

THAKRAL
CORPORATION LTD

LEVERAGING OUR LEGACY: UNLOCKING VALUE

3Q2026 RESULTS

12 November 2026

DISCLAIMER

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THAKRAL AT A GLANCE

SGX-listed since 1995

S$208.4M	S$2.47	S$1.37	0.55
Market Cap*	NAV/Share#	Share Price*	P/B Ratio*

Investments

Recurring Income

India

Real Estate with Healthcare, Gurugram

Japan

Commercial Properties

Quoted Investments

Australia

Dividend income from GemLife Over-50s Resorts

United Kingdom

The Beauty Tech Group

Premium Lifestyle Distribution

Growth Drivers

Greater China

Beauty & Fragrance

South Asia

DJI Drones & Audiovisual Products

Emerging Opportunities

India

Bharat Skytech & Skylark

India

Nespresso

*as of 11 November 2026
#as of 30 September 2026



THAKRAL
CORPORATION LTD

FINANCIAL HIGHLIGHTS

9M2026 SNAPSHOT

Total Revenue: S$337.6m
+22% YoY

Segment results – Lifestyle
S$16.9m
+30% YoY

Segment results – Investments
S$13.6m
+58% YoY

Segment results – Quoted Investments
S$(2.9)m
NM

Profit Attributable to Equity Holders
S$7.7m
(94%) YoY

Net Asset Value
S$2.47
vs S$2.42 at 1H2026

FINANCIAL SNAPSHOT

Segmental results for 9M2026 vs 9M2025 (S$'000)

	9M2026 (S$'000)				9M2025 (S$'000)				YoY
	Lifestyle	Investments	Others & corporate	Total	Lifestyle	Investments	Others & corporate	Total	Change
EXCLUDING QUOTED INVESTMENTS									
Revenue	346,231	3,704	–	**349,935**	254,363	(569)	–	**253,794**	**37.9%**
Gross profit	50,830	3,704	–	**54,534**	37,936	(569)	–	**37,367**	**45.9%**
Gross margin	14.7%	100.0%	NM	**15.6%**	14.9%	NM	NM	**14.7%**	**+0.9 ppts**
Distribution expenses	(24,003)	–	–	**(24,003)**	(16,853)	–	–	**(16,853)**	**42.4%**
Administration expenses and others *	(9,895)	(2,576)	(5,546)	**(18,017)**	(8,085)	(2,238)	(5,095)	**(15,418)**	**16.9%**
Share of profit of associates (ex-GemLife)	–	10,094	–	**10,094**	–	11,413	–	**11,413**	**(11.6%)**
Valuation gain on investment properties	–	2,354	–	**2,354**	–	–	–	**–**	**NM**
Profit (loss) before financing and income tax (ex-quoted securities)	**16,932**	**13,576**	**(5,546)**	**24,962**	**12,998**	**8,606**	**(5,095)**	**16,509**	**51.2%**

* Includes administration expenses, depreciation on PPE and fair valuation loss on derivative financial instruments, net of other operating income

INCOME STATEMENT HIGHLIGHTS

Strong revenue growth across key segments

	9M2026 (S$'000)	9M2025 (S$'000)	YoY Change	Key Drivers
Profit before financing and income tax (ex-quoted investments)	24,962	16,509	**+51.2%**	Lifestyle revenue grew strongly led by DJI products in South Asia and fragrance brands in Greater China
Profit margin (ex-quoted investments)	7.13%	6.50%	**+0.63 ppts**	
Fair valuation (loss) gain from quoted investments (incl. from IPO)	(12,332)	169,183	Not Meaningful	S$12.3m unrealised fair value loss, mainly on GemLife securities, vs GemLife IPO gain in 9M2025
Share of profit of GemLife before its IPO (before tax)	–	4,193		
Deferred tax credit (expenses) related to quoted investments	9,451	(53,408)		Reversal of tax provision in 9M2026 arises from unrealised valuation loss on GemLife securities
Net (loss) gain on quoted investments after tax	(2,881)	119,968		
Finance costs	(5,538)	(3,229)	**+71.5%**	Mainly due to medium-term note issued in April 2026
Profit attributable to equity holders	7,741	128,849	Not Meaningful	Mainly due to the prior period's one-off S$101.2m post-tax gain on the IPO of an associate (GemLife)

BALANCE SHEET HIGHLIGHTS

Selected Items Only	30 SEP 2026 (S$'000)	30 JUN 2026 (S$'000)	QoQ Change
Cash and bank balances	25,434	41,216	**(38.3%)**
Associates	70,404	64,848	**+8.6%**
Financial assets measured at fair value through income statement ("FVTIS") (current and non-current)	350,950	342,487	**+2.5%**
Debt instruments measured at FVTIS	2,029	1,411	**+43.8%**
Investment Properties	141,521	145,199	**(2.5%)**
Total Assets	763,143	719,310	**+6.1%**
Total Debt*	176,701	150,238	**+17.6%**
Total Liabilities	335,678	301,599	**+11.3%**
Net Assets (After NCI)	375,209	367,865	**+2.0%**
Debt Equity Ratio	47.1%	40.8%	**+6.3 ppts**

