



FY19  
RESULTS  
BRIEFING



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# AGENDA

**1 OVERVIEW**

**2 KEY SEGMENTS PERFORMANCE  
REVIEW**

**3 FUTURE PLANS**

**Presentation by Eddy See,  
President and Group MD**



## OVERVIEW



BANYAN TREE



ANGSANA



CASSIA



DHAWA

# Group Financial Highlights

	FY18 (S\$'M)	FY19 (S\$'M)	Change <sup>1</sup> (%)
Revenue	329.0	347.0	5% ↑
Operating Profit (a)	83.1	56.2	32% ↓
One-off Gains on Disposal (b)	(37.6)	-	
Allowance on Impairment losses <sup>2</sup> (c)	-	8.9	
<b>Core Operating Profit [(a) + (b) + (c)]</b>	<b>45.5</b>	<b>65.1</b>	<b>43% ↑</b>
Cash Profit <sup>3</sup>	44.1	22.5	49% ↓
Net Asset Value	719.8	747.4	4% ↑

*“Core operating profit is the most critical metric of corporate performance because it excludes non-recurring, one-off gains or losses and shows the underlying health of any business.”*

*Ho KwonPing, Executive Chairman*

<sup>1</sup> Variance is computed based on figures to the nearest thousands & in line with announcement in SGXNet.

<sup>2</sup> One-off impairment provided on Morocco's assets and trade receivables.

<sup>3</sup> Cash Profit = Profit after taxation and minority interests adjusted for depreciation, amortisation expense, fair value adjustments on various investments, impairments, effective interest adjustment on receivables and fixed assets written off. Adjustment items are net of MI.

# Key Figures<sup>1</sup>

**S\$0.80**

NAV<sup>2</sup> Per Share

**51%  
discount**

Share Price<sup>3</sup> / NAV

**S\$131m**

Cash and  
Cash Equivalents

**57%**

Net Gearing Ratio<sup>4</sup>

**S\$0.8b**

Enterprise Value<sup>5</sup>

**S\$56m**

EBITDA

**15x**

EV/EBITDA

Note:

1. Financial figures as at 31-Dec-19.
2. NAV denotes Net Asset Value.
3. Share price based on closing share price of S\$0.395 as at 13-Feb-20.
4. Gearing ratio is defined as net debt divided by total equity (includes minority interests).
5. Enterprise value (EV) defined as sum of Market Capitalization, Debt and Minority Interest, less Cash.



