

Q1 2023 RESULTS PRESENTATION

8th of May 2023



Anantara Plaza Nice Hotel

nh | HOTEL GROUP PART OF MINOR
HOTELS



Message from the CEO

“Dear Shareholders,

*“In line with the performance of 2022, the **healthy operating trend and business improvement remained in the first quarter**. The sustained reactivation continued in both leisure and business travelers and B2B revenues were slightly higher compared to the same period of 2019. ADR focus together with operating cost discipline are key to offset the persistent inflationary pressure.*

***Revenues of €407m surpassed Q1 2019 by 15% explained by the solid ADR evolution in all countries reaching €115 (+18% in LFL) and 60% occupancy rate (-5 p.p. in LFL) leading to +9% LFL RevPAR growth compared to 2019.** Continuous monthly improvement in occupancy reaching 67% in the month of March, which in LFL terms is only 3 p.p. below the same period of 2019, and slightly above 70% in April. In Southern Europe occupancy is tracking closer to 2019 levels and demand continues to improve in Central European countries. Comparing with Q1 2022 impacted by Omicron, revenue increased by €173m and RevPAR by 61%.*

*Revenue evolution together with operating cost discipline to contain inflationary pressure have permitted to reach an EBITDAR of €105m (same level of 2019). **Reported EBITDA in Q1 reached €59m** (€83m in 2019 and €9m in 2022) and excluding IFRS 16 accounting impact, EBITDA was -€8m (€21m in 2019 and -€54m in 2022). Being Q1 the weakest quarter due to seasonality and higher rents, mainly due to perimeter changes, explain the lower EBITDA compared to 2019. **Total Net Loss was €36m, which represents an improvement of €41m compared to the same period of last year.***

***Liquidity continues strong above €480m after the remaining €50m repayment of the ICO Covid related Loan in January.** As a result, floating debt exposure has decreased to 25%. Net debt reached €340m, an increase of €33m explained by the seasonality of the period and capex invested in the quarter (€23m).*

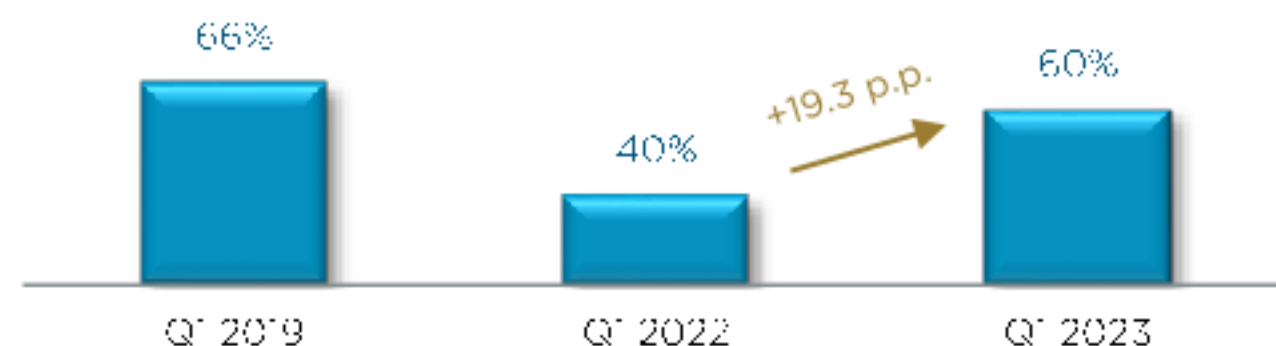
After the recovery in 2022, demand continues strong in the first part of the year and the healthy operating trend is foreseen for the coming months.”

