

HEALTHCARE EQUITY RESEARCH

Thomson Medical Group

SGX: A50

Bloomberg: TMG:SP

ISIN code: SG1M49904634

Country: Singapore

Industry: Healthcare

12 March 2026

RECOMMENDATION: HOLD

Current price: S\$0.058

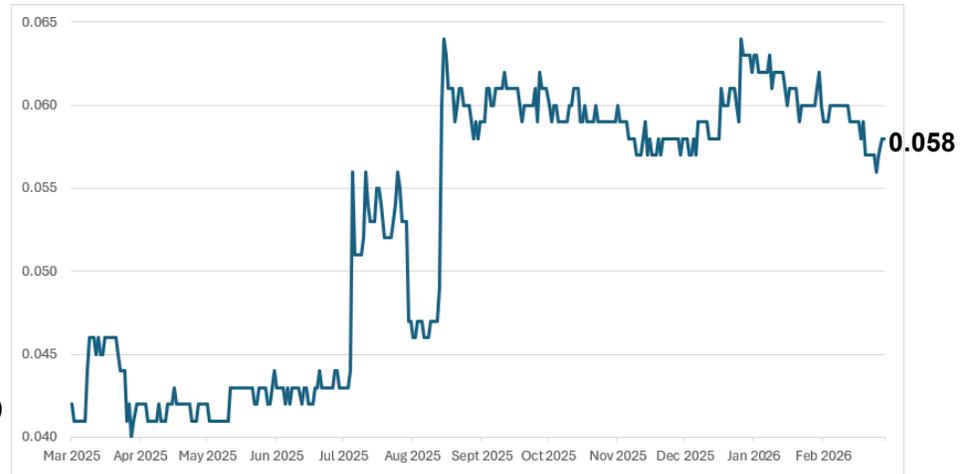
Target price: S\$0.064

Issued units: 26,441 million (31 December 2025)

Market capitalisation: S\$1,534 million

52-week range: S\$0.040 - S\$0.064

PRICE PERFORMANCE



COMPANY DESCRIPTION

Thomson Medical Group ("TMG") is a Southeast Asian healthcare company with operations in Singapore, Malaysia and Vietnam. TMG owns & operates Thomson Medical Centre ("TMC") and a network of specialist medical clinics & facilities that provide outpatient women & children healthcare services. TMG also owns 70.13% of Malaysia-based healthcare group TMC Life Sciences Berhad ("TMCLS") and 100.0% of Vietnam-based healthcare group Far East Medical Vietnam Limited ("FEMVN").

SUMMARY

For the six months ended 31 December 2025 (1H FY2026), revenue rose by 7.0% to S\$213.1 million in 1H FY2026 from S\$199.1 million in 1H FY2025, amid Malaysia revenue rising by S\$14.5 million year-on-year ("y-o-y"). However, Earnings Before Interest, Taxes, Depreciation, and Amortisation ("EBITDA") fell by 0.6% to S\$38.9 million in 1H FY2026 from S\$39.1 million in 1H FY2025, amid inventories & consumables used rising by S\$10.3 million y-o-y and staff costs rising by S\$3.7 million y-o-y. Loss for the period (attributable to owners of the Company) fell by 27.6% (20.6%) to S\$9.1 million (S\$10.2 million) in 1H FY2026 from S\$12.6 million (S\$12.9 million) in 1H FY2025. Accordingly, diluted loss per share (cents) fell by 20.6% to 0.039 in 1H FY2026 from 0.049 in 1H FY2025. TMG did not declare any dividend for 1H FY2026.

RECOMMENDATION

As TMG's Trailing Twelve-Month ("TTM") Earnings Per Share ("EPS") is negative, and TTM Dividend Per Share ("DPS") is zero, we exclude P/E multiple and dividend yield from our historical valuation analysis. TMG's P/B multiple of 2.71x is lower than its historical average P/B of 3.00x. This suggests that TMG is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$0.064 if TMG is to trade at the historical average P/B of 3.00x. As we exclude P/E multiple and dividend yield from our historical valuation analysis, the overall target price would thus be our estimated target price of S\$0.064 based solely on historical average P/B. The overall target price of S\$0.064 implies an upside potential of 10.3% from the current share price of S\$0.058.

Should TMG begin developing its freehold land (the "Freehold Land") as per the Johor Bay project, the valuation of the Freehold Land may rise as noted in one of our catalysts. For instance, TMG disclosed in its Annual Report ("AR") for FY2025 (after the Johor Bay announcement in August 2025) that the Freehold Land's valuation rose by 28.6% to RM900 per square foot ("psf") in FY2025 from RM700 psf in FY2024. Accordingly, as TMG records in its balance sheet the Freehold Land at cost minus accumulated depreciation & impairment (instead of at market value), TMG's P/B multiple is likely to rise—thereby lending support to our estimated upside potential of 10.3%. For instance, TMG's P/B multiple (and share price) rose by 29.4% (20.4%) to 2.84x (S\$0.059) on 1 September 2025 from 2.20x (S\$0.049) on 25 August 2025 after TMG announced in August 2025 the Johor Bay project.

It remains to be seen though when further developments for the Johor Bay project would be announced. We also expect that, for FY2026 & FY2027, TMG will incur net losses and declare no dividend. Accordingly, we consider that there may be limited upside potential for TMG's share price, especially in the near-term, such that we recommend a hold. We also recognise that our target price is subject to risks such as a continued depreciation of Vietnam Dong ("VND") against Singapore Dollar ("SGD"), and, in general, rising global instability.

KEY FINANCIALS	Revenue	Earnings ⁽¹⁾	EPS ⁽²⁾	P/E	DPS	Dividend Yield	NAV per share	P/B
Year ended 30 June	(S\$ million)	(S\$ million)	(cents)	(x)	(cents)	(%)	(cents)	(x)
2024 Actual	351.2	15.4	0.06	100.0	-	-	2.18	2.66
2025 Actual	394.7	(47.6)	(0.18)	n.m.	-	-	2.07	2.80
2026 Forecast	428.3	(23.2)	(0.09)	n.m.	-	-	-	-
2027 Forecast	455.9	(21.5)	(0.08)	n.m.	-	-	-	-

Note: P/E, P/B and dividend yield based on the current unit price of S\$0.058.

⁽¹⁾ Profit/loss attributable to owners of the Company.

⁽²⁾ Diluted Earnings Per Share.

Source: TMG, FPA

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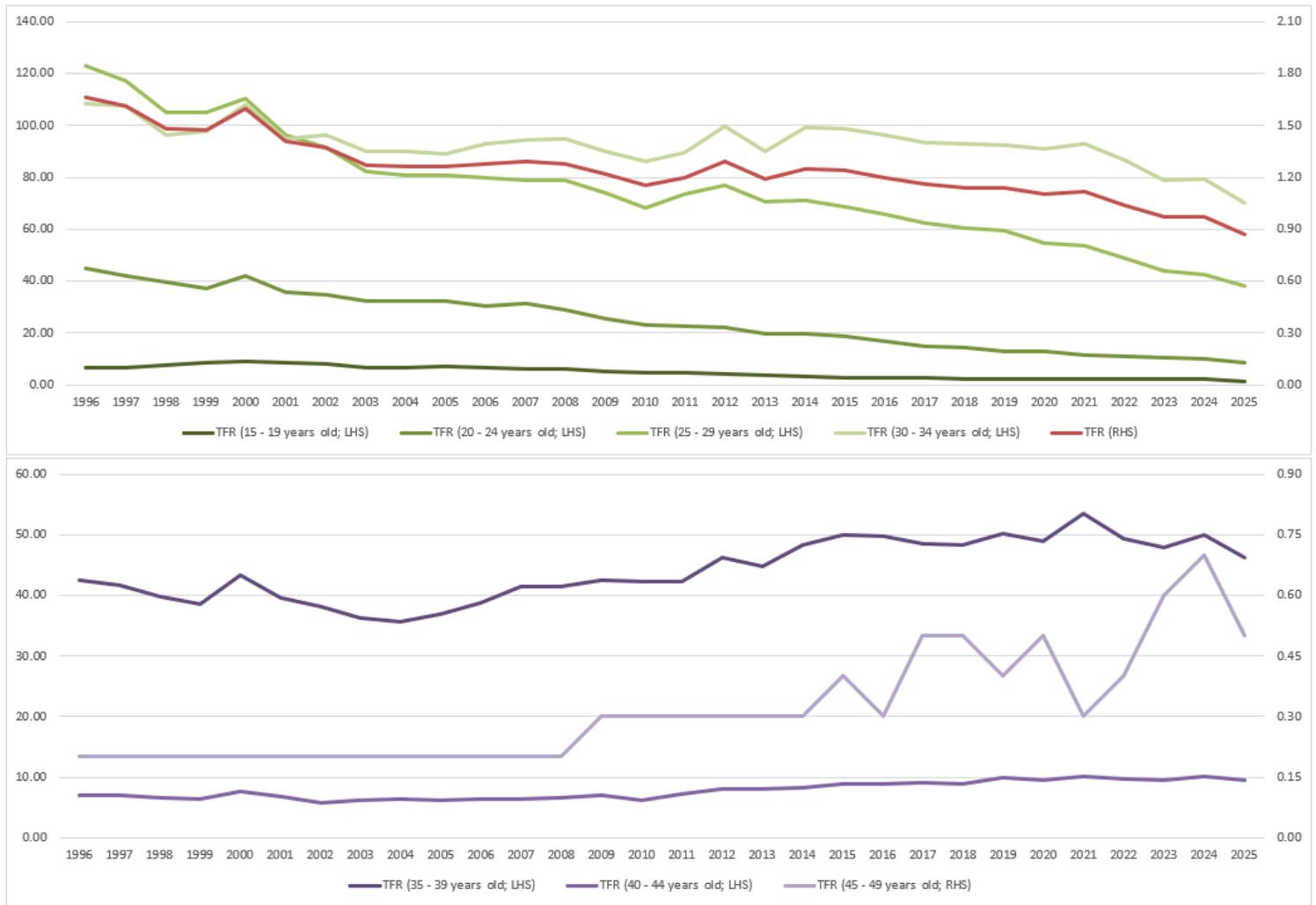
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ECONOMIC & INDUSTRY OUTLOOK

(I) SINGAPOREAN MATERNITY INDUSTRY

Based on data from SingStat, Singapore’s Total Fertility Rate (“TFR”) fell to 0.87 in 2025 from 0.97 in 2023 & 2024. Singapore’s TFR generally fell over the past three decades amid the fall in TFR of women aged 34 and under, as shown in **Exhibit 1 (top)**, although the TFR of women aged 35 to 49 generally rose over the same period, as shown in **Exhibit 1 (bottom)**.

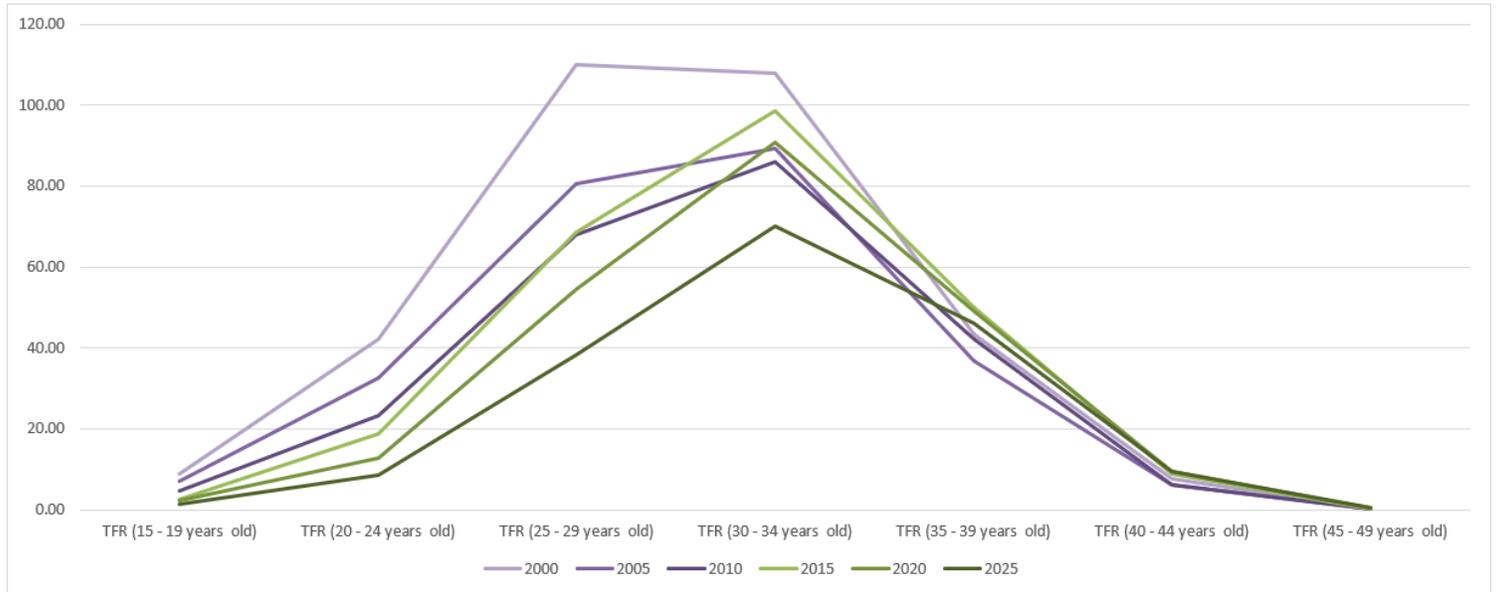
Exhibit 1: Singaporean Total Fertility Rate (1996 to 2025)



Source: SingStat, FPA

Singaporean women have generally been having children at a later age over the past three decades, and have been having fewer children, as may be seen in **Exhibit 2**.

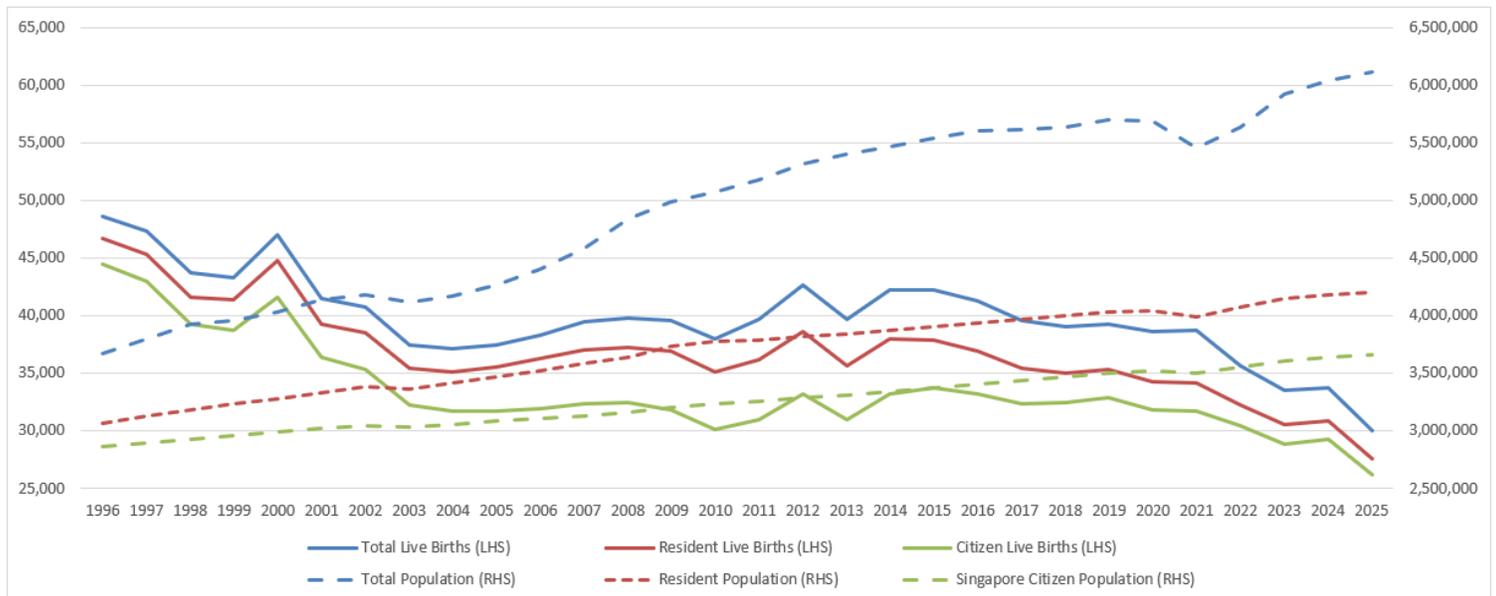
Exhibit 2: Singaporean Total Fertility Rate (2000 to 2025)



Source: SingStat, FPA

Accordingly, despite the rise in population over the past three decades, live births generally declined over the same period, as shown in **Exhibit 3**. Total live births fell by 11.0% (-3,699) to 30,004 in 2025 from 33,703 in 2024, while resident live births fell by 10.6% (-3,279) to 27,529 in 2025 from 30,808 in 2024. Singapore maternity patient volume may thus decline over time.

Exhibit 3: Total Live Births, Resident Live Births, and Citizen Live Births (1996 to 2025)



Source: SingStat, FPA

(II) MALAYSIAN HEALTHCARE INDUSTRY

To get a sense of the industry’s outlook, we briefly review the performance of two Malaysian healthcare players—IHH Healthcare Berhad (“IHH”) and KPJ Healthcare Bhd (“KPJ”).

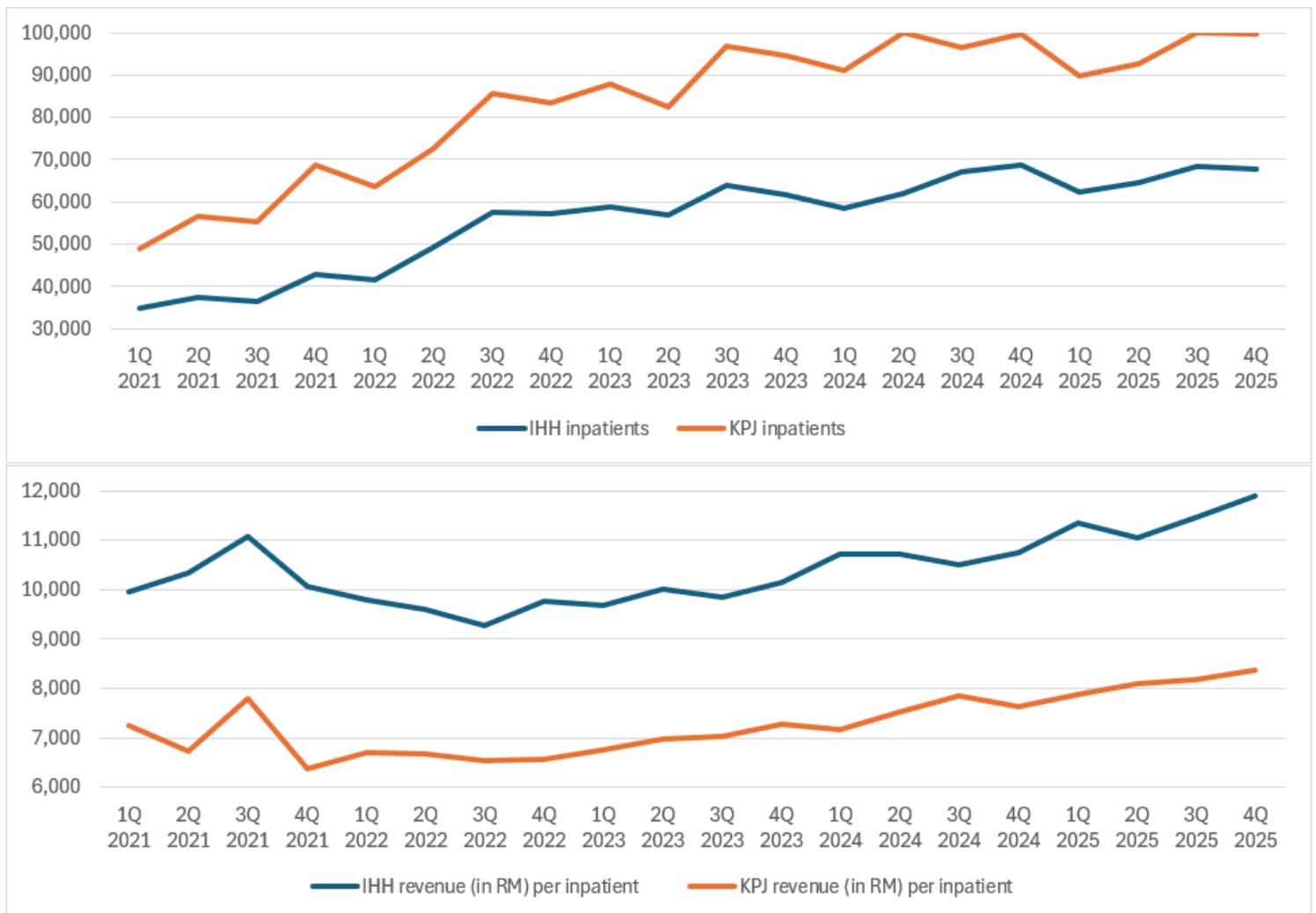
The inpatient volume and revenue per inpatient of IHH and KPJ generally rose from 1Q 2021 to 4Q 2025, as shown in **Exhibit 4**. However, while the rise in inpatient volume generally slowed from 2Q 2024, revenue per inpatient generally maintained its growth from 3Q 2022.

IHH noted in March 2026 for its Malaysia segment, “Growing revenue from medical tourism attributed from Island acquisition & robust industry demand”. IHH acquired Island Hospital, a Penang hospital, in 2024.

Meanwhile, KPJ noted in February 2026, a “higher number of patients’ visits” in 2025.

Should the 1Q 2021 to 4Q 2025 trends continue, the respective inpatient volumes of both IHH & KPJ may taper in 2026 & 2027, while the revenue per inpatient for both IHH & KPJ may continue to rise.

Exhibit 4: Inpatient and Revenue (in RM) per Inpatient (1Q 2021 to 4Q 2025)



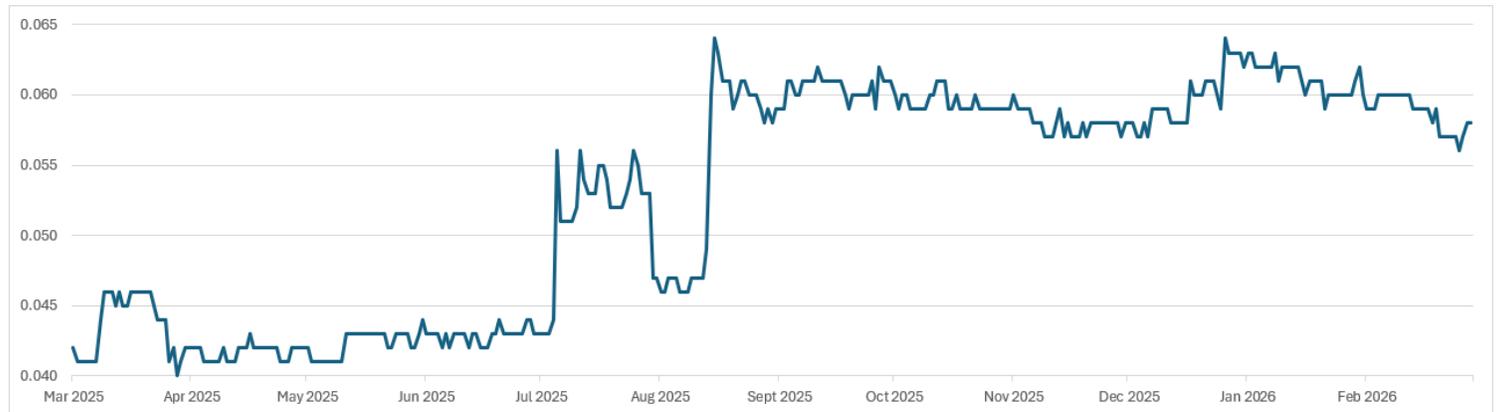
Note: Based on the latest figures for each period where available.

Source: IHH, KPJ, FPA

RECENT SHARE PRICE DEVELOPMENTS

Over the last twelve months, TMG's share price rose by 38.1% to S\$0.058 on 12 March 2026 from S\$0.042 on 13 March 2025, as shown in **Exhibit 5**.

Exhibit 5: Share Price Performance (Last Twelve Months)



Source: Yahoo! Finance (share prices), FPA

On 8 August 2025, TMG released its profit guidance for FY2025 & 2H FY2025. TMG noted that it “is expected to record a loss after tax for 2H2025 and FY2025”, “primarily attributable to higher interest expenses from the FEMVN acquisition; cessation of projects in Singapore; and weaker performance in Malaysia (partly from the termination and discounts of certain insurance contracts).” Share price fell by 11.3% to S\$0.047 on 15 August 2025 from S\$0.053 on 8 August 2025.

On 25 August 2025, TMG announced that it “unveiled the highly-anticipated landmark Johor Bay mega development: an integrated project bringing together world-class healthcare, luxury residential and hospitality, commercial, and lifestyle elements spanning an impressive 26 acres and carrying a projected gross development value (GDV) of over MYR18 billion.” Share price rose by 20.4% to S\$0.059 on 1 September 2025 from S\$0.049 on 25 August 2025.

On 29 August 2025, TMG released its financial statements for 2H FY2025. Revenue fell by 6.9% to S\$195.6 million in 2H FY2025 from S\$183.0 million in 2H FY2024, while loss/profit attributable to owners of the Company fell by S\$46.8 million to a loss of S\$34.7 million in 2H FY2025 from a profit of S\$12.1 million in 2H FY2024. Share price fell by 1.6% to S\$0.060 on 5 September 2025 from S\$0.061 on 29 August 2025.

On 11 February 2026, TMG released its financial statements for 1H FY2026. Share price fell by 3.2% to S\$0.060 on 18 February 2026 from S\$0.062 on 11 February 2026.

