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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 held today has approved the Public Periodical Information relating to the third quarter 2017. This information has been duly sent to the Spanish Stock Market Commission through CIFRADOC/CNMV.

The Company encloses Press Release, Presentation and Note of Results for analyst and investors, as well as conference call dial in for the conference regarding the results of the Company.

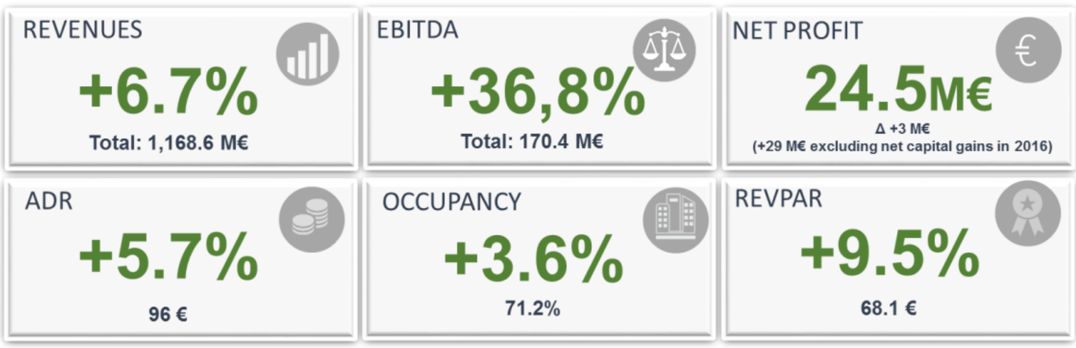
Madrid, 15th November 2017

Carlos Ulecia Palacios
General Secretary

NH Hotel Group S.A. Inscrita en el Registro Mercantil de Madrid, tomo 576 general, libro 176 de la sección 3ª, folio 34 vuelto, hoja nº 1467. N.I.F. A 28027944

- Highlights: revenue growth in all markets, efficiency gains and deleveraging -

NH HOTEL GROUP POSTS EBITDA GROWTH OF 37% AND A NET PROFIT INCREASE OF 135% EXCLUDING THE IMPACT OF RECOGNISED CAPITAL GAINS IN 2016



- NH Hotel Group's 9M17 results -

- **A good performance by the hotel business across all markets, particularly in Benelux (+13.2%) and Spain (+13.1%), drove revenue a solid 6.7% higher year-on-year to €1.17 billion million in 9M17**

- **The strategy of enhancing the guest experience continues to drive relative outperformance across the Company's universe of destinations, as is evident in the RevPAR growth of 9.5%, shaped by growth in the ADR of 5.7% to €96 and an increase in demand of 3.6%**

- **Despite the higher business volumes, the efficiency cost control policy has translated into excellent growth in recurring EBITDA of 37% to €170 million, €46 million more than in 9M16, implying a revenue-to-EBITDA conversion ratio of 63% and margin expansion of 3.2 percentage points (14.6%)**

- **Recurring net profit was €22.6 million higher year-on-year, a significant improvement attributable exclusively to the underlying business**

- **Reported net profit was €24.5 million, year-on-year growth of 13.7%, despite the fact that 9M16 net profit included €26 million more of net non-recurring capital gains from asset rotation than this year's figure. Stripping out this temporal effect, reported net profit would have been 135% higher year-on-year at €29 million**

- Financial targets –

- **Strong cash generation since year-end has driven a reduction in net debt of €53 million to €694 million. In parallel, the Company continues to formally deleverage, having announced the**

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redemption and full cancellation of the outstanding balance (€100m) of its senior secured notes due 2019

- NH Hotel Group's #1 NH Investor Day –

- **The Company has mapped out its priorities until 2019, which are articulated around its commercial and pricing strategy, efficiency management plans and deleveraging, while tapping its current strengths to take advantage of incremental repositioning and organic growth opportunities**
- **EBITDA guidance for this year has been raised from €225 million to €230 million, reiterated in the wake of a positive nine months and October trend, and expects pro forma EBITDA to reach around €300 million and recurring net profit of approximately €100 million by 2019**

Madrid, 15 November 2017. Today, NH Hotel Group presented its results for the first nine month of the year, a set of earnings which once again displays solid and sustainable topline growth in all markets, outperformance relative to its competitors in its universe of top destinations and efficient control over operating expenses.

- 9M17 earnings performance -

NH Hotel Group has reported year-on-year growth in revenue of 6.7% to €1.17 billion.

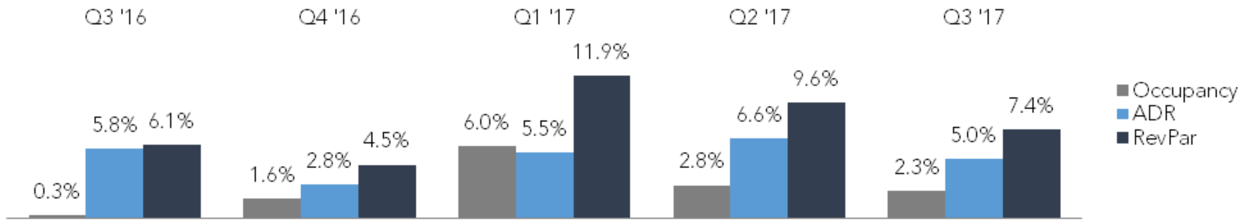
The Company is growing solidly in all its markets and on aggregate is outperforming its direct peers in its main destinations. As a result, NH Hotel Group saw its revenue increase by €73.1 million in 9M17.

According to NH Hotel Group's CEO, Ramón Aragonés, the keys to this earnings performance were the **strong revenue performance in all markets, coupled with the managerial efficiency demonstrated**, evident in an excellent revenue-to-EBITDA conversion ratio of 63%. He underlined the fact that "NH Hotel Group is very well positioned to achieve its objectives in the coming years, underpinned by the prevailing business momentum and its recently announced plans". With respect to the latter, NH Hotel Group's CEO said, "we will boost the profitability of the Group's premium brands; we will foster a dynamic commercial and pricing strategy; we will continue to execute our asset rotation policy and to analyse opportunities to reposition the hotels with the highest potential; we will focus on managing the Company's operations efficiently; and we will remain committed to generating cash and reducing debt".

As for the year-on-year revenue evolution by market, it is worth highlighting the Group's excellent performance in Benelux, where it posted growth of 13.2%, driven by the full recovery of the Brussels market and a strong performance in primary and secondary cities in The Netherlands. Similar growth was registered in Spain, where revenue growth reached 13.1%, boosted by extraordinary price growth and strong demand in all destinations in the first nine months of the year. Italy, meanwhile, posted revenue growth of 3.5%, and Central Europe, affected by a favourable line-up of trade fairs in Germany in 2016 and the refurbishment of three key hotels in Berlin, Munich and Hamburg in 2017, registered topline growth of 0.1%. Lastly, revenue in Latin America was 5.5% higher year-on-year, thanks to strong business volumes in Mexico and Argentina and despite currency devaluation in these markets.

The price management strategy rolled out during the reporting period paved the way for an **increase in revenue per available room (RevPAR) of 9.5%, with a positive evolution in all markets**. Note that the RevPAR growth reported in 9M17 was driven equally by strategic growth in the ADR of 5.7% to €95.6 and growth in occupancy of 3.6% (71.2%) across the Company's portfolio of hotels. This strategic focus once again has enabled **NH Hotel Group to outperform its direct competitors** in its main destinations as a whole, posting growth in its ADR, occupancy rate and RevPAR that was 1.4, 2.0 and 3.6 percentage points, respectively, higher than that of its competitors, particularly in the key city destinations.

Trend in key hotel indicators by quarter



ADR: average daily rate
RevPAR: revenue per available room

9M17 earnings performance relative to competitors

9M 2017	ADR % var.		"Relative" ADR	"Relative" Occupancy	RevPar % var.		"Relative" RevPar
	NH	Compset	Var.	Var.	NH	Compset	Var.
Total NH	**5.3%**	**3.9%**	**1.4p.p.**	**2.0p.p.**	**10.2%**	**6.6%**	**3.6p.p.**
Spain	13.3%	12.4%	0.9p.p.	4.3p.p.	19.4%	13.6%	5.8p.p.
Italy	4.1%	-0.8%	4.9p.p.	-2.5p.p.	7.2%	4.6%	2.5p.p.
Benelux	6.4%	2.0%	4.4p.p.	4.3p.p.	16.3%	7.1%	9.2p.p.
Central Europe	-2.6%	1.2%	-3.8p.p.	0.7p.p.	-0.6%	2.5%	-3.1p.p.

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

Despite the growth in business volumes in the first nine months of the year, the efficiency measures and cost controls implemented have translated into an **excellent revenue-to-EBITDA conversion ratio of 63%**, with the Company posting a significant **growth in EBITDA of 37%** to **€170.4 million** in the reported period. As a result, its EBITDA margin expanded by 3.2 percentage points.

This has enabled the Group to report **recurring net profit of €27.1 million in 9M17**, up €22.6 million year-on-year, a significant improvement attributable entirely to the strong underlying business performance.

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Reported net profit was €24.5 million, year-on-year growth of 13.7%, despite the fact that 9M16 net profit included €26 million more of net non-recurring capital gains from asset rotation than this year's figure. Stripping out this temporal effect, reported net profit would have been 135% higher year-on-year at €29 million.

Consolidated NH Hotel Group income statement:

NH HOTEL GROUP P&L ACCOUNT

(€ million)	9M 2017	9M 2016	Var.	
	€ m.	€ m.	€ m.	%
TOTAL REVENUES	1.168,6	1.095,5	73,1	6,7%
GROSS OPERATING PROFIT	406,4	354,6	51,9	14,6%
EBITDA BEFORE ONEROUS	170,4	124,6	45,8	36,8%
NET RECURRING INCOME	27,1	4,5	22,6	N/A
NET INCOME including Non-Recurring	24,5	21,5	3,0	13,7%

Hotel business performance by market
(like-for-like hotel data + hotels under refurbishment)

Benelux was the Group's best-performing market, thanks to significant business volume growth on the back of the refurbishment work carried out in early 2016, the full recovery of the Brussels market and good momentum in Amsterdam and the secondary cities. Benelux posted growth in occupancy of 6.8% and in the ADR of 7.8% for RevPAR expansion of 15.1%. This market generated €250.8 million of revenue, up 13.2% year-on-year, and EBITDA of €49.2 million, €14.7 million more than in 9M16.

Spain performed excellently throughout the first nine months, boosted by business dynamism in key cities such as Madrid and Barcelona, where revenue rose by 15.0% and 12.9%, respectively, with the secondary cities putting in a strong showing at 7.9%. RevPAR across this country as a whole registered like-for-like growth of 16.5%, driven by growth of 11.2% and 4.8% in the ADR and occupancy rate, respectively. Revenue in the Spanish unit was 13.1% higher at €297.8 million, while EBITDA doubled to €45.2 million.

Italy presented like-for-like RevPAR growth of 5.8%, shaped by growth in the ADR and in occupancy of 5.3% and 0.4%, respectively. The secondary cities have been been particularly strong in this market. Revenue in Italy increased by 3.5% to €203.7 million, while EBITDA jumped 21.1% to €39.5 million.

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Central Europe reported 9M17 RevPAR growth of 2.5%, driven entirely by growth in the occupancy rate (+3.4%). The slight decrease in prices (-0.9%) is primarily attributable to the tough comp in terms of trade fair timing in Germany. Revenue in Central Europe amounted to €288.4 million, up 0.1% year-on-year, while EBITDA was 4.3% higher, at €16.5 million.

Latin America also reported growth despite adverse currency trends in Mexico and Argentina. RevPAR rose by 5.3% in 9M17, thanks to growth in the ADR of 4.0% and in occupancy of 1.2%. Revenue was 5.5% higher year-on-year at €100.7 million. By region, Mexico posted topline growth of 6.9% (real exchange rate), despite currency depreciation and the impact of the earthquake in September; in Argentina revenue growth (real exchange rate) was 17.5%, driven by higher business volumes (occupancy: +11.7%) and prices (+5.6%); lastly, Colombia reported 1.6% less revenue than in 9M16 due to a drop in corporate events on the back of growth in offer in Bogota.

- Financial targets -

Strong cash flow generation during the period has enabled the Company to reduce its net debt by €53 million to €694 million between year-end and 30 September.

In parallel, on 30 October, the Company announced a transaction designed to reduce its debt, redeeming and cancelling the full outstanding balance (€100 million) on its €250 million of senior secured notes due 2019. The bonds will be redeemed on 30 November, funded from available cash. Potential temporary use of short-term credit facilities due to seasonality of the business. The transaction will generate net interest savings of around €9.6 million between 30 November 2017 and 15 November 2019, which is when the bonds would have matured.

After the redemption, and without considering the temporary use of short-term credit facilities, the average cost of the company's debt will fall from 4.2% to 3.8%; its average tenor will increase from 4.1 to 4.4 years, and the gross debt will stand at around €740 million.

- NH Hotel Group's #1 NH Investor Day -

The Company held its first Investor Day on 28 September, mapping out its priorities through to 2019, which are articulated around revenue management, efficiency and deleveraging, while tapping its current strengths to take advantage of incremental repositioning and organic growth opportunities.

Against the backdrop of the event, the **Company also raised its EBITDA guidance for 2017 from €225 million to €230 million**, a figure which would imply year-on-year growth of 27% (FY16 EBITDA: €186 million). **The Group's favourable performance in the first nine months and the positive trend of October puts it in a position to reaffirm this significant increase in its guidance**.

In terms of the trading update, it is worth noting the fact that NH Hotel Group continued to perform well in Spain in October, despite the political conflict affecting Catalonia; the Group's excellent performance in other primary and secondary cities in Spain more than offset any business impact in this region. Specifically, NH Hotel Group registered topline growth of 4.0% in Spain in October, compared to 4.7% Group-wide, which is supported also by the growth in Italy (6.1%) and Benelux (12.9%).

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Lastly, **NH Hotel Group expressed confidence in its ability to deliver pro forma EBITDA of around €300 million and recurring net profit of roughly €100 million in 2019**, shaped by organic growth and repositioning throughout the life of the plan.

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 31 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

9M 2017 RESULTS PRESENTATION

NH | HOTEL GROUP

NH HOTELS · NH COLLECTION HOTELS · nhow HOTELS · Hesperia RESORTS

15th of November 2017

A message from the CEO

NH | HOTEL GROUP

"Dear Shareholders,

I am delighted to present another strong set of quarterly results. The Group's strong momentum continues with revenue up +6.7% and EBITDA up +37% in the first nine months. NH performed strongly in all markets and in particular showed outstanding results in Spain and Benelux, generating a significant Net Recurring Income with an increase of +€23m in the period thanks to a remarkable 63% EBITDA conversion rate from incremental revenue. As for Total Net Income the comparison is affected by the significant net capital gains reported last year, which the Group foresees will achieve with the ongoing asset rotation transactions in the last quarter of this year (€15m achieved in October and November 2017).

To comply with our commitment to deleverage, the Group will fully amortize the outstanding €100m of the 2019 Bond effective from 30th Nov. 2017, reducing the gross debt level and its average cost, as well as extending the maturity of the €250m undrawn RCF until Sept. 2021 and gaining flexibility in the covenants.

In the Investor Day held on 28th of September, the recurring EBITDA guidance for 2017 was raised from €225m to €230m, as the Group continues to benefit from the repositioning and execution of the investment phase in a favorable macroeconomic environment.

The new plan for 2017 & 2019 is built in our strengths:

- *Commercial and advanced pricing strategy based on quality improvement and enhanced customer experience*
- *Active asset management with selective repositioning opportunities and leased contracts restructuring*
- *Constant efficiency and cost control leading to margin improvement and cash generation*
- *Commitment to deleverage further down to drive shareholder return*

The Group 2019 financial targets are as follow: pro forma EBITDA of c.€300 million and recurring net profit of c.€100 million, driven by the organic growth and repositioning initiatives contemplated in the new plan.

With current business visibility, the Group confirms all financial objectives for the period 2017 – 2019 disclosed at the Investor Day".

Ramón Aragonés
CEO, NH Hotel Group

9M 2017 highlights

- **9M: Robust Revenue growth +6.7% (+€73m)**
  - Revenue Like for Like ("LFL"): +6.1%
  - Excellent performance in Benelux (+13.2%) and Spain (+13.1%)
  - Tough comparison in Germany due to 2016 trade fair calendar
  - RevPar: +9.5%, 60% through ADR which grew +5.7%

- **Q3: Revenue growth +6.3% (+€24m)**
  - Revenue Like for Like ("LFL"): +5.8%
  - RevPar: +7.4%, 68% through ADR which grew +5.0%

- **9M EBITDA of €170m, +€46m or +37%, reaching a margin of 14.6% (+3.2 p.p.)**
  - Remarkable 63% EBITDA conversion rate from incremental revenue to EBITDA despite higher level of occupancy rates (+4.6%)

- **Significant Net Recurring Income growth in 9M explained by the improvement of the business**
  - +€22.6m improvement reaching €27.1m from €4.5m in 9M 2016

- **Including non-recurring activity Total Net Income reached €24.5m**
  - +€3.0m (+13.7%) higher than in 9M 2016. The comparison is affected mainly by the impact of assets disposals of 2016 (temporary effect). Isolating this impact, Total Net Income would have increased by +€29m or +135%

- **Path to deleverage continues**
  - Net debt decreased to €694m from €747m in Dec. 2016
  - Early call and full redemption of outstanding €100m 2019 Bond with cash and potential temporary use of short-term credit lines due to seasonal effect in working capital
  - Improvement of Moody's Rating to "B2 with positive outlook"

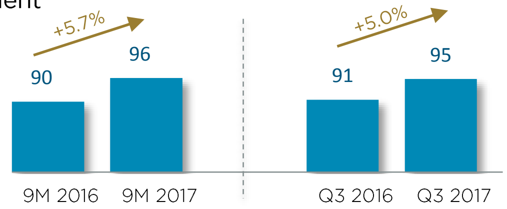
- **Investor Day 2017: Financial targets 2017-2019**
  - EBITDA[1] guidance for 2017 raised from €225m to €230m is confirmed
  - 2019 targets: a pro forma EBITDA [1] of c.€300m and recurring net income of c.€100m

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

Key financial metrics: positive trends continue in Q3

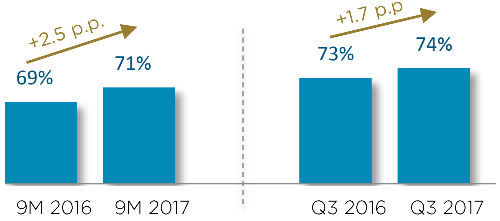
ADR (€)

- 9M: +5.7% price increase (+€5.2) reaching €96. ADR contributed with 60% of RevPar growth
- Q3: +5.0% price increase (+€4.6; 68% of RevPar growth) despite Q3 being weak in the urban segment



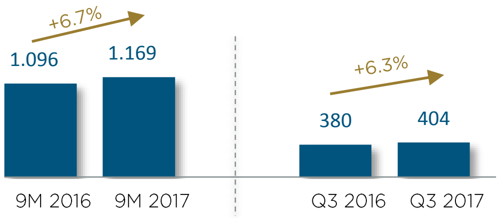
Occupancy (%)

- 9M: +3.6% activity increase or +2.5 p.p. Strong demand in Spain (+4.6%) and Benelux (+6.7%) boosted by Brussels recovery
- Q3: +2.3% activity increase or +1.7 p.p.



