

ENERGY EQUITY RESEARCH

BAKER TECHNOLOGY LTD

SGX: BTP

Bloomberg: BTL:SP

ISIN code: SG1CI3000002

Country: Singapore

Industry: Energy

22 May 2026

RECOMMENDATION: BUY

Current price: S\$0.495

Target price: S\$0.624

Issued shares: 202.4 million (22 May 2026)

Market capitalisation: S\$100.2 million

52-week range: S\$0.490 – S\$0.595

PRICE PERFORMANCE



COMPANY DESCRIPTION

Baker Technology Limited (“BTL”) is a manufacturer and provider of specialised marine offshore equipment & services, focused on the oil & gas and renewables industries. BTL’s main business is in the design, construction, operation and chartering of mobile offshore units and Offshore Supply Vessels (“OSVs”), along with the design and construction of a wide range of equipment & components for the marine offshore industry (specifically, for oil & gas and renewables). BTL also owns & operates a liftboat called the Blue Titanium.

SUMMARY

For the six months ended 31 December 2025 (2H FY2025), revenue fell by 35.8% to S\$25.4 million in 2H FY2025 from S\$39.6 million in 2H FY2024, amid marine offshore revenue falling by 41.0% year-on-year (“y-o-y”). We estimate the fall in marine offshore revenue to be mainly due to the Blue Titanium liftboat having yet been rechartered after its previous charter ended in November 2024. Gross profit fell by 85.9% to S\$2.3 million in 2H FY2025 from S\$16.0 million in 2H FY2024 amid gross profit (excluding CHO; i.e., including the portion from the Blue Titanium liftboat) falling by S\$12.2 million y-o-y. Accordingly, profit/loss for the period (attributable to owners of the Company) fell to a loss of S\$8.0 million (S\$7.0 million) in 2H FY2025 from a profit of S\$6.1 million (S\$6.3 million) in 2H FY2024. Earnings Per Share (“EPS” in cents) fell to negative 3.4 in 2H FY2025 from positive 3.1 in 2H FY2024. BTL declared Dividend Per Share (“DPS” in cents) of 1.50 for FY2025, which is 25.0% lower than 2.00 for FY2024.

RECOMMENDATION

We note that: (1) BTL’s P/B multiple is 0.49x as at 22 May 2026, which represents a discount of approximately 51% to NAV; (2) BTL’s cash & short-term deposits (netting the loans & borrowings) were S\$95.2 million (S\$82.3 million) as at 31 December 2025, or 95.0% (82.1%) of BTL’s market capitalisation of S\$100.2 million as at 22 May 2026; and (3) we estimate Dr Benety Chang, who served as CEO of BTL from May 2000 to December 2018, to have 56.0% total interest in BTL as at 22 May 2026. Accordingly, we consider the possibility of a privatisation of BTL by Dr Benety Chang.

Based on the average price premium of privatisation offers for SGX-listed companies over the last twelve months, we estimate that any privatisation offer may need to have a price premium of 26.1% from the current share price of S\$0.495 to be successful. Thus, Dr Benety Chang may need to offer a minimum privatisation offer of S\$0.624, which would translate to a full privatisation cost of S\$55.6 million (or 58.3% of cash & bank balances as at 31 December 2025).

We consider that there is upside potential in the company’s share price given that: (1) BTL is still trading at less than half its NAV; (2) cash & short-term deposits (even after netting the loans & borrowings) still comprise 95.0% (82.1%) of BTL’s market capitalisation of S\$100.2 million as at 22 May 2026; and (3) BTL’s revenue, earnings and share price may improve after it secures a new charter for the Blue Titanium liftboat. In view of the upside potential, should Dr Benety Chang seek to privatise the company or an external party seek to take over BTL, Dr Benety Chang or the offeror may need to offer a minimum privatisation offer of S\$0.624. Accordingly, we adopt the minimum privatisation offer of S\$0.624 as our target price. Given the upside potential of 26.1% from the current share price of S\$0.495, a buy recommendation may be warranted. However, we recognise that our target price is subject to risks such as delays in rechartering the Blue Titanium liftboat, lower-than-expected rate for the Blue Titanium new charter, and upcoming expiry of property leases.

KEY FINANCIALS	Revenue	Earnings ⁽¹⁾	EPS ⁽²⁾	P/E	DPS	Dividend Yield	NAV per share	P/B
Year ended 31 December	(S\$ million)	(S\$ million)	(cents)	(x)	(cents)	(%)	(cents)	(x)
2024 Actual	92.0	18.2	9.0	5.53	2.0	4.04%	116.0	0.43
2025 Actual	48.4	(25.4)	(12.5)	n.m.	1.5	3.03%	100.4	0.49
2026 Projection	70.8	(4.2)	(2.1)	n.m.	1.5	3.03%	-	-
2027 Projection	89.5	7.7	3.8	13.00	1.5	3.03%	-	-

Figures have been rounded. P/E, P/B and dividend yield are based on the current share price of S\$0.495.

⁽¹⁾ Profit after tax attributable to owners of the Company.

⁽²⁾ Earnings Per Share (diluted).

Source: BTL, FPA

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INDUSTRY OUTLOOK

(I) OIL & GAS

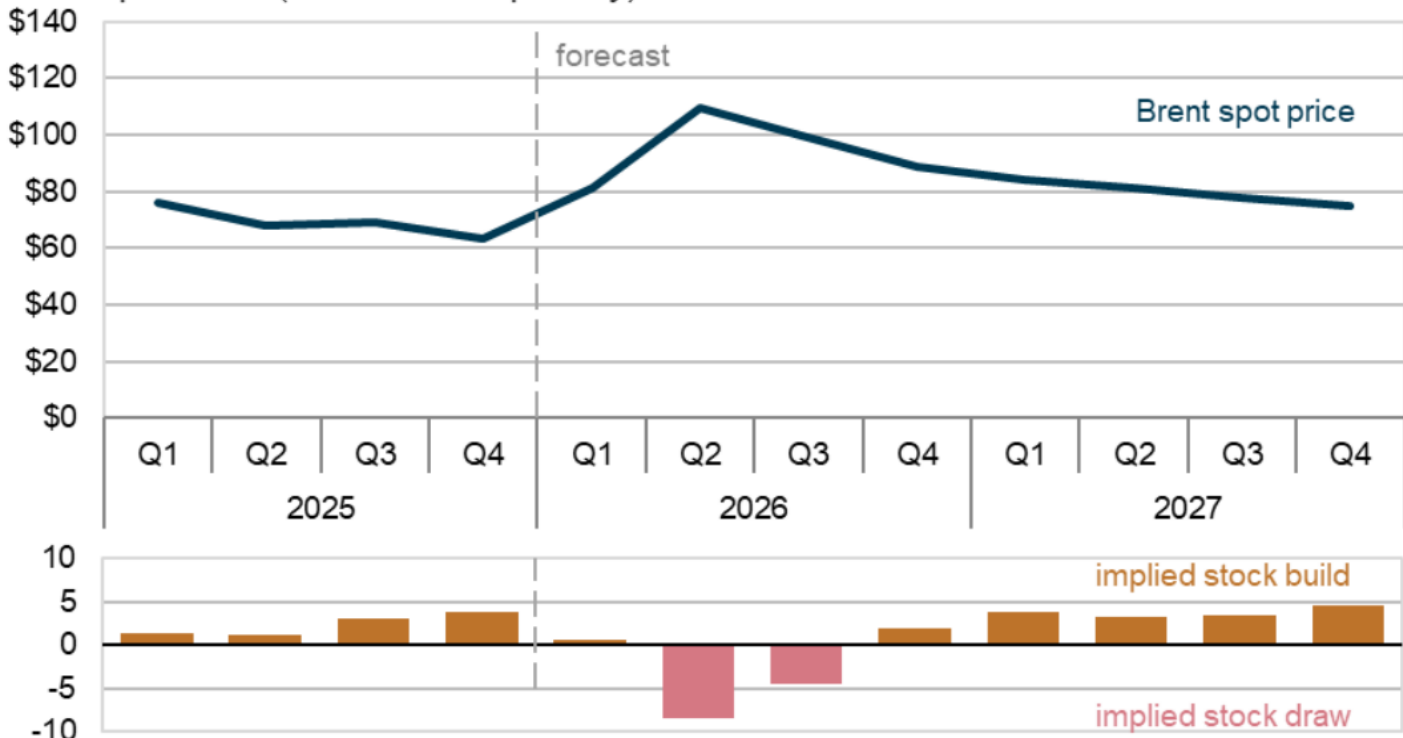
In May 2026, the U.S. Energy Information Administration (“EIA”) [forecasted that Brent crude oil prices \(in U.S. Dollar or “USD” per barrel\) will rise from US\\$69 in 2025 to US\\$95 in 2026, before falling to US\\$79 in 2027](#). EIA noted, “Although the United States announced a ceasefire in early April, we still assess that oil prices will reflect a larger risk premium throughout the forecast.”

EIA added, “Once the traffic through the Strait of Hormuz gradually begins to resume in June and shut-in oil production gradually returns, we assume oil prices will begin to fall, decreasing to an average of \$89/b by 4Q26 as global oil inventory withdrawals lessen. We assess that most shut-in oil production will be fully restored by January 2027 and that global oil inventories will again start building, helping oil prices gradually lower to an average of \$79/b in 2027.”

EIA indicated its forecast of Brent crude oil prices from 1Q 2026 to 4Q 2027 as shown in **Exhibit 1**.

Exhibit 1: Forecasted Brent Crude Oil Prices (1Q 2026 to 4Q 2027)

Brent crude oil spot price and global inventory changes
dollars per barrel (million barrels per day)



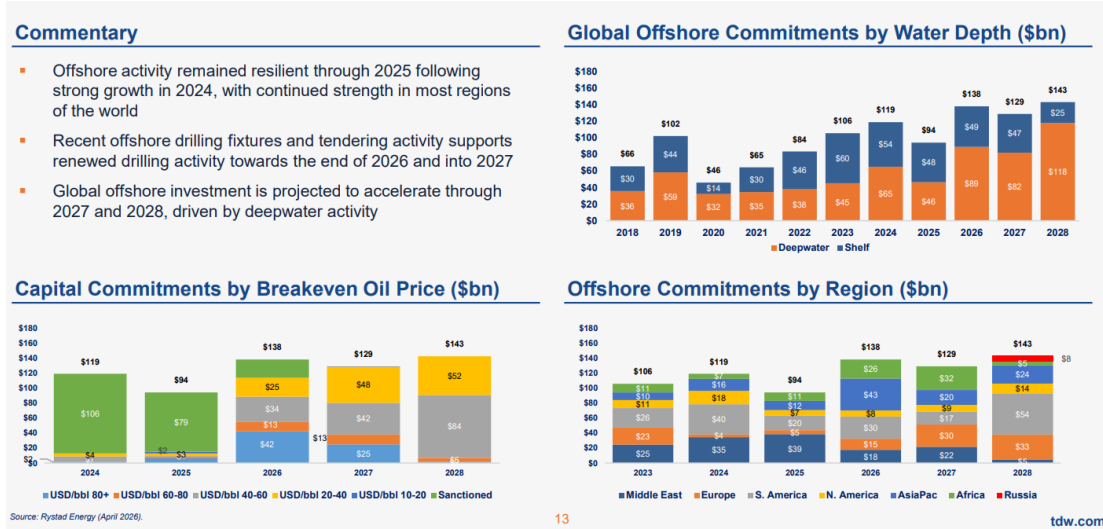
Data source: U.S. Energy Information Administration, *Short-Term Energy Outlook*, May 2026

Source: EIA

(II) MARINE OFFSHORE

Tidewater noted in May 2026, “Recent offshore drilling fixtures and tendering activity supports renewed drilling activity towards the end of 2026 and into 2027”. Tidewater added, “Global offshore investment is projected to accelerate through 2027 and 2028, driven by deepwater activity”, as shown in Exhibit 2. Higher global offshore commitments may raise OSV demand.

Exhibit 2: Global Offshore Commitments (2018 to 2028)

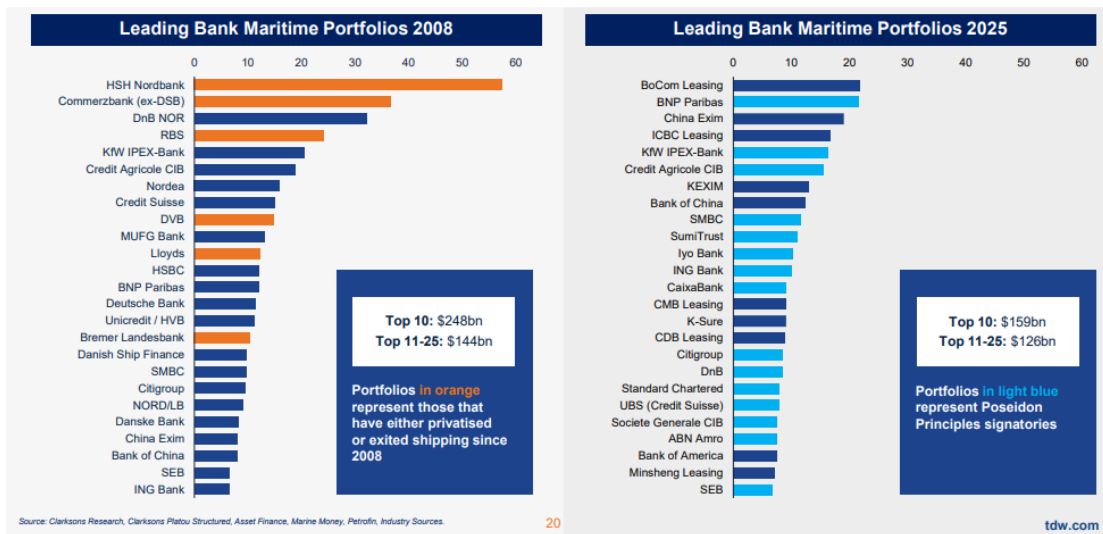


Source: Tidewater

Tidewater also noted that the “Lack of Debt Availability” “May Delay Newbuild Investment”, as indicated in Exhibit 3. Accordingly, we note that Tidewater may be implying limited near-term growth in OSV supply, which may lend support to OSV rates.

Exhibit 3: Limited Debt Availability for Newbuild Investment

Lack of Debt Availability: May Delay Newbuild Investment



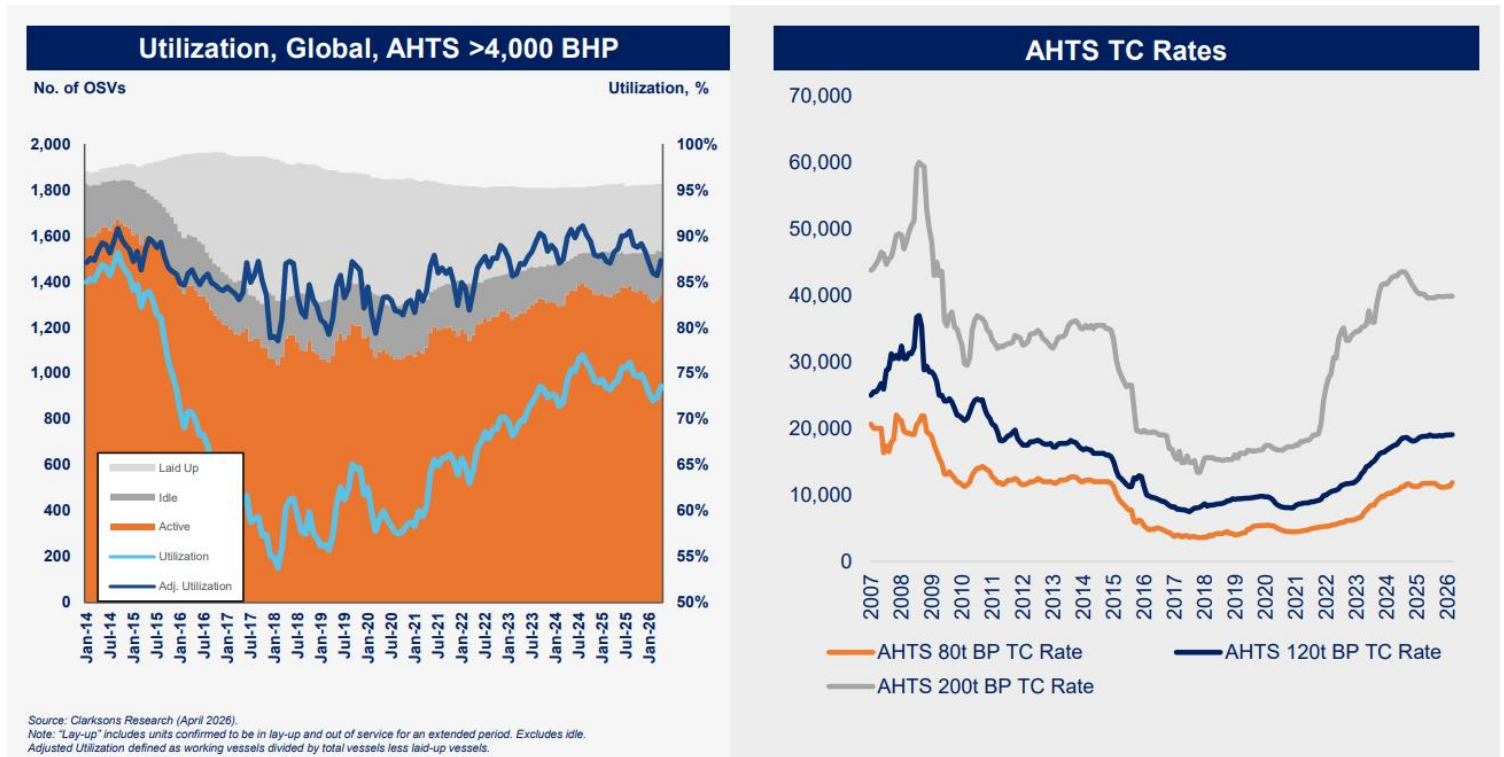
Source: Tidewater

However, despite higher global offshore commitments in 2026 (as shown in **Exhibit 2** on page 4) and rising Brent crude oil prices amid the U.S.-Israeli war against Iran, Anchor Handling Tug Supply (“AHTS”) 120t BP TC rates (presumably Time Charter rates of AHTS vessels with 120 tonne Bollard Pull) have generally remained around 18,850 to 19,000 (units not indicated) in 2026, as shown in **Exhibit 4**.

One reason may be as noted by EIA in May 2026, “It takes several months for higher oil prices to lead to supply growth for price-responsive producers like shale oil production in the United States, and even longer in other regions.” Oil producers may need time to assess whether a rise in oil prices is temporary, and to increase oil production.

Accordingly, we assume that higher global offshore commitments in 2026 and rising crude oil prices will translate to higher AHTS 120t BP TC rates only in 2027.