FINANCIAL ANALYSIS

(I) FINANCIAL REVIEW

Revenue rose by 7.0% to S\$213.1 million in 1H FY2026 from S\$199.1 million in 1H FY2025, amid Malaysia revenue rising by S\$14.5 million year-on-year (“y-o-y”), as shown in **Exhibit 6**.

TMG noted, “The increase was mainly attributable to higher revenue intensity in Singapore, as well as the reduced discount to corporate customers and revenue contributions from the Oncology Centre in Malaysia, which commenced operation in November 2024.” TMG added that, “In addition, the revenue in Vietnam has also increased due to higher patient volumes.” However, the increase in Vietnam revenue “was offset by an unfavourable exchange rate of Vietnamese Dong against Singapore Dollars, which resulted in lower translated revenue from Vietnam in 1H2026.”

Exhibit 6: Revenue (1H FY2026 vs 1H FY2025)

(in S\$ '000)	Actual		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
Singapore	97,684	97,573	111	0.1%
Malaysia	64,051	49,582	14,469	29.2%
Vietnam	51,340	51,909	(569)	(1.1%)
Revenue	213,075	199,064	14,011	7.0%

Source: TMG, FPA

Singapore revenue rose by 0.1% to S\$97.7 million in 1H FY2026 from S\$97.6 million in 1H FY2025, as shown in **Exhibit 7**, amid the y-o-y rise in inpatient & outpatient Average Billing Sizes ("ABSs"). However, both inpatient & outpatient volumes fell on a y-o-y basis. One contributing factor may be the fall in total live births to 30,004 in 2025 from 33,703 in 2024, such that obstetrics patient volume may have fallen.

Exhibit 7: Singapore Revenue (1H FY2026 vs 1H FY2025)

(in S\$ '000)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
(Operational statistic) Singapore billings (estimate)	97,860	91,519	6,341	6.9%
Other revenue (estimate)	(176)	6,054	(6,230)	(102.9%)
Singapore revenue	97,684	97,573	111	0.1%

Operational statistics (estimate for 2H):

(A) Inpatients (# of patients)	6,875	7,693	(818)	(10.6%)
(B) Inpatient Average Billing Size ("ABS"; in S\$)	7,568	6,170	1,398	22.7%
(A × B) Inpatient billings (estimate in S\$ '000)	52,030	47,466	4,564	9.6%

(C) Outpatients (# of patients)	121,564	125,508	(3,944)	(3.1%)
(D) Outpatient ABS (in S\$)	377	351	26	7.4%
(C × D) Outpatient billings (estimate in S\$ '000)	45,830	44,053	1,777	4.0%

Inpatient billings	52,030	47,466	4,564	9.6%
Outpatient billings	45,830	44,053	1,777	4.0%
Singapore billings (estimate)	97,860	91,519	6,341	6.9%

Inpatients	6,875	7,693	(818)	(10.6%)
Outpatients	121,564	125,508	(3,944)	(3.1%)
Patient count (# of patients)	128,439	133,201	(4,762)	(3.6%)

Operational beds	178	178	-	-
Licensed beds	187	187	-	-

Source: TMG, FPA

TMG noted on its website that Thomson Medical Centre (“TMC”) is “a 187-bed maternity hospital that delivers over 20% of babies born in Singapore annually.” (Retrieved 12 March 2026.) However, TMG also mentioned in its Annual Report (“AR”) for FY2025 that specialties it was expanding into included oncology (i.e., cancer-related) and orthopaedics (i.e., relating to the musculoskeletal system)—specialties which may have higher ABS.

For instance, based on fee benchmarks published by the Ministry of Health (“MOH”), we estimate that obstetrics-related surgical treatments may cost between S\$550 (lowest lower bound) and S\$14,100 (highest upper bound), as shown in **Exhibit 8**.

Exhibit 8: Fee Benchmarks for Obstetrics-Related Surgical Treatments (as at 1 January 2025)

Body Part 1	Body Part 2	Anatomical system	Description	Lower bound	Upper bound
Uterus	Pregnancy	Female Genital	Uterus, Genetic Abnormality/Fetal Maturity, With/Without Ultrasound Guided Amniocentesis	550	1,100
Uterus	Pregnancy	Female Genital	Uterus, Genetic Abnormality, Ultrasound Guided Chorionic Biopsy	950	1,200
Uterus	Pregnancy	Female Genital	Uterus, Fetal Disorder, Ultrasound Guided Fetal Blood Sampling/Cordocentesis	2,200	4,300
Vagina	Pregnancy	Female Genital	Uterus, Pregnancy, Vaginal Delivery (With Or Without Episiotomy Repair)	2,300	3,800
Vagina	Pregnancy	Female Genital	Uterus, Pregnancy, Complicated Vaginal Delivery (e.g. Twins, Breech, Instrumental Delivery, VBAC)	3,100	4,500
Uterus	Pregnancy	Female Genital	Uterus, Pregnancy, Uncomplicated Caesarean Section	3,800	5,400
Uterus	Pregnancy	Female Genital	Uterus, Fetal Disorder, Ultrasound Guided Fetal Therapy	4,500	11,200
Uterus	Pregnancy	Female Genital	Uterus, Pregnancy And Multiparity, Uncomplicated Caesarean Section And Tubal Ligation	4,500	6,400
Uterus	Pregnancy	Female Genital	Uterus, Pregnancy, Complicated Caesarean Section	5,200	6,500
<p><i>Footnote: 'Complicated' refers to the following list of conditions: 1. Abnormally invasive placenta; 2. Massive PPH >1.5 L; 3. Transverse lie; 4. Second stage Caesarean section; 5. Multiple gestation; 6. Placenta praevia; 7. Caesarean section in women with BMI>30; 8. Preterm Caesarean section <34 weeks; 9. Abruptio placenta; 10. All crash Caesarean section; 11. Two or more previous Caesarean section; 12. Previous myomectomy with adhesions; 13. Fibroids in the lower segment limiting access to the lower segment; and 14. Abnormal uterus e.g. Didelphys.</i></p>					
Uterus	Pregnancy	Female Genital	Uterus, Pregnancy And Multiparity, Complicated Caesarean Section And Tubal Ligation	5,900	7,300
<p><i>Footnote: 'Complicated' refers to the following list of conditions: 1. Abnormally invasive placenta; 2. Massive PPH >1.5 L; 3. Transverse lie; 4. Second stage Caesarean section; 5. Multiple gestation; 6. Placenta praevia; 7. Caesarean section in women with BMI>30; 8. Preterm Caesarean section <34 weeks; 9. Abruptio placenta; 10. All crash Caesarean section; 11. Two or more previous Caesarean section; 12. Previous myomectomy with adhesions; 13. Fibroids in the lower segment limiting access to the lower segment; and 14. Abnormal uterus e.g. Didelphys.</i></p>					
Abdomen	Pregnancy	Digestive	Abdominal Cavity, Neonatal Alimentary Obstruction, Laparotomy	8,300	11,400
Uterus	Pregnancy	Female Genital	Uterus, Pregnancy, Caesarean Section With Hysterectomy	9,300	14,100

Source: MOH, FPA

Meanwhile, musculoskeletal-related treatments may cost between S\$350 and S\$35,500, as shown in **Exhibit 9**.

Exhibit 9: Fee Benchmarks for Musculoskeletal-Related Surgical Treatments (as at 1 January 2025)

Body Part 1	Body Part 2	Anatomical system	Description	Lower bound	Upper bound
Joint		Musculoskeletal	Joint, Various Lesions, Joint Aspiration/Arthrocentesis/Injection	350	1,800
Muscle	Bone	Musculoskeletal	Aspiration, Deep Musculoskeletal Tissues, Under Radiological Guidance	350	1,800
Spine	Neck	Musculoskeletal	Cervical Spine, Application Of Halo Device Without Other Procedures	450	1,200
Neck	Spine	Musculoskeletal	Cervical Spine, Closed Reduction With Application Of Skull Devices But Without Other Procedures	450	1,200
Hand	Finger	Musculoskeletal	Hand, Extra Digit, Amputation/Stub Revision	500	950
Bone	Soft tissue	Musculoskeletal	Bone/Soft Tissue, Various Lesions, Trucut Biopsy	550	1,200
Nail	Finger	Musculoskeletal	Nail, Infection/Injury, Avulsion	550	1,800
Hand		Musculoskeletal	Hand, Superficial Infection, Drainage	550	1,800
Bone	Soft tissue	Musculoskeletal	Bone/ Soft Tissue, Various Lesions, Imaging Guided Percutaneous Biopsy	650	2,800
Hand		Musculoskeletal	Hand, Crush Injuries (Simple), Wound Debridement	650	2,000
...
Head	Face	Musculoskeletal	Head, Various Lesions, Craniofacial Resection And Reconstruction	20,200	30,300
Spine	Joint	Musculoskeletal	Spine (Excluding Cervical Spine), Various Lesions - Interbody Fusion (Three Or More Segments) With Anterior/Posterior Instrumentation	20,300	26,300
Spine		Musculoskeletal	Spine, Various Lesions, Posterior Instrumentation (5 Or More Segments) With/Without Decompression And Without Interbody Fusion	20,300	26,300
Hand	Toe	Musculoskeletal	Hand, Free Toe Pulp Transfer	20,700	27,700
Bone		Musculoskeletal	Bone (Upper Limb/Lower Limb), Various Lesions, Vascularised Bone Transfer	21,400	30,300
Face	Bone	Musculoskeletal	Face, Fractures (Panfacial), Open Reduction And Internal Fixation	22,400	35,500
Arm		Musculoskeletal	Upper Limb, Trauma, Major Replantation	22,400	30,800
Leg		Musculoskeletal	Lower Limb, Traumatic Amputation, Major Replantation	22,400	30,800
Head	Face	Musculoskeletal	Head-Face, Various Lesions, Major Corrective Surgery	22,400	35,500
Joint	Arm	Musculoskeletal	Joints (Upper Limb), Various Lesions, Vascularised Joint Transfer	22,400	30,800

Source: MOH, FPA

Cancer-related treatments may cost between S\$350 and S\$34,500, as shown in **Exhibit 10**.

TMC may thus have raised its ABS by shifting towards higher-ABS specialties.

Exhibit 10: Fee Benchmarks for Cancer-Related Surgical Treatments (as at 1 January 2025)

Body Part 1	Body Part 2	Anatomical system	Description	Lower bound	Upper bound
Eye		Eye	Eyelids, Tumor, Shaving Excision	350	1,100
Skin / Soft tissue		Integumentary	Skin And Subcutaneous Tissue, Tumor/Cyst/Ulcer/Scar, Excision/Punch/Shave Biopsy, Lesion Size Up To And Including 10mm In Diameter	400	1,100
Reproductive tract	Urinary tract	Female Genital	Genital Tract, Cancer, Staging Under General Anesthesia (Includes Cystoscopy/Dilatation & Curettage/Biopsy)	800	1,500
Skin / Soft tissue		Integumentary	Mucous Membrane, Tumor/Cyst/Ulcer/Scar, Excision	800	1,700
Skin / Soft tissue		Integumentary	Skin Cancer, Mohs Micrographic Surgery Without Reconstruction	900	1,800
Skin / Soft tissue		Integumentary	Skin And Subcutaneous Tissue, Tumor/Cyst/Ulcer/Scar, Excision Biopsy, Removal Of 2 Or More Or Recurrent Or Complicated (Adherent), Excision	900	3,100
Skin / Soft tissue		Integumentary	Skin And Subcutaneous Tissue, Tumor/Cyst/Ulcer/Scar, Excision/Punch/Shave Biopsy, Lesion Size More Than 10mm And Including 20mm	1,000	1,600
Skin / Soft tissue		Integumentary	Skin And Subcutaneous Tissue, Tumor/Cyst/Ulcer/Scar, Excision Biopsy, Lesion Size More Than 15mm In Diameter	1,000	2,100
Skin / Soft tissue	Leg	Integumentary	Soft Tissue (Lower Limb), Small Tumors (Benign), Excision Biopsy Under General Anesthesia	1,100	2,100
Skin / Soft tissue		Integumentary	Skin Cancer, Mohs Micrographic Surgery With Reconstruction/Graft/Flap (<= 5 Tissue Blocks)	1,300	2,700
...
Bone	Joint	Musculoskeletal	Bone, Tumor (Malignant), Around Joints With Limb Reconstruction And Joint Replacement	19,600	24,100
Brain		Nervous	Brain, Acoustic Tumor/Cerebello-Pontine Angle Tumor, Excision, Complex	20,200	30,300
Throat	Neck	ENT	Pharynx, Tumor, Partial Pharyngectomy And Radical Neck Dissection With Flap	20,200	28,200
Liver		Digestive	Liver, Trauma/Tumor, Extended Lobectomy (5 Segments/More)	21,600	33,600
Oesophagus	Throat	Digestive	Esophagus, Tumor, Cervical/Laryngopharyngectomy With Tracheostomy With/Without Plastic Reconstruction	22,000	29,800
Skin / Soft tissue		Integumentary	Soft Tissue, Tumor (Malignant), Major Resection And Reconstruction (Microsurgical)	22,400	30,800
Intestine	Pancreas	Digestive	Duodenum, Tumor, Pancreatico-Duodenectomy	22,400	33,600
Liver		Digestive	Liver, Trauma/Tumor, Liver Transplant	22,400	33,600
Mouth	Bone	Digestive	Mouth, Tumor, Radical Excision Biopsy With Resection Of Mandible And Lymph Nodes And Reconstruction	22,400	31,400
Throat	Oesophagus	ENT	Larynx And Esophagus, Tumor, Esophagectomy (Total)/ Laryngopharyngectomy With Restoration Of Alimentary Continuity	24,700	34,500

Source: MOH, FPA

Malaysia revenue (in Singapore Dollar or “SGD”) rose by 29.2% y-o-y amid Malaysian Ringgit (“MYR”) appreciating against SGD by around 2.8% to an implied SGD-to-MYR rate of 3.185 in 1H FY2026 from 3.275 in 1H FY2025, as shown in **Exhibit 11**.

The revenue of TMC Life Sciences Berhad (“TMCLS”), TMG’s 70.13%-owned Malaysian subsidiary, rose by 25.6% (in MYR) to RM204.0 million in 1H FY2026 from RM162.4 million in 1H FY2025, as also shown in **Exhibit 11**, amid the y-o-y rise in inpatient & outpatient ABSs.

Total patient volume rose by around 5.9% (+6,558) y-o-y, but patient volume shifted to outpatients (lower ABS) from inpatients (higher ABS). Outpatient volume rose by around 8.2% (+8,186) y-o-y, while inpatient volume fell by around 14.3% (-1,628) y-o-y, as also shown in **Exhibit 11**.

Exhibit 11: Malaysia Revenue (1H FY2026 vs 1H FY2025)

(in RM '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	2.8%
Malaysia billings (estimate)	199,105	164,704	34,401	20.9%
Other revenue (estimate)	4,869	(2,311)	7,180	(310.7%)
TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
Operational statistics (estimate for 2H):				
(A) Inpatients (# of patients)	9,762	11,390	(1,628)	(14.3%)
(B) Inpatient Average Billing Size ("ABS"; in RM)	12,057	10,255	1,802	17.6%
(A × B) Inpatient billings (estimate in RM '000)	117,700	116,804	896	0.8%
(C) Outpatients (# of patients)	108,396	100,210	8,186	8.2%
(D) Outpatient ABS (in RM)	751	478	273	57.1%
(C × D) Outpatient billings (estimate in RM '000)	81,405	47,900	1,777	3.7%
Inpatient billings	117,700	116,804	896	0.8%
Outpatient billings	81,405	47,900	1,777	3.7%
Malaysia billings (estimate)	199,105	164,704	34,401	20.9%
Inpatients	9,762	11,390	(1,628)	(14.3%)
Outpatients	108,396	100,210	8,186	8.2%
Patient count (# of patients)	118,158	111,600	6,558	5.9%
Operational beds	327	343	(16)	(4.7%)
Licensed beds	399	373	26	7.0%

Source: TMG, TMCLS, FPA

Vietnam revenue fell by 1.1% to S\$51.3 million in 1H FY2026 from S\$51.9 million in 1H FY2025, as shown in **Exhibit 12**. We estimate that the y-o-y fall in Vietnam revenue (in SGD) was due to Vietnam Dong (“VND”; as bills in Far East Medical Vietnam Limited or “FEMVN” are paid in VND) depreciating against SGD by 7.0% y-o-y, such that Vietnam revenue (in VND) rose by 6.3% to VND 1,046.3 billion in 1H FY2026 from VND 984.2 billion in 1H FY2025 amid rising inpatient & outpatient volumes. TMG completed the acquisition of FEMVN in December 2023.

Further, while both inpatient & outpatient ABSs (in USD) fell on a y-o-y basis in 1H FY2026, we estimate that both inpatient & outpatient ABSs (in VND) rose on a y-o-y basis.

Exhibit 12: Vietnam Revenue (1H FY2026 vs 1H FY2025)

(in respective units)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
Vietnam revenue (in S\$ '000)	51,340	51,909	(569)	(1.1%)
+ Average USD-to-SGD exchange rate (estimate)	1.290	1.326	(0.036)	2.8%
Vietnam revenue (estimate in US\$ '000)	39,798	39,147	651	1.7%
× Average USD-to-VND exchange rate (estimate)	26,289	25,142	1,147	(4.4%)
Vietnam revenue (estimate in VND million)	1,046,254	984,227	62,027	6.3%

Breakdown of Vietnam revenue:

Vietnam billings (estimate in US\$ '000)	38,366	36,815	1,551	4.2%
Other revenue (estimate)	1,432	2,332	(900)	(38.6%)
Vietnam revenue (estimate in US\$ '000)	39,798	39,147	651	1.7%

SGD-to-VND exchange rate (estimate):

Average USD-to-VND exchange rate (estimate)	26,289	25,142	1,147	(4.4%)
Average USD-to-SGD exchange rate (estimate)	1.290	1.326	(0.036)	2.8%
Average SGD-to-VND exchange rate (estimate)	20,379	18,961	1,418	(7.0%)

Operational statistics (estimate for 2H):

(A) Inpatients (# of patients)	3,710	3,519	191	5.4%
(B) Inpatient Average Billing Size (“ABS”; in US\$)	4,134	4,234	(100)	(2.4%)
(A × B) Inpatient billings (estimate in US\$ '000)	15,337	14,899	438	2.9%

(C) Outpatients (# of patients)	125,840	117,827	8,013	6.8%
(D) Outpatient ABS (in US\$)	183	186	(3)	(1.6%)
(C × D) Outpatient billings (estimate in US\$ '000)	23,029	21,916	1,113	5.1%

Inpatient billings	15,337	14,899	438	2.9%
Outpatient billings	23,029	21,916	1,113	5.1%
Vietnam billings (estimate in US\$ '000)	38,366	36,815	1,551	4.2%

× Average USD-to-VND exchange rates (estimate)	26,289	25,142	1,147	4.6%
Vietnam billings (estimate in VND million)	1,008,604	925,603	83,001	9.0%

Inpatients	3,710	3,519	191	5.4%
Outpatients	125,840	117,827	8,013	6.8%
Patient count (# of patients)	129,550	121,346	8,204	6.8%

Inpatient ABS (est. in VND '000; based on average USD-to-VND rates)	108,679	106,451	2,228	2.1%
Outpatient ABS (est. in VND '000; based on average USD-to-VND rates)	4,811	4,676	135	2.9%

Operational beds	189	198	(9)	(4.5%)
Licensed beds	230	230	-	-

Note: SGD-to-VND exchange rates seem less readily available than USD-to-SGD and USD-to-VND exchange rates.

Source: TMG, Yahoo! Finance (exchange rates), FPA

Other income:

Other income fell by 0.4% y-o-y to S\$2.9 million in 1H FY2026, as shown in **Exhibit 13**, amid TMCLS's other operating income rising by 61.3% (or an estimated 65.9% in SGD) to RM3.2 million (S\$1.0 million) in 1H FY2026 from RM2.0 million (S\$0.6 million) in 1H FY2025.

Exhibit 13: Other Income (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's other operating income (in RM '000)	3,152	1,954	1,198	61.3%
÷ Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)
TMCLS's other operating income (in S\$ '000)	990	597	393	65.9%
TMC's & FEMVN's other income (estimate)	1,917	2,323	(406)	(17.5%)
TMG's other income	2,907	2,920	(13)	(0.4%)

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)

Source: TMG, TMCLS, FPA

We note (and estimate for SGD figures) that TMCLS's other operating income generally rose from RM0.4 million (S\$0.1 million) in 1H FY2021 to RM3.2 million (S\$1.0 million) in 1H FY2026, as shown in **Exhibit 14**. Excluding the one-off reversal of impairment losses in 2H FY2024 & 2H FY2025, we also estimate that the collective other income of TMC & FEMVN generally fell from S\$8.0 million in 1H FY2021 to S\$1.9 million in 1H FY2026, as also shown in **Exhibit 14**.

Exhibit 14: Other Income (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
TMCLS's other operating income (in RM '000)	445	618	763	1,492	1,333	2,763	2,524	1,640	1,954	2,647	3,152
+ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185
TMCLS's other operating income (in S\$ '000)	147	202	249	482	413	836	737	472	597	816	990
TMC's & FEMVN's other income (estimate)	7,996	3,594	4,700	4,385	1,923	2,463	2,307	27,984	2,323	57,133	1,917
TMG's other income	8,143	3,796	4,949	4,867	2,336	3,299	3,044	28,456	2,920	57,949	2,907

Breakdown of TMC's & FEMVN's other income (estimate):

TMC's & FEMVN's other income (estimate)	7,996	3,594	4,700	4,385	1,923	2,463	2,307	27,984	2,323	57,133	1,917
Deduct: Reversal of impairment loss on development property	-	-	-	-	-	-	-	(12,432)	-	(26,593)	-
Deduct: Reversal of impairment loss on investment properties	-	-	-	-	-	-	-	(13,101)	-	(28,024)	-
TMC's & FEMVN's other income (est. excl. reversal of impairment losses)	7,996	3,594	4,700	4,385	1,923	2,463	2,307	2,451	2,323	2,516	1,917

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
÷ TMG's Malaysia revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,582	56,463	64,051
Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185

Source: TMG, TMCLS, FPA

Inventories & consumables:

Inventories & consumables rose by 22.7% to S\$55.6 million in 1H FY2026 from S\$45.4 million in 1H FY2025, as shown in **Exhibit 15**, amid TMCLS's inventories & consumables rising by 42.3% (or an estimated 46.3%) to RM74.6 million (S\$23.4 million) in 1H FY2026 from RM52.5 million (S\$16.0 million) in 1H FY2025.

TMG noted, "Inventories and consumables used were higher at \$55.6 million during 1H2026, primarily due to higher drug costs associated with the Oncology Centre in Malaysia, as well as increased drugs and consumables costs in Singapore and Vietnam."

Exhibit 15: Inventories & Consumables (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's inventories & consumables (in RM '000)	74,632	52,463	22,169	42.3%
÷ Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)
TMCLS's inventories & consumables (in S\$ '000)	23,436	16,018	7,418	46.3%
TMC's & FEMVN's inventories & consumables used (estimate)	32,201	29,344	2,857	9.7%
TMG's inventories & consumables used	55,637	45,362	10,275	22.7%

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)

Source: TMG, TMCLS, FPA

We note that, as a percentage of revenue, TMCLS's inventories & consumables generally fell from 33.9% in 2H FY2021 to 28.2% in 1H FY2024, as shown in **Exhibit 16**, before rising to 36.6% in 1H FY2026 amid the "higher drug costs" noted by TMG. We also estimate that the collective inventories & consumables of TMC & FEMVN rose to S\$31.3 million in 2H FY2024 from S\$15.0 million in 1H FY2024, after TMG completed the acquisition of FEMVN in December 2023 (end-1H FY2024).

Exhibit 16: Inventories & Consumables (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
TMCLS's inventories & consumables (in RM '000)	32,351	34,411	35,288	40,499	42,216	47,877	52,605	48,709	52,463	65,556	74,632
÷ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185
TMCLS's inventories & consumables (in S\$ '000)	10,686	11,240	11,502	13,092	13,094	14,491	15,364	14,022	16,018	20,211	23,436
TMC's & FEMVN's inventories & consumables used (estimate)	13,866	13,710	15,144	15,583	16,602	15,193	15,048	31,325	29,344	33,756	32,201
TMG's inventories & consumables used	24,552	24,950	26,646	28,675	29,696	29,684	30,412	45,347	45,362	53,967	55,637

As a % of revenue:

(A) TMCLS's inventories & consumables (in RM '000)	32,351	34,411	35,288	40,499	42,216	47,877	52,605	48,709	52,463	65,556	74,632
(B) TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
A as a % of B	32.5%	33.9%	31.5%	30.7%	29.1%	28.8%	28.2%	30.4%	32.3%	35.8%	36.6%
(C) TMC's & FEMVN's inventories & consumables used (estimate)	13,866	13,710	15,144	15,583	16,602	15,193	15,048	31,325	29,344	33,756	32,201
(D) TMC's & FEMVN's revenue	83,735	90,635	108,905	145,697	138,958	121,456	113,728	136,921	149,482	139,131	149,024
C as a % of D	16.6%	15.1%	13.9%	10.7%	11.9%	12.5%	13.2%	22.9%	19.6%	24.3%	21.6%

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
÷ TMG's Malaysia revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,582	56,463	64,051
Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185

Source: TMG, TMCLS, FPA

Staff costs:

Staff costs rose by 5.3% to S\$74.5 million in 1H FY2026 from S\$70.8 million in 1H FY2025, as shown in **Exhibit 17**, amid TMCLS's staff costs falling by 0.8% (or rising by an estimated 2.0%) to RM57.7 million (S\$18.1 million) in 1H FY2026 from RM58.2 million (S\$17.8 million) in 1H FY2025.

TMG noted, "Staff costs in 1H2026 rose by 5.3% compared to the same period last year, primarily attributable to higher headcount in Singapore and Vietnam." We estimate that the collective staff costs of TMC & FEMVN rose by S\$3.4 million y-o-y, as also shown in **Exhibit 17**.

