



OPTIMIZED PROCEDURES
& CONTROL TOOLS
PROJECT MANAGER MANUAL
[v2]

Projects, Construction, Engineering &
Maintenance Department

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NEW BUSINESS MODEL

Projects, Construction, Engineering &
Maintenance Department

ROADMAP OVERVIEW

ISSUE / OPPORTUNITY	STRATEGIC CHOICE	KEY PLAN ELEMENTS
Structure of Technical Services: - Central structure with BU teams - Highly skilled and specialized in Hotel projects - Costs are supported on each BU P&L	Monetize all technical services rendered by Projects, Construction and Engineering Department. Reduce P&L costs, allocating all services to the investments	Create a specific Cost Center to allocate all costs and incomes related to technical services. Establish a Fee Structure for each service to be deployed over all Bus. Ensure that all technical consultancy services for New Hotel Developments are charged to 3rd parties.

TARGET:

Monetize all technical services rendered by the Projects, Construction and Engineering Department.
Eliminate all costs from HQ and BU Budgets.

ACTIONS:

Establish a Fee Structure for each service to be deployed over all BUs.
Ensure that all technical consultancy services for New Hotel Developments are charged to 3rd parties.
Create a specific Cost Center to allocate all costs and incomes related to technical services.

***PROCEDURE, PROCEDURE, PROCEDURE
INVOICING, INVOICING, INVOICING***

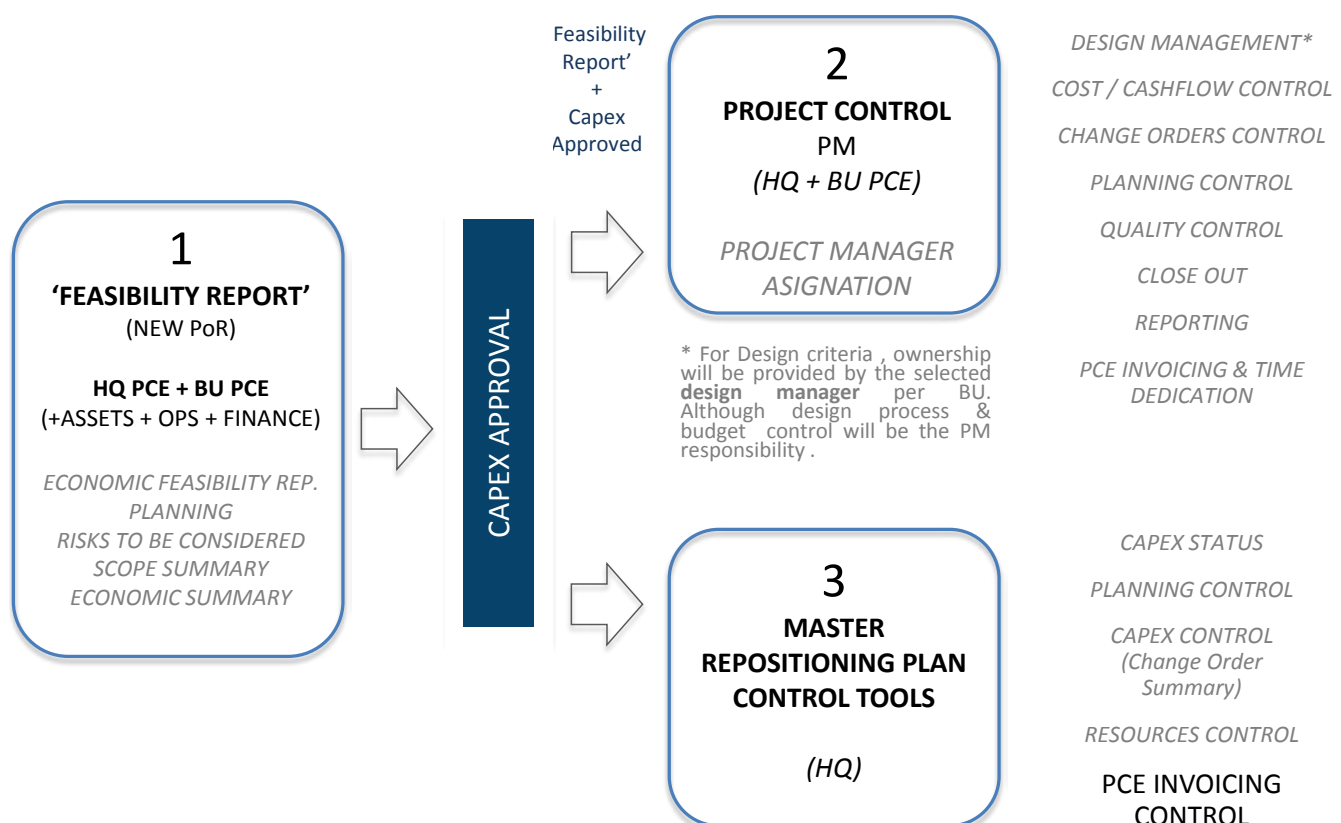
OPTIMIZED STRUCTURE

Due to the change into a new model of the PCE Department, there is a necessity of optimizing and adjusting the existing procedures, including flowcharts of communication and tools to control the process.

According to the previous valuations procedure, the PoR 1 Template should be used for preliminary valuations, before the Capex Committee Approval.

Considering the real rhythm of the process, more detailed valuations have been done before the Capex Approval, blending PoR 1 & PoR 2. In order to improve and standardize the process in all BU, the valuation procedure has been optimized.

Once the Capex of the project is Approved, the Project Manager Assignment will take place. The PM will be the only responsible of the process.



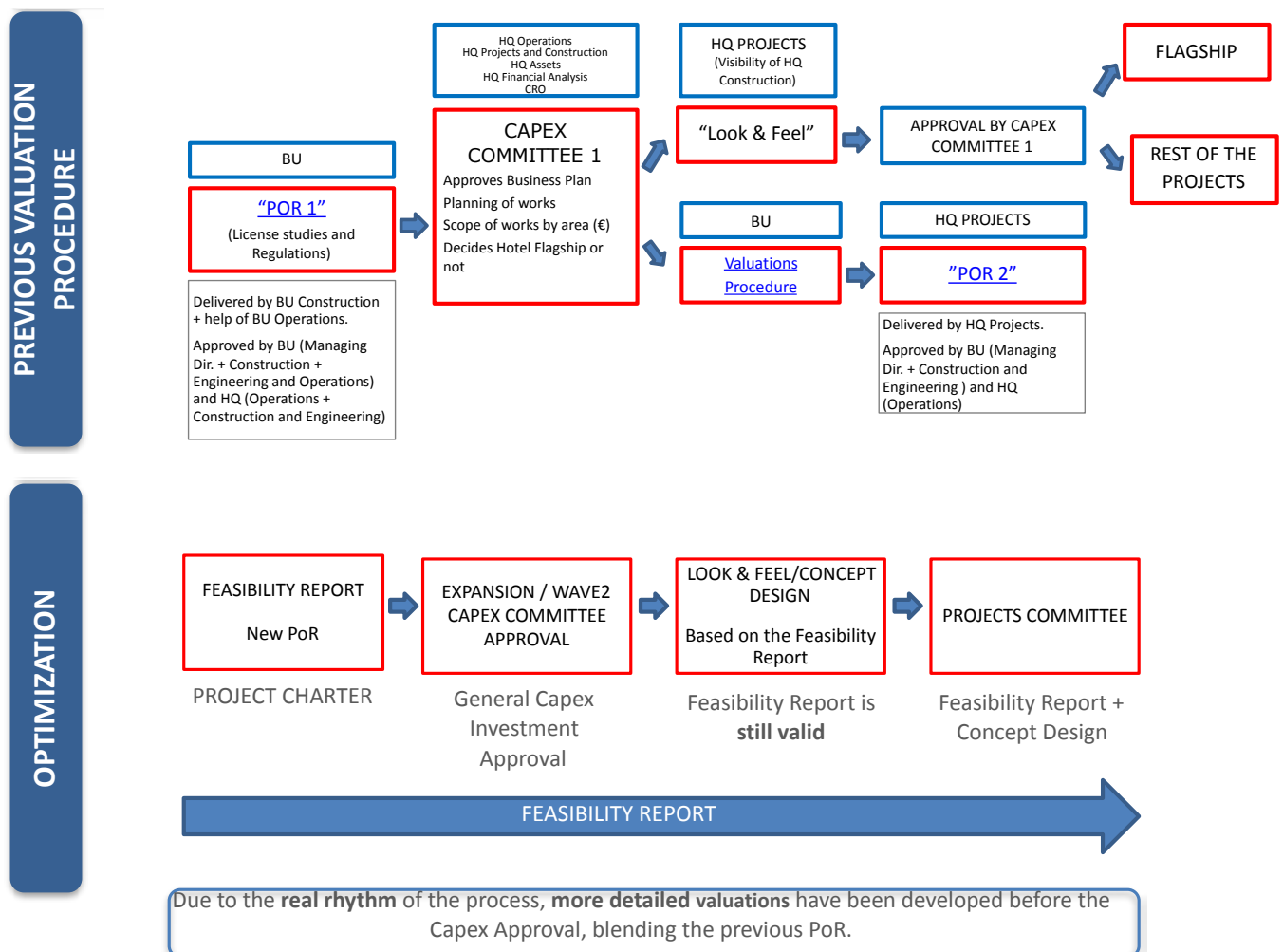
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OPTIMIZED PROCEDURES & CONTROL TOOLS

FEASIBILITY REPORT

2.1.1. OPTIMIZED PROCEDURE

The *FEASIBILITY REPORT* is a combination of the previous PoR templates in order to generate a more detailed and useful document to reach the Capex Committee Approval, as a consequence of the learnt lessons since the 5YP beginning.



OPTIMIZED PROCEDURE BEFORE CAPEX APPROVAL

1. HQ Operations should provide information concerning the scope of the investment. This information will be based on the information provided by the BU in order to have a first approach.

*- It will be necessary to know from the first moment if the hotel can close or must be open during the construction works and if certain targets have to be achieved. This has to be taken into account for the project **viability** and the **planning**.*

2. BU Construction will deliver the **FEASIBILITY REPORT** based on three different Scope Valuations: **Hard / Medium / Soft**, so that three scenarios can be provided to Operations and Assets, based on Operations Requirements and Business Plan development. In addition, the FR includes an estimate Planning Agreed with Operations and also a Risks assessment to consider.

- BU Operations must deliver the Investment Business Plan with the agreed valuation.
- Asset Department will negotiate (if applicable) with the owners a possible investment participation and study alternatives of outsourcing spaces to third parties; also it will be required to clarify "who is doing what" regarding the works scope in the outsourced areas.
- Financial Analysis will give the approval to the investment with all previous data. If the operation is unviable, the process will start again looking for the best way to get the return on investment.

3. The agreed 'FEASIBILITY REPORT' document (Hard/ Medium/ Soft option selected) will be presented for approval either to a Wave 2 Capex Committee or Expansion Committee.

CAPEX APPROVAL

Along with the Approved Capex, there will be an internal **Project Manager assignment** to have a unique responsible **for everything**. From this moment, the 'FEASIBILITY REPORT' will be **frozen**.

2.1.2. FEASIBILITY REPORT TEMPLATE

The **Feasibility Report** is the document usually known in Project Management as **PROJECT CHARTER**.

“...a project charter is a statement of the scope, objectives, and participants in a project. It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager”

The current FR includes different sheets regarding **COST**, **SCHEDULE** and **SCOPE/DEMARCATON**

DRAFT TEMPLATES

FR-0.1. WORKS VALUATION (*)

FR-0.2. PRELIMINARY RISKS

FR-0.3. SCOPE OF WORKS

DATABASE TEMPLATES

DB- FF&E DATABASE

DB- Civil Works DATABASE

DB- Installations DATABASE

FINAL TEMPLATES

FR-1.1. SUMMARY OF THE CONSTRUCTION WORKS

FR-1.2. ECONOMIC FEASIBILITY REPORT

FR-1.3. ECONOMIC SUMMARY

FR-1.4. SCOPE SUMMARY

(*) The 'WORKS VALUATION' template will be feed up by the FF&E Pricelist, and must consider the DEMARCATON LIST when valuating NON-NH-Owned Projects (Expansion Projects & New Openings)

FR- 0.1. WORKS VALUATION

FR- 0.1.1. HARD / MEDIUM / SOFT SCENARIOS

Three scenarios must be developed by BU Construction with the help of BU Operations and considering the information regarding the scope & priorities provided by HQ Operations.

- **HARD SCENARIO** is considered as the one that values ALL the necessities of the hotel according to BU PCE Director criteria. **MEDIUM & SOFT** scenarios should be an adjustment of the 'Ideal' one.

FR- 0.1.2. FEES

Automatically filled when **BU has been selected** on the top of the file.

Project Design Fees | Interior Design Fees | Construction Management Fees

(See ANNEX.C. NH Fees Market Pricing)

FR- 0.1.3. CONTINGENCIES: ALWAYS 10% IN FEASIBILITY REPORTS.

FR- 0.1.4. FF&E BU PRICELIST

The target is to develop a FF&E Price List Database per BU aligned with Procurement Department.

(See ANNEX.B. BU SPAIN DATA BASE- FF&E Price List) *WORK IN PROGRESS.*

THIS DOCUMENT SHOULD BE FILLED OUT BY BU CONSTRUCTION WITH THE HELP OF BU OPERATIONS

DATE: 30/09/2014

BU AMERICA

WORK VALUATION (DRAFT)

HOTEL NAME + CITY

Brand	NH Hotels	m2	m2	LEGAL REQUIREMENT INVESTMENT (OPTIONAL)	OWNER INVESTMENT (OWNER'S INVESTMENT)	NH HOTEL BUSINESS INVESTMENT	HARD	MEDIUM	SOFT	COMMENTS
Surface TOTAL (PUSAS) MICE	m2	m2	m2							
Rooms / Ref. Rooms										
LEASED										
ASSET INVESTMENT				0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	
CIVIL WORKS	BOQ	PRICE		0,00	0,00	0,00	0,00	0,00	0,00	
FOUNDATIONS WORKS										
BASEMENT WORKS										
STRUCTURE										
FACADES										
ROOFING										
FINISHINGS										
INSTALLATIONS				0,00	0,00	0,00	0,00	0,00	0,00	
MEP (GENERAL INSTALLATIONS)										
Electricity							0,00	0,00	0,00	
Plumbing							0,00	0,00	0,00	
Fire system							0,00	0,00	0,00	
HVAC							0,00	0,00	0,00	
Special Installations							0,00	0,00	0,00	
Elevators							0,00	0,00	0,00	
Other Installations							0,00	0,00	0,00	
HOTEL INVESTMENT				0,00	0,00	0,00	0,00	0,00	0,00	
ROOMS	HARD/room	MEDIUM/room	SOFT/room							
Civil Works Rooms	0	0	0	0,00	0,00	0,00	0,00	0,00	0,00	
Installations Rooms	0	0	0				0,00	0,00	0,00	
FF&E	0	0	0				0,00	0,00	0,00	
CORRIDORS				0,00	0,00	0,00	0,00	0,00	0,00	
Civil Works Corridors							0	0	0	
Installations Corridors							0,00	0,00	0,00	
FF&E Corridors										
PUBLIC AREAS				0,00	0,00	0,00	0,00	0,00	0,00	
Civil Works PUSAS										
Installations PUSAS							0,00	0,00	0,00	
FF&E PUSAS										
M&E				0,00	0,00	0,00	0,00	0,00	0,00	
Civil Works M&E										
Installations M&E							0,00	0,00	0,00	
FF&E M&E										
KITCHEN				0,00	0,00	0,00	0,00	0,00	0,00	
Civil Works, Installations, Equipment							0,00	0,00	0,00	
FITNESS, WELLNESS & SPA				0,00	0,00	0,00	0,00	0,00	0,00	
Civil Works, Installations, Equipment							0,00	0,00	0,00	
OTHER AREAS				0,00	0,00	0,00	0,00	0,00	0,00	
Civil Works, Installations, Equipment										
BOH				0,00	0,00	0,00	0,00	0,00	0,00	
Civil Works, Installations, Equipment										
SUBTOTAL				0,00	0,00	0,00	0,00	0,00	0,00	
FEES	13,00%	13,00%	13,00%				0,00	0,00	0,00	
Project Design	5,00%	5,00%	5,00%				0,00	0,00	0,00	
Interior Design	2,00%	2,00%	2,00%				0,00	0,00	0,00	
Construction Management	5,00%	5,00%	5,00%				0,00	0,00	0,00	
Permits & Licenses							0,00	0,00	0,00	
SUBTOTAL							0,00	0,00	0,00	
CONTINGENCY	10,0%	10,0%	10,0%					0,00	0,00	
TOTAL							0,00 €	0,00 €	0,00 €	
CURF. ROOMS										

DB- FF&E- Furniture, fixtures and equipment

DB-FF&E.1 RANGE OF PRICES SELECTION: Select a range of depending on the Brand and Scope.

- Brand: NH HOTELS, NH COLLECTION, NHOW
- Scope: LOW (L)- HIGH (H)

(*) It should be used as an **orientation**. Feel free to change the prices according to your own experience.

DB-FF&E.2 RANGE OF SCOPE: Fullfill HARD / MEDIUM / SOFT Columns, which are already link with *0.1 WORKS VALUATION*.

- BEDROOM & BATHROOM: please fullfill the price / room and the total amount will be automatically calculated in 0.1. depending on the number of refurbished rooms

PROJECTS, CONSTRUCTION AND ENGINEERING DEPARTMENT									
FF&E DATABASE									
BU AMERICA									
HOTEL NAME + CITY									
DATE: 30/05/16									
Brand: NH HOTELS									
Scope: LOW (L)- HIGH (H)									
cod	ITEM	unit	BRAND	HARD	MEDIUM	SOFT	Class	Comments	
		(rooms / m2 / item)	NH - L						
00	GENERAL EQUIPMENT								
00.01	GUEST ROOMS, MEETING ROOMS, PUBLIC AREAS, BO AND BOH			0	0	0			
00.01.01	COMMUNICATIONS								
00.01.01.01	Main telephone switchboard and operator	80.000		0	0	0	CONS		
00.01.01.02	Wireless devices	50		0	0	0	FF&E		
00.01.01.03	Intercoms for Staff	500		0	0	0	FF&E		
00.01.02	COMPUTER EQUIPMENT								
00.01.02.01	Computers	20.000		0	0	0	FF&E		
00.01.02.02	Computers network & active electronics						CONS		
00.01.02.03	Printers	5.000		0	0	0	FF&E		
00.01.02.04	Scanners	5.000		0	0	0	FF&E		
00.01.02.05	Photocopy	5.000		0	0	0	FF&E		
00.01.02.06	Small electronic equipment for Operation Team	5.000		0	0	0	SOE		
00.01.02.07	Power Backup equipment (UPS) for electronics						CONS		
00.01.02.08	Building Management System or energy control	-					CONS		
00.01.03	FEES AND OTHERS WORKS								
00.01.03.01	Architectural & engineering projects	-					CONS		
00.01.03.02	Safety projects & control	-					CONS		
00.01.03.03	Works control & manager	-					CONS		
00.01.03.04	Project manager fees	-					CONS		
00.01.03.05	Interior design project	-					CONS		
00.01.03.06	FF&E project	0		0	0	0	FF&E		
00.01.03.07	FF&E construction managers works	0		0	0	0	FF&E		
00.01.03.08	Cleaning works after construction works						CONS		
00.01.03.09	Final cleaning for opening	150		0	0	0	FF&E		
00.01.03.10	FF&E contingencies	0		0	0	0	FF&E		
00.01.03.11	Administrative & insurance cost for FF&E	0		0	0	0	FF&E		
00.01.03.12	Custody & safety of building until opening	-					CONS		
01	ROOM'S EQUIPMENT			0	0	0			
01.01	BEDROOMS			0	0	0			
01.01.01	FABRICS								
01.01.01.01	Blackout curtains	450		0	0	0	FF&E		
01.01.01.02	Curtains	450		0	0	0	FF&E		
01.01.01.03	Lace curtains	-					FF&E		
01.01.01.04	Rails Curtains	-					FF&E		
01.01.01.05	Cushion different size	25		0	0	0	SOE		
01.01.02	MATTRESS, BED BASES AND PILLOWS								
01.01.02.01	NH nominated bed bases	300		0	0	0	FF&E		
01.01.02.02	NH nominated mattress	300		0	0	0	FF&E		
01.01.02.03	Pillows	56		0	0	0	SOE		
01.01.02.04	Duvet	50		0	0	0	SOE		
01.01.02.05	Supplementary Bed	600		0	0	0	FF&E		
01.01.02.06	Cot	90		0	0	0	FF&E		
01.01.03	BED CLOTHES								
01.01.03.01	Bed spread	29		0	0	0	SOE		
01.01.03.02	Bed blankets	25		0	0	0	SOE		
01.01.03.03	Mattress protector	20		0	0	0	SOE		
01.01.04	FURNITURE								
01.01.04.01	Night tables	95		0	0	0	FF&E		
01.01.04.02	Writing Desk	295		0	0	0	FF&E		
01.01.04.03	Suitcase rack	210		0	0	0	FF&E		
01.01.04.04	Full body mirror	265		0	0	0	FF&E		
01.01.04.05	Coffee or side table	150		0	0	0	FF&E		
01.01.04.06	Armchair	250		0	0	0	FF&E		
01.01.04.07	Desk chair	140		0	0	0	FF&E		
01.01.04.08	Puff	150		0	0	0	FF&E		
01.01.04.09	Wardrobe	850		0	0	0	CONS		
01.01.04.10	Headboard	900		0	0	0	FF&E		
01.01.04.11	Minibar cabinet	-					FF&E		
01.01.04.12	Couch	800		0	0	0	FF&E		
01.01.04.13	Bench bed	210		0	0	0	FF&E		
01.01.04.14	Clothes valet	100		0	0	0	FF&E		
01.01.05	OTHER ELEMENTS								
01.01.05.01	Ashtray	5		0	0	0	SOE		
01.01.05.02	Bin	10		0	0	0	SOE		
01.01.05.03	Anti thief hangers with NH brand logo	1		0	0	0	SOE		
01.01.05.04	Security box	71		0	0	0	FF&E		
01.01.05.05	Telephones	25		0	0	0	FF&E		
01.01.05.06	Wall mounted TV	530		0	0	0	FF&E		
01.01.05.07	Fixing elements wall TV	-					CONS		
01.01.05.08	Minibar fridge	180		0	0	0	FF&E		
01.01.05.09	Nespresso machine	89		0	0	0	SOE		
01.01.05.10	Kettle	20		0	0	0	SOE		
01.01.05.11	Amenities	-					SOE		
01.01.05.12	Welcome gifts	-					SOE		
01.01.05.13	Decorative elements	50		0	0	0	SOE		
01.01.05.14	Display home products	-					SOE		
01.01.05.15	Various decorative textiles	50		0	0	0	SOE		
01.01.05.16	Notices room & rate price	-					SOE		
01.01.05.17	Fire instructions	-					CONS		
01.01.05.18	Fire instructions on wall	-					FF&E		
01.01.05.19	Irons and ironing boards	100		0	0	0	SOE		
01.01.05.20	Glass	1		0	0	0	SOE		
01.01.06	LIGHTING								
01.01.06.01	Night tables lamps	95		0	0	0	FF&E		
01.01.06.02	Desk lamp	150		0	0	0	FF&E		
01.01.06.03	Standing lamp	230		0	0	0	FF&E		
01.01.06.04	Reading lamps on bedhead	112		0	0	0	FF&E		
01.02	BATHROOMS			0	0	0			
01.02.01	GENERAL								
01.02.01.01	Wall-mounted magnifying mirror	130		0	0	0	SOE		
01.02.01.02	Magnifying mirror	42		0	0	0	SOE		
01.02.01.03	Bathroom mirror	240		0	0	0	FF&E		