Key Drivers

Mainly higher inventories and trade receivables as Lifestyle sales grow

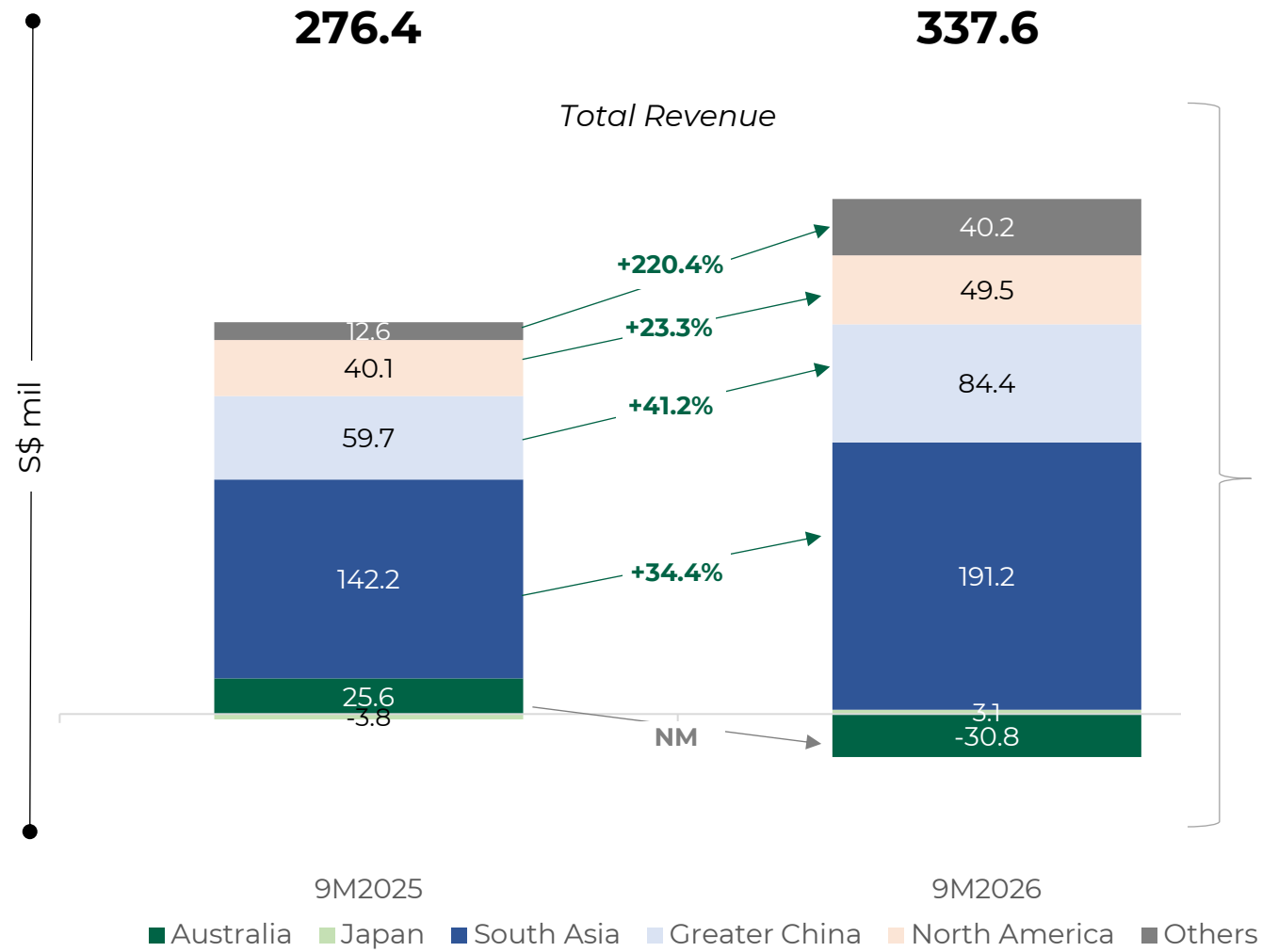
Net fair value gain on quoted investments in 3Q2026 as TBTG share prices recovered

Mainly higher trust receipts financing Lifestyle inventory purchases

* Inclusive of trust receipts and bank and other borrowings

GROUP REVENUE BREAKDOWN BY GEOGRAPHY

Revenue growth in South Asia and Greater China remains strong



Key Takeaways (9M2026 vs 9M2025)

Others

- Includes S$19.1m fair value gain on TBTG and growth from businesses in Southeast Asia

Greater China (incl. HK and Macau)

- Fragrance and beauty, supported by retail expansion and growing demand.

South Asia

- Demand for DJI action and handheld cameras, gimbals and accessories, plus growth in Nespresso India.

Japan

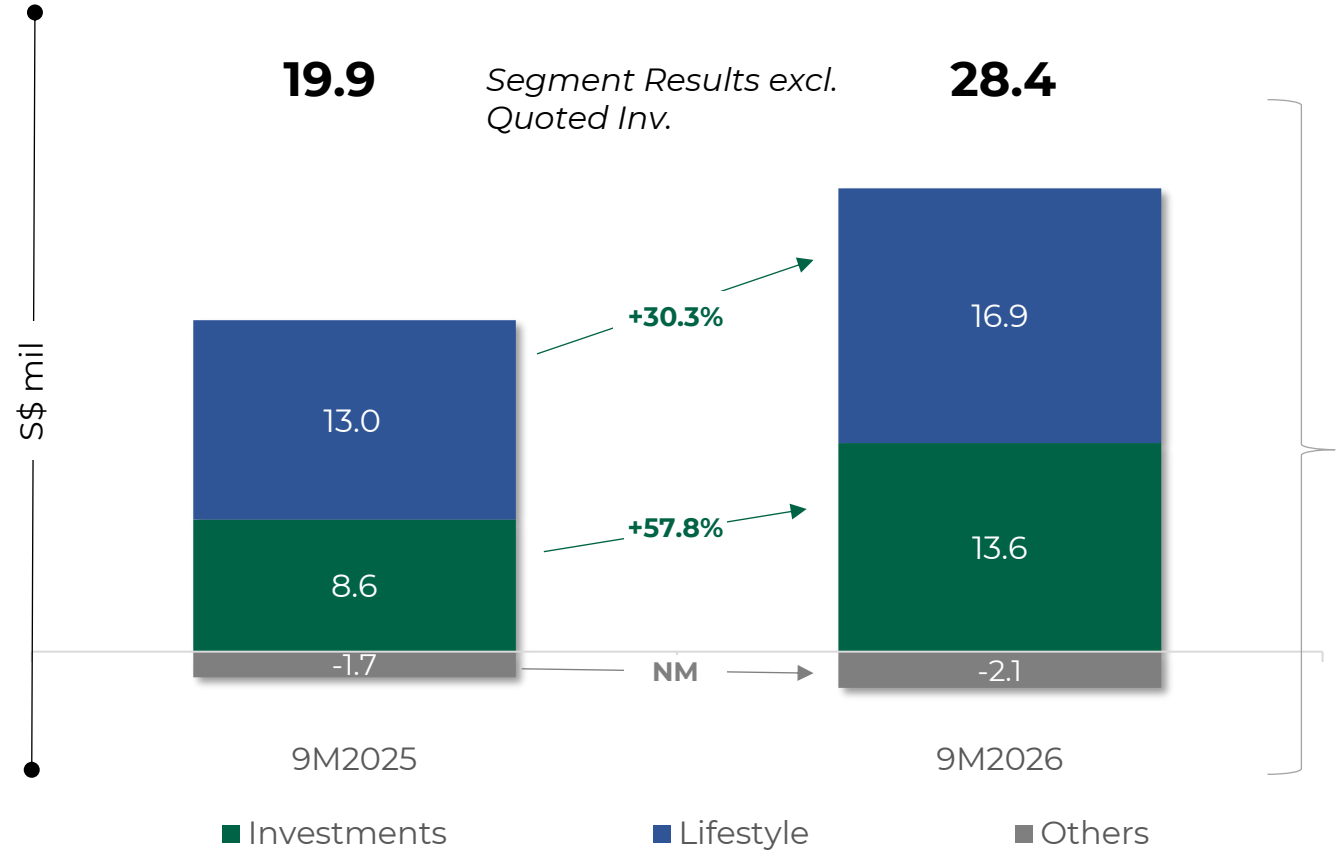
- 9M2025 included a S$9.4m distribution booked as negative revenue.
- Dividends from sale of Utsubo East gains will be received in Nov 2026 and Mar 2027.