Exhibit 17: Staff Costs (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's staff costs (in RM '000)	57,724	58,215	(491)	(0.8%)
÷ Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)
TMCLS's staff costs (in S\$ '000)	18,126	17,774	352	2.0%
TMC's & FEMVN's staff costs (estimate)	56,382	52,999	3,383	6.4%
TMG's staff costs	74,508	70,773	3,735	5.3%

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)

Source: TMG, TMCLS, FPA

We estimate that staff costs as a percentage of TMCLS's revenue ranged between 28.1% and 35.8% from 1H FY2021 to 1H FY2026, while the collective percentage for TMC & FEMVN generally rose from 28.4% in 1H FY2021 to 37.8% in 1H FY2026, as shown in **Exhibit 18**.

Exhibit 18: Staff Costs (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
TMCLS's staff costs (in RM '000)	30,020	34,739	38,712	41,392	45,503	49,904	52,349	54,740	58,215	59,731	57,724
÷ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185
TMCLS's staff costs (in S\$ '000)	9,916	11,347	12,618	13,380	14,114	15,105	15,290	15,758	17,774	18,415	18,126
TMC's & FEMVN's staff costs (estimate)	23,778	29,839	36,765	45,157	48,467	40,288	44,310	46,402	52,999	46,303	56,382
TMG's staff costs	33,694	41,186	49,383	58,537	62,581	55,393	59,600	62,160	70,773	64,718	74,508

As a % of revenue:

(A) TMCLS's staff costs (in RM '000)	30,020	34,739	38,712	41,392	45,503	49,904	52,349	54,740	58,215	59,731	57,724
(B) TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
A as a % of B	30.1%	34.3%	34.6%	31.4%	31.3%	30.0%	28.1%	34.2%	35.8%	32.6%	28.3%
(C) TMC's & FEMVN's staff costs (estimate)	23,778	29,839	36,765	45,157	48,467	40,288	44,310	46,402	52,999	46,303	56,382
(D) TMC's & FEMVN's revenue	83,735	90,635	108,905	145,697	138,958	121,456	113,728	136,921	149,482	139,131	149,024
C as a % of D	28.4%	32.9%	33.8%	31.0%	34.9%	33.2%	39.0%	33.9%	35.5%	33.3%	37.8%

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
÷ TMG's Malaysia revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,582	56,463	64,051
Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185

Source: TMG, TMCLS, FPA

Other operating expenses:

Other operating expenses rose by 0.5% to S\$46.9 million in 1H FY2026 from S\$46.7 million in 1H FY2025, as shown in **Exhibit 19**, amid TMCLS's other operating expenses rising by 18.5% (or an estimated 21.8%) to RM37.6 million (S\$11.8 million) in 1H FY2026 from RM31.7 million (S\$9.7 million) in 1H FY2025.

TMG noted, "Other operating expenses increased slightly by \$0.2 million to \$46.9 million in 1H2026, mainly due to higher expenditure on digital transformation initiatives and marketing activities."

Exhibit 19: Other Operating Expenses (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's other operating expenses (in RM '000)	37,553	31,703	5,850	18.5%
÷ Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)
TMCLS's other operating expenses (in S\$ '000)	11,792	9,680	2,113	21.8%
TMCL's & FEMVN's other operating expenses (estimate)	35,156	37,051	(1,896)	(5.1%)
TMG's other operating expenses	46,948	46,731	217	0.5%

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)

Source: TMG, TMCLS, FPA

TMG recognised S\$75.1 million impairment loss on goodwill for FEMVN in 2H FY2025. Excluding impairment loss on goodwill, we estimate that other operating expenses as a percentage of revenue for TMCLS generally rose from 14.8% in 1H FY2021 to 18.4% in 1H FY2026, while the collective percentage for TMC & FEMVN generally fell from 31.6% in 1H FY2021 to 23.6% in 1H FY2026, as shown in **Exhibit 20**.

Exhibit 20: Other Operating Expenses (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
TMCLS's other operating expenses (in RM '000)	14,738	16,882	18,757	23,246	26,707	30,278	28,094	28,771	31,703	36,129	37,553
÷ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185
TMCLS's other operating expenses (in S\$ '000; estimate)	4,868	5,514	6,114	7,514	8,284	9,164	8,205	8,282	9,680	11,138	11,792
TMCL's & FEMVN's other operating expenses (estimate)	26,425	24,382	28,733	28,183	30,297	32,975	34,576	32,176	37,051	108,247	35,156
Other operating expenses (in S\$ '000)	31,293	29,896	34,847	35,697	38,581	42,139	42,781	40,458	46,731	119,385	46,948
Deduct: Impairment loss on goodwill	-	-	-	(146)	-	-	-	-	-	(75,134)	-
Other operating expenses (excl. impairment loss on goodwill; estimate)	31,293	29,896	34,847	35,551	38,581	42,139	42,781	40,458	46,731	44,251	46,948
TMCL's & FEMVN's other operating expenses (excl. impairment loss on goodwill; estimate):											
TMCL's & FEMVN's other operating expenses (estimate)	26,425	24,382	28,733	28,183	30,297	32,975	34,576	32,176	37,051	108,247	35,156
Deduct: Impairment loss on goodwill	-	-	-	(146)	-	-	-	-	-	(75,134)	-
TMCL's & FEMVN's other op. exp. (excl. impairment loss on goodwill; est.)	26,425	24,382	28,733	28,037	30,297	32,975	34,576	32,176	37,051	33,113	35,156
Comparison with revenue:											
(A) TMCLS's other operating expenses (in RM '000)	14,738	16,882	18,757	23,246	26,707	30,278	28,094	28,771	31,703	36,129	37,553
(B) TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
A as a % of B	14.8%	16.6%	16.8%	17.6%	18.4%	18.2%	15.1%	18.0%	19.5%	19.7%	18.4%
(C) TMC's & FEMVN's other op. exp. (excl. impairment loss on goodwill; est.)	26,425	24,382	28,733	28,037	30,297	32,975	34,576	32,176	37,051	33,113	35,156
(D) TMC's & FEMVN's revenue	83,735	90,635	108,905	145,697	138,958	121,456	113,728	136,921	149,482	139,131	149,024
C as a % of D	31.6%	28.9%	26.4%	19.2%	21.8%	27.1%	30.4%	23.5%	24.8%	23.8%	23.6%
Average SGD-to-MYR exchange rate (implied):											
Malaysia revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
÷ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185

Source: TMG, TMCLS, FPA

Earnings Before Interest, Taxes, Depreciation, and Amortisation (“EBITDA”):

Accordingly, EBITDA fell by 0.6% to S\$38.9 million in 1H FY2026 from S\$39.1 million in 1H FY2025, as shown in **Exhibit 21**, amid inventories & consumables used rising by S\$10.3 million y-o-y and staff costs rising by S\$3.7 million y-o-y.

Exhibit 21: Earnings Before Interest, Taxes, Depreciation, and Amortisation (1H FY2026 vs 1H FY2025)

(in S\$ '000)	Actual		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
Revenue	213,075	199,064	14,011	7.0%
Other income	2,907	2,920	(13)	(0.4%)
Inventories & consumables used	(55,637)	(45,362)	(10,275)	22.7%
Staff costs	(74,508)	(70,773)	(3,735)	5.3%
Other operating expenses	(46,948)	(46,731)	(217)	0.5%
EBITDA	38,889	39,118	(229)	(0.6%)

Source: TMG, FPA

EBITDA from 1H FY2021 to 1H FY2026 is shown in **Exhibit 22**.

Exhibit 22: Earnings Before Interest, Taxes, Depreciation, and Amortisation (1H FY2021 to 1H FY2026)

(in S\$ '000)	Actual											
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	
Revenue	116,640	123,758	145,379	188,327	183,999	171,770	168,118	183,036	199,064	195,594	213,075	
Other income	8,143	3,796	4,949	4,867	2,336	3,299	3,044	28,456	2,920	57,949	2,907	
Inventories & consumables used	(24,552)	(24,950)	(26,646)	(28,675)	(29,696)	(29,684)	(30,412)	(45,347)	(45,362)	(53,967)	(55,637)	
Staff costs	(33,694)	(41,186)	(49,383)	(58,537)	(62,581)	(55,393)	(59,600)	(62,160)	(70,773)	(64,718)	(74,508)	
Other operating expenses	(31,293)	(29,896)	(34,847)	(35,697)	(38,581)	(42,139)	(42,781)	(40,458)	(46,731)	(119,385)	(46,948)	
EBITDA	35,244	31,522	39,452	70,285	55,477	47,853	38,369	63,527	39,118	15,473	38,889	

Source: TMG, FPA

Depreciation & Amortisation (“D&A”):

D&A rose by 9.3% to S\$20.7 million in 1H FY2026 from S\$18.9 million in 1H FY2025, as shown in **Exhibit 23**, amid TMCLS's D&A rising by 18.3% (or an estimated 21.7%) to RM18.7 million (S\$5.9 million) in 1H FY2026 from RM15.8 million (S\$4.8 million) in 1H FY2025.

TMG noted, “Depreciation and amortisation expenses increased by \$1.8 million as compared to 1H2025. The increase was mainly attributed to the addition of property and equipment, intangible assets and right-of-use assets.”

Exhibit 23: Depreciation & Amortisation (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's depreciation & amortisation (in RM '000)	18,748	15,848	2,900	18.3%
÷ Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	2.8%
TMCLS's depreciation & amortisation (in S\$ '000)	5,887	4,839	1,048	21.7%
TMC's & FEMVN's depreciation and amortisation expenses (estimate)	14,816	14,108	708	5.0%
TMG's depreciation and amortisation expenses	20,703	18,947	1,756	9.3%

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)

Source: TMG, TMCLS, FPA

TMCLS's D&A generally rose from 1H FY2021 to 1H FY2026, as shown in **Exhibit 24**. Meanwhile, we estimate that the collective D&A of TMC & FEMVN rose to S\$13.3 million in 2H FY2024 from S\$7.0 million in 1H FY2024, as also shown in **Exhibit 24**, in line with TMG's acquisition of FEMVN in December 2023 (end-1H FY2024).

Exhibit 24: Depreciation & Amortisation (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate											
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	
TMCLS's depreciation & amortisation (in RM '000)	6,355	6,665	6,332	9,521	12,540	13,467	13,430	14,475	15,848	18,253	18,748	
÷ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185	
TMCLS's depreciation & amortisation (in S\$ '000)	2,099	2,177	2,064	3,078	3,890	4,076	3,923	4,167	4,839	5,627	5,887	
TMC's & FEMVN's depreciation and amortisation expenses (estimate)	7,049	6,629	6,495	6,293	6,359	6,745	6,997	13,287	14,108	14,111	14,816	
TMG's depreciation and amortisation expenses	9,148	8,806	8,559	9,371	10,249	10,821	10,920	17,454	18,947	19,738	20,703	

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
÷ TMG's Malaysia revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,582	56,463	64,051
Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185

Source: TMG, TMCLS, FPA

Results from operating activities:

Accordingly, profit from operating activities fell by 9.8% to S\$18.2 million in 1H FY2026 from S\$20.2 million in 1H FY2025, as shown in **Exhibit 25**.

Exhibit 25: Results from Operating Activities (1H FY2026 vs 1H FY2025)

(in S\$ '000)	Actual		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
Revenue	213,075	199,064	14,011	7.0%
Other income	2,907	2,920	(13)	(0.4%)
Inventories & consumables used	(55,637)	(45,362)	(10,275)	22.7%
Staff costs	(74,508)	(70,773)	(3,735)	5.3%
Other operating expenses	(46,948)	(46,731)	(217)	0.5%
EBITDA	38,889	39,118	(229)	(0.6%)
Depreciation and amortisation expenses	(20,703)	(18,947)	(1,756)	9.3%
Results from operating activities	18,186	20,171	(1,985)	(9.8%)

Source: TMG, FPA

Results from operating activities from 1H FY2021 to 1H FY2026 are shown in **Exhibit 26**.

Exhibit 26: Results from Operating Activities (1H FY2021 to 1H FY2026)

(in S\$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Revenue	116,640	123,758	145,379	188,327	183,999	171,770	168,118	183,036	199,064	195,594	213,075
Other income	8,143	3,796	4,949	4,867	2,336	3,299	3,044	28,456	2,920	57,949	2,907
Inventories & consumables used	(24,552)	(24,950)	(26,646)	(28,675)	(29,696)	(29,684)	(30,412)	(45,347)	(45,362)	(53,967)	(55,637)
Staff costs	(33,694)	(41,186)	(49,383)	(58,537)	(62,581)	(55,393)	(59,600)	(62,160)	(70,773)	(64,718)	(74,508)
Other operating expenses	(31,293)	(29,896)	(34,847)	(35,697)	(38,581)	(42,139)	(42,781)	(40,458)	(46,731)	(119,385)	(46,948)
EBITDA	35,244	31,522	39,452	70,285	55,477	47,853	38,369	63,527	39,118	15,473	38,889
Depreciation and amortisation expenses	(9,148)	(8,806)	(8,559)	(9,371)	(10,249)	(10,821)	(10,920)	(17,454)	(18,947)	(19,738)	(20,703)
Results from operating activities	26,096	22,716	30,893	60,914	45,228	37,032	27,449	46,073	20,171	(4,265)	18,186

Source: TMG, FPA

Finance income:

Finance income fell by 52.6% to S\$1.0 million in 1H FY2026 from S\$2.0 million in 1H FY2025, amid TMCLS's finance income falling by 46.2% (or an estimated 44.7%) to RM1.4 million (S\$0.4 million) in 1H FY2026 from RM2.7 million (S\$0.8 million) in 1H FY2025. TMG noted "lower interest income from short-term deposits."

Exhibit 27: Finance Income (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's interest income (in RM '000)	1,430	2,660	(1,230)	(46.2%)
÷ Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	2.8%
TMCLS's interest income (in S\$ '000)	449	812	(363)	(44.7%)
TMC's & FEMVN's finance income (estimate)	511	1,215	(704)	(57.9%)
TMG's finance income	960	2,027	(1,067)	(52.6%)

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)

Source: TMG, TMCLS, FPA

The annualised effective interest on interest income for TMCLS, as well as the collective annualised effective interest on interest income for TMC & FEMVN, from 1H FY2021 to 1H FY2026, are shown in **Exhibit 28**.

TMG noted in its AR for FY2025 that “Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.” (E.g., TMCLS’s functional currency is likely MYR.) On cash & cash equivalents, TMG also noted that it had “no significant cash and short-term deposits denominated in foreign currencies as at 30 June 2025 and 30 June 2024.”

Accordingly, we also note that cash & cash equivalents are likely mainly in SGD for TMC and VND for FEMVN.

Exhibit 28: Finance Income (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate											
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	
TMCLS's interest income (in RM '000)	1,183	1,004	1,026	975	1,354	1,895	2,670	2,796	2,660	1,507	1,430	
+ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185	
TMCLS's interest income (in S\$ '000)	391	328	334	315	420	574	780	805	812	465	449	
TMC's & FEMVN's finance income (estimate)	151	110	142	197	1,080	1,874	4,192	1,599	1,215	1,124	511	
TMG's finance income	542	438	476	512	1,500	2,448	4,972	2,404	2,027	1,589	960	
Annualised effective interest on interest income:												
TMCLS's interest income (in RM '000)	1,183	1,004	1,026	975	1,354	1,895	2,670	2,796	2,660	1,507	1,430	
TMCLS's deposits with licenced banks (in RM '000)	60,450	58,385	56,243	74,668	68,553	79,733	107,192	128,569	83,066	66,009	60,077	
Annualised effective interest on interest income (estimate)	3.9%	3.4%	3.6%	2.8%	4.0%	4.8%	5.0%	4.3%	6.4%	4.6%	4.8%	
3-Month Kuala Lumpur Interbank Offered Rate ("3M KLIBOR"; average; est.)	2.0%	1.9%	2.0%	2.1%	3.1%	3.6%	3.6%	3.6%	3.6%	3.6%	3.2%	
TMC's & FEMVN's finance income (estimate)	151	110	142	197	1,080	1,874	4,192	1,599	1,215	1,124	511	
TMC's & FEMVN's short-term deposits (estimate; prev. period)	112,162	58,736	33,064	24,396	77,349	70,562	185,420	77,980	60,159	34,680	31,444	
Annualised effective interest on interest income (estimate)	0.3%	0.4%	0.9%	1.6%	2.8%	5.3%	4.5%	4.1%	4.0%	6.5%	3.2%	
3-Month Compounded SG Overnight Rate Average ("3M SORA"; average; est.)	0.1%	0.2%	0.1%	0.3%	2.1%	3.4%	3.7%	3.7%	3.4%	2.6%	1.5%	
Interest rates:												
3M KLIBOR (average; estimate)	2.0%	1.9%	2.0%	2.1%	3.1%	3.6%	3.6%	3.6%	3.6%	3.6%	3.2%	
3M SORA (average; estimate)	0.1%	0.2%	0.1%	0.3%	2.1%	3.4%	3.7%	3.7%	3.4%	2.6%	1.5%	
Effective Federal Funds Rate ("EFFR"; average; estimate)	0.1%	0.1%	0.1%	0.4%	2.9%	4.8%	5.3%	5.3%	5.0%	4.3%	4.1%	
Breakdown of deposits:												
TMCLS's deposits with licenced banks (in RM '000)	60,450	58,385	56,243	74,668	68,553	79,733	107,192	128,569	83,066	66,009	60,077	
End-of-period SGD-to-MYR exchange rate	3.049	3.085	3.085	3.164	3.286	3.444	3.488	3.476	3.288	3.312	3.150	
TMCLS's deposits with licenced banks (in S\$ '000; estimate)	19,826	18,926	18,229	23,599	20,861	23,153	30,728	36,985	25,267	19,929	19,070	
TMC's & FEMVN's short-term deposits (estimate)	58,736	33,064	24,396	77,349	70,562	185,420	77,980	60,159	34,680	31,444	25,750	
TMG's short-term deposits	78,562	51,990	42,625	100,948	91,423	208,573	108,708	97,144	59,947	51,373	44,820	
Breakdown of cash & cash equivalents:												
TMCLS's cash & cash equivalents at end of the financial period (in RM '000)	91,008	105,327	106,612	98,886	97,489	116,577	131,345	107,511	73,855	60,822	91,045	
End-of-period SGD-to-MYR exchange rate	3.049	3.085	3.085	3.164	3.286	3.444	3.488	3.476	3.288	3.312	3.150	
TMCLS's deposits with licenced banks (in S\$ '000; estimate)	29,848	34,143	34,554	31,253	29,666	33,852	37,652	30,928	22,465	18,363	28,900	
TMC's & FEMVN's cash & cash equivalents (end of period; estimate)	78,021	77,948	92,187	119,646	113,686	242,304	223,488	119,309	103,149	95,656	66,299	
TMG's cash & cash equivalents (end of period)	107,869	112,091	126,741	150,899	143,352	276,156	261,140	150,237	125,614	114,019	95,199	
Deposits vs cash & cash equivalents:												
(A) TMCLS's deposits with licenced banks (in RM '000)	60,450	58,385	56,243	74,668	68,553	79,733	107,192	128,569	83,066	66,009	60,077	
(B) TMCLS's cash & cash equivalents (in RM '000; end of prev. period)	96,697	91,008	105,327	106,612	98,886	97,489	116,577	131,345	107,511	73,855	60,822	
A as a % of B	62.5%	64.2%	53.4%	70.0%	69.3%	81.8%	91.9%	97.9%	77.3%	89.4%	98.8%	
TMC's & FEMVN's short-term deposits (estimate)	58,736	33,064	24,396	77,349	70,562	185,420	77,980	60,159	34,680	31,444	25,750	
TMC's & FEMVN's cash at banks and on hand (excl. pledged deposits; estimate)	19,285	44,884	67,791	42,297	43,124	56,884	145,508	59,151	68,469	64,212	40,549	
TMG's & FEMVN's cash & cash equivalents (end of period; estimate)	78,021	77,948	92,187	119,646	113,686	242,304	223,488	119,309	103,149	95,656	66,299	
Average SGD-to-MYR exchange rate:												
TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974	
+ TMG's Malaysia revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,582	56,463	64,051	
Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185	

Source: TMG, TMCLS, Monetary Authority of Singapore ("MAS"), Bank Negara Malaysia ("BNM"), Federal Reserve Bank of New York, FPA

Annualised effective interest on interest income for TMCLS may have trended with the 3-Month Kuala Lumpur Interbank Offered Rate (“3M KLIBOR”) from 1H FY2021 to 1H FY2026, as shown in **Exhibit 29** (top). Meanwhile, the collective annualised effective interest on interest income for TMC & FEMVN may have trended with the 3-Month Compounded Singapore Overnight Rate Average (“3M SORA”) in the same period, as shown in **Exhibit 29** (bottom).

Exhibit 29: Annualised Effective Interest on Interest Income vs 3M KLIBOR & 3M SORA (1H FY2021 to 1H FY2026)



Source: TMG, TMCLS, MAS, BNM, FPA

Finance costs:

Finance costs fell by 18.5% to S\$25.2 million in 1H FY2026 from S\$30.9 million in 1H FY2025, amid TMCLS's finance costs falling by 17.0% (or an estimated 14.6%) to RM4.0 million (S\$1.3 million) in 1H FY2026 from RM4.8 million (S\$1.5 million) in 1H FY2025, as shown in **Exhibit 30**.

TMG noted that finance costs fell “mainly due to the lower interest expenses as a result of the lower interest rates and repayment of loans and borrowings”.

Exhibit 30: Finance Cost (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's finance costs (in RM '000)	3,996	4,812	(816)	(17.0%)
÷ Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)
TMCLS's finance costs (in S\$ '000)	1,255	1,469	(214)	(14.6%)
Interest expenses (from Medium-Term Notes or "MTNs"; estimate)	13,708	11,738	1,970	16.8%
TMC's & FEMVN's finance costs (secured bank loans only; estimate)	10,207	17,662	(7,456)	(42.2%)
TMG's finance costs	25,169	30,869	(5,700)	(18.5%)

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)

Source: TMG, TMCLS, FPA

We estimate the breakdown of finance costs from 1H FY2021 to 1H FY2026, as shown in **Exhibit 31**.

Exhibit 31: Breakdown of Finance Costs (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
TMCLS's finance costs (in RM '000)	185	256	227	1,876	4,523	4,883	5,114	5,140	4,812	4,524	3,996
+ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185
TMCLS's finance costs (in S\$ '000)	61	84	74	606	1,403	1,478	1,494	1,480	1,469	1,395	1,255
Interest expenses (from Medium-Term Notes or "MTNs"; estimate)	8,944	8,944	8,944	8,944	8,944	3,544	6,844	7,669	11,738	16,670	13,708
TMCL's & FEMVN's finance costs (secured bank loans only; estimate)	3,288	2,290	2,455	2,474	3,416	11,727	12,302	21,764	17,662	10,722	10,207
TMG's finance costs	12,293	11,317	11,473	12,024	13,763	16,749	20,639	30,912	30,869	28,787	25,169
Annualised effective interest on finance costs:											
TMCLS's finance costs (in RM '000)	185	256	227	1,876	4,523	4,883	5,114	5,140	4,812	4,524	3,996
TMCLS's secured bank loans (total; in RM '000; end of period)	115,574	168,851	195,926	206,859	216,851	215,692	210,708	202,758	194,851	179,473	164,088
TMCLS's annualised effective interest on finance costs (estimate)	0.3%	0.3%	0.2%	1.8%	4.2%	4.5%	4.9%	5.1%	4.9%	5.0%	4.9%
3-Month Kuala Lumpur Interbank Offered Rate ("3M KLIBOR"; average; est.)	2.0%	1.9%	2.0%	2.1%	3.1%	3.6%	3.6%	3.6%	3.6%	3.6%	3.2%
TMCL's & FEMVN's finance costs (secured bank loans only; estimate)	3,288	2,290	2,455	2,474	3,416	11,727	12,302	21,764	17,662	10,722	10,207
TMCL's & FEMVN's secured bank loans (estimate; prev. period)	222,327	173,703	165,772	171,420	164,103	385,342	390,353	721,625	567,951	355,860	517,353
TMCL's & FEMVN's annualised effective interest on finance costs (estimate)	3.0%	2.6%	3.0%	2.9%	4.2%	6.1%	6.3%	6.0%	6.2%	6.0%	3.9%
3-Month Compounded SG Overnight Rate Average ("3M SORA"; average; est.)	0.1%	0.2%	0.1%	0.3%	2.1%	3.4%	3.7%	3.7%	3.4%	2.6%	1.5%
Breakdown of secured bank loans:											
Secured bank loans (short term; in RM '000)	979	993	552	8,481	15,977	15,980	15,980	23,488	30,985	38,047	45,108
Secured bank loans (long term; in RM '000)	114,595	167,858	195,374	198,378	200,874	199,712	194,728	179,270	163,866	141,426	118,980
TMCL's secured bank loans (total; in RM '000)	115,574	168,851	195,926	206,859	216,851	215,692	210,708	202,758	194,851	179,473	164,088
Deduct: Industrial hire purchase	(4,410)	(3,980)	(3,538)	(3,095)	(2,655)	(2,214)	(1,771)	(1,328)	(886)	(442)	-
TMCL's secured bank loans (total excl. industrial hire purchase; in RM '000)	111,164	164,871	192,388	203,764	214,196	213,478	208,937	201,430	193,965	179,031	164,088
Industrial hire purchase (start of period)	-	4,410	3,980	3,538	3,095	2,655	2,214	1,771	1,328	886	442
Drawdown of hire purchase	4,410	-	-	-	-	-	-	-	-	-	-
Repayment of hire purchase	-	(441)	(442)	(440)	(441)	(441)	(441)	(441)	(441)	(441)	(441)
Others (estimate)	-	11	0	(3)	1	-	(2)	(2)	(1)	(3)	(1)
Industrial hire purchase (end of period)	4,410	3,980	3,538	3,095	2,655	2,214	1,771	1,328	886	442	-
TMCL's secured bank loans (total; in RM '000; start of period)	88,400	115,574	168,851	195,926	206,859	216,851	215,692	210,708	202,758	194,851	179,473
Drawdown of term loans	29,514	53,727	27,542	11,400	10,448	6,797	2,972	6	-	-	-
Repayment of term loans	(16)	(49)	(49)	(49)	(47)	(7,547)	(7,547)	(7,550)	(7,550)	(15,045)	(15,053)
Drawdown of hire purchase	4,410	-	-	-	-	-	-	-	-	-	-
Repayment of hire purchase	-	(441)	(442)	(440)	(441)	(441)	(441)	(441)	(441)	(441)	(441)
Others (estimate)	(6,734)	40	24	22	32	32	32	35	84	108	109
TMCL's secured bank loans (total; in RM '000; end of period)	115,574	168,851	195,926	206,859	216,851	215,692	210,708	202,758	194,851	179,473	164,088
End-of-period SGD-to-MYR exchange rate	3.049	3.085	3.085	3.164	3.286	3.444	3.488	3.476	3.288	3.312	3.150
TMCL's secured bank loans (total; in S\$ '000; end of period)	37,905	54,735	63,502	65,377	65,987	62,633	60,403	58,327	59,269	54,186	52,086
TMCL's & FEMVN's secured bank loans (estimate)	173,703	165,772	171,420	164,103	385,342	390,353	721,625	567,951	355,860	517,353	503,693
TMG's secured bank loans	211,608	220,507	234,922	229,480	451,329	452,986	782,028	626,278	415,129	571,539	555,779
Secured bank loans (current)	323	321	179	2,679	4,868	12,129	100,815	14,260	65,928	163,943	26,777
Secured bank loans (non-current)	211,285	220,186	234,743	226,801	446,461	440,857	681,213	612,018	349,201	407,596	529,002
TMG's secured bank loans	211,608	220,507	234,922	229,480	451,329	452,986	782,028	626,278	415,129	571,539	555,779
Average SGD-to-MYR exchange rate:											
TMCL's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
+ TMG's Malaysia revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,582	56,463	64,051
Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185

Source: TMG, TMCLS, MAS, BNM, FPA

The breakdown of borrowings from 1H FY2021 to 1H FY2026 is shown in **Exhibit 32**.

