







Introduction



WELCOME TO THE NH MEETINGS

SALES MANUAL

This Sales Manual aims to provide NH Hotel Group sales team with all they need to know, to feel comfortable and convincing offering our M&E Value Proposition to any potential customer.

It contains:

- Description of each element of the value proposition: what, why, how, where & when.
- Customer insights: the reason why we have developed each element. (why)
- Sales Arguments: specific features and benefits.
- Purposeful recommendations: on how to take advantage of our technology solutions.
- Communication pieces: a global and convincing way to tell our customers what we have for them.
- Answers to many questions that may be raised by your customers, or even by the NH Hotel Group Sales team.

This Sales Manual has been developed by the Headquarters' M&E Step Change team, which is enthusiastically devoted to supporting in the sales field.

We hope you enjoy it.

Your feedback will help us improve, we welcome it at NHMEETINGS@nh-hotels.com

A customer-oriented value proposition



At NH Hotel Group we are proud to serve our customers, and we love to do so in a valuable and successful manner.

We have listened to our customers and understood their key value drivers through a thorough analysis.

Balancing customer insights with internal expertise, market trends and competitive insights, was critical to define a meaningful and compelling M&E Value Proposition.

NH MEETINGS value proposition offers solutions to our customers needs and expectations, focusing on their key value drivers, allowing us to always deliver more than what they expect.

Customer Insights are the foundation of NH MEETINGS value proposition.

You can quickly appreciate below the findings of the Professional Research conducted by NH and GFK early in 2014. Where we balanced direct & intermediary bookers' insights.



Respondents are bookers that have organized a meeting or event in a 3 to 5 star hotel in the previous 12 months. Sample: 500 interviews (direct & intermediary). Method: Phone interview. Countries: Spain, Germany, Netherlands, Italy

A customer-oriented value proposition

inspire

We believe in inspiring and memorable events.

create

We believe created with passion.

enjoy

We believe in experiences our guests really enjoy.

- 1. Ambassador Service
- 2. Specialised Advisory Service
- **Customised Professional Response**
- 4. Free, Easy WIFI
- **Tempting Breaks**
- **ECO-Friendly Meetings**
- 7. Always YES!
- High Tech Made Easy





How does NH MEETINGS value proposition fulfill bookers' needs and value drivers?

The chart below matches NHMEETINGS value proposition items with the customer insights (needs and value drivers) extracted during the research conducted by NH among bookers in European countries.

The percentage reflects the total percentage of respondents that considered each customer insight Very Important or Quite Important.

NH MEETINGS VALUE PROPOSITION ITEMS	TOP DRIVERS, HOT TOPICS BOOKERS BOOKERS' INSIGHTS	LEVEL OF IMPORTANCE FOR THE BOOKER TOTAL EUROPE
1 Ambassadar Carrias	Hotel staff flexibility and adaptation to bookers needs	92,5%
Ambassador Service	One person responsible for the entire management of the event	75,0%
2. Charieliand Advison, Comica	Easy booking and information processes	82,9%
Specialised Advisory Service	Terms, conditions & cancellation fees	76,1%
	Hotel staff flexibility and adaptation to bookers needs	92,5%
Customised Professional response	Easy booking and information processes	82,9%
	Terms, conditions & cancellation fees	76,1%
4. Free Easy Wlfl	Free High Speed WIFI	78,8%
4. Fiee Easy Will	Connectivity and advanced technological resources	78,2%
F. Tompting Procks	Hotel staff flexibility and adaptation to bookers needs	92,5%
5. Tempting Breaks	Quality F&B	79,6%
6. ECO - friendly Meetings	Sustainability Policies	35,1%
7. Always YES!	Hotel staff flexibility and adaptation to bookers needs	92,5%
8. High Tech Made Easy	Connectivity and advanced technological resources	78,2%

Quick wins and highlights to have Top of Mind



At NH Hotel group we know what we do differently, that makes us stand out above the competition. Make sure you have all of this in the top of your mind, and use it in your customer meetings as needed.

NH Hotel Group offers:

- 10% base commission to its intermediaries in accommodation, meeting room and F&B revenues corresponding to BGR rates.
- Unique cutting edge technology to generate memorable impressive events and high performance meetings: Holographic 3D projections, The biggest Vault Led Screen and next generation videoconferences.
- The possibility of running the same event in different hotels around the globe, by connecting them in real time through Holographic Telepresence and Live Streaming, offering our customers the capability to be in two or more places at the same time, and making our meeting spaces more flexible, beyond what they can even imagine.
- Customizable coffee breaks that are tempting through and through. Its attractive look & feel, extraordinary display, tempting sweet corners, fresh healthy corner and exquisite ingredients make them irresistible "Tempting Breaks"
- The most complete and professional "first quotation", because it contains all the elements for a perfect decision. We believe in speed with control, so our first quotation always contains availability, pricing and terms & conditions information.
- Free Wi-fi to all attendees in all the hotels, regardless of whether they are staying at the hotel or just attending a meeting or
 event.
- Eco-Friendly meetings, we are a well-known green-award winning company, that stands out because of its commitment to the environment, thanks to the way we use the resources and energies in our daily operations.
- And we offer all the above with a big Smile and the commitment to offer the best service levels, because At NH Hotel Group we are proud to serve. This is reflected in our NH MEETINGS Value Proposition as Always Yes!





At NH Hotel Group we are fully committed to delivering meeting experiences that our customers can enjoy.

Knowing how important it is for our customers to meet in an inspiring atmosphere that offers comfort and the equipment needed to secure the success of their meeting or event, while at the same time their attendees and invitees feel treated with an exquisite service, we have defined the new M&E Brilliant Basics.





New M&E Brilliant Basics

With the renovation of M&E Brilliant Basics, we upgraded the equipment in the existing meeting rooms, and we also took a step forward by defining new construction and renovation standards to secure inspiring meeting spaces in the future.

For the Projects & Buildings team, the new guidelines are clear on the following priorities:

- Daylight is the priority, however if this is not possible we have defined alternative decoration solutions that show a
 perspective of the city where the hotel is located with beautiful and big images. If there is enough space, the image will be
 retro-illuminated (similar to the new EUROBUILDING breakfast area)
- Spacious meeting areas, avoiding columns whenever possible.
- · Hanging Projectors, to guarantee a superior meeting experience, free from cables and racks.

What are NH Hotel Group M&E Brilliant Basics?

For each of the elements below, we have defined new quality standards to secure comfort and performance.

Furniture

- Ergonomic Chairs
- Work desks (without upholstery)
- Power Tracks for the tables





MODEL/SUPPLIER	PICTURE	DESCRIPTION
ORVIA / BURGESS FURNITURE		Stackable aluminum chair. Available with or without arms. Synthetic leather fabric. Integrated top rail. New version of the Vario chair (widely used in Germany).
SA 11018 / CALCHER		Stackable aluminum chair. Available with or without arms. Synthetic leather fabric. Integrated top rail.
TABLE / CALCHER		Flip-top table with wheels and optional electrical line. Laminated in different colors.
COLLAPSIBLE TABLE / CALCHER		Collapsible table with optional electrical line. Laminated in different colors.
POWER TRACK / CALCHER		120 cms mobile power track
PLUGS / CALCHER		Power sockets for power track.



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Technology

- LCD projectors
- Projection Screens
- Digital Signage
- <u>Virtual Planner</u> (For selected hotels as well, implementation plan will be announced as soon as we complete the M&E Basics deployment.)

BRAND	PICTURE	TECH. SPECIFICATIONS
SONY / EPSON / BENQ / OPTOMA / RICOH		2.600 / 3.200 / 4.000 / 5.200 lumens HDMI / VGA
DIGITAL SIGNAGE / VIDEO WALL	THE COLLECTION	Video walls, to announce the meetings of the day, that also provide commercial opportunities, by offering advertising space to our M&E Customers.

Other equipment

- Flipchart / whiteboard
- Tool box

MODEL/SUPPLIER	PICTURE	DESCRIPTION
RD-618 / LYRECO		Magnetic whiteboard flipchart with pen tray and wheels. Clip that can be adapted to different paper sizes. Height adjustable until 190 cms. Extensible arms.
Franken Moderatorenkoffer / BU SUPPLIER		Office stationary box for meetings and trainings. The metal box contains the material. Replacement will be made at hotel level (i.e. Lyreco)

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Why do we do this?

We listen to our customers:

What our **Bookers** say...

We know that the characteristics of meeting rooms (size, furniture, daylight, temperature...) are really important to them.

In the research conducted by NH Hotel Group in 2014, 49% of the respondents declared that characteristics & furniture are very important, 27% Quite important, 17% Slightly Important.

With the renovation of M&E Brilliant Basics, NH Hotel Group has upgraded the equipment in the existing meeting rooms, and taken a step forward by defining new construction and renovation standards for its meeting spaces.

Below you can find the details of the most important elements ranked by the bookers we interviewed.

/ 6 / 10/	MEETING ROOMS (
Comfort in meeting rooms (size, temperature, décor)	89,4%
Sunlight in meeting rooms or events rooms	70,2%
Ergonomic furniture in meeting rooms	56,6%

Source: 2014 Market Research conducted by NH Hotel Group among Bookers in Spain, Germany, Netherlands and Italy

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Why do we do this?

What our **Attendees** say...

For the attendees interviewed, Features & Equipment of the meeting rooms are the second most important value driver, after location.

In the research conducted by NH Hotel Group in 2014, 34% of the respondents declared that Features & Equipment of the meeting rooms are very important, 40% Quite important, 20% Slightly Important.

Below you can find the details of the most important elements ranked by the Attendees we interviewed.

$OOMS (T2B) \qquad \qquad 7 \rightarrow 70$	RO
Audiovisual equipment (screens, sound)	89,0%
Comfort of the meeting rooms (size, temperature and decoration)	87,6%
Natural light in meeting rooms	85,0%
Ergonomic furniture in the meeting rooms (comfortable chairs, tables with integrated sockets)	81,9%
Open space without columns	72,2%
Easy access from the room to terraces or rest areas	58.3%

Source: 2014 Market Research conducted by NH Hotel Group among Bookers in Spain, Germany, Netherlands and Italy

7/1 0%

How can our customers enjoy the new M&E Brilliant Basics?

- Is this service offered by default? Yes, in the hotels that were recently renovated, and it will be arriving soon to the selected hotels
- How are they presented to our customers? this is part our M&E Operational Promise.
- When will the new M&E Brilliant Basics be ready at the hotels? Recently renovated hotels already have them. For the other selected hotels, the deployment plan is being built these days (Nov 2014) with the providers. The new basics will be in all selected hotels by the end of March 2015. ??

Does the customer have to pay anything for this Concept?

Nothing at all.

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In which hotels can I find it?

Renovated in the second half of 2014, Hotels to be renovated in 2015 and hotels that have been selected because
of their level of M&E Business potential.

BU Benelux, UK, AF, F

NH Collection Amsterdam Barbizon Palace

NH Amsterdam Schiphol Airport

NH Maastricht

BU Central Europe

NH München Ost Conference Center

NH Frankfurt Airport West

NH Berlin Mitte

NH Dresden Neustadt

NH Frankfurt Mörfelden Conference Center

NH Leipzig Messe

NH Wien Airport

NH Wien Conference Center

NH Collection Berlin Friedrichstrasse

nhow Berlin

BU Mercosur

NH City & Tower

BU Italy

NH Laguna Palace

NH Collection Roma Vittorio Veneto

nhow Milano

NH Milano 2

NH Milanofiori

BU Spain, Portugal & Andorra

NH Malaga

NH Collection Sevilla

NH Collection Madrid Eurobuilding

NH Collection Barcelona Constanza

NH Pamplona Iruña Park

NH Sevilla Plaza de Armas

NH Madrid Príncipe de Vergara

NH Madrid Ventas

BU Mexico, Central America & The Caribbean

NH Mexico City Reforma





NH COLLECTION EUROBUILDING











NH LAGUNA PALACE









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NH MILANO 2











NH COLLECTION SEVILLA











What is Digital Signage?

Digital Signage refers to the **flat screens and digital totems** placed in our hotels used to give a modern & dynamic look to our hotel.

These screens can be used to show NHHG Content developed by HQ, to show M&E customers content and to offer advertising space to third parties.

Placement

- Lobby or Main Hall
- 2. Front Office
- 3. M&E Reception area
- 4. Meeting Rooms entrance

What Content Can Be Projected?

The following content can be shown in these screens, in this order of priority:

M&E Customers Content (Informative)

To easily identify where a meeting or event is taking place.

Advertising Agreements

To show advertising content from hotel partners (Spas, restaurants...). This content will follow the guidelines related to external agreements and we will use our digital supports for the time agreed on the contract.

NH Hotel Group Content

To project a modern, dynamic and always up to date homogeneous image of NH Hotel Group in different spaces of the hotels.



DIGITAL TOTEM

TH HOTEL GROUP

FRON OFFICE VIDEO WALL

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80 cms. 46" 104 4 cm 061

· Indoor floor stand or wall mount totem

TECHNICAL SPECIFICATIONS

- · Content management: web content corporate software
- 46" LCD/LED max, 1920x1080 resolution screen
- · Electric supply by plug or battery
- · Wi-Fi / 3G / Ethernet internet access

SCOPE AND USE

- · Scope: all OWN-LEASE, TOP AND OTHER CORE
- · Recommended placement: lobby/main hall area
- · Operational use
 - To show meeting rooms information and timetables
 - To show corporate marketing multimedia contents





TECHNICAL SPECIFICATIONS

- Indoor wall mount video wall
- · Content management: web content corporate
- Number of screens according available space and hotel needs
- •55"/46"/40" LCD/LED screens
- Electric supply by plug
- External player Ethernet internet access

SCOPE AND USE

- Scope: Scope: all OWN-LEASE, TOP AND OTHER CORE hotels
- Recommended placement: front office area
- Operational use:
 - To show corporate marketing multimedia contents

M&F VIDEO WALL



INTEGRATED DIGITAL SCREENS





- · Indoor wall mount video wall
- Content management: web content corporate software
- · Number of screens according available space and hotel needs
- •55"/46"/40" LCD/LED screens

- Electric supply by plug • External player Wi-Fi / 3G / Ethernet internet access



SCOPE AND USE

- · Scope: all hotels with 10 or more meeting rooms · Recommended placement: lobby/main hall area
- and/or MICE lobby according hotel needs
- · Operational use:
 - To show meeting rooms information (hotels ≥ 10 meeting rooms) and timetables
 - *To show corporate marketing multimedia contents

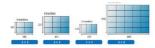


TECHNICAL SPECIFICATIONS

- Indoor screens to be integrated (wall mount) on fix walls close to the meeting room entrance
- Content management: web content corporate software
- 21"-32" LCD/LED screens according meeting room size and capacity
- Electric supply by plug
- · Wi-Fi / 3G / Ethernet internet access

SCOPE AND USE

- Scope: all meeting rooms
- Recommended placement: close to the meeting room entrance
- Operational use:
 - To show meeting rooms information and timetables
 - To show corporate marketing multimedia contents if meeting room information is not showed