Australia

- Unrealised valuation loss recognised on the GemLife stake due to share price movement.

SEGMENTAL RESULTS BREAKDOWN

Lifestyle and Investments both up strongly; quoted investments loss narrowed



Key Takeaways (9M2026 vs 9M2025)

Lifestyle
Operating Income

- High growth trajectory on track to outperform 25% growth for FY2026
- Robust demand for the Group's premium lifestyle products across South Asia and Greater China

Investments

Japan

- Stable rental income from Osaka commercial properties with high occupancy

India

- Valuation uplift on the Gurugram land

S$120.0m 9M2025 — (102.4%) → **S$(2.9)m** 9M2026

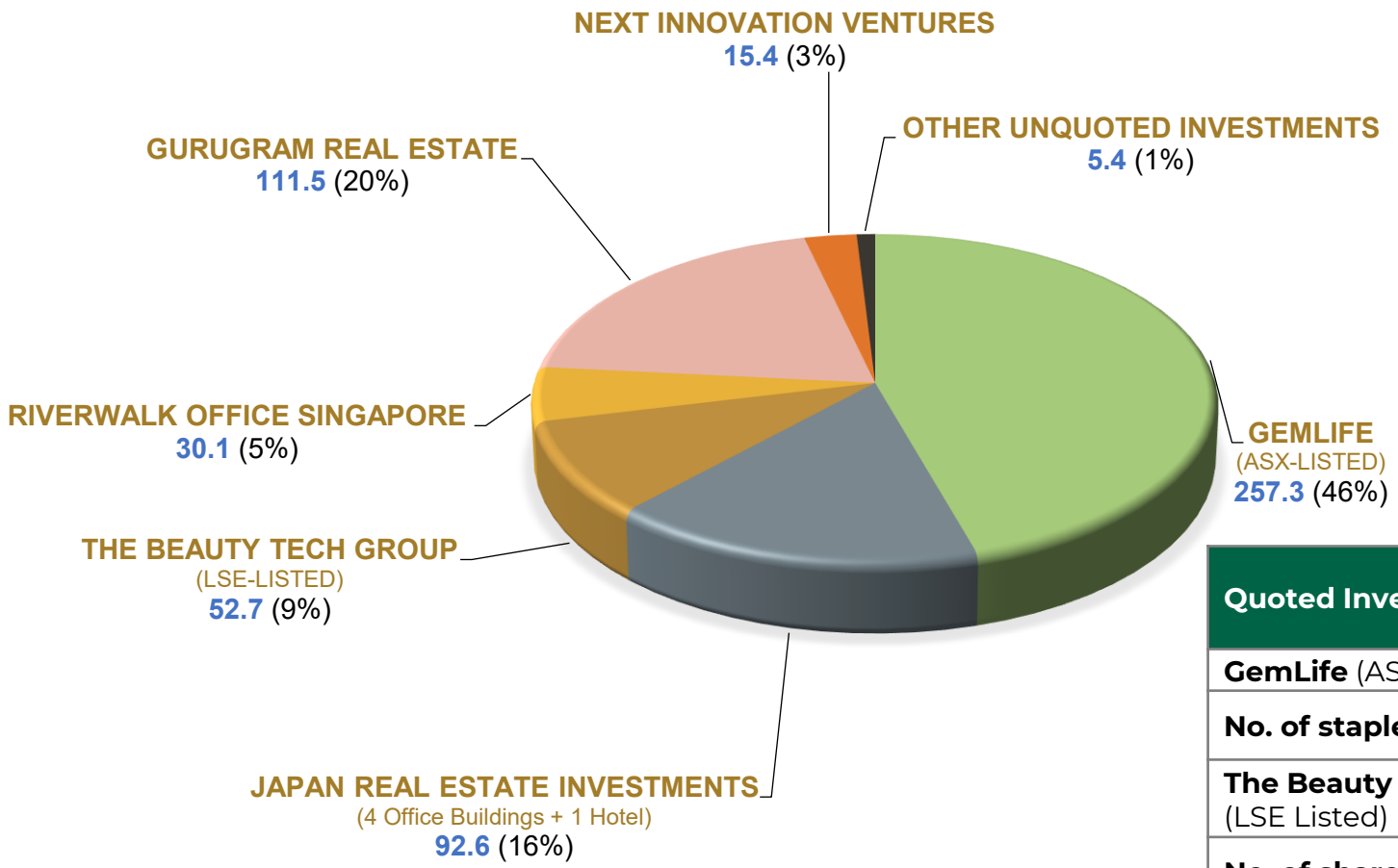
Quoted Investments

- Decline in the GemLife share price in 1H2026, partly recovered in 3Q2026
- Absence of the prior period's IPO valuation uplift and associate share of profit from GemLife

BUSINESS OVERVIEW - INVESTMENTS

AS AT 30 SEP 2026

(S$ MILLION)



TOTAL CARRYING VALUE OF INVESTMENTS: S$564.9 million

Lifestyle Segment	Key Geography
Beauty & fragrance premium retail	Greater China
Authorized distribution of DJI products	South Asia
Skylark Drones	India
Bharat Skytech	India
Official distributor for Nespresso	India
Core Segment Profits 9M2026 – S$16.9M (30%+ YoY)	

Quoted Investments	Thakral's Ownership	Carrying Value 30 Sep 2026 (in S$'million)	Latest Market Value (in S$'million)*
GemLife (ASX Listed)	17%[2]	257.3[1]	224.9[1]
No. of stapled securities	64,000,962	(A$4.53/ security)	(11 Nov 2026 - A$3.99 / security)
The Beauty Tech Group (LSE Listed)	6.09%[2]	52.7	60.5
No. of shares	6,683,868	(GBP4.65/share)	(11 Nov 2026 - GBP5.30 / share)
Total value of quoted investments (in S$'million)		**310.0**	**285.4**