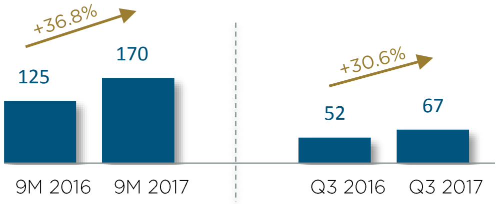
Revenues (€m)

- 9M: +€73m revenue growth (+6.7%) with a strong performance in Benelux and Spain
- Q3: +€24m or +6.3%



Recurring EBITDA (€m)

- 9M: +€46m or +37% due to a sound 63% conversion rate from incremental revenue to EBITDA. EBITDA margin reached 14.6% (+3.2 p.p.)
- Q3: +€16m or +31%, 66% conversion rate



Solid revenue performance in 9M

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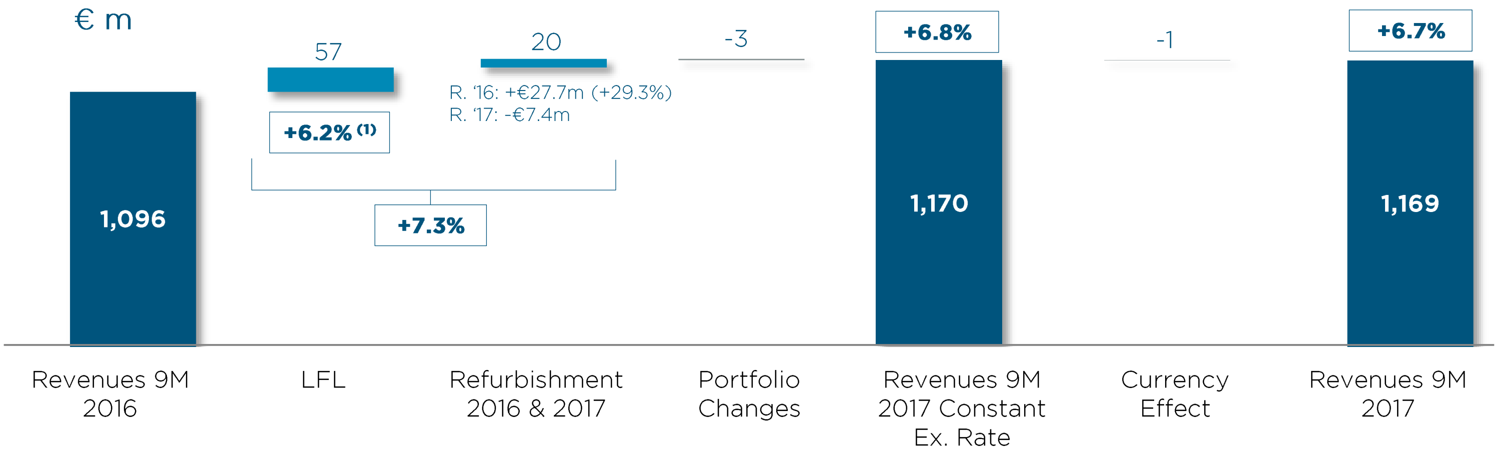
- **Total Revenue growth of +6.7% vs. 9M 2016 reaching €1,169m (+€73m)**
  - Revenue Like for Like ("LFL"): +6.2% with constant FX (+6.1% reported)
  - LFL & Refurbished hotels grew +7.3% (+7.1% reported)
    - Excellent performance in Benelux (+13.2%) and Spain (+13.1%)
    - 2016 refurbished hotels increased revenues by +€27.7m
    - 2017 opportunity costs for renovations: -€7.4m, mainly from Germany and with a lesser extent in Italy and LatAm

Revenue Split	H1 2017	Q3 2017	9M 2017
Room Revenue	+9.0%	+7.7%	+8.6%
Other Revenue	+3.6%	+3.3%	+3.5%
Total Hotel Revenue	**+7.4%**	**+6.5%**	**+7.1%**
Non Hotel Revenue*	-€2.7m	-€0.3m	-€3.1m
Total Revenue	**+6.9%**	**+6.3%**	**+6.7%**

* Rebates + Capex Payroll Capitalization

Less contribution from non-hotel revenue



Growth Contribution	+5.2%	+	+1.8%	+	-0.3%	=	+6.8%	+	-0.1%	=	+6.7%

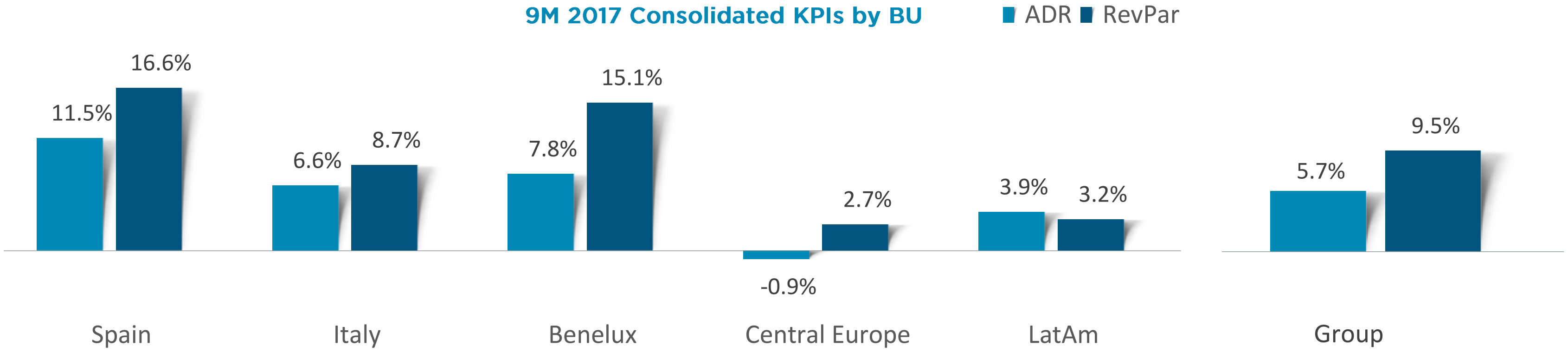
(1) On its 2016 own base. With real exchange rate growth is +6.1%

RevPar growth supported by ADR (60% contribution)

NH | HOTEL GROUP

- **+9.5% RevPar increase in 9M 2017, 60% through ADR**
  - RevPar growth across all markets with an outstanding double digit growth in Spain and Benelux
  - ADR: +5.7% price increases (+€5.2) reaching €96
  - Occupancy: +3.6% activity increase or +2.5 p.p. Strong demand in Spain (+4.6%) and Benelux (+6.7%) boosted by Brussels recovery
- **LFL (excluding reforms) RevPar grew +8.5%:**
  - Spain: Very good performance of both key and secondary cities: Madrid +20%, Barcelona +15% and secondary cities +11%
  - Italy: Rome +5%, Milan +6% and excellent evolution of secondary cities with +9%
  - Benelux: Recovery of Brussels continues with +23% but at a lower pace than expected. Good performance in Amsterdam +8% and Dutch secondary cities +11%
  - Central Europe: Berlin +7%, Frankfurt -2% and Munich -8%. Difficult comparison due to 2016 trade fair calendar
  - LatAm (real exchange rate): Buenos Aires +15%, Bogota +1% impacted by higher supply, Mexico DF +2% affected by the earthquake

9M 2017 Consolidated KPIs by BU



And above our competitors supported by focus on quality

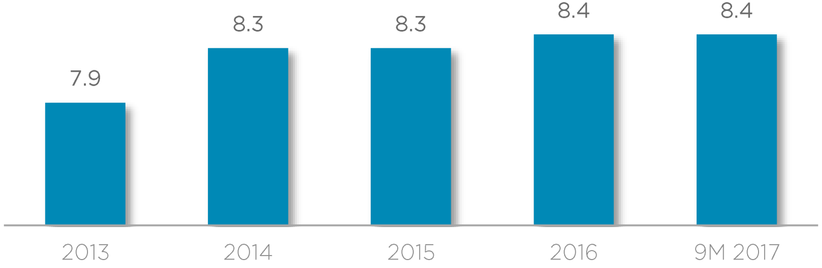
- **Relative RevPar outperformance of +3.6 p.p. in top cities vs. competitors** through a mix of higher ADR (+1.4 p.p.) and relative occupancy (+2.0 p.p.)

9M 2017	ADR % var. NH	ADR % var. Comp.Set	"Relative" ADR Var.	"Rel." Occupancy Var.	"Rel." RevPar Var.
Spain	13.3%	12.4%	0.9p.p.	4.3p.p.	5.8p.p.
Italy	4.1%	-0.8%	4.9p.p.	-2.5p.p.	2.5p.p.
Benelux	6.4%	2.0%	4.4p.p.	4.3p.p	9.2p.p.
Central Europe	-2.6%	1.2%	-3.8p.p.	0.7p.p.	-3.1p.p.
Total NH	**5.3%**	**3.9%**	**1.4p.p.**	**2.0p.p.**	**3.6p.p.**

Source: STR/MKG/Fairmas Competitive Set Average Growth

- Good result in Spain with a relative RevPar increase of +5.8p.p. vs. competitive set, mainly due to improvement of the relative occupation and positive evolution in ADR
- Remarkable growth in Benelux with a relative RevPar of +9.2 p.p. explained by increased occupancy and ADR
- Tough comparison in Central Europe due to the 2016 fair calendar (prices increased above competitors) and military groups that were hosted during the refugee crisis in 2016
- **Performance in key cities:**
  - **Amsterdam**: Relative ADR +5.1 p.p; RevPar +11.8 p.p.
  - **Madrid:** Relative Occupancy +7.3 p.p. ; RevPar +9.9 p.p.
  - **Milan:** Relative ADR +4.3 p.p. ; RevPar +0.4 p.p.
  - **Brussels:** Relative ADR +1.0 p.p. ; RevPar -0.1 p.p.

Focus on quality



Source: TripAdvisor

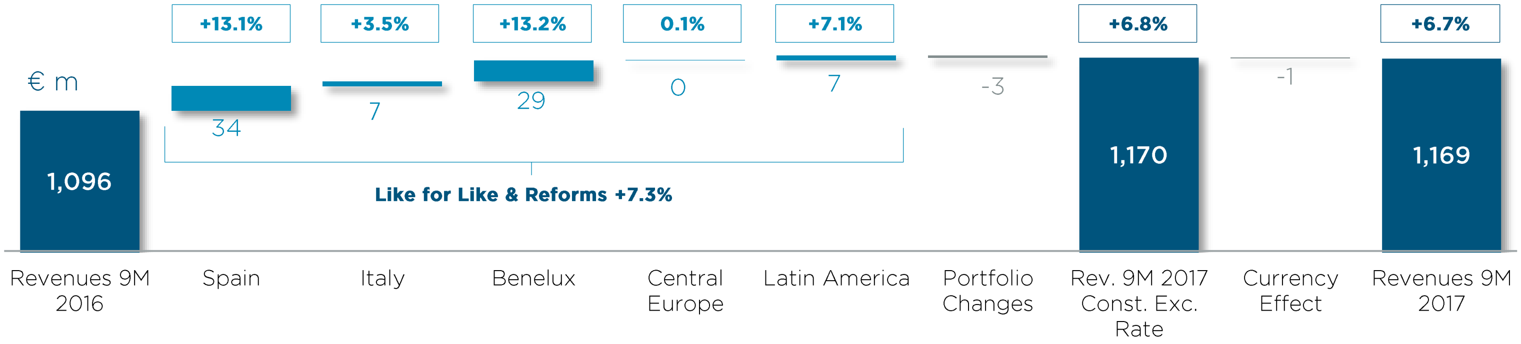
Increase in relative score

% hotels	Dec. 2013	Dec. 2015	Dec. 2016	Sept. 2017
Top 10	24%	27%	34%	36%
Top 30	47%	49%	53%	55%

Source: TripAdvisor

Strong revenue performance in all key markets

- **Spain:** +13.1% growth in LFL&R, being LFL +10.8%. Remarkable LFL performance of Madrid (+15.0%), Barcelona (+12.9%) and secondary cities (+7.9%)
- **Italy:** +5.6% growth in LFL and +3.5% including the 2 leased hotels under reform in Turin and Rome funded by the owners. Remarkable LFL performance of secondary cities (+7.5%)
- **Benelux:** LFL Revenue growth of +6.9% supported by the higher activity level in Brussels (+18.9%) and the good performance of Amsterdam (+6.1%) and Dutch secondary cities (+7.1%). Including the ramp-up from 2016 renovations, revenue grew +13.2%
- **Central Europe:** Positive LFL increase (+2.1%) despite the tough comparison of the German 2016 trade fair calendar. Including the opportunity cost in revenues of 3 hotels under refurbishment in Berlin, Munich and Hamburg in 2017 totaling –€5.1m, revenues increase +0.1% in LFL&R or +1.8% excluding the opportunity cost. Total revenue of -1.5% impacted by the exit of 2 hotels with 192 rooms in H2 2016
- **Latin America:** +7.1% growth in LFL&R with constant exchange rate (+5.5% reported). By regions Mexico increases revenues +7% despite the -3% currency impact and the earthquake (-€0.3m vs 2016). Argentina grows +17% despite the strong currency depreciation (-10%). The positive currency evolution (+6%) in Colombia did not compensate a key hotel in Chile under reform of Hoteles Royal and the lower corporate events due to the higher supply in Bogota, that explain a revenue decrease of -2%



	Spain	Italy	Benelux	Central Europe	Latin America
Revenue LFL	+10.8%	+5.6%	+6.9%	+2.1%	+7.5%
Total Revenue	+11.6%	+1.9%	+15.8%	-1.5%	+8.1%

	Ex-Currency	Reported
Revenue LFL	+6.2%	+6.1%
Total Revenue	+6.8%	+6.7%

9M EBITDA increased +37% due to a 63% conversion rate

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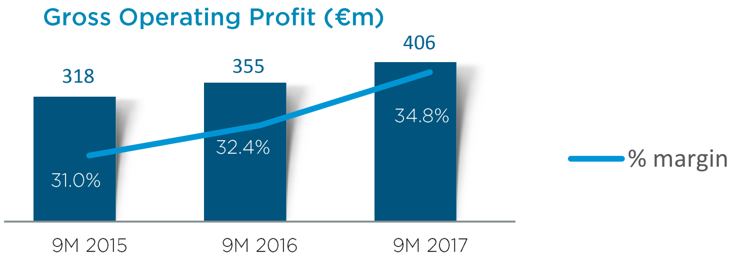
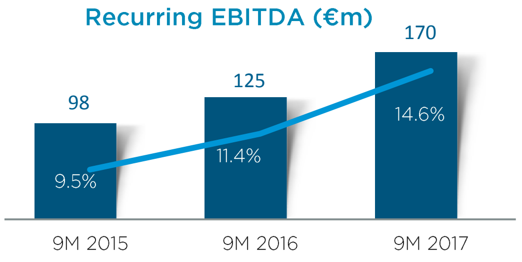
€ million / Recurring Activity	9M 2017 €m.	9M 2016 €m.	VAR. €m.	VAR. %.
TOTAL REVENUES	**1,168.6**	**1,095.5**	**73.1**	**6.7%**
Staff Cost	(393.9)	(384.7)	(9.3)	2.4%
Operating expenses	(368.2)	(356.3)	(11.9)	3.3%
GROSS OPERATING PROFIT	406.4	354.6	51.9	14.6%
Lease payments and property taxes	(236.0)	(230.0)	(6.1)	2.6%
EBITDA BEFORE ONEROUS	**170.4**	**124.6**	**45.8**	**36.8%**

- **Cost control** in 9M **despite the occupancy growth (+3.6%)**
  - +2.4% increase in **Payroll cost** and +3.3% in **Operating Expenses** due to higher activity and variable costs, commissions due to the evolution of the sales channel mix and doubtful provisions related to airlines (+€1.2m) . Impact of 2016 & 2017 refurbished hotels explains 37% of the increase of the Operating expenses
- Improvement in GOP of +€51.9m (+14.6%). GOP margin improved by +2.4 p.p., reaching 34.8%
- Lease payments and property taxes increased -€6.1m (+2.6%), out of which variable lease components explain 55% of the increase
- **Recurring EBITDA before onerous** in 9M reached €170.4m, +€45.8m or +36.8% due to a remarkable 63% conversion rate from incremental revenue to EBITDA. EBITDA margin reached 14.6% (+3.2 p.p.)