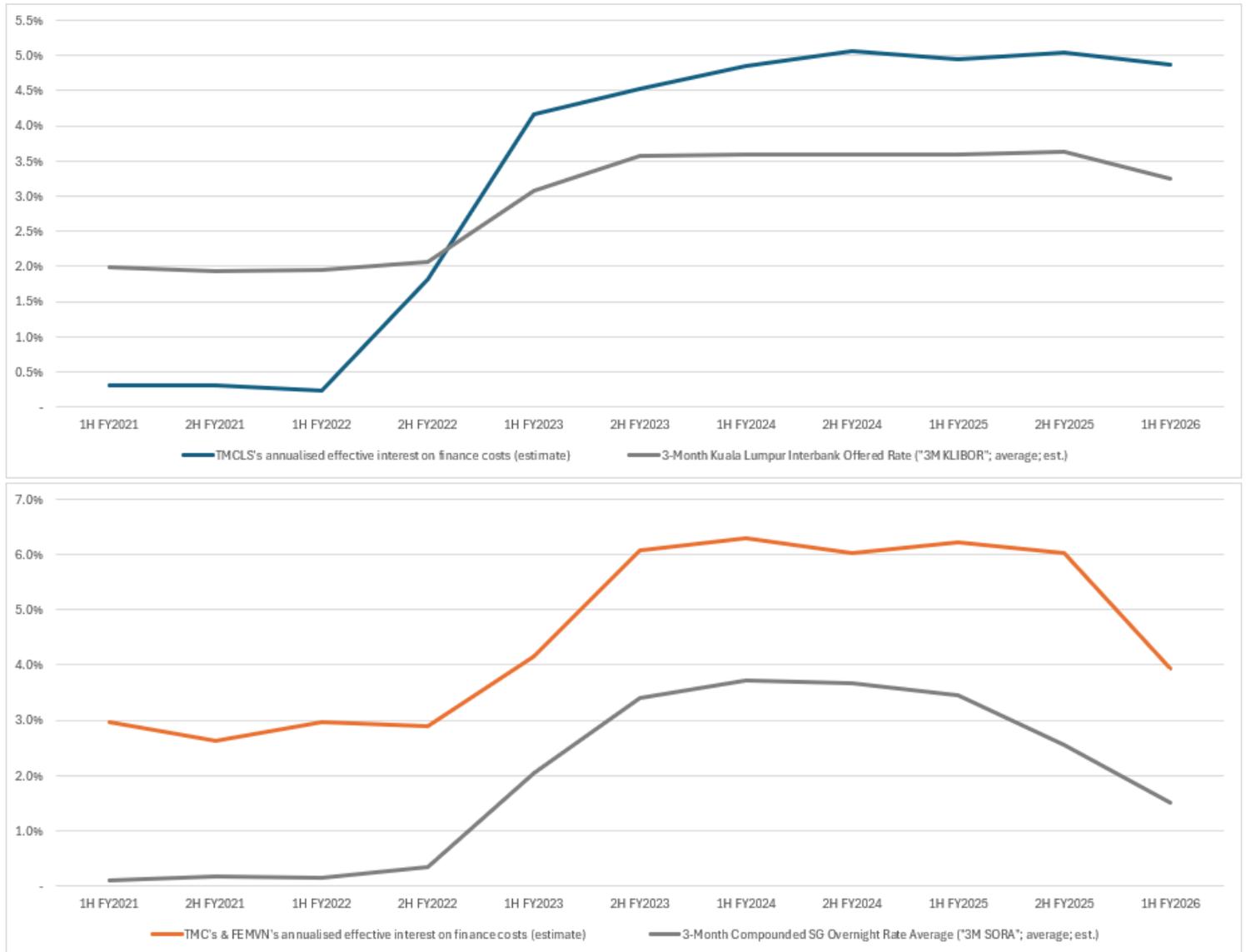
Exhibit 32: Borrowings (1H FY2021 to 1H FY2026)

(in S\$ '000)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Secured bank loans (current)	323	321	179	2,679	4,868	12,129	100,815	14,260	65,928	163,943	26,777
Medium-Term Notes ("MTNs"; current)	-	-	224,715	225,000	-	-	-	174,924	174,317	-	-
Current borrowings	323	321	224,894	227,679	4,868	12,129	100,815	189,184	240,245	163,943	26,777
Secured bank loans (non-current)	211,285	220,186	234,743	226,801	446,461	440,857	681,213	612,018	349,201	407,596	529,002
MTNs (non-current)	398,931	398,898	174,544	174,620	174,696	294,772	324,848	305,000	510,000	534,372	534,444
Non-current borrowings	610,216	619,084	409,287	401,421	621,157	735,629	1,006,061	917,018	859,201	941,968	1,063,446
Current borrowings	323	321	224,894	227,679	4,868	12,129	100,815	189,184	240,245	163,943	26,777
Non-current borrowings	610,216	619,084	409,287	401,421	621,157	735,629	1,006,061	917,018	859,201	941,968	1,063,446
Total interest-bearing loans and borrowings	610,539	619,405	634,181	629,100	626,025	747,758	1,106,876	1,106,202	1,099,446	1,105,911	1,090,223
MTNs:											
Medium-Term Notes ("MTNs"; current)	-	-	224,715	225,000	-	-	-	174,924	174,317	-	-
MTNs (non-current)	398,931	398,898	174,544	174,620	174,696	294,772	324,848	305,000	510,000	534,372	534,444
MTNs (total)	398,931	398,898	399,259	399,620	174,696	294,772	324,848	479,924	684,317	534,372	534,444
MTNs (\$\$225M, maturing Jul 2022, 4.80%)	225,000	225,000	225,000	225,000	-	-	-	-	-	-	-
Series 002 Notes (\$\$175M, maturing Jan 2025, 4.05%)	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	-	-
Series 003 Tranche 1 Notes (\$\$120M, maturing May 2028, 5.50%)	-	-	-	-	-	120,000	120,000	120,000	120,000	120,000	120,000
Series 003 Tranche 2 Notes (\$\$30M, maturing May 2028, 5.50%)	-	-	-	-	-	-	30,000	30,000	30,000	30,000	30,000
Series 003 Tranche 3 Notes (\$\$25M, maturing May 2028, 5.50%)	-	-	-	-	-	-	-	-	25,000	25,000	25,000
Series 004 Tranche 1 Notes (\$\$155M, maturing May 2027, 5.25%)	-	-	-	-	-	-	-	155,000	155,000	155,000	155,000
Series 004 Tranche 2 Notes (\$\$20M, maturing May 2027, 5.25%)	-	-	-	-	-	-	-	-	20,000	20,000	20,000
Series 005 Tranche 1 Notes (\$\$160M, maturing Oct 2029, 4.65%)	-	-	-	-	-	-	-	-	160,000	160,000	160,000
Series 005 Tranche 2 Notes (\$\$25M, maturing Oct 2029, 4.65%)	-	-	-	-	-	-	-	-	-	25,000	25,000
Total MTNs	400,000	400,000	400,000	400,000	175,000	295,000	325,000	480,000	685,000	535,000	535,000
Estimated interest expenses (MTNs):											
MTNs (\$\$225M, maturing Jul 2022, 4.80%)	5,400	5,400	5,400	5,400	5,400	-	-	-	-	-	-
Series 002 Notes (\$\$175M, maturing Jan 2025, 4.05%)	3,544	3,544	3,544	3,544	3,544	3,544	3,544	3,544	3,544	3,544	-
Series 003 Tranche 1 Notes (\$\$120M, maturing May 2028, 5.50%)	-	-	-	-	-	-	3,300	3,300	3,300	3,300	3,300
Series 003 Tranche 2 Notes (\$\$30M, maturing May 2028, 5.50%)	-	-	-	-	-	-	-	825	825	825	825
Series 003 Tranche 3 Notes (\$\$25M, maturing May 2028, 5.50%)	-	-	-	-	-	-	-	-	-	688	688
Series 004 Tranche 1 Notes (\$\$155M, maturing May 2027, 5.25%)	-	-	-	-	-	-	-	-	4,069	4,069	4,069
Series 004 Tranche 2 Notes (\$\$20M, maturing May 2027, 5.25%)	-	-	-	-	-	-	-	-	-	525	525
Series 005 Tranche 1 Notes (\$\$160M, maturing Oct 2029, 4.65%)	-	-	-	-	-	-	-	-	-	3,720	3,720
Series 005 Tranche 2 Notes (\$\$25M, maturing Oct 2029, 4.65%)	-	-	-	-	-	-	-	-	-	-	581
Interest expenses (from MTNs; estimate)	8,944	8,944	8,944	8,944	8,944	3,544	6,844	7,669	11,738	16,670	13,708
Bank loans:											
Secured bank loans (current)	323	321	179	2,679	4,868	12,129	100,815	14,260	65,928	163,943	26,777
Secured bank loans (non-current)	211,285	220,186	234,743	226,801	446,461	440,857	681,213	612,018	349,201	407,596	529,002
Secured bank loans (total)	211,608	220,507	234,922	229,480	451,329	452,986	782,028	626,278	415,129	571,539	555,779

Source: TMG, FPA

Annualised effective interest for TMCLS generally trended with the 3M KLIBOR from 1H FY2021 to 1H FY2026, as shown in **Exhibit 33** (top). while the collective annualised effective interest on bank borrowings for TMC & FEMVN generally trended with the 3M SORA in the same period, as shown in **Exhibit 33** (bottom).

Exhibit 33: Annualised Effective Interest on Bank Borrowings vs 3M KLIBOR & 3M SORA (1H FY2021 to 1H FY2026)



Source: TMG, TMCLS, BNM, MAS, FPA

Share of results of a joint venture:

Loss from a joint venture fell by 99.0% to S\$5,000 (nearest '000) in 1H FY2026 from S\$0.5 million in 1H FY2025, as shown in **Exhibit 34**, amid investment in a joint venture falling by S\$5,000 to S\$12,000 (nearest '000) at end-1H FY2026 from S\$17,000 (nearest '000) at end-2H FY2025. The joint venture refers to Hatch Health Pte Ltd ("HHPL"), a joint venture whose principal activities were indicated by TMG as "Development of software and application".

Exhibit 34: Share of Results of a Joint Venture (1H FY2026 vs 1H FY2025)

(in S\$ '000)	Actual		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
Share of results of a joint venture	(5)	(479)	474	(99.0%)
Joint venture (Hatch Health Pte Ltd or "HHPL"):				
Investment in a joint venture (start of period)	17	-	17	n.m.
Additional investment	-	500	(500)	(100.0%)
Share of results of a joint venture	(5)	(479)	474	(99.0%)
Investment in a joint venture	12	21	(9)	(42.9%)

n.m. = not meaningful.

Source: TMG, FPA

Share of results of HHPL and investment in HHPL from 1H FY2021 to 1H FY2026 are shown in **Exhibit 35**.

Exhibit 35: Share of Results of a Joint Venture and Investment in a Joint Venture (1H FY2021 to 1H FY2026)

(in S\$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Share of results of a joint venture	-	-	-	-	(286)	(207)	(135)	(57)	(479)	(4)	(5)
Joint venture (Hatch Health Pte Ltd or "HHPL"):											
Investment in a joint venture (start of period)	-	-	-	-	*	399	192	57	-	21	17
Additional investment	-	-	-	-	685	-	-	-	500	-	-
Share of results of a joint venture	-	-	-	-	(286)	(207)	(135)	(57)	(479)	(4)	(5)
Investment in a joint venture	-	-	-	*	399	192	57	-	21	17	12

* = less than S\$1,000.

Source: TMG, FPA

Income tax expense:

Income tax expense fell by 10.5% to S\$3.1 million in 1H FY2026 from S\$3.5 million in 1H FY2025, as shown in **Exhibit 36**, amid TMCLS's taxation falling by 149.4% (or an estimated 156.5%) to RM4.9 million (S\$1.5 million) in 1H FY2026 from RM2.0 million (S\$0.6 million) in 1H FY2025.

TMG noted, "Income tax expense was lower mainly due to lower taxable profits."

Exhibit 36: Income Tax Expense (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
TMCLS's taxation (in RM '000)	4,930	1,977	2,953	149.4%
÷ Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	2.8%
TMCLS's taxation (in S\$ '000)	1,548	604	944	156.5%
TMC's & FEMVN's income tax expense (estimate)	1,545	2,851	(1,306)	(45.8%)
TMG's income tax expense	3,093	3,455	(362)	(10.5%)

Average SGD-to-MYR exchange rate:

TMCLS's revenue (in RM '000)	203,974	162,393	41,581	25.6%
÷ TMG's Malaysia revenue (in S\$ '000)	64,051	49,582	14,469	29.2%
Average SGD-to-MYR exchange rate (implied)	3.185	3.275	(0.091)	(2.8%)

Source: TMG, TMCLS, FPA

TMCLS's effective tax rate, as well as the collective rate for TMC & FEMVN, from 1H FY2021 to 1H FY2026, are shown in **Exhibit 37**.

Exhibit 37: Income Tax Expense (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
TMCLS's taxation (in RM '000)	4,415	3,003	3,420	(12,629)	4,692	(3,059)	10,159	1,814	1,977	1,489	4,930
÷ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185
TMCLS's taxation (in S\$ '000)	1,458	981	1,115	(4,082)	1,455	(926)	2,967	522	604	459	1,548
TMC's & FEMVN's income tax expense (estimate)	3,152	3,681	4,830	8,850	6,946	6,672	3,751	3,701	2,851	2,449	1,545
TMG's income tax expense	4,610	4,662	5,945	4,768	8,401	5,746	6,718	4,223	3,455	2,908	3,093
Effective tax rate:											
TMCLS's taxation (in RM '000)	4,415	3,003	3,420	(12,629)	4,692	(3,059)	10,159	1,814	1,977	1,489	4,930
TMCLS's (loss)/profit before taxation (in RM '000)	17,600	10,072	14,371	17,809	16,410	24,480	39,823	12,798	3,966	3,106	15,903
Effective tax rate	25.1%	29.8%	23.8%	n.m.	28.6%	n.m.	25.5%	14.2%	49.8%	47.9%	31.0%
TMC's & FEMVN's income tax expense (estimate)	3,152	3,681	4,830	8,850	6,946	6,672	3,751	3,701	2,851	2,449	1,545
TMC's & FEMVN's (loss)/profit before taxation	3,664	3,033	9,098	36,131	19,305	5,950	(8,190)	5,542	(20,040)	(32,425)	(11,022)
Effective tax rate	86.0%	121.4%	53.1%	24.5%	36.0%	112.1%	n.m.	66.8%	n.m.	n.m.	n.m.
Average SGD-to-MYR exchange rate:											
TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
÷ TMG's Malaysia revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,582	56,463	64,051
Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185

n.m. = not meaningful.

Source: TMG, TMCLS, FPA

Loss/Profit for the Period and attributable to Owners, Earnings Per Share (“EPS”), and Dividend Per Share (“DPS”):

Accordingly, loss for the period fell by 27.6% to S\$9.1 million in 1H FY2026 from S\$12.6 million in 1H FY2025, as shown in Exhibit 38.

Exhibit 38: Loss/Profit for the Period (1H FY2026 vs 1H FY2025)

(in S\$ '000)	Actual		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
Results from operating activities	18,186	20,171	(1,985)	(9.8%)
Finance income	960	2,027	(1,067)	(52.6%)
Finance costs	(25,169)	(30,869)	5,700	(18.5%)
Share of results of a joint venture	(5)	(479)	474	(99.0%)
(Loss)/profit before taxation	(6,028)	(9,150)	3,122	(34.1%)
Income tax expense	(3,093)	(3,455)	362	(10.5%)
(Loss)/profit for the period	(9,121)	(12,605)	3,484	(27.6%)

Source: TMG, FPA

Loss/Profit for the period from 1H FY2021 to 1H FY2026 is shown in Exhibit 39.

Exhibit 39: Loss/Profit for the Period (1H FY2021 to 1H FY2026)

(in S\$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Results from operating activities	26,096	22,716	30,893	60,914	45,228	37,032	27,449	46,073	20,171	(4,265)	18,186
Finance income	542	438	476	512	1,500	2,448	4,972	2,404	2,027	1,589	960
Finance costs	(12,293)	(11,317)	(11,473)	(12,024)	(13,763)	(16,749)	(20,639)	(30,912)	(30,869)	(28,787)	(25,169)
Share of results of a joint venture	-	-	-	-	(286)	(207)	(135)	(57)	(479)	(4)	(5)
(Loss)/profit before taxation	14,345	11,837	19,896	49,402	32,679	22,524	11,647	17,508	(9,150)	(31,467)	(6,028)
Income tax expense	(4,610)	(4,662)	(5,945)	(4,768)	(8,401)	(5,746)	(6,718)	(4,223)	(3,455)	(2,908)	(3,093)
(Loss)/profit for the period	9,735	7,175	13,951	44,634	24,278	16,778	4,929	13,285	(12,605)	(34,375)	(9,121)

Source: TMG, FPA

To estimate the breakdown of loss/profit for the period between TMCLS and TMC & FEMVN, we convert TMCLS's income statement for 1H FY2021 to 1H FY2026 to SGD, as shown in **Exhibit 40**.

Exhibit 40: Income Statements of TMCLS vs TMC & FEMVN (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
TMCLS:											
TMCLS's revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,582	56,463	64,051
Other operating income	147	202	249	482	413	836	737	472	597	816	990
Inventories & consumables	(10,686)	(11,240)	(11,502)	(13,092)	(13,094)	(14,491)	(15,364)	(14,022)	(16,018)	(20,211)	(23,436)
Staff costs	(9,916)	(11,347)	(12,618)	(13,380)	(14,114)	(15,105)	(15,290)	(15,758)	(17,774)	(18,415)	(18,126)
Other operating expenses	(4,868)	(5,514)	(6,114)	(7,514)	(8,284)	(9,164)	(8,205)	(8,282)	(9,680)	(11,138)	(11,792)
Depreciation & amortisation	(2,099)	(2,177)	(2,064)	(3,078)	(3,890)	(4,076)	(3,923)	(4,167)	(4,839)	(5,627)	(5,887)
Results from operating activities	5,484	3,046	4,424	6,048	6,073	8,314	12,345	4,359	1,868	1,888	5,800
Interest income	391	328	334	315	420	574	780	805	812	465	449
Finance costs	(61)	(84)	(74)	(606)	(1,403)	(1,478)	(1,494)	(1,480)	(1,469)	(1,395)	(1,255)
TMCLS's (loss)/profit before taxation	5,813	3,290	4,684	5,757	5,090	7,409	11,631	3,684	1,211	958	4,994
Taxation	(1,458)	(981)	(1,115)	4,082	(1,455)	926	(2,967)	(522)	(604)	(459)	(1,548)
TMCLS's (loss)/profit for the period	4,355	2,309	3,570	9,839	3,635	8,335	8,664	3,162	607	499	3,446
TMC & FEMVN:											
Singapore	83,735	90,635	108,905	145,697	138,958	121,456	113,728	86,514	97,573	92,594	97,684
Vietnam	-	-	-	-	-	-	-	50,407	51,909	46,537	51,340
Revenue	83,735	90,635	108,905	145,697	138,958	121,456	113,728	136,921	149,482	139,131	149,024
Other income	7,996	3,594	4,700	4,385	1,923	2,463	2,307	27,984	2,323	57,133	1,917
Inventories & consumables used	(13,866)	(13,710)	(15,144)	(15,583)	(16,602)	(15,193)	(15,048)	(31,325)	(29,344)	(33,756)	(32,201)
Staff costs	(23,778)	(29,839)	(36,765)	(45,157)	(48,467)	(40,288)	(44,310)	(46,402)	(52,999)	(46,303)	(56,382)
Other operating expenses	(26,425)	(24,382)	(28,733)	(28,183)	(30,297)	(32,975)	(34,576)	(32,176)	(37,051)	(108,247)	(35,156)
EBITDA	27,661	26,299	32,964	61,159	45,515	35,463	22,101	55,001	32,411	7,958	27,202
Depreciation and amortisation expenses	(7,049)	(6,629)	(6,495)	(6,293)	(6,359)	(6,745)	(6,997)	(13,287)	(14,108)	(14,111)	(14,816)
Results from operating activities	20,612	19,670	26,469	54,866	39,155	28,718	15,104	41,714	18,303	(6,153)	12,386
Finance income	151	110	142	197	1,080	1,874	4,192	1,599	1,215	1,124	511
Finance costs	(12,232)	(11,233)	(11,399)	(11,418)	(12,360)	(15,271)	(19,145)	(29,432)	(29,400)	(27,392)	(23,914)
Share of results of a joint venture	-	-	-	-	(286)	(207)	(135)	(57)	(479)	(4)	(5)
(Loss)/profit before taxation	8,532	8,547	15,212	43,645	27,589	15,115	16	13,824	(10,361)	(32,425)	(11,022)
Income tax expense	(3,152)	(3,681)	(4,830)	(8,850)	(6,946)	(6,672)	(3,751)	(3,701)	(2,851)	(2,449)	(1,545)
(Loss)/profit for the period	5,380	4,866	10,381	34,795	20,643	8,443	(3,735)	10,123	(13,212)	(34,874)	(12,567)

Source: TMG, TMCLS, FPA

Accordingly, we estimate the breakdown of profit attributable to Non-Controlling Interests (“NCI”), from 1H FY2021 to 1H FY2026, as shown in **Exhibit 41**. Based on TMG’s AR for FY2025, we note that TMG also owns only 80% (instead of 100%) of Thomson Paediatric Centre Pte Ltd. Thus, the profit attributable to NCI not from TMCLS may be from Thomson Paediatric Centre Pte Ltd.

Exhibit 41: Non-Controlling Interests (1H FY2021 to 1H FY2026)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
TMCLS's (loss)/profit for the period (in RM '000)	13,185	7,069	10,951	30,438	11,718	27,539	29,664	10,984	1,969	1,617	10,973
+ Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185
TMCLS's (loss)/profit for the period (in S\$ '000)	4,355	2,309	3,570	9,839	3,635	8,335	8,864	3,162	607	499	3,446
* % of TMCLS not owned by TMG	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%
TMCLS's (loss)/profit for the period not attributable to TMG (in S\$ '000)	1,301	690	1,066	2,939	1,086	2,490	2,588	944	181	149	1,029
Other (loss)/profit not attributable to owners of TMG (estimate)	333	349	400	418	397	528	323	202	114	152	95
TMG's non-controlling interest	1,634	1,039	1,466	3,357	1,483	3,018	2,911	1,146	295	301	1,124
TMG's ownership of TMCLS and implied exchange rate:											
Shares in TMCLS owned by TMG ('000)	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638
+ TMCLS ordinary shares ('000)	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882
% of TMCLS owned by TMG	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%
Average SGD-to-MYR exchange rate:											
TMCLS's revenue (in RM '000)	99,621	101,403	111,898	131,876	145,212	166,231	186,221	160,197	162,393	183,145	203,974
+ TMG's Malaysia revenue (in S\$ '000)	32,905	33,123	36,474	42,630	45,041	50,314	54,390	46,115	49,562	56,463	64,051
Average SGD-to-MYR exchange rate (implied)	3.028	3.061	3.068	3.094	3.224	3.304	3.424	3.474	3.275	3.244	3.185

Source: TMG, TMCLS, FPA

After deducting profit attributable to NCI from loss/profit for the period, loss attributable to owners of the Company fell by 20.6% to S\$10.2 million in 1H FY2026 from S\$12.9 million in 1H FY2025, as shown in **Exhibit 42**. Given minimal change in the weighted average number of shares, we estimate that diluted loss per share (cents) fell by 20.4% to 0.039 in 1H FY2026 from 0.049 in 1H FY2025. TMG did not declare any dividend for 1H FY2026 and noted it “will only consider declaring a final dividend after the end of each financial year.”

Exhibit 42: Loss/Profit Attributable to Owners of the Company, Diluted EPS, and DPS (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
Owners of the Company	(10,245)	(12,900)	2,655	(20.6%)
Non-controlling interest	1,124	295	829	281.0%
(Loss)/profit for the period	(9,121)	(12,605)	3,484	(27.6%)
Weighted average number of shares (diluted)	26,448,687	26,458,912	(10,225)	(0.0%)
Earnings per share (diluted; in cents)	(0.039)	(0.049)	0.010	(20.6%)
Dividend per share (cents)	-	-	-	n.m.

n.m. = not meaningful.