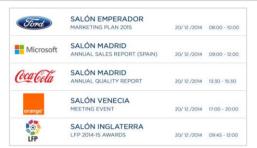




STYLE GUIDELINES

Signage meeting rooms: video wall









Meeting room door screens:











A. NH Hotels content

Available content to display in our digital screens



Type of content	Description	Language	Format	Status
NH_Brands Presentation	A digital catalogue that explains and shows our brand structure, with the most iconic pictures to define each brand and the brand claim of each of them	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=44
NH_NH Hotels Brand Presentation	Presentation of NH Hotels brand, the operational promise and brand values	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidId=45
	Visual content that helps upselling our NH Breakfast within the hotel, showing and explaining all the benefits of this product	Spanish - English	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidId=48
NH_NH Hotels Breakfast		French - English	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidId=49
		German - English	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=47
NH_NH International Destinations	Guide of our top destinations for our guests to feel inspired on their future travels	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=54
NH+NHC_M&E Hotels Presentation	A video that shows the best facilities and performance regarding Meeting Rooms and celebrations	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=36
NH+NHC_High Tech made	An overview of what NH HOTEL GROUP offers under the High tech Made easy M&E Value proposal, focused on technology (HPM, HIE, DOME)	English	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=41
easy		Spanish	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidId=42
NH+NHC_High Performance meetings	Visual and catchy video that combines all posibilites that offers HPM: Offline, Online, Brainstorming meeting	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=53
NH+NHC_High impact Events	Visual and catchy video that combines all posibilites that offers HIE: 3D Presentations, Holographic presence and special effects from different events	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=51



B. NH Collection content

Available content to display in our digital screens



Type of content	Description	Language	Format	Status
NHC_NH Collection Brand	An attractive and powerful video to convey to people	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=43
Experience	and make them feel the NH Collection Experience	Universal version (English) Verti	Vertical	Work in progress (soon available at Brand Center)
NHC_NH Collection Around the world	A presentation made on the sequence of the best hotel pictures, located in different cities worldwide, by clusters.Must be very VISUAL (eye-catching) and contain background MUSIC	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidId=46

Type of content	Description	Language	Format	Status
NH+NHC_M&E Hotels Presentation	A video that shows the best facilities and performance regarding Meeting Rooms and celebrations	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidId=36
NH+NHC_High Tech made	An overview of what NH HOTEL GROUP offers under the High tech Made easy M&E Value proposal, focused on technology (HPM, HIE, DOME)	English	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidId=41
easy		Spanish	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=42
NH+NHC_High Performance meetings	Visual and catchy video that combines all posibilites that offers HPM: Offline, Online, Brainstorming meeting	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidld=53
NH+NHC_High impact Events	Visual and catchy video that combines all posibilites that offers HIE: 3D Presentations, Holographic presence and special effects from different events	Universal version (English)	Horizontal	http://brandcenter.nh- hotels.com/videos/index.php?vidId=51

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In which hotels can I find it?

Digital Signage (flat screens and digital totems) is Available at 65 hotels.

BU Benelux, UK, AF, F

NH Noordwijk Conference Centre

Leeuwenhorst

NH Eindhoven Conference Centre

Koningshof

NH Amsterdam Schiphol Airport

NH Naarden

NH Lyon Airport

NH Collection Amsterdam Grand Hotel

Krasnapolsky

BU Italy

NH Roma Midas

NH Laguna Palace

NH Milano 2

NH Torino Lingotto Congress

NH Torino Lingotto Tech

nhow Milano

NH Collection Vittorio Veneto

NH Milano Congress Centre

BU Spain, Portugal & Andorra

NH Collection Madrid Colón

NH Pamplona Iruña Park

NH Madrid Príncipe de Vergara

NH Madrid Ribera del Manzanares

NH Malaga

NH Amistad Murcia

NH Madrid Ventas

NH Valencia Las Artes

NH Madrid Zurbano

NH Madrid Nacional

NH Sevilla Plaza de Armas

NH Collection Vigo

NH Collection Palacio de Araniuez

NH Collection San Sebastián Aránzazu

NH Collection Madrid Abascal

NH Collection Barcelona Gran Hotel

Calderón

NH Collection Sevilla

Casino de Madrid

NH Collection Barcelona Constanza

NH Collection Madrid Paseo del Prado

NH Ciudad de Zaragoza

Hesperia Madrid Hesperia Sant Just

Hesperia Presidente

NH Collection Madrid Eurobuilding

BU Central Europe

NH Frankfurt Mörfelden Conference Center

NH Leipzig Messe

NH Berlin Potsdam Conference Center

NH Danube City

NH Berlin Mitte

NH Düsseldorf City

NH Berlin Alexanderplatz

NH Frankfurt Airport West

NH Collection Berlin

Friedrichstrasse

NH Ingolstadt

NH Wiesbaden

NH Bingen

NH Dresden Neustadt

NH München Ost

NH Schwerin

NH Collection Dresden Altmarkt

NH München Messe

NH Nürnberg City Center

NH Collection Frankfurt City

NH Berlin Treptow

NH München Deutscher Kaiser

NH Wien City

nhow Berlin



What is Virtual Planner?

A 3D Online Virtual Planning tool, that allows customers to find, choose & design the meeting space, set-up, audio-visuals and services required for an event. Once the meeting or event is designed, the tool allows the possibility to send an RFP to the corresponding GSO or Hotels.

Why Virtual Planner?

We continuously listen to our customers' demands and market trends. The latest report issued by HSMAI & CVENT in November 2015 revealed that:

- 70% of planners search online, of those, 38% use Cvent, 29% search engines and only 7% know he venue they want to use in advance.
- 60%-70% of online planner's buying decision is made before contacting the property.
- Technology tools in virtual reality will begin to replace hotel site inspections

As a result, NH has decided to invest in online 3D virtual planning tools, in addition to M&E third party websites like Cvent & Lanyon (Former Starcite). Virtual Planner has been chosen by NH due to its unique capacity to show real images of the meeting spaces, furniture and services, and the features and benefits offered.

Features and benefits

Virtual Planner is a 3D online virtual planning tool aimed at motivating demand (Online & Offline) and fostering conversion through the features and benefits that it offers to both NH Internal teams and our customers.

Features. Benefits and Uses for NH.

Virtual Planner is a powerful sales tool to sell NH M&E spaces and foster conversion on any quotation. How can NH Sales teams take advantage of Virtual Planner?

- **GSO & Hotel** Sales teams: by including a link to the meeting or event been quoted including a real 3D image of the space, furniture, AV equipment, decoration, natural light, dimensions and set -up.
- **Hotel sales team**: by showing the customer, in real time, during a site inspection how the venue would look with different set ups in order to meet their needs & expectations for their next meeting or event.
- On the field sales team: showing in real time how the venue would look for the specific event in different spaces with different sets up, furniture, AV equipment, decoration, natural lights, etc...



Features and benefits

Virtual Planner is a 3D online virtual planning tool aimed at motivating demand (Online & Offline) and fostering conversion through the features and benefits that it offers to both NH Internal teams and our customers.

Features, Benefits and Uses for Our Customers:

Virtual Planner is a Self Service online tool for Small Groups, where the customer can:

- Save time: by finding the venue online, sending a quick RFP request online, sharing the link of the meeting & quotation with anyone involved in the decision making process to show how the venue will look like, how much it will cost and any other important details.
- Visualize the meeting or event: by seeing a 3D real image of the meeting or event with the selected furniture, AV equipment, decoration, dimension, natural light and set up.
- **Gain Effectiveness:** making any adjustments online without the need to contact anyone, even changing locations, furniture, AV equipment, decoration, dimensions and set up, etc...
- Facilitate the approval process: sharing how the event will look like with anyone who is responsible to make the final
 decision on the meeting or budget approval.

How Can Our Customers Enjoy The Benefits Of Virtual Planner?

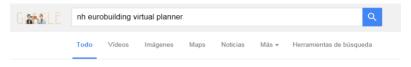
Customers can access Virtual Planner through any of the following means:

- Google
- NH website
- Hotel
- Virtual Planner
- Any quotation sent to the customer for hotels with Virtual Planner activated, should also include the link to Virtual Planner
- NH Sales teams: GSO. Hotels. Central Services. etc...



How Can Our Customers Enjoy The Benefits Of Virtual Planner?

1. Google search



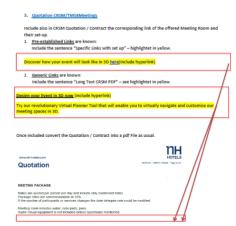
NH Collection Madrid Eurobuilding Virtual Planner
nh-hotels.virtualplanner3d.com/NHCollectionEurob... • Traducir esta página

NH Web



3. Links included in every quotation







5 steps to send a quotation



1. Select venue



2. Venue info



3. Choose set-up



4. 3D & personalization



5. Quotation details





Does the customer have to pay to enjoy this service?

No, this a totally free of charge service for the customer

In which hotels can I find it?

Virtual Planner has been contracted for 17 hotels in different Business Units, we are still in the process to finalize the implementation, here below the status update as of 22/02/2016.

BU Spain, Portugal & Andorra

NH Málaga

NH Sevilla Plaza de Armas

NH Collection Sevilla

NH Collection Barcelona Constanza

NH Collection Madrid Eurobuilding

BU Italy

NH Milano 2

nhow Milano

NH Collection Vittorio Veneto

NH Laguna Palace

BU Central Europe

NH Frankfurt Mörfelden Conference Center

NH Danube City

NH Berlin Mitte

NH Frankfurt Airport West

NH Dresden Neustadt

NH München Ost

NH Wien Airport

nhow Berlin



Upgrade your NH MEETINGS
experience with our special
Ambassador service and rest
assured that your event will be a
success. Enjoy this
exclusive service, free of
charge, for groups of over 100
people from the moment your
event is confirmed. Your
Ambassador will supervise that
we are living up to your
expectations and will take action
whenever needed.



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NH HOTEL GROUP 2016

What is it?

This is an exclusive service, free of charge, for groups of over 100 people from the moment the event is confirmed

We will assign our customers an Ambassador in addition to their on-site NH Event manager, to whom they can address any issue that comes up during the whole process. The Ambassador will act as back-up if any issue arises and will get back to the customer with an answer and the specialist qualified to solve it.



Who will be the Ambassador?

- Account handler (In case the customer has one appointed).
- Hotel Director (if No Account handler is appointed and meeting occurs in just 1 hotel)
- Ambassador team* (If No account handler is appointed and meeting occurs in various hotels, event series):

BU	List of Special Ambassadors
GSF (Josephine Zaverdinou)	 USA: Florence Bazin France: Chantal Naviau The Nordics: Paloma Cobos Brazil: Milai Moniz UK: Josephine Zaverdinou
CE (Dennis Ehlen)	 Austria and German-speaking part of Switzerland: Igor Ruwinsky French-speaking part of Swizerland: Paolo Colangelo Romania: Eugen Florin Ciobotaru & Alina Chivulescu Czech Republic: Lucie Tesarova & Andrea Kelly Hungary: Viktor Ban Slovakia: Katarina Vanekova
Italy (Claudia Vanni)	For agencies: Claudia Vanni For companies: Cecilia Cassano
Benelux (Carlijn Hillebrand de Haan)	 AH for multiple property request from a client from the Netherlands - Carlijn Hillebrand AH for multiple property request from a client from Belgium - Fabien Carolillo
Mexico (Patricia Jimenez Mendoza)	Samuel Maldonado Vilchis
Colombia/Ecuador (Christian Daghelinckx)	Mónica Jaramillo
Mercosur (Christian Daghelinckx)	Alina Nieves
Spain (María R. Rey)	International Lead : Leticia de AndresNational Lead : Maria R. Rey

Ambassador serviceRole of the Ambassador

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Do's

 To send a Welcome mail to customer introducing the service and his/her role

Once the customer calls:

- · Listen sympathetically to customer needs
- React in a proactive way, looking for solutions & coordinating resources until a decision is made, solving the issue. Taking the matter to management level if necessary. Secure next event in NH Hotel Group
- · Send farewell mail

Don'ts

- To manage & modify Booking files in CRSM.
- Any Operational issue which should be done by Group Sales Agents from the Group Sales Offices or from the hotel. such as rooming list, Prepayments etc.
- No direct negotiation unless it has been agreed to by Group Sales Agents from the Group Sales Offices or from the hotel or any other involved NH Employee.
- No direct follow up's unless it has been agreed with done by Group Sales Agents from the Group Sales Offices or from the hotel or any other involved NH Employee.

Why?

To generate Trust, Confidence & Loyalty

We listened to our customers, during the coordination process of an event, and asked if they valued as the most important factor "having only one person responsible for the entire management of the event", 43% said it is very important, 31% Quite important, 13% slightly important.

With the Ambassador Service we make sure our Customers feel confident and accompanied throughout the process.

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What for?

To generate, convert & foster loyalty in Large Events

Is there any cost associated with this service?

Not for our customers

How customers can benefit from it?

The service will be informed about in all quotations and it is available for events from 100 pax (unique or event series).

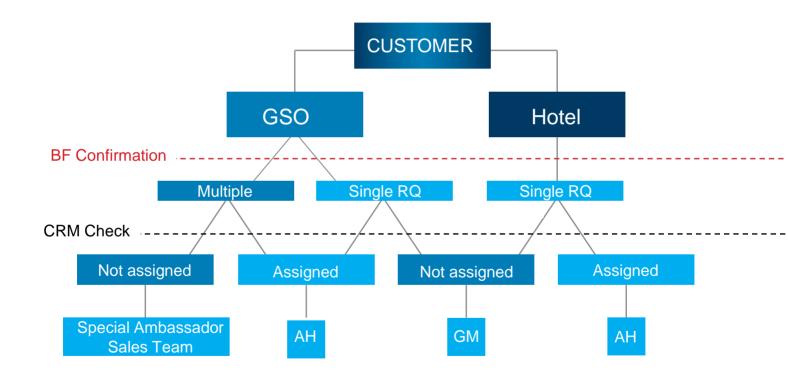
Once the group is confirmed, the Group Sales Agent will tell the customer the name of his/her Ambassador.

See the following pages for detailed information about the process.



11H MEETINGS inspire. create. enjoy.

How it works & Details of the Process



11 MEETINGS inspire. create. enjoy.

How it works & Details of the Process

1. Send a proposal

Responsible: Group Sales Office Agent - Group Desk agent, Hotel M&E Sales Responsible

While preparing the email in either Outlook or eGain (see eGain process flow for a detailed explanation) – make sure to answer all the questions the potential client had asked in his/her original request or that came up during the assessment call.

Each Business Unit has its own set of templates that need to be attached to the proposal.

The following communication steps are to be followed during the reservation process:

1.a. Introduction of the Ambassador Service

When & How: together with the first offer.

Upgrade your NH MEETINGS experience with our special Ambassador service and have total confidence that your event will be a success. Enjoy this exclusive service, free of charge, for groups of over 100 people from the moment your events is confirmed.

Your Ambassador will supervise that we're living up to your expectations and will take action wherever needed. Moreover, the NH Event Manager will be available on site to cater for your needs and requirements.