KEY  
SEGMENTS  
BUSINESS  
REVIEW





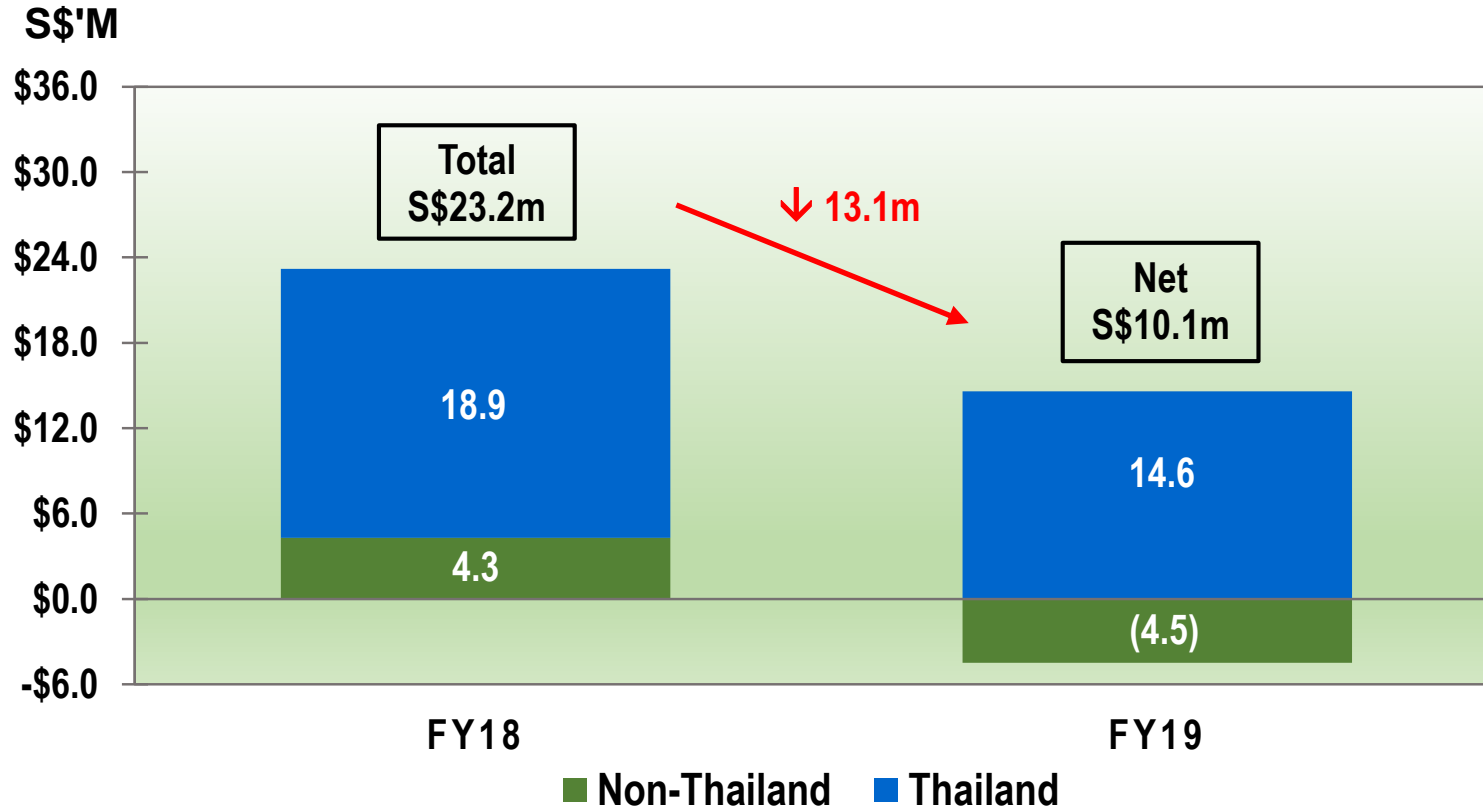
HOTEL &  
FEE-  
BASED  
BUSINESS





# Hotel Investments – Financial Performance

## Operating Profit Owned Hotels<sup>1</sup>



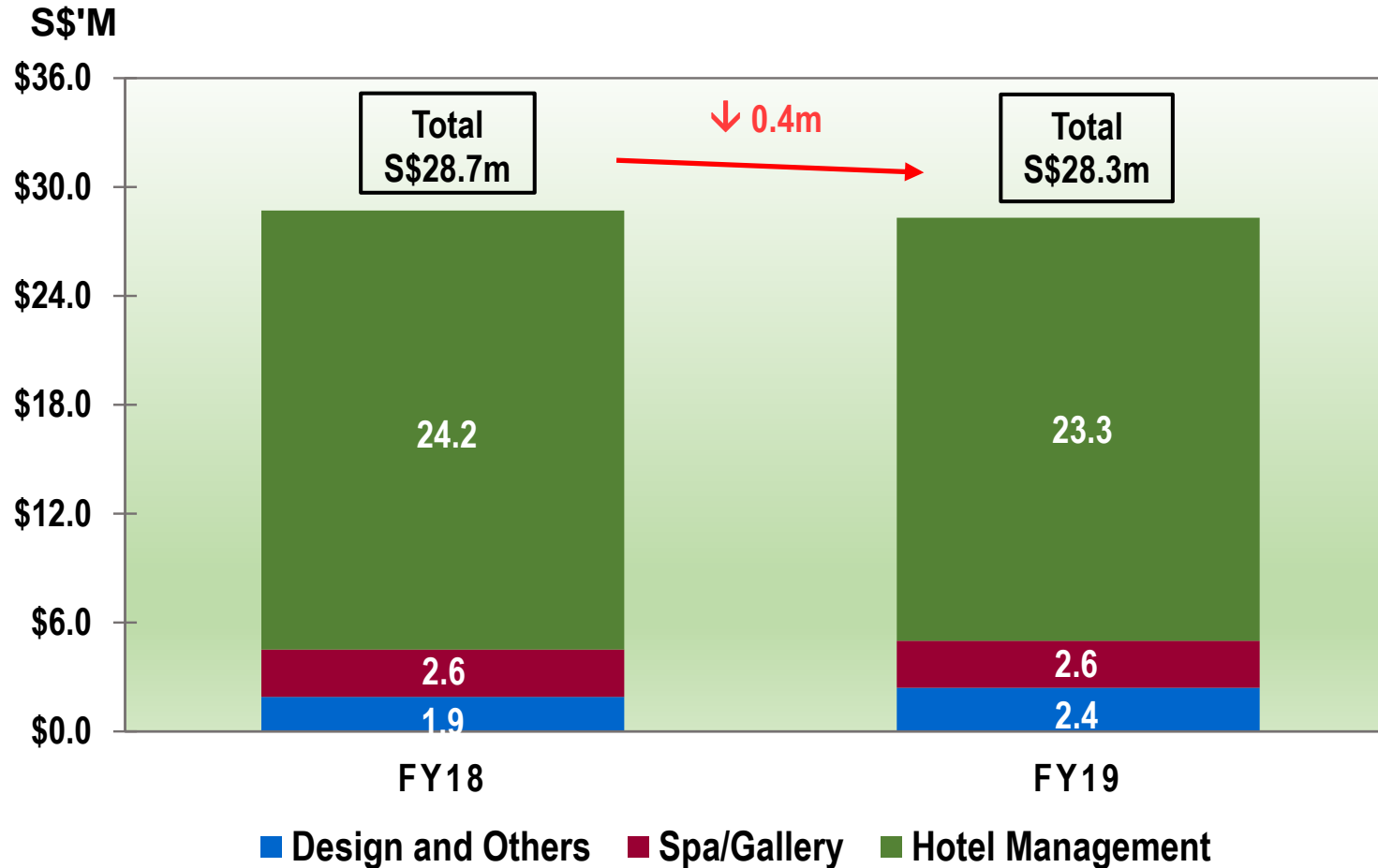
## Highlights

- Absence of Seychelles contribution (S\$4.9m).
- Impairment loss on Morocco's assets (S\$5.3m).
- ↓ profit (Thailand) due to lower revenue.

1. Hotel management fees attributed for hotels managed and owned by BTH was allocated to hotel management segment.

# Fee-Based Business – Financial Performance

## Operating Profit



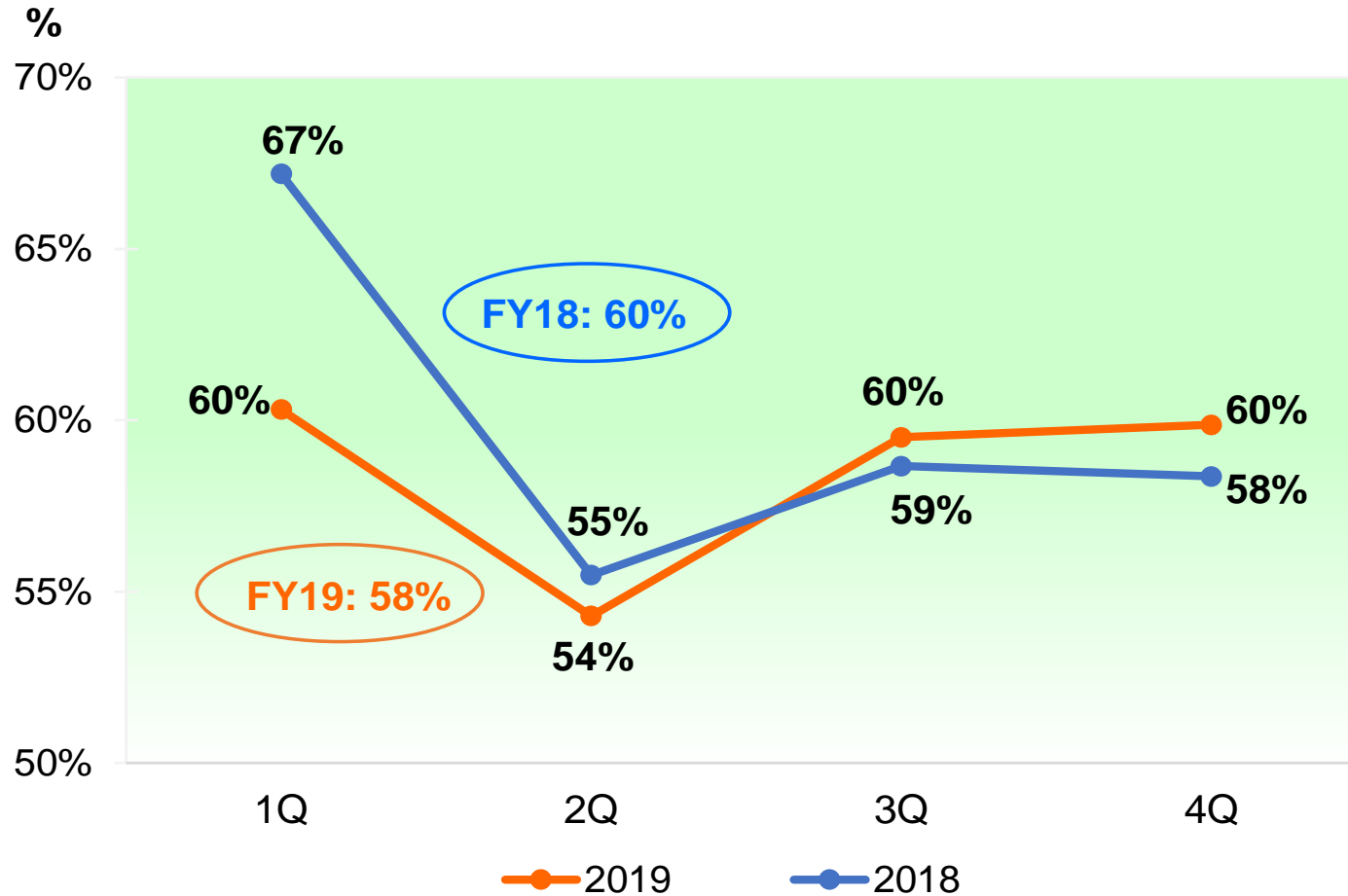
## Highlights

- ↓ fees income.
- Partially cushioned by:
- ↓ staff costs.
  - ↓ S&M expenses.

1. Hotel management fees attributed for hotels managed and owned by BTH was allocated to hotel management segment.  
 2. Hotel management revenue includes royalty fees.