Source: TMG, FPA

Loss/Profit attrib. to owners of the company, diluted EPS, and DPS, from 1H FY2021 to 1H FY2026, are shown in **Exhibit 43**.

Exhibit 43: Loss/Profit Attributable to Owners of the Company, Diluted EPS, and DPS (1H FY2021 to 1H FY2026)

(in S\$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Owners of the Company	8,101	6,136	12,485	41,277	22,795	13,760	2,018	12,139	(12,900)	(34,676)	(10,245)
Non-controlling interest	1,634	1,039	1,466	3,357	1,483	3,018	2,911	1,146	295	301	1,124
(Loss)/profit for the period	9,735	7,175	13,951	44,634	24,278	16,778	4,929	13,285	(12,605)	(34,375)	(9,121)
Weighted average number of shares (diluted)	26,441,017	26,441,017	26,441,017	26,441,067	26,441,067	26,446,738	26,458,912	26,458,912	26,458,912	26,458,912	26,448,687
Earnings per share (diluted; in cents)	0.031	0.023	0.047	0.156	0.086	0.052	0.008	0.046	(0.049)	(0.131)	(0.039)
Dividend per share (cents)	-	0.015	-	0.115	-	0.040	-	-	-	-	-

Source: TMG, FPA

While TMG did not declare dividends for 1H FY2024 to 1H FY2026, it might be worthwhile to note that TMCLS declared dividends for FY2021 to FY2025, as shown in **Exhibit 44**. We note that payout ratio (excluding special dividend) rose to 90.0% in FY2025 amid TMCLS's profit for the period falling by 91.1% to RM3.6 million in FY2025 from RM40.6 million in FY2024.

Exhibit 44: TMCLS's Dividend Per Share (FY2021 to FY2025)

(in RM '000 unless otherwise indicated)	Actual				
	FY2021	FY2022	FY2023	FY2024	FY2025
First & final dividend (in sen)	0.2215	0.2763	0.4199	0.4898	0.1863
Special dividend (in sen)	-	-	0.4199	1.7271	-
Dividend per share (in sen)	0.2215	0.2763	0.8398	2.2169	0.1863
× TMCLS ordinary shares ('000)	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882
Dividends paid (in next FY)	3,858	4,813	14,628	38,616	3,245
First & final dividend (in sen)	0.2215	0.2763	0.4199	0.4898	0.1863
× TMCLS ordinary shares ('000)	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882
Dividends paid (in next FY; excl. special dividend)	3,858	4,813	7,314	8,532	3,245
Payout ratio:					
Dividends paid (in next FY)	3,858	4,813	14,628	38,616	3,245
÷ (Loss)/profit for the period	20,254	41,389	39,257	40,648	3,606
Payout ratio (%)	19.0%	11.6%	37.3%	95.0%	90.0%
Dividends paid (in next FY; excl. special dividend)	3,858	4,813	7,314	8,532	3,245
÷ (Loss)/profit for the period	20,254	41,389	39,257	40,648	3,606
Payout ratio (%)	19.0%	11.6%	18.6%	21.0%	90.0%

Source: TMCLS, FPA

TMG's financial performance in 1H FY2026 and 1H FY2025 is summarised in **Exhibit 45**.

Exhibit 45: Financial Performance (1H FY2026 vs 1H FY2025)

(in S\$ '000 unless otherwise indicated)	Actual		1H FY2026 v 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change (%)
Singapore	97,684	97,573	111	0.1%
Malaysia	64,051	49,582	14,469	29.2%
Vietnam	51,340	51,909	(569)	(1.1%)
Revenue	213,075	199,064	14,011	7.0%
Other income	2,907	2,920	(13)	(0.4%)
Inventories & consumables used	(55,637)	(45,362)	(10,275)	22.7%
Staff costs	(74,508)	(70,773)	(3,735)	5.3%
Other operating expenses	(46,948)	(46,731)	(217)	0.5%
EBITDA	38,889	39,118	(229)	(0.6%)
Depreciation and amortisation expenses	(20,703)	(18,947)	(1,756)	9.3%
Results from operating activities	18,186	20,171	(1,985)	(9.8%)
Finance income	960	2,027	(1,067)	(52.6%)
Finance costs	(25,169)	(30,869)	5,700	(18.5%)
Share of results of a joint venture	(5)	(479)	474	(99.0%)
(Loss)/profit before taxation	(6,028)	(9,150)	3,122	(34.1%)
Income tax expense	(3,093)	(3,455)	362	(10.5%)
(Loss)/profit for the period	(9,121)	(12,605)	3,484	(27.6%)
Owners of the Company	(10,245)	(12,900)	2,655	(20.6%)
Non-controlling interest	1,124	295	829	281.0%
(Loss)/profit for the period	(9,121)	(12,605)	3,484	(27.6%)
Weighted average number of shares (diluted)	26,448,687	26,458,912	(10,225)	(0.0%)
Earnings per share (diluted; in cents)	(0.039)	(0.049)	0.010	(20.6%)
Dividend per share (cents)	-	-	-	n.m.

Source: TMG, FPA

(II) CASH FLOWS REVIEW

We also briefly review the cash flows of both TMCLS and TMG.

TMCLS's cash & cash equivalents fell to RM 60.8 million in 2H FY2025 from RM131.3 million in 1H FY2024, as shown in **Exhibit 46**, amid falling profit before tax from 1H FY2024 to 2H FY2025, and payment of dividends in 1H FY2024 & 1H FY2025. However, TMCLS's cash & cash equivalents rose to RM91.0 million in 1H FY2026 amid profit before tax rising to RM15.9 million and maturity of deposits of RM26.8 million.

Exhibit 46: TMCLS's Cash Flows Statement (1H FY2021 to 1H FY2026)

(in RM '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Summarised cash flows statement:											
Net cash flows generated from operating activities	21,905	544	(3,198)	38,845	7,961	46,610	50,276	24,487	12,102	10,404	28,289
Net cash flows generated from investing activities	(57,617)	(38,515)	(19,614)	(54,743)	(13,482)	(25,440)	(14,866)	(39,307)	2,029	(6,670)	21,951
Net cash flows used in financing activities	30,016	52,295	22,191	10,078	4,124	(2,082)	(20,642)	(9,014)	(47,787)	(16,767)	(20,017)
Net increase/(decrease) in cash & cash equivalents	(5,696)	14,324	1,285	(7,726)	(1,397)	19,088	14,768	(23,834)	(33,656)	(13,033)	30,223
Exchange rate effects	7	(5)	-	-	-	-	-	-	-	-	-
Cash & cash equivalents at beginning of the financial period	96,697	91,008	105,327	106,612	98,886	97,489	116,577	131,345	107,511	73,855	60,822
Cash & cash equivalents at end of the financial period	91,008	105,327	106,612	98,886	97,489	116,577	131,345	107,511	73,855	60,822	91,045
Breakdown of cash & cash equivalents:											
Cash at banks and on hand	69,246	81,521	77,118	66,467	71,862	86,811	83,145	60,003	51,079	43,555	52,819
Deposits with licenced banks	60,450	58,385	56,243	74,668	68,553	79,733	107,192	128,569	83,066	66,009	60,077
Cash at banks and on hand + deposits	129,696	139,906	133,361	141,135	140,415	166,544	190,337	188,572	134,145	109,564	112,896
Less: Deposits with licenced banks (for more than 3 months)	(38,188)	(32,688)	(26,478)	(39,978)	(40,015)	(45,803)	(54,828)	(76,861)	(56,300)	(44,636)	(17,835)
Deposit pledged to a licenced bank	(500)	(548)	(600)	(600)	(700)	(1,704)	(1,704)	(1,740)	(1,530)	(1,646)	(1,556)
Cash restricted in use	-	(1,343)	(1,577)	(1,671)	(2,211)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)
Cash & cash equivalents at end of the financial period	91,008	105,327	104,706	98,886	97,489	116,577	131,345	107,511	73,855	60,822	91,045
Cash flows statement:											
Profit before tax	17,600	10,072	14,371	17,809	16,410	24,480	39,823	12,798	3,966	3,106	15,903
Non-cash items	6,738	7,432	6,975	9,147	13,609	14,951	14,002	14,262	16,398	18,533	19,221
Interest expense	185	256	227	1,876	4,523	4,883	5,114	5,140	4,812	4,524	3,996
Interest income	(1,183)	(1,004)	(1,026)	(975)	(1,354)	(1,695)	(2,670)	(2,796)	(2,660)	(1,507)	(1,430)
Operating profit before changes in working capital	23,340	16,756	20,547	27,857	33,188	42,419	56,269	29,404	25,516	24,656	37,690
Net change in current assets	2,516	(2,929)	(3,328)	(12,067)	(13,674)	(10,565)	1,485	8,880	(4,503)	(14,580)	(649)
Net change in trade and other payables and contract liabilities	(1,868)	(8,306)	(15,640)	29,052	(6,697)	20,035	(2,290)	(7,834)	(113)	5,922	(8,241)
Cash generated from operations	23,988	5,521	1,579	44,842	12,817	51,889	55,464	30,450	17,900	15,998	28,800
Interest paid	(1,637)	(2,143)	(2,871)	(3,561)	(4,401)	(4,939)	(5,078)	(5,098)	(4,719)	(4,407)	(3,881)
Net income tax refunded / (paid)	(446)	(2,834)	(1,906)	(2,436)	(455)	(340)	(110)	(865)	(1,079)	(1,187)	3,370
Net cash flows generated from operating activities	21,905	544	(3,198)	38,845	7,961	46,610	50,276	24,487	12,102	10,404	28,289
Acquisition of property, plant and equipment	(59,894)	(42,738)	(26,564)	(41,126)	(13,906)	(18,056)	(8,093)	(17,257)	(20,952)	(19,755)	(5,554)
Acquisition of intangible assets	-	(890)	-	(998)	(255)	(2,240)	(417)	(2,778)	(449)	17	(820)
Proceeds from disposal of property, plant and equipment	23	-	-	-	2	2	-	-	-	12	3
financial institutions with original maturity of more than three (3) months deposits pledged	1,071	5,500	6,210	(13,500)	(37)	(5,788)	(9,026)	(22,032)	20,560	11,665	26,802
cash restricted in use	-	(48)	(52)	-	(100)	(1,004)	-	(36)	210	(116)	90
Interest received	1,183	1,004	1,026	975	1,354	1,895	2,670	2,796	2,660	1,507	1,430
Net cash flows generated from investing activities	(57,617)	(38,515)	(19,614)	(54,743)	(13,482)	(25,440)	(14,866)	(39,307)	2,029	(6,670)	21,951
Dividend paid	(2,923)	-	(3,858)	-	(4,813)	-	(14,628)	-	(38,616)	-	(3,245)
Payment of lease liabilities	(969)	(942)	(1,002)	(833)	(1,023)	(891)	(998)	(1,029)	(1,180)	(1,281)	(1,278)
Drawdown of term loans	29,514	53,727	27,542	11,400	10,448	6,797	2,972	6	-	-	-
Repayment of term loans	(16)	(49)	(49)	(49)	(47)	(7,547)	(7,547)	(7,550)	(7,550)	(15,045)	(15,053)
Drawdown of hire purchase	4,410	-	-	-	-	-	-	-	-	-	-
Repayment of hire purchase	-	(441)	(442)	(440)	(441)	(441)	(441)	(441)	(441)	(441)	(441)
Net cash flows used in financing activities	30,016	52,295	22,191	10,078	4,124	(2,082)	(20,642)	(9,014)	(47,787)	(16,767)	(20,017)

Source: TMCLS, FPA

However, as a group, TMG's cash & cash equivalents fell to S\$95.2 million in 1H FY2026 from S\$276.2 million in 2H FY2023, as shown in **Exhibit 47**. Contributing factors included: (1) loss or falling profit before taxation; and (2) rising interest paid after TMG's acquisition of FEMVN in December 2023.

Exhibit 47: TMG's Cash Flows Statement (1H FY2021 to 1H FY2026)

(in S\$ '000)	Actual / Estimate										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Summarised cash flows statement:											
Net cash flows from operating activities	33,585	27,668	30,511	62,291	52,811	35,783	138,417	(55,067)	34,608	25,840	37,595
Net cash flows used in investing activities	(20,731)	(16,841)	(10,865)	(18,571)	(7,315)	(6,073)	(471,744)	(18,246)	(15,868)	(11,290)	(11,020)
Net cash flows (used in)/generated from financing activities	(52,871)	(5,950)	(5,013)	(18,470)	(51,410)	105,627	320,082	(38,757)	(46,801)	(24,392)	(47,567)
Net decrease in cash & cash equivalents	(40,017)	4,877	14,633	25,250	(5,914)	135,337	(13,245)	(112,070)	(28,061)	(9,842)	(20,992)
Effect of exchange rate changes on cash & cash equivalents	379	(655)	17	(1,092)	(1,633)	(2,533)	(1,771)	1,167	3,438	(1,753)	2,172
Cash & cash equivalents (start of period)	147,507	107,869	112,091	126,741	150,899	143,352	276,156	261,140	150,237	125,614	114,019
Cash & cash equivalents (end of period)	107,869	112,091	126,741	150,899	143,352	276,156	261,140	150,237	125,614	114,019	95,199
Cash flows statement:											
(Loss)/profit before taxation	14,345	11,837	19,896	49,402	32,679	22,524	11,647	17,508	(9,150)	(31,467)	(6,028)
(Write back of)/allowance for expected credit losses on trade receivables, net	130	279	136	14	129	1,266	151	(79)	159	(189)	233
Depreciation and amortisation expenses	9,148	8,806	8,559	9,371	10,249	10,821	10,920	17,454	18,947	19,738	20,703
Finance costs	12,293	11,317	11,473	12,024	13,763	16,749	20,639	30,912	30,869	28,787	25,169
Bad debts written off	-	-	-	-	-	-	-	-	-	-	-
Inventories written off	-	-	-	-	183	24	25	13	33	16	68
Loss on disposal of property and equipment	4	181	-	(23)	57	85	12	95	132	7	3
Gain on lease modification/derecognition of leases	-	-	-	(52)	-	(4)	-	(15)	(5)	1	(3)
Gain on termination of leases	-	-	-	-	-	-	(3)	3	-	-	-
Property and equipment written off	11	6	6	17	4	7	11	22	18	73	5
Finance income	(542)	(438)	(476)	(512)	(1,500)	(2,448)	(4,972)	(2,404)	(2,027)	(1,589)	(960)
Share of results of a joint venture	-	-	-	-	286	207	135	57	479	4	5
Unrealised exchange loss	(21)	38	(1)	61	131	233	94	(57)	(437)	961	(747)
Impairment loss on goodwill	-	-	146	-	-	-	-	-	-	75,134	-
Employee share-based expenses / Equity-settled share-based transactions	-	65	38	36	19	193	282	281	277	(472)	36
Reversal of impairment loss on development property	-	-	-	-	-	-	-	(12,432)	-	(26,593)	-
Reversal of impairment loss on investment properties	-	-	-	-	-	-	-	(13,101)	-	(28,024)	-
Operating cash flows before changes in working capital	35,368	32,091	39,777	70,338	56,000	49,657	38,941	38,257	39,295	36,387	38,484
(Increase)/decrease in inventories	757	(27)	27	(294)	(1,627)	363	181	1,021	(763)	(434)	(1,127)
(Increase)/decrease in trade and other receivables	1,446	(6,290)	(7,156)	(25,784)	(3,749)	(854)	11,878	13,750	(7,818)	(4,811)	3,655
Increase/(decrease) in trade and other payables and contract liabilities	(1,247)	4,670	1,470	21,810	8,448	(8,070)	89,325	(103,630)	6,201	(3,665)	(2,473)
Cash flows from operations	36,324	30,444	34,118	66,070	59,072	41,096	140,325	(50,602)	36,915	27,477	38,539
Interest income received	594	431	491	436	1,192	2,011	4,664	3,469	2,037	1,619	857
Income taxes paid	(3,333)	(3,207)	(4,098)	(4,215)	(7,453)	(7,324)	(6,572)	(7,934)	(4,344)	(3,256)	(1,801)
Net cash flows from operating activities	33,585	27,668	30,511	62,291	52,811	35,783	138,417	(55,067)	34,608	25,840	37,595
Purchase of property and equipment	(20,671)	(16,619)	(10,814)	(16,939)	(6,454)	(4,751)	(10,524)	(16,339)	(13,669)	(8,914)	(8,961)
Purchase of intangible assets	(68)	(272)	(51)	(321)	(234)	(1,350)	(1,389)	(2,108)	(1,707)	(2,371)	(2,066)
Purchase of other investment	-	-	-	(1,360)	-	-	-	-	-	-	-
Proceeds from disposal of property and equipment	8	50	-	49	58	28	137	201	8	(5)	7
Additional investment in a joint venture	-	-	-	-	(685)	-	-	-	(500)	-	-
Acquisition of a subsidiary, net of cash acquired	-	-	-	-	-	-	(459,968)	-	-	-	-
Net cash flows used in investing activities	(20,731)	(16,841)	(10,865)	(18,571)	(7,315)	(6,073)	(471,744)	(18,246)	(15,868)	(11,290)	(11,020)
Repayment of interest-bearing loans and borrowings	(275,005)	(10,155)	(159)	(13,157)	(240,149)	(2,418)	(36,801)	(162,289)	(214,915)	(235,695)	(177,292)
Proceeds from interest-bearing loans and borrowings	234,993	19,263	14,414	9,115	239,080	127,017	396,098	160,996	204,293	241,982	158,661
Changes in pledged deposits	2,493	(612)	(93)	(12)	575	(318)	(291)	(6,313)	3,195	3,652	2,192
Proceeds from conversion of warrants	-	-	-	6	-	-	-	-	-	-	-
Dividends paid on ordinary shares	-	-	(3,966)	-	(30,407)	-	(10,576)	-	-	-	-
Dividends paid to non-controlling interests of subsidiaries	(691)	(120)	(1,014)	(60)	(1,306)	(180)	(2,118)	(162)	(3,810)	(59)	(507)
Payment of principal portion of lease liabilities	(3,473)	(3,263)	(3,167)	(3,278)	(3,224)	(3,348)	(3,403)	(4,085)	(4,346)	(4,503)	(4,969)
Interest paid	(11,188)	(11,063)	(11,028)	(11,084)	(15,979)	(15,126)	(22,827)	(26,904)	(31,218)	(29,769)	(25,652)
Net cash flows (used in)/generated from financing activities	(52,871)	(5,950)	(5,013)	(18,470)	(51,410)	105,627	320,082	(38,757)	(46,801)	(24,392)	(47,567)

Source: TMG, FPA

FINANCIAL PROJECTIONS

(I) REVENUE PROJECTION

We note that TMG might be shifting towards specialties with higher ABSs. Thus, TMC's overall ABS may rise.

Given the downward trend in Singapore's TFR, we expect that TMG's obstetrics patient volume is likely to fall. However, we have little indication of whether non-obstetrics patient volume will rise (e.g., due to Singapore's ageing population) or fall (e.g., due to outbound medical tourism). Thus, we assume that inpatient volume (which may comprise a higher portion of obstetrics cases, e.g., deliveries) will fall in each of FY2026 & FY2027 while outpatient volume (which may comprise a lower portion of obstetrics cases) will fall in FY2026 then remain unchanged in FY2027.

Accordingly, we project that Singapore revenue will be S\$196.9 million in FY2026 and S\$206.5 million in FY2027, as shown in **Exhibit 48**.

Exhibit 48: Projected Singapore Revenue (FY2026 & FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
(Operational statistic) Singapore billings (estimate)	170,745	165,486	179,317	197,063	206,522
Other revenue (estimate)	89,669	34,756	11,083	(176)	-
Singapore revenue	260,414	200,242	190,400	196,887	206,522

Operational statistics:

(A) Inpatients (# of patients)	17,201	14,738	14,658	13,660	13,300
(B) Inpatient Average Billing Size ("ABS"; in S\$)	4,669	5,503	6,318	7,723	8,346
(A × B) Inpatient billings (estimate in S\$ '000)	80,311	81,103	92,609	105,492	110,997

(C) Outpatients (# of patients)	291,721	254,934	244,246	240,302	240,302
(D) Outpatient ABS (in S\$)	310	331	355	381	398
(C × D) Outpatient billings (estimate in S\$ '000)	90,434	84,383	86,707	91,571	95,525

Inpatient billings	80,311	81,103	92,609	105,492	110,997
Outpatient billings	90,434	84,383	86,707	91,571	95,525
Singapore billings (estimate)	170,745	165,486	179,317	197,063	206,522

Inpatients	17,201	14,738	14,658	13,660	13,300
Outpatients	291,721	254,934	244,246	240,302	240,302
Patient count (# of patients)	308,922	269,672	258,904	253,962	253,602

Source: TMG, FPA

We expect that TMG may also seek to raise the overall ABS of TMCLS. We also note that the revenue per inpatient for both IHH and KPJ has been rising from 3Q 2022 to 4Q 2025 (as shown in **Exhibit 4** on page 5), such that the revenue per inpatient for both IHH and KPJ may continue to rise. Thus, we note that TMCLS's overall ABS is likely to continue rising in FY2026 & FY2027.

Meanwhile, given that patient volume shifted to outpatient from inpatient in 1H FY2026, we assume that inpatient volume in FY2026 & FY2027 will not rise from that in FY2025, while outpatient volume will continue to rise in FY2026 & FY2027.

We assume that the average SGD-to-MYR exchange rate from 2H FY2026 to 2H FY2027 will be 3.084, the same as at 6 March 2026.

Accordingly, we project that Malaysia (or TMCLS) revenue will be S\$132.3 million in FY2026 and S\$143.7 million in FY2027, as shown in **Exhibit 49**.

Exhibit 49: Projected Malaysia Revenue (FY2026 & FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
TMCLS's revenue (in RM '000)	311,443	346,418	345,538	414,486	443,047
÷ TMG's Malaysia revenue (in S\$ '000)	95,355	100,505	105,812	132,318	143,676
Average SGD-to-MYR exchange rate (implied)	3.266	3.447	3.266	3.133	3.084
TMCLS's revenue (in RM '000)	284,072	325,631	338,214	405,552	434,918
Other revenue (estimate)	27,371	20,787	7,324	8,933	8,129
Revenue revenue	311,443	346,418	345,538	414,486	443,047
Operational statistics:					
(A) Inpatients (# of patients)	20,982	24,512	21,072	19,524	19,524
(B) Inpatient Average Billing Size ("ABS"; in RM)	9,738	9,992	10,779	12,388	13,711
(A × B) Inpatient billings (estimate in RM '000)	204,323	244,924	227,135	241,859	267,692
(C) Outpatients (# of patients)	180,021	188,567	201,596	217,968	222,672
(D) Outpatient ABS (in RM)	443	428	551	751	751
(C × D) Outpatient billings (estimate in RM '000)	79,749	80,707	111,079	163,694	167,227
Inpatient billings	204,323	244,924	227,135	241,859	267,692
Outpatient billings	79,749	80,707	111,079	163,694	167,227
Malaysia billings (estimate)	284,072	325,631	338,214	405,553	434,918
Inpatients	20,982	24,512	21,072	19,524	19,524
Outpatients	180,021	188,567	201,596	217,968	222,672
Patient count (# of patients)	201,003	213,079	222,668	237,492	242,196

Source: TMG, TMCLS, FPA

With FEMVN now accepting treatment payment via Vietnam's National Health Insurance, we expect patient volume to increase. We also expect TMG to similarly aim to raise the overall ABS for FEMVN. We assume that the average USD-to-SGD and USD-to-VND exchange rates from 2H FY2026 to 2H FY2027 will be the same as at 6 March 2026. Accordingly, we project that Vietnam revenue will be S\$99.1 million in FY2026 and S\$105.7 million in FY2027, as shown in **Exhibit 50**.

Exhibit 50: Projected Vietnam Revenue (FY2026 & FY2027)

(in US\$ '000 unless otherwise indicated)	Actual			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Vietnam revenue (in S\$ '000)	-	50,407	98,446	99,100	105,673
÷ Average USD-to-SGD exchange rate (estimate)	1.364	1.348	1.325	1.285	1.280
Vietnam revenue (estimate in US\$ '000)	-	37,391	74,283	77,119	82,576
× Average USD-to-VND exchange rate (estimate)	23,696	24,534	25,406	26,251	26,210
Vietnam revenue (estimate in VND million)	-	917,369	1,887,242	2,024,441	2,164,326

Breakdown of Vietnam revenue:

Vietnam billings (estimate in US\$ '000)	-	n.a.	70,781	74,387	79,977
Other revenue (estimate)	-	n.a.	3,502	2,732	2,599
Vietnam revenue (estimate in US\$ '000)	-	37,391	74,283	77,119	82,576

SGD-to-VND exchange rate (estimate):

Average USD-to-VND exchange rate (estimate)	23,696	24,534	25,406	26,251	26,210
÷ Average USD-to-SGD exchange rate (estimate)	1.364	1.348	1.325	1.285	1.280
Average SGD-to-VND exchange rate (estimate)	17,371	18,199	19,170	20,428	20,481

Operational statistics:

(A) Inpatients (# of patients)	-	7,323	6,611	6,993	7,375
(B) Inpatient Average Billing Size ("ABS"; in US\$)	-	4,103	4,250	4,140	4,146
(A × B) Inpatient billings (estimate in US\$ '000)	-	30,046	28,097	28,950	30,580

(C) Outpatients (# of patients)	-	237,789	230,726	246,752	262,778
(D) Outpatient ABS (in US\$)	-	188	185	184	188
(C × D) Outpatient billings (estimate in US\$ '000)	-	44,704	42,684	45,437	49,397

Inpatient billings	-	30,046	28,097	28,950	30,580
Outpatient billings	-	44,704	42,684	45,437	49,397
Vietnam billings (estimate in US\$ '000)	-	74,751	70,781	74,387	79,977

× Average USD-to-VND exchange rates (estimate)	23,696	24,534	25,406	26,251	26,210
Vietnam billings (estimate in VND million)	-	1,833,954	1,798,265	1,952,726	2,096,196

Inpatients	-	7,323	6,611	6,993	7,375
Outpatients	-	237,789	230,726	246,752	262,778
Patient count (# of patients)	-	245,112	237,337	253,745	270,153

Inpatient ABS (est. in VND '000; based on average USD-to-VND rates)	-	100,664	107,976	108,675	108,679
Outpatient ABS (est. in VND '000; based on avg USD-to-VND rates)	-	4,612	4,700	4,834	4,927

n.a. = not applicable. Note: FY2024 billings include the period before TMG completed its acquisition of FEMVN.