1.b. Introduction of the Ambassador, her/ his role and contact details

When & How: once the event is confirmed, together with the contract.

Dear XXX,

I'm glad to share with you the contact details of you personal Ambassador. Your Ambassador (Name f Ambassador) is committed to supervising that your XXX is a success looking for solutions and coordinating resources when necessary. Furthermore, the NH Event Manager will take care of your needs and requirements on site.

Contact Details xxxxx.

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How it works & Details of the Process

2. Receiving final Contract

Responsible: Group Sales Office Agent

As soon as you have received the final contract:

- Check the details of the contract.
- · Scan the document
- Send an email to the client with the scanned document. If a new agent is in charge of the booking file, enter the agent with his/her contact details in the e-mail and information about his/her Ambassador. Please set the Ambassador/GM in bcc:

Please make sure the Ambassador / Hotel
Management** is well informed about any particularity of the BF from
your side. In case it is required, please send a separate mail to the
Ambassador/GM. Follow up & actions by both Ambassador/Hotel
and Agent must be coordinated, Ambassador is giving support to the
Booker, but under no circumstances will he be handling or doing the
activities of the Organizer. (Refer to Do's and Dont's of the
ambassador explained in previous pages) The confirmed BF needs
to be changed in the General mask in the request Source to the code
52 = Ambassador Service. (see below Print Screen)

 The final contract will be filed according to the BU deadlines and any other legal requirement. Contract file will be done according to reasonable criteria (booking file number or date of confirmation are preferred). *

Leisure groups: the contract is signed at corporate level. The signature of each group is not required.

How do you know who you need to involve? Ambassador (AH) or the Hotel GM?

Flow Chart:

- Check the latest version of the Ambassador List per BU/Segment within your BU, this file should be stored in a communal Folder accesible to any Hunter either BO/GD/Hotel.
- The Ambassador will send a Welcome Letter to the booker to introduce himself/herself.
- If the company is already known to the Ambassador and they are in "daily contact", the introduction email will be more informal
- Once the Event has concluded the Ambassador is responsible for sending a Farewell Email and for making the call for Bridging for New Event (see also Group Reservation Management – Contract follow up, process between confirmation and arrival: Point 1.13 Bridging for new Events Call

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How it works & Details of the Process

3. Bridging for New Events Call

Responsible: Group Sales Office Agent (Organizer), Hotel M&E Sales Responsible

Once the event has finished a satisfaction call is made to the client. This call is completed between 2 days and 7 days after finishing the event.

If the Event was an Event with Ambassador Service, the Bridging for New Events Call will be done by the Ambassador/GM together with a Farewell Email.

Call the hotel and gather all the information about the past event, focus your attention on if there were any

incidents during the event.

Call the customer in order to ask about the overall experience of the event, thank him/her for choosing and trusting in NH. Bridge the relation to capture future business

The Hunter will book the new enquiry after the Bridging Call.

1H MEETINGS inspire. create. enjoy.

How it works & Details of the Process

4. Farewell

Responsible: Ambassador

Dear xxxx,

Let me take this opportunity to thank you for choosing NH Hotel Group to host your latest event.

In order to deliver inspiring and memorable experiences to our customers, we would highly appreciate your feedback.

It has a been a pleasure assisting you with your event and we hope you are satisfied with our performance.

Should you have any further questions or need support with the organization of your next event, please do not hesitate to contact me.

Looking forward to serving you again soon. Best Regards,

Tangible arguments

Over 6,000 customers hosting events with more than 100 attendees have enjoyed this complimentary service in 2015, guaranteeing success from start to finish.





SPECIALIZED ADVISORY SERVICE

NH Group Sales Offices are organized with our customers' needs at the heart of the sales process, so by leveraging the expertise of our teams, NH Hotel Group provides you with highly valuable best practices and recommendations that will make your meeting or event a total success.

- 38 years in the industry
- Over 105,000 meetings hosted in 2015
- 3 million attendees hosted in 2015



Specialized Advisory Service



What is Specialized Advisory Service?

NH Group Sales Offices are organized by type of event or customer, so the best professionals in each type of event become advisors, dealing with the respective requests.

NH Group sales advisors are highly experienced professionals that serve our customers on a daily basis, with proven insights and best practices, that will maximize the meeting or event results:

Currently we have the following specialties available in our Group Sales Offices

- VIP Services (IT, BLX, IGSO International Group Sales Office, CE)
- City Wide Congresses (IT, BLX, SP)
- Multi Destination Requests (IT, CE)
- Training Series (IT, BLX; SP)
- Road Shows, (IT, SP, CE)
- Third Party Websites (IT, IGSO International Group Sales Office, CE)
- Pharmaceutical, (SP)

Why do we do this?

We know that Trust & Confidence are very important to our M&E Customers, we also listen to them and we know that Easy booking and information processes are really important to them.

In the research conducted by NH Hotel Group in 2014, 48% of the respondents declared that Easy booking and information processes are very important, 35% Quite important, 12% Slightly Important.

With the Specialized Advisory Service we streamline the reservation process, making it easy for our bookers as well as providing high quality & proven insights.

This element of the Value Proposition is based on Service Specialization of our Groups Sales Agents as means for generating trust and loyalty from our customers.

Specialized Advisory Service



How can our customers enjoy the Specialized Advisory Service?

Is this service offered by default? - only at Group Sales Offices.

The customer is directed to the specialist who has to deal with the request.

Does the customer have to pay anything for this Concept?

Not at all, this service is offered by default at the Group Sales Offices without any additional cost

In which hotels can I find it?

- This service is not available at hotel level.
- However, we know our In-house commercial teams are highly experienced and also provide this advisory service, even if we do not specify disciplines or specialized industries. (ie. NHC Eurobuilding is an expert in Pharma events)

Specialized Advisory Service Tangible arguments

Supported by 38 years of experience and more than 105,000 meetings hosted last year, our teams have shared their expertise in a wide range of events, from product launches, city-wide congresses, road shows to training programs, and incentives. No matter what you needs are, it's almost certainly part of our everyday work. You name it, we'll make it happen!

WE MADE IT



3

CUSTOMISED PROFESSIONAL RESPONSE

At NH we know that time is as important for you as it is for us. Response times can make a huge difference in your business. But we know that speed without control is not enough.

At NH we are committed to delivering the most suitable proposal with all the details you need to make the best decision, faster, with the very first offer.

Our teams are equipped with the best tools to give you real-time information on availability, pricing and terms and conditions. Furthermore, they are eager to get into professional conversations with all our customers, aiming at reaching the most suitable agreement for you.



Customised Professional Response



What is Customised Professional Response?

Customised Professional Response is NH Hotel Group's commitment to becoming the first Hotel Provider to deliver a full response that will allow our customers to make the best decision.

In our first response, we assess their needs to provide a customised offer that fulfills their expectations, containing all the elements required for decision-making.

- Availability (and alternative premises, if the requested hotel is not available)
- Ad-hoc quotation to facilitate decision: including Total Amount and breakdown per type of service.
- Terms & Conditions

We know that response times are critical, so our internal processes are set to comply with the following SLAs; however our promise is not yet time related (we will do so once we have the systems to increase efficiency and measure SLA compliance)

- First response (Assessment Call): Max. 6 hours after RFP
- Written quotation: Max. 24 hours. after RFP

The email templates used to send quotations have been customized by type of event, to add a visual link to the type of event requested, and an homogeneous corporate look & feel.

Why do we do this?

We listened to our customers, we know that easy booking and information processes and response times are really important for them.

A research conducted by NH Hotel Group in 2014 showed that:

- 48% of respondents (bookers) considered easy booking and information process as very important, 35% as quite important, 12% as slightly important.
- 25% of respondents (bookers) considered response times on quotation as very important, 44% as quite important, 18% as slightly important.

With our Customised Professional Response, we streamline the reservation process, making it easy for our bookers to make the best decision in a timely manner. We currently customise the response by type of event, which demonstrates that we care about what we do.

This service demonstrates our commitment towards ensuring the success of the meetings or events organized by our customers, as well as towards faster times, clarity and simplicity in our response.

Customised Professional Response





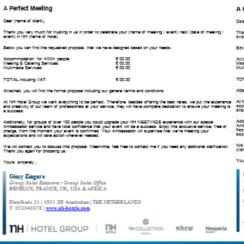




TH MEETINGS inspire, create, enjoy,

TH MEETINGS inspire, create, enjoy.

A Perfect Meeting Dear (name of client). Thank you very much for susting in us in order to calabrate your (name of meeting levent) next (date of meeting (event) in NH (name offices). Balow you can find the reinclested pronosal, that we have designed based on your reads: Annonescatation the aidits named Meeting & Cataring Services: M. Housella Garylean 600.00 TOTAL including VaT: assiched, you will find the formal proposal including our general terms and conditions. JoNH Hotel Group we wanteverything to be perfect Therefore, besides offering the beatrases, we put the experience and creativity of our team of professionals styour service, they will have complete dedication to engure your meating is a success. additionally, for groups of over 100 people you could upgrade your NH MEETINGS experience with our agecial bribaseador service and have total confidence that your event will be a success. Snjoy this explusive service, fee of charge, from the momenty our event is confirmed. Your ambassador will supervise that we're meeting your expectations and will take action wherever needed. We will considry outo discuss this proposal. Meanwhile, feel free to considrine Tyou need any additional clarification. Thank you again for choosing us. Vivine sincerali-Goog Sales Executive . Goog Sales Office MENELUX, FRANCE, UK, USA & APRICA Soulovard Adolpho Max 7 | 1000 Seuscia | SEL GUM T. 0125056769 | www.nb-botola.com TH HOTEL GROUP nhow





Customised Professional Response



How can our customers enjoy the Customised Professional Response?

Is this service offered by default? - Yes

How is it presented? – Customers can receive it though the assessment call and the uniform quotation templates used by all BUs by type of event (see email examples in next slide). Other templates that will be updated soon:

- F&B Quotation templates (under development)
- CRSMeetings Offer Templates (with the new CRSmeetings system)

Is there any cost associated with this concept for the customer?

Not at all.

At which hotels can I find it?

This service is available company-wide.



Customised Professional Response

Tangible arguments

We guarantee a response in under 6 hours, a unique destination proposal in less than 24 hours, and a multi-destination quote within 48 hours. This is without sacrificing any quality, as we know that speed alone is not enough.





FREE EASY WIFI

Connecting your guests through easy Internet access in rooms, meeting rooms and common areas is just 2 clicks away.

We offer ad-hoc solutions for all your event connectivity needs, from professional Internet use (WIFI or cable), to live streaming for events of any size. Moreover, we offer live telepresence, connecting two or more hotels through live streaming and holographic technology.



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What is Free Easy WIFI?

Free and Easy Internet access in bedrooms, meeting rooms and common areas for email and web browsing.

2Mb at NH Collection & Nhow, 1 Mb at NH Hotels. High-Speed Wifi for faster multimedia downloads or special events available upon request.



Why do we do this?

We listened to our customers. We know that connectivity and advanced technological resources are really important for them.

Research conducted by NH Hotel Group in 2014 showed that 46% of respondents considered connectivity as very important, 31% as quite important, 6% as slightly important.

Free WIFI is available to all M&E attendees, even if they are not guests at the hotel. We go one step further and stand out from our competitors in many of the markets where we are present.

In fact, since we implemented the new speed and portal, we have observed a significant decline in the number of complaints related to WIFI or connectivity issues.

 CONNECTIVITY	79 20/
(T2B)	10,2/0

83.9%	Guaranteed High Speed WiFi
63.5%	Availability of technological elements in roomS
53.6%	Availability of technology for telepresence
48.0%	Availability of internet solutions adapted to and exclusive for my event

Source: 2014 Market Research conducted by NH Hotel Group among Bookers in Spain, Germany, the Netherlands and Italy



How can our customers enjoy Free Easy WIFI?



- Is this service offered by default? Yes, usernames and passwords are always available in common areas of our hotels
- How is it presented? This is part of our M&E Value Proposition because we offer it to attendees even if they are not guests at the hotels.
- For ad-hoc projects, there is a dedicated sign-in space.

Is there any cost associated with this concept for the customer?

Regular email and web browsing are free of charge. Adhoc or tailor-made solutions, have a cost according to customer or event needs and the agreement with our Internet provider.



At which hotels can I find it?

NH Collection – 2 Mb, Ready for BU Spain, Rest of Europe as of June 2016.

NH Hotels – 1 Mb, Ready for BU Spain, Rest of Europe as of June 2016.

278 hotels connected through Swisscom/Fractalia have implemented the new EASY ACCESS portal.

Hotels working with other Internet providers will get a similar look & feel EASY ACCESS portal no later than Q1 2016.





Conference Management Tool

Key M&E Hotels will be equipped with a Conference Management Tool, one of the most advanced tools in the industry to easily and efficiently manage advanced connectivity needs:

- For the Hotel: This tool allows the hotel to offer advanced and ad-hoc connectivity related services, without
 the need to contact the Internet Provider, giving NH teams more independence, simplifying quotation &
 service delivery processes.
- For the Customer: resulting in a better service for the customer.

Why?

- · Facilitate the offering and delivering of ad-hoc advanced connectivity services.
- Improve response time to customer requests.
- · Improve quality & customer satisfaction.
- Maximize profitability for the hotel, since it reduces cost associated to most demanded services.



Connectivity Services Offered

The most demanded services that will be easily managed through this new tool are the following:

- Customise the name of the WIFI network (SSID Service Set Identification): ie. Cocacola wants to brand its network so attendees can connect to a Wifi Signal called "Cocacola".
- **Give priority access to bandwidth**, through a personalized user name & password for a limited number of people, this service secures priority access to bandwidth.
- Set up a dedicated line: when the customer wants to have a designated bandwidth totally dedicated to the event, including wireless access for videoconferences.???
- Assign a public IP: so the customer can send the line out of the hotel through internet access, for video conferences or to broadcast the content.
- **Wired Access**: many pharmaceutical companies request cable access to reinforce security and secure speed. This service is normally associated to a dedicated bandwidth.
- Provide Reports and/or special access to the meeting planner: detailed reports with users and bandwidth
 usage, which offers the customer the possibility to evaluate the event, understand deviations and loyalty account.

Other ad-hoc services will still be available by contacting the Internet Provider

Which hotels offer this tool?

This tool will be implemented in Key M&E Hotels in H1 2016, ask your Business Unit IT person to know the status of the hotels.

Tangible arguments

WE MADE IT

Besides offering free connection to all our guests, we are continuously improving and have doubled our connection speeds, and we are currently expanding the Easy Access technology to over 300 hotels in our portfolio.



TEMPTING BREAKS

Our delicious food is meticulously prepared. Our chefs use only the freshest natural ingredients, so your attendees can enjoy

every break and return full of energy to their meeting.

Our exquisite presentation makes our coffee breaks even more tempting for your guests. Imagine a totally customised coffee break for you, tempting, inspiring & recreational... Everyone will enjoy it, everyone will speak about it.

