

REAL ESTATE EQUITY RESEARCH

BUND CENTER INVESTMENT LTD

SGX: BTE

Bloomberg: BCI:SP

ISIN code: BMG1792W1367

Country: China

Industry: Real Estate

10 May 2026

RECOMMENDATION: BUY

Current price: S\$0.415 (8 May)

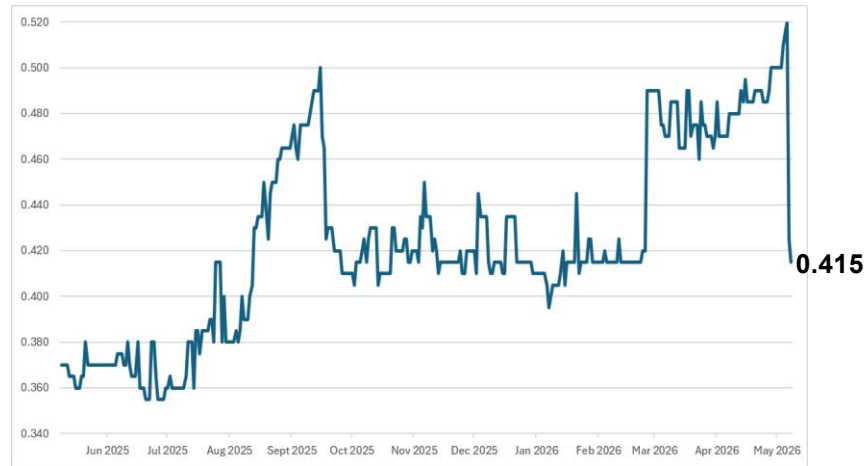
Target price: S\$0.523

Issued shares: 759 million (31 December 2025)

Market capitalisation: S\$314.9 million

52-week range: S\$0.355 - S\$0.520

PRICE PERFORMANCE



COMPANY DESCRIPTION

Bund Center Investment Ltd ("BCI") is engaged in investment holding and property-related business in the People's Republic of China ("PRC"). BCI's properties include: (1) Bund Center Office Tower (the "Office Tower"), a Grade A office building in Shanghai; (2) The Westin Bund Center Shanghai (the "Westin Hotel"), a five-star hotel managed by Marriott International; and (3) Golden Center, a retail complex located in Ningbo, Zhejiang Province.

SUMMARY

For the six months ended 31 December 2025 (2H FY2025), revenue fell by 1.4% to S\$41.5 million in 2H FY2025 from S\$42.1 million in 2H FY2024, amid Chinese Yuan ("CNY" or RMB) depreciating against Singapore Dollar ("SGD"). Gross profit fell by 3.1% to S\$17.5 million in 2H FY2025 from S\$18.0 million in 2H FY2024, amid property leasing gross margin falling to 35.0% in 2H FY2025 from 40.9% in 2H FY2024. Profit before income tax fell by 29.3% to S\$8.1 million in 2H FY2025 from S\$11.4 million in 2H FY2024, amid other operating income falling by S\$1.8 million year-on-year ("y-o-y") and General & Administrative ("G&A") expenses rising by S\$1.3 million y-o-y. Accordingly, profit for the period (attributable to owners of the Company) fell by 28.5% (28.4%) to S\$5.0 million (S\$4.8 million) in 2H FY2025 from S\$7.0 million (S\$6.7 million) in 2H FY2024. Earnings Per Share ("EPS" in cents) fell by 28.4% to 0.64 in 2H FY2025 from 0.89 in 2H FY2024. BCI declared special final Dividend Per Share ("DPS" in cents) of 6.80 for 2H FY2025, such that DPS (in cents) rose by 642.9% to 10.40 in FY2025 from 1.40 in FY2024.

RECOMMENDATION

We note that: (1) as at 10 March 2026, the Widjaja family (through WFMT3 and FlamboBC) owned an 84.0% shareholding in BCI; (2) BCI's cash & bank balances as at 31 December 2025 totalled S\$163.3 million, or about 51.9% of BCI's market capitalisation of S\$314.9 million as at 8 May 2026; (3) we estimate BCI's NAV per share as at end-FY2025 to be S\$1.74 based on its properties' valuation (vs S\$0.46 based on its properties' book value), such that BCI is trading at a P/B multiple of 0.24x which represents a discount of approximately 76% to NAV; and (4) Lyon Investments Limited, which Business Times noted was "controlled by the Widjaja family", completed in July 2025 the acquisition of Sinarmas Land Limited at an offer price of S\$0.375, or a premium of 36.4% over the last traded price of S\$0.275 before the first offer announcement (prior to the privatisation offer, Lyon Investments Limited held 70.30% of the total issued shares of Sinarmas Land Limited). Accordingly, we consider the possibility of a privatisation offer by the Widjaja family.

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\$0.415 to be successful. Thus, the Widjaja family may need to offer a minimum privatisation offer of S\$0.523, which would translate to a minimum privatisation cost of S\$63.5 million (or 38.9% of cash & bank balances as at 31 December 2025).

While we note that the Widjaja family may not privatise BCI anytime soon, the minimum privatisation offer of S\$0.523 may be suitable as a target price given that: (1) we estimate BCI to be trading at a P/B multiple of 0.24x which represents a discount of approximately 76% to NAV; and (2) the Westin Hotel may be undervalued given that we estimate the per room valuation of Shanghai Lishi (which likely owned the Andaz Xintiandi Shanghai five-star hotel) to be RMB 6.5 million—around 47.4% higher than that of the Westin Hotel of RMB 4.4 million—despite the end-May 2026 one-night rate of the Andaz Xintiandi Shanghai hotel being only 10.4% higher than that of the Westin Hotel as at 10 May 2026. Thus, we adopt as our target price the minimum privatisation offer of S\$0.523, which represents an upside potential of 26.1%. Accordingly, the upside potential may warrant a buy recommendation.

We also recognise that the target price is subject to risks, such as slowing economic growth of the PRC and falling valuation of the Office Tower.

KEY FINANCIALS	Revenue	Earnings ⁽¹⁾	EPS	P/E	DPS	Dividend Yield	NAV per Unit	P/B
Year ended 31 Dec	(S\$ million)	(S\$ million)	(cents)	(x)	(cents)	(%)	(S\$)	(x)
2024 Actual	84.4	13.6	1.79	23.2	1.40	3.37%	0.50	0.83
2025 Actual	81.5	7.6	1.01	41.1	10.40	25.06%	0.46	0.90
2026 Forecast	83.1	12.4	1.63	25.4	3.60	8.67%	n.a.	n.a.
2027 Forecast	82.6	11.8	1.56	26.7	3.60	8.67%	n.a.	n.a.

n.a. = not available. Note: P/E, P/B, and dividend yield based on the current share price of S\$0.415.

⁽¹⁾ Profit attributable to owners of the Company.

Source: BCI, FPA

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INDUSTRY OUTLOOK

(I) SHANGHAI HOTEL REAL ESTATE

Based on data from the Shanghai Municipal Statistical Bureau, [total visitor count rose by 7.3% to 425.8 million in 2025 from 397.0 million in 2024](#). Domestic tourist count rose by 6.7% to 416.4 million in 2025. Meanwhile, foreign tourist count rose by 39.6% to 9.4 million in 2025, and exceeded the pre-COVID-19 high of 9.0 million (2019). Shanghai visitor count from 2016 to 2025 is shown in **Exhibit 1**.

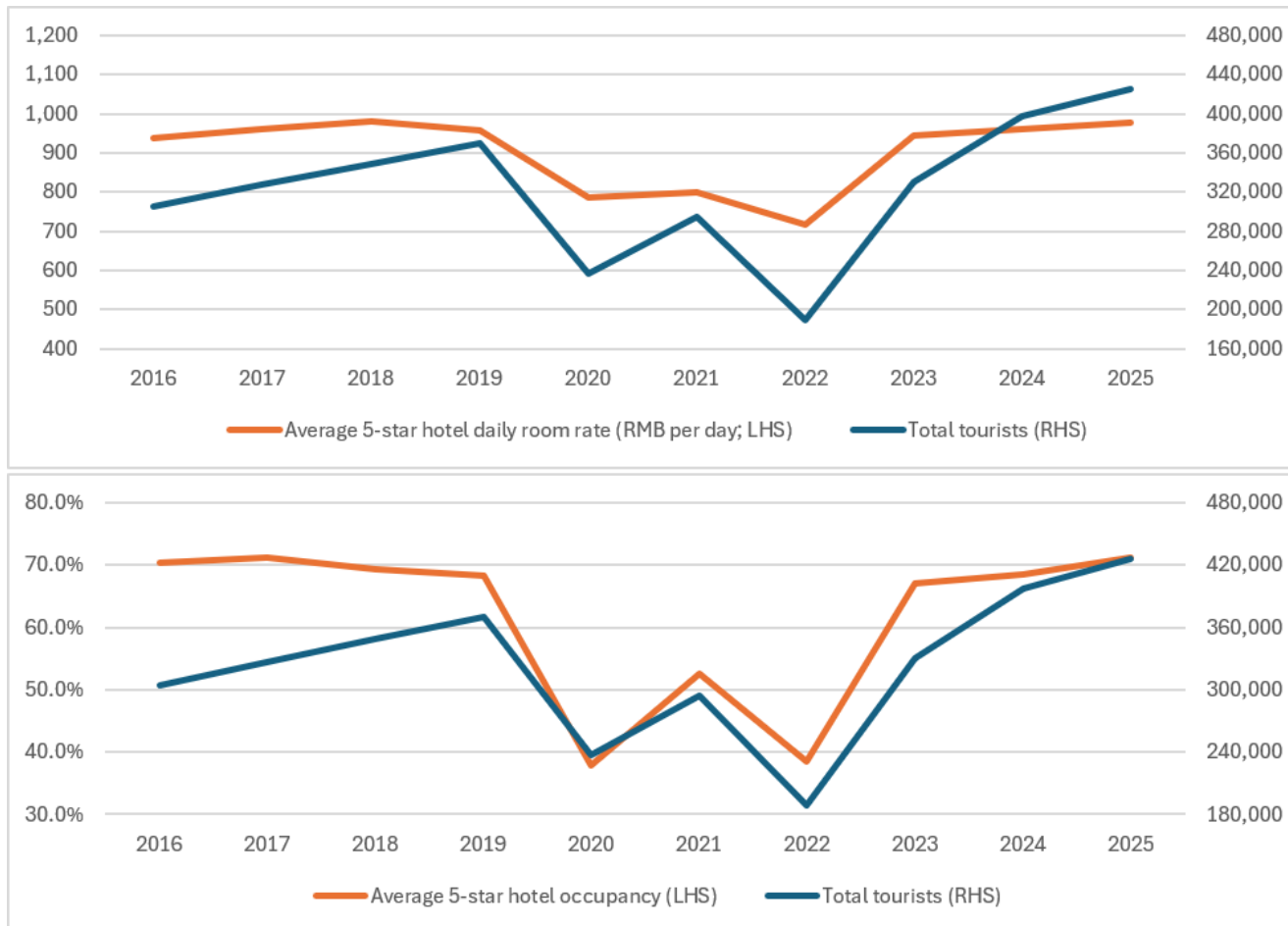
Exhibit 1: Shanghai Visitors (2016 to 2025)

(in '000)	Actual										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Foreign tourists	8,544	8,730	8,937	8,972	1,286	1,033	632	3,645	6,706	9,360	
Domestic tourists	296,206	318,453	339,769	361,405	236,057	293,822	188,162	326,428	390,310	416,443	
Total tourists	304,750	327,183	348,706	370,377	237,343	294,855	188,794	330,072	397,016	425,803	
Domestic tourists as % of total tourists	97.2%	97.3%	97.4%	97.6%	99.5%	99.6%	99.7%	98.9%	98.3%	97.8%	

Source: Shanghai Municipal Statistical Bureau, FPA

The average Shanghai five-star hotel daily room rate and occupancy from 2016 to 2025 generally trended with total visitor count, as shown in **Exhibit 2**.

