

Consolidated Statement of Income

Consolidated Result - Annual Data				2011 vs. 2010	2011 vs. 2009
(R\$ Thousand)	2011	2010	2009	Δ%	Δ%
Hotel activities					
Gross operating revenue	197,078	134,661	84,874	46.4%	132.2%
Room revenue	143,412	91,848	59,827	56.1%	139.7%
F&B and other revenue	44,673	32,931	18,263	35.7%	144.6%
Revenue from management fees	8,993	9,882	6,784	-9.0%	32.6%
Tax and deductions	(20,500)	(12,861)	(7,981)	59.4%	156.9%
Net revenue	176,578	121,800	76,893	45.0%	129.6%
Cost of services	(53,877)	(38,859)	(23,797)	38.6%	126.4%
Room	(26,302)	(17,760)	(10,826)	48.1%	143.0%
F&B and others	(27,575)	(21,099)	(12,971)	30.7%	112.6%
Result from activities	122,701	82,941	53,096	47.9%	131.1%
<i>Gross margin</i>	62.3%	61.6%	62.6%	0.7 p.p.	-0.3 p.p.
SG&A expenses - Hotel	(64,477)	(49,987)	(33,781)	29.0%	90.9%
General and administrative	(43,754)	(33,732)	(23,814)	29.7%	83.7%
Maintenance	(7,283)	(6,416)	(4,009)	13.5%	81.7%
Marketing and advertising	(13,440)	(9,839)	(5,958)	36.6%	125.6%
Hotel segment EBITDA	58,224	32,954	19,315	76.7%	201.4%
<i>Hotel segment EBITDA margin</i>	33.0%	27.1%	25.1%	5.9 p.p.	7.9 p.p.
Real estate development activities					
Revenue - Launched sites	1,472	834	-	76.5%	n.m.
Expenses - Launched sites	(2,093)	(524)	-	299.4%	n.m.
Landbank expenses - non-launched sites	(5,235)	(8,158)	(12,351)	-35.8%	-57.6%
Real estate segment EBITDA	(5,856)	(7,848)	(12,351)	-25.4%	-52.6%
<i>Real estate development segment EBITDA margin¹</i>	-3.3%	-6.4%	-16.1%	3.1 p.p.	12.8 p.p.
Consolidated					
Revenues from non-operated properties ²	9,394	1,868	-	402.9%	n.m.
SG&A expenses - Corporate	(19,874)	(16,320)	(17,853)	21.8%	11.3%
Company EBITDA	41,888	10,654	(10,889)	293.2%	284.7%
<i>Company EBITDA margin</i>	23.7%	8.7%	-14.2%	15.0 p.p.	37.9 p.p.
GR Capital	-	(7,748)	(7,748)	n.m.	n.m.
Depreciation & Amortization	(17,961)	(12,129)	(13,802)	48.1%	30.1%
Net financial result	(11,746)	5,143	30,306	-328.4%	-138.8%
Other	7,995	(275)	8,435	n.m.	n.m.
Income before income tax	20,176	(4,355)	6,302	563.3%	220.2%
Minority interest	1,685	1,591	968	5.9%	74.1%
Income tax & social contribution	(12,219)	(3,408)	(4,633)	258.5%	163.7%
Net income/loss	9,644	(6,172)	2,636	256.3%	265.9%

Real estate EBITDA margin¹ = impact of real estate development on the Company's net revenue.

Revenue from non-operated properties² = In 4Q11, it includes R\$4.6 million related to judicial compensation for the acquisition of Rio Palace Hotel.