Elevate the spirit of your teams or audiences by delighting them with NH Tempting Breaks.

Stop imagining, taste them!



STRICTLY CONFIDENTIAL, FOR INTERNAL USE ONLY



What is Tempting Breaks?

Tempting Breaks is the new NH Hotel Group concept of coffee breaks, with unique, tempting & healthy personalised cuisine. Always with a local touch.

We take care of our Coffee Breaks from the preparation stage right through to delivery & display, with the ultimate goal of taking care of them from both the inside and the outside?

Coffee Breaks can be customised as per our customers' wishes: some elements and the display can be personalised and decorated with the company's logo or other creative elements.

In addition to the coffee break, we offer a wide variety of F&B solutions: healthy breakfast, amazing coffees, creative lunches, and enjoyable gala dinners

All coffee breaks include two new areas since September 2014: Sweet Corner (Tempting) & Healthy Corner

The Sweet Corner is Tempting by being colorful, appealing, surprising and Exquisite in its presentation.

Irresistible gummies and candies in corporate crystal bowls.

Our **Healthy Corner** is healthy because of its wholesome ingredients and nature-loving touch. It includes:

- Energy-boosting snacks: Beverages, Food & Decorative elements.
- · Fresh and natural ingredients
- · Rich in vitamins and proteins
- · Low fat, low salt, low carbohydrate
- · Fresh mint, smoothies, flavoured water, nutbased snacks.





Choises at the Healthy Corner

FAMILY	RANGE	SAMPLES	MUST HAVE	
BEVERAGE	Tea	Healthy - different tea types		
	Drinks & Smoothies	Green gazpacho, green vegetable juice, Antiox juice, other healthy ingredients can be used		
	Flavoured Water & Juices	Lemon water, lime water, green ice tea, energy water or a juice	Х	
	Fruit pieces OR fruit salad	1 green fruit, like apple, green grapes, kiwi (hal- ved) etc., fruit salads	Х	
FOOD	Special products	Decial products Gluten free, soya milk, nut free, etc.		
	Low-calorie products	Yoghurt with kiwi coulis, etc.		
	Dry fruits or nut-based snack items	Raisins, nuts, peanuts, dried apples, etc.	х	
	Real "Mint"	Leaves can be picked directly by guests for their tea	Х	
NON FOOD	Decoration	Small rubbish bin, wooden crates, stones etc related to nature		
	Plant	Grass, bamboo, and any other local plants	Х	
COLOUR	Green is not the only co			





Why do we do this?

We listened to our customers, we know that quality food/beverage services during an event is really important for them.

A research conducted by NH Hotel Group in 2014 showed that 46% of respondents considered F&B services as very important, 33% as quite important, 11% as slightly important.

At NH we are better than our competitors in the way we customise and display our F&B offer.

With the Tempting Breaks and new Healthy Corner concept we are going one step further, delighting our audience and making sure they want more, standing out from our competitors.

Through this concept we generate value of uniqueness, appeal, quality and customisation

FOOD &
BEVERAGES (T2B)

79.6%

94.3%	Quality of catering
72.7%	Healthy food
66.4%	Special diet
65.2%	Menu customisation
61.6%	Quantity
42.4%	Catering innovation

Source: 2014 Market Research conducted by NH Hotel Group among Bookers in Spain, Germany, the Netherlands and Italy

How can customers enjoy our Tempting Breaks?

Are the tempting break & healthy corners always available for all coffee breaks by default? Or do our customers need to request it? – Coffee Breaks are organised in numeric categories from 1 to 7.

Every BU offers coffee breaks of two types:

- With Tempting Breaks included: meaning with Sweet Corner & Healthy corner at no additional cost for the customer
- Without Tempting Breaks: those economic categories with price below 5€ do not include Tempting Break components.
- Is there any cost associated with this F&B Concept? There is no additional cost within the Coffee Break categories that include the Tempting Break components.



How can customers enjoy our Tempting Breaks?

In the chart below you can easily identify by BU, which coffee break category includes Tempting Breaks (Sweet Corner and Healthy Corner).

With Tempting Breaks	Spain	Benelux	Central Europe	Italy	Argentina	Colombia	Mexico
	Nº7	Nº1	Nº1	Nº3	Nº4	Nº5	Nº6
	Nº6			Nº2	Nº3	Nº4	Nº5
	Nº5						
	Nº4					Nº3	Nº4
	Nº3				Nº2	Nº2	Nº3
	Nº2						
Without Tempting Breaks	N ⁰ 1 (5,0 €/guest)	_	-	N ⁰ 1 (4.5 €/guest)	N ⁰ 1 (4,0 €/guest)	N ⁰ 1 (4,0 €/guest)	Nº2
							N ⁰ 1 (5,0 €/guest)

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In which hotels can I find it?

- BU CE All hotels
- BU BENELUX All hotels
- BU ITALY All hotels (except NH Roma Midas)
- BLI Americas All hotels
- BU SPAIN ONLY in the below selected hotels where the M&E Business is representative = 53 Hotels

NH Madrid Nacional Casino de Madrid Hesperia Madrid NH Sants Barcelona NH Collection Palacio de Burgos Hesperia Presidente NH Collection Barcelona Calderón NH Collection Barcelona Constanza NH Salamanca Paseo de la Catedral NH Collection Madrid Palacio de Tepa NH Barcelona Stadium NH Barcelona Pódium Hesperia Finisterre Hesperia Tower NH Madrid Madrid Colón NH Collection Madrid Eurobuilding NH Madrid Ventas NH Collection Sevilla NH Madrid Las Tablas NH Collection Madrid Paseo del Prado Hesperia Lanzarote NH Collection Salamanca Paseo de Castellanos Hotel Almenara NH Collection Vigo Hesperia Sevilla NH Madrid Ribera del Manzanares NH Madrid Príncipe de Vergara NH Sevilla Viapol NH Collection Madrid Abascal NH Canciller Ayala Vitoria NH Madrid Puerta de Alcalá NH Collection Palacio de Aranjuez NH La Habana



NH Collection Gran Hotel de Zaragoza

NH Collection Santiago de Compostela

NH Madrid Zurbano Hesperia del Mar

Hesperia Sant Just

NH Valencia Las Artes

NH La Coruña Atlántico

NH Collection Villa de Bilbao

NH Valencia Center

Hesperia Córdoba

Hesperia Zubialde

NH Alicante



BEFORE AFTER











Including Sweet Corner & Healthy Corner





Tangible arguments

Everyone will enjoy, anyone will speak about them! Are you ready to taste them! This is already available in all of our top M&E properties.

..... WE MADE IT



6

ECO-FRIENDLY MEETINGS & EVENTS

Make a positive impact with your event. We are a renowned green-award winning company.

Each detail in our hotels has been chosen with care for the planet in mind, so we offer the lowest carbon-footprint meetings & events thanks to the way we apply eco- efficiency and innovation to our daily operations.

Moreover, if you have a strong sustainable commitment, NH is the only hotel chain offering you the possibility to offset your event's the carbon footprint by collaborating with international projects that tackle climate change and protect biodiversity.





What is Eco-Friendly Meetings?

A meeting at NH Hotel Group is more than a meeting: it's an ECO-FRIENDLYMEETING, where you can make a **positive impact** by offsetting your meeting's carbon footprint.

Our promise to you is: every single event in any of our hotels will have the least possible environmental impact at no extra cost.

Additionally, we offer a unique service for corporations with a stronger sustainable commitment. We're proud to be the only international hotel group to offer carbon-neutral events.

Pick any of our hotels and we will be able to estimate the carbon footprint of your meeting. And what does it mean? It means your event has a zero emission impact on the environment.

We then offset its impact on climate change through projects that protect biodiversity and improve sustainable development. These include:

- A Fuel switch project in Brazil, by switching from using heavy fuel oil to renewable biomass and waste products
- Kasigau Corridor REDD project in Kenya, by preventing deforestation and degradation of the local woodlands, establishing farming projects for the local communities that focus on sustainable agriculture.
- Fuel efficient cookstoves in Uganda, by distributing efficient stoves to families, thus reducing carbon emissions and household fuel consumption.

We can even provide you with a carbon-neutral certificate of proof that you can use on your website or in press releases.

Take advantage of this service for an extra cost ranging between €1 and €3 per person.



1. Goal and scope

At NH Hotel Group we have clear processes that guarantee our Meetings & Events are Eco-friendly.

We believe our activities could, either directly or indirectly, cause an impact on the environment in the communities where we operate. Consistently with this statement, and in the context of the Sustainable Initiative on the 5Y Plan, we offer ECO-FRIENDLY MEETINGS as part of our Value Proposition of Meetings & Events Business.

Thanks to this initiative, in NH Hotel Group we involve our clients in our Sustainability Plan by giving them the opportunity to reduce the environmental impact of their business activities.

Our meetings are ECO-FRIENDLY because NH Hotel Group is committed towards caring for the planet and sustainability. All our meetings & events are ECO-FRIENDLY MEETINGS at no extra cost for the client.

Moreover, for corporations and organizations with stronger sustainable commitments we additionally offer the opportunity to offset the carbon footprint of their Meetings & Events. This is a chargeable service. We charge a symbolic fee, and the money collected is directly invested in making a positive impact through international projects that tackle climate change and protect biodiversity, where a small extra cost would be charged to the client.

We go further than our competition; we are excited about driving a significant and meaningful change to a more sustainable world.

11 MEETINGS inspire. create. enjoy.

2. Operation

2.1 INTRODUCTION

All business activities bear an environmental impact, because they generate waste and consume water & energy. In regard to meetings & events, the environmental impact comes from the use of meeting & hotel rooms.

In summary, at NH Hotel Group we minimize the environmental impact at the hotel because we ensure a maximum energy and water efficiency in all procedures implemented at the hotel and recycle waste when possible.

Explaining the ECO-FRIENDLY concept to the client requires knowing what elements are part of our operational promise, explained in the following points:

The ECOFRIENDLY Corporate Procedure is available in the intranet with all the details needed.

ELEMENTS OF THE ECOFRIENDLY MEETINGS

Our meetings are ECOFRIENDLY meetings because:

1. Environmentally friendly paper and non-paper supplies

- All the paper items are FSC (*). (The only exception will be first orders) (*) FSC is an independent, non-governmental, not-for-profit organization established to promote the responsible management of the world's forests. The FSC label provides a credible link between responsible production and consumption of forest products.
- Notepads have been designed according to the expected needs of paper in one meeting in order to avoid unnecessary paper waste.
- · Pens are made on oxo-biodegradable material.
- · Non-paper resources are available as whiteboards, in order to avoid paper wastes
- A selection of potted plants or sustainably sourced botanicals is available.



2. Access to green transportation services:

Hotels promote the use of alternatives modes of transport with at least one, of the following services:

- · Car-sharing available at selected hotels.
- Bikes rental service at selected hotels.
- Charging point for Electrical Vehicles on garages at selected hotels.
- Assistance in the use of public means of transport (for example: maps, public transport information).

3. Eco-friendly alternatives to conventional bottled water upon request

If the client has a higher eco-friendly request, water could be provided in glass jars instead of bottled water. The jars to be used are the juice jars used at breakfast.

4. High quality LED & low consumption lighting

- Over 75% of our lamp in hotels is LED light or low consumption lighting, which guarantees the best light for the event's needs.
- We promote the use of natural light when possible
- LED signage

5. Green energy

Hotels in Italy, Germany and Spain use Green Energy that comes from renewable energy sources. The use of Green Energy is certified by the National Commission of Energy in each country.



6. Sustainable food options on the meeting menu

- We offer a healthy corner where attendees will find fresh and natural options.
- Vegetarian options and specific cultural needs are available in our hotels. if the client desires special certified organic or eco food a specific quotation will be given by the hotel.
- Selected hotels have fair trade coffee, eco-certified juice, yogurt or others.
- Hotels have a selection of local km 0 products (brought from less than 100 km away).

7.- Green certificates:

Selected hotels have the following recognitions evidencing a commitment for sustainability:

- · Green Leader from Trip Advisor.
- Green Light Partner Award, European Commission.
- ISO 14001 (International Standard acknowledging the excellence on environmental management)
- Green Key (recognition to hotels).

8.- International Awards:

At NH HOTEL Group we are proud to have achieved the following distinctions because of our sustainable commitment:

- International Gold Medal on Sustainability, GBTA (Global Business Travel Association)
- European Gold Medal on Sustainability, GBTA (Global Business Travel Association)
- Award on Green Supplier, IMEX Frankfurt and Green Meeting Council Initiative (GMCI)
- Environmental European Award, European Commission (national winner)
- FTSE 4 Good

















2. Operation

2.2 OPTIONAL CARBON-NEUTRAL EVENTS AS PART OF OUR ECOFRIENDLY PROPOSAL

Our engagement to prevent climate change is a step forward in our sustainable commitment. It demonstrates an active position by getting our clients involved. Moreover, in addition to the ECO-FRIENDLY meetings that we offer for the more environmentally aware, we also provide a carbon-neutral service.

Climate Change is one of the threats mankind is faced with. There is scientific evidence that global warming has been caused by the emission of greenhouse gases to the atmosphere as a result of the development of human activities.

All Industries can contribute to stop climate change by reducing emissions of such gases. Events also can contribute, because they also generate carbon emissions.

Organizations with a stronger sustainable commitment can be interested in hosting carbon-neutral events.

WHY ARE CARBON EMISSIONS GENERATED BY AN EVENT?

Attendees travel and their use of meeting rooms and hotel rooms consumes energy and water. When an event is held there are moving participants and water and energy being used. This means that carbon emissions are generated.

HOW DO NH HOTELS HELPTHEIR CLIENTS TO HAVE A POSITIVE IMPACT ON CLIMATE CHANGE?

If our client is a conscious client with a strong sustainable commitment, for a small extra cost the event could be CARBON-NEUTRAL. This guarantees the lowest impact of the event.

With this "extra cost" NH Hotel Group manages the footprint calculation and offsets the emissions through a supplier specializing in Climate Change.

HOW ARE CARBON EMISSIONS FROM AN EVENT CALCULATED?

The event's carbon footprint is calculated with an internal procedure based on the "GHG Protocol" and "Guidelines for the preparation of national inventories of Greenhouse Gas emissions" issued by the IPCC (Intergovernmental Panel on Climate Change). The carbon footprint includes transport and use of meeting rooms and hotel rooms at the selected hotel.

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This procedure is annually audited by a third independent party to guarantee to the client the credibility of this process. The auditor letter is available on request.

WHAT IS CARBON FOOTPRINT OFFSETTING?

Carbon footprint offsetting is the process by which greenhouse gas emissions from activities are matched against carbon reductions from high-quality carbon credits.

Carbon offsetting is an internationally recognized way to take responsibility for unavoidable carbon emissions. One Carbon credit represents one metric tonne of CO2 avoided or removed through a carbon-reducing project. These credits are audited and checked by internal organizations and accredited external auditors.

HOW DOES NH OFFSET THEIR CLIENT'S EVENTS FOOTPRINT?

