INITIATION

Real Estate ▪ Singapore

The Assembly Place Holdings Ltd.

(ASSPH SP/TAP.SI)

Scaling Singapore's community living platform

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- **Portfolio expansion underpins multi-year growth visibility.** The Assembly Place (TAP) targets a scale-up from 3,422 keys to >10,000 keys by end-FY30, supported by 544 secured keys across five Singapore locations and initial regional expansion into Malaysia (66 keys). TAP's five-sector operating footprint positions the platform to capture demand across Singapore's 1.91mn non-resident population, as of June 2025, with selected government-backed contracts providing incremental revenue stability and downside protection.
- **Asset-light operating model drives cash generation and financial flexibility.** TAP's direct lease-based structure avoids property acquisition capital while delivering positive operating cash flows of S$12.68mn in FY24 and S$6.93mn in 1H25. A net cash position of S$1.51mn and minimal external debt provide balance sheet flexibility to fund organic expansion and selective co-investments. Historical co-investments have generated S$0.47mn of realised gains and S$1.91mn of unrealised gains in FY24, with no recorded losses to date, demonstrating disciplined capital deployment alongside core operations.
- **Policy alignment and regulatory tailwinds reduce execution risk.** Government-linked initiatives, including MOH Holdings healthcare accommodation contracts (~1,800 beds across six sites) and SLA demographic-specific tenders (e.g. CAMPUS@Telok Kurau: 426 beds, S$40mn), provide demand visibility and institutional validation. Proven joint ventures with TS Group (TSTAP Henderson: 30% stake; TSTAP Residence: 20% stake) further mitigate execution risk. URA's three-month minimum stay framework and the SA2 pilot continue to legitimise intermediate-term housing, structurally supporting the co-living sector.

Financials & Key Operating Statistics

YE Dec (S$ 'mn)	2023	2024	2025F	2026F	2027F
Revenue	14.3	18.9	28.0	42.2	71.9
Net Profit	(0.9)	6.2	7.3	10.5	13.1
EPS (cents)	0.29	(0.07)	0.94	0.18	0.10
EPS growth (%)	(366.9%)	(791.2%)	17.5%	43.2%	25.5%
DPS (Sing cents)	–	–	–	–	–
Div Yield (Y%)	–	–	–	–	–
Net Profit Margin (%)	(6.3%)	32.8%	26.1%	24.8%	18.3%
Net Gearing (x)	(0.1)	(0.2)	(0.2)	(0.5)	(1.2)
	-11.6%	44.6%	34.4%	33.0%	29.3%

Source: Company data, KGI Research

Company Background. The Assembly Place is Singapore's largest community living operator by key count, operating six brands across five living sectors with 3,422 keys across 100 properties. The Group operates an asset-light, operator-led model focused on scalable community-driven accommodation formats. TAP filed its offer document on 15 Jan 2026 in preparation for its proposed listing.

Outperform - Initiation (IPO)	
Price as of 23 Jul 26 (SGD)	0.23
12M TP ($)	0.35
Previous TP ($)	-
Upside, incl div (%)	52.2%
Trading data	
Mkt Cap ($mn)	88
Issued Shares (mn)	383
Vol - 3M Daily avg (mn)	0
Val - 3M Daily avg ($mn)	0.0
Free Float (%)	19.9%
Major Shareholders	
Eric Low	25.7%
Eugene Lim	24.9%
Apricot Capital Pte. Ltd	5.6%

IPO Date	23 January 2026
IPO Price	S$0.23
No. of Shares	383,000,000 shares
Initial Market Cap	S$88.09 million

Financial performance: Revenue growth trajectory. TAP delivered a 66.0% revenue CAGR from S$6.87mn in FY22 to S$18.94mn in FY24, with growth accelerating 43.6% YoY in 1H25 to S$11.65mn. The Community-driven stays segment accounted for 94.8% of total revenue in 1H25, underscoring the strength of the core platform. Gross profit margins of 78.7% in 1H25 also reflect operating leverage as the portfolio scales.

Market position and growth fundamentals. As Singapore's largest community living operator by key count, TAP captures structurally resilient demand from foreign students, with a 6.7% projected CAGR growth in population through 2031, expatriate professionals (EP, S-Pass), and active seniors (one in five Singaporeans aged 65+, rising to one in four by 2030). Industry-wide occupancy rates of 85-95% support revenue stability and cash flow visibility.

Valuation & Action: Based on our DCF model, we initiate an **OUTPERFORM** rating on TAP with a target price of **S$0.35** /share, based on a WACC of 9% and terminal EV/EBITDA multiple of 3.0x. Our valuation considers TAP's scaled operating base of 3,422 keys across 100 properties and an asset light growth strategy to expand to over 10,000 keys by end 2030.

Risks: Lease renewal risk, regulatory changes, competitive supply pressures, macroeconomic sensitivity, execution risk from rapid expansion, Malaysia market entry risk, related-party landlord concentration, and technology and cybersecurity risks.

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Company Background

Founded in 2019, The Assembly Place ("TAP") is Singapore's largest community living operator, operating an asset-light model focused on managing and operating accommodation assets across multiple living segments. The listing entity was incorporated in Jan 2023 and converted into a public company in preparation for its IPO, with shares expected to list on 23 Jan 2026. As at 17 Dec 2025, the Group manages and operates approximately 3,422 keys across 100 property assets in Singapore, spanning co-living, student accommodation, hotels and serviced apartments. TAP's asset-light strategy supports scalable growth with limited capital intensity, leveraging operating expertise, brand equity and digital infrastructure to optimise occupancy and yields.

