

THE  
**ASSEMBLY PLACE**  
SOCIAL COMMUNITY LIVING

Corporate Presentation

January 2026



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# At a Glance



## *The Largest Community Living Operator in Singapore*

### 3 Key Business Segments



#### Community-Driven Stays

- Operate and manage residential and other types of property assets to offer members community-driven living solutions
- Offer property management services for mixed-use and commercial property assets
- Six(6) Distinct brands



#### Other Property-related Services

- Offer property asset owners other value-added services such as:
  - Referral services
  - Project management services for renovation and refurbishment works



#### Investments

- Acquire minority ownership interest in companies that own property assets
- May enter into tenancy agreements, project management agreements and/or property management agreements with such acquired companies
- Invest in or acquire companies that offer strategic or synergistic benefits

(1): As at 17 December 2025, the latest practicable date ("LPD") of the offer document dated 15 January 2026 (the "Offer Document")

# Key Investment Merits

- 1 Singapore's largest and most diversified Community Living operator<sup>(1)</sup>
- 2 Community-driven approach and proprietary technology
- 3 Scalable growth fueled by an asset-light model and in-house capabilities
- 4 Experienced leadership with proven industry track record and capabilities
- 5 Undemanding value proposition

# Who We Are

Since its inception in 2021, The Assembly Place has expanded its operation to managing approximately 3,422 keys<sup>(1)</sup>.

The Assembly Place has grown into an award-winning co-living operator which is now the **largest and most diverse Community Living operator in Singapore**<sup>(2)</sup>.

Beyond its operational expertise, The Assembly Place also offers project and property management services, creating values in the properties under its management.

*(1): As at 17 December 2025, being the LPD set out in the Offer Document*

*(2): Based on the industry report dated 12 November 2025 prepared by the Industry Consultant, Knight Frank Pte. Ltd. ("Knight Frank"), on the Community Living industry in Singapore for the purpose of inclusion in the Offer Document.*

# Our Journey

## AWARDS

### Property Guru Asia Property Awards

- Best Co-Living Operator
- Best Co Living Space - Winner
- Best Co Living Space - Highly Commended award

### Property Guru Asia Property Awards

- Best Co-Living Operator
- Best Heritage Co Living Space - Winner
- Best Heritage Co Living Space - Highly Commended award

### Property Guru Asia Property Awards

- Best Co-Living Operator
- Best Co Living Space - Winner
- Best Co Living Space - Highly Commended award

### Property Guru Asia Property Awards

- Best Co-Living Operator
- Best Co Living Space - Winner

### EdgeProp Singapore Excellence Awards

- Co-Living Excellence Award

### Property Guru Asia Property Awards

- Best Co-Living Operator
- Best Landed Housing Development
- Best Boutique Hotel Development
- Best Co Living Space

### The Straits Times and Statista

- Distinguished member of Singapore's Fastest Growing Companies

## OPERATIONAL HIGHLIGHTS

- Grew to 311 keys spanning over 15 property assets

- Commontown Acquisition
- First purpose-built premium hostel: *The Assembly Place, A Co-Living Hostel @ Perak*
- Heritage and apartment complex property assets in Jalan Besar, Outram Road and Wilkie Road

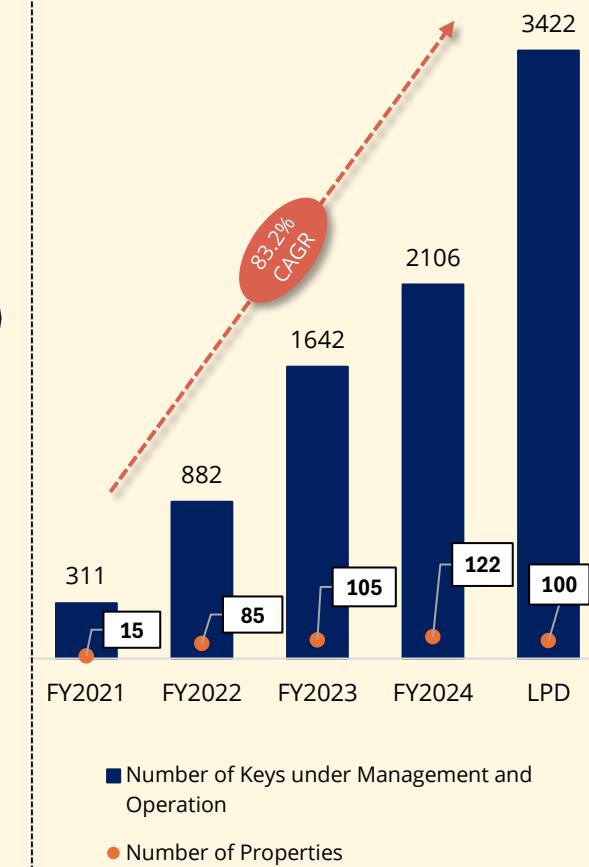
- Flagship student housing project: *CAMPUS by The Assembly Place*
- *A Co-Living Hotel @ Veerasamy*
- First serviced apartments: *The Assembly Place, Serviced Residences @ Stevens Road*

- *Hafary House*
- Appointed as asset manager for *Serene Centre*
- TSTAP Residences' foreign healthcare professionals' accommodation at *Short Street*

- First Inter-Generational Living space launched by TSTAP Henderson: *COMMUNE on Henderson*
- Official launch of *Serene Centre*
- *SOCIAL on Outram*