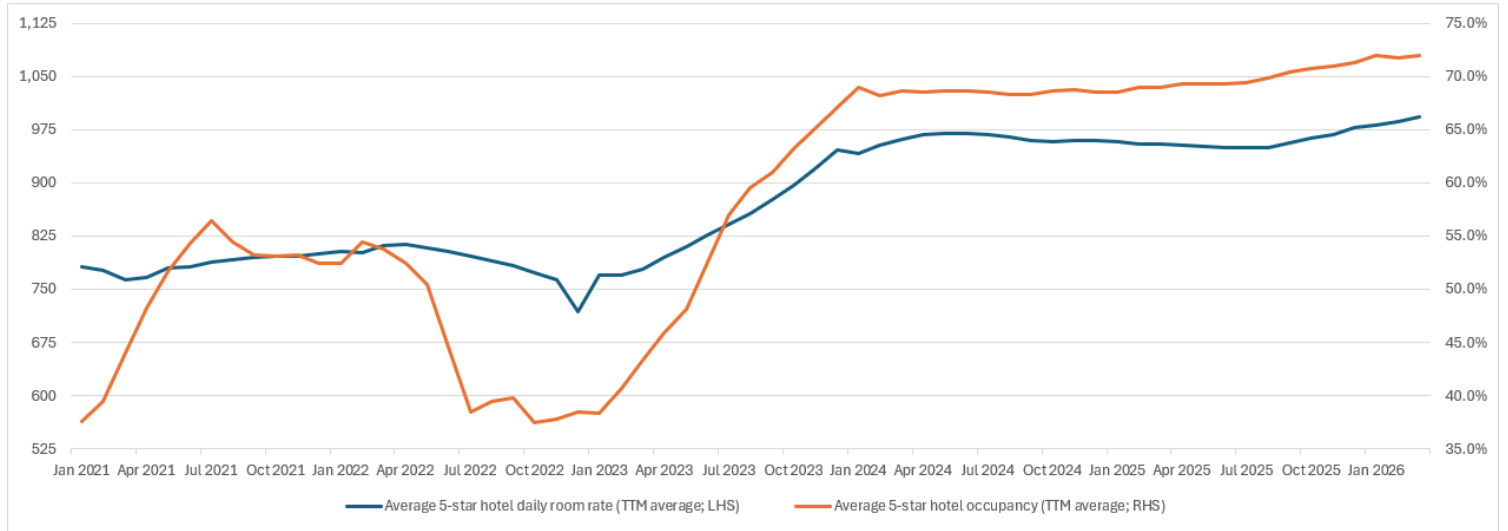
Exhibit 2: Average Shanghai Five-Star Hotel Daily Room Rate and Occupancy vs Total Visitor Count (2016 to 2025)



Source: Shanghai Municipal Statistical Bureau, FPA

Based also on data from the Shanghai Municipal Statistical Bureau, we estimate that the Trailing Twelve-Month (“TTM”) average Shanghai five-star daily room rate rose to RMB993 in March 2026 from RMB979 in December 2025, as illustrated in **Exhibit 3**. Meanwhile, TTM average occupancy rose to 72.0% in March 2026 from 71.3% in December 2025. It remains to be seen, however, whether the TTM average daily room rate & occupancy of Shanghai five-star hotels will continue rising through 2026 & 2027.

Exhibit 3: Trailing Twelve-Month Average Shanghai Five-Star Daily Room Rate and Occupancy (Jan 2021 to Mar 2026)

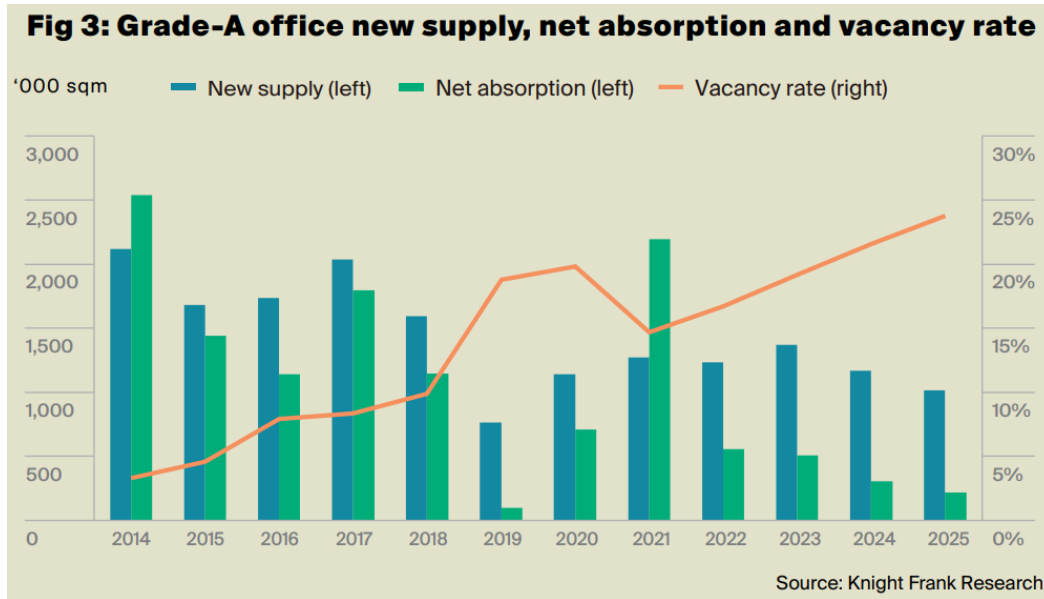


Source: Shanghai Municipal Statistical Bureau, FPA

(II) SHANGHAI OFFICE REAL ESTATE

In its 4Q 2025 update, real estate firm Knight Frank indicated that [Shanghai Grade A office vacancy generally rose from 2014 to 2025 amid new supply exceeding net absorption from 2015 to 2025 \(except 2021\)](#), as shown in **Exhibit 4**.

Exhibit 4: Grade A Office New Supply, Net Absorption, and Vacancy Rate (2014 to 2025)

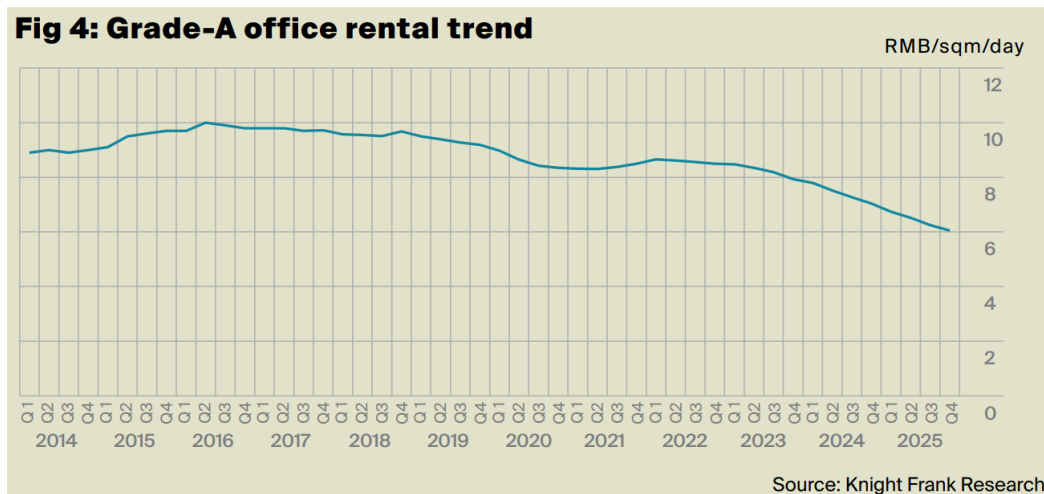


Source: Knight Frank, FPA

Knight Frank noted for 4Q 2025 that “Shanghai’s overall office market rents continued the downward trajectory, falling 3.2% QoQ to RMB6.05 per sqm per day.” Shanghai Grade A office rent from 1Q 2014 to 4Q 2025 is shown in **Exhibit 5**.

Knight Frank also noted for 2026 that “nearly 1.4 million sqm of new office space is scheduled to enter the Shanghai market, keeping sustained pressure on the leasing market.” Accordingly, Knight Frank commented, “We expect the market will maintain the current downward trend in rents in the first quarter of 2026, with vacancy rates continuing to edge up slightly.”

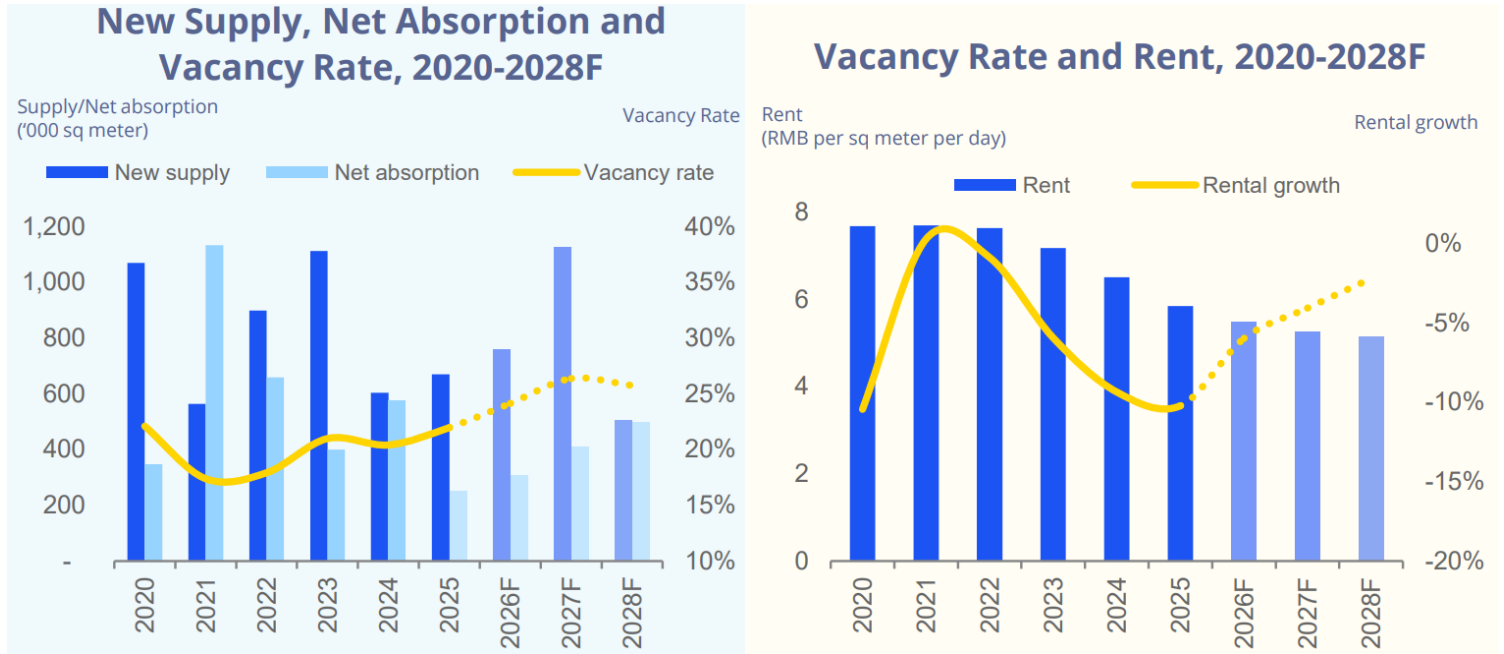
Exhibit 5: Shanghai Grade A Office Rent (1Q 2014 to 4Q 2025)



Source: Knight Frank, FPA

In April 2026, another real estate firm, Colliers, commented for 1Q 2026, [“Shanghai’s office market continues to face pressure amid weak demand.”](#) Colliers noted, “As the supply-demand imbalance shows no signs of improvement, rents have fallen by over 10% YOY, currently sitting at a historic low.” Colliers forecasted that Shanghai office rent would continue falling from 2026 to 2028, as shown in **Exhibit 6**.

Exhibit 6: Forecasts for Shanghai Office Market (2026 to 2028)

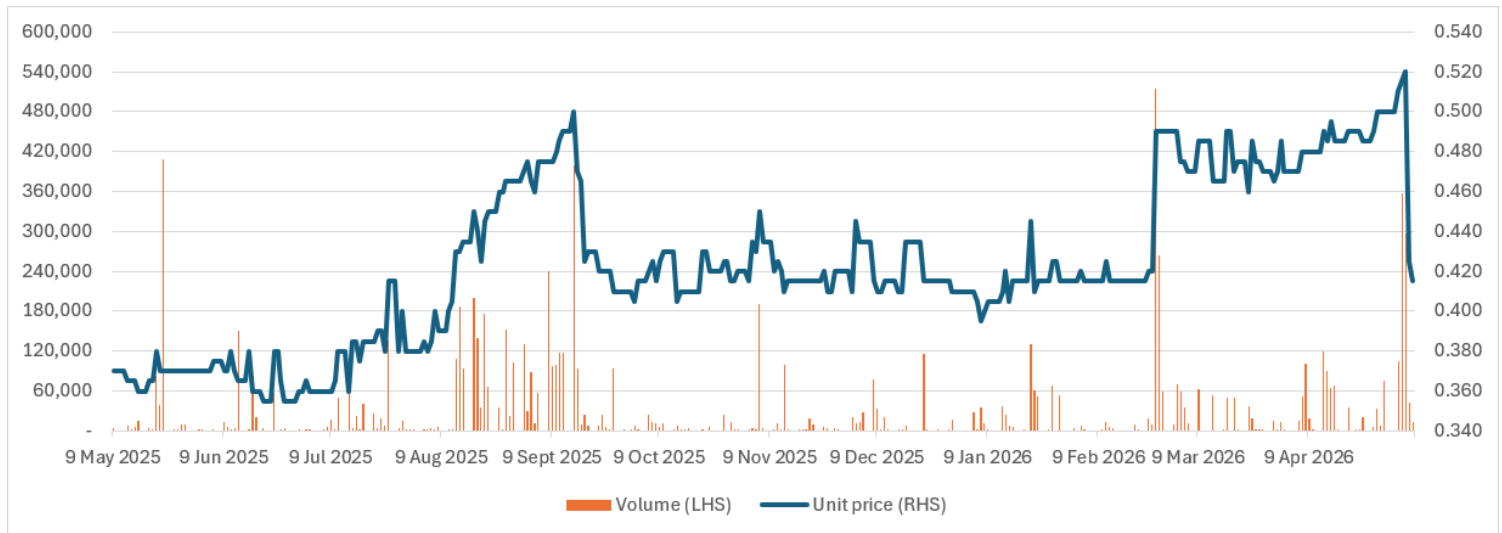


Source: Colliers

RECENT SHARE PRICE DEVELOPMENTS

Over the last twelve months, the share price of Bund Center Investment (“BCI”) rose by 12.2% to S\$0.415 on 8 May 2026 from S\$0.370 on 9 May 2025, as shown in **Exhibit 7**.

