

De conformidad con lo establecido en el artículo 228 del Real Decreto Legislativo 4/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Mercado de Valores y normativa complementaria, NH Hotel Group, S.A. (en adelante, “la Sociedad” o “NH”) comunica el siguiente

HECHO RELEVANTE

La compañía comunica que hoy, 28 de septiembre de 2017, celebrará un “Investor Day” con la comunidad financiera . Durante el acto se expondrán las presentaciones que se acompañan al presente Hecho Relevante, copia de las cuales se pondrá a disposición a través de la página web de la Sociedad (www.nhinvestorday.com).

Madrid, 28 de Septiembre 2017

Carlos Ulecia
Secretario General



Welcome to NH Hotel Group
Alfredo Fernández Agras
Co-Chairman
Chairman of the Board
28th September 2017

Investor Day

Inspiring Principles

NH Collection Casino de Madrid (Spain)

Strategic Guidelines

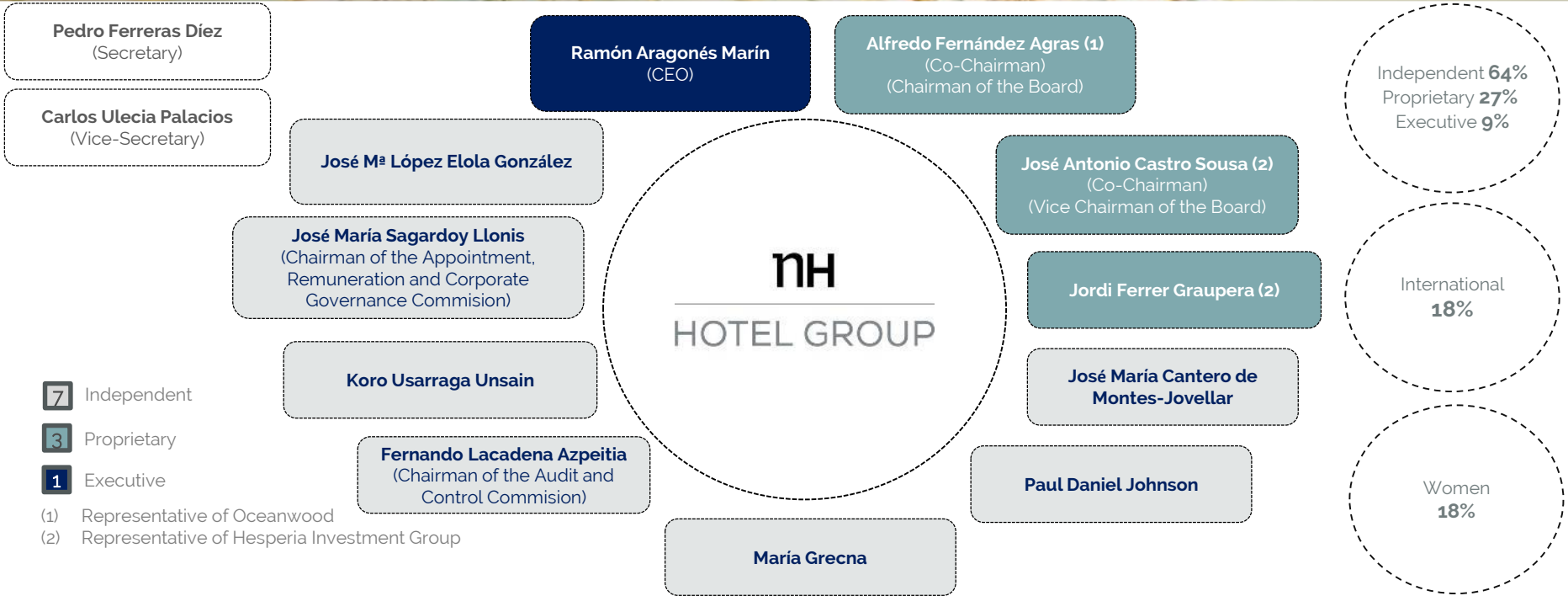
- Efficiency in the operations
- Adequate maintenance CAPEX
- Cash Flow generation
- Deleveraging to sustainable level
- Refinancing
- Recurrent profitability
- Growth through low risk expansion

