

Model Overview

This report provides a concise summary of a fully linked 3-statement financial model built for Old Chang Kee Ltd., covering historical performance from 2022 to 2024 and projecting results from 2025 to 2029. The model includes a complete Income Statement, Balance Sheet, and Cash Flow Statement, with supporting schedules for working capital, PPE, leases/ROU assets, depreciation, capex, tax, and provisions. All linkages are intact, and the balance sheet balances across all periods.

Revenue & Operating Drivers

Revenue is projected using normalised historical growth patterns. Operating inputs such as store openings and volume/pricing adjustments are incorporated where relevant. Cost ratios follow the trends observed from 2022–2024 to maintain continuity.

Key operating assumptions include:

- Revenue growth aligned with multi-year historical averages
- COGS and SG&A expressed as stable % of revenue
- Depreciation based on PPE schedule; ROU amortisation from lease schedule
- Finance income/expense linked to average cash and lease liabilities

Balance Sheet Drivers

Working capital items scale with revenue using historical day ratios. Long-term balances evolve using consistent patterns unless a major structural shift is expected.

Core BS drivers:

- AR, Inventory, and AP forecast using historical days
- Effective tax rate applied consistently to PBT
- DTL and provisions based on average historical movements
- NCI maintained in line with ownership proportions

Capex, Leases & Free Cash Flow (FCF)

Capex requirements are projected using maintenance and growth components as % of revenue. Lease expenses follow the amortisation schedule, ensuring correct separation between interest and principal.

FCF reflects operating inflows, capex outflows, and lease repayments

Financial Analysis & Forecast Report

Old Chang Kee Ltd (SGX:5ML)



Key Assumptions	Historical				Forecast			
	2022	2023	2024	2025	2026	2027	2028	2029
Revenue Growth (% Change)		15.9%	12.4%	9.0%	9.0%	9.0%	9.0%	9.0%
Cost of Goods Sold (% Revenue)	35.7%	35.1%	32.4%	34.4%	34.4%	34.4%	34.4%	34.4%
Other Income (% Revenue)	7.9%	1.9%	2.2%	2.0%	2.0%	2.0%	2.0%	2.0%
SG&A (% Revenue)	61.1%	55.5%	55.6%	57.4%	57.4%	57.4%	57.4%	57.4%
Inventory Days	15.5	11.6	18.1	15.0	15.0	15.0	15.0	15.0
Accounts Receivable Days	1.2	2.0	3.6	3.6	3.6	3.6	3.6	3.6
Accounts Payable Days	94.2	98.4	124.4	105.0	105.0	105.0	105.0	105.0
Other Liabilities (% of Revenue)	0.2%	0.2%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%
Provisions (% of PPE)	12.7%	12.8%	14.1%	13.2%	13.2%	13.2%	13.2%	13.2%
Effective Tax Rate	9.3%	19.7%	22.7%	17.2%	17.2%	17.2%	17.2%	17.2%

Summary of Model Outputs

Revenue & Profitability

Revenue is projected to grow at a CAGR of ~9% over the 2025–2029 horizon, supported by stable operating performance. EBITDA margin remains consistent or gradually improves. Net income expands as operating leverage increases and cost ratios stabilise.

Cash Flow & CapEx

Cash flow generation remains aligned with operating scale. Capex is predictable, and free cash flow trends *upward* as operating cash flows strengthen and capex requirements remain modest.