Exhibit 7: Share Price Performance (Last Twelve Months)



Source: Yahoo! Finance (share prices), FPA

On 25 July 2025, the Shanghai Municipal Statistical Bureau announced that [Shanghai's Gross Regional Product \(“GRP”\) rose by 5.1% year-on-year \(“y-o-y”\) in 1H 2025](#). Share price rose from S\$0.380 on 24 July to S\$0.415 on 25 July, but fell back to S\$0.380 on 28 July 2025.

On 12 August 2025, BCI released its financial statements for 1H FY2025. BCI declared Dividend Per Share (“DPS” in cents) of 3.60 for 1H FY2025. Share price rose by 8.6% (or S\$0.035) to S\$0.440 on 19 August from S\$0.405 on 12 August 2025.

Subsequently, share price fell to S\$0.470 on 16 September (dividend ex-date) from S\$0.500 on 15 September 2025. Share price fell further to S\$0.425 on 18 September, one day after record date of 17 September 2025.

On 19 December 2025, BCI announced that one of its joint secretaries resigned. Share price fell by 4.6% to S\$0.415 on 26 December 2025 from S\$0.435 on 19 December 2025.

On 21 January 2026, the Chinese National Bureau of Statistics (“NBS”) announced that [the GDP of the People's Republic of China \(“PRC”\) rose by 4.5% y-o-y in 4Q 2025 and rose by 5.0% y-o-y in 2025](#). On the same day, the Shanghai Municipal Statistical Bureau announced that [Shanghai's GRP rose by 5.4% y-o-y in 2025](#). Share price rose from S\$0.415 on 20 January to S\$0.445 on 21 January, but fell back to S\$0.415 on 23 January 2026.

On 24 February 2026, BCI released its financial statements for 2H FY2025. BCI declared DPS (in cents) of 6.80 for 2H FY2025. Share price rose by 16.7% (or S\$0.070) to S\$0.490 on 3 March from S\$0.420 on 24 February 2026.

Share price generally rose to S\$0.500 on 28 April from S\$0.465 on 13 March 2026, amid a general rise in the Straits Times Index to 4,887.69 on 28 April from 4,842.27 on 13 March 2026.

Subsequently, share price fell to S\$0.425 on 7 May (dividend ex-date) from S\$0.520 on 6 May 2026.

FINANCIAL ANALYSIS

In this section, we review BCI's results for 2H FY2025. While BCI reports its results in Singapore Dollar ("SGD"), we include in brackets our estimates of the respective figures in Chinese Yuan ("CNY", or RMB) and of the corresponding percentage changes.

(I) FINANCIAL REVIEW

Revenue:

Revenue fell by 1.4% (rose by 0.7%) to S\$41.5 million (RMB 229.2 million) in 2H FY2025 from S\$42.1 million (RMB 227.7 million) in 2H FY2024, as shown in **Exhibit 8**, amid CNY depreciating against SGD by 2.0%.

Exhibit 8: 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 (%)
Hotel revenue	25,251	24,515	736	3.0%
Property leasing revenue	16,236	17,550	(1,314)	(7.5%)
Revenue	41,487	42,065	(578)	(1.4%)
Average SGD-to-RMB exchange rate	5.524	5.412	(0.112)	(2.0%)
Hotel revenue (in RMB '000; estimate)	139,495	132,672	6,823	5.1%
Property leasing revenue (in RMB '000; estimate)	89,693	94,979	(5,285)	(5.6%)
Revenue (in RMB '000; estimate)	229,189	227,651	1,538	0.7%

* unless indicated as estimate.

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

Revenue from 1H FY2021 to 2H FY2025 is shown in **Exhibit 9**.

Exhibit 9: 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
Hotel revenue	16,183	17,370	8,283	10,841	20,158	24,365	23,892	24,515	23,581	25,251
Property leasing revenue	24,106	25,573	25,564	22,922	20,486	18,880	18,448	17,550	16,480	16,236
Revenue	40,289	42,943	33,847	33,763	40,644	43,245	42,340	42,065	40,061	41,487
Average SGD-to-RMB exchange rate	4.849	4.740	4.738	5.003	5.174	5.294	5.272	5.412	5.474	5.524
Hotel revenue (in RMB '000; estimate)	78,478	82,325	39,248	54,235	104,292	128,983	125,951	132,672	129,093	139,495
Property leasing revenue (in RMB '000; estimate)	116,900	121,203	121,133	114,674	105,989	99,946	97,252	94,979	90,219	89,693
Revenue (in RMB '000; estimate)	195,377	203,529	160,381	168,910	210,281	228,929	223,202	227,651	219,312	229,189

* unless indicated as estimate.

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

On an annual basis, revenue fell by 3.4% (0.5%) to S\$81.5 million (RMB 448.5 million) in FY2025 from S\$84.4 million (RMB 450.9 million) in FY2024, as shown in **Exhibit 10**, mainly due to property leasing revenue falling by 9.1% (6.4%) y-o-y.

BCI noted, "The highly competitive operating environment continued to place downward pressure on leasing yields, resulting in a 9.1% decline in total leasing income from S\$36.0 million in FY2024 to S\$32.7 million in FY2025." BCI also noted that "Hotel revenue increased from S\$48.4 million in FY2024 to S\$48.8 million, mainly driven by higher occupancy rates and improved room yields, supported by the continued recovery in travel demand from both domestic and international visitors."

Exhibit 10: Revenue (FY2025 vs FY2024)

(in S\$ '000 unless otherwise stated)	Actual*		FY2025 vs FY2024	
	FY2025	FY2024	Absolute Change	Change (%)
Hotel revenue	48,832	48,407	425	0.9%
Property leasing revenue	32,716	35,998	(3,282)	(9.1%)
Revenue	81,548	84,405	(2,857)	(3.4%)
Average SGD-to-CNY exchange rate	5.500	5.342	(0.158)	(2.9%)
Hotel revenue (in RMB '000; estimate)	268,570	258,605	9,965	3.9%
Property leasing revenue (in RMB '000; estimate)	179,934	192,313	(12,378)	(6.4%)
Revenue (in RMB '000; estimate)	448,505	450,918	(2,413)	(0.5%)
Hotel average occupancy	83.7%	80.6%	-	-
Average 5-star hotel room rate (RMB/room/day)	979	960	19	2.0%

* unless indicated as estimate.

Source: BCI, Yahoo! Finance (exchange rates), Shanghai Municipal Statistical Bureau (Average five -star hotel rates), FPA

An estimated breakdown of hotel revenue from FY2016 to FY2025 is shown in **Exhibit 11**.

Exhibit 11: Hotel Revenue (FY2016 to FY2025)

(in S\$ '000 unless otherwise stated)	Actual*										
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
Hotel revenue	66,083	66,170	62,742	56,626	20,610	33,553	19,124	44,523	48,407	48,832	
Multiply by: Average SGD-to-CNY exchange rate	4.804	4.885	4.893	5.056	4.997	4.794	4.872	5.234	5.342	5.500	
Hotel revenue (in RMB '000; estimate)	317,435	323,262	307,026	286,307	102,982	160,847	93,165	233,023	258,605	268,570	
Estimated breakdown of hotel revenue:											
Hotel average daily room rate (RMB per day)	1,220	1,213	1,205	1,167	662	709	769	1,106	n.a.	n.a.	
Multiply by: No. of hotel rooms	570	570	570	570	570	570	570	570	570	570	
Multiply by: Hotel average occupancy	82.7%	85.5%	82.6%	79.2%	34.0%	56.7%	44.3%	77.8%	80.6%	83.7%	
Multiply by: No. of days in year	366	365	365	365	366	365	365	365	366	365	
Hotel room revenue (in RMB '000; estimate)	210,485	215,772	207,078	192,293	46,956	83,637	70,876	179,020	n.a.	n.a.	
Hotel other revenue (in RMB '000; estimate)	106,950	107,490	99,948	94,014	56,026	77,210	22,289	54,002	n.a.	n.a.	
Hotel revenue (in RMB '000; estimate)	317,435	323,262	307,026	286,307	102,982	160,847	93,165	233,023	258,605	268,570	
vs average 5-star hotel performance:											
Hotel average daily room rate (RMB per day)	1,220	1,213	1,205	1,167	662	709	769	1,106	n.a.	n.a.	
Average 5-star hotel daily room rate (RMB per day)	937	960	982	959	785	800	718	946	960	979	
Hotel average occupancy	82.7%	85.5%	82.6%	79.2%	34.0%	56.7%	44.3%	77.8%	80.6%	83.7%	
Average 5-star hotel occupancy	70.3%	71.3%	69.3%	68.4%	37.8%	52.5%	38.5%	67.1%	68.5%	71.3%	

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

Source: BCI, Shanghai Municipal Statistics Bureau, Yahoo! Finance (exchange rates), FPA

The average daily room rate and average occupancy of BCI’s hotel (the “Westin Hotel”) generally trended with those of an average Shanghai five-star hotel from FY2016 to FY2023 (for average daily room rate) and from FY2016 to FY2025 (for average occupancy), respectively, as shown in **Exhibit 12** (top and bottom respectively).

Exhibit 12: Westin Hotel vs Average Five-Star Hotel—Average Daily Room Rate and Average Occupancy (FY2016 to FY2025)



Source: BCI, Shanghai Municipal Statistics Bureau, FPA

An estimated breakdown of property leasing revenue from FY2016 to FY2025 is shown in **Exhibit 13**.

In December 2022, BCI noted that Golden Center was leased to anchor tenant 宁波金亿商业发展有限公司 Ningbo Jinyi Commercial Development Co. Ltd under a “10-years tenancy agreement which commenced in April 2021.” In 2024, BCI added that the Golden Center rent “is approximately RMB6.5 million per annum, subject to yearly increment.” BCI noted though in 2025 that “Golden Center contributed approximately S\$1.4 million in revenue for FY2024” (around RMB 7.2 to 7.7 million based on the average SGD-to-RMB exchange rate of 5.342 in 2024), and that the rent is “scheduled to increase every three years” (instead of every year) “in accordance with the lease terms.”

We assume, in **Exhibit 13**, that contribution from the Golden Center from FY2016 to FY2023 was RMB 6.5 million given that: (1) BCI noted in 2024 that the Golden Center rent “is approximately RMB6.5 million per annum”; and (2) according to CBRE, Shanghai retail rent generally remained flat from around 3Q 2014 to around 3Q 2024, as shown in **Exhibit 14**. However, we assume that contribution from the Golden Center in FY2024 & FY2025 was RMB 7.5 million, in line with the contribution of S\$1.4 million in FY2024 that BCI noted.