Corporate Governance

- Complementary board members with solid and diverse backgrounds
- Independence from senior management
- Appointment of senior management
- Alignment of management and shareholders: variable remuneration
- Proactive engagement with shareholders
- Shareholder remuneration

Board of Directors

NH Collection Gran Convento di Amalfi (Italy)



Commissions

NH Collection Buenos Aires Jousten (Argentina)

Delegated Commission

José Antonio Castro Sousa (2)
Co-Chairman
Chairman of the Commission

Alfredo Fernández Agras (1)
Co-Chairman
Vice Chairman of the Commission

Ramón Aragonés Marín
CEO

Jordi Ferrer Graupera (2)

Paul Daniel Johnson

Audit and Control Commission

Fernando Lacadena Azpeitia
Chairman of the Commission

María Greca

José María Sagardoy Llonis




Appointment, Remuneration and Corporate Governance Commission

José María Sagardoy Llonis
Chairman of the Commission

José M^a Cantero de Montes-Jovellar

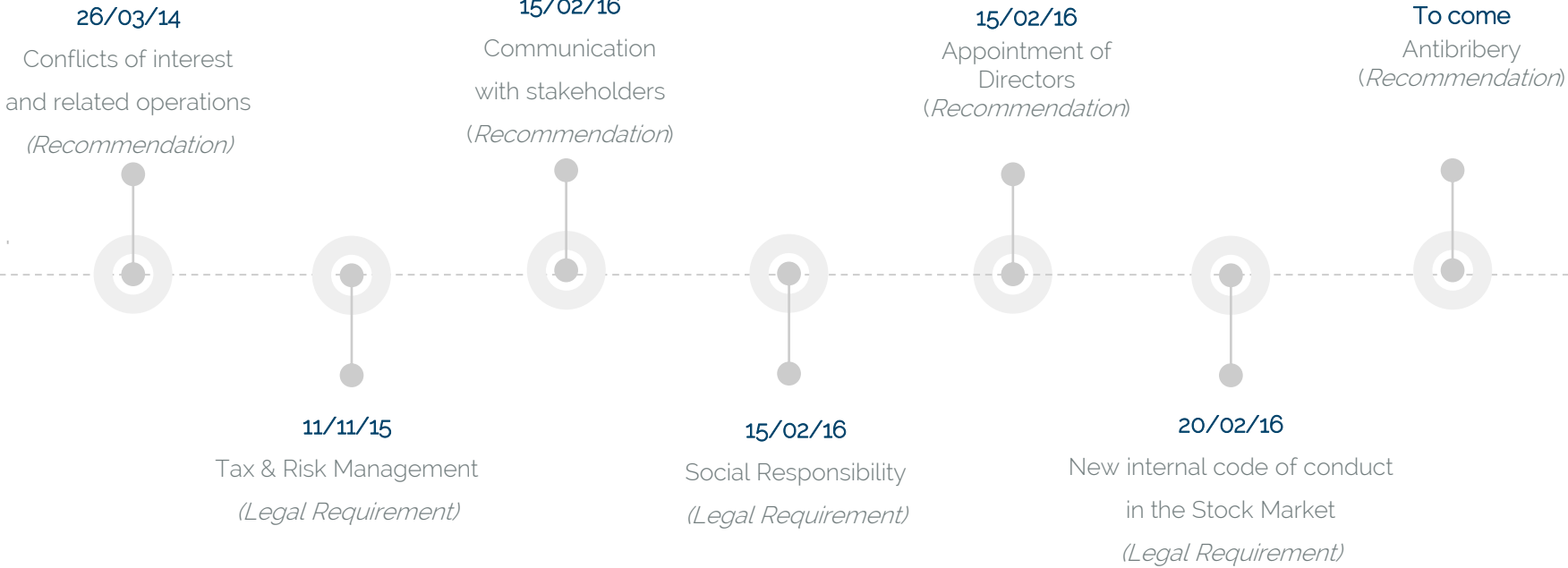
Jordi Ferrer Graupera (2)

José M^a López Elola González

-  Independent
-  Proprietary
-  Executive

- (1) Representative of Oceanwood
- (2) Representative of Hesperia Investment Group

Solid Governance



Thank you

NH Collection Roma Palazzo Cinquecento (Italy)






