BUY
$0.395
+42%
Target
$0.56

KIMLY | SGX:1D0
SG Staple – riding the massive HDB wave

We initiate coverage of Kimly, one of the largest traditional coffee shop or kopitiam chains in Singapore (SG), known for its good food and affordable prices and an SG staple with a **BUY** recommendation. **Kimly posted F&B revenues of $260 mil in FY25 (5.9% mkt share of SG $4.4 bn food court segment).** Kimly has been strengthening its market presence in high density locations in HDB towns. Over the past 18 months adding 6 coffee shops (+7%) & 5 food stalls (+2.7%) while weeding out underperforming outlets.

Kimly's 93 food outlets and 191 food stalls are spread mainly but not exclusively across HDB towns - Singapore's 'heartlands' where 76% of Singapore's resident population lives. HDB towns are places of high population density averaging 161 persons per hectare. Many newer suburban HDB towns have population densities of 200 persons per hectare. This makes them ideal high traffic locations for coffee shops at the heart of Singapore cultural life.

HDB towns are undergoing significant expansion, the likes of which SG has not seen for many years. The building of new HDB BTO flats is visible almost everywhere in Singapore. **91,941 new HDB dwellings are currently under construction with a total of 497,000 planned**. Ang Mo Kio and Woodlands, two of Kimly's most important HDB markets, with 7 coffee shops in each will increase in captive population size by 27% and 40% respectively.

Revenue/food outlet achieved organic CAGR of +2.1% post-Covid. **We estimate potential ceiling for Kimly coffee shops to scale between 150 to 211 based on planned HDB growth and potential market share gains;** implying ~ 7 new coffee shops annually for years to come, with a 6.5% uplift to revenues in 2026-27. New pipeline of 42 HDB coffee shops amongst BTO projects provides growth opportunities at lower prices.

Kimly is in a sweet spot with upcoming HDB estate intensification and recurring government food stamps (CDC vouchers). Kimly remains on track to hit $500mil revenue by 2030F (9% CAGR or circa ~ 7 new coffee shops p.a.). We initiate coverage of Kimly with an **Intrinsic Value** of **$0.56, potential** 42% **upside.**

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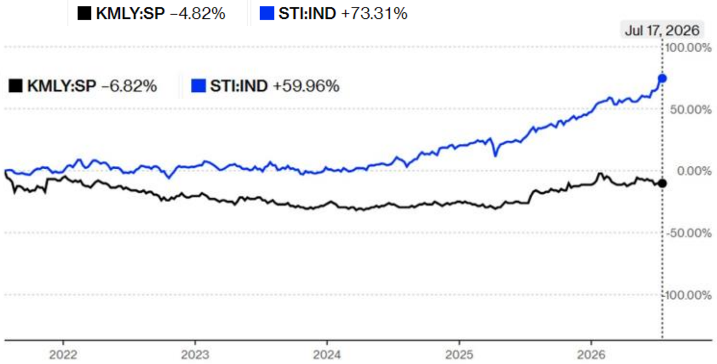
Mkt cap: $492 mil [$0.395 20-July-26]
Intrinsic Value: $0.56
10-day adtv: 250k
Singapore
Consumer Discretionary, Consumer Services [2530]

RHTC Forecast	*9/24*	*9/25*	*9/26F*	*9/27F*
$ mil				
Revenue	319.4	322.1	331.8	345.1
EBIT	40.5	44.0	53.6	65.4
Net Att Profit	33.1	33.3	43.5	51.4
EPS (cts)	2.7	2.7	3.5	4.1
P/E (x)	15.0	14.9	11.4	9.7
PEG (x)			0.4	0.5
ROAE (%)	17.8	17.0	21.0	23.1
Div Yield (%)	5.0	5.0	6.0	7.0
FCF yield (%)	19.8	13.7	13.9	15.9
Gearing (D/E)%	8.9	2.5	2.1	1.8
(D/TA)	4.2	1.3	1.1	1.0
Intrinsic Value				**0.56**
% upside				42

Industry Valuation	*2026F P/E(x)*	*2026F PEG*	2026F *DY(%)*
Kimly	**11.4**	**0.4**	**6.0**
Jumbo	19.0	8.2	3.3
OCK	8.9	1.0	2.6
Peer average	13.9	4.6	2.9
Kimly/Peer (%)	**-18.2**	**91.3**	+104
Mkt Benchmark			
STI	16.8	1.68	4.23
Kimly/STI(%)	**-32.3**	**-78.5**	**+41.9**

DY=Dividend Yield. Source: RHTC, BBG

BUY Price $0.40 21-Jul-26



Ratios & Valuations

Sep yr end	*2024*	*2025*	*2026F*	*2027F*
PE (x)	15.0	14.9	11.4	9.7
PEG			0.4	0.5
ex-Cash PE				0.01
Intrinsic Value				**0.56**
(potential upside)				41%
Mkt Cap / Sales	155.9%	154.5%	150.0%	144.3%
Div Yield	5.0%	5.0%	6.0%	7.0%
FCF Yield	19.8%	13.7%	13.9%	15.9%
P/B	2.6	2.5	2.3	2.2
ROAE	19.4%	18.8%	23.9%	27.6%
ROAA	9.8%	9.2%	12.2%	14.4%

Growth & Margins (%)

Sep yr end	*2024*	*2025*	*2026F*	*2027F*
Revenue growth	2	1	3	4
PBT	(12)	2	29	20
EPS	(9)	0	31	18
FCF	11	(31)	1	15
Asset	20	(0)	(1)	2
Gross Margins	28	29	31	34
PBT	13	13	16	19
Net	10	10	13	15
FCF	31	21	21	23

Source: Kimly ARs, RHTC estimates

Income Statement

Sep yr end $'000	***2024***	***2025***	***2026F***	***2027F***
Revenue	319,380	322,116	331,779	345,051
Cost of goods sold	(228,812)	(228,062)	(228,518)	(228,975)
Gross profit	90,568	94,054	103,261	116,075
SG&A	(50,048)	(50,093)	(49,700)	(50,694)
EBIT	40,520	43,961	53,562	65,382
Interest expense	(4,385)	(6,136)	(5,900)	(5,474)
Others	5,508	4,624	7,077	5,736
Pre-tax profit	41,643	42,449	54,739	65,644
Tax	(5,495)	(5,682)	(6,401)	(8,534)
Tax rate (%)	13.2%	13.4%	11.7%	13.0%
Net profit	**36,148**	**36,767**	**48,337**	**57,111**
Minority Interests	(3,028)	(3,507)	(4,834)	(5,711)
Net Attr. Profit	**33,120**	**33,260**	**43,504**	**51,400**
less dividens paid	(24,828)	(24,862)	(29,834)	(34,806)
Retained Earnings	**8,292**	**8,398**	**13,670**	**16,593**

Top shareholders

#	Beneficial owner	Total shares	Est % o/s shrs
1	Lim Hee Liat	493,915,165	39.70
2	Peh Oon Kee	99,309,105	7.98
3	Ng Lay Beng	55,386,866	4.45
4	Ng Han Keow	48,806,862	3.92
	Sub-total	697,417,998	56.05
As of FY2025 AR	Implied free float		44.0

Balance Sheet

Sepr yr end ($ '000)	*2024*	*2025*	*2026F*	*2027F*
Cash & ST investments	98,492	68,060	90,145	115,766
Accounts receivable	10,098	11,216	13,459	17,497
Inventory	2,791	2,809	3,371	4,214
Other current assets	2,667	891	672	685
Total current assets	114,048	82,976	107,647	138,162
Net PP&E	72,780	96,035	124,846	143,572
Net intangibles	58,660	57,127	54,271	59,698
Net investments	6,510	6,367	5,730	6,017
Other LT assets	148,518	156,091	100,566	54,777
Total non-current assets	286,468	315,620	285,413	264,064
Total assets	400,516	398,596	393,059	402,226
Accounts payable	27,775	19,969	17,972	16,175
ST debt & current lease	59,472	56,581	50,923	40,738
Provisions staff & others	9,117	9,618	11,542	12,696
Total current liabilities	96,364	86,168	80,437	82,045
LT debt & lease	110,327	108,612	95,270	85,743
Deferred tax liabilities	1,544	1,202	1,322	1,587
Others	2,212	2,530	2,277	2,505
Total non-current liabilities	114,083	112,344	98,869	89,834
Equity	190,069	200,084	213,754	230,347
Total liabilities & equity	400,516	398,596	393,059	402,226

Cash Flow

Sep yr end $ '000	*2024*	*2025*	*2026F*	*2027F*
CF operating	92,116	98,217	103,969	116,649
Net change working capital	(258)	(8,499)	(4,802)	(6,678)
Others	(4,173)	(4,457)	(4,278)	(6,813)
CF from operations	**87,685**	**85,261**	**94,889**	**103,159**
Capital expenditure	(5,568)	(29,863)	(25,954)	(24,154)
Acquisitions/(divestures)	0	(784)	637	(287)
Others	1,283	1,410	1,481	1,555
CF from investing	**(4,285)**	**(29,237)**	**(23,837)**	**(22,886)**
Dividends paid	(28,647)	(27,524)	(29,834)	(34,806)
Share issue/(repurchased)	(703)	(133)	(133)	(133)
Debt & lease changes	(44,610)	(58,799)	(19,001)	(19,712)
CF from financing	**(73,970)**	**(86,456)**	**(48,968)**	**(54,651)**
Net CF	**9,430**	**(30,432)**	**22,085**	**25,622**
Free CF	98,492	68,060	68,935	79,005
FCF per share (basic) $ cts	7.93	5.48	5.55	6.36
Beginning cash	89,062	98,492	68,060	90,145
FX impact	0	0	0	0
Ending cash	**98,492**	**68,060**	**90,145**	**115,766**

EXECUTIVE SUMMARY

We met with Executive Director Ms Karen Wong Kok Yoong and Mr Ronnie Yeo Yien Gee, Director of Operations, Food Retail Division prior to initiating our report on Kimly. We discussed how the management plans to keep Kimly at the top of their game as the premier vertically integrated Housing & Development Board (HDB) coffee shop operator in Singapore. We discussed Kimly's recent well-timed pivot to expand its physical footprint by opening and acquiring new HDB coffee shops to fuel growth in revenue while leveraging central kitchens for cost efficiency to shield operating margins given the current headwinds in the F&B sector from rising wage costs. This pivot is already paying dividends as seen in the excellent results for 1HFY2026 with earnings up a solid 10.6% yoy to $16.4 mil.

We also explored topics like new business opportunities for Kimly such as their highly successful Tenderfresh acquisition in 2021 – Kimly's 2nd pillar in the very important halal F&B sector. Kimly's business strategy is well thought out and being well executed, and it will be helped during 2026-30 by the projected 42% expansion in the number of HDB dwellings in HDB towns with 91,941 dwellings under construction as of March 2025. There is also a pipeline of 42 new HDB coffee shops for coffee shop operators to rent in the new HDB estates. Kimly is therefore in a sweet spot and looks set to continue to grow its revenue from $322 mil in FY2025 to the next level of $500 mil over the next 5 years on higher footfall traffic in its main HDB market. This can be achieved without compromising margins due to the faster growth in higher margin coffee shop ownership and rental income. Kimly owned 11 of the 93 food outlets (12% of the portfolio) as of March 2026, up from 7 in September 2025.

Kimly coffee shops are a common sight in HDB towns making **Kimly a household name in Singapore.** Approximately 87 of the 93 coffee shops or 94% of the portfolio are in HDB towns, where 3,190,090 or 76% of Singapore residents live in 1,153,080 HDB dwellings as of March 2025. This also makes Kimly an almost pure play on the Singapore economy. If Singapore does well Kimly does well and right now Singapore is doing very well. 2026 could be a third year of above trend 5% growth for Singapore pulled along by the global AI boom and its unprecedented demand for semiconductors – Singapore's largest manufacturing industry and export.

This robust GDP performance was borne out in Kimly's excellent results for 1H2026 for the period October 2025 to March 2026 when Singapore achieved a better than expected 5.9% yoy GDP growth – the highest for many years despite the Iran War. Kimly's revenues were up by 1.3% to $161.4 mil from $159.3 mil in 1HFY2025 driven by new coffee shop acquisitions. Net profits rose 10.6% to $16.4 mil from $14.8 mil due to improved margins. Gross profit margins strengthened by 0.8 ppt to 28.3% with a healthy cash position of $65.1 mil to round things off. An interim dividend of $0.01 per share was announced corresponding to an attractive dividend yield of 5%.

The positive trend in Singapore's GDP growth has continued through into Kimly's 2HFY2026 with forecasts for 2Q GDP growth currently around 6% yoy. The government has also brought forward $500 in CDC vouchers for households previously scheduled for January 2027 to June 2026 due to cost-of-living pressures, of which $250 can be used in Kimly coffee shops. Lower- and middle-income households will also receive the annual $450-$850 in GST vouchers in August. Kimly should therefore see record revenue and earnings of $331.8 mil and $48.3 mil respectively in FY2026.

What distinguishes Kimly from other listed food court operators is that its coffee shops are mostly owned or leased HDB coffee shops found in residential or industrial areas of HDB towns, and it is vertically integrated with a Central Kitchen, which allows institutional scaling and quality control. As such, it doesn't compete with the bigger F&B giants who operate food courts in central locations such as shopping malls and central areas of HDB towns, focusing instead on the heartland market. For example, in Toa Payoh, a centrally located HDB town of 113,970 HDB residents and 71,000 HDB dwellings, Kimly has 4 coffee shops. These are at Block 1 Upper Aljunied Lane, Block 146 Potong Pasir Avenue 1, Block 184 Toa Payoh Central, and Block 206 Toa Payoh North – the latest addition to Kimly's portfolio in Toa Payoh. None of them are in Toa Payoh Hub above the Toa Payoh MRT station. The first three are residential HDB blocks while Block 206 Toa Payoh is an industrial area in Toa Payoh.

The advantage of operating in what are purely residential or industrial areas of HDB towns is that a Kimly's coffee shop can stay open longer hours than a food court located in a shopping mall which has to abide by the opening hours of the shopping mall – in Singapore this usually means closing by 9 or 10 pm. Kimly's coffee shops, on the other hand, can stay open 24 hours, and many in fact do – 57 of Kimly's 92 coffee shops open 24 hours. The remainder also open extended hours such as from 6 am to 12 am – 3 to 6 hours longer than a food court in a shopping mall.

Operating an F&B outlet 24 hours a day drives revenue during typically dead periods and captures foot traffic from late-night workers, shift employees and early risers or simply people who want to grab a bite at 3 am. It also maximises asset utilization as fixed costs are paid whether you are open or not. Extended hours distribute these costs over more sales periods allowing you to monetize "dead" hours. It also builds strong brand loyalty by establishing Kimly as a reliable community staple in the HDB heartlands. It's a winning business formula that has propelled Kimly from a single coffee shop back in 1980 to 93 coffee shops, 191 food stalls, 11 restaurants, 4 kiosks and a $494 mil market cap today. It will continue to propel Kimly forward well into the future and to the next milestone of revenue of $500 mil over the next 5 years.

Kimly successfully listed on the Singapore Exchange Catalist Board on 20 March 2017, after 37 years of operations, raising $40.3 mil through a fully subscribed (8.3 times) IPO at $0.25 per share. This made it the first traditional coffee shop listed in Singapore. The funds were used to expand the business from 68 food outlets, comprising 60 coffee shops, 4 industrial canteens and 4 food courts, and 129 food stalls, and to expand the corporate HQ and central kitchen to help improve operational efficiencies. Today Kimly has 93 food outlets under its Outlet Management and Outlet

Investment Divisions (CAGR of 3.5% since the IPO) and 181 food stalls (CAGR of 3.8%) as well as 11 restaurants and 4 kiosks following the acquisitions of 2 Tonkichi restaurants in 2018 and Tenderfresh in 2021 under its Food Retail Division. There's been no let-up in the opening of new coffee shops and food stalls with 3 new coffee shops, 1 halal coffee shop and 1 food stall opened in 1HFY2026.