Significant Net Recurring Income: €27.1m, an increase of +€23m

€ million	9M 2017 €m.	9M 2016 €m.	VAR. €m.	VAR. %.
EBITDA BEFORE ONEROUS	**170.4**	**124.6**	**45.8** 1	**36.8%**
Margin % of Revenues	14.6%	11.4%		3.2p.p.
Onerous contract reversal provision	3.1	4.2	(1.2)	-27.5%
EBITDA AFTER ONEROUS	**173.4**	**128.8**	**44.7**	**34.7%**
Depreciation	(81.0)	(75.3)	(5.6) 2	7.5%
EBIT	**92.5**	**53.4**	**39.0**	**73.1%**
Interest expense	(41.5)	(37.0)	(4.5) 3	12.2%
Income from minority equity interest	0.0	(0.0)	0.0	N/A
EBT	**51.0**	**16.4**	**34.6**	**N/A**
Corporate income tax	(21.2)	(9.2)	(12.0) 4	130.8%
NET INCOME BEFORE MINORITIES	**29.8**	**7.2**	**22.5**	**N/A**
Minorities interests	(2.7)	(2.7)	0.1	-2.3%
NET RECURRING INCOME	**27.1**	**4.5**	**22.6**	**N/A**
Non Recurring EBITDA	8.8	42.1	(33.3)	N/A
Other Non Recurring items	(11.4)	(25.1)	13.7	N/A
NET INCOME INCLUDING NON-RECURRING	**24.5**	**21.5**	**3.0**	**13.7%**

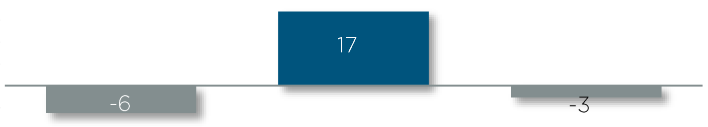
1. **Recurring EBITDA before onerous reached €170.4m, an increase of +€45.8m**
2. **Depreciation:** the increase of -€5.6m includes -€2.7m of amortization of the new management contract with Hesperia and the rest corresponds to the impact of 2016 repositioning capex
3. **Financial Expenses:** the increase of -€4.5m is mainly explained by:
   - Refinancing Q3 2016: The issuance of 2023 Bond with a coupon of 3.75% to refinance bank debt maturing in 2017&2018 plus the signing of a €250m long term RCF (fully undrawn), explains an increase of -€4.5m
   - Refinancing Q2 2017: -€0.7m due to the refinancing of €150m of 2019 Bond (coupon 6.875%) with a €115m TAP of the 2023 Bond (coupon 3.75%, yield-to-maturity 3.17%) and cash. Premium paid included
   - Early redemption of the €100m Bond due in 2019 (effective date 30th November 2017): the P&L impact in 2017 will be -€4.2m (coupon savings +€0,6m, arranging expenses write off -€1.4m and early call premium -€3.4m).
   - In 2018 P&L impact will represent total coupon savings of €12.9m
4. **Taxes:** The higher Corporate Income Tax (-€12.0m) is mainly due to business improvement (-€8.4m) and the higher tax due to the reversal of tax holding provision (-€3.8m) in Spain (RD3/2016)

Total Net Income comparison affected by asset disposals in 9M 2016, a temporary effect

Net Recurring Income (€m)

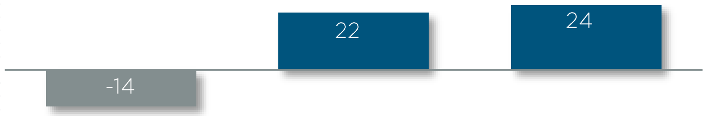
- **Net Recurring Income:** +€22.6m improvement reaching **€27.1m in 9M 2017 compared to €4.5m in 9M 2016** fully explained by the business improvement

Non-Recurring Income (€m)



- **9M 2017**: incorporates capital gains from asset disposals in Q1 2017, severances and impacts from the new management contract with Hesperia
- **Capital gains of €15m** has been achieved in **October and November 2017**
- **9M 2016** mainly from **net capitals gains** from asset rotation transactions

Total Net Income (€m)



- **Total Net Income:** Total Net Income reached **€24.5m in 9M 2017, fully explained by the improvement of the business, +€3.0m (+13.7%) higher than in 9M 2016,** despite that 9M 2016 included capital gains from asset rotation (+€26m vs 9M 2017, temporary effect). Isolating this impact, Total Net Income would have increased by +€29m (+135%)

Deleverage path on track

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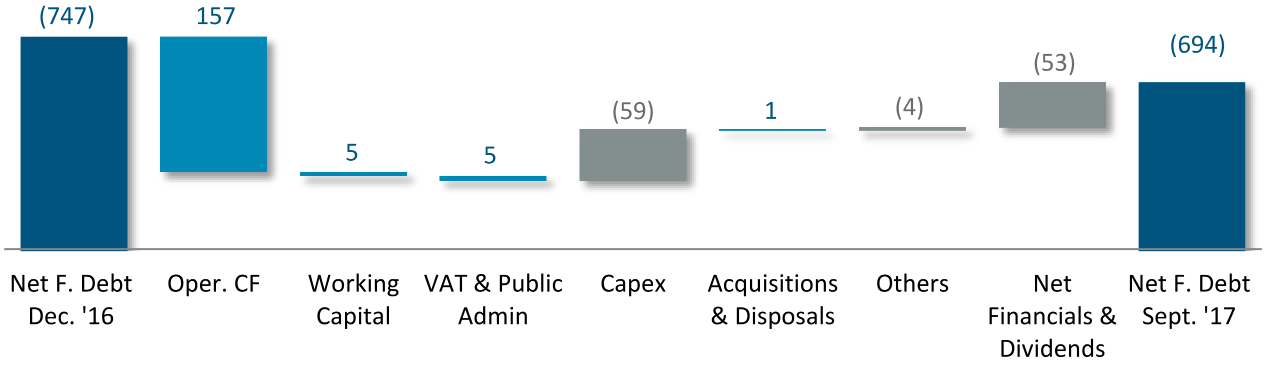
The favorable operating cash flow generation more than compensates the capex, financial expenses and dividends paid



Financial Position: 30th September 2017
Gross Financial Debt: (€839m)
Cash: €145m
Net Financial Debt: (€694m)(1)

Treasury Stock in Balance Sheet not included in cash position(2)
Number of shares: 9.4m
Market Value: €53.4m

- **(+) Operating Cash Flow** +€157m, including -€12.1m of credit card expenses and taxes paid of -€13.0m
- **(+) Working Capital:** improvement due to a lower average collection period (from 23 days in December 2016 to 20 days in September 2017)
- **(-) Capex payments:** -€59m due to 2016 repositioning and maintenance capex of 2017
- **(+) Acquisitions & Disposals:** +€33.1m asset rotation, -€19.6m last payment for the acquisition of Hoteles Royal in 2015, first payment of the Hesperia agreement -€11.0m and others -€1.2m
- **(-) Other:** payment of legal provisions
- **(-) Net Financials & Dividends:** -€52.5m, including -€10.1m related to the refinancing in Q2 2017 (repurchase premium, transaction expenses net of issuance above par) and -€17.1m dividend paid in July related to 2016 fiscal year

(1) NFD excluding accounting adjustments for the portion of the convertible bond treated as Equity, arrangement expenses and accrued interest. Including these accounting adjustments, the Adj. NFD would be (€725m) at 31st Dec. 2016 and (€678m) at 30th Sept. 2017

(2) As of 30th September 2017, the Company had 9,423,924 treasury shares in its balance sheet, of which 9m shares correspond to a loan of securities linked to the convertible bond issued in November 2013. Of those 9m shares, as of 30th September 2017, 7,615,527 had been returned and are therefore held by NH although they remain available to the financial institutions. In addition, in August 2016 the Company purchased 600,000 treasury shares and in 2017 the Company has delivered 176,076 shares to management under the Long Term Incentive Program, resulting in a net amount of 423,924. Treasury stock in Balance Sheet calculated with the price as of 30th Sept. 2017 (€5.67 per share) totals €53.4m

Early and full redemption of outstanding 2019 Bond

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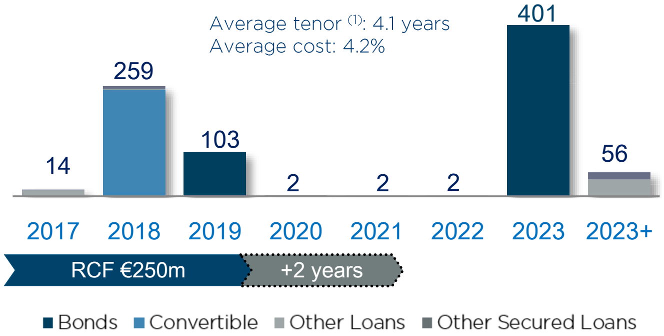
Early call €100m Nov. 2019 Bond @ 103.4% Effective from 30th Nov. 2017

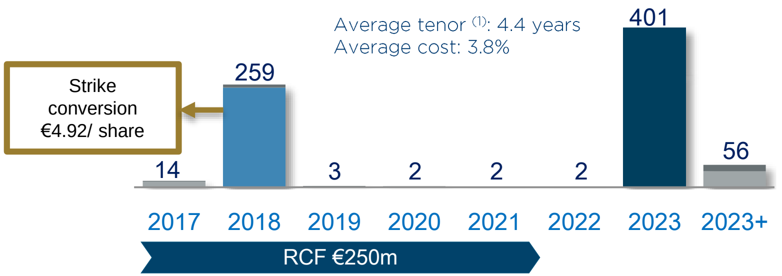
- Voluntary repayment with cash. Potential temporary use of short-term credit lines due to seasonal effect in working capital
- Key advantages:
  - ☑ Average tenor from 4.1 years to 4.4 years[(1)/(2)]
  - ☑ Average cost of debt from 4.2% to 3.8%[(2)]
  - ☑ Annual Coupon Savings of €6.9m
  - ☑ Net Interest Savings of €9.6m from 30.11.2017-15.11.2019 (coupon savings – call price)
- €250m RCF maturity automatically extended from Sept. 2019 to Sept. 2021
- More flexible Loan-to-Value covenant for secured debt

Pre & Post €100m 2019 Bond Redemption Debt Maturity Profile

30th Sept. 2017: Gross debt (€839m)



30th Sept. 2017 pro-forma after repayment: Gross debt (€739m[(2)])



[(1)] Excluding subordinated debt (2023+)
[(2)] Pro-forma as of 30.09.17 and not including potential short term credit lines used temporarily to maintain minimum operating cash

With this repayment, NH has delivered its commitment on refinancing

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Sept. 2016

€285m Bond issue
- Coupon: 3.75%
- Maturity 2023
- Purpose: Bank debt refinancing

+

RCF €250m, 3+2 years
- Liquidity facility

✓ Average tenor extension
✓ Improves NH liquidity
✓ Simplified debt structure
✓ Operational & financial flexibility

Apr.-May 2017

€115m TAP 2023 Bond
- Coupon; 3.75%
- Yield-to-Maturity: 3.17%
- Maturity: 2023
- Purpose: Refinancing of €150m of 2019 Bond @6.875% (combined with cash)

✓ Cost of debt reduction
✓ Gross debt reduction by €35m
✓ Simplified debt structure
✓ Average tenor extension

30th Nov. 2017

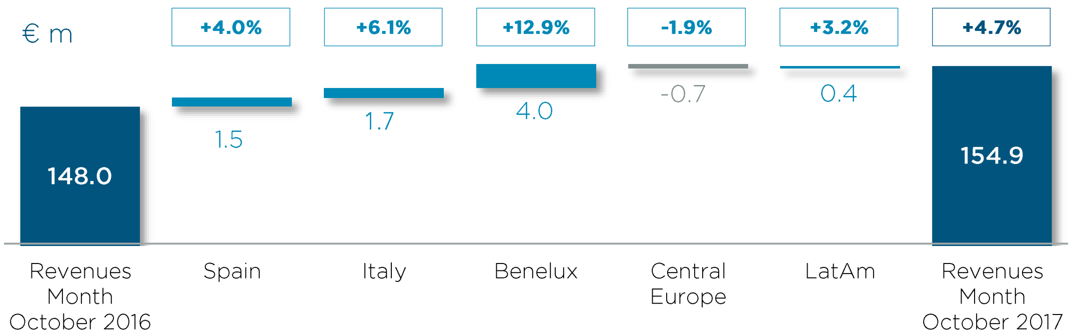
Early redemption @103.4% of 2019 Bond @6.875% with cash. Potential temporary use of short-term credit lines due to seasonal effect in working capital

✓ Cost of debt reduction
✓ Gross debt reduction by €100m
✓ LTV and other covenants flexibility
✓ RCF extended by 2 years
✓ Average tenor extension

Revenue trend in the month of October remains positive and confirms 2017 EBITDA guidance

- **Spain:** +4.1% growth in LFL, being Madrid +9.1%, Barcelona -9.3% (tough comparison being Oct. 2016 +15.0%) and secondary cities +4.5%. Total revenue grew +4.0%.
  - Cataluña:
    - 5% Revenues October YTD
    - 25 hotels (2 owned, 14 leased and 9 managed) with 3,250 rooms
    - Leisure demand represents above 50% of the activity in Cataluña
    - October -€0.5m vs last year and only -€0.2m vs Budget in revenues LFL. Including the rest of hotels under reform, revenues decrease -€0.8m vs last year and -€0.6m vs Budget
    - Demand for Q1 2018 is slightly below compared to last year, due to a positive trend in leisure segment

- **Italy:** +9.7% growth in LFL and total revenue grew +6.1% due to key leased hotel under reform in Rome funded by the owner. Remarkable performance of Milan with +28.7% revenue growth
- **Benelux:** LFL revenue growth of +11.9% supported by the higher activity level in Brussels (+24.7%), the good performance of Amsterdam (+6.0%) and Dutch secondary cities (+5.7%). Including the 2016 renovations, total revenue grew +12.9%
- **Central Europe:** +1.5% growth in LFL despite the tough comparison of the German 2016 trade fair calendar. Including the opportunity cost of hotels under refurbishment in Hamburg, Dusseldorf and Berlin in October totaling –€0.8m and the exit of 1 hotel (-€0.2m), total revenue decrease of -1.9%
- **LatAm:** +1.9% growth in LFL and +3.2% in total revenues supported by the good performance in Argentina



Revenue LFL	+4.1%	+9.7%	+11.9%	+1.5%	+1.9%	+5.8%

Investor Day 2017: New Financial Targets 2017-2019

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Strong preferred brands
Higher weight in the upper segment
Successful Repositioning

Focus on guest experience and quality
Customer experience improvement
Loyalty- focused mobile apps

Advanced pricing focus on Net ADR
Channel and full demand curve optimization
Open & Dynamic Pricing
Meeting & Events

EBITDA
2017E: €230m
2018E: €260m
2019E: €285-290m
2019 proforma: c.€300m(1)

2019 Rec. Net Income
c. €100m

Dividends
2017: 0.10€
2018: 0.15€
From 2019: c. 50% Rec. Income

Leverage(2)
2019: <1.5-2.0x

Asset Management
Active asset management
Long term sustainable contracts
Organic asset light growth
Repositioning opportunities

Efficiency in the DNA
Digital Transformation
New operating model

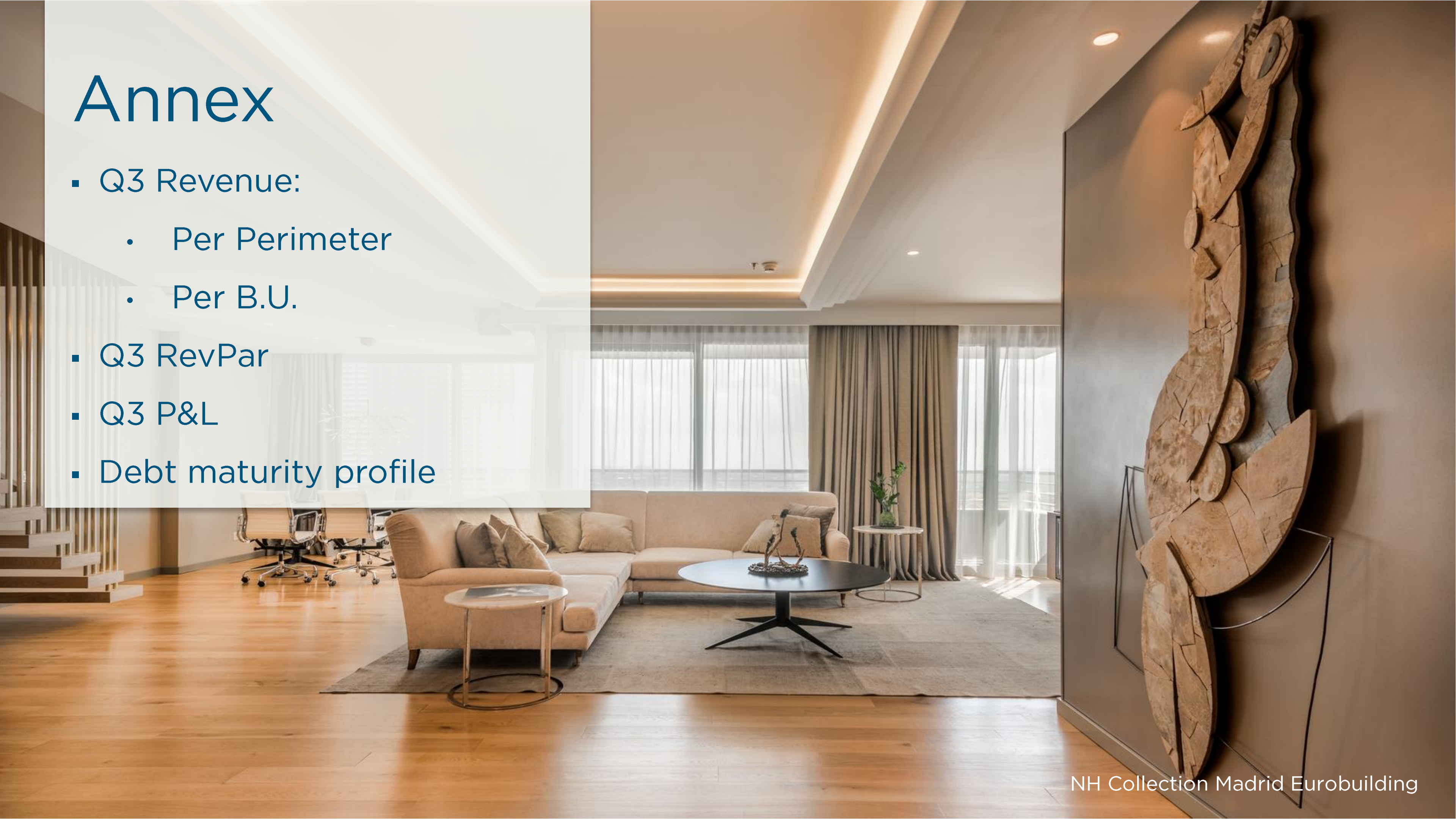
Cash Generation & Efficient Balance Sheet to drive shareholder return
Earnings growth
Deleverage

(1) Proforma 2019 with "Run rate" from 2018 – 2019 Refurbishments & Openings

(2) Financial debt excluding IFRS accounting adjustments / Range subject to 2018 Bond conversion

Annex

- Q3 Revenue:
    - Per Perimeter
    - Per B.U.
- Q3 RevPar
- Q3 P&L
- Debt maturity profile



NH Collection Madrid Eurobuilding

Solid revenue performance continues in Q3 2017

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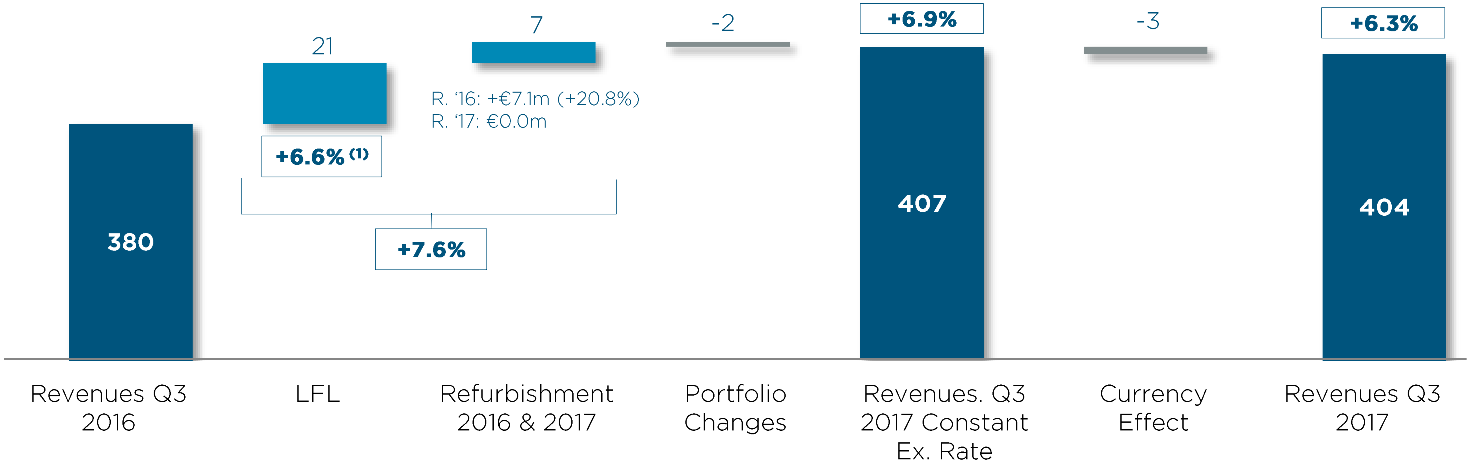
- **Total Revenue growth of +6.3%** vs. Q3 2016 reaching €404m (+€24m)
  - Revenue Like for Like ("LFL") +6.6% with constant FX (+5.8% reported)
  - LFL & Refurbished hotels grew +7.6% (+6.9% reported)
    - Excellent performance in Spain (+14.1%) and Benelux (+10.7%)
    - 2016 refurbished hotels increased revenues in Q3 2017 by +€7.1m



