

MOTEL ONE GROUP FINANCIAL SUMMARY

| KEY PERFORMANCE METRICS | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| No. Hotels | 42 | 46 | 54 | 51 | 55 | 62 | 71 | 74 |
| No. Rooms | 9,221 | 10,293 | 12,822 | 13,887 | 14,583 | 17,387 | 20,160 | 20,851 |
| - Owned rooms | 3,757 | 3,310 | 3,563 | 2,493 | 2,984 | 2,974 | 3,655 | 3,400 |
| - Owned rooms in % | 41% | 32% | 28% | 18% | 20% | 17% | 18% | 16% |
| Occupancy | 73% | 75% | 75% | 75% | 77% | 77% | 77% | 77% |
| Rev per Room sold | € 76 | € 78 | € 81 | € 88 | € 89 | € 91 | € 95 | € 98 |
| P&L STATEMENT (TEUR) | | | | | | | | |
| Revenue | 174,561 | 205,460 | 256,358 | 321,697 | 357,411 | 400,818 | 487,148 | 562,264 |
| EBITDA | 62,217 | 72,553 | 81,219 | 96,617 | 111,036 | 121,771 | 150,250 | 175,960 |
| EBIT | 39,696 | 50,353 | 54,290 | 69,880 | 79,952 | 87,328 | 92,100 | 115,546 |
| Operating profit | 33,913 | 43,544 | 50,490 | 63,743 | 72,213 | 80,625 | 83,787 | 106,491 |
| EBT | 33,913 | 69,532 | 70,948 | 99,455 | 128,478 | 89,936 | 133,490 | 165,598 |
| Tax | -13,016 | -18,748 | -21,570 | -22,004 | -36,865 | -31,301 | -29,040 | -37,092 |
| Net Profit | 20,897 | 50,784 | 49,378 | 77,451 | 91,613 | 58,635 | 104,450 | 128,506 |
| BALANCE SHEET (TEUR) | | | | | | | | |
| Fixed Assets | 314,684 | 346,415 | 428,703 | 436,443 | 535,590 | 643,033 | 700,553 | 667,614 |
| Net Working Capital | 32,180 | 36,626 | 55,881 | 55,595 | -14,339 | 73,354 | -4,010 | -52,212 |
| Net Debt | 111,270 | 82,739 | 94,909 | 48,864 | 153,063 | 173,972 | 215,124 | 172,540 |
| Equity | 171,234 | 227,050 | 277,913 | 331,984 | 396,866 | 395,707 | 489,439 | 547,286 |
| Net Debt / EBITDA | 1.8 | 1.1 | 1.2 | 0.5 | 1.4 | 1.4 | 1.4 | 1.0 |