



# 1Q 2022 BUSINESS PERFORMANCE

Premium Lifestyle Leading Company

THE SHILLA

**DISCLAIMER** This material has been prepared for investors' convenience, based on 1Q22 financial statements that have not yet been officially audited, which could alter final data.

Actual results may differ from forecasts herein given the unpredictability of future performances; Hotel Shilla has no responsibility to revise or update this material.

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# 01

## CORPORATE OVERVIEW

VISION / HISTORY / AWARDS

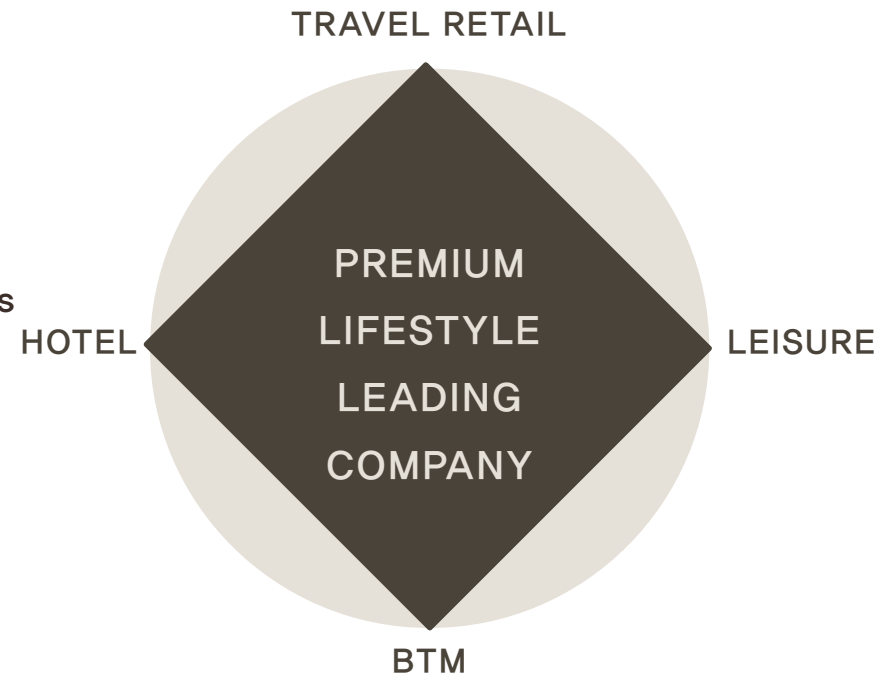
BUSINESS PORTFOLIO

BUSINESS SITE OVERVIEW

## VISION

Hotel Shilla aspires to become a **Premium Lifestyle Leading Company** that offers clients the best choice based on dignity and trust.

The company aims to provide optimal services across its business range, including travel retail, hotel, leisure, and business travel management(BTM), to improve the lifestyles of clients.



