



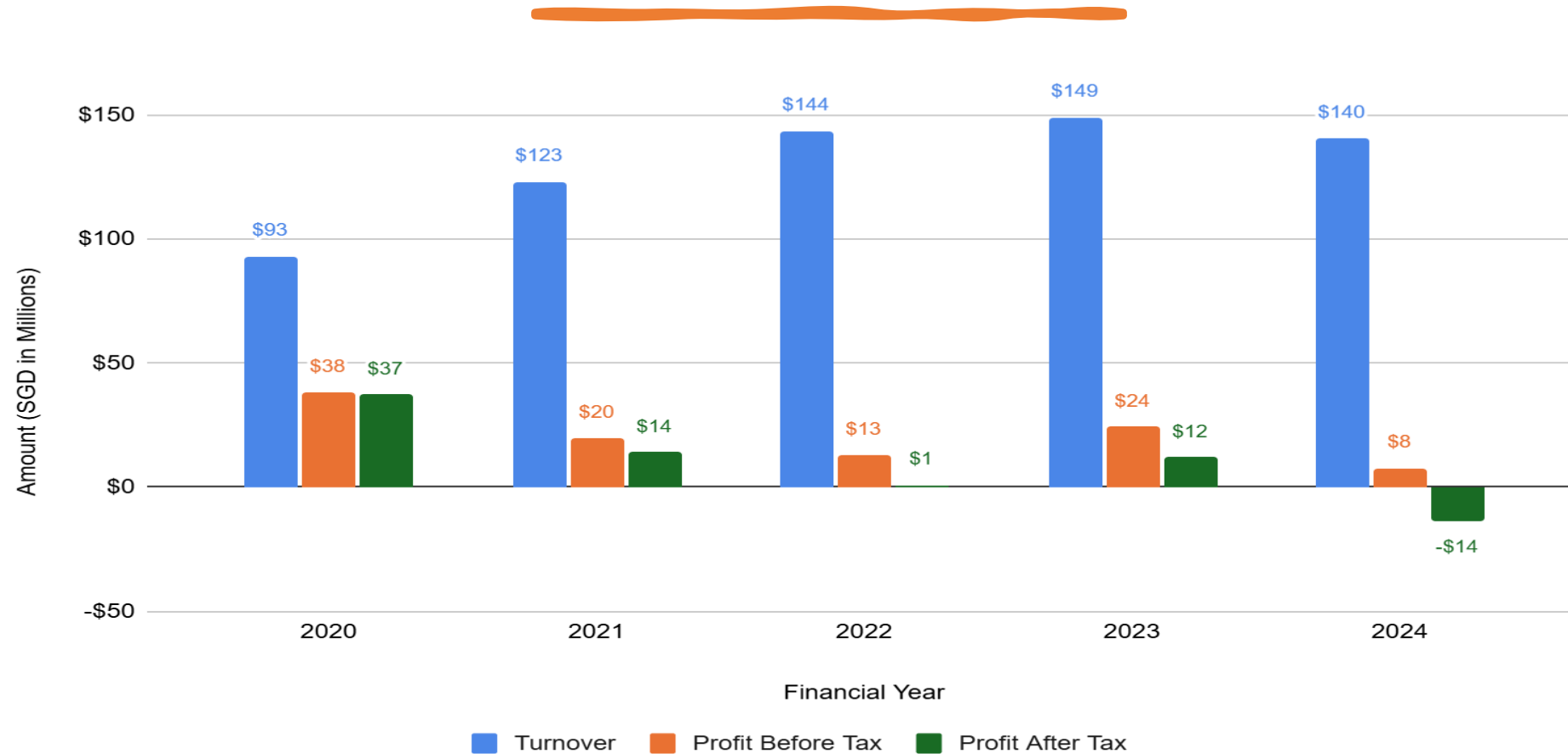
HOTEL GRAND CENTRAL LIMITED



ANNUAL 2024 REPORT

Annual General Meeting 29 April 2025 11:30am

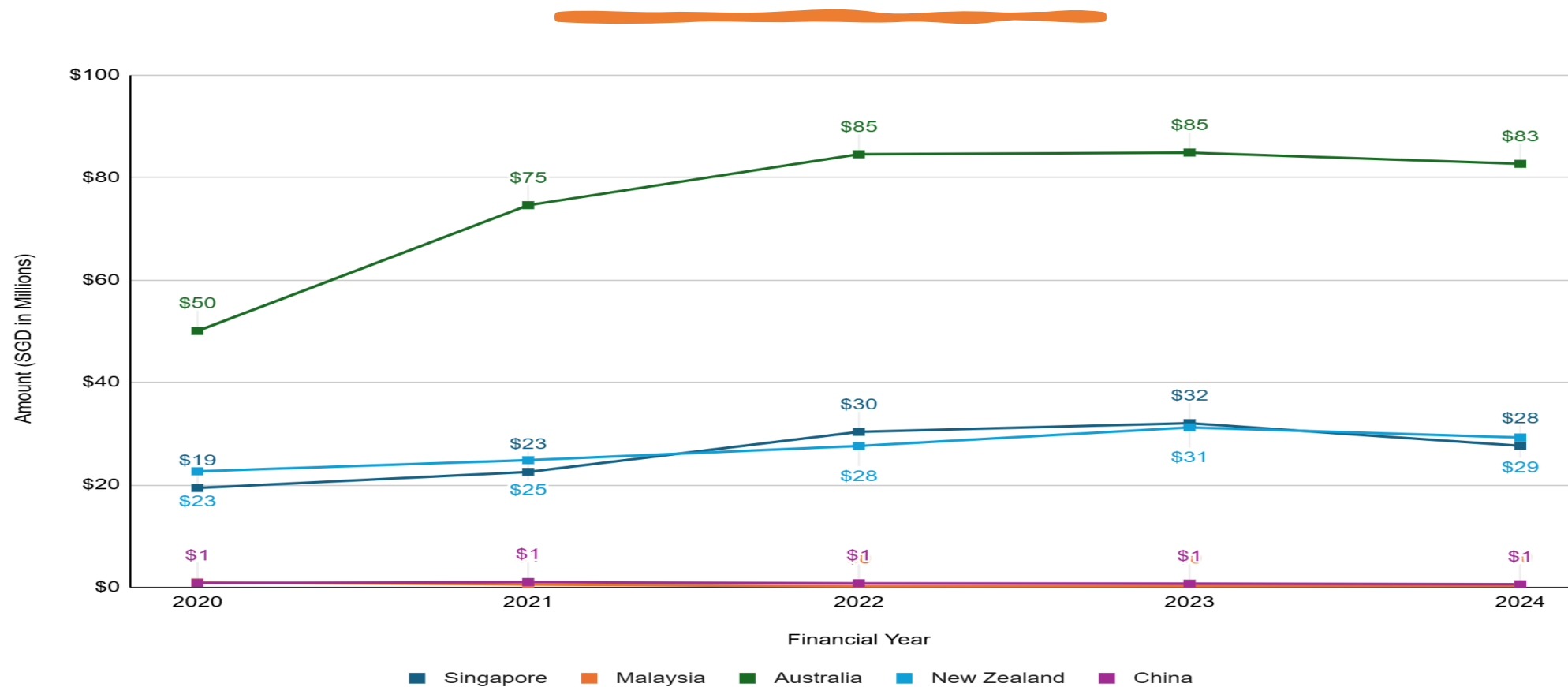
5 Year Revenue and Profit Comparison



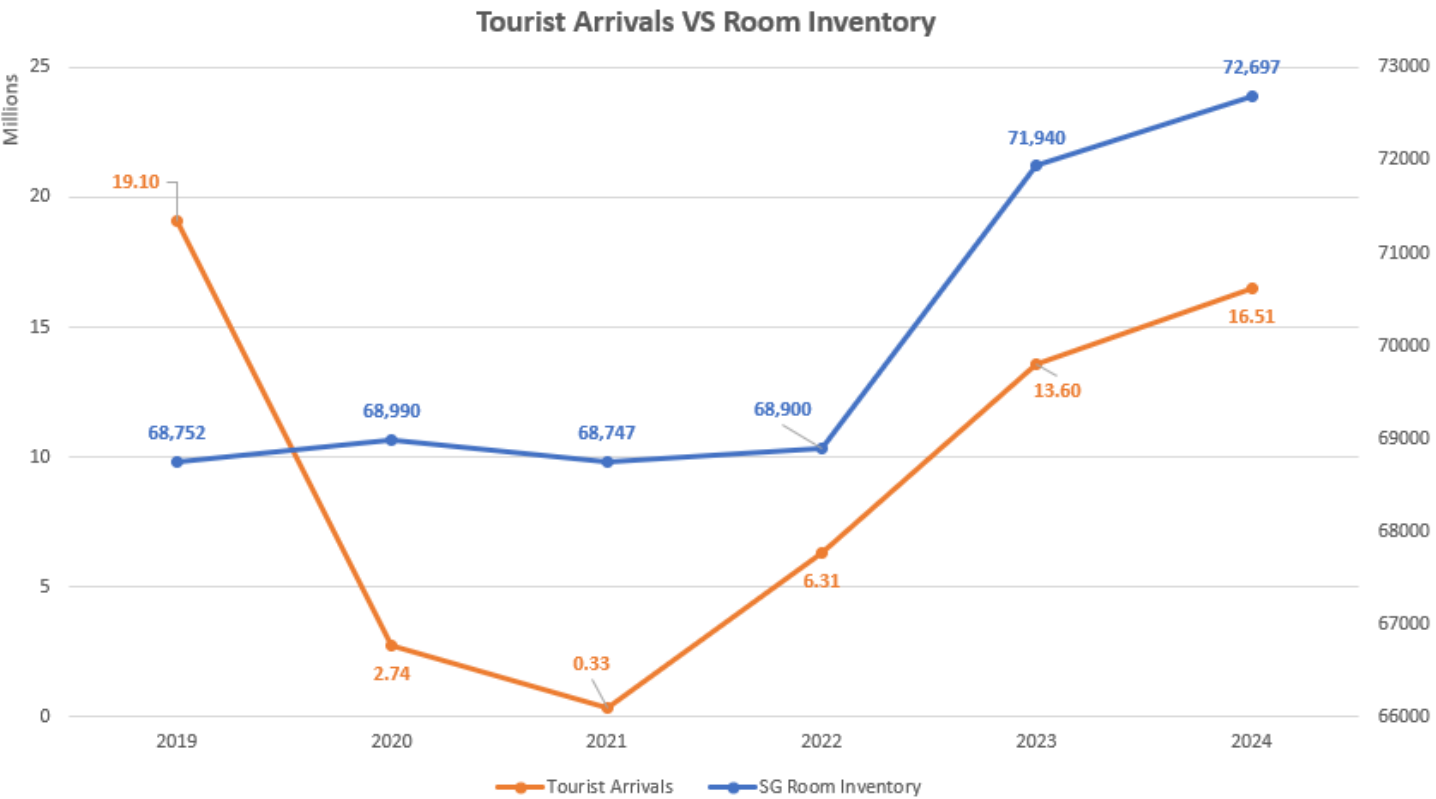
Components Impacting Profit

\$'000s	2020	2021	2022	2023	2024
Turnover	\$ 93,100	\$ 123,100	\$ 143,500	\$ 149,100	\$ 140,490
Profit Before Tax	\$ 38,200	\$ 19,800	\$ 13,000	\$ 24,300	\$ 7,650