Exhibit 4: Utilisation and TC Rates of AHTS Vessels (2007 or 2014 to 2026)



Source: Clarksons (cited by Tidewater)

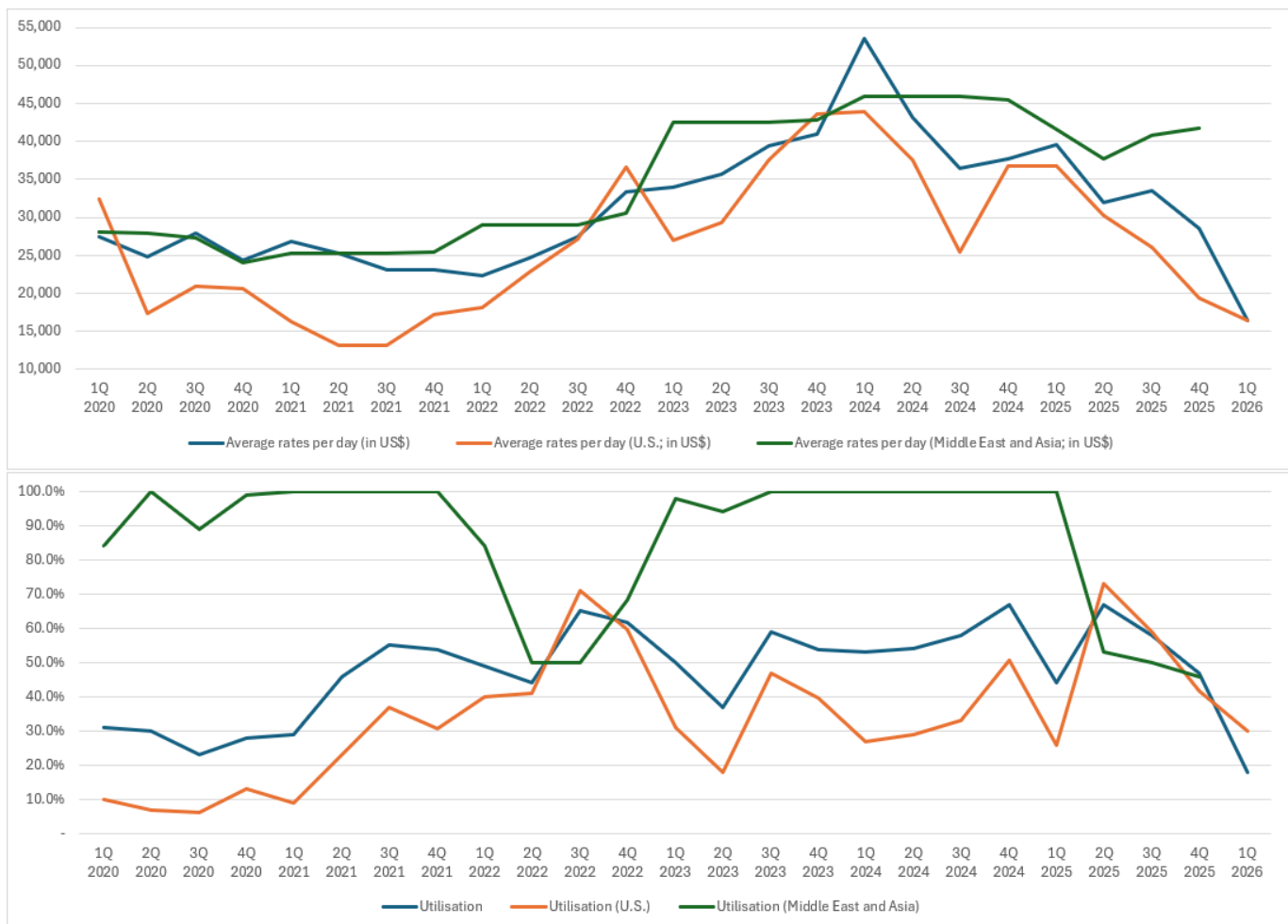
Meanwhile, as a potential indicator of liftboat charter rates, we note that the liftboat charter rates of marine transportation company SEACOR Marine have been generally falling from 1Q 2024 to 1Q 2026, as shown in **Exhibit 5** (top).

SEACOR Marine noted generally in April 2026, [“the utilization and day rates of the Company’s fleet is dependent on the supply and demand dynamics for its vessels.”](#) SEACOR Marine added, “low oil and natural gas prices and a corresponding decline in offshore exploration may reduce demand for the Company’s vessels and in the past such declines have forced many operators in the industry to restructure, liquidate assets or consolidate with other operators. Additionally, the delivery of newly built offshore support vessels to the industry-wide fleet has in the past contributed to an oversupply of vessels in the market, thereby further decreasing the demand for the Company’s existing offshore support vessel fleet.” SEACOR Marine noted too, “Alternatively, increasing activity levels and a stable supply of offshore support vessels could support higher utilization and day rates and improved financial performance of the Company’s business.”

Accordingly, we note that the fall in offshore commitments in 2025 (as shown in **Exhibit 2** on page 4) may have contributed to a fall in liftboat charter rates from 2024 to 2025.

SEACOR Marine also noted in April 2026 that its “two premium liftboats” were “under repair and uncontracted”, which may have contributed to the lower utilisation in 1Q 2026.

Exhibit 5: Average Rate Per Day and Utilisation of SEACOR Marine’s Liftboats (1Q 2021 to 1Q 2026)

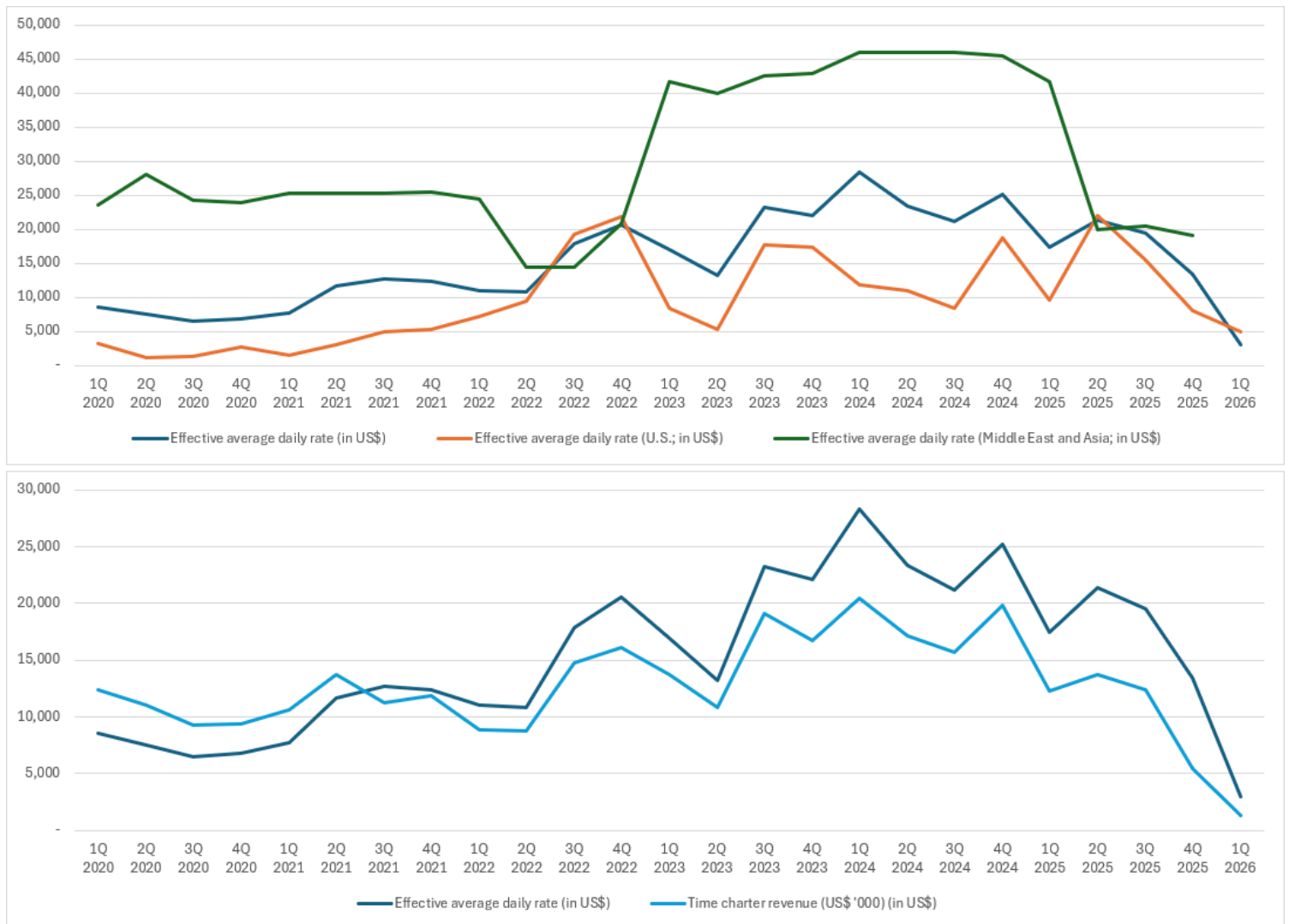


Note: nil value excluded.
Source: SEACOR Marine, FPA

By multiplying the average rate per day and utilisation of SEACOR Marine’s liftboats for each region (as shown in **Exhibit 5**, top and bottom respectively, on page 6), we estimate the effective average daily rate of the liftboats for each region, as shown in **Exhibit 6** (top). We note that the overall effective average daily rate generally trended with liftboat time charter revenue from 1Q 2020 to 1Q 2026, as shown in **Exhibit 6** (bottom).

We also note that the effective average daily rate of, and time charter revenue from, SEACOR Marine’s liftboats has been falling from 1Q 2025 to 1Q 2026 (amid falling average daily rates and utilisation), as shown in **Exhibit 6** (bottom). SEACOR Marine’s liftboat effective average daily rate and time charter revenue trends may thus suggest that liftboat operators may earn lower liftboat revenue in 2026.

Exhibit 6: Effective Average Daily Rate of SEACOR Marine’s Liftboats (1Q 2020 to 1Q 2026)

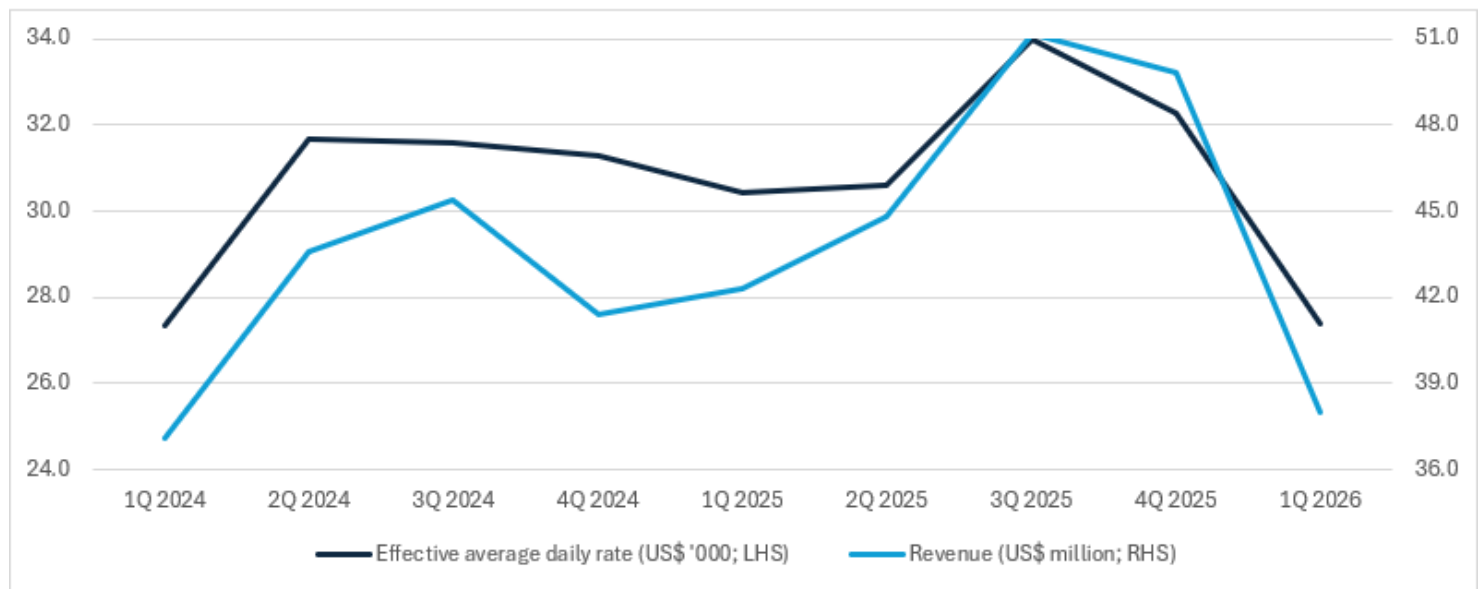
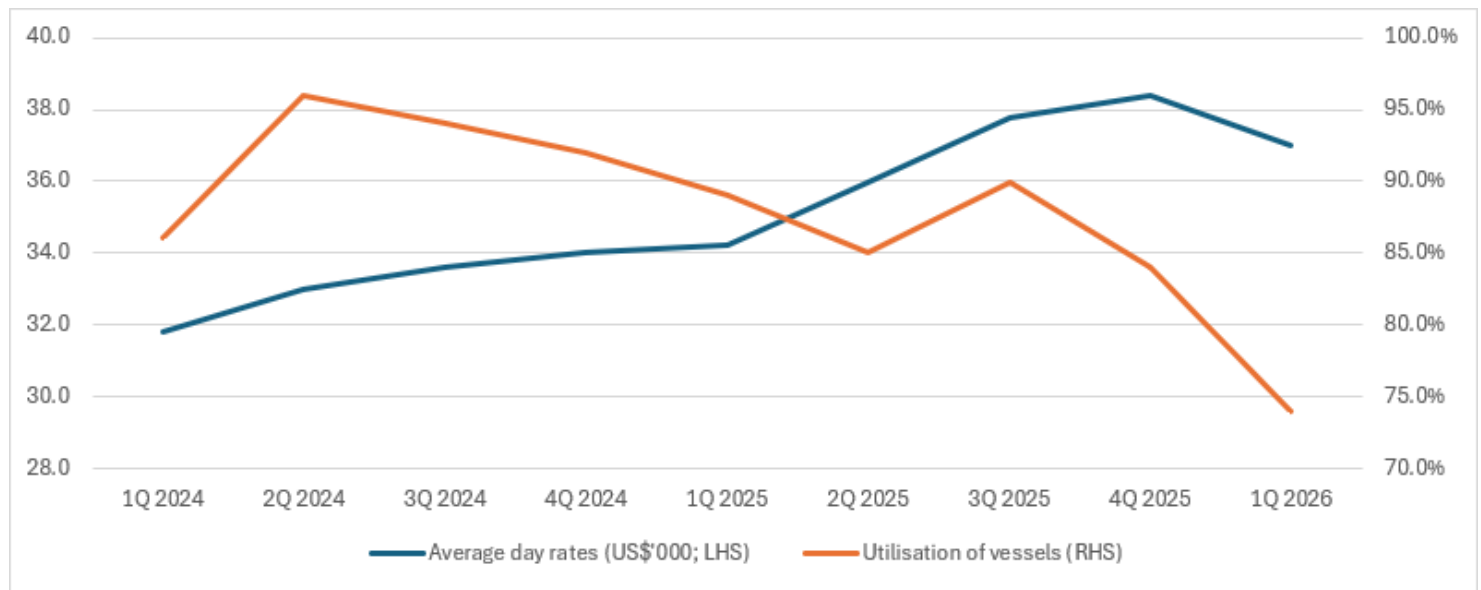


Note: nil value excluded.
 Source: SEACOR Marine, FPA

Another publicly available indicator of liftboat rates may be liftboat operator Gulf Marine Services (“GMS”). GMS derived its revenue mainly from Qatar, Saudi Arabia, and the United Arab Emirates in 2025. Based on [GMS’s disclosures](#), we estimate that its average daily rates have been rising from 1Q 2024 to 4Q 2025, as shown in **Exhibit 7**. GMS noted that utilisation fell to 74% in 1Q 2026 amid the U.S.-Israeli war against Iran, as they “were instructed to evacuate the Company’s four vessels in one of the GCC countries as a precautionary measure.”

Accordingly, we note that: (1) liftboat charter rates may not have been falling across the industry from 2024 to 2025, such that the performance of SEACOR Marine’s liftboats may not be necessarily indicative of that of the industry; (2) utilisation of liftboats operating in the Middle East may be adversely affected in 1Q 2026 by the U.S.-Israeli war; and (3) it remains unclear whether the utilisation of liftboats which operated outside of the Middle East were affected by the war. Given that the outlook for liftboat may thus be unclear, we assume that the rates for any new charter secured in 2026 will be the same as that secured prior.

Exhibit 7: Average Rate Per Day and Utilisation of Gulf Marine Services’ Liftboats (1Q 2024 to 1Q 2026)

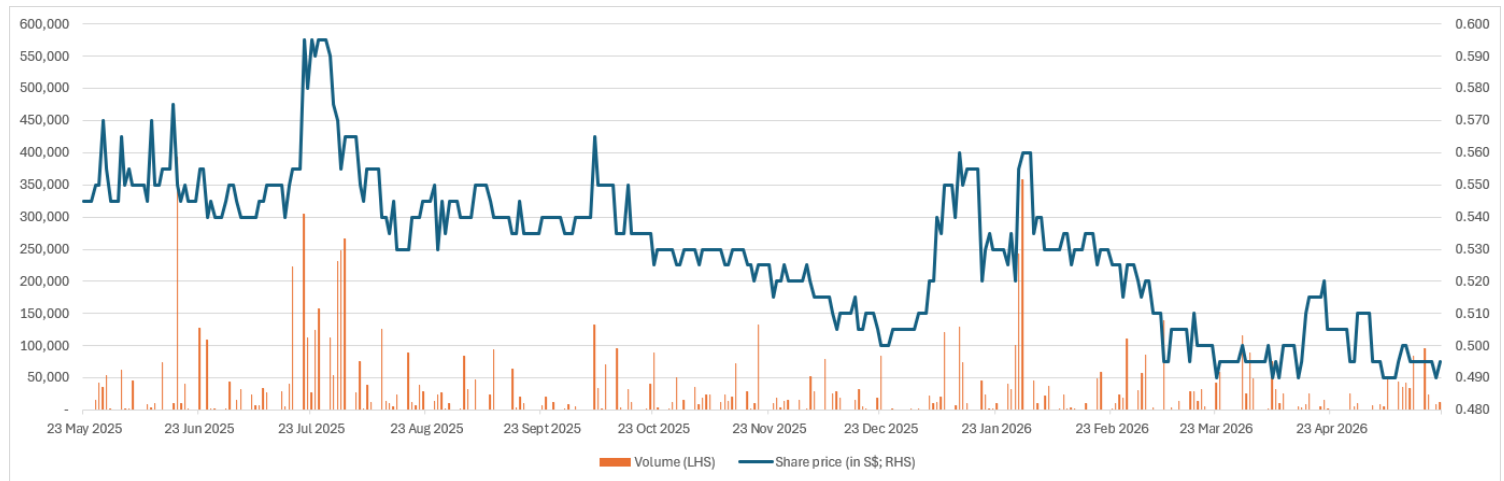


Source: GMS, FPA

RECENT SHARE PRICE DEVELOPMENTS

Over the last twelve months, the share price of Baker Technology Limited (“BTL”) fell by 9.2% to S\$0.495 on 22 May 2026 from S\$0.545 on 23 May 2025, as shown in **Exhibit 8**.

Exhibit 8: Share Price Performance (Last Twelve Months)



Source: Yahoo! Finance, FPA

On 16 June 2025 (after trading hours), BTL announced, “Based on the preliminary figures, the Board wishes to advise that the Group expects to report a net loss after tax for 1H2025 as compared to the net profit after tax for corresponding period in 2024.” BTL added, “The expected net loss after tax for 1H2025 is principally attributable to lower revenue and foreign exchange losses arising from the weakening of US Dollar against SG Dollar.” Share price fell by 4.3% from S\$0.575 on 16 June to S\$0.550 on 17 June, but rose to S\$0.555 on 23 June 2025.

On 21 July 2025, the Monetary Authority of Singapore (“MAS”) announced that it [appointed the “first batch of asset managers under the S\\$5 billion Equity Market Development Programme \(EQDP\).”](#) Share price rose by 7.2% to S\$0.595 on 21 July from S\$0.555 on 18 July 2025.

