER ONEROUS	**16.3**	**11.8**	**4.6**	**38.9%**
Depreciation	(27.3)	(25.8)	(1.6)	6.0%
EBIT	**(11.0)**	**(14.0)**	**3.0**	**21.6%**
Interest expense	(10.6)	(14.1)	3.5	24.9%
Income from minority equity interests	0.1	(0.0)	0.1	N/A
EBT	**(21.5)**	**(28.1)**	**6.6**	**23.6%**
Corporate income tax	(0.9)	1.0	(2.0)	N/A
NET INCOME before minorities	**(22.4)**	**(27.1)**	**4.7**	**17.2%**
Minority interests	(0.5)	(0.6)	0.1	13.6%
NET RECURRING INCOME	**(22.9)**	**(27.7)**	**4.7**	**17.1%**
Non Recurring EBITDA (1)	86.2	7.1	79.2	N/A
Other Non Recurring items (2)	(41.5)	(4.1)	(37.4)	N/A
NET INCOME including Non-Recurring	**21.7**	**(24.8)**	**46.5**	**N/A**

(1) Includes gross capital gains from asset rotation
(2) Includes taxes from asset rotation

Q1 2018 Comments:

- **Solid revenue growth of +4.9%** (+6.8% at constant exchange rates) reaching to €345m (+€16m) in the first quarter.
    - In the like-for-like ("LFL") perimeter, excluding refurbishments, revenue grew +4.8%.
        - Strong performance in Italy (+9.5%), Benelux (+8.1%) and Spain (+6.4%).
        - Central Europe (+3.6%) impacted by the Easter holidays and Latin America by the currency evolution (+6.0% at constant exchange rates).

- **Evolution of Costs:** cost control in the quarter despite the growth in occupancy (+1.6%).
    - **Payroll costs** rose by +3.0% (-€3.7m), mainly explained by higher levels of activity in Spain, Italy, Benelux and Central Europe. New openings account for 41% of the increase.

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- **Other operating expenses** increased by +2.8% (-€3.2m) mainly due to increased levels of activity and increased commissions due to the evolution of the mix of sales channels. The impact of the change of perimeter for new openings accounts for 17% of the increase.

➢ **Improvement of +€9.1m (+10.3%) at the GOP level**. The margin improved by +1.4 p.p. with a conversion ratio of 57%.

➢ **Leases and property taxes** increased by -€4.2m (+5.4%). New openings account for 24% of the total increase, the 2017 refurbishments for 23%, and the variable components of the contracts for 32%.

➢ Revenue growth together with cost control enabled the quarter to end with **Recurrent EBITDA growth(1) of +45.9% reaching €15.7m,** meaning an **increase in the quarter of +€4.9m** and reaching an improvement in the margin of 1.3 p.p. **The conversion ratio of incremental revenues into EBITDA is 31%** despite the higher occupancy level (+1.6%) and new openings. Excluding perimeter changes and reforms, the LFL conversion ratio reached 40%.

➢ **Depreciation**: the -€1.6m increase during the year includes the -€1.1m higher amortization of the new management agreement with Hesperia, and the rest corresponds to the impact of the 2017 repositioning investments.

➢ **Financial Costs:** the -€3.5m reduction is explained mainly by:
- Savings of €4.3m due to the early redemption of the €250m bond (6.875%) in 2017.
- Higher expenditure of €1.1m due to the refinancing of the HY 2023 Bond of €115m (3.75%) in April 2017.

➢ **Income tax:** the higher Corporate Income Tax (-€2.0m) is explained by the better EBT performance and the higher tax base in those regions with minimum taxes, mainly Italy, and despite the lower corporate income tax due to a lower adjustment of non-deductible financial expenses.

➢ **Reduction of negative Net Recurring Income for the quarter of +€4.7m compared to the previous year, reaching -€22.9m,** despite the fact that the first quarter is seasonally the smallest quarter for the Group.

➢ **Total Net Profit reached €21.7m in the quarter,** up by +€46.5m compared to the first quarter of 2017. The comparison is positively affected by the higher net capital gains from asset rotation.

Financial Debt and Liquidity

As of 31/03/2018 Data in Euro million	Maximum Available	Availability	Drawn	Repayment schedule 2018	2019	2020	2021	2022	2023	2024	2025	Rest
Senior Credit Facilities												
Senior Secured Notes due 2023	400,0	-	400,0	-	-	-	-	-	400,0	-	-	-
Senior Secured RCF due in 2021	250,0	250,0	-	-	-	-	-	-	-	-	-	-
Total debt secured by the same Collateral	**650,0**	**250,0**	**400,0**	-	-	-	-	-	**400,0**	-	-	-
Other Secured loans (1)	39,5	-	39,5	6,6	2,7	2,6	2,6	2,1	6,1	1,4	1,0	14,5
Total secured debt	**689,5**	**250,0**	**439,5**	**6,6**	**2,7**	**2,6**	**2,6**	**2,1**	**406,1**	**1,4**	**1,0**	**14,5**
Convertible Bonds due 2018	250,0	-	250,0	250,0	-	-	-	-	-	-	-	-
Unsecured loans and credit facilities (2)	66,0	63,3	2,7	1,8	0,6	0,3	-	-	-	-	-	-
Subordinated loans	40,0	-	40,0	-	-	-	-	-	-	-	-	40,0
Total unsecured debt	**356,0**	**63,3**	**292,7**	**251,8**	**0,6**	**0,3**	**0,0**	**0,0**	**0,0**	**0,0**	**0,0**	**40,0**
Total Gross Debt	**1.045,5**	**313,3**	**732,2**	**258,4**	**3,4**	**2,9**	**2,6**	**2,1**	**406,1**	**1,4**	**1,0**	**54,5**
Cash and cash equivalents			**(227,0)**									
Net debt			**505,2**									
Equity Component Convertible Bond			(3,9)	(3,9)								
Arranging loan expenses			(18,2)	(3,3)	(3,1)	(3,2)	(3,2)	(2,8)	(2,2)	(0,03)	(0,03)	(0,3)
Accrued interests			9,3	9,3								
IFRS 9 (3)			(8,3)									
Total adjusted net debt			**484,1**									

(1) Bilateral mortgage loans

(2) Comprises debt facilities with amortization schedule

(3) The new IFRS 9 regulation about Accounting Treatment of Financial Assets and Liabilities has become enforceable on the 1st of January 2018. The application of this accounting rule has involved an impact in the Balance of NH Hotel Group on the 1st of January of €8.6 million, as lower debt amount (registered against the Reserves, according to the rule), as a consequence of 2017 improved refinancing conditions, compared to the ones previously exiting (€8.3M by 31/03/2018 as per the financial expense registered in Q1

- **Reduction in financial debt to €505m** compared to €655m at 31 December 2017, due in large part to the favourable generation of operating cash and to the asset rotation of the Group:
  - Sale & Leaseback of the NH Collection Amsterdam Barbizon Palace Hotel for a gross amount of €155.5m and a net cash flow of c.€122m (€33m taxes payable during the course of 2018, out of which €6m paid in Q1 2018) with accounting entry in February 2018.