# Hotel Operating Performance – Ave Occupancy (%)

## All Hotels (Same Store<sup>1</sup>)



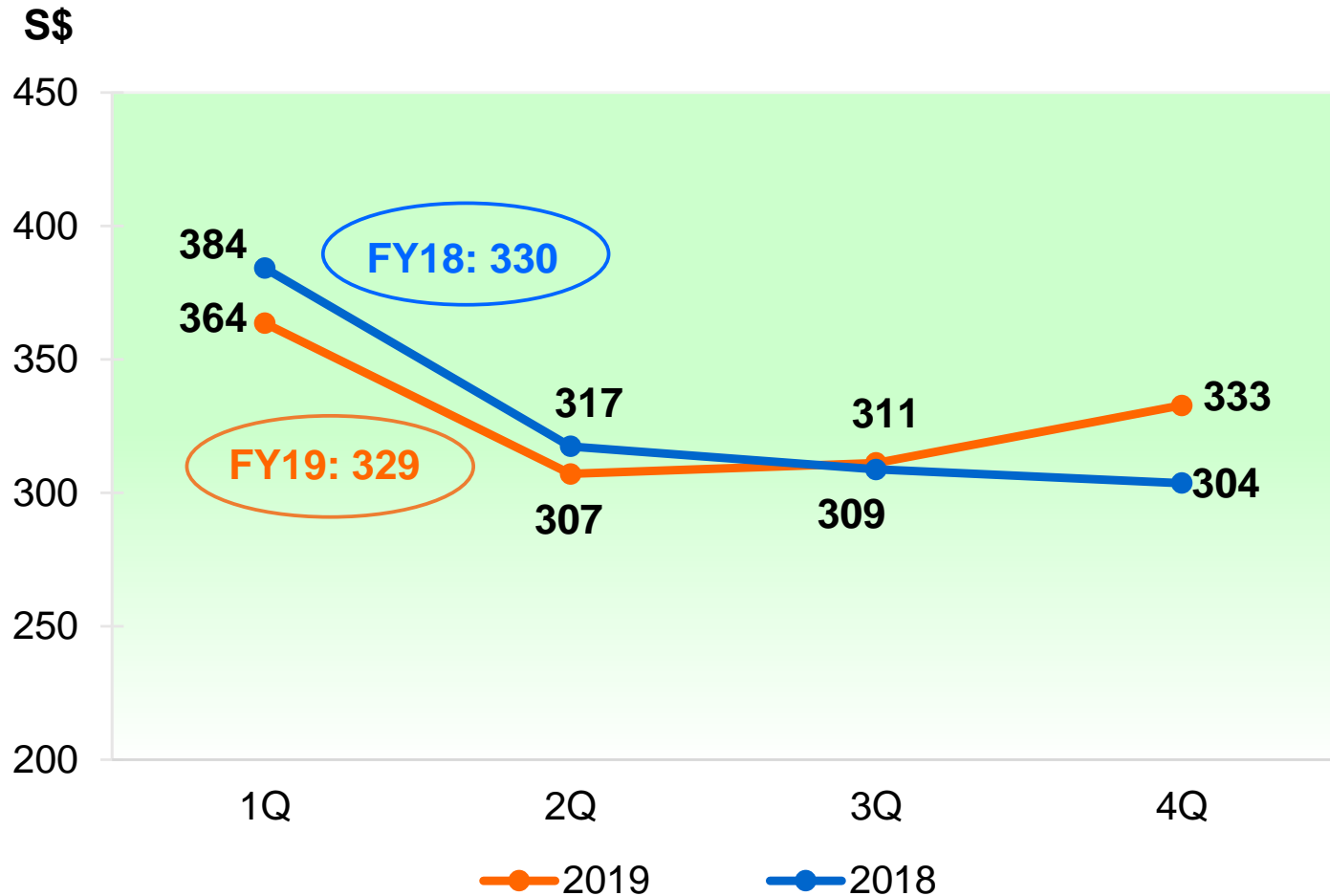
## Highlights

- ↓ 2% points mainly due to resorts in Thailand, Seychelles and Indonesia, partially cushioned by higher occupancy in Maldives.

1. Same Store Concept excludes all new resorts opened in the past 2 years as they take on an average two years to stabilize.

# Hotel Operating Performance – Ave Room Rates (S\$)

## All Hotels (Same Store<sup>1</sup>)



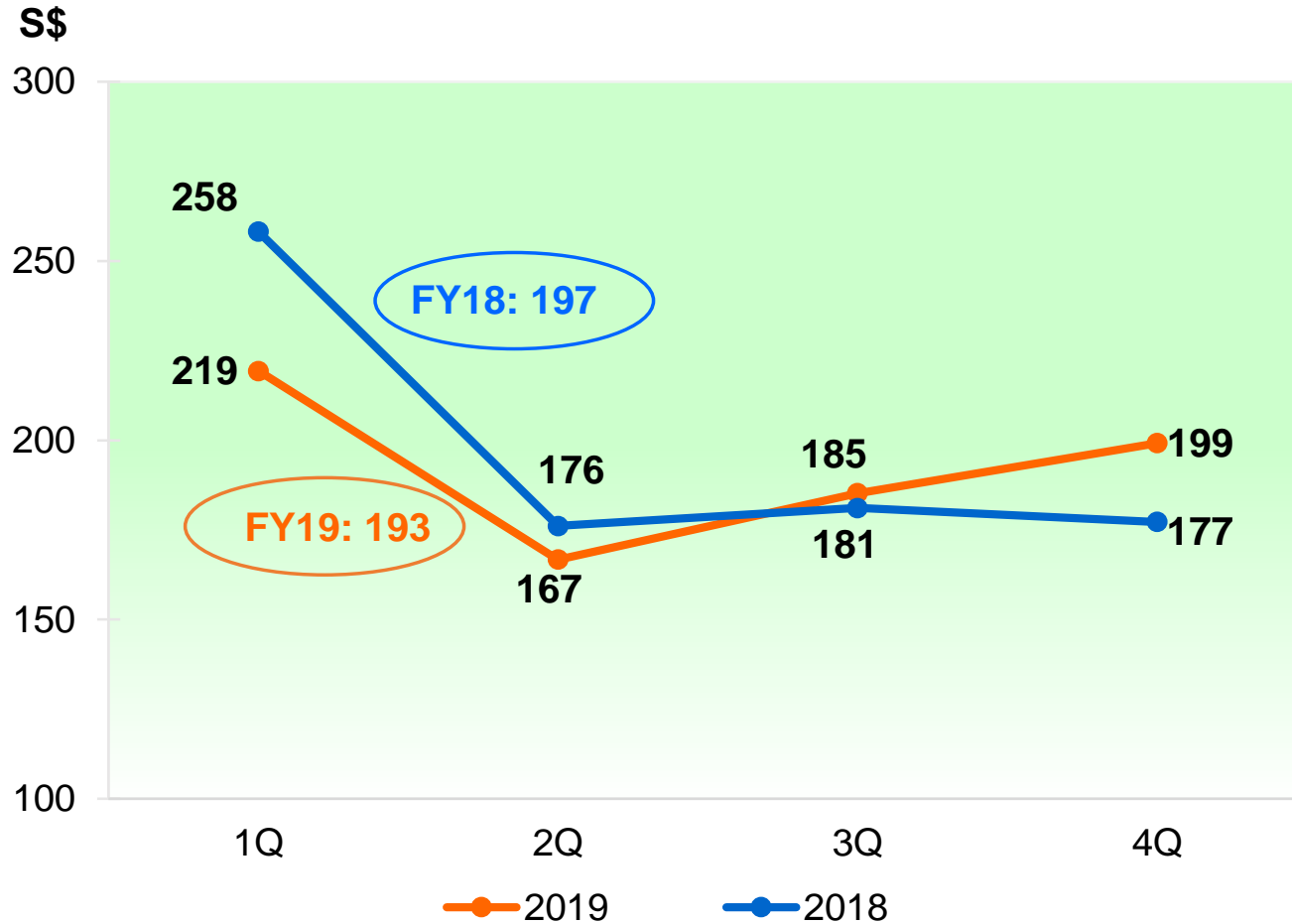
## Highlights

- Consistent with last year.

1. Same Store Concept excludes all new resorts opened in the past 2 years as they take on an average two years to stabilize.