Exhibit 13: Property Leasing Revenue (FY2016 to FY2025)

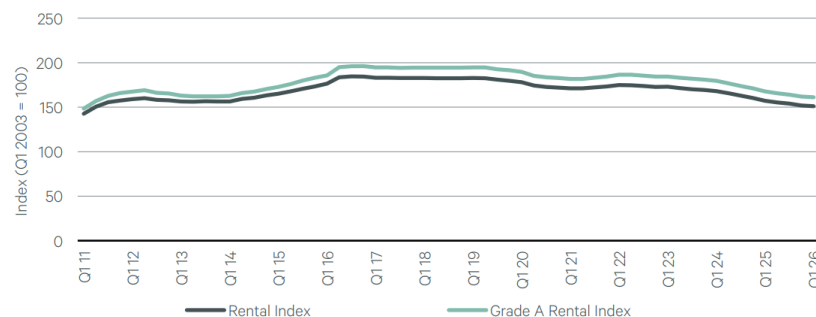
(in S\$ '000 unless otherwise stated)	Actual*									
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Property leasing revenue	63,199	56,836	56,136	53,721	48,189	49,679	48,486	39,366	35,998	32,716
Multiply by: Average SGD-to-CNY exchange rate	4.804	4.885	4.893	5.056	4.997	4.794	4.872	5.234	5.342	5.500
Property leasing revenue (in RMB '000; estimate)	303,582	277,662	274,700	271,619	240,787	238,152	236,206	206,032	192,313	179,934
Estimated breakdown of property leasing revenue:										
Property leasing revenue (in RMB '000; estimate)	303,582	277,662	274,700	271,619	240,787	238,152	236,206	206,032	192,313	179,934
Deduct: Golden center rent (estimate)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(7,500)	(7,500)
Property leasing revenue (excl. Golden Center; in RMB '000; estimate)	297,082	271,162	268,200	265,119	234,287	231,652	229,706	199,532	184,813	172,434
Divide by: Office tower average occupancy	92.5%	85.4%	86.1%	86.5%	79.4%	78.5%	84.2%	73.7%	65.7%	n.a.
Property leasing revenue (excl. GC; 100% occup.; in RMB '000; estimate)	321,169	317,520	311,498	306,496	295,071	295,098	272,810	270,736	281,298	n.a.
Divide by: NLA (in sq m)	81,067	81,067	81,067	81,067	81,067	81,067	81,067	81,067	81,067	81,067
Divide by: No. of days in year	366	365	365	365	366	365	365	365	366	365
Office Tower rent (RMB per sqm of NLA per day)	10.8	10.7	10.5	10.4	9.9	10.0	9.2	9.1	9.5	n.a.
Net Lettable Area ("NLA" in sq m):										
Office tower NLA (in sq ft)	872,600	872,600	872,600	872,600	872,600	872,600	872,600	872,600	872,600	872,600
Divide by: sq ft per sq m	10,764	10,764	10,764	10,764	10,764	10,764	10,764	10,764	10,764	10,764
NLA (in sq m)	81,067	81,067	81,067	81,067	81,067	81,067	81,067	81,067	81,067	81,067
vs average Shanghai Grade A office performance:										
Office Tower rent (RMB per sqm of NLA per day)	10.8	10.7	10.5	10.4	9.9	10.0	9.2	9.1	9.5	n.a.
Average Shanghai Grade A office rent (RMB per sqm per day)	9.8	9.7	9.6	9.3	8.6	8.4	8.6	8.2	7.4	6.4

n.a. = not available.

Source: BCI, Knight Frank (average Shanghai Grade A office rent), Yahoo! Finance (exchange rates), FPA

Exhibit 14: CBRE's Shanghai Office Rental Index (1Q 2011 to 1Q 2026)

FIGURE 3: Shanghai Office Rental Index

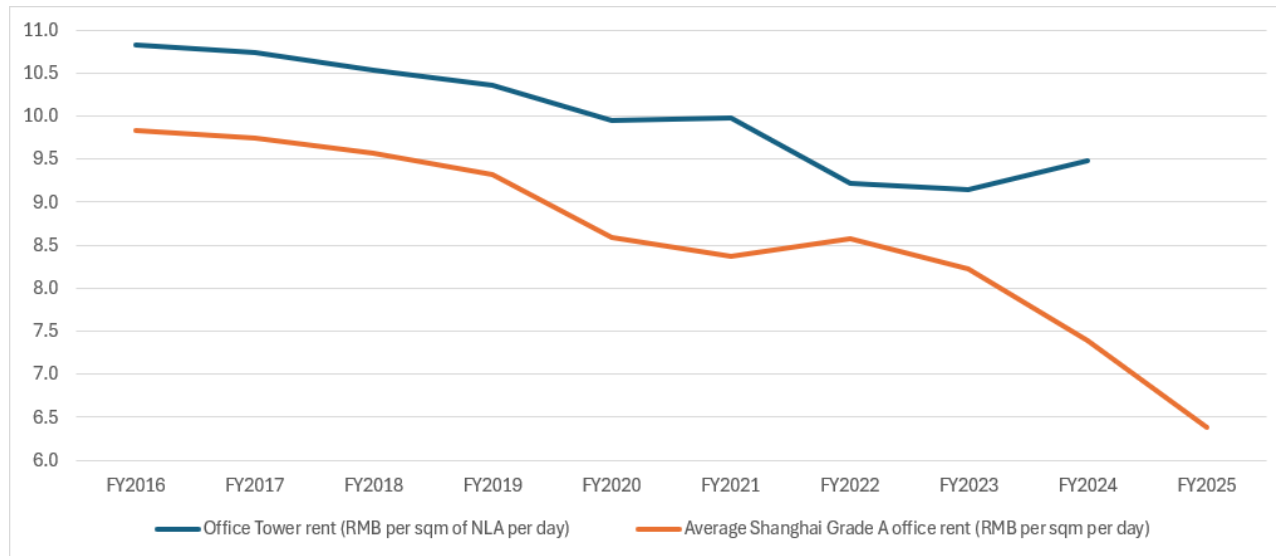


Source: CBRE Research, Q1 2026.

Source: CBRE

Office Tower rent, as estimated by us, generally fell with the fall in average Shanghai Grade A office rent from FY2016 to FY2025, as shown in **Exhibit 15**.

Exhibit 15: Office Tower vs Average Shanghai Grade A Office Rent (FY2016 to FY2025)



Source: BCI, Knight Frank (average Shanghai Grade A office rent), FPA

Gross profit:

Gross profit fell by 3.1% to S\$17.5 million in 2H FY2025 from S\$18.0 million in 2H FY2024, amid property leasing gross margin falling to 35.0% in 2H FY2025 from 40.9% in 2H FY2024, as shown in **Exhibit 16**.

Exhibit 16: Gross Profit (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change (%)
Hotel gross profit	11,780	10,842	938	8.7%
Property leasing gross profit	5,682	7,182	(1,500)	(20.9%)
Gross profit	17,462	18,024	(562)	(3.1%)

Breakdown of hotel gross profit and gross margin:

Hotel revenue	25,251	24,515	736	3.0%
Hotel cost of sales	(13,471)	(13,673)	202	(1.5%)
Hotel gross profit	11,780	10,842	938	8.7%

Hotel gross margin

46.7% **44.2%** - -

Breakdown of property leasing gross profit and gross margin:

Property leasing revenue	16,236	17,550	(1,314)	(7.5%)
Property leasing cost of sales	(10,554)	(10,368)	(186)	1.8%
Property leasing gross profit	5,682	7,182	(1,500)	(20.9%)

Property leasing gross margin

35.0% **40.9%** - -

Source: BCI, FPA

BCI noted in its Annual Report (“AR”) for FY2025, “Investment properties comprise commercial properties, namely the Bund Center office tower and the Golden Center retail complex, which are leased to third parties under operating leases.” Accordingly, we compare the depreciation of investment properties with property leasing cost of sales¹ while assessing the breakdown of gross profit from 1H FY2021 to 2H FY2025, as shown in **Exhibit 17**.

We note that hotel cost of sales generally ranged between S\$10.4 million and S\$14.4 million from 1H FY2021 to 2H FY2025, while property leasing cost of sales was more stable and ranged between S\$10.0 million and S\$11.3 million in the same period, amid changes in the respective segments’ revenue.

Exhibit 17: Breakdown of Gross Profit (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
Hotel gross profit	1,843	3,085	(2,090)	(132)	7,442	9,945	10,344	10,842	10,494	11,780
Property leasing gross profit	12,839	14,383	14,230	12,389	9,886	8,651	8,127	7,182	6,461	5,682
Gross profit	14,682	17,468	12,140	12,257	17,328	18,596	18,471	18,024	16,955	17,462
Breakdown of hotel gross profit and gross margin:										
Hotel revenue	16,183	17,370	8,283	10,841	20,158	24,365	23,892	24,515	23,581	25,251
Hotel cost of sales	(14,340)	(14,285)	(10,373)	(10,973)	(12,716)	(14,420)	(13,548)	(13,673)	(13,087)	(13,471)
Hotel gross profit	1,843	3,085	(2,090)	(132)	7,442	9,945	10,344	10,842	10,494	11,780
Hotel gross margin	11.4%	17.8%	(25.2%)	(1.2%)	36.9%	40.8%	43.3%	44.2%	44.5%	46.7%
Breakdown of property leasing gross profit and gross margin:										
Property leasing revenue	24,106	25,573	25,564	22,922	20,486	18,880	18,448	17,550	16,480	16,236
Property leasing cost of sales	(11,267)	(11,190)	(11,334)	(10,533)	(10,600)	(10,229)	(10,321)	(10,368)	(10,019)	(10,554)
Property leasing gross profit	12,839	14,383	14,230	12,389	9,886	8,651	8,127	7,182	6,461	5,682
Property leasing gross margin	53.3%	56.2%	55.7%	54.0%	48.3%	45.8%	44.1%	40.9%	39.2%	35.0%
Property leasing cost of sales	11,267	11,190	11,334	10,533	10,600	10,229	10,321	10,368	10,019	10,554
Deduct: Depreciation of investment properties	(6,277)	(6,490)	(6,603)	(6,242)	(6,118)	(5,901)	(6,065)	(6,007)	(5,941)	(6,071)
Property leasing cost of sales (excl. depreciation; estimate)	4,990	4,700	4,731	4,291	4,482	4,328	4,256	4,361	4,078	4,483

* unless indicated as estimate.

Source: BCI, FPA

¹ However, we do not compare the depreciation of Property, Plant and Equipment (“PP&E”) with hotel cost of sales, as some parts of depreciation of PP&E may be recorded under the property leasing segment.

Operating expenses:

Operating expenses rose by 11.5% to S\$13.6 million in 2H FY2025 from S\$12.2 million in 2H FY2024, as shown in **Exhibit 18**, amid General & Administrative (“G&A”) expenses rising by 13.1% y-o-y. BCI noted that operating expenses rose by 6.4% (or S\$1.5 million) in FY2025 “mainly due to higher depreciation expenses recorded in FY2025.”

Exhibit 18: Operating Expenses (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change (%)
Selling expenses	2,340	2,239	101	4.5%
General and administrative expenses	11,284	9,978	1,306	13.1%
Total operating expenses	13,624	12,217	1,407	11.5%

Revenue	41,487	42,065	(578)	(1.4%)
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As % of revenue:

Selling expenses	5.6%	5.3%	-	-
General and administrative expenses	27.2%	23.7%	-	-

Source: BCI, FPA

Operating expenses from 1H FY2021 to 2H FY2025 are shown in **Exhibit 19**.

Exhibit 19: Operating 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
Selling expenses	2,190	2,177	1,708	812	1,866	2,035	1,993	2,239	2,070	2,340
General and administrative expenses	8,410	8,450	7,232	8,944	8,348	10,609	9,021	9,978	9,013	11,284
Total operating expenses	10,600	10,627	8,940	9,756	10,214	12,644	11,014	12,217	11,083	13,624

Revenue	40,289	42,943	33,847	33,763	40,644	43,245	42,340	42,065	40,061	41,487
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As % of revenue:

Selling expenses	5.4%	5.1%	5.0%	2.4%	4.6%	4.7%	4.7%	5.3%	5.2%	5.6%
General and administrative expenses	20.9%	19.7%	21.4%	26.5%	20.5%	24.5%	21.3%	23.7%	22.5%	27.2%

Source: BCI, FPA

Financial income:

Financial income rose by 17.4% to S\$3.1 million in 2H FY2025 from S\$2.6 million in 2H FY2024, as shown in **Exhibit 20**, amid cash & bank balances rising by 7.0% to S\$174.7 million as at end-1H FY2025 (i.e., previous semi-annual period from 2H FY2025) from S\$163.3 million as at end-1H FY2024. BCI disclosed in its AR for FY2025, “The time deposits of the Group and the Company at the reporting date earn interest at rates ranging from 1.40% to 3.85% (2024: of 3.82%) per annum. These deposits have an average maturity of 3.5 months from the end of the reporting period.”

Exhibit 20: Financial Income (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change (%)
Financial income	3,095	2,636	459	17.4%
Cash and bank balances (prev. semi-annual period)	174,679	163,303	11,376	7.0%
Effective interest on financial income (annualised by days in period)	3.5%	3.2%	-	-

Days in period and in year:

Days in period	184	184	-	-
Days in year	365	366	(1)	(0.3%)

Source: BCI, FPA

Annualised effective interest on financial income, as calculated by [financial income ÷ cash & bank balances (prev. semi-annual period) ÷ days in period × days in year], generally ranged between 2.8% and 3.5% from 1H FY2021 to 2H FY2025 (except 4.2% in 1H FY2024), as shown in **Exhibit 21**.