- At 31 March 2018, the Company had cash amounting to €227m and available credit facilities amounting to €313m, of which €250m relate to the long-term syndicated credit facility signed in September 2016 (maturity in 2021).

- On 23 March 2018, S&P Global Ratings improved NH Hotel Group's outlook from stable to positive, mainly due to the reduction in expected debt and significant cash generation.

- On 28 March 2018, Fitch Ratings improved NH Hotel Group's corporate rating from 'B' to 'B+' and confirmed the positive outlook. In addition, Fitch improved the rating of senior secured bonds from 'BB-' to 'BB'. The improvement in the rating reflects the positive evolution of the Group's operations and leverage ratios.

- The Board of Directors has approved the early redemption of the Convertible Bond which maturity was established in November 2018. This milestone concludes the debt reduction process initiated in 2015 and would imply reaching a net financial debt ratio of 1.2x at the end of 2018E vs. 5.6x at the end of 2015.

  - Early Optional Redemption trigger for the Issuer: As of 30th April 2018, NH share closing price achieved 20 trading sessions within a period of 30 consecutive sessions at or above €6.395/share (130% conversion price).

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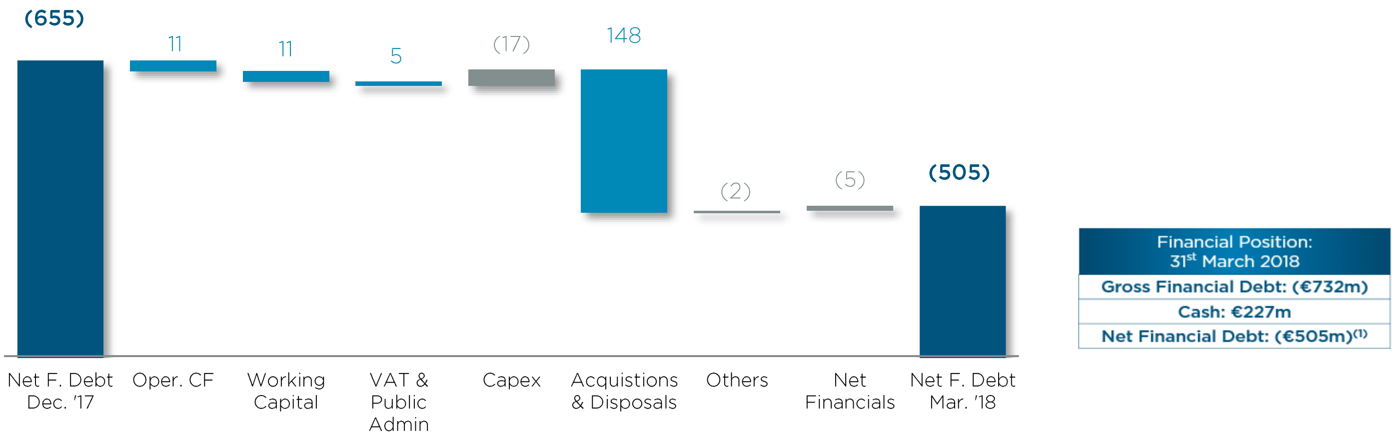
- Last quarterly coupon has been paid on May 8th, implying savings of €2.5m compared to the conversion at maturity.
- NH Hotel Group will use c.8.6 million treasury shares available to limit the number of new shares.
- All bondholders will receive on a prorrata basis new and existing shares.

Q1 2018 Net Financial Debt Evolution



(1) NFD excluding accounting adjustments for the portion of the convertible bond treated as Equity (+€3.9m), arrangement expenses (+€18.2m), accrued interest (-€9.3m) and (2) IFRS 9 adjustment (+€8,3m). Including these accounting adjustments, the Adj. NFD would be (€484m) at 31st March 2018 and (€637m) at 31st Dec. 2017 .

(2) The new IFRS 9 regulation about Accounting Treatment of Financial Assets and Liabilities has become enforceable on the 1st of January 2018. The application of this accounting rule as a result of the better refinancing conditions achieved in 2017, compared with the previous conditions, has involved an impact in NH Hotel Group of €8.6m as of the 1st of January 2018 (€8.3m as of 31st March 2018 as per the financial expense registered in Q1) .

Cash flow generation in the first quarter of the year:

- (+) Operating cash flow: +€10.8m, including -€3.7m of credit card expenses and taxes paid of -€7.2m (excluding -€5.9m CIT Barbizon).
- (+) Working capital: improvement due to the reduction in the average collection period (down from 18 days in December 2017 to 16.5 days in March 2018) and collection of accounts receivable pending in Q1 2018.
- (-) CapEx payments: -€17.1m in Q1 2018 due to the planning of refurbishments throughout the year (guidance 2018 c.€140m).
- (+) Acquisitions and sales: +€148.1m of Barbizon disposal (€33m of taxes will be paid throughout the year, out of which €5.9m paid in Q1).
- (-) Other: payment of legal provisions.
- (-) Net financial payments and Dividends: -€4.9m net financial expenses, including -€4.2m net interest expense and -$0.7m dividend payment to minority shareholders.

Appendix

NH | HOTEL GROUP

NH HOTELS

NH COLLECTION

nhow

Hesperia RESORTS

Appendix I: Important note: The consolidated financial statements have been affected by the implementation of the IFRS 9 accounting standard.

In accordance with the Directives published by the ESMA in relation to Alternative Performance Measures (APMs), below it has been defined and reconciled the APMs used by the Group within the Results Publication of 3 months of 2018.