On 29 July 2025 (after trading hours), BTL released its results for 1H FY2025. Revenue fell by 56% year-on-year (“y-o-y”) in 1H FY2025, while profit/loss attributable to owners of the Company fell to a loss of S\$18.6 million in 1H FY2025 from a profit of S\$11.9 million in 1H FY2024. Share price fell by 4.3% to S\$0.550 on 5 August from S\$0.575 on 29 July 2025.

On 3 December 2025 (after trading hours), BTL announced that it was “expected to report a net loss after tax for full year ending 31 December 2025 (“12M2025”), as compared with the net profit after tax recorded for the corresponding period ended 31 December 2024.” BTL added, “The anticipated net loss after tax for 12M2025 is attributable to lower revenue and foreign exchange losses arising from the weakening of US Dollar against Singapore Dollar.” Share price fell by 2.9% to S\$0.510 on 10 December from S\$0.525 on 3 December 2025.

On 12 January 2026 (after trading hours), BTL’s 54.98%-owned subsidiary CH Offshore (“CHO”) announced that it was “expected to report a net loss after tax for full year ended 31 December 2025 (“12M2025”), as compared with the net profit after tax recorded for the corresponding financial year ended 31 December 2024.” CHO added, “The anticipated net loss after tax for 12M2025 is mainly attributable to lower revenue, especially revenue from third-party chartered vessels, and higher taxation charge from non-exempt shipping income.” However, share price rose by 3.7% from S\$0.540 on 12 January to S\$0.560 on 13 January, before falling to S\$0.520 on 19 January 2026.

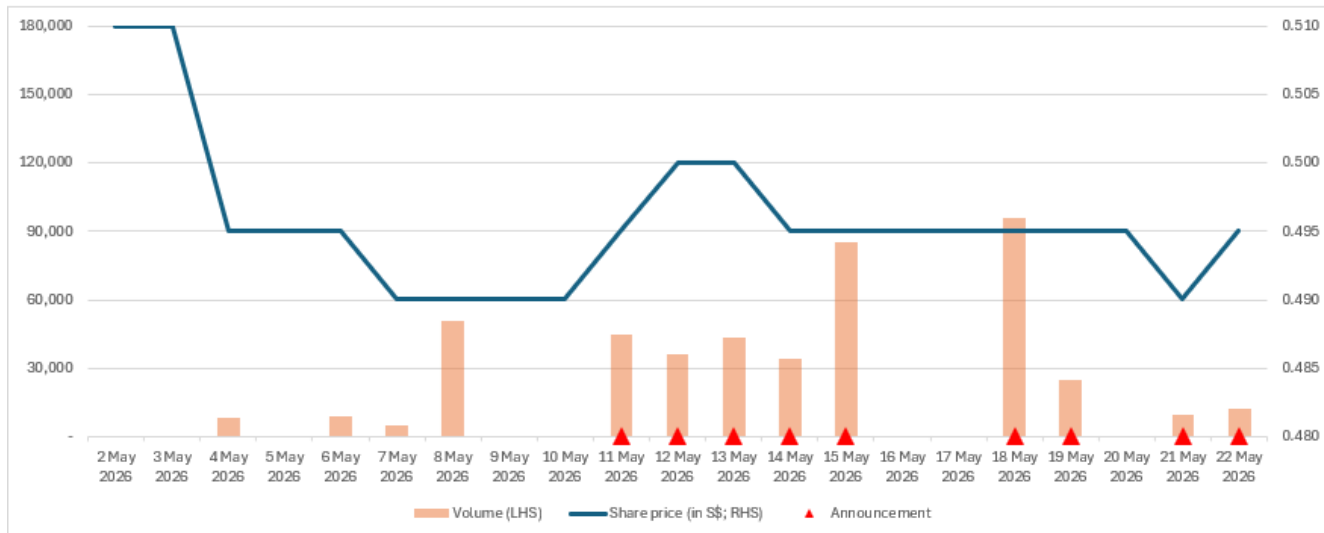
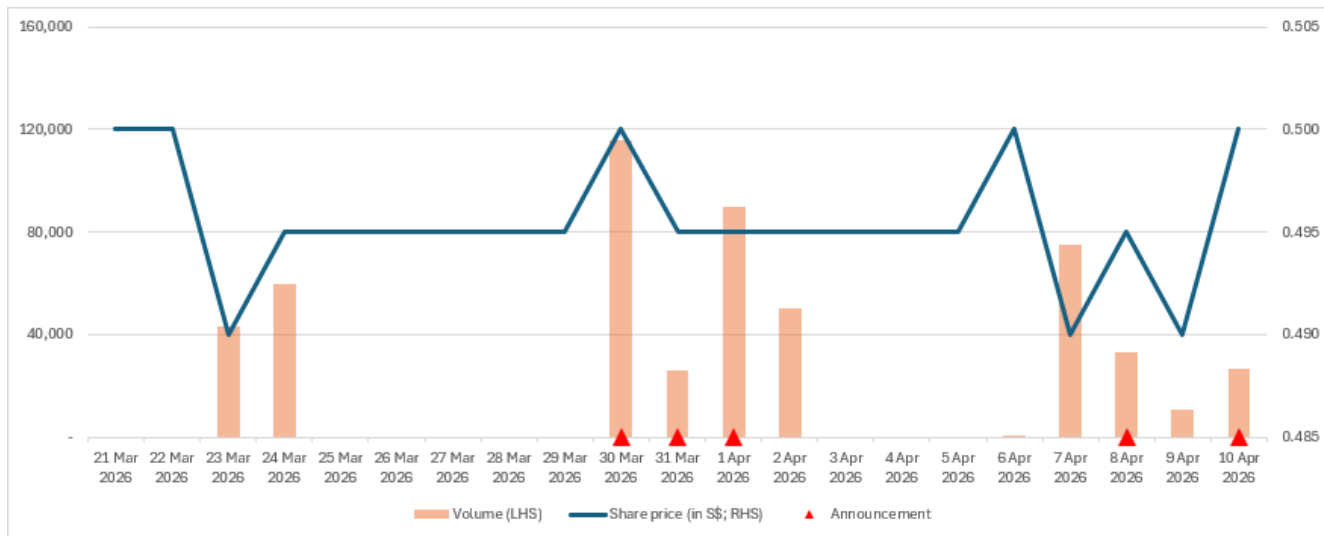
Volume rose above 100,000 on 28 to 30 January 2026, and share price rose from S\$0.535 on 27 January to S\$0.560 on 30 January 2026. However, share price subsequently fell back to S\$0.535 on 2 February 2026.

On 27 February 2026 (after trading hours), BTL released its results for 2H FY2025. Revenue fell by 36% y-o-y while profit attributable to owners of the Company fell to a loss of S\$7.0 million in 2H FY2025 from a profit of S\$6.3 million in 2H FY2024. BTL also declared Dividend Per Share (“DPS” in cents) of 1.5 for FY2025. Share price fell from S\$0.525 on 27 February to S\$0.520 on 2 & 4 March, before falling to S\$0.510 on 6 March 2026.

Subsequently, BTL announced share buybacks on 24 March (30,000 shares), 30 March (55,700 shares), 31 March (19,400 shares), and 1 April (22,100 shares). However, there was little change in share price amid the share buybacks, as may be seen in **Exhibit 9** (top).

BTL also announced share buybacks on 11 May (39,700 shares), 12 May (34,200 shares), 13 May (25,000 shares), 14 May (23,000 shares), 15 May (69,400 shares), 18 May (80,000 shares), 19 May (21,900 shares), 21 May (9,600 shares), and 22 May (12,100 shares). Similarly, there was little change in share price amid the buybacks, as may be seen in **Exhibit 9** (bottom).

Exhibit 9: Share Price Performance (21 March to 10 April 2026 and 2 to 22 May 2026)



Source: Yahoo! Finance, FPA

FINANCIAL ANALYSIS

(I) FINANCIAL REVIEW

Revenue:

Revenue fell by 35.8% to S\$25.4 million in 2H FY2025 from S\$39.6 million in 2H FY2024, as shown in **Exhibit 10**, amid marine offshore revenue falling by 41.0% y-o-y. We estimate the fall in marine offshore revenue to be mainly due to marine offshore revenue (excluding CH Offshore or "CHO") falling by 64.8% y-o-y in 2H FY2025.

Exhibit 10: Revenue (2H FY2025 vs 2H FY2024)

(in S\$ '000 unless otherwise stated)	Actual*		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Charter hire revenue (CHO; est. in S\$ '000)	5,976	8,487	(2,510)	(29.6%)
Other ancillary charter hire revenue (CHO; est. in S\$ '000)	6,794	6,414	380	5.9%
Management and agency fee (CHO; est. in S\$ '000)	139	232	(93)	(40.0%)
Marine offshore revenue (BTL excl. CHO)	5,885	16,732	(10,847)	(64.8%)
Marine offshore revenue	18,795	31,865	(13,070)	(41.0%)
Spare sales	6,648	7,773	(1,125)	(14.5%)
Revenue	25,443	39,638	(14,195)	(35.8%)

CHO's revenue in US\$ '000:

Charter hire revenue	4,634	6,400	(1,766)	(27.6%)
Other ancillary charter hire revenue	5,268	4,837	431	8.9%
Management and agency fee	108	175	(67)	(38.3%)

Average USD-to-SGD exchange rate:

Average USD-to-SGD exchange rate	1.290	1.326	(0.036)	(2.7%)
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

An estimated breakdown of BTL's revenue from 1H FY2021 to 2H FY2025 is shown in **Exhibit 11**.

Exhibit 11: Revenue (1H FY2021 to 2H FY2025)

(in S\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Charter hire revenue (CHO; est. in S\$ '000)	2,594	4,641	5,769	5,716	4,717	14,801	9,726	8,487	4,663	5,976
Other ancillary charter hire revenue (CHO; est. in S\$ '000)	5,783	7,188	6,529	7,016	6,392	5,942	9,963	6,414	9,514	6,794
Management and agency fee (CHO; est. in S\$ '000)	851	(188)	564	43	240	312	260	232	154	139
Marine offshore revenue (BTL excl. CHO; est.)	20,211	24,962	31,905	33,247	25,605	25,149	25,706	16,732	1,783	5,885
Marine offshore revenue	29,438	36,602	44,766	46,022	36,954	46,203	45,654	31,865	16,114	18,795
Spare sales	937	2,520	2,362	5,351	2,419	5,839	6,727	7,773	6,881	6,648
Revenue	30,375	39,122	47,128	51,373	39,373	52,042	52,381	39,638	22,995	25,443

CHO's revenue in US\$ '000:

Charter hire revenue	1,947	3,426	4,227	4,105	3,531	10,965	7,224	6,400	3,520	4,634
Other ancillary charter hire revenue	4,341	5,306	4,784	5,039	4,785	4,402	7,400	4,837	7,182	5,268
Management and agency fee	639	(139)	413	31	180	231	193	175	116	108

Average USD-to-SGD exchange rate:

Average USD-to-SGD exchange rate	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

BTL noted on its Blue Titanium liftboat during the Annual General Meeting (“AGM”) held in late April 2026, “The Blue Titanium was on charter in Southeast Asia for a number of years, and that charter came to an end in November 2024.” BTL also noted, “the Company has actively pursued charter and tender opportunities including in the Middle East. However, after careful evaluation of the commercial terms and risk-return profile of the various markets available, the Company concluded that the opportunities then on the table did not meet the Company's threshold for value and risk. The liftboat has therefore remained at the Company's yard.”

We also note that, as shown in **Exhibit 12**: (2) charter hire revenue and other ancillary charter hire revenue (grouped as charter hire related revenue) of BTL (excluding CHO) generally trended with revenue from one major customer from FY2021 to FY2024; and (3) we estimate charter hire related revenue (excluding CHO) to have fallen to S\$0.1 million in FY2025. Charter hire related revenue is part of marine offshore revenue.

Accordingly, we note that charter related revenue (excluding CHO) thus total revenue fell in FY2025, amid the Blue Titanium liftboat having yet to be re-chartered in 2025 after its previous charter ended in 2024.

Exhibit 12: Charter Hire Related Revenue (excl. CHO) vs Revenue from One Major Customer (FY2021 to FY2025)

(in S\$ '000 unless otherwise stated)	Actual*				
	FY2021	FY2022	FY2023	FY2024	FY2025
Charter hire revenue (BTL excl. CHO; est.)	13,862	14,716	14,319	12,819	(8)
Other ancillary charter hire revenue (BTL excl. CHO; est.)	20,694	21,014	22,046	20,652	87
Charter hire related revenue (BTL excl. CHO; estimate)	34,557	35,730	36,365	33,471	79
Revenue from one major customer	33,201	35,427	36,220	33,335	11,794
Charter hire revenue:					
Charter hire revenue (CHO; in US\$ '000)	5,373	8,332	14,496	13,624	8,154
Multiply by: average USD-to-SGD exchange rate	1.343	1.379	1.343	1.336	1.307
Charter hire revenue (CHO; est. in S\$ '000)	7,219	11,487	19,465	18,203	10,656
Charter hire revenue (BTL excl. CHO; est.)	13,862	14,716	14,319	12,819	(8)
Charter hire revenue (BTL)	21,081	26,203	33,784	31,022	10,648
Other ancillary charter hire revenue:					
Other ancillary charter hire revenue (CHO; in US\$ '000)	9,647	9,823	9,187	12,237	12,450
Multiply by: average USD-to-SGD exchange rate	1.343	1.379	1.343	1.336	1.307
Other ancillary charter hire revenue (CHO; est. in S\$ '000)	12,961	13,543	12,336	16,350	16,271
Other ancillary charter hire revenue (BTL excl. CHO; est.)	20,694	21,014	22,046	20,652	87
Other ancillary charter hire revenue (BTL)	33,655	34,557	34,382	37,002	16,358

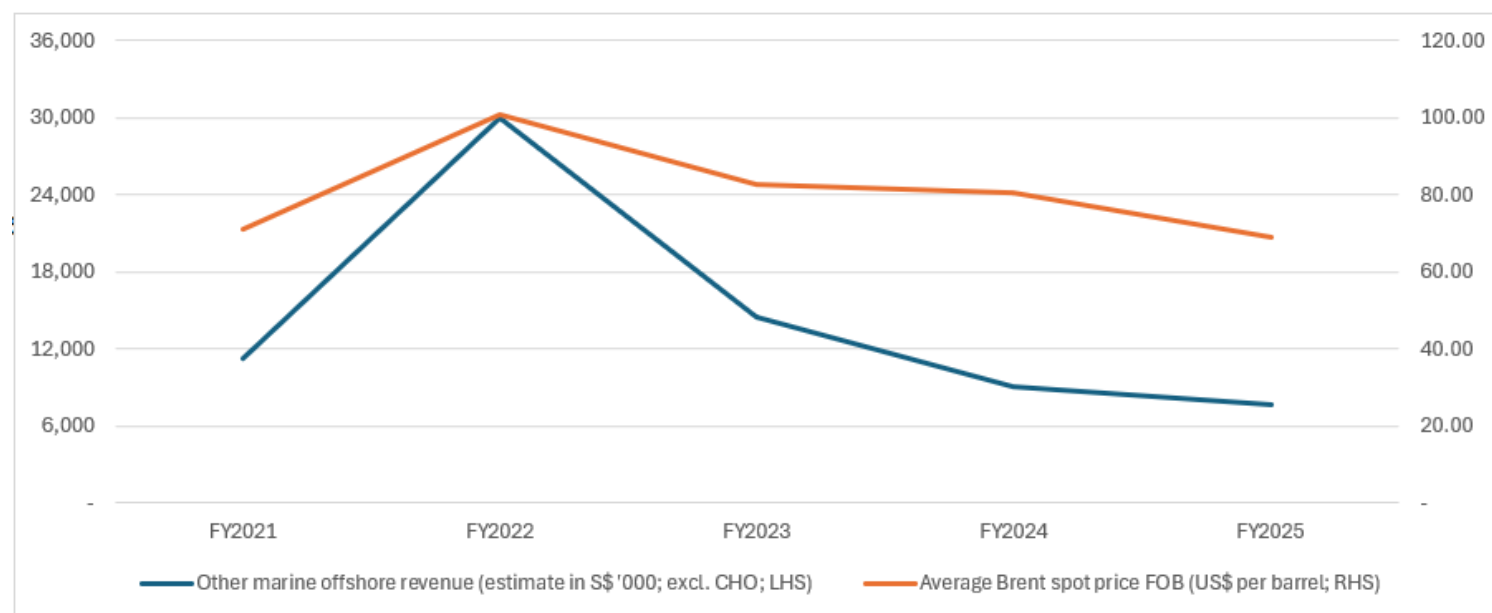
* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Meanwhile, we estimate that other marine offshore revenue (which may relate mainly to fabrication revenue) fell to S\$7.9 million in FY2025 from S\$9.5 million in FY2024, in line with the fall in average Brent spot price, as shown in **Exhibit 13**.

Exhibit 13: Other Marine Offshore Revenue vs Average Brent Spot Price (FY2021 to FY2025)

(in S\$ '000 unless otherwise indicated)	Actual*				
	FY2021	FY2022	FY2023	FY2024	FY2025
Charter hire related revenue (CHO)	20,179	25,030	31,801	34,553	26,927
Charter hire related revenue (BTL excl. CHO; estimate)	34,557	35,730	36,365	33,471	79
Charter hire related revenue (BTL)	54,736	60,760	68,166	68,024	27,006
Management and agency fee (CHO)	500	444	552	492	293
Other marine offshore revenue (estimate; excl. CHO)	11,304	30,028	14,439	9,003	7,610
Marine offshore revenue	66,040	90,788	83,157	77,519	34,909
Average Brent spot price FOB (US\$ per barrel)	70.86	100.93	82.49	80.52	69.14



* unless indicated as estimate.

Source: BTL, EIA, FPA

We continue by reviewing the charter hire related revenue of CHO. By assuming that the utilisation of CHO's vessels in 1H & 2H FY2025 was the same as for the full year FY2025, and estimating the utilisation in 2H of FY2021 to FY2024 based on the days in each period, we compare the charter hire related revenue of CHO with that of the effective average AHTS 120t BP TC rate [average AHTS 120t BP TC rate × est. utilisation for each period] from 1H FY2021 to 2H FY2025, as shown in **Exhibit 14**.