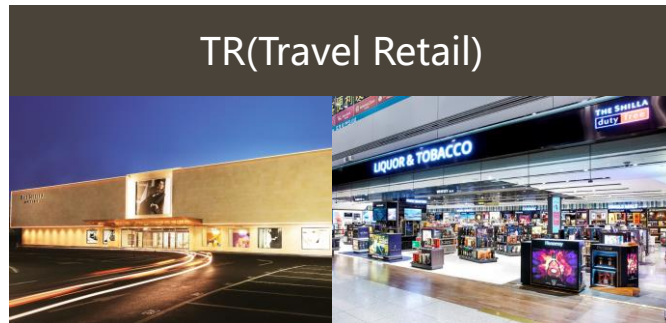
## HISTORY

- 1979 The Shilla Seoul opens
- 1986 Seoul Shilla Duty Free opens
- 1989 Jeju Shilla Duty Free opens
- 1990 The Shilla Jeju opens
- 1991 IPO at Korea Exchange
- 2008 Incheon Int'l Airport Duty Free opens
- 2011 Gimpo Int'l Airport Duty Free opens  
LOUIS VUITTON at Incheon Int'l Airport opens
- 2013 Changi Int'l Airport, Singapore Duty Free (BTQ)
- 2014 Establishment of SHILLA STAY Co., Ltd  
Changi Int'l Airport, Singapore Duty Free (Cosmetic)  
Macau Int'l Airport Duty Free opens
- 2015 Establishment of HDC SHILLA Co., Ltd
- 2016 Shilla I Park Duty Free opens  
Phuket Duty Free opens
- 2017 Chek Lap Kok Duty Free in Hong Kong opens
- 2018 Incheon Int'l Airport Duty Free Terminal 2 opens  
Jeju Int'l Airport Duty Free opens
- 2019 Gimpo Int'l Airport Duty Free opens  
Macau Int'l Airport Duty Free opens
- 2020 Shilla Monogram Danang opens

## AWARDS

- 2008 Gazette, The Best hotel in Seoul  
Institutional Investor, The world's Top 100 Hotels (1st in Asia)  
LHW Leader's Club, Golden award
- 2009 Zagat, The Best Hotel in service sector  
TTG Travel Award, The Best City Hotel in Seoul
- 2010 Institutional Investor, The Best Hotel in Seoul
- 2011 NCSI, No.1 Hotel in service sector
- 2012 Travel+Leisure, The World's Best Awards Asia 16th
- 2013 KCSI, The Best Duty Free Store
- 2014 NCSI, The Best Company  
Interbrand, The Best Korea Brands 2015
- 2015 NSCI, No.1 Hotel in hotel sector
- 2016 NSCI, The Best Company
- 2017 KCSI, The Best Duty Free Store  
Forbes Travel Guide, 4 Star Hotel
- 2018 Interbrand, The Best Korea Brands 50  
KCSI, The Best Duty Free Store  
Smart APP Awards 2018, Best Award (SHILLA DUTYFREE APP)
- 2019 The 21th K-BPI Korean Brand Power Awards, No1 Hotel in hotel sector  
Interbrand, The Best Korea Brands 50  
KCSI, The Best Duty Free Store
- 2020 Forbes Travel Guide, 5 Star Hotel  
The 22th K-BPI Korean Brand Power Awards, No1 Hotel in hotel sector  
DFNI Frontier Awards, Technology Innovation
- 2021 The 23th K-BPI Korean Brand Power Awards, No1 Hotel in hotel sector  
Korea JoongAng Daily, ESG Management Grand Prize winner in retail and service sector  
Michelin Guide 2021, 3 Star Restaurant (「La Yeon」 of Seoul Hotel)  
La Liste (La Liste) 2020 TOP 150 Layeon,
- 2022 The 24th K-BPI Korean Brand Power Awards, No1 Hotel in hotel sector

## BUSINESS PORTFOLIO



Seoul Downtown DF

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Online DF

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Jeju Downtown DF

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Incheon Int'l Airport DF

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Jeju Int'l Airport DF

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Gimpo Int'l Airport DF

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Changi Int'l Airport DF in Singapore

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Chek Lap Kok Airport DF in Hong Kong

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Shilla I Park Downtown DF

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Macau Int'l Airport DF



Seoul

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Jeju

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Shilla Stay (Lease)

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Shilla Monogram (Management)

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Geoje Samsung Hotel (Management)

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Business Travel Management (BTM)

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CFC (Corporate Fitness Center)