In addition, the abridged consolidated financial statements as at 31 March 2018 are shown below:

NH HOTEL GROUP, S.A. AND SUBSIDIARIES

ABRIDGED CONSOLIDATED BALANCE SHEETS AT 31 MARCH 2018 AND 31 DECEMBER 2017

(Thousands of euros)

	31/03/2018**	31/12/2017*		31/03/2018**	31/12/2017*
NON-CURRENT ASSETS:			**EQUITY:**		
Goodwill	112,725	111,684	Share capital	700,544	700,544
Intangible assets	150,425	151,083	Reserves of the parent company	562,766	526,243
Property, plant and equipment	1,573,603	1,583,164	Reserves of fully consolidated companies	45,635	38,877
Investments accounted for using the equity method	10,115	9,419	Reserves of companies consolidated using the equity method	(22,738)	(23,087)
Non-current financial investments-	77,045	75,895	Other equity instruments	27,230	27,230
Loans and accounts receivable not available for trading	*65,633*	*65,154*	Exchange differences	(158,939)	(157,542)
Other non-current financial investments	*11,412*	*10,741*	Treasury shares and shareholdings	(38,387)	(39,250)
Deferred tax assets	146,005	137,996	Consolidated profit for the period	21,728	35,489
Other non-current assets	16,550	16,448	**Equity attributable to the shareholders of the Parent Company**	**1,137,839**	**1,108,504**
Total non-current assets	**2,086,468**	**2,085,689**	Non-controlling interests	43,271	43,472
			Total equity	**1,181,110**	**1,151,976**
			NON-CURRENT LIABILITIES		
			Debt instruments and other marketable securities	379,961	387,715
			Debts with credit institutions	70,449	71,246
			Other financial liabilities	12,362	12,481
			Other non-current liabilities	40,697	38,976
			Provisions for contingencies and charges	51,408	50,413
			Deferred tax liabilities	176,498	167,433
			Total non-current liabilities	**731,375**	**728,264**
CURRENT ASSETS:					
Non-current assets classified as held for sale	42,547	109,166	**CURRENT LIABILITIES:**		
Inventories	9,730	9,809	Liabilities associated with non-current assets classified as held	2,284	2,377
Trade receivables	119,532	132,582	Debt instruments and other marketable securities	251,733	246,195
Non-trade receivables-	50,469	42,786	Debts with credit institutions	8,923	11,724
Tax receivables	*32,600*	*23,743*	Other financial liabilities	11,048	11,618
Other non-trade debtors	*17,869*	*19,043*	Trade and other payables	235,173	222,951
Short-term financial investments	-	-	Tax payables	81,385	45,860
Cash and cash equivalents	227,015	80,249	Provisions for contingencies and charges	8,346	8,971
Other current assets	13,440	11,423	Other current liabilities	37,823	41,768
Total current assets	**462,733**	**386,015**	**Total current liabilities**	**636,715**	**591,464**
TOTAL ASSETS	**2,549,201**	**2,471,704**	**NET ASSETS AND LIABILITIES**	**2,549,201**	**2,471,704**

(*) Audited balances
(**) Unaudited balances

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NH HOTEL GROUP, S.A. AND SUBSIDIARIES

CONSOLIDATED COMPREHENSIVE PROFIT AND LOSS STATEMENT AT 31 MARCH 2018 AND 31 MARCH 2017

(Thousands of euros)

	31/03/2018*	31/03/2017*
Revenues	338,043	323,291
Other operating income	1,293	1,098
Net gains on disposal of non-current assets	79,248	10,231
Procurements	(17,024)	(15,008)
Staff costs	(103,495)	(101,785)
Depreciation and amortisation charges	(27,836)	(27,861)
Net Profits/(Losses) from asset impairment	(194)	1,111
Other operating expenses	(199,869)	(196,378)
Variation in the provision for onerous contracts	*648*	*1,006*
Other operating expenses	*(200,517)*	*(197,384)*
Gains on financial assets and liabilities and other	(1,087)	
Profit (Loss) from entities valued through the equity method	68	(28)
Financial income	398	531
Change in fair value of financial instruments	-	(7)
Financial expenses	(14,835)	(17,831)
Net exchange differences (Income/(Expense))	132	(327)
PROFIT BEFORE TAX FROM CONTINUING OPERATIONS	**54,842**	**(22,964)**
Income tax	(32,739)	(1,085)
PROFIT FOR THE PERIOD - CONTINUING	**22,103**	**(24,049)**
Profit (loss) for the year from discontinued operations net of tax	117	(124)
PROFIT FOR THE PERIOD	**22,220**	**(24,173)**
Exchange differences	(1,430)	4,427
Income and expenses recognised directly in equity	**(1,430)**	**4,427**
TOTAL COMPREHENSIVE PROFIT	**20,790**	**(19,746)**
Profit / (Loss) for the year attributable to:		
Parent Company Shareholders	*21,728*	*(24,755)*
Non-controlling interests	*492*	*582*
Non-controlling interests in discontinued operations	-	-
Comprehensive Profit / (Loss) attributable to:		
Parent Company Shareholders	*20,331*	*(20,328)*
Non-controlling interests	*459*	*582*

(*) Unaudited balances

NH HOTEL GROUP, S.A. AND SUBSIDIARIES

ABRIDGED CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE THREE-MONTH PERIOD ENDED

31 MARCH 2018 AND TWELVE-MONTH PERIOD ENDED 31 DECEMBER 2017

(Thousands of euros)

	Equity attributed to the Parent Company							
	Own Funds							
	Share Capital	Issue premium and reserves	Treasury shares and shareholdings	Profit for the year attributable to the Parent Company	Other equity instruments	Valuation adjustments	Non-controlling interest	Total Equity
Balance at 31/12/2017*	**700,544**	**542,033**	**(39,250)**	**35,489**	**27,230**	**(157,542)**	**43,472**	**1,151,976**
Adjustment for changes in accounting policies	-	8,571	-	-	-	-	-	8,571
Adjusted balance at 31/12/2017	**700,544**	**550,604**	**(39,250)**	**35,489**	**27,230**	**(157,542)**	**43,472**	**1,160,547**
Net profit (loss) for 2018	-	-	-	21,728	-	-	492	22,220
Exchange differences	-	-	-	-	-	(1,397)	(33)	(1,430)
Total recognised income / (expense)	**-**	**-**	**-**	**21,728**	**-**	**(1,397)**	**459**	**20,790**
Transactions with shareholders or owners	**-**	**(220)**	**863**	**-**	**-**	**-**	**(660)**	**(17)**
Distribution of dividends	-	-	-	-	-	-	(660)	(660)
Treasury share transactions (net)	-	-	-	-	-	-	-	-
Remuneration Scheme in shares	-	(220)	863	-	-	-	-	643
Other changes in equity	**-**	**35,279**	**-**	**(35,489)**	**-**	**-**	**-**	**(210)**
Transfers between equity items	-	35,489	-	(35,489)	-	-	-	-
Other changes	-	(210)	-	-	-	-	-	(210)
Ending balance at 31/03/2018**	**700,544**	**585,663**	**(38,387)**	**21,728**	**27,230**	**(158,939)**	**43,271**	**1,181,110**

	Equity attributed to the Parent Company							
	Own Funds							
	Share Capital	Issue premium and reserves	Treasury shares and shareholdings	Profit for the year attributable to the Parent Company	Other equity instruments	Valuation adjustments	Non-controlling interest	Total Equity
Adjusted balance at 31/12/2016*	**700,544**	**527,133**	**(39,983)**	**30,750**	**27,230**	**(133,765)**	**43,967**	**1,155,876**
Net profit (loss) for 2017	-	-	-	35,489	-	-	3,718	39,207
Exchange differences	-	-	-	-	-	(23,777)	(2,717)	(26,494)
Total recognised income / (expense)	**-**	**-**	**-**	**35,489**	**-**	**(23,777)**	**1,001**	**12,713**
Transactions with shareholders or owners	**-**	**(15,548)**	**733**	**-**	**-**	**-**	**(1,496)**	**(16,311)**
Distribution of dividends	-	-	-	-	-	-	-	-
Treasury share transactions (net)	-	-	-	-	-	-	-	-
Remuneration Scheme in shares	-	1,508	733	-	-	-	-	2,241
Business combination	-	-	-	-	-	-	-	-
Other changes in equity	**-**	**30,448**	**-**	**(30,750)**	**-**	**-**	**-**	**(302)**
Transfers between equity items	-	30,750	-	(30,750)	-	-	-	-
Other changes	-	(302)	-	-	-	-	-	(302)
Ending balance at 31/12/2017*	**700,544**	**542,033**	**(39,250)**	**35,489**	**27,230**	**(157,542)**	**43,472**	**1,151,976**

(*) Audited balances.

