Thakral Corporation Ltd

Multiple drivers for growth

2 June 2025

BUY (Initiation)

LAST CLOSE PRICE	SGD 1.52
FORECAST DIV	SGD 0.05
TARGET PRICE	SGD 2.04
TOTAL RETURN	37.2%

COMPANY DATA

BLOOMBERG CODE:	THK SP
O/S SHARES (MN) :	127
MARKET CAP (S$/US$ mn) :	193 / 150
52 - WK HI/LO (S$ mn) :	1.64 / 0.59
3M Average Daily T/O (mn) :	0.10

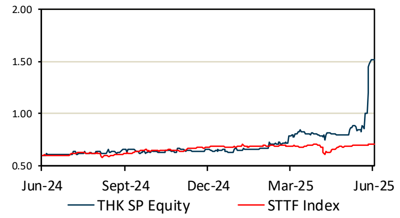
MAJOR SHAREHOLDERS (%)

Thakral Group Limited	51.7%

TOTAL RETURN (%)

	1MTH	3MTH	YTD
COMPANY	90.0	92.4	128.6
STTF RETURN	3.0	2.5	5.9

PRICE VS. STTF



Source: Bloomberg, PSR

KEY FINANCIALS

Y/E Dec (S$m)	FY23	FY24	FY25e	FY26e
Revenue	212.3	288.8	370.8	459.5
EBITDA	15.82	24.65	19.31	23.82
PATMI	8.2	28.8	31.0	40.5
EPS (cents)	6.40	22.53	24.24	31.64
P/E (X)	23.75	6.75	6.27	4.80
Dividend Yld	2.6%	2.6%	3.2%	4.2%
ROE	5.5%	17.7%	16.5%	18.4%
ROA	5.6%	9.7%	9.3%	10.9%

Source: Company, PSR

VALUATION METHOD

8.4x P/E Multiple FY25e

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SINGAPORE| DIVERSIFIED | INITIATION

- With expanding retail operations in Greater China, a broader DJI product range in South Asia, continued growth in over-50s living through GemLife in Australia, and strategic investments in India (Bharat Skytech, Skylark Drones, and Nespresso), Thakral is well-positioned to deliver long-term value and sustainable growth. While geopolitical risks persist, U.S. tariffs are not expected to impact the Group's results materially.
- In FY24, segmental profit from the Lifestyle segment surged 41% YoY, while the Investment segment, driven by GemLife, rose 49% YoY. GemLife's momentum is expected to continue, supported by development profits from new home settlements and rising recurring revenue from growing site fee collections.
- We initiate coverage on Thakral with a BUY recommendation and a target price of S$2.04, based on an 8.4x FY25e PE. Our valuation applies a 50% conglomerate discount to the 16.8x average PE of listed Australian land lease community operators. While Thakral's historical PE (FY20–FY24) averaged 5.9x, we believe the higher multiple is justified by the strong growth trajectory of GemLife and the Group's other expanding business segments.

Company Background

Thakral Corporation Ltd is listed on the SGX Mainboard since December 1995. The Group's core business comprises a growing investment portfolio in Australia, Japan, and Singapore. Investments in Australia include developing and managing over-50s lifestyle resorts under the GemLife brand. The Japanese investment portfolio consists of landmark commercial buildings in Osaka. The Group holds a dynamic presence in the distribution of cutting-edge consumer drones, accessories, as well as enterprise drones explicitly tailored for professional and agricultural needs, in addition to managing leading beauty, fragrance and lifestyle brands in Asia, serving customers directly through retail flagship stores as well as through major e-commerce platforms. The Group also invests strategically in new economy ventures that complement its existing business relationships and networks, including acting as a cornerstone investor or participating in early funding.

Key Investment Merits

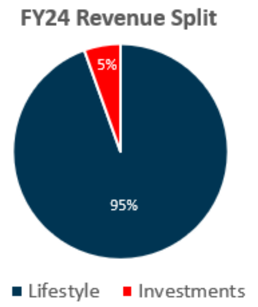
- **Accelerating growth in the Lifestyle business.** In China, Thakral operates 31 beauty and fragrance stores, with plans to open 15–20 more over the next two years. This is supported by an expanded brand portfolio including Atelier Cologne, Miu Miu, Juliette Has a Gun, and Yue Sai. In South Asia, the Group's DJI drone distribution business continues to gain momentum, driven by broader product offerings and increasing adoption across sectors such as agriculture, construction, environmental monitoring, and media. In FY24, the Lifestyle segment accounted for 36% of Group profit.
- **Exponential growth from GemLife.** GemLife continues to scale rapidly, with a dual-income model through development profits and recurring site fees. In FY24, occupied homes rose 24% YoY to 1,804, driving strong growth in both revenue streams. By 1Q25, occupancy reached 1,862 homes, generating an estimated A$19.4mn in annual site fees (before accounting for Thakral's 31.7% stake). With a long-term goal of 6,500 occupied homes by 2033, GemLife offers clear visibility into sustainable recurring income. In FY24, GemLife contributed to c.40% of Group profit.
- **New ventures fuelling future growth.** The Group secured exclusive rights to distribute Nespresso products across India, launching an e-commerce platform in December 2024 and its first boutique in March 2025 at a prime Delhi mall. Expansion plans include B2B sales to hotels, restaurants, and corporates. Additionally, the Group invested S$6.5mn for a 13.6% stake in a 21-acre healthcare and mixed-use development in Gurugram, a rapidly growing, affluent city near New Delhi. Partnering with Platinum Securities and healthcare advisors, the Group aims to strategically develop this project, aligning with its long-term plan to capitalize on India's demand for integrated urban developments and generate sustainable revenue.

