

**BANYAN TREE HOLDINGS LIMITED**  
(Incorporated in the Republic of Singapore)  
(Company Registration Number 200003108H)

**ANNUAL GENERAL MEETING TO BE HELD ON 28 APRIL 2021**  
**RESPONSE TO QUESTIONS FROM SHAREHOLDERS**

**Question 1:**

**Can the Company share with shareholders the Average Occupancy and RevPAR for the China and Thailand hotels respectively in Q3FY20 and Q4FY20?**

Response:

|                        | Q3FY20    |        | Q4FY20    |        |
|------------------------|-----------|--------|-----------|--------|
|                        | Occupancy | RevPAR | Occupancy | RevPAR |
|                        | (%)       | (S\$)  | (%)       | (S\$)  |
| All Hotels in China    | 49%       | 140    | 51%       | 150    |
| All Hotels in Thailand | 10%       | 10     | 22%       | 24     |

**Question 2:**

**In relation to Hotel Management Contracts, what is the fee structure in terms of fixed and variable fees, the term and overall projected working capital requirements in respect of the new management contracts in the pipeline for 2021 and 2022?**

Response:

Fee Structure:

The fee structure for our hotel management contracts is principally variable calculated based on a percentage of revenue and gross operating profit that is mutually agreed with hotel owners and typically within the industry norm.

Term:

Tenor of hotel management contract can exceed beyond 25 years.

Working capital requirements:

For hotels under management contracts, the Group as hotel manager does not bear working capital obligations of the hotel. Any working capital funding to meet operating running costs if required is borne by the hotel funded by owners. The Group as a hotel manager would bear its own centralized head office costs for managing these hotels including payroll, branding, marketing, reservation, information technology, amongst others. As the Group signs more hotel management contracts, the additional management fees from these hotels would cover incremental head office cost (if any). As such, there is no significant additional working capital requirement to fund new management contracts.

### Question 3:

I refer to the FY2020 Results Briefing slides, Page 22. What is the geographical breakdown of our Company's landbank? What is the zoning and tenure for this land bank? Will there be payment for change of use or extension of tenure?

### Response:

The land bank of 127 hectares as disclosed in FY2020 Results Briefing Slides, Page 22 is located in Phuket, Thailand. The land is freehold and is zoned for multi-usage purposes for development and operation of condominiums, hotels and apartments. As land is freehold and there is no intent for change of use, there is no further payment required.

### Question 4:

#### Sale of Branded Residences & Extended Stay

For the sale of branded residences, what is the average transacted price per square metres for the properties below in FY2020?

- Angsana Beachfront Residences
- Angsana Oceanview Residences
- Banyan Tree Phuket
- Cassia Phuket
- Cassia Bintan
- Dhawa Phuket
- Skypark Phuket
- Laguna Park Phuket
- Laguna Village Phuket

For the 2H20 Property Sales revenue of S\$56.7m, where are these buyers from? Locals? If they were foreign buyers, which nationality were they from? Was the sales process online or face-to-face? Were higher discounts given to close the sales?

### Response:

For the new sales in FY2020, below are the details:-

| Project name                  | Category                    | Price (S\$M) |         |
|-------------------------------|-----------------------------|--------------|---------|
|                               |                             | Lowest       | Highest |
| Angsana Beachfront Residences | Landed-Beachfront/OceanView | 1.1          | 1.8     |
| Angsana Oceanview Residences  |                             |              |         |
| Laguna Park Phuket            | Landed-Others               | 0.6          | 1.8     |
| Laguna Village Phuket         |                             |              |         |
| Cassia Phuket                 | Condominiums/Apartments     | 0.1          | 0.5     |
| Dhawa Phuket                  |                             |              |         |
| Skypark Phuket                |                             |              |         |

*Pricing is determined by a number of factors which include size of units, landed residences or apartments, location (beach vs non-beachfront), branding and quality of furniture and fittings. No Sales were made Banyan Tree Phuket and Cassia Bintan in 2020.*

2H20 Property Sales revenue of S\$56.7m was recognised when sold units are completed and delivered to buyers.

The buyers were predominantly from overseas comprising China, Hong Kong, Russia and Europe. Pre-COVID period, sales were concluded through a combination of offsite sales network and onsite property launches and site viewings. During COVID, sales were mainly through offsite sales channels and some online sales. Certain discounts were offered as part of tactical marketing campaigns and promotions.

**Question 5:**

**It is my wish that the CEO could make a brief presentation of the business performance for the recently-concluded fiscal year and his strategy and outlook for the business going forward.**

**Response:**

Shareholders can refer to the announcement on 1 March 2021 for FY2020 Results Briefing presentation.

**Question 6:**

**How would the board see the recovery of Hospitality industry in 2021?**

**Response:**

Please see below an extract of what was reported in the Group's FY2020 results as released on SGXnet on February 26, 2021.

As reported by the World Tourism Organization (UNWTO), COVID-19 travel related risk reduction measures, including testing, tracing and vaccination requirements, are essential to promote safe travel and prepare for the recovery of tourism. UNWTO's scenario for 2021-2024 indicates it could take between two and a half to four years for international tourism to return to pre-COVID-19 2019 levels.

Thailand, which makes up the majority of the Group's Hotel Investments segment, currently imposes travel arrival restrictions including quarantine requirements. Phuket Chamber of Commerce and Phuket Tourist Association as reported, are drawing up plans to have the island's population to be vaccinated and to fully re-open tourism to vaccinated international travellers. Maldives properties, which represents the next largest Hotel Investment segment, have benefited from the re-opening with testing only quarantine free requirements.

Recovery of Fee based segment will be correlated with overall pick up in travel and tourism demand for both domestic and international markets. In China and Mexico, the hotels under management are witnessing improving business pick up month on month due to demand from domestic travellers. Spa and Gallery business performance is expected to correlate with that of hotel management business segment. Design and related services fee segment will perform in line with the progress in new hotel development and openings, with which 8 resorts are planned for 2021.

By Order of the Board

Moy Keen Choy  
Company Secretary  
28 April 2021