# Hotel Operating Performance – RevPAR (S\$)

## All Hotels (Same Store<sup>1</sup>)

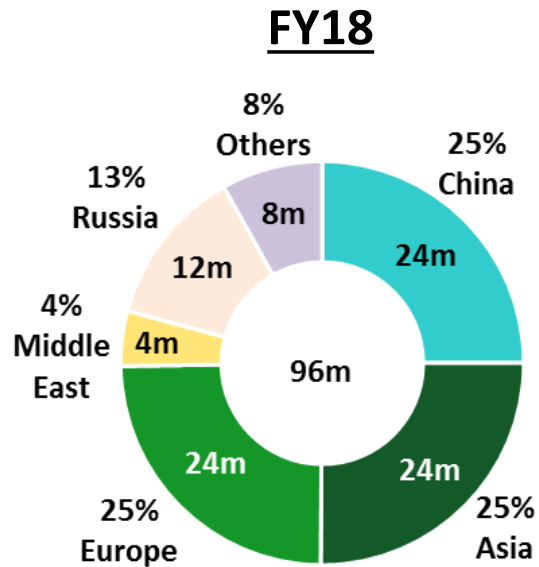


## Highlights

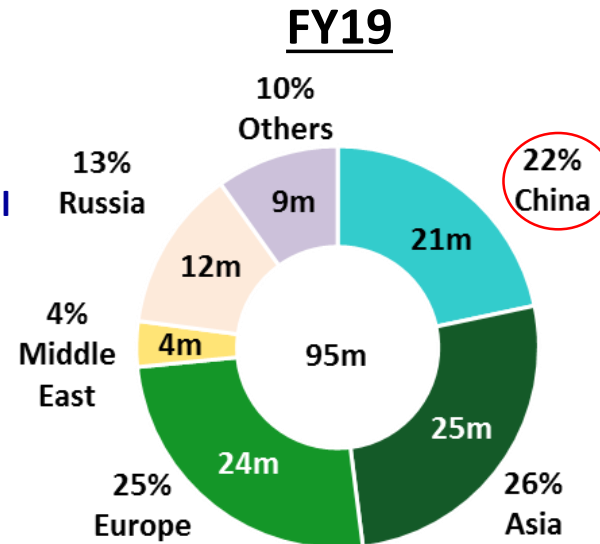
- ↓ 2%
- Due to lower occupancy.

1. Same Store Concept excludes all new resorts opened in the past 2 years as they take on an average two years to stabilize.

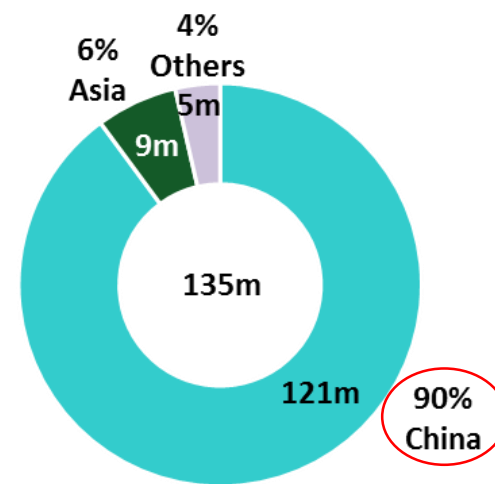
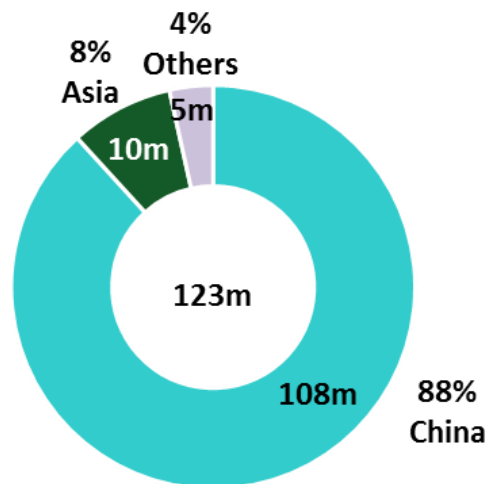
# Room Revenue By Country Of Residence (COR)\*



**Asia**  
(Owned: Hotel Investments)



**China**  
(Managed: Fee-based)



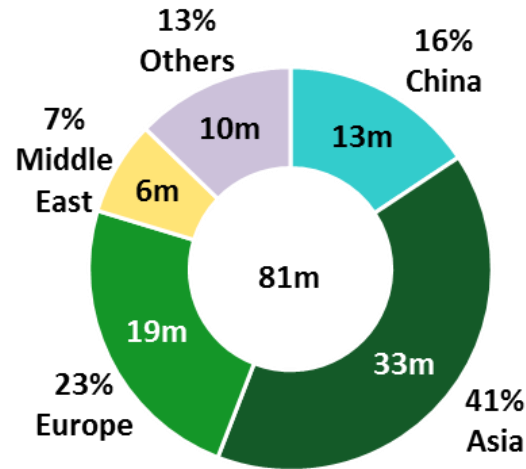
## Highlights

- China guests make up 22% of owned hotels.
- China guests make up majority (90%) of China managed hotels.
- Contribution to Group EBITDA from China guests in managed hotels is approx. 4% whereas owned hotels is approx. 7%.

\* Room revenue is derived from hotel guests and sorted by their COR.  
Note: Comparative figures have been adjusted to reclassify Banyan Tree Seychelles from Owned to Managed hotel.

# Room Revenue By Country Of Residence (COR)\*

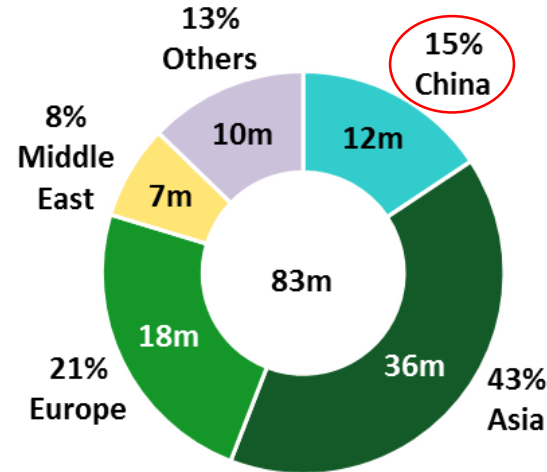
**FY18**



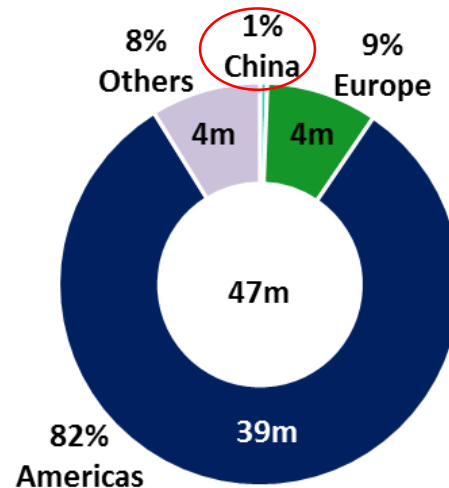
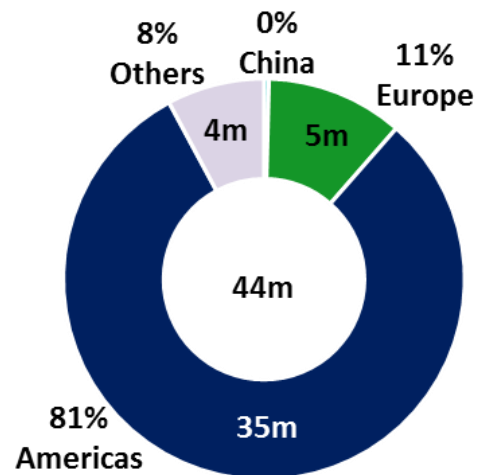
**Asia**  
(Managed: Fee-based)