Company overview
Ramón Aragonés
CEO
28th September 2017

Investor
Day

Disclaimer



NH Collection Olomouc Congress, Czech Republic

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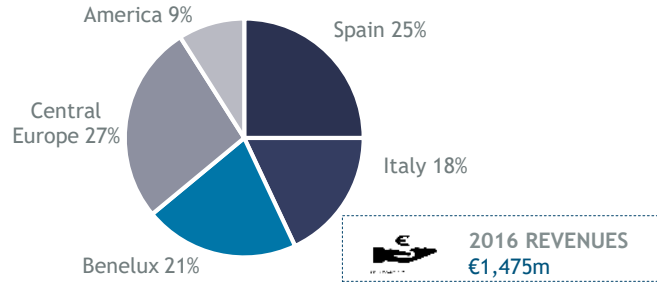
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NH Hotel Group today

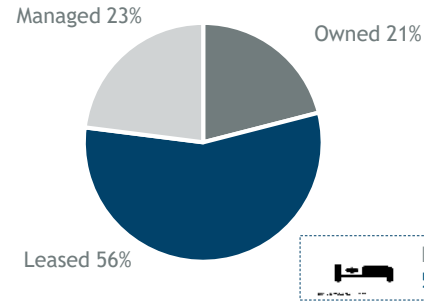


NH Madrid Nacional, Spain

Operating breakdown

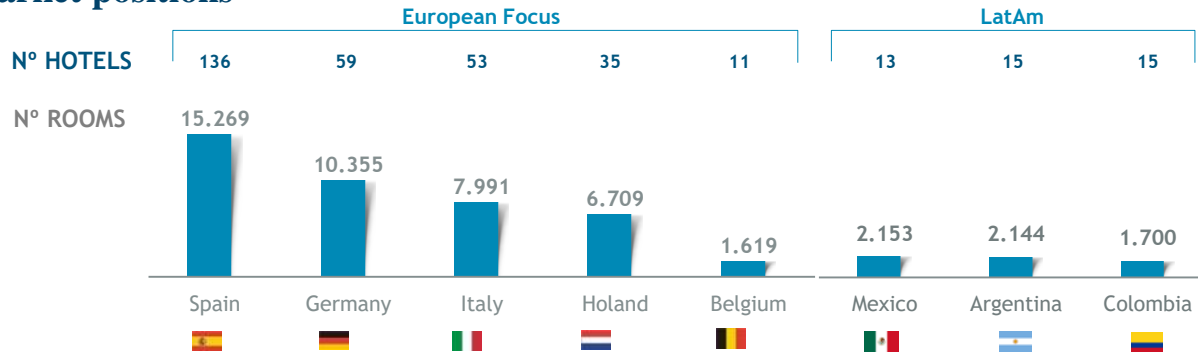


2016 REVENUES
€1,475m



N° OF ROOMS
58,472 ⁽¹⁾

Leading market positions



379 HOTELS
December'16
>58K rooms

NH Hotel Group Brands: the starting point

Urban positioning towards the upper segment



UPSCALE 4*/
MIDSCALE 3*



UPPER UPSCALE



UPPER UPSCALE
(DESIGN)



UPSCALE

Hotels	294
Rooms	42.145
% of Rooms	75%

Hotels	69
Rooms	11.019
% of Rooms	20%

Hotels	3
Rooms	828
% of Rooms	1%

Hotels	8
Rooms	2.330
% of Rooms	4%



Repositioning phase successfully executed



NH Collection Palazzo Cinquecento, Italy

Renovated asset base concluded

- Since the start of the plan through June 2017 **refurbishment** has taken place at **62 hotels**
- **“Brilliant Basics”** across the portfolio
- **IT Systems**

Investments 2014-2016 (€m)



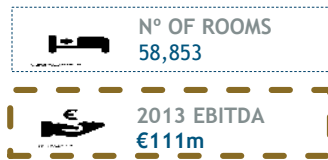
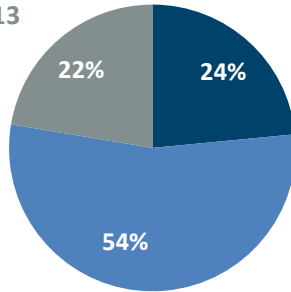
Repositioning	H2 '14	H1 '15	H2 '15	H1 '16	H2 '16	%
Spain						42%
Italy						7%
Benelux						28%
Germany						17%
Latin America						6%