## KEYS TREND

### Number of Keys under Management & Operation



# 6 Brands 5 Living Sectors



Residential Co-Living



Students' Accommodation



Supervised Homestay Accommodation



Hotels & Serviced Apartments



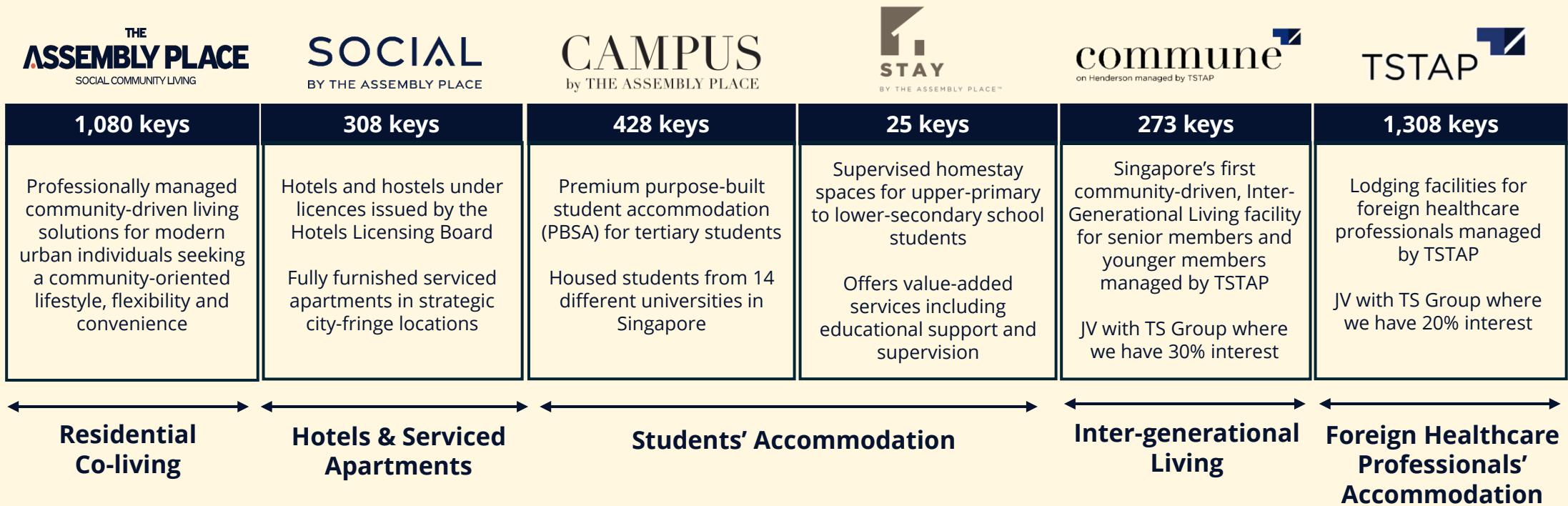
Inter-generational Living



Foreign Healthcare Professionals' Accommodation

- **TSTAP:** Operated by associated company TSTAP Residence, a 20%-owned joint venture with TS Group.
- **COMMUNE:** Operated by associated company TSTAP Henderson, a 30%-owned joint venture with TS Group

We manage and operate approximately 3,422 keys across 6 brands and 5 living sectors as at 17 December 2025



(1): Number of keys as at 17 December 2025, being the LPD set out in the Offer Document

Singapore's largest Community Living operator

Since our inception in 2019, we have grown to become the largest Community Living operator in Singapore

## Typologies of Community Living Sectors in Singapore

Community Living in Singapore exists in multiple forms, each targeting a different demographic group:



Source: Knight Frank Consultancy

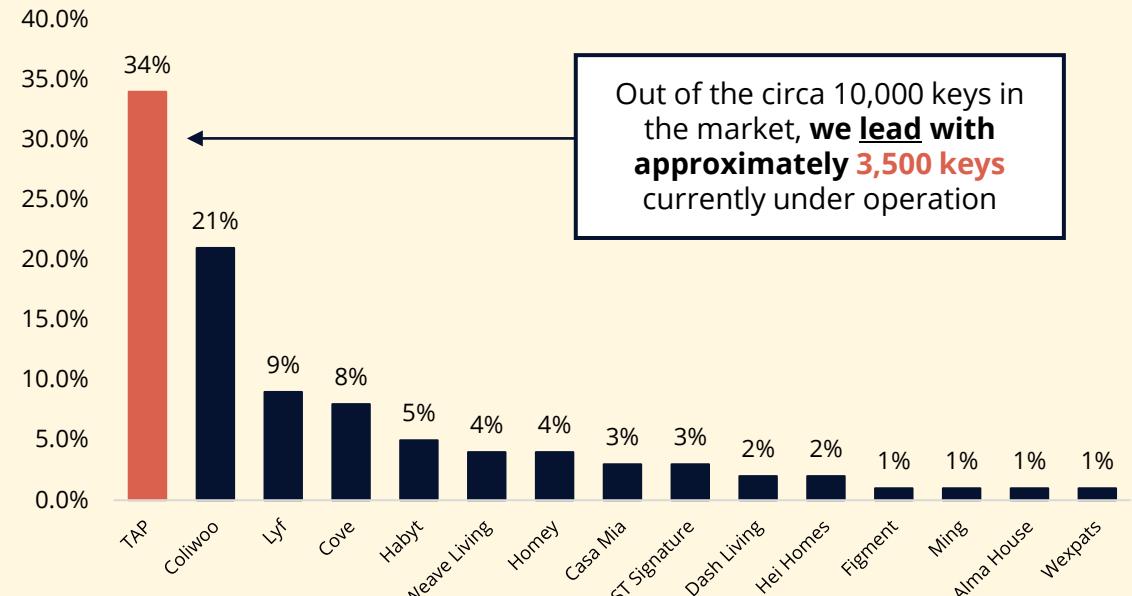
- The concept of Community Living **encourages interactions among the residents** at the shared spaces and social events held within the premise or external locations

(1) The properties sub-leased to other non-affiliated operators are not included.

(2) "Keys under operation" refers to the number of guest/occupant who lease a space from the operator. Each key is managed and tracked and represents the authorisation for a specific guest/occupant to access the space for the leased period.

(3) The tabulation of keys is based on room count for all property asset typologies with the exception of foreign healthcare professionals' accommodation, backpackers' hostels and student accommodations where the bed count was adopted as the metric.

## Market Share by Number of Keys Leased & Operated<sup>(1)(2)(3)</sup> by the Leading Community Living Operators



Source: Knight Frank

- As of September 2025, Singapore has **at least 30 Community Living operators**, with the majority comprising smaller-scale players which operate less than 1,000 Residential Co-living keys

# Singapore's largest Community Living operator

# Market Drivers For Living Sectors

## High Urban Density and Land Constraint

- High housing cost and limited land supply
- Inflationary cost pressures and **increasing housing rental rates**

## Global Business and Education Hub

- Steady inflow of **foreign expats** and **international students** (E-pass, S-pass Holders)
- Increasing demand for professionally managed accommodation, including **quality purpose-built housings** and **higher-value offerings**, including premium amenities, flexible lease structures, and integrated community-focused living experiences

## Changing Demographics and Living Needs

- **Proportion of foreigners and seniors aged 65 and over** (31.3% and 14.2% of total population respectively, as of 2025) are increasing
- Aging population trend and shrinking households - demand for intergenerational housing
- Shifts in type of accommodation options to match **life stages** as well as preferences

# Market Drivers For Living Sectors

## Estimated Addressable Market Value of the Living Sectors



### Residential Co-living

1H2025  
S\$8.6 billion

2030F  
S\$9.7 billion

Drivers: growth of E-pass holders and private non-landed residential rental market trends



### Hotel and Serviced Apartments

2024  
S\$2.2 billion

2030F  
S\$2.5 billion

Drivers: upcoming pipeline supply of new economy-tier hotel rooms, STB's active tourism development plans



### Students' Accommodation

2024  
S\$1.2 billion

2030F  
S\$1.6 billion

Drivers: student pass holders growth, rental rate escalation



### Foreign Healthcare Professionals' Accommodation

2025  
S\$24 million

2030F  
S\$27 million

Drivers: rising demand for healthcare in ageing society, need for strong pipeline of nurses in Singapore

- TAP's diversified portfolio broadens the Group's market reach across multiple demographics, and strategically positions the Group to **capture growing opportunities in Singapore's growing Community Living sector**