NH Hotel Group takes part in different projects that prevent climate change and provides social and livelihood benefits to communities in the developing world. This requires the active economic contribution from the customer, from 1 to 3 euros. The projects are:

Fuel Switch Project, Brazil

This fuel switch project consists of six small-scale ceramic factories in the state of Rio de Janeiro. This project reduces global carbon emissions by switching from using heavy fuel oil in ceramics factories to renewable biomass and waste products. Prior to the investment in fuel switch technology, heavy fuel oil was used as the fuel source. Using sustainable biomass, often from waste products that would find no further use, reduces the pressure on this important natural resource. The ceramic factories employ full-time staff from the local area, and investments are made in education and capacity-building courses for employees and their relatives.



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Fuel Efficient Cookstoves, Uganda

One of the major causes of deforestation in Uganda is the use of wood for cooking. 95% of Ugandans rely on charcoal and wood to prepare their food. This project distributes efficient stoves to Ugandan families, thus reducing carbon emissions and household fuel consumption. This technology means cleaner burning than traditional stoves, thud reducing the exposure of women and children to hazardous air pollutants and saving time and effort for women and children who spend hours each week collecting fuel but also reducing the amount families pay for fuel. The project also supports local communities through the creation of jobs.



Kasigau Corridor REDD project, Kenya

The Kasigau Corridor is located between two national parks in Eastern Kenya. An increase in the population of the area during the late 1980's led to deforestation in the region as communities began to create farmland to grow subsistence crops. Degradation of the land has occurred due to a lack of sustainable management of the soil combined with erratic rainfall.

This project prevents deforestation and degradation of the local forest by establishing farming projects for the local communities that focus on sustainable agriculture.



3. Commercial tips

Our vision is that all potential clients with a sustainable commitment should choose to meet at NH Hotel Group because of our sustainable commitment and because we help them lo reduce the environmental impact of their events.

3.1 Value for our clients

Meeting in a sustainable way can be an objective of the organizations with stronger sustainable commitment. We are helping them to comply with this requirement.

- For smaller companies with scarce resources for environmental projects, we are helping them to contribute to develop a project part of his Sustainability policy.
- Large corporations, governmental organizations and NGO's (non-governmental organizations) hire external consultants to establish the event's carbon footprint. NH Hotel Group offers this service for free to customers when a CARBON-NEUTRAL event is required.
- Clients can use the CARBON NEUTRAL certificates under the company's name and logos, and even publish a press release containing that information.
- The international projects in which we participate help in a fantastic way to improve ecosystems and living of poor communities.

3.2 Main potential clients interested on ECOFRIENDLY meetings

- Large international corporations
- · Small and medium companies with a sustainable or environmental policy
- · Associations and Non-Government Organizations
- Government Agencies

Tangible arguments

We are proud to share that these ecofriendly initiatives have been recognised by organizations worldwide.

WE MADE IT

International Gold Medal on Sustainability, GBTA

(Global Business Travel Association)

- Award on Green Supplier, IMEX Frankfurt and Green **Meeting Council Initiative (GMCI)**
- **Environmental European Award, European Commission** (national winner)
- **Green Building Program Award**
- **Green Light Program**
- **Award FTSE 4 Good**
- **CDP 97 A+**



















ALWAYS YES

In NH we are proud to serve our customers, so we are committed to deliver the best service





What is Always Yes?

It is our commitment to serve our customers even before they book the event, meaning during site inspections. To grant the best service level we have built on 4 pillars:

ON-SITE EVENT MANAGER:

A dedicated event manager will be assigned at the venue to assist you throughout the event, making sure everything runs smoothly. A sole contact person to guide you through the whole meeting journey who is able to deliver immediate assistance in any inquiry.

ON-SITE TECHNICAL ASSISTANT:

Our on-site technical assistants will guarantee all technical equipment hired is ready and working on time. The expertise of this professional will ensure the success of your meeting assisting our guest with all technical requirements for the well-functioning of all audiovisual equipment hired.

ALWAYS READY MEETING ROOMS:

- Before the event: we welcome you for site inspections with the set up required for the event*
- The day of the event: 1 hour prior to your meeting everything will be ready for you.

FLEXIBLE FOOD & BEVERAGE OFFER:

Our F&B managers and Chefs are at your disposal to design a culinary offer that suits all your needs, motivations and restrictions. In addition, the day of the meeting a 5% decrease of covers will be accepted without penalty.

Why do we do this?

We have listened to our customers. We know that Hotel flexibility and adaptation to their needs, professionalism and friendliness from staff was the most important element for them.

In the research conducted by NH Hotel Group in 2014, 63% of the respondents declared that Hotel flexibility and adaptation to their needs, professionalism and friendliness from staff are very important, 29% Quite important, 2% Slightly Important.

With Always Yes! we reinforce our Customer-Centric philosophy and our pride to serve our customers.



How can our customers enjoy the Always Yes Operational Promise?

- Is this service offered by default? Yes in all of our top M&E hotels that count on the workforce needed to deliver it
- How is it presented? In the M&E operational promise, through brochures, the website and directly through our internal and external sales force

Is there any cost associated with this Concept for the customer?

Not at all, this service is offered by default to all our customers.



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In which hotels can I find it?

BU Benelux, UK, AF, F

NH Eindhoven Conference Centre Koningshof

NH Noordwijk Conference Centre Leeuwenhorst

NH Amsterdam Grand Hotel Krasnapolsky

NH Gent Belfort

NH Amsterdam Barbizon Palace

nhow Rotterdam

NH Lyon Airport

NH Atlanta Brussels

NH Brussels du Grand Sablon

NH Amsterdam Schiphol Airport

NH Amsterdam Zuid

BU Mexico, Central America & The Caribbean

NH Collection Mexico City Airport T2

NH Collection Monterrey

NH Collection Mexico City Santa Fé

NH Collection Mexico City Reforma

NH Collection Guadalajara Providencia

NH Puebla

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BU Central Europe

nhow Berlin

NH München Ost Conference Center

NH Wien Airport

NH Frankfurt Mörfelden Conference Center

NH Viena Airport

NH Berlin Alexanderplatz

NH Berlin Mitte

NH Berlin Friedrichstrasse

NH Frankfurt Airport West

NH Leipzig Messe

NH Düsseldorf City Nord

NH Prague

NH Nürnberg City Center

NH München Messe

NH Hamburg Altona

NH Stuttgart Airport

NH Düsseldorf City

NH Horner Rennbahn

NH Heidelberg

NH Köln Mediapark

NH Köln-City



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In which hotels can I find it?

BU Mercosur

NH Buenos Aires City & Tower

NH Ciudad de Santiago

NH Montevideo Columbia

NH Buenos Aires 9 de Julio

NH Buenos Aires Crillón

NH Collection Buenos Aires Lancaster

BU Italy

NH Laguna Palace

NH Collection Roma Vittorio Veneto

nhow Milano

NH Roma Villa Carpegna

NH Milano 2

NH Milano 2 Residence

NH Catania Parco Degli Aragonesi

NH Milano Fiera

NH Roma Leonardo da Vinci

NH Collection Genova Marina

NH Collection Milano President

NH Firenze

NH Torino Lingotto Tech

NH Bologna Villanova

NH Milanofiori

NH Torino Lingotto

BU Spain, Portugal & Andorra

Hesperia Tower

NH Málaga

NH Collection Sevilla

NH Collection Madrid Eurobuilding

Hotel Almenara

NH Madrid Ventas

Hesperia Sant Just

NH Collection Barcelona Constanza

NH Madrid Ribera del Manzanares

Hesperia Lanzarote

NH Valencia Las Artes

Casino de Madrid

NH Valencia Center

Hesperia Madrid

NH Collection Villa de Bilbao

NH Barcelona Stadium

Hesperia Bilbao

NH Barcelona Podium

NH Madrid Principe de Vergara

NH Collection Barcelona Calderón

Hesperia Presidente

NH Sotogrande

NH Collection Madrid Palacio de Tepa

NH Lisboa Liberdade

Always Yes Tangible arguments

To achieve this we've incorporated 4 services: On-site event manager, On-site **Technical Assistant, Always ready meeting** rooms and Flexible food & beverage into our top M&E properties,. Offering a dedicated management and technical teams that ensure everything runs smoothly before, during and after the event.





HIGH TECH MADE EASY

We are the hotel chain of the future, bringing you today the technology of tomorrow.

From our modern, flexible spaces to leading conferencing services, you have a world of possibilities at your fingertips.





IMPORTANT NEWS

- NH Hotel Group Sales Force can always propose this technology. Every member of the sales team should be fully aware of:
- · The technology solutions we offer.
- The type of experiences we can create.
- How to offer it to our customers.
- The fact that these are exclusive services, that provide a high customer value, and are not price driven.
- However, only the Hotel that hosts the technology can book this technology and can negotiate both with the customer and the technology provider, in order to secure the right selling strategy and local partner collaboration.



What is it?

In keeping with our commitment to delivering highquality services to our clients, our hotels are equipped with the most advanced technology in order to create high-impact events and HIGH-PERFORMANCE MEETINGS that help to transform their businesses by generating the highest levels of engagement with employees and customers. **High Tech:** Innovative Technology **Made Easy:** we offer integral solutions by Proposing purposeful usage

- · Maximizing return of events
- Partnering with best-in-class providers for the development & production of the events
- · Creating High Impact Events
- Offering High Performance Meeting Rooms

Why?

We continuously listen to our customers' demands and market trends. As a result we know how important it is for our customers to trust their M&E partners and suppliers in order to ensure the success of their events. As expressed by them, in the majority of the occasions this would be the result of delivering a reliable premium service, perfectly balanced with the latest technology solutions that will make their businesses boom.

In addition, technology advances too fast and it is difficult for them to acquire it or even to be ready to use the latest technology available. For this reason, at the NH Hotel Group we are proud to facilitate innovative and revolutionary technology-based solutions, always with a clear focus on "how can this technology serve our customers and their businesses?"

We make it easy for our customers by suggesting the most appropriate ways to use this innovative technology so that they will maximise the return on investment. We offer integral solutions for the design, edition, set-up and production of any meeting or event through our widely experienced M&E professionals (GSO, Sales Team, Hotel Sales and Operations Teams) and also supported by our preferred technology partners that secure the perfect bundling of all technology-based elements used during the event.

The selection of these innovative technology solutions and the design of the integral services we offer have been undertaken with our customers' needs at the heart of the process and the commitment to go beyond their expectations.

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High Tech Made Easy How?

NH HIGH IMPACT EVENTS

- Powered by the world's leading holographic projection technology. Bring your products and ideas to life with state-of-the-art 3-D graphic projections and be in two places at the same time with our full-size holographic Telepresence. NH Hotel Group is the only hotel chain with this technology on its premises and the first one to deliver a live Telepresence Press conference connecting two hotels in real time.
- Powered by the biggest vault LED Screen in Europe and second largest in the world. Create evolving and memorable events that your clients will talk about through world class image, video and audio projections in our 300 square-metre Vault LED Screen (the biggest in the world is in Fremont Street, Las Vegas, USA.

NH HIGH PERFORMANCE MEETINGS

 Powered by the SMART room System for Microsoft Skype for Business. Next-generation video conferences, virtual and visual collaboration solutions that will help transform your business and raise the engagement of your teams. Supported by Microsoft Skype for Business, the next generation unified communications platform, used by 70% of Fortune 500 companies.

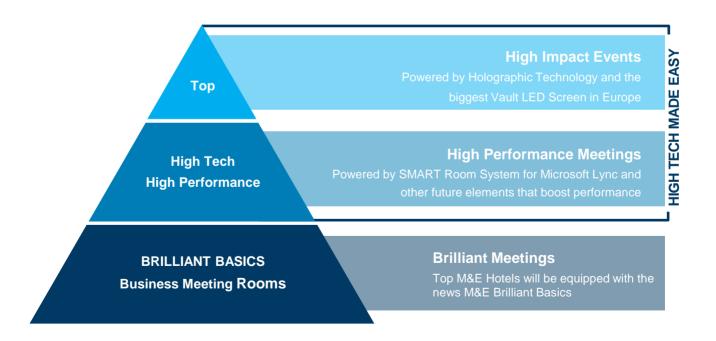




How these technology solutions fit in the NH Hotel Group meeting rooms equipment?

In this pyramid you can easily see how we approach meeting room equipment and the reach level of each solution.

As we prove the success of the business cases of each technology solution, we may be expanding the reach.





These Innovative Technology Solutions Have Contributed to Re-Position the Company and Obtain PR coverage

Our PR and own events have had a huge impact in terms of media value and visibility among key industry players and corporate customers.

We need to re-activate demand through an enhanced PR, visibility & Customer plans. mainly in those Bus where the Hologram was implemented latest (IT) and where there are more opportunities













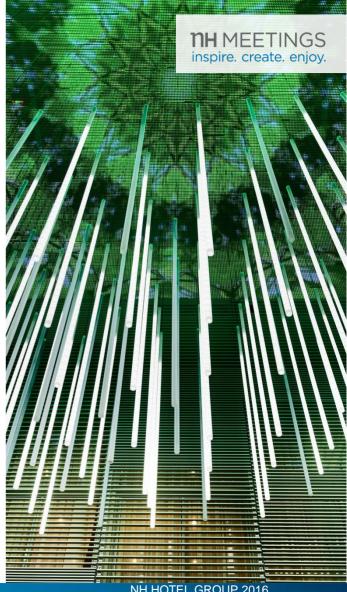




544 k€

Tangible arguments

Already available in key destinations across Europe (Berlin, Madrid, Amsterdam, Barcelona, Milan and Venice) we have helped companies of all sizes, from startups to multinational holdings. **Constant innovation is part of what drives** us, that's why we have incorporated a new way of planning events: VirtualPlanner®, an interactive 3D meeting planner, that enable you to see how the meeting space will look like in 3D.



8.1

HIGH IMPACT EVENTS

Powered by the world's leading holographic projection technology. Bring your products and ideas to life with state-of-the-art 3-D graphic projections and be in two places at the same time with our full size holographic Telepresence.

The NH Hotel Group is a pioneer in the hotel industry as regards making this technology permanently available for its customers.









What is it?

A 3-D full size holographic projection technology, which represents the future of "engagingcommunication" and "engaging-conferencing."

A technology already available in the market that NH is using in innovate new ways within the meetings and events industry, which was demonstrated by delivering the first ever live Telepresence Press conference connecting two hotels in real time during the NH Collection Eurobuilding inaugural event in 2014.

This is the ideal technology to create WOW experience events with state-of-the-art 3-D graphics, allowing our customers to be in multiple locations simultaneously in real time.

Our hologram technology pushes boundaries and defies expectations, captivating audiences worldwide.

Ground-breaking 3-D holographic projection for your events will never be forgotten. By working with us and using our unique and patented 3-D holographic projection technology, we will bring our customers' vision to life. We facilitate the creation of a once-in- a-lifetime illusion. leaving a truly lasting impression. Seeing is believing



Why? Customer features and benefits

Our customers need to stand up and differentiate themselves from their competition, not only with the products or services that they offer but also in the way they make them accessible to their customers and how they deliver their key messages to the world.