Exhibit 21: Financial Income (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
Financial income	2,714	2,656	2,929	2,499	2,456	2,219	3,170	2,636	2,532	3,095
Cash and bank balances (prev. semi-annual period)	159,869	178,630	174,484	179,648	150,631	160,015	151,485	163,303	168,718	174,679
Effective interest on financial income (annualised by days in period)	3.4%	2.9%	3.4%	2.8%	3.3%	2.8%	4.2%	3.2%	3.0%	3.5%

Days in period and in year:

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

Source: BCI, FPA

BCI indicated that most of its cash & bank balances were in United States Dollars (“USD”), as shown in **Exhibit 22**.

BCI noted in April 2026, “USD cash balances principally reflect proceeds received from the capital reduction exercises undertaken by Shanghai Golden Bund Real Estate Co., Ltd. in 2024 and 2025, which were repatriated and held at the Company level in USD.” BCI added, “The Board considers it appropriate to continue holding these balances substantially in USD, having regard to the currency in which the funds were received and prevailing deposit yield considerations.”

BCI separately disclosed that the registered and paid-up share capital of subsidiary Shanghai Golden Bund (“SGB”) was “reduced by US\$63 million (equivalent to S\$84 million)” in 2024 and “further reduced by US\$50 million (equivalent to S\$66 million)” in 2025 amid a capital reduction exercise done “by cancelling a portion of its issued and fully paid-up capital and returning the corresponding amount to its shareholders.”

Exhibit 22: Breakdown of Cash & Bank Balances (FY2025 & FY2024)

Cash and bank balances are denominated in the following currencies:

	<u>Group</u>		<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
USD	116,803	88,892	116,275	88,365
RMB	44,970	79,546	4	5
SGD	1,512	277	56	62
Others	3	3	-	-
	<u>163,288</u>	<u>168,718</u>	<u>116,335</u>	<u>88,432</u>

Source: BCI

Financial expenses:

BCI had minimal financial expenses from 1H FY2021 to 2H FY2025, as shown in **Exhibit 23**.

Exhibit 23: Financial 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
Financial expenses/costs	(3)	-	-	-	-	(9)	(9)	(10)	(9)	(36)

Source: BCI, FPA

Other operating income/expenses:

Based on BCI's financial statements, other operating income fell by 60.5% to S\$1.2 million in 2H FY2025 from S\$3.0 million in 2H FY2024, as shown in **Exhibit 24**. BCI later re-classified S\$29,000 of other operating income in FY2025 as allowance for expected credit loss on trade receivables in its AR for FY2025.

Exhibit 24: Other Operating 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
Other operating income/(expenses) (est. for 1H & 2H FY2023 and 1H & 2H FY2025)	2,896	1,477	109	2,067	882	3,856	669	2,983	(1,722)	1,178

* unless indicated as estimate.

Source: BCI, FPA

Based on BCI's ARs, the breakdown of other operating income from FY2021 to FY2025 is shown in **Exhibit 25**.

Exhibit 25: Other Operating Income/Expenses (FY2021 to FY2025)

(in S\$ '000 unless otherwise stated)	Actual				
	FY2021	FY2022	FY2023	FY2024	FY2025
Business assistance and other government grants	3,238	2,140	1,946	2,114	1,926
Miscellaneous services income	2,591	1,778	2,228	1,918	1,591
Penalty on early termination of leases	792	700	247	1,292	119
Net foreign exchange gain/(loss)	(785)	(2,365)	173	(1,460)	(3,871)
Property, plant and equipment written off	(53)	(51)	(29)	(188)	(331)
Compensation costs on early termination of leases and employment	(820)	(26)	(24)	(24)	(7)
Gain/(loss) on disposal of property, plant and equipment	-	-	349	-	-
Investment properties written off	(380)	-	(95)	-	-
Donations	(210)	-	(57)	-	-
Other operating income/(expense)	4,373	2,176	4,738	3,652	(573)

Source: BCI, FPA

Reversal of/Allowance for expected credit loss on trade receivables:

Based on BCI's cash flow statement, BCI had allowance for expected credit loss on trade receivables of S\$29,000 in 2H FY2025. However, there was otherwise little indication of reversal of or allowance for expected credit loss on trade receivables in BCI's income statement, as presented in its financial statements for 2H FY2025.

BCI's reversal of or allowance for expected credit loss on trade receivables from 1H FY2021 to 2H FY2025, as indicated in BCI's financial statements, are shown in **Exhibit 26**.

Exhibit 26: Reversal of/Allowance for Expected Credit Loss on Trade Receivables (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
(Reversal of)/Allowance for expected credit loss on trade receivables (est.)	-	-	-	-	-	(1,471)	-	1	-	-

Cash flow adjustment (actual):

Reversal of/(allowance for) expected credit loss on trade receivables	4	(2)	(1)	1	5	1,466	(2)	1	-	(29)
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* unless indicated as estimate.

Source: BCI, FPA

Profit before income tax:

Accordingly, based on BCI's financial statements, profit before income tax fell by 29.3% to S\$8.1 million in 2H FY2025 from S\$11.4 million in 2H FY2024, as shown in **Exhibit 27**, amid other operating income falling by S\$1.8 million y-o-y and G&A expenses rising by S\$1.3 million y-o-y.

Exhibit 27: Profit Before Income Tax (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual*		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change (%)
Gross profit	17,462	18,024	(562)	(3.1%)
Selling expenses	(2,340)	(2,239)	(101)	4.5%
General and administrative expenses	(11,284)	(9,978)	(1,306)	13.1%
Operating profit	3,838	5,807	(1,969)	(33.9%)
Financial income	3,095	2,636	459	17.4%
Financial expenses/costs	(36)	(10)	(26)	260.0%
Other operating income/(expenses)*	1,178	2,983	(1,805)	(60.5%)
(Reversal of)/Allowance for expected credit loss on trade receivables*	-	1	(1)	(100.0%)
Profit before income tax	8,075	11,417	(3,342)	(29.3%)

* Estimates based on presentation of income statement in financial statements.

Source: BCI, FPA

Based on BCI's financial statements, profit before income tax from 1H FY2021 to 2H FY2025 is shown in **Exhibit 28**.

Exhibit 28: Profit Before Income Tax (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
Gross profit	14,682	17,468	12,140	12,257	17,328	18,596	18,471	18,024	16,955	17,462
Selling expenses	(2,190)	(2,177)	(1,708)	(812)	(1,866)	(2,035)	(1,993)	(2,239)	(2,070)	(2,340)
General and administrative expenses	(8,410)	(8,450)	(7,232)	(8,944)	(8,348)	(10,609)	(9,021)	(9,978)	(9,013)	(11,284)
Operating profit	4,082	6,841	3,200	2,501	7,114	5,952	7,457	5,807	5,872	3,838
Financial income	2,714	2,656	2,929	2,499	2,456	2,219	3,170	2,636	2,532	3,095
Financial expenses/costs	(3)	-	-	-	-	(9)	(9)	(10)	(9)	(36)
Other operating income/(expenses)*	2,896	1,477	109	2,067	882	3,856	669	2,983	(1,722)	1,178
(Reversal of)/Allowance for expected credit loss on trade receivables*	-	-	-	-	-	(1,471)	-	1	-	-
Profit before income tax	9,689	10,974	6,238	7,067	10,452	10,547	11,287	11,417	6,673	8,075

* Estimates based on presentation of income statement in financial statements.

Source: BCI, FPA

Income tax:

Income tax fell by 30.5% to S\$3.1 million in 2H FY2025 from S\$4.4 million in 2H FY2024, as shown in **Exhibit 29**, amid profit before income tax falling by 29.3% y-o-y.

Exhibit 29: Income Tax (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change (%)
Income tax	3,087	4,439	(1,352)	(30.5%)
Profit before income tax	8,075	11,417	(3,342)	(29.3%)
Effective tax rate (%)	38.2%	38.9%	-	-

Breakdown of income tax:

Current income tax expense	2,149	3,441	(1,292)	(37.5%)
Deferred income tax expense	938	1,009	(71)	(7.0%)
Withholding tax expenses	-	(11)	11	(100.0%)
Total income tax expense	3,087	4,439	(1,352)	(30.5%)

Source: BCI, FPA

Income tax generally ranged between S\$3.1 million and S\$5.1 million from 1H FY2021 to 2H FY2025 (except S\$5.6 million in 2H FY2022), as shown in **Exhibit 30**.

Exhibit 30: Income Tax (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
Income tax	4,247	4,631	4,862	5,609	4,376	5,127	4,242	4,439	3,681	3,087
Profit before income tax	9,689	10,974	6,238	7,067	10,452	10,547	11,287	11,417	6,673	8,075
Effective tax rate (%)	43.8%	42.2%	77.9%	79.4%	41.9%	48.6%	37.6%	38.9%	55.2%	38.2%

Breakdown of income tax:

Current income tax expense	3,601	3,983	6,120	(266)	3,514	4,076	3,244	3,441	2,954	2,149
Deferred income tax expense	646	648	(1,258)	2,451	(2,261)	1,040	(393)	1,009	727	938
Withholding tax expenses	-	-	-	3,424	3,123	11	1,391	(11)	-	-
Total income tax expense	4,247	4,631	4,862	5,609	4,376	5,127	4,242	4,439	3,681	3,087

Source: BCI, FPA

Profit for the period:

Accordingly, profit for the period fell by 28.5% to S\$5.0 million in 2H FY2025 from S\$7.0 million in 2H FY2024, as shown in Exhibit 31.

Exhibit 31: Profit for the Period (2H FY2025 vs 2H FY2024)

(in S\$ '000)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change (%)
Profit before income tax	8,075	11,417	(3,342)	(29.3%)
Income tax	(3,087)	(4,439)	1,352	(30.5%)
Total profit for the period	4,988	6,978	(1,990)	(28.5%)

Source: BCI, FPA

Profit for the period from 1H FY2021 to 2H FY2025 is shown in Exhibit 32.

Exhibit 32: Profit for the Period (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
Profit before income tax	9,689	10,974	6,238	7,067	10,452	10,547	11,287	11,417	6,673	8,075
Income tax	(4,247)	(4,631)	(4,862)	(5,609)	(4,376)	(5,127)	(4,242)	(4,439)	(3,681)	(3,087)
Total profit for the period	5,442	6,343	1,376	1,458	6,076	5,420	7,045	6,978	2,992	4,988

Source: BCI, FPA

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

As at 31 December 2025, Non-Controlling Interests (“NCIs”) own 10.79% of Ningbo Zhonghua Land Co., Ltd (“NZL”) and 3.21% of SGB of which both NZL and SGB are BCI’s subsidiaries. After deducting profit attributable to NCI from profit for the period, profit attributable to owners of the Company fell by 28.4% to S\$4.8 million in 2H FY2025 from S\$6.7 million in 2H FY2024, as shown in **Exhibit 33**.

Accordingly, EPS (in cents) also fell by 28.4% to 0.64 in 2H FY2025 from 0.89 in 2H FY2024.

Exhibit 33: Profit 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 (%)
Owners of the Company	4,832	6,749	(1,917)	(28.4%)
Non-Controlling Interests (“NCI”)	156	229	(73)	(31.9%)
Total profit for the period	4,988	6,978	(1,990)	(28.5%)
Weighted average number of shares	758,768,832	758,768,832	-	-
Earnings Per Share (“EPS” in cents)	0.64	0.89	(0.25)	(28.4%)

Source: BCI, FPA

Profit attributable to owners of the Company and EPS from 1H FY2021 to 2H FY2025 is shown in **Exhibit 34**.

Exhibit 34: Profit 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
Owners of the Company	5,369	6,158	1,226	1,349	5,825	5,272	6,816	6,749	2,794	4,832
Non-Controlling Interests (“NCI”)	73	185	150	109	251	148	229	229	198	156
Total profit for the period	5,442	6,343	1,376	1,458	6,076	5,420	7,045	6,978	2,992	4,988
Weighted average number of shares	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832
Earnings Per Share (“EPS” in cents)	0.71	0.81	0.16	0.18	0.77	0.69	0.90	0.89	0.37	0.64

Source: BCI, FPA

Dividend Per Share (“DPS”):

BCI declared special final DPS (in cents) of 6.80 for 2H FY2025. Accordingly, DPS (in cents) rose by 642.9% to 10.40 in FY2025 from 1.40 in FY2024.

BCI noted in April 2026, “The quantum of the special final dividend was determined following a careful assessment of the Group’s liquidity position, operating cash generation, current and foreseeable capital requirements, and overall capital allocation priorities. The Board notes that the Group’s cash and bank balances of S\$163.3 million as at 31 December 2025 were stated after payment of the interim dividend of S\$27.3 million. The Group also generated net cash from operating activities of S\$32.2 million during FY2025. Against this backdrop, the Board considered that the proposed special final dividend of S\$51.6 million would allow the Group to return surplus capital to shareholders while retaining a healthy liquidity position to support operations, capital requirements and an appropriate prudential buffer.”

DPS from FY2021 to FY2025 is shown in **Exhibit 35**.