**FY19**



**Americas**  
(Managed: Fee-based)



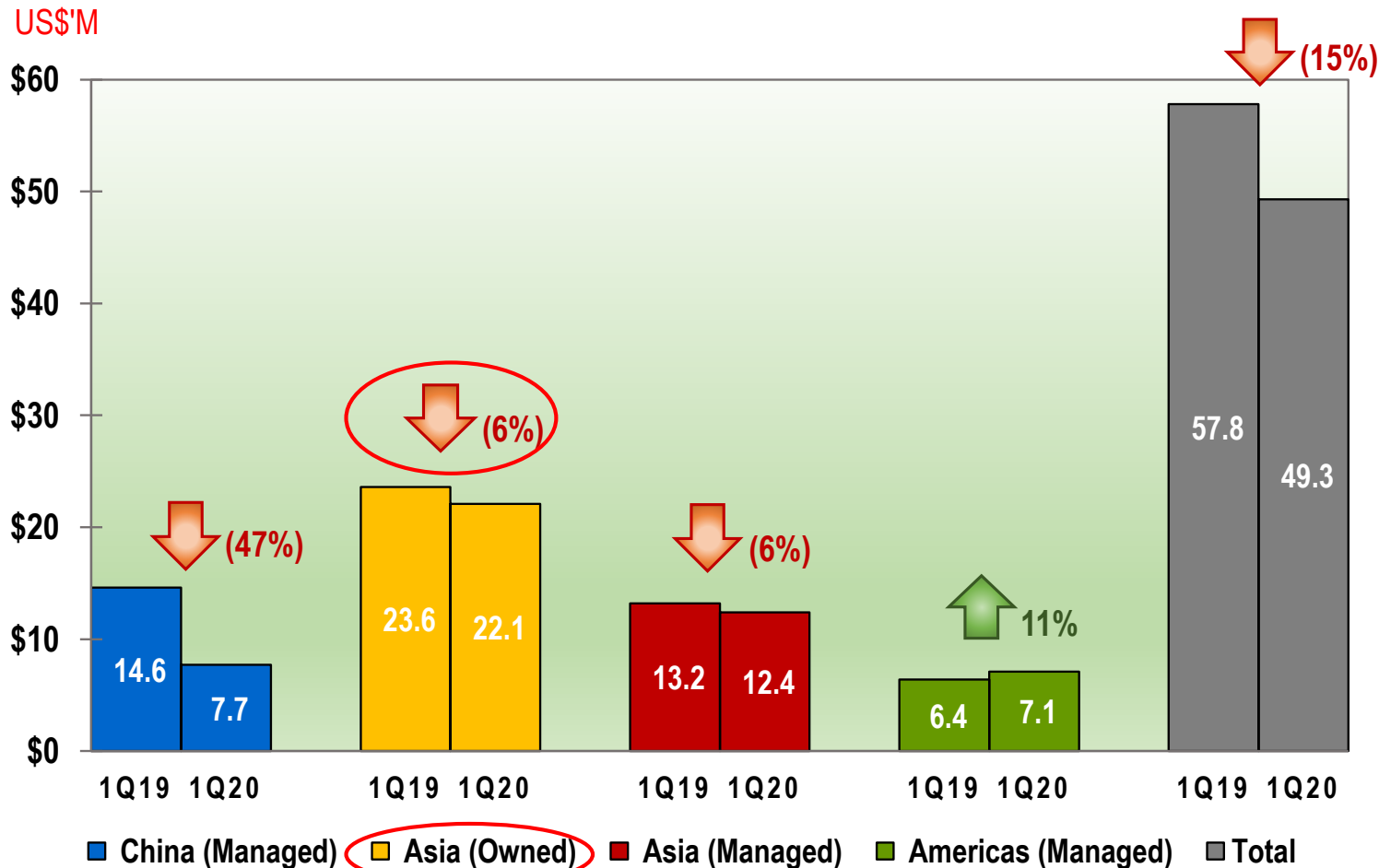
## Highlights

- China guests make up 15% of Asia managed hotels.
- Contribution of fees to Group EBITDA from China guests on Asia managed hotels is approx. 1%.
- China guests make up less than 1% of Americas managed hotels.

\* Room revenue is derived from hotel guests and sorted by their COR.  
Note: Comparative figures have been adjusted to reclassify Banyan Tree Seychelles from Owned to Managed hotel.

# Hotel Business – Forward Bookings

## All Hotels On-The-Book (“OTB”) Room Revenue



## Highlights

- Forward bookings overall impacted by Covid-19 (↓ 15%).
- Owned hotels forward bookings only ↓ 6%.
- China managed hotels ↓ by 47%.
- No impact to our resorts in Americas (↑ 11%).

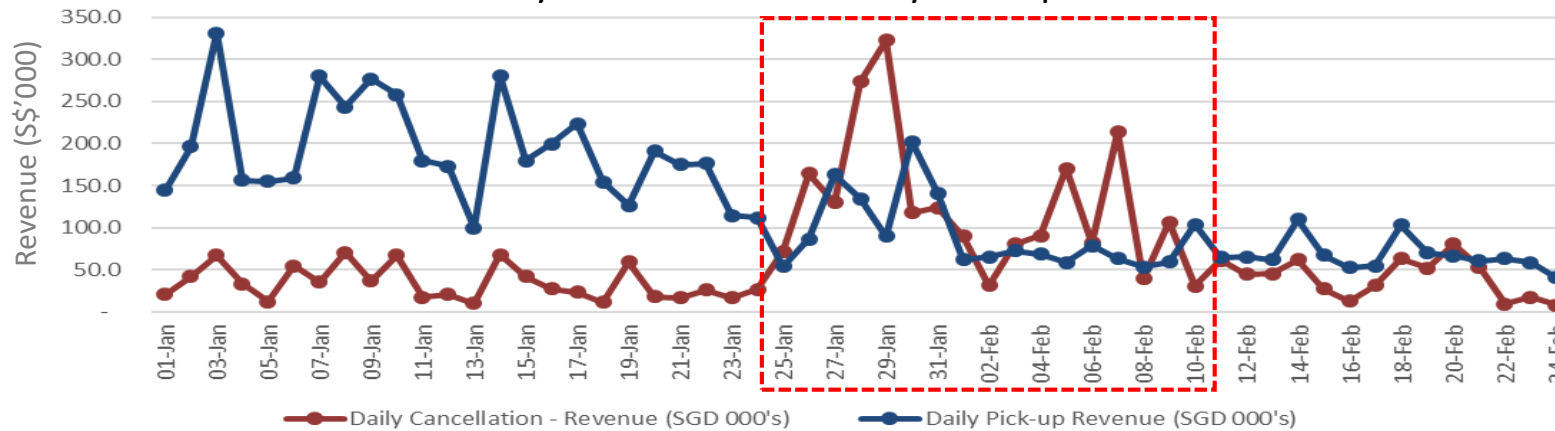
1. Comparative figures have been adjusted to reclassify Banyan Tree Seychelles from “Asia (Owned)” to “Asia (Managed)”.

2. Based on OTB as at 18 February 2020.

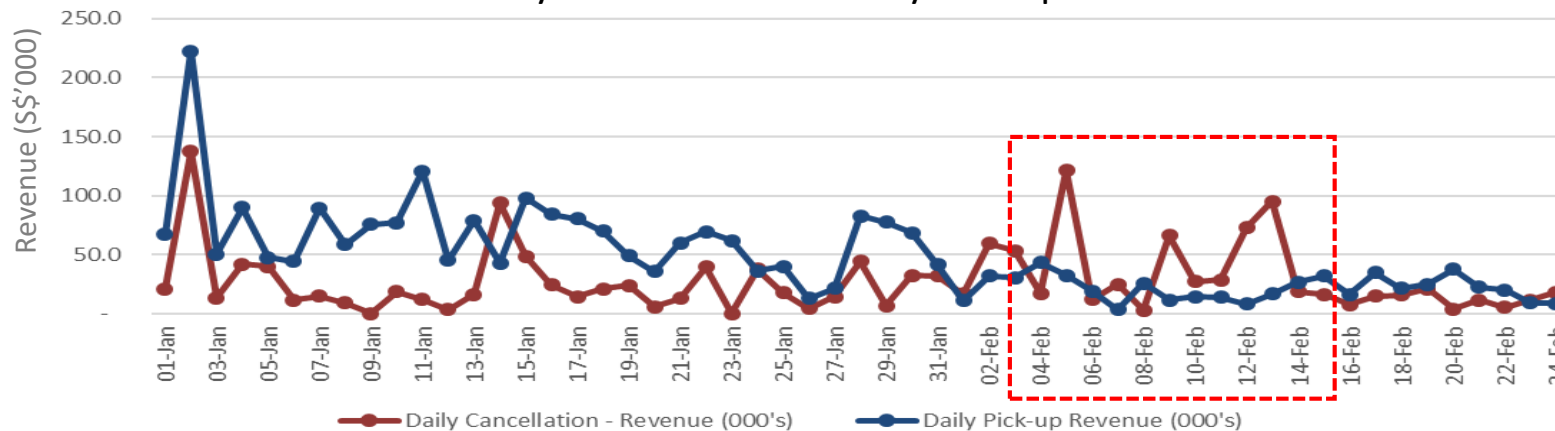


## Pick-up & Cancellation Trend for Owned Hotels

**Thailand Hotels Q1' 2020**  
Daily Cancellation vs. Daily Pick-up



**Maldives Hotels Q1' 2020**  
Daily Cancellation vs. Daily Pick-up



### Highlights

- Cancellation for Thailand hotels peaked around end Jan 2020 whereas Maldives peaked in early Feb 2020.
- Cancellations for both Thailand and Maldives hotels have since been declining.
- Net pick up for last two weeks has been stabilizing with pick up offsetting cancellation.