Revenue and Business Model

The Group operates across five geographical segments: Australia, India, Japan, the People's Republic of China (including Hong Kong and Macau), and Singapore. Its core business activities are divided into three main segments: Investments, Lifestyle, and Others. The Investments segment includes real estate, over-50s living, and other strategic investments across Australia, India, Japan, China, and Singapore. The Lifestyle segment comprises the management and marketing of beauty, fragrance, and lifestyle brands and products in India, Japan, China, Singapore, and various export markets, as well as related investments. In FY24, 95% of the Group's revenue was derived from the Lifestyle business, as profits from the Investments segment are mostly accounted for under associates.

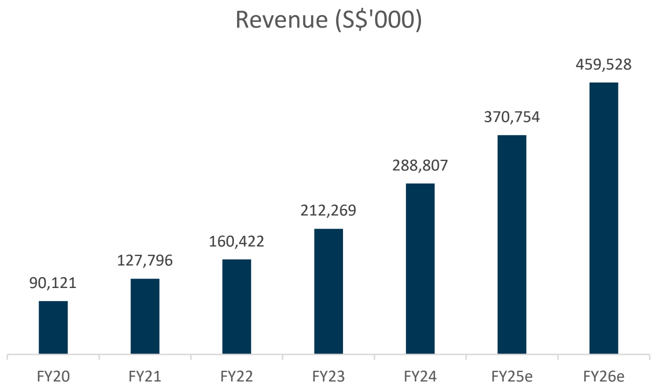
We forecast revenue to grow 28% YoY to S$370mn in FY25e, supported by robust demand for the Group's portfolio of beauty and fragrance brands, continued momentum in the drone segment, and the ramp-up of Nespresso sales in India.

Figure 1: Bulk of FY24 revenue contributed by Lifestyle business



Source: Company, PSR

Figure 2: Revenue has been on the upward trajectory



Source: Company, PSR

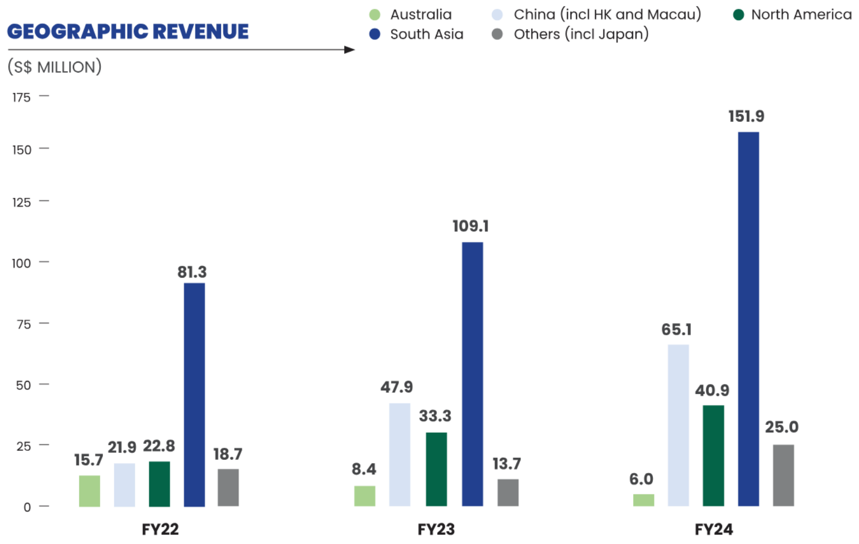
Lifestyle business

The Group's beauty, fragrance, premium retail, and brand management operations are centered on Greater China (including Hong Kong and Macau), India and South Asia. Its managed portfolio includes renowned fragrance brands such as Maison Margiela, Atelier Cologne, Ralph Lauren, Viktor & Rolf, Mugler, and Nespresso in India and DJI in South Asia. The Group oversees these brands across e-commerce platforms, traditional brick-and-mortar retail channels, and hospitality venues such as hotels and offices. In addition, the Group holds a 9.3% stake in The Beauty Tech Group Limited (formerly known as CurrentBody), an e-commerce platform focused on beauty technology products. It operates thirty-one stores under its beauty and fragrance brands in premium malls and department stores across Greater China.