Source: TMG, Yahoo! Finance (exchange rates), FPA

Overall, we project TMG's revenue to be S\$428.3 million in FY2026 and S\$455.9 million in FY2027, as shown in **Exhibit 51**.

Exhibit 51: Projected Revenue (FY2026 & FY2027)

(in S\$ '000)	Actual			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Singapore	260,414	200,242	190,400	196,887	206,522
Malaysia	95,355	100,505	105,812	132,318	143,676
Vietnam	-	50,407	98,446	99,100	105,673
Revenue	355,769	351,154	394,658	428,305	455,871

Source: TMG, FPA

We provide our breakdown of projected revenue from 2H FY2026 to 2H FY2027 as shown in **Exhibit 52**.

Exhibit 52: Projected Revenue (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual							Projection		
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Singapore	138,958	121,456	113,728	86,514	97,573	92,594	97,684	99,203	102,668	103,854
Malaysia	45,041	50,314	54,390	46,115	49,582	56,463	64,051	68,267	70,648	73,028
Vietnam	-	-	-	50,407	51,909	46,537	51,340	47,760	54,413	51,260
Revenue	183,999	171,770	168,118	183,036	199,064	195,594	213,075	215,230	227,729	228,142

Source: TMG, FPA

(II) EARNINGS PROJECTION**Other income:**

TMCLS's other operating income generally rose from 1H FY2021 to 1H FY2026, while we estimate that the collective other income of TMC & FEMVN (excluding reversal of impairment losses) generally fell in the same period. Accordingly, we assume that other (operating) income of TMCLS and TMC & FEMVN in each of 2H FY2026 to 2H FY2027 will be the same as that in 1H FY2026, such that TMG's other income in each of 2H FY2026 to 2H FY2027 will be S\$2.9 million (totalling S\$5.8 million in each of FY2026 and FY2027), as shown in **Exhibit 53**.

Exhibit 53: Projected Other Income (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's other operating income (in RM '000)	1,333	2,763	2,524	1,640	1,954	2,647	3,152	3,152	3,152	3,152
± Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's other operating income (in S\$ '000)	413	836	737	472	597	816	990	1,022	1,022	1,022
TMC's & FEMVN's other income (estimate)	1,923	2,463	2,307	27,984	2,323	57,133	1,917	1,917	1,917	1,917
TMG's other income	2,336	3,299	3,044	28,456	2,920	57,949	2,907	2,939	2,939	2,939

Breakdown of TMC's & FEMVN's other income (estimate):

TMC's & FEMVN's other income (estimate)	1,923	2,463	2,307	27,984	2,323	57,133	1,917	1,917	1,917	1,917
Deduct: Reversal of impairment loss on development property	-	-	-	(12,432)	-	(26,593)	-	-	-	-
Deduct: Reversal of impairment loss on investment properties	-	-	-	(13,101)	-	(28,024)	-	-	-	-
TMG's & FEMVN's other income (est. excl. reversal of impairment losses)	1,923	2,463	2,307	2,451	2,323	2,516	1,917	1,917	1,917	1,917

Source: TMG, TMCLS, FPA

Inventories & consumables:

As a percentage of revenue, TMCLS's inventories & consumables rose to 36.6% in 1H FY2026 amid TMCLS ramping up its oncology practice in 1H FY2026. We assume that the percentage for TMCLS in 2H FY2026 to 2H FY2027 will remain the same as in 1H FY2026. As a percentage of revenue, the collective inventories & consumables of TMC & FEMVN rose to around 20+% (except in 1H FY2025) from 2H FY2024 after TMG acquired FEMVN near end-1H FY2024. We assume that the collective percentage for TMC & FEMVN in 2H FY2026 to 2H FY2027 will be 22.1%, the average of 2H FY2024 to 1H FY2026.

Thus, we project TMG's inventories & consumables to be S\$57.4 million in 2H FY2026 (totalling S\$113.1 million in FY2026), S\$60.6 million in 1H FY2027, and S\$61.0 million in 2H FY2027 (totalling S\$121.5 million in FY2027), as shown in **Exhibit 54**.

Exhibit 54: Projected Inventories & Consumables (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's inventories & consumables (in RM '000)	42,216	47,877	52,605	48,709	52,463	65,556	74,632	77,024	79,710	82,396
± Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's inventories & consumables (in S\$ '000)	13,094	14,491	15,364	14,022	16,018	20,211	23,436	24,978	25,849	26,720
TMC's & FEMVN's inventories & consumables used (estimate)	16,602	15,193	15,048	31,325	29,344	33,756	32,201	32,471	34,707	34,272
TMG's inventories & consumables used	29,696	29,684	30,412	45,347	45,362	53,967	55,637	57,449	60,556	60,992

As a % of revenue:

(A) TMCLS's inventories & consumables (in RM '000)	42,216	47,877	52,605	48,709	52,463	65,556	74,632	77,024	79,710	82,396
(B) TMCLS's revenue (in RM '000)	145,212	166,231	186,221	160,197	162,393	183,145	203,974	210,512	217,853	225,194
A as a % of B	29.1%	28.8%	28.2%	30.4%	32.3%	35.8%	36.6%	36.6%	36.6%	36.6%
(C) TMC's & FEMVN's inventories & consumables used (estimate)	16,602	15,193	15,048	31,325	29,344	33,756	32,201	32,471	34,707	34,272
(D) TMC's & FEMVN's revenue	138,958	121,456	113,728	136,921	149,482	139,131	149,024	146,963	157,081	155,114
C as a % of D	11.9%	12.5%	13.2%	22.9%	19.6%	24.3%	21.6%	22.1%	22.1%	22.1%

Source: TMG, TMCLS, FPA

Staff costs:

As a percentage of revenue, TMCLS's staff costs generally ranged between 28.1% and 35.8% from 1H FY2021 to 1H FY2026. We assume that the percentage from 2H FY2026 to 2H FY2027 will be 31.8%, the average of 1H FY2024 to 1H FY2026.

As a percentage of revenue, the collective staff costs of TMC & FEMVN rose to 37.8% in 1H FY2026. We assume that the percentage from 2H FY2026 to 2H FY2027 will remain at 37.8%, the same as in 1H FY2026.

Accordingly, we project TMG's staff costs to be S\$77.3 million in 2H FY2026 (totalling S\$151.8 million in FY2026), S\$81.9 million in 1H FY2027, and S\$81.9 million in 2H FY2027 (totalling S\$163.8 million in FY2027), as shown in **Exhibit 55**.

Exhibit 55: Projected Staff Costs (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate							Projection		
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's staff costs (in RM '000)	45,503	49,904	52,349	54,740	58,215	59,731	57,724	66,961	69,296	71,631
+ Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's staff costs (in S\$ '000)	14,114	15,105	15,290	15,758	17,774	18,415	18,126	21,715	22,472	23,229
TMC's & FEMVN's staff costs (estimate)	48,467	40,288	44,310	46,402	52,999	46,303	56,382	55,602	59,430	58,686
TMG's staff costs	62,581	55,393	59,600	62,160	70,773	64,718	74,508	77,317	81,902	81,915

As a % of revenue:

(A) TMCLS's staff costs (in RM '000)	45,503	49,904	52,349	54,740	58,215	59,731	57,724	66,961	69,296	71,631
(B) TMCLS's revenue (in RM '000)	145,212	166,231	186,221	160,197	162,393	183,145	203,974	210,512	217,853	225,194
A as a % of B	31.3%	30.0%	28.1%	34.2%	35.8%	32.6%	28.3%	31.8%	31.8%	31.8%
(C) TMC's & FEMVN's staff costs (estimate)	48,467	40,288	44,310	46,402	52,999	46,303	56,382	55,602	59,430	58,686
(D) TMC's & FEMVN's revenue	138,958	121,456	113,728	136,921	149,482	139,131	149,024	146,963	157,081	155,114
C as a % of D	34.9%	33.2%	39.0%	33.9%	35.5%	33.3%	37.8%	37.8%	37.8%	37.8%

Source: TMG, TMCLS, FPA

Depreciation & Amortisation ("D&A"):

TMCLS's D&A generally rose from 1H FY2022 to 1H FY2026, while the collective D&A of TMC & FEMVN rose to above S\$13.0 million in 2H FY2024 after TMG acquired FEMVN in end-1H FY2024. Accordingly, we assume that the D&A of TMCLS and the collective D&A of TMC & FEMVN in each of 2H FY2026 to 2H FY2027 will be the respective D&A in 1H FY2026, such that TMG's D&A will be S\$20.9 million in each of 2H FY2026 to 2H FY2027 (totalling S\$41.6 million in FY2026 and S\$41.8 million in FY2027), as shown in **Exhibit 56**.

Exhibit 56: Projected Depreciation & Amortisation (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate							Projection		
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's depreciation & amortisation (in RM '000)	12,540	13,467	13,430	14,475	15,848	18,253	18,748	18,748	18,748	18,748
+ Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's depreciation & amortisation (in S\$ '000)	3,890	4,076	3,923	4,167	4,839	5,627	5,887	6,080	6,080	6,080
TMC's & FEMVN's depreciation and amortisation expenses (estimate)	6,359	6,745	6,997	13,287	14,108	14,111	14,816	14,816	14,816	14,816
TMG's depreciation and amortisation expenses	10,249	10,821	10,920	17,454	18,947	19,738	20,703	20,896	20,896	20,896

Source: TMG, TMCLS, FPA

Other operating expenses:

As a percentage of revenue, TMCLS's other operating expenses generally ranged between 18.0% and 19.7% from 1H FY2023 to 1H FY2026 (except in 1H FY2024, during which the percentage fell to 15.1% amid TMCLS's revenue rising to RM186.2 million). We assume that the percentage in each of 2H FY2026 to 2H FY2027 will be 18.9%, the average of 2H FY2024 to 1H FY2026 (i.e., excluding 1H FY2024).

As a percentage of revenue, the collective other operating expenses of TMC & FEMVN (excl. impairment loss on goodwill) generally ranged between 23.5% and 24.8% from 2H FY2024 to 1H FY2026, after falling from 30.4% in 1H FY2024. We assume that the percentage in each of 2H FY2026 to 2H FY2027 will be 23.9%, the average of 2H FY2024 to 1H FY2026 (i.e., excluding 1H FY2024).

Accordingly, we project TMG's other operating expenses to be S\$48.1 million in 2H FY2026 (totalling S\$95.0 million in FY2026), S\$50.9 million in 1H FY2027, and S\$50.9 million in 2H FY2027 (totalling S\$101.8 million in FY2027), as shown in **Exhibit 57**.

Exhibit 57: Projected Other Operating Expenses (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's other operating expenses (in RM '000)	26,707	30,278	28,094	28,771	31,703	36,129	37,553	39,797	41,185	42,573
+ Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's other operating expenses (in S\$ '000)	8,284	9,164	8,205	8,282	9,680	11,138	11,792	12,906	13,356	13,806
TMC's & FEMVN's other operating expenses (estimate)	30,297	32,975	34,576	32,176	37,051	108,247	35,156	35,152	37,572	37,102
TMG's other operating expenses	38,581	42,139	42,781	40,458	46,731	119,385	46,948	48,058	50,928	50,908

Breakdown of TMC's & FEMVN's other operating expenses (estimate):

TMC's & FEMVN's other operating expenses (estimate)	30,297	32,975	34,576	32,176	37,051	108,247	35,156	35,152	37,572	37,102
Deduct: Impairment loss on goodwill	-	-	-	-	-	(75,134)	-	-	-	-
TMG's other operating expenses (est. excl. impairment losses)	30,297	32,975	34,576	32,176	37,051	33,113	35,156	35,152	37,572	37,102

As a % of revenue:

(A) TMCLS's other operating expenses (in RM '000)	26,707	30,278	28,094	28,771	31,703	36,129	37,553	39,797	41,185	42,573
(B) TMCLS's revenue (in RM '000)	145,212	166,231	186,221	160,197	162,393	183,145	203,974	210,512	217,853	225,194
A as a % of B	18.4%	18.2%	15.1%	18.0%	19.5%	19.7%	18.4%	18.9%	18.9%	18.9%
(C) TMC's & FEMVN's other operating expenses (est. excl. impairment losses)	30,297	32,975	34,576	32,176	37,051	33,113	35,156	35,152	37,572	37,102
(D) TMC's & FEMVN's revenue	138,958	121,456	113,728	136,921	149,482	139,131	149,024	146,963	157,081	155,114
C as a % of D	21.8%	27.1%	30.4%	23.5%	24.8%	23.8%	23.6%	23.9%	23.9%	23.9%

Source: TMG, TMCLS, FPA

Finance income:

In the Summary of Economic Projections released in December 2025, the U.S. Federal Open Market Committee (“FOMC”) noted that the median Federal Funds rate projection was 3.4% at end-2026 and 3.1% at end-2027. In January 2026, the U.S. FOMC maintained the target federal funds range at 3.50–3.75%.

Accordingly, we assume that the average Effective Federal Funds Rate (“EFFR”) in 2H FY2026 will be 3.6%, the Year-To-Date (“YTD”) average as at 6 March 2026, and that the average EFFR will fall by 25 basis points (“bps”) to 3.4% in 1H FY2027 and fall to 3.1% in 2H FY2027. We also assume that the average 3M SORA and the collective annualised effective interest on interest income for TMC & FEMVN will fall with the fall in average EFFR. However, we assume that BNM will maintain the Overnight Policy Rate (“OPR”) at 2.75% such that the average 3M KLIBOR will remain at 3.2% from 2H FY2026 to 2H FY2027.

We discuss later our projections for cash & cash equivalents, which are used to project deposits.

Accordingly, we project finance income to be S\$0.8 million in 2H FY2026 (totalling S\$1.8 million in FY2026), S\$0.8 million in 1H FY2027, and S\$0.8 million in 2H FY2027 (totalling S\$1.6 million in FY2027), as shown in **Exhibit 58**.

Exhibit 58: Projected Finance Income (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's interest income (in RM '000)	1,354	1,895	2,670	2,796	2,660	1,507	1,430	1,803	2,107	2,113
+ Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's interest income (in S\$ '000)	420	574	780	805	812	485	449	585	683	685
TMC's & FEMVN's finance income (estimate)	1,080	1,874	4,192	1,599	1,215	1,124	511	263	134	69
TMG's finance income	1,500	2,448	4,972	2,404	2,027	1,589	960	848	817	754
Annualised effective interest on interest income:										
TMCLS's interest income (in RM '000)	1,354	1,895	2,670	2,796	2,660	1,507	1,430	1,803	2,107	2,113
TMCLS's deposits with licenced banks (in RM '000)	68,553	79,733	107,192	128,569	83,066	66,009	60,077	82,897	96,888	97,143
TMCLS's annualised effective interest on interest income (estimate)	4.0%	4.8%	5.0%	4.3%	6.4%	4.6%	4.8%	4.3%	4.3%	4.3%
3-Month Kuala Lumpur Interbank Offered Rate ("3M KLIBOR"; average; est.)	3.1%	3.6%	3.6%	3.6%	3.6%	3.6%	3.2%	3.2%	3.2%	3.2%
TMC's & FEMVN's finance income (estimate)	1,080	1,874	4,192	1,599	1,215	1,124	511	263	134	69
TMC's & FEMVN's short-term deposits (estimate; prev. period)	77,349	70,562	185,420	77,980	60,159	34,680	31,444	25,750	14,137	7,899
TMG's & FEMVN's annualised effective interest on interest income (estimate)	2.8%	5.3%	4.5%	4.1%	4.0%	6.5%	3.2%	2.0%	1.9%	1.7%
3-Month Compounded SG Overnight Rate Average ("3M SORA"; average; est.)	2.1%	3.4%	3.7%	3.7%	3.4%	2.6%	1.5%	1.1%	1.0%	0.8%
Interest rates:										
3M KLIBOR (average; estimate)	3.1%	3.6%	3.6%	3.6%	3.6%	3.6%	3.2%	3.2%	3.2%	3.2%
3M SORA (average; estimate)	2.1%	3.4%	3.7%	3.7%	3.4%	2.6%	1.5%	1.1%	1.0%	0.8%
Effective Federal Funds Rate ("EFFR"; average; estimate)	2.9%	4.8%	5.3%	5.3%	5.0%	4.3%	4.1%	3.6%	3.4%	3.1%
Breakdown of deposits:										
TMCLS's deposits with licenced banks (in RM '000)	68,553	79,733	107,192	128,569	83,066	66,009	60,077	82,897	96,888	97,143
End-of-period SGD-to-MYR exchange rate	3.286	3.444	3.488	3.476	3.288	3.312	3.150	3.084	3.084	3.084
TMCLS's deposits with licenced banks (in S\$ '000; estimate)	20,861	23,153	30,728	36,985	25,267	19,929	19,070	26,883	31,420	31,502
TMC's & FEMVN's short-term deposits (estimate)	70,562	185,420	77,980	60,159	34,680	31,444	25,750	14,137	7,899	8,227
TMG's short-term deposits	91,423	208,573	108,708	97,144	59,947	51,373	44,820	41,020	39,319	39,730
Breakdown of cash & cash equivalents:										
TMCLS's cash & cash equivalents at end of the financial period (in RM '000)	97,489	116,577	131,345	107,511	73,855	60,822	91,045	106,411	106,692	94,438
End-of-period SGD-to-MYR exchange rate	3.286	3.444	3.488	3.476	3.288	3.312	3.150	3.084	3.084	3.084
TMCLS's deposits with licenced banks (in S\$ '000; estimate)	29,666	33,852	37,652	30,928	22,465	18,363	28,900	34,508	34,599	30,625
TMC's & FEMVN's cash & cash equivalents (end of period; estimate)	113,686	242,304	223,488	119,309	103,149	95,656	66,299	54,686	48,448	48,776
TMG's cash & cash equivalents (end of period; estimate)	143,352	276,156	261,140	150,237	125,614	114,019	95,199	89,194	83,047	79,402
Deposits vs cash & cash equivalents:										
(A) TMCLS's deposits with licenced banks (in RM '000)	68,553	79,733	107,192	128,569	83,066	66,009	60,077	82,897	96,888	97,143
(B) TMCLS's cash & cash equivalents (in RM '000; end of prev. period)	98,886	97,489	116,577	131,345	107,511	73,855	60,822	91,045	106,411	106,692
A as a % of B	69.3%	81.8%	91.9%	97.9%	77.3%	89.4%	98.8%	91.1%	91.1%	91.1%
TMC's & FEMVN's short-term deposits (estimate)	70,562	185,420	77,980	60,159	34,680	31,444	25,750	14,137	7,899	8,227
TMC's & FEMVN's cash at banks and on hand (excl. pledged deposits; estimate)	43,124	56,884	145,508	59,151	68,469	64,212	40,549	40,549	40,549	40,549
TMG's cash & cash equivalents (end of period; estimate)	113,686	242,304	223,488	119,309	103,149	95,656	66,299	54,686	48,448	48,776

Source: TMG, TMCLS, MAS, BNM, Federal Reserve Bank of New York, FPA

Finance costs:

We project interest expenses from Medium-Term Notes (“MTNs”) to be S\$13.7 million in each of 2H FY2026 to 2H FY2027, as shown in **Exhibit 59**.

Exhibit 59: Projected Interest Expenses from Medium-Term Notes (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
MTNs (S\$225M, maturing Jul 2022, 4.80%)	-	-	-	-	-	-	-	-	-	-
Series 002 Notes (S\$175M, maturing Jan 2025, 4.05%)	175,000	175,000	175,000	175,000	175,000	-	-	-	-	-
Series 003 Tranche 1 Notes (S\$120M, maturing May 2028, 5.50%)	-	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Series 003 Tranche 2 Notes (S\$30M, maturing May 2028, 5.50%)	-	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Series 003 Tranche 3 Notes (S\$25M, maturing May 2028, 5.50%)	-	-	-	-	25,000	25,000	25,000	25,000	25,000	25,000
Series 004 Tranche 1 Notes (S\$155M, maturing May 2027, 5.25%)	-	-	-	155,000	155,000	155,000	155,000	155,000	155,000	-
Series 004 Tranche 2 Notes (S\$20M, maturing May 2027, 5.25%)	-	-	-	-	20,000	20,000	20,000	20,000	20,000	-
Series 005 Tranche 1 Notes (S\$160M, maturing Oct 2029, 4.65%)	-	-	-	-	160,000	160,000	160,000	160,000	160,000	160,000
Series 005 Tranche 2 Notes (S\$25M, maturing Oct 2029, 4.65%)	-	-	-	-	-	25,000	25,000	25,000	25,000	25,000
Total MTNs	175,000	295,000	325,000	480,000	685,000	535,000	535,000	535,000	535,000	360,000

Estimated interest expenses (MTNs):

MTNs (S\$225M, maturing Jul 2022, 4.80%)	5,400	-	-	-	-	-	-	-	-	-
Series 002 Notes (S\$175M, maturing Jan 2025, 4.05%)	3,544	3,544	3,544	3,544	3,544	3,544	-	-	-	-
Series 003 Tranche 1 Notes (S\$120M, maturing May 2028, 5.50%)	-	-	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300
Series 003 Tranche 2 Notes (S\$30M, maturing May 2028, 5.50%)	-	-	-	825	825	825	825	825	825	825
Series 003 Tranche 3 Notes (S\$25M, maturing May 2028, 5.50%)	-	-	-	-	-	688	688	688	688	688
Series 004 Tranche 1 Notes (S\$155M, maturing May 2027, 5.25%)	-	-	-	-	4,069	4,069	4,069	4,069	4,069	4,069
Series 004 Tranche 2 Notes (S\$20M, maturing May 2027, 5.25%)	-	-	-	-	-	525	525	525	525	525
Series 005 Tranche 1 Notes (S\$160M, maturing Oct 2029, 4.65%)	-	-	-	-	-	3,720	3,720	3,720	3,720	3,720
Series 005 Tranche 2 Notes (S\$25M, maturing Oct 2029, 4.65%)	-	-	-	-	-	-	581	581	581	581
Interest expenses (from MTNs; estimate)	8,944	3,544	6,844	7,669	11,738	16,670	13,708	13,708	13,708	13,708

Source: TMG, FPA

We also assume that: (1) TMCLS will continue to repay RM15.0 million of its term loans in each of 2H FY2026 to 2H FY2027 as it raised its semi-annual repayments to around RM7.5 million in 2H FY2023 and to RM15.0 million in 2H FY2025; and (2) the annualised effective interest on finance costs for TMCLS and the collective annualised effective interest for TMC & FEMVN will trend with the average 3M KLIBOR and 3M SORA respectively.

Accordingly, we project finance costs to be S\$23.7 million in 2H FY2026 (totalling S\$48.8 million in FY2026), S\$23.2 million in 1H FY2027, and S\$22.7 million in 2H FY2027 (totalling S\$45.9 million in FY2027), as shown in **Exhibit 60**.

Exhibit 60: Projected Finance Costs (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's finance costs (in RM '000)	4,523	4,883	5,114	5,140	4,812	4,524	3,996	2,853	2,567	2,281
± Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's finance costs (in S\$ '000)	1,403	1,478	1,494	1,480	1,469	1,395	1,255	925	832	740
Interest expenses (from Medium-Term Notes or "MTNs"; estimate)	8,944	3,544	6,844	7,669	11,738	16,670	13,708	13,708	13,708	13,708
TMC's & FEMVN's finance costs (secured bank loans only; estimate)	3,416	11,727	12,302	21,764	17,662	10,722	10,207	9,038	8,656	8,275
TMG's finance costs	13,763	16,749	20,639	30,912	30,869	28,787	25,169	23,671	23,196	22,722
Annualised effective interest on finance costs:										
TMCLS's finance costs (in RM '000)	4,523	4,883	5,114	5,140	4,812	4,524	3,996	2,853	2,567	2,281
TMCLS's secured bank loans (total; in RM '000; end of period)	216,851	215,692	210,708	202,758	194,851	179,473	164,088	149,148	134,206	119,265
TMCLS's annualised effective interest on finance costs (estimate)	4.2%	4.5%	4.9%	5.1%	4.9%	5.0%	4.9%	3.8%	3.8%	3.8%
3-Month Kuala Lumpur Interbank Offered Rate ("3M KLIBOR"; average; est.)	3.1%	3.6%	3.6%	3.6%	3.6%	3.6%	3.2%	3.2%	3.2%	3.2%
TMC's & FEMVN's finance costs (secured bank loans only; estimate)	3,416	11,727	12,302	21,764	17,662	10,722	10,207	9,038	8,656	8,275
TMC's & FEMVN's secured bank loans (estimate; prev. period)	164,103	385,342	390,353	721,625	567,951	355,860	517,353	503,693	503,693	503,693
TMC's & FEMVN's annualised effective interest on finance costs (estimate)	4.2%	6.1%	6.3%	6.0%	6.2%	6.0%	3.9%	3.6%	3.4%	3.3%
3-Month Compounded SG Overnight Rate Average ("3M SORA"; average; est.)	2.1%	3.4%	3.7%	3.7%	3.4%	2.6%	1.5%	1.1%	1.0%	0.8%
TMCLS's secured bank loans (total; in RM '000; start of period)	206,859	216,851	215,692	210,708	202,758	194,851	179,473	164,088	149,148	134,206
Drawdown of term loans	10,448	6,797	2,972	6	-	-	-	-	-	-
Repayment of term loans	(47)	(7,547)	(7,547)	(7,550)	(7,550)	(15,045)	(15,053)	(15,049)	(15,051)	(15,050)
Drawdown of hire purchase	-	-	-	-	-	-	-	-	-	-
Repayment of hire purchase	(441)	(441)	(441)	(441)	(441)	(441)	(441)	-	-	-
Others (estimate)	32	32	32	35	84	108	109	109	109	109
TMCLS's secured bank loans (total; in RM '000; end of period)	216,851	215,692	210,708	202,758	194,851	179,473	164,088	149,148	134,206	119,265
End-of-period SGD-to-MYR exchange rate	3.286	3.444	3.488	3.476	3.288	3.312	3.150	3.084	3.084	3.084
TMCLS's secured bank loans (total; in S\$ '000; end of period)	65,987	62,633	60,403	58,327	59,269	54,186	52,086	48,367	43,522	38,676
TMC's & FEMVN's secured bank loans (estimate)	385,342	390,353	721,625	567,951	355,860	517,353	503,693	503,693	503,693	503,693
TMG's secured bank loans	451,329	452,986	782,028	626,278	415,129	571,539	555,779	552,061	547,215	542,370

Source: TMG, TMCLS, MAS, BNM, FPA

Share of results in a joint venture:

We assume that TMG will continue to invest in HHPL, and project share of loss in HHPL to continue from 2H FY2026 to 2H FY2027, as shown in **Exhibit 61**.