Ramón Aragonés
CEO, NH Hotel Group

Solid ADR allowed to surpass 2019 revenues in Q1

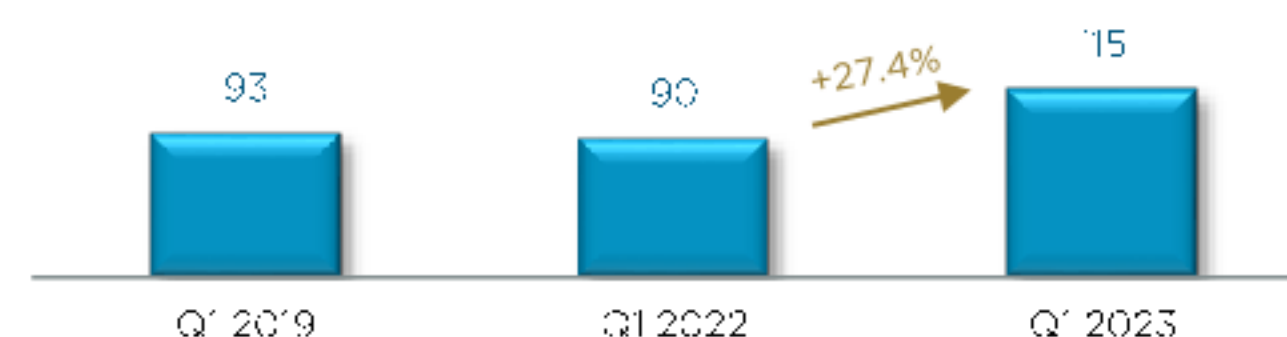
Occupancy (%)

- 59.7% in the quarter (+19 p.p. vs Q1 2022; affected by Omicron)
- Compared to 2019, LFL occupancy is -5 p.p. lower (66% in Q1 2019). In Southern Europe the gap is only -1 p.p.
- Continuous monthly improvement from 51% in January, 61% in February, 67% in March and to 71% in April



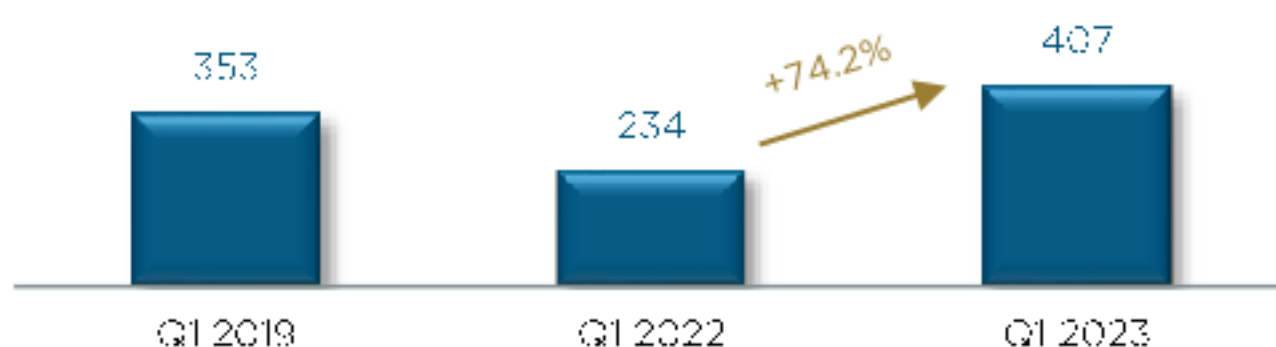
ADR (€)

- +27.4% increase in prices (+€24.7) compared to Q1 2022 reaching €115
- Compared to 2019, LFL ADR is up +17.6% (€93 in Q1 2019). ADR maximization strategy an upgraded portfolio endorsed higher ADR
- ADR grew from €105 in January to €115 in February and €122 in March. The strong evolution continued in April reaching €145



Revenues (€m)

- €407m in the first quarter implying an increase of €173m or +74% vs Q1 2022 impacted by Omicron
- Compared to Q1 2019, revenues grew by +15.4% or +€54m



Recurring EBITDA⁽¹⁾ (€m; excluding IFRS 16)