DB- Civil Works Database- Example

PROJECTS, CONSTRUCTION AND ENGINEERING DEPARTMENT

DRAFT ONE		NH HOTEL GROUP				CIVIL WORKS DATABASE			
BU_AMERICA						DATE: 30/05/2016			
HOTEL NAME + CITY						Brand: NH Hotels Surface: TOTAL PUAS MICE Rooms / Ref. Rooms LEASED			
RESUME	unit (per room / per m2 / per item)	unit price (per room / per m2 / per item)	HARD	MEDIUM	SOFT				
1+2+3 ROOMS & CORRIDORS			0,0 €	0,0 €	0,0 €				
1+2 ROOMS (BEDROOM & BATHROOM)			0,0 €	0,0 €	0,0 €				
1 BEDROOM AND ACCESS			0 €	0 €	0 €				
1.1	general costs for demolition, coverings of lifts etc, cleaning	2.500,0 €	0 €	0 €	0 €				
1.2	plasterwork, civil works	500,0 €	0 €						
1.3	doors								
1.3.1	entrance door new	800,0 €	0 €						
1.3.2	entrance door cladding	450,0 €		0 €					
1.3.3	entrance door frame new	225,0 €	0 €						
1.3.4	entrance door frame paint	50,0 €		0 €	0 €				
1.3.5	bathroom room door new	425,0 €	0 €						
1.3.6	bathroom door cladding	350,0 €		0 €					
1.3.7	bathroom door frame new	225,0 €	0 €						
1.3.8	bathroom door frame paint	50,0 €		0 €	0 €				
1.4	new floor								
1.4.1	wooden floor incl skirtings and installation	60,0 €	0 €	0 €	0 €				
1.4.2	pvc floor incl skirtings and installation	60,0 €							
1.4.3	carpet floor incl skirtings and installation	50,0 €							
1.4.4	existing floor repair	500,0 €							
1.5	wall finishes								
1.5.1	vinyl walls paper incl plaster	30,0 €	0 €	0 €	0 €				
1.5.2	wall paint incl plaster	30,0 €							
1.5.3	wall paint without plaster necessity	7,5 €							
1.5.4	ventilation grid paint works	25,0 €	0 €	0 €	0 €				
1.6	ceiling								
1.6.1	suspending ceiling access	150,0 €	0 €						
1.6.3	ceiling paint	7,5 €	0 €	0 €	0 €				
1.6.4	ceiling plaster works								
1.7	Stairs and balustrades								
1.8	other								
2 BATHROOM			0 €	0 €	0 €				
2.1	wall finishes								
2.1.1	bathroom floor tiles	140,0 €	0 €						
2.1.2	bathroom wall tiles	105,0 €	0 €						
2.1.3	bathroom wall tiles new shower area	105,0 €		0 €					
2.1.4	bathroom wall tiles only bathtub area	105,0 €							
2.1.5	bathroom joint repairs	150,0 €			0 €				
2.1.6	wall paint	7,5 €							
2.1.7	vinyl wall finish	30,0 €							
2.2	ceiling								
2.2.1	suspended ceiling bathroom	450,0 €	0 €						
	ceiling paint	7,5 €		0 €	0 €				
2.3	sanitary elements								
2.3.1	bathtub	800,0 €	0 €						
2.3.2	shower base	550,0 €	0 €	0 €					
2.3.3	wall mounted wc	350,0 €	0 €						
2.3.4	urinal								
2.3.5	sink	200,0 €	0 €	0 €					
2.3.6	washbasin top	275,0 €	0 €	0 €					
2.3.7	washbasin tap	150,0 €	0 €	0 €					
2.3.8	bathtub tap	350,0 €	0 €	0 €					
2.3.9	shower tap	350,0 €	0 €	0 €					
2.3.10	shower set	500,0 €	0 €	0 €					
2.3.11	urinal tap								
2.3.12	shower screen for shower base	200,0 €	0 €	0 €					
2.3.13	shower screen on bathtub	200,0 €	0 €						
2.3.14	bathroom mirror	250,0 €	0 €	0 €					
3 CORRIDORS			0,0 €	0,0 €	0,0 €				
3.1	carpet floor incl skirtings and installation	50,0 €	0 €	0 €	0 €				
3.2	other floor finish incl skirtings and installation								
3.3	vinyl wall paper	35,0 €	0 €	0 €	0 €				
3.4	wall paint incl plaster	35,0 €							
3.5	suspended ceiling								
3.6	ceiling paint	7,5 €	0 €	0 €	0 €				
4 ROOMS INSTALLATIONS - see DB-Installations									

DB- Installations Database- Example

PROJECTS, CONSTRUCTION AND ENGINEERING DEPARTMENT										NH HOTEL GROUP	
PROJECTS, CONSTRUCTION AND ENGINEERING DEPARTMENT											
DRAFT ONE										INSTALLATIONS DATABASE	
BU_AMERICA										DATE: 30/05/2016	
HOTEL NAME + CITY										Brand: NH Hotels Surface: TOTAL PUAS MICE Rooms / Ref. Rooms LEASED	
RESUME	STATUS OF EXISTING INSTALLATION	unit price (per room / per m2 / per item)	unit (rooms / m2 / item)	inefficient / end of live circle	almost defect / many repairs / need	legal requirement	HARD	MEDIUM	SOFT		
1. ELECTRICITY										-	-
1.1	HIGH VOLTAGE INSTALLATIONS		0								
1.2	MAIN ELECTRICAL PANEL AND DISTRIBUTION		0								
1.3	SECONDARY ELECTRICAL PANELS		0								
1.4	COMMON AREAS AND MEETING ROOMS		0								
1.5	COMMON AREAS LIGHTING		0								
1.6	OUTDOOR LIGHTNING		0								
1.7	LIGHTNING PROTECTION AND OVERVOLTAGES		0								
3. PLUMBING										-	-
3.1	BOOSTING SYSTEM/WATER STORAGE/WATER TREATMENT		0		18.000						
3.2	WATER DISTRIBUTION		0								
3.3	DOMESTIC HOT WATER PRODUCTION, STORAGE & DISTRIBUTION		0		50.000						
3.4	SEWAGE / DRAINAGE		0		68.000						
4. FIRE PROTECTION										-	-
4.1	FIRE DETECTION SYSTEM		0								
4.2	FIRE PROTECTION SYSTEMS		0			85.000					
4.3	SPRINKLER INSTALLATION		0			85.000					
5. HVAC										-	-
5.1	CHILLED WATER PRODUCTION		0								
5.2	BOILERS AND BOILER ROOM		0								
5.3	DISTRIBUTION		0		24.000						
5.5	VENTILATION		0		25.000						
5.6	BUILDING MANAGEMENT SYSTEM		0		85.000						
2. SPECIAL INSTALLATIONS										-	-
2.1	TELECOMMUNICATIONS & TELEPHONE SWITCHBOARD		0								
2.2	TELEVISION SYSTEM		0								
2.3	DATA NETWORK		0								
2.4	WIFI SYSTEM		0								
2.5	PUBLIC ADDRESS SYSTEM		0								
2.6	ACCESS CONTROL & CCTV		0		15.000						
2.7	AUTOMATIC DOORS		0		15.000						
6. LIFTS										-	-
6.1	LIFTS		0								
6.2	OTHER ELEVATION SYSTEMS		0								
7. OTHER INSTALLATIONS										-	-
7.1											
7.2											
7.3											
7.4											
7.5											
8. ROOM INSTALLATIONS										-	-
8.1	INTERIOR ROOM ELECTRICAL WIRING INSTALLATION										
8.2	ROOMS LIGHTING (FIXED)										
8.3	ROOMS DATA CABLING										
8.4	ROOMS PLUMBING WORKS										
8.5	INTERIOR ROOM VENTILATION INSTALLATION										
8.6	INTERIOR ROOM COOLING INSTALLATION										
8.7	INTERIOR ROOM HEATING INSTALLATION										
9. PUAS INSTALLATIONS										-	-

FR-0.2. PRELIMINARY RISKS

Risk management approach. Before risks can be identified and managed, there are preliminary project elements which must be outlined.

Summarize the main issues that should be consider as possible risks according to your own criteria.

DRAFT ONE		DATE: 30/05/2016		PRELIMINARY RISKS	
BU_AMERICA					
HOTEL NAME + CITY		    			
Brand	NH Hotels	0	0		
Surface: TOTAL PUAS MICE	m2	m2	m2		
Rooms / Ref. Rooms	0	0			
LEASED					
ASSET INVESTMENT					
DUE DILIGENCE					
CIVIL WORKS					
FOUNDATIONS WORKS					
BASEMENT WORKS					
STRUCTURE					
FACADES					
ROOFING					
FINISHINGS					
INSTALLATIONS					
MEP (CENTRAL INSTALLATIONS)					
BMS INSTALLATION					
FIRE SYSTEM					
ELEVATORS					
HOTEL INVESTMENT					
ROOMS					
PUBLIC AREAS					
MICE					
KITCHEN					
OTHER CONSIDERATIONS					

FR-0.4. SCOPE OF WORKS

This is an INFORMATIVE DOCUMENT that should work as a preliminary scope statement that must summarize all the scope of the works in a **concrete** way so anyone could read it clearly.

Fill this document should not take more than 30' per scope grade.

THIS DOCUMENT SHOULD BE FILLED OUT BY BU CONSTRUCTION WITH THE HELP OF HQ / BU OPERATIONS

FEASIBILITY REPORT / v2		DATE: 15/06/2016	
BUSINESS UNIT			
HOTEL NAME + CITY		   	
Brand		NH Hotels	
☐ Introduce 2 to include the scope ☐ Introduce 1 for scopes that need an additional explanation ☐ Introduce 0 to exclude the scope			
STRATEGIC VIEW: For CAPEX approval, indicate strategic scopes:			
IS IT NECESSARY A CHANGE IN THE TOURIST CLASSIFICATION? IS IT NECESSARY TO UPDATE THE ACTIVITY LICENSE? (Valid Licenses will be attached) Fire protection (sectorization, ways of evacuation, ...) Accessibility Construction IS IT A FLAGSHIP?	COMMENTS		
SCOPE	HARD REFURBISHMENT	MEDIUM REFURBISHMENT	SOFT REFURBISHMENT
BUILDING			
Intervention in facade	COMMENTS	COMMENTS	COMMENTS
Modification of hotel surface			
To outsource spaces			
GENERAL INSTALLATIONS			
ELECTRICITY			
SPECIAL INSTALLATIONS			
PLUMBING			
FIRE PROTECTION			
HVAC			
LIFTS			
OTHER INSTALLATIONS			
ROOMS & CORRIDORS			
CORRIDORS	COMMENTS	COMMENTS	COMMENTS
ROOMS			
BATHROOMS			
INSTALLATIONS IN R&C			
PLANS			
Does the distribution change?			
Operational necessities (changes in uses or areas following the detected necessities)			
LOBBY	COMMENTS	COMMENTS	COMMENTS
RECEPTION			
GUEST RELATION DESK			
HOSPITALITY DESK			
BUSINESS CENTER			
EARLY BIRD			
PRESS ZONE / ZONA PRENSA			
SECURITY DESK			
BAR			
BREAKFAST / RESTAURANT			
MAE			
FITNESS			
TERRACE			
SWIMMING POOL			
INSTALLATIONS IN R&C			
OTHERS			
	COMMENTS	COMMENTS	COMMENTS

NH | HOTEL GROUP |    

EXAMPLE:

source spaces		
GENERAL INSTALLATIONS		
ELECTRICITY		
SPECIAL INSTALLATIONS		
PLUMBING		
FIRE PROTECTION		
HVAC		
LIFTS		
OTHER INSTALLATIONS		

ROOMS_ OBJECTIVE: "Headboards, 75% showers, bedside tables, night lamps, desk lamp., wall paper and flooring. Relax chair, washbasin and standing lamp EXCLUDED."

FR-1.1. SUMMARY OF THE CONSTRUCTION WORKS

This template is the main resume of the FEASIBILITY REPORT. General information regarding Capex will be automatically filled from FR-1.2.Economic Feasibility Report.
Please, fulfill all the white cells.

THIS DOCUMENT SHOULD BE FILLED OUT BY BU CONSTRUCTION WITH THE HELP OF BU OPERATIONS
(Fill out only the white spots)

DRAFT ONE DATE: 30/05/2016

BU_AMERICA

SUMMARY OF THE CONSTRUCTION WORKS

HOTEL NAME + CITY

TOTAL CAPEX 0

R&C 0,00

Rooms/Rooms Refurb. 0 0

PUA 0,00

CONSTRUCTION 0,00

PERMIT APPLICATION DOCUMENT NEEDED

INTRODUCE CONSTRUCTION STARTING DATE IN THE RED CELL

DATE	KICK OFF by BU PCE Director	Approval Committee CAPEX 1	MUR	Execution Project	Awarding	Start of works	DATE (DAY/MONTH/YEAR)
R&C	Feasibility Report Approval Diligence. Due	Requires Feasibility Report and Concept Design, including renders	YES/ NO	Valid documents to start tender (including RFP and Draft Contract)	Procurement process requires 8 weeks		01/05/2016 01/06/2016 01/07/2016 01/08/2016 01/09/2016 01/10/2016 01/11/2016 01/12/2016 01/01/2017 01/02/2017 01/03/2017 01/04/2017
DATE						01/05/2016	
PUA	Same day if applicable	Report and Concept Design, including renders					01/05/2016 01/06/2016 01/07/2016 01/08/2016 01/09/2016 01/10/2016 01/11/2016 01/12/2016 01/01/2017 01/02/2017 01/03/2017 01/04/2017
DATE						01/05/2016	
OTHER WORKS							01/05/2016 01/06/2016 01/07/2016 01/08/2016 01/09/2016 01/10/2016 01/11/2016 01/12/2016 01/01/2017 01/02/2017 01/03/2017 01/04/2017
DATE						01/05/2016	

FR-1.1.1. MILESTONES

Once the final valuation (HARD/MEDIUM/SOFT) and an estimated planning is been agreed with BU Operations, the milestones calendar must be filled out with the BU Director criteria in order to have an estimated overall schedule of all the process.

DATE	KICK OFF by BU PCE Director	Approval Committee CAPEX 1	MUR	Execution Project	Awarding	Start of works
R&C	Feasibility Report Approval Diligence. Due	Requires Feasibility Report and Concept Design, including renders	YES/ NO	Valid documents to start tender (including RFP and Draft Contract)	Procurement process requires 8 weeks	
DATE						01/05/2016

DATE	KICK OFF by BU PCE Director	Approval Committee CAPEX 1	Execution Project	Awarding	Start of works
PUA	Same day if applicable	Report and Concept Design, including renders			
DATE					01/05/2016

FR-1.1.2. PLANNING

Estimated planning agreed with BU Operations. It must be indicated if the hotel is Open/Close during the works, as well as the number of bloqued rooms.

Date	01/05/2016	01/06/2016	01/07/2016	01/08/2016	01/09/2016	01/10/2016	01/11/2016	01/12/2016	01/01/2017	01/02/2017	01/03/2017	01/04/2017
Hotel Closed or not												
M&E - Month available for works												
Test of PUA - Month available for works												

	DATE (DAY/MONTH/YEAR)											
Date	01/05/2016	01/06/2016	01/07/2016	01/08/2016	01/09/2016	01/10/2016	01/11/2016	01/12/2016	01/01/2017	01/02/2017	01/03/2017	01/04/2017
Hotel Closed or not												
Month available for works												
Date	01/05/2016	01/06/2016	01/07/2016	01/08/2016	01/09/2016	01/10/2016	01/11/2016	01/12/2016	01/01/2017	01/02/2017	01/03/2017	01/04/2017
Hotel Closed or not												
Month available for works												
Date	01/05/2016	01/06/2016	01/07/2016	01/08/2016	01/09/2016	01/10/2016	01/11/2016	01/12/2016	01/01/2017	01/02/2017	01/03/2017	01/04/2017
Hotel Closed or not												
Month available for works												

FR-1.2. ECONOMIC FEASIBILITY REPORT

Along with the feedback and requests of BU Operations and Assets, a final Valuation (HARD / MEDIUM/SOFT) must be agreed. The final SCOPE must be selected in the cell above of the AGREED VALUATION CELL (Column I). in **FR.1.2. ECONOMIC FEASIBILITY REPORT** sheet.