Figure 1-1: Growth in Food Outlets by Business Division Since IPO

Food Outlets by Business Division	FY2017	1HFY2026	Since IPO (+/-)	Since IPO CAGR (%)
Food Outlets	**68**	**93**	**23**	**3.5**
Outlet Management	**60**	**82**	**21**	**3.5**
Coffee shops	60	82	22	3.5
Non-halal coffee shops	60	76	17	2.7
Halal coffee shops	-	6	5	na
Outlet Investment	**8**	**11**	**3**	**3.6**
Industrial Canteens	4	7	3	6.4
Food courts	4	2	-2	-7.4
Restaurants	-	1	1	na
Halal coffee shops	-	1	1	na
Food Retail	**129**	**196**	**67**	**4.8**
Food stalls	129	181	52	3.8
Restaurants	-	11	11	na
Kiosks	-	4	4	na

Source: Kimly ARs, RHTC estimates.

The $19.3 bn F&B sector and $4.4 bn food court segment in SG still offers Kimly plenty of upside to take it to $500 mil in revenues, net profit of more than $50 mil and a market cap of $750 mil over the next 5 years. We initiate coverage of Kimly, one of the oldest and largest listed traditional coffee shop operators in SG with a **BUY** recommendation.

Kimly trades on an undemanding FY9/27F PE of 14.9x. RHTC investment thesis centres on Kimly's dominant position in traditional coffee shops and halal coffee shops in HDB towns developed over 36 years and the massive expansion in HDB towns currently underway. **Its solid cash-backed balance sheet of $68mil (FY25) is the result of consistent management execution, offering significant firepower to further expand its portfolio of HDB coffee shops when the opportunities arise or to make another major Tenderfresh-type acquisition.** Kimly represents a good long-term and defensive investment with an excellent dividend. Management have their eye on the ball in building sustainable shareholder value generation and targeted market positioning ahead of the curve. Since the IPO (2017), the stock has returned a solid 64% (excluding $179mil in dividends), resulting in current market cap of $492 mil.

Kimly currently trades at 11.4x FY26F PE, at 18% discount to F&B peers at 16.7x. Its stronger earnings growth profile is reflected in its PEG at 0.4x vs 4.6 Peer Avg while at the same time investors can expect higher dividend yield at 6% (vs 2.9% peer group). Our intrinsic valuation of $0.56 (section 5-2) implies 16x PE (still lower than Peer average at 16.7x) with expected mkt cap of $750 mil.

CONTENT

2. OVERVIEW

Background

The Kimly story began in **1990** when the founding shareholders—led by Mr. Lim Hee Liat and a group of friends—opened their very first traditional coffee shop outlet in Yishun, a rapidly growing suburban HDB town with its own MRT station on the newly opened North-South line – a big thing back in 1990. Today Yishun has grown into one of the largest HDB towns with a population of 201,400 and remains one of the most important markets for Kimly with 5 Kimly coffee shops located within its 888 hectares.

From the start, Kimly operated like a typical neighbourhood coffee shop, which are at the heart of Singapore cultural life, with a heavy emphasis on building deep roots in the local HDB heartlands, where most Singaporeans live. Achieving full tenancy for commercial F&B is easy, but to fill it consistently across the entire portfolio with high downstream demand takes skill. **Kimly's coffee shops not only boast of full tenancy but come with anchor tenant-like characteristics. Its superior Asset Management skillset ensures anchor-tenant like stalls with consistently higher than average turnover – evident with longer than expected downstream queues throughout the day between 1-3 stalls within each coffee shop portfolio.** The founders prioritized understanding local tastes and building long-term relationships with food stall tenants, which they continue to do today. It's this attention to detail that explains why Kimly has been so successful in the highly competitive F&B trade.

Between 1990 and 2003, Kimly embarked on a steady expansion phase, growing its portfolio to around 25 self-managed coffee shops across Singapore. However, the true turning point in Kimly's business model came when they realized the importance of controlling food quality and tenant variety. In **2003** Kimly pivoted from just being a landlord/drink stall operator to directly running its own food retail stalls. They launched their first **Mixed Vegetable Rice** and **Seafood "Zi Char"** (or "cook and fry" in Hokkien, a popular, casual dining style in Singapore) stalls.

To streamline food production, maintain consistent quality, and combat rising costs, Kimly set up its own modern **Central Kitchen** in Woodlands, vital to a rapidly expanding F&B business. This facility supplied sauces, such as its excellent **Specialty XO Sambal Chilli Sauce, which is available for sale at many of its coffee shops**, marinades, and semi-finished products to its expanding network of stalls including a **Dim Sum** division launched in **2008. The Dim Sum division** still supplies affordable dim sum today at S$1.50 for one plate, making the Dim Sum stall one of its most popular.

In **March 2017**, Kimly officially made its debut on the Catalist Board of the Singapore Exchange (SGX). It was a highly anticipated Initial Public Offering (IPO) because traditional coffee shop chains rarely went public in Singapore. Investors were handsomely rewarded with a 36% gain in 2017 (see Figure 5-5). The IPO was heavily oversubscribed, raising capital that Kimly used to digitize its operations, implement cashless electronic payments (like NETS QR), integrate with online food delivery platforms, and expand its central kitchen capabilities.

In 2018 Kimly acquired the popular **Tonkichi** (a Japanese tonkatsu restaurant in the Orchard Road shopping and tourist belt). This was followed by **Kedai Kopi** (a halal-concept coffee shop partnership) **in 2020**.

Following its listing, Kimly shifted into a high-growth phase by aggressively acquiring established local food brands to diversify its menu and tap into new demographics. In 2021 Kimly acquired a majority stake in the homegrown **Tenderfresh Group**, which included **Tenderbest,** instantly giving Kimly a large footprint in the strategically important Halal food retail market in Singapore with its 14% Malay population, Western food stalls, and kiosks.

Kimly shifted toward an **Outlet Investment Business** model by buying the freehold or leasehold properties of the coffee shops they operate, a very shrewd move given Singapore's soaring rentals. Today Kimly owns 11 leasehold or freehold properties including 3 strategically located properties acquired in the past 18 months. Outlet Investment now makes a larger contribution to the growth in revenue than the two primary business pillars of Food Retail and Outlet Management.

Kimly has mirrored the Singapore growth story becoming a large network of **93 coffee shops, food courts, and industrial canteens**, alongside almost **two hundred food stalls** across Singapore's 27 HDB towns. It is a dominant force in Singapore's $19.3 bn F&B industry, accounting for 5.9% of the $4.4 bn food court segment, and a household name. But the story doesn't stop there. Kimly still has a long runway on which to grow the business to the next level as HDB towns enter a new growth phase.

Figure 2-1: Kimly Milestones

	Date	Description
1	1990	Kimly opened its first coffee shop in Yishun
2	2003	Established its dedicated food retail division, launching its first mixed vegetable rice and seafood zi char stalls
3	2006	Moved into its corporate HQ and expanded central kitchen capabilities.
4	2008	Launched the Dim Sum division backed by the central kitchen.
5	2011-14	Opened its first three Foodclique food courts.
6	2016	Groundbreaking on a new annex building to expand the HQ and central kitchen.
7	Mar 2017	Successfully listed on SGX Catalist Board
8	Jul 2017	Acquisitions of operating leases and operations of Bedok 631 coffeeshop and 21 Woodlands industrial canteen
9	Sep 2017	Completed new HQ annex building & central kitchen expansion
10	Jul 2018	Acquisition of Tonkichi & Rive Gauche Patisserie
11	Jul 2018	Commenced operation of first digitalised tray return & rewards system at Bukit Batok 292 coffeeshop
12	May 2019	Launch of Beverage Line 'HOLIM'
13	Jul 2019	Successfully tendered for 3 HDB coffeeshops under HDB's Price-Quality-Method
14	Aug 2019	Launch of Iconic Kimly Bak Kwa Bao
15	Nov 2019	Successfully acquired first coffeeshop property Teck Whye 143 coffeeshop
16	May 2020	122 food stalls onboard on 3rd party food platform
17	Jun 2020	Completion and acquisition of 6 food outlet properties
18	Jun 2020	Acquired 25% interest in North View Investments LLP
19	Jun 2020	Acquisition of Ang Mo Kio 347 coffeeshop
20	Aug 2020	Acquisition of Clementi 380 coffeeshop
21	Sep 2020	Entered JV to manage Bukit Batok 376 coffeeshop and Upper Aljunied 1 coffeeshop
22	Sep 2020	Entered JV to manage and operate Choa Chu Kang 429A coffeeshop
23	Nov 2020	Entered JV to manage and operate halal coffeeshop Kedai Kopi
23	Jan 2021	Entered JV to manage and operate Lorong Ah Soo coffeeshop
25	Apr 2021	Acquisition of 60% of Klovex Holdings Pte Ltd to expand into cleaning and hygienic services
26	Apr 2021	Entered JV to manage and operate Bukit Batok 233 coffeeshop and Serangoon 153A coffeeshop
27	Jul 2021	Opened second Kedai Kopi coffeeshop at 12 Haig Road

28	Oct 2021	Acquisition of 75% in Tenderfresh Business
29	May 2022	Opened third Kedai Kopi coffeeshop at Ang Mo Kio 108
30	Jun 2022	Entered JV to manage and operate 808 French Road coffeeshop
31	Oct 2022	Launch of Kimly Curry Bao
32	Nov 2022	Opened fourth Kedai Kopi coffeeshop at Yishun 925
33	Nov 2022	Revenues crossed the $300 mil mark for the first time
34	Mar 2023	Introduced Budget Meals at most food stalls in line with Government's Budget Meal initiative
35	Aug 2023	Launched Dim Sum Pasar an innovative e-commerce next day delivery service
36	Sep 2023	Opened fifth Kedai Kopi halal coffeeshop at Bukit Batok 376
37	Dec 2023	Opened a Tenderfresh restaurant at 71 Geylang Bahru
38	Dec 2023	Opened fourth Tenderbest Makcik Tuckshop at Kallang Bahru
39	Feb 2024	Kimly Zi Char launched its first Chines New Year Campaign utilising QR codes to streamline tracking of vouchers
40	Feb 2024	Opened fifth Tenderbest Makcik Tuckshop at Punggol Park
41	Jun 2024	Acquisition of 2-story coffee shop property at Blk 204 Serangoon Central for $13.15 mil
42	Oct 2024	Opened a new coffee shop at Blk 302 Ubi Avenue 1
43	Feb 2025	Entered a JV to manage and operate a short-term lease for a coffee shop at Blk 206 Toa Payoh North
44	Mar 2025	Acquisition of coffee shop at Blk 204 Serangoon Central
45	FY2024	Tenderfresh's food seasoning manufacturing arm moved to new central kitchen in Senoko
46	FY2024	Launched first air-conditioned food court at Lucky Plaza.
47	FY2024	Central kitchens adopted a reduced-salt initiative in line with Government's sodium reduction campaign.
48	FY2024	Partnered with Health Promotion Board to develop lower calorie dished across Dim Sum, Tenderfresh and Mixed Rice outlets
49	FY2024	Introduced self-service ordering kiosks for takeaway orders at Tenderfresh restaurants
50	FY2024	Implemented a PayNow QR system at Lucky Plaza outlet
51	FY2024	Refurbished 3 coffee shops including Serangoon 237
52	FY2024	Opened a new coffee shop at Blk 187 Marsiling Road
53	FY2024	Opened a total of 3 new food outlets, 11 food stalls and 2 restaurants
54	Jul 2025	Opened a new coffee shop at Blk 727 Clementi West Street 2
55	Sep 2025	Acquisition of coffee shop at 110 Yishun Ring Road for $11 mil
56	Nov 2025	Entered into a share purchase agreement to complete the acquisition of the coffee shop property at 12 Haig Road for $12.2 mil

Source: Kimly ARs.

Post-IPO Trajectory

Kimly (1D0) listed on the Singapore Exchange Catalist Board in March 2017, raising $40.3 mil through a 8.3 times over-subscribed IPO at $0.25 per share to fund the further expansion of Kimly's HQ and central kitchen and retail footprint in Singapore from 68 food outlets in 2017. Kimly's share price has risen 64% since the IPO to the current $0.40 delivering long-term shareholder returns of 7%.

Today Kimly has annual revenue of more than $320 mil, profits of around $40 mil and an attractive dividend yield of 5% - driven by management's policy to distribute at least 50% of its net profits. The free float is approximately 33.7% making it accessible to institutional investors. Kimly more than qualifies for an upgrade to a main board listing on the SGX to match its market cap of $492 mil. A Mainboard listing would improve trading volumes and institutional investor interest and lead to a higher PE multiple. Kimly also stands out as a unique, highly defensive player. Many of its listed competitors (Koufu and Breadtalk) have privatized and delisted, leaving Kimly as one of the few pure-play, mass market F&B companies remaining on the SGX. Kimly compares favourably with the few companies in the F&B sector in Singapore, trading at a discount of 18.2% on current PE to the group (see industry valuation table on page 1 and Section 5-2).

2-1 STRATEGY – Organic Growth

Kimly operates an expanding portfolio of traditional coffee shops or kopitiams, food stalls and restaurants in Singapore. Kimly focuses primarily in the HDB heartlands including industrial areas, where they have 93 food outlets including 87 traditional coffee shops and 6 Kedai Kopi or halal coffee shops rather than at premium locations such as shopping malls. HDB towns are places with high population densities of over 200 residents per hectare in some HDB towns and consequently high footfall traffic. They are also locations where Kimly can operate 24 hours or around the clock in many of their coffee shops allowing them to fully monetize their commercial assets.

Since 2023, Kimly has focused on a twin-engine strategy of scaling up its physical footprint by opening new coffee shops and buying over the freehold/leasehold properties of its coffee shops when the opportunities arise to shield it from volatile rental spikes. This is critical in the F&B business in Singapore given soaring rentals which are putting many F&B businesses out of business.

Kimly has consequently expanded its portfolio of leasehold HDB coffee shops. Recent acquisitions include 2 premium properties in the past 18 months in Serangoon Central and Yishun where Kimly is already well entrenched with 7 and 5 coffeeshops respectively. This is timely given the planned increase in HDB dwellings currently underway across all Kimly's major HDB markets.

Kimly also revamps its coffee shops at a rate of about 4 per annum to keep them up to date and keep their customers coming back, and to optimise the lettable area and seating space.

Kimly leverages off its multiple central kitchens at Woodlands and Jalan Pemimpin to supply food products, including an excellent XO Sambal Chilli Sauce, to its food stalls to achieve economies of scale and efficiency and sell good food and drinks at affordable prices for the mass market. It is a winning formula. Kimly reported record FY2025 revenue of $322.1 mil and a net profit of $33.3 mil.

Kimly is not averse to venturing outside the HDB heartlands. In 2018 they acquired the Japanese restaurant chain Tonkichi (alongside the Japanese French confectionary business Rive Gauche - subsequently sold) which operates 2 popular Japanese tonkatsu (breaded pork cutlets) restaurants, which have become something of a local institution with their tonkatsu sauce and free flow of cabbage, in prime slots, in Shaw House and Takashimaya, in the Orchard Road shopping and tourist belt. In 2024 Kimly made a second foray into Orchard Road by opening a retro-themed food court with 12 food stalls including the highly regarded Tian Tian Hainanese Chicken Rice on the top 6th floor of the Lucky Plaza shopping mall across the road from the Orchard MRT station. This is a sensible move given Lucky Plaza's prime spot and the record number of tourists visiting Singapore.

Kimly's independent board of directors and highly qualified management team that focuses on maximizing shareholder value provides Kimly, a household name in Singapore, with an excellent platform for going to the next leg of growing revenue from the current $322 mil to $400 mil. RHTC's investment thesis for Kimly centres on the significant expansion in Kimly's major market in the HDB heartlands that is currently underway with a projected 497,000 new HDB dwellings to be built, with 91,941 dwellings already under construction and slated to be completed over the next 1-2 years. This is 43% more than the existing stock of 1.153 mil HDB dwellings. It will lead to significant growth in mature HDB towns such as Ang Mo Kio (27% expansion) where Kimly already has a major presence (7 coffee shops) to the new HDB towns such as Sengkang (26% expansion) where Kimly is only scratching the surface (1 coffee shop). And it will be accompanied by a pipeline of 43 new HDB coffee shops for rent in the new BTO HDB estates increasing the overall supply of rental HDB coffee shops to 417, throwing up new and exciting opportunities for the dominant coffee shop operator in Singapore.

This is a boon for Kimly which will put it on a higher growth trajectory. It opened 3 new coffee shops, 1 Halal coffee shop and 1 food stall in 1H FY2026 after opening 3 coffee shops in FY2025. The 3 new coffee shops in 1HFY2026 were in Pasir Ris HDB town, Yishun HDB town and Tuas, which is an industrial estate not a residential HDB town. This step up in new coffee shop openings and acquisitions of coffee shops in HDB towns will allow Kimly to ride the massive wave of new HDB dwellings that will underpin growth in Kimly's revenues and profits for years to come.