The Group operates across three core business segments:

- **Community-driven stays** – account for the majority of revenue, involve the operation and management of residential and mixed-use property assets to provide communal living solutions
- **Other property related services** – referral and project management services, primarily for renovation, retrofitting and refurbishment ("R&R") works on behalf of property owners
- **Investments** – minority equity stakes in property-owning entities, allowing TAP to participate in asset-level upside while retaining its operator-led, asset-light positioning

This multi-pronged structure provides diversification while reinforcing TAP's core competency as an operator rather than a balance-sheet-heavy landlord.

TAP's differentiated positioning lies in its multi-brand ecosystem targeting non-residents in Singapore (excluding foreign domestic workers and migrant workers) below the age of 34. As outlined in Table 1, the Group adopts a "life-cycle progression" approach, where tenants transition across its offerings as their housing needs evolve. This strategy is designed to increase tenant lifetime value, reduce churn and enhance brand stickiness, while addressing multiple demand segments within Singapore's structurally undersupplied community living market.

Operating across multiple accommodation formats provides flexibility to adjust the product mix in response to demand trends without materially altering the underlying operating platform. TAP's collaboration with the Ministry of Health for accommodation of foreign healthcare professionals further underscores institutional trust in its operating standards and enhances credibility with regulators and property owners, supporting asset sourcing and renewals.

From a portfolio management perspective, near-term lease expiries appear manageable. As at the Latest Practicable Date, 93 keys across 18 property assets are due for renewal in FY26, with a further 134 keys across 25 property assets due in FY27, representing a modest proportion of the total portfolio. Management's track record in securing renewals and onboarding replacement assets mitigates concentration and renewal risk.

Looking ahead, TAP targets an expansion to 10,000 keys by end-FY30, implying a ~3x increase from current levels. Growth is expected to be driven primarily by onboarding additional third-party properties under management and direct leases, supplemented by selective co-investments. We view TAP's scalable operating platform and established positioning within Singapore's community living ecosystem as providing a credible foundation for sustained medium- to long-term growth.

Table 1: Community-driven stays: Brands

Brands	Type	Customer base	No. of Keys
TAP	Residential Co-Living	Individuals, young professionals, digital nomads, expatriates and individuals	1,080
SOCIAL BY THE ASSEMBLY PLACE	Hotels & Serviced Apartments	Short-stay travellers	308
STAY BY THE ASSEMBLY PLACE	Students' Accommodation	Upper-primary to lower-secondary school students	25
CAMPUS by THE ASSEMBLY PLACE	Students' Accommodation	Tertiary students	428
commune on Henderson managed by TSTAP	Inter-Generational Living	Seniors and young adults	273
TSTAP	Foreign Healthcare Professionals' Accommodation	Foreign healthcare professionals	1,308

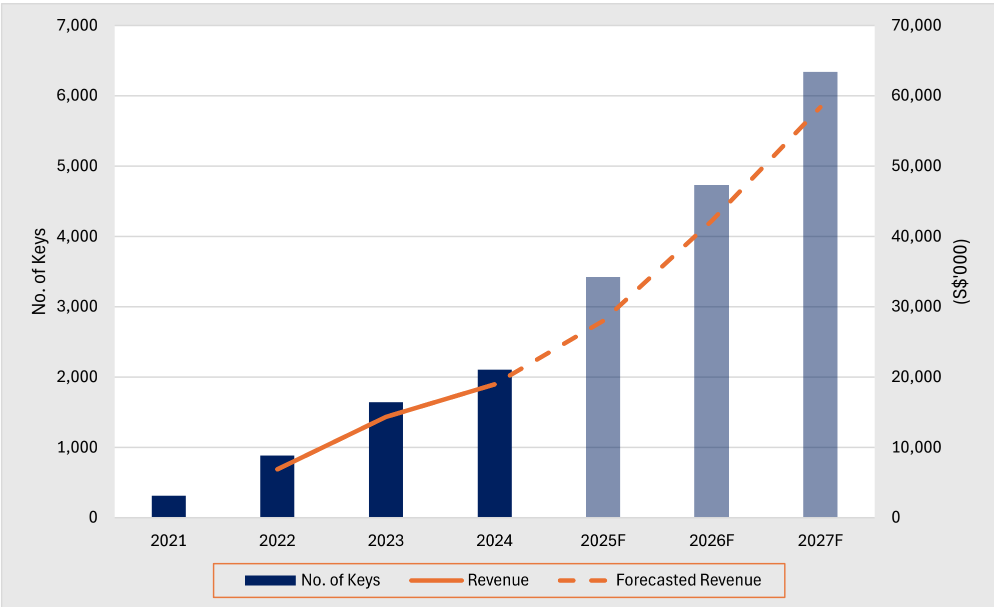
Source: Company, KGI Research

Investment Thesis

Portfolio expansion and pricing optimisation drive sustained revenue growth. TAP has delivered strong top-line growth, recording a 66.0% revenue CAGR from S$6.87mn in FY22 to S$18.94mn in FY24, underpinned by rapid portfolio scaling from 311 keys in FY21 to 3,422 keys as at Dec 2025. Growth has been primarily volume-driven, reflecting TAP's ability to onboard assets efficiently under its asset-light model while maintaining occupancy. Looking ahead, management targets an expansion to >10,000 keys by end-FY30, implying c. 1,500 keys of annual net additions, with 544 keys already secured via agreed-in-principle lease arrangements over the next two years. Initial geographic diversification into Bangsar, Malaysia with 66 keys provides a proof point for regional scalability beyond Singapore.

Pricing optimisation further supports revenue growth and cash-flow stability. TAP employs a dynamic pricing framework leveraging real-time occupancy, conversion and length-of-stay data to balance yield maximisation with tenant retention. Tiered pricing structures incentivise longer stays while capturing premium rates for short-term flexibility. Longer tenures reduce churn-related costs and smooth revenue visibility, while TAP's proprietary CRM and mobile application enable pricing execution at scale. In our view, the combination of portfolio expansion and technology-enabled pricing provides a sustainable growth engine as the platform scales.