(**) Unaudited balances

NH HOTEL GROUP, S.A. AND SUBSIDIARIES

ABRIDGED CONSOLIDATED CASH FLOW STATEMENTS
PRODUCED IN THE THREE-MONTH PERIODS ENDED 31 MARCH 2018 AND 2017
(Thousands of euros)

	31.03.2018 (*)	31.03.2017 (*)
1. OPERATING ACTIVITIES		
Consolidated profit (loss) before tax:	**54,842**	**(22,963)**
Adjustments:		
Depreciation of tangible and amortisation of intangible assets (+)	27,836	27,861
Impairment losses (net) (+/-)	194	(1,111)
Allocations for provisions (net) (+/-)	(648)	(1,006)
Gains/Losses on the sale of tangible and intangible assets (+/-)	(79,248)	(10,231)
Gains/Losses on investments valued using the equity method (+/-)	(68)	28
Financial income (-)	(398)	(531)
Financial expenses and variation in fair value of financial instruments (+)	14,835	17,838
Net exchange differences (Income/(Expense))	(132)	327
Profit (loss) on disposal of financial investments	1,087	-
Other non-monetary items (+/-)	3,365	4,300
Adjusted profit (loss)	**21,665**	**(14,512)**
Net variation in assets / liabilities:		
(Increase)/Decrease in inventories	79	118
(Increase)/Decrease in trade debtors and other accounts receivable	12,473	10,873
(Increase)/Decrease in other current assets	(860)	(888)
Increase/(Decrease) in trade payables	3,642	5,238
Increase/(Decrease) in other current liabilities	16	(7,147)
Increase/(Decrease) in provisions for contingencies and expenses	(697)	(2,903)
(Increase)/Decrease in non-current assets	(528)	827
Increase/(Decrease) in non-current liabilities	*98*	*13*
Income tax paid	(13,083)	(4,074)
Total net cash flow from operating activities (I)	**22,806**	**16,569**
2. INVESTMENT ACTIVITIES		
Finance income	**185**	**240**
Investments (-):		
Group companies, joint ventures and associates	-	(19,644)
Tangible and intangible assets and investments in property	(17,115)	(23,696)
Non-current financial investments	(671)	-
	(17,786)	**(43,340)**
Disinvestment (+):		
Group companies, joint ventures and associates	85	-
Tangible and intangible assets and investments in property	154,616	30,485
Non-current financial investments	-	
	154,701	**30,485**
Total net cash flow from investment activities (II)	**137,100**	**(12,615)**
3. FINANCING ACTIVITIES		
Dividends paid out (-)	(660)	-
Interest paid on debts (-)	(8,114)	(7,425)
Financial expenses for means of payment	(3,713)	(3,537)
Interest paid on debts and other interest	(4,401)	(3,888)
Variations in (+/-):		
Equity instruments		
- Treasury shares	-	-
Debt instruments:		
- Bonds and other tradable securities (+)	-	-
- Bonds and other tradable securities (+)	-	-
- Loans from credit institutions (+)	-	(5,397)
- Loans from credit institutions (-)	(3,385)	181
- Other financial liabilities (+/-)	(884)	-
Total net cash flow from financing activities (III)	**(13,043)**	**(12,641)**
4. GROSS INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS (I+II+III)	146,862	(8,687)
5. Effect of exchange rate variations on cash and cash equivalents (IV)	-	-
6. Effect of variations in the scope of consolidation (V)	(96)	-
7. NET INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS (I+II+III-IV+VI)	146,766	(8,687)
8. Cash and cash equivalents at the start of the financial year	**80,249**	**136,733**
9. Cash and cash equivalents at the end of the financial year (7+8)	**227,015**	**128,046**

(**) Presented for comparison purposes only. Audited balances.

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A) Definitions

EBITDA: Result before tax of continuing operations and before: net result from the disposal of non-current assets, depreciation, net loss from asset impairment, the result on disposal of financial investments, the result of entities valued by the equity method, financial income, change in the fair value of financial instruments, financing costs (except for credit card costs, which are considered to be operating cost) and net exchange differences. This APM is used to measure the purely operating results of the Group.

RevPAR: The result of multiplying the average daily price for a specific period by the occupancy in that period. This APM is used for comparison of average income per hotel room with other companies in the sector.

Average Daily Rate (ADR): The ratio of total room revenue for a specific period divided by the rooms sold in that specific period. This APM is used to compare average hotel room prices with those of other companies in the sector.

LFL&R (Like for like with refurbishments): We define LFL with refurbishments as the group of fully operated hotels in a 24-month period plus the refurbishments made in the last two years. It excludes those hotels that have just been opened or closed and that have therefore not been fully operational for 24 months. This APM is used to analyse operating results for the year in a manner comparable with those of previous periods excluding the impact of hotel refurbishments.

Below it has been provided a breakdown of the "Total Revenues" line split into "LFL and refurbishments" and "Openings, closings and other effects" to illustrate the above explanation:

		Q1 2018	Q1 2017
		M €.	**M €.**
Total revenues	A+B	**344.6**	**328.6**
Total recurring revenue LFL & Refurbishment	A	335.2	322.1
Openings, closing & others	B	9.4	6.5

It has been provided a reconciliation for the "Total Revenues" line in Point II for the period of 3 months ended 31 March 2018.

Net Financial Debt: Gross financial debt less cash and other equivalent liquid assets, excluding accounting adjustments for the portion of the convertible bond treated as equity, arrangement expenses and accrued interest. Gross financial debt includes both non-current liabilities and current obligations for bonds and other negotiable securities and debt to lending institutions.

Capex: Investments made on assets for improvement and development that have meant a cash outflow during the year. Obtained from the investments in fixed and intangible assets and property investments shown on the statement of cash flows on the consolidated financial statements.