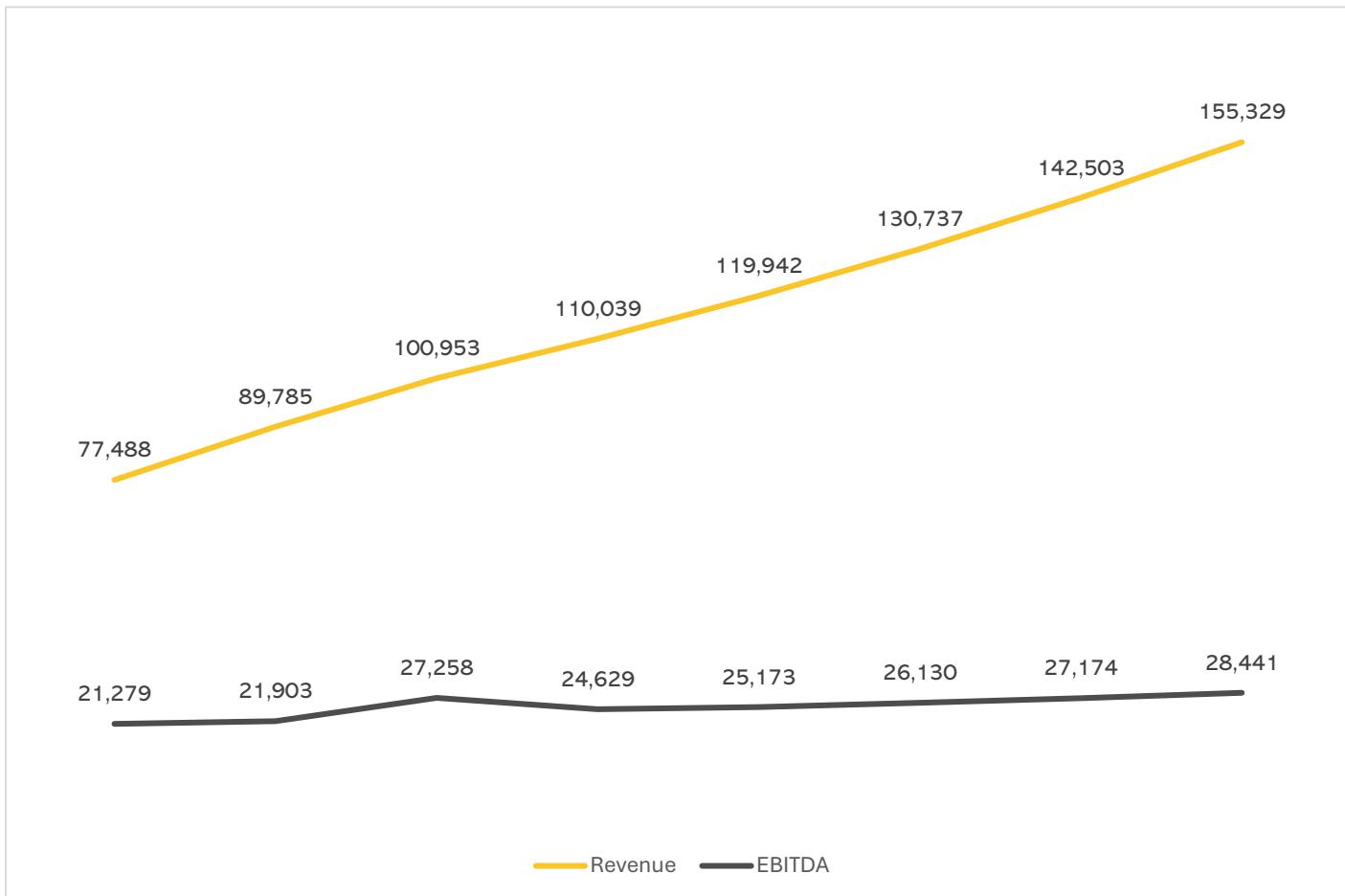
Key Observations:

- Capex supports maintenance and expansion where needed
- FCF remains structurally aligned with operating performance
- Ending cash changes due to CFO, CFI, and CFF movement