Exhibit 14: Charter Hire Related Revenue of CHO (1H FY2021 to 2H FY2025)

(in US\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Charter hire revenue (CHO)	1,947	3,426	4,227	4,105	3,531	10,965	7,224	6,400	3,520	4,634
Other ancillary charter hire revenue (CHO)	4,341	5,306	4,784	5,039	4,785	4,402	7,400	4,837	7,182	5,268
Charter hire related revenue (CHO)	6,288	8,732	9,011	9,144	8,316	15,367	14,624	11,237	10,702	9,902

vs effective average AHTS 120t BP TC rate:

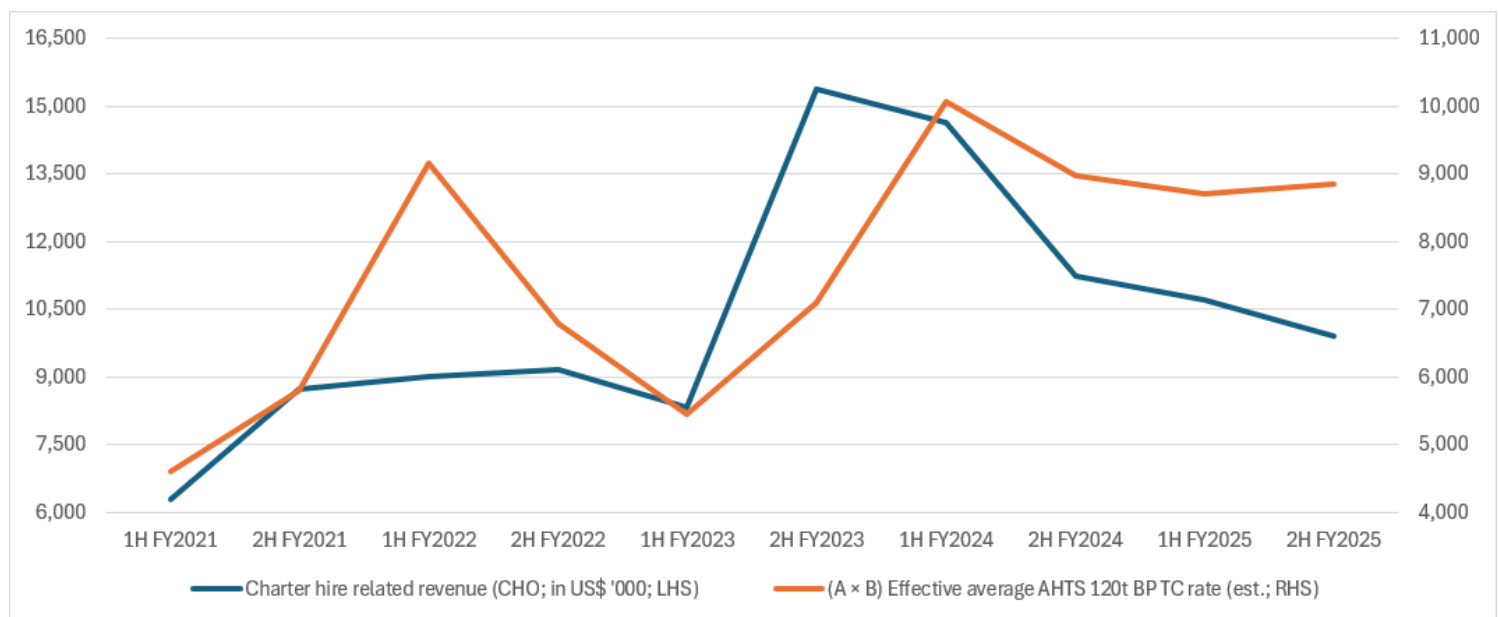
(A) Average AHTS 120t BP TC rate (est.)	8,510	9,056	10,287	11,454	12,973	15,415	17,065	18,272	18,503	18,834
(B) Utilisation (semi-annual; est. for FY25 & 2H of FY21-24)	54%	64%	89%	59%	42%	46%	59%	49%	47%	47%
(A × B) Effective average AHTS 120t BP TC rate (est.)	4,595	5,789	9,156	6,786	5,449	7,086	10,068	8,963	8,696	8,852
(B) Utilisation (semi-annual; est. for FY25 & 2H of FY21-24)	54%	64%	89%	59%	42%	46%	59%	49%	47%	47%
Adj. utilisation (est. to reflect a vessel under arbitration)	54%	64%	89%	59%	50%	55%	71%	59%	56%	56%
Utilisation (full-year)	59%	59%	74%	74%	44%	44%	54%	54%	47%	47%
Days in period	181	184	181	184	181	184	182	184	181	184
Days in year	365	365	365	365	365	365	366	366	365	365

* unless indicated as estimate. Note: We estimate adjusted utilisation by multiplying utilisation by 6/5 to highlight utilisation of the vessels not under arbitration. Average AHTS 120t BP TC rate estimated from **Exhibit 4** on page 5.

Source: CHO, Clarksons (as cited by Tidewater in May 2025), FPA

CHO noted that its revenue (mainly charter hire related revenue) fell “due to the decrease in utilisation rate from 54% in FY2024 to 47% in FY2025 and a decrease in revenue from third-party chartered vessels.” CHO added that utilisation fell “mainly due to the unavailability of a vessel for charter as the vessel underwent drydocking.” The charter hire related revenue of CHO generally trended with the effective average AHTS 120t BP TC rate from 1H FY2021 to 2H FY2025, as may be seen in **Exhibit 15**.

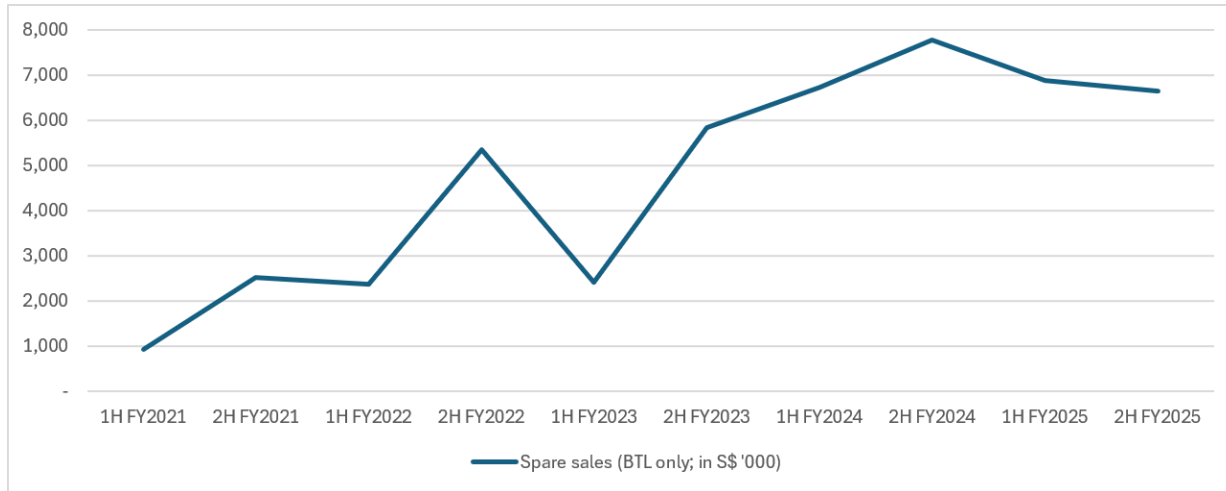
Exhibit 15: Charter Hire Related Revenue of CHO vs Effective Average AHTS 120t BP TC Rate (1H FY2021 to 2H FY2025)



Source: BTL, Clarksons (as cited by Tidewater in May 2025), FPA

Spare sales fell by 14.5% to S\$6.6 million in 2H FY2025 from S\$7.8 million in 2H FY2024 after generally rising from S\$0.9 million in 1H FY2021, as may be seen in **Exhibit 16**.

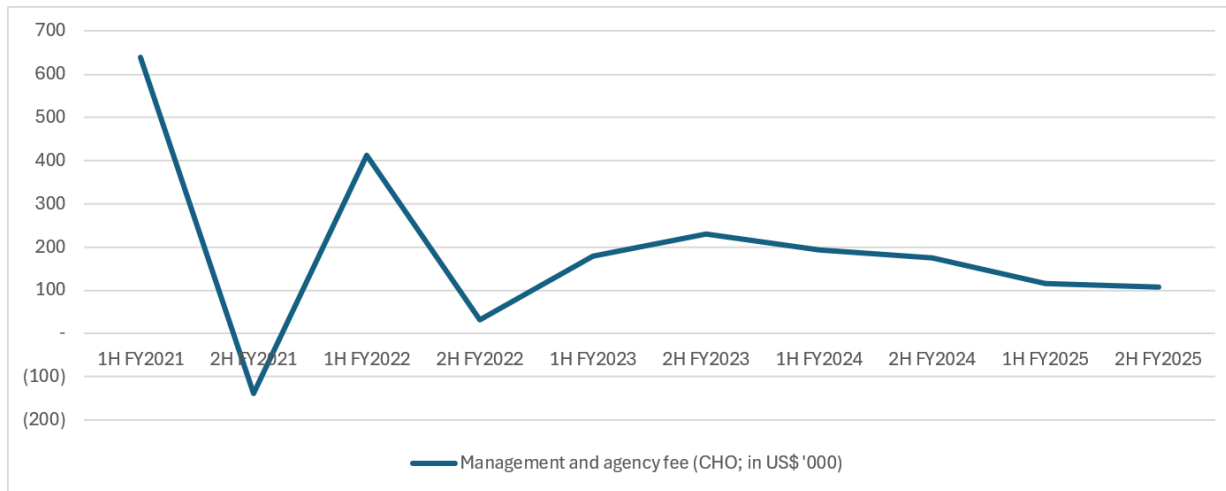
Exhibit 16: Spare Sales (1H FY2021 to 2H FY2025)



Source: BTL, FPA

Meanwhile, management & agency fee fell to S\$0.1 million in 2H FY2025 from S\$0.2 million in 2H FY2024, as may be seen in **Exhibit 17**.

Exhibit 17: Management & Agency Fee (1H FY2021 to 2H FY2025)



Source: CHO, FPA

Spare sales and management & agency fee from 1H FY2021 to 2H FY2025 are shown in **Exhibit 18**.

Exhibit 18: Spare Sales and Management & Agency Fee (1H FY2021 to 2H FY2025)

(in respective currencies)	Actual									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Spare sales (BTL only; in S\$ '000)	937	2,520	2,362	5,351	2,419	5,839	6,727	7,773	6,881	6,648
Management and agency fee (CHO; in US\$ '000)	639	(139)	413	31	180	231	193	175	116	108

Source: BTL, CHO, FPA

Gross profit:

Gross profit fell by 85.9% to S\$2.3 million in 2H FY2025 from S\$16.0 million in 2H FY2024 amid gross profit (excluding CHO) falling by S\$12.2 million y-o-y.

Exhibit 19: Gross Profit (2H FY2025 vs 2H FY2024)

(in S\$ '000 unless otherwise stated)	Actual*		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Gross profit before direct depreciation (CHO; est. in S\$ '000)	5,709	7,342	(1,633)	(22.2%)
Direct depreciation (CHO; est. in S\$ '000)	(3,392)	(3,495)	104	(3.0%)
Gross profit/(loss) after direct depn (CHO; est. in S\$ '000)	2,318	3,847	(1,529)	(39.8%)
Gross profit (BTL excl. CHO)	(54)	12,182	(12,236)	(100.4%)
Gross profit (BTL)	2,264	16,029	(13,765)	(85.9%)
Divide by: Revenue (BTL)	25,443	39,638	(14,195)	(35.8%)
Gross margin	8.9%	40.4%	-	-

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Given that the gross margin of BTL excluding CHO became negative in 1H & 2H FY2025, as shown in **Exhibit 20**, after the liftboat returned to Singapore in November 2024, we estimate that cost of sales (BTL excluding CHO) includes the liftboat's depreciation costs; thus, gross profit fell in 1H & 2H FY2025 amid the liftboat having yet to be re-chartered in 2025.

Exhibit 20: Gross Profit (1H FY2021 to 2H FY2025)

(in S\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Gross profit before direct depreciation (CHO; est. in S\$ '000)	3,301	2,895	6,735	2,802	1,377	4,017	7,472	7,342	8,380	5,709
Direct depreciation (CHO; est. in S\$ '000)	(3,539)	(3,511)	(3,142)	(3,260)	(3,084)	(3,260)	(3,084)	(3,495)	(3,554)	(3,392)
Gross profit/(loss) after direct depn (CHO; est. in S\$ '000)	(238)	(616)	3,593	(458)	(1,707)	757	4,388	3,847	4,826	2,318
Gross profit (BTL excl. CHO)	8,880	10,151	13,737	14,938	13,389	15,605	15,373	12,182	(4,562)	(54)
Gross profit (BTL)	8,642	9,535	17,330	14,480	11,682	16,362	19,761	16,029	264	2,264
Divide by: Revenue (BTL)	30,375	39,122	47,128	51,373	39,373	52,042	52,381	39,638	22,995	25,443
Gross margin	28.5%	24.4%	36.8%	28.2%	29.7%	31.4%	37.7%	40.4%	1.1%	8.9%

BTL (excl. CHO):

Gross profit (BTL excl. CHO)	8,880	10,151	13,737	14,938	13,389	15,605	15,373	12,182	(4,562)	(54)
Divide by: Revenue (BTL excl. CHO)	21,148	27,482	34,267	38,598	28,024	30,988	32,433	24,505	8,664	12,533
Gross margin	42.0%	36.9%	40.1%	38.7%	47.8%	50.4%	47.4%	49.7%	(52.7%)	(0.4%)

Revenue (BTL excl. CHO)	21,148	27,482	34,267	38,598	28,024	30,988	32,433	24,505	8,664	12,533
Deduct: Gross profit (BTL excl. CHO)	(8,880)	(10,151)	(13,737)	(14,938)	(13,389)	(15,605)	(15,373)	(12,182)	4,562	54
Cost of sales (BTL excl. CHO)	12,267	17,330	20,530	23,659	14,635	15,383	17,059	12,323	13,226	12,587

CHO (in US\$ '000):

Gross profit before direct depreciation (BTL excl. CHO)	2,478	2,137	4,935	2,012	1,031	2,976	5,550	5,537	6,326	4,427
Divide by: Revenue (CHO)	6,927	8,593	9,424	9,175	8,496	15,598	14,817	11,412	10,818	10,010
Gross margin	35.8%	24.9%	52.4%	21.9%	12.1%	19.1%	37.5%	48.5%	58.5%	44.2%

Gross profit before direct depreciation	2,478	2,137	4,935	2,012	1,031	2,976	5,550	5,537	6,326	4,427
Direct depreciation	(2,657)	(2,592)	(2,302)	(2,341)	(2,309)	(2,415)	(2,291)	(2,636)	(2,683)	(2,630)
Gross profit/(loss) after direct depreciation	(179)	(455)	2,633	(329)	(1,278)	561	3,259	2,901	3,643	1,797

Average USD-to-SGD exchange rate:

Average USD-to-SGD exchange rate	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Net other income/expenses:

Net other income/expenses fell by 81.3% to S\$0.5 million in 2H FY2025 from S\$2.6 million in 2H FY2024, as shown in **Exhibit 21**, mainly amid S\$2.0 million of impairment loss on vessel which related to a vessel that would be unavailable for charter amid ongoing arbitration.

Exhibit 21: Net Other Income & Expenses (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual*		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Grant income	84	19	65	342.1%
Interest income	1,220	1,839	(619)	(33.7%)
Net foreign exchange gain/(loss)	1,254	555	699	125.9%
Impairment loss on vessel	(1,959)	-	(1,959)	n.m.
Loss on disposal of PPE	(301)	-	(301)	n.m.
Others (estimate)	191	203	(12)	(5.9%)
Other income/(expenses), net	489	2,616	(2,127)	(81.3%)

* unless indicated as estimate. n.m. = not meaningful.

Source: BTL, FPA

We estimate the breakdown of net other income/expenses from 1H FY2021 to 2H FY2025 as shown in **Exhibit 22**.

Exhibit 22: Net Other Income/Expenses (1H FY2021 to 2H FY2025)

(in S\$ '000)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Grant income	658	660	331	218	168	11	114	19	63	84
Interest income	56	38	75	479	932	1,856	1,690	1,839	1,451	1,220
Net foreign exchange gain/(loss)	242	(55)	1,308	(1,834)	294	(2,474)	3,070	555	(7,955)	1,254
Impairment loss on vessel	-	-	-	-	-	(4,160)	-	-	-	(1,959)
Loss on disposal of PPE	-	(4,727)	-	-	-	-	-	-	-	(301)
Others (estimate)	1,061	876	196	477	100	138	195	203	32	191
Other income/(expenses), net	2,017	(3,208)	1,910	(660)	1,494	(4,629)	5,069	2,616	(6,409)	489

BTL (excl. CHO: estimate):

Grant income	550	630	226	204	133	6	59	11	51	66
Interest income	56	38	75	478	932	1,856	1,690	1,839	1,451	1,220
Net foreign exchange gain/(loss)	448	148	1,191	(1,341)	891	(2,285)	3,284	233	(7,808)	1,119
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	(301)
Others (estimate)	183	220	210	43	(38)	17	125	105	(41)	722
Other income/(expenses), net	1,238	1,036	1,701	(617)	1,919	(407)	5,158	2,188	(6,347)	2,826

(in US\$ '000)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Grant income	81	22	77	10	26	4	41	6	9	14
Write-back of expected credit losses on trade receivables	-	1,273	-	60	-	365	116	17	-	-
Interest income from third parties / outside parties	-	-	-	1	-	-	-	-	-	-
Net foreign exchange gain	-	-	86	-	-	-	-	243	-	105
Gain on disposal of vessels	667	-	-	-	-	-	-	-	-	-
Others	3	(210)	2	237	114	116	58	(63)	60	145
Other income	751	1,085	165	308	140	485	215	203	69	264

Net foreign exchange loss	(155)	(150)	-	(354)	(447)	(140)	(159)	-	(111)	-
Expected credit loss(es) on trade receivables	-	(137)	(1,150)	(2,160)	(1,082)	(383)	-	(835)	-	-
Impairment loss on vessel(s)	-	-	-	-	-	(3,100)	-	-	-	(1,500)
Loss on disposal of vessel(s)	-	(3,505)	-	-	-	-	-	-	-	-
Impairment of loan to associated company	-	(61)	-	-	-	-	-	-	-	-
Others	-	783	-	86	-	-	-	159	111	(435)
Other expenses	(155)	(3,070)	(1,150)	(2,428)	(1,529)	(3,623)	(159)	(676)	-	(1,935)
Indirect depreciation	(11)	(12)	(12)	(11)	(11)	(8)	(6)	(22)	(116)	(141)
Other expenses (incl. indirect depreciation)	(166)	(3,082)	(1,162)	(2,439)	(1,540)	(3,631)	(165)	(698)	(116)	(2,076)

Average USD-to-SGD exchange rate	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Administrative expenses:

Administrative expenses fell by 9.7% to S\$10.6 million in 2H FY2025 from S\$11.8 million in 2H FY2024, as shown in **Exhibit 23**, amid revenue falling by 35.8% y-o-y.

Exhibit 23: Administrative Expenses (2H FY2025 vs 2H FY2024)

(in S\$ '000 unless otherwise stated)	Actual*		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Administrative expenses (CHO; adjusted; est. in S\$ '000)	2,809	3,680	(871)	(23.7%)
Administrative expenses (BTL excl. CHO; estimate)	7,804	8,076	(272)	(3.4%)
Administrative expenses (BTL)	10,613	11,756	(1,143)	(9.7%)
Revenue (BTL)	25,443	39,638	(14,195)	(35.8%)

* unless indicated as estimate.

Source: BTL, CHO, FPA

We estimate the breakdown of administrative expenses from 1H FY2021 to 2H FY2025 as shown in **Exhibit 24**.