Figure 1: Key growth vs revenue growth trend



Source: Company, KGI Research

Asset-light operating model underpins capital efficiency and margin scalability. TAP's asset-light model, anchored on direct lease agreements rather than property ownership, enables growth without significant upfront capital outlay. As at 30 Jun 2025, the Group maintained a net cash position of S$1.51mn with minimal external borrowings (excluding lease liabilities), while generating positive operating cash flows of S$12.68mn in FY24 and S$6.93mn in 1H25. Upfront rent and security deposit collections from tenants reduce credit risk and working capital intensity, supporting expansion without reliance on equity dilution or aggressive leverage.

Operational leverage is expected to improve as the portfolio scales. Industry data suggests mature co-living platforms can achieve gross operating profit margins of 55%-70% through service clustering, procurement scale and technology-enabled automation. TAP's in-house capabilities in interior design, procurement and project management shorten time-to-market and lower contractor costs, as evidenced by the Foreign Healthcare Professionals' Accommodation rollout completed within five months using the CAMPUS blueprint. Beyond core operations, the asset-light structure allows selective capital deployment into minority co-investments, generating incremental returns without balance sheet strain. In FY24, TAP recorded S$0.47mn of realised gains and S$1.91mn of net fair value gains from such investments, with no losses to date. The planned allocation of S$4.00mn from IPO proceeds toward co-investments is likely to remain complementary rather than dilutive to operating focus.

Segment diversification and policy support mitigate demand cyclicality. TAP operates across five accommodation segments, Residential Co-living, Students' Accommodation, Foreign Healthcare Professionals' Accommodation, Inter-generational Living, and Hotels & Serviced Apartments, providing diversified exposure to Singapore's 1.91mn non-resident population, which grew 2.7% YoY. This diversification reduces reliance on any single demand driver: softness in expatriate hiring cycles can be offset by structurally resilient student demand, with a 6.7% CAGR growth expected through 2031, and government-linked healthcare accommodation. Notably, TAP through its JV, TSTAP, manages approximately 1,300 beds across three sites under healthcare worker accommodation contracts via MOH Holdings, providing stable, non-discretionary demand.

The portfolio is primarily aligned to individuals below age 34 across students, EP and S Pass holders, healthcare professionals and active seniors—demographics that prioritise flexibility, affordability and community over ownership. Each segment is supported by specific regulatory or policy tailwinds, including semester-aligned student housing demand, transitional accommodation needs for healthcare workers, and inter-generational living initiatives addressing ageing demographics. Policy validation further underpins the investment case: URA's reduction of minimum stay durations, the SA2 long-stay serviced apartment pilot, and Singapore Land Authority tenders such as CAMPUS@Telok Kurau collectively legitimise intermediate-term accommodation formats. Strategic joint ventures with TS Group in inter-generational and healthcare accommodation provide execution de-risking, positioning TAP to benefit from policy-driven demand with limited capital exposure.

Figure 2: Non-resident population as of June 2025

Total non-resident	Total non-resident *(excluding work permit and migrant workers*)*	Employment & S-Pass	Student
1,906,660	762,664	381,332	95,333

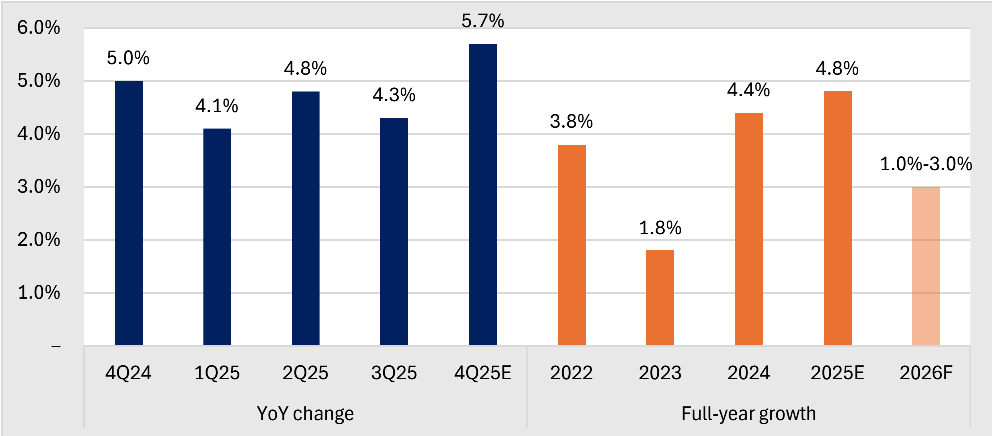
**- calculated based on the percentage breakdown provided by the National Population and Talent Division Singapore*

Source: Population in Brief 2025

Macroeconomic Outlook

Singapore's economic growth moderates amid rising external headwinds. Singapore's economy remained resilient in FY25, recording GDP growth of 4.8%, exceeding MTI's official forecast of 4.0% and extending the FY24 expansion of 4.4%. Growth was driven primarily by manufacturing, alongside sustained contributions from information & communications and financial services. However, momentum is expected to normalise, with MTI projecting FY26 GDP growth of 1.0%-3.0% as global trade slows and external uncertainties, including US tariff measures and geopolitical risks, weigh on demand. In a moderating growth environment, demand tends to shift toward more flexible and cost-efficient living arrangements, particularly among mobile professionals and foreign workers.