Drone business

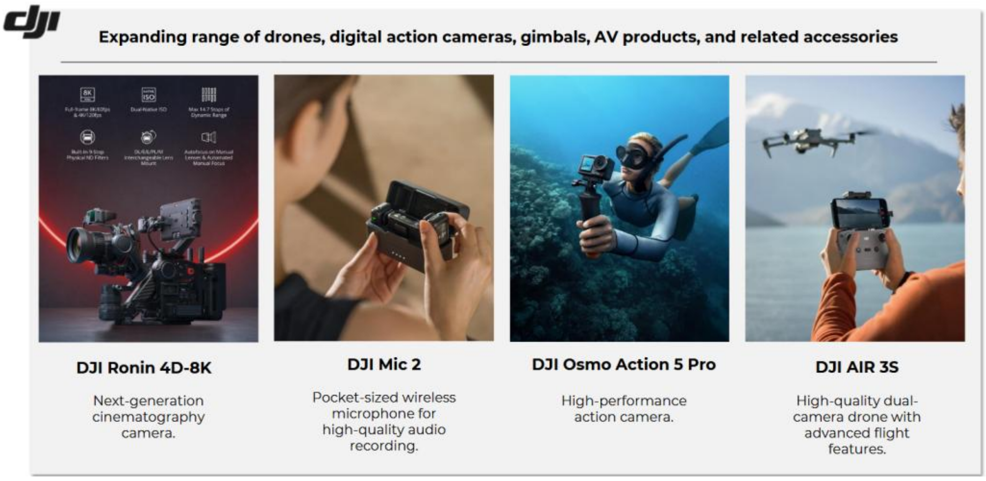
The Group is the exclusive distributor of DJI's consumer, enterprise, and agricultural drone product ranges across South Asia, covering seven countries: India, Pakistan, Bangladesh, Sri Lanka, Nepal, Bhutan, and the Maldives. DJI is the global leader in drone technology, commanding 70% of global market share, and is widely recognised for its innovation in aerial imaging and automation. In India, the Group operates Bharat Skytech, a subsidiary specialising in agriculture drone components and batteries, offering a B2B platform to support the region's growing demand for drone parts, maintenance, and after-sales service. The Group holds a 23% stake in Skylark Drones, an India-based drone management software and services provider, to further strengthen its position in the drone ecosystem. Skylark is a leader in enterprise drone applications, offering solutions for infrastructure, mining, agriculture, and energy sectors. This investment complements the Group's existing distribution and hardware businesses, enhancing its vertical integration across the drone value chain.

Figure 3: Strong revenue growth in China from beauty & fragrance business and South Asia from drone business



Source: Company, PSR

Figure 4: Increasing DJI adoption across industries



Source: Company, PSR

Nespresso's launch in India

The group has secured official distribution rights for the entire range of Nespresso coffee products across all sales channels in India. Operations commenced with the launch of a dedicated Nespresso e-commerce platform in December 2024, followed by the opening of the first Nespresso boutique at Select Citywalk Mall in Saket, South Delhi's premier commercial and retail destination, in March 25. In addition to direct-to-consumer channels, the Group is expanding through B2B sales to hotels, restaurants, and corporate offices. India is rapidly emerging as a high-growth coffee market, driven by increasing coffee consumption, a growing café culture, and expanding e-commerce penetration. Against this backdrop, we expect the Nespresso India business to achieve profitability within the next three years.

Figure 5: Nespresso's first boutique launched in India in 1Q25

Source: Company, PSR

Investment segment

GemLife Group

The Group holds a 31.7% stake in GemLife Group, a rapidly growing player in Australia's Manufactured Home Estates (MHE) / Land Lease Community sector. Within just seven years of inception, GemLife has established itself as one of the country's leading operators in the over-50s lifestyle resort living market, underpinned by demographic tailwinds and housing affordability trends.

GemLife operates on a land lease model, offering residents ownership of homes while leasing the land, which generates scalable, long-term recurring revenue through weekly site fees. This model ensures a dual-income stream from both home sales and site fees, making it a resilient and cash-generative business. In addition, any excess energy generated from rooftop solar panel installations can be sold back to the grid, providing an additional recurring revenue stream.

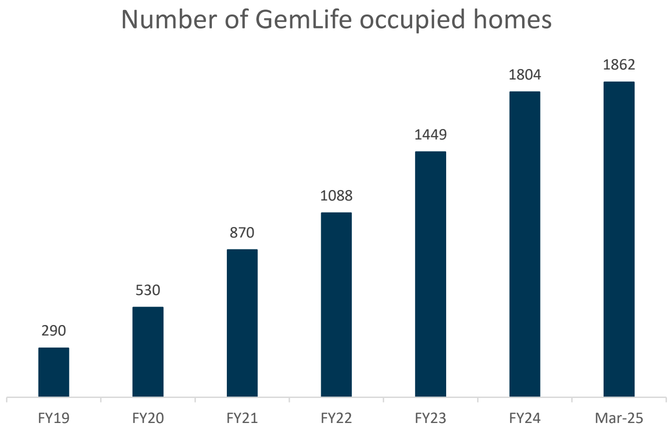
Figure 6: GemLife homes, with some still under construction

Source: Company, PSR

In FY24, the number of occupied homes increased by 24% YoY to 1,804, resulting in robust growth in development revenue and recurring income. As of 1Q25, occupied homes reached 1,862, translating to an estimated A$19.4mn in annual recurring revenue from site fees alone (based on A$200 per week per home, excluding inflation adjustments). This figure is before accounting for Thakral's 31.7% share of earnings.