2-2 Business Divisions – Vertically Integrated

Kimly operates a resilient, vertically integrated food and beverage (F&B) system. Its business is strategically divided into three core business divisions: Outlet Management (41.2% of revenues); Food Retail (55.7%); and Outlet Investment (5%). There are significant, highly integrated synergies within Kimly's core operations of Food Retail and Outlet Management as seen in the inter-segment revenue numbers of $34.9 mil for Food Retail and $13.6 mil for Outlet Management in 1HFY2026.

Kimly's organic business plan is bearing fruit with strong performances from Outlet Management post-Covid and Outlet Investment in 1HFY2026. Improvements in Food Retail revenue should be forthcoming as Kimly optimises its mix of food stalls by opening new food stalls, 8 in 1HFY2026, and closing underperforming food stalls, 7 in 1HFY2026 causing short-term disruptions to Food Retail revenues but planting the seeds for a medium-term upturn from Kimly's biggest business division.

Figure 2-2: Revenue Breakdown by Business Division, FY2021-1HFY2026

$ mil	FY21	FY22	FY23	FY24	FY25	1HFY26	CAGR (%)*
Total Revenues	**238.6**	**317.7**	**313.9**	**319.4**	**322.1**	**161.4**	**0.5**
Outlet Management	**112.5**	**119.5**	**122.8**	**127.1**	**131.7**	**66.5**	**3.3**
% share	47.1	37.6	39.1	39.8	40.8	41.2	3.6 ppts
# Outlets	76	76	77	78	79	82	6 outlets
Revenue per outlet	1.48	1.57	1.59	1.63	1.67	0.81	2.1
Food Retail	**119.3**	**191.2**	**183.8**	**185.0**	**182.8**	**89.8**	**-1.5**
% share	50.0	60.2	58.6	57.9	56.8	55.7	-4.5 ppts
Outlet Investment	**6.8**	**7.0**	**7.3**	**7.3**	**7.6**	**5.1**	**2.8**
% share	2.9	2.2	2.3	2.3	2.4	3.1	0.9 ppts
# Outlets	8	8	8	8	10	11	3 outlets
Revenue per outlet	0.9	0.9	0.9	0.9	0.8	0.5	-0.5

*Source: Kimly ARs, RHTC estimates. *FY25/FY22.*

2-2-1 Outlet management – rental income CAGR of 4.5%

Outlet Management accounted for $66.5 mil of revenues in 1HFY26 or 41.2% of total revenues. It is involved in the leasing of food outlet premises to tenants as the master leaseholder, the sale of food, beverages and tobacco products, the provision of cleaning and utilities services to tenants, and the provision of management services to third party coffee shops. It is comprised of 82 food outlets as of March 2026 made up of 71 traditional coffee shops, 4 industrial canteens, 6 Halal coffee shops, under the Kedai Kopi brand, and 2 food courts.

Kimly's proven track record as a food outlet operator allows Kimly to attract strong anchor tenants and maintain longstanding relationships built on trust and reliability resulting in sustained high occupancy of the more than 600 food stalls in its managed food outlets at almost 100%. Revenue from this division is growing in line with Kimly's expanding portfolio of managed food outlets with rental income rising at a CAGR of 4.5% since FY2022 and cleaning services growing at a CAGR of 18.7%.

Figure 2-3: Revenue Breakdown by Type, FY2021-1HFY2026

$ mil	FY21	FY22	FY23	FY24	FY25	1HFY26	CAGR (%)*
Total Revenues	**238.6**	**317.7**	**313.9**	**319.4**	**322.1**	**161.4**	**0.5**
Sale of F&B	196.4	270.3	263.3	264.2	260.4	129.1	-1.2
% share	82.3	85.1	83.9	82.7	80.8	80.0	-4.3 ppts
Rental income	28.1	28.6	30.2	31.5	32.6	16.8	4.5
% share	11.8	9.0	9.6	9.7	10.1	10.4	1.1 ppts
Cleaning	12.2	16.6	19.2	22.5	27.8	14.8	18.7
% share	5.1	5.2	6.1	7.1	8.6	9.2	3.4 ppts
Outlet management fee	2.0	2.0	1.2	1.2	1.3	0.7	na

*Source: Kimly ARs, RHTC estimates. *FY25/FY22.*

Figure 2-4: Food Outlets, FY2021-1HFY2026

Number	FY21	FY22	FY23	FY24	FY25	1HFY26	Post-Covid (FY25/FY22) (+/-)
Food Outlets	**85**	**84**	**85**	**86**	**89**	**93**	**9**
Non-Halal	na	81	80	81	84	87	6
Halal	na	3	5	5	5	6	3
Open 24 hours	55	49	48	52	57	na	8
Outlet Management	**76**	**76**	**77**	**78**	**79**	**82**	**6**
Traditional coffee shops	62	65	66	66	68	71	6
Industrial canteens	7	4	4	4	4	4	0
Halal coffee shops	5	5	5	5	5	5	0
Food courts	2	2	2	3	2	2	0
Food Stalls							
Total	680	648	634	617	638	na	-10
Occupancy	98%	98.9%	99.2%	99%	97.5%	na	na
Outlet Investment	**9**	**8**	**8**	**8**	**10**	**11**	**3**
Coffee shops	5	4	4	4	6	6	3
Halal coffee shops						1	
Industrial canteens	3	3	3	3	3	3	0
Restaurants	1	1	1	1	1	1	0

Source: Kimly ARs, RHTC estimates.

2-2-2 Food retail – S-T Disruptions

Food Retail is the largest of Kimly's three business divisions, accounting for $89.8 mil of revenues in 1HFY26 or 55.7% of the total. It is primarily involved in retailing of food directly to consumers through the 196 food stalls and restaurants operated by Kimly. These comprised 181 food stalls mainly Mixed Vegetable Rice, Dim Sum, Seafood "Zi Char", Halal and Western food stalls, 11 Tonkichi and Tenderfresh restaurants, and 4 Tenderfresh kiosks. These food stalls are operated within Kimly's own managed properties and third-party properties.

Food Retail is also engaged in manufacturing, processing and sale of food products to customers. Kimly's central kitchens play an integral role in ensuring consistency and efficiency by supplying sauces, marinades and semi-finished food products to its Mixed Vegetable Rice, Seafood "Zi Char", Dim Sum and Western food stalls.

However, Food Retail is where the headwinds are for any F&B company in Singapore due to sluggish growth in F&B sales overall in Singapore and rising wage costs. Kimly's Food Retail revenue has continued to fall by 0.8% yoy in 1HFY2026. However, we are optimistic Kimly can turn things around with the further optimisation of its slate of 181 food stalls. **Kimly opened 8 new food stalls in 1HFY2026 and closed 7 underperforming stalls.** This followed the opening of 11 new foods stalls in FY2025 and the closing of 8 underperforming stalls. All this opening and closing of food stalls is causing short-term disruptions to Food Retail revenues but planting the seeds for a medium-term upturn from Kimly's biggest business division. **Kimly is meeting the challenges head on.**

Figure 2-5: Food Stalls and Restaurants, FY2021-1HFY2026

Number	FY21	FY22	FY23	FY24	FY25	1HFY26	Post-Covid (FY25/FY22)(+/-)
Food Retail	**148**	**185**	**187**	**191**	**195**	**196**	**11**
Food stalls	**139**	**166**	**173**	**176**	**180**	**181**	**15**
Mixed veg. rice	60*	57*	61*	58	60	na	3
Teochew porridge				3	3	na	3
Dim Sum	49	47	48	50	49	na	2
Seafood “Zi Char”	28	27	27	27	28	na	1
Tenderfresh		35	37	38	40	na	5
Opened			14	11	11	8	44
Closed			7	8	8	7	30
Restaurants	**9**	**19**	**14**	**15**	**15**	**15**	**-4**
Tonkichi restaurants	2	2	2	2	2	2	0
Tenderfresh restaurants	-	7	8	9	9	9	2
Rive Gauche shop	7	7	-	-	-	-	-7
Tenderfresh kiosks	-	3	4	4	4	4	1
Non-halal	na	141	139	140	142	na	1
Halal	na	44	48	51	53	na	9

*Source: Kimly ARs, RHTC estimates. * Incl. Teochew Porridge.*

2-2-3 Outlet investment – Punching Above Its Weight

Outlet Investment is the smallest of Kimly’s three business divisions accounting for $5.1 mil of revenues in 1HFY26 or 3% of the total but now punching above its weight as Kimly’s portfolio of HDB coffee shops expands. Outlet Investment enables Kimly to secure sustainable and stable access to strategic business locations, through investments in freehold and leasehold properties. This approach allows Kimly to benefit from recurring rental income and potential capital appreciation. Under this division, Kimly owned and operates seven coffee shops, 1 shop house, three industrial canteens and one restaurant unit as of March 2026 (see Figure 2-3). In 1H FY2026 Outlet Investment revenue grew strongly by 41.2% yoy to $5.1 mil following the acquisition of several properties in FY2025, making it the largest contributor to growth in revenue at $1.5 mil.

Figure 2-6: Food Outlet Investment Properties, March 2026

	Location & Tenure	Description	Years Remaining	Floor area (sq m)	Year Acquired
	Freehold				
1	38 Jalan Pemimpin #01-04 M38	Industrial canteen	Freehold	456	na
	Leasehold				
2	Block 143 Teck Whye Lane	HDB coffee shop	58	224	FY19
3	Block 7 Everton Park	HDB coffee shop	53	381	FY19/20
4	Block 246 Hougang Street 22	HDB coffee shop	57	394	FY19/20
5	Block 347 Ang Mo Kio Ave 3	HDB coffee shop	51	330	FY19/20
6	Block 380 Clementi Ave 5	HDB coffee shop	53	283	FY19/20
7	Block 204 Serangoon Central	HDB coffee Shop	58	358	FY25

8	110 Yishun Ring Road	HDB coffee shop	59	358	FY25
9	12 Haig Road	HDB shophouse	82	na	FY26
	Investment Properties				
10	28 Senang Crescent, Bizhub 28	2 Canteen units	Freehold		
11	38 Jalan Pemimpin #01-03 M38	Restaurant	Freehold		

Source: Kimly ARs, RHTC estimates.

2-3 Current Portfolio – 93 Outlets

Kimly had 93 food outlets and a total of 196 food stalls, restaurants and kiosks as at March 2026. It has continued to add to its portfolio of food outlets and food stalls while closing underperforming outlets in FY2026 - adding three new coffee shops and one halal coffee shop. This represented a further step up in new coffee shop openings. In FY2025 Kimly opened four coffee shops and closed one. Drawing on its proven experience and industry expertise, Kimly also continued to attract relevant and high-quality food stall tenants to its food outlets. And it maintained a healthy food stall occupancy rate of close to 100% occupancy in FY2025, supported by a strong pool of quality tenants and anchor partners.

2-3-1 Expanding footprint - avg. 3-4 food outlets pa

Kimly has been expanding its footprint in its core HDB coffee shop markets thereby increasing its market dominance by opening new coffee shops at a rate of about 4 annually as part of its business expansion strategy. In 1HFY2026 Kimly opened 2 new coffee shops – its fifth in Yishun at Block 110 Yishun Ring Road and its first in Pasir Ris at Block 587 Pasir Ris Drive 3.

In FY2025 Kimly opened 2 new coffee shops. The first was at Block 302 Ubi Avenue 1 in Geylang, strategically located near Ubi MRT station. The second was at Block 727 Clementi West Street 2, a vibrant neighbourhood in Clementi, a HDB town of 28,713 HDB dwellings and 70,670 HDB residents. This was Kimly’s fifth coffee shop in Clementi, cementing it as one of Kimly’s key HDB markets. Both food outlets now offered a broad selection of food and beverages.

In FY2025, Kimly also entered into a joint venture agreement to operate and manage a short-term HDB lease for the coffee shop at Block 206 Toa Payoh North in a very busy industrial area of Toa Payoh and walking distance to both SPH News Centre and Braddell MRT. This was Kimly’s fourth coffee shop in Toa Payoh, which is another important HDB market for Kimly. The food selection is wide with 9 stalls including one selling Western food.

Figure 2-7: Food Outlet Openings, FY2023-1HFY2026

	FY & Location	Opening Date and Notes
	1HFY2026	
1	Blk 110 Yishun Ring Road	23 October 2025 with 10 stalls incl 24 hr options
2	Blk 587 Pasir Ris Drive 3	6 March 2026 with a Tenderbest stall incl 24 hr options
	FY2025	
1	Blk 302 Ubi Avenue 1	24 October 2024 with 10 stalls
2	Blk 727 Clementi West Street 2	2 July 2025
3	Blk 206 Toa Payoh North (JV)	19 March 2025 incl 24 hr options
4	Lucky Plaza, Orchard Road	10 stall food court
	FY2024	
1	Blk 187 Marsiling Road	
2-3	na	
	FY2023	
1-2	na	

Source: Kimly ARs.

2-3-2 Acquisitions - Avg. 4 Food Outlets p.a. (4% of portfolio)

Kimly is also transitioning from just renting spaces to becoming a property owner by acquiring more food outlets at strategic locations within mature and populated HDB towns with established footfalls across Singapore. This is part of Kimly's efforts to pursue long term direct ownership of properties where it currently operates and manages food outlets. This mitigates long-term leasing risks for Kimly.

In 1HFY2026 Kimly completed the acquisition of the coffee shop property at 12 Haig Road for $12.2 million. This move directly secured the long-term continuity of Kimly's popular Kedai Kopi halal coffee shop operating at that location.

In FY2025 Kimly acquired the HDB coffee shop at Block 204 Serangoon Central for S$13.15 mil and 110 Yishun Ring Road for $11 million, fully funded via internal cash reserves. Also, in FY2025 Kimly entered a joint venture to operate and manage a short-term HDB lease for the coffee shop at Block 206 Toa Payoh North, an industrial area in Toa Payoh near Braddell MRT.

Figure 2-8: Food Outlet Acquisitions, FY2023-1HFY2026

	FY & Location	Acquired	Commenced Operations
	1HFY2026		
1	12 Haig Road (Kedai Kopi)	Completed the acquisition	
	FY2025		
1	Blk 204 Serangoon Central	11 Mar 2025	23 April 2025
2	110 Yishun Ring Road	25 Sep 2025	23 October 2025
3	Blk 206 Toa Payoh North (JV)		19 March 2025
4	na		
	FY2024		
1	Blk 204 Serangoon Central	Proposed June 2024 for $13.15 mil	
2-3	na		
	FY2023		
1-2	na		

Source: Kimly ARs, RHTC estimates.

2-3-3 Refurbishments - Avg. 4 Food Outlets p.a. (5% of portfolio)

Vital in the F&B business in Singapore given the intense competition for customers is the **refurbishment and upgrading of food outlets** to enhance the customer experience and provide greater food selections, new food stalls and food products. Kimly also takes the opportunity when it renovates to expand the lettable area to optimise space and increase rental yields. On average Kimly refurbishes and upgrades 4 food outlets annually or about 5% of its portfolio.

In FY2025, Kimly refurbished and upgraded 4 food outlets. These were at Block 496 Jurong West Street 41, Block 233 Yishun Street 21, 18 Boon Lay Way in Jurong East, and Block 631 Bedok Reservoir Road. New food stalls and food products were also introduced into the 4 food outlets to ensure a dynamic and vibrant dining atmosphere.

In FY2024 3 food outlets were upgraded including the one at Block 237 Serangoon Avenue 3 which also underwent a major upgrade. The upgraded food outlet featured 13 food stalls.

Figure 2-9: Food Outlet Refurbishments, FY2022-FY2025

	Location & FY	Notes
	FY2025	
1	Blk 496 Jurong West Street 41	
2	Blk 233 Yishun Street 21	
3	18 Boon Lay Way	
4	Blk 631 Bedok Reservoir Road	
	FY2024	
1	Blk 237 Serangoon Avenue 3	Reopened September 2024 with 13 stalls
2-3	na	
	FY2023	
1	Blk 827 Tampines Street 81	Reopened April 2023 with 9 stalls and open 24 hours
2-4	na	
	FY2022	
1-5	na	

Source: Kimly ARs.