Generating customer engagement and excitement is what makes the biggest brands in the world succeed. With this technology, our customers can deliver their message in an exciting and innovative new manner that will get their customers to connect with them and remember the experience.

FEATURES AND BENEFITS

- Present contents through 3-D graphic presentations (instead of PowerPoint).
- Project 3-D full size animated video of your products.
- Project full size recorded videos of a celebrity or VIP presenter (your company CEO, etc).
- Real time projection and interaction of a presenter in a different part of the world.

- Full show production in which our customers can design an event combining all the above elements.
- Maximize return on investment, thanks to the WOW effect generated in the audience and reduction in travel cost and time invested (when recorded or live Telepresence of VIP presenters, or connecting more than one hotel in a live streaming event).

Competitive Advantages of NH Hotel Group

- Demos: since we have a fixed installation we can offer demos, which will get the attention of the customers immediately.
 ALWAYS OFFER A DEMO, even if the customer has not demonstrated interest for this technology.
- Reduced Costs: significant reduction in transportation and set up cost, testing, and materials. Resulting in <u>6 to 10 times</u> lower price than in a different venue.
- **Guarantee:** once the installation is fixed, we keep it working every days we ensure the perfect functioning of all parts, and we offer **integral solutions** with highly experienced technology partners.
- We let the customer get **direct advice from the experienced provider**. This direct contact will be bridged by the hotel hosting the event, and will only happen once a true interest for this technology has been demonstrated.



What for?

To get our customers' clients talking about them.

By working with us and using our holographic projection technology system, unique to the NH Hotel Group, we bring our customers' events to life. We create once-in-a-lifetime illusions, leaving a truly lasting impression on the attendees and participants.

This is an ideal technology solution for product launches, product presentations, VIP conferences, celebrity events, corporate conventions, impactful entertainment events, political events, across the borders events without traveling, etc.

How? Recommended uses, requirements and cost

In the NH Hotel Group we want to make it easy for our customers. For this reason we have defined various **types of events and the requirements for organizing and producing them, with brilliant undertaking.**

We offer an integral service that guarantees the perfect functioning of all the systems and technology solutions involved.

From content design and editing to event production, we take care of everything, thanks to the dedication of our experienced teams and our technology partners, all fully committed to make our events a big success.

Holographic projection and Telepresence can be used for corporate, entertainment, education and political purposes.

- Corporate events: raise your game above the common and mundane. Our 3-D holographic projection will deliver a truly captivating experience at corporate events.
- Social, royal & Jet-set Events, global super stars, royalty and world leaders have created amazing experiences using holographic technology.
- Education. Let historic figures talk to your students through Telepresence or use holographic displays to the imagination.
- Politics. Remote or multiple engagements, teleconferencing with impact. Use this technology to increase reach, impact and be remembered.

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Powered By Holographic Projection Technology



+ 3d Presentation

+ 3d product demo



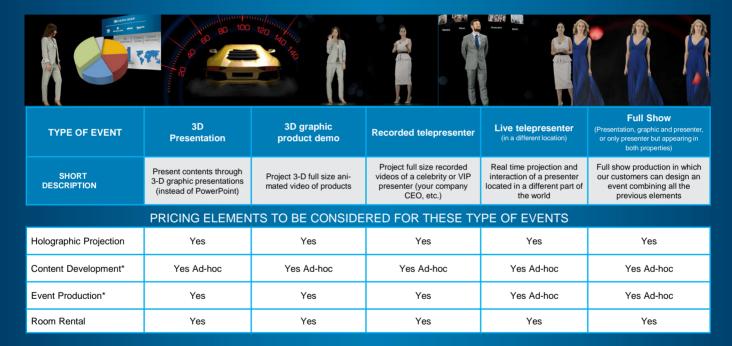
+ Recorded telepresenter

+ Live telepresenter

= FULL SHOW

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Pricing Elements



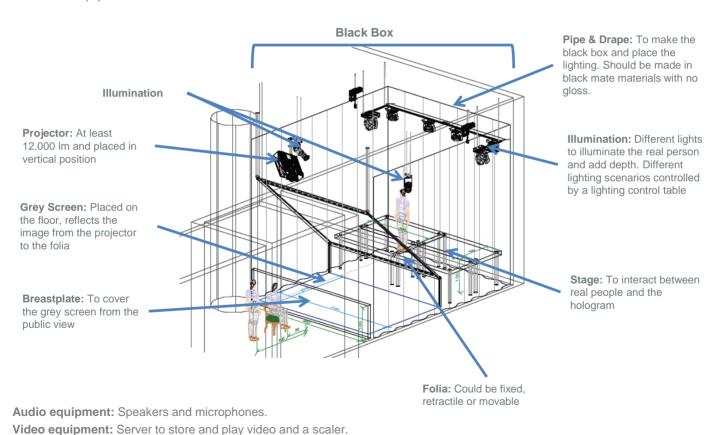
- 1. We offer memorable experiences through high impact events and exclusive technology
- 2. We offer value driven solutions that are less sensitive to the price attached.
- 3. However we understand the need for a price reference.
- 4. Full Size Live Telepresenter events and Full Shows require a proven expertise and 100% accuracy in the production. Due to the wide range of possible events we cannot price them upfront, however a reference starting price could be €28.000 content development and meeting room rental not included.
- These prices are not guaranteed, and do not have any commercial validity as they merely represent a starting point and special terms and conditions may apply. Do not offer or publish these prices anywhere.
- ONLY THE HOTEL that hosts the technology is authorized to provide valid customer prices for this type of technological events.
- Whenever a multi-hotel event is contracted, the hotel which hosts the biggest part of the
 event, or is closer to the decision maker, together with its technology partner, will be
 responsible for the coordination of the whole event in collaboration with the other
 properties

*Content Development and Event production are provided by our selected technology partner, highly experienced in this technology and type of events. So we only offer Integral Solutions.



Technical Equipment

The equipment shown is the minimum necessary to use the hologram in it's most basic mode. In case of more complex uses, additional equipment will be needed.



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Filming room

The video content for the hologram should be recorded under certain conditions of lighting, video quality, background and video format.

Specific equipment needed & other Requirements:

- Camera HD 1080i with a full HD sensor (segmented HD not valid. A valid camera could be Panasonic HPX-3700 with recording codec similar to AVC intra 100.)
- Lights: front lightening conditions should be soft, filtered and homogeneous. Light in the back should be stronger, more defined in the whole body of the presenter.
- Microphone: high quality lapel microphone, hiding cables maximum possible, to make it invisible
- Clothing: AVOID Black Clothes.
- Recording: The person should be recorded in a single and fixed recording plane, without moving the camera or changing the zoom adjustments.
- Scope: the full body of the presenter should be in the recording plane.
- The Back of the filming space should be black, without any type of Arezzo. It should be a black curtain of a material that avoids reflection or brightness, and should not have lighting, ideally a velvet type fabric
- To Guarantee the quality of the projection we do not accept videos recorded with other purposes.

 Size of the filming set. Will depend on how many people will be recorded, for only one person this will be the recommended size

Width: 3 - 4 metersHeight: 3 metersDepth: 5 - 6 meters

· Good for Live and Pre-recorded Telepresenters





DSNG – HD – 18 Mhz Connection for Live Telepresenter

Required for Live Telepresenter

Requires a Van with antenna, at the entrance of the hotel, connected by cables to the meeting room of the event.

The space to communicate through satellite needs to be booked in advance, and the cost is per minute.

Cost varies depending on the locations (same continent or overseas) and if we require one direction or bidirectional communication.









High Impact Events HOLOGRAMSales Strategy



- Always offer a Site Inspection with a demo.
- Believe in the value of the technology to generate a WOW effect (invest some time in watching other holographic events online, to get the feeling)
- Never give a price upfront this is a Value Based Selling, we sell High Impact Events with a WOW effect, and
 each event is a singular event that needs to be designed with the technology as the core of the event.
- We are **the most affordable solution** for this innovative technology. Don't doubt about NH Holographic Event prices, they may appear HIGH, but the WOW effect with this technology in any other venue in Europe will cost between 6 to 10 more times.
- Never offer it for free, there is A BIG RISK TO LOSE the WOW effect. These events require a professional and
 dedicated production that have a cost associated. If we decide not to charge for our services, we need to secure
 the customer invests in the event content and production, developed by our technology partner, so the WOW
 effect is guaranteed, and therefore the value of the service we offer is maintained.
- Be purposeful: Always understand the needs of the customer first, and be involved in the design and definition of the event, to secure the technology is at the service of the customer needs, to meet their expectations and go beyond with the WOW effect. An holographic event requires ad-hoc content, clear definition of the event, and ad-hoc production.
- If the customer doesn't see the value of the technology, don't force him by offering it for free.
- Always secure minimum quality standard for the production of the event, to secure the WOW effect, and preserve the value of the technology solution.



Step by Step to sell our technology













step by step | HIGH IMPACT EVENTS |

Holographic Projection Technology





step by step | HIGH | IMPACT EVENTS |

Holographic Projection Technology



DEFINING THE MISSION

PRESENTATION AND DEMO



CREATION, DESIGN AND PLANNING OF THE EVENT



OBJECTIVES



CONCEPT



CONTENT AND REQUIREMENTS



SET UP AND TECHNICAL EQUIPMENT



SCRIPT



ROLES AND RESPONSIBILITIES





SERVICES







Step by step | HIGH | Holographic Projection Technology





- **PRESENTATION OF THE EVENT PROPOSAL**
- **INITIAL QUOTATION**
- **FINE TUNING**
- **FINAL QUOTATION**



Step by step | HIGH | Holographic Projection Technology



We have a lift off





Confirmation

PRE EVENT



EVENT PREPARATION



CONTENT PRODUCTION



APPROVAL

EVENT



CONTENT AND TECHNICAL TEST



DRESS REHEARSAL

POST EVENT



FEEDBACK



CONCLUSIONS

High Impact Events HOLOGRAMTiming





1 MONTH



High Impact Events HOLOGRAMFacts, Figures and Inspiration



NH Hotel Group Videos

- Our offer: <u>Click</u> to watch High Tech Made Easy at NH Hotel Group
- Industry Events: <u>Click</u> to See Pictures of GBTA Event at Nhow Berlin
- Own Events: <u>Click</u> to watch: NH Collection Eurobuilding Inaugural Event with Live Streaming from Berlin & 3D Holographic projection (Spanish)
- In the News: <u>Click</u> to watch: TVE News Reports 29/01/2015 (starting in min 56:16)
- In the News: Click to watch Tele 5 News Report 28/01/2015.
 Morning / Night
- Demo: <u>Click</u> to watch Holographic Projection Demo-video (used at NH site inspections to show the technology in use)
- Own Events: <u>Click</u> to watch NH Collection Barcelona Constanza Holographic Event in conjunction with the Mobile World Capital Organization
- Customer Events: <u>Click</u> to see the First Ever Holographic Press Event in the Movies Industry, Hugh Jackman & Neill Blomkamp, thourng a Live Streaming from Nhow Berlin to NH Collection Eurobuilding

Inspiring Events Hosted at Non-Hotel Venues

- A world of Possibilities: <u>Click here</u> to watch Non-NH Examples of Holographic Projection Events
- Fashion: Christian Louboutin & Michael Kors Yet Set Experience
- · Cinema: Xmen Days of Future Past Premier
- Music: Black Eyed Peas
- Politics: Narendra Modri Campaign 2014

Technical Info

- Click to watch a Video Description of the technology
- Maximum size of the projection at NH Collection Eurobuilding: the foil size is 4.20 x 3.30meters, which allows us to project up to 4 x 2.10 meter. This needs to be taken into consideration for full size projections.
- We have also installed filming equipment as part of the display so that one person from one location can appear from one city to another city and vice versa, but one at a time. NH provides the back end support such as the relevant CODECs and bandwidth from its telco supplier.

High Impact Events HOLOGRAM Inspiration



SONY Pictures Event

- Perfect Execution
- Impressive Customer Reaction: Sony Pictures Managing Director was impressed and inspired by all the possibilities of the technology, they will present it in LA on the coming days
- Massive Media Coverage mentioning the technology



Perfect Execution



Social Media



Generic Media Coverage: TV & Online News

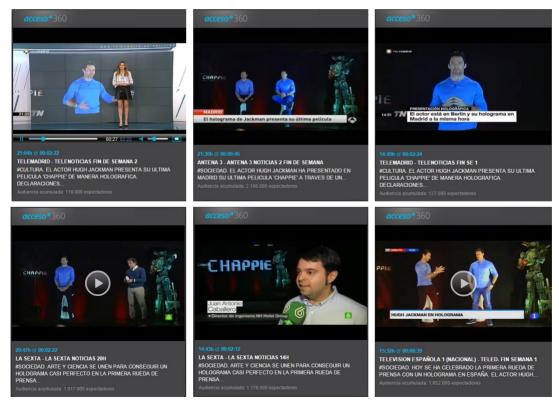
Tourism Related Coverage of NH Press Release

High Impact Events HOLOGRAM Inspiration



NH Hotel Group Videos

• Customer Events: Click to see the First Ever Holographic Press Event in the Movies Industry, Hugh Jackman & Neill Blomkamp, where at Nhow Berlin, and appeared as a 3D Hologram through a Live Streaming at NH Collection Madrid Eurobuilding, and were able to interact with their audience: more than 90 Media representatives.



High Impact Events HOLOGRAM Inspiration



NH Hotel Group Videos

Own Events: Click to watch NH Collection Barcelona Constanza Holographic Event in conjunction with the Mobile World Capital Organization. In this event we combined all posibilities: 3D holographic Presentation, 3D product demo, Recorded telepresenters. Live Streaming with presenters in another part of the world, which generated a WOW effect on the audience.





Mobile World Congress 2015 ► Los avances tecnológicos

Hablando con hologramas

NH Hoteles presenta su sistema de tecnología holográfica en Barcelona ≡ El servicio se extenderá a 15 establecimientos del grupo y está destinado a grandes actos empresariales

más se habla en el Mobile World logia inmersiva. La que hace sentir cia real, como las gafas de realidad está dentro de un videojuego. Senistentes a la presentación del sistema de telepresencia holográfinovada sala de actos del hotel NH sional se consigue una -cercania Collection Constanza no estaban

en directo, o que una misma persona comparezca ante diferentes públicos. Puede ser una reunión entre sus delegaciones, o la retransmisión La diferencia con las videoconferen lo anterior es que se pasa de las dos tode 3D, con lo que «la imagen cobra realidad», dijo Hugo Rovira, directo

paña, Portugal y Andorra con el interlocutor que hace que se transmita con mucha más viveza el Este sistema permite que varias personas situadas en sitios distin-

EL 'EFECTO HOLOGRAMA' DO TEATRAL DEL SIGLO XIX Un proyector de alta definición LLAMADO EL FANTASMA general de NH Hotel Group para Esinclinada 45° y da el efecto

Páninas 2 a 6 ppp

en el que varios hoteles de la ciu-

vilidades de las nuevas tecnología: on el congreso de móviles. •Bar-

celona está empujando para que estas soluciones vayan incorpo ràndose en el contexto de ciudad

s algo exclusivo de las películas fu uristas, aunque la elevada inverestas características hace que esté

El grupo NH, al dejar instala-da de forma permanente una sala equipada con esta tecnología orma de comunicación que de n Madrid y Berlin -el pasado lu-

terdam, México y Bogotá. Para representar los hologra-Penner un truco que se usaba en ser videos grabados previamente o personas que, desde otro lugar mantienen una conversación en directo con el público. También pueden mostrarse hologramas de gráficos u objetos, útil en reunio te principal de este tipo de servi-«Sirve para eventos de alto impac

un acto importante y te quedas con Nuevas tecnologias que pare cen sacadas del género de cine de

trado su mejor en-caje en el mundo

High Impact Events HOLOGRAM Inspiration



NH Hotel Group Videos

• Own Events: Click to watch NH Collection Barcelona Constanza Holographic Event in conjunction with the Mobile World Capital Organization. In this event we combined all posibilities: 3D holographic Presentation, 3D product demo, Recorded telepresenters, Live Streaming with presenters in another part of the world, which generated a WOW effect on the audience.