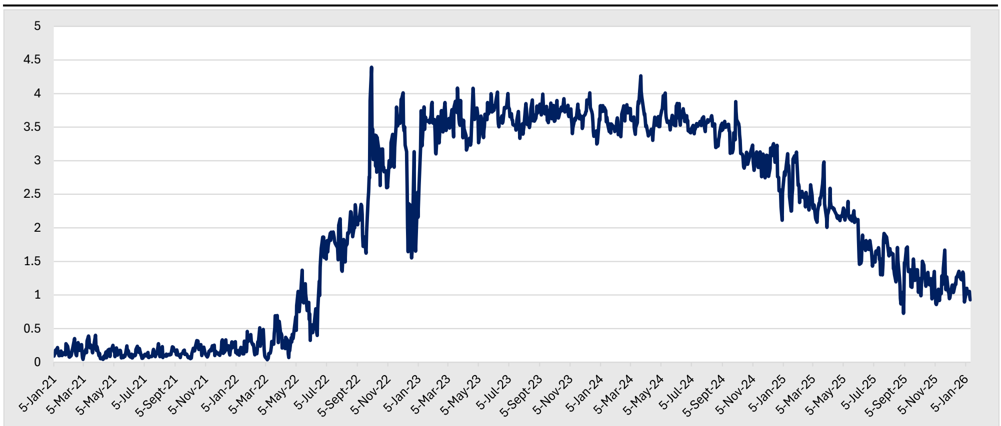
Figure 3: Singapore's GDP YoY growth rate



Source: Ministry of Trade and Industry Singapore

Easing interest rate environment supports financial conditions. Global monetary conditions have shifted toward a more accommodative stance following multiple US Federal Reserve rate cuts in FY25, with domestic liquidity conditions in Singapore easing ahead of formal policy moves. Singapore's 3-month compounded SORA has declined sharply from around 3.0% in early Jan 2025 to approximately 1.2% as at mid-Dec 2025, marking its lowest level since Aug 2022. Correspondingly, mortgage rates have fallen to three-year lows, with fixed-rate home loans compressing from ~3.1% at the start of FY25 to 1.4%-1.8%, while banks have reduced lending spreads on floating-rate packages from ~0.7% to as low as 0.25% above SORA. Looking ahead, the pace of further rate easing is expected to moderate. Nevertheless, the current low-rate environment continues to support overall financial conditions, reduce debt servicing burdens, and sustain competitive financing across the residential and rental housing markets.

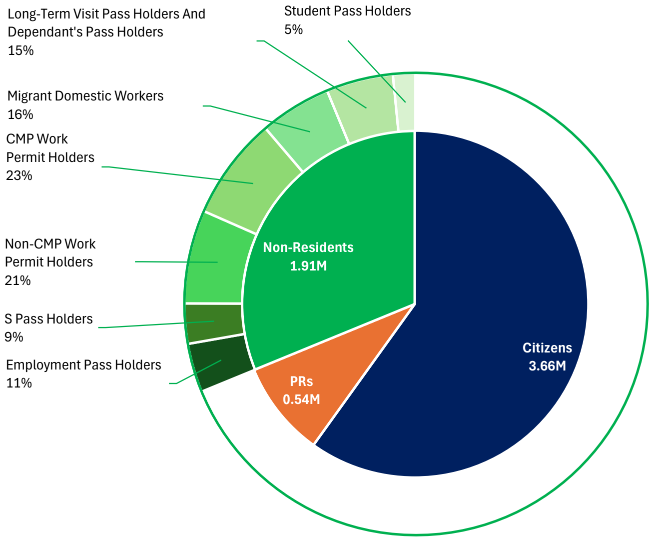
Figure 4: Singapore Overnight Rate Average (SORA) – Jan 2021 to Present (14 Jan 2026)



Source: Monetary Authority of Singapore

Non-resident population growth remains structurally elevated. Singapore's total population reached 6.11mn as at Jun 2025, representing 1.2% YoY growth, with non-residents accounting for the bulk of the increase. The non-resident population expanded 2.7% YoY to 1.91mn, comprising approximately 31% of the total population. Growth was driven largely by Work Permit Holders and Migrant Domestic Workers supporting infrastructure and services sectors. Over the 2020-2025 period, population growth accelerated to an annualised 1.5%, reflecting Singapore's structural reliance on foreign labour amid a low fertility rate of 0.97. This sustained inflow continues to underpin demand for rental housing formats offering flexibility and shorter commitment tenures.

Figure 5: Singapore's total population as of June 2025



Source: Department of Statistics Singapore

Housing market enters supply-driven stabilisation phase. Singapore's housing market showed clear signs of stabilisation in FY25. Private residential prices rose 3.4% YoY, the slowest pace since 2020, while rental growth moderated sharply to 2.5-3.0%, following elevated post-pandemic increases. Supply is set to rise meaningfully, with private completions projected to increase from 5,249 units in FY25 to over 10,000 units by FY28, alongside a sharp increase in HDB flats reaching Minimum Occupation Period. While greater supply is expected to cap rental inflation, affordability considerations remain relevant, supporting interest in shared and intermediate-term accommodation models.

Regulatory framework provides near-term clarity. The residential regulatory environment remains stable, with targeted measures aimed at balancing flexibility and oversight. Temporary occupancy cap relaxations from Jan 2024 to Dec 2026 allow up to eight unrelated occupants in larger residential units, compared to the standard six-person limit, enhancing utilisation efficiency. In addition, URA's three-month minimum stay requirement, reduced from six months in 2017, continues to legitimise medium-term accommodation while restricting transient use. Collectively, these policies provide near-term regulatory clarity for flexible residential housing formats.