# Residential Co-Living

Shared Living for Modern  
Communities



# Residential Co-Living

Shared Living for Modern  
Communities



\*Artist Impression for visual representation only  
\*Subject to changes

## Serene Centre

- 2 Levels of Retail Podium
- 86 Rooms Service Apartments

**2025 PropertyGuru Asia Property Awards Best Co-Living Space – Serene Living**

# Students' Accommodation

Purpose-Built Student  
Accommodation

**CAMPUS**  
by THE ASSEMBLY PLACE



116 Lorong J & 119 Lorong K Telok Kurau



PropertyGuru  
Asia Property Awards  
Singapore

WINNER

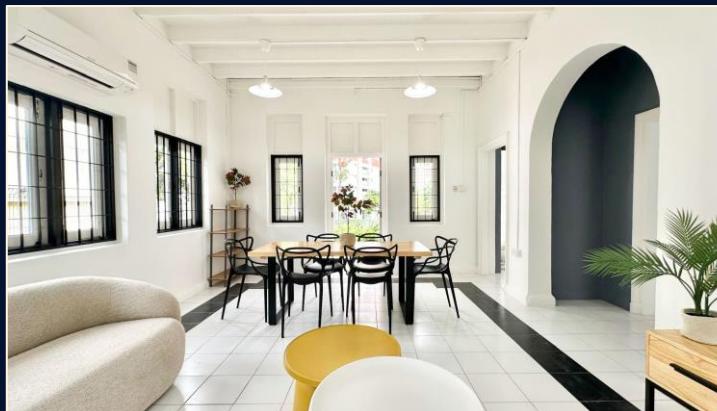
BEST CO LIVING SPACE

Campus @ Telok Kurau  
by The Assembly Place

2023

# Homestay Accommodation

Premier Homestay Student  
Accommodation



121, 123 & 125, 127 Woodleigh Park

# Foreign Healthcare Professionals' Accommodation

## Joint Venture with TS Group

Joint venture between TS Group and TAP (TSTAP consortium) awarded sites designated by the Ministry of Health Holdings (MOHH) for the accommodation of foreign healthcare professionals.

### Sites Awarded

- 1A Short Street
- 36 & 38 Teck Whye Crescent
- 107 Circuit Road



**1A Short Street**



**36 & 38 Teck Whye Crescent**



**107 Circuit Road**

# Hotels and Serviced Apartments

Hospitality



261 Outram - **2025 PropertyGuru Asia Property Awards Best Boutique Hotel Development**

# Hotels and Serviced Apartments

Hospitality



9 Jalan Besar

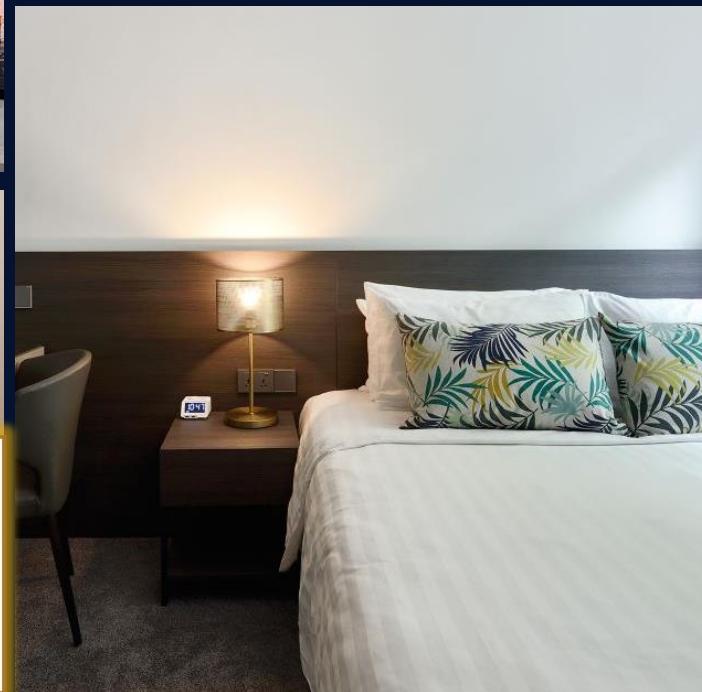
# Hotels and Serviced Apartments

Hospitality

**SOCIAL**  
BY THE ASSEMBLY PLACE



25A Perak



58 Stevens

# Inter-generational Living

Joint Venture with TS Group



98 Henderson Road

*\*Artist impression for visual representation only.  
Subject to change*

## TAP manages and operates the most diverse portfolio of asset typologies among the Community Living operators

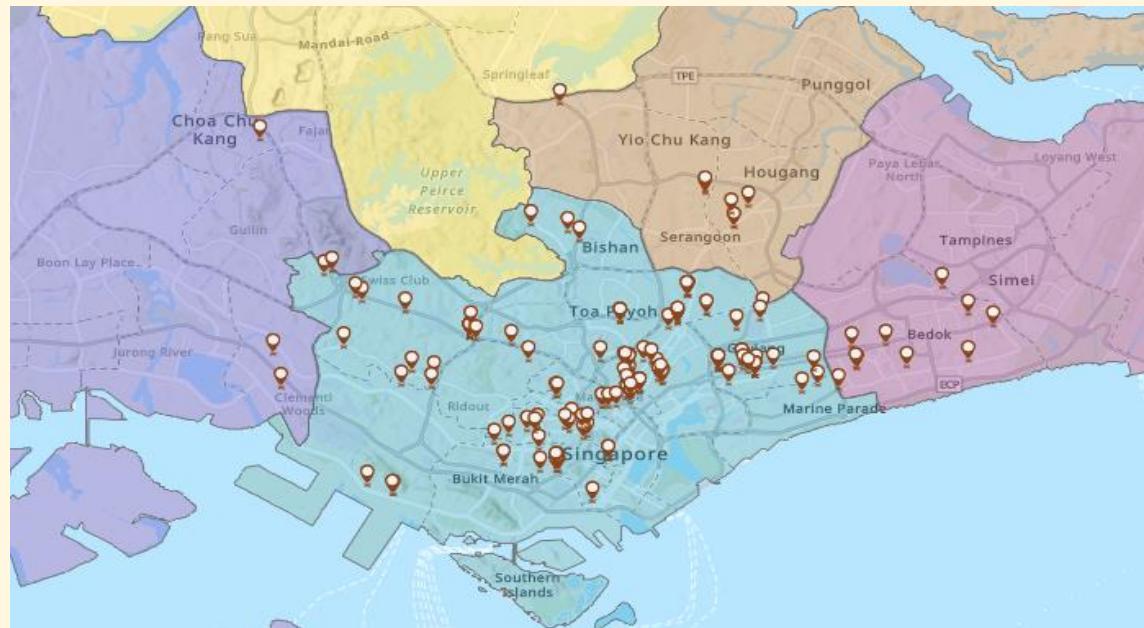
Target customer profile	All ages	All ages	All students with valid student pass	Healthcare professionals	Seniors and students
Typology \ Operator	Co-living (residential)	Hotel / Service Apartment	Dedicated student accommodation	Foreign healthcare professionals accommodation	Inter-generational Living
The Assembly Place	✓	✓	✓	✓	✓
Operator A	✓	✓		✓	
Operator B	✓	✓			
Operator C	✓				
Operator D	✓	✓			
Operator E	✓				

Source: Knight Frank Consultancy

- TAP's portfolio is diversified and extends through **multiple demographic groups** – from students to working population and seniors

## Locations of The Assembly Place's Portfolio in Singapore

*Based on the Industry Report prepared by Knight Frank*



Source: Knight Frank Consultancy, The Assembly Place, ArcGIS

- Offering options in over **100 property assets** across Singapore

# Diversified Portfolio across sectors and locations

# Upcoming Pipeline

**610**

Number of keys upcoming

## **Singapore: 544 keys**

- 400 River Valley Road
- 63 South Bridge Road
- 65 South Bridge Road
- 101 Lavender
- 163 Tras Street
- 259 Outram