- Improvement of +€46m vs Q1 2022 reaching -€8m boosted by business reactivation, cost control and initiatives to contain inflationary pressure
- -€29m below Q1 2019 due to higher rents mainly due to perimeter changes (same EBITDAR figure as in 2019)



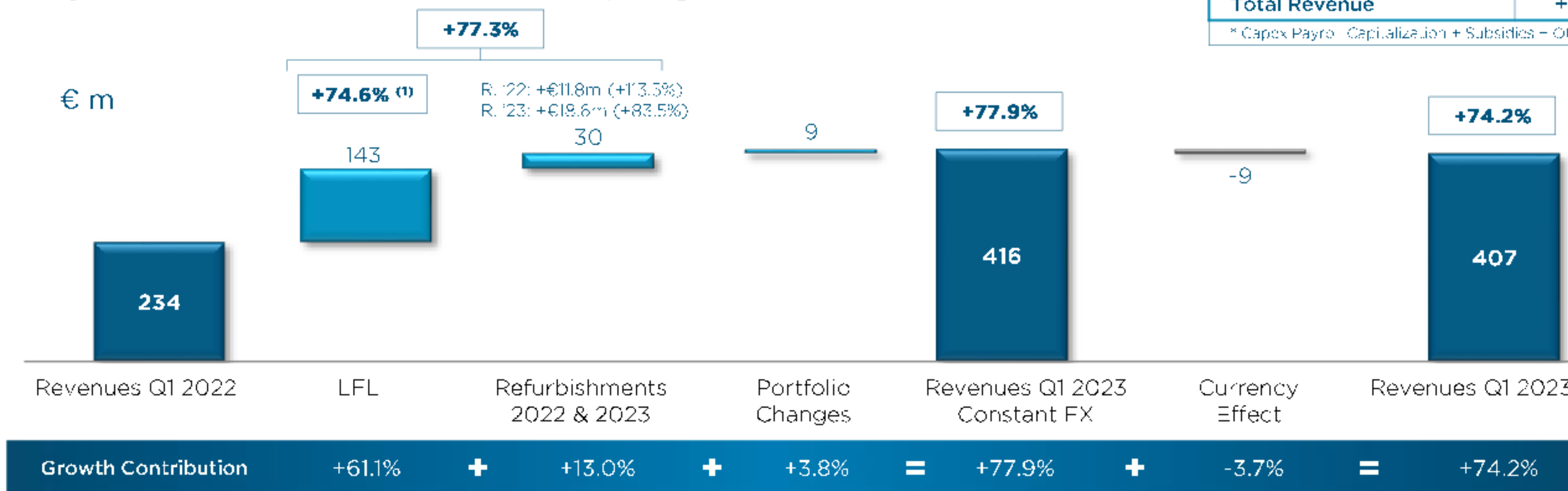
⁽¹⁾ Recurring EBITDA excludes capital gains from asset disposals, IFRS 16 and rent linearization accounting impacts

Q1 revenues above 2019

- **Q1 Revenue exceeded 2019 by +€54m or +15.4% (+15.8% on LFL)**
- **Total Revenue reached €407m** compared to €234m reported in Q1 2022 (affected by Omicron) implying growth of +€173m or +74%
 - Revenue Like for Like ("LFL"): +74.6% or +€143m with constant FX (+70.6% reported; €135m):
 - Strong growth among all geographies: Spain (+€34m), Benelux (+€33m), Central Europe (+€33m or +€45m excluding €12m of subsidies in Q1 2022), Italy (+€23m) and LatAm (+€20m)
 - Perimeter changes contributed with +€9m: mainly from nhow Frankfurt, NH Collection Milano CityLife, Anantara Plaza Nice and NH Collection Copenhagen

Revenue Split	Var. Q1 2023
Available Rooms	+1.4%
RevPAR	+88.3%
Room Revenue	+85.6%
Other Hotel Revenue	+81.7%
Total Hotel Revenue	+84.5%
Other Revenue*	-€10.3m
Total Revenue	+74.2%