2-4 Halal Food Outlets – Still Largely Untapped

Kimly's halal business segment represents a significant part of its overall business – with 6 of the 93 food outlets and 53 of the 196 food stalls/restaurants/kiosks halal as of March 2026. It is anchored by Kimly's majority 75% stake in the Tenderfresh business, which was acquired in 2021, strategically boosting Kimly's central kitchen capabilities and footprint in the important halal food market filling a crucial gap in Kimly's portfolio of food outlets. Tenderfresh operates multiple halal-certified food outlets, kiosks, and full-service restaurants across the HDB heartlands, significantly broadening Kimly's market reach by offering popular halal-certified western cuisine and traditional coffeeshop staples which Kimly's needs on its menu options to reach out to all HDB residents.

Kimly has continued to grow the halal business since 2021 to bring it up to its full potential. It opened its 5th halal coffee shop, Kedai Kopi at Block 376 Bukit Batok in September 2023, situated right beside Kimly's existing coffee shop. This Kedai Kopi, together with the adjacent Kimly coffeeshop, is Kimly's flagship outlet as it is the biggest non-air-conditioned coffeeshop in Singapore, which serves both halal and non-halal food varieties and can accommodate over 420 patrons. This was followed by the opening of a Tenderfresh restaurant at 71 Geylang Bahru in December 2023. In total one restaurant, five food stalls and one kiosk were successfully opened under the Tenderfresh's brands in FY2023.

Kimly has also expanded Tenderfresh's Food Seasoning Manufacturing Arm, which produces premix flours, seasoning, spices and powdered food ingredients, by moving into a new, upgraded central kitchen at 26 Senoko Way. This new facility, with its expanded production space of 500 sqm compared to the previous 129 sqm, significantly boosted production and storage capacity. Additionally, it allowed Kimly to enter new markets, improve product quality, and increase efficiency.

In FY2024 Kimly launched the Tenderfresh Makcik Tuckshop, a modern café concept, to a widespread positive reception from the public. Leveraging this success, Kimly expanded its presence by opening its fourth and fifth Tenderbest Makcik Tuckshop at Kallang Bahru in December 2023 and Punggol Park in February 2024, respectively. The Punggol Park outlet was Kimly's largest Makcik Tuckshop to date, boasting a spacious outdoor refreshment area of over 218 sqm and an internal dining space of more than 205 sqm, nestled amidst lush greenery and overlooking a tranquil pond. Kimly continued its expansion efforts further with the successful opening of 2 restaurants and 5 food stalls under the Tenderfresh brand in FY2024.

Singapore's halal food market is experiencing significant growth, driven by its multicultural population and status as a global trade and tourism hub with visitor arrivals to Singapore from Indonesia the second largest after China. The increasing awareness of halal dietary needs among both Muslim and non-Muslim consumers has led to a sharp increase in demand for halal-certified products. This surge is further bolstered by the government's stringent halal compliance standards and certification processes, which have enhanced consumer confidence in the quality and authenticity of halal food offerings.

Kimly's entry into the halal food market through the acquisition of Tenderfresh in 2021 has proven to be a excellent strategic move, aligning Kimly with the growing demand for halal-certified food. Moving forward, Kimly plans to open more Tenderfresh food stalls across its network of coffee shops. With substantial untapped potential in the halal sector, Kimly will continue to leverage Tenderfresh's strong brand reputation and industry presence to drive growth by further strengthening its position in this still largely untapped segment of the F&B sector.

2-5 Central Kitchen – Key to Kimly's success

When Kimly listed its shares on the SGX in 2017 modernising the central kitchen was a top priority and rightfully so. A central kitchen allows Kimly to consolidate food prep into a single facility, supplying today's extensive network of 93 food outlets and 196 food stalls/restaurants/kiosks, which would be impossible without a central kitchen.

Kimly's Central Kitchen is a highly automated food manufacturing facility that acts as the backbone of Kimly's F&B operations. It processes and supplies sauces, marinades, and semi-finished products to hundreds of Kimly stalls across Singapore, ensuring standardized quality, lower operating costs, and efficient supply chain management.

Key advantages for Kimly are:

Supply Chain Efficiency. The central kitchen model allows Kimly to achieve significant economies of scale. By centralizing food preparation, they cut down on labour and prep time at the stall level while keeping menu items highly affordable – critical when you are dealing with the mass market.

Product Standardization. The kitchen supplies semi-finished and finished food products, including pastries, dim sum, and signature sauces, to various Kimly-owned brands like Mixed Vegetable Rice, Teochew Porridge, and Kimly's highly popular Dim Sum.

OEM Food Production. In addition to supplying its own extensive network, the central kitchen also engages in manufacturing and supplying food products for external brands on an OEM (Original Equipment Manufacturer) basis providing it with a an additional revenue stream.

Health & Wellness Initiatives. The central kitchens actively support healthier dining initiatives in collaboration with the Health Promotion Board (HPB). Kimly has successfully switched to reduced-sodium iodized salt, lowering sodium content by roughly 30% across major concepts like Dim Sum and Mixed Rice.

Expansion and Capacity. Operating from headquarters located at 13 Woodlands Link, Kimly has continually expanded the physical capacity of its central kitchen infrastructure to support its islandwide network of coffee shops, food courts, and restaurants.

Furthermore, Kimly's acquisition of the halal food chain Tenderfresh added another large-scale **25,000-square-foot, halal-certified central kitchen** to their portfolio, which is a must if Kimly is going to operate a network of halal food outlets. This facility alone supplies ingredients to approximately 140 brands and external outlets providing a platform for further organic growth,

2-6 Current F&B Business Conditions

Current business conditions in Singapore's F&B industry are not ideal, but they rarely are. F&B has always been a competitive business in Singapore. 2HFY2026 will probably be a tougher F&B landscape for Kimly than 1HFY2026 with government mandated higher minimum wage levels for the F&B industry from July and higher energy costs in 2Q. Entry level food services workers will see minimum base pay increases to $2,220 with annual increments of $140-$145 scheduled through 2028. Kimly has approximately 2,700 workers and costs will increase every July for the next three years. The impact will be temporarily softened by the government's Progressive Wage Credit Scheme, which was extended in the 2026 Budget. The government will co-fund a significant percentage of these wage increases for lower wage local workers giving Kimly room to manage the cost increases.

Figure 2-10: Planned Wage Increases for Quick Service Food Establishments & Supermarkets (with ready to eat food stations)

PWM Job Level	PWM Baseline Gross Wage	From Mar 2025	From July 2026	From July 2027	From July 2028
Food/Drink Stall Assistant	Monthly	$2,080	$2,220	$2,360	$2,500
	Hourly	$10.91	$11.64	$12.38	$13.11
Kitchen Assistant/Food Service Counter Attendant	Monthly	$2,155	$2,295	$2,435	$2,575
	Hourly	$11.30	$12.04	$12.77	$13.51
Cook	Monthly	$2,330	$2,470	$2,610	$2,750
	Hourly	$12.22	$12.95	$13.69	$14.42

Source: Ministry of Manpower.

Figure 2-11: Planned Wage Increases for Full-Service Food Establishments, Caterers and Central Kitchens

PWM Job Level	PWM Baseline Gross Wage	From Mar 2025	From July 2026	From July 2027	From July 2028
Kitchen Assistant/Waiter	Monthly	$2,180	$2,320	$2,460	$2,600
	Hourly	$11.43	$12.17	$12.90	$13.64
Cook	Monthly	$2,380	$2,520	$2,660	$2,800
	Hourly	$12.48	$13.22	$13.95	$14.69
Waiter Supervisor	Monthly	$2,730	$2,875	$3,020	$3,165
	Hourly	$14.32	$15.08	$15.84	$16.50

Source: Ministry of Manpower.

F&B sales were flat yoy in April-May, taking a hit from the Iran War, with food courts most affected.

Figure 2-12: F&B Services Index vs Kimly F&B Sales, yoy %

	Oct 25 – Mar 26	Jan-Mar	April	May
Total	**1.5**	**1.3**	**0.1**	**0.0**
Restaurants	-0.1	0.4	1.0	1.8
Fast food outlets	3.3	3.0	2.6	2.6
Food caterers	10.0	9.0	1.0	1.9
Cafes	2.8	3.0	2.6	-0.5
Food courts & others	**-1.3**	**-1.9**	**-4.1**	**-5.3**
Kimly F&B Sales	**0.2**	**na**	**na**	**na**
Kimly Revenue	1.3	na	na	na

Source: Dept of Statistics, Kimly 1HFY26 results, RHTC estimates.

However, help is on the way. The government has brought forward the $500 tranche of CDC (Community Development Council) vouchers previously scheduled for January 2027 to June 2026 to help families cope with rising costs of living and global economic uncertainties. Like previous rounds the S$500 value is split 50/50: $250 for participating HDB heartland merchants and hawkers including Kimly food outlets and $250 for participating supermarkets. This June disbursement follows a $300 tranche that was given out earlier in January 2026. This means that Singaporean households received a total of $800 in CDC vouchers in 2026, the same as in 2025. An estimated 1.38 mil Singaporean households are eligible for the CDC vouchers released in June which works out to $690 mil in total for households to spend in food courts and supermarkets on top of the $414 mil received in January. The June vouchers are valid until the end of 2027. Lower- and middle-income Singaporean households will also receive the annual GST vouchers in August of $450-$850 to manage the increases in GST

Figure 2-13: CDC Vouchers per Household, 2020-26

	Value	Notes
2020	$50	Given only to lower income households.
2021	$100	Expanded to all households.
2022	$100	
2023	$300	
2024	$500	-
2025	$800	$300 in Jan and $500 in May.
2026	$800	$300 in Jan and $500 in June.

Source: Straits Times.

Figure 2-14: GST Vouchers per Household, 2020-26

	Lower Income	Middle-Income
2020	$300	$150
2021	$500	$350
2022	$400	$250
2023	$700	$350
2024	$850	$450
2025	$850	$450
2026	$850	$450

Source: Straits Times.

Kimly also has a capital buffer and is therefore better positioned than most F&B companies.

3. Investment Thesis – Riding the HDB Wave

RHTC's investment thesis for Kimly is premised on the massive expansion in the projected number of HDB dwellings in Singapore's 27 HDB Towns with 91,941 already under construction as of March 2025 and a further 405,429 in the pipeline as of March 2025. The HDB also has a pipeline of 42 new HDB coffee shops for coffee shop operators like Kimly to rent. RHTC's investment thesis is also premised on Kimly continuing to up its game and take market share as it has been doing over the past 18 months – organic growth. The current gross monthly household (HH) income ceilings for applying for a new HDB flat vary based on the applicant's family nucleus, flat type, and housing scheme. The current 2026 breakdown is outlined below:

For Couples and Families

- 4-room or larger flats: $14,000
- 3-room flats: $7,000 or $14,000, depending on the specific BTO project (HDB specifies this during the sales launch).
- 2-room Flexi flats (99-year lease): $7,000
- Extended or Multi-Generation families: $21,000

For Single Applicants (Age 35 and above)

- 2-room Flexi flats (BTO): $7,000

Executive Condominiums (ECs)

- The household income ceiling is slightly higher at $16,000.

Singapore's per capita income is around $132,000 (or $11,000 monthly). At a HH monthly income of $14,000 a 20% spend on food is equivalent to $2,800 or $90 per day or $30 per meal capacity vs Kimly's stalls charging average of $5-$10 per meal.

In Sections 3-5 to 3-7 we calculate the TAM for the number of Kimly coffee shops in HDB towns using 3 methods. In the first method we get a TAM of 107 (20 more coffee shops than the current portfolio) based on the current HDB population and number of HDB dwellings. In the second and third estimates, which are based on projected increases in HDB towns we get TAMs of 117 (+30) and 211 (+124). In Sections 3-8 and 3-9 we calculate the uplift for Kimly revenues based on the expansion underway and planned future expansion in HDB towns of 6.5% for 2026-27 followed by a further 30% in 2028-30 based on higher footfall in HDB towns due to increase in dwellings and population. This would be sufficient to propel Kimly revenue to the next level of $400 mil and market cap to $600 mil (@1.5x revenue).

3-1 Kimly's HDB Footprint

As of March 2026, Kimly had a total of 93 coffee shops spread mainly but not exclusively across Singapore's 27 HDB towns or estates. It expanded its portfolio by opening 3 new coffee shops and 1 halal coffee shop in 1H FY2026. The 3 new coffee shops were in Pasir Ris HDB town, Yishun HDB town and Tuas, which is an industrial estate not a residential HDB town, while the halal coffee shop was a 2-story HDB shophouse with an 82-year lease remaining in Haig Road, Geylang HDB town.

There are approximately 6 Kimly coffee shops that are not in HDB towns. These include an outlet in Lucky Plaza shopping mall, opened in 2024 in the Orchard Road tourist belt, an outlet in Fu Lou Shou Complex shopping mall, Rochor Road, in the Bugis district, outlets in the National University of Singapore (NUS) and the Singapore Institute of Management (SIM) campuses in Clementi, an outlet in the Tuas industrial area, opened in 2025, and an outlet in Serangoon Gardens Estate, a private residential area in the Serangoon district.

Fig 3.1: Locations of Kimly Coffee Shops

#	Location	Post Code	HDB Town / District	Operating hours
1	Blk 1 Upper Aljunied Lane	360001	Toa Payoh	24 hours
2	10 Tuas Avenue 3	639409	Tuas	5 am to 10 pm
3	Blk 110 Yishun Ring Road	760110	Yishun	24 hours
4	Blk 116 Bukit Merah View	151116	Bukit Merah	24 hours
5	Blk 121 Bedok Reservoir Road	470121	Bedok	24 hours
6	Blk 123 Bedok North Street 2	460123	Bedok	24 hours
7	Blk 131 Marsiling Rise	730131	Woodlands	24 hours
8	Blk 132 Jurong Gateway Road	600132	Jurong East	6 am to 12 am
9	Blk 134 Lor Ah Soo	530134	Hougang	7 am to 11 pm
10	Blk 138 Tampines Street 11	521138	Tampines	24 hours
11	Blk 143 Teck Whye Lane	680143	Choa Chu Kang	6 am to 10 pm
12	Blk 146 Potong Pasir Avenue 1	350146	Toa Payoh	24 hours
13	Blk 147 Serangoon North Avenue 1	550147	Serangoon	24 hours
14	149 Rochor Road, Fu Lu Shou Complex	188425	Bugis District	6.30 am to 9 pm
15	Blk 150 Bukit Batok Street 11	650150	Bukit Batok	6 am to 12 am
16	Blk 153A Serangoon North Ave 1	551153	Serangoon	24 hours
17	Blk 163A Gangsa Road, Multi Storey Car Park	671163	Bukit Panjang	24 hours
18	17 Woodlands Link	738725	Woodlands	
19	18 Boon Lay Way, Tradehub 21	609996	Jurong East	6 am to 11 pm
20	Blk 184 Toa Payoh Central	310184	Toa Payoh	6.30 am to 11 pm
21	Blk 187C Marsiling Road	733187	Woodlands	24 hours
22	2 College Ave West, EduSports Complex	138607	National University of Singapore	7 am to 9 pm
23	Blk 202 Ang Mo Kio Ave 3	560202	Ang Mo Kio	5.30 am to 11.30 pm
24	Blk 204 Serangoon Central	550204	Serangoon	
25	Blk 206 Toa Payoh North	310206	Toa Payoh	24 hours
26	21 Woodlands Close, Primz Bizhub	737854	Woodlands	24 hours
27	Blk 211 Marsiling Crescent	730211	Woodlands	24 hours