Exhibit 61: Projected Share of Results in a Joint Venture (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Share of results of a joint venture	(286)	(207)	(135)	(57)	(479)	(4)	(5)	(136)	(136)	(136)
Joint venture (Hatch Health Pte Ltd or "HHPL"):										
Investment in a joint venture (start of period)	*	399	192	57	-	21	17	12	376	240
Additional investment	685	-	-	-	500	-	-	500	-	-
Share of results of a joint venture	(286)	(207)	(135)	(57)	(479)	(4)	(5)	(136)	(136)	(136)
Investment in a joint venture	399	192	57	-	21	17	12	376	240	104

Source: TMG, FPA

Loss/profit before taxation:

Accordingly, we project loss before taxation to be S\$8.5 million in 2H FY2026 (totalling S\$14.5 million in FY2026), S\$6.1 million in 1H FY2027, and S\$5.7 million in 2H FY2027 (totalling S\$11.9 million in FY2027), as shown in **Exhibit 62**.

Exhibit 62: Projected Loss/Profit Before Taxation—TMG (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Revenue	183,999	171,770	168,118	183,036	199,064	195,594	213,075	215,230	227,729	228,142
Other income	2,336	3,299	3,044	28,456	2,920	57,949	2,907	2,939	2,939	2,939
Inventories & consumables used	(29,696)	(29,684)	(30,412)	(45,347)	(45,362)	(53,967)	(55,637)	(57,449)	(60,556)	(60,992)
Staff costs	(62,581)	(55,393)	(59,600)	(62,160)	(70,773)	(64,718)	(74,508)	(77,317)	(81,902)	(81,915)
Other operating expenses	(38,581)	(42,139)	(42,781)	(40,458)	(46,731)	(119,385)	(46,948)	(48,058)	(50,928)	(50,908)
EBITDA	55,477	47,853	38,369	63,527	39,118	15,473	38,889	35,345	37,282	37,266
Depreciation and amortisation expenses	(10,249)	(10,821)	(10,920)	(17,454)	(18,947)	(19,738)	(20,703)	(20,896)	(20,896)	(20,896)
Results from operating activities	45,228	37,032	27,449	46,073	20,171	(4,265)	18,186	14,449	16,386	16,370
Finance income	1,500	2,448	4,972	2,404	2,027	1,589	960	848	817	754
Finance costs	(13,763)	(16,749)	(20,639)	(30,912)	(30,869)	(28,787)	(25,169)	(23,671)	(23,196)	(22,722)
Share of results of a joint venture	(286)	(207)	(135)	(57)	(479)	(4)	(5)	(136)	(136)	(136)
(Loss)/profit before taxation	32,679	22,524	11,647	17,508	(9,150)	(31,467)	(6,028)	(8,510)	(6,129)	(5,734)

Source: TMG, FPA

Our projections of TMCL's profit before taxation from 2H FY2026 to 2H FY2027 are shown in **Exhibit 63**.

Exhibit 63: Projected Loss/Profit Before Taxation—TMCL (2H FY2026 to 2H FY2027)

(in RM '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Revenue	145,212	166,231	186,221	160,197	162,393	183,145	203,974	210,512	217,853	225,194
Other operating income	1,333	2,763	2,524	1,640	1,954	2,647	3,152	3,152	3,152	3,152
Inventories & consumables	(42,216)	(47,877)	(52,605)	(48,709)	(52,463)	(65,556)	(74,632)	(77,024)	(79,710)	(82,396)
Staff costs	(45,503)	(49,904)	(52,349)	(54,740)	(58,215)	(59,731)	(57,724)	(66,961)	(69,296)	(71,631)
Other operating expenses	(26,707)	(30,278)	(28,094)	(28,771)	(31,703)	(36,129)	(37,553)	(39,797)	(41,185)	(42,573)
Depreciation & amortisation	(12,540)	(13,467)	(13,430)	(14,475)	(15,848)	(18,253)	(18,748)	(18,748)	(18,748)	(18,748)
Results from operating activities	19,579	27,468	42,267	15,142	6,118	6,123	18,469	11,133	12,066	12,998
Interest income	1,354	1,895	2,670	2,796	2,660	1,507	1,430	1,803	2,107	2,113
Finance costs	(4,523)	(4,883)	(5,114)	(5,140)	(4,812)	(4,524)	(3,996)	(2,853)	(2,567)	(2,281)
(Loss)/profit before taxation	16,410	24,480	39,823	12,798	3,966	3,106	15,903	10,083	11,606	12,829

Source: TMCL, FPA

By deducting our projections for TMCL from those for TMG, we project the collective loss before taxation for TMC & FEMVN from 2H FY2026 to 2H FY2027, as shown in **Exhibit 64**.

Exhibit 64: Projected Loss/Profit Before Taxation—TMC & FEMVN (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Revenue	138,958	121,456	113,728	136,921	149,482	139,131	149,024	146,963	157,081	155,114
Other income	1,923	2,463	2,307	27,984	2,323	57,133	1,917	1,917	1,917	1,917
Inventories & consumables used	(16,602)	(15,193)	(15,048)	(31,325)	(29,344)	(33,756)	(32,201)	(32,471)	(34,707)	(34,272)
Staff costs	(48,467)	(40,288)	(44,310)	(46,402)	(52,999)	(46,303)	(56,382)	(55,602)	(59,430)	(58,686)
Other operating expenses	(30,297)	(32,975)	(34,576)	(32,176)	(37,051)	(108,247)	(35,156)	(35,152)	(37,572)	(37,102)
EBITDA	45,515	35,463	22,101	55,001	32,411	7,958	27,202	25,655	27,289	26,971
Depreciation and amortisation expenses	(6,359)	(6,745)	(6,997)	(13,287)	(14,108)	(14,111)	(14,816)	(14,816)	(14,816)	(14,816)
Results from operating activities	39,155	28,718	15,104	41,714	18,303	(6,153)	12,386	10,839	12,473	12,155
Finance income	1,080	1,874	4,192	1,599	1,215	1,124	511	263	134	69
Finance costs	(12,360)	(15,271)	(19,145)	(29,432)	(29,400)	(27,392)	(23,914)	(22,746)	(22,364)	(21,982)
Share of results of a joint venture	(286)	(207)	(135)	(57)	(479)	(4)	(5)	(136)	(136)	(136)
(Loss)/profit before taxation	27,589	15,115	16	13,824	(10,361)	(32,425)	(11,022)	(11,779)	(9,893)	(9,894)

Source: TMG, TMCL, FPA

Income tax expense:

We assume that the effective tax rate for TMCLS from 2H FY2026 to 2H FY2027 will be 23.6%, the average from 1H FY2024 to 1H FY2026 (excluding 1H & 2H FY2025). Meanwhile, given that we project TMC & FEMVN to collectively incur a loss before taxation from 2H FY2026 to 2H FY2027, we assume that the collective income tax expense for TMC & FEMVN in each of 2H FY2026 to 2H FY2027 will be S\$2.9 million, the average of 1H FY2024 to 1H FY2026.

Accordingly, we project income tax expense to be S\$3.6 million in 2H FY2026 (totalling S\$6.7 million in FY2026), S\$3.7 million in 1H FY2027, and S\$3.8 million in 2H FY2027 (totalling S\$7.6 million in FY2027), as shown in **Exhibit 65**.

Exhibit 65: Projected Income Tax Expenses (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's taxation (in RM '000)	4,692	(3,059)	10,159	1,814	1,977	1,489	4,930	2,376	2,734	3,023
÷ Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's taxation (in S\$ '000)	1,455	(926)	2,967	522	604	459	1,548	770	887	980
TMC's & FEMVN's income tax expense (estimate)	6,946	6,672	3,751	3,701	2,851	2,449	1,545	2,859	2,859	2,859
TMG's income tax expense	8,401	5,746	6,718	4,223	3,455	2,908	3,093	3,630	3,746	3,840
Effective tax rate:										
TMCLS's taxation (in RM '000)	4,692	(3,059)	10,159	1,814	1,977	1,489	4,930	2,376	2,734	3,023
TMCLS's (loss)/profit before taxation (in RM '000)	16,410	24,480	39,823	12,798	3,966	3,106	15,903	10,083	11,606	12,829
Effective tax rate	28.6%	n.m.	25.5%	14.2%	49.8%	47.9%	31.0%	23.6%	23.6%	23.6%
TMC's & FEMVN's income tax expense (estimate)	6,946	6,672	3,751	3,701	2,851	2,449	1,545	2,859	2,859	2,859
TMC's & FEMVN's (loss)/profit before taxation	27,589	15,115	16	13,824	(10,361)	(32,425)	(11,022)	(11,779)	(9,893)	(9,894)
Effective tax rate	25.2%	44.1%	23,733.6%	26.8%	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.

Source: TMG, TMCLS, FPA

Loss/Profit for the period and attributable to Owners of the Company, Diluted EPS, and DPS:

Accordingly, we project loss for the period to be S\$12.1 million in 2H FY2026 (totalling S\$21.3 million in FY2026), S\$9.9 million in 1H FY2027, and S\$9.6 million in 2H FY2027 (totalling S\$19.4 million in FY2027), as shown in **Exhibit 62**.

Exhibit 66: Projected Loss/Profit for the Period—TMG (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
(Loss)/profit before taxation	32,679	22,524	11,647	17,508	(9,150)	(31,467)	(6,028)	(8,510)	(6,129)	(5,734)
Income tax expense	(8,401)	(5,746)	(6,718)	(4,223)	(3,455)	(2,908)	(3,093)	(3,630)	(3,746)	(3,840)
(Loss)/profit for the period	24,278	16,778	4,929	13,285	(12,605)	(34,375)	(9,121)	(12,139)	(9,875)	(9,573)

Source: TMG, FPA

Our projections of TMCLS's profit for the period from 2H FY2026 to 2H FY2027 are shown in **Exhibit 63**.

Exhibit 67: Projected Loss/Profit for the Period—TMCLS (2H FY2026 to 2H FY2027)

(in RM '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
(Loss)/profit before taxation	16,410	24,480	39,823	12,798	3,966	3,106	15,903	10,083	11,606	12,830
Taxation	(4,692)	3,059	(10,159)	(1,814)	(1,977)	(1,489)	(4,930)	(2,376)	(2,734)	(3,023)
(Loss)/profit for the period	11,718	27,539	29,664	10,984	1,989	1,617	10,973	7,708	8,871	9,807

Source: TMCLS, FPA

By deducting our projections for TMCLS from those for TMG, we project the collective loss for the period for TMC & FEMVN from 2H FY2026 to 2H FY2027, as shown in **Exhibit 64**.

Exhibit 68: Projected Loss/Profit for the Period—TMC & FEMVN (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
(Loss)/profit before taxation	27,589	15,115	16	13,824	(10,361)	(32,425)	(11,022)	(11,779)	(9,893)	(9,894)
Income tax expense	(6,946)	(6,672)	(3,751)	(3,701)	(2,851)	(2,449)	(1,545)	(2,859)	(2,859)	(2,859)
(Loss)/profit for the period	20,643	8,443	(3,735)	10,123	(13,212)	(34,874)	(12,567)	(14,639)	(12,752)	(12,753)

Source: TMG, TMCLS, FPA

We project profit attributable to NCI to be S\$0.8 million in 2H FY2026 (totalling S\$2.0 million in FY2026), S\$1.0 million in 1H FY2027, and S\$1.0 million in 2H FY2027 (totalling S\$2.0 million in FY2027), as shown in **Exhibit 69**.

Exhibit 69: Projected Profit Attributable to Non-Controlling Interests (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
TMCLS's (loss)/profit for the period (in RM '000)	11,718	27,539	29,664	10,984	1,989	1,617	10,973	7,708	8,871	9,807
÷ Average SGD-to-MYR exchange rate (implied)	3.224	3.304	3.424	3.474	3.275	3.244	3.185	3.084	3.084	3.084
TMCLS's (loss)/profit for the period (in S\$ '000)	3,635	8,335	8,664	3,162	607	499	3,446	2,499	2,877	3,180
x % of TMCLS not owned by TMG	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%	29.87%
TMCLS's (loss)/profit for the period not attributable to TMG (in S\$ '000)	1,086	2,490	2,588	944	181	149	1,029	747	859	950
Other (loss)/profit not attributable to owners of TMG (estimate)	397	528	323	202	114	152	95	95	95	95
TMG's non-controlling interest	1,483	3,018	2,911	1,146	295	301	1,124	841	954	1,045

TMG's ownership of TMCLS and implied exchange rate:

Shares in TMCLS owned by TMG ('000)	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638	1,221,638
÷ TMCLS ordinary shares ('000)	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882
% of TMCLS owned by TMG	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%	70.13%

Source: TMG, TMCLS, FPA

Accordingly, we project loss attributable to owners of the Company to be S\$13.0 million in 2H FY2026 (totalling S\$23.2 million in FY2026), S\$10.8 million in 1H FY2027, and S\$10.6 million in 2H FY2027 (totalling S\$21.4 million in FY2027), as shown in **Exhibit 70**.

We assume that the weighted average number of shares (diluted) for 2H FY2026 to 2H FY2027 will remain the same as that in 1H FY2026. Thus, we project diluted loss per share to be 0.049 in 2H FY2026 (totalling 0.088 in FY2026), 0.041 in 1H FY2027, and 0.040 in 2H FY2027 (totalling 0.081 in FY2027), as also shown in **Exhibit 70**.

Given projected continued losses for the period, we assume that TMG will not declare any dividend for FY2026 and FY2027.

Exhibit 70: Projected Loss/Profit Attrib. to Owners of the Company, Diluted EPS, and DPS (2H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise indicated)	Actual							Projection		
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Owners of the Company	22,795	13,760	2,018	12,139	(12,900)	(34,676)	(10,245)	(12,981)	(10,830)	(10,618)
Non-controlling interest	1,483	3,018	2,911	1,146	295	301	1,124	841	954	1,045
(Loss)/profit for the period	24,278	16,778	4,929	13,285	(12,605)	(34,375)	(9,121)	(12,139)	(9,875)	(9,573)
Weighted average number of shares (diluted)	26,441,067	26,446,738	26,458,912	26,458,912	26,458,912	26,458,912	26,448,687	26,448,687	26,448,687	26,448,687
Earnings per share (diluted; in cents)	0.086	0.052	0.008	0.046	(0.049)	(0.131)	(0.039)	(0.049)	(0.041)	(0.040)
Dividend per share (cents)	-	0.040	-	-	-	-	-	-	-	-

Source: TMG, TMCLS, FPA

Our projections of TMG's financial performance for FY2026 & FY2027 are summarised in **Exhibit 71**.

Exhibit 71: Projected Financial Performance (FY2026 & FY2027)

(in S\$ '000 unless otherwise indicated)	Actual			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Singapore	260,414	200,242	190,400	196,887	206,522
Malaysia	95,355	100,505	105,812	132,318	143,676
Vietnam	-	50,407	98,446	99,100	105,673
Revenue	355,769	351,154	394,658	428,305	455,871
Other income	5,635	31,500	60,869	5,846	5,879
Inventories & consumables used	(59,380)	(75,225)	(99,329)	(113,086)	(121,548)
Staff costs	(117,974)	(121,760)	(135,491)	(151,825)	(163,817)
Other operating expenses	(80,720)	(83,239)	(166,116)	(95,006)	(101,836)
EBITDA	39,452	39,452	39,452	74,234	74,548
Depreciation and amortisation expenses	(21,070)	(27,461)	(38,685)	(41,599)	(41,791)
Results from operating activities	82,260	74,969	15,906	32,635	32,756
Finance income	3,948	7,376	3,616	1,808	1,571
Finance costs	(30,512)	(51,551)	(59,656)	(48,840)	(45,918)
Share of results of a joint venture	(493)	(192)	(483)	(141)	(272)
(Loss)/profit before taxation	55,203	30,602	(40,617)	(14,538)	(11,863)
Income tax expense	(14,147)	(11,110)	(6,363)	(6,723)	(7,586)
(Loss)/profit for the period	41,056	19,492	(46,980)	(21,260)	(19,449)
Owners of the Company	36,555	15,435	(47,576)	(23,226)	(21,447)
Non-controlling interest	4,501	4,057	596	1,965	1,999
(Loss)/profit for the period	41,056	19,492	(46,980)	(21,260)	(19,449)
Weighted average number of shares (diluted)	26,446,738	26,458,912	26,458,912	26,448,687	26,448,687
Earnings per share (diluted; in cents)	0.138	0.058	(0.180)	(0.088)	(0.081)
Dividend per share (cents)	0.040	-	-	-	-

Source: TMG, FPA

(III) CASH FLOWS PROJECTION

Cash flows projections are used for projecting finance income (as discussed on page 43).

We project the selected cash flow items for TMCLS based on their income statement counterparts, as shown in **Exhibit 72**. We assume no additional deposits pledged nor any increase in cash restricted in use.

Exhibit 72: Projected Cash Flows Items—TMCLS (2H FY2026 to 2H FY2027)

(in RM '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
(A) Interest paid	4,401	4,939	5,078	5,098	4,719	4,407	3,881	2,802	2,521	2,240
(B) Finance costs	4,523	4,883	5,114	5,140	4,812	4,524	3,996	2,853	2,567	2,281
A as a % of B	97.3%	101.1%	99.3%	99.2%	98.1%	97.4%	97.1%	98.2%	98.2%	98.2%
(C) Net income tax refunded / (paid)	455	340	110	865	1,079	1,187	(3,370)	545	627	693
(D) Taxation	4,692	(3,059)	10,159	1,814	1,977	1,489	4,930	2,376	2,734	3,023
C as a % of D	9.7%	(11.1%)	1.1%	47.7%	54.6%	79.7%	(68.4%)	22.9%	22.9%	22.9%
(E) Interest received	1,354	1,895	2,670	2,796	2,660	1,507	1,430	(1,803)	(2,107)	(2,113)
(F) Interest income	1,354	1,895	2,670	2,796	2,660	1,507	1,430	(1,803)	(2,107)	(2,113)
E as a % of F	100.0%									
(G) Non-cash items	13,609	14,951	14,002	14,262	16,398	18,533	19,221	19,135	19,135	19,135
(H) Depreciation & amortisation	12,540	13,467	13,430	14,475	15,848	18,253	18,748	18,748	18,748	18,748
G as a % of H	108.5%	111.0%	104.3%	98.5%	103.5%	101.5%	102.5%	102.1%	102.1%	102.1%
Deposit pledged to a licenced bank (start of period)	(600)	(700)	(1,704)	(1,704)	(1,740)	(1,530)	(1,646)	(1,556)	(1,556)	(1,556)
deposits pledged	(100)	(1,004)	-	(36)	210	(116)	90	-	-	-
Deposit pledged to a licenced bank (end of period)	(700)	(1,704)	(1,704)	(1,740)	(1,530)	(1,646)	(1,556)	(1,556)	(1,556)	(1,556)
Cash restricted in use (start of period)	(1,671)	(2,211)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)
cash restricted in use	(540)	(249)	-	-	-	-	-	-	-	-
Cash restricted in use (end of period)	(2,211)	(2,460)								
Deposits with licensed banks (for more than 3 months)	39,978	40,015	45,803	54,828	76,861	56,300	44,636	17,835	44,006	57,997
Deduct: financial institutions with original maturity of more than 3 months	37	5,788	9,026	22,032	(20,560)	(11,665)	(26,802)	(26,171)	(13,991)	(281)
Deposits with licensed banks (for more than 3 months)	40,015	45,803	54,828	76,861	56,300	44,636	17,835	44,006	57,997	58,278
Deposits with licensed banks (less than 3 months; estimate)	28,538	33,930	52,364	51,708	26,766	21,373	42,242	38,891	38,891	38,891
Deposits with licenced banks	68,553	79,733	107,192	128,569	83,066	66,009	60,077	82,897	96,888	97,169

Source: TMCLS, FPA

We also assume that TMCLS's payout ratio in FY2026 & FY2027 will be 19.8%, the average of FY2023 & FY2024 (i.e., excluding FY2025, during which the payout ratio rose to 90.0%), as shown in **Exhibit 73**.

Exhibit 73: Projected Dividends for TMCLS (FY2026 & FY2027)

(in RM '000 unless otherwise indicated)	Actual			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
First & final dividend (in sen)	0.4199	0.4898	0.1863	0.2125	0.2125
Special dividend (in sen)	0.4199	1.7271	-	-	-
Dividend per share (in sen)	0.8398	2.2169	0.1863	0.2125	0.2125
× TMCLS ordinary shares ('000)	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882
Dividends paid (in next FY)	14,628	38,616	3,245	3,702	3,702
First & final dividend (in sen)	0.4199	0.4898	0.1863	0.2125	0.2125
× TMCLS ordinary shares ('000)	1,741,882	1,741,882	1,741,882	1,741,882	1,741,882
Dividends paid (in next FY; excl. special dividend)	7,314	8,532	3,245	3,702	3,702

Payout ratio:

Dividends paid (in next FY)	14,628	38,616	3,245	3,702	3,702
÷ (Loss)/profit for the period	39,257	40,648	3,606	18,681	18,678
Payout ratio (%)	37.3%	95.0%	90.0%	19.8%	19.8%
Dividends paid (in next FY; excl. special dividend)	7,314	8,532	3,245	3,702	3,702
÷ (Loss)/profit for the period	39,257	40,648	3,606	18,681	18,678
Payout ratio (%)	18.6%	21.0%	90.0%	19.8%	19.8%

Source: TMCLS, FPA

Meanwhile, we assume that the selected cash flow items for TMG will be 100.0% of their income statement counterparts from 2H FY2026 to 2H FY2027, as shown in **Exhibit 74**.

Exhibit 74: Projected Cash Flows Items—TMG (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual / Estimate							Projection		
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
(A) Interest income received	1,192	2,011	4,664	3,469	2,037	1,619	857	848	817	754
(B) Finance income	1,500	2,448	4,972	2,404	2,027	1,589	960	848	817	754
A as a % of B	79.5%	82.1%	93.8%	144.3%	100.5%	101.9%	89.3%	100.0%	100.0%	100.0%
(C) Income taxes paid	(7,453)	(7,324)	(6,572)	(7,934)	(4,344)	(3,256)	(1,801)	3,630	3,746	3,840
(D) Income tax expense	(8,401)	(5,746)	(6,718)	(4,223)	(3,455)	(2,908)	(3,093)	3,630	3,746	3,840
C as a % of D	88.7%	127.5%	97.8%	187.9%	125.7%	112.0%	58.2%	100.0%	100.0%	100.0%
(E) Interest paid	(15,979)	(15,126)	(22,827)	(26,904)	(31,218)	(29,769)	(25,652)	23,671	23,196	22,722
(F) Finance costs	(13,763)	(16,749)	(20,639)	(30,912)	(30,869)	(28,787)	(25,169)	23,671	23,196	22,722
E as a % of F	116.1%	90.3%	110.6%	87.0%	101.1%	103.4%	101.9%	100.0%	100.0%	100.0%

Source: TMG, FPA

Accordingly, we project that TMCLS's cash & cash equivalents will reach RM94.5 million in 2H FY2027 (an increase from RM91.0 million in 1H FY2026), as shown in **Exhibit 75**.