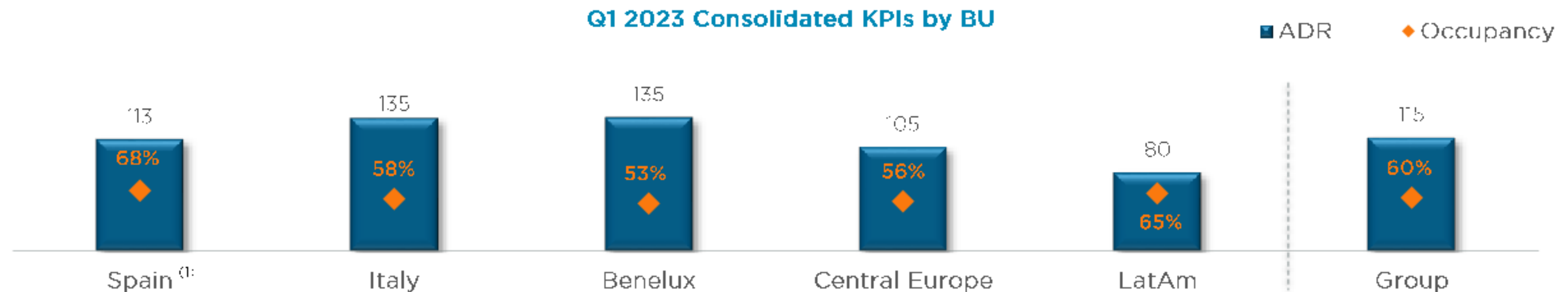
* Capex Payroll Capitalization + Subsidies - Other



(1) On its 2022 own base. With real exchange rate growth is +70.6%

Monthly occupancy improvement and solid ADR

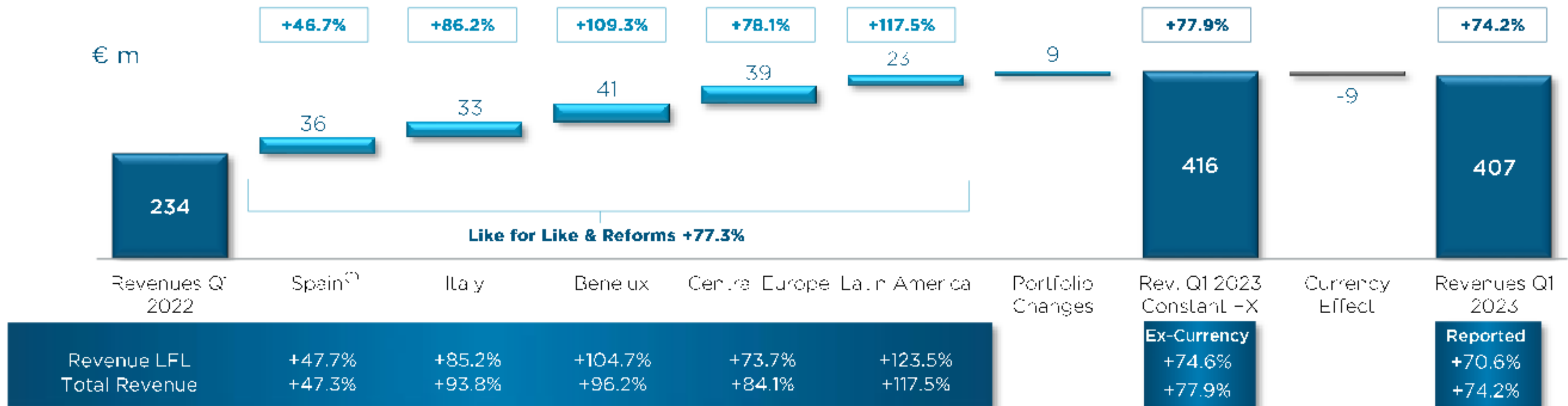
- **Consolidated RevPAR in Q1 reached €68 (€36 in Q1 2022 affected by Omicron and €61 in 2019). On a LFL basis RevPAR grew by +9% vs 2019**
 - ADR: ADR maximization strategy an upgraded portfolio endorsed higher ADR reaching €115 in the quarter. Compared to 2019, LFL ADR grew +18%
 - Occupancy: reached 60% in Q1. Compared to 2019, LFL occupancy is 5 p.p. lower (similar trend as in previous quarters but reducing the gap month by month). In Southern Europe occupancy is tracking very close to 2019
- **By region: higher activity in Southern Europe and continued improvement in Benelux and Central Europe**
 - Spain: occupancy reached 68% in Q1 and ADR €113. Compared to 2019, LFL RevPAR was +19% with higher prices (+22%) and lower occupancy (-1 p.p.)
 - Italy: ADR reached €135 (+23% vs LFL Q1 2019) and occupancy was 58% in Q1 (+1 p.p. vs LFL 2019). RevPAR level was +24% vs LFL Q1 2019
 - Benelux: occupancy reached 53% in Q1 and ADR €135. Compared to 2019, LFL RevPAR was +4% with higher prices (+22%) and lower occupancy (-9 p.p.)
 - Central Europe: ADR reached €105 (+10% vs LFL Q1 2019) and occupancy was 56% in Q1 (-12 p.p. vs LFL 2019). RevPAR level was -9% vs LFL Q1 2019
 - LatAm: occupancy reached 65% in Q1 (+6 p.p. vs LFL 2019) and ADR was €80 (+8% vs 2019). RevPAR +20% vs LFL Q1 2019