## **Malaysia: 66 keys**

- Kuala Lumpur, Bangsar

# Upcoming Pipeline



## River Valley Apartments:

- Serviced Apartment



## 63 & 65 South Bridge Road

- Hostel



## 101 Lavender

- Serviced Apartment

# Upcoming Pipeline



## 163 Tras Street

- Hotel, 10% shareholding stake



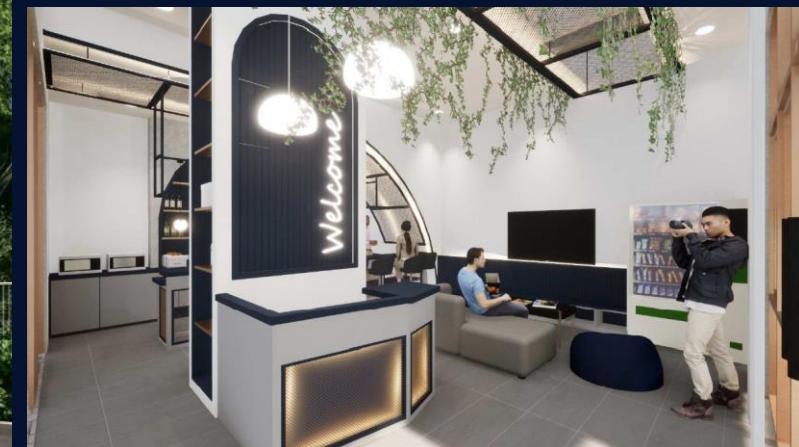
## 259 Outram

- Hotel under SOCIAL by The Assembly Place

# Upcoming Pipeline

## Kuala Lumpur, Bangsar

- Hotel
- 66 keys



*\*Artist impression for visual representation only.  
Subject to change*

# Project & Property Management

## Capabilities

Experienced development management capabilities to ensure successful delivery of projects.

- Project Planning
- Stakeholder Coordination
- Regulatory and Authorities compliance
- Cost Management
- Technical expertise
- Progress monitoring & reporting



# Investments



538 Geylang



456 Balestier



236 – 244 Geylang



1 Bedok Central

# Key Investment Merits

- 1 Singapore's largest and most diversified Community Living operator
- 2 **Community-driven approach and proprietary technology**
- 3 Scalable growth fueled by an asset-light model and in-house capabilities
- 4 Experienced leadership with proven industry track record and capabilities
- 5 Undemanding Value Proposition

# Building a Community

Community Events hosted and organized by The Assembly Place, with strong tie-ups with different partners

## **Festive Season**

- TAP Halloween Movie Night
- TAP Celebrates Christmas
- Huat with TAP for Chinese New Year

## **Nature and Environment**

- MacRitchie Treetop Trail with TAP
- TAP Nature Expedition
- TAP Meets Nature

## **Health and Wellness**

- Yoga with TAP
- TAP x Boulder+ Bouldering Workshops

## **Arts and Culture**

- TAP x Build-A-Brick Studio Workshop
- TAP x Chokmah Art Jamming Workshop
- TAP x GalleryJ Art Jamiing Workshop

## **Food and Drinks**

- TAP x Tiramisu Hero Workshop
- TAP x Wild Boocha Kombucha Workshop
- TAP x Jekyll & Hyde Mixology Workshop