High Impact Events HOLOGRAM Technical Description



The technology allows playing recorded videos or connecting with other hotels to interact live

Live Interaction

A person at Nhow Berlin (left) interacts with the Hologram of a person that is actually at NH Collection Madrid Eurobuiling (Right), while they both interact with the audience that is at Nhow Berlin



Live Interaction

A person located in any other NH Hotel, interacts with the audience that is at NH Collection Barcelona Constanza, through a 3D holographic projection of himself, while he shares the stage with a presentation that serves to conduct his speech.



- Ideal technology to create WOW experience events, allowing our customers to be in multiple locations simultaneously in real time.
- The content should be specifically created for the hologram to maximize the impact of the technology
- Hotels Connection: Internet or satellite connection to transmit video in a very high quality.
- Other equipment: Outsourced equipment for transitions or recording and playing videos of big volume.

High Impact Events HOLOGRAM



Who is it for?

Any customer willing to boost engagement with its customers, employees, partners and suppliers. Those companies interested in generating a big social impact with their product and services by delivering wow experiences to their customers.

The NH Hotel Group recommends this technology for outof-the-box product launches, press events, networking events, global conventions, business transformation and renovation, reinventing the business, etc. Always offer a site inspection to see it functioning, explaining the possibilities.

IMPORTANT: understand the event and customer needs and go beyond what the pure event is to what repercussion they expect.

Offer the most appropriate solution, and reinforce the need to give an integral service to develop or edit the content for them to ensure the success of the event.

Available at



High Impact Events HOLOGRAM

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Available at

Holotheater	Room	Date	Foil Size	Projection Size	System	Time to set-up	iPad	Content for Demos	Local Technology Partner
NH Collection Madrid Eurobuilding	Edimburgo (permanent)	Jan, 26th, 2016	4,20 x 3,30	4,00 x 2,10	Permanent	1h	Available (as of Jan, 26th)	Available (missing generic content)	Videoreport tres60 Julio Chorro julio.chorro@tres60grupo.com +34 917546700 +34 629460706
	Madrid (projector needs to be moved from Edimburgo)	Oct, 9th, 2014	4,20 x 3,30	4,00 x 2,10	Manual	20 h	Available (as of Jan, 26th)	Not available yet	
NH Collection Barcelona Constanza	Barcelona	March, 3rd, 2015	5,00 x 4,00	4,60 x 2,60	Semi- automated	4-6 h	Not available yet	Not available yet	
nhow Milano	T35 Previously in Madrid meeting room (19/03/15- 09/10/15)	Oct, 9th, 2015	5,00 x 3,60	4,00 x 2,30	Manual	4-6 h	Available	Available	MDH - Studio Tangram Federica Palma fpalma@studiotangram.com +39 (031) 747103
NH Laguna Palace	Gallery 7	Jun, 22nd, 2015	5,00 x 2,40	4,80 x 2,70	Permanent	4-6 h	Available	Not available yet	
nhow Berlin	Gallery	Oct, 9th, 2014	3,60 x 3,60	3,60 x 2,70	Automated	4-6 h	Not available yet	Not available yet	Musion - Holotec Lukas Mass & Robin Mass lukas@musion-holotec.com robin@musion-holotec.com +49 177 6762672
NH Noordwijk Conference Centre Leeuwenhorst	Sorbonne 2 Previously in Atrium (03/05/15- 15/02/16)	Feb, 15 th 2016	6,00 x 4,00	4,80 x 2,70	Permanent	1 h	Not available yet	Not available yet	Leo Post leo@eventvision.nl +31 6 53 39 53 55

HIGH IMPACT EVENTS

Powered by the biggest vault LED Screen in Europe and the second largest in the world to

create evolving and memorable events through world class projections in our 300 square metre Vault LED Screen.



High Impact Events VAULT LED SCREEN What is it?

11 MEETINGS inspire. create. enjoy.

One of the greatest and most surprising **creative technology** and engineering architectural installations in the world, in the NH Collection Eurobuilding hotel.

Spectacular light in 3-D, spatial sound and video on a semi-transparent curved screen, definitely a record project that gives the NH Collection Eurobuilding an image, light and sound experience that would be

difficult to find anywhere else on the planet.

The vault is a system that **reproduces multimedia contents on the screen,** whether with their own sound or with background music. The lamp supports the sound and multimedia contents since it is programmable and specific contents are generated.

Why? Customer benefits

Our customers need to **stand up and differentiate themselves from their competition**, not only with the products or services that they offer but also in the way they make them accessible to their customers and how they deliver their key messages to the world.

Generating customer engagement and excitement is what makes the biggest brands in the world succeed. With this technology, our customers can deliver their message in an exciting and innovative new manner, generating evolving and interactive events with a corporate message or simply by generating an outstanding and differentiated atmosphere for their

social networking events.

This architectural space, combined with cutting-edge technology, will get their customers to connect with them and remember the experience.

Features and benefits:

- Customise and personalise the atmosphere with image, video and/or audio.
- · Impactful video presentations and live streaming.
- · Interactive events.
- Create new ad hoc sensorial experiences for your event.

What for?

With this technology, our customers can boost their businesses by creating evolving events that all their customers, partners, suppliers and employees will be talking about.

High Impact Events VAULT LED SCREEN



How? Recommended use, requirements and costs

1.- Virtual decoration - image only

Changes the decoration and appearance of the lobby interior. Requirements:

- Content: static or moving decorative contents (from approx. €550. *Content briefing should be provided 5 days in advance, otherwise the price may be significantly increased to secure the on-time delivery).
- Formats: double-panoramic (2 x 16:9 = 32:9) JPG or MP4.
- Production in-house, external or by recommended supplier (Fractalia).
- Recommended Pricing: from €5,000 / 1h Maximum

2.- Presentations of companies, products and brands – image and sound

Powerful configurable scenario with company identity and branding details, making it an impactful media framework for presenting products.

Type: background video, corporate presentation (results) or powerful video.

- Content: professional production, using all elements such as the lamp for 3-D video effects (from €3,000. *Content briefing should be provided 15 days in advance, otherwise the price may be significantly increased to secure the on-time delivery).
- Formats: double-panoramic (2 x 16:9 = 32:9) JPG or MP4.
- · Production by fractalia.
- Operation: at least two persons (approx. €600/day)
- Recommended Pricing: from €5,000 / 1h Maximum

3.-Astounding events -audio, sound and interactivity

Corporate – surprising spectacles with image, light and sound. Social – Parties and events 3.0 - special design and atmosphere for cocktails, drinks, networking, etc., with the possibility of interactive experiences, direct or deferred projection of landscapes: class, technology, innovation and interactivity.

Requirements:

- Content: ad hoc dream it and it will be done. *Content briefing should be provided 25 days in advance, otherwise the price may be significantly increased to secure the on-time delivery.
- · Supplier: Fractalia.
- Operation: team of two to three persons (approx. €900/day); may require a supporting audio team.
- Including live streaming: additional costs for dedicated symmetric connection line.
- Recommended Pricing: from €6.000/1h Maximum

4.- Video art

Impressive medium for making and presenting creations by video artists and/or for generating computer-aided design contents and smart slides.

5.- Sensory experiences

Real time projections of sunset, sunrise, Northern Lights to create special meeting moments for hotel clients, city clients, etc.

^{1.} We offer memorable experiences through high impact events and exclusive technology

^{2.} We offer value driven solutions that are less sensitive to the price attached.

^{3.} However we understand the need for a price reference.

These prices are not guaranteed, and do not have any commercial validity as they merely repreprice point and special terms and conditions may apply. Do not offer or publish

these prices anywhere

^{5.} ONLY THE HOTEL that hosts the technology is authorized to provide valid customer prices for this type of technological events.

^{*}Content Development and Event production are provided by our selected technology partner, sent a starting highly experienced in this technology and type of events. So we only offer Integral Solutions.

High Impact Events VAULT LED SCREEN



Facts and figures

Supplier: Smartquitechture, creative engineering and smart projects company in the Fractalia group. Link to NH Collection Europuilding inaugural event

Efficiency

Efficient screen for the intelligent management of consumption to achieve maximum efficiency with minimum power:

- Temperature sensors, brightness sensors, detection of occupation level in the space, timed programming, managed with an astronomical.
- Biodynamic lighting that emulates natural lighting.
- Because it is semi-transparent, we make use of sunlight since the LED technology allows compensating the sunlight to maintain optimal lighting levels in the space.

Chandelier

- 1 km of polycarbonate tube with special finish.
- 14,000 metres of signal cable.
- 400 2.5-metre tubes.
- 76,000 LEDs.
- 8,000 spatially configurable light elements.
- · 3-D light effect.

Size

- The largest multimedia screen in Europe (2 x 16:9).
- Vaulted screen (semi-transparent), the second largest in the world (300 m2); the largest is
- in Fremont Street, Las Vegas (457 m2) but is outdoors.
- World record (checked with the three most important LED manufacturers) for the installation of an architectural screen in four days (excluding those in concerts that are structural and standard modules). The record for installing 60 m2 with flat standard modules is five days.

Screen

- 16,000 metres of aluminium profile.
- · 4,800 metres of linear RGB circuit.
- 2,250,000 LEDs.
- 140,000 W of light.

Audio

- Spatial sound.
- 48 sound projectors built into the structure.
- Uniform spatial sound throughout the surface under the vault.

In which hotels can I find it?

NH Collection Madrid Eurobuilding



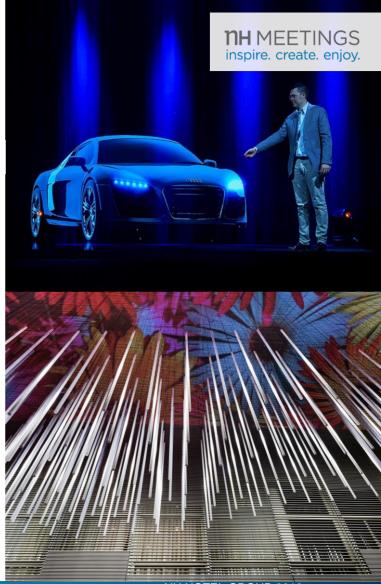
High Impact Events

Tangible arguments

Create evolving and memorable events through world-class projections on our 300m2 vault LED screen – the biggest in Europe and the second largest in the world (Located in the NH Collection Madrid Eurobuilding).

Sony Pictures has already organised the firstever holographic press conference, whereas a well-known Spanish fashion designer (María Lafuente) celebrated her 10th anniversary fashion show making great use of our technology and benefitting from the massive media coverage generated.

WE MADE IT



8.2

HIGH PERFORMANCE MEETINGS

Powered by the SMART room System™ for Skype for Business: next generation video conferences, virtual and visual collaboration solutions that will help to transform your business and raise the engagement of your teams. Supported by Microsoft Skype for Business, the next generation unified communications platform, used by 70% of Fortune 500 companies.



High Performance Meetings

11 MEETINGS inspire. create. enjoy.

What is it?

NH High Performance Meeting rooms provide your business with both **on-site and virtual collaboration** features, as well as **next generation video conference facilities allowing up to 250 virtual attendees.** Powered by Microsoft Skype for Business, a service part of Office 365 suite used by 70% of the Fortune 500 companies.

This revolutionary technology is currently used by leading companies such as IBM, BT, Audi, BASF, PSA Peugeot Citroën Group, O2, Accenture, Inditex, Bayer and Stanford University, allowing them to work quickly and efficiently across distances. (These are confidential references that cannot be made public.)

What is Skype for Business? A service part of the Office 365 suite used by 70% of Fortune 500 companies. It is an integrated communication platform that allows companies to hold online chats, online meetings, voice over IP calls and share documents and presentations, among others. This is a cloud service.

Will Skype for Business be implemented in NH? Office 365, together with Skype for Business 2013, has been deployed in NH during 2015, central services teams and selected users are already heavy users of this technology.

Why? Customer benefits

Experience maximum engagement and efficiency during your meetings at the NH Hotel group with our intuitive cutting-edge technology, powered by SMART Room System™ for Microsoft ®Lync ® Online.

The competitive advantage of this technology is that it allows intuitive and interactive collaboration with remote participants or even on-site participants, through cutting-edge visual collaboration solutions.



High Performance MeetingsFEATURES AND BENEFITS



Key Advantages are:



COST SAVING FOCUS OF
THE
PEOPLE

This next-generation of NH high performance meeting rooms will allow you to raise the efficiency and ROI of your meetings, contributing to a total business transformation by:

- Reducing the travel costs associated with meetings.
- Achieving faster decision-making.
- Connecting up to 250 remote participants to the same video conference even from their own personal devices.
- Allowing intuitive virtual collaboration. All participants will be able to contribute and interact with both the content and team in the meeting room. (No specific software required.)
- Conducting more efficient interactive video conferences with:
 - Intuitive user interfaces.
 - The highly sensitive touch screens can be used as whiteboards to project content and to interact with it or even to e-mail
 everything with one click.
 - o Email the information written in the whiteboard in just one click.
 - o Remote participants feel that they are in the meeting room interacting face to face
 - o Any mouse from any participant on any device can be used as a pointer.
 - A robust system supported by Lync from Microsoft (Integrated Communications Platform used by major corporations around the world).
 - Dedicated optical fiber data line that guarantees the quality of the interaction.
- Continuing our commitment to environment-friendly use of energy sources. This system provides an efficient and sustainable communications solution, reducing the carbon footprint of your meeting.

High Performance Meetings How?

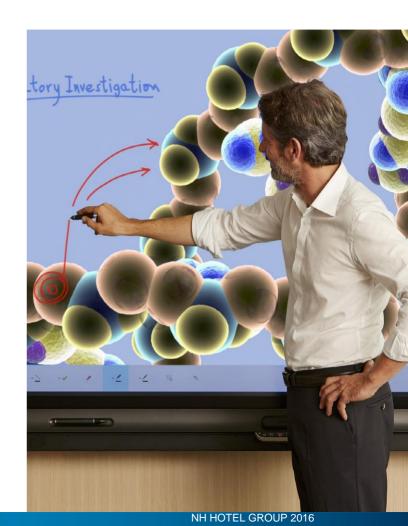
Recommended use, requirements and costs

In the NH Hotel Group we have selected the best category of SMART Room System. **You will always have dual equipment** (with two screens) and always the same set-up, which has proven to be the most efficient and intuitive.