28	Blk 221 Boon Lay Place, Boon Lay Shopping Centre	640221	Jurong West	24 hours
29	Blk 232 Ang Mo Kio Ave 3	560232	Ang Mo Kio	24 hours
30	Blk 233 Yishun Street 21	760233	Yishun	24 hours
31	Blk 233 Bukit Batok East Ave 5	650233	Bukit Batok	24 hours
32	Blk 237 Serangoon Ave 3	550237	Serangoon	7 am to 11 pm
33	Blk 246 Hougang Street 22	530246	Hougang	24 hours
34	Blk 26 Jalan Membina, Multi Storey Car Park	161026	Bukit Merah	24 hours
35	Blk 266 Compassvale Bow, Multi Storey Car Park	540266	Sengkang	24 hours
36	Blk 280 Bishan Street 24	570280	Bishan	24 hours
37	Blk 292 Bukit Batok East Ave 6	650292	Bukit Batok	6 am to 12 am
38	Blk 29B Chai Chee Avenue	462029	Bedok	6 am to 11 pm
39	Blk 2A Eunos Crescent	401002	Geylang	24 hours
40	Blk 3 Lorong Lew Lian	531003	Serangoon	24 hours
41	Blk 302 Ubi Ave 1	400302	Geylang	6 am to 10.30 pm
42	Blk 303 Jurong East Street 32	600303	Jurong East	24 hours
43	Blk 304 Serangoon Ave 2	550304	Serangoon	24 hours
44	304 Orchard Road, Lucky Plaza	238863	Orchard Road	7 am to 9 pm
45	Blk 322 Sumang Walk	820322	Punggol	24 hours
46	Blk 325 Clementi Avenue 5	120325	Clementi	24 hours
47	Blk 327 Hougang Avenue 5	530327	Hougang	24 hours
48	No 33 Ubi Avenue 3, Vertex	408868	Geylang	6 am to 8.30 pm
49	Blk 345 Clementi Avenue 5	120346	Clementi	24 hours
50	Blk 346 Jurong East Street 31	600346	Jurong East	24 hours
51	Blk 346a Kang Ching Road Multi Storey Car Park	611346	Jurong West	5.30 am to 11 pm
52	Blk 347 Bukit Batok Street 34	650347	Bukit Batok	24 hours
53	Blk 347 Ang Mo Kio Avenue 3	560347	Ang Mo Kio	5.30 am to 11 pm
54	Blk 365 Sembawang Crescent	750365	Sembawang	24 hours
55	Blk 371 Bukit Batok Street 31	650371	Bukit Batok	6 am to 12 am
56	Blk 376 Bukit Batok Street 31	650376	Bukit Batok	4 am to 12 am
57	38 Jalan Pemimpin M38	577178	Bishan	7 am to 10 pm
58	Blk 408 Ang Mo Kio Avenue 10	560408	Ang Mo Kio	24 hours
59	Blk 418 Yishun Avenue 11	760418	Yishun	24 hours
60	Blk 421C Northshore Drive	823421	Punggol	24 hours
61	Blk 429A Choa Chu Kang Avenue 4	681429	Choa Chu Kang	24 hours
62	Blk 444 Pasir Ris Drive 9	510444	Pasir Ris	24 hours
63	Blk 450 Clementi Avenue 3	120450	Clementi	24 hours
64	461 Clementi Road Blk A	599491	Clementi	7 am to 7 pm
65	Blk 496 Jurong West Street 41	640496	Jurong West	24 hours
66	Blk 501 Jurong West Street 51	640501	Jurong West	24 hours
67	Blk 514A Bishan Street 13	571514	Bishan	24 hours
68	Blk 555 Ang Mo Kio Avenue 10	560555	Ang Mo Kio	24 hours
69	Blk 57 New Upper Changi Road	461957	Bedok	6 am to 11 pm
70	Blk 631 Bedok Reservoir Road	470631	Bedok	24 hours
71	Blk 65 Telok Blangah Drive	100065	Bukit Merah	6 am to 11 pm
72	Blk 651 Jurong West Street 61 Multi Storey Car Park	640651	Jurong West	24 hours
73	Blk 676 Woodlands Drive 71	730676	Woodlands	6 am to 10 pm
74	Blk 684 Hougang Avenue 8	530684	Hougang	24 hours
75	Blk 691 Woodlands Drive 73	730691	Woodlands	6 am to 12 am
76	Blk 7 Everton Park	080007	Bukit Merah	6 am to 10 pm
77	70 Serangoon Garden Way	555966	Serangoon Gardens Estate	24 hours
78	Blk 722 Ang Mo Kio Avenue 8	560722	Ang Mo Kio	6 am to 11 pm

79	Blk 727 Clementi West Street 2	120727	Clementi	24 hours
80	Blk 742A Tampines St 72 MSCP	521742	Tampines	24 hours
81	Blk 808 French Road	200808	Kallang/Whampoa	6.30 am to 10.30 pm
82	Blk 826 Tampines Street 81	520826	Tampines	5 am to 11 pm
83	Blk 827 Tampines Street 81	520827	Tampines	24 hours
84	Blk 925 Yishun Central 1	760925	Yishun	24 hours
85	Blk 108 Ang Mo Kio Avenue 4	560108	Ang Mo Kio	7 am to 10.30 pm
86	12 Haig Road	430012	Geylang	7 am to 10.30 pm
87	Blk 376 Bukit Batok Street 31	650376	Bukit Batok	7 am to 10.30 pm
88	Blk 380 Clementi Avenue 5	120380	Clementi	7 am to 10.30 pm
89	Blk 925 Yishun Central 1	760925	Yishun	7 am to 10.30 pm

Source: Kimlygroup.sg.

3-2 HDB Coffeeshops

There is a total of 776 HDB coffee shops in Singapore. They are categorized as follows: 374 are owned by the HDB and rented out to coffee shop operators like Kimly; and 402 are privately owned (these were sold by HDB before they stopped selling coffee shops in 1998).

Kimly's business model is asset-light which allows it to expand across Singapore without purchasing every coffee shop property, but it does own 7 of its HDB coffee shops. It recently acquired 2 HDB coffee shops in 2 key HDB towns at Block 204 Serangoon Central in March 2025 for $13.15 mil and at 110 Yishun Ring Road in September 2025 for $11 mil, significantly increasing its portfolio of Kimly-owned HDB coffee shops from 5 previously and marking a strategic shift in its business model.

These 7 HDB coffees shops are held under Kimly's Outlet Investment and have leases remaining of 51 to 59 years and floor areas of 224 sq m to 394 sq m. The 9 fully owned HDB coffee shops provide Kimly with protection against lease renewals, potential for capital appreciation and stronger collateral for financing.

Kimly also added a 2-storey HDB shop house at 12 Haig Road in Geylang in FY2025 which houses one of its Kedai-Kopi coffee shops. This shop house has an 82-year lease remaining, making it a particularly attractive acquisition for Kimly.

Kimly's Outlet Investment Division is becoming the biggest growth driver of revenues. In 1HFY2026 the Outlet Investment Division saw revenue growth of 43% yoy or S$1.5 mil to $5.1 mil.

There is a pipeline of new rental HDB coffee shops to add to the existing 374 in the works. These will provide Kimly with significant growth opportunities for its coffee shop business in 2026-30. To serve new Build to Order (BTO) HDB housing estates, 43 new HDB coffee shops are slated for completion between 2026 and 2030. These are being built and opened much faster to go with the planned increase of 497,000 in new HDB dwellings with 91,941 currently under construction. (see 3-2)

HDB has implemented a new phased rent structure for newly constructed HDB shops and coffee shops, charging 70% of the rent in the first year, 90% in the second year, and full rent from year three. This is accompanied by an extended up to 6-month rent-free period to encourage faster business operations.

HDB coffee shops in BTO estates can open just six months after the first residents collect their keys, paired with shorter rent-free periods for operators to ease business costs. Pre-built al fresco dining spaces are included adjacent to coffee shops for a better community dining experience. Coffee shop operators can also opt into HDB's enhanced budget meal scheme, which provides rental discounts in exchange for offering affordable meal options (like economical rice) which fits in nicely with Kimly's F&B portfolio.

3-3 Population Densities in HDB Towns

HDB towns also referred to as the HDB heartlands house approximately 76% of Singapore's resident population and serve as the epicentre of local and cultural life in Singapore. They have high population densities averaging 161 persons per hectare. These population densities vary with newer suburban HDB towns like Bukit Panjang, Choa Chu Kang, Jurong West, Sengkang and Yishun having population densities of more than 200 persons per hectare.

Population densities in HDB towns are higher still based on the residential land area of the HDB towns at 417 persons per residential land hectare with Bukit Panjang and Sengkang having population densities of more than 500 persons per residential land hectare.

HDB towns are designed to be self-sufficient, with regional hubs, MRT stations, shopping malls, and community centres that drive immense daily footfall. This makes them very attractive locations for F&B outlets like Kimly's coffee shops which operate extended opening hours daily, with 57 coffee shops in FY2025 (64% of the portfolio) open 24 hours a day.

The HDB population as of March 2025 when Kimly had 83 of its 89 coffee shops in HDB towns totalled 3,190,590 according to HDB statistics This worked out to be 1 Kimly coffee shop per 38,441 HDB residents. Based on the new total of 93 coffee shops as of March 2026 of which 87 are in HDB towns, HDB residents per Kimly coffee shop dropped to 36,673.

Figure 3-2: Resident Population in HDB Towns, 31 March 2025

#	HDB Town	HDB Population	Land Area Hectares (1)	Residential Hectares (2)	HDB Pop. per Hectare	HDB Pop. per Residential Hectare
1	Ang Mo Kio	126,910	825	303	154	419
2	Bedok	168,630	996	440	169	383
3	Bishan	56,420	690	172	82	328
4	Bukit Batok	130,410	785	291	166	448
5	Bukit Merah	124,950	912	328	137	381
6	Bukit Panjang	113,080	489	219	231	516
7	Choa Chu Kang	161,370	612	370	264	436
8	Clementi	70,670	412	203	172	348
9	Geylang	84,090	678	214	124	393
10	Hougang	162,900	1,309	367	124	444
11	Jurong East	66,290	384	185	173	358
12	Jurong West	231,910	987	480	235	483
13	Kallang/Whampoa	97,550	852	246	114	397
14	Pasir Ris	97,360	601	318	162	306
15	Punggol	177,470	957	374	185	475
16	Queenstown	77,340	858	227	90	341
17	Sembawang	92,860	708	331	131	281
18	Sengkang	224,510	1,055	397	213	566
19	Serangoon	58,980	737	163	80	362
20	Tampines	246,340	1,200	549	205	449
21	Tengah	19,450	740	165	26	118
22	Toa Payoh	113,970	593	267	192	427
23	Woodlands	235,500	1,262	486	187	485
24	Yishun	201,400	888	439	227	459
	Total	**3,140,360**	**19,530**	**7,534**	**161**	**417**
	Other HDB Estates					
25	Bukit Timah	7,020	na	na	na	na
26	Central Area	24,990	na	na	na	na
27	Marine Parade	18,250	na	na	na	na
	Total Other HDB Estates	50,260	na	126	na	399
	Total HDB	**3,190,590**	**na**	**7,660**	**na**	**417**
	HDB Pop. per 83 Kimly coffee shops @ Mar 25	**38,441**				
	HDB Pop. per 87 Kimly coffee shops @ Mar 26	**36,673**				

Source: HDB, RHTC estimates.

3-4 Kimly Mkt Penetration in HDB Towns

In 1992, HDB began classifying HDB towns as mature and non-mature or new. The classification of HDB towns as mature or new was dependent on the availability of land for development. There are 15 officially designated mature HDB towns – Ang Mo Kio, Bedok, Bishan, Bukit Merah, Clementi, Geylang, Kallang/Whampoa, Marine Parade, Pasir Ris, Queenstown, Serangoon, Tampines and Toa Payoh and 2 other estates -

Bukit Timah, which is an affluent residential area with a few pockets of HDB flats, and Central Area. The mature HDB towns are well-established Singaporean housing estates with decades of development.

The 15 mature HDB towns had a population of 1,373,470 as of March 2025, or 43% of the total 3,190,590 HDB population. They had a population density of 141 HDB residents per hectare.

Forty-four of the 83 Kimly coffee shops located in HDB towns are found in mature HDB towns, with 1 Kimly coffee shop serving 28,135 mature HDB town residents with a range of 1 per 9,830 Serangoon HDB residents to 1 per 97,550 per Kallang/Whampoa HDB residents.

In contrast, there are 12 non-mature or new HDB towns – Bukit Batok, Bukit Panjang, Choa Chu Kang, Hougang, Jurong East, Jurong West, Punggol, Sembawang, Sengkang, Tengah, Woodlands and Yishun. Non-mature HDB towns referred to HDB towns where there was more land available for public housing development. These are usually less central.

The 12 new HDB towns had a population of 1,817,150 HDB residents as of March 2025, 57% of the total HDB population. They also had a higher population density of 179 HDB residents per hectare.

Thirty-nine of the 83 Kimly coffee shops located in HDB towns are found in new HDB towns, with 1 Kimly coffee shop serving 46,095 new HDB town residents, 64% more than in mature HDB towns. The range is also much wider than in mature HDB towns from a low of 1 coffee shop per 16,573 Jurong East HDB residents to a high of 1 coffee shop per 224,510 Sengkang HDB residents.

Figure 3-3: Kimly Coffee Shops by HDB Town, 30 September 2026

#	HDB Town Type	HDB Pop. @ 31 Mar 2025	HDB Pop. per Hectare	# of Kimly Coffee Shops	HDB Pop. per Kimly Coffee Shop
	Mature HDB				
1	Ang Mo Kio	126,910	154	7	18,130
2	Bedok	168,630	169	5	33,726
3	Bishan	56,420	82	3	18,807
4	Bukit Merah	124,950	137	4	31,238
5	Bukit Timah	7,020	na	0	na
6	Central Area	24,990	na	0	na
7	Clementi	70,670	172	5	14,134
8	Geylang	84,090	124	4	21,023
9	Kallang/Whampoa	97,550	114	1	97,550
10	Marine Parade	18,250	na	0	na
11	Pasir Ris	97,360	162	1	97,360
12	Queenstown	77,340	90	0	na
13	Serangoon	58,980	80	6	9,830
14	Tampines	246,340	205	4	61,585
15	Toa Payoh	113,970	192	4	28,493
	Total Mature	**1,373,470**	**141**	**44**	**28,315 (*)**

	New HDB				
1	Bukit Batok	130,410	166	7	18,630
2	Bukit Panjang	113,080	231	1	113,080
3	Choa Chu Kang	161,370	264	2	80,685
4	Hougang	162,900	124	4	40,725
5	Jurong East	66,290	173	4	16,573
6	Jurong West	231,910	235	5	46,382
7	Punggol	177,470	185	2	88,735
8	Sembawang	92,860	131	1	92,860
9	Sengkang	224,510	213	1	224,510
10	Tengah	19,450	26	0	na
11	Woodlands	235,500	187	7	33,643
12	Yishun	201,400	227	5	100,700
	Total New	**1,817,150**	**179**	**39**	**46,095 (*)**
	Total HDB	**3,190,590**	**161**	**83**	

*Source: Kimly ARs. * Weighted average, RHTC estimates.*

3-5 Est. HDB Kimly Coffee Shop TAM (107, +20)

Kimly is opening new coffee shops in HDB towns at the rate of approximately 3 per year. How many more coffee shops can Kimly open in HDB towns or what is the Total Addressable Market (TAM) for Kimly coffee shops?

Currently each of the 44 Kimly coffee shops in mature HDB towns serve 28,315 HDB residents. In contrast, each of the 39 Kimly coffee shops in new HDB towns serve 46,095 residents or 62% more residents. Clearly, there is potential for more Kimly coffee shops in new HDB towns than the existing 39 to reach the current penetration rate in mature HDB towns.

One way of calculating the TAM for Kimly coffee shops in new HDB towns would be to project the number of Kimly coffee shops needed in new HDB towns if each of the coffee shops was to serve the same number of HDB residents as in mature HDB towns.

Sixty-three Kimly coffee shops would be required in new HDB towns to reduce the number of HDB residents served per Kimly coffee shop from 1 per 46,095 to 1 per 28,315. This is 24 more than the 39 coffee shops in new HDB towns and gives a TAM of 107 (44 for mature HDB towns and 63 for new HDB towns). **Since Kimly has grown its footprint to 87 HDB coffee shops in March 2026 this implies that Kimly can open another 20 HDB coffee shops to reach 107.**

However, there are several reasons why the TAM estimate of 107 for Kimly coffee shops in HDB towns is too low. Firstly, it assumes that the TAM for mature HDB towns has been reached. This is unrealistic as it ignores mature HDB towns like Pasir Ris which is currently underserved with only 1 Kimly coffee shop for its 97,362 HDB residents compared with Serangoon which has 6 Kimly coffee shops for its 58,980 HDB residents.

The TAM estimate of 107 also assumes no population growth in HDB towns. The TAM estimate of 107 should therefore be viewed as being very conservative.