GOP (Gross operating profit): The gross operating profit obtained from EBITDA plus costs of leases and property taxes, as follows:

Conversion Rate: This measures the proportion of revenue that has been transferred to EBITDA. It is calculated by dividing the change in EBITDA by the change in total revenue.

B B) Reconciliation of the APM to the most directly reconcilable item, subtotal or total in the financial statements:

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The following significant APMs are contained in the Earnings Report of 3 months of 2018:

<u>I. ADR y RevPAR</u>

Earnings Report of 3 months of 2018 details the cumulative evolution of RevPAR and ADR in the following tables:

NH HOTEL GROUP REVPAR Q1 2018/2017

	AVERAGE ROOMS		OCCUPANCY %			ADR			REVPAR		
	2018	2017	2018	2017	% Var	2018	2017	% Var	2018	2017	% Var
Spain & Others LFL & R	10,969	11,222	68.4%	66.9%	2.2%	86.9	82.7	5.0%	59.4	55.4	7.3%
Total B.U. Spain	11,480	11,757	68.0%	67.2%	1.2%	86.4	82.4	4.8%	58.7	55.4	6.1%
Italy LFL & R	7,120	7,098	62.7%	60.7%	3.2%	105.1	98.7	6.5%	65.9	59.9	9.9%
Total B.U. Italy	7,120	7,098	62.7%	60.7%	3.2%	105.1	98.7	6.5%	65.9	59.9	9.9%
Benelux LFL & R	8,211	8,173	63.6%	61.9%	2.8%	100.7	94.8	6.2%	64.0	58.7	9.1%
Total B.U. Benelux	8,794	8,287	63.3%	61.7%	2.6%	100.5	94.5	6.4%	63.6	58.3	9.1%
Central Europe LFL & R	11,965	11,537	66.7%	65.3%	2.1%	86.5	88.8	-2.7%	57.7	58.0	-0.6%
Total B.U. Central Europe	12,091	11,774	66.7%	65.4%	2.1%	86.1	88.5	-2.6%	57.5	57.8	-0.6%
Total Europe LFL & R	38,265	38,030	65.8%	64.2%	2.4%	92.8	89.9	3.2%	61.1	57.8	5.7%
Total Europe Consolidated	39,485	38,916	65.6%	64.3%	2.0%	92.6	89.5	3.4%	60.7	57.6	5.5%
Latinamerica LFL & R	5,245	5,205	61.8%	62.1%	-0.5%	70.8	81.2	-12.9%	43.7	50.5	-13.3%
Latinamerica Consolidated	5,477	5,267	60.2%	61.4%	-1.9%	70.6	81.2	-13.1%	42.5	49.9	-14.8%
NH Hotels LFL & R	43,510	43,235	65.3%	64.0%	2.1%	90.3	88.9	1.6%	59.0	56.9	3.7%
Total NH Consolidated	44,962	44,183	65.0%	64.0%	1.6%	90.1	88.6	1.7%	58.5	56.7	3.3%

Below it is explained how the aforementioned data has been calculated:

		Q1 2018 € Thousand	Q1 2017 € Thousand
A	Room revenues	236,353	224,763
	Other revenues	101,690	98,528
	Revenues according to profit & loss statement	**338,043**	**323,291**
B	Thousands of room nights	2,624	2,536
A / B = C	**ADR**	**90.1**	**88.6**
D	Occupancy	65.0%	64.0%
C x D	**RevPAR**	**58.5**	**56.7**

<u>II. H1 INCOME STATEMENT 1T OF 2018 AND 2017</u>

The Earnings Report of 3 months breaks down the table entitled “Recurring hotel activity” obtained from the “Consolidated Income Statement” appearing in the same Earnings Report.

Below it has been provided a conciliation between the consolidated income statement and the abridged consolidated comprehensive income statements.

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3 months 2018

	Income Statements	Reclasification according to the Financial Statements	Rebates	Financial expenses for means of payment	Oursourcing	Assets Disposal	Scrapping and non recurring depreciation	Claims, severance payments and other non recurring	P&L according to the Financial Statements	
APM Total revenues	344.6	(344.6)	-	-	-	-	-	-		
Revenues	-	342.0	(4.4)	-	-	0.4	-	-	338.0	Revenues
Other operating income	-	1.3	-	-	-	-	-	-	1.3	Other operating income
APM TOTAL REVENUES	**344.6**	**(1.3)**	**(4.4)**	**-**	**-**	**0.4**	**-**	**-**	**339.3**	
Net gains on disposal of non-current assets	-	-	-	-	-	87.2	(8.0)	-	79.2	Net gains on disposal of non-current assets
APM Staff Cost	(129.3)	-	-	-	26.8	-	-	(1.0)	(103.5)	Staff costs
APM Operating expenses	(117.6)	(59.4)	-	3.7	(26.8)	-	-	(0.4)	(200.5)	Other operating expenses
Procurements	-	(21.4)	4.4	-	-	-	-	-	(17.0)	Procurements
		-				-	-	-		
APM GROSS OPERATING PROFIT	**97.7**	**(82.1)**	**-**	**3.7**	**-**	**87.6**	**(8.0)**	**(1.4)**	**97.5**	
APM Lease payments and property taxes	(82.0)	82.0	-	-	-	-	-	-	-	
APM EBITDA BEFORE ONEROUS	**15.7**	**(0.1)**	**-**	**3.7**	**-**	**87.6**	**(8.0)**	**(1.4)**	**97.5**	
APM Onerous contratc reversal provision	0.6	-	-	-	-	-	-	-	0.6	Variation in the provision for onerous contratcs
APM EBITDA AFTER ONEROUS	**16.3**	**(0.1)**	**-**	**3.7**	**-**	**87.6**	**(8.0)**	**(1.4)**	**98.2**	
Net Profits/(Losses) from asset impairment	-	0.5	-	-	-	-	(0.7)	-	(0.2)	Net Impairment losses
APM Depreciation	(27.3)	(0.5)	-	-	-	-	-	-	(27.8)	Depreciation
APM EBIT	**(11.0)**	**(0.1)**	**-**	**3.7**	**-**	**87.6**	**(8.7)**	**(1.4)**	**70.2**	
Gains on financial assets and liabilities and liabilities and other	-	(1.0)	-	-	-	-	-	-	(1.1)	Gains on financial assets and liabilities and other
APM Interest expense	(10.6)	(0.5)	-	(3.7)	-	-	-	-	(14.8)	Finance costs
Finance Income	-	0.4	-	-	-	-	-	-	0.4	Finance income
Change in fair value of financial instruments	-	-	-	-	-	-	-	-	-	Change in fair value of financial instruments
Net exchange differences (Income/(Expense))	-	0.1	-	-	-	-	-	-	0.1	Net exchange differences (Income/(Expemse))
APM Income from minority equity interests	0.1	-	-	-	-	-	-	-	0.1	Profit (loss) from companies accounted for using the equity method
APM EBT	**(21.5)**	**(1.2)**	**-**	**-**	**-**	**87.6**	**(8.7)**	**(1.4)**	**54.8**	**Profit (loss) before tax from continuing operations**
APM Corporate Income Tax	(0.9)	0.1	-	-	-	(31.9)	-	-	(32.7)	Income tax
APM Net Income before minorities	**(22.4)**	**(1.1)**	**-**	**-**	**-**	**55.7**	**(8.7)**	**(1.4)**	**22.1**	**Profit for the financial year - continuing**
Profit/ (Loss) for the year from discontinued operations net of tax	-	0.1	-	-	-	-	-	-	0.1	Profit (loss) for the year form discontinued operations net of tax
APM NET INCOME before minorities	**(22.4)**	**(1.0)**	**-**	**-**	**-**	**55.7**	**(8.7)**	**(1.4)**	**22.2**	**Profit for the financial year - continuing**
APM Minority interests	(0.5)	0.0	-	-	-	-	-	-	(0.5)	Non-controlling interests
APM Net Recurring Income	**(22.9)**	**(1.0)**	**-**	**-**	**-**	**55.7**	**(8.7)**	**(1.4)**	**21.7**	**Profits for the year attibutable to Parent Company Shareholders**
APM Non Recurring EBITDA	86.2	-	-	-	-	(87.6)	-	1.4		
APM Other Non Recurring items	(41.5)	1.0	-	-	-	31.9	8.7	-		
APM NET INCOME including Non-Recurring	**21.7**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**21.7**	**Profits for the year attibutable to Parent Company Shareholders**