Exhibit 24: Administrative Expenses (1H FY2021 to 2H FY2025)

(in S\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Administrative expenses (CHO; adjusted; est. in S\$ '000)	2,051	402	3,479	4,982	3,569	2,250	2,232	3,680	2,419	2,809
Administrative expenses (BTL excl. CHO; estimate)	4,959	6,467	6,420	6,640	7,589	7,725	8,527	8,076	7,680	7,804
Administrative expenses (BTL)	7,010	6,869	9,899	11,622	11,158	9,975	10,759	11,756	10,099	10,613
Revenue (BTL)	30,375	39,122	47,128	51,373	39,373	52,042	52,381	39,638	22,995	25,443
BTL (excl. CHO; in S\$ '000):										
Administrative expenses (BTL excl. CHO; estimate)	4,959	6,467	6,420	6,640	7,589	7,725	8,527	8,076	7,680	7,804
Divide by: Revenue	21,148	27,482	34,267	38,598	28,024	30,988	32,433	24,505	8,664	12,533
Administrative expenses as a % of revenue	23.4%	23.5%	18.7%	17.2%	27.1%	24.9%	26.3%	33.0%	88.6%	62.3%
CHO (in US\$ '000):										
Administrative expenses (CHO)	1,540	1,433	1,399	1,478	1,590	1,649	1,774	1,957	1,826	2,178
Divide by: Revenue	6,927	8,593	9,424	9,175	8,496	15,598	14,817	11,412	10,818	10,010
Administrative expenses as a % of revenue	22.2%	16.7%	14.8%	16.1%	18.7%	10.6%	12.0%	17.1%	16.9%	21.8%
Administrative expenses (CHO)	1,540	1,433	1,399	1,478	1,590	1,649	1,774	1,957	1,826	2,178
Add: Write-back of expected credit losses on trade receivables	-	(1,273)	-	(60)	-	(365)	(116)	(17)	-	-
Add: Expected credit loss(es) on trade receivables	-	137	1,150	2,160	1,082	383	-	835	-	-
Administrative expenses (CHO; adjusted; estimate)	1,540	297	2,549	3,578	2,672	1,667	1,658	2,775	1,826	2,178

Average USD-to-SGD exchange rate:

Average USD-to-SGD exchange rate	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Finance cost:

Finance cost fell by 21.8% to S\$0.3 million in 2H FY2025 from S\$0.4 million in 2H FY2024, as shown in **Exhibit 25**, amid CHO's finance cost (in USD) falling by 34.4% y-o-y.

Exhibit 25: Finance Cost (2H FY2025 vs 2H FY2024)

(in S\$ '000 unless otherwise stated)	Actual*		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Finance cost (CHO; estimate in S\$ '000)	135	212	(77)	(36.2%)
Interest expense on lease liabilities (estimate)	206	224	(18)	(8.2%)
Finance cost (BTL)	341	436	(95)	(21.8%)

CHO (in US\$ '000):

Finance cost	105	160	(55)	(34.4%)
Average USD-to-SGD exchange rate	1.290	1.326	(0.036)	(2.7%)

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Finance cost from 1H FY2021 to 2H FY2025 is shown in **Exhibit 26**. We estimate that interest expense on lease liabilities totalled S\$420,000 (nearest '000) in FY2025 (S\$215,000 in 1H FY2025 + S\$206,000 in 2H FY2025, as shown in **Exhibit 26**).

Exhibit 26: Finance Cost (1H FY2021 to 2H FY2025)

(in S\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Finance cost (CHO; estimate in S\$ '000)	244	226	199	202	242	234	230	212	181	135
Interest expense on lease liabilities (estimate)	100	87	75	60	47	31	235	224	215	206
Finance cost (BTL)	344	313	274	262	289	265	465	436	396	341

CHO (in US\$ '000):

Finance cost	183	167	146	145	181	173	171	160	137	105
Average USD-to-SGD exchange rate	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

A breakdown of finance cost from FY2021 to FY2025 is shown in **Exhibit 27**.

BTL disclosed that interest expense on lease liabilities was S\$479,000 (nearest '000) in FY2025. However, based on the disclosed finance cost of BTL and CHO for FY2025, we estimate a difference of S\$58,000 (nearest '000) between BTL's finance cost and the estimated breakdown of BTL's finance cost [CHO's finance cost (in SGD) + BTL's interest expense of lease liabilities]. Accordingly, we note that actual interest expense on lease liabilities may instead be S\$420,000 (nearest '000), as estimated by us (based on **Exhibit 26** on page 19).

Exhibit 27: Finance Cost (FY2021 to FY2025)

(in S\$ '000 unless otherwise stated)	Actual*				
	FY2021	FY2022	FY2023	FY2024	FY2025
Finance cost (CHO; est. in S\$ '000)	470	401	475	442	316
Interest expense on lease liabilities	187	135	79	458	479
Others (estimate)	-	-	-	1	(58)
Finance cost (BTL)	657	536	554	901	737
<u>Interest expense schedule (estimated):</u>					
Loan #1 (secured revolving credit facility)	237	224	396	384	299
Loan #2 (unsecured loan)	105	138	105	68	26
Loan #3 (secured loan)	168	99	-	-	-
Lease liabilities (actual disclosed interest expense)	187	135	79	458	479
Finance cost (estimated)	697	596	580	910	804
<u>Disclosed (effective) interest rates:</u>					
Loan #1 (secured revolving credit facility)	3.16%	3.73%	6.58%	6.41%	5.01%
Loan #2 (unsecured loan) ⁽¹⁾	3.00%	3.00%	3.00%	3.00%	3.00%
Loan #3 (secured loan)	5.50%	5.50%	-	-	-
Lease liabilities (estimate)	5.34%	5.08%	4.50%	5.78%	6.52%
Average Effective Federal Funds Rate ("EFFR")	0.08%	1.68%	5.03%	5.15%	4.21%
Loan #1 (secured revolving credit facility)	7,501	6,011	6,013	5,993	5,970
Loan #2 (unsecured loan) ⁽¹⁾	3,500	4,615	3,509	2,258	872
Loan #3 (secured loan)	3,051	1,794	-	-	-
Lease liabilities	3,505	2,656	1,756	7,925	7,344
Total borrowings (prev. FY)	17,557	15,076	11,278	16,176	14,186
<u>CHO (in US\$ '000):</u>					
Finance cost	350	291	354	331	242
Average SGD-to-USD exchange rate	1.343	1.379	1.343	1.336	1.307

* unless indicated as estimate.

⁽¹⁾ "Temporary Bridging Loan under Enterprise Financing Scheme for working capital assistance" according to BTL.

Source: BTL, CHO, Federal Reserve Bank of New York (EFFR), Yahoo! Finance (exchange rates), FPA

Profit/loss before tax:

Accordingly, profit/loss before tax fell to a loss of S\$8.2 million in 2H FY2025 from a profit of S\$6.5 million in 2H FY2024, as shown in **Exhibit 28**.

Exhibit 28: Profit/Loss Before Tax (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Gross profit	2,264	16,029	(13,765)	(85.9%)
Other income/(expenses), net	489	2,616	(2,127)	(81.3%)
Administrative expenses	(10,613)	(11,756)	1,143	(9.7%)
Finance cost	(341)	(436)	95	(21.8%)
(Loss)/profit before tax	(8,201)	6,453	(14,654)	(227.1%)

Source: BTL, FPA

An estimated breakdown of profit/loss before tax from 1H FY2021 to 2H FY2025 is shown in **Exhibit 29**.

Exhibit 29: Profit/Loss Before Tax (1H FY2021 to 2H FY2025)

(in S\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Gross profit	8,642	9,535	17,330	14,480	11,682	16,362	19,761	16,029	264	2,264
Other income/(expenses), net	2,017	(3,208)	1,910	(660)	1,494	(4,629)	5,069	2,616	(6,409)	489
Administrative expenses	(7,010)	(6,869)	(9,899)	(11,622)	(11,158)	(9,975)	(10,759)	(11,756)	(10,099)	(10,613)
Finance cost	(344)	(313)	(274)	(262)	(289)	(265)	(465)	(436)	(396)	(341)
(Loss)/profit before tax	3,295	(855)	9,067	1,936	1,729	1,493	13,606	6,453	(16,640)	(8,201)

BTL (excl. CHO; estimate):

Gross profit	8,880	10,151	13,737	14,938	13,389	15,605	15,373	12,182	(4,562)	(54)
Other income/(expenses), net	1,238	1,036	1,701	(617)	1,919	(407)	5,158	2,188	(6,347)	2,826
Administrative expenses	(4,959)	(6,467)	(6,420)	(6,640)	(7,589)	(7,725)	(8,527)	(8,076)	(7,680)	(7,804)
Finance cost	(100)	(87)	(75)	(60)	(47)	(31)	(235)	(224)	(215)	(206)
(Loss)/profit before tax	5,049	4,634	8,943	7,621	7,672	7,442	11,770	6,070	(18,803)	(5,237)

CHO (in US\$ '000):

Gross profit/(loss) after direct depreciation	(179)	(455)	2,633	(329)	(1,278)	561	3,259	2,901	3,643	1,797
Other income	751	1,085	165	308	140	485	215	203	69	264
Other expenses	(155)	(3,070)	(1,150)	(2,428)	(1,529)	(3,623)	(159)	(676)	-	(1,935)
Indirect depreciation	(11)	(12)	(12)	(11)	(11)	(8)	(6)	(22)	(116)	(141)
Administrative expenses	(1,540)	(1,433)	(1,399)	(1,478)	(1,590)	(1,649)	(1,774)	(1,957)	(1,826)	(2,178)
Finance cost	(183)	(167)	(146)	(145)	(181)	(173)	(171)	(160)	(137)	(105)
(Loss)/profit before income tax	(1,317)	(4,052)	91	(4,083)	(4,449)	(4,407)	1,364	289	1,633	(2,298)
Average USD-to-SGD exchange rate	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Income tax expense/credit:

Income tax was a credit of S\$0.2 million in 2H FY2025, vs an expense of S\$0.3 million in 2H FY2024, as shown in **Exhibit 30**, amid loss before tax of S\$8.2 million in 2H FY2025.

Exhibit 30: Income Tax Expense/Credit (2H FY2025 vs 2H FY2024)

(in S\$ '000 unless otherwise stated)	Actual*		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Income tax (expenses)/credit (CHO; est. in S\$ '000)	340	(109)	449	(413.1%)
Income tax (expenses)/credit (BTL excl. CHO; est.)	(117)	(236)	119	(50.3%)
Income tax (expenses)/credit (BTL)	223	(345)	568	(164.6%)
Divide by: (Loss)/profit before tax	(8,201)	6,453	(14,654)	(227.1%)
Effective tax rate	2.7%	5.3%	-	-

* unless indicated as estimate.

Source: BTL, CHO, FPA

An estimated breakdown of income tax expense/credit from 1H FY2021 to 2H FY2025 is shown in **Exhibit 31**.

Exhibit 31: Income Tax Expense/Credit (1H FY2021 to 2H FY2025)

(in S\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Income tax (expenses)/credit (CHO; est. in S\$ '000)	(1)	564	22	898	110	709	(342)	(109)	(780)	340
Income tax (expenses)/credit (BTL excl. CHO; est.)	0	(117)	(1)	(590)	(342)	(127)	(275)	(236)	57	(117)
Income tax (expenses)/credit (BTL)	(1)	447	21	308	(232)	582	(617)	(345)	(723)	223
Divide by: (Loss)/profit before tax	3,295	(855)	9,067	1,936	1,729	1,493	13,606	6,453	(16,640)	(8,201)
Effective tax rate	0.0%	52.3%	(0.2%)	(15.9%)	13.4%	(39.0%)	4.5%	5.3%	(4.3%)	2.7%

BTL excl. CHO (estimate):

Income tax (expenses)/credit (BTL excl. CHO; est.)	0	(117)	(1)	(590)	(342)	(127)	(275)	(236)	57	(117)
Divide by: (Loss)/profit before tax	5,049	4,634	8,943	7,621	7,672	7,442	11,770	6,070	(18,803)	(5,237)
Effective tax rate	(0.0%)	2.5%	0.0%	7.7%	4.5%	1.7%	2.3%	3.9%	0.3%	(2.2%)

CHO (in US\$ '000):

Income tax (expenses)/credit	(1)	416	16	645	82	525	(254)	(82)	(589)	264
(Loss)/profit before income tax	(1,317)	(4,052)	91	(4,083)	(4,449)	(4,407)	1,364	289	1,633	(2,298)
Effective tax rate	(0.1%)	10.3%	(17.6%)	15.8%	1.8%	11.9%	18.6%	28.4%	36.1%	11.5%

Average USD-to-SGD exchange rate

	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290
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* unless indicated as estimate.

Source: BTL, CHO, FPA

Profit/loss for the period:

Accordingly, profit/loss for the period fell to a loss of S\$8.0 million in 2H FY2025 from a profit of S\$6.1 million in 2H FY2024, as shown in **Exhibit 32**.

Exhibit 32: Profit/Loss for the Period (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
(Loss)/profit before tax	(8,201)	6,453	(14,654)	(227.1%)
Income tax (expenses)/credit	223	(345)	568	(164.6%)
(Loss)/profit for the period	(7,978)	6,108	(14,086)	(230.6%)

Source: BTL, FPA

An estimated breakdown of profit/loss for the period from 1H FY2021 to 2H FY2025 is shown in **Exhibit 33**.

Exhibit 33: Profit/Loss for the Period (1H FY2021 to 2H FY2025)

(in S\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
(Loss)/profit before tax	3,295	(855)	9,067	1,936	1,729	1,493	13,606	6,453	(16,640)	(8,201)
Income tax (expenses)/credit	(1)	447	21	308	(232)	582	(617)	(345)	(723)	223
(Loss)/profit for the period	3,294	(408)	9,088	2,244	1,497	2,075	12,989	6,108	(17,363)	(7,978)

BTL excl. CHO (estimate):

(Loss)/profit before tax	5,049	4,634	8,943	7,621	7,672	7,442	11,770	6,070	(18,803)	(5,237)
Income tax (expenses)/credit	0	(117)	(1)	(590)	(342)	(127)	(275)	(236)	57	(117)
(Loss)/profit for the period	5,050	4,518	8,942	7,031	7,330	7,315	11,495	5,834	(18,746)	(5,355)

CHO (in US\$ '000):

(Loss)/profit before income tax	(1,317)	(4,052)	91	(4,083)	(4,449)	(4,407)	1,364	289	1,633	(2,298)
Income tax (expenses)/credit	(1)	416	16	645	82	525	(254)	(82)	(589)	264
(Loss)/profit for the period	(1,318)	(3,636)	107	(3,438)	(4,367)	(3,882)	1,110	207	1,044	(2,034)
Average USD-to-SGD exchange rate	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Profit/Loss attributable to owners of the Company and Earnings Per Share (“EPS”):

After deducting CHO’s profit/loss attributable to minority shareholders of CHO and to Non-Controlling Interests (“NCI”), BTL’s profit/loss attributable to owners of the Company fell to a loss of S\$7.0 million in 2H FY2025 from a profit of S\$6.3 million in 2H FY2024, as shown in **Exhibit 34**. Accordingly, EPS (in cents) fell to negative 3.4 in 2H FY2025 from positive 3.1 in 2H FY2024.

Exhibit 34: Profit/Loss Attributable to Owners of the Company and Earnings Per Share (2H FY2025 vs 2H FY2024)

(in S\$ '000 unless otherwise stated)	Actual*		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Minority shareholders of CHO (est. in S\$ '000)	(1,351)	338	(1,689)	(499.7%)
Non-Controlling Interests (“NCI”) of CHO (est. in S\$ '000)	324	(500)	824	(164.8%)
Non-Controlling Interests (“NCI”)	(1,027)	(162)	(865)	534.0%
Owners of the Company	(6,951)	6,270	(13,221)	(210.9%)
(Loss)/profit for the period	(7,978)	6,108	(14,086)	(230.6%)
Number of ordinary shares issued	202,877,948	202,877,948	-	-
(Loss)/earnings per share — basic and diluted (in cents)	(3.43)	3.09	(6.52)	(210.9%)

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

An estimated breakdown of profit/loss attributable to owners of the Company and EPS from 1H FY2021 to 2H FY2025 is shown in **Exhibit 35**.

Exhibit 35: Profit/Loss Attributable to Owners of the Company and Earnings Per Share (1H FY2021 to 2H FY2025)

(in S\$ '000 unless otherwise stated)	Actual*									
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025
Minority shareholders of CHO (est. in S\$ '000)	(807)	(2,186)	67	(2,134)	(2,648)	(2,558)	339	338	135	(1,351)
Non-Controlling Interests (“NCI”) of CHO (est. in S\$ '000)	35	(42)	-	(1)	29	462	749	(500)	1,070	324
Non-Controlling Interests (“NCI”)	(772)	(2,228)	67	(2,135)	(2,619)	(2,096)	1,088	(162)	1,205	(1,027)
Owners of the Company	4,066	1,820	9,021	4,379	4,116	4,171	11,901	6,270	(18,568)	(6,951)
(Loss)/profit for the period	3,294	(408)	9,088	2,244	1,497	2,075	12,989	6,108	(17,363)	(7,978)
Number of ordinary shares issued	202,877,948	202,877,948	202,877,948	202,877,948	202,877,948	202,877,948	202,877,948	202,877,948	202,877,948	202,877,948
(Loss)/earnings per share — basic and diluted (in cents)	2.00	0.90	4.45	2.16	2.03	2.06	5.87	3.09	(9.15)	(3.43)
BTL (excl. CHO; estimate):										
Owners of the Company	5,050	4,518	8,942	7,031	7,330	7,315	11,495	5,834	(18,746)	(5,355)
(Loss)/profit for the period	5,050	4,518	8,942	7,031	7,330	7,315	11,495	5,834	(18,746)	(5,355)
CHO (in US\$ '000):										
(Loss)/profit attributable to BTL (estimate)	(738)	(1,991)	58	(1,905)	(2,406)	(2,329)	302	329	134	(1,238)
(Loss)/profit attributable to minority shareholders (est.)	(606)	(1,614)	49	(1,532)	(1,983)	(1,895)	252	255	102	(1,047)
(Loss)/profit attributable to equity holders of the Company	(1,344)	(3,605)	107	(3,437)	(4,389)	(4,224)	554	584	236	(2,285)
Non-Controlling Interests (“NCI”)	26	(31)	-	(1)	22	342	556	(377)	808	251
(Loss)/profit for the period	(1,318)	(3,636)	107	(3,438)	(4,367)	(3,882)	1,110	207	1,044	(2,034)
Average USD-to-SGD exchange rate	1.332	1.355	1.365	1.392	1.336	1.350	1.346	1.326	1.325	1.290
(L)/P attrib. to BTL as a % of (L)/P attrib. to equity holders	54.94%	55.24%	54.12%	55.42%	54.83%	55.14%	54.49%	56.36%	56.95%	54.17%
BTL's ownership of CHO	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Dividend Per Share (“DPS”):

BTL declared DPS (in cents) of 1.50 for FY2025, which is 25.0% lower than 2.00 for FY2024. DPS and EPS from FY2021 to FY2025 are shown in **Exhibit 36**.

Exhibit 36: Dividend Per Share (FY2021 to FY2025)

(in cents)	Actual				
	FY2021	FY2022	FY2023	FY2024	FY2025
Dividend per share (cents)	0.50	1.00	1.50	2.00	1.50
(Loss)/earnings per share — basic and diluted (in cents)	2.90	6.60	4.08	8.96	(12.53)
Payout ratio	17.2%	15.1%	36.7%	22.3%	(12.0%)

Note: EPS derived from figures from Annual Reports, which may differ from those derived from financial statements.

Source: BTL, FPA

BTL's financial performance for 2H FY2025 vs 2H FY2024 is shown in **Exhibit 37**.