Exhibit 35: Dividend Per Share (FY2021 to FY2025)

(in cents)	Actual				
	FY2021	FY2022	FY2023	FY2024	FY2025
Interim dividend per share	3.00	3.50	2.80	1.40	3.60
Special final dividend per share	-	-	-	-	6.80
Dividend Per Share (“DPS”)	3.00	3.50	2.80	1.40	10.40
Divide by: Earnings Per Share (“EPS”)	1.52	0.34	1.46	1.79	1.01
Payout ratio	197.5%	1,031.3%	191.5%	78.3%	1,034.8%

Source: BCI, FPA

BCI's financial performance for 2H FY2025 vs 2H FY2024 is shown in **Exhibit 36**.

Exhibit 36: Financial Performance (2H FY2025 vs 2H FY2024)

(in S\$ '000 unless otherwise indicated)	Actual		2H FY2025 vs 2H FY2024	
	2H FY2025	2H FY2024	Absolute Change	Change (%)
Hotel revenue	25,251	24,515	736	3.0%
Property leasing revenue	16,236	17,550	(1,314)	(7.5%)
Revenue	41,487	42,065	(578)	(1.4%)
Cost of sales	(24,025)	(24,041)	16	(0.1%)
Gross profit	17,462	18,024	(562)	(3.1%)
Selling expenses	(2,340)	(2,239)	(101)	4.5%
General and administrative expenses	(11,284)	(9,978)	(1,306)	13.1%
Operating profit	3,838	5,807	(1,969)	(33.9%)
Financial income	3,095	2,636	459	17.4%
Financial expenses	(36)	(10)	(26)	260.0%
Other operating income/(expenses)	1,178	2,983	(1,805)	(60.5%)
(Reversal of)/Allowance for expected credit loss on trade receivables	-	1	(1)	(100.0%)
Profit before income tax	8,075	11,417	(3,342)	(29.3%)
Income tax	(3,087)	(4,439)	1,352	(30.5%)
Total profit for the period	4,988	6,978	(1,990)	(28.5%)
Attributable to:				
Owners of the Company	4,832	6,749	(1,917)	(28.4%)
Non-Controlling Interests ("NCI")	156	229	(73)	(31.9%)
Total profit for the period	4,988	6,978	(1,990)	(28.5%)
Weighted average number of shares	758,768,832	758,768,832	-	-
Earnings Per Share ("EPS" in cents)	0.64	0.89	(0.25)	(28.4%)

Source: BCI, FPA

FINANCIAL PROJECTIONS

(I) REVENUE & GROSS PROFIT PROJECTIONS

Revenue:

As the average daily room rate & occupancy of the average Shanghai five-star hotel seems to have recovered from its COVID-19-related dip in FY2020 to FY2023 or FY2024, we assume that the average daily room rate in FY2024 & FY2025 was RMB1,195, the pre-COVID three-year average (FY2017 to FY2019).

As mentioned on page 4, it remains to be seen whether the TTM average daily room rate & occupancy of Shanghai five-star hotels will continue rising through 2026 & 2027. Thus, we assume that the TTM average Shanghai five-star hotel daily room rate and occupancy for FY2026 & FY2027 will remain the same as in March 2026. Accordingly, our projections of the average daily room rate and average occupancy of the Westin Hotel in FY2026 and FY2027 are shown in **Exhibit 37**.

Exhibit 37: Projected Average Daily Room Rate and Average Occupancy of Westin Hotel (FY2026 & FY2027)



Source: BCI, Shanghai Municipal Statistical Bureau, FPA

We assume that other hotel revenue in FY2026 & FY2027 will remain the same as estimated for FY2025. We also assume that the average SGD-to-CNY exchange rate in FY2026 & FY2027 will be the same as at 8 May 2026. Thus, we project hotel revenue to be S\$50.9 million in each of FY2026 and FY2027, as shown in **Exhibit 38**.

Exhibit 38: Projected Hotel Revenue (FY2026 & FY2027)

(in S\$ '000 unless otherwise stated)	Actual*					Projection	
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Hotel revenue	33,553	19,124	44,523	48,407	48,832	50,925	50,925
Multiply by: Average SGD-to-CNY exchange rate	4.794	4.872	5.234	5.342	5.500	5.367	5.367
Hotel revenue (in RMB '000; estimate)	160,847	93,165	233,023	258,605	268,570	273,343	273,343

Estimated breakdown of hotel revenue:

Hotel average daily room rate (RMB per day)	709	769	1,106	1,195	1,195	1,213	1,213
Multiply by: No. of hotel rooms	570	570	570	570	570	570	570
Multiply by: Hotel average occupancy	56.7%	44.3%	77.8%	80.6%	83.7%	84.4%	84.4%
Multiply by: No. of days in year	365	365	365	366	365	365	365
Hotel room revenue (in RMB '000; estimate)	83,637	70,876	179,020	200,937	208,095	212,867	212,867
Hotel other revenue (in RMB '000; estimate)	77,210	22,289	54,002	57,669	60,476	60,476	60,476
Hotel revenue (in RMB '000; estimate)	160,847	93,165	233,023	258,605	268,570	273,343	273,343

vs average 5-star hotel performance:

Hotel average daily room rate (RMB per day)	709	769	1,106	1,195	1,195	1,213	1,213
Average 5-star hotel daily room rate (RMB per day)	800	718	946	960	979	993	993
Hotel average occupancy	56.7%	44.3%	77.8%	80.6%	83.7%	84.4%	84.4%
Average 5-star hotel occupancy	52.5%	38.5%	67.1%	68.5%	71.3%	72.0%	72.0%

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

Meanwhile, for property leasing revenue, we assume that Office Tower rent in FY2025 fell in line with the fall in average Shanghai Grade A office rent, as shown in **Exhibit 39**, thus estimate that the Office Tower average occupancy was 66.0% in FY2025. We also assume that Office Tower rent in FY2026 & FY2027 will continue to fall in line with the fall in Shanghai Grade A office rent, as projected by Colliers (shown in **Exhibit 6** on page 6), and that the average occupancy in FY2026 & FY2027 will be the same as estimated for FY2025. Thereafter, we assume that Golden Center rent will rise by RMB1.0 million in FY2027, the same increase as we assumed for FY2024. Thus, we project that property leasing revenue will be S\$32.2 million in FY2026 and S\$31.6 million in FY2027, as shown in **Exhibit 39**.

Exhibit 39: Projected Property Leasing Revenue (FY2026 & FY2027)

(in S\$ '000 unless otherwise stated)	Actual*					Projection	
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Property leasing revenue	49,679	48,486	39,366	35,998	32,716	32,213	31,636
Multiply by: Average SGD-to-CNY exchange rate	4.794	4.872	5.234	5.342	5.500	5.367	5.367
Property leasing revenue (in RMB '000; estimate)	238,152	236,206	206,032	192,313	179,934	172,905	169,804

Estimated breakdown of property leasing revenue:

Property leasing revenue (in RMB '000; estimate)	238,152	236,206	206,032	192,313	179,934	172,905	169,804
Deduct: Golden center rent (estimate)	(6,500)	(6,500)	(6,500)	(7,500)	(7,500)	(7,500)	(8,500)
Property leasing revenue (excl. Golden Center; in RMB '000; estimate)	231,652	229,706	199,532	184,813	172,434	165,405	161,304
Divide by: Office tower average occupancy	78.5%	84.2%	73.7%	65.7%	66.0%	66.0%	66.0%
Property leasing revenue (excl. GC; 100% occup.; in RMB '000; estimate)	295,098	272,810	270,736	281,298	261,296	250,644	244,430
Divide by: NLA (in sq m)	81,067	81,067	81,067	81,067	81,067	81,067	81,067
Divide by: No. of days in year	365	365	365	366	365	365	365
Office Tower rent (RMB per sqm of NLA per day)	10.0	9.2	9.1	9.5	8.8	8.5	8.3

Net Lettable Area ("NLA" in sq m):

Office tower NLA (in sq ft)	872,600	872,600	872,600	872,600	872,600	872,600	872,600
Divide by: sq ft per sq m	10.764	10.764	10.764	10.764	10.764	10.764	10.764
NLA (in sq m)	81,067	81,067	81,067	81,067	81,067	81,067	81,067

vs average Shanghai Grade A office performance:

Office Tower rent (RMB per sqm of NLA per day)	10.0	9.2	9.1	9.5	8.8	8.5	8.3
Average Shanghai Grade A office rent (RMB per sqm per day)	7.7	7.6	7.1	6.5	5.8	5.5	5.2

Source: BCI, Colliers (average Shanghai Grade A office rent), Yahoo! Finance (exchange rates), FPA

Accordingly, we project that revenue will be S\$83.1 million in FY2026 and S\$82.6 million in FY2027, as shown in **Exhibit 40**.

Exhibit 40: Projected Revenue (FY2026 & FY2027)

(in S\$ '000)	Actual					Projection	
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Hotel revenue	33,553	19,124	44,523	48,407	48,832	50,925	50,925
Property leasing revenue	49,679	48,486	39,366	35,998	32,716	32,213	31,636
Revenue	83,232	67,610	83,889	84,405	81,548	83,139	82,561

Source: BCI, FPA

We assume the breakdown of projected revenue from 1H FY2026 to 2H FY2027 to be based on the number of days in each period, as shown in **Exhibit 41**.

Exhibit 41: Projected Revenue (1H FY2026 to 2H FY2027)

(in S\$ '000)	Actual						Projection			
	1H FY2022	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Hotel revenue	20,158	24,365	23,892	24,515	23,581	25,251	25,253	25,672	25,253	25,672
Property leasing revenue	20,486	18,880	18,448	17,550	16,480	16,236	15,974	16,239	15,688	15,948
Revenue	40,644	43,245	42,340	42,065	40,061	41,487	41,228	41,911	40,941	41,620

Days in period and year:

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

Source: BCI, FPA

Gross profit:

Post-COVID, hotel cost of sales generally fell despite revenue rising from 2H FY2023 to 2H FY2025. Accordingly, hotel gross margin rose from 40.8% in 2H FY2023 to 46.7% in 2H FY2025. We assume that hotel gross margin from 1H FY2026 to 2H FY2027 will remain at 46.7%, the same as in 2H FY2025.

Meanwhile, property leasing cost of sales generally remained between S\$10.0 million and S\$10.6 million from 2H FY2023 to 2H FY2025. Accordingly, we assume that property leasing cost of sales in each of 1H FY2026 to 2H FY2027 will be the average of 2H FY2023 to 2H FY2025.

Thus, we project gross profit to be S\$17.5 million in 1H FY2026, S\$17.9 million in 2H FY2026 (totalling S\$35.4 million in FY2026), S\$17.2 million in 1H FY2027, and S\$17.6 million in 2H FY2027 (S\$34.8 million in FY2027), as shown in **Exhibit 42**.

Exhibit 42: Projected Gross Profit (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
Hotel gross profit	7,442	9,945	10,344	10,842	10,494	11,780	11,781	11,976	11,781	11,976
Property leasing gross profit	9,886	8,651	8,127	7,182	6,461	5,682	5,676	5,941	5,390	5,650
Gross profit	17,328	18,596	18,471	18,024	16,955	17,462	17,457	17,917	17,171	17,626

Breakdown of hotel gross profit and gross margin:

Hotel revenue	20,158	24,365	23,892	24,515	23,581	25,251	25,253	25,672	25,253	25,672
Hotel cost of sales	(12,716)	(14,420)	(13,548)	(13,673)	(13,087)	(13,471)	(13,472)	(13,696)	(13,472)	(13,696)
Hotel gross profit	7,442	9,945	10,344	10,842	10,494	11,780	11,781	11,976	11,781	11,976
Hotel gross margin	36.9%	40.8%	43.3%	44.2%	44.5%	46.7%	46.7%	46.7%	46.7%	46.7%

Breakdown of property leasing gross profit and gross margin:

Property leasing revenue	20,486	18,880	18,448	17,550	16,480	16,236	15,974	16,239	15,688	15,948
Property leasing cost of sales	(10,600)	(10,229)	(10,321)	(10,368)	(10,019)	(10,554)	(10,298)	(10,298)	(10,298)	(10,298)
Property leasing gross profit	9,886	8,651	8,127	7,182	6,461	5,682	5,676	5,941	5,390	5,650
Property leasing gross margin	48.3%	45.8%	44.1%	40.9%	39.2%	35.0%	35.5%	36.6%	34.4%	35.4%

Source: BCI, FPA

(II) EARNINGS PROJECTION**Operating expenses:**

Selling expenses were higher in 2H than in 1H from FY2023 to FY2025, and generally rose from 2H FY2023 to 2H FY2025. Accordingly, we assume that selling expenses in each of 1H FY2026 & 1H FY2027 (2H FY2026 & 2H FY2027) will be the same as in 1H FY2025 (2H FY2025).