Figure 6: Temporary occupancy cap for HDB Flats, Bedrooms and Private Residential Properties being rented out

Flat Type	Cap on Number of Persons Allowed					
	Whole HDB Flat		Bedroom(s) in HDB Flat		Living Quarter in Commercial Properties	
	Current	Revised	Current	Revised	Current	Revised
1- & 2-room	4	No change	N/A		4	No change
3-room	6		6	No change	6	
4-room and larger	6	8	6	8	6	8

Strata/Lot Area	Cap on Number of Unrelated Persons Allowed	
	Current	Revised
Less than 90sqm	6	No change
90sqm and above	6	8

Source: Housing & Development Board

Industry Outlook

Demographic shifts broaden and stabilise the tenant base. Demographic diversification remains a key growth driver for Singapore's co-living sector. International students now account for an estimated 25%-40% of residents for some operators, with the student population reaching 70,800 as at Jun 2023 (c.4% of non-residents). Singapore's higher education market is projected to grow at a 6.7% CAGR from 2025-2031, supported by rising inflows from China. Co-living's semester-aligned leases and social programming align well with this cohort's needs, facilitating integration and supporting high utilisation.

Beyond students, foreign healthcare professionals and mobile expatriates form structurally resilient demand pools. Since 2024, MOH Holdings has awarded accommodation contracts across six sites housing approximately 1,800 foreign healthcare workers, reflecting policy recognition of co-living as a viable workforce housing solution. In parallel, Singapore's non-resident population reached 1.91 million in June 2025 a 2.7% YoY growth, underpinned by Employment Pass holders, academics and short-term assignees seeking 3-6 month stays, a segment underserved by hotels and conventional rentals. These demand profiles support steady sector absorption despite economic cycles.

Intergenerational living highlights sector adaptability. Operators are increasingly experimenting with intergenerational living models, targeting active seniors alongside younger residents. Projects such as Commune@Henderson, which integrates seniors aged 60+ with student populations, illustrate the sector's ability to adapt to Singapore's ageing demographics. With one in five Singaporeans aged 65+, projected to rise to one in four by 2030, such models address both housing and social needs, while offering differentiated pricing and long-term demand resilience.

Regulatory framework favours intermediate-term accommodation. Regulatory developments continue to support co-living's competitive positioning. URA's 2017 reduction of the minimum stay requirement to three months for private residential properties created a regulatory niche between hotels and traditional rentals. This framework serves academics, visiting students and professionals on temporary assignments, while HDB flats retain a six-month minimum and most private landlords favour one-to-two-year leases. The resulting supply gap structurally advantages professionally managed co-living platforms in the intermediate-term housing segment.

Figure 7: Differences between private residential for lease and residential co-living

Attributes	Private Residential for Lease	Residential Co-living for Lease
Location	Nationwide	Mostly Central Region; some City Fringe/Suburban options
Landlord	Corporate landlords or individual homeowners	Co-living operators as master lessee/tenant
Unit Size	Varies; individual rooms or entire apartments	Typically 10-18 sqm rooms with shared communal areas
Furnishings	Varies; dependent on landlord	Move-in condition; fully furnished with appliances
Mode of Engagement	Through property agent or direct with landlord	Through property agents or direct with operator
Lease Period	Typically minimum 1 year	Minimum 3 months
Monthly Rents	Base rent; excludes utility, Wi-Fi, and cleaning	All-in monthly rentals (includes utilities, Wi-Fi, etc.)

Source: Knight Frank Consultancy

Convenience and bundled services command a value premium. Operational convenience remains a key differentiator. Co-living offerings typically provide fully furnished, move-in-ready units with all-inclusive pricing covering rent, utilities, Wi-Fi, housekeeping and maintenance. Monthly rates of S$1,500-2,500 for rooms and S$2,500-4,000 for studios compare favourably against conventional rentals once utilities, internet, cleaning and furnishing costs are factored in. For short- to medium-term stays, the elimination of setup costs, deposits and contract lock-ins enhances value for tenants while enabling operators to achieve economies of scale.

Market maturation and institutional confidence reinforce growth outlook. The Singapore co-living market has continued to mature, with room inventory expanding 17% between 2023 and 2025 to under 10,000 rooms, while the top five operators maintain a stable 65.3% market share. Over S$1.4bn in transaction value (2022-2025) reflects growing institutional confidence, attracted by high occupancy of 85%-95%, strong gross operating margins (55%-70% for scaled platforms), and ESG alignment through adaptive reuse. Government initiatives, including SLA tenders and the Nov 2023 SA2 (Long-stay Serviced Apartments) pilot, further legitimise intermediate-term housing, reinforcing regulatory support and long-term sector viability.

Valuations and peer comparison

We value The Assembly Place using a discounted cash flow (DCF) approach, which we view as appropriate given the Group's asset-light operating model, visible growth runway and recurring cash flow profile. Our DCF is based on a WACC of 9% and a terminal EV/EBITDA multiple of 3.0x, reflecting medium-term portfolio expansion, margin scalability and a stable regulatory environment. The model incorporates management's key expansion plans, steady occupancy assumptions and disciplined capital deployment, while conservatively accounting for lease renewal risk and operating leverage.

Based on our DCF, we derive a target price of **S$0.35**, which implies 52.2% upside from the offering price of $0.23. We initiate coverage with an **OUTPERFORM** rating, underpinned by TAP's scalable platform, strong revenue growth trajectory and cash-generative asset-light structure. While near-term execution and macro risks remain, we believe these are adequately captured in our valuation assumptions and risk-adjusted discount rate.