Profit After Tax	\$37,000	\$14,000	\$0.80	\$12,000	(\$14,000)
Interest Income	\$ 1,632	\$ 837	\$ 3,755	\$ 9,906	\$ 11,391
Foreign Exchange (loss)/gain	\$ 7,106	\$ (3,341)	\$ (7,221)	\$ (1,335)	\$ (5,277)
Revaluation (deficit)/gain in investment properties	\$ 14,318	\$ (1,535)	\$ (10,330)	\$ (9,766)	\$ (7,343)
Revaluation deficit in hotels	\$ (2,626)	\$ -	\$ (1,633)	\$ -	\$ -
Gain on disposal of investment properties	\$ 8,139	\$ -	\$ -	\$ -	\$ -
Major Operating Costs	\$ 46,277	\$ 64,563	\$ 77,458	\$ 85,555	\$ 86,603
One-off tax write-off in New Zealand	\$-	\$-	\$-	\$-	(\$15,970)

5 Year Revenue by Market Segment



Singapore Room Supply vs Arrivals

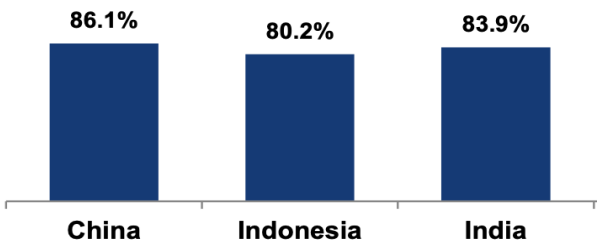


2024 tourist arrivals is only 86% of 2019

Room supply increased 5.7% over the same period

All major markets – Indonesia, India, China have all declined.