THIS DOCUMENT SHOULD BE FILLED OUT BY BU CONSTRUCTION WITH THE HELP OF BU OPERATIONS

DRAFT ONE DATE: 30/05/2016

BU_AMERICA

ECONOMIC FEASIBILITY REPORT

HOTEL NAME + CITY

Brand	Surface: TOTAL PUAS MICE	NH Hotels	m2	m2	LEGAL REQUIREMENT INVESTMENT (CONSTRUCTION)	OWNER INVESTMENT (OPERATION)	NH HOTEL BUSINESS INVESTMENT	HARD	AGREED VALUATION (from 0.1 WV)	COMMENTS
Rooms / Ref. Rooms	0	0	0	0						
LEASED										
ASSET INVESTMENT					0,00 €	0,00 €	0,00 €	0,00 €		
CIVIL WORKS					0,00	0,00	0,00	0,00		
FOUNDATIONS WORKS								0,00		
0								#N/A		
BASEMENT WORKS								0,00		
0								#N/A		
STRUCTURE								0,00		
0								#N/A		
FACADES								0,00		
0								#N/A		
ROOFING								0,00		
0								#N/A		
FINISHINGS								0,00		
0								#N/A		
INSTALLATIONS					0,00	0,00	0,00	0,00		
MEP (CENTRAL INSTALLATIONS)								0,00		
Electricity								0,00		
Plumbing								0,00		
Fire system								0,00		
HVAC								0,00		
Special installations								0,00		
Elevators								0,00		
Other installations								0,00		
0								#N/A		
HOTEL INVESTMENT					0,00	0,00	0,00	0,00		
ROOMS					0,00	0,00	0,00	0,00		
Civil Works Rooms								0,00		
Installations Rooms								0,00		
FF&E								0,00		
0								#N/A		
CORRIDORS					0,00	0,00	0,00	0,00		
Civil Works Corridors								0,00		
Installations Corridors								0,00		
FF&E Corridors								0,00		
0								#N/A		
PUBLIC AREAS					0,00	0,00	0,00	0,00		
Civil Works PUAS								0,00		
Installations PUAS								0,00		
FF&E PUAS								0,00		
0								#N/A		
M&E					0,00	0,00	0,00	0,00		
Civil Works M&E								0,00		
Installations M&E								0,00		
FF&E M&E								0,00		
0								#N/A		
KITCHEN					0,00	0,00	0,00	0,00		
Civil Works, Installations, Equipment								0,00		
0								#N/A		
FITNESS, WELLNESS & SPA					0,00	0,00	0,00	0,00		
Civil Works, Installations, Equipment								0,00		
0								#N/A		
Other areas					0,00	0,00	0,00	0,00		
Civil Works, Installations, Equipment								0,00		
0								#N/A		
BOH					0,00	0,00	0,00	0,00		
Civil Works, Installations, Equipment								0,00		
0								#N/A		
Subtotal					0,00	0,00	0,00	0,00		
FEES					13,00%			0,00		
Project Design					6,00%			0,00		
Interior Design					2,00%			0,00		
Construction Management					5,00%			0,00		
Permits & Licenses					0,0%			0,00		
SUBTOTAL								0,00		
CONTINGENCY					10,0%			0,00		
TOTAL								0,00 €		

FR-1.3. ECONOMIC SUMMARY

THIS DOCUMENT WILL BE **AUTOMATICALLY FILLED** OUT FROM
FR.1.2. ECONOMIC FEASIBILITY REPORT sheet.

THIS PAGE SHOULD NOT BE FILLED OUT, IT IS AUTOMATICALLY UPDATED

ECONOMIC SUMMARY			
DRAFT ONE		DATE: 30/05/2016	
BU_AMERICA		Brand NH Hotels	
HOTEL NAME + CITY		Rooms / Ref. Rooms	0 / 0
Project details			
BUILDING			
FOUNDATIONS WORKS			0
BASEMENT WORKS			0
STRUCTURE			0
FACADES			0
ROOFING			0
FINISHINGS			0
GENERAL INSTALLATIONS			
MEP central Installations (Electricity, plumbing, fire protection, HVAC)			0
Elevators			0
Special Installations			0
Other Installations			0
ROOMS			
Civil works Rooms			0
Installations Rooms			0
FF&E Rooms			0
CORRIDORS			
Civil works Corridors			0
Installations Corridors			0
FF&E Corridors			0
PUA			
PUBLIC AREAS (civil works and installations)			0
FF&E PUBLIC AREAS			0
M&E (civil works and installations)			0
FF&E M&E			0
FITNESS, WELLNESS & SPA			0
KITCHEN			0
BOH			0
OTHER AREAS			0
SUBTOTAL			
TOTAL FEES		13%	0
Interior Design Fees		6%	0
Project Design Fees		2%	0
Construction Management Fees		5%	0
PERMITS		0%	0
CONTINGENCY		10%	0
TOTAL INVESTMENT			0
BUILDING SHELL			
BUILDING SHELL			0
INFRASTRUCTURE			0
REFURBISHMENT ROOMS			0
REFURBISHMENT PUA			0
REFURBISHMENT CORRIDORS			0
FF&E			0
FEES&PERMITS		13%	0
CONTINGENCY		10%	0
TOTAL INVESTMENT			0
"DIRECT" GUEST EXPERIENCE INVESTMENT			0 €
TOTAL INVESTMENT PER ROOM			#DIV/0!

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FR-1.4. SCOPE SUMMARY

This is an INFORMATIVE DOCUMENT that must be filled when the final valuation has been agreed with BU Operations and the scope of the works is completely defined.

The final SCOPE OF WORKS must be selected in the cell indicated below.

THIS DOCUMENT SHOULD BE FILLED OUT BY BU CONSTRUCTION WITH THE HELP OF HQ / BU OPERATIONS

FEASIBILITY REPORT / v2		DATE:	15/06/2016
BUSINESS UNIT			
HOTEL NAME + CITY		   	
Brand	NH Hotels		

	Introduce 2 to include the scope
	Introduce 1 for scopes that need an additional explanation
	Introduce 0 to exclude the scope

STRATEGIC VIEW. For CAPEX approval, indicate strategic scopes:

	COMMENTS
IS IT NECESSARY A CHANGE IN THE TOURIST CLASIFICATION?	
IS IT NECESSARY TO UPDATE THE ACTIVITY LICENSE? (Valid Licenses will be attached)	
Fire protection (sectorization, ways of evacuation, ...)	
Accessibility	
Construction	
IS IT A FLAGSHIP?	

SCOPE	HARD REFURBISHMENT
-------	--------------------

BUILDING		COMMENTS
Intervention in facade		
Modification of hotel surface		
To outsource spaces		

GENERAL INSTALLATIONS		COMMENTS
ELECTRICITY		
SPECIAL INSTALLATIONS		
PLUMBING		
FIRE PROTECTION		
HVAC		
LIFTS		
OTHER INSTALLATIONS		

ROOMS & CORRIDORS		COMMENTS
CORRIDORS		
ROOMS		
BATHROOMS		
INSTALLATIONS IN R&C		

PUAS		COMMENTS
Does the distribution change?		

Operational necessities (changes in uses or areas following the detected necessities)		COMMENTS

PROJECT MANAGER CONTROL TOOLS

The responsible project manager is the person assigned by PCE HQ and PCE BU after the CAPEX Approval to lead the process and achieve the project objectives according to the Agreed Feasibility Report.

The project manager has the responsibility to satisfy the project requirements in coordination with company needs.

The organization's processes and procedures for conducting project work include other company procedures, but are not limited to:

- NH Procurement Policies
- NH Company policies
- NH PCE Policies

Compulsory Project Management Procedures within NH PCE&E Department:

DESIGN MANAGEMENT PHASE :

For Design criteria, ownership will be provided by the selected design manager per BU. Although design process & budget control will be the PM responsibility. The Project manager will apply and define:

- External consultancy requirements (Architects, Permits & Regulations, Due diligence, PMO...)
- NH Design Guidelines
- NH Engineering Specifications / Engineer Assignment
- NH Environmental policies

CONSTRUCTION MANAGEMENT PHASE:

2.2.1. STATUS & REPORTING: KEY PERFORMANCE INDICATOR REPORT

2.2.2. INVOICING & TIME DEDICATION CONTROL

2.2.3. DOCUMENT MANAGEMENT

2.2.4. CLOSEOUT

2.2.5. NH PROJECT MANAGER RESPONSABILITIES

2.2.1. KEY PERFORMANCE INDICATOR (KPI REPORT):

The KPI Report is the **MAIN** Project Manager Control TOOL to follow up and report the project status.

- **REPORTING:** this template must be reported to the plan controller through the platform provided by HQ PCE Department on a BI-WEEKLY BASIS.

The KPI REPORT provides key information regarding different areas of the project. The aim of the report is to have a **VISUAL** approach of the project. To enable this, a “street light” status defines in a high level basis what is the progress of each area. The status will be deployed in each chapter.

● RISK TO BE CONSIDERED ● MEDIUM RISK ● UNDER CONTROL

MUST BE **REPORTED** ON A
BI-WEEKLY BASIS

KPI.1. CURRENT STATUS & MAIN RISKS

KPI.2 MILESTONES

KPI.3. COST CONTROL

KPI.4 PLANNING CONTROL

KPI.5. CHANGE ORDERS CONTROL

KPI.6. QUALITY CONTROL

KPI.7. CLOSE OUT CONTROL

Project		NH Collection EXAMPLE		Start/End of Works		JUL 15 - FEB 16		R&C		PUAS		M&B		NH HOTEL GROUP																															
Brand		NH Collection		Rooms		268		BUI		INST				KPI REPORT																															
City		America		Rooms to be refurbished		268								Reporting date: 12/06/2016																															
Construction Manager		Surname, Name		TOTAL CAPEX		3.993.000,00 €								Date Last Saved: 15/06/2016																															
				Forecast CAPEX/ROOM		6.832,09 €																																							
CURRENT STATUS & MAIN RISKS Possible event that may affect the 1st floor execution of works.																																													
<table border="1"> <thead> <tr> <th>RISK</th> <th>QUALITATIVE</th> <th>QUANTITATIVE</th> </tr> </thead> <tbody> <tr> <td>Possible cambio de rotación en pasillos por espesor de moqueta</td> <td>90%</td> <td>20.000 €</td> </tr> <tr> <td>Extra ceiling one two week and may fall down during the works</td> <td>30%</td> <td>18.000 €</td> </tr> <tr> <td>Event during the works, works should stop for 3 days</td> <td>100%</td> <td>3 days delay</td> </tr> </tbody> </table>																RISK	QUALITATIVE	QUANTITATIVE	Possible cambio de rotación en pasillos por espesor de moqueta	90%	20.000 €	Extra ceiling one two week and may fall down during the works	30%	18.000 €	Event during the works, works should stop for 3 days	100%	3 days delay																		
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FF&E Works	20/06/2016																																												
CHANGE ORDERS <table border="1"> <thead> <tr> <th>Description</th> <th>Cost estimation</th> <th>Committed</th> <th>Supplier</th> <th>Requested / Rejected / Approved Date</th> </tr> </thead> <tbody> <tr> <td>Extra partition for...</td> <td>5.000,00 €</td> <td>5.000,00 €</td> <td>Supplier 1</td> <td>19/07/2015</td> </tr> <tr> <td>Extra lights in the reception</td> <td>10.000,00 €</td> <td>10.000,00 €</td> <td>Supplier 1</td> <td>20/07/2015</td> </tr> <tr> <td>Bedside</td> <td>20.000,00 €</td> <td>20.000,00 €</td> <td>Supplier 1</td> <td>23/07/2015</td> </tr> <tr> <td>Works in the M&B</td> <td>3.500,00 €</td> <td>3.500,00 €</td> <td>Supplier 1</td> <td>23/07/2015</td> </tr> </tbody> </table>																Description	Cost estimation	Committed	Supplier	Requested / Rejected / Approved Date	Extra partition for...	5.000,00 €	5.000,00 €	Supplier 1	19/07/2015	Extra lights in the reception	10.000,00 €	10.000,00 €	Supplier 1	20/07/2015	Bedside	20.000,00 €	20.000,00 €	Supplier 1	23/07/2015	Works in the M&B	3.500,00 €	3.500,00 €	Supplier 1	23/07/2015					
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QUALITY CONTROL <table border="1"> <thead> <tr> <th>LEVEL OF ACHIEVEMENT OF SUSTAINABILITY</th> <th>YES</th> <th>NO</th> </tr> </thead> <tbody> <tr> <td>Due Diligence</td> <td>YES</td> <td>NO</td> </tr> <tr> <td>Enough Documentation Available</td> <td>YES</td> <td>NO</td> </tr> <tr> <td>Nominated Suppliers / Procurement is Aware</td> <td>YES</td> <td>NO</td> </tr> <tr> <td>Quality in execution</td> <td>YES</td> <td>NO</td> </tr> </tbody> </table>																LEVEL OF ACHIEVEMENT OF SUSTAINABILITY	YES	NO	Due Diligence	YES	NO	Enough Documentation Available	YES	NO	Nominated Suppliers / Procurement is Aware	YES	NO	Quality in execution	YES	NO															
LEVEL OF ACHIEVEMENT OF SUSTAINABILITY	YES	NO																																											
Due Diligence	YES	NO																																											
Enough Documentation Available	YES	NO																																											
Nominated Suppliers / Procurement is Aware	YES	NO																																											
Quality in execution	YES	NO																																											
COST CONTROL <table border="1"> <thead> <tr> <th>R&C Berlin</th> <th>APPROVED</th> <th>COMMITTED</th> <th>NON COMMITTED</th> <th>FORECAST</th> <th>DEVIATION</th> </tr> </thead> <tbody> <tr> <td>TOTAL</td> <td>3.993.000,00 €</td> <td>3.116.000,00 €</td> <td>775.000,00 €</td> <td>3.951.000,00 €</td> <td></td> </tr> </tbody> </table>																R&C Berlin	APPROVED	COMMITTED	NON COMMITTED	FORECAST	DEVIATION	TOTAL	3.993.000,00 €	3.116.000,00 €	775.000,00 €	3.951.000,00 €																			
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Close Out Budget	Close Out Budget																																												
8.061.000 €	8.061.000 €																																												

JUL 15 - FEB 16

268

268

3.993.000,00 €

6.832,09 €

R&C

MED

PUAS

HARD

M&E

MED

BUI

N/A

INST

SOFT

KPI REPORT

Reporting date: 12/06/2016

Date Last Saved: 15/06/2016

NH Collection EXAMPLE

NH Collection

BU: America

City

Construction Manager: Surname, Name

Start/End of Works

Rooms

Rooms to be refurbished

TOTAL CAPEX

Forecast CAPEX/ROOM

CURRENT STATUS & MAIN RISKS

General status of the project

Possible event that may affect the 1st floor execution of works.

	QUALITATIVE	QUANTITATIVE
RISK		
Possible cambio de rodapié en pasillos por espesor de moqueta	90%	20.000 €
Fake ceilings are too weak and may fall down during the works	30%	18.000 €
Event during the works, works should stop for 3 days	100%	3 days delay

MILESTONES

DOCUMENT	PLANNED DATE	REAL DATE
FEASIBILITY REPORT	19/03/2016	23/03/2016
PM Assignment	30/04/2016	30/04/2016
Concept Design	30/04/2016	30/04/2016
Permit Approval	01/05/2016	03/05/2016
MUR	01/05/2016	03/05/2016
Execution Project	ProJ Committee June	ProJ Committee June
Awarding	15/05/2016	15/05/2016
Start of Works	01/06/2016	07/06/2016
FF&EE Works	20/06/2016	

CHANGE ORDERS

Description	Cost estimation	Committed	Supplier	Requested / Approved Date
Extra polishing for...	5.600,00 €	5.600,00 €	Supplier 1	19/07/2015
New Buffet	50.000,00 €	50.000,00 €	Supplier 1	20/07/2015
Extra lights in the reception	1.200,00 €	1.200,00 €	Supplier 1	21/07/2015
BedSofa	20.000,00 €	20.000,00 €	Supplier 1	22/07/2015
Works in the MUR	3.500,00 €	3.500,00 €	Supplier 1	23/07/2015

Curtains Rails	7.500,00 €	3.991,00 €	Supplier 1	19/07/2015 - Pending
New Buffet	50.000,00 €		Supplier 2	20/07/2015 - Pending
Curtains Rails	3.991,00 €		Supplier 1	20/06/2016 - Pending
New Buffet	50.000,00 €		Supplier 1	25/06/2016 - Pending
Curtains Rails	3.991,00 €		Supplier 3	21/07/2015 - Pending
New Buffet	50.000,00 €		Supplier 1	22/07/2015 - Pending

Extra lights in the reception	1.200,00 €	0,00 €	Supplier 1	01/06/2016 / Rejected 05/01/2016
BedSofa	20.000,00 €	0,00 €	Supplier 1	01/06/2016 / Rejected 05/01/2016
Works in the MUR	3.500,00 €	0,00 €	Supplier 3	01/06/2016 / Rejected 05/01/2016
Curtains Rails	3.991,00 €	0,00 €	Supplier 1	01/06/2016 / Rejected 05/01/2016

QUALITY CONTROL

Due Diligence	YES	Accurate valuation to accomplish the installation works.
Enough Documentation Available	NO	New drawings in PUAS
Nominated Suppliers / Procurement is Aware	YES	*BedSofa is not a nominated supplier, procurement is already informed
Quality in execution	YES	Showertrays, faucets and vertical parameters closely monitored.
LEVEL OF ACHIEVEMENT OF SUSTAINABILITY	75%	The project follows NH Sustainability Guides

COST CONTROL

NHC Berlin	APPROVED	COMMITTED	NON COMMITTED	FORECAST	DEVIATION
TOTAL	3.993.000,00 €	3.116.000,00 €	735.000,00 €	3.851.000,00 €	
FEES	290.000,00 €			320.000,00 €	
PERMITS	30.000,00 €			35.000,00 €	
ROOMS & CORRIDORS	2.113.000,00 €			1.931.000,00 €	
PUAS + MICE + FACADE	1.940.000,00 €			1.140.000,00 €	
BUILDING	200.000,00 €			200.000,00 €	
CONTINGENCIES	0,00 €			0,00 €	
TOTAL CAPEX	3.993.000,00 €	3.051.000,00 €	695.000,00 €	3.746.000,00 €	
SCOPE CHANGES	0,00 €			25.000,00 €	
OVERBUN	0,00 €			15.000,00 €	
TOTAL EXTRACAPEX	0,00 €			40.000,00 €	

PRODUCTION	JUN	JUL	AUGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AUGO	SEP	OCT	NOV
Monthly	2.200	4.000	5.400	5.400	5.400	6.130	6.130											
Accumulated	1.683	2.888	4.788	5.651	6.130	6.130	6.130											
CASHFLOW	JUN	JUL	AUGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AUGO	SEP	OCT	NOV
Monthly	0,58	0,58	0,68	0,68	0,68	0,86												
Accumulated	0,58	0,58	0,50	2,474	3,142	4,796	5,161	5,297										

DATE

KPI.1 CURRENT STATUS & MAIN RISKS

Project overview:

CURRENT STATUS CONTROL: summarize the current status of the project. No more than a sentence.

"On budget & Scope, it will be delivered on 16th of May, as planned"

"Works will stop from 22nd to 28th of February due to Mobile World Congress"

MAIN RISKS.

The risks must be controlled and informed to HQ, all the risk should be estimated both Qualitative (according to your experience and criteria) and Quantitative (relative to cost, planning, scope,...).

Risks may affect either Scope, Cost and Planning.

CURRENT STATUS & MAIN RISKS		
General status of the project		
Possible event that may affect the 1st floor execution of works.		
RISK	QUALITATIVE	QUANTITATIVE
Posible cambio de rodapié en pasillos por espesor de moqueta	90%	20.000 €
False ceilings are too weak and may fall down during the works	30%	18.000 €
Event during the works, works should stop for 3 days	100%	3 days delay

KPI.2 MILESTONES

Summary of the milestones to be achieve regarding both PRE-CONSTRUCTION and CONSTRUCTION phases:

The target dates have to be aligned with the following departments: Assets, Finance, Operations and Purchasing (only for tendering), through the Projects & Capex Committees.

The date planned and the Real one will be registered and if there is a delay, it will come with an attached explanation.

MILESTONES		
DOCUMENT	PLANNED DATE	REAL DATE
FEASIBILITY REPORT	19/03/2016	23/03/2016
PM Assignment	30/04/2016	30/04/2016
Concept Design	30/04/2016	30/04/2016
Permit Approval	01/05/2016	03/05/2016
MUR	01/05/2016	03/05/2016
Execution Project	Proj Committee June	Proj Committee June
Awarding	15/05/2016	
Start of Works	01/06/2016	07/06/2016
FF&E Works	20/06/2016	

KPI.3 COST CONTROL

The Project Manager in charge of the project will control the cost in the project. The initial budget will be fixed in the Feasibility Report. It is the Project manager's responsibility to assume the change orders in their contingencies and to study possible scope changes and potential economic risks. The report to HQ must be as follows:

COST CONTROL

NHC Berlin	APPROVED	COMMITTED	NON COMMITTED	FORECAST	DEVIATION
TOTAL	3.993.000,00 €	3.116.000,00 €	735.000,00 €	3.851.000,00 €	
FEES	290.000,00 €	290.000,00 €	30.000,00 €	320.000,00 €	
PERMITS	30.000,00 €	30.000,00 €	5.000,00 €	35.000,00 €	
ROOMS & CORRIDORS	2.113.000,00 €	1.391.000,00 €	440.000,00 €	1.831.000,00 €	
PUAS + MICE + FACADE	1.360.000,00 €	1.140.000,00 €	220.000,00 €	1.360.000,00 €	
BUILDING	200.000,00 €	200.000,00 €	0,00 €	200.000,00 €	
CONTINGENCIES	0,00 €	0,00 €	0,00 €	0,00 €	
TOTAL CAPEX	3.993.000,00 €	3.051.000,00 €	695.000,00 €	3.746.000,00 €	
SCOPE CHANGES	0,00 €	0,00 €	25.000,00 €	25.000,00 €	
OVERUN	0,00 €	0,00 €	15.000,00 €	15.000,00 €	
TOTAL EXTRACAPEX	0,00 €	0,00 €	40.000,00 €	40.000,00 €	

CASHFLOW FORECAST

PRODUCTION	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV
Monthly	2,700	4,050	5,400	5,400														
Accumulated	1,053	2,858	4,768	5,451	6,119	6,150	6,177											

CASHFLOW	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV
Monthly	0,156			0,668	1,654	0,366												
Accumulated	0,156	0,910	2,474	3,142	4,796	5,161	5,297											

CONTINGENCIES

DATE	LAST CONTINGENCIES	COST
30/01/2016	Curtain rails. Not included in the execution project.	120K€
01/01/2016	Painting. Ceiling in the bathroom must be painted partially.	60K€

Initial Contingencies	240.000,00 €
Contingencies consumed	65.000,00 €
Contingencies available	175.000,00 €

KPI.3.1. Cost Control

CURRENT APPROVED BUDGET

- 1_The **Initial budget** will be fixed in the Feasibility Report.
- 2_ **Package Transfers**. As a main rule it will be use to distribute CON- TINGENCIES into the different packages. Occasionally, along with a Change of Scope Order (without increase of investment), it could be used reallocate investment between lots.
- 3_ **Approved Scope Changes**. Regarding Changes of Scope approved which imply an increase of investment.
- 4_ **CURRENT APPROVED BUDGET** will include the initial budget + any increased in the scope approved.(1+2+3)

CURRENT COMMITMENT

- 5_ **Committed**: committed amount related to the INITIAL BUDGET.
- 6_ **Committed Change/Scope Orders**: committed amount related to the APPROVED SCOPE CHANGES
- 7_ **TOTAL CURRENT COMMITMENT** will imply progressive contract- ing of the works including scope increases. (5+6)

INVOICED

- 8_ **Invoiced to date**: will trace the invoicing of the works and client direct supplies.