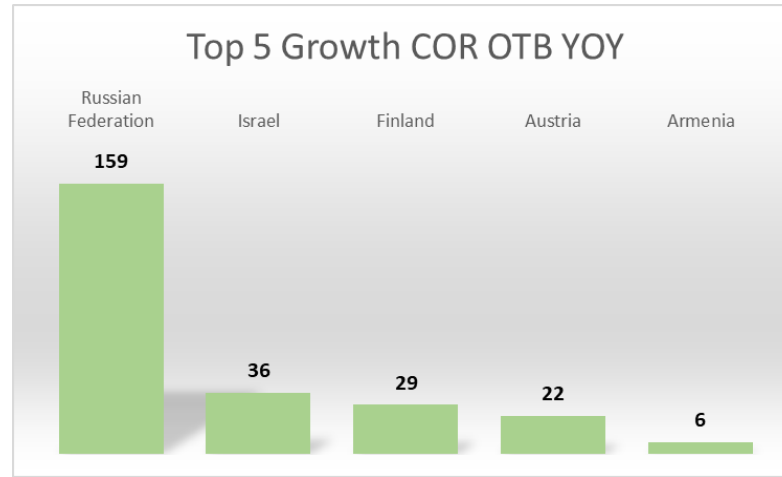
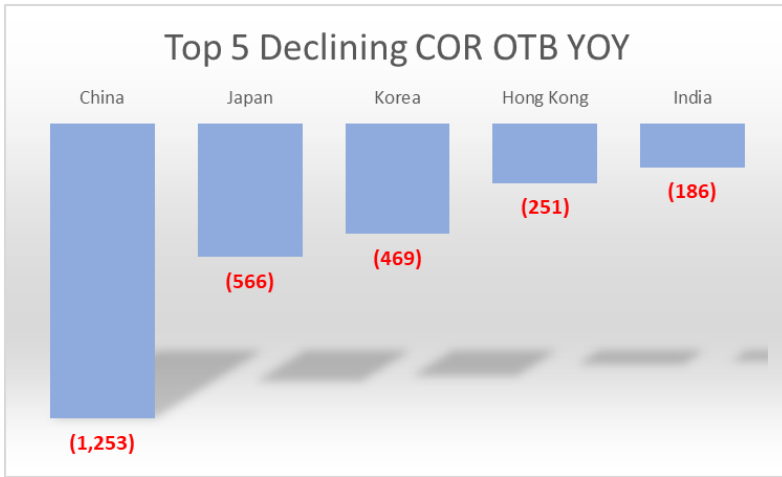
# Covid-19

## COR Top 5 Declining & Growth for Owned Hotels

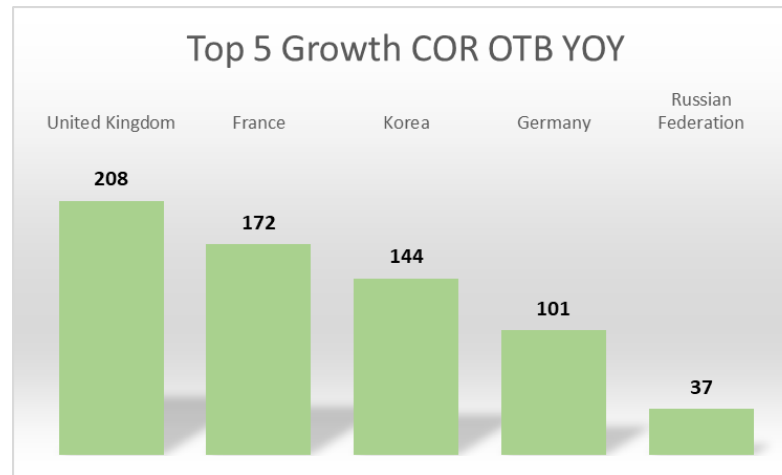
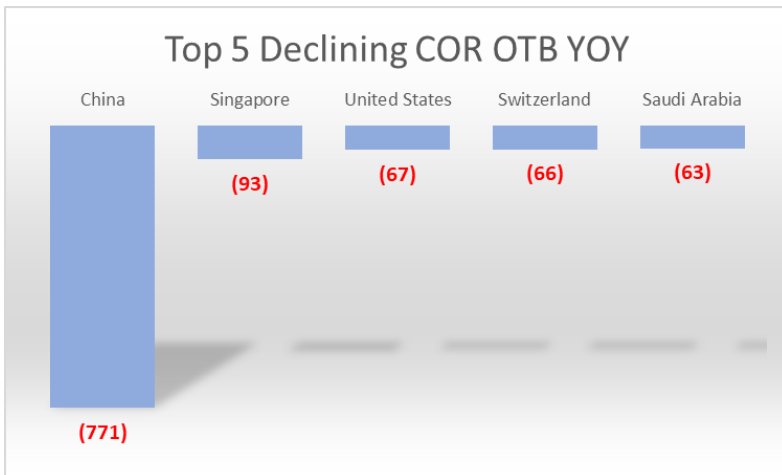
From 23 January to 30 June (SGD '000)

### Highlights

Thailand



Maldives



#### Thailand

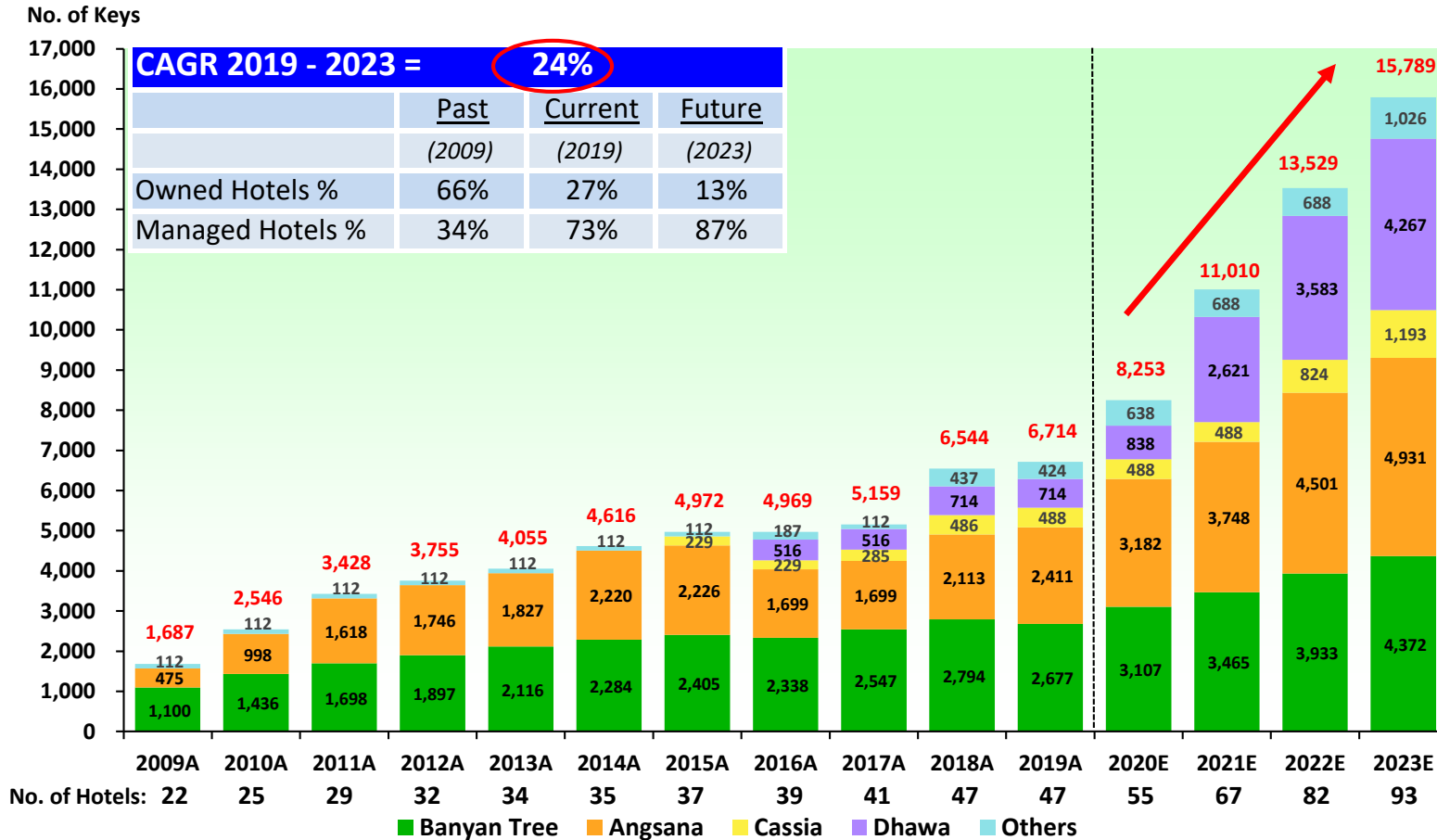
- Sharp decline lead mainly by China and Japan guests.
- Significant growth in Europe guests, especially from Russia.