Figure 8: Property asset typology diversification amongst peers

Typology / Operator	Co-living (residential)	Hotel/Serviced Apartment	Dedicated Students' Accommodation	Healthcare Professionals Accommodation	Inter-Generational Living
The Assembly Place	★	★	★	★	★
Coliwoo	★	★		★	
Lyf	★	★			
Cove	★				
Habyt	★	★			
Weave Living	★				

Source: Company

Figure 9: Discounted Cashflow Model Calculation

Free Cash Flow Calculation (SGD'mn)	2023	2024	2025E	2026E	2027E	2028E	2029E
EBITDA	0.4	8.8	11.1	15.5	19.5	28.5	34.5
Add: D&A	0.3	0.3	0.3	0.3	0.4	0.4	0.5
Operating Profit (EBIT)	0.1	8.5	10.8	15.2	19.1	28.1	34.0
Less: Tax	0.2	(0.9)	(1.5)	(2.1)	(2.7)	(4.2)	(5.2)
Add: Depreciation & Amortisation	0.3	0.3	0.3	0.3	0.4	0.4	0.5
Less: Changes in working capital	(0.4)	0.1	(1.9)	2.4	2.8	1.4	1.1
Less: Capital Expenditures	(1.4)	(1.1)	(0.1)	(0.2)	(0.2)	(0.3)	(0.2)
FCFF	(1.2)	7.0	7.5	15.5	19.4	25.5	30.2
Terminal Value							103.4
Total FCFF	(1.2)	7.0	7.5	15.5	19.4	25.5	133.5
Period			1	2	3	4	5
Discount Factor			0.9	0.8	0.8	0.7	0.6
PV FCFF			6.9	13.0	15.0	18.1	86.8

Source: KGI Research

Figure 10: Discounted Cashflow Model Valuation

Valuations (SGD'mn)		
Discounted Cash Flow (DCF)		
Target EV/EBITDA Multiple	3.0 x	
	9.0%	
WACC		
Sum of PV FCFF	139.8	
Plus: Net Debt	(2.7)	
Less: Interest*(1-Tax)	(1.1)	
Implied Equity Value	135.9	
Total Shares Outstanding	383.0	
Implied 12M-TP (S$)	**SGD**	**0.35**
Upside (%)	54.3%	

Source: KGI Research

Based on the selected peer set, listed Singapore accommodation operators and hospitality trusts screen at an average FY26F dividend yield of ~4.5%, a mean 12M P/E of ~22.2x, and FY25 P/B of ~0.9x. The dispersion is largely explained by differences in business mix and balance sheet intensity. Hospitality trusts such as CDL Hospitality Trusts and Far East Hospitality Trust typically clear at higher yields given payout orientation and tangible asset backing, while operator led platforms such as Coliwoo and LHN can sustain higher earnings multiples where investors underwrite scalable inventory growth and steadier fee driven economics, particularly when leverage is contained.

Against this backdrop, TAP's initial market capitalisation of ~S$88.1m positions it at the smaller end of the coverage set, but with broadly similar exposure to structurally resilient medium term accommodation demand and a clear runway for portfolio expansion. In our view, the current entry valuation does not fully reflect the operating leverage embedded in incremental keys and improving utilisation, nor the potential for earnings visibility to strengthen as the managed portfolio scales. As execution risk moderates and cash generation normalises, we see scope for valuation convergence toward the peer range, providing an incremental underpin alongside our DCF derived valuation.

Figure 11: Peer comparison

Bloomberg Ticker	Company Name	Last Price (local $)	Currency Adj. Market Cap (US$ m)	Dividend Yield (%)		Net Gearing (%)*	P/E (X)		P/B (x)		YTD Price Performance (%)	1YR Price Performance (%)	1YR Total Returns (%)
				FY25	FY26F		12M	Forward	FY25	FY26F			
ASSPH SP	**ASSEMBLY PLACE HOLDINGS LTD**												
COLIWOO SP	COLIWOO HOLDINGS LTD	SGD 0.61	228	-	3.4	130.6	12.7	13.0	-	1.2	9.9	1.7	N/A
WHUR SP	WEE HUR HOLDINGS LTD	SGD 0.93	662	1.4	1.5	17.2	32.5	N/A	0.6	2.6	24.2	90.7	126.1
LHN SP	LHN LTD	SGD 0.70	233	2.2	5.3	103.5	14.6	7.4	1.5	1.0	5.3	34.6	43.5
CLAS SP	CAPITALAND ASCOTT TRUST	SGD 0.98	2,924	7.0	6.2	57.3	16.6	20.0	0.8	0.8	2.6	11.4	19.2
FEHT SP	FAR EAST HOSPITALITY TRUST	SGD 0.61	974	6.6	6.1	37.6	34.7	19.7	0.7	0.7	0.0	0.0	7.6
	Average		**1,004**	**-**	**4.5**	**69.3**	**22.2**	**15.0**	**0.9**	**1.3**	**8.4**	**27.7**	**49.1**
	Median		**662**	**-**	**5.3**	**57.3**	**16.6**	**16.3**	**0.7**	**1.0**	**5.3**	**11.4**	**31.4**

Source: Bloomberg Estimates, KGI Research

Key Risks

Lease renewal uncertainty. Approximately 93 keys across 18 properties are due for renewal in FY26, with a further 134 keys across 25 properties in FY27, representing ~6.6% of the portfolio. Failure to renew leases on acceptable terms or delays in securing replacement assets could disrupt operations and weigh on growth.

Lease liability and fixed-cost exposure. The Group's asset-light model relies on long-term lease commitments that create fixed rental obligations regardless of occupancy. A sustained decline in occupancy or rental rates could result in margin compression and cash flow pressure.

Regulatory and policy risk. Potential changes to occupancy caps, minimum stay requirements, or foreign worker and employment pass quotas may affect achievable density, operational flexibility, and underlying demand. Regulatory outcomes remain subject to policy priorities and periodic review.