PENDING TO COMMIT

- 9_ **Pending to commit**: investment pending to commit related to the INITIAL BUDGET.
- 10_ **Change Orders pending to commit**: investment pending to com- mit related to the APPROVED SCOPE CHANGES.
- 11_ **Estimated future provisions**: investment pending to commit re- lated to the potential RISKS / SCOPE CHANGES pending of approval/...
- 12_ **TOTAL ESTIMATED NON COMMITTED**: (9+10+11)

FORECAST

- 13_ **Total Estimated Future Cost (Forecast)**: will include the total cur- rent commitment + the total estimated future cost (including esti- mated future provisions (risks) + change/scope orders in process) (8+12)

DEVIATION

- 14_ **Deviation**: variance from Approved Budget. (13-4)

COST CONTROL NHC EXAMPLE	Current Approved Capex						Current Commitment		Involved	Pending to commit				FORECAST	DEVIATION	
	1	2	3	4=1+2+3	4	5	6=5+4	7		8	9	10	11=10+9+8	12=11+6	13=12 - 4	
(Description)	Initial Budget (Feasibility Report)	Package Transfers. Contingencies distribution	Approved Scope Changes	Current Approved Budget	Committed	Committed (Approved Scope Changes)	Current Commitment	Invoiced to date	%	Pending to commit (Approved Scope Changes)	Pending to commit Provisions (RISKS)	Total Estimated non committed	Total Estimated Future Cost	Variance from Approved Budget	%	
FEES																
PERMITS																
ROOMS & CORRIDORS																
Construction - Phase I																
Construction - Phase II																
Millwork																
Furniture																
PJAS + MICE + FACADE																
Construction - Phase I																
Millwork																
Furniture																
BUILDING																
Kitchen																
CONTINGENCIES																
TOTAL	2.481.000,00 €															

KPI.3.2. Cashflow Control

Cashflow follow up is of **KEY IMPORTANCE** for Finance Department and for the Master Repositioning Plan Controller. PM will report the cost information according to this template.

BU PCE Director is the **principal responsible** of this information to be checked.

The Project Manager must keep track and inform of the cashflow forecast according to the reality of the project

PRODUCTION	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV
Monthly	2,700	4,050	5,400	5,400														
Accumulated	1,053	2,858	4,768	5,451	6,119	6,150	6,177											

CASHFLOW	JUN	JUL	AGO	SEP	OCT	NOV	DIC	ENE	FEB	MAR	ABR	MAY	JUN	JUL	AGO	SEP	OCT	NOV
Monthly	0,156			0,668	1,654	0,366												
Accumulated	0,156	0,910	2,474	3,142	4,796	5,161	5,297											

KPI.3.3. Contingencies Control

Along with the Cost Control Template, the Project Manager must follow up the contingencies distribution and report separately all the cost impact and the latest scope impact contingencies.

This information should be feed up from a Contingencies Control File that should be done (not reported) according to the PM way of working and criteria.

DATE	LAST CONTINGENCIES	COST
30/01/2016	Curtain rails. Not included in the execution project.	120K€
01/01/2016	Painting. Ceiling in the bathroom must be painted partially.	60K€

Initial Contingencies	240.000,00 €
Contingencies consumed	65.000,00 €
Contingencies available	175.000,00 €

KPI.4 EXECUTION PLANNING CONTROL

The **preconstruction & construction** milestones should be followed up in point *KPI-2-Milestones*. During the **construction** phase NH PM will report a more detailed schedule as explained below.

KPI.4.1. Risks and schedule threats have to be mentioned in the *KPI-1 CURRENT STATUS & MAIN RISKS* section.

KPI.4.2. The PM should control and report to HQ:

- PLANNED & REAL SCHEDULE

Fill up the cells in blue / green to indicate the construction phases & final delivery date.

In the case of R&C the cells must include the number of **BLOCKED ROOMS**.

- EXECUTION MILESTONES SCHEDULE

Some of them should be compulsory controlled and some others could be treated internally.

✓ PLANNING CONTROL

		2014	2015	2016												2017	
				ENE	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Q1	Q2
R&C Blocked Rooms	Planning		86	86													
	Real			45	86	23-feb											
PUAS	Planning																
	Real						01-abr										
Buildings	Planning																
	Real					23-feb											
Milestone 1			* Dec 12th Project should be Awarded														
Milestone 2			* Jan 22nd. 1st floor should be finished														
Milestone 3			* Jan 1st . Flooring in PUAS should be finished														
Milestone 4			* Feb 1st. 2nd & 3rd Floor should be finished														
Milestone 5			*Mar 12th thw whole project should be delivered														

KPI.4.3. NH PM will ensure that Construction companies implement a **gantt chart** to follow up the schedule. This could be requested by the Repositioning Plan Controller



Example of Gantt chart (MS Project,...)

KPI.5 CHANGE ORDERS

NEW CHANGE ORDERS PROCEDURE

Procedures for prioritizing, approving, and issuing work authorizations should be followed as established in the company. Standardized guidelines, work instructions, proposal evaluation criteria, and performance measurement criteria. Issue and defect management procedures defining issue and defect controls, issue and defect identification and resolution, and action item tracking.

Change orders procedures, including the steps by which performing organization standards, policies, plans, and procedures or any project documents will be modified, and how any changes will be approved and validated.

Bearing in mind previous lessons learned and trying to be more effective we propose to apply a procedure similar to the one we use in BU Spain. Both, Construction Manager and BU CE PCE Director, will sign the invoice to have a double check over what the CM have contracted.

There is a Construction Manager (CM) assigned for each Repositioning Project & that Construction Manager will have the permits to contract the deliveries needed included in the project scope. Out of that scope, the change order procedure should be followed.

The Construction Manager is ONLY authorized to make the change orders indicated below, if they are included in the budget approved or contingencies. The orders will have to be aligned with the project scope approved in the projects & capex committee.

To **inform**, the Construction Manager will report the change orders status in **KPI-5 CHANGE ORDERS** and will register all the historical changes.

- - APPROVED CHANGE ORDERS
- - PENDING CHANGE ORDERS
- - DENIED / CANCELLED CHANGE ORDERS

CHANGE ORDERS				
			Change Orders Approved	80.300,00 €
Description	Cost estimation	Committed	Supplier	Requested / Rejected / Approved Date
Extra polishing for...	5.600,00 €	5.600,00 €	Supplier 1	19/07/2015
New Buffet	50.000,00 €	50.000,00 €	Supplier 1	20/07/2015
Extra lights in the reception	1.200,00 €	1.200,00 €	Supplier 1	21/07/2015
BedSofa	20.000,00 €	20.000,00 €	Supplier 1	22/07/2015
Works in the MUR	3.500,00 €	3.500,00 €	Supplier 1	23/07/2015
Curtains Rails	7.500,00 €	3.991,00 €	Supplier 1	19/07/2015 - Pending
New Buffet	50.000,00 €		Supplier 2	20/07/2015 - Pending
Curtains Rails	3.991,00 €		Supplier 1	21/07/2015 - Pending
New Buffet	50.000,00 €		Supplier 1	20/06/2016 - Pending
Curtains Rails	3.991,00 €		Supplier 1	25/06/2016 - Pending
New Buffet	50.000,00 €		Supplier 1	21/07/2015 - Pending
Curtains Rails	3.991,00 €		Supplier 3	22/07/2015 - Pending
New Buffet	50.000,00 €		Supplier 1	23/07/2015 - Pending
Extra lights in the reception	1.200,00 €	0,00 €	Supplier 1	01/06/2016 / Rejected 05/01/2016
BedSofa	20.000,00 €	0,00 €	Supplier 1	01/06/2016 / Rejected 05/01/2016
Works in the MUR	3.500,00 €	0,00 €	Supplier 3	01/06/2016 / Rejected 05/01/2016
Curtains Rails	3.991,00 €	0,00 €	Supplier 1	01/06/2016 / Rejected 05/01/2016
		0,00 €		01/06/2016 / Rejected 05/01/2016

KPI-5.1. CHANGE ORDERS APPROVALS WITH AVAILABLE CONTINGENCIES

The following approvals will only apply if:

- Those change orders could be assume with project contingencies
- VP / PCE BU Director / Repositioning Controller ALWAYS should be informed

	APPROVAL
0 < 5.000 €	Project Manager *
5.000€ < 30.000€	Project Manager / BU PCE Director
30.000€ > 60.000€	CM/ BU PCE Director/ PCE VP
60.000€ >	PCE VP/SVP

** The Project Manager only could do one change order with the same supplier. The amount contracted couldn't be accumulated and never could exceed 5.000€ for the same change order*

KPI-5.2. SCOPE CHANGE ORDER APPROVALS NOT ASSIGNED TO CONTINGENCIES

The one who approves the change order out of the budget will be responsible.

- Only could be approved if the change order is compulsory in order to legal issues.
- If the change order has a significant design issue, it should be approved in the Projects Committee.
- PCE VP / PCE SVP /CRO ALWAYS should be informed.

	APPROVAL
> 0 €	PM/ BU PCE DIRECTOR / VP/SVP

KPI.6 QUALITY CONTROL

The Project Manager should control the quality of the following points and have them closely monitored.

- DUE DILIGENCE:

The Project Manager is responsible to contract a Due diligence if needed and will be responsible to monitor it. The Due Diligence should be done during the Feasibility, at the beginning of the project.

- NOMINATED SUPPLIERS

The Project Manager should do everything with nominated suppliers. If it is not possible for any reason, procurement department should be informed.

- TECHNICAL DOCUMENTATION AVAILABLE:

If there is not enough documentation, the Project Manager should manage to make a survey of the asset.

- SPECIFICATIONS TO CONTROL CRITICAL POINTS:

Shower trays installation
 Fancoil installation
 Noise isolation compliance
 ...

- LEVEL OF ACHIVEMENT OF SUSTAINABILITY

Tracking along with the ECO-Efficient Hotel Guide. *Pending to be defined.*

QUALITY CONTROL		
Due Dilligence	YES	Accurate valuation to accomplish the installation works.
Enough Documentation Available	NO	New drawings in PUAS
Nominated Suppliers / Procurement is Aware	YES	*BedSofa is not a nominated supplier, procurement is already informed
Quality in execution	YES	Showertrays, fancoils and vertical paraments closely monitored.
LEVEL OF ACHIEVEMENT OF SUSTAINABILITY	75%	The project follows Nh Sustainability Guides

KPI.7 CLOSE OUT

Control the Project Close Out process and report the main issues & documentation. In multi-phase projects, the close-out practice may be applied at various stages of the project

(See 2.2.4. CLOSE OUT/ Document Management)

CLOSE OUT	
Close Out Budget: 8.061.000€	Snagging list pending
Date of Delivery: February 23rd	
The project was execute on time and on budget, there is some extra scope executed that could be done within the Capex Approved.	
KEY/LEGEND: 0 RISK 1 MEDIUM RISK 2 AS PLANNED	

PCE INVOICING

The Project Manager will be responsible as well for the **PCE Department invoicing**, fees and contingencies in the project and will apply directly to his MBO.

Fees invoices must be sent to the Cost Centre (CC) according to the terms agreed. The invoiced amount must correspond to the NH FEES MARKET PRICING (*See Annex.B.*)

Invoice template:

NH HOTEL GROUP		Projects Construction & Engineering Department	
INVOICE			
To:	NH Cost Center	From:	PCE Department
Company	NH Hotel Group	Company	NH Hotel Group
Attention of:	Antonio Gutierrez	Jacobo San Nicolas	
Address:	C/ Santa Engracia, 120 - 7ªPlanta 28003 Madrid SPAIN	Attention of:	C/ Santa Engracia, 120 - 7ªPlanta 28003 Madrid SPAIN
CIF:	A/28027944	CIF:	A/28027944
E-MAIL:	ag.gutierrez@nh-hotels.com	E-MAIL:	j.sanicolas@nh-hotels.com
Telephone:	0034 600520339	Telephone:	0034 600520339
Reference n°:		Date:	18/04/2016
Hotel:	NHC Nuremberg City	PROJECT CODE:	NUECIT.2015.33
Business Unit:	Central Europe		

ARTICLE	DESCRIPTION (MODEL)	QUANTITY	PRICE / UNIT	TOTAL
1	Construction Manager Fees (July '16)	1	6.483,00 €	6.483,00 €
Total Invoice				6.483,00 €
	tax base	21%		1.361,43 €
TOTAL INVOICE				7.844,43 €

Payment terms:
Transferencia Bancaria IBAN: ES00 0000 0000 00 0000000000

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquid ex ea commodo consequat. Quis aute iure reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.



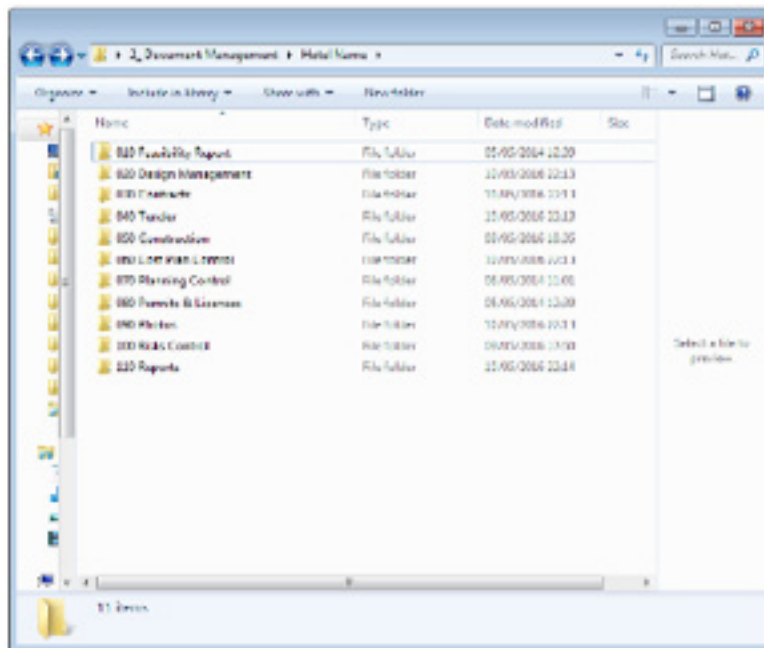


TIME DEDICATION

In order to follow up the PM time dedication to each project, the following template must be fulfilled on a **WEEKLY BASIS** by all PM.

TN	HOTEL GROUP Projects, Constructions, Engineering & Environment	Name.....XXXXXXXXXXXXXXX									
		Department.....XXXXXXXXXXXXXXX									
		Title.....XXXXXXXXXXXXXXX									
XX	X/X/XXX - X/X/XXXX			3	4	5	6	7	8	9	
BU/HOTEL	HOTELS	TASK	Details	SUN	MON	TUE	WED	THU	FRI	SAT	TOTAL
HOTEL	Hesperia Ciutat Mallorca	Previous Works	Comments		8,5	8,5					17
BU SPAIN	NH Madrid Lagasca	Ad-hoc Reports Development	Comments				2		2		4
HOTEL	NH Madrid Ventas	Project Execution Design	Comments				6,5		2		8,5
HOTEL	NH Madrid Ventas							8,5	2		10,5
	(*) Fixed hours				8,5	8,5	8,5	8,5	6		Total/week 40
					8,5	8,5	8,5	8,5	6		40

2.2.3. DOCUMENT MANAGEMENT



010 Feasibility Report

010.1. Due Diligence

020 Design Management

020.01 Drawings Present Status

020.01 Projects Committee Presentation

020.03 Execution Project

020.04 As Built Drawings

030 Contracts

030.00 Landlord

030.01 Design Team - Architects

030.02 Design Team - Engineers

030.03 Constructors

030.04 Consultants

030.05 Responsibility Matrix

040 Tender

040.01 Technical Specifications

040.02 RFI

040.03 RFQ

040.04 Execution Project Awarded

050 Construction

060 Cost Plan Control

050.01 Change Order

070 Planning Control

080 Permits & Licenses

090 Photos

080.01 Present Status

080.02 Refurbish Status

100 Risks Control

110 Reports

110.00. KPI REPORTS

110.01 Close Out Report

00 Main Report File

01 Close out report

02 Legal documentation

03 Contract

04 Direct purchase orders

05 Other documents

06 Final documentation

07 Attachments

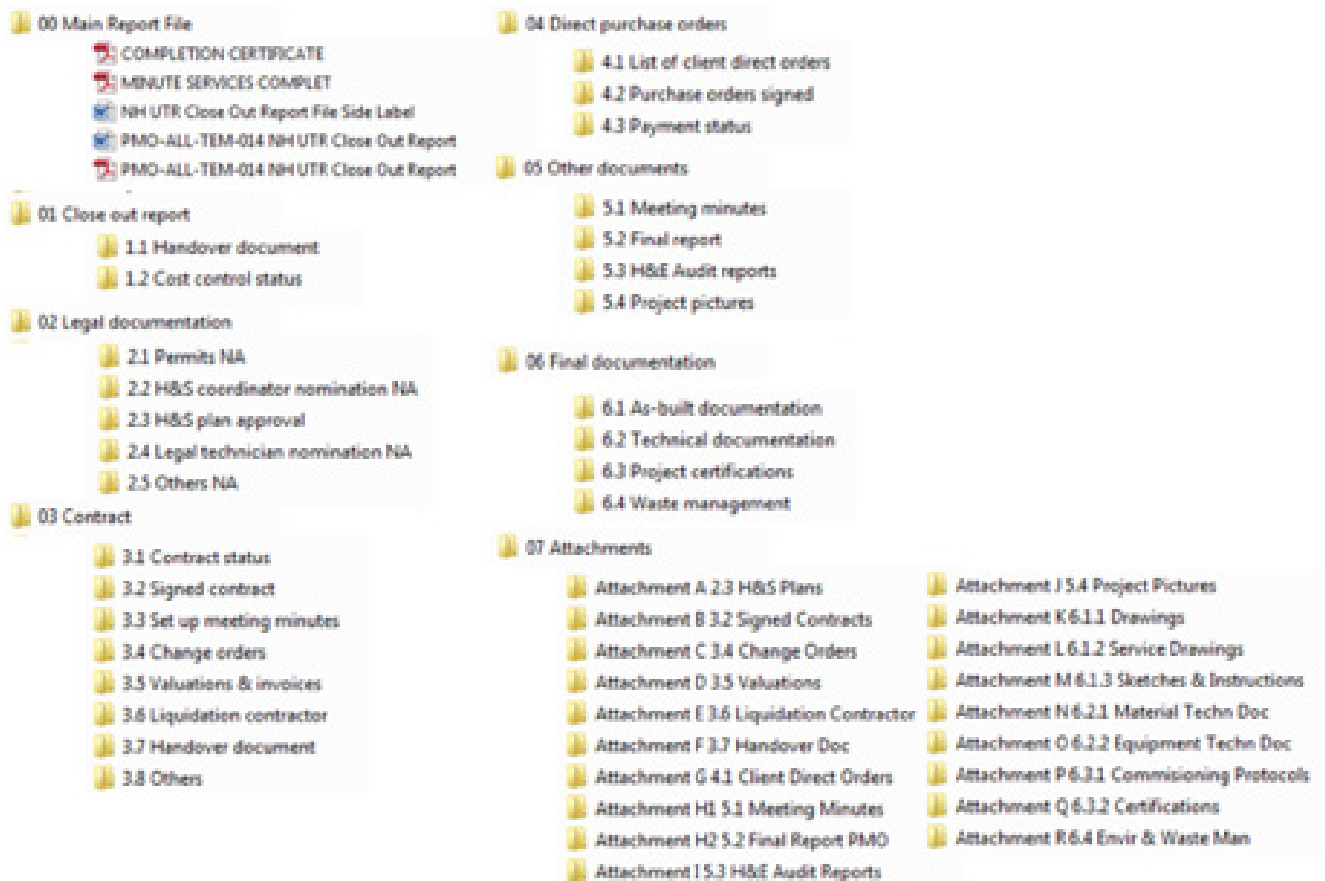
110.02 Lessons Learnt

110.03 Constructors & Consultant Evaluation

110.04 MCM

2.2.4. CLOSEOUT

CLOSE OUT DOCUMENT MANAGEMENT



2.2.5. PROJECT MANAGER RESPONSABILITIES

TECHNICAL CONSULTANCY SERVICES FOR NEW HOTEL DEVELOPMENT (TSA)

RESPONSABILITIES:

Architecture and Engineering Assistance during design phase:

1. Assistance for the study, the analysis and the optimization recommendations for the layout. Assistance for the circulation and operational capabilities validation of all areas of the hotel.
2. Assistance for the study, the analysis and recommendations for the use of the finishing materials proposed.
3. Assistance for the study, the analysis and recommendations for the definition of interior design of the hotel common areas and back of house together with a project for a single hotel room.
4. Assistance for the study, the analysis and optimization schemes implementation of technical systems (HVAC, water, electricity, gas and other special facilities).
5. Standards Recommendation of technical facilities in a 4-5 star hotel that conform with NH standards.
6. Assistance for the study, the analysis and recommendations to optimize models of building energy management developed by third parties.
7. Assistance for the definition and implementation of a sustainability plan on energy and waste.
8. Validation of the design project and/or the Works project (hereinafter the Final Project).