Looking ahead, GemLife is on track to meet its long-term target of 6,500 occupied homes by 2033, which would equate to A$67.6mn in annual recurring site fees (pre-shareholding). GemLife is equity accounted in Thakral's financial statements as an associate, reflecting the Group's 31.7% ownership stake.

Figure 7: Average of 301 new homes per annum since FY19 leading to higher recurring site fees



Source: Company, PSR

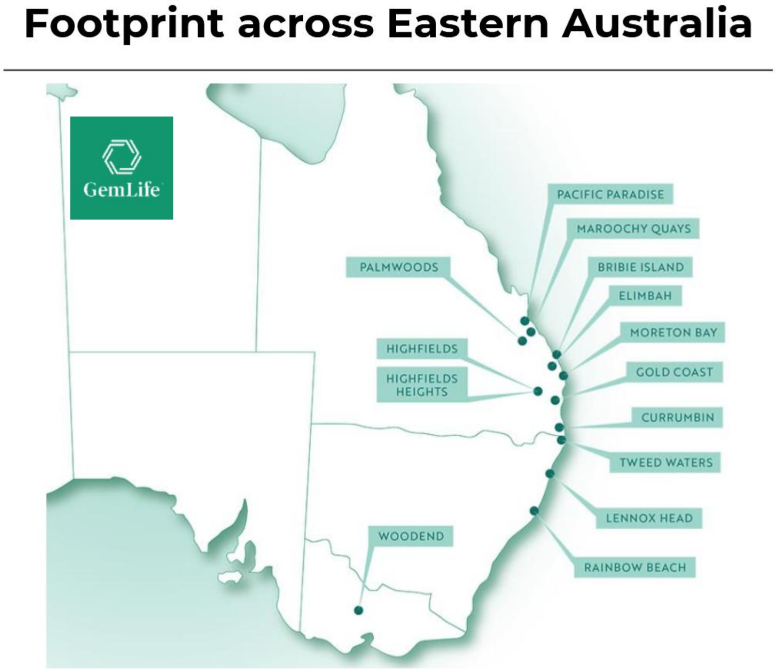
Figure 8: Annual recurring revenue from site fees before accounting for Thakral's 31.7% stake

Site fee per home	Number of homes	Total yearly recurring revenue#
A$200* per week x 52 weeks = **A$10,400**	**1,862**	**A$19.4 million**
	~6,500	*A$67.6 million*

*Base case before any inflationary adjustments
#Before the apportionment of the Group's 31.7% shareholding

Source: Company, PSR

Figure 9: GemLife's 13 resorts with 10 already occupied



Source: Company, PSR

Japan commercial properties

The Group's Japanese investment portfolio, established in 2014, is structured through pooled investment subsidiaries and has grown substantially. The portfolio currently comprises six freehold commercial buildings and a business hotel in Osaka. The six commercial properties are classified as Grade B assets, strategically situated in good locations to target the mass market segment. With an average occupancy rate of 96%, the portfolio delivers stable and recurring rental income.

The Group takes an active asset management approach to its Japan holdings and is exploring the potential recycling of capital through the selective divestment of non-core assets. Proceeds from such sales may be reinvested into niche properties or other strategic opportunities, to optimise overall portfolio returns and enhancing long-term value.

Figure 10: Effective ownership and occupancy rate for the Japanese freehold properties

Average occupancy of ~96%+ for 6 commercial buildings in Osaka

Property	Type	Effective Ownership	Occupancy
Yotsubashi East Building	Office	50%	100%
Yotsubashi Nakano Building	Office	50%	93%
Yotsubashi Grand Building	Office	55%	100%
Umeda Pacific Building	Office	56%	95%
Itachibori Square	Office	55%	96%
Utsubo East Building	Office	55%	95%
Best Western Osaka Tsukamoto	Hotel	50%	NA

Source: Company, PSR

India real estate and healthcare

The Group has invested S$6.5mn for a 13.6% stake in a 21-acre healthcare and mixed-use development in Gurugram, a prime real estate corridor adjacent to New Delhi. Gurugram is one of India's fastest-growing and most affluent cities, with strong demand for premium residential real estate and world-class healthcare infrastructure. Seven acres of the total land area are earmarked for healthcare infrastructure, with the remainder to be developed into residential and mixed-use spaces. The Group is collaborating with Platinum Securities and a specialised healthcare advisory team to shape the project's next phase and ensure strategic execution. This investment is aligned with the Group's long-term strategy to tap into India's growing demand for integrated urban developments. It is expected to generate sustainable, long-term revenue streams over time.