Tiramisu Workshop



Build a Bear Workshop



Halloween Movie Night



Nature Expedition



MacRitchie Treetop Trail



Christmas Get-Together



Chinese New Year Celebrations



Evening Rooftop Yoga



Art Jamming Workshop



Marble Coaster Workshop

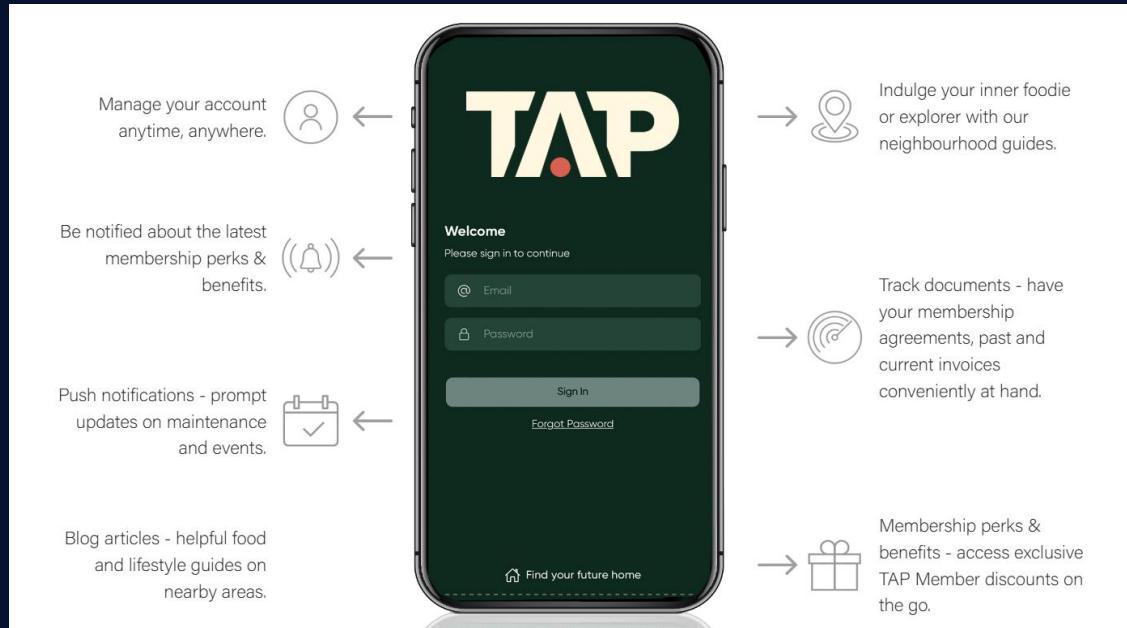


Yoga & Wellness Workshop



Bouldering Workshop

# Proprietary technology boosted operational efficiency with a lean team

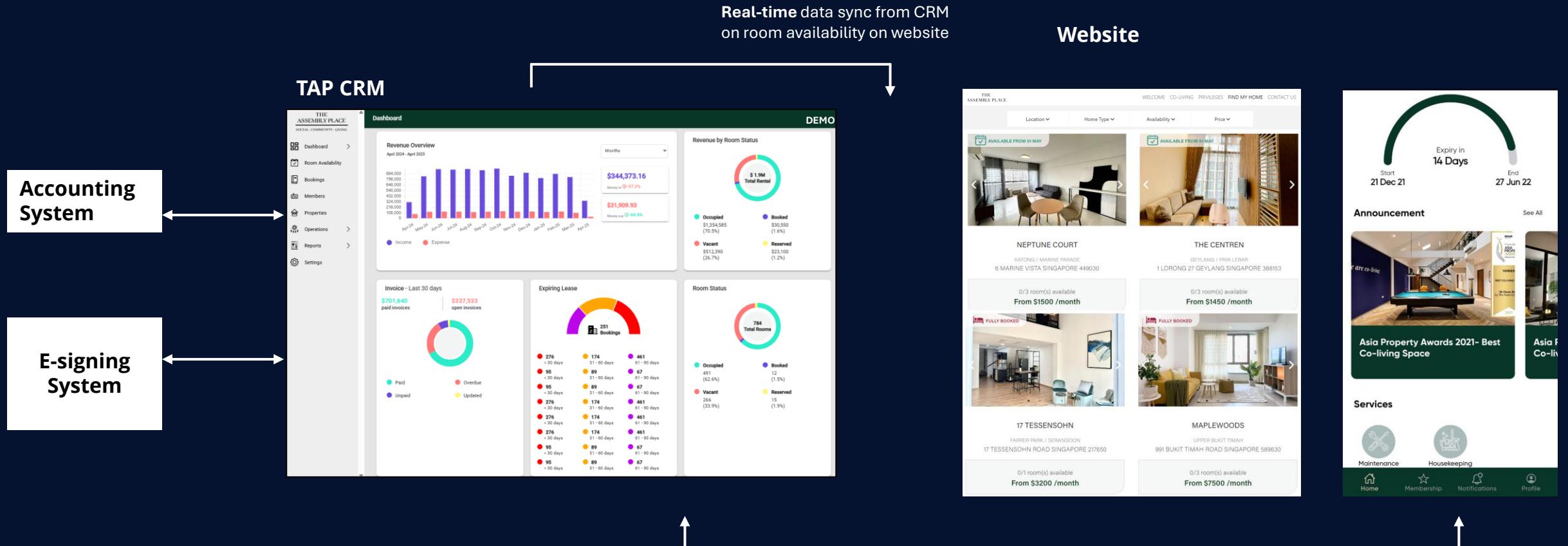


***We believe we are Singapore's only Community Living operator with proprietary, in-house developed CRM system and mobile application ("TAP App")***

- **Lean team of only 42 employees to manage a portfolio of approximately 3,422 keys<sup>(1)</sup>**
- **Low employee-to-key ratio of approximately 1:81**
- In-house developed CRM system and TAP App
  - Centralised system to monitor service requests
  - Track occupancy and leases
  - Manage member feedback
  - Streamlining workflows
  - Improving resource allocation
  - Enhancing response time across our property assets

# Software As A Service

## Man-power Lean

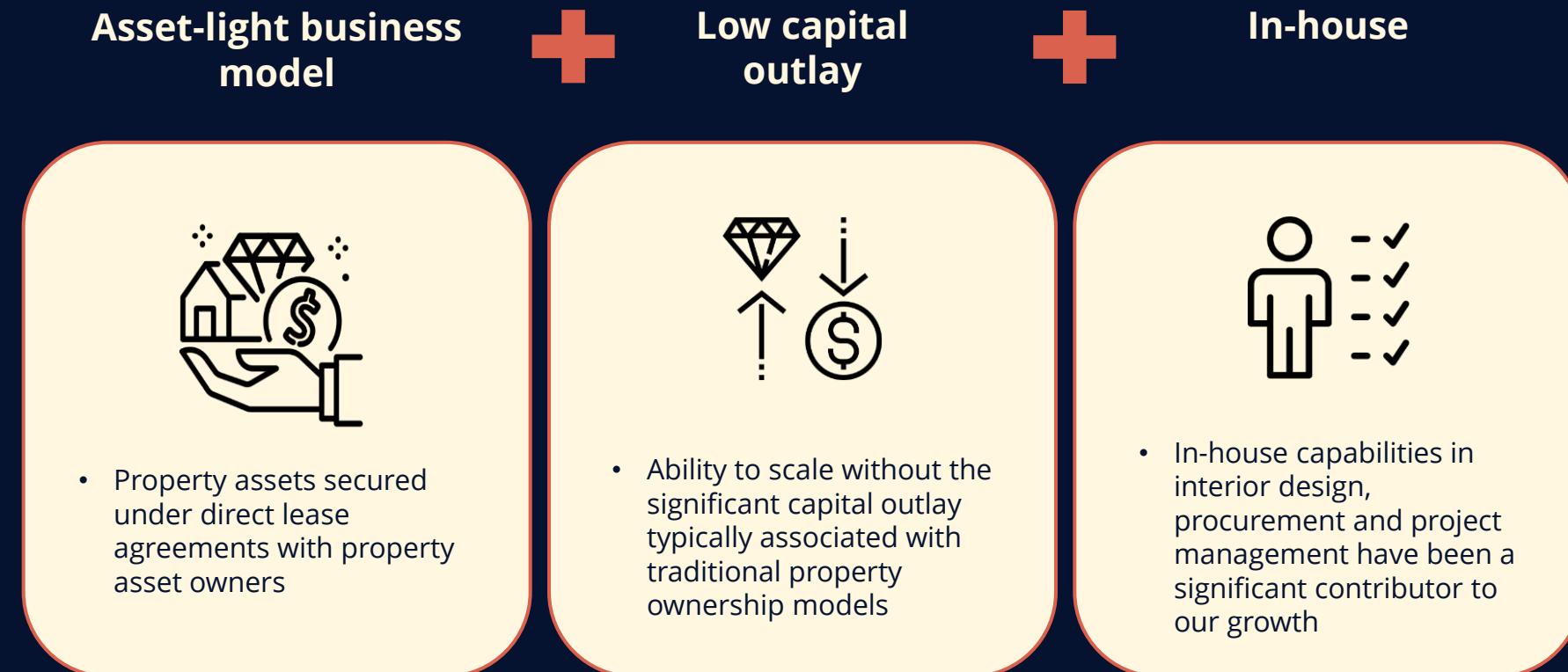


- Lease Documentations, Invoices, Payment Tracking, Maintenance Requests & Announcements
- Stored and managed through the CRM System

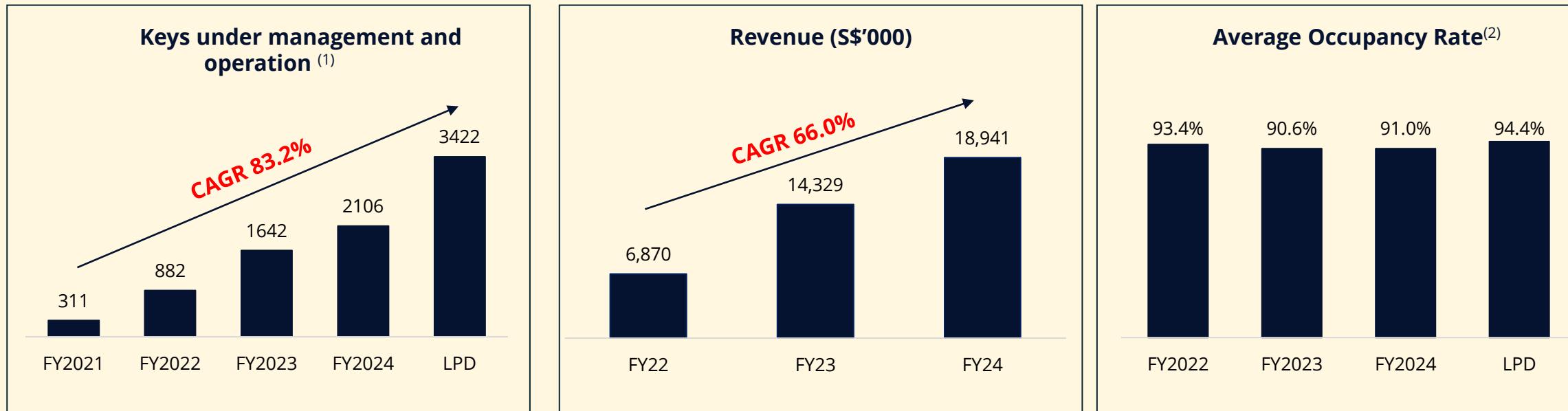
# Key Investment Merits

- 1 Singapore's largest and most diversified Community Living operator
- 2 Community-driven approach and proprietary technology
- 3 **Scalable growth fueled by an asset-light model and in-house capabilities**
- 4 Experienced leadership with proven industry track record and capabilities
- 5 Undemanding Value Proposition

# Scalable growth fueled by an asset-light model and in-house capabilities



# Growing performance since inception



From 331 keys in 2021, TAP grew to manage and operate approximately 3,422 keys as at LPD, with average occupancy rate >90% from FY22 to LPD. TAP's **revenue increased at a CAGR of 66.0%** from S\$6.9 million in 2022 to S\$18.9 million in 2024 while maintaining a **minimal debt position**

(1) Keys under operation refers to the number of guest/occupant who lease a space from the operator. Each key is managed and tracked, and represents the authorisation for a specific guest/ occupant to access the space for the leased period. The tabulation of keys is based on room count for all property asset typologies with the exception of Foreign Healthcare Professionals' Accommodation, backpackers' hostels and Student Accommodation where the bed count was adopted as the metric.