Exhibit 37: Financial Performance (2H FY2025 vs 2H FY2024)

(in S\$ '000 unless otherwise stated)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change %
Marine offshore revenue	18,795	31,865	(13,070)	(41.0%)
Spare sales	6,648	7,773	(1,125)	(14.5%)
Revenue	25,443	39,638	(14,195)	(35.8%)
Cost of sales	(23,179)	(23,609)	430	(1.8%)
Gross profit	2,264	16,029	(13,765)	(85.9%)
Other income/(expenses), net	489	2,616	(2,127)	(81.3%)
Administrative expenses	(10,613)	(11,756)	1,143	(9.7%)
Finance cost	(341)	(436)	95	(21.8%)
(Loss)/profit before tax	(8,201)	6,453	(14,654)	(227.1%)
Income tax (expenses)/credit	223	(345)	568	(164.6%)
(Loss)/profit for the period	(7,978)	6,108	(14,086)	(230.6%)

Attributable to:

Owners of the Company	(6,951)	6,270	(13,221)	(210.9%)
Non-Controlling Interests ("NCI")	(1,027)	(162)	(865)	534.0%
(Loss)/profit for the period	(7,978)	6,108	(14,086)	(230.6%)

Number of ordinary shares issued ('000)	202,878	202,878	-	-
(Loss)/earnings per share — basic and diluted (in cents)	(3.43)	3.09	(6.52)	(210.9%)

Source: BTL, FPA

FINANCIAL PROJECTIONS

(I) REVENUE & GROSS PROFIT PROJECTIONS

EIA noted in May 2026, "It takes several months for higher oil prices to lead to supply growth for price-responsive producers like shale oil production in the United States, and even longer in other regions." Accordingly, we assume that higher global offshore commitments in 2026 and rising crude oil prices will translate to higher AHTS 120t BP TC rates only in 2027.

CHO noted that "decrease in utilisation rate for CHO-owned vessels" in FY2025 was "mainly due to the unavailability of a vessel for charter as the vessel underwent drydocking." Accordingly, we assume that utilisation from 1H FY2026 to 2H FY2027 will be 54%, the same as that in FY2024.

We also assume that: (1) the charter hire related revenue of CHO will trend proportionately with the effective average AHTS 120t BP TC rate; (2) the average USD-to-SGD exchange rate from 1H FY2026 to 2H FY2027 will remain the same as at 22 May 2026. Accordingly, we project the charter hire related revenue of CHO as shown in **Exhibit 38**.

Exhibit 38: Projected Charter Hire Related Revenue of CHO (1H FY2026 to 2H FY2027)

(in US\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Charter hire revenue (CHO)	3,531	10,965	7,224	6,400	3,520	4,634				
Other ancillary charter hire revenue (CHO)	4,785	4,402	7,400	4,837	7,182	5,268			n.a.	
Charter hire related revenue (CHO)	8,316	15,367	14,624	11,237	10,702	9,902	12,596	11,449	12,959	11,779

vs effective average AHTS 120t BP TC rate:

(A) Average AHTS 120t BP TC rate (est.)	12,973	15,415	17,065	18,272	18,503	18,834	18,954	18,954	19,500	19,500
(B) Utilisation (semi-annual; est. for FY25 & 2H of FY21-24)	42%	46%	59%	49%	47%	47%	54%	54%	54%	54%
(A × B) Effective average AHTS 120t BP TC rate (est.)	5,449	7,086	10,068	8,963	8,696	8,852	10,235	10,235	10,530	10,530

(B) Utilisation (semi-annual; est. for FY25 & 2H of FY21-24)	42%	46%	59%	49%	47%	47%	54%	54%	54%	54%
Utilisation (full-year)	44%	44%	54%	54%	47%	47%	54%	54%	54%	54%

Days in period	181	184	182	184	181	184	181	184	181	184
Days in year	365	365	366	366	365	365	365	365	365	365

In S\$ '000:

Charter hire related revenue (CHO)	11,108	20,742	19,688	14,901	14,177	12,771	16,094	14,629	16,557	15,050
Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278

* unless indicated as estimate. Note: Average AHTS 120t BP TC rate estimated from **Exhibit 4** on page 5.

Source: CHO, Clarksons (cited by Tidewater), Yahoo! Finance (exchange rates), FPA

Meanwhile, as CHO's management and agency fee has been falling from 2H FY2023 to 2H FY2025, we assume that management and agency fee from 1H FY2026 to 2H FY2027 will be the same as in 2H FY2025, as shown in **Exhibit 39**.

Exhibit 39: Projected Management and Agency Fee (1H FY2026 to 2H FY2027)

(in US\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Management and agency fee (CHO)	180	231	193	175	116	108	108	108	108	108

In S\$ '000:

Management and agency fee (CHO; estimate in S\$ '000)	240	312	260	232	154	139	138	138	138	138
Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278

* unless indicated as estimate.

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

We assume that the charter related revenue of BTL (excluding CHO) relates solely to the charter of the Blue Titanium liftboat, and that: (1) Blue Titanium will be chartered only in 3Q FY2026; and (2) given current uncertainties, that the annualised revenue from the charter in each of FY2026 & FY2027 will be S\$36.0 million, the average of charter related revenue of BTL (excluding CHO) in FY2022 & FY2023 (during which Blue Titanium was chartered for the full year; previous charter ended November 2024). Accordingly, our projections of charter hire related revenue (excluding CHO) are shown in **Exhibit 40**.

Exhibit 40: Projected Charter Hire Related Revenue (BTL excluding CHO; FY2026 & FY2027)

(in S\$ '000 unless otherwise stated)	Actual*			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Charter hire revenue (BTL excl. CHO; est.)	14,319	12,819	(8)	n.a.	
Other ancillary charter hire revenue (BTL excl. CHO; est.)	22,046	20,652	87		
Charter hire related revenue (BTL excl. CHO; estimate)	36,365	33,471	79	18,172	36,047

* unless indicated as estimate. n.a. = not available.

Source: BTL, CHO, FPA

We also assume that other marine offshore revenue (excluding CHO) relates mainly to fabrication revenue, and that oil producers would consider the current rise in oil prices as temporary such that they may not substantially increase activity levels. Accordingly, we assume that other marine offshore revenue in FY2026 & FY2027 would be S\$8.3 million, the average of FY2024 & FY2025, despite the average Brent spot price in FY2026 being forecasted to be higher than in FY2027, as shown in **Exhibit 41**.

Exhibit 41: Projected Other Marine Offshore Revenue (FY2026 & FY2027)

(in S\$ '000 unless otherwise indicated)	Actual*			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Charter hire related revenue (CHO)	31,801	34,553	26,927	30,723	31,608
Charter hire related revenue (BTL excl. CHO; estimate)	36,365	33,471	79	18,172	36,047
Charter hire related revenue (BTL)	68,166	68,024	27,006	48,894	67,655
Management and agency fee (CHO)	552	492	293	276	276
Other marine offshore revenue (estimate; excl. CHO)	14,439	9,003	7,610	8,307	8,307
Marine offshore revenue	83,157	77,519	34,909	57,201	75,962
Average Brent spot price FOB (US\$ per barrel)	82.49	80.52	69.14	95.00	79.00

* unless indicated as estimate.

Source: BTL, CHO, EIA, FPA

We assume that spare sales in each of 1H FY2026 to 2H FY2027 will be the same as in 2H FY2025, as shown in **Exhibit 42**.

Exhibit 42: Projected Spare Sales (1H FY2026 to 2H FY2027)

(in US\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Spare sales	2,419	5,839	6,727	7,773	6,881	6,648	6,648	6,648	6,648	6,648

Source: BTL, FPA

Accordingly, we project that revenue will be S\$70.5 million in FY2026 and S\$89.3 million in FY2027, as shown in **Exhibit 43**.

Exhibit 43: Projected Revenue (FY2026 & FY2027)

(in S\$ '000 unless otherwise indicated)	Actual*			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Charter hire related revenue (CHO)	31,801	34,553	26,927	30,723	31,608
Charter hire related revenue (BTL excl. CHO; estimate)	36,365	33,471	79	18,172	36,047
Charter hire related revenue (BTL)	68,166	68,024	27,006	48,894	67,655
Management and agency fee (CHO)	552	492	293	276	276
Other marine offshore revenue (estimate; excl. CHO)	14,439	9,003	7,610	8,307	8,307
Marine offshore revenue	83,157	77,519	34,909	57,201	75,962
Spare sales	8,258	14,500	13,529	13,296	13,296
Revenue	91,415	92,019	48,438	70,497	89,258
Average Brent spot price FOB (US\$ per barrel)	82.49	80.52	69.14	95.00	79.00

* unless indicated as estimate.

Source: BTL, CHO, FPA

The projected revenue from 1H FY2026 to 2H FY2027 is shown in **Exhibit 44**. We project marine offshore revenue (BTL excluding CHO) from 1H FY2026 to 2H FY2027 based on the number of days in each period.

Exhibit 44: Projected Revenue (1H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise stated)	Actual						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Charter hire related revenue (CHO)	11,108	20,742	19,688	14,901	14,177	12,771	16,094	14,629	16,557	15,050
Management and agency fee (CHO)	240	312	260	232	154	139	138	138	138	138
Revenue (CHO)	11,349	21,054	19,948	15,133	14,331	12,910	16,232	14,767	16,695	15,188
Marine offshore revenue (BTL excl. CHO)	25,605	25,149	25,706	16,732	1,783	5,885	4,119	22,359	21,995	22,359
Spare sales (BTL only)	2,419	5,839	6,727	7,773	6,881	6,648	6,648	6,648	6,648	6,648
Revenue (BTL)	39,373	52,042	52,381	39,638	22,995	25,443	26,999	43,774	45,338	44,195
Days in period	181	184	182	184	181	184	181	184	181	184
Days in year	365	365	366	366	365	365	365	365	365	365
CHO (in US\$ '000):										
Revenue	8,496	15,598	14,817	11,412	10,818	10,010	12,704	11,557	13,067	11,887
Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Gross profit:

We assume that BTL's cost of sales (excluding CHO) in 1H FY2026 will be the average of 1H & 2H FY2025. However, we assume that BTL's cost of sales (excluding CHO) in each of 2H FY2026 to 2H FY2027 will be the average of 1H FY2022 to 2H FY2023 given that we assume BTL's charter hire related revenue (excluding CHO), which comprise majority of BTL's revenue (excluding CHO) projected for FY2027, to be the average of those in FY2022 & FY2023.

Meanwhile, we project CHO's gross margin (excluding direct depreciation) to be the average of 1H FY2024 to 2H FY2025 and direct depreciation to be the average of 2H FY2024 to 2H FY2025.

Thus, we project gross profit to be S\$2.1 million in 1H FY2026, S\$14.0 million in 2H FY2026 (totalling S\$16.2 million in FY2026), S\$14.6 million in 1H FY2027, and S\$14.2 million in 2H FY2027 (S\$28.8 million in FY2027), as shown in **Exhibit 45**.

Exhibit 45: Projected Gross Profit (1H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Gross profit before direct depreciation (CHO; est. in S\$ '000)	1,377	4,017	7,472	7,342	8,380	5,709	7,656	6,965	7,875	7,164
Direct depreciation (CHO; est. in S\$ '000)	(3,084)	(3,260)	(3,084)	(3,495)	(3,554)	(3,392)	(3,386)	(3,391)	(3,379)	(3,385)
Gross profit/(loss) after direct depn (CHO; est. in S\$ '000)	(1,707)	757	4,388	3,847	4,826	2,318	4,271	3,574	4,496	3,779
Gross profit (BTL excl. CHO)	13,389	15,605	15,373	12,182	(4,562)	(54)	(2,139)	10,455	10,091	10,455
Gross profit (BTL)	11,682	16,362	19,761	16,029	264	2,264	2,132	14,029	14,587	14,234
Divide by: Revenue (BTL)	39,373	52,042	52,381	39,638	22,995	25,443	26,999	43,774	45,338	44,195
Gross margin	29.7%	31.4%	37.7%	40.4%	1.1%	8.9%	7.9%	32.0%	32.2%	32.2%

BTL (excl. CHO):

Gross profit (BTL excl. CHO)	13,389	15,605	15,373	12,182	(4,562)	(54)	(2,139)	10,455	10,091	10,455
Divide by: Revenue (BTL excl. CHO)	28,024	30,988	32,433	24,505	8,664	12,533	10,767	29,007	28,643	29,007
Gross margin	47.8%	50.4%	47.4%	49.7%	(52.7%)	(0.4%)	(19.9%)	36.0%	35.2%	36.0%

Revenue (BTL excl. CHO)	28,024	30,988	32,433	24,505	8,664	12,533	10,767	29,007	28,643	29,007
Deduct: Gross profit (BTL excl. CHO)	(13,389)	(15,605)	(15,373)	(12,182)	4,562	54	2,139	(10,455)	(10,091)	(10,455)
Cost of sales (BTL excl. CHO)	14,635	15,383	17,059	12,323	13,226	12,587	12,906	18,552	18,552	18,552

CHO (in US\$ '000):

Gross profit before direct depreciation (CHO)	1,031	2,976	5,550	5,537	6,326	4,427	5,992	5,451	6,163	5,607
Divide by: Revenue (CHO)	8,496	15,598	14,817	11,412	10,818	10,010	12,704	11,557	13,067	11,887
Gross margin	12.1%	19.1%	37.5%	48.5%	58.5%	44.2%	47.2%	47.2%	47.2%	47.2%

Gross profit before direct depreciation	1,031	2,976	5,550	5,537	6,326	4,427	5,992	5,451	6,163	5,607
Direct depreciation	(2,309)	(2,415)	(2,291)	(2,636)	(2,683)	(2,630)	(2,650)	(2,654)	(2,645)	(2,650)
Gross profit/(loss) after direct depreciation	(1,278)	561	3,259	2,901	3,643	1,797	3,343	2,797	3,519	2,957

Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

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

We assume that the grant income of both BTL and CHO, "Others" of BTL, and "Others" other income of CHO, in each of 1H FY2026 to 2H FY2027, will be the average from 1H FY2023 to 2H FY2025. We also assume that BTL's interest income and CHO's indirect depreciation in each of 1H FY2026 to 2H FY2027 will be the same as in 2H FY2025. Accordingly, we project net other income/expenses of BTL, as well as the other income and expenses of CHO, as shown in **Exhibit 46**.

Exhibit 46: Projected Other Income/Expenses (1H FY2026 to 2H FY2027)

(in S\$ '000)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Grant income	168	11	114	19	63	84	97	97	97	97
Interest income	932	1,856	1,690	1,839	1,451	1,220	1,220	1,220	1,220	1,220
Net foreign exchange gain/(loss)	294	(2,474)	3,070	555	(7,955)	1,254	-	-	-	-
Impairment loss on vessel	-	(4,160)	-	-	-	(1,959)	-	-	-	-
Loss on disposal of PPE	-	-	-	-	-	(301)	-	-	-	-
Others (estimate)	100	138	195	203	32	191	191	191	191	191
Other income/(expenses), net	1,494	(4,629)	5,069	2,616	(6,409)	489	1,508	1,508	1,508	1,508

BTL (excl. CHO; estimate):

Grant income	133	6	59	11	51	66	77	77	77	77
Interest income	932	1,856	1,690	1,839	1,451	1,220	1,220	1,220	1,220	1,220
Net foreign exchange gain/(loss)	891	(2,285)	3,284	233	(7,808)	1,119	-	-	-	-
Loss on disposal of PPE	-	-	-	-	-	(301)	-	-	-	-
Others (estimate)	(38)	17	125	105	(41)	722	133	133	133	133
Other income/(expenses), net	1,919	(407)	5,158	2,188	(6,347)	2,826	1,430	1,430	1,430	1,430

(in US\$ '000)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Grant income	26	4	41	6	9	14	16	16	16	16
Write-back of expected credit losses on trade receivables	-	365	116	17	-	-	-	-	-	-
Interest income from third parties / outside parties	-	-	-	-	-	-	-	-	-	-
Net foreign exchange gain	-	-	-	243	-	105	-	-	-	-
Gain on disposal of vessels	-	-	-	-	-	-	-	-	-	-
Others	114	116	58	(63)	60	145	95	95	95	95
Other income	140	485	215	203	69	264	111	111	111	111
Net foreign exchange loss	(447)	(140)	(159)	-	(111)	-	-	-	-	-
Expected credit loss(es) on trade receivables	(1,082)	(383)	-	(835)	-	-	-	-	-	-
Impairment loss on vessel(s)	-	(3,100)	-	-	-	(1,500)	-	-	-	-
Loss on disposal of vessel(s)	-	-	-	-	-	-	-	-	-	-
Impairment of loan to associated company	-	-	-	-	-	-	-	-	-	-
Others	-	-	-	159	111	(435)	-	-	-	-
Other expenses	(1,529)	(3,623)	(159)	(676)	-	(1,935)	-	-	-	-
Indirect depreciation	(11)	(8)	(6)	(22)	(116)	(141)	(141)	(141)	(141)	(141)
Other expenses (incl. indirect depreciation)	(1,540)	(3,631)	(165)	(698)	(116)	(2,076)	(141)	(141)	(141)	(141)
Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.280	1.280	1.280	1.280

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Administrative expenses:

We assume that the administrative expenses of CHO from 1H FY2026 to 2H FY2027 will rise at the average semi-annual rate of increase from 1H FY2023 to 2H FY2025, and that the administrative expenses of BTL (excluding CHO) will be the average of 1H FY2023 to 2H FY2025. Accordingly, our projections of administrative expenses are shown in **Exhibit 47**.

Exhibit 47: Projected Administrative Expenses (1H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Administrative expenses (CHO; adjusted; est. in S\$ '000)	3,569	2,250	2,232	3,680	2,419	2,809	2,932	3,081	3,230	3,379
Administrative expenses (BTL excl. CHO; estimate)	7,589	7,725	8,527	8,076	7,680	7,804	7,900	7,900	7,900	7,900
Administrative expenses (BTL)	11,158	9,975	10,759	11,756	10,099	10,613	10,832	10,981	11,130	11,279
Revenue (BTL)	39,373	52,042	52,381	39,638	22,995	25,443	26,999	43,774	45,338	44,195
BTL (excl. CHO; in S\$ '000):										
Administrative expenses (BTL excl. CHO; estimate)	7,589	7,725	8,527	8,076	7,680	7,804	7,900	7,900	7,900	7,900
Divide by: Revenue	28,024	30,988	32,433	24,505	8,664	12,533	10,767	29,007	28,643	29,007
Administrative expenses as a % of revenue	27.1%	24.9%	26.3%	33.0%	88.6%	62.3%	73.4%	27.2%	27.6%	27.2%
CHO (in US\$ '000):										
Administrative expenses (CHO)	1,590	1,649	1,774	1,957	1,826	2,178	2,295	2,411	2,528	2,645
Divide by: Revenue	8,496	15,598	14,817	11,412	10,818	10,010	12,704	11,557	13,067	11,887
Administrative expenses as a % of revenue	18.7%	10.6%	12.0%	17.1%	16.9%	21.8%	18.1%	20.9%	19.3%	22.2%
Administrative expenses (CHO)	1,590	1,649	1,774	1,957	1,826	2,178	2,295	2,411	2,528	2,645
Add: Write-back of expected credit losses on trade receivables	-	(365)	(116)	(17)	-	-	-	-	-	-
Add: Expected credit loss(es) on trade receivables	1,082	383	-	835	-	-	-	-	-	-
Administrative expenses (CHO; adjusted; estimate)	2,672	1,667	1,658	2,775	1,826	2,178	2,295	2,411	2,528	2,645
Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Finance cost:

J.P. Morgan noted in February 2026, “the Fed is projected to hike rates by 25 bp in the third quarter of 2027, bringing the upper band for the policy rate back up to 4%.” In a CNBC interview on 20 March 2026, J.P. Morgan also indicated that it expected no rate cut in 2026 and a rate hike in 2027.

In the “Letter to Shareholders” published in April 2026, J.P. Morgan CEO Jamie Dimon noted too, “because of the war in Iran, we additionally face the potential for significant ongoing oil and commodity price shocks, along with the reshaping of global supply chains, which may lead to stickier inflation and ultimately higher interest rates than markets currently expect.”

We adopt J.P. Morgan's interest rate view and assume that the U.S. FOMC will raise the target federal funds range by 25 basis points near the end of 3Q 2027. Thereafter, we assume that the Effective Federal Funds Rate (“EFFR”) will remain the same before rising by 0.25% after the rate hike, and that the effective interest on a secured revolving credit facility will trend with the average EFFR throughout.