Figure 11: 21-acre real estate and healthcare development in Gurugram, India

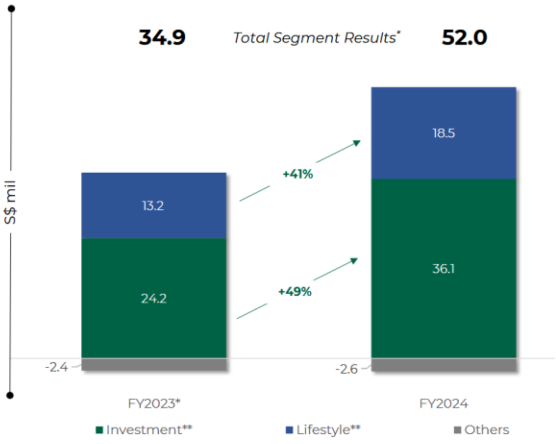
Source: Company, PSR

Earnings and segmental results

In FY24, the Investment segment recorded a 49% YoY increase, primarily driven by higher development profits under the GemLife brand, with 355 new home settlements boosting occupied homes by 24% YoY to 1,804. The segment also benefited from valuation uplifts across other investments. The Lifestyle segment grew by 41%, supported by the expansion of the beauty and fragrance brand portfolio and an increased retail store footprint in China. Growth was further underpinned by rising adoption of drones across agricultural, enterprise, and consumer applications in South Asia and a valuation uplift from the Group's stake in The Beauty Tech Group.

We expect earnings growth from the Lifestyle segment to moderate in FY25e, impacted by start-up costs associated with the Nespresso business, which is expected to remain loss-making for at least the next two years. In contrast, the Investment segment is projected to sustain strong YoY growth, supported by continued demand for GemLife's over-50s lifestyle communities and increased recurring income from higher site fee collections.

Figure 12: Strong growth from the Lifestyle and Investment segments in FY24



Source: Company, PSR

**Net of restructuring costs; **Inclusive of valuation adjustments on investment properties and/or fair value adjustments on derivative financial instruments*

Dividend policy

Thakral pays dividends twice a year. From FY25 onwards, the total annual dividend will be the higher of a base payment of 4 cents per share or 20% of net profit attributable to shareholders. In FY23 and FY24, a dividend of 4 cents per share was paid. We estimate FY25e DPS of 4.85 cents based on 20% of PATMI.

Balance Sheet

Assets: Total Assets rose 9.2% YoY to S$360mn in FY24, driven by a 4.5% increase in investment in associates to S$130mn, reflecting higher contributions from GemLife. Financial assets measured at fair value through the income statement jumped 38% to S$68mn, while trade receivables grew 52% to S$26mn, in line with a 37% increase in product sales.

Liabilities: Total liabilities rose 12% YoY to S$144mn in FY24, primarily due to a 39% increase in trust receipts to S$37mn, as short-term financing was utilised to support Nespresso's start-up costs. Deferred tax liabilities also increased, rising 22% to S$30mn. In addition, the Group converted a S$15mn money market loan into a five-year term loan, resulting in a reclassification from current to non-current borrowings.

Equity: In FY24, total equity grew 7% YoY to S$216mn, as reserves grew 18% to S$93mn. Non-controlling interests increased 3% YoY to S$53mn.

Cash Flow

In most years, operating cash flow is typically negative due to the nature of the business. Its key performer, GemLife, is equity-accounted as an associate and does not contribute to operating cash flow. While its profits are recognised in the income statement under 'share of profit from associates,' the associated cash flows are not consolidated into Thakral's operating cash flow.

Cash and bank balances are maintained primarily to meet short-term cash commitments, rather than for investment or other purposes. These balances remained stable at S$12.7mn in FY24, up from S$11.3mn in the previous year.

1Q25 Business Update

Revenue in 1Q25 surged 26.6% YoY to S$76mn, driven by strong growth in the Lifestyle segment. However, despite the higher topline, the Lifestyle segment's contribution to net profit was flat at S$3.4mn, as start-up costs related to the Nespresso business offset the revenue gains. Share of profits from associates spiked 80.7% to S$3.2mn, reflecting increased contributions from GemLife. As a result, profit before interest and tax (PBIT) rose 27.6% YoY to S$6.3mn.

Industry

Manufactured Housing Estates/ Land Lease Communities in Australia

Australia's Manufactured Home Estates (MHE) sector, also known as Land Lease Communities (LLCs), is rapidly emerging as a compelling alternative to traditional retirement villages. It offers a more straightforward and transparent structure, often with little to no deferred management fees. Under the land lease model, residents own their homes while leasing the land, which provides benefits such as stamp duty exemptions and potential access to rental assistance. This model is gaining momentum as an affordable, community-oriented option for senior Australians seeking independence and autonomy, while enjoying the support and social connection of living among peers in a similar demographic. Figure 13 below summarizes the key differences between retirement villages and land lease communities.