⁽¹⁾ Includes France and Portugal

Trading momentum continues in all regions

- **Spain:** LFL revenues increased by +32% compared to Q1 2019. Solid performance of both key and secondary cities
- **Italy:** compared to Q1 2019, LFL revenues increased by +28%. Strong evolution of Rome, Venice and secondary cities
- **Benelux:** LFL revenues increased by +5% compared to Q1 2019 mainly explained by the performance of Amsterdam and Brussels
- **Central Europe:** LFL revenues almost reached 2019 level (-3%) due to a weak month of January with rest of the quarter above 2019. Hamburg performing above 2019 levels and Berlin virtually stable
- **LatAm:** higher revenues compared to 2019 in all countries (+23% with real exchange rates). Stronger evolution in Argentina and Mexico



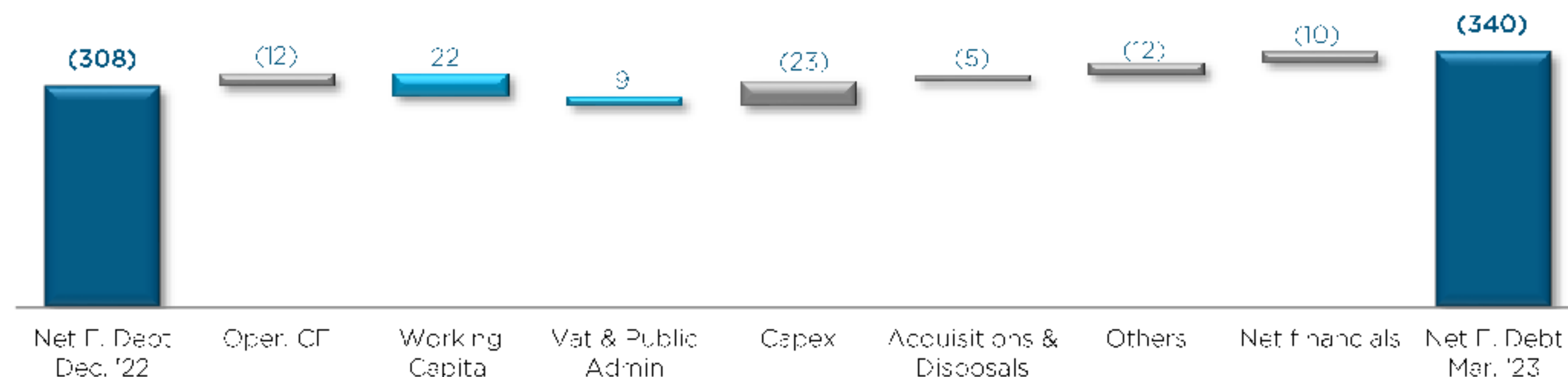
⁽¹⁾ Includes France and Portugal

Healthy revenue conversion rate despite inflationary pressure

€ million Reported Figures	Q1 2023	Q1 2022	VAR. Reported	
	€m	€m	€m	%
TOTAL REVENUES	407.0	233.7	173.3 ¹	74.2%
Staff Cost	(158.3)	(103.5)	(54.8)	52.9%
Operating expenses	(144.0)	(89.9)	(54.1)	60.3% ²
GROSS OPERATING PROFIT	104.7	40.3	64.4	159.7%
Lease payments and property taxes	(45.8)	(31.1)	(14.8)	47.5%
RECURRING EBITDA	58.8	9.2	49.6 ³	537.2% ⁴
Margin % of Revenues	14.5%	4.0%		+10.5 p.p.
Depreciation	(25.9)	(25.8)	(0.1)	0.4%
Depreciation IFRS 16	(45.5)	(43.0)	(2.5)	5.7%
EBIT	(12.6)	(59.6)	47.1	78.9%
Net Interest expense	(6.1)	(6.9)	0.8	11.0%
IFRS 16 Financial Expenses	(20.9)	(20.1)	(0.9)	4.5%
Income from minority equity interest	0.5	(0.1)	0.6	805.3%
EBT	(39.1)	(86.6)	47.5	54.8%
Corporate income tax	(0.1)	6.3	(6.3)	101.0%
NET PROFIT BEFORE MINORITIES	(39.2)	(80.3)	41.2	51.2%
Minorities interests	(0.8)	0.1	(0.9)	N/A