Growth Contribution	+5.5%	+	+1.9%	+	-0.4%	=	+6.9%	+	-0.7%	=	+6.3%

(1) On its 2016 own base. With real exchange rate growth is +5.8%

Strong performance in all key markets

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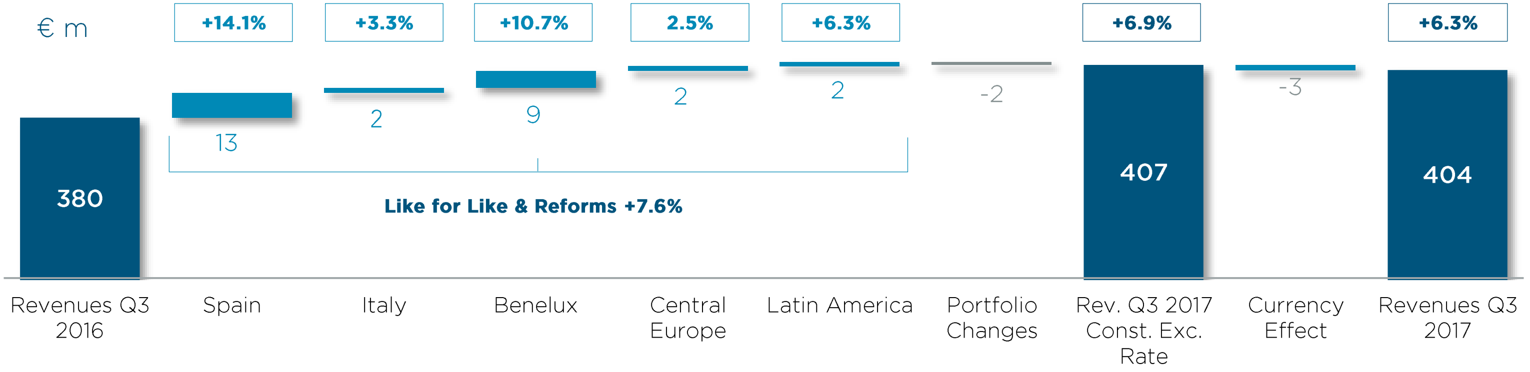
- **Spain:** +14.1% growth in LFL&R, being LFL +12.1%. Remarkable LFL performance of Madrid (+21.7%) and Barcelona (+16.0%)
- **Italy:** +6.5% growth in LFL and +3.3% including the leased hotel under reform in Rome funded by the owner. Remarkable LFL performance of secondary cities (+6.2%). The closing of 2 hotels in 2016 explains the difference with total revenue
- **Benelux:** LFL Revenue growth of +8.8% supported by the higher activity level in Brussels (+28.9%) and the good performance of Amsterdam (+8.6%) and secondary cities (+9.0%). Including the ramp-up from 2016 renovations, revenue grew +10.7%
- **Central Europe:** +2.5% growth in LFL&R, being LFL +2.9% due to the refurbishments of 3 hotels in Berlin, Hamburg and Dusseldorf with an opportunity cost of -€1.6m in revenues. Total revenue of +0.9% impacted by the exit of 2 hotels with 192 rooms in H2 2016
- **LatAm:** +6.3% growth in LFL&R with constant exchange rate. Including negative impact of currency reported LFL&R decreased -0.7%. By regions Mexico (-1%) affected by the earthquake of September (-€0.3m) and Argentina (+15%) despite the currency depreciation of -18%. Hoteles Royal impacted by a key hotel in Chile under reform and the lower corporate events due to the higher supply in Bogota explain the revenue decline of -7%

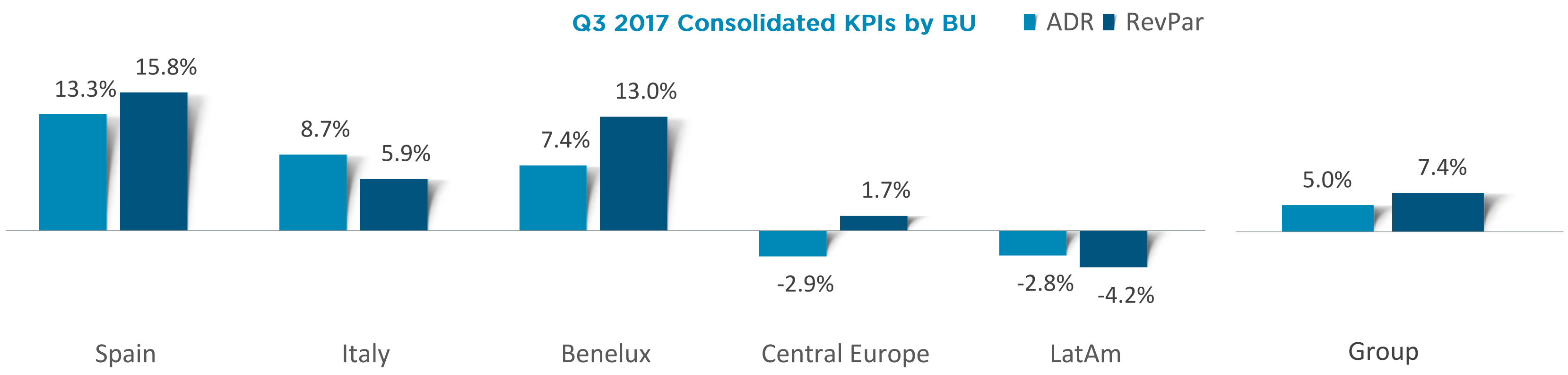


Revenue LFL	+12.1%	+6.5%	+8.8%	+2.9%	+0.1%
Total Revenue	+13.4%	+1.3%	+11.3%	+0.9%	+7.8%

Ex-Currency	Reported
+6.6%	+5.8%
+6.9%	+6.3%

RevPar growth supported by ADR, 68% contribution

- **+7.4% RevPar increase in Q3 2017, 68% through ADR**
  - RevPar growth across all markets except LatAm with an outstanding double digit growth in Spain and Benelux
  - ADR: +5.0% price increases (+€4.6) reaching €95
  - Occupancy: +2.3% activity increase or +1.7 p.p. Strong demand in Benelux (+5.2%), Central Europe (+4.7%) and Spain (+2.2%)
- **LFL RevPar grew +8.1%:**
  - Spain: Very good performance of both key and secondary cities: Madrid +26%, Barcelona +19% and secondary cities +7%
  - Italy: Excellent evolution of Milan +11% and secondary cities +7%
  - Benelux: Brussels +31% explained by the recovery in occupancy, Amsterdam +10% and Dutch secondary cities +12%
  - Central Europe: Berlin +2% and German secondary cities +4%. Difficult comparison due to positive 2016 trade fair calendar
  - LatAm (FX reported): B.Aires +7%, Bogota -13% and Mexico DF -3%



66% conversion rate from incremental revenue to EBITDA in Q3

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NH Hotel Group P&L

€ million	Q3 2017 €m.	Q3 2016 €m.	VAR. €m.	VAR. %.
TOTAL REVENUES	**404.4**	**380.5**	**23.9** [1]	**6.3%**
Staff Cost	(133.0)	(130.2)	(2.8)	2.2%
Operating expenses	(125.5)	(122.2)	(3.3)	2.7%
GROSS OPERATING PROFIT	145.9	128.0	17.9	13.9%
Lease payments and property taxes	(78.6)	(76.5)	(2.1)	2.7%
EBITDA BEFORE ONEROUS	**67.3**	**51.5**	**15.8** [2]	**30.6%**
Margin % of Revenues	16.6%	13.5%		3.1p.p.
Onerous contract reversal provision	1.0	1.2	(0.3)	-20.0%
EBITDA AFTER ONEROUS	**68.3**	**52.8**	**15.5**	**29.4%**
Depreciation	(27.1)	(25.7)	(1.4)	5.5%
EBIT	**41.2**	**27.1**	**14.1**	**52.0%**
Interest expense	(11.9)	(12.9)	1.0	-7.8%
Income from minority equity interest	(0.0)	(0.2)	0.1	-83.1%
EBT	**29.2**	**14.0**	**15.2**	**109.1%**
Corporate income tax	(9.8)	(3.1)	(6.6)	N/A
NET INCOME BEFORE MINORITIES	19.4	10.8	8.6	79.3%
Minorities interests	(1.0)	(0.9)	(0.2)	17.6%
NET RECURRING INCOME	**18.4** [3]	**10.0**	**8.5**	**84.6%**
Non Recurring EBITDA	(1.1)	7.6	(8.7)	N/A
Other Non Recurring items	(0.5)	(5.8)	5.3	N/A
NET INCOME including non-recurring	**16.8** [4]	**11.8**	**5.0**	**42.5%**

1. **Revenue grew +6.3% to €404.4m (+€23.9m)**

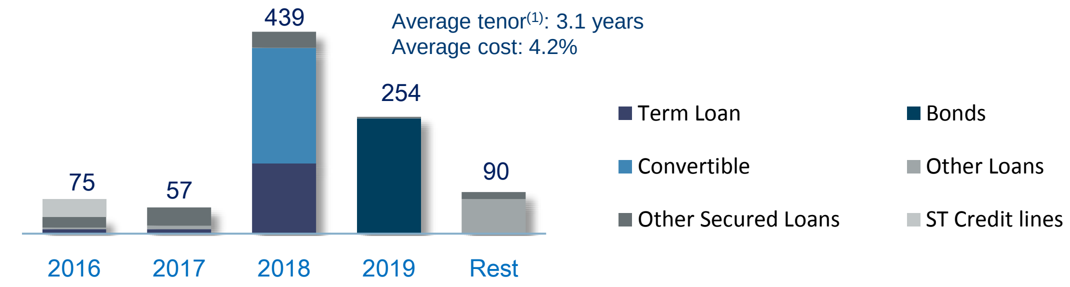
2. **EBITDA:** cost control allows to report in the third quarter a **recurrent EBITDA growth of +30.6% reaching €67.3m**, which represents an **increase of +€15.8m** compared to Q3 2016. The conversion ratio of the increase in revenue to EBITDA is 66%

3. **Net Recurring Income reaches €18.4m,** an improvement of **+€8.5m compared to Q3 2016** despite the higher depreciation expense (new Hesperia contract), and the higher tax due to the improvement of the business

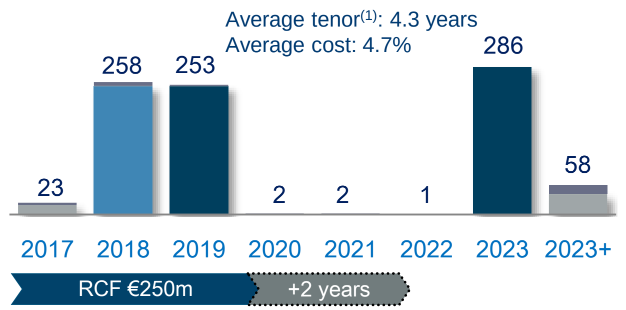
4. **Total Net Profit reached €16.8m** impacted by the non-recurring activity (-€1.6m), mainly explained by severances. The comparison with Q3 2016 is affected by the contribution of non-recurring activity of asset rotation (€8.7m in Q3 '16) and the non cash accelerated amortization of the arranging loan expenses of debt refinanced in Q3' 16 (-€3.4m)

Maturities extended to 2023. Only Convertible Bond in near term

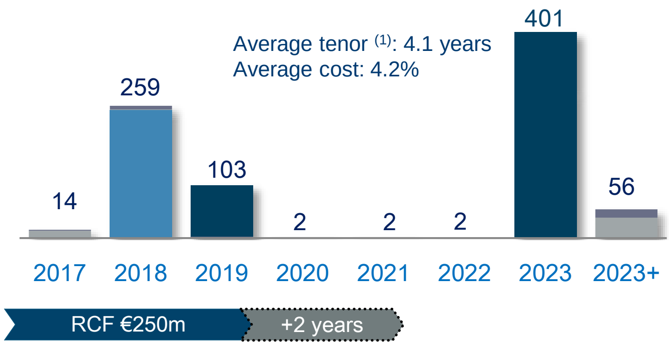
31st Dec. 2015: Gross debt €915m



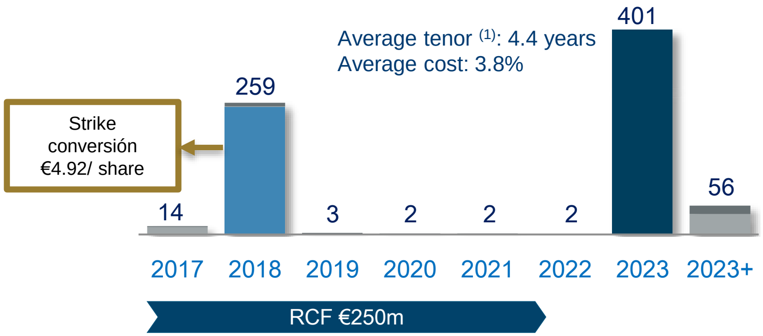
31st Dec. 2016: Gross debt €884m



30th Sept. 2017: Gross debt €839m



30th Sept. 2017 pro-forma after repayment: Gross debt €739m(2)



(1) Excluding subordinated debt (2023+)

(2) Pro-forma as of 30.09.17 and not including short term credit lines used temporarily to maintain minimum operating cash

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SALES AND RESULTS
Third quarter 2017

15th November 2017

NH | HOTEL GROUP

NH HOTELS   NH COLLECTION   nhow   Hesperia RESORTS

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9M 2017 Main Financial Aspects

- **Solid revenue growth of +6.7%** (+6.8% at constant exchange rates) reaching €1.169m (+€73m) in the first nine months of the year. Hotel revenue grew +7.1% excluding other non-hotel revenue, which declined due to a lower level of investment.
    - In the **Like-for-Like** ("LFL") perimeter, excluding refurbishments, revenue grew **+6.1%.**
    - **Excellent performance in Benelux** (+13.2**%**) **and Spain** (+13.1%), while comparison in Germany is affected by the 2016 trade fair calendar and the refurbishment of three hotels.
    - Above-market relative RevPar growth of +3.6 p.p. in top cities, on greater relative growth of ADR (+1.4 p.p.) and occupancy (+2.0 p.p.), supported by perceived quality improvements.
  - **Q3**: revenue grew +6.3%, reaching €404m (+€24m). Good performance in Spain (+14.1%) and Benelux (+10.6%) resulted in LFL&R growth of +6.9% (+7.6% at constant exchange rates). Lower contribution from Central Europe (Germany) due to above mentioned refurbishments in Q3 2017 (-€1.6m revenue impact).

- **Increase in RevPar of +9.5%** in 9M following a **combined growth strategy of ADR** (+5.7%, +€5.2) **and occupancy** (+3.6%), taking advantage of the higher demand in Benelux (+6.7%) and Spain (+4.6%). In 9M, **growth in ADR accounted for 60% of the increase in RevPar.** RevPar growth in all markets, with Spain and Benelux growing at double-digit.
  - **Q3**: RevPar growth of +7.4%, 68% coming from ADR (+5.0%). Growth in all markets except LatAm, due to exchange rates and greater supply in Bogotá; double-digit growth in Benelux and Spain continued. In Q3, the Group's occupancy increased +2.3%, with remarkable performance in Benelux (+5.2%), Central Europe (+4.7%) and Spain (+2.2%).

- Revenue growth together with cost control allowed to report a **recurring EBITDA growth of +37% in 9M, reaching €170m,** which represents an **increase of +€46m and a conversion rate of 63%** from incremental revenues to EBITDA, despite higher occupancy levels (+3.6%) and improving EBITDA margin up to 14.6% (+3.2p.p.).
  - **Q3:** EBITDA grew +31%, an increase of +€16m. Despite higher occupancy levels (+2.3%), Q3 conversion rate reached 66%.

- **Recurring Net Income of €27.1m,** representing an **improvement of +€22.6m** in the first nine months of the year, entirely explained by the business improvement.

- **Total Net Income reached €24.5m,** an improvement of +€3.0m (**+13.7%**) compared to the first nine months of 2016**,** although 9M 2016 included net capital gains from asset rotation (+€26m vs. 9M 2017, temporary effect). Excluding this contribution, Total Net Income would have grown +€29m or +135%. During October and November 2017, net capital gains on asset rotation of €15m have been achieved.

- **Reduction in net financial debt to €694m** (€747m at 31st Dec. 2016), due to the favourable generation of operating cash flow, offsetting the capex, financial costs and dividends paid.

- **Early repayment and full voluntary amortization of the outstanding €100m 2019 Bond** effective from 30th Nov. 2017, with cash. Potential temporary use of short-term credit lines due to seasonal effect in working capital. Advantages:
    - Reduces average cost of financial debt
    - Reduces gross debt level and extends average tenor
    - Ease the collateralisation ratio required by the guaranteed debt
    - Automatic 2-year maturity extension on the undrawn RCF for €250m until September 2021

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New financial targets: 2017-2019

- Recurring EBITDA (before onerous reversal and capital gains from asset rotation) guidance for 2017 raised from €225m to €230m at the "Investor Day" on the 28th of September is confirmed.

- 2019 Targets: "Pro forma" EBITDA of c.€300m and recurring Net Income of c.€100m, based on the Group's strengths (commercial and pricing strategy, asset management, focus on efficiency and debt reduction) and the organic growth and repositioning initiatives detailed in the new plan.

Other highlights

- **Repositioning plan:**

  Since the start of the plan through September 2017,61 hotels have been fully refurbished. The compound annual RevPar growth rate for hotels repositioned between 2014 and 2016 and hence, with more than 12 months of post-refurbishment operation, is +13.1% in 9M 2017. The hotels included in the sample are: NH Collection Gran Hotel, NH Alonso Martínez, NH Collection Abascal, NH Collection Eurobuilding, NH Collection Aránzazu, NH Iruña Park, NH Firenze, NH Ventas, NH Nacional, NH Turcosa, NH Atocha, NH Utrecht, NH Collection Brussels Centre, NH Collection Hamburg City, NH Genova Centro, NH Milano Congress Centre, NH Lagasca, NH Collection Paseo del Prado, NH Florida, NH Latino, NH Grand Place Arenberg, NH The Lord Charles, NH Collection Wien Zentrum, NH Danube City, NH München Messe, NH Collection Palazzo Barocci, NH La Spezia, NH Milano Touring, NH Zurbano, NH Collection Colón, NH Collection Pódium, NH Collection Barbizon Palace, NH Schiphol Airport, NH Collection Köln Mediapark, NH Collection Berlin Friedrichstrasse, NH Collection Frankfurt City y NH City Centre.

- **Brand:** NH had 381 hotels and 59,030 rooms at 30th September 2017, of which 69 hotels and 11,016 rooms belong to the NH Collection brand (19% of the portfolio), showing both stronger price potential (+43% premium; ADR NH Collection €126 vs. ADR NH €89) and quality (with improvements also in hotels that have not been refurbished) in the first nine months of the year. At Group level, 36% of the portfolio is positioned in the top 10 of the city (44% for NH Collection) and 55% in the top 30 (64% for NH Collection), evidencing the higher quality levels perceived by customers.

% hotels NH	Dec. '14	Dec. '15	Dec. '16	Sept. '17
Top 10	24%	27%	34%	36%
Top 30	47%	49%	53%	55%

Source: TripAdvisor

- **Pricing & Revenue Management:** Group ADR and occupancy evolved favourably in the first nine months in the main cities when compared to direct competitors. The Group's relative ADR increased +1.4 p.p. vs. direct competitors, with a relative RevPar increase of +3.6 p.p.