*As of 11 November 2026, based on holdings at 30 September 2026

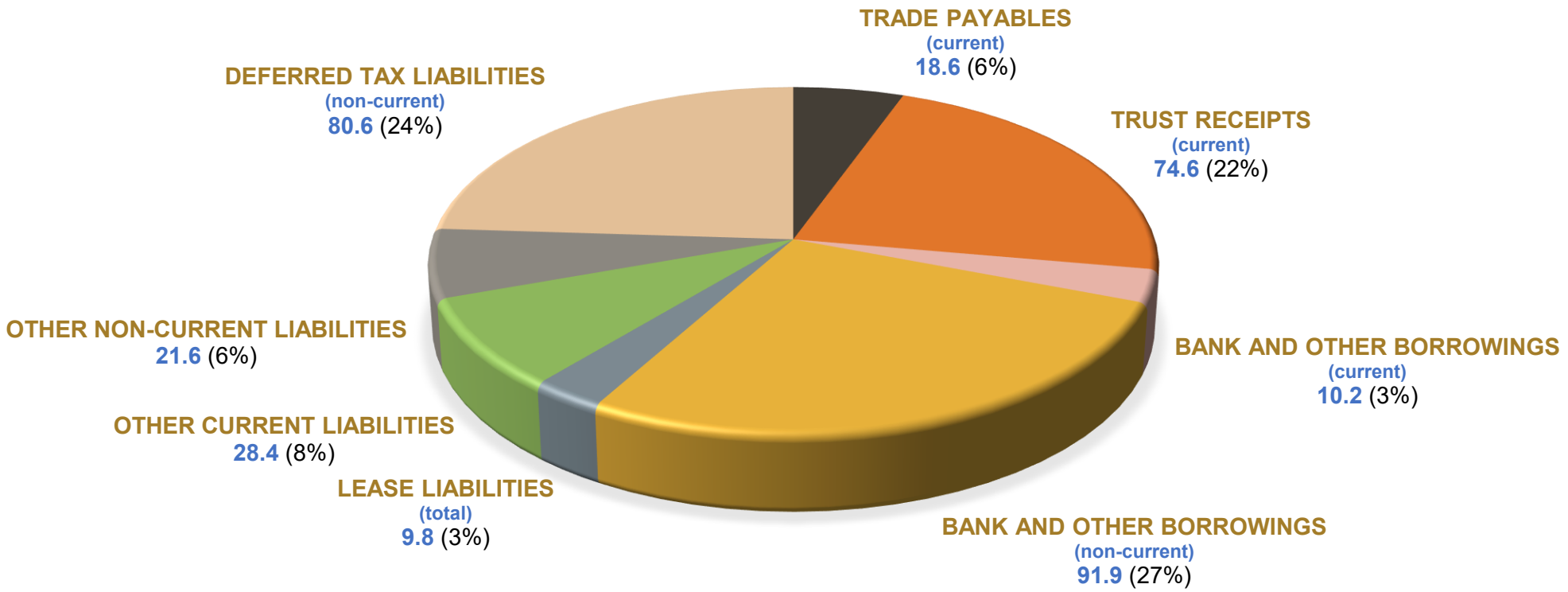
[1] Investment in GemLife shares stated before tax

[2] In October 2026, GemLife stake rose to 17% after purchase of a further 650,000 stapled securities; TBTG stake rose to 6.09% after TBTG share buybacks, with no change in the number of shares held

BUSINESS OVERVIEW - LIABILITIES

AS AT 30 SEP 2026

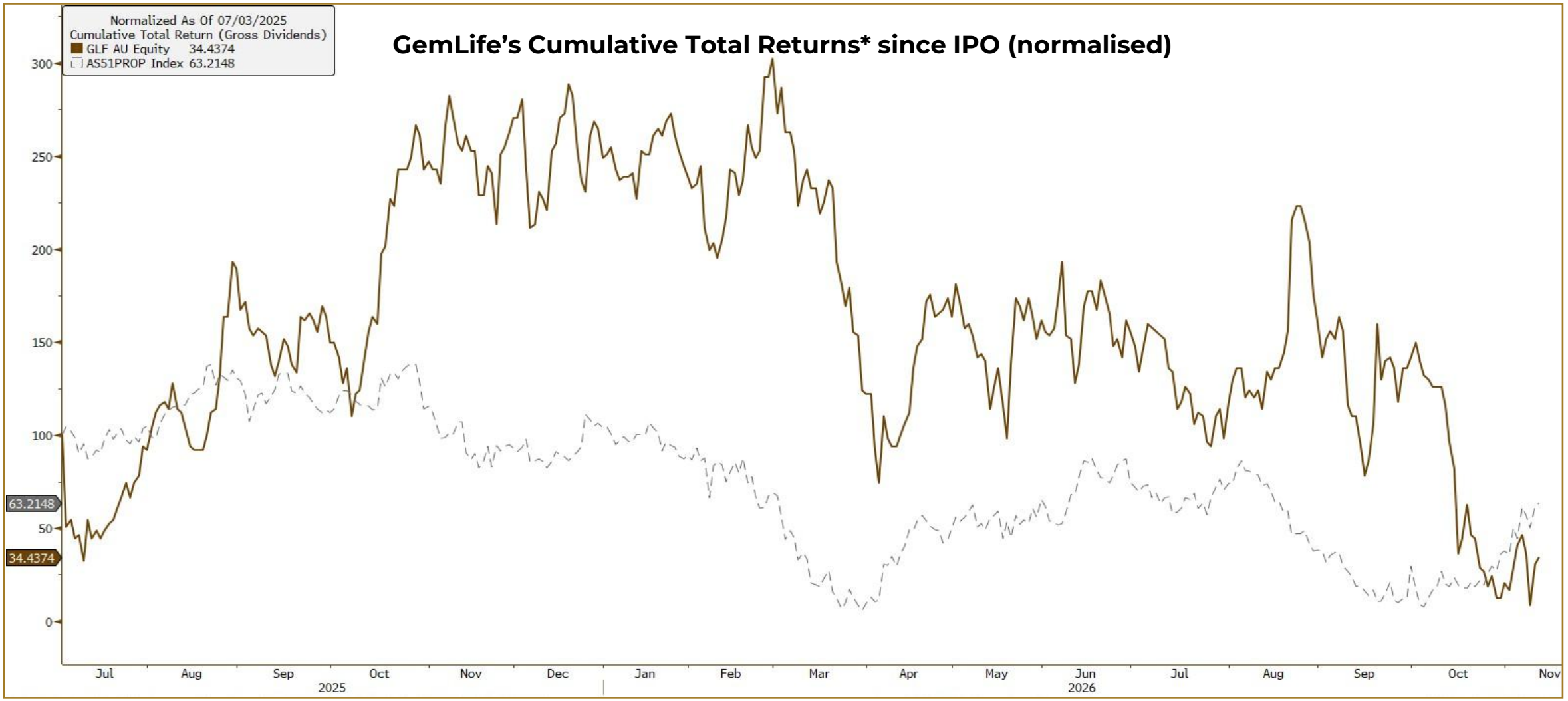
(S$ MILLION)



TOTAL LIABILITIES: S$335.7 million

GEMLIFE CUMULATIVE TOTAL RETURNS

GemLife's share price has reduced due to broader share market weakness from geopolitical tensions globally; Thakral holds its stake with a long-term investment horizon



Sourced from Bloomberg
*cumulative total return (gross dividends) refers to one day total return as of today.
The end date is as of 11 November 2026