NET RECURRING PROFIT	(40.0) ⁷	(80.3)	40.3	50.2%
Non-Recurring EBITDA	4.2	0.8	3.4	400.6%
Other Non-Recurring items	(0.2)	2.5	(2.8)	-109.4%
NET PROFIT INCLUDING NON-RECURRING	(36.0)	(76.9)	40.9 ⁹	53.2%

- Revenue** reached €407.0m (+€173.3m vs. 2022) due to the reactivation since April 2022 and the return of the business traveler. Compared to Q1 2019, revenues grew by +15.4% or +€54m
- Payroll cost increased 52.9% and Operating expenses 60.3%** implying a 37% GOP conversion rate due to operating cost discipline to contain inflationary pressure. GOP or EBITDAR reached €105m (same level of 2019)
- Reported lease payments and property taxes** grew by €14.8m mainly due to perimeter changes (new entries) and higher variable rents
- Reported EBITDA improved by €49.6m reaching €58.8m.** Excluding IFRS 16, Recurring EBITDA reached -€8.0m, an increase of €46.5m due to a 27% conversion rate supported by the ADR strategy and strict cost control
- Net Interest Expense:** decreased by €0.8m. Savings from lower gross financial debt (ICO Covid related Loan fully repaid) are partially offset by floating rates increases. Additionally, the higher interest income due to cash remuneration is offset by and one-off impacts related to ICO repayment and structuring cost of a syndicated bank guarantee line
- Taxes:** Corporate Income Tax of -€0.1m, an increase of €6.3m vs. 2022 mainly explained by the better EBT compared to last year
- Net Recurring Profit reached -€40.0m,** implying an improvement of €40.3m compared to -€80.3m in Q1 2022
- Non-Recurring Items:** reached €3.9 mainly explained by the reversion of a provision related to 2 claims in Germany and Italy
- Total Net Profit improved by €40.9m reaching -€36.0m** compared to -€76.9m in Q1 2022