  - Remarkable performance in Benelux with a relative RevPar of +9.2 p.p. on higher ADR and occupancy levels. NH continues to improve its positioning and gain market share in Amsterdam (relative RevPar +11.8 p.p.).
  - Good performance in Spain with a relative RevPar increase of +5.8% vs. direct competitors, due primarily to higher relative occupancy while positive ADR evolution is achieved.

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- Difficult comparison in the first nine months in Central Europe due to the 2016 trade fairs, where NH increased ADR above competitors, and the lower contribution of military groups hosted during the 2016 refugee crisis.

9M 2017	ADR % var.		"Relative" ADR	"Relative" Occupancy	RevPar % var.		"Relative" RevPar
	NH	Compset	Var.	Var.	NH	Compset	Var.
Total NH	**5.3%**	**3.9%**	**1.4p.p.**	**2.0p.p.**	**10.2%**	**6.6%**	**3.6p.p.**
Spain	13.3%	12.4%	0.9p.p.	4.3p.p.	19.4%	13.6%	5.8p.p.
Italy	4.1%	-0.8%	4.9p.p.	-2.5p.p.	7.2%	4.6%	2.5p.p.
Benelux	6.4%	2.0%	4.4p.p.	4.3p.p.	16.3%	7.1%	9.2p.p.
Central Europe	-2.6%	1.2%	-3.8p.p.	0.7p.p.	-0.6%	2.5%	-3.1p.p.

- **Portfolio optimisation:**

  - By 30th of September 2017, asset rotation transactions generated a net cash of €33.1m. In addition, during the months of October and November 2017, further asset rotation has taken place generating net capital gains of €15m.

  - On the other hand regarding organic expansion, in 2017 new agreements have been signed for 5 hotels, three leased contracts (2 in Frankfurt and 1 in Cancun) and two under management (Valencia and Lima) with a total of 1,243 rooms. Four of the agreements are within the upper segment NH Collection and NHOW brands.

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RevPar evolution in the Third Quarter

Note: *The "Like-for-Like plus Refurbishments" (LFL&R) criteria includes hotels renovated in 2016 and 2017, so as to ensure that the sample of "LFL" hotels is not reduced by the number of hotels affected by the refurbishments.*

NH HOTEL GROUP REVPAR Q3 2017/2016

	AVERAGE ROOMS		OCCUPANCY %			ADR			REVPAR		
	2017	2016	2017	2016	% Var	2017	2016	% Var	2017	2016	% Var
Spain & Portugal LFL & R	10,882	10,787	75.4%	73.5%	2.6%	96.1	85.1	12.9%	72.5	62.5	15.9%
Total B.U. Spain	11,106	11,062	75.4%	73.7%	2.2%	95.7	84.5	13.3%	72.2	62.3	15.8%
Italy LFL & R	7,008	7,025	71.8%	74.1%	-3.2%	118.4	109.4	8.3%	85.0	81.1	4.9%
Total B.U. Italy	7,185	7,412	72.0%	73.9%	-2.6%	120.5	110.9	8.7%	86.8	81.9	5.9%
Benelux LFL & R	8,442	8,313	75.9%	72.3%	5.0%	103.3	96.1	7.5%	78.4	69.5	12.9%
Total B.U. Benelux	8,763	8,591	75.4%	71.7%	5.2%	103.5	96.4	7.4%	78.0	69.0	13.0%
Central Europe LFL & R	12,207	12,056	79.5%	75.9%	4.7%	84.3	86.9	-3.0%	67.1	66.0	1.6%
Total B.U. Central Europe	12,207	12,222	79.5%	75.9%	4.7%	84.3	86.8	-2.9%	67.1	65.9	1.7%
Total Europe LFL & R	38,539	38,182	76.2%	74.1%	2.8%	97.6	92.5	5.5%	74.3	68.6	8.4%
Total Europe Consolidated	39,261	39,287	76.1%	74.0%	2.8%	98.0	92.7	5.7%	74.6	68.6	8.7%
Latinamerica LFL & R	5,245	5,233	63.6%	63.3%	0.5%	71.7	73.8	-2.7%	45.6	46.7	-2.3%
Latinamerica Consolidated	5,425	5,233	62.4%	63.3%	-1.4%	71.7	73.8	-2.8%	44.7	46.7	-4.2%
NH Hotels LFL & R	43,784	43,415	74.7%	72.8%	2.5%	95.0	90.5	4.9%	70.9	65.9	7.6%
Total Consolidated	44,686	44,520	74.4%	72.7%	2.3%	95.4	90.8	5.0%	70.9	66.0	7.4%

- **Increase in RevPar of +7.4%** with a **68% contribution from ADR** (+5.0%) reaching €95 (+€4.6). RevPar growth in all markets except Latin America. Double-digit growth in Spain and Benelux, due to the good performance of primary and secondary cities.

- With regards the **activity levels,** in Q3 occupancy rose **+2.3% or +1.7 p.p.,** with a remarkable performance in Benelux (+5.2%), Central Europe (+4.7%) and Spain (+2.2%).

  - In **Spain** the outstanding LFL RevPar performance of Madrid of +26% and Barcelona +19%, in addition to the good performance of second-tier cities +7%, enabled RevPar to climb +15.8%.
  - **Benelux** increased RevPar by +13.0% on higher ADR levels (+7.4%) and a healthy increase in activity (+5.2%), due to the reforms carried out in the first part of 2016, the recovery in Brussels with LFL RevPar growth of +31% (entirely from higher occupancy), and the good performance of Amsterdam LFL (+10%) and second-tier cities (+7%).
  - In **Italy,** the lower occupancy is explained by the renovation of a key leased hotel in Rome funded by the owner.

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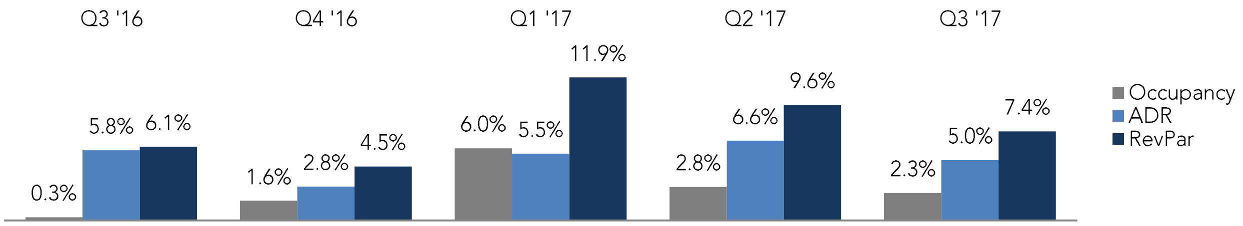
9M RevPar evolution:

- Increase in RevPar of +9.5% through a combined growth strategy in ADR (+5.7%, +€5.2) and occupancy (+3.6%), taking advantage of the strong demand in Benelux (+6.7%), Spain (+4.6%) and Central Europe (+3.6%). In the first nine months, growth in ADR accounted for 60% of the increase in RevPar. Excluding refurbishment, LFL RevPar grew +8.5%, 50% explained by the +4.2% increase in ADR.
- RevPar growth in all markets with noteworthy double-digit growth in Spain and Benelux.

NH HOTEL GROUP REVPAR 9M 2017/2016

	AVERAGE ROOMS		OCCUPANCY %			ADR			REVPAR		
	2017	2016	2017	2016	% Var	2017	2016	% Var	2017	2016	% Var
Spain & Portugal LFL & R	10,843	10,781	74.3%	70.9%	4.8%	93.8	84.3	11.2%	69.7	59.8	16.5%
Total B.U. Spain	11,107	11,208	74.1%	70.8%	4.6%	93.3	83.7	11.5%	69.2	59.3	16.6%
Italy LFL & R	6,979	7,027	69.5%	69.2%	0.4%	115.3	109.5	5.3%	80.1	75.8	5.8%
Total B.U. Italy	7,156	7,503	69.6%	68.2%	2.0%	117.1	109.8	6.6%	81.5	74.9	8.7%
Benelux LFL & R	8,433	8,164	71.3%	66.8%	6.8%	104.4	96.9	7.8%	74.5	64.7	15.1%
Total B.U. Benelux	8,725	8,288	71.0%	66.6%	6.7%	104.6	97.0	7.8%	74.3	64.6	15.1%
Central Europe LFL & R	12,115	12,300	74.0%	71.6%	3.4%	86.2	87.0	-0.9%	63.9	62.3	2.5%
Total B.U. Central Europe	12,115	12,492	74.0%	71.5%	3.6%	86.2	87.0	-0.9%	63.9	62.2	2.7%
Total Europe LFL & R	38,370	38,273	72.7%	69.9%	3.9%	97.4	92.3	5.5%	70.8	64.6	9.6%
Total Europe Consolidated	39,103	39,490	72.6%	69.6%	4.2%	97.7	92.3	5.9%	70.9	64.3	10.3%
Latinamerica LFL & R	5,232	5,207	62.4%	61.6%	1.2%	77.2	74.2	4.0%	48.1	45.7	5.3%
Latinamerica Consolidated	5,373	5,207	61.2%	61.6%	-0.7%	77.1	74.2	3.9%	47.2	45.7	3.2%
NH Hotels LFL & R	43,602	43,480	71.4%	68.9%	3.7%	95.3	90.4	5.4%	68.1	62.3	9.2%
Total Consolidated	44,476	44,697	71.2%	68.7%	3.6%	95.6	90.4	5.7%	68.1	62.1	9.5%

Evolution of Consolidated Ratios by Quarter:



Consolidated Ratios	Occupancy					ADR					RevPar				
% Var	Q3 '16	Q4 '16	Q1 '17	Q2 '17	Q3 '17	Q3 '16	Q4 '16	Q1 '17	Q2 '17	Q3 '17	Q3 '16	Q4 '16	Q1 '17	Q2 '17	Q3 '17
Spain	3.5%	1.3%	7.2%	3.6%	2.2%	11.5%	6.1%	5.6%	14.4%	13.3%	15.4%	7.5%	13.1%	18.5%	15.8%
Italy	-0.8%	0.7%	5.7%	5.8%	-2.6%	-2.0%	-8.4%	3.9%	6.3%	8.7%	-2.9%	-7.7%	9.9%	12.5%	5.9%
Benelux	-6.4%	3.2%	10.9%	3.0%	5.2%	6.3%	8.1%	6.7%	9.4%	7.4%	-0.4%	11.5%	18.3%	12.7%	13.0%
Central Europe	3.4%	3.3%	4.4%	1.9%	4.7%	8.5%	3.2%	4.3%	-2.9%	-2.9%	12.2%	6.7%	8.9%	-1.0%	1.7%
TOTAL EUROPE	0.4%	2.2%	6.6%	3.3%	2.8%	5.9%	2.3%	5.1%	6.7%	5.7%	6.4%	4.6%	12.0%	10.3%	8.7%
Latin America real exc.	-1.1%	-2.8%	1.4%	-1.1%	-1.4%	4.5%	6.5%	9.6%	5.5%	-2.8%	3.3%	3.5%	11.2%	4.3%	-4.2%
NH HOTEL GROUP	**0.3%**	**1.6%**	**6.0%**	**2.8%**	**2.3%**	**5.8%**	**2.8%**	**5.5%**	**6.6%**	**5.0%**	**6.1%**	**4.5%**	**11.9%**	**9.6%**	**7.4%**

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RECURRING HOTEL ACTIVITY

(€ million)	2017 Q3	2016 Q3	DIFF. 17/16	%DIFF.	2017 6M	2016 6M	DIFF. 17/16	%DIFF.
SPAIN	101.8	89.2	12.6	14.1%	297.8	263.4	34.4	13.1%
ITALY	70.8	68.5	2.3	3.3%	203.7	196.9	6.8	3.5%
BENELUX	88.5	80.0	8.5	10.6%	250.8	221.5	29.2	13.2%
CENTRAL EUROPE	100.7	98.4	2.3	2.3%	288.4	288.3	0.1	0.1%
AMERICA	32.8	33.0	(0.2)	(0.7%)	100.7	95.4	5.3	5.5%
TOTAL RECURRING REVENUE LFL&R	**394.5**	**369.1**	**25.4**	**6.9%**	**1,141.4**	**1,065.5**	**75.9**	**7.1%**
OPENINGS, CLOSINGS & OTHERS	**9.9**	**11.4**	**(1.5)**	**(13.1%)**	**27.2**	**30.0**	**(2.8)**	**(9.4%)**
RECURRING REVENUES	**404.4**	**380.5**	**23.9**	**6.3%**	**1,168.6**	**1,095.5**	**73.1**	**6.7%**
	0.00	0.00	0.00	0.0%				
SPAIN	63.3	59.6	3.7	6.2%	186.8	178.1	8.7	4.9%
ITALY	44.1	44.4	(0.3)	(0.8%)	128.7	129.1	(0.4)	(0.3%)
BENELUX	55.8	52.9	2.9	5.5%	162.4	150.2	12.1	8.1%
CENTRAL EUROPE	65.5	64.1	1.4	2.2%	192.6	193.1	(0.5)	(0.3%)
AMERICA	23.6	23.4	0.2	0.8%	73.2	68.9	4.3	6.3%
RECURRING OPEX LFL&R	**252.2**	**244.3**	**7.8**	**3.2%**	**743.6**	**719.4**	**24.2**	**3.4%**
OPENINGS, CLOSINGS & OTHERS	**6.4**	**8.1**	**(1.7)**	**(21.4%)**	**18.6**	**21.6**	**(3.0)**	**(14.0%)**
RECURRING OPERATING EXPENSES	**258.5**	**252.5**	**6.1**	**2.4%**	**762.2**	**741.0**	**21.2**	**2.9%**
SPAIN	38.4	29.5	8.9	30.1%	111.0	85.3	25.7	30.2%
ITALY	26.7	24.1	2.6	10.9%	75.0	67.8	7.2	10.6%
BENELUX	32.8	27.2	5.6	20.6%	88.4	71.3	17.1	24.0%
CENTRAL EUROPE	35.2	34.3	0.9	2.7%	95.9	95.2	0.7	0.7%
AMERICA	9.2	9.6	(0.4)	(4.4%)	27.5	26.6	0.9	3.6%
RECURRING GOP LFL&R	**142.3**	**124.7**	**17.6**	**14.1%**	**397.7**	**346.1**	**51.7**	**14.9%**
OPENINGS, CLOSINGS & OTHERS	**3.5**	**3.3**	**0.2**	**7.3%**	**8.7**	**8.5**	**0.2**	**2.5%**
RECURRING GOP	**145.9**	**128.0**	**17.8**	**13.9%**	**406.4**	**354.6**	**51.9**	**14.6%**
SPAIN	21.7	20.3	1.5	7.2%	65.8	62.0	3.8	6.1%
ITALY	11.5	11.7	(0.2)	(1.6%)	35.5	35.2	0.3	0.8%
BENELUX	13.0	12.3	0.6	5.2%	39.2	36.8	2.4	6.5%
CENTRAL EUROPE	26.9	26.3	0.5	2.0%	79.4	79.4	(0.0)	(0.0%)
AMERICA	3.1	3.5	(0.4)	(12.5%)	9.8	10.0	(0.2)	(1.8%)
RECURRING LEASES&PT LFL&R	**76.2**	**74.2**	**2.0**	**2.7%**	**229.6**	**223.3**	**6.3**	**2.8%**
OPENINGS, CLOSINGS & OTHERS	**2.4**	**2.3**	**0.1**	**3.6%**	**6.4**	**6.7**	**(0.2)**	**(3.5%)**
RECURRING RENTS AND PROPERTY TAXES	**78.6**	**76.5**	**2.1**	**2.7%**	**236.0**	**230.0**	**6.1**	**2.6%**
SPAIN	16.7	9.3	7.4	80.2%	45.2	23.3	21.9	94.2%
ITALY	15.2	12.4	2.8	22.8%	39.5	32.6	6.9	21.1%
BENELUX	19.8	14.8	4.9	33.3%	49.2	34.4	14.7	42.8%
CENTRAL EUROPE	8.3	8.0	0.4	4.9%	16.5	15.8	0.7	4.3%
AMERICA	6.1	6.1	0.0	0.2%	17.7	16.6	1.1	6.8%
RECURRING EBITDA LFL&R	**66.1**	**50.6**	**15.6**	**30.8%**	**168.1**	**122.8**	**45.4**	**37.0%**
OPENINGS, CLOSINGS & OTHERS	**1.1**	**1.0**	**0.2**	**16.2%**	**2.2**	**1.8**	**0.4**	**24.4%**
RECURRING EBITDA EX. ONEROUS PROVISION	**67.3**	**51.5**	**15.8**	**30.6%**	**170.4**	**124.6**	**45.8**	**36.8%**

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Recurring Results by Business Unit (LFL&R basis)

Spain B.U.:

- Q3: RevPar growth of +15.9% in Q3, 81% from ADR (+12.9%) and +2.6% increase in occupancy, reporting a revenue growth of +14.1% in Q3.
- 9M: RevPar grew +16.5% with an increase in ADR of +11.2% (68% contribution) and +4.8% in occupancy.
  - Excellent revenue evolution, growing +13.1% (+€34.4m) in the first nine months. The LFL perimeter, excluding 2016 and 2017 renovations, grew +10.8%, with an outstanding LFL performance in Madrid (+15.0%), Barcelona (+12.9%) and second-tier cities (+7.9%). Moreover, refurbished hotels contributed +€9.9m in additional revenue compared to the first nine months of 2016.
  - Operating costs in the first nine months were up +4.9% (+€8.7m) explained by the higher occupancy during the period (+4.8%, reaching 74.3%), increased commissions from the change in segmentation, and higher costs for the hotels that were renovated in 2016 (the latter accounting for 33% of the increase).
  - GOP in 9M reached €111m, a growth of 30.2% (+€25.7m). Also in the first nine months, lease payments increased +€3.8m (+6.1%) due to the variable component of contracts.
  - As a result, the 9M EBITDA nearly doubled, reaching €45.2m, an improvement of +€21.9m with an incremental revenue conversion rate of 64%.

Italy B.U.:

- Q3: RevPar growth of +4.9% in Q3 with an increase in ADR of +8.3% and a decrease in occupancy due to renovation works at a key leased hotel in Rome by the owner that began in Q3. Noteworthy evolution in LFL RevPar in Milan (+11%) and second-tier cities (+7%). All of these factors contributed to a revenue growth of +3.3% (+€2.3m) in Q3.
- 9M: RevPar growth of +5.8% in the first nine months of the year, with growth in ADR of +5.3% and in occupancy of +0.4%, boosting sales +3.5%, or +€6.8m, affected by the refurbishments undertaken by third parties at two leased hotels in Turin and Rome in the first nine months. Excluding these reforms, LFL revenue growth is +5.6%, with a remarkable growth in second-tier cities (+7.5%).
  - Operating costs declined slightly (-€0.4m) in 9M due to cost control and efficiency plans. This helped improve GOP, which increased +10.6% (+€7.2m).
  - The margin improvement due to operating cost controls enabled the 9-month EBITDA to reach €39.5m (+€6.9m).