* Assistance refers to support to third parties work.

Assistance during execution phase:

1. Assistance in the context of the execution of the Works, in accordance with the recommendations provided in the preceding paragraphs (layout, finishes, interior design and technical specifications of the facilities).
2. Assistance and recommendations at the time of the pre-acceptance, acceptance and delivery to the Management Company pursuant to the Management operations such as these operations are described in the Management with the development of a protocol for quality testing and operation of the facilities and preparation of the delivery reports.
3. Assistance for the discharge of the reserves and preparation of the reports on the discharge of the reserves.

TECHNICAL SERVICES FOR PROJECT DEVELOPMENT AND CONSTRUCTION MANAGEMENT

PROJECT DESIGN PHASE

1. Due diligence actual status of the asset. Included surveying *
 2. Safety Project
 3. Preliminary Architecture Project
 4. File for Construction Permit
 5. Execution Architecture Project
 6. Structural Project
 7. Mechanical, Electrical and Plumbing Projects
 8. Integrated Architectural Project and Developed Interior Design.
 9. Bill of Quantities, Budget, Technical Specification Sheets and Tendering Package for all works.
 10. Official/Mandatory Certified Works Control
 11. Official/Mandatory Safety Works Control
 12. Issue Final Certificates for Works Execution. Commissioning.
 13. As built Architectural Project / Structural Project / ME&P Projects
- * Scope of surveying might imply extra investment.

INTERIOR DESIGN PHASE

1. NH Style Guides development and update process.
2. Preliminary L&F, adaption to NH Style Guides Vs Flagship Design Hotels
3. Mood board with materials and fabrics
4. Floor Plans, Elevations and Sections for 1 Mock-up Room
5. Floor Plans, Elevations and Sections for Common Areas
6. 3D renderings for MUR and Common Areas
7. Concept Design Phases: Preliminary and Definitive.
8. FF&E project for all areas
9. Bill of Quantities, Budget, Technical Specification Sheets and Tendering Package for all works.
10. As built FF&E project

CONSTRUCTION MANAGEMENT PHASE

1. Project feasibility: scope definition, valuation, and preliminary and follow up of POR.
2. NH Sustainable Guide appliance in each phase: Design, Construction and Delivery.
3. Coordination of all disciplines (Safety, architecture, structural, installations and interior) during project development phase.
4. Permits Request and follow up (works, health and safety, tourism, commercial, etc)
5. Elaboration and follow up of detailed Budget and Value Engineering
6. Elaboration and follow up of Detailed Planning and Coordination with Hotel Activities
7. Validation of Project and Planning with Hotel Operations, BU and HQ
8. Co-management (with Purchasing Department) of Tendering process.
9. Elaboration of Technical evaluations of Quotations
10. Contracting of all works with main contractors and purchase orders for single suppliers.
11. Supervision and Monitoring of works development (budget and planning)
12. Management of all commissioning and snagging list activities
13. Collecting all relevant documents and information and Final Closings with all contractors and suppliers.
14. Delivery procedure of works to Hotel Operations. Evaluation of Suppliers and Contractors.

ANNEX.A. Demarcation List

DEMARCATION List
FF&E + SOE

Operational area	Functional area	Chapter	Item	Class	FF&E & SOE Budget Supply	FF&E Budget Install	Construction Budget Install	Construction Budget Supply & Install	Comments
GENERAL EQUIPMENT									
			GUEST ROOMS, MEETING ROOMS, PUBLIC AREAS, BO AND BOH						
			1. COMMUNICATIONS						
			Main telephone switchboard and operator	CONS				x	1*
			Wireless devices	FF&E	x	x	x		1*
			Intercoms for Staff	FF&E	x	x	x		1*
			2. COMPUTER EQUIPMENT						
			Computers	FF&E	x	x	x		1*
			Computers network & active electronics	CONS				x	1*
			Printers	FF&E	x	x	x		1*
			Scanners	FF&E	x	x	x		1*
			Photocopy	FF&E	x	x	x		1*
			Small electronic equipment for Operation Team	SOE	x	x	x		1*
			Power Backup equipment (UPS) for electronics	CONS				x	1*
			Building Management System or energy control	CONS				x	1*
			FEES AND OTHERS WOKS						
			Architectural & engineering projects	CONS				x	
			Safety projects & control	CONS				x	
			Works control & manager	CONS				x	
			Project manager fees	CONS				x	
			Interior design project	CONS				x	
			FF&E project	FF&E	x				
			FF&E construction managers works	FF&E	x				
			Cleaning works after construction delivery works	CONS				x	
			Final cleanin for opening	FF&E	x				
			FF&E contingencies	FF&E	x				
			Administrative & insurance cost for FF&E	FF&E	x				
			Custody & safety of building until opening	CONS				x	
			ROOM'S EQUIPMENT						
			BEDROOMS						
			1. FABRICS						
			Blackout curtains	FF&E	x	x			
			Curtains	FF&E	x	x			
			Lace curtains	FF&E	x	x			
			Rails Curtains	FF&E	x	x	x		2*
			Cushion different size	SOE	x				
			2. MATTRESS, BED BASES AND PILLOWS						
			NH nominated bed bases	FF&E	x	x			
			NH nominated mattress	FF&E	x	x			
			Pillows	SOE	x				
			Duvet	SOE	x				
			Supplementary Bed	FF&E	x	x			
			Cot	FF&E	x	x			
			3. BED CLOTHES						
			Bed spread	SOE	x				
			Bed blankets	SOE	x				
			Mattress protector	SOE	x				
			4. FURNITURE						
			Night tables	FF&E	x	x			
			Writing Desk	FF&E	x	x			
			Suitcase rack	FF&E	x	x			
			Full body mirror	FF&E	x	x	x		2*
			Coffee or side table	FF&E	x	x			
			Armchair	FF&E	x	x			
			Desk chair	FF&E	x	x			
			Puff	FF&E	x	x			
			Wardrobe	CONS	x	x	x		1*
			Headboard	FF&E	x	x	x		1*
			Minibar cabinet	FF&E	x	x	x		1*
			Couch	FF&E	x	x			
			Bench bed	FF&E	x	x			
			Clothes valet	FF&E	x	x			
			5. OTHER ELEMENTS						
			Ashtay	SOE	x				
			Bin	SOE	x				
			Anti thief hangers with NH brand logo	SOE	x				
			Security box	FF&E	x	x	x		2*
			Wall mounted TV	FF&E	x	x	x		1*
			Fixing elements wall TV	CONS				x	1*
			Bedroom telephone	SOE	x				1*
			Minibar fridge	FF&E	x	x			1*
			Nespresso machine	SOE	x				1*
			Kettle	SOE	x				1*
			Amenities	SOE	x				
			Welcome gifts	SOE	x				
			Decorative elements	SOE	x				
			Display home products	SOE	x				
			Various decorative textiles	SOE	x				
			Notices room & rate price	SOE	x				
			Fire instructions	CONS				x	
			Fire instructions on wall	FF&E	x		x		2*
			Irons and ironing boards	SOE	x		x		1*
			Glass	SOE	x				
			6. LIGHTING						
			Night tables lamps	FF&E	x				
			Desk lamp	FF&E	x				
			Standing lamp	FF&E	x				
			Reading lamps on bedhead	FF&E	x	x	x		2*
			BATHROOMS						
			1. GENERAL						
			Wall-mounted magnifying mirror	SOE	x		x		3*
			Magnifying mirror	SOE	x				
			Bathroom mirror	FF&E	x		x		3*
			Bathtub glass panels	CONS				x	3*

NH HOTEL GROUP					DEMARCATION List FF&E + SOE						
Operational area	Functional area	Chapter	Item	Class	FF&E & SOE Budget Supply	FF&E Budget Install	Construction Budget Install	Construction Budget Supply & Install	Comments		
CORRIDORS	CORRIDORS	2. ACCESORIES	Shower glass panels	CONS				x	3*		
			Towel radiator	CONS				x			
			Wall-mounted hangers	FF&E	x		x		3*		
			Towel hangers	FF&E	x		x		3*		
			Main toilet paper holder	FF&E	x		x		3*		
			Secondary toilet paper holder	FF&E	x		x		3*		
			Wall-mounted tissues box	SOE	x		x		3*		
			Tissues box	SOE	x				3*		
			Hair dryer	SOE	x		x		3*		
			Sanitary bin with pedal system	SOE	x						
		Wall-mounted telephone	SOE	x	x	x		3*			
		Stool or bench	FF&E	x							
		Display home product	SOE	x							
		Welcome gifts	SOE	x							
		Hygiene bag dispenser	SOE	x	x	x		3*			
		Towels, slippers and/or bathrobe	SOE	x							
		Cup Toothbrushes	SOE	x		x		3*			
		Disable accessories.	CONS					x			
		CORRIDORS									
		CORRIDORS									
		1. GENERAL									
					Bin	SOE	x				
					Decorative elements	SOE	x				
					Art-works	SOE	x	x	x		2*
					Clocks	SOE	x	x	x		2*
					Frames for information	FF&E	x	x	x		2*
					Displays for information	FF&E	x		x		4*
			Fire instructions	CONS				x	2*		
			Fire instructions on wall	FF&E	x		x				
			Telephones	SOE		x	x		1*		
			Wall mounted TV	FF&E	x	x	x		1*		
			Fixing elements wall TV	CONS				x	1*		
			Video wall	CONS				x	1*		
2. LIGHTING											
			Desk lamp	FF&E	x						
			Standing lamps	FF&E	x						
3. FABRICS											
			Blackout curtains	FF&E	x		x				
			Curtains	FF&E	x		x				
			Lace curtains	FF&E	x		x				
			Rugs	FF&E	x						
			Rails Curtains	FF&E	x		x		2*		
4. OTHER ELEMENTS											
			Shoes cleaning machine	FF&E	x	x	x		2*		
RECEPTION AND OFFICES EQUIPMENT											
LOBBY											
1. GENERAL											
			Decorative elements like mirror, etc...	FF&E	x	x	x		2*		
			Digital elements like control panels, etc...	FF&E	x		x		4*		
			Art-works	SOE	x	x	x		2*		
			Telephones	SOE	x	x	x		1*		
			Wall mounted TV	FF&E	x	x	x		1*		
			Fixing elements wall TV	CONS				x	1*		
2. FURNITURE											
			Main reception counter	FF&E	x	x	x		1*		
			Magazines and Newspaper furniture	FF&E	x						
			Tables	FF&E	x						
			Chairs	FF&E	x						
			Stools	FF&E	x						
			Business Corner desk	FF&E	x						
			Business Corner chairs	FF&E	x						
			Umbrellas stand	SOE	x						
			Armchairs	FF&E	x						
			Sofas	FF&E	x						
3. FABRICS											
			Curtains	FF&E	x		x				
			Lace curtains	FF&E	x		x				
			Rails	FF&E	x		x		2*		
			Rugs	FF&E	x						
			Main entrance doormat with Anagram	FF&E	x	x	x		5*		
4. OTHER ELEMENTS											
			Early Bird	FF&E	x	x	x		2*		
			Open Bar	FF&E	x	x	x		2*		
5. LIGHTING											
			Desk lamp	FF&E	x						
			Standing lamps	FF&E	x						
OFFICES AND BACK OFFICE											
1. ADMINISTRATION OFFICE											
			Desks	FF&E	x						
			Chairs	FF&E	x						
			Shelves	FF&E	x	x	x		2*		
			Desk lamp	FF&E	x						
2. BACK OFFICE											
			Desks	FF&E	x						
			Chairs	FF&E	x						
			Shelves	FF&E	x		x		2*		
			Luggage shelves	FF&E	x	x	x		2*		
			Luggage trolley	SOE	x						
			Security box	FF&E	x	x	x		2*		
			Desk lamp	FF&E	x						
3. GENERAL MANAGER'S OFFICE											
			Desk	FF&E	x						
			Chairs	FF&E	x						

NH HOTEL GROUP						DEMARCATIION List				
						FF&E + SOE				
Operational area	Functional area	Chapter	Item	Class	FF&E & SOE Budget Supply	FF&E Budget Install	Construction Budget Install	Construction Budget Supply & Install	Comments	
			Shelves	FF&E	x	x	x		2*	
			Desk lamp	FF&E	x					
BREAKFAST AND RESTAURANT										
GENERAL										
		1. TABLES								
			Tables	FF&E	x					
			Cocktail tables	FF&E	x					
			High tables	FF&E	x					
		2. CHAIRS AND UPHOLSTERY								
			Chairs	FF&E	x					
			Armchairs	FF&E	x					
			Stools	FF&E	x					
		3. FABRICS								
			Blackout curtains	FF&E	x		x			
			Curtains	FF&E	x		x			
			Lace curtains	FF&E	x		x			
			Rails Curtains	FF&E	x		x		2*	
			Rugs	FF&E	x					
			Cushion different size	SOE	x					
		4. LIGHTING								
			Decorative standing lamps	FF&E	x					
			Table lamps	FF&E	x					
		5. OTHER ELEMENTS								
			Glassware	SOE	x					
			Crockery	SOE	x					
			Cutlery	SOE	x					
			Auxiliary tray trolley	SOE	x					
	6. EQUIPMENT		Coffee machines	SOE	x		x		2*	
			Juice machines	SOE	x		x		2*	
			Buffet and cold/hot furniture*	FF&E	x		x		2*	
			Small catering equipment	SOE	x		x		2*	
BAR										
		GENERAL								
		1. TABLES								
			Main bar counter	FF&E	x	x	x		1*	
			Cocktail tables	FF&E	x					
			Tables	FF&E	x					
			High tables	FF&E	x					
		2. CHAIRS AND UPHOLSTERY								
			Chairs	FF&E	x					
			Armchairs	FF&E	x					
			Stools	FF&E	x					
		3. FABRICS								
			Blackout curtains	FF&E	x		x			
			Curtains	FF&E	x		x			
			Lace curtains	FF&E	x		x			
			Rails Curtains	FF&E	x		x		2*	
			Cushion different size	SOE	x					
			Rugs	FF&E	x					
		4. LIGHTING								
			Decorative standing lamps	FF&E	x					
			Table lamps	FF&E	x					
		5. OTHER ELEMENTS								
			Glassware	SOE	x					
			Crockery	SOE	x					
			Cutlery	SOE	x					
			Auxiliary tray trolley	SOE	x					
			Telephones	SOE	x	x	x		1*	
			Wall mounted TV	FF&E	x	x	x		1*	
			Fixing elements wall TV	CONS				x	1*	
		6. EQUIPMENT								
			Coffee machines	SOE	x		x		2*	
			Juice machines	SOE	x		x		2*	
			Microwave	SOE	x		x		2*	
			Ice machine	FF&E	x		x		2*	
			Horizontal and vertical fridges*	FF&E	x		x		2*	
			Small catering equipment	SOE	x		x		2*	
			Beer dispenser	FF&E	x		x		2*	
			Work surfaces	FF&E	x		x		2*	
KITCHEN										
	KITCHEN	1. HARD EQUIPMENT								
			Water supply, electrical, gas, ventilation, heting,cooling & dreneg instalation	CONS				x	7*	
			Kitchen canopy	CONS				x		
			Fish refrigerating chamber (0º; -2º)	CONS				x		
			Meat refrigerating chamber (0º; -2º)	CONS				x		
			Fruits&Vegetables refrigerating chamber (2*	CONS				x		
			Milky products refrigerating chamber (0º; -2º)	CONS				x		
			Horizontal and verticals fridges*	FF&E	x	x	x		2*	
			Work surfaces	FF&E	x	x	x		2*	
			Ovens	FF&E	x	x	x			
			Cookers	FF&E	x	x	x			
			Grills	FF&E	x	x	x			
			Kitchen fryer	FF&E	x	x	x			
			General freezer (-6*	CONS				x		
			2. SMALL EQUIPMENT							
				Ice machine	FF&E	x	x	x		
				Microwaves	SOE	x				
				Cold meat cutter machine	FF&E	x				
				Scales	FF&E	x				
				Shelves	FF&E	x	x	x		2*
				Plastic boxes	SOE	x				
				Mobile tables and trolley	FF&E	x				

NH HOTEL GROUP					DEMARCATON List					FF&E + SOE
Operational area	Functional area	Chapter	Item	Class	FF&E & SOE Budget Supply	FF&E Budget Install	Construction Budget Install	Construction Budget Supply & Install	Comments	
MEETINGS AND EVENTS AREA	FOYER	1. TABLES	Small kitchen ware	SOE	x				1*	
			Kitchen cutlery	SOE	x					
			Saucepan	SOE	x					
			Telephones	SOE	x	x	x			
MEETING ROOMS		2. CHAIRS AND UPHOLSTERY	Chairs	FF&E	x				2*	
			Armchairs	FF&E	x					
			Couch	FF&E	x	x				
		3. FABRICS	Blackout curtains	FF&E	x		x		2*	
			Curtains	FF&E	x		x			
			Lace curtains	FF&E	x					
			Rails Curtains	FF&E	x		x			
			Rugs	FF&E	x					
			Cushion different size	SOE	x					
		4. COFFEE BREAK EQUIPMENT	Auxiliary tray trolley	SOE	x				1*	
			Crockery	SOE	x					
			Table linen	SOE	x					
			Coffee machine	SOE	x	x	x			
			Juice machine	SOE	x	x	x			
		5. LIGHTING	Decorative standing lamps	FF&E	x				1*	
			Table lamps	FF&E	x					
		6. OTHER EQUIPMENT	Flat TV	FF&E	x	x	x		2*	
			Fixing elements flat TV	CONS				x		
			Digital elements like control panels, etc...	FF&E	x		x			
			Telephones	SOE	x	x	x			
		1. TABLES	Banqueting circular folding tables	FF&E	x				2*	
			Business rectangular folding tables	FF&E	x					
			Support tables	FF&E	x					
		2. CHAIRS AND UPHOLSTERY	Chairs	FF&E	x				2*	
			Armchairs	FF&E	x					
		3. FABRICS	Blackout curtains	FF&E	x		x		2*	
			Curtains	FF&E	x		x			
			Lace curtains	FF&E	x		x			
			Rails Curtains	FF&E	x		x			
			Rugs	FF&E	x					
		4. OTHER EQUIPMENT	Clothes racks	FF&E	x				2*	
			Paper basket	SOE	x					
			Decorative elements	SOE	x					
			White boards or glass board and accessories.	SOE	x					
		5. AUDIOVISUALS	Flat TV	FF&E	x	x	x		2*	
			Fixing elements flat TV	CONS				x		
			Projectors	FF&E	x	x	x			
			Projector screen	FF&E	x	x	x			
			Telephone	SOE	x	x	x			
			Convention audio lectern	FF&E	x	x	x			
			Wireless microphone	FF&E	x	x	x			
			Portable Audio & Video equipment	FF&E	x	x	x			
			Video conference equipment	FF&E	x	x	x			
			Wiring and installations equipment	CONS				x		
Holographic Theater	CONS				x					
		6. COFFEE BREAK EQUIPMENT	Auxiliary tray trolley	SOE	x				2*	
			Crockery	SOE	x					
			Table linen	SOE	x					
			Coffee machine	SOE	x	x	x			
			Juice machine	SOE	x	x	x			
		7. LIGHTING	Decorative standing lamps	FF&E	x				2*	
			Table lamps	FF&E	x					
FITNESS AND WELLNESS AREA										
FITNESS AND WELLNESS AREA										
		1. SPORT EQUIPMENT	Fitness Multi-Gym machines	FF&E	x	x	x		2*	
		2. OTHER EQUIPMENT	Water machine	SOE	x	x	x		1*	
			Decorative elements	SOE	x	x	x			
			Flat TV	FF&E	x	x	x			
			Fixing elements flat TV	CONS				x		
			Telephones	SOE	x	x	x			
			Accessories:Towel, robe hooks, toilet paper holder	SOE	x		x			
			Ambient Sound & Music system	FF&E	x	x	x			
		3. FABRICS	Blackout curtains	FF&E	x		x		2*	
			Curtains	FF&E	x		x			
			Lace curtains	FF&E	x		x			
			Rails Curtains	FF&E	x		x			
			Rugs	FF&E	x					