Exhibit 75: Projected Cash Flows—TMCLS (2H FY2026 to 2H FY2027)

(in RM '000)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Summarised cash flows statement:										
Net cash flows generated from operating activities	7,961	46,610	50,276	24,487	12,102	10,404	28,289	22,537	23,667	24,814
Net cash flows generated from investing activities	(13,482)	(25,440)	(14,866)	(39,307)	2,029	(6,670)	21,951	9,157	(3,328)	(17,043)
Net cash flows used in financing activities	4,124	(2,082)	(20,642)	(9,014)	(47,787)	(16,767)	(20,017)	(16,327)	(20,031)	(20,030)
Net increase/(decrease) in cash & cash equivalents	(1,397)	19,088	14,768	(23,834)	(33,656)	(13,033)	30,223	15,366	309	(12,259)
Exchange rate effects	-	-	-	-	-	-	-	-	-	-
Cash & cash equivalents at beginning of the financial period	98,886	97,489	116,577	131,345	107,511	73,855	60,822	91,045	106,411	106,720
Cash & cash equivalents at end of the financial period	97,489	116,577	131,345	107,511	73,855	60,822	91,045	106,411	106,720	94,461
Breakdown of cash & cash equivalents:										
Cash at banks and on hand	71,862	86,811	83,145	60,003	51,079	43,555	52,819	45,366	57,855	59,305
Deposits with licenced banks	68,553	79,733	107,192	128,569	83,066	66,009	60,077	82,897	96,888	97,169
Cash at banks and on hand + deposits	140,415	166,544	190,337	188,572	134,145	109,564	112,896	128,262	154,742	156,474
Less: Deposits with licensed banks (for more than 3 months)	(40,015)	(45,803)	(54,828)	(76,861)	(56,300)	(44,636)	(17,835)	(17,835)	(44,006)	(57,997)
Deposit pledged to a licenced bank	(700)	(1,704)	(1,704)	(1,740)	(1,530)	(1,646)	(1,556)	(1,556)	(1,556)	(1,556)
Cash restricted in use	(2,211)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)	(2,460)
Cash & cash equivalents at end of the financial period	97,489	116,577	131,345	107,511	73,855	60,822	91,045	106,411	106,720	94,461
Cash flows statement:										
Profit before tax	16,410	24,480	39,823	12,798	3,966	3,106	15,903	10,083	11,606	12,830
Non-cash items	13,609	14,951	14,002	14,262	16,398	18,533	19,221	19,135	19,135	19,135
Interest expense	4,523	4,883	5,114	5,140	4,812	4,524	3,996	2,853	2,567	2,281
Interest income	(1,354)	(1,895)	(2,670)	(2,460)	(2,660)	(1,507)	(1,430)	(1,803)	(2,107)	(2,113)
Operating profit before changes in working capital	33,188	42,419	56,269	29,404	22,516	24,656	37,690	30,268	31,200	32,132
Net change in current assets	(13,674)	(10,565)	1,485	8,880	(4,503)	(14,580)	(649)	(1,873)	(1,873)	(1,873)
Net change in trade and other payables and contract liabilities	(6,697)	20,035	(2,290)	(7,834)	(113)	5,922	(8,241)	(2,511)	(2,511)	(2,511)
Cash generated from operations	12,817	51,889	55,464	30,450	17,900	15,998	28,800	25,884	26,816	27,748
Interest paid	(4,401)	(4,939)	(5,078)	(5,098)	(4,719)	(4,407)	(3,881)	(2,802)	(2,521)	(2,240)
Net income tax refunded / (paid)	(455)	(340)	(110)	(865)	(1,079)	(1,187)	3,370	(545)	(627)	(693)
Net cash flows generated from operating activities	7,961	46,610	50,276	24,487	12,102	10,404	28,289	22,537	23,667	24,814
Acquisition of property, plant and equipment	(13,906)	(18,056)	(8,093)	(17,257)	(20,952)	(19,755)	(5,554)	(14,322)	(14,322)	(14,322)
Acquisition of intangible assets	(255)	(2,240)	(417)	(2,778)	(449)	17	(820)	(889)	(889)	(889)
Proceeds from disposal of property, plant and equipment	2	2	-	-	-	12	3	-	-	-
financial institutions with original maturity of more than three (3) months	(37)	(5,788)	(9,026)	(22,032)	20,560	11,665	26,802	26,171	13,991	281
deposits pledged	(100)	(1,004)	-	(36)	210	(116)	90	-	-	-
cash restricted in use	(540)	(249)	-	-	-	-	-	-	-	-
Interest received	1,354	1,895	2,670	2,796	2,660	1,507	1,430	(1,803)	(2,107)	(2,113)
Net cash flows generated from investing activities	(13,482)	(25,440)	(14,866)	(39,307)	2,029	(6,670)	21,951	9,157	(3,328)	(17,043)
Dividend paid	(4,813)	-	(14,628)	-	(38,616)	-	(3,245)	-	(3,702)	(3,702)
Payment of lease liabilities	(1,023)	(891)	(998)	(1,029)	(1,180)	(1,281)	(1,278)	(1,278)	(1,278)	(1,278)
Drawdown of term loans	10,448	6,797	2,972	6	-	-	-	-	-	-
Repayment of term loans	(47)	(7,547)	(7,547)	(7,550)	(7,550)	(15,045)	(15,053)	(15,049)	(15,051)	(15,050)
Drawdown of hire purchase	-	-	-	-	-	-	-	-	-	-
Repayment of hire purchase	(441)	(441)	(441)	(441)	(441)	(441)	(441)	-	-	-
Net cash flows used in financing activities	4,124	(2,082)	(20,642)	(9,014)	(47,787)	(16,767)	(20,017)	(16,327)	(20,031)	(20,030)

Source: TMCLS, FPA

However, we project that TMG's cash & cash equivalents will fall to S\$79.4 million in 2H FY2027, as shown in **Exhibit 76**.

Exhibit 76: Projected Cash Flows—TMG (2H FY2026 to 2H FY2027)

(in S\$ '000)	Actual / Estimate						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Summarised cash flows statement:										
Net cash flows from operating activities	52,811	35,783	138,417	(55,067)	34,608	25,840	37,595	40,247	42,270	42,285
Net cash flows used in investing activities	(7,315)	(6,073)	(471,744)	(18,246)	(15,868)	(11,290)	(11,020)	(14,247)	(13,747)	(13,747)
Net cash flows (used in)/generated from financing activities	(51,410)	105,627	320,082	(38,757)	(46,801)	(24,392)	(47,567)	(32,005)	(34,669)	(32,183)
Net decrease in cash & cash equivalents	(5,914)	135,337	(13,245)	(112,070)	(28,061)	(9,842)	(20,992)	(6,005)	(6,147)	(3,646)
Effect of exchange rate changes on cash & cash equivalents	(1,633)	(2,533)	(1,771)	1,167	3,438	(1,753)	2,172	-	-	-
Cash & cash equivalents (start of period)	150,899	143,352	276,156	261,140	150,237	125,614	114,019	95,199	89,194	83,047
Cash & cash equivalents (end of period)	143,352	276,156	261,140	150,237	125,614	114,019	95,199	89,194	83,047	79,402
Cash flows statement:										
(Loss)/profit before taxation	32,679	22,524	11,647	17,508	(9,150)	(31,467)	(6,028)	(8,510)	(6,129)	(5,734)
(Write back of)/allowance for expected credit losses on trade receivables, net	129	1,266	151	(79)	159	(189)	233	55	55	55
Depreciation and amortisation expenses	10,249	10,821	10,920	17,454	18,947	19,738	20,703	20,896	20,896	20,896
Finance costs	13,763	16,749	20,639	30,912	30,869	28,787	25,169	23,671	23,196	22,722
Bad debts written off	-	-	-	-	-	-	-	-	-	-
Inventories written off	183	24	25	13	33	16	68	31	31	31
Loss on disposal of property and equipment	57	85	12	95	132	7	3	-	-	-
Gain on lease modification/derecognition of leases	-	(4)	-	(15)	(5)	1	(3)	-	-	-
Gain on termination of leases	-	-	(3)	3	-	-	-	-	-	-
Property and equipment written off	4	7	11	22	18	73	5	-	-	-
Finance income	(1,500)	(2,448)	(4,972)	(2,404)	(2,027)	(1,589)	(960)	(848)	(817)	(754)
Share of results of a joint venture	286	207	135	57	479	4	5	136	136	136
Unrealised exchange loss	131	233	94	(57)	(437)	961	(747)	-	-	-
Impairment loss on goodwill	-	-	-	-	-	75,134	-	-	-	-
Employee share-based expenses / Equity-settled share-based transactions	19	193	282	281	277	(472)	36	81	81	81
Reversal of impairment loss on development property	-	-	-	(12,432)	-	(26,593)	-	-	-	-
Reversal of impairment loss on investment properties	-	-	-	(13,101)	-	(28,024)	-	-	-	-
Operating cash flows before changes in working capital	56,000	49,657	38,941	38,257	39,295	36,387	38,484	35,512	37,448	37,433
(Increase)/decrease in inventories	(1,627)	363	181	1,021	(763)	(434)	(1,127)	(224)	(224)	(224)
(Increase)/decrease in trade and other receivables	(3,749)	(854)	11,878	13,750	(7,818)	(4,811)	3,655	3,331	3,331	3,331
Increase/(decrease) in trade and other payables and contract liabilities	8,448	(8,070)	89,325	(103,630)	6,201	(3,665)	(2,473)	(2,848)	(2,848)	(2,848)
Cash flows from operations	59,072	41,096	140,325	(50,602)	36,915	27,477	38,539	35,770	37,706	37,691
Interest income received	1,192	2,011	4,664	3,469	2,037	1,619	857	848	817	754
Income taxes paid	(7,453)	(7,324)	(6,572)	(7,934)	(4,344)	(3,256)	(1,801)	3,630	3,746	3,840
Net cash flows from operating activities	52,811	35,783	138,417	(55,067)	34,608	25,840	37,595	40,247	42,270	42,285
Purchase of property and equipment	(6,454)	(4,751)	(10,524)	(16,339)	(13,669)	(8,914)	(8,961)	(11,681)	(11,681)	(11,681)
Purchase of intangible assets	(234)	(1,350)	(1,389)	(2,108)	(1,707)	(2,371)	(2,066)	(2,066)	(2,066)	(2,066)
Purchase of other investment	-	-	-	-	-	-	-	-	-	-
Proceeds from disposal of property and equipment	58	28	137	201	8	(5)	7	-	-	-
Additional investment in a joint venture	(685)	-	-	-	(500)	-	-	(500)	-	-
Acquisition of a subsidiary, net of cash acquired	-	-	(459,968)	-	-	-	-	-	-	-
Net cash flows used in investing activities	(7,315)	(6,073)	(471,744)	(18,246)	(15,868)	(11,290)	(11,020)	(14,247)	(13,747)	(13,747)
Repayment of interest-bearing loans and borrowings	(240,149)	(2,418)	(36,801)	(162,289)	(214,915)	(235,695)	(177,292)	(3,718)	(4,846)	(179,845)
Proceeds from interest-bearing loans and borrowings	239,080	127,017	396,098	160,996	204,293	241,982	158,661	-	-	175,000
Changes in pledged deposits	575	(318)	(291)	(6,313)	3,195	3,652	2,192	487	487	487
Proceeds from conversion of warrants	-	-	-	-	-	-	-	-	-	-
Dividends paid on ordinary shares	(30,407)	-	(10,576)	-	-	-	-	-	-	-
Dividends paid to non-controlling interests of subsidiaries	(1,306)	(180)	(2,118)	(162)	(3,810)	(59)	(507)	(134)	(2,145)	(134)
Payment of principal portion of lease liabilities	(3,224)	(3,348)	(3,403)	(4,085)	(4,346)	(4,503)	(4,969)	(4,969)	(4,969)	(4,969)
Interest paid	(15,979)	(15,126)	(22,827)	(26,904)	(31,218)	(29,769)	(25,652)	(23,671)	(23,196)	(22,722)
Net cash flows (used in)/generated from financing activities	(51,410)	105,627	320,082	(38,757)	(46,801)	(24,392)	(47,567)	(32,005)	(34,669)	(32,183)

Source: TMG, FPA

VALUATION ANALYSIS

(I) PEER COMPARISON ANALYSIS

We performed a peer comparison analysis to review how TMG is faring against industry peers in terms of current valuation metrics. Below, we list the selected peers to compare with TMG (along with a brief description of each peer) as follows:

i. IHH Healthcare Berhad (“IHH”; SGX:Q0F / MYX:5225)

IHH’s market capitalisation is RM80.4 billion as at 12 March 2026. According to IHH, it operates “140 healthcare facilities, including more than 80 hospitals.” IHH also noted in February 2026 that its operations span “Across 10 countries, including Malaysia, Singapore, Türkiye, India and Greater China”. IHH’s brands include Mount Elizabeth, Gleneagles, and Parkway.

ii. KPJ Healthcare Bhd (“KPJ”; MYX:5878)

KPJ’s market capitalisation is RM15.1 billion as at 12 March 2026. According to KPJ, it “operates 30 hospitals across Malaysia and four Ambulatory Care Centres, serving 3.3 million patients annually with 1,491 medical consultants.”

iii. Raffles Medical Group (“RMG”; SGX:BSL)

RMG’s market capitalisation is S\$1.9 billion as at 12 March 2026. According to RMG, it “operates in 14 cities in five countries in Asia.” RMG added in February 2026 that its “network includes four hospitals and over 100 multi-disciplinary clinics, offering services such as health screening, specialist care, diagnostic radiology, dental and traditional Chinese medicine.”

The results of our peer comparison analysis are shown in **Exhibit 77**.

Exhibit 77: Peer Comparison Analysis

Company	Stock Symbol	Stock Exchange	Currency	Price as at 12 Mar '26	Market Cap (S\$/RM million)	Diluted EPS (cents/sens)	P/E	DPS (cents/sens)	Dividend Yield (%)	NAV per Share (S\$/RM)	P/B
Thomson Medical Group ("TMG")	A50	SGX	SGD	0.058	1,533.6	(0.12)	n.m.	-	-	0.02	2.71 x
Peer companies:											
IHH Healthcare Berhad ("IHH")	5225	MYX	MYR	9.100	80,409.0	23.79	38.2x	10.50	1.15%	3.43	2.65 x
KPJ Healthcare Bhd ("KPJ")	5878	MYX	MYR	3.340	15,118.9	8.37	39.9x	4.23	1.27%	0.61	5.48 x
Raffles Medical Group Ltd ("RMG")	BSL	SGX	SGD	1.020	1,877.0	3.81	26.8x	3.00	2.94%	0.58	1.77 x
Peer average							35.0 x		1.79%		3.30 x

n.m. = not meaningful. Note: Market capitalisation based on [share/unit price × total issued shares/units excluding treasury shares/units (most recent source)]. Diluted EPS and DPS based on Trailing Twelve-Month ("TTM") of most recent financial statements. NAV per share/unit based on last disclosed figures.

Source: SGX Stock Screener, Bursa Malaysia, respective companies, FPA

(a) P/E multiple & dividend yield

Based on **Exhibit 77**, TMG's TTM EPS is negative, and TTM DPS is zero. Thus, we exclude P/E multiple and dividend yield from our historical valuation analysis.

(b) P/B multiple

Based on **Exhibit 77**, TMG's P/B multiple of 2.71x is lower than the peer average P/B of 3.30x. This suggests that TMG is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$0.071 if TMG is to trade at the peer average P/B of 3.30x as follows:

$$\begin{aligned}
 \text{Estimated target price (P/B multiple)} &= \text{Peer average P/B} \times \text{NAV per share} \\
 &= 3.30 \times \text{S\$}0.0214 \\
 &= \text{S\$}0.071
 \end{aligned}$$

The estimated target price of S\$0.071 implies an upside potential of 22.4% from the current share price of S\$0.058.

(c) Overall

TMG seems to be undervalued in terms of its P/B multiple. As we exclude P/E multiple and dividend yield from our peer comparison analysis, the overall target price would thus be our estimated target price of S\$0.071 based solely on P/B multiple.

The overall target price of S\$0.071 implies an upside potential of 22.4% from the current share price of S\$0.058.

(II) HISTORICAL VALUATION

We also conduct a valuation analysis based on historical valuation metrics over the past five financial years (2H FY2021 to 1H FY2026), as shown in **Exhibit 78**.

Exhibit 78: Historical Valuation Metrics (2H FY2021 to 1H FY2026)

Period	Results Release Date ("RRD")	Share price (RRD + 7 days)	Diluted EPS (cents)	TTM EPS (cents)	P/E multiple	DPS (cents)	TTM DPS (cents)	Dividend yield	NAV per share (cents)	P/B multiple
1H FY2026	11 Feb '26	0.060	(0.04)	(0.17)	n.m.	-	-	-	2.14	2.81 x
2H FY2025	29 Aug '25	0.060	(0.13)	(0.18)	n.m.	-	-	-	2.07	2.89 x
1H FY2025	12 Feb '25	0.045	(0.05)	(0.00)	n.m.	-	-	-	2.23	2.02 x
2H FY2024	26 Aug '24	0.051	0.05	0.05	95.3 x	-	-	-	2.18	2.34 x
1H FY2024	07 Feb '24	0.051	0.01	0.06	85.5 x	-	0.04	0.78%	2.13	2.39 x
2H FY2023	28 Aug '23	0.060	0.05	0.14	43.4 x	0.04	0.04	0.67%	2.18	2.76 x
1H FY2023	10 Feb '23	0.072	0.09	0.24	29.7 x	-	0.12	1.60%	2.20	3.27 x
2H FY2022	29 Aug '22	0.083	0.16	0.20	40.8 x	0.12	0.12	1.39%	2.30	3.61 x
1H FY2022	11 Feb '22	0.085	0.05	0.07	120.7 x	-	0.02	0.18%	2.18	3.91 x
2H FY2021	27 Aug '21	0.087	0.02	0.05	161.6 x	0.02	0.02	0.17%	2.14	4.06 x
Maximum					161.6 x			1.60%		4.06 x
Minimum					29.7 x			-		2.02 x
Average					82.4 x			0.48%		3.00 x

n.m. = not meaningful.

Source: TMG, Yahoo! Finance (share prices), FPA

(a) P/E multiple & dividend yield

Based on **Exhibit 78**, TMG's TTM EPS is negative, and TTM DPS is zero. Thus, we exclude P/E multiple and dividend yield from our historical valuation analysis.

(b) P/B multiple

Based on **Exhibit 78**, TMG's P/B multiple of 2.71x is lower than its historical average P/B of 3.00x. This suggests that TMG is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$0.064 if TMG is to trade at the historical average P/B of 3.00x as follows:

$$\begin{aligned}
 \text{Estimated target price (Historical P/B)} &= \text{Historical average P/B} \times \text{NAV per share} \\
 &= 3.00 \times \text{S\$}0.0214 \\
 &= \text{S\$}0.064
 \end{aligned}$$

The estimated target price of S\$0.064 implies an upside potential of 10.3% from the current share price of S\$0.058.

(c) Overall

TMG seems to be undervalued in terms of its historical average P/B. As we exclude P/E multiple and dividend yield from our historical valuation analysis, the overall target price would thus be our estimated target price of S\$0.064 based solely on historical average P/B. The overall target price of S\$0.064 implies an upside potential of 10.3% from the current share price of S\$0.058.

POTENTIAL CATALYSTS

(I) EXPANSION OF FV HOSPITAL THROUGH H BUILDING

In December 2023, TMG completed the acquisition of FEMVN. TMG noted in July 2023 that the H Building “will house the extension of the cancer centre with the addition of advanced capabilities like PET scan, a CyberKnife and a bone marrow transplant unit. It will also be home to new activities like IVF and dialysis, and the extension of outpatient services in cardiology, urology, maxillo-facial and gastroenterology.”

TMG updated in its AR for FY2025 that H Building was “scheduled to open by the end of 2027.”

TMG’s Vietnam revenue is likely to increase after the completion and opening of H Building.

(II) DEVELOPMENT OF FREEHOLD LAND WITHIN ISKANDAR DEVELOPMENT REGION, JOHOR BAHRU

In August 2025, TMG announced that it “unveiled the highly-anticipated landmark Johor Bay mega development: an integrated project bringing together world-class healthcare, luxury residential and hospitality, commercial, and lifestyle elements spanning an impressive 26 acres and carrying a projected gross development value (GDV) of over MYR18 billion.” The Johor Bay project would be built on the Freehold Land.

Should TMG begin developments on the Freehold Land as per the Johor Bay project, the valuation of the Freehold Land may rise. For instance, TMG disclosed in its AR for FY2025 (after the Johor Bay announcement in August 2025) that the Freehold Land’s valuation rose by 28.6% to RM900 psf in 2025 from RM700 psf in 2024.

TMG’s share price may also rise. For instance, TMG’s share price rose by 20.4% to S\$0.059 on 1 September 2025 from S\$0.049 on 25 August 2025 after TMG announced its Johor Bay project.

TMG’s Malaysia revenue may rise too should TMG build the proposed Thomson Hospital Iskandariah, which TMG noted in August 2025 that there would be “ample space to enable the hospital to expand from the planned 500-bed capacity to easily over 1,000 beds.”

(III) AGEING POPULATION IN SOUTHEAST ASIA

In February 2025, the World Health Organization (“WHO”) noted, “In Southeast Asia, the number of older adults is expected to rise from 77.4 million in 2020 to 173.3 million (22.0%) by 2050, marking one of the fastest demographic transitions globally.”

TMG noted in its AR for FY2025 that it was expanding into oncology (i.e., cancer-related), orthopaedics (i.e., relating to the musculoskeletal system), and ophthalmology (i.e., eye-related). We note that demand for the three specialties may rise should the ageing population in Southeast Asia grows (e.g., more patients seeking treatment for cancer, knee problems, and cataracts).

Accordingly, TMG’s Singapore, Malaysia, and Vietnam revenue may rise amid the growth in the respective domestic ageing populations. TMG’s patient volume (thus revenue) may also increase should there be rising medical tourism from neighbouring Southeast Asian countries (e.g., Indonesia).

(IV) CONTINUED APPRECIATION OF MYR AGAINST SGD

Over the past five years, MYR depreciated against SGD by 1.7% to an SGD-to-MYR exchange rate of 3.084 on 6 March 2026 from 3.031 on 7 March 2021, as shown in **Exhibit 79** (top). However, over the last twelve months, MYR appreciated against SGD by 7.6% from an SGD-to-MYR exchange rate of 3.318 on 7 March 2025, as shown in **Exhibit 79** (bottom).

Malaysia revenue accounted for 30.1% of TMG's total revenue in 1H FY2026. Should MYR continue to appreciate against SGD, Malaysia revenue (in SGD) would rise even if Malaysia revenue (in MYR) remains constant.

Exhibit 79: SGD-to-MYR Exchange Rates (Past Five Years and Last Twelve Months)



Source: Yahoo! Finance (exchange rates), FPA

INVESTMENT RECOMMENDATION

As TMG's TTM EPS is negative, and TTM DPS is zero, we exclude P/E multiple and dividend yield from our historical valuation analysis. TMG's P/B multiple of 2.71x is lower than its historical average P/B of 3.00x. This suggests that TMG is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$0.064 if TMG is to trade at the historical average P/B of 3.00x as follows:

$$\begin{aligned} \text{Estimated target price (Historical P/B)} &= \text{Historical average P/B} \times \text{NAV per share} \\ &= 3.00 \times \text{S\$0.0214} \\ &= \text{S\$0.064} \end{aligned}$$

As we exclude P/E multiple and dividend yield from our historical valuation analysis, the overall target price would thus be our estimated target price of S\$0.064 based solely on historical average P/B. The overall target price of S\$0.064 implies an upside potential of 10.3% from the current share price of S\$0.058.

Should TMG begin developing its Freehold Land as per the Johor Bay project, the valuation of the Freehold Land may rise as noted in one of our catalysts. For instance, TMG disclosed in its AR for FY2025 (after the Johor Bay announcement in August 2025) that the Freehold Land's valuation rose by 28.6% to RM900 psf in FY2025 from RM700 psf in FY2024.

Accordingly, as TMG records in its balance sheet the Freehold Land at cost minus accumulated depreciation & impairment (instead of at market value), TMG's P/B multiple is likely to rise—thereby lending support to our estimated upside potential of 10.3%. For instance, TMG's P/B multiple (and share price) rose by 29.4% (20.4%)¹ to 2.84x (S\$0.059) on 1 September 2025 from 2.20x (S\$0.049) on 25 August 2025 after TMG announced in August 2025 the Johor Bay project, as shown in **Exhibit 80**.

It remains to be seen though when further developments for the Johor Bay project would be announced. We also expect that, for FY2026 & FY2027, TMG will incur net losses and declare no dividend. Accordingly, we consider that there may be limited upside potential for TMG's share price, especially in the near-term, such that we recommend a hold.

We also recognise that our target price is subject to risks which we discuss in the next section.

Exhibit 80: Share Price and P/B Multiple (1 March 2019 to 12 March 2026)



Note: NAV per share (used to derive P/B multiple) calculated by [net assets ÷ total issued shares] throughout even though, prior to 4Q FY2019 (ended 31 December 2019), TMG calculated NAV per share by excluding equity attributable to NCI. Share price rose by 81.6% to S\$0.089 on 15 February 2021 from S\$0.049 on 8 February 2021 after TMG disclosed that its profit attributable to owners of the Company rose to S\$8.1 million in 1H FY2021 from a loss of S\$1.9 million in 1H FY2020. Subsequently, share price rose by 17.8% to S\$0.119 on 26 February 2021 from S\$0.101 on 19 February 2021 after TMG disclosed that its main shareholder, Lim Eng Hock, acquired 26,107,700 shares at S\$2,309,396.20 (around S\$0.088 per share) on 18 February 2021.

Source: TMG, Yahoo! Finance (share prices), FPA

¹ TMG disclosed on 29 August 2025 that NAV per share (cents) fell to 2.07 as at end-FY2025 (from 2.23 as at end-1H FY2025).

RISKS TO TARGET PRICE

(I) CONTINUED DEPRECIATION OF VND AGAINST SGD

We estimate the SGD-to-VND exchange rates over the past five years using Yahoo! Finance data, through [USD-to-VND exchange rates ÷ USD-to-SGD exchange rates]. We estimate that, over the past five years, VND depreciated against SGD by 16.0% to an SGD-to-VND exchange rate of 20,481 on 6 March 2026 from 17,209 on 7 March 2021, as shown in **Exhibit 81** (top). We also estimate that, over the last twelve months, VND depreciated against SGD by 6.6% from an SGD-to-VND exchange rate of 19,121 on 7 March 2025, as shown in **Exhibit 81** (bottom).

Vietnam revenue accounted for 24.1% of TMG’s total revenue in 1H FY2026. Should VND continue to depreciate against SGD, Vietnam revenue (in SGD) would fall even if Vietnam revenue (in VND) remains constant.

Exhibit 81: Estimated SGD-to-VND Exchange Rate (Past Five Years and Last Twelve Months)



Source: Yahoo! Finance (exchange rates), FPA

(II) RISING GLOBAL INSTABILITY

In February 2026, the U.S. and Israel launched strikes against Iran and killed Iran's Supreme Leader Ayatollah Ali Khamenei. As at report date, the war is still ongoing, with the new Iranian Supreme Leader, Mojtaba Khamenei, being noted by The Straits Times ("ST") as having said, "we will not neglect avenging the blood of your martyrs". ST also noted that Khamenei was "calling on Iran's neighbours to shut US bases on their territory and warning that Iran would continue to target them."

ST noted too that "Ayatollah Khamenei's remarks reinforced Iran's message that its strategy now is to impose prolonged economic shock to force Mr Trump to back off", with an Iranian military command spokesperson being cited as saying that "the world should prepare for oil prices of US\$200 a barrel."

Should the U.S.-Israeli war against Iran continue or intensify, the ensuing global instability may dampen economic growth—not just through a spike in energy prices, but also a weakening of Keynesian "animal spirits" that may discourage corporations & consumers alike from spending. Labour demand and income growth may fall, thus spurring households to potentially seek more economical healthcare treatments should any need arise. TMG's revenue in FY2026 & FY2027 may thus fall below our projections amid softer growth in ABS across TMG's hospitals.

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