Figure 3-4: TAM for Kimly Coffee Shops in HDB Towns – Method 1

	HDB Town Type	HDB Population	HDB Pop. per Hectare	# of Kimly Coffee Shops and TAM	HDB Pop. per Current # of Kimly Coffee Shop
	Total Mature HDB	1,373,470	141	44	28,315 (*)
	Total New HDB	1,817,150	179	39	46,095 (*)
	Total HDB	**3,190,590**	**161**	**83**	
	TAM New HDB Kimly coffee shops = (46,095/28,315) * 39 = 63			**63 (+24)**	
	TAM All HDB Kimly coffee shops			**44 + 63 = 107**	

*Source: Kimly ARs. * Weighted average, RHTC estimates.*

3-6 Est. HDB Kimly Coffee Shop TAM (117, +30)

The HDB has projections of the number of HDB dwellings for each of the 27 HDB towns. The number of HDB dwellings in Ang Mo Kio where Kimly has 7 coffee shops is projected to rise by 27% from 52,140 in March 2025 to 66,000, while the number of HDB dwellings in Bedok where Kimly has 5 coffee shops is projected to increase by 49% from 64,414 to 96,000. In total the number of HDB dwellings is projected to increase by 42% from 1.153 mil in March 2025 to 1.65 mil. This number has been adjusted upward in recent years to account for land-use shifts and the growing number of eligible households.

This represents a significant expansion in the size of HDB towns in terms of both number of dwellings and implied population going forward. It augurs well for Kimly which earns most of its revenue from 87 HDB coffeeshops and is therefore well-positioned to ride the wave of new HDB dwellings and population growth. Kimly's recent acquisitions of 2 premium coffee shop properties in Serangoon Central and Yishun strengthens its footprint in 2 HDB towns that will see the number of HDB dwellings swell by 39% and 42% respectively, in the coming years.

Figure 3-5: New BTO launches, 2026

Date and HDB Town	Notes
June 2026	**6,952 flats**
Bishan	Prime flats in Lakeview (Upper Thomson)
Bukit Merah	Prime flats at Berlayar Rise
Ang Mo Kio	Plus flats at Kebun Baru
Woodlands	Standard flats at Woodgrove Acres
Sembawang	Standard flats in Sembawang North
October 2026	**8,000 flats**
Bedok	Bayshore projects near East Coast Park

Geylang	Conveniently located developments
Tengah	New housing estate developments
Toa Payoh	Includes assisted living units and Caldecott area projects
Yishun	Additional developments offering a variety of amenities

Source: HDB.

As of March 2025, a total of 91,941 HDB dwellings were under construction or a fifth of the total planned. Several HDB towns will see double-digit increases in the number of HDB dwellings when they are completed in the next 1-2 years. These include Bishan where Kimly has 3 coffee shops, Woodlands where it has 7 and Yishun where it has 5.

Taking the HDB projections for the number of HDB dwellings in the 27 HDB towns we can calculate the implied future HDB population in each HDB town assuming no change in the number of residents per HDB dwelling from the levels in March 2025. For example, the number of HDB residents in Bukit Batok would rise by 19% from 130,410 to 155,188, while in Jurong West the number of HDB residents would increase by 23% from 231,920 to 285,262.

Based on these population projections the TAM for Kimly coffee shops in Toa Payoh, for example, would be 9 at the current penetration rate of 1 Kimly coffee shop per 18,130 Toa Payoh HDB residents or 2 more than the present 7. In fact, the 15 mature HDB towns would have an estimated TAM of 68 Kimly coffee shops vs. the present 44 based on the current penetration rate of Kimly coffee shops in each of the 15 HDB towns while the 12 new HDB towns would have an estimated TAM of 49 Kimly coffee shops vs. the current 39. In total using the HDB projections for HDB dwellings to calculate the projected number of HDB residents the TAM for Kimly coffee shops in all HDB towns would increase to 117 Kimly coffee shops, 30 more than the 87 in March 2026.

While the second TAM estimate of 117 Kimly HDB coffee shops factors in population growth in HDB towns, it is still conservative as is underweights TAMs for many mature and new HDB towns due to the low penetration rates of Kimly coffee shops in Bukit Panjang (1), Kallang/Whampoa (1), Pasir Ris (1), Queenstown (0), Sembawang (1), Sengkang (1), Tengah (0) and Other Estates (0). These will have a combined future population of 1.122 mil – a quarter of the estimated future population of HDB residents of 4.525 mil when all the planned new HDB dwellings have been completed.

Figure 3-6: HDB Population Projections for HDB Towns

HDB Town	HDB Dwelling Units (1)	Projected Dwelling Units (2)	Growth % (2)/(1)	Implied Future HDB Population
Ang Mo Kio	52,140	66,000	27	161,176
Bedok	64,414	96,000	49	251,259
Bishan	19,676	34,000	73	97,607
Bukit Batok	47,154	56,000	19	155,188
Bukit Merah	54,151	82,000	51	188,675
Bukit Panjang	37,098	44,000	19	134,565
Choa Chu Kang	50,171	66,000	32	213,008
Clementi	28,713	39,000	38	97,525
Geylang	34,306	50,000	46	122,771

Hougang	58,696	72,000	23	200,367
Jurong East	24,122	33,000	37	90,817
Jurong West	76,579	94,000	23	285,262
Kallang/Whampoa	41,605	74,000	78	173,639
Pasir Ris	29,654	44,000	48	144,093
Punggol	63,265	96,000	52	269,754
Queenstown	32,875	63,000	92	148,493
Sembawang	31,797	65,000	104	189,434
Sengkang	76,265	96,000	26	282,883
Serangoon	21,631	30,000	39	81,982
Tampines	84,233	110,000	31	322,705
Tengah	11,762	42,000	257	69,437
Toa Payoh	46,761	71,000	52	173,234
Woodlands	73,018	102,000	40	329,700
Yishun	70,588	100,000	42	285,988
Other Estates	22,406	25,000	12	56,261
Total	**1,153,080**	**1,650,000**	**43**	**4,525,853**

Source: HDB, RHTC estimates.

Figure 3-7: HDB Dwelling Units Under Construction by HDB Towns

HDB Town	HDB Dwelling Units (1)	Projected Dwelling Units (2)	Dwelling Units Under Construction (3)	Growth Rate (3)/(1)	Share of Projected Units (3)/(2)
Ang Mo Kio	52,140	66,000	1,994	3.8	14.4
Bedok	64,414	96,000	5,687	8.8	18.0
Bishan	19,676	34,000	2,958	15.0	20.7
Bukit Batok	47,154	56,000	2,441	5.2	27.6
Bukit Merah	54,151	82,000	4,497	8.3	16.1
Bukit Panjang	37,098	44,000	334	0.9	4.8
Choa Chu Kang	50,171	66,000	3,415	6.8	21.6
Clementi	28,713	39,000	753	2.6	7.3
Geylang	34,306	50,000	2,246	6.5	14.3
Hougang	58,696	72,000	1,246	2.1	9.4
Jurong East	24,122	33,000	2,217	9.2	25.0
Jurong West	76,579	94,000	2,224	2.9	12.8
Kallang/Whampoa	41,605	74,000	11,480	27.6	35.4
Pasir Ris	29,654	44,000	1,270	4.3	8.9
Punggol	63,265	96,000	1,026	1.6	3.1
Queenstown	32,875	63,000	9,354	28.5	31.1
Sembawang	31,797	65,000	726	2.3	2.2
Sengkang	76,265	96,000	1,442	1.9	7.3
Serangoon	21,631	30,000	330	1.5	3.9
Tampines	84,233	110,000	3,763	4.5	14.6
Tengah	11,762	42,000	11,092	94.3	36.7
Toa Payoh	46,761	71,000	3,332	7.1	13.7
Woodlands	73,018	102,000	8,518	11.7	29.4
Yishun	70,588	100,000	8,596	12.2	29.2
Other Estates	22,406	25,000	1,000	4.5	38.6
Total	**1,153,080**	**1,650,000**	**91,941**	**8.0**	**18.5**

Source: HDB, RHTC estimates.

Figure 3-8 TAM for Kimly Coffee Shops in HDB Towns – Method 2

	HDB Town / Type	HDB Pop. @ 31 Mar 2025	# of Kimly Coffee Shops	HDB Pop. per Kimly Coffee Shop	HDB Pop Based on Projected # of HDB Dwellings	Projected # of Kimly Coffee Shops
	Mature HDB					
1	Ang Mo Kio	126,910	7	18,130	161,176	9
2	Bedok	168,630	5	33,726	251,259	7
3	Bishan	56,420	3	18,807	97,607	5
4	Bukit Merah	124,950	4	31,238	188,675	6
5	Bukit Timah	7,020	0	na	na	na
6	Central Area	24,990	0	na	na	na
7	Clementi	70,670	5	14,134	97,525	7
8	Geylang	84,090	4	21,023	122,771	6
9	Kallang/Whampoa	97,550	1	97,550	173,639	2
10	Marine Parade	18,250	0	na	na	na
11	Pasir Ris	97,360	1	97,360	144,093	1
12	Queenstown	77,340	0	na	148,493	na
13	Serangoon	58,980	6	9,830	81,982	9
14	Tampines	246,340	4	61,585	322,705	5
15	Toa Payoh	113,970	4	28,493	173,234	6
	Total Mature	**1,373,470**	**44**	**28,315 (*)**	**1,963,159**	**68**
	New HDB					
1	Bukit Batok	130,410	7	18,630	155,188	8
2	Bukit Panjang	113,080	1	113,080	134,565	1
3	Choa Chu Kang	161,370	2	80,685	213,008	3
4	Hougang	162,900	4	40,725	200,367	5
5	Jurong East	66,290	4	16,573	90,817	5
6	Jurong West	231,910	5	46,382	285,262	6
7	Punggol	177,470	2	88,735	269,754	3
8	Sembawang	92,860	1	92,860	189,434	2
9	Sengkang	224,510	1	224,510	282,883	1
10	Tengah	19,450	0	na	69,437	na
11	Woodlands	235,500	7	33,643	329,700	7
12	Yishun	201,400	5	40,280	285,988	7
	Total New	**1,817,160**	**39**	**46,095***	**2,506,403**	**49**
	Total HDB	**3,190,590**	**83**	**83**	**4,525,853^**	**117**
	TAM HDB Kimly coffee shops					117

*Source: Kimly ARs. * Weighted average. ^ Incl 56,261 for Other Estates. RHTC estimates.*

3-7 Est. HDB Kimly Coffee Shop TAM (211, +124)

For the third estimate of the TAM for Kimly coffee shops in HDB towns we take the population projections worked out in 3-6 and combine them with the Kimly coffee shop penetration rates in each of the 27 HDB towns in 3-4 as some such as Ang Mo Kio with 7 Kimly coffee shops could be near to the TAM for the respective HDB town and calculate what would be the TAM for all HDB towns.

For example, using the penetration rate of Kimly coffee shops in Ang Mo Kio of 1 Kimly coffee shop per 18,130 Ang Mo Kio HDB residents gives a TAM for all HDB towns of 247 when applied to the projected HDB population of 4.469 mil. On the other hand, using the penetration rate of Kimly coffee shops in Bedok of 1 Kimly coffee shop per 33,726 Bedok HDB residents we get a TAM for all HDB towns of 133. And so on.

We get a wide range of TAM estimates from a low of 20 based on the low penetration rate of 1 Kimly coffee shop per 224,510 HDB residents in Sengkang to a high of 455 based on the current high penetration rate of 1 Kimly coffee shop per 9,830 HDB residents in Serangoon.

Since the TAM can‘t be less than the current number of Kimly coffee shops in HDB towns of 87 we can ignore any TAMs below 87. If we take a simple average of the remainder, we get an estimated TAM for Kimly coffee shops in HDB towns of 211, 124 more than the present 87.

Figure 3-9: TAM for Kimly Coffee Shops in HDB Towns – Method 3

	HDB Town / Type	HDB Pop. 31 Mar 2025	# of Kimly Coffee Shops	HDB Pop. per Kimly Coffee Shop	HDB Pop. Based on Projected # of HDB Dwellings	TAM for # of Kimly Coffee Shops in HDB Towns
	Mature HDB					
1	Ang Mo Kio	126,910	7	18,130	161,176	247
2	Bedok	168,630	5	33,726	251,259	133
3	Bishan	56,420	3	18,807	97,607	238
4	Bukit Merah	124,950	4	31,238	188,675	143
5	Bukit Timah	7,020	0	na	na	na
6	Central Area	24,990	0	na	na	na
7	Clementi	70,670	5	14,134	97,525	316
8	Geylang	84,090	4	21,023	122,771	213
9	Kallang/Whampoa	97,550	1	97,550	173,639	46
10	Marine Parade	18,250	0	na	na	na
11	Pasir Ris	97,360	1	97,360	144,093	46
12	Queenstown	77,340	0	na	148,493	na
13	Serangoon	58,980	6	9,830	81,982	455
14	Tampines	246,340	4	61,585	322,705	73
15	Toa Payoh	113,970	4	28,493	173,234	157
	Total Mature	**1,373,470**	**44**	**28,315 (*)**	**1,963,159**	**158**
	New HDB					
1	Bukit Batok	130,410	7	18,630	155,188	240

2	Bukit Panjang	113,080	1	113,080	134,565	40
3	Choa Chu Kang	161,370	2	80,685	213,008	58
4	Hougang	162,900	4	40,725	200,367	110
5	Jurong East	66,290	4	16,573	90,817	270
6	Jurong West	231,910	5	46,384	285,262	96
7	Punggol	177,470	2	88,735	269,754	50
8	Sembawang	92,860	1	92,860	189,434	48
9	Sengkang	224,510	1	224,510	282,883	20
10	Tengah	19,450	0	na	69,437	na
11	Woodlands	235,500	7	33,643	329,700	133
12	Yishun	201,400	5	40,280	285,988	111
	Total New	**1,817,160**	**39**	**46,095 (*)**	**2,506,403**	**97**
	Total HDB	**3,190,590**	**83**	**83**	**4,525,853^**	**Avg. = 211**
	TAM HDB Kimly coffee shops					**211**

*Source: Kimly ARs. * Weighted average. ^ Incl 56,261 for Other Estates. RHTC estimates.*

3-8 S-T Uplift in Kimly Coffee Shop Rev. +6.5%

In this section we calculate the short-term (2026-27) uplift to Kimly's coffee shop revenues that we can expect from the HDB dwellings under construction as of Mar-25.

We do this by weighting the HDB dwellings under construction by the number of Kimly coffee shops in each HDB town. There are 91,941 HDB dwellings under construction as of March 2025 which represents an increase in the number of HDB dwellings of 8%. Weighted by the number of Kimly coffee shops in each HDB town i.e. Ang Mo Kio would by 7/83, we get a weighted growth rate of 6.5%, slightly under 8% as Kimly does not have many coffee shops in some high growth HDB towns such as Tengah. In the short-term i.e. 2027-27, Kimly could therefore expect an uplift in revenues of 6.5% from the increase in the number of HDB dwellings under construction with some being completed in 2026 and the rest probably in 2027.

6.5% growth over the next 2 years is good in relation to the 0% yoy growth in F&B sales in April-May 2026 in Singapore. Kimly is in a good spot.

Figure 3-10: Est. 2026-27 Growth in HDB Towns Wgt. by # Kimly Coffee Shops

HDB Town	HDB Dwelling Units (1)	Projected Dwelling Units	Dwelling Units Under Construction (2)	Growth Rate (2)/(1)	# of Kimly Coffee Shops
Ang Mo Kio	52,140	66,000	1,994	3.8	7
Bedok	64,414	96,000	5,687	8.8	5
Bishan	19,676	34,000	2,958	15.0	3
Bukit Batok	47,154	56,000	2,441	5.2	7
Bukit Merah	54,151	82,000	4,497	8.3	4
Bukit Panjang	37,098	44,000	334	0.9	1
Choa Chu Kang	50,171	66,000	3,415	6.8	2
Clementi	28,713	39,000	753	2.6	5
Geylang	34,306	50,000	2,246	6.5	4
Hougang	58,696	72,000	1,246	2.1	4
Jurong East	24,122	33,000	2,217	9.2	4

Jurong West	76,579	94,000	2,224	2.9	5
Kallang/Whampoa	41,605	74,000	11,480	27.6	1
Pasir Ris	29,654	44,000	1,270	4.3	1
Punggol	63,265	96,000	1,026	1.6	2
Queenstown	32,875	63,000	9,354	28.5	0
Sembawang	31,797	65,000	726	2.3	1
Sengkang	76,265	96,000	1,442	1.9	1
Serangoon	21,631	30,000	330	1.5	6
Tampines	84,233	110,000	3,763	4.5	4
Tengah	11,762	42,000	11,092	94.3	0
Toa Payoh	46,761	71,000	3,332	7.1	4
Woodlands	73,018	102,000	8,518	11.7	7
Yishun	70,588	100,000	8,596	12.2	5
Other Estates	22,406	25,000	1,000	4.5	0
Total	**1,153,080**	**1,650,000**	**91,941**	**8.0**	**83**
Weighted Growth Rate				**6.5**	

Source: HDB. RHTC estimates.