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3 months 2017

	Income Statements	Reclasification according to the Financial Statements	Rebates	Financial expenses for means of payment	Oursourcing	Assets Disposal	Scrapping and non recurring depreciation	Claims, severance payments and other non recurring	P&L according to the Financial Statements	
APM Total revenues	328.6	(328.6)	-	-	-	-	-	-		
Revenues	-	326.9	(3.6)	-	-	-	-	-	323.3	Revenues
Other operating income	-	1.1	-	-	-	-	-	-	1.1	Other operating income
APM TOTAL REVENUES	**328.6**	**(0.6)**	**(4)**	**-**	**-**	**-**	**-**	**-**	**324.4**	
								-		
Net gains on disposal of non-current assets	-	-	-	-	-	11.1	(0.9)	-	10.2	Net gains on disposal of non-current assets
Net Profits/(Losses) from asset impairment	-	0.9	-	-	-	-	**0.20**	-	1.1	Net Profits/(Losses) from asset impairment
APM Staff Cost	(125.6)	-	-	-	24.4	-	-	**(0.6)**	(101.8)	Staff costs
APM Operating expenses	(114.4)	(58.5)	-	3.5	(24.4)	(0.9)	-	**(2.6)**	(197.4)	Other operating expenses
Procurements	-	(18.6)	3.6	-	-	-	-	-	(15.0)	Procurements
								-		
APM GROSS OPERATING PROFIT	**88.6**	**(76.8)**	**-**	**3.5**	**-**	**10.2**	**(0.7)**	**(3.3)**	**21.6**	
								-		
APM Lease payments and property taxes	(77.8)	77.8	-	-	-	-	-	-	-	
APM EBITDA BEFORE ONEROUS	**10.8**	**1.0**	**-**	**3.5**	**-**	**10.2**	**(0.7)**	**(3.3)**	**21.6**	
								-		
APM Onerous contratc reversal provision	1.0	-	-	-	-	-	-	-	1.0	Variation in the provision for onerous contratcs
								-		
APM EBITDA AFTER ONEROUS	**11.8**	**1.0**	**-**	**3.5**	**-**	**10.2**	**(0.7)**	**(3.3)**	**22.6**	
Net Profits/(Losses) from asset impairment	-	-	-		-	-		-	-	Net Impairment losses
APM Depreciation	(25.8)	(0.9)	-		-	-	(1.17)	-	(27.9)	Depreciation
APM EBIT	**(14.0)**	**0.1**	**-**	**3.5**	**-**	**10.2**	**(1.9)**	**(3.3)**	**(5.3)**	
Gains on financial assets and liabilities and liabilities and other	-	-	-	-	-	-	-	-	-	Gains on financial assets and liabilities and other
APM Interest expense	(14.1)	(0.2)	-	(3.5)	-	-	-	-	(17.8)	Finance costs
Finance Income	-	0.5	-	-	-	-	-	-	0.5	Finance income
Change in fair value of financial instruments	-	(0.0)	-	-	-	-	-	-	(0.0)	Change in fair value of financial instruments
Net exchange differences (Income/(Expense))	-	(0.3)	-	-	-	-	-	-	(0.3)	Net exchange differences (Income/(Expemse))
APM Income from minority equity interests	(0.0)	-	-	-	-	-	-	-	(0.0)	Profit (loss) from companies accounted for using the equity method
APM EBT	**(28.1)**	**0.1**	**-**	**-**	**-**	**10.2**	**(1.9)**	**(3.3)**	**(23.0)**	**Profit (loss) before tax from continuing operations**
APM Corporate Income Tax	1.0	(2.1)	-	-	-	-	-	-	(1.1)	Income tax
APM Net Income before minorities	**(27.1)**	**(2.03)**	**-**	**-**	**-**	**10.2**	**(1.9)**	**(3.3)**	**(24.0)**	**Profit for the financial year - continuing**
Profit/ (Loss) for the year from discontinued operations net of tax	-	(0.1)	-	-	-	-	-	-	(0.1)	Profit (loss) for the year form discontinued operations net of tax
APM NET INCOME before minorities	**(27.1)**	**(2.2)**	**-**	**-**	**-**	**10.2**	**(1.9)**	**(3.3)**	**(24.2)**	**Profit for the financial year - continuing**
APM Minority interests	(0.6)	-	-	-	-	-	-	-	(0.6)	Non-controlling interests
APM Net Recurring Income	**(27.7)**	**(2.2)**	**-**	**-**	**-**	**10.2**	**(1.9)**	**(3.3)**	**(24.8)**	**Profits for the year attibutable to Parent Company Shareholders**
APM Non Recurring EBITDA	7.1	(0.1)	-	-	-	(10.2)	-	3.3		
APM Other Non Recurring items	(4.1)	2.3	-	-	-	-	1.88	-		
APM NET INCOME including Non-Recurring	**(24.8)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(24.8)**	**Profits for the year attibutable to Parent Company Shareholders**

III. DEBT AND STATEMENT OF CASH FLOWS AS AT MARCH 2018 AND DECEMBER 2017

III.1 Debt presented in the earnings report of 3 months 2018.