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LIFESTYLE SEGMENT

FY2026 growth expected to outperform 25%

THAKRAL LIFE

Proposed spin-off and listing on the SGX Mainboard

WHY A SEPARATE LISTING

Its own access to growth capital

Proceeds to fund store roll-outs and new brands

A dedicated management team

The team that built the business, with its own platform

Thakral Corp consolidates

Majority stake retained and consolidated, so shareholders keep the upside

Independent valuation

Makes it easier for the market to value the Lifestyle business independently and understand its full potential

S$346.2m

9M2026 revenue, +36% YoY

S$16.9m

9M2026 segment results, +30% YoY

~25%

FY2026 growth guidance

1 Beauty & Fragrance

Greater China and Japan

- L'Oréal's preferred partner in the region
- 80+ stores and counters: Maison Margiela, Miu Miu, Viktor & Rolf, Ralph Lauren

2 Nespresso

Official distributor in India

- Four boutiques, e-commerce, and hotels incl. Fairmont, JW Marriott, Hyatt
- On track for profitability in FY2027
- Onboarded to Blinkit (India's largest quick commerce platform in 3Q2026)

3 DJI

Authorised distributor, South Asia

- Seven markets, led by India's creator economy
- Continued expansion in e-commerce and modern trade channels

4 THE RIVERWALK — Commercial property in Singapore's city centre, valued at S$30.1m

LIFESTYLE – NESPRESSO INDIA

Continuing to expand Nespresso across boutiques, online platforms and B2B channels in India

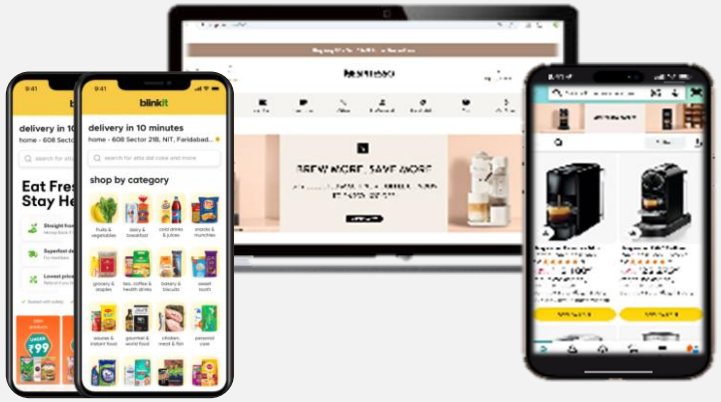
Nespresso Distribution Footprint

Brand Boutiques



Select Citywalk, New Delhi
Ambience Mall, Gurugram
Jio World Drive, Mumbai
Orion Mall, Bengaluru

Online Platforms



- Official **Nespresso Website**
- Official **Amazon Marketplace Store**
- Official **Blinkit** Quick Commerce Partnership

Hotels & Corporations

Fairmont HOTELS & RESORTS
JW MARRIOTT
HYATT REGENCY RESORT
CONRAD HOTELS & RESORTS
Bloomberg
TAJ

Global and local 5-star hotels and corporate offices

On track to achieve **profitability in FY2027**

LIFESTYLE - BEAUTY & FRAGRANCE

Beauty & Fragrance poised for continued expansion

Australia
Japan
India
Greater China
South Asia

Key Retail Channels

Multi-brand beauty retailers and concept stores	80+ mono-brand stores and counters	E-commerce platforms











Maison Margiela PARIS

Atelier Cologne PARIS

YUE-SAI

miu miu

VIKTOR&ROLF

RALPH LAUREN FRAGRANCES

MUGLER

Expansion to Japan

Two pop-ups planned **Tokyo and Osaka, 4Q2026**

DJI – MODERN TRADE & MARKET SHARE

Thakral has been DJI's authorised distributor in South Asia since 10+ years

GLOBAL MARKET LEADERSHIP



#1

Global action cameras, with 64% share in Q2 2026[1]



73%

Share of global handheld smart camera shipments, Q2 2026[1]

DJI also ranked #1 for full-year 2025, with 62% of global handheld smart camera shipments[2]

MODERN TRADE AND ONLINE PARTNERS IN INDIA

Croma
Tata Group's electronics retail chain

DJI Osmo range sold in store and online[3]

Reliance Digital
Reliance Retail's electronics chain

DJI Osmo range sold in store and online[3]

Amazon India
India's largest online marketplace

DJI action cameras and gimbals among category bestsellers

Flipkart
Walmart-owned online marketplace

DJI action cameras and gimbals among category bestsellers

NEW ONLINE PARTNER
All categories of DJI products will be sold on **Daraz**, South Asia's leading e-commerce marketplace soon

Next: DJI brand stores
20 to 30 DJI stores planned across India and South Asia over two to three years, including flagship stores in major cities, starting 1H2027

Sources: 1 IDC Worldwide Handheld Smart Camera Tracker, Q2 2026 (23 Sep 2026); 2 IDC, via ChannelLife (26 Mar 2026); 3 DJI Osmo Pocket 4 India launch release, Thakral Innovations (1 Jul 2026);

LIFESTYLE - DJI

Strengthening portfolio across consumer drones, imaging, content creation and enterprise solutions

Consumer Drones



Easy-to-use camera drone

Enterprise Drones



Matrice series

Agricultural Drones



Agras series

Image Stabilisers and Gimbals



DJI RS series

Action Cameras



Osmo Action[1] & Osmo Pocket series

Handheld Cameras



DJI Osmo Mobile series

Accessories & Ecosystem



Batteries, microphones, filters, charging solutions

Consumer Products & Electronics



Romo S

1. DJI Osmo Action 6 was honoured as the Best Action Cam at the prestigious global T3 Awards 2026.
Note: DJI drones are not sold in India.

EMERGING CREATOR ECONOMY IN SOUTH ASIA

Capitalising on opportunities in South Asia's rapidly expanding creator ecosystem through DJI



South Asia content creation ecosystem, led by India
Advanced digital consumption, creator-led commerce, and growing demand for local content are set to accelerate.

US$1T+
Creator-driven spending projections by 2030 [3]

4m+
Indian content creators, 4x increase since 2020 [1]

510m+
Instagram user base, the largest in the world [2]

+17%
YoY growth in audio-visual equipment adoption [4]

Sources: 1 ISB–Hashfame, India Creator Economy Report; 2 Statista, Instagram users by country; 3 BCG, From Content to Commerce: Mapping India's Creator Economy (May 2025) (Creator-influenced consumer spending refers to the total consumer spend on goods and services where the purchase decision was shaped by creator content); 4 TechRadar



THAKRAL
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INVESTMENT SEGMENT

INVESTMENT – GEMLIFE

Thakral owns a 17%[2] stake in GemLife Communities Group

A$3.99	A$1.52B	33	2,324	10,452
Share Price[1]	Market Cap[1]	Communities*	Occupied Homes*	Pipeline of Homes*

[1] As of 11 November 2026
[2] Increased from 16.8% in October 2026 after purchase of a further 650,000 stapled securities

*GemLife's 1H26 Results Presentation, 24 August 2026

GemLife is a leading vertically integrated, pure-play Land Lease Community (LLC) developer, builder, owner, and operator for Australians aged over 50. GemLife is a founder-led business drawing on 40 years of experience in the LLC sector.