Competitive supply pressure. An increase in housing supply, including 7,006 private residential completions and 13,500 HDB flats reaching MOP in 2026, may intensify rental market competition. This could place pressure on occupancy and pricing across flexible accommodation formats.

Macroeconomic sensitivity. Singapore's GDP growth is expected to moderate to 1.0%-3.0% in 2026, increasing the risk of corporate hiring freezes and reduced expatriate inflows. Weaker economic conditions could affect demand from non-resident-dependent segments.

Foreign expansion and FX risk. Expansion into Malaysia (66 keys in Bangsar) introduces SGD/MYR currency exposure and execution risks associated with operating in a new market. Adverse currency movements or regulatory differences could impact returns.

Co-investment and real estate market risk. The planned allocation of S$4.0mn toward minority co-investments exposes the Group to property market volatility, valuation risk, and longer-than-expected holding periods. Future investments may underperform or require additional capital support.

Financial Summary

FYE 31 December					
INCOME STATEMENT (The Assembly Place mn)	**2023**	**2024**	**2025F**	**2026F**	**2027F**
Revenue	**14.3**	**18.9**	**28.0**	**42.2**	**71.9**
Cost of sales	(2.4)	(3.2)	(6.2)	(9.3)	(14.4)
Gross profit	**11.9**	**15.7**	**21.8**	**32.9**	**57.5**
Other income	0.1	0.1	0.0	0.0	0.0
General and administrative expenses	(2.9)	(3.6)	(5.8)	(8.5)	(13.3)
Changes in fair value of investment properties	(8.8)	(5.6)	(5.2)	(9.3)	(25.1)
Changes in fair value of investments in unquoteds	(0.1)	1.9	0.0	0.0	0.0
Other losses	(0.1)	(0.0)	0.0	0.0	0.0
Finance costs	(1.2)	(1.4)	(2.0)	(2.6)	(3.3)
Share of results of associates, net of tax	0.0	(0.1)	0.0	0.0	0.0
Profit before tax	**(1.1)**	**7.1**	**8.8**	**12.6**	**15.8**
Income tax expense	0.2	(0.9)	(1.5)	(2.1)	(2.7)
Profit	**(0.9)**	**6.2**	**7.3**	**10.5**	**13.1**

BALANCE SHEET (The Assembly Place mn)	**2023**	**2024**	**2025F**	**2026F**	**2027F**
Cash and cash equivalents	1.3	3.2	4.5	15.2	52.7
Other current assets	5.1	8.5	10.3	13.0	18.8
Total current assets	**6.3**	**11.7**	**14.7**	**28.2**	**71.5**
Property, plant and equipment	0.4	0.4	0.3	0.6	0.4
Intangible assets	1.9	2.0	2.0	2.0	2.0
Other non-current assets	25.0	42.4	56.9	67.2	60.7
Total non-current assets	**27.4**	**44.7**	**59.1**	**69.8**	**63.1**
Total assets	**33.7**	**56.4**	**73.9**	**98.0**	**134.6**
Trade and other payables	2.6	8.6	7.6	11.5	17.7
Loans and contract liabilities	8.8	10.3	13.8	16.7	21.9
Other current liabilities	0.7	1.0	1.6	2.3	3.6
Total current liabilities	**12.1**	**20.0**	**22.9**	**30.5**	**43.2**
Lease liabilities	13.2	21.2	28.5	34.6	45.5
Other non-current liabilities	0.6	1.3	1.2	1.1	1.1
Total non-current liabilities	**13.8**	**22.5**	**29.7**	**35.8**	**46.6**
Total liabilities	**26.0**	**42.5**	**52.6**	**66.2**	**89.8**
Unitholders' funds and reserves	7.7	14.0	21.3	31.7	44.9
Total liabilities and equity	**33.7**	**56.4**	**73.9**	**98.0**	**134.6**

CASH FLOW STATEMENT (The Assembly Place mn)	**2023**	**2024**	**2025F**	**2026F**	**2027F**
Profit before tax	**(1.1)**	**7.1**	**8.8**	**12.6**	**15.8**
Adjustments	10.5	5.5	7.5	11.8	28.8
Operating cash flows before WC changes	**9.4**	**12.6**	**16.4**	**24.4**	**44.6**
Change in working capital	9.0	12.7	14.4	26.7	47.4
Income tax paid	0.0	(0.0)	(1.5)	(2.1)	(2.7)
Cash flows from operations	**9.0**	**12.7**	**12.9**	**24.6**	**44.7**
Capital expenditure	(1.4)	(1.1)	(0.1)	(0.2)	(0.2)
Acquisition of subsidiaries	(0.1)	(0.0)	0.0	0.0	0.0
Others	(0.3)	(3.9)	(2.3)	(2.5)	(2.9)
Cash flows from investing	**(1.8)**	**(5.0)**	**(2.4)**	**(2.7)**	**(3.2)**
Lease payments	(7.8)	(10.0)	(6.9)	(8.5)	(0.7)
Dividends paid	0.0	0.0	0.0	0.0	0.0
Interest paid	(1.2)	(1.4)	(2.0)	(2.6)	(3.3)
Other financing cashflow	1.1	5.7	(0.2)	(0.1)	(0.1)
Cash flows from financing	**(7.9)**	**(5.7)**	**(9.2)**	**(11.2)**	**(4.1)**
FX Effects, Others	-	-	-	-	-
Net increase in cash	**(0.7)**	**1.9**	**1.3**	**10.7**	**37.5**
Beginning Cash	1.7	1.0	2.9	4.2	14.9
Ending cash	**1.0**	**2.9**	**4.2**	**14.9**	**52.4**