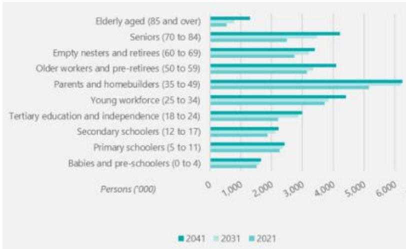
Figure 13: Comparison between Retirement Villages and Land Lease Communities

Variable	Retirement Village	Land Lease Community
Entry Age	Resident entry age typically >75 years with typically higher medical requirements.	Resident entry age typically <75 years seeking an active/independent lifestyle.
Entry Cost	Purchase price typically influenced by the median house price of the target catchment area/s.	Purchase price typically influenced by the median house price of the target catchment area/s.
Recurrent Fees	Average weekly service fees of $110 - $150.	Average weekly site rental of $190 - $230.
Exit Fees	Departure fees payable to operator in the form of a Deferred Management Fee (DMF).	In most cases, no departure fees are payable, however, more common in VIC and WA.
Capital Gains	Usually 50% capital gains share between resident and operator.	Resident receives 100% of capital gains.
Profitability	Initial ingoing contribution (ILU purchase) held by operator with ongoing profitability subject to receipt of exit fees (or DMFs) of up to 35% of the re-sale price. This income is typically 'lumpy' with variability based upon resident age and ILU 'churn'.	New home sale margins available on initial sale to incoming residents. Operational margins of 65%-80% on recurrent site rental income plus DMF (if applicable).

Source: Chadwick

Australia's over-50s population is projected to continue rising, which will drive long-term demand for affordable housing under the LLC model. Rising life expectancy, supported by medical and healthcare technology advances, is another structural tailwind underpinning the sector's growth.

Figure 14: Australia's aging population



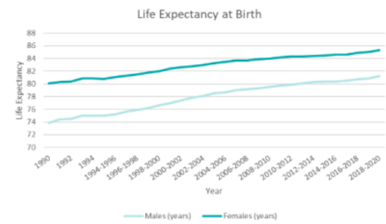
Source: Australian Bureau of Statistics, Chadwick

Government Support

Various government support measures in Australia, such as the Age Pension and rental assistance, help facilitate the adoption of Land Lease Communities (LLCs) and enhance the security of site fee income for operators.

Age Pension: Government income assistance supports the relative affordability of LLCs for Australians aged 50 and above, including retirees. Most residents, particularly those in more affordable LLCs, are eligible for a full or partial Age Pension. As of FY24, the maximum full fortnightly Age Pension payment for a single person is approximately A$1,149.

Figure 15: Australia's increased life expectancy



Source: Australian Bureau of Statistics, Chadwick

Rental Assistance: A key advantage of the land lease model is the separation of land ownership from the residential dwelling, which allows residents to qualify for government rental subsidies. The weekly site rent paid by LLC residents is often significantly offset by the Commonwealth Rent Assistance (CRA) program, a non-taxable allowance provided by the Australian Federal Government via Centrelink to help eligible individuals with rental costs. CRA is available to age pensioners and other qualifying recipients who pay private rent, including site fees in LLCs. Unlike retirement village residents, where CRA is means-tested and only paid if the entry contribution and ongoing fees fall below a certain threshold, CRA for LLC residents is not currently means-tested. This makes it more accessible and enhances the affordability of LLCs for senior Australians.

Figure 16: Rental thresholds and maximum fortnightly payments under the Commonwealth Rental Assistance (CRA) scheme

Family Situation	Your fortnightly rent is more than	To get the maximum payment your fortnightly rent is at least	Maximum fortnightly payment
Single	146.00	396.96	188.20
Single, sharer	146.00	313.29	125.47
Coupled, combined	236.60	272.87	177.20
One of a couple separated due to illness	146.00	396.94	188.20
One of a couple temporarily separated	146.00	382.27	177.20

Source: Services Australia, Chadwick

Risks

Foreign exchange risk: The Group conducts business in multiple currencies—including the US dollar, Hong Kong dollar, Japanese yen, and Australian dollar—which may differ from the functional currencies of its operating subsidiaries. As a result, the Group is exposed to transactional and translational foreign exchange risk. To manage this exposure, foreign currency inflows are maintained in designated currency accounts and are converted to local functional currencies only as needed, helping to limit exchange rate volatility. The Group also faces currency translation risk from its investments in foreign subsidiaries, as changes in exchange rates impact the value of net assets upon consolidation. To mitigate such risks, management monitors exposures actively and may enter foreign exchange options as part of its hedging strategy.

Credit risk: The Group's credit risk primarily arises from its cash, receivables, and debt instruments. Cash is held with reputable financial institutions, and debt investments are made only after rigorous due diligence. Credit is extended selectively, with evaluations and safeguards (e.g., deposits or advance payments) for higher-risk customers. Trade receivables are diversified across many customers and geographies.