PARTNERSHIP

Partnership with Amplar Health (Medibank)

- Part of GemLife's A$6M wellness strategy, to deliver a 12-week healthy ageing program for new residents across Australia.
- Positions wellness as a key differentiator, supporting occupancy growth and premium pricing in the over-50s market.

Announced July 2026

AWARD

GemLife Tweed Waters

- Won the 2026 Master Builders NSW Northern Regions Excellence in Building Awards:
  - Lifestyle Living Over-55s project
  - Commercial Project
  - Commercial Builder of the Year



GEMLIFE FINANCIAL PERFORMANCE – 1H26

1H26 result exceeds Prospectus forecast; FY26 EPS guidance upgraded – updated on 24 August 2026

Australia
Japan
Greater China
South Asia

Financial Highlights

A$195.1m
Revenue
+36.3% vs prospectus, +86% YoY

A$68.3m
EBIT
+35.8% vs prospectus, +89% YoY

A$58.5m
Underlying NPAT
+26.8% vs prospectus, +102% YoY

15.4c
Underlying EPS
+27% vs prospectus, +102% YoY

61.3%
Community Operating Margin

Development Metrics

A$876K
Average Home Sale Price (+10% on 1H25)

A$438K
Average Home Build Margin (49.9%)

208
Settlements (+75% on 1H25)

52
Homes sold and awaiting settlement in 2H26

A$215
Average weekly site rental fee (+6.4% from 1H25)

In 1H26, GemLife exceeded its **final Prospectus forecast period across every key financial and operational metric**. Revenue rose 86% and Underlying NPAT rose 102% on a 1H25 pro forma.

- Settlements rose 75% to **208 homes, 16 ahead of the Prospectus forecast**. A further 52 homes were completed and sold at 30 June 2026, for settlement in 2H26.
- Home Build Margin held at 49.9%, within the 47-52% range for the eighth consecutive year. Average home sale price rose 10% to A$876,000 and the average weekly site fee rose 6.4% to A$215.
- **Sales pipeline rose 50% to 370 homes** under contract or expression of interest, and homes completed or under construction rose 27% to **382.**
- Community Operations now covers 2,324 occupied homes. GemLife declared an inaugural distribution of 1.1 AU cents for the 12 months to 30 June 2026, in line with Prospectus guidance.

GemLife upgrades FY2026 EPS guidance to 30.0 AU cents – 31.0 AU cents
+27-31% growth on FY2025

For more information on the result announcement, please visit: https://www.gemlife.com.au/investor-announcements/
Note: Based on GemLife's 1H2026 results announcement and investor presentation released on 24 August 2026. 1H2025 comparatives are pro forma.

INVESTMENT - JAPAN COMMERCIAL PROPERTIES

Average occupancy of 96.5% for 4 office buildings in Osaka

Property	Type	Effective Ownership	Occupancy
Yotsubashi East Building	Office	57%	100%
Yotsubashi Grand Building	Office	55%	86.4%
Umeda Pacific Building	Office	59%	99.8%
Itachibori Square	Office	55%	100%
Best Western Osaka Tsukamoto	Hotel	57%	NA



DIVESTMENT OF UTSUBO EAST BUILDING

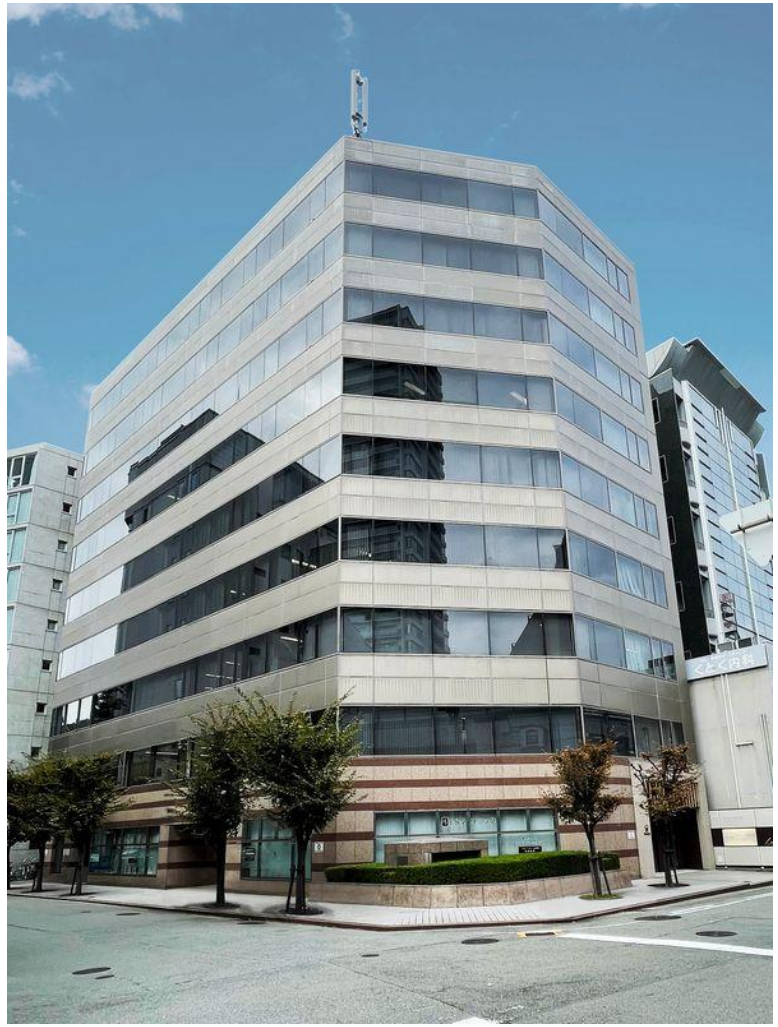
Divested in September 2026

JPY4.12 billion
Sale Price
16% above book value

S$1.5 million
Net Attributable Gain

S$21 million
Cash to the Group, to be received as dividends in Nov 2026 and Mar 2027

18% p.a.
Equity Internal Rate of Return (in JPY terms)



JADELIFE – ACTIVE SENIOR RESORTS

Active senior resorts for Asia, starting with a potential acquisition in Tokyo

Projected specifications

~55
Apartments with extensive wellness amenities

Tokyo
Site for the first JadeLife project

~JPY5.0bn
Expected market value when completed and operational

Project timeline

Dec 2026
Expected timeline for site acquisition

~2.5 years
Design and development

2029 completion
Opening of the first JadeLife development

Why JadeLife

29.6%
of Japan's population is aged 65 and over (36.24 million)[1]