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Leports

## BUSINESS SITE OVERVIEW

### TR(Travel Retail)

**Seoul DF**

7,178 sqm

**Jeju DF**

6,384 sqm

**Incheon airport DF**

2,106 sqm

**Jeju airport DF**

400 sqm

**Gimpo Int1 Airport DF**

553 sqm

**Changi airport DF**

8,044 sqm

**Chek Lap Kok airport DF**

3,283 sqm

**Shilla I Park DF**

11,417 sqm

**Macau airport DF**

1,120 sqm

**Phuket DF**

8,155 sqm

### HOTEL & LEISURE

**Seoul Hotel**

464 Rooms  
(43.3 sqm per room)

8 Banquets

7 Restaurants

**Jeju Hotel**

429 Rooms  
(44.6 sqm per room)

6 Banquets

6 Restaurants

**Managed Hotels**

Shilla Stay  
(Dongtan, Yeoksam, Jeju, Seodaemooon, Ulsan,  
Mapo, Gwanghwamoon, Guro, Cheonan, Seocho,  
Haeundae, Samsung, West Busan)

Shilla Monogram, Danang  
Geoje Samsung Hotel

**BTM Business**

**CFC**

Demarq

**Leports Business**

VANTT

Seocho Leports Center



As of March 31th 2022