(2) The average occupancy rates are computed based on the total number of keys occupied divided by the total number of keys in operation and exclude keys that were undergoing renovation in the respective financial year or period. Property assets managed and operated by our Group with fixed management fees and which commenced operations in 2024 are deemed to have a 100.0% occupancy rate in the respective financial year or period. If such property assets are not included in the computation of our average occupancy rates, our overall average occupancy rates would be 90.3% and 91.0% for FY2024 period and the financial period commencing 1 January 2025 and up to the LPD respectively.

# Profit and Loss Highlights

(S\$'000)	Audited		Unaudited		
	FY2022	FY2023	FY2024	1H2024	1H2025
<b>Revenue</b>	<b>6,870</b>	<b>14,329</b>	<b>18,941</b>	<b>8,109</b>	<b>11,647</b>
Gross Profit	5,633	11,940	15,742	6,781	9,165
Profit/(loss) before tax	445	(1,067)	7,114	512	1,470
<b>Profit/(loss) attributable to owners of the Company</b>	<b>337</b>	<b>(899)</b>	<b>6,220</b>	<b>355</b>	<b>1,240</b>
<i>Share of results of associate and JVs, net of tax</i>	0	0	(69)	(55)	(23)
<i>Changes in fair value of investment properties</i>	(3,039)	(8,815)	(5,639)	(3,941)	(5,077)

FY2022 vs. FY2023
<ul style="list-style-type: none"> <li>Increase in revenue from FY22-FY23 is attributable to increase in revenue from the Community-driven stays segment from additional pipelines added in FY23, including <b>TAP @ Duke Residences, 11 Mattar, Feng Lai Mansion and 18 Roberts Lane</b>.</li> <li>The number of keys increased from 882 in FY2022 to 1,642 in FY2023.</li> <li>FV losses of investment properties arose mainly from reduction in remaining lease term over time, which is partially offset by the fair value gain from new direct leases entered in FY2023.</li> </ul>

FY2023 vs. FY2024
<ul style="list-style-type: none"> <li>Increase in revenue from FY23-FY24 is attributable to increase in revenue from the Community-driven stays segment and the Investments segment, including the <b>conversion of existing management contracts to direct lease agreements</b> and additional pipelines added in FY24, including <b>121-127 Woodleigh Park, Jalan Wangi, Moonstone Lane, Dunlop Street</b>.</li> <li>The number of keys increased from 1,642 in FY2023 to 2,106 in FY2024.</li> <li>FV losses of investment properties arose mainly from reduction in remaining lease term over time and was partially offset by the <b>bigger portfolio of investment properties under lease arrangements</b>.</li> </ul>

From FY2022 to FY2024, TAP's Revenue and Net Profit increased at a CAGR of 66.0% and 329.6%, respectively, with ROE reaching a high of 44.6% in FY2024.

(S\$'000)	Audited		Unaudited		
	FY2022	FY2023	FY2024	1H2024	1H2025
<b>Revenue CAGR (FY22-24)</b>		<b>66.0%</b>			
<b>PATMI CAGR (FY22-24)</b>		<b>329.6%</b>			
<b>ROE (based on PATMI)</b>	3.9%	(11.6)%	44.6%		

# Balance Sheet Highlights

Key balance sheet items <sup>(1)</sup>	Audited		Unaudited	
(S\$'000)	FY2022	FY2023	FY2024	1H2025
<b>Total non-current assets</b>	<b>17,107</b>	<b>27,357</b>	<b>44,736</b>	<b>59,135</b>
Investment properties	13,214	22,991	37,619	50,890
Investments in associates	-	-	861	1,138
Other financial assets (investments)	-	4	1,916	2,389
<b>Total current assets</b>	<b>6,773</b>	<b>6,328</b>	<b>11,694</b>	<b>10,437</b>
Cash and cash equivalents	1,729	1,251	3,176	2,102
<b>Total assets</b>	<b>23,880</b>	<b>33,685</b>	<b>56,430</b>	<b>69,572</b>
<b>Total non-current liabilities</b>	<b>7,419</b>	<b>13,822</b>	<b>22,474</b>	<b>33,642</b>
Other financial liabilities, non-current	-	468	259	336
Lease liabilities, non-current	7,120	13,248	21,182	32,044
<b>Total current liabilities</b>	<b>7,829</b>	<b>12,130</b>	<b>20,005</b>	<b>15,410</b>
Other financial liabilities, current	-	185	209	252
Lease liabilities, current	5,099	8,601	10,134	11,249
<b>Equity attributable to equity holders</b>	<b>8,632</b>	<b>7,733</b>	<b>13,954</b>	<b>20,524</b>
<b>Total equity and liabilities</b>	<b>23,880</b>	<b>33,685</b>	<b>56,430</b>	<b>69,572</b>
<b>Net Cash<sup>(2)</sup></b>	<b>1,729</b>	<b>598</b>	<b>2,709</b>	<b>1,515</b>

FY2024
<ul style="list-style-type: none"> <li>External debt, under other non-current financial liabilities, amounted to approximately S\$0.26 million, representing <b>1.2%</b> of total non-current liabilities</li> <li>External debt, under other current financial liabilities, amounted to approximately S\$0.21 million, representing <b>1.0%</b> of total current liabilities</li> <li>Increase in total lease liabilities is in tandem with TAP entering additional straight lease arrangements</li> <li>Maintained a <b>net cash position of S\$2.71 million</b> in FY2024</li> </ul>

1H2025
<ul style="list-style-type: none"> <li>External debt, under other non-current financial liabilities, amounted to approximately S\$0.34 million, representing <b>1.0% of non-current liabilities</b></li> <li>External debt, under other current financial liabilities amounted to S\$0.25 million, representing <b>1.6% of current liabilities</b></li> <li>Increase in total lease liabilities is in tandem with TAP entering additional straight lease arrangements</li> <li>Maintained a <b>net cash position of S\$1.51 million</b> in 1H2025</li> </ul>

Unlike other community living operators which operate under traditional property ownership models, TAP is able to scale without acquiring or owning such property assets. TAP maintains minimal external debt and a net cash position, allowing the financial flexibility to expand its portfolio and pursue opportunistic investments.