DEMARCATIION List
FF&E + SOE

Operational area	Functional area	Chapter	Item	Class	FF&E & SOE Budget Supply	FF&E Budget Install	Construction Budget Install	Construction Budget Supply & Install	Comments				
4. LIGHTING													
DRESSING ROOMS AND BATHROOMS	1. GENERAL EQUIPMENT	Decorative standing lamps	FF&E	x									
		Table lamps	FF&E	x									
		Lockers	FF&E	x	x	x		2*					
		Benches	FF&E	x									
		Hair dryer	SOE	x		x		3*					
		Decorative mirror	SOE	x		x		3*					
		Wall-mounted magnifying mirror	SOE	x		x		3*					
		Magnifying mirror	SOE	x									
		Bathroom mirror	FF&E	x		x		3*					
		Wall-mounted hangers	FF&E	x		x		3*					
		Towel hangers	FF&E	x		x		3*					
		Main toilet paper holder	FF&E	x		x		3*					
		Secondary toilet paper holder	FF&E	x		x		3*					
		Wall-mounted tissues box	SOE	x		x		3*					
Tissues box	SOE	x											
CREW LOUNGE AREA													
GENERAL													
1. FURNITURE													
		Sofa	FF&E	x									
		Armchairs	FF&E	x									
		Coffee table	FF&E	x									
		Tables	FF&E	x									
		Chairs	FF&E	x									
		Stools	FF&E	x									
		Bar counter	FF&E	x	x	x		1*					
		High tables	FF&E	x									
		Benches	FF&E	x									
		2. LIGHTING											
				Decorative standing lamps	FF&E	x							
				Table lamps	FF&E	x							
				3. OTHERS									
				Flat TV	FF&E	x	x	x		2*			
Fixing elements flat TV	CONS						x	1*					
Telephones	SOE			x	x	x		1*					
Small kitchen equipment	FF&E			x	x	x		2*					
Ashtray	SOE			x									
Cushion different size	SOE			x									
Decorative elements	SOE			x									
HOUSEKEEPING EQUIPMENT													
ROOMS AREA													
1. EQUIPMENT													
LAUNDRY AREA	1. EQUIPMENT			Vacuum cleaner	SOE	x							
		Laundry folding trolley	SOE	x									
		Offices shelves	FF&E	x	x	x		2*					
		Professional Ironing board & Iron machine	FF&E	x	x	x							
		Outdoor cleaning and maintenance equipment	SOE	x									
		Shelves	FF&E	x	x	x		2*					
		Iron table	SOE	x									
		Iron machine	SOE	x									
		Cloth racks	FF&E	x									
		2. HARD EQUIPMENT											
		Washing machine	FF&E	x	x	x							
		Dryer machine	FF&E	x	x	x							
		PUBLIC SANITARIES											
		GENERAL											
1. GENERAL EQUIPMENT													
		Bathroom mirror	FF&E	x		x		3*					
		Wall-mounted hangers	FF&E	x		x		3*					
		Towel hangers	FF&E	x		x		3*					
		Main toilet paper holder	FF&E	x		x		3*					
		Secondary toilet paper holder	FF&E	x		x		3*					
		Wall-mounted tissues box	SOE	x		x		3*					
		Tissues box	SOE	x									
		Hand dryer	SOE	x		x		3*					
		Basket	SOE	x									
		Sanitary bin with pedal system	SOE	x									
		Hygiene bag dispenser	SOE	x		x		3*					
		Disable accessories	CONS				x						
		TECHNICAL SERVICES AND MAINTENANCE EQUIPMENT											
		GENERAL											
1. TOOLS													
		Tools and equipment for Maintenance Workshop	SOE	x									
		2. STORAGE											
		Storage shelves	FF&E	x	x	x		2*					
		3. OTHERS											
		Fire Prevention equipment for staff	FF&E	x	x	x		2*					
		First Aid equipment for staff	FF&E	x	x	x		2*					
		Safety equipment for staff	FF&E	x	x	x		2*					
		6. EQUIPMENT											
		Coffee machines	SOE	x	x	x		2*					
		STAFF AREA											
		CANTEEN											
		1. FURNITURE											
			2. EQUIPMENT	Tables	FF&E	x							
				Chairs	FF&E	x							
Microwave	SOE			x									
Coffee machine	SOE			x	x	x		2*					
Water machine	FF&E			x	x	x		2*					

DEMARCATON List
FF&E + SOE

Operational area	Functional area	Chapter	Item	Class	FF&E & SOE Budget Supply	FF&E Budget Install	Construction Budget Install	Construction Budget Supply & Install	Comments
			Flat TV	FF&E	x	x	x		2*
			Fixing elements flat TV	CONS				x	1*
			Telephone	SOE	x	x			2*
	DRESSING ROOMS AND BATHROOMS	1. GENERAL EQUIPMENT							
			Lockers	FF&E	x		x		2*
			Benches	FF&E	x		x		
			Hair dryer	SOE	x		x		3*
			Bathroom mirror	FF&E	x		x		3*
			Wall-mounted hangers	FF&E	x		x		3*
			Main toilet paper holder	FF&E	x		x		3*
			Wall-mounted tissues box	SOE	x		x		3*
STORAGE AREA									
	GENERAL	1. SMALL EQUIPMENT							
			Storage cupboards	FF&E	x	x	x		2*
			Shelves	FF&E	x	x	x		2*
EXTERNAL AREA									
	GENERAL	1. FURNITURE							
			Tables	FF&E	x				
			Chairs	FF&E	x				
			Stools	FF&E	x				
			Main bar counter	FF&E	x	x	x		
			High tables	FF&E	x				
			Benches	FF&E	x				
			Umbrellas	FF&E	x				
		2. LIGHTING							
			External decorative lamps	FF&E	x		x		6*
		3. OTHERS							
			Ashtrays	SOE	x				
			Dustbin	FF&E	x				
CORPORATE SIGNAGE									
		1. EXTERNAL SIGNAGE							
			Symbol fixed to the ground	FF&E	x	x	x		1*
			Outdoor signage	FF&E	x	x	x		1*
			Entrance plaque	FF&E	x	x	x		1*
			Vinyl on windows/doors	FF&E	x	x	x		1*
			Car parking only access pole	FF&E	x	x	x		1*
			Main gate signage	FF&E	x	x	x		1*
			Flags signs	FF&E	x	x	x		1*
			Top building letters	FF&E	x	x	x		1*
			Top building cube	FF&E	x	x	x		1*
			Top building corner sign	FF&E	x	x	x		1*
			Car parking only access pole	FF&E	x	x	x		1*
			Terrace and green area signage	FF&E	x	x	x		1*
			Any other fixed elements	CONS				x	1*
		2. INTERNAL SIGNAGE							
			Room Numbers	FF&E	x	x			1*
			Directions	FF&E	x	x			1*
			Area names	FF&E	x	x			1*
			Fire Protection and Emergency	CONS				x	1*
CLEANING									
			Cleaning works after construction works	CONS				x	
			Final cleaning for opening	FF&E	x				

IMPORTANT NOTE:

All the electrical, mechanical, plumbing or other technical installations elements, any part, single or multiple elements of the infrastructure, anchorage and their reinforcement necessary to make the equipment's work properly **must be included in the construction works**.
 All the holes or modifications necessary to the walls or structures must be coordinated by the construction company and included in their contract.

The companies providing the installation must provide all the required elements.

NOTES:

*horizontal and verticals fridges must be equipped with standalone compressors positioned in a dedicated and ventilated space (mainly in buffet; not to be incorporated in the buffet furniture itself because of noise)

1* All connection sockets, cables necessary for the operation, the setting-out on site for support installation and/or anchors to their correct location will be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

2* If support / infrastructure / construction / power supply is needed; it will be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

3* Installation in bathroom walls/ floor must be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

4* Only for congress/public areas (no room-corridors). Should be incorporated in wall.

5* Incasement & framing in needed must be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

6* If drilled in wall with ducts/pipes needs to be done by contractor.

7* The water supply, electrical, gas, ventilation, heating, cooling & drainage installation will be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

ANNEX.B. BU SPAIN Database Price List

NH HOTEL GROUP						PRICELIST FF&E + SOE			
BU SPAIN									
Item		NH		COLLECTION		NHOW		Class	Comments
		LOW	HIGHT	LOW	HIGHT	LOW	HIGHT		
00 GENERAL EQUIPMENT									
00.01 GUEST ROOMS, MEETING ROOMS, PUBLIC AREAS, BO AND BOH									
00.01.01 COMMUNICATIONS									
00.01.01.01	Main telephone switchboard and operator	80.000	80.000	80.000	80.000	80.000	80.000	CONS	1*
00.01.01.02	Wireless devices	50	50	50	50	50	50	FF&E	1*
00.01.01.03	Intercoms for Staff	500	500	500	500	500	500	FF&E	1*
00.01.02 COMPUTER EQUIPMENT									
00.01.02.01	Computers	100	100	100	100	100	100	FF&E	1*
00.01.02.02	Computers network & active electronics	-	-	0	-	-	-	CONS	1*
00.01.02.03	Printers	100	100	100	100	100	100	FF&E	1*
00.01.02.04	Scanners	100	100	100	100	100	100	FF&E	1*
00.01.02.05	Photocopy	100	100	100	100	100	100	FF&E	1*
00.01.02.06	Small electronic equipment for Operation Team	100	100	100	100	100	100	SOE	1*
00.01.02.07	Power Backup equipment (UPS) for electronics	15.000	15.000	15.000	15.000	15.000	15.000	CONS	1*
00.01.02.08	Building Management System or energy control	-	-	-	-	-	-	CONS	1*
00.01.03 FEES AND OTHERS WOKS									
00.01.03.01	Architectural & engineering projects	-	-	-	-	-	-	CONS	
00.01.03.02	Safety projects & control	-	-	-	-	-	-	CONS	
00.01.03.03	Works control & manager	-	-	-	-	-	-	CONS	
00.01.03.04	Project manager fees	-	-	-	-	-	-	CONS	
00.01.03.05	Interior design project	-	-	-	-	-	-	CONS	
00.01.03.06	FF&E project	100	100	100	100	100	100	FF&E	
00.01.03.07	FF&E construction managers works	100	100	100	100	100	100	FF&E	
00.01.03.08	Cleaning works after construction works	-	-	-	-	-	-	CONS	
00.01.03.09	Final cleanign for opening	150	150	150	150	150	150	FF&E	
00.01.03.10	FF&E contingencies	100	100	100	100	100	100	FF&E	
00.01.03.11	Administrative & insurance cost for FF&E	100	100	100	100	100	100	FF&E	
00.01.03.12	Custody & safety of building until opening	-	-	-	-	-	-	CONS	
01 ROOM'S EQUIPMENT									
01.01 BEDROOMS									
01.01.01 FABRICS									
01.01.01.01	Blackout curtains	X	450	450	450	450	450	FF&E	
01.01.01.02	Curtains	X	450	450	450	450	450	FF&E	
01.01.01.03	Lace curtains	X	-	-	-	-	-	FF&E	
01.01.01.04	Rails Curtains	X	-	-	-	-	-	FF&E	2*
01.01.01.05	Cushion different size	X	25	25	25	35	35	SOE	
01.01.02 MATTRESS, BED BASES AND PILLOWS									
01.01.02.01	NH nominated bed bases	X	300	300	300	300	300	FF&E	
01.01.02.02	NH nominated mattress	X	300	300	300	300	300	FF&E	
01.01.02.03	Pillows	X	56	56	75	75	75	SOE	
01.01.02.04	Duvet	X	50	50	50	50	50	SOE	
01.01.02.05	Supplementary Bed	X	600	600	600	600	600	FF&E	
01.01.02.06	Cot	X	90	90	90	90	90	FF&E	
01.01.03 BED CLOTHES									
01.01.03.01	Bed spread	X	29	29	29	29	29	SOE	
01.01.03.02	Bed blankets	X	25	25	25	25	25	SOE	
01.01.03.03	Mattress protector	X	20	20	20	20	20	SOE	
01.01.04 FURNITURE									
01.01.04.01	Night tables	X	95	95	95	95	95	FF&E	
01.01.04.02	Writing Desk	X	295	295	295	295	295	FF&E	
01.01.04.03	Suitcase rack	X	210	210	210	210	210	FF&E	
01.01.04.04	Full body mirror	X	265	265	265	265	265	FF&E	2*
01.01.04.05	Coffee or side table	X	196	196	196	196	196	FF&E	
01.01.04.06	Armchair	X	440	440	440	440	440	FF&E	
01.01.04.07	Desk chair	X	140	140	140	140	140	FF&E	
01.01.04.08	Puff	X	150	150	150	150	150	FF&E	
01.01.04.09	Wardrobe	X	850	1.000	1.200	1.500	1.500	CONS	1*
01.01.04.10	Headboard	X	1.400	1.400	1.400	1.400	1.400	FF&E	1*
01.01.04.11	Minibar cabinet	X	-	-	-	-	-	FF&E	1*
01.01.04.12	Couch	X	-	-	-	-	-	FF&E	
01.01.04.13	Bench bed	X	150	151	152	153	153	FF&E	
01.01.04.14	Clothes valet	X	-	-	-	-	-	FF&E	
01.01.05 OTHER ELEMENTS									
01.01.05.01	Ashtay	X	5	5	5	5	5	SOE	
01.01.05.02	Bin	X	10	10	10	10	10	SOE	
01.01.05.03	Anti thief hangers with NH brand logo	X	1	1	1	2	2	SOE	
01.01.05.04	Security box	X	71	71	71	71	71	FF&E	2*
01.01.05.05	Telephones	X	25	25	25	25	25	FF&E	1*
01.01.05.06	Wall mounted TV	X	530	530	530	530	530	CONS	1*
01.01.05.07	Fixing elements wall TV	X	-	-	-	-	-	SOE	1*
01.01.05.08	Minibar fridge	X	180	180	180	180	180	FF&E	1*
01.01.05.09	Nespresso machine	X	89	89	89	89	89	SOE	1*
01.01.05.10	Kettle	X	20	20	20	20	20	SOE	1*
01.01.05.11	Amenities	X	-	-	-	-	-	SOE	
01.01.05.12	Welcome gifts	X	-	-	-	-	-	SOE	
01.01.05.13	Decorative elements	X	50	50	50	50	50	SOE	
01.01.05.14	Display home products	X	-	-	-	-	-	SOE	
01.01.05.15	Various decorative textiles	X	50	50	50	50	50	SOE	
01.01.05.16	Notices room & rate price	X	-	-	-	-	-	SOE	
01.01.05.17	Fire instructions	X	-	-	-	-	-	CONS	
01.01.05.18	Fire instructions on wall	X	-	-	-	-	-	FF&E	2*
01.01.05.19	Irons and ironing boards	X	100	100	100	100	100	SOE	1*
01.01.05.20	Glass	X	1	1	1	1	1	SOE	
01.01.06 LIGHTING									
01.01.06.01	Night tables lamps	X	95	95	95	95	95	FF&E	
01.01.06.02	Desk lamp	X	150	150	150	150	150	FF&E	
01.01.06.03	Standing lamp	X	230	230	230	230	230	FF&E	
01.01.06.04	Reading lamps on bedhead	X	112	112	112	112	112	FF&E	2*
01.02 BATHROOMS									
01.02.01 GENERAL									
01.02.01.01	Wall-mounted magnifying mirror	X	130	130	130	130	130	SOE	3*
01.02.01.02	Magnifying mirror	X	42	42	42	42	42	SOE	
01.02.01.03	Bathroom mirror	X	240	240	240	240	240	FF&E	3*
01.02.01.04	Bathtub glass panels	X	170	170	170	170	170	CONS	3*
01.02.01.05	Shower glass panels	X	250	250	250	250	250	CONS	3*

NH HOTEL GROUP							PRICELIST FF&E + SOE	
BU SPAIN								
	Item	NH	COLLECTION	NHOW	Class	Comments		
01.02.01.06	Towel radiator	-	-	-	-	-	CONS	
01.02.01.07	Wall-mounted hangers	X	7	7	7	7	FF&E	3*
01.02.01.08	Towel hangers	X	74	74	74	74	FF&E	3*
01.02.01.09	Main toilet paper holder	X	27	27	27	27	FF&E	3*
01.02.01.10	Secondary toilet paper holder	X	14	14	14	14	FF&E	3*
01.02.01.11	Wall-mounted tissues box	X	17	17	17	17	SOE	3*
01.02.01.12	Tissues box	X	24	24	24	24	SOE	3*
01.02.02	ACCESORIES							
01.02.02.01	Hair dryer	X	50	50	50	50	SOE	3*
01.02.02.02	Sanitary bin with pedal system	X	9	9	9	9	SOE	
01.02.02.03	Wall-mounted telephone	X	10	10	10	10	SOE	3*
01.02.02.04	Stool or bench		-	-	-	-	FF&E	
01.02.02.05	Display home product		-	-	-	-	SOE	
01.02.02.06	Welcome gifts		-	-	-	-	SOE	
01.02.02.07	Hygiene bag dispenser		3	3	3	3	SOE	3*
01.02.02.08	Towels, slippers and/or bathrobe	X	-	-	-	-	SOE	
01.02.02.09	Cup Toothbrushes	X	27	27	27	27	SOE	3*
01.02.02.10	Disable accessories.		-	-	-	-	CONS	
02	CORRIDORS							
02.01	CORRIDORS							
02.01.01	GENERAL							
02.01.01.01	Bin	X	-	-	-	-	SOE	
02.01.01.02	Decorative elements		-	-	-	-	SOE	
02.01.01.03	Art-works		-	-	-	-	SOE	2*
02.01.01.04	Clocks		-	-	-	-	SOE	2*
02.01.01.05	Frames for information	X	-	-	-	-	FF&E	2*
02.01.01.06	Displays for information	X	-	-	-	-	FF&E	4*
02.01.01.07	Fire instructions	X	-	-	-	-	CONS	2*
02.01.01.08	Fire instructions on wall	X	100	100	100	100	FF&E	
02.01.01.09	Telephones	X	25	25	25	25	SOE	1*
02.01.01.10	Wall mounted TV	X	530	530	530	530	FF&E	1*
02.01.01.11	Fixing elements wall TV		-	-	-	-	CONS	1*
02.01.01.12	Video wall		-	-	-	-	CONS	1*
02.01.02	LIGHTING							
02.01.02.01	Desk lamp	X	150	150	150	150	FF&E	
02.01.02.02	Standing lamps	X	250	250	250	250	FF&E	
02.01.03	FABRICS							
02.01.03.01	Blackout curtains	X	450	450	450	450	FF&E	
02.01.03.02	Curtains	X	450	450	450	450	FF&E	
02.01.03.03	Lace curtains	X	-	-	-	-	FF&E	
02.01.03.04	Rails Curtains	X	-	-	-	-	FF&E	
02.01.03.05	Rugs	X	600	600	600	600	FF&E	2*
02.01.04	OTHER ELEMENTS							
02.01.04.01	Shoes cleaning machine	X	400	400	400	400	FF&E	2*
03	RECEPTION AND OFFICES EQUIPMENT							
03.01	LOBBY							
03.01.01	GENERAL							
03.01.01.01	Decorative elements like mirror, etc...	X	-	-	-	-	FF&E	2*
03.01.01.02	Digital elements like control panels, etc...		-	-	-	-	FF&E	4*
03.01.01.03	Art-works		-	-	-	-	SOE	2*
03.01.01.04	Telephones	X	25	25	25	25	SOE	1*
03.01.01.05	Wall mounted TV	X	530	530	530	530	FF&E	1*
03.01.01.06	Fixing elements wall TV		-	-	-	-	CONS	1*
03.01.02	FURNITURE							
03.01.02.01	Main reception counter	X	15.000	20.000	25.000	30.000	FF&E	1*
03.01.02.02	Magazines and Newspaper furniture	X	800	800	800	800	FF&E	
03.01.02.03	Tables	X	250	250	250	250	FF&E	
03.01.02.04	Chairs	X	200	200	200	200	FF&E	
03.01.02.05	Stools	X	150	150	150	150	FF&E	
03.01.02.06	Business Corner desk		100	100	100	100	FF&E	
03.01.02.07	Business Corner chairs	X	200	200	200	200	FF&E	
03.01.02.08	Umbrellas stand	X	100	100	100	100	SOE	
03.01.02.09	Armchairs	X	800	800	800	800	FF&E	
03.01.02.10	Sofas	X	2.000	2.000	2.000	2.000	FF&E	
03.01.03	FABRICS							
03.01.03.01	Curtains	X	450	450	450	450	FF&E	
03.01.03.02	Lace curtains	X	450	450	450	450	FF&E	
03.01.03.03	Rails		-	-	-	-	FF&E	2*
03.01.03.04	Rugs	X	600	600	600	600	FF&E	
03.01.03.05	Main entrance doormat with Anagram	X	600	600	600	600	FF&E	5*
03.01.04	OTHER ELEMENTS							
03.01.04.01	Early Bird		5.000	5.000	5.000	5.000	FF&E	2*
03.01.04.02	Open Bar	X	40.000	40.000	40.000	40.000	FF&E	2*
03.01.05	LIGHTING							
03.01.05.01	Desk lamp	X	150	150	150	150	FF&E	
03.01.05.02	Standing lamps	X	230	230	230	230	FF&E	
03.02	OFFICES AND BACK OFFICE							
03.02.01	ADMINISTRATION OFFICE							
03.02.01.01	Desks	X	300	300	300	300	FF&E	
03.02.01.02	Chairs	X	179	179	179	179	FF&E	
03.02.01.03	Shelves	X	600	600	600	600	FF&E	2*
03.02.01.04	Desk lamp	X	150	150	150	150	FF&E	
03.02.02	BACK OFFICE							
03.02.02.01	Desks	X	100	100	100	100	FF&E	
03.02.02.02	Chairs	X	179	179	179	179	FF&E	
03.02.02.03	Shelves	X	200	200	200	200	FF&E	2*
03.02.02.04	Luggage shelves	X	200	200	200	200	FF&E	2*
03.02.02.05	Luggage trolley	X	200	200	200	200	SOE	
03.02.02.06	Security box	X	300	300	300	300	FF&E	2*
03.02.02.07	Desk lamp	X	150	150	150	150	FF&E	
03.02.03	GENERAL MANAGER'S OFFICE							
03.02.03.01	Desk	X	600	600	600	600	FF&E	
03.02.03.02	Chairs	X	179	179	179	179	FF&E	
03.02.03.03	Shelves	X	200	200	200	200	FF&E	2*
03.02.03.04	Desk lamp	X	150	150	150	150	FF&E	
04	BREAKFAST AND RESTAURANT							