Cash Flow Evolution



Financial Position: 31 st March 2023	
Gross Financial Debt:	(€555m)
Cash:	€215m
Net Financial Debt:	(€340m) ⁽¹⁾
Operating Lease Liability (under IFRS16):	(€1,924m)
Total Net Debt with Operating Leases:	(€2,264m)

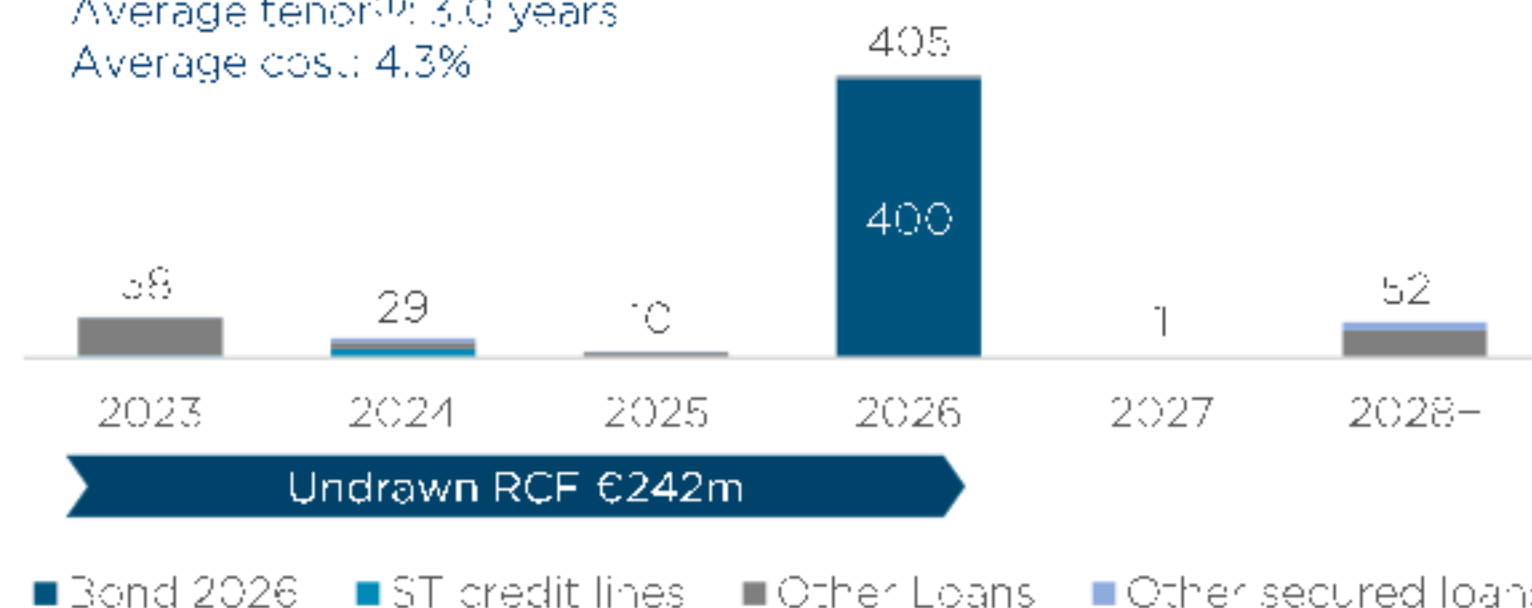
- **(-) Operating Cash Flow:** -€12.1m, including -€5.1m of credit card expenses and corporate income tax of -€0.1m
- **(+) Working Capital:** +€21.6m, mainly explained by the positive effect from customer prepayments received in the quarter
- **(+) VAT & Public Admin.:** +€8.7, explained by the positive phasing effect of VAT and other local taxes
- **(-) Capex payments:** -€22.9m paid in Q1 2023. Capex will gradually increase during coming quarters
- **(-) Acquisitions & Disposals:** -€5.3m related to the acquisition of a leased hotel in Italy
- **(-) Others:** -€12.2, includes legal payments (mainly a claim in The Netherlands) and prepaid expenses
- **(-) Net Financials:** -€10.5m, fully coming from net interest expenses