(1) The line items do not sum up to the total of current assets, non-current assets, current liabilities as some line items have been omitted for this table

(2) Defined as cash and cash equivalents less interest-bearing debt, excluding lease liabilities

# Summary of Cash Flows

(S\$'000)	Audited			Unaudited	
	FY2022	FY2023	FY2024	1H2024	1H2025
Net cash flows generated from operating activities	4,820	9,008	12,680	5,439	6,930
Net cash flows used in investing activities	(3,990)	(1,826)	(5,035)	(4,156)	(698)
Net cash flows used in financing activities	(4,240)	(7,902)	(5,720)	(34)	(7,307)
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(3,411)</b>	<b>(720)</b>	<b>1,925</b>	<b>1,250</b>	<b>(1,074)</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>5,139</b>	<b>1,729</b>	<b>1,009</b>	<b>1,009</b>	<b>2,934</b>
<b>Cash and cash equivalents at end of year/period<sup>(1)</sup></b>	<b>1,729</b>	<b>1,009</b>	<b>2,934</b>	<b>2,258</b>	<b>1,860</b>

**FY2022**

- There was a net decrease of approximately S\$3.41 million in cash and cash equivalents, comprising of:
- S\$4.82 million net cash flows generated from operating activities mainly due to **operating cash inflow before working capital changes**
- S\$3.99 million net cash flows used in investing activities mainly due to **net movement in balances with related parties**; and
- S\$4.24 million net cash used in financing activities mainly due to **payment of lease liabilities**

**FY2023**

- There was a net decrease of approximately S\$0.72 million in cash and cash equivalents, comprising of:
- S\$9.01 million net cash flows generated from operating activities mainly due to **operating cash inflow before working capital changes**
- S\$1.83 million net cash flows used in investing activities mainly due to **addition of furniture and fitting in investment properties**; and
- S\$7.90 million net cash used in financing activities mainly due to **payment of lease liabilities**

**FY2024**

- There was a net **increase** of approximately S\$1.93 million in cash and cash equivalents, comprising of:
- S\$12.68 million net cash flows generated from operating activities mainly due to **operating cash inflow before working capital changes**
- S\$5.04 million net cash flows used in investing activities mainly due to **net movement in other receivables from investee companies**; and
- S\$5.72 million net cash used in financing activities mainly due to **payment of lease liabilities**

(1) Excluding restricted cash

# Healthy capital structure for future growth and strategic investments

*Financial position with minimal external debt*  
as at 30 June 2025



## Financial flexibility to pursue future opportunities



- Through co-investing with property asset owners to acquire minority stakes in property assets

## Industry knowledge and proven capabilities in project management

- Able to uplift the value of such property assets through our property management services

## Achieved returns on co-investments

- Successfully divested minority stakes in property assets for a **total cumulative investment gain (realised) of S\$0.47 million and no losses to-date**
- **FV gain (unrealised) of investment in unquoted shares of S\$1.91 million in FY2024**



(1) Excludes lease liabilities in the computation of net debt / cash position

# Key Investment Merits

## **Experienced leadership with proven industry track record and capabilities**

- 1 Singapore's largest and most diversified Community Living operator
- 2 Community-driven approach and proprietary technology
- 3 Scalable growth fueled by an asset-light model and in-house capabilities
- 4
- 5 Undemanding Value Proposition

# OUR TEAM

Board and Key Management

# Our Key Management Team



## Executive Director & CEO

### Eugene Lim

- Over 15 years' experience in the real estate industry
- Brings a blend of market insight and an extensive network of contacts
- Ex-Director of Sales, Oxley Holdings
- Ex-Assistant GM, Wing Tai Property Management
- Member of Board of Arts House Limited & Singapore Athletics Association



### Chief Financial Officer

#### Tan Yee Chin

- Over 15 years' experience in finance and auditing
- Ex-Group Planning & Controllership Team, GLP Group
- Ex-Financial Controller, JFE Engineering (S) Pte Ltd
- Ex-Audit Manager, KPMG LLP
- Holder of ACCA & Certified Public Accountant of Singapore



### General Manager

#### Hou Shiying

- Over 13 years' experience in real estate industry
- Ex-Senior Manager, Oxley Holdings
- Ex-Assistant Manager, Knight Frank
- Ex-Mortgage Specialist, OCBC Bank Limited
- Graduate of Bachelor of Science (Real Estate), National University of Singapore

# Board of Directors



**Eric Low**  
**Chairman**

**Executive Director, Oxley Holdings Limited**  
**Non-Executive Director, Hafary Holdings Limited**

Co-founded Mainboard-listed Oxley Holdings Limited and is currently the Executive Director. At Oxley, he is responsible for the operations of the Group including sales & marketing, project development, business development and financial management.



**Lim Wah Fong**  
**Lead Independent Director**

Independent Director of Mainboard-listed Hafary Holdings Limited.

Over 20 years' experience as a portfolio manager in various family offices and hedge funds



**Lien Choong Luen**  
**Independent Director**

General Manager of Gojek Singapore and Independent Director of Mainboard-listed Banyan Tree Holdings Limited. Board member of Singapore Land Authority.

Extensive experience in technology and operations as well as strategy and public policy



**Lee Li Meng**  
**Independent Director**

Chief Strategy Officer at Razer (Asia Pacific) Pte. Ltd., and Executive Chairman at Razer Fintech Holdings Pte. Ltd.

Over 20 years of corporate finance experience in M&A, capital markets advisory. Ex-Managing Director of Evercore Singapore.

# AWARDS ACCOLADES

Our Recognition

# Best Co-Living Operator for 5 Consecutive Years



**2025**

Best Co-Living Operator Award  
Best Co-Living Space – Serene Living  
Best Boutique Hotel Development – SOCIAL on Outram  
Best Landed House Development – Springleaf Collection

# Best Co-Living Operator for 5 Consecutive Years

**2024**

Best Co-Living Operator Award  
Best Co-Living Space – Hafary House managed by  
The Assembly Place



**2023**

Best Co-Living Operator Award  
Best Co-Living Space (Winner) – CAMPUS by The Assembly Place  
Best Co-Living Space (Highly Commended) – Duke Residences



# Best Co-Living Operator for 5 Consecutive Years

2021

Best Co-Living Operator Award  
Best Co-Living Space (Winner) – 96 Owen  
Best Co-Living Space (Highly Commended) – 138 – 142 Jalan Besar  
Best Co-Living Space (Highly Commended)– Mill@32



2022

Best Co-Living Operator Award  
Best Heritage Co-Living Space (Highly Commended) – A Co-Living Hostel @ Perak  
Best Co-Living Heritage Space (Highly Commended) – 138 – 142 Jalan Besar



# Singapore's Fastest Growing Companies

<p><b>THE STRAITS TIMES</b></p> <hr/> <p><b>Distinguished Member of</b> <b>Singapore's Fastest</b> <b>Growing Companies</b></p> <p><b>2025</b></p>	<p><b>Rank</b></p> <p><b>Name</b></p> <p><b>Sector</b></p> <p><b>Absolute growth rate</b> (in %)</p> <p><b>Compound annual growth rate (CAGR)</b> (in %)</p> <p><b>Revenue 2023</b> (in SGD)</p> <p><b>Revenue 2020</b> (in SGD)</p> <p><b>Number of employees 2023</b></p> <p><b>Number of employees 2020</b></p> <p><b>Founding year</b></p>	<p>8</p> <p>The Assembly Place</p> <p>Real Estate</p> <p>1,511.27%</p> <p>152.57%</p> <p>15,567,435</p> <p>966,159</p> <p>38</p> <p>8</p> <p>2019</p>
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# Strong Media Presence & Public Visibility

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Home > People > A-Listers > **The A-List 2025: Eugene Lim**



**PEOPLE**

**The A-List 2025: Eugene Lim**

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## Co-living player The Assembly Place eyes pole position, overseas expansion

Share   

Samuel Oh  
Published Thu, Feb 22, 2024 · 09:09 PM



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Oct 22, 2025, 09:47am

## 'Growing old doesn't mean you cannot enjoy life': The Assembly Place CEO pitches seniors co-living with youth

Eugene Lim says intergenerational co-living - seniors living in dedicated homes or communities alongside younger people - can work.



