

CEO Panel:

Global Players
on their Current Strategies

Moderated by Maria Puetz-Willems

Editor in Chief
hospitalityInside.com

ITB Hospitality Day 2010

Our Guests today

David Fattal

Wolfgang M. Neumann

Matthias Schröder

David Fattal



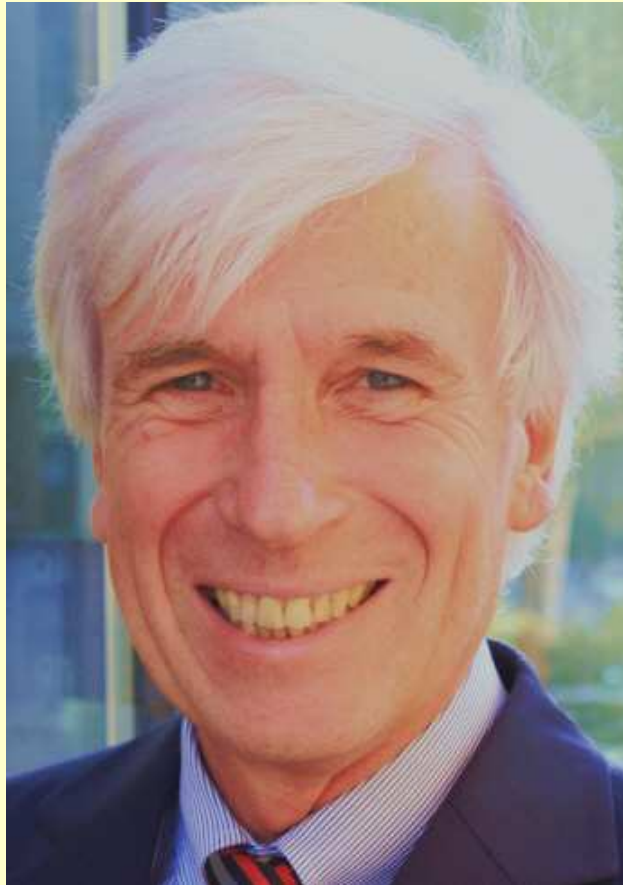
- Owner of Fattal Group
- Headquarter: Tel Aviv
- 60 hotels in total
30 in Israel, 23 Germany,
6 Belgium, 1 Switzerland
- 11,000 rooms in total
- Brand: Leonardo Hotels
- 8,000 employees in total

Wolfgang M. Neumann



- CEO Arabella Hospitality Group
- Headquarter: Munich
- Owner: Schörghuber Unternehmensgruppe
- 41 hotels within the joint venture with Starwood Hotels; 29 operated by AHG
- 9,695 rooms in total
- Brands: Four Points by Sheraton, Le Méridien, Sheraton, Westin, The Luxury Collection, St. Regis
- 2,267 employees (without franchise hotels)

Matthias Schröder



- First trained in banking, later chartered accountant and tax consultant
- mid-1990s to 2009 CEO
PKF Pannell Kerr Forster, Munich
- Managing Partner of PKF Industrie-
und Verkehrstreuhand GmbH
Wirtschaftsprüfungsgesellschaft
- Chartered Surveyor (MRICS)
- Founder „SIH Structured
Information Hotels“

First Class hotel with 250 rooms

Representative Profit & Loss Owner and Leaseholder on 2010 Price Basis

P&L Leaseholder	As it should be		As it might be in 2010 (optimistic)	
Average Occupancy (%)	75		65	
Average Rate (€)	150		125	
RevPAR (€)	113		81	
	'000 €	%	'000 €	%
Revenue				
Rooms	10.266		7.414	
Other	6.844		4.943	
Total	17.109	100,0%	12.357	100,0%
Net Operating Profit	4.620	27,0%	1.468	11,9%
Lease (% of total revenue)	-3.422	20,0%	-2.471	20,0%
	1.198	7,0%	-1.003	-8,1%

First Class hotel with 250 rooms

Profit & Loss Owner	As it should be			As it might be in 2010 (optimistic)		
	'000 €	'000 €	%	'000 €	'000 €	%
Lease		3.422	20,0%		2.471	20,0%
Lease per Room	14					
Property Cost Owner		-428	2,5%		-406	3,3%
Net Lease		2.994	17,5%		2.065	16,7%
Total Investment		50.000			50.000	
Per Room	200					
Yield		6,0%			4,1%	