# 02

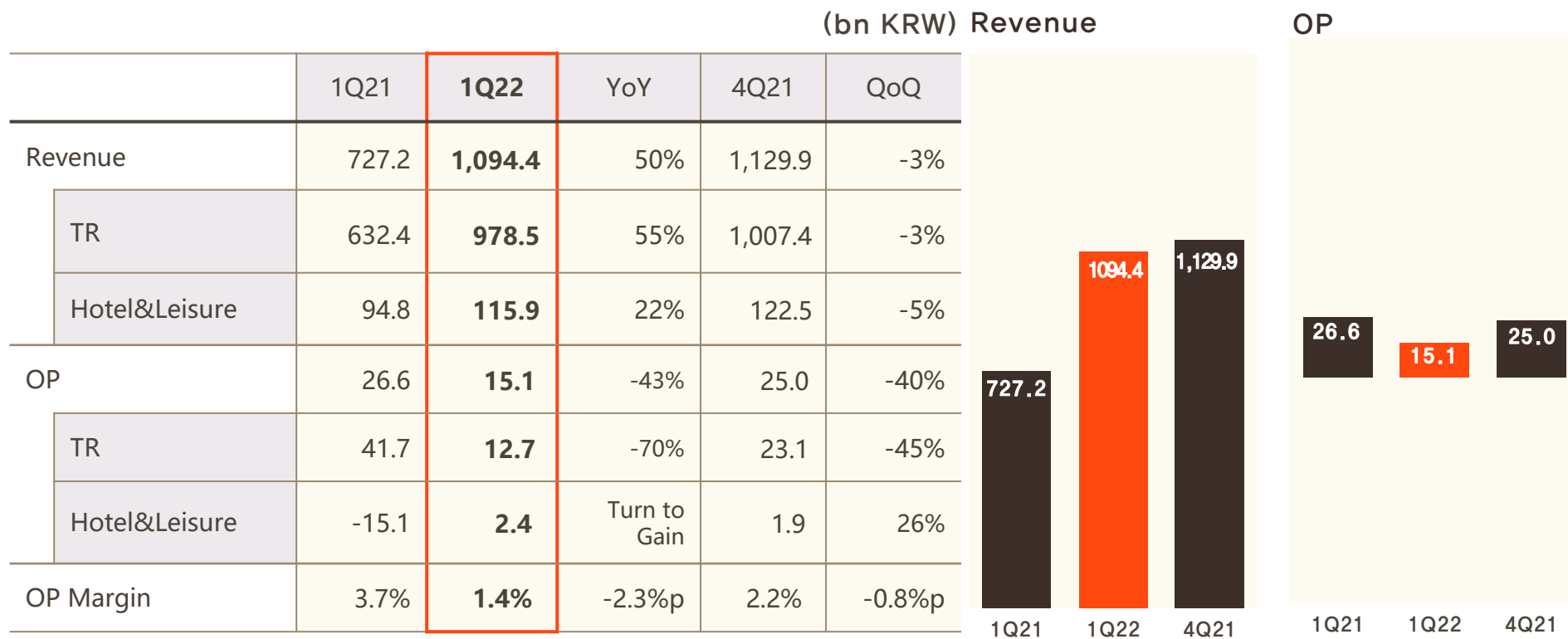
## BUSINESS PERFORMANCE AND OUTLOOK

BUSINESS PERFORMANCE AND  
OUTLOOK BY BUSINESS SEGMENT

## BUSINESS PERFORMANCE (1Q 2022)

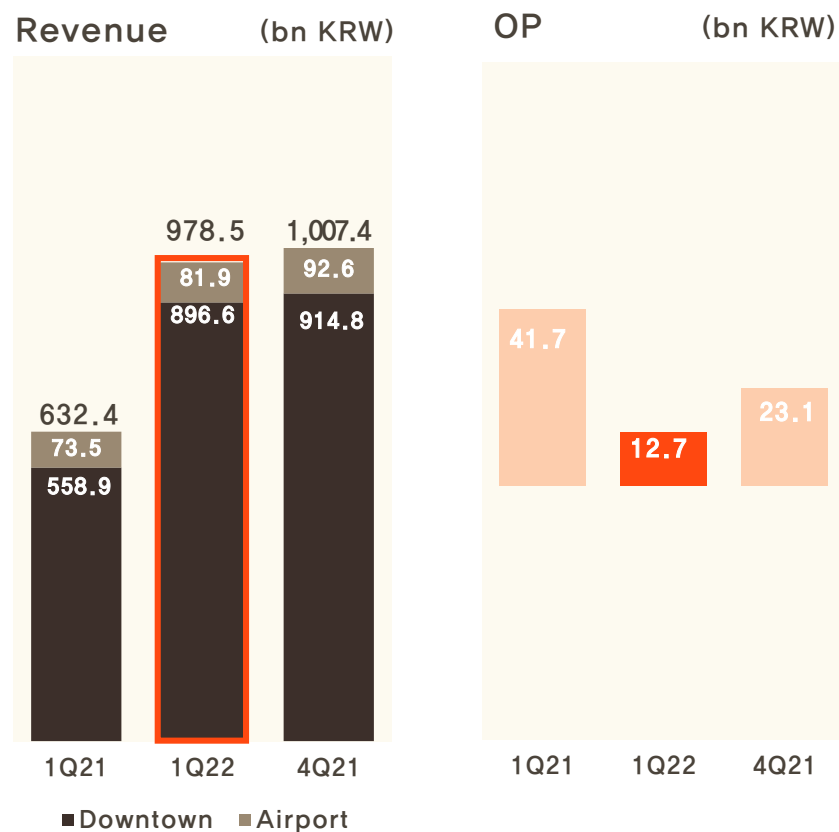
### Consolidated

- Revenue increased by 50% YoY to 1,094.4bn KRW
- Operating profits decreased by -43% to 15.1bn KRW



## TRAVEL RETAIL BUSINESS Consolidated

- Revenue increased by 55% YoY to 978.5bn KRW  
Operating profits decreased by -70% to 12.7bn KRW



### 1Q Review

- Revenue in downtown increased by 60% and revenue in airport increased by 11% YoY respectively.  
The OP of TR business decreased by -70% to 12.7bn KRW.
- TR Revenue vs. Operating profit rates

(bn KRW)

	2020				2021				2022
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
TR Rev	849.2	439.2	771.0	742.3	632.4	846.5	857.6	1,007.4	978.5
OP margin (%)	(-5.8)	(-10.8)	(-1.8)	(-2.2)	(6.6)	(5.6)	(2.3)	(2.3)	(1.3)