Interest rate risks: The Group does not actively hedge its interest rate risk. In the current environment of declining interest rates, this unhedged position may prove beneficial, as Thakral is poised to gain from lower borrowing costs, which could improve overall profitability.

Government policy risk. The Commonwealth Rent Assistance (CRA) scheme, which subsidises weekly site fees, is a key driver of affordability for GemLife residents. Any change in government policy, such as reducing or removing CRA payments to MHE/LLC residents, would pose a risk to the sector. Such changes could negatively impact demand and site fee collection, thereby affecting the financial performance of operators like GemLife.

US Tariffs: Thakral's business exposure to U.S. tariffs is minimal. Most beauty and fragrance products sold in China are manufactured in France and imported by L'Oréal. These products are subsequently delivered locally in China on a duty-paid basis and invoiced in RMB, insulating Thakral from any direct U.S.-China tariff effects. Similarly, the Group's DJI distribution business is focused on South Asia, and as such, the impact of U.S. trade policy changes on Thakral's operations remains limited.

Valuations

Thakral has no close peers listed in Singapore due to its diversified business model. Its closest comparables are listed Australian LLC operators (Figure 17), currently trading at an average PE of 16.8x. We value Thakral at 8.4x FY25e PE, applying a 50% conglomerate discount, which implies a target price of S$2.04. While its FY20–FY24 average PE was 5.9x, we believe the strong double-digit growth across its key business segments justifies a higher valuation multiple.

Figure 17: Australian LLC operators are trading at an average 16.8x PE vs Thakral's 6.7x

Company	Last Price (local crcy)	1 Mth Perf. %	YTD Perf. %	PSR	Mkt. Cap. (local crcy 'mn)	P/E	P/B	ROE	ROA
Singapore									
Thakral Corp Ltd	1.52	90.0	128.6	BUY	193	6.7	1.2	18.4	8.4
Australia									
Lifestyle Communities Ltd	6.85	-4.3	-20.0		833	18.5	1.0	7.5	3.4
Stockland	5.46	-0.5	13.8		13,103	16.3	1.3	4.5	2.5
Ingenia Communities Group	5.72	3.1	26.0		2,331	18.8	1.5	3.8	2.3
					avg	16.8	1.3	4.5	2.6

Source: Companies, PSR, Bloomberg

Financials

Income statement

Y/E Dec, (S$'000)	FY22	FY23	FY24	FY25e	FY26e
Revenue	**160,422**	**212,269**	**288,807**	**370,754**	**459,528**
Gross profit	**39,222**	**45,902**	**54,155**	**63,028**	**78,120**
EBITDA	**7,806**	**15,822**	**24,646**	**19,313**	**23,822**
Net Finance (Expense)/Inc.	(2,291)	(3,548)	(4,106)	(3,971)	(3,976)
Depreciation & amortisation	(1,306)	(496)	(737)	(617)	(617)
Other items	1,412	(20,401)	464	-	-
Share of profit from associates	30,972	34,792	22,537	31,053	40,524
Profit before tax	**36,593**	**26,169**	**42,804**	**45,779**	**59,753**
Taxation	(10,019)	(7,723)	(7,917)	(8,240)	(10,755)
PATMI	18,617	8,182	28,809	30,999	40,461
Non-controlling interest	7,957	10,264	6,078	6,540	8,536

Per unit data

Y/E Dec (cents)	FY22	FY23	FY24	FY25e	FY26e
EPS	14.23	6.40	22.53	24.24	31.64
DPS	4.50	4.00	4.00	4.85	6.33
BVPS	1.18	1.17	1.28	1.47	1.72

Cash Flow

Y/E Dec, (S$'000)	FY22	FY23	FY24	FY25e	FY26e
CFO					
Net income before tax	**36,593**	**26,169**	**42,804**	**45,779**	**59,753**
Adjustments	(45,402)	(21,906)	(32,761)	(27,584)	(35,943)
WC changes	687	(13,630)	(15,377)	(6,511)	(11,523)
Cash generated from ops	**(8,122)**	**(9,367)**	**(5,334)**	**11,683**	**12,286**
Others	(2,658)	(5,547)	(5,665)	(4,299)	(12,216)
Cashflow from ops	**(10,780)**	**(14,914)**	**(10,999)**	**7,385**	**70**
CFI					
Additions	(8,000)	(7,817)	(9,130)	(800)	(800)
Dividends received	9,760	4,843	7,903	7,903	7,903
Others	38,369	13,855	16,283	-	-
Cashflow from investments	**40,129**	**10,881**	**15,056**	**7,103**	**7,103**
CFF					
Loans, net of repayments	(5,718)	(190)	(3,217)	-	-
Dividends	(5,234)	(5,754)	(5,114)	(6,200)	(8,092)
Others	(7,547)	2,537	5,482	(513)	(513)
Cashflow from financing	**(18,499)**	**(3,407)**	**(2,849)**	**(6,713)**	**(8,605)**
Net change in cash	**10,850**	**(7,440)**	**1,208**	**7,775**	**(1,432)**
Cash at the start of the period	6,721	16,780	8,653	9,671	17,446
FX changes	(791)	(687)	(190)	-	-
Ending cash	**16,780**	**8,653**	**9,671**	**17,446**	**16,014**

