

MOTEL ONE GROUP FINANCIAL SUMMARY

KEY PERFORMANCE METRICS	2011	2012	2013	2014	2015	2016	2017	2018
No. Hotels	38	42	46	54	51	55	62	71
No. Rooms	8,193	9,221	10,293	12,822	13,887	14,583	17,387	20,160
- Owned rooms	3,222	3,757	3,310	3,563	2,493	2,984	2,974	3,655
- Owned rooms in %	39%	41%	32%	28%	18%	20%	17%	18%
Occupancy	70%	73%	75%	75%	75%	77%	77%	77%
Rev per Room sold	€ 73	€ 76	€ 78	€ 81	€ 88	€ 89	€ 91	€ 95
P&L STATEMENT (TEUR)								
Revenue	134,763	174,561	205,460	256,358	321,697	357,411	400,818	487,148
EBITDA	44,210	62,217	72,553	81,219	96,617	111,036	121,771	150,250
EBIT	27,756	39,696	50,353	54,290	69,880	79,952	87,328	92,100
EBT before Capital Gain	23,365	33,913	43,544	50,490	63,743	72,213	80,625	83,787
EBT	23,365	33,913	69,532	70,948	99,455	128,478	89,936	133,490
NET PROFIT	14,973	20,897	50,784	49,378	77,451	91,613	58,635	104,450
BALANCE SHEET (TEUR)								
Fixed Assets	267,951	314,684	346,415	428,703	436,443	535,590	643,033	700,553
Net Working Capital	26,273	32,180	36,626	55,881	55,595	-14,339	73,354	-4,010
Net Debt	91,120	111,270	82,739	94,909	48,864	153,063	173,972	215,124
Equity	150,558	171,234	227,050	277,913	331,984	396,866	395,707	489,439
Net Debt / EBITDA	2.1	1.8	1.1	1.2	0.5	1.4	1.4	1.4