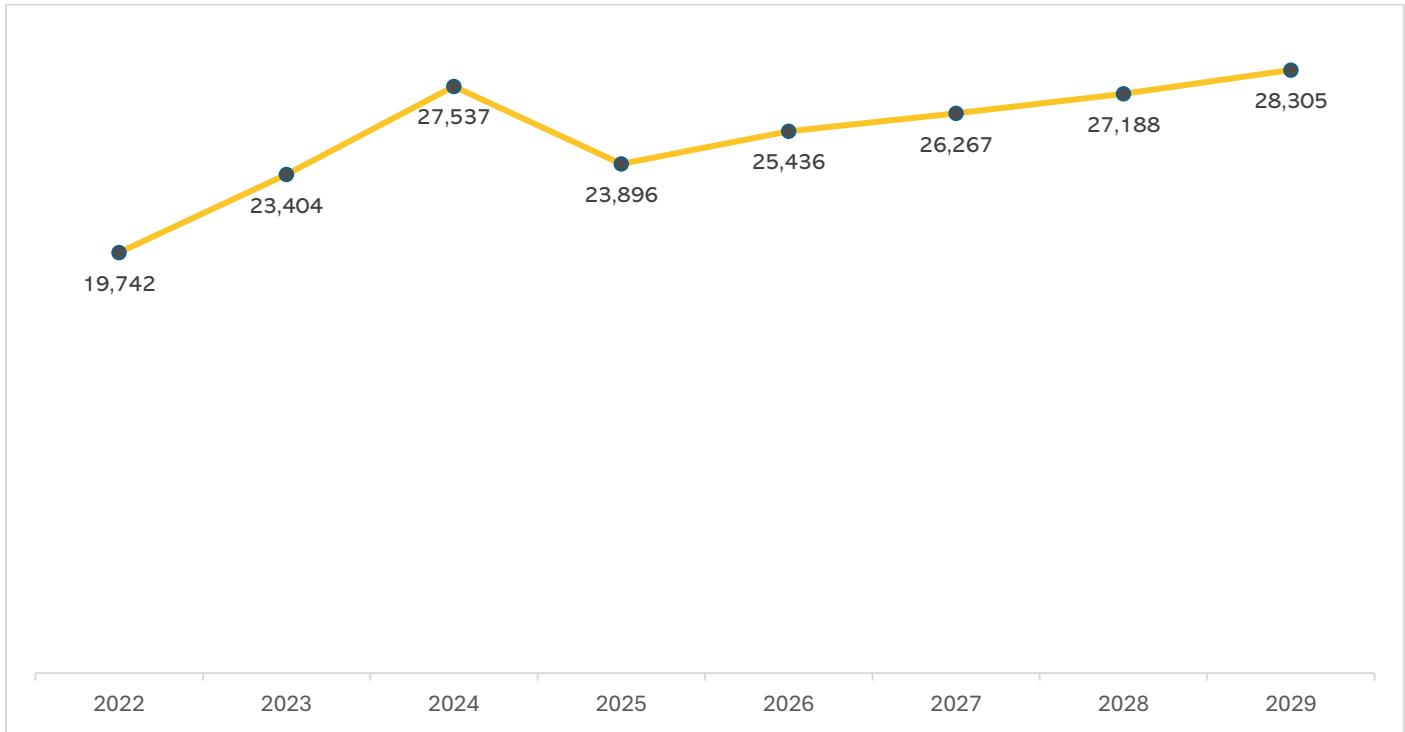
Balance Sheet Evolution

Working capital scales in line with revenue, with receivables, inventories, and payables remaining proportionate to operating needs. PPE and ROU assets decline through depreciation, with maintenance capex replenishing the asset base where required. Lease liabilities reduce steadily each year as scheduled repayments are made, resulting in a predictable and stable balance sheet trajectory.

Financial Analysis & Forecast Report Old Chang Kee Ltd (SGX:5ML)



Revenue & EBITDA Chart for Fiscal Years 2022-2029



Free Cash Flow Chart for Fiscal Years 2022-2029

Financial Analysis & Forecast Report Old Chang Kee Ltd (SGX:5ML)



Model Structure & Logic

The Income Statement flows from revenue to net income through gross margin, operating costs, depreciation, financing items, and tax. The Balance Sheet ties together working capital schedules, PPE and ROU roll-forwards, and long-term items. The Cash Flow Statement reconciles net income with non-cash adjustments, capex, and financing flows.

Key linkage logic:

- Depreciation ties PPE & ROU schedules to the IS
- Working capital changes link BS ↔ CFS
- Lease interest and principal tie CFS ↔ BS ↔ IS
- Ending cash flows directly into the BS

The entire model is structured for clarity, traceability, and easy scenario extension.

Checks & Integrity

The model passes all balance, linkage, and circularity checks. Cash reconciles across all projected periods, schedules agree with the main statements, and no projected-year values are hardcoded.

Total Non-Current Assets	40,829	38,986	40,924	38,879	37,406	36,270	35,373	34,654
Total Current Assets	33,698	40,382	51,138	58,086	66,993	76,994	88,210	100,866
Total Liabilities & Shareholders' Equity	74,527	79,368	92,062	96,965	104,399	113,264	123,582	135,520
Balance Check ✓	0	0	0	0	0	0	0	0

Conclusion

The 3-statement model gives a clear view of Old Chang Kee's historical results and forward projections. Revenue, margins, and cash flow remain stable, supported by consistent operations and disciplined capex. All schedules integrate smoothly, the balance sheet balances throughout, and cash flows reconcile cleanly.

Overall, the model provides a reliable base for further analysis, including valuation and scenario work.