While G&A expenses were also higher in 2H than in 1H from FY2023 to FY2025, its trend (i.e., rise or fall) from 2H FY2023 to 2H FY2025 may not be as clear. Nonetheless, we similarly assume that G&A expenses in each of 1H FY2026 & 1H FY2027 (2H FY2026 & 2H FY2027) will be the same as in 1H FY2025 (2H FY2025)

Our projections of operating expenses from 1H FY2026 to 2H FY2027 are shown in **Exhibit 43**.

Exhibit 43: Projected Operating 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
Selling expenses	1,866	2,035	1,993	2,239	2,070	2,340	2,070	2,340	2,070	2,340
General and administrative expenses	8,348	10,609	9,021	9,978	9,013	11,284	9,013	11,284	9,013	11,284
Total operating expenses	10,214	12,644	11,014	12,217	11,083	13,624	11,083	13,624	11,083	13,624
Revenue	40,644	43,245	42,340	42,065	40,061	41,487	41,228	41,911	40,941	41,620
As % of revenue:										
Selling expenses	4.6%	4.7%	4.7%	5.3%	5.2%	5.6%	5.0%	5.6%	5.1%	5.6%
General and administrative expenses	20.5%	24.5%	21.3%	23.7%	22.5%	27.2%	21.9%	26.9%	22.0%	27.1%

Source: BCI, FPA

Financial income:

We assume that the annualised effective interest on financial income from 1H FY2026 to 2H FY2027 will be the average of 1H FY2023 to 2H FY2025, thus project financial income from 1H FY2026 to 2H FY2027 to be as shown in **Exhibit 44**.

Exhibit 44: Projected Financial Income (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
Financial income	2,456	2,219	3,170	2,636	2,532	3,095	2,706	2,751	2,706	2,751
Cash and bank balances (prev. semi-annual period)	150,631	160,015	151,485	163,303	168,718	174,679	163,288	163,288	163,288	163,288
Effective interest on financial income (annualised by days in period)	3.3%	2.8%	4.2%	3.2%	3.0%	3.5%	3.3%	3.3%	3.3%	3.3%

Days in period and in year:

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

Source: BCI, FPA

Financial expenses:

Financial expenses rose to S\$36,000 in 2H FY2025. We assume that financial expenses in each of 1H FY2026 to 2H FY2027 will remain the same as in 2H FY2025, as shown in **Exhibit 45**.

Exhibit 45: Projected Financial 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
Financial expenses	-	(9)	(9)	(10)	(9)	(36)	(36)	(36)	(36)	(36)

Source: BCI, FPA

Other operating income/expenses:

We assume no potentially one-off items in FY2026 & FY2027, such as: property, plant and equipment written off, gain/loss on disposal of property, plant and equipment, investment properties written off, and donations. We assume for the remaining other operating income/expenses that the income/expenses for each of FY2026 & FY2027 will be the respective averages from FY2023 to FY2025.

Our projections of other operating income/expenses for FY2026 & FY2027 are shown in **Exhibit 46**.

Exhibit 46: Projected Other Operating Income/Expenses (FY2026 & FY2027)

(in S\$ '000 unless otherwise stated)	Actual					Projection	
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Business assistance and other government grants	3,238	2,140	1,946	2,114	1,926	1,995	1,995
Miscellaneous services income	2,591	1,778	2,228	1,918	1,591	1,912	1,912
Penalty on early termination of leases	792	700	247	1,292	119	553	553
Net foreign exchange gain/(loss)	(785)	(2,365)	173	(1,460)	(3,871)	-	-
Property, plant and equipment written off	(53)	(51)	(29)	(188)	(331)	-	-
Compensation costs on early termination of leases and employment	(820)	(26)	(24)	(24)	(7)	(18)	(18)
Gain/(loss) on disposal of property, plant and equipment	-	-	349	-	-	-	-
Investment properties written off	(380)	-	(95)	-	-	-	-
Donations	(210)	-	(57)	-	-	-	-
Other operating income/(expense)	4,373	2,176	4,738	3,652	(573)	4,442	4,442

Source: BCI, FPA

Reversal of/Allowance for expected credit loss on trade receivables:

We assume no reversal of nor allowance for expected credit loss on trade receivables from 1H FY2026 to 2H FY2027.

Profit before income tax:

Accordingly, we project profit before income tax to be S\$11.2 million in 1H FY2026, S\$9.2 million in 2H FY2026 (totalling S\$20.5 million in FY2026), S\$11.0 million in 1H FY2027, and S\$9.0 million in 2H FY2027 (S\$19.9 million in FY2027), as shown in **Exhibit 47**.

Exhibit 47: Projected Profit Before Income Tax (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
Gross profit	17,328	18,596	18,471	18,024	16,955	17,462	17,457	17,917	17,171	17,626
Selling expenses	(1,866)	(2,035)	(1,993)	(2,239)	(2,070)	(2,340)	(2,070)	(2,340)	(2,070)	(2,340)
General and administrative expenses	(8,348)	(10,609)	(9,021)	(9,978)	(9,013)	(11,284)	(9,013)	(11,284)	(9,013)	(11,284)
Operating profit	7,114	5,952	7,457	5,807	5,872	3,838	6,374	4,293	6,088	4,002
Financial income	2,456	2,219	3,170	2,636	2,532	3,095	2,706	2,751	2,706	2,751
Financial expenses	-	(9)	(9)	(10)	(9)	(36)	(36)	(36)	(36)	(36)
Other operating income/(expenses)*	882	3,856	669	2,983	(1,722)	1,178	2,203	2,239	2,203	2,239
(Reversal of)/Allowance for expected credit loss on trade receivables*	-	(1,471)	-	1	-	-	-	-	-	-
Profit before income tax	10,452	10,547	11,287	11,417	6,673	8,075	11,247	9,248	10,961	8,956

* Estimates based on presentation of income statement in financial statements.

Source: BCI, FPA

Income tax:

Income tax generally fell from S\$5.1 million in 2H FY2023 to S\$3.1 million in 2H FY2025, and did not seem to clearly trend with profit before income tax. Accordingly, we assume that income tax in each of 1H FY2026 to 2H FY2027 will be the average of 1H FY2024 (after income tax fell from S\$5.1 million in 2H FY2023) to 2H FY2025. Our projections of income tax from 1H FY2026 to 2H FY2027 are shown in **Exhibit 48**.

Exhibit 48: Projected Income Tax (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
Income tax	4,376	5,127	4,242	4,439	3,681	3,087	3,862	3,862	3,862	3,862
Profit before income tax	10,452	10,547	11,287	11,417	6,673	8,075	11,247	9,248	10,961	8,956
Effective tax rate (%)	41.9%	48.6%	37.6%	38.9%	55.2%	38.2%	34.3%	41.8%	35.2%	43.1%

Source: BCI, FPA

Profit for the period:

Accordingly, we project profit for the period to be S\$7.4 million in 1H FY2026, S\$5.4 million in 2H FY2026 (totalling S\$12.8 million in FY2026), S\$7.1 million in 1H FY2027, and S\$5.1 million in 2H FY2027 (totalling S\$12.2 million in FY2027), as shown in **Exhibit 49**.

Exhibit 49: Projected Profit for the Period (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
Profit before income tax	10,452	10,547	11,287	11,417	6,673	8,075	11,247	9,248	10,961	8,956
Income tax	(4,376)	(5,127)	(4,242)	(4,439)	(3,681)	(3,087)	(3,862)	(3,862)	(3,862)	(3,862)
Total profit for the period	6,076	5,420	7,045	6,978	2,992	4,988	7,385	5,385	7,099	5,094

Source: BCI, FPA

Profit attributable to owners of the Company and Earnings Per Share ("EPS"):

We assume that profit attributable to NCI in each of 1H FY2026 to 2H FY2027 will be the average of 2H FY2023 to 2H FY2025, thus project profit attributable to owners of the Company to be S\$7.2 million in 1H FY2026, S\$5.2 million in 2H FY2026 (totalling S\$12.4 million in FY2026), S\$6.9 million in 1H FY2027, and S\$4.9 million in 2H FY2027 (S\$11.8 million in FY2027), as shown in **Exhibit 50**.

We also assume no change in the weighted average number of shares, thus project EPS (in cents) to be 0.95 in 1H FY2026, 0.68 in 2H FY2026 (totalling 1.63 in FY2026), 0.91 in 1H FY2027 and 0.65 in 2H FY2027 (1.56 in FY2027).

Exhibit 50: Profit Attributable to Owners of the Company and Earnings Per Share (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
Owners of the Company	5,825	5,272	6,816	6,749	2,794	4,832	7,193	5,193	6,907	4,902
Non-Controlling Interests ("NCI")	251	148	229	229	198	156	192	192	192	192
Total profit for the period	6,076	5,420	7,045	6,978	2,992	4,988	7,385	5,385	7,099	5,094
Weighted average number of shares	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832
Earnings Per Share ("EPS" in cents)	0.77	0.69	0.90	0.89	0.37	0.64	0.95	0.68	0.91	0.65

Source: BCI, FPA

Dividend Per Share ("DPS"):

We assume that DPS (in cents) for each of FY2026 & FY2027 will be 3.60, the same as the interim DPS for FY2025, as shown in **Exhibit 51**.

Exhibit 51: Dividend Per Share (FY2026 & FY2027)

(in cents)	Actual					Projection	
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Interim dividend per share	3.00	3.50	2.80	1.40	3.60	3.60	3.60
Special final dividend per share	-	-	-	-	6.80	-	-
Dividend Per Share ("DPS")	3.00	3.50	2.80	1.40	10.40	3.60	3.60
Divide by: Earnings Per Share ("EPS")	1.52	0.34	1.46	1.79	1.01	1.63	1.55
Payout ratio	197.5%	1,031.3%	191.5%	78.3%	1,034.8%	221.0%	231.9%

Source: BCI, FPA

Our projections of BCI's financial performance for FY2026 & FY2027 are shown in **Exhibit 52**.

Exhibit 52: Projected Financial Performance (FY2026 & FY2027)

(in S\$ '000 unless otherwise indicated)	Actual			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Hotel revenue	44,523	48,407	48,832	50,925	50,925
Property leasing revenue	39,366	35,998	32,716	32,213	31,636
Revenue	83,889	84,405	81,548	83,139	82,561
Cost of sales	(47,965)	(47,910)	(47,131)	(47,764)	(47,764)
Gross profit	35,924	36,495	34,417	35,374	34,797
Selling expenses	(3,901)	(4,232)	(4,410)	(4,410)	(4,410)
General and administrative expenses	(18,957)	(18,999)	(20,297)	(20,297)	(20,297)
Operating profit	13,066	13,264	9,710	10,667	10,090
Financial income	4,675	5,806	5,627	5,457	5,457
Financial expenses	(9)	(19)	(45)	(72)	(72)
Other operating income/(expenses)	4,738	3,652	(573)	4,442	4,442
(Reversal of)/Allowance for expected credit loss on trade receivables	(1,471)	1	-	-	-
Profit before income tax	20,999	22,704	14,748	20,495	19,917
Income tax	(9,503)	(8,681)	(6,768)	(7,725)	(7,725)
Total profit for the period	11,496	14,023	7,980	12,770	12,193

Attributable to:

Owners of the Company	11,097	13,565	7,626	12,386	11,809
Non-Controlling Interests ("NCI")	399	458	354	384	384
Total profit for the period	11,496	14,023	7,980	12,770	12,193

Weighted average number of shares	758,768,832	758,768,832	758,768,832	758,768,832	758,768,832
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Earnings Per Share ("EPS" in cents)	1.46	1.79	1.01	1.63	1.56
Dividend Per Share ("DPS" in cents)	2.80	1.40	10.40	3.60	3.60

Source: BCI, FPA

VALUATION ANALYSIS

BCI noted in its AR for FY2025 that it “accounts for its properties at cost less accumulated depreciation and any impairment losses.” Accordingly, we assess BCI’s Net Asset Value (“NAV”) based on its properties’ valuation.

BCI disclosed that its investment properties (which “comprise commercial properties, namely the Bund Center office tower and the Golden Center retail complex” according to BCI) was valued at “approximately RMB3,800 million (equivalent to S\$699 million)” as at 31 December 2025.

BCI previously disclosed in its AR for FY2023 that the valuation of the Westin Hotel was RMB2,529 million, or around S\$470 million. We assume that the Westin Hotel’s valuation remained at S\$470 million at end-2024 and end-2025.