Benelux B.U.:

- Q3: RevPar growth of +12.9% in Q3 with an increase in ADR of +7.5% (58% contribution) following 2016 refurbishments, the recovery of Brussels (+31% explained by higher occupancy levels), and the good performance of Amsterdam (+10%) and second-tier cities (+12%). Revenue grew +10.6% (+€8.5m) in Q3.
- 9M: Occupancy increased +6.8% and ADR +7.8%, reporting a RevPar growth of +15.1%, also explained by 2016 refurbishments, the recovery of Brussels (LFL RevPar +23%, entirely on higher activity), and the good performance of Amsterdam (+8%) and second-tier cities (+11%).
  - LFL revenue growth in 9M excluding refurbishments of +7.0%, explained by the recovery in Brussels LFL (+18.9%), Amsterdam (+6.1%) and second-tier cities (+7.1%). Including those hotels that were refurbished in 2016, reported growth was +13.2% (+€29.2m).

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- Operating costs in 9M increased +8.1% (+€12.1m) due to the higher activity (occupancy +6.8%), higher commissions of the segmentation change and higher costs for the hotels that were renovated in 2016 (the latter accounting for 45% of the increase).
- As a result, GOP rose 24.0% (+€17.1m) and the 9-month EBITDA reached €49.2m, representing an increase of +42.8%, equivalent to +€14.7m.

Central Europe B.U.:

- Q3: RevPar growth of +1.6% in Q3 2017 with an increase in occupancy of +4.7% and a decrease in ADR of -3.0%, due to the 2016 trade fairs in Germany (RevPar Q3 2016: +12.3%) and the refurbishment of hotels in 2017 (opportunity costs of -€1.6m of lower revenues). As a result, Q3 revenue rose +2.3% (+€2.3m).
- 9M: Increase in RevPar of +2.5% in 9M with a rise in occupancy of +3.4% and a decrease in ADR of -0.9%, given the tough comparison with 2016 trade fairs in Germany. On an LFL level, revenue grew +2.1% despite the aforementioned 2016 trade fairs. Including the opportunity cost of three hotels under refurbishment in Berlin, Munich and Hamburg for -€5.1m in 2017, revenue grew +0.1% in LFL&R.
  - With a slight decline in operating costs of -0.3% (-€0.5m), 9-month EBITDA reached €16.5m, an increase of +€0.7m (+4.3%).

Americas B.U.:

- Q3: Decrease in RevPar of -2.3% in Q3 2017, explained entirely by a -2.7% ADR decline because of the negative impact of exchange rates, mainly in Argentina with a depreciation of -18%. At constant exchange rates, revenue growth of the BU was +6.3% in Q3 and with real exchange rates, revenues declined -0.7%.
- 9M: RevPar growth of +5.3% with an increase in ADR of +4.0% (75% contribution) and +1.1% in occupancy. In 9M revenues rose +5.5% (+€5.3m). Excluding the negative impact of exchange rates (-€1.5m), given the depreciation of the Mexican and Argentine peso, revenues with constant exchange rates would have grown +7.1%, or +€6.8m.
  - By region, Mexico reported revenue growth of +6.9% (+€1.7m) despite the -3% currency depreciation in the first nine months and the -€0.3m impact from the earthquake. The growth is mainly explained by the refurbishment in 2016 of the NH Collection Hotel Reforma in Mexico City, with a high EBITDA conversion rate. At constant exchange rates, revenue growth was +9.9%.
  - In Argentina, revenue growth in 9M was +17.5% (+€4.0m) at real exchange rates, despite the -10% currency depreciation. The growth is the result of higher activity (+11.7% in occupancy) and a +5.6% increase in average ADR.
  - In Hoteles Royal, the positive evolution of Colombia's currency (+6%) failed to offset the refurbishment of a key hotel in Chile and the lower corporate events given the higher supply in Bogota; as a result, revenues declined -1.6% in the first nine months of the year.

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Consolidated Income Statement

NH HOTEL GROUP P&L ACCOUNT								
(€ million)	Q3 2017	Q3 2016	Var.		9M 2017	9M 2016	Var.	
	€m.	€m.	€m.	%	€m.	€m.	€m.	%
TOTAL REVENUES	**404.4**	**380.5**	**23.9**	**6.3%**	**1,168.6**	**1,095.5**	**73.1**	**6.7%**
Staff Cost	(133.0)	(130.2)	(2.8)	2.2%	(393.9)	(384.7)	(9.3)	2.4%
Operating expenses	(125.5)	(122.2)	(3.3)	2.7%	(368.2)	(356.3)	(11.9)	3.3%
GROSS OPERATING PROFIT	**145.9**	**128.0**	**17.9**	**13.9%**	**406.4**	**354.6**	**51.9**	**14.6%**
Lease payments and property taxes	(78.6)	(76.5)	(2.1)	2.7%	(236.0)	(230.0)	(6.1)	2.6%
EBITDA BEFORE ONEROUS	**67.3**	**51.5**	**15.8**	**30.6%**	**170.4**	**124.6**	**45.8**	**36.8%**
Margin % of Revenues	16.6%	13.5%		3.1p.p.	14.6%	11.4%		3.2p.p.
Onerous contract reversal provision	1.0	1.2	(0.3)	(20.0%)	3.1	4.2	(1.2)	(27.5%)
EBITDA AFTER ONEROUS	**68.3**	**52.8**	**15.5**	**29.4%**	**173.4**	**128.8**	**44.7**	**34.7%**
Depreciation	(27.1)	(25.7)	(1.4)	5.5%	(81.0)	(75.3)	(5.6)	7.5%
EBIT	**41.2**	**27.1**	**14.1**	**52.0%**	**92.5**	**53.4**	**39.0**	**73.1%**
Interest expense	(11.9)	(12.9)	1.0	(7.8%)	(41.5)	(37.0)	(4.5)	12.2%
Income from minority equity interests	(0.0)	(0.2)	0.1	(83.1%)	0.0	(0.0)	0.0	N/A
EBT	**29.2**	**14.0**	**15.2**	**109.1%**	**51.0**	**16.4**	**34.6**	**N/A**
Corporate income tax	(9.8)	(3.1)	(6.6)	N/A	(21.2)	(9.2)	(12.0)	130.8%
NET INCOME before minorities	**19.4**	**10.8**	**8.6**	**79.3%**	**29.8**	**7.2**	**22.5**	**N/A**
Minority interests	(1.0)	(0.9)	(0.2)	17.6%	(2.7)	(2.7)	0.1	(2.3%)
NET RECURRING INCOME	**18.4**	**10.0**	**8.5**	**84.6%**	**27.1**	**4.5**	**22.6**	**N/A**
Non Recurring EBITDA	(1.1)	7.6	(8.7)	N/A	8.8	42.1	(33.3)	N/A
Other Non Recurring items	(0.5)	(5.8)	5.3	N/A	(11.4)	(25.1)	13.7	N/A
NET INCOME including Non-Recurring	**16.8**	**11.8**	**5.0**	**42.5%**	**24.5**	**21.5**	**3.0**	**13.7%**

Comments on 9M 2017

- **Solid revenue growth of +6.7%** (+6.8% at constant exchange rates) reaching €1.169m (+€73m) in the first nine months of the year. Hotel revenue grew +7.1%, excluding other non-hotel revenue, which declined -€3.1m due to a lower level of capex investments that impacted on the recording of revenue following the capitalization of payroll costs and purchases discounts from rebates.
  - In the Like-for-Like ("LFL") perimeter, excluding refurbishments, revenue grew +6.1%.

- **Operating costs:** cost control in the first nine months despite higher occupancy (+3.6%)
  - **Payroll costs** rose +2.4% (+€9.3m), explained by a higher level of activity in Spain, Benelux and Central Europe, and the hotels refurbished in 2016, which account for 40% of the increase.
  - **Other operating expenses** rose +3.3% (+€11.9m) primarily due to a higher level of activity and higher commissions due to the evolution of the sales channel mix. The impact of the hotels renovated in 2016 and 2017 explains 37% of the increase.

- **GOP improvement of +€51.9m (+14.6%)**. The GOP margin improved +2.4 p.p., reaching 34.8%. Lease payments and property taxes increased -€6.1m (+2.6%), 55% of which is attributable to the variable component of the leased contracts.

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- Revenue growth together with cost control allowed to report a **recurring EBITDA growth of +37% in 9M, reaching €170m,** which represents an **increase of +€46m and a conversion rate of 63%** from incremental revenues to EBITDA, despite higher occupancy levels (+3.6%), and improving EBITDA margin up to 14.6% (+3.2p.p.).

- **Amortisation**: the increase of -€5.6m in 9M includes -€2.7m for the amortisation of the new Hesperia management contract, and the remainder corresponds to the temporary impact of 2016 repositioning investments.

- **Financial costs:** the increase of -€4.5m is explained primarily by:

    - Refinancing in Q3 2016: The issue of the 2023 Bond (3.75% coupon) to refinance bank debt maturing in 2017 and 2018 together with the signing of a long-term revolving credit facility of €250m (fully undrawn), accounts for an increase of -€4.5m.
    - Refinancing in Q2 2017: -€0.7m for the refinancing of €150m of the 2019 Bond (6.875% coupon) with a €115m TAP on the 2023 Bond (3.75% coupon, yield to maturity 3.17%) and cash.
    - Voluntary early repayment of €100m 2019 Bond (effective date: 30th November 2017): the impact on the P&L in Q4 '17 will total -€4.2m (coupon savings of +€0.6m, accelerated amortisation of arranging costs of -€1.4m and redemption premium of -€3.4m).
    - In 2018 the P&L will reflect -€12.9m in coupon savings.

- **Corporate tax:** the higher amount of corporate taxes (-€12.0m) is largely due to the improvement of the business (-€8.4m) and the higher tax from the reversal of credit provisioning in Spain (-€3.8m; RD3/2016).

- **Recurring Net Income of €27.1m,** representing an **improvement of +€22.6m** in the first nine months of the year, entirely explained by the business improvement.

- **Total Net Income reached €24.5m,** an improvement of +€3.0m (+13.7%) compared to the first nine months of 2016**,** although 9M 2016 included net capital gains from asset rotation (+€26m vs. 9M 2017, temporary effect). Excluding this contribution, Total Net Income would have grown +€29m or +135%. During October and November 2017, net capital gains on asset rotation of €15m have been achieved.

Comments on Q3 2017

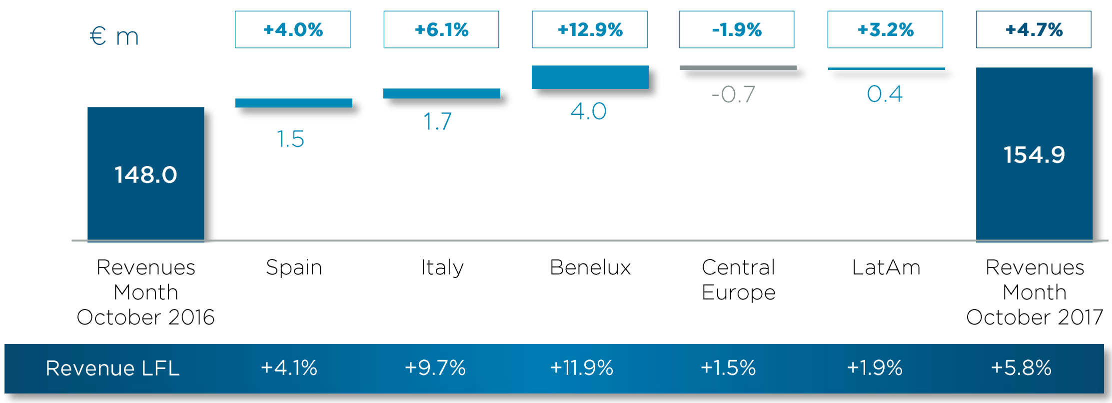
- **Revenues** were up **+6.3% reaching €404.4m (+€23.9m).** In the Like-for-Like ("LFL") perimeter, excluding refurbishments, revenue growth was +6.6% with constant exchange rates (+5.8% reported) and including refurbishments, growth was +7.6% at constant rates (+6.9% reported). Remarkable double-digit growth in Spain (+14.1%) and Benelux (+10.6%).

- In Q3, sound cost control allows a **recurring EBITDA growth of +30.6%, reaching €67.3m,** an **increase of +€15.8m** relative to the third quarter of 2016. **The conversion rate from incremental revenues to EBITDA was 66%,** despite higher occupancy levels (+2.3%).

- Higher taxes due to business improvement translated into **recurring Net Income** in Q3 **of €18.4m, which represents an improvement of +€8.5m (+84.6%) compared to the third quarter of 2016.**

- **Total Net Income reached €16.8m,** affected by non-recurring activity (-€1.6m), explained primarily by severance payments of the Efficiency Plan. The improvement relative to Q3 2016, equalling +€5.0m, is the result of the contribution of non-recurring activity of 2016 related to asset rotation (€8.7m in Q3 '16) and accelerated amortisation of arranging costs on the debt refinanced in Q3' 16 (-€3.4m).

Revenue trend in the month of October remains positive and confirms 2017 EBITDA guidance



Spain: +4.1% growth in LFL, being Madrid +9.1%, Barcelona -9.3% (tough comparison being Oct. 2016 +15.0%) and secondary cities +4.5%. Total revenue grew +4.0%.

- Cataluña:
  - 5% Revenues October YTD.
  - 25 hotels (2 owned, 14 leased and 9 managed) with 3,250 rooms.
  - Leisure demand represents above 50% of the activity in Cataluña.
  - October -€0.5m vs last year and only -€0.2m vs Budget in revenues LFL. Including the rest of hotels under reform, revenues decrease -€0.8m vs last year and -€0.6m vs Budget.
  - Demand for Q1 2018 is slightly below compared to last year, due to a positive trend in leisure segment.

Italy: +9.7% growth in LFL and total revenue grew +6.1% due to key leased hotel under reform in Rome funded by the owner. Remarkable performance of Milan with +28.7% revenue growth.

Benelux: LFL revenue growth of +11.9% supported by the higher activity level in Brussels (+24.7%), the good performance of Amsterdam (+6.0%) and Dutch secondary cities (+5.7%). Including the 2016 renovations, total revenue grew +12.9%.

Central Europe: +1.5% growth in LFL despite the tough comparison of the German 2016 trade fair calendar. Including the opportunity cost of hotels under refurbishment in Hamburg, Dusseldorf and Berlin in October totaling –€0.8m and the exit of 1 hotel (-€0.2m), total revenue decrease of -1.9%.

LatAm: +1.9% growth in LFL and +3.2% in total revenues supported by the good performance in Argentina.

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Financial Debt and Liquidity

As of 30/09/2017 Data in Euro million	Maximum Available	Availability	Drawn	Repayment schedule 2017	2018	2019	2020	2021	2022	2023	2024	Rest
Senior Credit Facilities												
Senior Secured Notes due 2019(1)	100.0	-	100.0	-	-	100.0	-	-	-	-	-	-
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	**750.0**	**250.0**	**500.0**	**-**	**-**	**100.0**	**-**	**-**	**-**	**400.0**	**-**	**-**
Other Secured loans (2)	32.8	-	32.8	1.0	6.7	2.3	1.8	1.7	1.5	1.3	1.4	15.1
Total secured debt	**782.8**	**250.0**	**532.8**	**1.0**	**6.7**	**102.3**	**1.8**	**1.7**	**1.5**	**401.3**	**1.4**	**15.1**
Convertible Bonds due 2018	250.0	-	250.0	-	250.0	-	-	-	-	-	-	-
Unsecured loans and credit facilities (3)	71.4	55.4	15.9	13.3	1.8	0.6	0.3	-	-	-	-	-
Subordinated loans	40.0	-	40.0	-	-	-	-	-	-	-	-	40.0
Total unsecured debt	**361.4**	**55.4**	**305.9**	**13.3**	**251.8**	**0.6**	**0.3**	**0.0**	**0.0**	**0.0**	**0.0**	**40.0**
Total Gross Debt	**1,144.1**	**305.4**	**838.7**	**14.2**	**258.5**	**102.9**	**2.1**	**1.7**	**1.5**	**401.3**	**1.4**	**55.1**
Cash and cash equivalents (4)			(144.7)									
Net debt			**694.0**									
Equity Component Convertible Bond			(6.9)	(1.5)	(5.4)	-	-	-	-	-	-	-
Arranging loan expenses			(21.0)	(1.3)	(5.4)	(3.9)	(2.5)	(2.6)	(2.8)	(2.2)	(0.0)	(0.4)
Accrued interests			12.0	12.0	-	-	-	-	-	-	-	-
Total adjusted net debt			**678.1**									

(1) Voluntary early redemption and full cancelation on 30/11/2017

(2) Bilateral mortgage loans

(3) Comprises €7.2 million drawn under a bilateral credit line renewed in Oct.17 for an additional year and other debt facilities with amortization schedule

(4) Not included in cash position. As of September 30th 2017, the Company had 9,423,924 treasury shares in its balance sheet, of which 9m shares correspond to a loan of securities linked to the convertible bond issued in November 2013. Of those 9m shares, as of September 30th 2017, 7,615,527 had been returned and are therefore held by NH although they remain available to the financial institutions. In addition, in August 2016 the Company purchased 600,000 treasury shares and up to September 30th 2017 the Company has delivered 176,076 shares to management under the Long Term Incentive Program, resulting in a net amount of 423,924. Treasury stock calculated with the price as of Sept. 30th 2017 (€5.67 per share) totals 53.4M€

- **Net financial debt decreased to €694m** vs. €747m at 31st Dec. 2016, due to the positive operating cash flow generation (+€157m) during the period, more than offsetting the capital expenditure (-€59m), financial costs and dividends paid (-€53m). The cash inflow from asset rotation (+€33m) offset the final payment for the acquisition of Hoteles Royal, S.A (-€19.6m) and the first disbursement of the Hesperia management contract (-€11.0m).
- At 30th of September 2017, the company held cash for €144.7m and €305.4m in available credit lines, €250m of which corresponds to the long-term revolving syndicated credit signed in September 2016 (maturity 2021).
- **Early repayment and full voluntary amortization of the outstanding €100m 2019 Bond effective from 30th Nov. 2017**, with cash. Potential temporary use of short-term credit lines due to seasonal effect in working capital. Advantages:
  - Reduces the level of gross debt and extends average tenor from 4.1 to 4.4 years(1) / (2)
  - Lower average cost of financial debt from 4.2% to 3.8%(2)
  - Net interest savings of €9.6m from 30th November 2017 to 15th November 2019
  - Ease the collateralisation ratio required by the guaranteed debt
  - Automatic 2-year maturity extension on RCF for €250m until September 2021.

(1) Excludes subordinated debt (2023+)

(2) Pro-forma to 30.09.17, excluding short-term credit lines used temporarily to maintain minimum operating cash.

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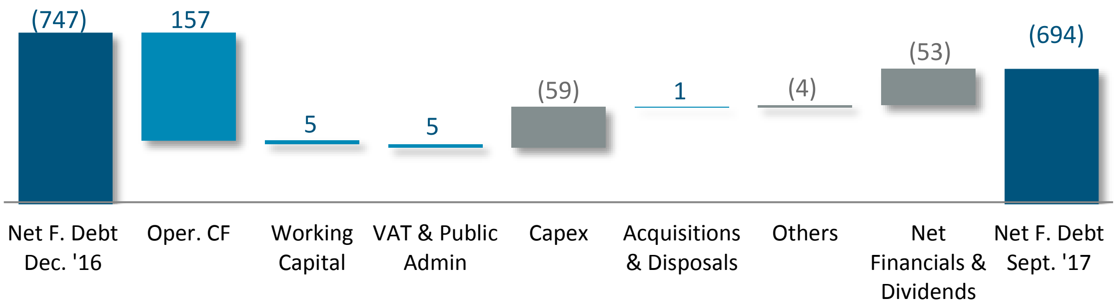
- On 27th of September 2017, Moody's rating agency improved the Group's corporate rating outlook from "B2 with a stable outlook" to "B2 with a positive outlook," due to the operating improvement, the repositioning plan that has enabled NH to increase revenue and profitability, the efficiency plan and significantly improve liquidity.