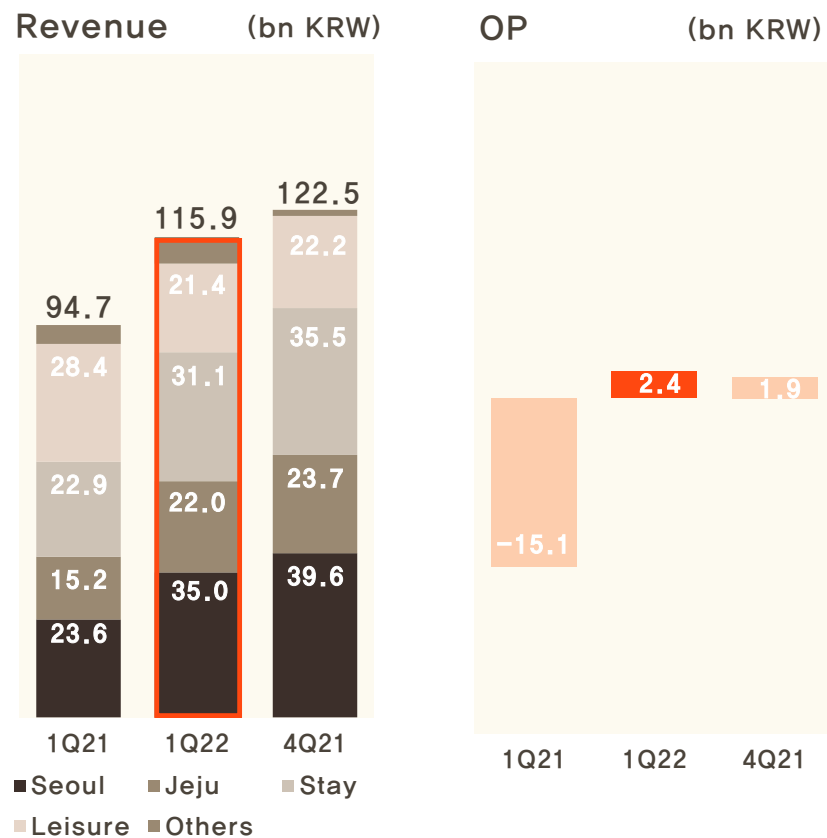
### 2Q Outlook

- Improving profitability by responding to changes in the business environment & demand in the travel retail market.

## HOTEL & LEISURE BUSINESS

### Consolidated

- Revenue increased by 22% YoY to 115.9bn KRW
- Operating profit turned to gain to 2.4bn KRW



### 1Q Review

- Revenue of the Seoul hotel is increased by 48% YOY
- Revenue of the Jeju hotel is increased by 45% YOY
- Revenue of the Shillastay is increased by 36% YOY
- Revenue of the Leisure business is decreased by -25% YOY
- The OP of Hotel&Leisure business turned to gain to 2.4bn

### Quarterly Rate of Occupancy

	2020				2021				2022
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
Seoul	44%	28%	43%	33%	32%	43%	48%	49%	44%
Jeju	61%	72%	75%	75%	61%	77%	70%	77%	77%
Stay	62%	58%	67%	66%	62%	71%	64%	74%	73%

### 2Q Outlook

- Continued focus on improving profitability by flexibly responding to customer demand

# 03

## APPENDIX

ANNUAL CAPEX  
MAJOR FINANCIAL RATIOS  
SHAREHOLDERS

(bn KRW)

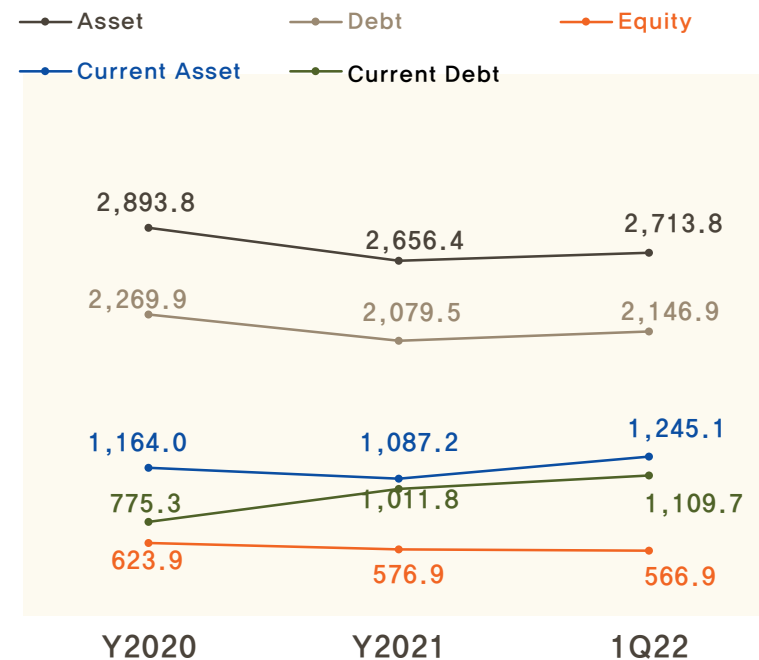
Annual CAPEX	Y2020	Y2021	1Q22
CAPEX	41.7	14.9	7.7