Portfolio Optimization

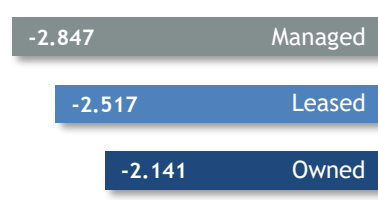


Hotels per contract type

January 2013



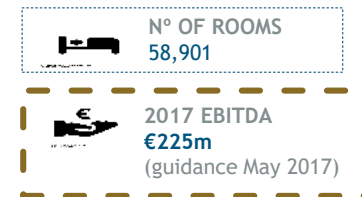
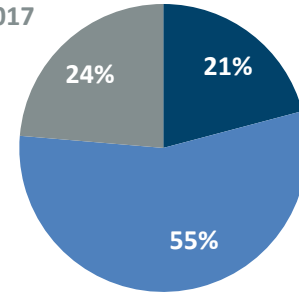
EXITS
-7.505 rooms



ENTRIES
+7.553 rooms



August 2017

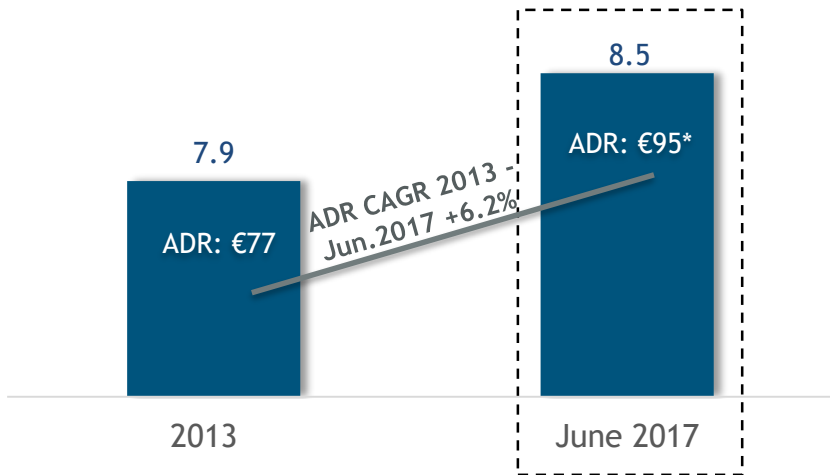


Successful commercial and revenue management strategy based on quality improvement



NH Collection Madrid Palacio de Tepa, Spain

Quality & ADR



Source: STR & Tripadvisor
*ADR June 2017 YTD

Tripadvisor Top #10 & #30



% hotels	Dec. 2013	Jul.2017
Top 10	24%	37%
Top 30	47%	53%



Top 10	24%	45%
Top 30	47%	61%

NH Room4: our responsible commitment



- Hotels with a Heart: **12.000 room** nights donated globally



- 131 hotels** with Green Certifications in all BU



- United Nations SDGs** Integration

Recognitions

- Best CSR Initiative, Worldwide Hospitality Awards
- European Environmental Award, European Commission
- Responsible Business, Business in the Community Awards