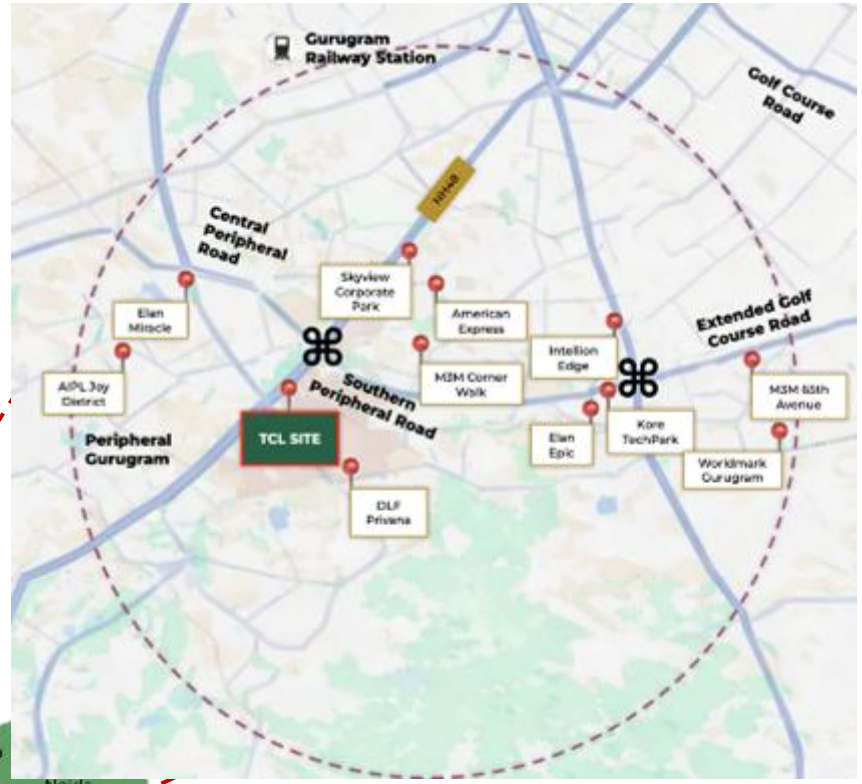
34.8%
projected share of the population aged 65 and over by 2040[1]

- **Built on experience —** extends the Group's exposure to over-50s living through its 17% stake in GemLife in Australia.
- **Japan platform —** adds to the Group's long-standing presence in Japan through its Osaka commercial properties.

Sources: 1. Statistics Bureau of Japan, Ministry of Internal Affairs and Communications, population estimates as of 15 September 2026 (released 20 September 2026)

INVESTMENT – GURUGRAM, INDIA REAL ESTATE

Capitalising on one of the leading housing markets in India



Site Neighbourhood



Delhi National Capital Region

Indicative artist impression: for illustrative purposes only

Gurugram accounts for 57% of total Delhi-NCR office leasing in 1H 2026[1]

Strategic Location

Located near Delhi Airport
Connected to major expressways
Adjacent to upcoming Rapid Railway and MRTs

Affluent Population

In 2025, Gurugram emerged as a fastest-growing high-end luxury residential market, recording INR 24,120 crores in transactions for homes priced above INR 10 crores, such as DLF Dahlias and DLF Camellias, outpacing Mumbai[2]

Active Housing Market

Pipeline of **36,365** homes with **27,840** homes under construction in the vicinity of the site[3].
Includes DLF Privana, a 116-acre township with over **4,000 residential units** selling at **S$320 psf** [4].

Sources: 1. Savills Research; 2. Economic Times; 3. CBRE Research; 4. DLF Homes;,

INVESTMENT – GURUGRAM, INDIA REAL ESTATE

Developing and de-risking a mixed-use real estate project with development potential of 2.5 million sq. ft.