The Assembly Place CEO Eugene Lim believes the key to a fulfilling home for seniors is for them to alongside younger generations, creating a vibrant, positive community. ST PHOTO: KEVIN LIM 

# Business Strategies and Future Plans

Deepen and broaden footprint within Singapore and expansion across living sectors

## Maintain and Strengthen Market Leader Position



### Expansion of portfolio to over 10,000 keys by end 2030

Through direct lease agreements, joint venture and/or strategic alliances and expansion overseas



### Pursue co-investments with property asset owners to acquire minority stakes in entities holding property assets

To actively pursue a strategy of co-investing with property asset owners to acquire minority stakes in entities that hold property assets.



### Enhance operational excellence through digitalisation and member experience

To upgrade our in-house CRM system and IT system to further optimise operations and automate backend processes, and improve data analytics for our property owners and members and continue to enhance our TAP App.



# Key Investment Merits

- 1 Singapore's largest Community Living operator
- 2 Community-driven approach and proprietary technology
- 3 Scalable growth fueled by an asset-light model
- 4 Experienced leadership with proven industry track record and capabilities
- 5 **Undemanding value proposition**

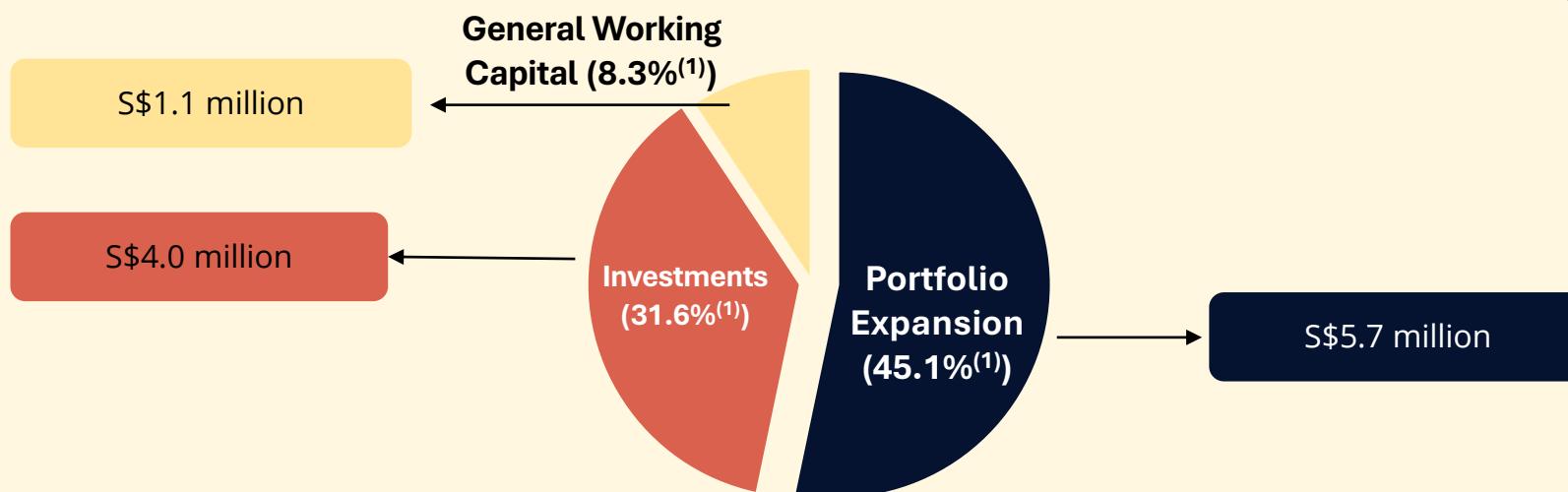
# Overview of Invitation Statistics

<b>Invitation Price</b>	S\$0.23 per share
<b>Cornerstone Shares</b>	S\$6.8 million
<b>Invitation Shares</b>	S\$11.6 million
<b>Cornerstone Shares &amp; Invitation Shares</b>	S\$18.3 million
<b>New Shares</b>	S\$12.7 million
<b>Vendor Shares</b>	S\$5.7 million

Market Capitalisation  
**S\$88.1 million**

Gross Proceeds  
(to Company)  
**S\$12.7 million**

Net Proceeds  
(to Company)  
**S\$10.8 million**



(1) As a percentage of gross proceeds

# Shareholdings

Based on S\$88.1 million Market Capitalisation	As at LPD		After Invitation and Cornerstone Tranche
	%	%	
Mr Eric Low	30.1	25.7	
Mr Eugene Lim	29.2	24.9	
Other Existing Shareholders	40.7	29.5 <sup>(1)</sup>	
SAC Capital	-	0.2 <sup>(2)</sup>	
Cornerstone Investors	-	6.6	<b>19.9% new public float</b>
Public Shareholders from the Invitation	-	13.1	
<b>Total<sup>(3)</sup></b>	<b>100.0</b>	<b>100.0</b>	

(1) Includes Apricot Capital's Cornerstone Investors Shares.

(2) As part of IPO fees of 0.20%.

(3) Excludes certain Pre-IPO Award Shares to be issued to certain employees post-listing (6 months vesting after IPO, 12-month moratorium)

# Shareholdings - Moratorium

Based on S\$88.1 million Market Capitalisation	Shares Under Moratorium at IPO		Shares Not Under Moratorium at IPO
	%	%	
Mr Eric Low	25.7	-	-
Mr Eugene Lim	24.9	-	-
Other Existing Shareholders	28.1 <sup>(1)</sup>	1.3 <sup>(2)</sup>	-
SAC Capital	0.2 <sup>(3)</sup>	-	-
Cornerstone Investors	-	-	6.6
Public Shareholders from the Invitation	-	-	13.1
<b>Total<sup>(4)</sup></b>	<b>79.0</b>	<b>21.0</b>	

(1) Includes Apricot Capital's existing shares held prior to the IPO.

(2) Includes Apricot Capital's Cornerstone Investors Shares.

(3) SAC Shares (as part of IPO fees) of 0.20%.

(4) Excludes certain Employees Shares to be issued post-listing (6 months vesting after IPO, 12-month moratorium)

- **Promoters**, being Mr Eric Low, Mr Eugene Lim and Mr Eric Low's Sister, are subject to a moratorium of their shares of **100% for 6 months** after IPO, and at least **50% for 6 months thereafter**.
- **Certain existing shareholders (28.1%)** have given **voluntary moratoriums** of their shares of **100% for 3 months** after IPO, and at least **50% for 3 months thereafter**. SAC Capital has given **voluntary moratorium** of their shares of **100% for 6 months** after IPO.

# IPO Timeline

**Registration, open of offer period**

Close of offer period

**Listing on Catalyst**

**15 Jan 2026**

21 Jan 2026

**23 Jan 2026**

THE  
**ASSEMBLY PLACE**  
SOCIAL COMMUNITY LIVING

Thank You