NH HOTEL GROUP								PRICELIST FF&E + SOE	
BU SPAIN									
Item				NH	COLLECTION	NHOW	Class	Comments	
04.01	GENERAL								
04.01.01	TABLES								
04.01.01.01	Tables	X	400	400	400	400	400	FF&E	
04.01.01.02	Cocktail tables	X	400	400	400	400	400	FF&E	
04.01.01.03	High tables	X	400	400	400	400	400	FF&E	
04.01.02	CHAIRS AND UPHOLSTERY								
04.01.02.01	Chairs	X	226	226	226	226	226	FF&E	
04.01.02.02	Armchairs	X	400	400	400	400	400	FF&E	
04.01.02.03	Stools	X	240	240	240	240	240	FF&E	
04.01.03	FABRICS								
04.01.03.01	Blackout curtains	X	450	450	450	450	450	FF&E	
04.01.03.02	Curtains	X	450	450	450	450	450	FF&E	
04.01.03.03	Lace curtains	X	-	-	-	-	-	FF&E	
04.01.03.04	Rails Curtains	X	-	-	-	-	-	FF&E	
04.01.03.05	Rugs	X	600	600	600	600	600	FF&E	
04.01.03.06	Cushion different size	X	25	25	25	25	25	SOE	
04.01.04	LIGHTING								
04.01.04.01	Decorative standing lamps	X	230	230	230	230	230	FF&E	
04.01.04.02	Table lamps	X	150	150	150	150	150	FF&E	
04.01.05	OTHER ELEMENTS								
04.01.05.01	Glassware	X	2.500	2.500	2.500	2.500	2.500	SOE	
04.01.05.02	Crockery	X	2.500	2.500	2.500	2.500	2.500	SOE	
04.01.05.03	Cutlery	X	2.500	2.500	2.500	2.500	2.500	SOE	
04.01.05.04	Auxiliary tray trolley	X	300	300	300	300	300	SOE	
04.02	EQUIPMENT								
04.02.01	Coffee machines	X	5.325	5.325	5.325	5.325	5.325	SOE	
04.02.02	Juice machines	X	500	500	500	500	500	SOE	
04.02.03	Buffet and cold/hot furniture	X	50.000	50.000	50.000	50.000	50.000	FF&E	
04.02.04	Small catering equipment	X	-	-	-	-	-	SOE	
05	BAR								
05.01	GENERAL								
05.01.01	TABLES								
05.01.01.01	Main bar counter	X	15.000	20.000	25.000	30.000	30.000	FF&E	1*
05.01.01.02	Cocktail tables	X	400	400	400	400	400	FF&E	
05.01.01.03	Tables	X	400	400	400	400	400	FF&E	
05.01.01.04	High tables	X	400	400	400	400	400	FF&E	
05.01.02	CHAIRS AND UPHOLSTERY								
05.01.02.01	Chairs	X	226	226	226	226	226	FF&E	
05.01.02.02	Armchairs	X	400	400	400	400	400	FF&E	
05.01.02.03	Stools	X	240	240	240	240	240	FF&E	
05.01.03	FABRICS								
05.01.03.01	Blackout curtains	X	450	450	450	450	450	FF&E	
05.01.03.02	Curtains	X	450	450	450	450	450	FF&E	
05.01.03.03	Lace curtains	X	-	-	-	-	-	FF&E	
05.01.03.04	Rails Curtains	X	-	-	-	-	-	FF&E	2*
05.01.03.05	Cushion different size	X	600	600	600	600	600	SOE	
05.01.03.06	Rugs	X	25	25	25	25	25	FF&E	
05.01.04	LIGHTING								
05.01.04.01	Decorative standing lamps	X	230	230	230	230	230	FF&E	
05.01.04.02	Table lamps	X	150	150	150	150	150	FF&E	
05.01.05	OTHER ELEMENTS								
05.01.05.01	Glassware	X	2.500	2.500	2.500	2.500	2.500	SOE	
05.01.05.02	Crockery	X	2.500	2.500	2.500	2.500	2.500	SOE	
05.01.05.03	Cutlery	X	2.500	2.500	2.500	2.500	2.500	SOE	
05.01.05.04	Auxiliary tray trolley	X	300	300	300	300	300	SOE	
05.01.05.05	Telephones	X	25	25	25	25	25	SOE	1*
05.01.05.06	Wall mounted TV	X	530	530	530	530	530	FF&E	1*
05.01.05.07	Fixing elements wall TV		-	-	-	-	-	CONS	1*
05.01.06	EQUIPMENT								
05.01.06.01	Coffee machines	X	5.325	5.325	5.325	5.325	5.325	SOE	2*
05.01.06.02	Juice machines	X	500	500	500	500	500	SOE	2*
05.01.06.03	Microwave	X	260	260	260	260	260	SOE	2*
05.01.06.04	Ice machine	X	2.240	2.240	2.240	2.240	2.240	FF&E	2*
05.01.06.05	Horizontal and vertical fridges*		3.600	3.600	3.600	3.600	3.600	FF&E	2*
05.01.06.06	Small catering equipment	X	-	-	-	-	-	SOE	2*
05.01.06.07	Beer dispenser		300	300	300	300	300	FF&E	2*
05.01.06.08	Work surfaces		100	100	100	100	100	FF&E	2*
06	KITCHEN								
06.01	KITCHEN			100.000	200.000	250.000	500.000	500.000	950.000
06.01.01	HARD EQUIPMENT								
06.01.01.01	Water supply, electrical, gas, ventilation, heating, cooling & drainage installation		-	-	-	-	-	CONS	7*
06.01.01.02	Kitchen canopy		-	-	-	-	-	CONS	
06.01.01.03	Fish refrigerating chamber (0º; -2º)		-	-	-	-	-	CONS	
06.01.01.04	Meat refrigerating chamber (0º; -2º)		-	-	-	-	-	CONS	
06.01.01.05	Fruits & Vegetables refrigerating chamber (2º)		-	-	-	-	-	CONS	
06.01.01.06	Milky products refrigerating chamber (0º; -2º)		-	-	-	-	-	CONS	
06.01.01.07	Horizontal and vertical fridges*		-	-	-	-	-	FF&E	2*
06.01.01.08	Work surfaces		-	-	-	-	-	FF&E	2*
06.01.01.09	Ovens		-	-	-	-	-	FF&E	
06.01.01.10	Cookers		-	-	-	-	-	FF&E	
06.01.01.11	Grills		-	-	-	-	-	FF&E	
06.01.01.12	Kitchen fryer		-	-	-	-	-	FF&E	
06.01.01.13	General freezer (-6º)		-	-	-	-	-	CONS	
06.01.02	SMALL EQUIPMENT								
06.01.02.01	Ice machine		-	-	-	-	-	FF&E	
06.01.02.02	Microwave	X	260	260	260	260	260	SOE	
06.01.02.03	Cold meat cutter machine	X	500	500	500	500	500	FF&E	
06.01.02.04	Scales		-	-	-	-	-	FF&E	
06.01.02.05	Shelves		-	-	-	-	-	FF&E	2*
06.01.02.06	Plastic boxes		-	-	-	-	-	SOE	
06.01.02.07	Mobile tables and trolley		-	-	-	-	-	FF&E	
06.01.02.08	Small kitchen ware		-	-	-	-	-	SOE	
06.01.02.09	Kitchen cutlery		-	-	-	-	-	SOE	
06.01.02.10	Saucepan		-	-	-	-	-	SOE	
06.01.02.11	Telephones	X	25	25	25	25	25	SOE	1*
07	MEETINGS AND EVENTS AREA								

NH HOTEL GROUP				PRICELIST FF&E + SOE							
BU SPAIN											
Item				NH		COLLECTION		NHOW		Class	Comments
07.01	FOYER										
07.01.01	TABLES										
07.01.01.01	Tables	X	190	190	190	190	190	190	190	FF&E	
07.01.01.02	Cocktail tables	X	320	320	320	320	320	320	320	FF&E	
07.01.01.03	Coffee Break tables	X	292	292	292	292	292	292	292	FF&E	
07.01.01.04	Welcome Desk	X	400	400	400	400	400	400	400	FF&E	
07.01.02	CHAIRS AND UPHOLSTERY										
07.01.02.01	Chairs	X	179	179	179	179	179	179	179	FF&E	
07.01.02.02	Armchairs	X	400	400	400	400	400	400	400	FF&E	
07.01.02.03	Couch	X	700	900	1.100	1.300	1.600	2.000		FF&E	
07.01.03	FABRICS										
07.01.03.01	Blackout curtains	X	300	350	400	450	500	450		FF&E	
07.01.03.02	Curtains	X	300	350	400	450	500	450		FF&E	
07.01.03.03	Lace curtains	X	-	-	-	-	-	-		FF&E	
07.01.03.04	Rails Curtains	X	-	-	-	-	-	-		FF&E	2*
07.01.03.05	Rugs	X	600	600	600	600	600	600		FF&E	
07.01.03.06	Cushion different size	X	25	25	25	25	25	25		SOE	
07.01.04	COFFEE BREAK EQUIPMENT										
07.01.04.01	Auxiliary tray trolley	X	100	100	100	100	100	100		SOE	
07.01.04.02	Crockery	X	-	-	-	-	-	-		SOE	
07.01.04.03	Table linen	X	-	-	-	-	-	-		SOE	
07.01.04.04	Coffee machine	X	90	90	90	90	90	90		SOE	
07.01.04.05	Juice machine	X	500	500	500	500	500	500		SOE	
07.01.05	LIGHTING										
07.01.05.01	Decorative standing lamps	X	230	230	230	230	230	230		FF&E	
07.01.05.02	Table lamps	X	150	150	150	150	150	150		FF&E	
07.01.06	OTHER EQUIPMENT										
07.01.06.01	Flat TV	X	690	690	690	690	690	690		FF&E	2*
07.01.06.02	Fixing elements flat TV		-	-	-	-	-	-		CONS	1*
07.01.06.03	Digital elements like control panels, etc...		-	-	-	-	-	-		FF&E	4*
07.01.06.04	Telephones	X	25	25	25	25	25	25		SOE	1*
07.02	MEETING ROOMS										
07.02.01	TABLES										
07.02.01.01	Banqueting circular folding tables	X	360	360	360	360	360	360		FF&E	
07.02.01.02	Business rectangular folding tables	X	300	300	300	300	300	300		FF&E	
07.02.01.03	Support tables		-	-	-	-	-	-		FF&E	
07.02.02	CHAIRS AND UPHOLSTERY										
07.02.02.01	Chairs	X	129	129	129	129	129	129		FF&E	
07.02.02.02	Armchairs	X	400	400	400	400	400	400		FF&E	
07.02.03	FABRICS										
07.02.03.01	Blackout curtains	X	450	450	450	450	450	450		FF&E	
07.02.03.02	Curtains	X	450	450	450	450	450	450		FF&E	
07.02.03.03	Lace curtains	X	-	-	-	-	-	-		FF&E	
07.02.03.04	Rails Curtains	X	-	-	-	-	-	-		FF&E	2*
07.02.03.05	Rugs	X	600	600	600	600	600	600		FF&E	
07.02.04	OTHER EQUIPMENT										
07.02.04.01	Clothes racks	X	150	150	150	150	150	150		FF&E	
07.02.04.02	Paper basket	X	15	15	15	100	100	100		SOE	
07.02.04.03	Decorative elements		-	-	-	-	-	-		SOE	
07.02.04.04	White boards or glass board and accessories.	X	157	157	157	157	157	157		SOE	
07.02.05	AUDIOVISUALS										
07.02.05.01	Flat TV	X	690	690	690	690	690	690		FF&E	2*
07.02.05.02	Fixing elements flat TV		-	-	-	-	-	-		CONS	1*
07.02.05.03	Projectors		-	-	-	-	-	-		FF&E	2*
07.02.05.04	Projector screen	X	1.000	1.500	2.000	2.500	2.500	2.500		FF&E	2*
07.02.05.05	Telephones	X	25	25	25	25	25	25		SOE	
07.02.05.06	Convention audio lectern		100	100	100	100	100	100		FF&E	
07.02.05.07	Wireless microphone	X	3.000	3.000	3.000	3.000	3.000	3.000		FF&E	
07.02.05.08	Portable Audio & Video equipment	X	3.000	3.000	3.000	3.000	3.000	3.000		FF&E	
07.02.05.09	Video conference equipment	X	3.000	3.000	3.000	3.000	3.000	3.000		FF&E	2*
07.02.05.10	Wiring and installations equipment		-	-	-	-	-	-		CONS	2*
07.02.05.11	Holographic Theater		200.000	200.000	200.000	200.000	200.000	200.000		CONS	2*
07.02.06	COFFEE BREAK EQUIPMENT										
07.02.06.01	Auxiliary tray trolley	X	100	100	100	100	100	100		SOE	
07.02.06.02	Crockery	X	-	-	-	-	-	-		SOE	
07.02.06.03	Table linen	X	-	-	-	-	-	-		SOE	
07.02.06.04	Coffee machine	X	90	90	90	90	90	90		SOE	
07.02.06.05	Juice machine	X	500	500	500	500	500	500		SOE	
07.02.07	LIGHTING										
07.02.07.01	Decorative standing lamps	X	230	230	230	230	230	230		FF&E	
07.02.07.02	Table lamps	X	150	150	150	150	150	150		FF&E	
08	FITNESS AND WELLNESS AREA										
08.01	FITNESS AND WELLNESS AREA										
08.01.01	SPORT EQUIPMENT										
08.01.01.01	Fitness Multi-Gym machines	X	30.000	30.000	30.000	30.000	30.000	30.000		FF&E	
08.01.02	OTHER EQUIPMENT										
08.01.02.01	Water machine	X	600	600	600	600	600	600		SOE	
08.01.02.02	Decorative elements		100	100	100	100	100	100		SOE	
08.01.02.03	Flat TV	X	690	690	690	690	690	690		FF&E	2*
08.01.02.04	Fixing elements flat TV		-	-	-	-	-	-		CONS	1*
08.01.02.05	Telephones	X	25	25	25	25	25	25		SOE	1*
08.01.02.06	Accessories:Towel, robe hooks, toilet paper holder	X	100	100	100	100	100	100		SOE	6*
08.01.02.07	Ambient Sound & Music system	X	8.000	8.000	8.000	8.000	8.000	8.000		FF&E	
08.01.03	FABRICS										
08.01.03.01	Blackout curtains	X	450	450	450	450	450	450		FF&E	
08.01.03.02	Curtains	X	450	450	450	450	450	450		FF&E	
08.01.03.03	Lace curtains	X	-	-	-	-	-	-		FF&E	
08.01.03.04	Rails Curtains	X	-	-	-	-	-	-		FF&E	2*
08.01.03.05	Rugs	X	600	600	600	600	600	600		FF&E	
08.01.04	LIGHTING										
08.01.04.01	Decorative standing lamps	X	230	230	230	230	230	230		FF&E	
08.01.04.02	Table lamps	X	150	150	150	150	150	150		FF&E	
08.02	DRESSING ROOMS AND BATHROOMS										
08.02.01	GENERAL EQUIPMENT										
08.02.01.01	Lockers	X	500	500	500	500	500	500		FF&E	2*
08.02.01.02	Benches	X	40	40	40	40	40	40		FF&E	