3-9 M-T Uplift in Kimly Coffee Shop Rev. +30%

In this section we do the same calculation to calculate the subsequent uplift to Kimly's coffee shop revenues that we can expect from the planned HDB dwellings that are not yet under construction as of March 2025. In other words, this is the growth in revenues Kimly can expect on top of the short-term uplift to revenues from increased HDB dwellings and HDB population of 6.5% as calculated in Section 3-8.

Again, we do this by weighting the HDB dwellings that will be under construction by the number of Kimly coffee shops in each HDB town. There are 404,979 HDB dwellings that will commence construction in the next few years as of March 2025 which represents an increase in the number of HDB dwellings of 32.6% using the new number of HDB dwellings including those under construction and assumed to be completed by 2027. Weighted by the current number of Kimly coffee shops in each HDB town i.e. Ang Mo Kio would by 7/83, we get a weighted growth rate of 30%, slightly under 32.6% as Kimly currently does not have many coffee shops in some of the high growth HDB towns such as Tengah.

In the medium-term and post 2027 i.e. 2028-30, Kimly could therefore expect a further uplift in revenues of 30% from the increase in the number of planned HDB dwellings that have yet to commence construction.

So, a 6.5% increase in revenues in 2026-27 followed by a further 30% increase in 2028-30. It's a good HDB wave for Kimly to ride on!

Figure 3-11: Est. 2028-30 Growth in HDB Towns Wgt. by # Kimly Coffee Shops

HDB Town	New # HDB Dwelling Units* (1)	Projected Dwelling Units (2)	Planned Dwelling Units to be built (2) - (1) = (3)	Growth Rate (3)/(1)	# of Kimly Coffee Shops
Ang Mo Kio	54,134	66,000	11,866	21.9	7
Bedok	70,101	96,000	25,899	36.9	5
Bishan	22,634	34,000	11,366	50.2	3
Bukit Batok	49,595	56,000	6,405	12.9	7
Bukit Merah	58,648	82,000	23,352	39.8	4
Bukit Panjang	37,432	44,000	6,568	17.5	1
Choa Chu Kang	53,586	66,000	12,414	23.2	2
Clementi	29,466	39,000	9,534	32.4	5
Geylang	36,552	50,000	13,448	36.8	4
Hougang	59,942	72,000	12,058	20.1	4
Jurong East	26,339	33,000	6,661	25.3	4
Jurong West	78,803	94,000	15,197	19.3	5
Kallang/Whampoa	53,085	74,000	20,915	39.4	1
Pasir Ris	30,924	44,000	13,076	42.3	1
Punggol	64,291	96,000	31,709	49.3	2
Queenstown	42,229	63,000	20,771	49.2	0
Sembawang	32,523	65,000	32,477	99.9	1
Sengkang	77,707	96,000	18,293	23.5	1
Serangoon	21,961	30,000	8,039	36.6	6
Tampines	87,966	110,000	22,004	25.0	4
Tengah	22,854	42,000	19,146	83.8	0
Toa Payoh	50,093	71,000	20,907	41.7	4
Woodlands	81,536	102,000	20,464	25.1	7
Yishun	79,184	100,000	20,816	26.3	5
Other Estates	22,406	25,000	1,000	4.5	0
Total	**1,244,021**	**1,650,000**	**404,979**	**32.6**	**83**
Weighted Growth Rate				**30.0**	

*Source: HDB. RHTC estimates. * HDB dwellings as of March 2025 + HDB dwellings under construction as of March 2025.*

4. Executive Management Team

Kimly maintains a lean 4-member board with 75% independence and 25% gender diversity, led by Lau Chin Huat with 40 years of audit, accounting, tax and advisory experience. This means the board is majority independent, which aligns with Singapore corporate governance practices and provides a strong framework for oversight. They have successfully decoupled Kimly's operational performance from its historical legal legacy.

Kimly's board is supported by a streamlined team of corporate executives and operational divisional heads noted by its exceptional tenure and strategic depth with an excellent grasp of Singapore's competitive F&B landscape.

Core management members average more than 10 years with the company, providing a foundation of stable, institutional knowledge across operations, planning and sales. The result is a resilient organisation where strategic execution and cultural continuity are embedded with the leadership structure, effectively mitigating transition risk and enduring success of the corporate strategy across the core business segments of outlet management, retail F&B, and outlet

As Kimly approaches the next milestone of $400 mil in revenues it will have to find replacements for 2 board members who have spent 9 years with the company and will be stepping down at the end of 2026. It may want to consider adding 1 person with experience of growing an F&B brand to an otherwise excellent board.

Figure 4-1: Kimly's Directors as of 30-Sep-2025

Name	Position	Year First Appointed
Lau Chin Huat	*Non-Executive Independent Chairman*	2019
Danny Lim Teck Chai	*Non-Executive Independent Director*	2017
Jeffrey Wee Tian Chwee	*Non-Executive Independent Director*	2017
Karen Wong Kok Young	*Executive Director*	2018

Source: Kimly ARs.

Figure 4-2: Kimly's Key Management as of 30-Sep-2025

Name	Position	Year First Became Officer
Sunny Peh Kim Leong	*Director of Operations, Outlet Management Division*	2008
Roy Tan Chong Sing	*Director of Business Development and Strategic Planning*	NA
Ronnie Yeo Yien Gee	*Director of Operations, Kimly Food Retail Division*	2014
Gabriel Chee Kok Chew	*Interim Managing Director of Tenderfresh Group*	2015

Source: Kimly ARs.

4-1 Leadership – Strong in Gov, Fin, Acct, & Legal Ovs

Kimly's current board has considerable depth in governance, finance, accounting and legal oversight but less depth in consumer retail, food-service operations, digital; transformation or brand building. Two will be stepping down in January 2027. They include: -

Lau Chin Huat: Non-Executive Independent Chairman since 2021 and board member since 2019 is an experienced Singapore chartered accountant and corporate governance professional. He is responsible for board leadership and chairs the Nominating Committee and serves on the Audit and Remuneration Committee. He has four decades of experience in auditing, taxation, corporate advisory, insolvency and liquidation, and financial reporting. He has a Bachelor of Accountancy, National University of Singapore and is a Chartered Accountant (Singapore) and Fellow of the Institute of Singapore Chartered Accountants.

Danny Lim Teck Chai: Non-Executive Independent Director has served on Kimly's board since its listing in February 2017 and currently serves as Lead Independent Director, Chairman of the Remuneration Committee and a member of both the Audit and Nominating Committees. He has over 25 years in Singapore's corporate legal sector and is an Equity Partner in a major law firm in Singapore. He graduated with a Bachelor of Law (Honours) from the National University of Singapore. He has been admitted as an advocate and solicitor of the Supreme Court of Singapore. He will be stepping down in January 2027.

Jeffrey Wee Tian Chwee: Non-Executive Independent Director since 2017. He chairs Kimly's Audit Committee and is a member of its Remuneration Committee, placing him in a key oversight role for financial reporting, risk management, and governance. He has more than four decades of accounting and audit experience. He is a practising member of the Institute of Singapore Chartered Accounts and a Fellow of the Association of Chartered Certified Accountants. He will be stepping down in 2027.

Karen Wong Kok Yoong: Executive Director joined Kimly in 2016 as Chief Financial Officer and became a director in 2018 and was re-designated as an Executive Director in 2021. She has more than 20 years of experience in audit, accountancy and finance. Before joining Kimly, she held senior finance roles in companies and banks in Singapore and Malaysia and at a Big Four accountancy firm. She holds a Bachelor of Accountancy from the University of Malaysia.

5. Financials, TSR, Relative Valuations

Despite operating in a highly competitive F&B industry, Kimly's financials continue to show a trend of improving profit margins, reflecting improvements in operational efficiency from leveraging its central kitchens to manage the cost of sales (COGS of 0.5% CAGR since FY2023), and by actively rationalising its portfolio by closing underperforming coffee shops and food stalls. The Food Retail Division closed 8 underperforming stalls in FY2025 and a further 7 food stalls in 1HFY2026. While this resulted in a drop in F&B revenues, it significantly boosted the overall profitability of the business. Since 2023, Kimly has posted Net Profit growth (3% CAGR), maintaining average net margins around 12% driven by tight cost controls and incremental revenues from new food outlets and food stalls, and rising rental income from Kimly owned coffee shops and management fees from existing outlets.

Over the next 2 years, although revenues are forecasted to grow only 3-4%, the operational leverage embedded in Kimly translates to average EPS growth of +24.5%. This is expected to be driven by new coffee shops as Kimly steps up its expansion drive in high volume strategic HDB towns which are undergoing massive multi-year expansions, and a focus on further improving operational efficiency, combined with rising rental income from recently acquired coffee shop properties.

New Business Growth opportunities for Kimly are driven by (1) acquiring HDB coffee shop properties due to further consolidation in the sector, (2) massive expansion in the number of HDB dwellings in Kimly's main HDB markets increasing footfall and revenues, (3) new rental HDB coffee shop properties coming onto the market in BTO HDB towns, and (4) M&A opportunities in the F&B sector due to headwinds from rising wage costs.

Kimly's Intrinsic valuation of $0.56 (+42% upside potential) is based on RHTC Total Shareholder Return concept.

5-1 Kimly Financials

Figure 5-1: Income Statement

Sep yr end $'000	*2023*	*2024*	*2025*	*2026F*	*2027F*	*24/23*	*25/24*	*26F/25*	*27F/26F*
Revenue	313,852	319,380	322,116	331,779	345,051	*1.8*	*0.9*	*3.0*	*4.0*
Cost of goods sold	(224,965)	(228,812)	(228,062)	(228,518)	(228,975)	*1.7*	*(0.3)*	*0.2*	*0.2*
Gross profit	88,887	90,568	94,054	103,261	116,075	*1.9*	*3.8*	*9.8*	*12.4*
SG&A	(46,890)	(50,048)	(50,093)	(49,700)	(50,694)	*6.7*	*0.1*	*(0.8)*	*2.0*
EBIT	41,997	40,520	43,961	53,562	65,382	*(3.5)*	*8.5*	*21.8*	*22.1*
Interest expense	(3,755)	(4,385)	(6,136)	(5,900)	(5,474)	*16.8*	*39.9*	*(3.8)*	*(7.2)*
Others	8,930	5,508	4,624	7,077	5,736	*(38.3)*	*(16.0)*	*53.1*	*(18.9)*
Pre-tax profit	47,172	41,643	42,449	54,739	65,644	*(11.7)*	*1.9*	*29.0*	*19.9*
Tax	(7,898)	(5,495)	(5,682)	(6,401)	(8,534)	*(30.4)*	*3.4*	*12.7*	*33.3*
Tax rate (%)	*16.7%*	*13.2%*	*13.4%*	*11.7%*	*13.0%*	*(21.2)*	*1.4*	*(12.6)*	*11.2*
Net profit	**39,274**	**36,148**	**36,767**	**48,337**	**57,111**	*(8.0)*	*1.7*	*31.5*	*18.2*
Minority Interests	(2,800)	(3,028)	(3,507)	(4,834)	(5,711)	*8.1*	*15.8*	*37.8*	*18.2*
Net Attr. Profit	**36,474**	**33,120**	**33,260**	**43,504**	**51,400**	*(9.2)*	*0.4*	*30.8*	*18.2*
less dividens paid	(20,875)	(24,828)	(24,862)	(29,834)	(34,806)	*18.9*	*0.1*	*20.0*	*16.7*
Retained Earnings	**15,599**	**8,292**	**8,398**	**13,670**	**16,593**	*(46.8)*	*1.3*	*62.8*	*21.4*

Source: Kimly ARs, RHTC estimates.

Figure 5-2: Ratios and Valuations (%)

Sep yr end	2023	2024	2025	2026F	2027F
PE(x)	13.6	15.0	14.9	11.4	9.7
PE/G				0.4	0.5
Intrinsic value				$0.56	
(potential upside)				42%	
Mkt Cap/Sales (x)	1.59	1.56	1.55	1.50	1.44
Div Yield (%)	4.2	5.0	5.0	6.0	7.0
FCF Yield (%)	17.9	19.8	13.7	13.9	15.9
P/BVPS	0.0	0.0	0.0	0.0	0.0
ROAE (%)	20.0	17.8	17.0	21.0	23.1
ROAA (%)	10.9	9.0	8.3	11.0	12.9

Source: Kimly ARs, RHTC estimates.

Fig 5-2 shows Kimly trades at a FY26F PE ratio of 11.4x with expected dividend yield of 6%, anchored by average of +24% EPS growth over next 2 years. RHTC's intrinsic value of $0.56, 42% upside, is based on the existing stock of HDB dwellings and current HDB resident population. We expect significant upside risks given the completion of the current massive HDB building programme that is expected to lift population densities and footfall traffic in Kimly's main HDB markets.

Figure 5-3: Balance Sheet

Sep yr end $ '000	2023	2024	2025	2026F	2027F	24/23	25/24	26F/25	27F/26F
Cash & ST investments	89,062	98,492	68,060	90,145	115,766	11	(31)	32	28
Accounts receivable	12,086	10,098	11,216	13,459	17,497	(16)	11	20	30
Inventory	3,392	2,791	2,809	3,371	4,214	(18)	1	20	25
Other current assets	502	2,667	891	672	685	431	(67)	(25)	2
Total current assets	105,042	114,048	82,976	107,647	138,162	9	(27)	30	28
Net PP&E	73,007	72,780	96,035	124,846	143,572	(0)	32	30	15
Net intangibles	60,229	58,660	57,127	54,271	59,698	(3)	(3)	(5)	10
Net investments	6,653	6,510	6,367	5,730	6,017	(2)	(2)	(10)	5
Other LT assets	88,899	148,518	156,091	100,566	54,777	67	5	(36)	(46)
Total non-current assets	228,788	286,468	315,620	285,413	264,064	25	10	(10)	(7)
Total assets	**333,830**	**400,516**	**398,596**	**393,059**	**402,226**	**20**	**(0)**	**(1)**	**2**
Accounts payable	27,554	27,775	19,969	17,972	16,175	1	(28)	(10)	(10)
ST debt & current lease	52,413	59,472	56,581	50,923	40,738	13	(5)	(10)	(20)
Provisions staff & others	9,811	9,117	9,618	11,542	12,696	(7)	5	20	10
Total current liabilities	89,778	96,364	86,168	80,437	82,045	7	(11)	(7)	2
LT debt & lease	58,035	110,327	108,612	95,270	85,743	90	(2)	(12)	(10)
Deferred tax liabilities	1,813	1,544	1,202	1,322	1,587	(15)	(22)	10	20
Others	1,624	2,212	2,530	2,277	2,505	36	14	(10)	10
Total non-current liabilities	61,472	114,083	112,344	98,869	89,834	86	(2)	(12)	(9)
Equity	182,580	190,069	200,084	213,754	230,347	4	5	7	8
Total liabilities & equity	**333,830**	**400,516**	**398,596**	**393,059**	**402,226**	20	(0)	(1)	2

Source: Kimly ARs, RHTC estimates

Figure 5-4: CF Statement

Sep yr end $ '000	2023	2024	2025	2026F	2027F	24/23	25/24	26F/25	27F/26F
CF operating	91,878	92,116	98,217	103,969	116,649	0.3	6.6	5.9	12.2
Net change working capital	2,572	(258)	(8,499)	(4,802)	(6,678)	(110.0)	3,194.2	(43.5)	39.1
Others	(6,114)	(4,173)	(4,457)	(4,278)	(6,813)	(31.7)	6.8	(4.0)	59.3
CF from operations	**88,336**	**87,685**	**85,261**	**94,889**	**103,159**	(0.7)	(2.8)	11.3	8.7
Capital expenditure	(4,794)	(5,568)	(29,863)	(25,954)	(24,154)	16.1	436.3	(13.1)	(6.9)
Acquisitions/(divestures)	2,800	0	(784)	637	(287)	(100.0)		(181.2)	(145.0)
Others	(4,353)	1,283	1,410	1,481	1,555	(129.5)	9.9	5.0	5.0
CF from investing	**(6,347)**	**(4,285)**	**(29,237)**	**(23,837)**	**(22,886)**	(32.5)	582.3	(18.5)	(4.0)
Dividends paid	(22,769)	(28,647)	(27,524)	(29,834)	(34,806)	25.8	(3.9)	8.4	16.7
Share issue/(repurchased)	(1,249)	(703)	(133)	(133)	(133)	(43.7)	(81.1)	0.0	0.0
Debt & lease changes	(46,531)	(44,610)	(58,799)	(19,001)	(19,712)	(4.1)	31.8	(67.7)	3.7
CF from financing	**(70,549)**	**(73,970)**	**(86,456)**	**(48,968)**	**(54,651)**	4.8	16.9	(43.4)	11.6
Net CF	**11,440**	**9,430**	**(30,432)**	**22,085**	**25,622**	(17.6)	(422.7)	(172.6)	16.0
Free CF	89,062	98,492	68,060	68,935	79,005	10.6	(30.9)	1.3	14.6
FCF per share (basic) $ cts	7.17	7.93	5.48	5.55	6.36	10.7	(31.0)	1.3	14.6
Beginning cash	77,622	89,062	98,492	68,060	90,145	14.7	10.6	(30.9)	32.4
Ending cash	**89,062**	**98,492**	**68,060**	**90,145**	**115,766**	10.6	(30.9)	32.4	28.4

Source: Kimly ARs, RHTC estimates

Fig 5-4 shows Kimly on a solid footing. It is a highly defensive, cash-rich business. Kimly maintains a highly structured and conservative balance sheet. A significant portion of Kimly's liabilities comes from lease liabilities due to its extensive long-term leases for coffee shops. Stripping out lease liabilities, its actual core liabilities are low. Cash and cash equivalents of $65.1 mil at the end of 1HFY2026 give management room to execute their current business plan and fund expansion and property acquisitions without needing dilutive equity fundraising. It also insulates Kimly against high interest rates.

