

MOTEL ONE GROUP FINANZEN



KEY PERFORMANCE METRICS	2010	2011	2012	2013	2014	2015	2016
No. Hotels	31	38	42	46	54	51	55
No. Rooms	6,118	8,193	9,221	10,293	12,822	13,887	14,583
- Owned rooms	2,394	3,222	3,757	3,310	3,563	2,493	2,984
- Owned rooms in %	39%	39%	41%	32%	28%	18%	20%
Occupancy	71%	70%	73%	75%	75%	75%	77%
Rev per Room sold	€ 69	€ 73	€ 76	€ 78	€ 81	€ 88	89€
P&L STATEMENT (TEUR)							
Revenue	90,905	134,763	174,561	205,460	256,358	321,697	357,411
EBITDA	34,180	44,210	62,217	72,553	81,219	96,617	111,036
EBIT	21,837	27,756	39,696	50,353	54,290	69,880	79,952
Operating Profit	18,750	23,365	33,913	43,544	50,490	63,743	72,213
Capital gain on hotel properties	0	0	0	25,988	20,458	35,712	56,265
EBT	18,750	23,365	33,913	69,532	70,948	99,455	128,478
Tax	-6,472	-8,392	-13,016	-18,748	-21,570	-22,004	-36,865
Net Income	12,278	14,973	20,897	50,784	49,378	77,451	91,613
BALANCE SHEET (TEUR)							
Fixed Assets	221,288	267,951	314,684	346,415	428,703	436,443	535,590
Net Working Capital	18,240	26,273	32,180	36,626	55,881	55,595	-14,339
Net Debt	67,228	91,120	111,270	82,739	94,909	48,864	153,063
Equity	135,820	150,558	171,234	227,050	277,913	331,984	396,866
Net Debt / EBITDA	2.0	2.1	1.8	1.1	1.2	0.5	1,4