KEY RATIOS	**2023**	**2024**	**2025F**	**2026F**	**2027F**
DPS (SGD cents)	–	–	–	–	–
Dividend yield (%)	–	–	–	–	–
NAV per share (SGD cents)	2.0	3.6	5.6	8.3	11.7
Price/NAV (x)	11.4	6.3	4.1	2.8	2.0
Profitability					
EBITDA Margin (%)	3.0%	46.6%	39.7%	36.7%	27.1%
Net Margin (%)	-6.3%	32.8%	26.1%	24.8%	18.3%
ROE (ex. Property FV gain) (%)	-11.6%	44.6%	34.4%	33.0%	29.3%
ROA (ex. Property FV gain) (%)	-2.7%	11.0%	9.9%	10.7%	9.8%
Financial Structure					
Interest Coverage Ratio (x)	7.6	8.8	7.9	9.5	13.5
Gearing Ratio (%)	(0.1)	(0.2)	(0.2)	(0.5)	(1.2)

Appendix: The Offerings

The Assembly Place (TAP) – Residential Co-Living

TAP is the Group's core residential co-living brand, offering affordable, flexible accommodation tailored to different budgets and privacy preferences. Product tiers include:

- TAP Home: Entire units (studio to 4-bedroom, including landed / penthouse)
- TAP Luxe: Rooms with attached bathrooms
- TAP Lite: Rooms with shared bathrooms

Lease tenures range from 3 to 12 months, with pricing incentives for longer stays (6–12 months), encouraging tenant retention and improving occupancy stability.

Social by The Assembly Place – Co-Living Hotel & Serviced Apartments

Social by TAP integrates boutique hotel, serviced apartment, and co-living concepts, catering to digital nomads, mobile professionals, and short- to medium-term residents seeking convenience and flexibility. All properties provide fully furnished units with hotel-grade services, while retaining community spaces consistent with TAP's broader living ethos.

STAY by The Assembly Place – Student Accommodation

Located at Woodleigh, STAY provides fully serviced student housing, combining residential, academic, and lifestyle support. Each unit includes high-speed Wi-Fi, air-conditioning, study furniture, and kitchen facilities. Services include:

- Weekly housekeeping
- 24-hour maintenance support
- Laundry and ironing services
- On-call life coach for academic guidance.

CAMPUS by The Assembly Place – Student Accommodation

Located at Telok Kurau, CAMPUS offers affordable premium student living with access to communal kitchens, study areas, lounges, fitness centres, and green spaces. The brand is designed to serve larger student cohorts while maintaining a community-centric environment.

COMMUNE on Henderson – Inter-Generational Co-Living Community

COMMUNE is Singapore's first inter-generational co-living development, located at 98 Henderson Road on the former Henderson Primary School site. Operated by TSTAP, a 70:30 joint venture between TS Group and TAP, the project comprises:

- 292 beds across 102 rooms
- A four-storey residential block plus a dedicated communal facilities building
- Shared dining, fitness, and lounge spaces, anchored by a landscaped courtyard

The concept integrates active seniors and younger residents, supported by structured social programming.

Foreign Healthcare Professionals' Accommodation – Hostel

Conceptualised by MOH Holdings (MOHH) in 2023, this segment provides hostel-style transitional accommodation for newly arrived foreign healthcare professionals. TAP holds a 20.0% interest in TSTAP Residence, the operating entity for this segment.

Under this brand, three properties at Short Street, Teck Whye Crescent, and Circuit Road have been repurposed into community-oriented lodging facilities. Shared lounges, dining areas, pantries, and welcome programmes are designed to support integration and well-being of healthcare workers.

Figure 12: HOMM Properties

No.	Location	Planning Area	Bed Count	Operator
1	1A Short Street	Rochor	254	TSTAP
2	107 Circuit Road	Geylang	483	TSTAP
3	36 and 38 Teck Whye Crescent	Choa Chu Kang	571	TSTAP
4	60 Boundary Close	Serangoon	296	Coliwoo
5	100 Ulu Pandan Road	Bukit Timah	406	Coliwoo

Source: MOHH

Appendix: Just a TAP away

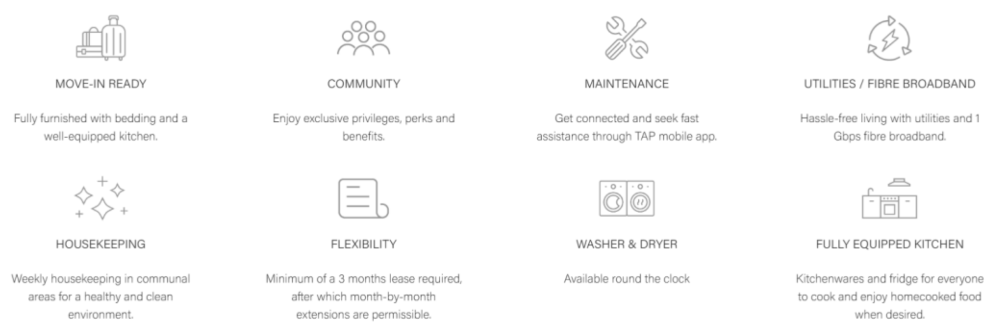
The Assembly Place has a mobile application for all its residents as seen below.

Figure 13: Mobile application

Source: The Assembly Place

Furthermore, its units come with perks unique to TAP tenants and benefits for its tenants such as discounts from various brands.

Figure 14: Co-living privileges



Source: The Assembly Place

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Outperform (OP)	We take a positive view on the stock. The stock is expected to outperform the expected total return of the KGI coverage universe in the related market over a 12-month investment horizon.
Neutral (N)	We take a neutral view on the stock. The stock is expected to perform in line with the expected total return of the KGI coverage universe in the related market over a 12-month investment horizon.
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