- On 27th of September 2017, Standard & Poor's rating agency improved its opinion of the Group's business profile, mainly due to its successful repositioning plan that has resulted in improved revenues and profitability.

Net Financial Debt 9M 2017 Evolution



Financial Position: 30th September 2017
Gross Financial Debt: (€839m)
Cash: €145m
Net Financial Debt: (€694m)(1)

Treasury Stock in Balance Sheet not included in cash position(2)
Number of shares: 9.4m
Market Value: €53.4m

(1) NFD excluding accounting adjustments for the portion of the convertible bond treated as Equity, arrangement expenses and accrued interest. Including these accounting adjustments, the Adj. NFD would be (€725m) at 31st Dec. 2016 and (€678m) at 30th Sept. 2017.

(2) As of 30th September 2017, the Company had 9,423,924 treasury shares in its balance sheet, of which 9m shares correspond to a loan of securities linked to the convertible bond issued in November 2013. Of those 9m shares, as of 30th September 2017, 7,615,527 had been returned and are therefore held by NH although they remain available to the financial institutions. In addition, in August 2016 the Company purchased 600,000 treasury shares and in 2017 the Company has delivered 176,076 shares to management under the Long Term Incentive Program, resulting in a net amount of 423,924. Treasury stock in Balance Sheet calculated with the price as of 30th Sept. 2017 (€5.67 per share) totals €53.4m.

Cash flow in the first nine months of the year:

- (+) Operating cash flow +€157.2m including -€12.1m in financial costs from credit cards and -€13.0m taxes paid.
- (+) Working capital: Improvement due to a shorter average collection period (from 23 days in December 2016 to 20 days in September 2017).
- (-) Capex payments: -€59.5m for repositioning and maintenance capex in 2017.
- (+) Acquisitions & Disposals: +€33.1m for asset rotation, -€19.6m final payment from the 2015 acquisition of Hoteles Royal, -€11.0m first payment of the Hesperia contract, and others amounting to -€1.2m.
- (-) Other: payment of legal provisions.
- (-) Net financial and dividends: -€52.5m, including -€10.1m relative to the refinancing in Q2 2017 (redemption premium, transaction costs and issuance at above par) and -€17.1m of 2016 dividend paid in July 2017.

Appendix

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Appendix I: 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 9 months of 2017.

In addition, the abridged consolidated financial statements as at 30 September 2017 are shown below:

NH HOTEL GROUP, S.A. AND SUBSIDIARIES

ABRIDGED CONSOLIDATED BALANCE SHEETS AT 30 SEPTEMBER 2017 AND 31 DECEMBER 2016

(Thousands of euros)

ASSETS	30/09/2017 (*)	31/12/2016 (**)	NET ASSETS AND LIABILITIES	30/09/2017 (*)	31/12/2016 (**)
NON-CURRENT ASSETS:			**EQUITY:**		
Goodwill	113,573	117,736	Share capital	700,544	700,544
Intangible assets	152,333	126,453	Reserves of the parent company	525,461	412,827
Property, plant and equipment	1,655,826	1,701,428	Reserves of fully consolidated companies	39,458	137,512
Investments accounted for using the equity method	10,686	10,646	Reserves of companies consolidated using the equity method	(23,087)	(23,206)
Non-current financial investments-	84,287	91,056	Other equity instruments	27,230	27,230
Loans and accounts receivable not available for trading	*71,618*	*78,385*	Exchange differences	(148,094)	(133,765)
Other non-current financial investments	*12,669*	*12,671*	Treasury shares and shareholdings	(39,250)	(39,983)
Deferred tax assets	138,122	152,389	Consolidated profit for the period	24,467	30,750
Other non-current assets	19,117	18,939	**Equity attributable to the shareholders of the Parent Company**	**1,106,729**	**1,111,909**
Total non-current assets	**2,173,944**	**2,218,647**	Non-controlling interests	43,901	43,967
			Total equity	**1,150,630**	**1,155,876**
			NON-CURRENT LIABILITIES		
			Debt instruments and other marketable securities	735,483	763,637
			Bank borrowings	72,059	72,720
			Other financial liabilities	12,945	1,435
			Other non-current liabilities	39,223	34,037
			Provisions for contingencies and charges	50,287	52,900
			Deferred tax liabilities	166,471	174,987
			Total non-current liabilities	**1,076,468**	**1,099,716**
CURRENT ASSETS:					
Non-current assets classified as held for sale	44,283	46,685	**CURRENT LIABILITIES:**		
Inventories	9,893	9,870	Liabilities associated with non-current assets classified as held for sale	2,372	2,661
Trade receivables	150,975	146,197	Debt instruments and other marketable securities	825	2,233
Non-trade receivables-	54,158	54,510	Bank borrowings	14,412	23,226
Tax receivables	*31,205*	*29,231*	Other financial liabilities	11,230	1,076
Other non-trade debtors	*22,953*	*25,279*	Trade and other payables	225,980	229,769
Short-term financial investments	-	1,918	Public administration payables	57,466	44,938
Cash and cash equivalents	144,748	136,733	Provisions for contingencies and charges	9,242	11,462
Other current assets	11,152	12,677	Other current liabilities	40,528	56,280
Total current assets	**415,209**	**408,590**	**Total current liabilities**	**362,055**	**371,645**
TOTAL ASSETS	**2,589,153**	**2,627,237**	**NET ASSETS AND LIABILITIES**	**2,589,153**	**2,627,237**

(*) Unaudited balances.

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

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NH HOTEL GROUP, S.A. AND SUBSIDIARIES

ABRIDGED CONSOLIDATED COMPREHENSIVE INCOME STATEMENTS FOR THE NINE-MONTH PERIODS ENDED 30 SEPTEMBER 2017 AND 2016

(Thousands of euros)

	2017 (*)	2016 (**)
Revenues	1,150,615	1,076,291
Other operating income	9,533	4,383
Net gains on disposal of non-current assets	9,781	46,351
Procurements	(56,019)	(48,950)
Staff costs	(316,322)	(311,470)
Depreciation and amortisation charges	(83,818)	(81,259)
Net impairment losses	1,916	(338)
Other operating expenses	(605,265)	(596,714)
Variation in the provision for onerous contracts	*3,053*	*4,210*
Other operating expenses	*(608,318)*	*(600,924)*
Profit (loss) on disposal of financial and other investments	3	7,745
Profit (loss) from companies accounted for using the equity method	3	(22)
Finance income	1,868	2,577
Change in fair value of financial instruments	(7)	(165)
Finance costs	(55,511)	(53,899)
Net exchange differences (Income/(Expense))	(5,689)	(1,932)
PROFITS / (LOSSES) BEFORE TAX FROM CONTINUING OPERATIONS	**51,088**	**42,598**
Income tax	(24,071)	(16,977)
PROFIT / (LOSS) FOR THE FINANCIAL YEAR - CONTINUING	**27,017**	**25,621**
Profit (loss) for the year from discontinued operations net of taxes	127	(1,368)
PROFIT / (LOSS) FOR THE FINANCIAL YEAR	**27,144**	**24,253**
Exchange differences	(16,390)	(3,203)
Income and expenses recognised directly in equity	**(16,390)**	**(3,203)**
TOTAL INTEGRAL PROFIT	**10,754**	**21,050**
Profit / Loss for the year attributable to:		
Parent Company Shareholders	24,467	21,513
Non-controlling interests	2,677	2,740
Comprehensive loss attributable to:		
Parent Company Shareholders	10,138	5,820
Non-controlling interests	616	1,827

(*) Unaudited balances.

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

NH HOTEL GROUP, S.A. AND SUBSIDIARIES

ABRIDGED CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

FOR THE NINE-MONTH PERIODS ENDED

30 SEPTEMBER 2017 AND 31 DECEMBER 2016

(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 interests	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	-	-	-	24,467	-	-	2,677	27,144
Exchange differences	-	-	-	-	-	(14,329)	(2,061)	(16,390)
Total recognised income / (expense)	**-**	**-**	**-**	**24,467**	**-**	**(14,329)**	**616**	**10,754**
Transactions with shareholders or owners	**-**	**(16,330)**	**733**	-	-	-	**(682)**	**(16,279)**
Distribution of dividends	-	(17,056)	-	-	-	-	(682)	(17,738)
Treasury share transactions (net)	-	-	-	-	-	-	-	-
Remuneration Scheme in shares	-	726	733	-	-	-	-	1,459
Other changes in equity	**-**	**31,029**	**-**	**(30,750)**	**-**	**-**	**-**	**279**
Transfers between equity items	-	30,750	-	(30,750)	-	-	-	-
Other changes	-	279	-	-	-	-	-	279
Ending balance at 30/09/2017 (*)	**700,544**	**541,832**	**(39,250)**	**24,467**	**27,230**	**(148,094)**	**43,901**	**1,150,630**

(*) Unaudited balances.

	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 interests	Total Equity
Adjusted balance at 31/12/2015	**700,544**	**527,317**	**(37,561)**	**938**	**27,230**	**(130,347)**	**37,963**	**1,126,084**
Net profit (loss) for 2016	-	-	-	30,750	-	-	3,399	34,149
Exchange differences	-	-	-	-	-	(3,418)	215	(3,203)
Total recognised income / (expense)	**-**	**-**	**-**	**30,750**	**-**	**(3,418)**	**3,614**	**30,946**
Transactions with shareholders or owners	**-**	**1,927**	**(2,422)**	**-**	**-**	**-**	**1,533**	**1,038**
Distribution of dividends	-	-	-	-	-	-	(1,056)	(1,056)
Treasury share transactions (net)	-		(2,422)	-	-	-	-	(2,422)
Remuneration Scheme in shares	-	1,927	-	-	-	-	-	1,927
Business combination		-	-	-	-	-	2,589	2,589
Other changes in equity	**-**	**(2,111)**	**-**	**(938)**	**-**	**-**	**857**	**(2,192)**
Transfers between equity items	-	938	-	(938)	-	-	-	-
Other changes	-	(3,049)	-	-	-	-	857	(2,192)
Ending balance at 31/12/2016 (**)	**700,544**	**527,133**	**(39,983)**	**30,750**	**27,230**	**(133,765)**	**43,967**	**1,155,876**

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

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NH HOTEL GROUP, S.A. AND SUBSIDIARIES

NH HOTEL GROUP, S.A. AND SUBSIDIARIES

ABRIDGED CONSOLIDATED CASH FLOW STATEMENTS PRODUCED IN THE NINE-AND TWELVE MONTH PERIODS ENDED 30 SEPTIEMBER 2017 AND 31 DECEMBER 2016

(Thousands of euros)

	30.09.2017 (*)	31.12.2016 (**)
1. OPERATING ACTIVITIES		
Consolidated profit (loss) before tax:	**51,088**	**44,358**
Adjustments:		
Depreciation of tangible and amortisation of intangible assets (+)	83,818	114,171
Impairment losses (net) (+/-)	(1,916)	2,685
Allocations for provisions (net) (+/-)	(3,053)	(4,163)
Gains/Losses on the sale of tangible and intangible assets (+/-)	(9,781)	(41,526)
Gains/Losses on investments valued using the equity method (+/-)	(3)	(119)
Financial income (-)	(1,868)	(3,310)
Financial expenses and variation in fair value of financial instruments (+)	55,518	71,869
Net exchange differences (Income/(Expense))	5,689	3,561
Profit (loss) on disposal of financial investments	(3)	(9,856)
Other non-monetary items (+/-)	2,785	19,692
Adjusted profit (loss)	**182,274**	**197,362**
Net variation in assets / liabilities:		
(Increase)/Decrease in inventories	(23)	(290)
(Increase)/Decrease in trade debtors and other accounts receivable	(6,888)	28,622
(Increase)/Decrease in other current assets	5,476	13,960
Increase/(Decrease) in trade payables	3,089	(24,586)
Increase/(Decrease) in other current liabilities	5,877	(23,478)
Increase/(Decrease) in provisions for contingencies and expenses	(3,723)	(7,710)
(Increase)/Decrease in non-current assets	64	291
Increase/(Decrease) in non-current liabilities	*565*	*5,784*
Income tax paid	(12,993)	(13,381)
Total net cash flow from operating activities (I)	**173,718**	**176,574**
2. INVESTMENT ACTIVITIES		
Finance income	**794**	**2,013**
Investments (-):		
Group companies, joint ventures and associates	(20,265)	(5,597)
Tangible and intangible assets and investments in property	(70,687)	(139,392)
	(90,952)	**(144,989)**
Disinvestment (+):		
Group companies, joint ventures and associates	62	-
Tangible and intangible assets and investments in property	32,692	88,590
Non-current financial investments	-	30,723
	32,754	**119,313**
Total net cash flow from investment activities (II)	**(57,404)**	**(23,663)**
3. FINANCING ACTIVITIES		
Dividends paid out (-)	(17,738)	(1,056)
Interest paid on debts (-)	(45,334)	(53,926)
Financial expenses for means of payment	(12,094)	(14,472)
Interest paid on debts and other interest	(33,240)	(39,454)
Variations in (+/-):		
Equity instruments		
Debt instruments:		
- Bonds and other tradable securities (+)	115,000	285,000
- Bonds and other tradable securities (+)	(150,000)	-
- Loans from credit institutions (+)	-	28,217
- Loans from credit institutions (-)	(9,823)	(349,874)
- Finance leases	(353)	(1,133)
- Other financial liabilities (+/-)	-	761
Total net cash flow from financing activities (III)	**(108,248)**	**(94,433)**
4. GROSS INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS (I+II+III)	8,066	58,478
5. Effect of exchange rate variations on cash and cash equivalents (IV)	-	591
6. Effect of variations in the scope of consolidation (V)	(51)	(35)
7. NET INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS (I+II+III-IV+VI)	8,015	59,034
8. Cash and cash equivalents at the start of the financial year	**136,733**	**77,699**
9. Cash and cash equivalents at the end of the financial year (7+8)	**144,748**	**136,733**

(*) Unaudited 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:

		9M 2017	9M 2016
		M €.	**M €.**
Total revenues	A+B	**1,168.6**	**1,095.5**
Total recurring revenue LFL & Refurbishment	A	1,141.4	1,065.5
Openings, closing & others	B	27.2	30.0

It has been provided a reconciliation for the “Total Revenues” line in Point II for the period of 9 months ended 30 September 2017.

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

The following significant APMs are contained in the nine month Earnings Report:

I. ADR y RevPar

The nine month Earnings Report fdetails the cumulative evolution of RevPar and ADR in the following tables:

NH HOTEL GROUP REVPAR 9M 2017/2016

	AVERAGE ROOMS		OCCUPANCY %			ADR			REVPAR		
	2017	2016	2017	2016	% Var	2017	2016	% Var	2017	2016	% Var
Spain & Portugal LFL & R	10.843	10.781	74,3%	70,9%	4,8%	93,8	84,3	11,2%	69,7	59,8	16,5%
Total B.U. Spain	11.107	11.208	74,1%	70,8%	4,6%	93,3	83,7	11,5%	69,2	59,3	16,6%
Italy LFL & R	6.979	7.027	69,5%	69,2%	0,4%	115,3	109,5	5,3%	80,1	75,8	5,8%
Total B.U. Italy	7.156	7.503	69,6%	68,2%	2,0%	117,1	109,8	6,6%	81,5	74,9	8,7%
Benelux LFL & R	8.433	8.164	71,3%	66,8%	6,8%	104,4	96,9	7,8%	74,5	64,7	15,1%
Total B.U. Benelux	8.725	8.288	71,0%	66,6%	6,7%	104,6	97,0	7,8%	74,3	64,6	15,1%
Central Europe LFL & R	12.115	12.300	74,0%	71,6%	3,4%	86,2	87,0	-0,9%	63,9	62,3	2,5%
Total B.U. Central Europe	12.115	12.492	74,0%	71,5%	3,6%	86,2	87,0	-0,9%	63,9	62,2	2,7%
Total Europe LFL & R	38.370	38.273	72,7%	69,9%	3,9%	97,4	92,3	5,5%	70,8	64,6	9,6%
Total Europe & EEUU Consolida	39.103	39.490	72,6%	69,6%	4,2%	97,7	92,3	5,9%	70,9	64,3	10,3%
Latinamerica LFL & R	5.232	5.207	62,4%	61,6%	1,2%	77,2	74,2	4,0%	48,1	45,7	5,3%
Latinamerica Consolidated	5.373	5.207	61,2%	61,6%	-0,7%	77,1	74,2	3,9%	47,2	45,7	3,2%
NH Hotels LFL & R	43.602	43.480	71,4%	68,9%	3,7%	95,3	90,4	5,4%	68,1	62,3	9,2%
Total Consolidated	44.476	44.697	71,2%	68,7%	3,6%	95,6	90,4	5,7%	68,1	62,1	9,5%

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

		9M 2017 € million	9M 2016 € million
A	Room revenues	824.4	759.3
	Other revenues	326.2	316.8
	Revenues according to profit & loss statement	**1,150.6**	**1,076.1**
B	Thousands of room nights	8,624	8,403
A / B = C	**ADR**	**95.6**	**90.4**
D	Occupancy	71.2%	68.7%
C x D	**RevPar**	**68.1**	**62.1**