Inbound arrivals 2024 as percentage of 2019



Source : STB

Room Supply Situation in Singapore

Year	Rooms
2025	1245
2026	985
2027	1554
Total	3783

Orchard Road Music Hall: Concert promoter, Live Nation's 3,000-capacity live entertainment venue slated to open in 2026

Orchard Road Rejuvenation: Straits Times 11 Sep 2022

Orchard Road Rejuvenation

- NParks and the Urban Redevelopment Authority (URA) told The Straits Times that the upgrading works are part of plans unveiled in 2020 to transform Orchard Road into a "lush green corridor".



A. Create Orchid-Themed Garden

- Current Penang Road open space and carpark merged
- Introduce Orchid species that are fragrant and will attract butterflies

B. Activity Space

- The pedestrianized stretch of Orchard road from Buyong to Handy Roads, will be a flexible activity space

C. Nature Play Garden

- The play garden will have a water nature play area

D. Road Diversion

- Penang road, currently one way, will be converted to two-way traffic



A ORCHID-THEMED GARDEN



D ROAD DIVERSION



B ACTIVITY SPACE



C NATURE PLAY GARDEN

Q1. Dividend Policy and Capital Allocation

Given the Group's robust financial position and liquidity, can the Board clarify how it intends to balance reinvestment needs with shareholder returns? Specifically:

- a. What principles guide the Board's decision-making on dividend payouts, and how does it weigh long-term capital requirements against immediate shareholder value creation?
- b. Has the Board considered implementing a formal dividend policy to improve predictability and discipline in capital returns?

Dividend Trend



\$'000s	2021	2022	2023	2024
Turnover	\$ 123,100	\$ 143,500	\$ 149,100	\$ 140,490
Profit Before Tax	\$ 19,800	\$ 13,000	\$ 24,300	\$ 7,650
Profit After Tax	\$14,000	\$0.80	\$12,000	(\$14,000)
Net Cashflow from Operations	\$37,400	\$\$43,330	\$39,950	\$38,350
DIVIDEND TREND	1	2	2	1.5 (*)

* Proposed

Q2. Currency Exposure and Natural Hedging

As at end-FY2024, the Group held approximately \$211 million (SGD equivalent) in AUD-denominated cash and deposits. Meanwhile, the foreign currency translation reserve loss has widened to \$(211) million, indicating ongoing value erosion in SGD terms for shareholders in Singapore.

- a. Has the Board conducted a strategic review of the Group's currency exposure, particularly the concentration in AUD?
- b. What frameworks are in place to assess and manage currency risk, and has the Board considered natural hedging mechanisms to reduce FX volatility and protect SGD shareholder value?

Q3. Strategic Capital Return Options

Over the past six years, despite the Group's sound fundamentals, the Company's share price has significantly underperformed – suggesting that intrinsic value is not being fully recognized by the market.

- a. Is capital efficiency a strategic priority for the Board? Has this been on the agenda of Board meetings?
- b. Will the Board explore strategic capital return initiatives, such as a special dividend, capital reduction, or share buyback programme, to address this valuation gap ?
- c. Have any analyses been conducted to assess the potential market impact and capital efficiency of such initiatives?
- d. Can the company carry out an off-market equal access offer for 5% of the company's shares at \$1.68 per share ?

Q4. Global Benchmarking and Shareholder Value Activation

MAS has formed a Review Group in Singapore to revive the local market. In Japan and South Korea, regulators have asked listed companies to narrow valuation gaps through active capital return programmes and more transparent shareholder communications.

- a. Has the Board benchmarked the Company's capital management practices against regional and global peers?
- b. What structural or philosophical barriers, if any, prevent the Company from adopting similar shareholder-aligned actions?

Q5. On 22 July 2024, the company and Tan Chee Hoe & Sons Sdn Bhd proposed to privatise Malaysia-listed Grand Central Enterprise. According to press reports, the minority shareholders blocked Grand Central Enterprises' privatisation plan. Has Hotel Grand Central forgotten to inform shareholders of the development?

THANK YOU