We also assume that: (1) the secured revolving credit facility in FY2026 will remain the same as in FY2025; (2) the breakdown of interest expense in FY2025 was as shown in **Exhibit 48**; and (3) interest expense on lease liabilities in FY2026 will be as shown in **Exhibit 48**. Accordingly, we project finance cost as shown in **Exhibit 48**.

Exhibit 48: Projected Finance Cost (FY2026 & FY2027)

(in S\$ '000 unless otherwise stated)	Actual*			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Finance cost (CHO; est. in S\$ '000)	475	442	316	231	233
Interest expense on lease liabilities	79	458	479	421	363
Finance cost (BTL)	554	901	737	652	596

Interest expense schedule (estimated):

Loan #1 (secured revolving credit facility)	396	384	299	231	233
Loan #2 (unsecured loan)	105	68	26	-	-
Loan #3 (secured loan)	-	-	-	-	-
Lease liabilities (disclosed for FY23 & FY24; est. for FY25)	79	458	421	421	363
Finance cost (estimated)	580	910	746	652	596

Disclosed (effective) interest rates:

Loan #1 (secured revolving credit facility)	6.58%	6.41%	5.01%	4.63%	4.67%
Loan #2 (unsecured loan) ⁽¹⁾	3.00%	3.00%	3.00%	3.00%	3.00%
Loan #3 (secured loan)	-	-	-	-	-
Lease liabilities (estimate)	4.50%	5.78%	5.73%	5.30%	5.03%
Average Effective Federal Funds Rate ("EFFR")	5.03%	5.15%	4.21%	3.64%	3.70%

Loan #1 (secured revolving credit facility)	6,013	5,993	5,970	4,995	4,995
Loan #2 (unsecured loan) ⁽¹⁾	3,509	2,258	872	-	-
Loan #3 (secured loan)	-	-	-	-	-
Lease liabilities	1,756	7,925	7,344	7,947	7,215
Total borrowings (prev. FY)	11,278	16,176	14,186	12,942	12,210

CHO (in US\$ '000):

Finance cost	354	331	242	181	183
Average SGD-to-USD exchange rate	1.343	1.336	1.307	1.278	1.278

* unless indicated as estimate. ⁽¹⁾ “Temporary Bridging Loan under Enterprise Financing Scheme for working capital assistance” according to BTL.

Source: BTL, CHO, Federal Reserve Bank of New York (EFFR), Yahoo! Finance (exchange rates), FPA

Profit/Loss before tax:

Accordingly, we project profit/loss before tax to be a loss of S\$7.5 million in 1H FY2026, a profit of S\$4.2 million in 2H FY2026 (totalling a loss of S\$3.3 million in FY2026), a profit of S\$4.7 million in 1H FY2027, and a profit of S\$4.2 million in 2H FY2027 (a profit of S\$8.8 million), as shown in **Exhibit 49**.

Exhibit 49: Projected Profit/Loss Before Tax (1H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Gross profit	11,682	16,362	19,761	16,029	264	2,264	2,132	14,029	14,587	14,234
Other income/(expenses), net	1,494	(4,629)	5,069	2,616	(6,409)	489	1,508	1,508	1,508	1,508
Administrative expenses	(11,158)	(9,975)	(10,759)	(11,756)	(10,099)	(10,613)	(10,832)	(10,981)	(11,130)	(11,279)
Finance cost	(289)	(265)	(465)	(436)	(396)	(341)	(323)	(329)	(296)	(301)
(Loss)/profit before tax	1,729	1,493	13,606	6,453	(16,640)	(8,201)	(7,516)	4,227	4,669	4,162

BTL (excl. CHO; estimate):

Gross profit	13,389	15,605	15,373	12,182	(4,562)	(54)	(2,139)	10,455	10,091	10,455
Other income/(expenses), net	1,919	(407)	5,158	2,188	(6,347)	2,826	1,430	1,430	1,430	1,430
Administrative expenses	(7,589)	(7,725)	(8,527)	(8,076)	(7,680)	(7,804)	(7,900)	(7,900)	(7,900)	(7,900)
Finance cost	(47)	(31)	(235)	(224)	(215)	(206)	(209)	(212)	(180)	(183)
(Loss)/profit before tax	7,672	7,442	11,770	6,070	(18,803)	(5,237)	(8,818)	3,773	3,441	3,802

CHO (in US\$ '000):

Gross profit/(loss) after direct depreciation	(1,278)	561	3,259	2,901	3,643	1,797	3,343	2,797	3,519	2,957
Other income	140	485	215	203	69	264	111	111	111	111
Other expenses	(1,529)	(3,623)	(159)	(676)	-	(1,935)	-	-	-	-
Indirect depreciation	(11)	(8)	(6)	(22)	(116)	(141)	(141)	(141)	(141)	(141)
Administrative expenses	(1,590)	(1,649)	(1,774)	(1,957)	(1,826)	(2,178)	(2,295)	(2,411)	(2,528)	(2,645)
Finance cost	(181)	(173)	(171)	(160)	(137)	(105)	(209)	(212)	(180)	(183)
(Loss)/profit before income tax	(4,449)	(4,407)	1,364	289	1,633	(2,298)	809	144	781	100

Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Income tax and profit/loss for the period:

We assume that the effective tax rate of CHO and of BTL (excluding CHO) from 1H FY2026 to 2H FY2027 will be the average of 1H FY2023 to 2H FY2025. Our projections of income tax are shown in **Exhibit 50**,

Exhibit 50: Projected Income Tax (1H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Income tax (expenses)/credit (CHO; est. in S\$ '000)	110	709	(342)	(109)	(780)	340	(187)	(33)	(180)	(23)
Income tax (expenses)/credit (BTL excl. CHO; est.)	(342)	(127)	(275)	(236)	57	(117)	154	(66)	(60)	(66)
Income tax (expenses)/credit (BTL)	(232)	582	(617)	(345)	(723)	223	(33)	(99)	(240)	(89)
Divide by: (Loss)/profit before tax	1,729	1,493	13,606	6,453	(16,640)	(8,201)	(7,516)	4,227	4,669	4,162
Effective tax rate	13.4%	(39.0%)	4.5%	5.3%	(4.3%)	2.7%	(0.4%)	2.3%	5.1%	2.1%

BTL excl. CHO (estimate):

Income tax (expenses)/credit (BTL excl. CHO; est.)	(342)	(127)	(275)	(236)	57	(117)	154	(66)	(60)	(66)
Divide by: (Loss)/profit before tax	7,672	7,442	11,770	6,070	(18,803)	(5,237)	(8,818)	3,773	3,441	3,802
Effective tax rate	4.5%	1.7%	2.3%	3.9%	0.3%	(2.2%)	1.7%	1.7%	1.7%	1.7%

CHO (in US\$ '000):

Income tax (expenses)/credit	82	525	(254)	(82)	(589)	264	(146)	(26)	(141)	(18)
(Loss)/profit before income tax	(4,449)	(4,407)	1,364	289	1,633	(2,298)	809	144	781	100
Effective tax rate	1.8%	11.9%	18.6%	28.4%	36.1%	11.5%	18.1%	18.1%	18.1%	18.1%

Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Accordingly, we project profit/loss for the period to be a loss of S\$7.5 million in 1H FY2026, a profit of S\$4.1 million in 2H FY2026 (totalling a loss of S\$3.4 million in FY2026), a profit of S\$4.4 million in 1H FY2027, and a profit of S\$4.1 million in 2H FY2027 (a profit of S\$8.5 million in FY2027), as shown in **Exhibit 51**.

Exhibit 51: Projected Profit/Loss for the Period (1H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
(Loss)/profit before tax	1,729	1,493	13,606	6,453	(16,640)	(8,201)	(7,516)	4,227	4,669	4,162
Income tax (expenses)/credit	(232)	582	(617)	(345)	(723)	223	(33)	(99)	(240)	(89)
(Loss)/profit for the period	1,497	2,075	12,989	6,108	(17,363)	(7,978)	(7,549)	4,128	4,429	4,073

BTL excl. CHO (estimate):

(Loss)/profit before tax	7,672	7,442	11,770	6,070	(18,803)	(5,237)	(8,550)	4,044	3,671	4,034
Income tax (expenses)/credit	(342)	(127)	(275)	(236)	57	(117)	154	(66)	(60)	(66)
(Loss)/profit for the period	7,330	7,315	11,495	5,834	(18,746)	(5,355)	(8,397)	3,978	3,611	3,968

CHO (in US\$ '000):

(Loss)/profit before income tax	(4,449)	(4,407)	1,364	289	1,633	(2,298)	809	144	781	100
Income tax (expenses)/credit	82	525	(254)	(82)	(589)	264	(146)	(26)	(141)	(18)
(Loss)/profit for the period	(4,367)	(3,882)	1,110	207	1,044	(2,034)	663	118	640	82

Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278
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* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Profit/Loss attributable to owners of the Company and Earnings Per Share (“EPS”):

We assume that profit/loss attributable to NCI of CHO in each of 1H FY2026 to 2H FY2027 will be the average of 1H FY2023 to 2H FY2025. We also assume that the weighted average number of shares in issue from 2H FY2026 to 2H FY2027 will be 202,435,848, the number of shares (excluding treasury shares) as at 22 May 2026, and that the weighted average number of shares in issue in 1H FY2026 will be the average of 2H FY2025 & 2H FY2026.

Accordingly, we project profit/loss attributable to owners of the Company to be a loss of S\$8.1 million in 1H FY2026, a profit of S\$3.9 million in 2H FY2026 (totalling a loss of S\$4.2 million in FY2026), a profit of S\$3.9 million in 1H FY2027, and a profit of S\$3.8 million in 2H FY2027 (a profit of S\$7.7 million in FY2027).

We also project EPS (in cents) to be negative 4.01 in 1H FY2026, positive 1.91 in 2H FY2026 (totalling negative 2.09 in FY2026) positive 1.91 in 1H FY2027, and positive 1.90 in 2H FY2027 (positive 3.81 in FY2027).

Our projections of profit/loss attributable to owners of the Company and EPS are shown in **Exhibit 52**.

Exhibit 52: Projected Profit/Loss Attributable to Owners of the Company and EPS (1H FY2026 to 2H FY2027)

(in S\$ '000 unless otherwise stated)	Actual*						Projection			
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Minority shareholders of CHO (est. in S\$ '000)	(2,648)	(2,558)	339	338	135	(1,351)	228	(86)	214	(107)
Non-Controlling Interests ("NCI") of CHO (est. in S\$ '000)	29	462	749	(500)	1,070	324	341	341	341	341
Non-Controlling Interests ("NCI")	(2,619)	(2,096)	1,088	(162)	1,205	(1,027)	569	255	556	235
Owners of the Company	4,116	4,171	11,901	6,270	(18,568)	(6,951)	(8,118)	3,873	3,873	3,838
(Loss)/profit for the period	1,497	2,075	12,989	6,108	(17,363)	(7,978)	(7,549)	4,128	4,429	4,073
Weighted average number of shares (est.)	202,877,948	202,877,948	202,877,948	202,877,948	202,877,948	202,877,948	202,656,898	202,435,848	202,435,848	202,435,848
(Loss)/earnings per share — basic and diluted (in cents)	2.03	2.06	5.87	3.09	(9.15)	(3.43)	(4.01)	1.91	1.91	1.90
BTL (excl. CHO; estimate):										
Owners of the Company	7,330	7,315	11,495	5,834	(18,746)	(5,355)	(8,397)	3,978	3,611	3,968
(Loss)/profit for the period	7,330	7,315	11,495	5,834	(18,746)	(5,355)	(8,397)	3,978	3,611	3,968
CHO (in US\$ '000):										
(Loss)/profit attributable to BTL (estimate)	(2,406)	(2,329)	302	329	134	(1,238)	218	(82)	205	(102)
(Loss)/profit attributable to minority shareholders (est.)	(1,983)	(1,895)	252	255	102	(1,047)	178	(67)	168	(83)
(Loss)/profit attributable to equity holders of the Company	(4,389)	(4,224)	554	584	236	(2,285)	396	(149)	373	(185)
Non-Controlling Interests ("NCI")	22	342	556	(377)	808	251	267	267	267	267
(Loss)/profit for the period	(4,367)	(3,882)	1,110	207	1,044	(2,034)	663	118	640	82
Average USD-to-SGD exchange rate	1.336	1.350	1.346	1.326	1.325	1.290	1.278	1.278	1.278	1.278
(L)/P attrib. to BTL as a % of (L)/P attrib. to equity holders	54.83%	55.14%	54.49%	56.36%	56.95%	54.17%	54.98%	54.98%	54.98%	54.98%
BTL's ownership of CHO	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%	54.98%

* unless indicated as estimate.

Source: BTL, CHO, Yahoo! Finance (exchange rates), FPA

Dividend Per Share (“DPS”):

We assume that DPS (in cents) for each of FY2026 & FY2027 will remain at 1.50, the same as in FY2025.

Our projections of BTL's financial performance for FY2026 & FY2027 are shown in **Exhibit 53**.

Exhibit 53: Projected Financial Performance (FY2026 & FY2027)

(in S\$ '000 unless otherwise stated)	Actual			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Marine offshore revenue	83,157	77,519	34,909	57,477	76,238
Spare sales	8,258	14,500	13,529	13,296	13,296
Revenue	91,415	92,019	48,438	70,773	89,534
Cost of sales	(63,371)	(56,229)	(45,910)	(54,612)	(60,713)
Gross profit	28,044	35,790	2,528	16,161	28,821
Other income/(expenses), net	(3,135)	7,685	(5,920)	3,015	3,015
Administrative expenses	(21,133)	(22,515)	(20,712)	(21,813)	(22,410)
Finance cost	(554)	(901)	(737)	(652)	(596)
(Loss)/profit before tax	3,222	20,059	(24,841)	(3,289)	8,830
Income tax (expenses)/credit	350	(962)	(500)	(132)	(329)
(Loss)/profit for the period	3,572	19,097	(25,062)	(3,421)	8,501
Attributable to:					
Owners of the Company	8,287	18,171	(25,414)	(4,245)	7,711
Non-Controlling Interests ("NCI")	(4,715)	926	352	824	790
(Loss)/profit for the period	3,572	19,097	(25,062)	(3,421)	8,501
Weighted average number of shares	202,877,948	202,877,948	202,877,948	202,858,981	202,435,848
(Loss)/earnings per share — basic and diluted (in cents)	4.08	8.96	(12.53)	(2.09)	3.81
Dividend per share (in cents)	1.50	2.00	1.50	1.50	1.50

Source: BTL, FPA

VALUATION ANALYSIS

(I) PEER COMPARISON ANALYSIS

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

i. Marco Polo Marine Ltd (“MPML”; SGX:5LY)

MPML’s market capitalisation is S\$668.3 million as at 22 May 2026. According to MPML, it is an [“integrated marine logistics company that principally engages in shipping and shipyard operations.”](#) MPML noted in May 2026 that its “shipping business relates to the chartering of OSVs for deployment in regional waters, including the Gulf of Thailand, Malaysia, Indonesia, and Taiwan, as well as the chartering of tugboats and barges to customers”, while its “shipyard business relates to shipbuilding and providing ship maintenance, repair, outfitting, and conversion services through its shipyard in Batam, Indonesia.”

ii. Mermaid Maritime Public Co Ltd (“Mermaid Maritime”; SGX:DU4)

Mermaid Maritime’s market capitalisation is S\$221.2 million as at 22 May 2026. According to Mermaid Maritime, it is an [“international subsea and offshore services company” which mainly provides “Inspection, Repair and Maintenance service \(“IRM”\) and cable laying service.”](#) Mermaid Maritime added in April 2026 that it provides “full turnkey services to oil and gas majors operating offshore through our diversified portfolio of subsea vessels, specialized diving equipment and remotely operated vehicles.”

iii. Pacific Radiance Ltd (“PRL”; SGX:RXS)

PRL’s market capitalisation is S\$124.1 million as at 22 May 2026. According to PRL, it is an [“integrated offshore and marine service provider” that provides vessel chartering, ship management, ship agency and project management services.](#) PRL also noted that it “operates a shipyard in Singapore that provides a broad range of shipyard and engineering services to both the Group and third-party customers.”

iv. Kim Heng Ltd (“Kim Heng”; SGX:5G2)

Kim Heng’s market capitalisation is S\$57.1 million as at 22 May 2026. According to Kim Heng, it is an [“integrated offshore and marine value chain services provider”](#) that “range of products and services catering to different stages of marine infrastructure projects and offshore oil & gas projects from oil exploration to field development and oil production.”

The results of our peer comparison analysis are shown in **Exhibit 54**.

Exhibit 54: Peer Comparison Analysis

Company	Currency	Stock Symbol	Price (S\$) as at 22 May '26	Market Cap (S\$ million)	Diluted EPS (cents)	P/E	DPS (cents)	Dividend Yield (%)	NAV per share (cents)	P/B
Baker Technology Limited ("BTL")	SGD	BTP	0.495	100.2	(12.53)	n.m.	1.50	3.03%	100.47	0.49 x
Peer companies:										
Marco Polo Marine ("MPM")	SGD	5LY	0.171	668.3	1.6	10.8 x	0.10	0.58%	7.46	2.29 x
Mermaid Maritime Public Co Ltd ("Mermaid Maritime")	SGD	DU4	0.117	221.2	0.84	13.9 x	0.10	0.85%	12.29	0.95 x
Pacific Radiance Limited ("PRL")	SGD	RXS	0.085	124.1	1.05	8.1 x	0.18	2.06%	6.71	1.27 x
Kim Heng	SGD	5G2	0.081	57.1	(1.25)	n.m.	-	-	6.92	1.17 x
Peer average						10.9 x		1.17%		1.42 x

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

Source: SGX Stock Screener, respective companies, FPA

(a) P/E multiple

Based on **Exhibit 54**, BTL's TTM EPS is negative, resulting in a non-meaningful P/E multiple. Accordingly, we shall focus only on P/B multiple and dividend yield for our peer comparison analysis.

(b) P/B multiple

Based on **Exhibit 54**, BTL is currently trading at a P/B multiple of 0.49x, which is lower than the peer average P/B of 1.42x. This suggests that BTL is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$1.427 if BTL is to trade at the peer average P/B of 1.42x as follows:

$$\begin{aligned}
 \text{Estimated target price (P/B multiple)} &= \text{Peer average P/B} \times \text{NAV per share} \\
 &= 1.42 \times \text{S\$}1.0047 \\
 &= \text{S\$}1.427
 \end{aligned}$$

The estimated target price of S\$1.427 implies an upside potential of 188.3% from the current share price of S\$0.495.

(c) Dividend yield

Based on **Exhibit 54**, BTL is currently trading at a dividend yield of 3.03%, which is higher than the peer average yield of 1.17%. This suggests that BTL is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$1.286 if BTL is to trade at the peer average yield of 1.17% as follows:

$$\begin{aligned}
 \text{Estimated target price (Dividend yield)} &= \frac{\text{TTM DPS}}{\text{Peer average yield}} \\
 &= \frac{\text{S\$}0.015}{1.17\%} \\
 &= \text{S\$}1.286
 \end{aligned}$$

The estimated target price of S\$1.286 implies an upside potential of 159.9% from the current share price of S\$0.495.

(d) Overall

From our analysis, BTL seems to be undervalued in terms of its P/B multiple and dividend yield. By averaging our estimated target prices based on P/B multiple and dividend yield, we derive an overall target price of S\$1.357 as follows:

$$\begin{aligned}\text{Overall target price} &= \frac{1}{2} \times [\text{Estimated target price (P/B multiple)} + \text{Estimated target price (Dividend yield)}] \\ &= \frac{1}{2} \times [\text{S\$1.427} + \text{S\$1.286}] \\ &= \text{S\$1.357}\end{aligned}$$

The overall target price of S\$1.357 implies an upside potential of 174.1% from the current share price of S\$0.495.