Financial Analysis & Forecast Report

Old Chang Kee Ltd (SGX:5ML)



Income Statement	2022	2023	2024	2025	2026	2027	2028	2029
Revenue	77,488	89,785	100,953	110,039	119,942	130,737	142,503	155,329
Cost of Goods Sold	(27,687)	(31,515)	(32,722)	(37,870)	(41,278)	(44,993)	(49,042)	(53,456)
Gross Profit	49,801	58,270	68,231	72,169	78,664	85,744	93,461	101,873
Interest Income	42	414	1,080	559	642	746	863	994
Other Income	6,126	1,712	2,203	2,250	2,452	2,673	2,913	3,176
SG&A	(47,311)	(49,800)	(56,138)	(63,137)	(68,819)	(75,012)	(81,764)	(89,122)
Other Expenses	(1,804)	(2,236)	(1,786)	(1,942)	(1,988)	(1,905)	(1,945)	(1,946)
Operating Profit (EBIT)	6,854	8,360	13,590	9,900	10,952	12,246	13,529	14,974
Finance Costs	(597)	(705)	(1,088)	(1,227)	(1,212)	(1,197)	(1,184)	(1,172)
Profit Before Tax (EBT)	6,257	7,655	12,502	8,673	9,741	11,048	12,345	13,803
Income Tax Expense	(581)	(1,505)	(2,834)	(1,492)	(1,676)	(1,901)	(2,124)	(2,375)
Net Income	5,676	6,150	9,668	7,181	8,065	9,147	10,221	11,428

Financial Analysis & Forecast Report

Old Chang Kee Ltd (SGX:5ML)



Cash Flow Statement	2022	2023	2024	2025	2026	2027	2028	2029
Profit Before Tax (EBT)	6,257	7,655	12,502	8,673	9,741	11,048	12,345	13,803
Depreciation & Amortization	14,425	13,543	13,668	14,729	14,221	13,884	13,645	13,467
Net Impairment Losses	612	606	551	0	0	0	0	0
Net Provisions	461	407	30	0	0	0	0	0
Gain / (Loss) on Disposal / Lease Modification	(114)	(150)	(14)	0	0	0	0	0
Net Finance Income	555	291	8	1,786	1,854	1,944	2,047	2,166
FX Gains / (Loss)	28	361	87	0	0	0	0	0
Operating Profit Before WC Changes	22,224	22,713	26,832	25,188	25,815	26,876	28,037	29,435
Change in Accounts Receivable	808	(318)	(567)	(89)	(97)	(106)	(116)	(126)
Change in Accounts Payable	(2,213)	1,346	2,654	(254)	980	1,069	1,165	1,270
Change in Inventory	(130)	173	(621)	68	(140)	(153)	(166)	(181)
Change in Other Liabilities	(611)	(592)	4	(314)	(152)	(120)	(94)	(71)
Change in Other Current Assets	(32)	(176)	393	0	0	0	0	0
Taxes Paid	(1,406)	(786)	(1,984)	(1,492)	(1,676)	(1,901)	(2,124)	(2,375)
Net Cash from Operations	18,640	22,360	26,711	23,107	24,731	25,665	26,703	27,952
Purchase of PP&E	(1,188)	(1,329)	(1,527)	(1,348)	(1,348)	(1,348)	(1,348)	(1,348)
Purchase of Intangible Assets	(110)	0	(97)	0	0	0	0	0
Proceeds from Disposal of PP&E	154	131	14	0	0	0	0	0
Other Investing Outflows	0	(155)	(268)	0	0	0	0	0
Interest Income Received	42	309	1,052	559	642	746	863	994
Net Cash from Investing	(1,102)	(1,044)	(826)	(789)	(706)	(602)	(485)	(354)
Repayment of lease liabilities / bank loans	(12,122)	(11,837)	(12,198)	(11,736)	(11,716)	(11,695)	(11,673)	(11,650)
Interest Paid	(597)	(705)	(1,088)	(1,227)	(1,212)	(1,197)	(1,184)	(1,172)
Dividends Paid	(2,428)	(2,428)	(2,428)	(2,428)	(2,428)	(2,428)	(2,428)	(2,428)
Net Cash from Financing	(15,147)	(14,970)	(15,714)	(15,391)	(15,356)	(15,320)	(15,285)	(15,250)
Net Increase in Cash	2,391	6,346	10,171	6,927	8,669	9,743	10,933	12,349
Opening Cash Balance	25,190	27,581	33,927	44,098	51,025	59,694	69,437	80,370
Closing Cash Balance	27,581	33,927	44,098	51,025	59,694	69,437	80,370	92,719

Prepared by: Briant Neo

Disclaimer:

This document is a personal academic project prepared solely for educational and portfolio purposes. It is not investment advice, does not constitute a research recommendation, and should not be relied upon for any financial decisions. All information is based on publicly available sources believed to be reliable, but accuracy and completeness are not guaranteed.