As of 31/03/2018	Maximum			Repayment schedule								
Data in Euro million	Available	Availability	Drawn	2018	2019	2020	2021	2022	2023	2024	2025	Resto
Senior Credit Facilities												
Senior Secured Notes due 2023	400.0	-	400.0	-	-	-	-	-	400.0	-	-	-
Senior Secured RCF (3+2 years)	250.0	250.0	-	-	-	-	-	-	-	-	-	-
Total debt secured by the same Collateral	**650.0**	**250.0**	**400.0**	-	-	-	-	-	**400.0**	-	-	-
Other Secured loans	39.5	-	39.5	6.6	2.7	2.6	2.6	2.1	6.1	1.4	1.0	14.5
Total secured debt	**689.5**	**250.0**	**439.5**	**6.6**	**2.7**	**2.6**	**2.6**	**2.1**	**406.1**	**1.4**	**1.0**	**14.5**
Convertible Bonds due 2018	250.0	-	250.0	250.0	-	-	-	-	-	-	-	-
Unsecured loans and credit facilities	66.0	63.3	2.7	1.8	0.6	0.3	-	-	-	-	-	-
Subordinated loans	40.0	-	40.0	-	-	-	-	-	-	-	-	40.0
Total unsecured debt	**356.0**	**63.3**	**292.7**	**251.8**	**0.6**	**0.3**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**40.0**
Total Gross Debt	**1,045.5**	**313.3**	**732.2**	**258.4**	**3.4**	**2.9**	**2.6**	**2.1**	**406.1**	**1.4**	**1.0**	**54.5**
Cash and cash equivalents			(227.0)									
Net debt			B **505.2**									
Equity Component Convertible Bond			b (3.9)	(3.9)								
Arranging loan expenses			a (18.2)	(3.3)	(3.1)	(3.2)	(3.2)	(2.8)	(2.2)	(0.0)	(0.0)	(0.3)
Accrued interests			c 9.3	9.3								
IFRS 9			d (8.3)									
Total adjusted net debt			**484.1**									

The above debt table has been obtained from the consolidated financial statements that have been filed.

III.2 Statement of cash flows included in the earnings report of 3 months of 2018.

Net financial debt 31 March 2018 and 31 December 2017 has been obtained from the consolidated balance sheet at 31 March 2018 and from the consolidated financial statements for 31 December 2017 and is as follows:

	3/31/2018	12/31/2017	VAR.
Debt instruments and other marketable securities according to financial statements	379,961	387,715	
Bank borrowings according to financial statements	70,449	71,246	
Bank borrowings and debt instruments ans other marketable securities according to financial statements	**450,410**	**458,961**	
Debt instruments and other marketable securities according to financial statements	251,733	246,195	
Bank borrowings according to financial statements	8,923	11,724	
Bank borrowings and debt instruments ans other marketable securities according to financial statements	**260,656**	**257,919**	
Total Bank borrowings and debt instruments ans other marketable securities according to financial statements	**711,066**	**716,880**	
Arrangement expenses	a 18,163	19,304	
Convertible liability	b 3,890	5,394	
Borrowing costs	c (9,315)	(6,024)	
IFRS 9	d 8,297		
APM Gross debt	**732,101**	**735,554**	
Cash and cash equivalents according to financial statements	(227,015)	(80,249)	
APM Net Debt	B **505,086**	A **655,305**	**(150,219)**

The following chart reconciles the change in net financial debt shown in the earnings report of 3 months of 2018:

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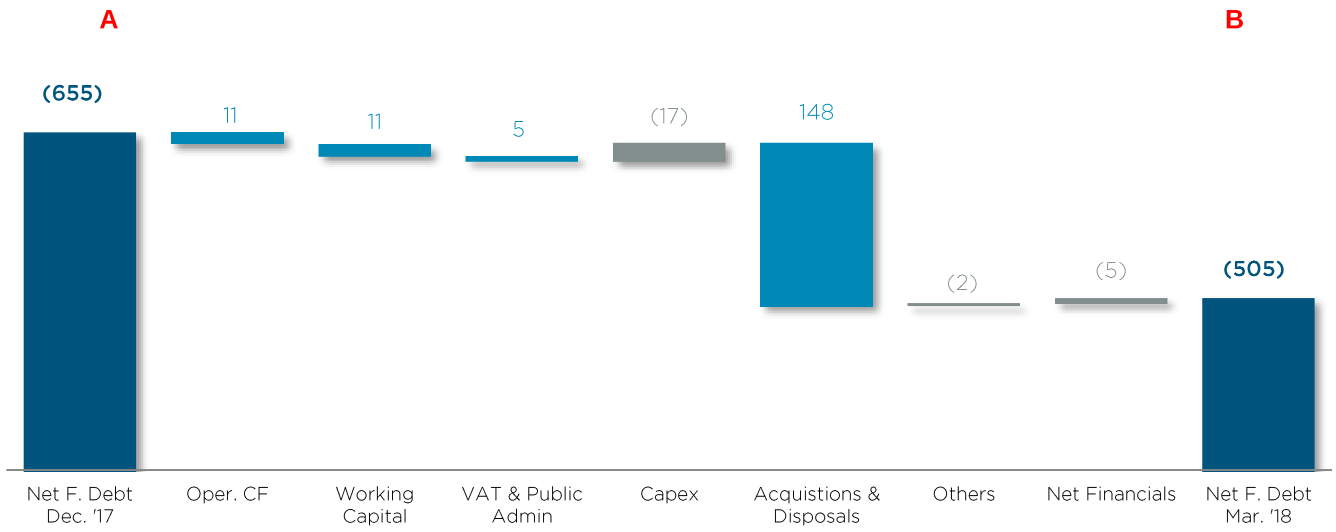
Q1 2018 Net Financial Debt Evolution



To do so, it has been taken each heading from the statement of cash flows in the financial statements and shown the grouping:

	Oper. CF	Working capital	VAT & Public Admin	Capex	Acquistions & Disposals	Others	Net Financials	Total
Total	(10.8)	(10.9)	(4.8)	17.1	(148.1)	2.4	4.9	(150.2)
Adjusted profit (loss)	21.7							21.7
Income tax paid	(7.2)							(7.2)
Financial expenses for means of payments	(3.7)							(3.7)
(Increase)/Decrease in inventories		0.1						0.1
(Increase)/Decrease in trade debtors and other accounts receivable		12.5						12.5
(Increase)/Decrease in trade payables		(1.6)						(1.6)
(Increase)/Decrease in VAT & public Administration			4.8					4.8
Tangible and intangible assets and investments in property				(17.1)				(17.1)
Change in the scope of consolidation					-			-
Group companies, join ventures and associates					(0.6)			(0.6)
Tangible and intangible assets and investments in property					148.7			148.7
(Increase)/Decrease in current assets						(0.4)		(0.4)
(Increase)/Decrease in provision for contingencies and expenses						(0.7)		(0.7)
- Other financial liabilities (+/-)						(0.9)		(0.9)
Increase/(Decrease) in other non current assets and liabilities and others						(0.4)		(0.4)
Interests paid in debts and other interests (without means of payments)							(4.4)	(4.4)
Dividends paid							(0.7)	(0.7)
Finance Income							0.2	0.2

All of the aforementioned information has been obtained from the condensed consolidated statement of cash flows from 31 March 2018 which we include at the beginning of this document.