#### Maldives

- Similarly, China guests is the major contributor to the decline for Maldives hotels.
- Main growth are mainly from Europe guests.

# Hotel Business – Projected Growth

## Steady Pipeline Growth Number of keys<sup>1</sup>



## Highlights

- CAGR of **24%** based on contracts completion dates.
- **46 hotels** to be opened in next 4 years.
- Room keys estimated to grow by 135% from about 6,700 keys as at 31 Dec 2019 to about 15,800 keys by end of 2023.
- Additional keys are largely managed without any equity interest.

1. Based on contracts that were already signed.



RESIDENCES  
AND  
EXTENDED  
STAY



BANYAN TREE



ANGSANA



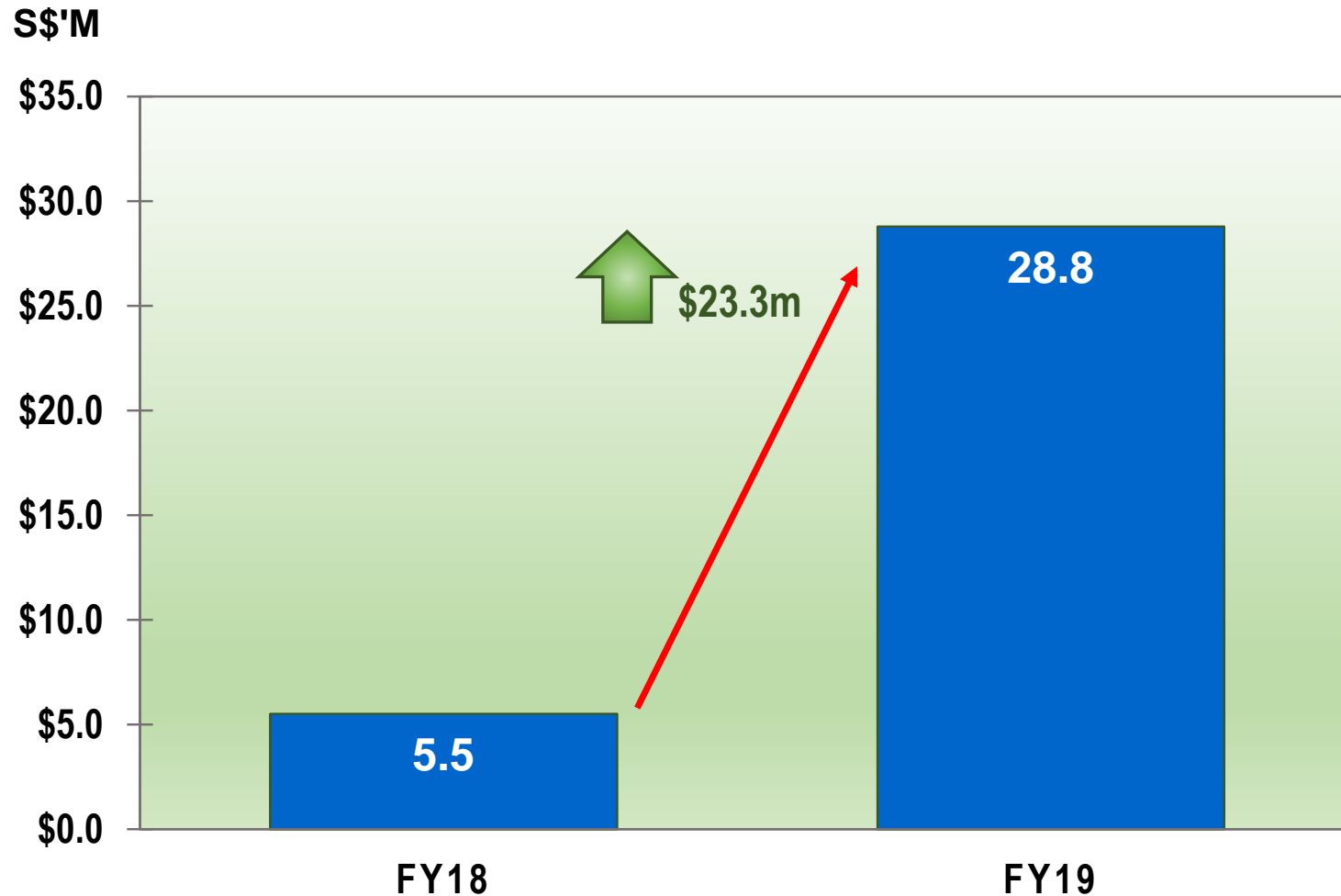
CASSIA



DHAWA

# Residences and Extended Stay – Financial Performance

## Operating Profit<sup>1</sup>



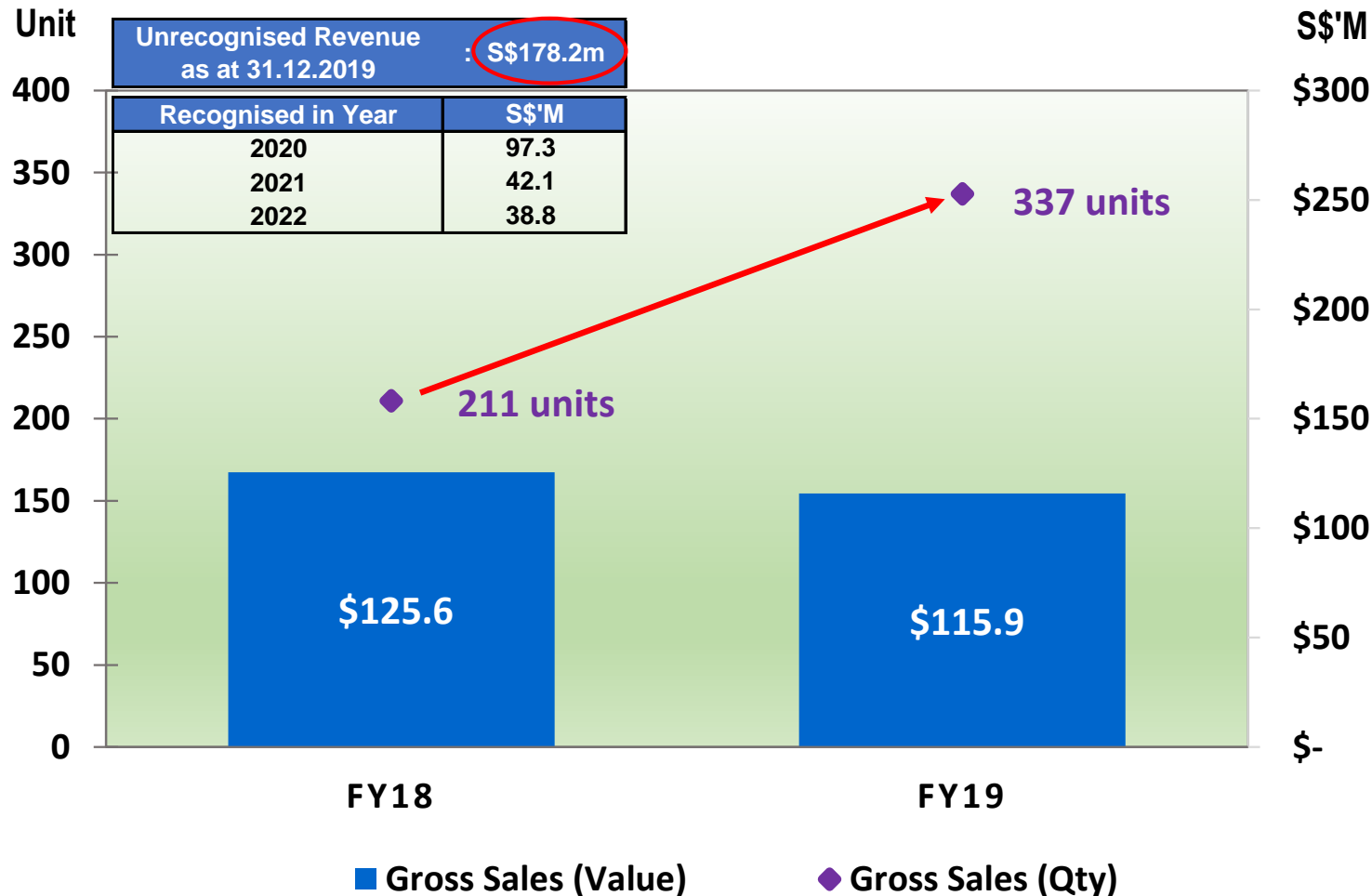
## Highlights

- ↑ revenue recognition from Cassia Phuket (Phase 3) and Banyan Tree Phuket Pool Villas.
- 226 units (FY19) vs. 128 units (FY18).

1. Based on completed contract method of revenue recognition.

# Residences and Extended Stay – Financial Performance

## Sales Progress



## Highlights

- In FY19, 337 units sold (S\$116m) vs. 211 units (S\$126m) in FY18.
- In Aug'19, we launched Skypark which was well received. 68% sold.