II. INCOME STATEMENT 9 MONTHS OF 2017 AND 2016

The Earnings Report of 9 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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9 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	1,168.6	(1,168.6)	-	-	-	-	-	-		
Revenues	-	1,163.5	(12.9)	-	-	-	-	-	1,150.6	Revenues
Other operating income	-	9.5	-	-	-	-	-	-	9.5	Other operating income
APM TOTAL REVENUES	**1,168.6**	**4.5**	**(12.9)**	-	-	-	-	-		
Net gains on disposal of non-current assets	-	-	-	-	-	11.8	(2.0)	-	9.8	Net gains on disposal of non-current assets
APM Staff Cost	(393.9)	0.1	-	-	82.8	-	-	(5.2)	(316.3)	Staff costs
APM Operating expenses	(368.2)	(164.9)	-	12.1	(82.8)	(0.9)	-	(3.6)	(608.3)	Other operating expenses
Procurements	-	(68.9)	12.9	-	-	-	-	-	(56.0)	Procurements
		-				-	-	-		
APM GROSS OPERATING PROFIT	**406.4**	**(226.4)**	-	**12.1**	-	**10.9**	**(2.9)**	**(8.9)**		
APM Lease payments and property taxes	(236.0)	236.0	-	-	-	-	-	-	-	
APM EBITDA BEFORE ONEROUS	**170.4**	**9.6**	-	**12.1**	-	**10.9**	**(2.9)**	**(8.9)**		
APM Onerous contratc reversal provision	3.1	-	-	-	-	-	-	-	3.1	Variation in the provision for onerous contratcs
APM EBITDA AFTER ONEROUS	**173.4**	**9.6**	-	**12.1**	-	**10.9**	**(2.9)**	**(8.9)**		
Net Profits/(Losses) from asset impairment	-	2.9	-	-	-	-	(0.9)	-	1.9	Net Impairment losses
APM Depreciation	(81.0)	(2.9)	-	-	-	-	-	-	(83.8)	Depreciation
APM EBIT	**92.5**	**6.8**	-	**12.1**	-	**10.9**	**(2.9)**	**(8.9)**		
Gains on financial assets and liabilities and liabilities and other	-	-	-	-	-	-	-	-	0.0	Gains on financial assets and liabilities and other
APM Interest expense	(41.5)	(2.0)	-	(12.1)	-	-	-	-	(55.5)	Finance costs
Finance Income	-	1.9	-	-	-	-	-	-	1.9	Finance income
Change in fair value of financial instruments	-	-	-	-	-	-	-	-	(0.0)	Change in fair value of financial instruments
Net exchange differences (Income/(Expense))	-	(5.7)	-	-	-	-	-	-	(5.7)	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	**51.0**	**1.0**	-	-	-	**10.9**	**(2.9)**	**(8.9)**	**51.1**	**Profit (loss) before tax from continuing operations**
APM Corporate Income Tax	(21.2)	(2.8)	-	-	-	-	-	-	(24.1)	Income tax
APM Net Income before minorities	**29.8**	**(1.8)**	-	-	-	**10.9**	**(2.9)**	**(8.9)**	**27.0**	**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	**29.8**	**(1.6)**	-	-	-	**10.9**	**(2.9)**	**(8.9)**	**27.1**	**Profit for the financial year - continuing**
APM Minority interests	(2.7)	-	-	-	-	-	-	-	(2.7)	Non-controlling interests
APM Net Recurring Income	**27.1**	**(1.6)**	-	-	-	**10.9**	**(2.9)**	**(8.9)**	**24.5**	**Profits for the year attibutable to Parent Company Shareholders**
APM Non Recurring EBITDA	8.8	(6.8)	-	-	-	(10.9)	-	8.9		
APM Other Non Recurring items	(11.4)	8.4	-	-	-	-	2.9	-		
APM NET INCOME including Non-Recurring	**24.5**	-	-	-	-	-	-	-	**24.5**	**Profits for the year attibutable to Parent Company Shareholders**

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9 months 2016

	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	1,095.5	(1,095.5)	-	-	-	-	-	-	-	
Revenues	-	1,089.3	(13.0)	-	-	-	-	-	1,076.3	Revenues
Other operating income	-	4.4	-	-	-	-	-	-	4.4	Other operating income
APM TOTAL REVENUES	**1,095.5**	**(1.9)**	**(13.0)**	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	
Net gains on disposal of non-current assets	-	0.4	-	-	-	50.5	(4.5)	-	46.4	Net gains on disposal of non-current assets
APM Staff Cost	(384.7)	0.1	-	-	82.5	-	-	(9.3)	(311.5)	Staff costs
APM Operating expenses	(356.3)	(166.4)	-	10.6	(82.5)	-	-	(6.4)	(600.9)	Other operating expenses
Procurements	-	(61.9)	13.0	-	-	-	-	-	(49.0)	Procurements
	-	-	-	-	-	-	-	-	-	
APM GROSS OPERATING PROFIT	**354.6**	**(229.8)**	-	**10.6**	-	**50.5**	**(4.5)**	**(15.7)**	-	
APM Lease payments and property taxes	(230.0)	230.0	-	-	-	-	-	-	-	
APM EBITDA BEFORE ONEROUS	**124.6**	**0.3**	-	**10.6**	-	**50.5**	**(4.5)**	**(15.7)**	-	
	-	-	-	-	-	-	-	-	-	
APM Onerous contratc reversal provision	4.2	-	-	-	-	-	-	-	4.2	Variation in the provision for onerous contratcs
	-	-	-	-	-	-	-	-	-	
APM EBITDA AFTER ONEROUS	**128.8**	**0.3**	-	**10.6**	-	**50.5**	**(4.5)**	**(15.7)**	-	
Net Profits/(Losses) from asset impairment	-	3.2	-	-	-	-	(3.6)	-	(0.3)	Net Impairment losses
APM Depreciation	(75.3)	(3.5)	-	-	-	-	(2.5)	-	(81.3)	Depreciation
APM EBIT	**53.4**	-	-	**10.6**	-	**50.5**	**(10.6)**	**(15.7)**	-	
Gains on financial assets and liabilities and liabilities and other	-	0.5	-	-	-	7.3	-	-	7.7	Gains on financial assets and liabilities and other
APM Interest expense	(37.0)	(6.3)	-	(10.6)	-	-	-	-	(53.9)	Finance costs
Finance Income	-	2.6	-	-	-	-	-	-	2.6	Finance income
Change in fair value of financial instruments	-	(0.2)	-	-	-	-	-	-	(0.2)	Change in fair value of financial instruments
Net exchange differences (Income/(Expense))	-	(1.9)	-	-	-	-	-	-	(1.9)	Net exchange differences (Income/(Expemse))
APM Income from minority equity interests	-	-	-	-	-	-	-	-	-	Profit (loss) from companies accounted for using the equity method
APM EBT	**16.4**	**(5.4)**	-	-	-	**57.8**	**(10.6)**	**(15.7)**	**42.6**	**Profit (loss) before tax from continuing operations**
APM Corporate Income Tax	(9.2)	(7.8)	-	-	-	-	-	-	(17.0)	Income tax
APM Net Income before minorities	**7.2**	**(13.1)**	-	-	-	**57.8**	**(10.6)**	**(15.7)**	**25.6**	**Profit for the financial year - continuing**
Profit/ (Loss) for the year from discontinued operations net of tax	-	(1.4)	-	-	-	-	-	-	(1.4)	Profit (loss) for the year form discontinued operations net of tax
APM NET INCOME before minorities	**7.2**	**(14.5)**	-	-	-	**57.8**	**(10.6)**	**(15.7)**	**24.2**	**Profit for the financial year - continuing**
APM Minority interests	(2.7)	-	-	-	-	-	-	-	(2.7)	Non-controlling interests
APM Net Recurring Income	**4.5**	**(14.5)**	-	-	-	**57.8**	**(10.6)**	**(15.7)**	**21.5**	**Profits for the year attibutable to Parent Company Shareholders**
APM Non Recurring EBITDA	42.1	-	-	-	-	(57.8)	-	15.7	-	
APM Other Non Recurring items	(25.1)	14.5	-	-	-	-	10.6	-	-	
APM NET INCOME including Non-Recurring	**21.5**	-	-	-	-	-	-	-	**21.5**	**Profits for the year attibutable to Parent Company Shareholders**

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III. DEBT AND STATEMENT OF CASH FLOWS AS AT SEPTEMBER 2017 AND DECEMBER 2016

III.1 Debt presented in the earnings report of 9 months of 2017.

As of 30/09/2017 Data in Euro million	Maximum Available	Availability	Drawn	Repayment schedule 2017	2018	2019	2020	2021	2022	2023	2024	Rest
Senior Credit Facilities												
Senior Secured Notes due 2019	100.0	-	100.0	-	-	100.0	-	-	-	-	-	-
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	**750.0**	**250.0**	**500.0**	**-**	**-**	**100.0**	**-**	**-**	**-**	**400.0**	**-**	**-**
Other Secured loans	32.8	-	32.8	1.0	6.7	2.3	1.8	1.7	1.5	1.3	1.4	15.1
Total secured debt	**782.8**	**250.0**	**532.8**	**1.0**	**6.7**	**102.3**	**1.8**	**1.7**	**1.5**	**401.3**	**1.4**	**15.1**
Convertible Bonds due 2018	250.0	-	250.0	-	250.0	-	-	-	-	-	-	-
Unsecured loans and credit facilities	71.4	55.4	15.9	13.3	1.8	0.6	0.3	-	-	-	-	-
Subordinated loans	40.0	-	40.0	-	-	-	-	-	-	-	-	40.0
Total unsecured debt	**361.4**	**55.4**	**305.9**	**13.3**	**251.8**	**0.6**	**0.3**	**0.0**	**0.0**	**0.0**	**0.0**	**40.0**
Total Gross Debt	**1,144.1**	**305.4**	**838.7**	**14.2**	**258.5**	**102.9**	**2.1**	**1.7**	**1.5**	**401.3**	**1.4**	**55.1**
Cash and cash equivalents			(144.7)									
Net debt			B **694.0**									
Equity Component Convertible Bond			b (6.9)	(1.5)	(5.4)	-	-	-	-	-	-	-
Arranging loan expenses			a (21.0)	(1.3)	(5.4)	(3.9)	(2.5)	(2.6)	(2.8)	(2.2)	(0.0)	(0.4)
Accrued interests			c 12.0	12.0	-	-	-	-	-	-	-	-
Total adjusted net debt			**678.1**									

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 9 months of 2017

Net financial debt 30 September 2017 and 31 December 2016 has been obtained from the consolidated balance sheet at 30 September 2017 and from the consolidated financial statements for 31 December 2016 and is as follows:

	30/09/2017	31/12/2016	VAR.
Debt instruments and other marketable securities according to financial statements	735,483	763,637	
Bank borrowings according to financial statements	72,059	72,720	
Bank borrowings and debt instruments ans other marketable securities according to financial statements	**807,542**	**836,357**	
Debt instruments and other marketable securities according to financial statements	825	2,233	
Bank borrowings according to financial statements	14,412	23,226	
Bank borrowings and debt instruments ans other marketable securities according to financial statements	**15,237**	**25,459**	
Total Bank borrowings and debt instruments ans other marketable securities according to financial statements	**822,779**	**861,816**	
Arrangement expenses	a 21,025	17,633	
Convertible liability	b 6,904	11,276	
Borrowing costs	c (11,976)	(7,149)	
APM Gross debt	**838,732**	**883,576**	
Cash and cash equivalents according to financial statements	(144,748)	(136,733)	
APM Net Debt	B **693,984**	A **746,843**	**(52,859)**

The following chart reconciles the change in net financial debt shown in the earnings report of 9 months of 2017:

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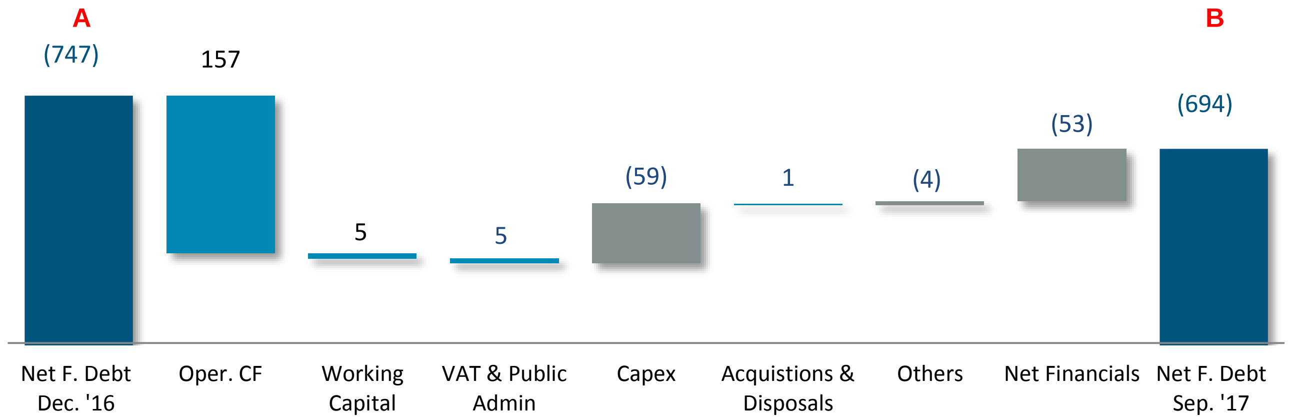
Evolution of Net Financial Debt of 9 months of 2017



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

	Operating cash flow	Working capital	VAT & Public Admin	Capex	Acquistions & Disposals	Others	Net Financials	Total
Total	157.2	5.3	4.7	(59.5)	1.3	(3.6)	(52.5)	52.9
Adjusted profit (loss)	182.3							182.3
Income tax paid	(13.0)							(13.0)
Financial expenses for means of payments	(12.1)							(12.1)
(Increase)/Decrease in inventories		(0.0)						(0.0)
(Increase)/Decrease in trade debtors and other accounts receivable		(6.9)						(6.9)
(Increase)/Decrease in trade payables		12.2						12.2
(Increase)/Decrease in VAT & public Administration			4.7					4.7
Tangible and intangible assets and investments in property				(59.5)				(59.5)
Group companies, join ventures and associates					(20.2)			(20.2)
Tangible and intangible assets and investments in property					21.5			21.5
(Increase)/Decrease in current assets						(0.2)		(0.2)
(Increase)/Decrease in provision for contingencies and expenses						(3.7)		(3.7)
- Finance Leases						(0.4)		(0.4)
Increase/(Decrease) in other non current assets and liabilities and others						0.6		0.6
Interests paid in debts and other interests (without means of payments)							(33.2)	(33.2)
Dividends paid							(17.7)	(17.7)
Paid expesnes due to the bond emission							(2.3)	(2.3)
Finance Income							0.8	0.8

All of the aforementioned information has been obtained from the condensed consolidated statement of cash flows from 30 September 2017 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 30th September 2017

City/Country	Contract	# Rooms	Opening
Frankfurt / Germany	Leased	416	2020
Frankfurt / Germany	Leased	375	2021
Valencia / Spain	Management	47	2018
Nhow Lima / Peru	Management	265	2020
NH Cancún / México	Leased	140	2019
Total Signed		**1.243**	

Hotels Opened from 1st January to 30th September 2017

Hotels	City / Country	Contract	# Rooms
NH Curitiba The Five	Curitiba / Brasil	Leased	180
NH San Luis Potosí	San Luis de Potosí / México	Management	110
NH Marseille Palm Beach	Marseille / France	Management	160
NH Shijiazhuang Financial Center	Shijiazhuang / China	Management	78
NH Collection Eindhoven	Eindhoven / The Netherlands	Leased	132
NH San Luis Potosi	San Luis Potosi / Mexico	Management	111
NH Puebla Finsa	Puebla / Mexico	Management	138
Total Openings			**909**

Hotels exiting from 1st January to 30th September 2017

Hotels	City / Country	Month	Contract	# Rooms
NH Brescia	Brescia / Italy	February	Lease	87
NH El Toro	Pamplona / Spain	March	Lease	65
NH Belagua	Barcelona / Spain	March	Lease	72
NH Ciutat de Vic	Barcelona / Spain	July	Lease	36
Total Exits				**260**

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HOTELS OPENED BY COUNTRY AT 30TH SEPTEMBER 2017

Business Unit	Country	TOTAL Hotels	TOTAL Rooms	Call Option	Lease Hotels	Lease Rooms	Owned Hotels	Owned Rooms	Management Hotels	Management Rooms	Franchised Hotels	Franchised Rooms
BU Benelux, UK, AF, F	Belgium	11	1.619		3	502	8	1.117				
	France	3	557		2	397			1	160		
	Luxembourg	1	148	1	1	148						
	Southafrica	1	198		1	198						
	The Netherlands	36	6.841	2	19	3.083	16	3.290	1	468		
	United Kingdom	1	121		1	121						
BU Benelux, UK, AF, F Total		**53**	**9.484**	**3**	**27**	**4.449**	**24**	**4.407**	**2**	**628**		
BU Central Europe	Austria	6	1.183	1	6	1.183						
	Czech Republic	2	577						2	577		
	Germany	58	10.365	4	53	9.365	5	1.000				
	Hungary	1	160		1	160						
	Poland	1	93								1	93
	Romania	2	161		1	83			1	78		
	Slovakia	1	117						1	117		
	Switzerland	4	522		3	400					1	122
BU Central Europe Total		**75**	**13.178**	**5**	**64**	**11.191**	**5**	**1.000**	**4**	**772**	**2**	**215**
BU Italy	Italy	51	7.904	1	34	5.395	13	1.880	4	629		
BU Italy Total		**51**	**7.904**	**1**	**34**	**5.395**	**13**	**1.880**	**4**	**629**		
BU Spain, Portugal & Andorra	Andorra	1	60						1	60		
	Portugal	3	278		2	171			1	107		
	Spain	132	16.641	2	75	9.143	11	1.790	39	5.117	7	591
	USA	1	242				1	242				
BU Spain, Portugal & Andorra Total		**137**	**17.221**	**2**	**77**	**9.314**	**12**	**2.032**	**41**	**5.284**	**7**	**591**
BU America	Argentina	15	2.144				12	1.524	3	620		
	Brasil	1	180		1	180						
	Chile	4	498				4	498				
	Colombia	15	1.700		15	1.700						
	Cuba	1	220						1	220		
	Dominican Republic	6	2.503						6	2.503		
	Ecuador	1	124		1	124						
	Haiti	1	72						1	72		
	Mexico	15	2.402		4	581	4	685	7	1.136		
	Uruguay	1	136				1	136				
	Venezuela	4	1.186						4	1.186		
BU America Total		**64**	**11.165**	**0**	**21**	**2.585**	**21**	**2.843**	**22**	**5.737**		
BU China	China	1	78						1	78		
BU China Total		**1**	**78**	**0**					**1**	**78**		
TOTAL OPEN		**381**	**59.030**	**11**	**223**	**32.934**	**75**	**12.162**	**74**	**13.128**	**9**	**806**

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SIGNED PROJECTS AS OF 30th SEPTEMBER 2017

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

Business Unit	Country	TOTAL		Lease			Owned		Management	
		Hotels	Rooms	Call Option	Hotels	Rooms	Hotels	Rooms	Hotels	Rooms
BU Benelux, UK, AF, F	Belgium	1	180		1	180				
	France	2	324		2	324				
	The Netherlands	1	650		1	650				
	United Kingdom	1	190						1	190
BU Benelux, UK, AF, F Total		**5**	**1.344**		**4**	**1.154**			**1**	**190**
BU Central Europe	Austria	1	144		1	144				
	Germany	5	1.391		5	1.391				
BU Central Europe Total		**6**	**1.535**		**6**	**1.535**				
BU Italy	Italy	3	394		2	244			1	150
BU Italy Total		**3**	**394**		**2**	**244**			**1**	**150**
BU Spain, Portugal & Andorra	Spain	3	205		2	158			1	47
BU Spain, Portugal & Andorra Total		**3**	**205**		**2**	**158**			**1**	**47**
BU America	Argentina	1	78						1	78
	Chile	3	361						3	361
	Mexico	5	674		4	530			1	144
	Panamá	2	283		1	83	1	200		
	Peru	2	429						2	429
BU America Total		**13**	**1.825**		**5**	**613**	**1**	**200**	**7**	**1.012**
TOTAL SIGNED		**30**	**5.303**		**19**	**3.704**	**1**	**200**	**10**	**1.399**

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

	2017	2018	2019	2020
Expected Investment (€ millions)	9.0	12.4	7.4	2.1

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2017 9M Results Presentation Conference Call

Thursday 16th of November 2017, 12.00pm (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	16/11/2017
Time	12.00pm (CET)

TELEPHONE NUMBER FOR THE CONFERENCE

Participant's access - 10 minutes before the conference starts

SPAIN

+34 91 414 20 21

PLAYBACK

Telephone number for the playback:	+34 91 789 63 20
Conference reference:	311335#

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