NH HOTEL GROUP										PRICELIST FF&E + SOE	
BU SPAIN											
		Item		NH	COLLECTION		NHOW		Class	Comments	
08.02.01.03		Hair dryer	X	50	50	50	50	50	50	SOE	3*
08.02.01.04		Decorative mirror		-	-	-	-	-	-	SOE	3*
08.02.01.05		Wall-mounted magnifying mirror	X	130	130	130	130	130	130	SOE	3*
08.02.01.06		Magnifying mirror	X	42	42	42	42	42	42	SOE	
08.02.01.07		Bathroom mirror	X	240	240	240	240	240	240	FF&E	3*
08.02.01.08		Wall-mounted hangers	X	7	7	7	7	7	7	FF&E	3*
08.02.01.09		Towel hangers	X	27	27	27	27	27	27	FF&E	3*
08.02.01.10		Main toilet paper holder	X	27	27	27	27	27	27	FF&E	3*
08.02.01.11		Secondary toilet paper holder	X	14	14	14	14	14	14	FF&E	3*
08.02.01.12		Wall-mounted tissues box	X	19	19	19	19	19	19	SOE	3*
08.02.01.13		Tissues box	X	24	24	24	24	24	24	SOE	
09 CREW LOUNGE AREA											
09.01 GENERAL											
09.01.01 FURNITURE											
09.01.01.01		Sofa	X	2.000	2.000	2.000	2.000	2.000	2.000	FF&E	
09.01.01.02		Armchairs	X	400	400	400	400	400	400	FF&E	
09.01.01.03		Coffee table	X	130	130	130	130	130	130	FF&E	
09.01.01.04		Tables	X	300	300	300	300	300	300	FF&E	
09.01.01.05		Chairs	X	140	140	140	140	140	140	FF&E	
09.01.01.06		Stools	X	150	150	150	150	150	150	FF&E	
09.01.01.07		Bar counter	X	15.000	15.000	15.000	15.000	15.000	15.000	FF&E	1*
09.01.01.08		High tables	X	250	250	250	250	250	250	FF&E	
09.01.01.09		Benches	X	150	150	150	150	150	150	FF&E	
09.01.02 LIGHTING											
09.01.02.01		Decorative standing lamps	X	230	230	230	230	230	230	FF&E	
09.01.02.02		Table lamps	X	150	150	150	150	150	150	FF&E	
09.01.03 OTHERS											
09.01.03.01		Flat TV	X	690	690	690	690	690	690	FF&E	2*
09.01.03.02		Fixing elements flat TV		-	-	-	-	-	-	CONS	1*
09.01.03.03		Telephones	X	25	25	25	25	25	25	SOE	1*
09.01.03.04		Small kitchen equipment	X	1.000	1.000	1.000	1.000	1.000	1.000	FF&E	2*
09.01.03.05		Ashtray	X	30	30	30	30	30	30	SOE	
09.01.03.06		Cushion different size	X	25	25	25	25	25	25	SOE	
09.01.03.07		Decorative elements		-	-	-	-	-	-	SOE	
10 HOUSEKEEPING EQUIPMENT											
10.01 ROOMS AREA											
10.01.01 EQUIPMENT											
10.01.01.01		Vacuum cleaner	X	100	100	100	100	100	100	SOE	
10.01.01.02		Laundry folding trolley		-	-	-	-	-	-	SOE	
10.01.01.03		Offices shelves	X	200	200	200	200	200	200	FF&E	2*
10.02 LAUNDRY AREA											
10.02.01 EQUIPMENT											
10.02.01.01		Professional Ironing board & Iron machine	X	1.000	1.000	1.000	1.000	1.000	1.000	FF&E	
10.02.01.02		Outdoor cleaning and maintenance equipment		-	-	-	-	-	-	SOE	
10.02.01.03		Shelves	X	200	200	200	200	200	200	FF&E	2*
10.02.01.04		Iron table	X	100	800	800	800	800	800	SOE	
10.02.01.05		Iron machine	X	200	200	200	200	200	200	SOE	
10.02.01.06		Cloth racks	X	150	150	150	150	150	150	FF&E	
10.02.02 HARD EQUIPMENT											
10.02.02.01		Washing machine	X	5.000	5.000	5.000	5.000	5.000	5.000	FF&E	
10.02.02.02		Dryer machine	X	4.000	4.000	4.000	4.000	4.000	4.000	FF&E	
11 PUBLIC SANITARIES											
11.01 GENERAL											
11.01.01 GENERAL EQUIPMENT											
11.01.01.01		Bathroom mirror	X	200	200	200	200	200	200	FF&E	3*
11.01.01.02		Wall-mounted hangers	X	7	7	7	7	7	7	FF&E	3*
11.01.01.03		Towel hangers	X	20	20	20	20	20	20	FF&E	3*
11.01.01.04		Main toilet paper holder	X	27	27	27	27	27	27	FF&E	3*
11.01.01.05		Secondary toilet paper holder	X	14	14	14	14	14	14	FF&E	3*
11.01.01.06		Wall-mounted tissues box	X	19	19	19	19	19	19	SOE	3*
11.01.01.07		Tissues box	X	24	24	24	24	24	24	SOE	
11.01.01.08		Hand dryer	X	890	890	890	890	890	890	SOE	3*
11.01.01.09		Basket	X	10	10	10	10	10	10	SOE	
11.01.01.10		Sanitary bin with pedal system	X	9	9	9	9	9	9	SOE	
11.01.01.11		Hygiene bag dispenser	X	3	3	3	3	3	3	SOE	3*
11.01.01.12		Disable accessories		-	-	-	-	-	-	CONS	
12 TECHNICAL SERVICES AND MAINTENANCE EQUIPMENT											
12.01 GENERAL											
12.01.01 TOOLS											
12.01.01.01		Tools and equipment for Maintenance Workshop	X	8.000	8.000	8.000	8.000	8.000	8.000	SOE	
12.01.02 STORAGE											
12.01.02.01		Storage shelves	X	200	200	200	200	200	200	FF&E	2*
12.01.03 OTHERS											
12.01.03.01		Fire Prevention equipment for staff	X	1.000	1.000	1.000	1.000	1.000	1.000	FF&E	2*
12.01.03.02		First Aid equipment for staff	X	1.000	1.000	1.000	1.000	1.000	1.000	FF&E	2*
12.01.03.03		Safety equipment for staff	X	500	500	500	500	500	500	FF&E	2*
12.01.04 EQUIPMENT											
12.01.04.01		Coffee machines maintenance	X	50	50	50	50	50	50	SOE	2*
13 STAFF AREA											
13.01 CANTEEN											
13.01.01 FURNITURE											
13.01.01.01		Tables	X	80	80	80	80	80	80	FF&E	
13.01.01.02		Chairs	X	150	150	150	150	150	150	FF&E	
13.01.02 EQUIPMENT											
13.01.02.01		Microwave	X	260	260	260	260	260	260	SOE	
13.01.02.02		Coffee machine	X	300	300	300	300	300	300	SOE	2*
13.01.02.03		Water machine	X	500	500	500	500	500	500	FF&E	2*
13.01.02.04		Flat TV	X	530	530	530	530	530	530	FF&E	2*
13.01.02.05		Fixing elements flat TV		-	-	-	-	-	-	CONS	1*
13.01.02.06		Telephones	X	25	25	25	25	25	25	SOE	2*
13.02 DRESSING ROOMS AND BATHROOMS											
13.02.01 GENERAL EQUIPMENT											
13.02.01.01		Lockers	X	150	150	150	150	150	150	FF&E	2*
13.02.01.02		Benches	X	100	100	100	100	100	100	FF&E	
13.02.01.03		Hair dryer	X	50	50	50	50	50	50	SOE	3*
13.02.01.04		Bathroom mirror	X	200	200	200	200	200	200	FF&E	3*

NH HOTEL GROUP										PRICELIST FF&E + SOE	
BU SPAIN											
			NH		COLLECTION		NHOW		Class	Comments	
13.02.01.05	Item										
13.02.01.06	Wall-mounted hangers	X	7	7	7	7	7	7	FF&E	3*	
13.02.01.07	Main toilet paper holder	X	27	27	27	27	27	27	FF&E	3*	
	Wall-mounted tissues box	X	19	19	19	19	19	19	SOE	3*	
14	STORAGE AREA										
14.01	GENERAL										
14.01.01	SMALL EQUIPMENT										
14.01.01.01	Storage cupboards	X	800	800	800	800	800	800	FF&E	2*	
14.01.01.02	Shelves	X	200	200	200	200	200	200	FF&E	2*	
15	EXTERNAL AREA										
15.01	GENERAL										
15.01.01	FURNITURE										
15.01.01.01	Tables	X	380	380	380	380	380	380	FF&E		
15.01.01.02	Chairs	X	200	200	200	200	200	200	FF&E		
15.01.01.03	Stools	X	200	200	200	200	200	200	FF&E		
15.01.01.04	Main bar counter	X	15.000	20.000	25.000	30.000	30.000	30.000	FF&E		
15.01.01.05	High tables	X	415	415	415	415	415	415	FF&E		
15.01.01.06	Benches	X	300	300	300	300	300	300	FF&E		
15.01.01.07	Umbrellas	X	100	100	100	100	100	100	FF&E		
15.01.02	LIGHTING										
15.01.02.01	External decorative lamps	X	90	90	90	90	90	90	FF&E	6*	
15.01.03	OTHERS										
15.01.03.01	Ashtrays	X	10	10	10	10	10	10	SOE		
15.01.03.02	Dustbin	X	100	100	100	100	100	100	FF&E		
16	CORPORATE SIGNAGE										
16.01	EXTERNAL SIGNAGE										
16.01.01	Symbol fixed to the ground	X	2.000	2.000	2.000	2.000	2.000	2.000	FF&E	1*	
16.01.02	Outdoor signage	X	7.000	7.000	7.000	7.000	7.000	7.000	FF&E	1*	
16.01.03	Entrance plaque	X	590	590	590	590	590	590	FF&E	1*	
16.01.04	Vinyl on windows/doors	X	120	120	120	120	120	120	FF&E	1*	
16.01.05	Car parking only acces pole	X	7.000	7.000	7.000	7.000	7.000	7.000	FF&E	1*	
16.01.06	Main gate signage	X	8.000	8.000	8.000	8.000	8.000	8.000	FF&E	1*	
16.01.07	Flags signs	X	-	-	-	-	-	-	FF&E	1*	
16.01.08	Top building letters	X	11.000	11.000	11.000	11.000	11.000	11.000	FF&E	1*	
16.01.09	Top building cube	X	11.000	11.000	11.000	11.000	11.000	11.000	FF&E	1*	
16.01.10	Top building corner sign	X	11.000	11.000	11.000	11.000	11.000	11.000	FF&E	1*	
16.01.11	Car parking only acces pole	X	7.000	7.000	7.000	7.000	7.000	7.000	FF&E	1*	
16.01.12	Terrace and green area signage	X	2.000	2.000	2.000	2.000	2.000	2.000	FF&E	1*	
16.01.13	Any other fixed elements		-	-	-	-	-	-	CONS	1*	
16.02	INTERNAL SIGNAGE										
16.02.01	Room Numbers	X	46	46	46	46	46	46	FF&E	1*	
16.02.02	Directions	X	80	80	80	80	80	80	FF&E	1*	
16.02.03	Area names	X	80	80	80	80	80	80	FF&E	1*	
16.02.04	Fire Protection and Emergency		-	-	-	-	-	-	CONS	1*	
17.	CLEANING										
17.01.01	Cleaning works after construction works	X	-	-	-	-	-	-	CONS	1*	
17.01.02	Final cleanin for openin	X	150	150	150	150	150	150	FF&E		

IMPORTANT NOTE:

All the electrical, mechanical, plumbing or other technical installations elements, any part, single or multiple elements of the infrastructure, anchorage and their reinforcement necessary to make the equipment's work properly **must be included in the construction works**.

All the holes or modifications necessary to the walls or structures must be coordinated by the construction company and included in their contract.

The companies providing the installation must provide all the required elements.

NOTES:

*horizontal and verticals fridges must be equipped with standalone compressors positioned in a dedicated and ventilated space (mainly in buffet; not to be incorporated in the buffet furniture itself because of noise)

1* All connection sockets, cables necessary for the operation, the setting-out on site for support installation and/or anchors to their correct location will be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

2* If support / infrastructure / construction / power supply is needed; It will be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

3* Installation in bathroom walls/floor must be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

4* Only for congress/public areas (no room-corridors). Should be incorporated in wall.

5* Incasement & framing in needed must be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

6* If drilled in wall with ducts/pipes needs to be done by contractor.

7* The water supply, electrical, gas, ventilation, heating, cooling & dreneg installation will be executed by the main constructor/s and included in the construction budget. NOT part of the FF&E budget.

ANNEX.C. NH FEES Market Pricing


NH MARKET PRICING
(including Corporate Expenses)

BU- CENTRAL EUROPE		0,5-1	1-3	3-6	6-10	+10	AVERAGE
A	PROJECT DESIGN FEES	8,50%	7,50%	7,00%	5,00%	4,5%	6,50%
B	INTERIOR DESIGN FEES	2,00%	2,00%	1,75%	1,50%	1,50%	1,75%
C	CONSTRUCTION MANAGEMENT FEES	6,00%	5,00%	4,00%	3,00%	3,00%	4,20%
TOTAL FEES / TYPE OF PROJECT		16,50%	14,50%	12,75%	9,50%	9,00%	12,45%

- (1) Under 500k€ investments FEES to be studied.
 (2) For New Opening projects TSA to be charged as 1.000€ per room.
 (3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

BU- SPAIN		0,5-1	1-3	3-6	6-10	+10	AVERAGE
A	PROJECT DESIGN FEES	6,00%	5,50%	5,00%	4,50%	4,0%	5,00%
B	INTERIOR DESIGN FEES	2,00%	2,00%	1,50%	1,50%	1,00%	1,60%
C	CONSTRUCTION MANAGEMENT FEES	5,00%	4,50%	3,50%	3,00%	3,00%	3,80%
TOTAL FEES / TYPE OF PROJECT		13,00%	12,00%	10,00%	9,00%	8,00%	10,40%

- (1) Under 500k€ investments FEES to be studied.
 (2) For New Opening projects TSA to be charged as 1.000€ per room.
 (3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

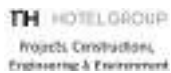

NH MARKET PRICING
(including Corporate Expenses)

BU- BENELUX		0,5-1	1-3	3-6	6-10	+10	AVERAGE
A	PROJECT DESIGN FEES	7,50%	6,50%	6,00%	5,00%	5,00%	6,00%
B	INTERIOR DESIGN FEES	2,00%	2,00%	1,75%	1,50%	1,50%	1,75%
C	CONSTRUCTION MANAGEMENT FEES	5,50%	5,00%	4,50%	4,00%	4,00%	4,60%
TOTAL FEES / TYPE OF PROJECT		15,00%	13,50%	12,25%	10,50%	10,50%	12,35%

- (1) Under 500k€ investments FEES to be studied.
 (2) For New Opening projects TSA to be charged as 1.000€ per room.
 (3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

BU- ITALY		0,5-1	1-3	3-6	6-10	+10	AVERAGE
A	PROJECT DESIGN FEES	6,00%	5,50%	5,00%	4,50%	4,0%	5,00%
B	INTERIOR DESIGN FEES	2,00%	2,00%	1,50%	1,50%	1,00%	1,60%
C	CONSTRUCTION MANAGEMENT FEES	5,00%	4,50%	4,00%	3,50%	3,00%	4,00%
TOTAL FEES / TYPE OF PROJECT		13,00%	12,00%	10,50%	9,50%	8,00%	10,60%

- (1) Under 500k€ investments FEES to be studied.
 (2) For New Opening projects TSA to be charged as 1.000€ per room.
 (3) PCE market pricing FEES do not include taxes, licence costs and contingencies.


NH MARKET PRICING
(including Corporate Expenses)

BU- AMERICA		0,5-1	1-3	3-6	6-10	+10	AVERAGE
A	PROJECT DESIGN FEES	6,00%	5,50%	5,00%	4,50%	4,0%	5,00%
B	INTERIOR DESIGN FEES	2,00%	2,00%	1,50%	1,50%	1,00%	1,60%
C	CONSTRUCTION MANAGEMENT FEES	5,00%	4,50%	3,50%	3,00%	3,00%	3,80%
TOTAL FEES / TYPE OF PROJECT		13,00%	12,00%	10,00%	9,00%	8,00%	10,40%

- (1) Under 500k€ investments FEES to be studied.
 (2) For New Opening projects TSA to be charged as 1.000€ per room.
 (3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

ANNEX.C. NH FEES Market Pricing / Internal & External Fees

NH | HOTEL GROUP
Projects, Construction,
Engineering & Environment

NH MARKET PRICING

BU- CENTRAL EUROPE		0-1		1-3		3-6		6-10		+10	
		NH	EXT	NH	EXT	NH	EXT	NH	EXT	NH	EXT
A	PROJECT DESIGN FEES	8-9%		7-8%		6,5-7,5%		5-6%		4-5%	
		0-1%	7,5-8%	0,5-1%	6,5-7%	0,5-1%	6-6,5%	0,5-1%	4,5-5%	0,5-1%	3,5-4,5%
B	INTERIOR DESIGN FEES	1,5-2,5%		1,5-2,5%		1-2%		1-2%		1-2%	
		0-1%	1-2%	0-0,5%	1-2%	0-1%	1-2%	0-1%	1-2%	0-1%	1-2%
C	CONSTRUCTION MANAGEMENT FEES	5,5-6,5%		4,5-5,5%		3,5-4,5%		2,5-3,5%		2,5-3,5%	
		1,5-2,5%	4-4,5%	1-2%	3-4%	0,5-1,5%	3-3,5%	0,5-1%	2-2,5%	0,5-1%	2-2,5%
TOTAL FEES / OF PROJECT		15-17%		13-15%		11-13%		9-11%		8-10%	
		2-3%	12-14%	2-3%	11-12%	1,5-2,5%	9-11%	1-2%	8-9%	1-2%	7-8%

- (1) Under 500k€ investments FEES to be studied.
(2) For New Opening projects TSA to be charged as 1.000€ per room.
(3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

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NH MARKET PRICING

BU- SPAIN		0-1		1-3		3-6		6-10		+10	
		NH	EXT	NH	EXT	NH	EXT	NH	EXT	NH	EXT
A	PROJECT DESIGN FEES	6-7%		5-6%		4,5-5,5%		4-5%		3,5-4,5%	
		1-2%	5-6%	1-2%	4-5%	0,5-1%	4-5%	0-1%	3-4%	0-1%	3-4%
B	INTERIOR DESIGN FEES	1,5-2,5%		1-2%		1-2%		1-2%		0,5-1,5%	
		0-1%	1-2%	0-1%	1-2%	0-0,5%	0,5-1,5%	0-0,5%	0,5-1,5%	0-0,5%	0,5-1,5%
C	CONSTRUCTION MANAGEMENT FEES	4,5-5,5%		4-5%		3,5-4,5%		3-4%		2,5-3,5%	
		1-2%	3-4%	1-2%	3-4%	0,5-1,5%	3-3,5%	0,5-1,5%	3-4%	0,5-1%	1,5-2,5%
TOTAL FEES / OF PROJECT		12-14%		10-12%		9-11%		8-10%		7-9%	
		2-4%	10-12%	2-3%	8-10%	1-2,5%	7,5-8,5%	1-2,5%	6,5-7,5%	0,5-2,5%	5,5-6,5%

- (1) Under 500k€ investments FEES to be studied.
(2) For New Opening projects TSA to be charged as 1.000€ per room.
(3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

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NH MARKET PRICING

BU-AMERICA		0-1		1-3		3-6		6-10		+10											
		NH	EXT	NH	EXT	NH	EXT	NH	EXT	NH	EXT										
A	PROJECT DESIGN FEES	6-7%		5-6%		4,5-5,5%		4-5%		3,5-4,5%											
		1-2%	5-6%	1-2%	4-5%	0,5-1%	4-5%	0-1%	3-4%	0-1%	3-4%										
B	INTERIOR DESIGN FEES	1,5-2,5%		1-2%		1-2%		1-2%		0,5-1,5%											
		0-1%	1-2%	0-1%	1-2%	0-0,5%	0,5-1,5%	0-0,5%	0,5-1,5%	0-0,5%	0,5-1,5%										
C	CONSTRUCTION MANAGEMENT FEES	4,5-5,5%		4-5%		3,5-4,5%		3-4%		2,5-3,5%											
		1-2%	3-4%	1-2%	3-4%	0,5-1,5%	3-3,5%	0,5-1,5%	3-4%	0,5-1%	1,5-2,5%										
TOTAL FEES / OF PROJECT		12-14%		10-12%		9-11%		8-10%		7-9%											
		2-4%		10-12%		2-3%		8-10%		1-2,5%		7,5-8,5%		1-2,5%		6,5-7,5%		0,5-2,5%		5,5-6,5%	

- (1) Under 500k€ investments FEES to be studied.
(2) For New Opening projects TSA to be charged as 1.000€ per room.
(3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

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NH MARKET PRICING

BU-BENELUX		0-1		1-3		3-6		6-10		+10	
		NH	EXT	NH	EXT	NH	EXT	NH	EXT	NH	EXT
A	PROJECT DESIGN FEES	6-7%		5-6%		5,5-6%		4,5-5,5%		4,5-5,5%	
		0-1%	6-6,5%	0-1%	5-5,5%	0,5-1%	4,5-5%	0,5-1%	3,5-4,5%	0-0,5%	3,5-4,5%
B	INTERIOR DESIGN FEES	1,5-2,5%		1,5-2,5%		1-2%		1-2%		1,5-2%	
		0-1%	1-2%	0-0,5%	1-2%	0-1%	1-2%	0-1%	1-2%	0-0,5%	1-2%
C	CONSTRUCTION MANAGEMENT FEES	5-6%		4,5-5,5%		4-5%		3,5-4,5%		3,5-4,5%	
		1,5-2,5%	4-4,5%	1-2%	3-4%	1-2%	3-4%	0,5-1,5%	3-3,5%	0,5-1,5%	3-3,5%
TOTAL FEES /	TYPE	14-16%		12-14%		11-13%		9-11%		9-11%	
		2-3%	12-14%	2-3%	11-12%	1,5-2,5%	9-11%	1-2%	8-9%	1-2%	8-9%

- (1) Under 500k€ investments FEES to be studied.
(2) For New Opening projects TSA to be charged as 1.000€ per room.
(3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

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NH MARKET PRICING

BU- ITALY		0-1		1-3		3-6		6-10		+10	
		NH	EXT	NH	EXT	NH	EXT	NH	EXT	NH	EXT
A	PROJECT DESIGN FEES	6-7%		5-6%		4,5-5,5%		4-5%		3,5-4,5%	
		1-2%	5-6%	1-2%	4-5%	0,5-1%	4-5%	0-1%	3-4%	0-1%	3-4%
B	INTERIOR DESIGN FEES	1,5-2,5%		1-2%		1-2%		1-2%		0,5-1,5%	
		0-1%	1-2%	0-1%	1-2%	0-0,5%	0,5-1,5%	0-0,5%	0,5-1,5%	0-0,5%	0,5-1,5%
C	CONSTRUCTION MANAGEMENT FEES	4,5-5,5%		4-5%		3,5-4,5%		3-4%		2,5-3,5%	
		1-2%	3-4%	1-2%	3-4%	0,5-1,5%	3-3,5%	0,5-1,5%	3-4%	0,5-1%	1,5-2,5%
TOTAL FEES / OF PROJECT		12-14%		10-12%		9-11%		8-10%		7-9%	
		2-4%	10-12%	2-3%	8-10%	1-2,5%	7,5-8,5%	1-2,5%	6,5-7,5%	0,5-2,5%	5,5-6,5%

- (1) Under 500k€ investments FEES to be studied.
(2) For New Opening projects TSA to be charged as 1.000€ per room.
(3) PCE market pricing FEES do not include taxes, licence costs and contingencies.

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