We have also defined two types of meeting with this technology:

- Online meeting or next generation video conference: some participants will be connected remotely through Skype for Business technology, provided by NH (up to 250).
- Offline or traditional on-site team collaboration meeting: all participants will be on-site and do not require video conference features. They will use just one screen to project and the other screen as an interactive flip chart. They will also have access to the world's most advanced visual collaboration solutions.





High Performance Meetings How?



REQUIEREMENTS FOR THE PEOPLE CONNECTING REMOTELY

Below is the text that will be sent to our Video Conference customers, together with the URL for the remote participant connection. To ensure a good experience, we recommend the following requisites for those people connecting remotely

- TEST THE URL NOW please J: make sure you test the online meeting URL in advance to ensure the punctual start of the videoconference. We strongly recommend that you try to access the URL provided by clicking on it, as soon as you receive it, even if it is days or months in advance. Go through the whole process until you connect to the video conference. No one will be connected on the other side, but this action, which will take you 2 mins., will ensure a Premium Videoconference experience for you and all the participants. I you experience any problem, contact your IT Department and share the information below.
- Internet Browser: Internet Explorer 8 or above. Other recommendations IE11, Firefox (3.x or above).
- Audio experience: the ones integrated in the laptop can be used, however we recommend the usage of external devices with microphone & speakers or earphones.
- Video experience: the webcam integrated in the laptop can be used, as well as an external Webcam with USB 2.0 or above, and 720p minimum quality.
- Bandwidth: minimum 460 Kbps (0.450 Mbps), and 700 Kbps (0.69 Mbps) if you want to share documents during the videoconference.
- Security settings: make sure your PC or laptop security settings allow free access to internet, or at least you get
 permission from your IT department to download Microsoft Lync's app (this is an automated process triggered when you
 connect to the video conference through the URL provided by NH hotels), to access Lync's website (*.lync.com) and to use
 port TCP 443 for inbound and outbound. This will take your IT team less than 3 mins to set up.

More info in: http://technet.microsoft.com/es-es/library/gg412781.aspx

High Performance Meetings

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Facts and figures

Suppliers: SMART Technologies and Microsoft Skype for Business

Link to SMART Room System video: http://www.youtube.com/watch?v=bbNSlhsDOdY

Links to SMART Visual Collaboration solutions with Go Wire:

http://www.youtube.com/watch?v=pmtpz8RHzdg

http://www.youtube.com/watch?v=xxSV6vg6aT8

Link to an article featuring Stanford University team working with this technology: http://cife.stanford.edu/

For more details, you can review the attached file RFI - 55

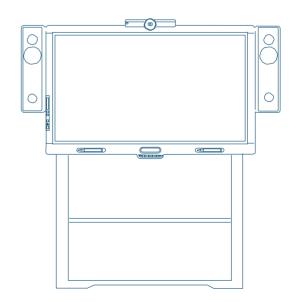
ONLINE TUTORIALS

See part 1: http://youtu.be/X0LpeKfDw68

See part 2: http://youtu.be/o4eVQNTYzpc

See part 3: http://youtu.be/5RwepqQ21ow

See part 4: http://youtu.be/1bza6dXzaDk



High Performance MeetingsFacts and figures

11H MEETINGS inspire. create. enjoy.

SMART interactive display (screen)

- Developed by worldwide leaders.
- Recognises objects and movements.
- Recognises people in the meeting room.
- Features and benefits:
 - Full 4 k (double HD) screens.
 - · Anti-glare surface.
 - · Can be used to project.
 - · Serves to interact with content.
 - · Great as an interactive flip chart.

SMART microphones

- Noise reduction technology to avoid distortion.
- THD <1% average and <3% maximum.
- Broad frequency response +/-3-dB at 100 7,100 Hz.

SMART Camera

- Built into the top on the screens.
- 1080 p/30.
- 109° viewing angle (most cameras in video conference systems are 70°).
- Auto luminosity calibration.
- Features and benefits:
 - · Full HD camera.
 - Can provide the remote participant with an overview of the interaction in the room.
 - · Adjustable zoom.
- Mute capability in all microphones.
- Possibility to add up to five microphones the on tables.



High Performance Meetings



Who is it for?

Any customer willing to boost the engagement, creativity and performance of its employees, partners and suppliers.

Great for training, creative meetings, creative sessions, boards of directors, important decision-making meetings, etc.



High Performance Meetings Tangible arguments

Next generation video conferences, as well as virtual and visual collaboration solutions that will contribute to transform your business, and elevate the engagements of your teams. This innovative technology is already available in 5 key destinations across Europe (Amsterdam, Barcelona, Berlin, **Madrid and Munich)**





M&E COMMUNICATION

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A powerful and global communication that transmits our beliefs: "Inspire, Create, Enjoy" contributes to position NH Hotel Group as a professional M&E partner, that offers a solid value proposition across borders.

A GLOBAL AND POWERFUL MESSAGE FOR OUR CUSTOMERS

Headquarters' marketing team has re-defined the communication style and selling line for M&E, to be fully aligned with the new value proposition.

All external communication platforms have been updated accordingly:

- · Website, improvements and new sections:
 - ✓ New High Tech Made Easy Section including Videos and update on where the technology is available
 - ✓ New Virtual Planner Section updated with all Hotels having this technology
 - √ New Success Stories Section including SONY case study and to be updated with new case studies.
 - ✓ New Special Deal Section with Global Promotion info
- M&E Blog: New blog featuring inspiring articles, interviews, etc.. Of high interest for Meetings Planners

New NH Meetings guidelines have been developed in order to keep consistency in all materials across BUS and with the Brands:

- Print Designs: New High Tech Made Easy prints <u>Link to BC</u>
- · Case Studies Link to WEB and BC
- · Emailing templates. Already distributed to CRM
- Corporate NH MEETINGS video Link to BC
- Online banners (Approval pending)

Other materials have been updated to align and reinforce the Value Proposition along the sales process:

- · Email templates for Quotations, customized by type of event and Brand. Already distributed to GSO/Hotels
- · Branded fact sheets Link to BC
- · F&B Quotation templates Already distributed to operations
- · Click and share template. Already distributed to engineering department



Headquarters' Trade Marketing team works closely with Marketing to ensure the sales teams are fully equipped to sell our new M&E Value Proposition.

Make sure you always have the latest version of the following materials:

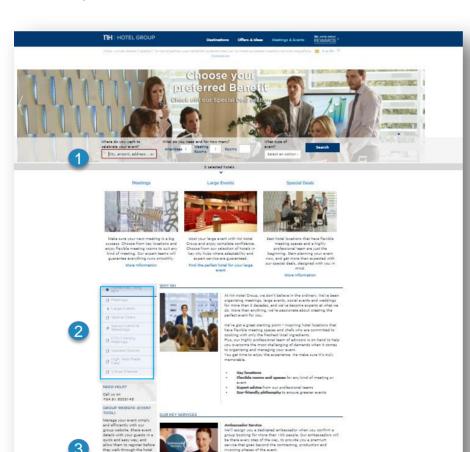
- One to one presentation
- WOW presentation (link to the BC)
- Value Proposal Brochure (link to the BC)
- High Tech Made Easy Video (link to the BC)
- High Tech Made Easy Presentation (link to the BC)
- Internal Sales Manual (link to the BC)

In the following pages you will find copies of the new print communication that will be distributed to all BUs to be used as necessary.

Key elements:

- They have been developed with our customers' needs in mind, and with a clear positioning purpose.
- New pictures that represent different segments of our business and areas where we want to position our M&E Services, and also illustrate our key customers (bookers).
- · Verbatim that help to convey NH key messages
- · And arguments that support the value proposition, the picture and the verbatim
- Our core M&E beliefs "Inspire. Create. Enjoy" in every footer

Web improvements



Book your event through the Croup Sales Office and you'll get a direct line to our highly experienced advisors. Ask about event and industry best practices and how to maximize your meeting

worth of success stories

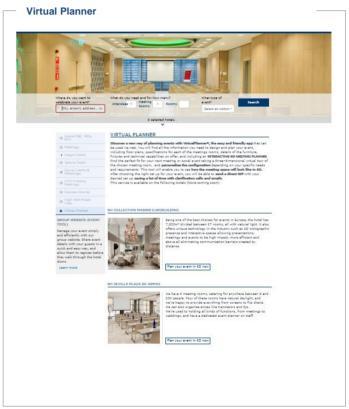


- Booking engine > New position
- New MENU on the HOME page
- Possibility to include videos

Web New Sections

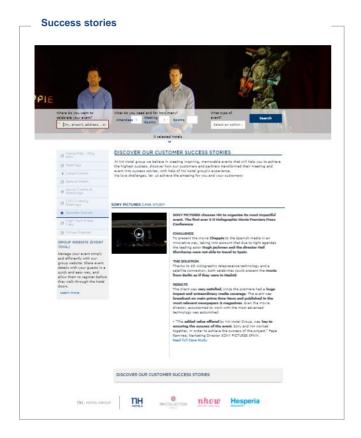


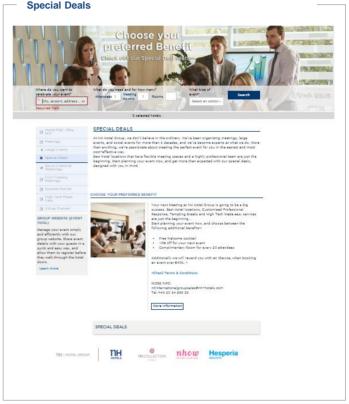




Web New Sections



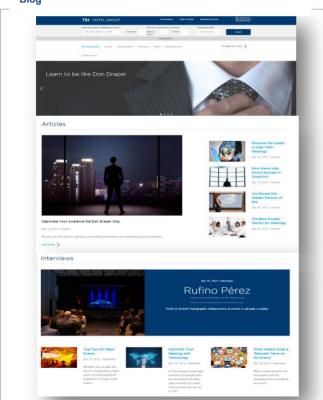


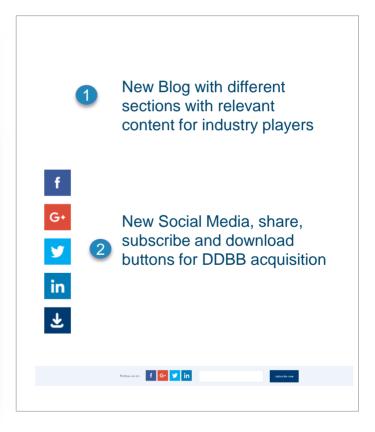


Blog



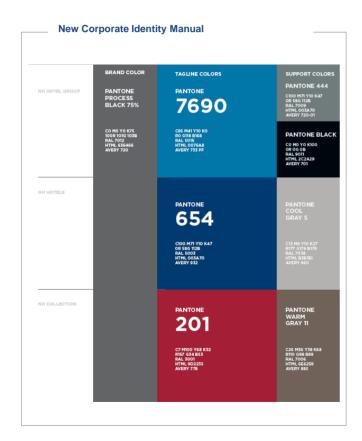
Blog





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New Corporate Identity Manual





Print

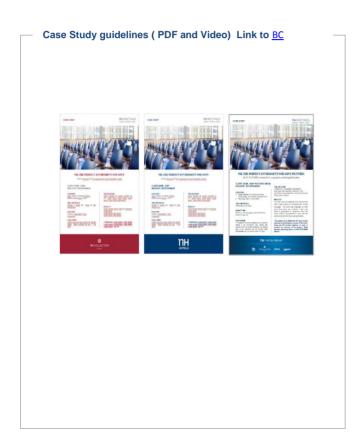






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Case Study Guidelines

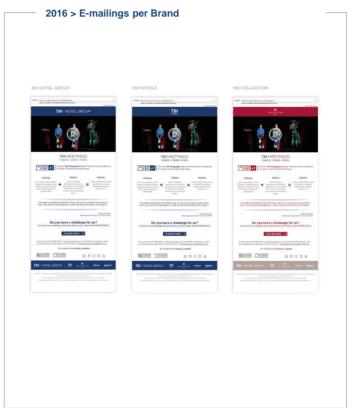






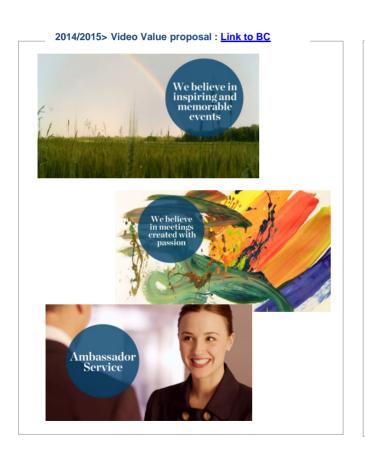
E-mailings





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Videos Generic VP



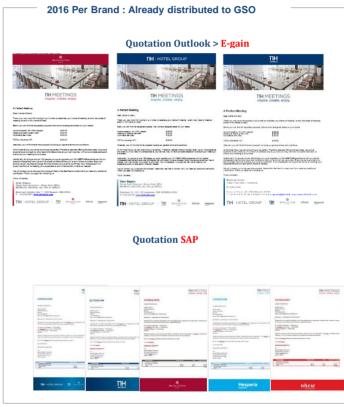
2016>New Video VP

TBD

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Quotations





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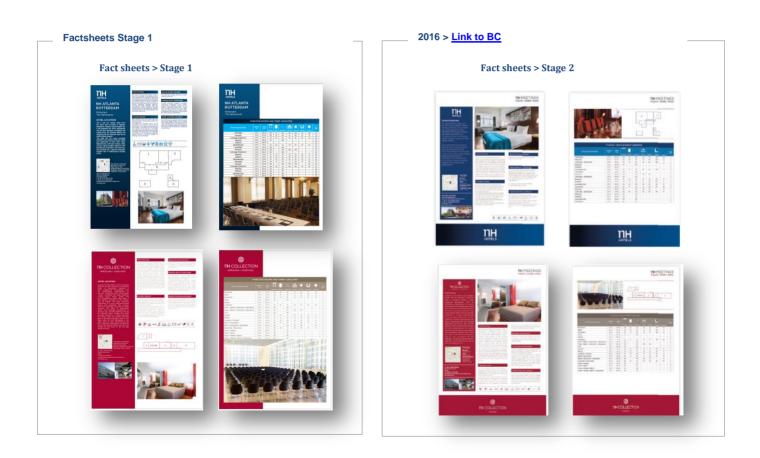
Onsite Materials





11H MEETINGS inspire. create. enjoy.

Fact Sheets



11H MEETINGS inspire. create. enjoy.

Fact Sheets





We are committed to delivering more than our customers expect

YES, YES, YES!

TH | HOTEL GROUP





nhow

Hesperia

nh-hotels.com