• Non-Consolidated

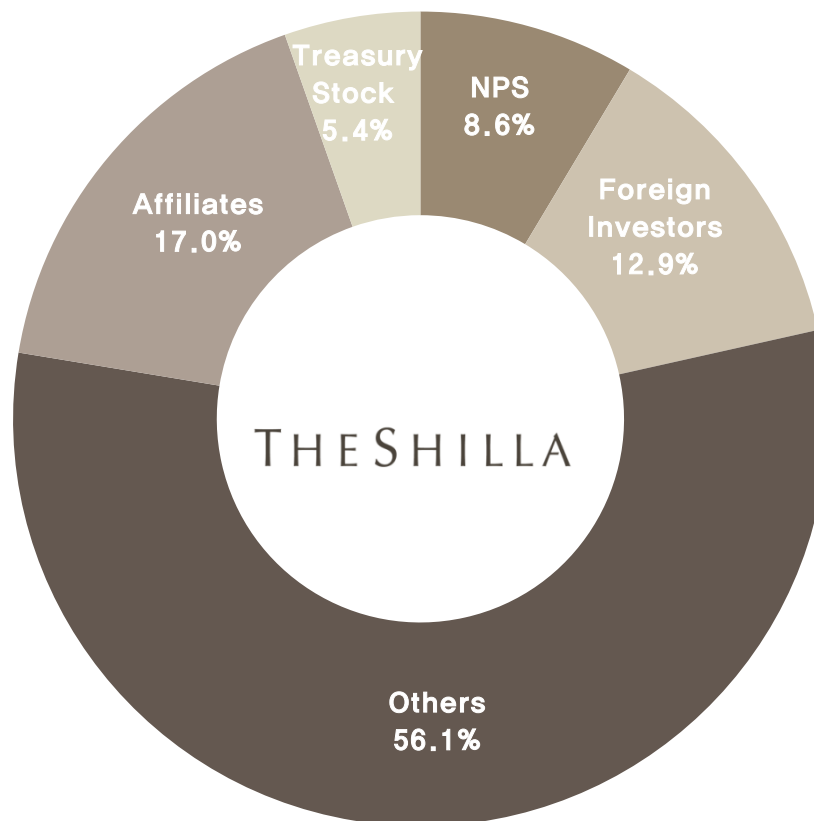
(bn KRW)

Key Financials	Y2020	Y2021	1Q22
Debt/Equity Ratio	284%	360%	379%
Asset	2,893.8	2,656.4	2,713.8
Liabilities	2,269.9	2,079.5	2,146.9
Equity	623.9	576.9	566.9
Current Ratio	150%	107%	112%
Current Assets	1,164.0	1,087.2	1,245.1
Current Liabilities	775.3	1,011.8	1,109.7
EBITDA/Revenue	1.2%	7.3%	4.2%
EBITDA	386.0	246.5	45.8
Revenue	3,188.1	3,379.1	1,094.4

\* Consolidated



**SHAREHOLDERS**  
( Common Stock )



As of March 31th , 2022

THANK YOU

Premium Lifestyle Leading Company

THE SHILLA