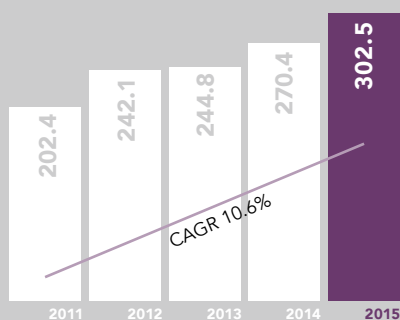


OUR KEY PERFORMANCE INDICATORS

FINANCIAL KPIS*

TOTAL REVENUE
€M



KPI definition

Total revenue includes all operating revenue generated by the Group's owned and leased hotels, management fees, franchise fees and marketing fees.

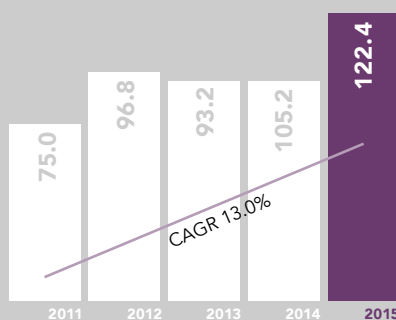
Comment

Revenue increased by 11.8%, due to improved trading and a currency exchange rate benefit.

Also see

- Deputy CEO & CFO statement P28
- Financial statements P71 – 120

EBITDAR
€M



KPI definition

Earnings before interest, tax, depreciation, amortisation and rental expenses.

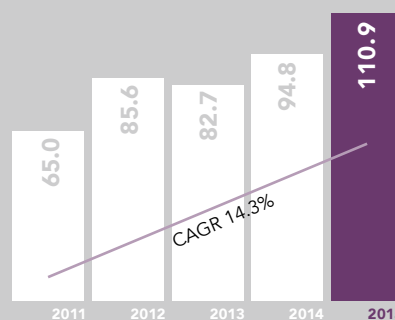
Comment

EBITDAR increased by 16.4% year-on-year, due to an increase in revenue and tight cost control.

Also see

- Deputy CEO & CFO statement P28
- Financial statements P71 – 120

EBITDA
€M



KPI definition

Earnings before interest, tax, depreciation and amortisation.

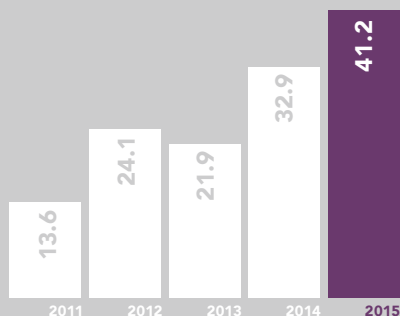
Comment

EBITDA increased by 16.9% year-on-year, due to an increase in revenue and tight cost control.

Also see

- Deputy CEO & CFO statement P28
- Financial statements P71 – 120

NORMALISED PROFIT BEFORE TAX
€M



KPI definition

Profit before tax adjusted to remove unusual or one-time influences.

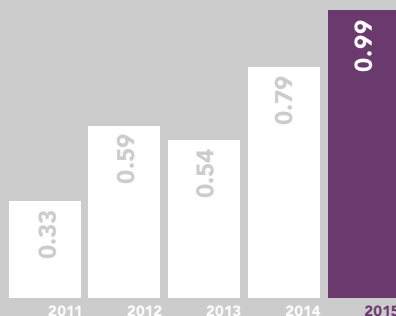
Comment

Significant increase reported with normalised profit before tax increasing by 25.5% due to improved earnings.

Also see

- Deputy CEO & CFO statement P28
- Financial statements P71 – 120

NORMALISED EARNINGS PER SHARE
€



KPI definition

Earnings for the year, adjusted to remove any unusual or one-time influences, divided by the weighted average number of Ordinary shares outstanding during the year.

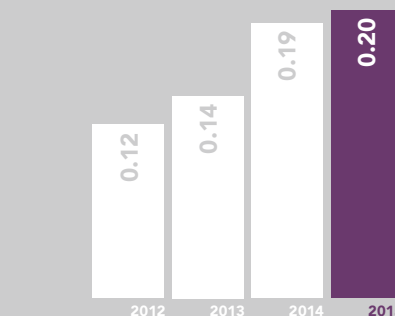
Comment

Significant increase reported with normalised earnings per share increasing by 25.6% due to improved earnings.

Also see

- Deputy CEO & CFO statement P28
- Financial statements P71 – 120

DIVIDEND PER SHARE
£



KPI definition

The total dividends paid out over an entire year divided by the number of outstanding Ordinary shares issued.