95.3%
Thakral's stake;
increased from 13.6%

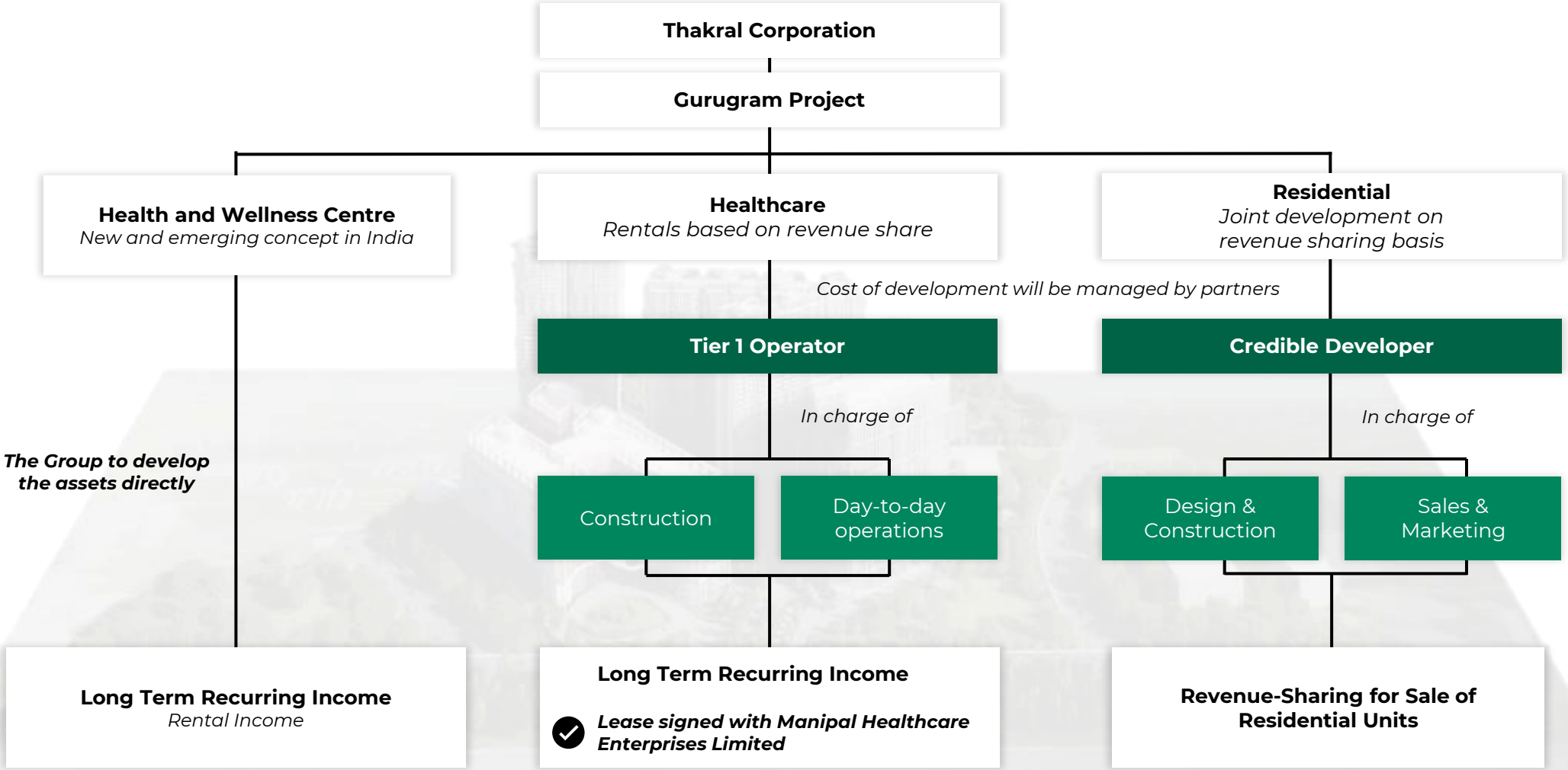
Over 2.5M sqft
Total built-up area

Up to 900 beds[1]
Estimated hospital capacity

1. Bed capacity will be achieved in phased development, subject to requisite approvals Indicative artistic representation subject to changes based on final designs and regulatory approval
Development mix subject to regulatory approval

PROPOSED REVENUE-SHARING MODEL

Allows Thakral to optimise and de-risk returns to maximise value



Unlock value and build a base of recurring income and cashflows for the Group

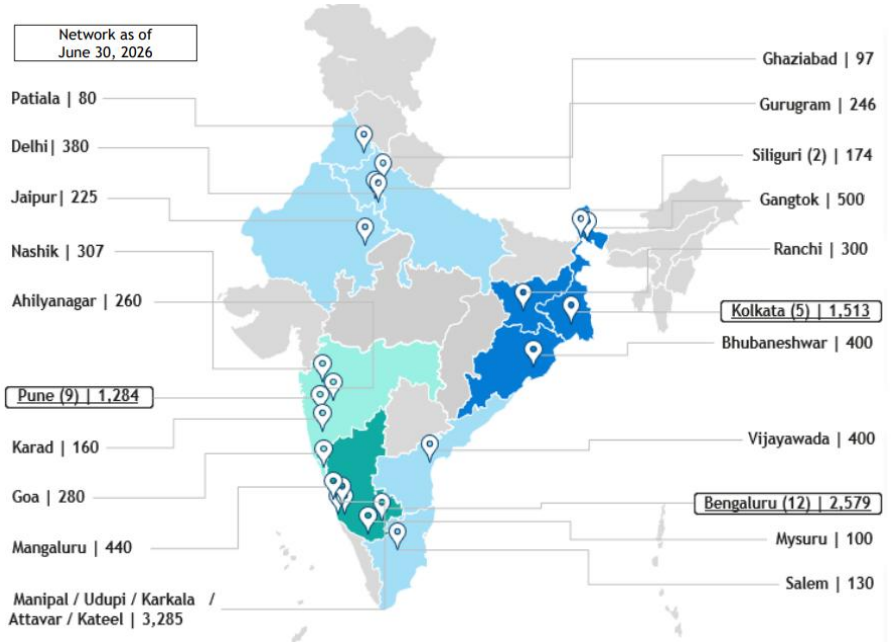
LONG TERM LEASE WITH MANIPAL HEALTHCARE ENTERPRISES LIMITED

manipalhospitals
LIFE'S ON

Manipal Healthcare Enterprises Limited (MHEL) is one of India's leading integrated healthcare provider serving ~ 8 million patients annually, focused on providing accessible, high-quality healthcare services. It has a network of 50 hospitals with over 13,400 beds across the country. The network is India's largest multispecialty hospital network by bed capacity, supported by a talented pool of 11,000+ doctors and an employee strength of over 25,000. MHEL was recently listed on Indian stock exchanges with a current market cap of ~11.7 bn SGD*

Key Investors: TEMASEK TPG novo holdings

*As on 30 October 2026 (Source: bseindia.com)



11,000+ doctors

70+ years of experience

25,000+ employees

MHEL will develop and operate a state-of-the-art multispecialty hospital. This hospital is expected to be one of MHEL's flagship facilities.

Commercial Arrangement

Tenure: Initial period of ~30 years	**Land Parcel:** ~3.5 acres	**Lease Rentals:** Revenue share with Minimum Guarantee	**Expected Capacity:** First phase of 500 beds (with future total potential upto 900 beds)

Sources: Manipal Hospital, Manipal Hospital Investor Presentation Q1 FY27

EMERGING DRONE BUSINESS

Capitalising opportunities in India's drone ecosystem



Building a drone ecosystem in India

Under the Indian Government's "**Make in India**" initiatives

National push for domestic drone manufacturing

- Drones and drone components **must be locally manufactured in India** to operate and scale.
- This creates a legal barrier for global players.

Policy-backed economics with financial support

- Production-Linked Incentives (PLI) and related schemes **subsidise up to ~75%** of eligible costs, lowering capital and execution risks.

Sources: Press Information Bureau, Ministry of Information and Broadcasting, Government of India

BHARAT SKYTECH

Evercell components made in India since May 2026, with a growing market presence

4
approved Evercell SKUs

2
BIS-certified (battery & charger)



- Evercell 22000 mAh LiPo battery – **BIS certified**
- Evercell EC2000-14S 2000 W dual-channel charger – **BIS certified**
- B12 Bharat handheld remote controller
- 10 L spray tank and canopy for agricultural drones

Growing Market Presence



7th Drone International Expo
Bharat Mandapam, New Delhi · 24–25 June 2026



Battery Asia 2026
India Expo Centre, Greater Noida · 4–6 June 2026

Looking ahead to 4Q 2026

Progressive commercialisation
Remaining BIS and WPC approvals to be received, with products released to market as each approval lands.

Conversion of enquiries
Exhibition enquiries to be converted into dealer, OEM and institutional orders.

SKYLARK DRONES

Leading Indian technology company specialising in drone data analytics and aerial survey solutions

Thakral's stake
29.2%

Trusted by leading Indian conglomerates & Fortune 500, providing End-to-end AI-enabled drone SaaS solutions across industries

Skylark Drones: An Overview



WATCH THE VIDEO | *Click to play on YouTube*

Founded in 2014 in Bengaluru, **building the core software infrastructure for enterprise drones**

Autonomous Aerial Intelligence

Automated drone flights, AI-powered analytics and cloud software in one end-to-end platform.

Built for Asset-Heavy Enterprises

Serving mining, solar and renewables, power transmission and construction projects.

From Drone Data to Decisions

Turns aerial data into actionable insights, from site progress and volume measurement to asset health.



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