- Unrecognised Revenue at S\$178m; about half to be recognised in 2020.



FUTURE  
PLANS



BANYAN TREE



ANGSANA



CASSIA



DHAWA

# Future Plans

- Will continue to leverage our key competences for growth by assets/ownership rebalancing when opportunities arise.
- Maintain hotel investments in Asia Pacific, our stronghold.
- Continue to unlock value from our landbanks through branded hotel-residences model.
- Strategic partnerships in target growth markets to boost Fee-based income.

## Covid-19 Plans

- Prudent cash-preservation measures, similar to other unforeseen events (eg. SARS).
- Ensure health and safety, our first priority for associates and guests.
- Forward planning to capture market when business rebounds.

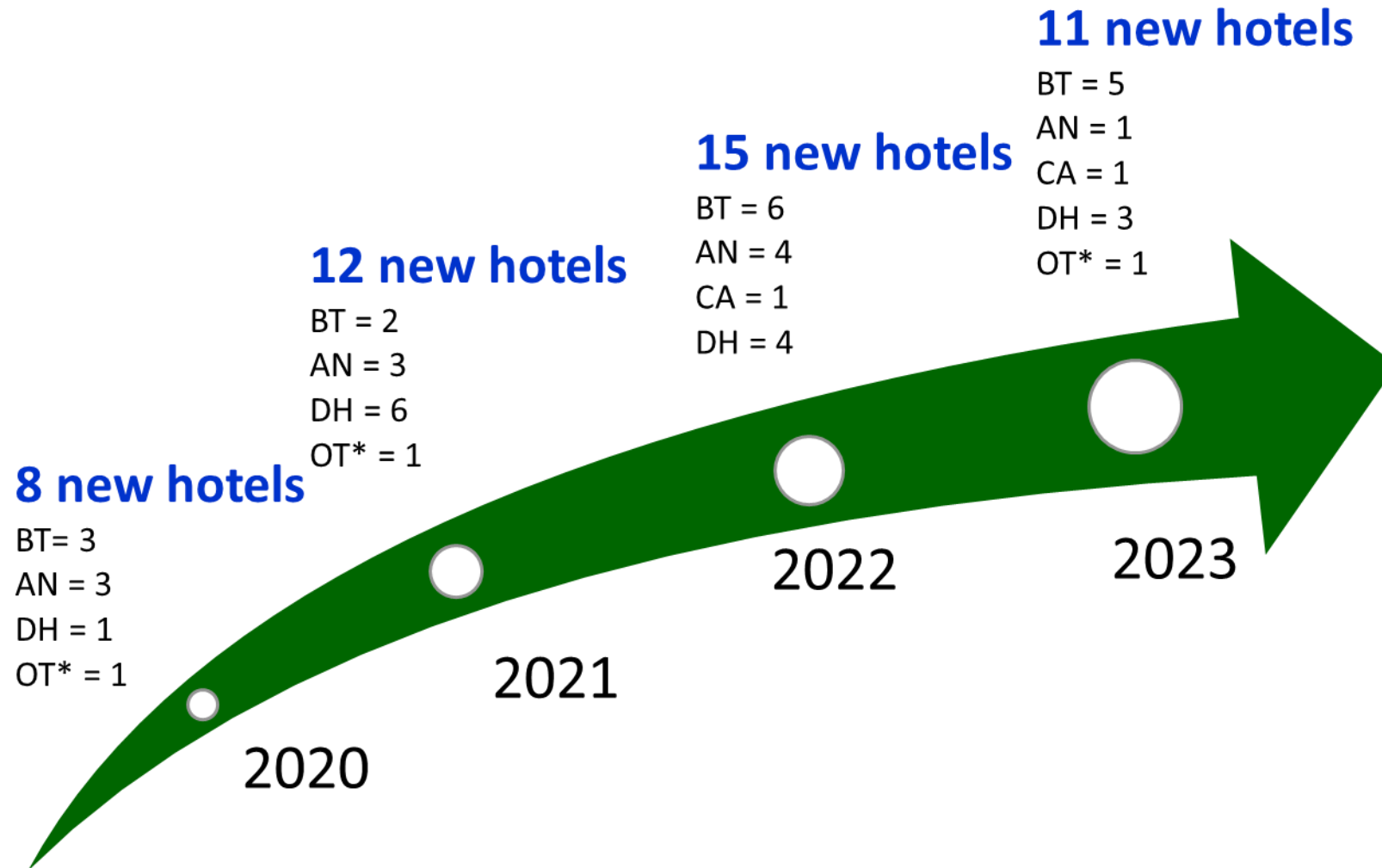


# Future Plans – New Hotel Contracts Signed in 2019

Brand	HMA	MOU
Banyan Tree	11	4
Angsana	4	4
Cassia	1	3
Dhawa	9	4
Folio	1	-
Others	1	-
Total	27*	15

\* Include 10 Accor / Vanke leads.

# Future Plans – 46 Hotels to be opened



\*White label

# Future Plans – Residences and Extended Stay Development

Existing Land Bank	
Land size (Hectares)	124
Gross Development Value (S\$'Billion)	4.6

2020: Projects activated for development	
No. of Projects	3
Land size (Hectares)	9
Gross Development Value (S\$'Billion)	0.6
Percentage of land bank to be utilized (Land size)	8%