SRI Indexes

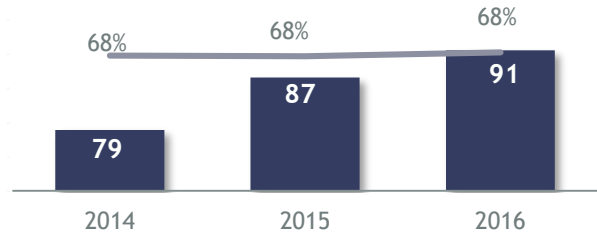


Achievements since 2014

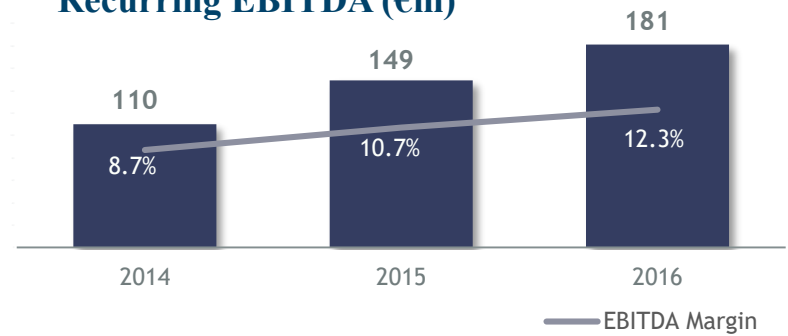


NH Collection Monterrey, Mexico

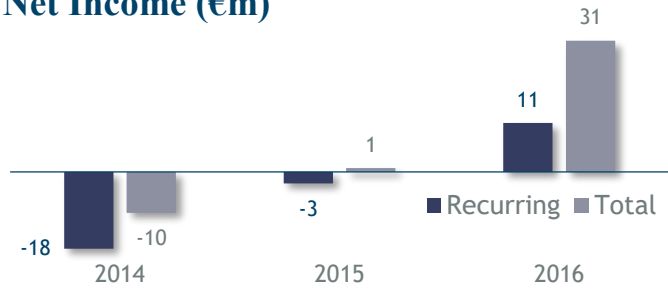
ADR (€) & Occupancy (%)



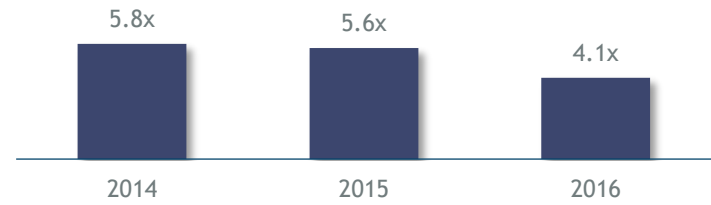
Recurring EBITDA (€m)



Net Income (€m)



NFD / Recurring EBITDA





Strategic Plan 2017-2019

Market analysis



Macro

GDP forecasts in Europe are still positive



Segments/ Brands

Industry fragmentation: low % of branded hotels in Europe

Hyper-segmentation: creation of new brands to follow customer trends



Distribution

Digital is key with a higher % of on-line bookings and mobile will lead the growth

OTAs: strong market share in the on-line distribution



Growth

Consolidation: size and diversity are key

Asset light models



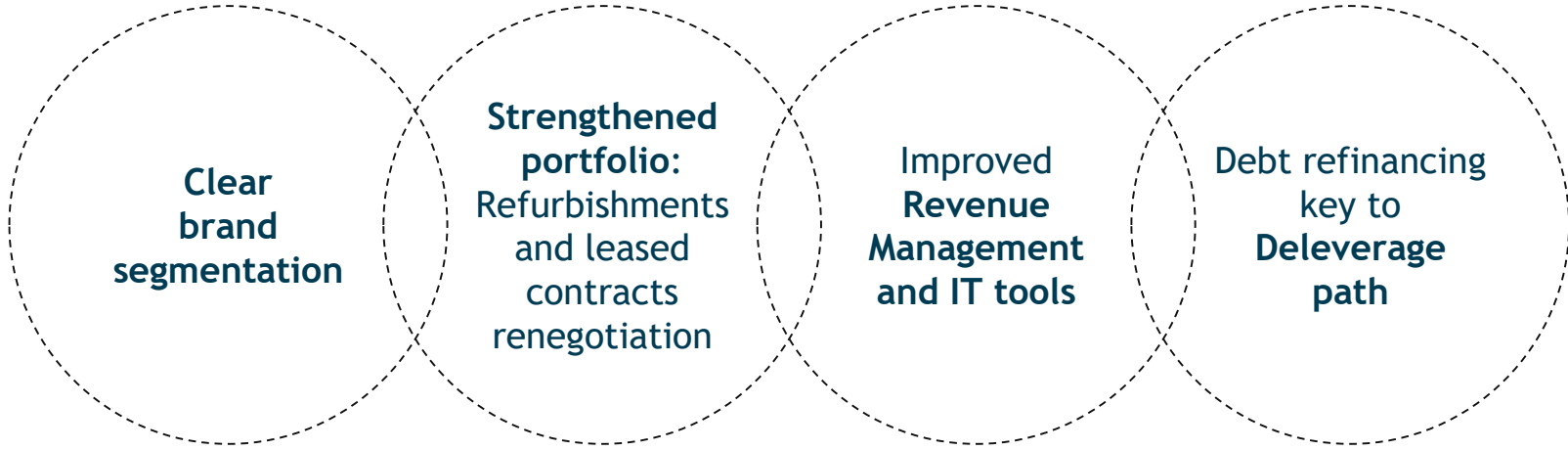
New forces

Raising of the **sharing economy:** “Non-hotel accommodation”

Why now a new Business Plan?