⁽¹⁾ NFD excluding accounting adjustments for arrangement expenses €7.9m, accrued interest (€5.0m) and IFRS 9 adjustment (€0.1m). Including these accounting adjustments, the Adj. NFD would be (€338m) at 31st March 2023 and (€309m) at 31st December 2022

Strong liquidity with no relevant maturities until 2026

Debt Maturity Profile 31 March 2023: Gross debt (€555m)

Average tenor⁽¹⁾: 3.0 years
Average cos.: 4.3%



- Outstanding €50m ICO Covid related Syndicated Loan voluntary repaid in January. Floating debt exposure stands at 25%

Liquidity as of 31st March 2023:

- Cash: €215m
- Available credit lines: €267m
 - €242m RCF (fully available)
 - €25m of bilateral credit lines

**Available liquidity
€482m**

⁽¹⁾ excludes subordinated debt (2028-)

Rating

Rating	NH	2026 Bond	Outlook
Fitch	B	BB-	Positive
Moody's	B2	B1	Stable

Fitch Ratings

- In April 2023, Fitch **revised the outlook to positive from stable and affirmed the rating at 'B' (IDR)**
- Fitch revised NH Standalone Credit Profile to 'B+' from 'B', reflecting strong post-pandemic performance and materially improved deleveraging trajectory

MOODY'S

- In March 2023, Moody's **upgraded to 'B2' from 'B3' the corporate rating of NH Hotel Group with stable outlook** based on the better-than-expected improvement in its key credit metrics and significant debt reduction
- NH has a significant pool of fully owned unencumbered assets which increases financial flexibility

This presentation has been produced by NH Hotel Group S.A ("NH Hotel Group"), and it is provided exclusively for information purposes. By receiving or by reading the presentation slides, you agree to be bound by the following limitations.

This presentation does not constitute or form part of and should not be construed as, an offer to sell or issue or the solicitation of an offer to buy or acquire securities of NH Hotel Group in any jurisdiction or an inducement to enter into investment activity. No part of this presentation, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. Historical results of NH Hotel Group do not necessarily indicate or guarantee future results.

This presentation does not purport to be all-inclusive or to contain all of the information that a person considering an investment in the securities of NH Hotel Group may require to make a full analysis of the matters referred to herein. Each recipient of this presentation must make its own independent investigation and analysis of the securities and its own determination of the suitability of any investment, with particular reference to its own investment objectives and experience and any other factors which may be relevant to it in connection with such investment.

The information contained in this presentation has not been independently verified. No representation, warranty or undertaking, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein.

This presentation includes "forward-looking statements." These statements contain the words "anticipate," "believe," "intend," "estimate," "expect", "aspire" and words of similar meaning. All statements other than statements of historical facts included in this presentation, including, without limitation, those regarding NH Hotel Group's financial position, business strategy, plans and objectives of management for future operations (including development plans and objectives relating to NH Hotel Group's projects and services) are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of NH Hotel Group to be materially different from results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding NH Hotel Group's present and future business strategies and the environment in which NH Hotel Group will operate in the future. These forward-looking statements speak only as at the date of this presentation. Each of NH Hotel Group, other relevant group entities and their respective agents, employees and advisers, expressly disclaims any obligation or undertaking to update any forward-looking statements contained herein.

Any assumptions, views or opinions (including statements, projections, forecasts or other forward-looking statements) contained in this presentation represent the assumptions, views or opinions of NH Hotel Group as at the date indicated and are subject to change without notice. All information not separately sourced is from internal Issuer data and estimates.

The statements and forecasts included in this document do not constitute testimony or guarantees, express or implied, on behalf of NH Hotel Group, its board members or directors. Neither NH Hotel Group, nor its board members and directors, assume responsibility for any damage or loss, direct or indirect that may arise from the use of the information contained in this document.