While the upside potential seems attractive, we note though that the P/B multiple and dividend yield of BTL may not converge towards the respective peer averages as may be implied by our peer comparison analysis. For instance, BTL has been trading at a P/B multiple of between 0.41x and 0.59x in the past five Financial Years (“FYs”; based on ex-dividend share price seven days after the release of 1H and 2H results, from 1H FY2021 to 2H FY2025), which is lower than the peer average P/B of 1.42x. Thus, the upside potential of 174.1% may not be realised.

Accordingly, we conduct another valuation analysis based on historical valuation metrics.

(II) HISTORICAL VALUATION

We conduct a valuation analysis based on BTL's historical valuation metrics over the past five FYs (1H FY2021 to 2H FY2025), with NAV per share based on the book value of BTL's properties, as shown in **Exhibit 55**.

Exhibit 55: Historical Valuation Metrics (based on book value of BTL's properties; 1H FY2021 to 2H FY2025)

Period	Results Release Date ("RRD")	Share price (RRD + 7 days)	Ex-dividend price (share price - DPS)	Diluted EPS (cents)	TTM EPS (cents)	P/E multiple	DPS (cents)	TTM DPS (cents)	Dividend yield	NAV per share (S\$)	P/B multiple
2H FY2025	27 Feb '26	0.510	0.495	(3.43)	(12.58)	(3.9 x)	1.50	1.50	3.03%	1.00	0.49 x
1H FY2025	29 Jul '25	0.550	0.550	(9.15)	(6.06)	(9.1 x)	-	2.00	3.64%	1.04	0.53 x
2H FY2024	25 Feb '25	0.605	0.585	3.09	8.96	6.5 x	2.00	2.00	3.42%	1.16	0.50 x
1H FY2024	29 Jul '24	0.630	0.630	5.87	7.92	8.0 x	-	1.50	2.38%	1.13	0.56 x
2H FY2023	26 Feb '24	0.505	0.490	2.06	4.08	12.0 x	1.50	1.50	3.06%	1.08	0.45 x
1H FY2023	31 Jul '23	0.600	0.600	2.03	4.19	14.3 x	-	1.00	1.67%	1.06	0.56 x
2H FY2022	27 Feb '23	0.625	0.615	2.16	6.60	9.3 x	1.00	1.00	1.63%	1.05	0.59 x
1H FY2022	29 Jul '22	0.445	0.445	4.45	5.34	8.3 x	-	0.50	1.12%	1.04	0.43 x
2H FY2021	25 Feb '22	0.420	0.415	0.90	2.90	14.3 x	0.50	0.50	1.20%	0.99	0.42 x
1H FY2021	30 Jul '21	0.405	0.405	2.00	(3.64)	(11.1 x)	-	-	-	0.98	0.41 x
Maximum						14.3 x			3.64%		0.59 x
Minimum						(11.1 x)			-		0.41 x
Average						10.4 x			2.35%		0.50 x

Note: P/E multiple, P/B multiple, and dividend yield based on ex-dividend price. Averages exclude nil and negative figures.

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

(a) P/E multiple

BTL's TTM EPS is negative, resulting in a non-meaningful P/E multiple. Accordingly, we shall focus only on P/B multiple and dividend yield for our historical valuation analysis.

(b) P/B multiple

Based on **Exhibit 55**, BTL's historical average P/B of 0.50x is higher than its current P/B multiple of 0.49x. This suggests that BTL is undervalued at its current share price. Based on the historical average P/B of 0.50x and NAV per share of S\$1.0047, we estimate a target price of S\$0.497 as follows:

$$\begin{aligned}
 \text{Estimated target price (Historical P/B)} &= \text{Historical average P/B} \times \text{NAV per share} \\
 &= 0.50 \times \text{S\$0.46} \\
 &= \text{S\$0.497}
 \end{aligned}$$

The estimated target price of S\$0.497 implies an upside potential of 0.5% from the current share price of S\$0.495.

(c) Dividend yield

Based on **Exhibit 55**, BTL's historical average yield of 2.35% is lower than its current yield of 3.03%. This suggests that BTL is undervalued at its current share price. Based on the historical average yield of 2.35% and TTM DPS (cents) of 1.50, we estimate a target price of S\$0.638 as follows:

$$\begin{aligned} \text{Estimated target price (Historical yield)} &= \frac{\text{TTM DPS}}{\text{Historical average yield}} \\ &= \frac{\text{S\$0.015}}{2.35\%} \\ &= \text{S\$0.638} \end{aligned}$$

The estimated target price of S\$0.638 implies an upside potential of 43.3% from the current share price of S\$0.495.

(d) Overall

From our analysis, BTL seems to be undervalued in terms of its historical average P/B and historical average yield. By averaging the estimated target prices based on historical average P/B and historical average yield, we derive an overall target price of S\$0.568 as follows:

$$\begin{aligned} \text{Overall target price} &= \frac{1}{2} \times [\text{Estimated target price (Historical P/B)} + \text{Estimated target price (Historical yield)}] \\ &= \frac{1}{2} \times [\text{S\$0.497} + \text{S\$0.638}] \\ &= \text{S\$0.568} \end{aligned}$$

The overall target price of S\$0.568 implies an upside potential of 14.7% from the current share price of S\$0.495.

(III) POTENTIAL PRIVATISATION

We note that:

- BTL's P/B multiple is 0.49x as at 22 May 2026, which represents a discount of approximately 51% to NAV
- BTL's cash & short-term deposits (excluding loans & borrowings) were S\$95.2 million (S\$82.3 million) as at 31 December 2025, or 95.0% (82.1%) of BTL's market capitalisation of S\$100.2 million as at 22 May 2026
- we estimate Dr Benety Chang, who served as CEO of BTL from May 2000 to December 2018, to have 56.0% total interest in BTL as at 22 May 2026¹.

Accordingly, we consider the possibility of a privatisation of BTL by Dr Benety Chang.

Based on Dr Benety Chang's likely total interest in BTL as at 22 May 2026, he would need to acquire the remaining 44.0% interest to privatise BTL. At the market capitalisation of S\$100.2 million as at 22 May 2026, this would equate to S\$44.1 million (S\$100.2 million × 44.0%).

To estimate the potential privatisation premium for BTL, we review the privatisation offers for SGX-listed companies over the last twelve months. We note that the average price premium for privatisation offers was 26.1%, as shown in **Exhibit 56**.

Exhibit 56: Privatisation Offers for SGX-Listed Companies (Last Twelve Months)

Target	Code	Acquirer	Currency	Last undisturbed price		Offer price per share	Price premium
				Date	Price		
Avarga Limited	X5N	TKO Pte. Ltd.	SGD	12 Mar '26	2.35	2.7	14.9%
Low Keng Huat	F1E	Consistent Record Pte. Ltd.	SGD	28 Nov '25	0.615	0.78	26.8%
Mandarin Oriental International Ltd	M04	Jardine Strategic Limited	USD	29 Sept '25	2.20	3.35	52.3%
Olive Tree Estates	1H2	Advansory Investment Pte Ltd	SGD	29 Sept '25	0.112	0.12	7.1%
AF Global Limited	L38	AFG Investment Pte. Ltd	SGD	29 Sept '25	0.089	0.11	23.6%
Spindex Industries Ltd	564	Skyline II Pte Ltd	SGD	31 Jul '25	1.12	1.43	27.7%
Alpina Holdings Ltd	ZXY	K&T Investment Pte Ltd	SGD	03 Jun '25	0.25	0.37	48.0%
Grand Venture Technology	JLB	Aalberts Advanced Mechatronics B.V.	SGD	30 May '25	0.840	0.940	11.9%
Ossia International	O08	Goh Ching Wah, Goh Ching Huat, and Goh Ching Lai	SGD	13 May '25	0.113	0.160	41.6%
Fraser Hospitality Trust	ACV	Frasers Property Hospitality Trust Holdings Pte. Ltd.	SGD	13 May '25	0.665	0.710	6.8%
Average							26.1%

Source: SGX, respective companies, FPA

Based on the average price premium of privatisation offers, we estimate that any privatisation offer may need to have a price premium of 26.1% from the current share price of S\$0.495 to be successful. Thus, Dr Benety Chang may need to offer a minimum privatisation offer of S\$0.624, which would translate to a full privatisation cost of S\$55.6 million (or 58.3% of cash & bank balances as at 31 December 2025).

¹ Based on direct interest in 94,151,601 shares and indirect interest in 19,151,771 shares as at 18 March 2026, the granting of performance share awards of 98,039 shares on 30 April 2026, and 202,435,848 total issued shares (excluding treasury shares) as at 22 May 2026.

POTENTIAL CATALYSTS

(I) HIGHER-THAN-EXPECTED RISE IN CHARTER RATES AMID OR AFTER ONGOING WAR

EIA forecasted in May 2026 that, amid the current U.S.-Israeli war against Iran, Brent crude oil prices (in USD per barrel) will rise from US\$69 in 2025 to US\$95 in 2026, before falling to US\$79 in 2027. EIA noted for its forecasts that it assumed the Strait of Hormuz would reopen in “late May”, and mentioned that, “if there was a delay in the reopening of the strait by one month”, crude oil prices would be “more than \$20/b higher” than its forecasts in the near-term. EIA added, “Prices would remain higher than our current forecast through next year, although the difference would narrow over time.”

Financial Times (“FT”) cited in May 2026 the Aberdeen chief economist as noting that “his team was now examining a scenario where Brent crude rockets to \$180 a barrel”, and that his team was “taking that outcome very seriously”. FT also noted that Morgan Stanley analysts were considering an “escalation” scenario whereby oil prices “surge through \$150 a barrel”.

A higher-than-expected rise in crude oil prices could raise demand for oil production, thereby increase AHTS demand. Accordingly, AHTS charter rates could rise higher than as assumed by us. Alternatively, the currently-expected rise in crude oil prices could also contribute to an increase in charter rates that is higher than as assumed by us. In either case, the charter related revenue of CHO in FY2027, thus that of BTL, could rise above our projection.

(II) RISE IN DEPLOYMENT TO OFFSHORE WIND SECTOR

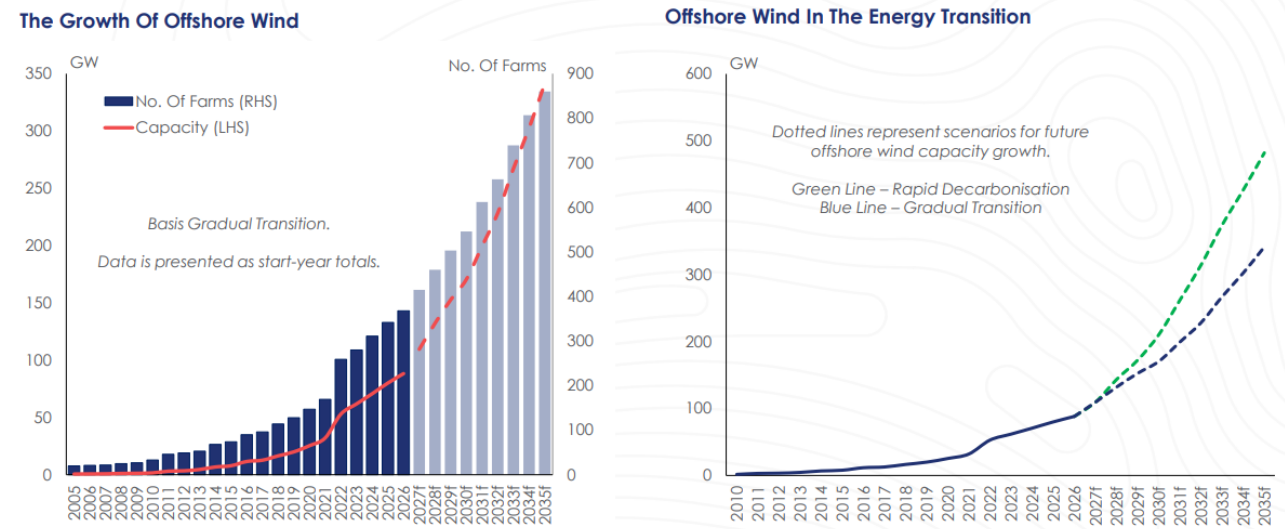
Clarksons indicated in March 2026 that offshore wind capacity is expected to grow, as shown in **Exhibit 57**.

BTL noted in April 2023 that the “percentage of Group revenue related to the offshore renewables sector” was “about 30%.” BTL also noted that it focused on “fabricating bespoke wind farm installation equipment.” Should BTL have continued to serve customers in the offshore wind sector, the growth of the offshore wind sector may contribute to an increase in BTL’s revenue.

Exhibit 57: Growth in Offshore Wind

Energy Transition and Energy Security: Offshore Wind Growing & Will Play Vital Role

0.4% of energy supply today, mixed investment trends recently, long-term outlook positive



Source: Clarksons Research. All data available on Renewables Intelligence Network.
 CLARKSON PLC 2025 | Results Presentation
 Andi Case & Jeff Wayda | 9 March 2026

Source: Clarksons, FPA

(III) DEPLOYMENT OF CASH BALANCE

We note that BTL's cash & short-term deposits were S\$95.2 million as at 31 December 2025, or 95.0% of BTL's market capitalisation of S\$100.2 million as at 22 May 2026.

BTL noted during the AGM held in late April 2026, "The Company maintains a measured cash position so that it remains well-placed to act on investment opportunities as and when they arise, and to retain financial flexibility through different market conditions. This calibrated approach to capital management is itself an important means of safeguarding and creating long-term value for shareholders."

Should BTL find a suitable avenue to deploy its cash (e.g., purchase or construction of vessel), revenue may rise.

(IV) SALE OF BLUE TITANIUM LIFTBOAT

BTL noted during the AGM held in late April 2026, "The Company continues to look for charter opportunities, and is also actively exploring sale opportunities of the liftboat. When it was decided to build the liftboat, part of the underlying rationale was with a view of possible divestment, and that has not changed. The Company is pursuing both charter and sale opportunities in parallel, with the aim of securing the best commercial outcome for shareholders."

We note that, should BTL manage to sell its liftboat, cash & short-term deposits may rise. Accordingly, BTL may raise DPS or increase share buybacks.

(V) RISING SHARE BUYBACKS

BTL has been announcing share buybacks on 24 March (30,000 shares), 30 March (55,700 shares), 31 March (19,400 shares), and 1 April (22,100 shares). BTL noted during the AGM held in late April 2026, "The Company has bought back 127,200 shares to date, which are sufficient to cover the share awards issued under its employee share plans. The buyback was undertaken with that specific purpose in mind, and the Company has no intentions to buy back further shares beyond that."

However, BTL also announced share buybacks on 11 May (39,700 shares), 12 May (34,200 shares), 13 May (25,000 shares), 14 May (23,000 shares), 15 May (69,400 shares), 18 May (80,000 shares), 19 May (21,900 shares), 21 May (9,600 shares), and 22 May (12,100 shares). Even though there have been little share price movements amid the share buybacks (as shown in **Exhibit 9** on page 10), share price may rise should BTL increase its share buybacks.

INVESTMENT RECOMMENDATION

We note that: (1) BTL's P/B multiple is 0.49x as at 22 May 2026, which represents a discount of approximately 51% to NAV; (2) BTL's cash & short-term deposits (netting the loans & borrowings) were S\$95.2 million (S\$82.3 million) as at 31 December 2025, or 95.0% (82.1%) of BTL's market capitalisation of S\$100.2 million as at 22 May 2026; and (3) we estimate Dr Benety Chang, who served as CEO of BTL from May 2000 to December 2018, to have 56.0% total interest in BTL as at 22 May 2026. Accordingly, we consider the possibility of a privatisation of BTL by Dr Benety Chang.

Based on the average price premium of privatisation offers for SGX-listed companies over the last twelve months, we estimate that any privatisation offer may need to have a price premium of 26.1% from the current share price of S\$0.495 to be successful. Thus, Dr Benety Chang may need to offer a minimum privatisation offer of S\$0.624, which would translate to a full privatisation cost of S\$55.6 million (or 58.3% of cash & bank balances as at 31 December 2025).

We consider that there is upside potential in the company's share price given that: (1) BTL is still trading at less than half its NAV; (2) cash & short-term deposits (even after netting the loans & borrowings) still comprise 95.0% (82.1%) of BTL's market capitalisation of S\$100.2 million as at 22 May 2026; and (3) BTL's revenue, earnings and share price may improve after it secures a new charter for the Blue Titanium liftboat. In view of the upside potential, should Dr Benety Chang seek to privatise the company or an external party seek to take over BTL, Dr Benety Chang or the offeror may need to offer a minimum privatisation offer of S\$0.624. Accordingly, we adopt the minimum privatisation offer of S\$0.624 as our target price. Given the upside potential of 26.1% from the current share price of S\$0.495, a buy recommendation may be warranted.

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

RISKS TO TARGET PRICE

(I) DELAYS IN RECHARTERING BLUE TITANIUM LIFTBOAT

During the AGM held in late April 2026, BTL noted, ["The Company continues to look for charter opportunities, and is also actively exploring sale opportunities of the liftboat. When it was decided to build the liftboat, part of the underlying rationale was with a view of possible divestment, and that has not changed."](#)

We note that BTL may not be able to easily secure new charters such that it is giving greater consideration to a potential liftboat sale. Accordingly, the securance of a suitable new charter for Blue Titanium may take longer than as assumed by us.

In our projections, we assume that the Blue Titanium liftboat would be chartered only in 3Q FY2026. However, should the liftboat be chartered only after FY2027 instead, BTL's marine offshore revenue (excluding that of CHO) in FY2027 would be lower than as projected by us.

(II) LOWER-THAN-EXPECTED CHARTER RATE FOR BLUE TITANIUM'S NEW CHARTER

In our projections, we assume that the annualised revenue from Blue Titanium's new charter in each of FY2026 & FY2027 will be S\$36.0 million, the average of charter related revenue of BTL (excluding CHO) in FY2022 & FY2023 (during which Blue Titanium was chartered for the full year; previous charter ended November 2024).

However, we note that the liftboat charter rates of SEACOR Marine has been generally falling from 1Q 2024 (as shown in **Exhibit 5** on page 6). We also note that SEACOR Marine reduced its liftboats fleet size to 5 liftboats as at end of 1Q 2026 from 9 liftboats as at end of 4Q 2021. Should the developments of SEACOR Marine be indicative of the broader liftboat market, the charter related revenue (excluding CHO) from Blue Titanium that BTL may secure for FY2027 may be lower than as assumed by us.

(III) UPCOMING EXPIRY OF PROPERTY LEASES

Based on BTL's AR for FY2025, we note that the leases for two of BTL's properties are expiring in 2026, as shown in **Exhibit 58**. We consider that BTL's operations may be disrupted amid their search for new premises. Accordingly, revenue may fall.

Exhibit 58: Expiry of Property Leases

As at the date of this report, the Group holds the following properties in Singapore:

LOCATION	DESCRIPTION	AREA (SQM)	TENURE
6 Pioneer Sector 1 Singapore 628418	A purpose-built shipyard complex with single-storey workshops, 3-storey office, stores, water frontage and paint blasting/open fabricating	31,094	Expiring on 31 December 2043
10 Jalan Samulun Singapore 629124	An existing custom-built premises with single-storey workshop, 3-storey office and water frontage	10,430	Expiring on 31 December 2026
12A Jalan Samulun Singapore 629131	In the process of reinstatement for return to Jurong Town Council	5,995	Expiring on 31 May 2026

Source: BTL

DISCLOSURES/DISCLAIMERS

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