Balance Sheet

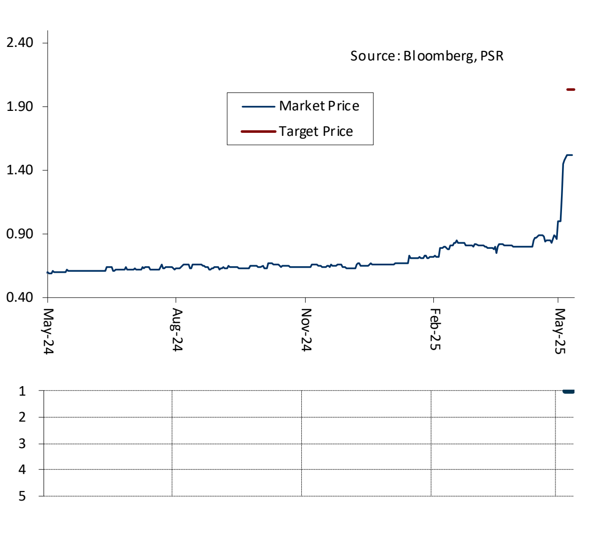
Y/E Dec, (S$'000)	FY22	FY23	FY24	FY25e	FY26e
ASSETS					
Investment properties	31,158	31,158	31,158	31,158	31,158
Associates	60,776	124,058	129,694	152,844	185,465
Others	172,044	101,603	119,497	121,784	122,648
Total non-current assets	**263,978**	**256,819**	**280,349**	**305,786**	**339,271**
Trade receivables	12,714	17,258	26,146	27,860	34,531
Cash	20,058	11,257	12,673	19,976	18,388
Inventories	17,832	25,464	25,035	33,113	41,041
Others	34,290	18,187	15,310	15,310	15,310
Total current assets	**84,894**	**72,166**	**79,164**	**96,258**	**109,269**
Total Assets	**348,872**	**328,985**	**359,513**	**402,044**	**448,540**
LIABILITIES					
Loans and borrowings	21,275	22,493	5,750	5,750	5,750
Trade payables	4,178	10,025	9,566	12,846	15,922
Others	53,312	52,015	63,259	71,171	73,686
Total current liabilities	**78,765**	**84,533**	**78,575**	**89,767**	**95,358**
Loans and borrowings	8,466	6,887	20,538	20,538	20,538
Others	33,341	36,814	44,628	44,628	44,628
Total non-current liabilities	**41,807**	**43,701**	**65,166**	**65,166**	**65,166**
Total Liabilities	**120,572**	**128,234**	**143,741**	**154,933**	**160,524**
EQUITY					
Share capital	71,838	70,820	70,820	70,820	70,820
Shareholder Equity	228,300	200,751	215,772	247,111	288,016

Valuation Ratios

Y/E Dec (cents)	FY22	FY23	FY24	FY25e	FY26e
P/E (x)	10.68	23.75	6.75	6.27	4.80
P/B (x)	1.3	1.3	1.2	1.0	0.9
EV/EBITDA (x)	29.4	15.7	9.9	12.2	10.0
Dividend Yield (%)	3.0%	2.6%	2.6%	3.2%	4.2%
Growth & Margins					
Growth					
Revenue		32.3%	36.1%	28.4%	23.9%
EBITDA		102.7%	55.8%	-21.6%	23.3%
EBIT		135.8%	56.0%	-21.8%	24.1%
PATMI		-56.1%	252.1%	7.6%	30.5%
Margins					
Gross margin	24.4%	21.6%	18.8%	17.0%	17.0%
EBITDA margin	4.9%	7.5%	8.5%	5.2%	5.2%
EBIT margin	4.1%	7.2%	8.3%	5.0%	5.0%
Net profit margin	16.6%	8.7%	12.1%	10.1%	10.7%
Key Ratios					
ROE (%)	12.1%	5.5%	17.7%	16.5%	18.4%
ROA (%)	7.6%	5.6%	9.7%	9.3%	10.9%
Debt/Equity	22.3%	27.9%	29.4%	25.7%	22.1%

Source: Company, Phillip Securities Research (Singapore) Estimates

Ratings History



PSR Rating System

Total Returns	Recommendation	Rating
> +20%	Buy	1
+5% to +20%	Accumulate	2
-5% to +5%	Neutral	3
-5% to -20%	Reduce	4
< -20%	Sell	5

Remarks

We do not base our recommendations entirely on the above quantitative return bands. We consider qualitative factors like (but not limited to) a stock's risk reward profile, market sentiment, recent rate of share price appreciation, presence or absence of stock price catalysts, and speculative undertones surrounding the stock, before making our final recommendation

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