The aforementioned APMs have been defined and used from the standpoint of analysing the management of the business and the sector; the measures arising from the financial statements can be interpreted and are directly comparable to those of other groups in the sector and, therefore, APMs are not more relevant than the financial statements themselves. The earnings report, which includes the aforementioned APMs, is published at the end of each quarter to provide periodic information on the business' evolution and management to investors and analysts. In addition, half-yearly and annual financial statements are published complying with the filing requirements established in the applicable accounting regulations.

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Appendix II: Portfolio changes & Current portfolio

New Agreements, Openings and Exists

Hotels Signed from 1st January to 31st March 2018

City / Country	Contract	# Rooms	Opening
La Habana / Cuba	Management	31	2018
Hannover / Germany	Leased	89	2020
Total Signed Hotels		**120**	

Hotels Opened from 1st January to 31st March 2018

Hotels	City / Country	Contract	# Rooms
NH Collection Victoria La Habana	La Habana / Cuba	Management	31
NH Collection Marseille	Marseille / France	Leased	176
NH Brussels Bloom	Brussels / Belgium	Leased	305
NH Brussels EU Berlaymont	Brussels / Belgium	Leased	214
NH Monterrey La Fe	Monterrey / Mexico	Leased	152
Total Openings			**878**

Hotels exiting from 1st January to 31st March 2018

Hotels	City / Country	Month	Contract	# Rooms
NH Lingotto Tech	Turin / Italy	January	Management	140
NH Shijiazhuang Financial Center	Shijiazhuang / China	January	Management	78
NH Puerto de Sagunto	Valencia / Spain	February	Franchised	99
Total Exits				**317**

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HOTELS OPENED BY COUNTRY AT 31ST MARCH 2018

Business Unit	Country	TOTAL		Leased			Owned		Management		Franchised	
		Hotels	Rooms	Call Option	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
BU Benelux	Belgium	13	2,134		5	1,017	8	1,117				
	Luxembourg	1	148	1	1	148						
	South Africa	1	198		1	198						
	The Netherlands	36	6,829	2	20	3,362	15	3,016	1	451		
	United Kingdom	1	121		1	121						
BU Benelux		**52**	**9,430**	**3**	**28**	**4,846**	**23**	**4,133**	**1**	**451**		
BU Central Europe	Austria	6	1,183	1	6	1,183						
	Czech Republic	2	577						2	577		
	Germany	57	10,261	3	52	9,261	5	1,000				
	Hungary	1	160		1	160						
	Poland	1	93								1	93
	Romania	2	159		1	83			1	76		
	Slovakia	1	117						1	117		
	Switzerland	4	522		3	400					1	122
BU Central Europe		**74**	**13,072**	**4**	**63**	**11,087**	**5**	**1,000**	**4**	**770**	**2**	**215**
BU Italy	Italy	50	7,679	1	34	5,387	13	1,803	3	489		
BU Italy		**50**	**7,679**	**1**	**34**	**5,387**	**13**	**1,803**	**3**	**489**		
BU Spain	Spain	131	16,518		75	9,150	11	1,789	40	5,187	5	392
	Portugal	3	278		2	171			1	107		
	Andorra	1	60						1	60		
	France	4	723		3	573			1	150		
	USA	1	242				1	242				
BU Spain		**140**	**17,821**		**80**	**9,894**	**12**	**2,031**	**43**	**5,504**	**5**	**392**
BU America	Argentina	15	2,144				12	1,524	3	620		
	Brasil	1	180		1	180						
	Colombia	15	1,700		15	1,700						
	Cuba	2	251						2	251		
	Chile	4	498				4	498				
	Dominican Republic	6	2,503						6	2,503		
	Ecuador	1	124		1	124						
	Haiti	1	72						1	72		
	Mexico	16	2,554		5	733	4	685	7	1,136		
	Uruguay	1	136				1	136				
	Venezuela	4	1,186						4	1,186		
BU America		**66**	**11,348**		**22**	**2,737**	**21**	**2,843**	**23**	**5,768**		
TOTAL OPEN		**382**	**59,350**	**8**	**227**	**33,951**	**74**	**11,810**	**74**	**12,982**	**7**	**607**

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SIGNED PROJECTS AS OF 31ST MARCH 2018

After the latest negotiations and cancellation of signed projects, the following hotels and rooms are still to be opened:

Business Unit	Country	TOTAL		Leased		Owned		Management	
		Hotels	Rooms	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
BU Benelux	Belgium	1	180	1	180				
	The Netherlands	1	650	1	650				
	United Kingdom	1	190					1	190
BU Benelux		**3**	**1,020**	**2**	**830**			**1**	**190**
BU Central Europe	Austria	1	157	1	157				
	Germany	6	1,497	6	1,497				
BU Central Europe		**7**	**1,654**	**7**	**1,654**				
BU Italy	Italy	4	544	2	244			2	300
BU Italy		**4**	**544**	**2**	**244**			**2**	**300**
BU Spain	Spain	3	205	2	158			1	47
	France	1	148	1	148				
BU Spain		**4**	**353**	**3**	**306**			**1**	**47**
BU America	Chile	3	367					3	367
	Mexico	4	524	3	380			1	144
	Panama	2	283	1	83	1	200		
	Peru	2	429					2	429
BU America		**11**	**1,603**	**4**	**463**	**1**	**200**	**6**	**940**
TOTAL SIGNED		**29**	**5,174**	**18**	**3,497**	**1**	**200**	**10**	**1,477**

Details of committed investment for the hotels indicated above by year of execution:

	2018	2019
Expected Investment (€ millions)	16.6	14.2

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2018 Q1 Results Presentation Conference Call

Thursday 10th of May 2018, 13.00pm (CET)

NH Hotel Group invites you to take part in a conference call to discuss its results presentation:

Speakers	Mr. Ramón Aragonés (CEO) and Ms. Beatriz Puente (CFO)
Date	10/05/2018
Time	13.00pm (CET)

TELEPHONE NUMBER & PIN CODE FOR THE CONFERENCE

Participant's access - 10 minutes before the conference starts

SPAIN

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PIN CODE: 34287526#

PLAYBACK

Telephone number for the playback:	+34 91 789 63 20
Conference reference:	312499#

If you have any questions, please, do not hesitate to contact our Customer Service dialing +34 91 353 24 00 or writing e-mail to servicioalcliente@arkadin.es