NH Brussels Grand Place Arenberg, Belgium

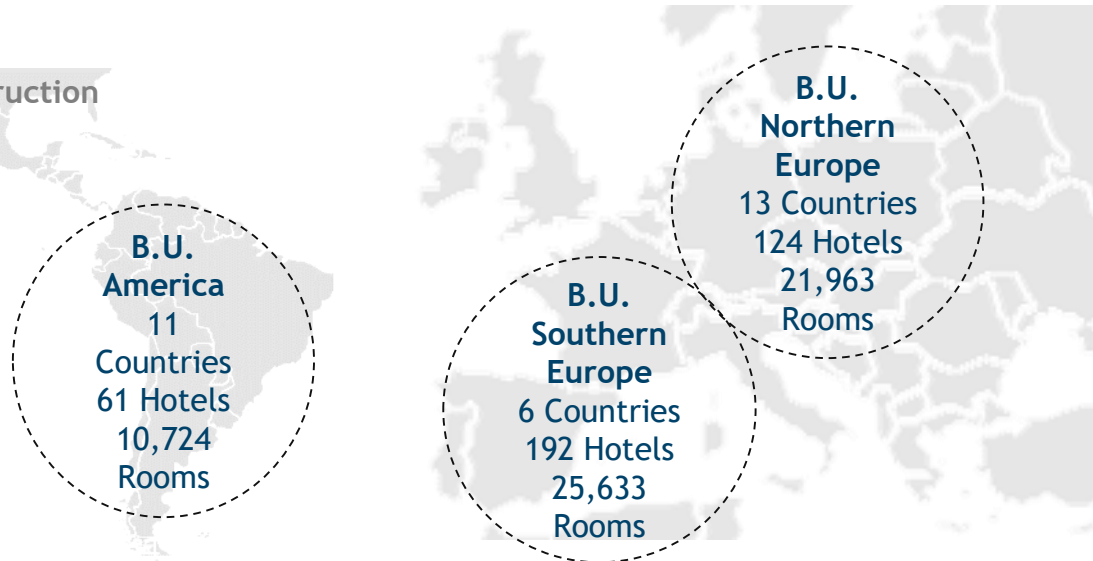


Focus on profitability: Efficiency Plan



NH Collection Grand Hotel Krasnapolsky – The Netherlands

- Administration
- IT migration completed
- Commercial
- Projects & Construction
- Geographic reorganization of the different management levels of the Business Units and at Corporate level



Strong performance of 2017 H1 driver to upgrade Guidance



NH Collection Madrid Suecia, Spain

2017: year of harvesting the rewards and driving efficiency

- Driving Value and profitability:
 - Further consolidation of RevPar strategy to further increase ADR
 - Increasing contribution from refurbished hotels
- Efficiency Plan on track

€ million / Recurring Activity	H1 2017	H1 2016	VAR.	
	€m.	€m.	€m.	%.
Total Revenues	764	715	49	7%
EBITDA before onerous	103	73	30	41%

**2017 EBITDA
New Guidance**

**€230m
(+27%)**

2017-2019: Build in our strengths



1

Strong preferred brands:

Repositioning Success NH Collection
Higher weight in the upper- upscale segment

2

Focus on guest experience and loyalty

Customer experience improvement
Loyalty- focused mobile apps

3

Advanced pricing focus on Net ADR

Channel and full demand curve optimization
Open & Dynamic Pricing
Corporate Rates, Meeting & Events

4

Asset Management

Contracts optimization
Organic asset light growth
Repositioning opportunities
Active asset management

5

Efficiency in the DNA

Digital Transformation
New operating model

6

Cash Generation & Efficient B/S to drive shareholder return

Earnings growth
Deleverage



Today's speakers



NH Parma, Italy



**ISIDORO MARTINEZ
DE LA ESCALERA**

Chief Marketing
Officer



FERNANDO VIVES

Chief Commercial
Officer



LAIA LAHOZ

Chief Assets &
Development Officer



RUFINO PÉREZ

Chief Operations Officer
& Global Transformation
Leader



FERNANDO CÓRDOVA

Chief People Officer



BEATRIZ PUENTE

Executive Managing
Director Of Finance &
Administration