n.m. = not measured

Balance Sheet

Balance Sheet (R\$ Thousands)			
Assets	12/31/2011	12/31/2010	12/31/2009
Total assets	1,016,102	801,340	757,463
Current assets	82,176	203,469	267,990
Cash and cash equivalents	28,985	121,708	246,304
Receivables	31,150	24,981	15,349
Other credits	20,438	54,907	5,295
Inventory	1,603	1,873	1,042
Other	-	-	-
Non-current assets	933,926	597,871	489,473
Long-term assets	206,592	180,874	218,273
Receivables	-	460	-
Other credits	46,530	21,572	59,961
Credits with related parties	1,889	1,163	1,219
Inventory of properties to be sold	158,173	157,679	157,093
Permanent assets	727,334	416,997	271,200
Investments	4,320	4,320	-
Property, plant and equipment	677,817	359,553	226,343
Intangible assets	45,197	53,124	44,857
Deferred assets	-	-	-
Liabilities	12/31/2011	12/31/2010	12/31/2009
Total liabilities	1,016,102	801,340	757,463
Current liabilities	151,147	67,256	52,519
Suppliers	19,662	16,534	9,973
Loans and financing	102,419	19,903	4,415
Taxes and contributions	7,400	7,158	5,114
Obligations with the acquisition of investments	8,543	13,290	17,383
Payroll and related taxes	9,872	5,631	9,422
Other payables	3,251	4,740	6,212
Noncurrent liabilities	134,076	95,885	64,581
Loans and financing	133,228	94,803	59,494
Provisions	275	896	4,607
Other	573	186	480
Shareholders' equity	730,879	638,199	640,363
Capital stock	725,775	640,775	640,775
Capital reserves	93,717	93,164	90,312
Shares held in treasury	(8,225)	(9,756)	(9,906)
Accumulated losses	(86,322)	(95,966)	1,256
Minority interest	5,934	9,982	(89,794)

Statement of Cash Flow

Cash Flows			
(R\$ Thousands)	12/31/2011	12/31/2010	12/31/2009
Cash flow from operating activities	17,888	(10,539)	92
Cash from operating activities	54,352	9,610	6,689
Result before income tax and social contribution	20,176	(4,355)	6,301
Depreciation and amortization	17,961	12,129	13,802
Write-off of deferred assets and property, plant & equip.	14,955	577	205
Options granted	1,260	1,259	1,256
Equity in discontinued investments	-	-	(14,875)
Changes in assets and liabilities	(24,245)	(16,741)	(1,827)
Clients	(5,709)	(10,092)	(6,570)
Restricted deposits	1,892	(175)	(2,128)
Inventory	270	(831)	(255)
Recoverable taxes	(2,676)	(1,965)	(2,115)
Deferred taxes	(7,645)	-	-
Judicial deposits	(1,329)	(214)	(1,273)
Other assets	(10,684)	(4,419)	(808)
Suppliers	3,128	6,561	7,128
Taxes and contributions	242	2,044	(488)
Accounts payable from the acquisition of investments	(4,514)	(4,093)	-
Payroll and related taxes	4,241	(3,791)	5,977
Contingent liabilities	28	-	-
Other liabilities	(1,489)	234	(1,295)
Income tax and social contribution paid	(12,219)	(3,408)	(4,770)
Cash flow from investment activities	(317,359)	(162,346)	(44,337)
Loans	-	(7,060)	(2,248)
Interests received	-	2,610	1,779
Receivables from the sale of investments	30,079	(145,916)	-
Sale of investments	6,874	-	(8,471)
Acquisition of fixed assets	(340,701)	(3,773)	(48,036)
Acquisition of intangible assets (except goodwill)	(4,701)	(8,814)	(2,097)
Acquisition of investments/goodwill	(3,040)	(3,711)	(4,037)
Advance for future capital increase	(621)	(586)	4,609
Properties to be sold	(494)	1,051	14,877
Bonus received from the granting of options	(707)	-	-
Minority interest	(4,048)	3,853	(713)
Cash flow from financing activities	206,748	48,289	(213,240)
Credits with related parties	(726)	56	1,952
Loans	129,753	59,570	12,301
Interests paid	(8,810)	(8,773)	(7,176)
Payables to related parties	-	(2,000)	(5,491)
Settlement of debentures	-	-	(12,034)
Cash and cash equivalents from merged entity	-	-	126,807
Capital reduction	-	-	(300,000)
Repurchase of shares	-	-	(29,599)
Shares held in treasury	1,531	(564)	-
Share buyback	85,000	-	-
Increase (decrease) in cash and cash equivalents	(92,723)	(124,596)	(257,485)
Cash and cash equivalents at beginning of the period	121,708	246,304	503,789
Cash and cash equivalents at end of the period	28,985	121,708	246,304
Changes in cash and cash equivalents	(92,723)	(124,596)	(257,485)