Comment

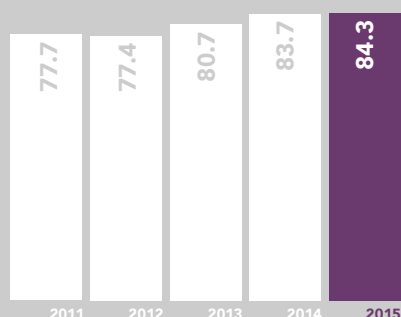
5.3% increase year-on-year, with a final dividend of 10.0 pence per share proposed.

Also see

- Deputy CEO & CFO statement P28
- Financial statements P71 – 120

OPERATING KPIs*

OCCUPANCY %



KPI definition

Total rooms occupied divided by the available rooms.

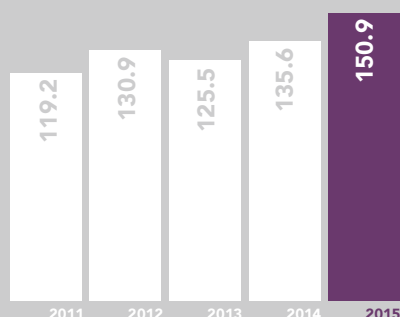
Comment

Record occupancy delivered due to a strong demand in The Netherlands in particular.

Also see

- Deputy CEO & CFO statement P28
- Review of the year P36
- Financial statements P71 – 120

AVERAGE ROOM RATE €



KPI definition

Total room revenue divided by the number of rooms sold.

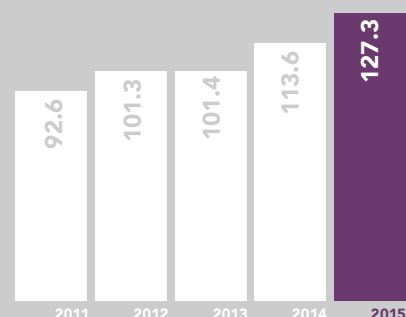
Comment

Record average room rate delivered, increasing by 11.3%, due to increases across all operating regions.

Also see

- Deputy CEO & CFO statement P28
- Review of the year P36
- Financial statements P71 – 120

REVPAR €



KPI definition

Revenue per available room; total room revenue divided by the number of available rooms.

Comment

Record RevPAR delivered, increasing by 12.1%, as a result of increased average room rate and occupancy.

Also see

- Deputy CEO & CFO statement P28
- Review of the year P36
- Financial statements P71 – 120

EMPLOYEE SATISFACTION/ ENGAGEMENT (SCALE 1–100%)



KPI definition

Measured through annual surveys. Team members are encouraged to share feedback about our company, their jobs, their teams and manager.

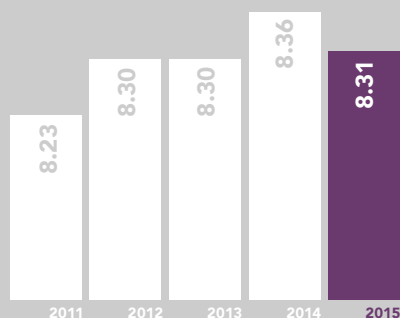
Comment

Adopted a new measurement method in 2015, providing new insights and enabling us to further strengthen our unique culture. This year's result is therefore considered the baseline.

Also see

- President & CEO statement P10
- Corporate Social Responsibility P48

GUEST SATISFACTION (SCALE 1–10)



KPI definition

Guest satisfaction is paramount to our long-term success. Guests are approached via electronic surveys and are encouraged to rate various elements of their stay.

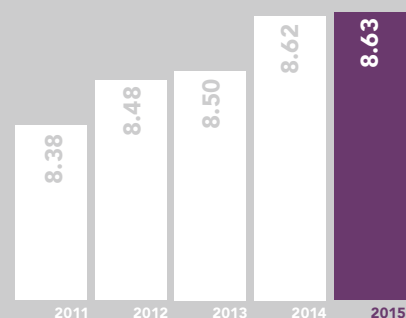
Comment

Maintained high level of guest satisfaction and further improvement expected post-renovations.

Also see

- President & CEO Statement P10

SERVICE PERFORMANCE (SCALE 1–10)



KPI definition

A consistent delivery of exemplary service is a core objective. Service performance is measured through electronic surveys, with guests encouraged to rate various service elements.

Comment

Record service performance score delivered, due to strong service focus and extensive training programmes.

Also see

- President & CEO Statement P10