Figure 5-5: Kimly Share Price Performance Since Listing

Period	Share price close wsr	% chg yoy
Mar-17	0.25 [IPO-subscription pr]	
Dec-17	0.34	+36.0%
Dec-18	0.25	-26.5%
Dec-19	0.25	0%
Dec-20	0.28	+12.0%
Dec-21	0.415	+48.2%
Dec-22	0.35	-15.7%
Dec-23	0.32	-8.6%
Dec-24	0.325	+1.6%
Dec-25	0.39	+20.0%

- Shareholder return +64% (excluding dividends)
- Total dividends paid since listing: $179mil (5% current yield).

Source: Yahoo Finance.

5-2 Industry Comparables

Figure 5-6: Industry Valuation

15 July	Price	FY26F PE	PEG	Div Yield	FY27F PE
Kimly	0.40	11.4	0.4	6.0	9.7
Peer Group					
Jumbo	0.275	19.0	8.2	3.29	12.0
OCK	1.16	14.5	1.0	2.60	8.60
Avg. F&B		**16.7**	**4.6**	**2.9**	**10.3**
% Kimly/Avg.		-31.9%	-91.3%	103.7%	-6.1%
STI	5,560	16.8	1.68	4.23	15.90
% Kimly/STI		-32%	-78%	42%	-39%

Source: RHTC estimates, Bloomberg.

Fig 5-6 shows Kimly has attractive valuations versus its industry peers in Singapore. Kimly trades at a massive discount of 31.9% discount on its FY26F PE. Kimly also trades at a 32% discount to the STI using the same valuation metric.

5-3 INTRINSIC VALUATION

5-3-1 Intrinsic Valuation (IV) Methodologies

Our approach is premised on our assumptions regarding Kimly's next 12 months operations and likelihood of growth trajectories beyond. Fig 5-7 shows our IV methodology while Fig 5.8 shows the implied growth model.

Lastly, we benchmark against Straits Times Index valuations (fig 5-8). At Kimly IV of $0.56, this implies Kimly trading at 0.51 PEG, still a massive 70% discount to STI's FY26F PEG ratio of 1.68.

Figure 5-7: Kimly TSR & Implied Intrinsic Value / Target Price

September year-end	FY27F
FCF yield	15.9%
Dividend yield	7.0%
EPS growth	18.2%
Total Shareholder Return	41.0%
Implied Kimly Intrinsic Value / Target Price $	**$0.56**

Source: RHTC estimates.

Based on our assumed forecasts for FY27F (fig 5-1), we apply our bespoke Total Shareholder Return (TSR) framework to estimate the implied Intrinsic Value / Target Price for Kimly over the next 12 months (fig 5-7).

Essentially shareholders can expect Free Cash Flow yield of 15.9%, receive estimated Dividends worth 7% and enjoy (EPS) growth of 18.2% for FY27F. For a 1-year holding period, the expected **Total Shareholder Return of +42%,** implies **Intrinsic Value / Price Target of Kimly at $0.56**.

Figure 5-8: Kimly IV Relative to STI

		FY26F PEx	FY26F growth	PEG	FY26F PB	Implied ROE	Div. Yield
A	**STI@5,560**	16.8	10%	1.68	1.8	10.25%	4.23%
B	**Kimly @ $0.40**	11.4	31.5%	0.36	2.3	21.0%	6.00%
C=B/A-1	**(Disc/t) / Premium**	-32%	215%	-78%	32%	105%	42%
	Kimly IV/TP						
D	**$0.56**	16.0		0.51	3.26		4.29%
E = D/A-1	**(Disc/t) / Premium**	-4.99%		-69.8%	84.9%		1.36%

Source: Bloomberg, RHTC estimates.

At estimated Intrinsic Value/Target Price of $0.56 (fig 5-8), Kimly's implied PEG at 0.51x (row D) is still at a massive 70% discount (row E) to STI.

5-3-2 IV Comparison with Recent F&B Privatizations

In 2020 Singapore's **BreadTalk** was taken private and delisted from the SGX. **The acquisition price was $0.77 per share** valuing the company at approximately $434 mil. This price represented **a premium of about 19.4%** over its last traded share price. BreadTalk was loss-making prior to the privatization due to heavy debt from expansions. At the time of the offer and looking ahead to a potential recovery at $0.77 **the implied forward P/E ratio** based on anticipated future earnings **was around 33x**.

In 2022 Singapore's food court and coffee shop operator **Koufu** was privatized and delisted from the SGX. **The acquisition price was $0.77 per share** valuing the company at approximately $426 mil. This price represented **a premium of about 15.8% over its last traded share price**. At the offer price of $0.77, the transaction valued Koufu at a trailing P/E ratio of approximately 24.7x. Because Koufu carried a substantial amount of cash on its balance sheet, ex-cash the implied forward P/E ratio was around 16.3x to 17.9x based on estimated earnings.

At a premium of 19.4% or 15.8% we would get an IV for Kimly of $0.46-$0.48. At a forward premium of 33x or 24.7x we get an IV of $0.70-$0.93. **An average of the four would give a Kimly IV of $0.64.**

5-3-3 Valuation Key Risks

Risks to RHT Capital views and intrinsic value/price target:

1. Better/worse execution in pursuing new market shares that would pose an upside/downside risk to our estimates and valuation.
2. Faster/slower-than-expected organic growth would pose an upside/downside risk to our estimates and valuation.
3. A better/worse-than-expected macro/trade environment that may provide upside/downside risk to growth across outlets and distribution.

5-4 Sustainability / ESG

Notable environmental progress.

Kimly approaches sustainability using a triple-bottom-line philosophy. Kimly categorizes its initiatives into three core ESG pillars: **Environmental Footprint**, **Social Responsibility (Our People & Communities)**, and **Governance (Integrity & Transparency)**. Based on Kimly's **FY2025 Sustainability Report**, the company made notable environmental progress, capturing aggressive drops in both raw utilities' usage and overall energy intensity through optimized processes and digital efficiencies. On the **social front**, the company continues to excel as a reliable workplace for Singapore's elderly population, though the year-on-year drop in overall staff training hours and a smaller volume of internal promotions suggest a tightening or consolidation of internal human capital development.

5-4-1 Environmental Pillar: Significant Efficiency Gains

As Kimly expands its coffee shop networks, managed food stalls, and central kitchen operations, its primary environmental goal is monitoring and curbing the consumption of resources. In contrast to FY2024 where absolute consumption figures were climbing due to business expansion, FY2025 marked a major push toward structural resource reduction.

Energy Consumption: In FY2025, Kimly managed to significantly decrease its group-wide electricity consumption to **28,004,477 kWh** (down from 37,074,866 kWh in FY2024). Consequently, its energy intensity improved drastically to **0.087 kWh per S$ of revenue** (compared to 0.116 kWh in FY2024).

Water Usage: Water consumption dropped down to **605,759 m^3** (from 646,982 m^3 in FY2024). Crucially, the water usage intensity successfully held steady at **0.002 m^3 per S$ of revenue**.

Greenhouse Gas Emissions: Kimly explicitly reported its total Scope 1 and Scope 2 emissions at **13,229 tCO_2e**, translating into a carbon intensity of **41.07 tCO_2e per S$ million of revenue**.

Waste and Resource Management: Kimly focuses heavily on sustainable operations, such as modernizing its central kitchens to streamline ingredient prep and minimize food waste. In its digitized outlets, Kimly implements paper-saving initiatives, such as printing receipts only upon request, and encourages tray and cutlery returns through localized incentive schemes (e.g., rebate QR codes) to manage waste.

Figure 5-9: Environmental Metrics

Metric	FY2023	FY2024	FY2025
1: GHG			
Emissions (tCO2E)	**na**	**13,222**	**13,229**
(yoy %)			(0.05%)
Scope 1		2,044	1,971
Scope 2		11,178	11,258
Intensities (tCO2E/$)	**na**	**41.40**	**41.07**
Scope 1		6.40	6.12
Scope 2		35.00	34.95
3: Energy	**na**		
Consumption (kWh)		27,131,478	28,004,477
(yoy %)			(3.1%)
Intensity (kWh/$)		0.085	0.087
4: Water			
Consumption (cu m)	621,159	646,982	605,789
(yoy %)	na	(4.2%)	(-6.4%)
Intensity (cu m/$)	0.002	0.002	0.002

Source: Kimly ESGs.

5-4-2 Social Pillar: Workforce Stability

The social aspect is arguably Kimly's strongest pillar given the labour-intensive nature of Singapore's food and beverage industry. Kimly's focus on mature and diverse employment remained stable, though training metrics took a step back.

Workforce & Diversity: The workforce remained virtually unchanged with **2,721 employees** (compared to ~2,700 in FY2024). The company successfully maintained its highly inclusive demographic profiles.

Gender Balance: 47.4% female vs. 52.6% male (a slight improvement in balance from 46% female in FY2024).

Age Diversity: The percentage of mature workers aged 50 and above increased to **52.1%** (up from 51% in FY2024), reinforcing its strategy to leverage elderly talent in the tight Singapore labour market.

Training and Promotion Pullback: Total training hours dropped further to **5,363 hours** (down from 6,004 hours in FY2024). Furthermore, employee promotion slowed down; only **128 employees** (4.7% of total staff strength) were promoted in FY2025, compared to 220 employees (8.5%) in FY2024.

Food Health and Safety: Following earlier supply-chain and labelling incidents, Kimly emphasized a target of maintaining **zero food safety and contamination incidents** across its outlets in FY2025.

Figure 5-10: Social Metrics

Metric	FY2023	FY2024	FY2025
1: Gender Diversity			
Male	52.0%	54.0%	52.6%
Female	48.0%	46.0%	47.4%
2: Age-Based Diversity			
Age < 30	na	21.6%	19.4%
30<=Age<50	na	27.8%	28.5%
Age >=50	50%	50.6%	52.1%
3: Employment			
Total turnover	na	na-	302 (11.1%)
# of employees	2,603	2,700	2,721
4: Development			
Training hrs per employee	2.4	2.2	2.0
Recordable injuries	23	44	39

Source: Kimly ESGs.

5-4-3 Governance Pillar: Board Oversight

Kimly's Board of Directors retains ultimate strategic oversight for the group's sustainability framework. The board conducts regular reviews to ensure relevant material ESG issues (e.g., regulatory waste disposal and workplace safety compliance) are actively monitored and tied to long-term economic value.

Materiality Assessment: The company utilizes a **"double materiality"** perspective, ensuring it maps out both how external environmental/social factors financially impact the business, and how the company's operational activities impact the surrounding environment and Singaporean community.

Whistleblowing & Compliance: Kimly strongly reinforced its governance framework, specifically reporting **zero reported whistleblowing cases or incidents of corruption** in FY2025.

Climate Reporting Transitions: In line with Singapore Exchange (SGX) directives, the Board explicitly acknowledged its alignment moving toward the new International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards for climate disclosures in future cycles.

5-4-4 Materiality Assessment: FY2026 Targets

Kimly's materiality FY2026 targets are heavily operationalized, prioritizing immediate risk-mitigation areas (like food safety and workplace injury prevention) that directly affect everyday business viability. However, some of Kimly's environmental and workforce metrics relied heavily on broad goals (e.g., "reduce" or "enhance"). Under the newer IFRS/ISSB frameworks, Kimly has had to strengthen its internal data systems to convert these into rigid, quantifiable metrics—especially regarding carbon intensity, energy usage, and structured training tracking.

Figure 5.11: Materiality Assessment

Material Topics	FY2026 Targets
Food Safety and Product Quality	• Maintain zero food safety and contamination incidents at food outlets. • Enhance our internal hygiene, cleanliness and housekeeping policies and procedures. • Ensure that our prices remain affordable and competitive.
Food Sourcing and Supply Management	• Prioritize supplier adhering to Singapore food safety standards.
Corporate Governance	• Reduce non-compliance incidents and work towards non-zero compliance.
Anti-corruption	• Maintain zero incidents of corruption.
Data privacy and Security	• Maintain zero reported substantiated complaints concerning breaches of data privacy and losses of data.
Employee Health and Safety	• Reduce the risk of workplace safety incidents and maintain zero incidents of workplace fatalities.
Customer Satisfaction	• Achieve a positive trend in feedback on product quality, service and cleanliness. • Improve Kimly's social media engagement performance. • Minimise customer-related safety incidents at Kimly's outlets.
Employee Development and Retention	• Provide timely and effective training. • Promote staff who are ready for additional responsibilities.
Local Communities	• Continue to support worthy community organisations and causes.
Diversity and Inclusion	• Sustain the gender and age diversity of the workforce.
Energy and Emissions	• Reduce electricity consumption and intensity. • Maintain zero incidence of environmental non-compliance. • Track and mitigate overall emissions and emission intensity.
Water Management	• Reduce water consumption and intensity.
Waste Management	• Measure and disclose percentage of waste oil recycled.

Source: Kimly ESGs.

APPENDIX A1 – SWOT ANALYSES

SWOTs	Description
Strengths	• Defensive, high-yield retail F&B play. • Large cash-generative footprint of 92 coffee shops and 191 food stalls in high density HDB estates. • Central kitchens help keeps costs under control and boosts operational efficiency. • High food stall occupancy of almost 100%. • Securing HDB master leases and buying its own HDB coffee shop properties insulates it from rent hikes. • Tenderfresh/Tenderbest gives it a significant presence in the Halal food segment.
Weakness	• The coffee shop business is highly labour-intensive and Kimly relies on a pool of skilled F&B workers. • Because it sells affordable food in HDB towns its ability to hike prices is limited, putting pressure on margins. • Central kitchens make it vulnerable to supply chain bottlenecks.
Opportunities	• Well positioned to benefit from the massive expansion in the number of HDB dwelling in HDB towns. • Additional new 43 rental HDB coffee shops in the pipeline provides new coffee shop opportunities. • With approx. 86 HDB coffee shops out of total supply of around 800 it is still far from reaching saturation level. • S$65.1 mil cash balance will allow it take advantage of business opportunities in the F&B sector.
Threats	• Tight labour market and rising F&B wage costs up 6-7% in July are pushing up costs. • F&B sector in Singapore is competitive and F&B sales are growing by only 1-2% pa. • Lease renewals for its rented HDB coffee shops face stiff competition from competitors. • Rising utility and food costs stemming from the US-Iran War. • Rising competition from foreign aggressive F&B brands.

A-2 Tables & Charts

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