Thus, we estimate BCI’s NAV per share as at 31 December 2025 to be S\$1.74, as follows:

$$\begin{aligned}
 \text{NAV per share (based on properties' valuation)} &= [\text{Total equity (end-FY2025)} \\
 &\quad - \text{Investment properties (end-FY2025)} \\
 &\quad - \text{Leasehold land and buildings (end-FY2025)} \\
 &\quad + \text{Office Tower \& Golden Center total valuation (end-FY2025)} \\
 &\quad + \text{Westin Hotel valuation (end-FY2023)}] \\
 &\div \text{number of shares (end-FY2025)} \\
 &= [\text{S\$350.8 million} \\
 &\quad - \text{S\$114.4 million} - \text{S\$88.8 million} \\
 &\quad + \text{S\$699 million} + \text{S\$470 million}] \\
 &\div 758,768,832 \text{ shares} \\
 &= \text{S\$1.74}
 \end{aligned}$$

We take into consideration the difference in P/B multiple based on the book value of BCI’s properties, versus that based on the valuation of BCI’s properties, in the valuation analyses that follow.

(I) PEER COMPARISON ANALYSIS

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

i. CapitaLand China Trust (“CLCT”; SGX:AU8U)

CLCT’s market capitalisation is S\$1.2 billion as at 8 May 2026. CLCT indicated in April 2026 that, as at 31 December 2025, its portfolio comprises eight retail mall properties, five business park properties, and four logistics park properties. CLCT also indicated that its total assets were S\$4.5 billion as at 31 December 2025.

ii. Metro Holdings Limited (“Metro”; SGX:M01)

Metro’s market capitalisation is S\$405.7 million as at 8 May 2026. Metro is a property investment & development group with net assets of S\$1.1 billion as at 30 September 2025. Metro noted in November 2025 that its “strategic focus extends across pivotal markets, encompassing Singapore, China, Indonesia, the UK, and Australia.” We include Metro as the percentage of Metro’s non-current assets that were located in the PRC was 50.9% as at 31 March 2025.

iii. BHG Retail REIT (“BHG”; SGX:BMGU)

BHG’s market capitalisation is S\$233.8 million as at 8 May 2026. BHG noted in February 2026 that, “As at 31 December 2025, the REIT’s portfolio comprises six retail properties, Beijing Wanliu (60%), Chengdu Konggang, Hefei Mengchenglu, Hefei Changjiangxilu, Xining Huayuan, Dalian Jinsanjiao located in Tier 1, Tier 2 and other cities of significant economic potential in China.” BHG also indicated that, as at 31 December 2025, its properties’ valuation totalled around RMB 4,694 million.

The results of our peer comparison analysis are shown in **Exhibit 53**.

Exhibit 53: Peer Comparison Analysis

Company	Currency	Stock Symbol	Price (S\$) as at 8 May '26	Market Cap (S\$ million)	Diluted EPS (cents)	P/E	DPS (cents)	Dividend Yield (%)	NAV per share (S\$)	P/B
Bund Center Investment Ltd (“BCI”)	SGD	BTE	0.415	314.9	1.01	41.3 x	3.60	8.67%	0.46	0.90 x
Peer companies:										
Capitaland China Trust (“CLCT”)	SGD	AU8U	0.675	1,186.1	(0.57)	n.m.	4.82	7.14%	1.03	0.66 x
Metro Holdings Limited (“Metro”)	SGD	M01	0.490	405.7	(29.49)	n.m.	2.00	4.08%	1.33	0.37 x
BHG Retail REIT (“BHG”)	SGD	BMGU	0.450	233.8	(0.35)	n.m.	0.68	1.51%	0.29	1.55 x
Peer average						n.m.		4.25%		0.86 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. TTM DPS (in cents) of 3.60 for BCI excludes special final DPS (in cents) of 6.80 as the special dividend may be one-off.

Source: SGX Stock Screener, respective companies, FPA

(a) P/E multiple

Based on **Exhibit 53**, the TTM EPS of selected peers for BCI were all negative, resulting in non-meaningful P/E multiples and peer average P/E. Accordingly, we shall focus only on P/B multiple and dividend yield for our peer comparison analysis.

(b) P/B multiple

Based on **Exhibit 53**, BCI is currently trading at a P/B multiple of 0.90x, which is higher than the peer average P/B of 0.86x. This suggests that BCI is overvalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$0.397 if BCI is to trade at the peer average P/B of 0.86x as follows:

$$\begin{aligned} \text{Estimated target price (P/B multiple)} &= \text{Peer average P/B} \times \text{NAV per share (based on properties' book value)} \\ &= 0.86 \times \text{S\$0.46} \\ &= \text{S\$0.397} \end{aligned}$$

The estimated target price of S\$0.397 implies a downside potential of 4.4% from the current share price of S\$0.415.

However, we note that, based on their respective latest ARs, all the selected peers for BCI record their investment properties at fair value based on independent valuations (unlike BCI, which records its properties at book value). Thus, we estimate another target price for BCI based on the valuation of BCI's properties.

Based on our estimated NAV per share of S\$1.74 as at end-FY2025, BCI is currently trading at a P/B multiple of 0.24x which is lower than the peer average P/B of 0.86x. This suggests that BCI is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$1.490 if BCI is to trade at the peer average P/B of 0.86x as follows:

$$\begin{aligned} \text{Estimated target price (P/B multiple)} &= \text{Peer average P/B} \times \text{NAV per share (based on properties' valuation)} \\ &= 0.86 \times \text{S\$1.74} \\ &= \text{S\$1.490} \end{aligned}$$

The estimated target price of S\$1.490 implies an upside potential of 259.0% from the current share price of S\$0.415.

(c) Dividend yield

Based on **Exhibit 53**, BCI is currently trading at a dividend yield of 8.67%, which is higher than the peer average yield of 4.25%. This suggests that BCI is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$0.848 if BCI is to trade at the peer average yield of 4.25% as follows:

$$\begin{aligned} \text{Estimated target price (Dividend yield)} &= \frac{\text{TTM DPS}}{\text{Peer average yield}} \\ &= \frac{\text{S\$0.036}}{4.25\%} \\ &= \text{S\$0.848} \end{aligned}$$

The estimated target price of S\$0.848 implies an upside potential of 104.3% from the current share price of S\$0.415.

(d) Overall

From our analysis, BCI seems to be overvalued in terms of its P/B multiple (based on the book value of BCI's properties, though undervalued based on the valuation of BCI's properties), but undervalued in terms of its dividend yield. By averaging our estimated target prices based on P/B multiple (based on the book value of BCI's properties) and dividend yield, we derive an overall target price of S\$0.622 as follows:

$$\begin{aligned}\text{Overall target price} &= \frac{1}{2} \times [\text{Estimated target price (P/B multiple)} + \text{Estimated target price (Dividend yield)}] \\ &= \frac{1}{2} \times [\text{S\$0.397} + \text{S\$0.848}] \\ &= \text{S\$0.622}\end{aligned}$$

The overall target price of S\$0.622 implies an upside potential of 50.0% from the current share price of S\$0.415.

While the upside potential seems attractive, we note though that the P/B multiple and dividend yield of BCI may not converge towards the respective peer averages as may be implied by our peer comparison analysis. For instance, based on the book value of BCI's properties, BCI has been trading at a P/B multiple of between 0.72x and 0.91x in the past five Financial Years ("FYs"; based on ex-dividend share price seven days after the release of 2Q/1H and 4Q/2H results, from 1H FY2021 to 2H FY2025), which is higher than the peer average P/B of 0.86x. Thus, the upside potential of 50.0% 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 BCI's historical valuation metrics over the past five FYs (1H FY2021 to 2H FY2025), with NAV per share based on the book value of BCI's properties, as shown in **Exhibit 54**.

Exhibit 54: Historical Valuation Metrics (based on book value of BCI'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	24 Feb '26	0.490	0.422	0.64	1.01	42.0 x	6.80	3.60	8.53%	0.46	0.91 x
1H FY2025	12 Aug '25	0.440	0.404	0.37	1.26	32.1 x	3.60	3.60	8.91%	0.48	0.84 x
2H FY2024	27 Feb '25	0.375	0.375	0.89	1.79	21.0 x	-	1.40	3.73%	0.50	0.75 x
1H FY2024	14 Aug '24	0.380	0.366	0.90	1.59	23.0 x	1.40	1.40	3.83%	0.51	0.72 x
2H FY2023	23 Feb '24	0.395	0.395	0.69	1.46	27.0 x	-	2.80	7.09%	0.49	0.80 x
1H FY2023	11 Aug '23	0.495	0.467	0.77	0.95	49.4 x	2.80	2.80	6.00%	0.52	0.90 x
2H FY2022	24 Feb '23	0.480	0.480	0.18	0.34	141.4 x	-	3.50	7.29%	0.53	0.91 x
1H FY2022	12 Aug '22	0.540	0.505	0.16	0.97	51.9 x	3.50	6.50	12.87%	0.60	0.84 x
2H FY2021	25 Feb '22	0.510	0.480	0.81	1.52	31.6 x	3.00	3.00	6.25%	0.61	0.79 x
1H FY2021	12 Aug '21	0.550	0.550	0.71	1.83	30.1 x	-	2.00	3.64%	0.62	0.89 x
Maximum						141.4 x			12.87%		0.91 x
Minimum						21.0 x			3.64%		0.72 x
Average						34.2 x			6.81%		0.83 x

Note: TTM DPS (in cents) of 3.60 for 2H FY2025 excludes special final DPS (in cents) of 6.80 as the special DPS may be one-off. Historical average P/E of 34.2x excludes P/E of 141.4x seven days after release of results for 2H FY2022. P/E multiple, P/B multiple, and dividend yield based on ex-dividend price.

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

(a) P/E multiple

Based on **Exhibit 54**, BCI's historical average P/E is 34.2x which is lower than its current P/E multiple of 41.3x. This suggests that BCI is overvalued at its current share price. Based on the historical average P/E of 34.2x and TTM EPS (cents) of 1.01, we estimate a target price of S\$0.344 as follows:

$$\begin{aligned}
 \text{Estimated target price (Historical P/E)} &= \text{Historical average P/E} \times \text{TTM EPS} \\
 &= 34.2 \times \text{S\$}0.0101 \\
 &= \text{S\$}0.344
 \end{aligned}$$

The estimated target price of S\$0.344 implies a downside potential of 17.1% from the current share price of S\$0.415.

(b) P/B multiple

Based on **Exhibit 54**, BCI's historical average P/B of 0.83x is lower than its current P/B multiple (based on the book value of BCI's properties) of 0.90x. This suggests that BCI is overvalued at its current share price. Based on the historical average P/B of 0.83x and NAV per share of S\$0.46, we estimate a target price of S\$0.386 as follows:

$$\begin{aligned} \text{Estimated target price (Historical P/B)} &= \text{Historical average P/B (based on book value)} \times \text{NAV per share} \\ &= 0.83 \times \text{S\$0.46} \\ &= \text{S\$0.386} \end{aligned}$$

The estimated target price of S\$0.386 implies a downside potential of 7.1% from the current share price of S\$0.415.

(c) Dividend yield

Based on **Exhibit 54**, BCI's historical average yield of 6.81% is lower than its current yield of 8.67%. This suggests that BCI is undervalued at its current share price. Based on the historical average yield of 6.81% and TTM DPS (cents) of 3.60 (which excludes the potentially one-off special DPS of 6.80 cents for 2H FY2025), we estimate a target price of S\$0.528 as follows:

$$\begin{aligned} \text{Estimated target price (Historical yield)} &= \frac{\text{TTM DPS}}{\text{Historical average yield}} \\ &= \frac{\text{S\$0.036}}{6.81\%} \\ &= \text{S\$0.528} \end{aligned}$$

The estimated target price of S\$0.528 implies an upside potential of 27.3% from the current share price of S\$0.415.

(d) Overall

From our analysis, BCI seems to be overvalued in terms of its historical average P/E and historical average P/B (based on the book value of BCI's properties), but undervalued in terms of its historical average yield. By averaging the estimated target prices based on historical average P/E, historical average P/B, and historical average yield, we derive an overall target price of S\$0.419 as follows:

$$\begin{aligned} \text{Overall target price} &= \frac{1}{3} \times [\text{Estimated target price (Historical P/E)} + \text{Estimated target price (Historical P/B)} \\ &\quad + \text{Estimated target price (Historical yield)}] \\ &= \frac{1}{3} \times [\text{S\$0.344} + \text{S\$0.386} + \text{S\$0.528}] \\ &= \text{S\$0.419} \end{aligned}$$

The overall target price of S\$0.419 implies an upside potential of 1.1% from the current share price of S\$0.415.

We also conduct another valuation analysis based on historical valuation metrics over the past five FYs, with NAV per share based on the valuation of BCI's properties (estimated for other periods with method as shown for FY2025 on page 32), as shown in **Exhibit 55**.

Exhibit 55: Historical Valuation Metrics (based on valuation of BCI'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	24 Feb '26	0.490	0.422	0.64	1.01	42.0 x	6.80	3.60	8.53%	1.77	0.24 x
1H FY2025	12 Aug '25	0.440	0.404	0.37	1.26	32.1 x	3.60	3.60	8.91%	1.78	0.23 x
2H FY2024	27 Feb '25	0.375	0.375	0.89	1.79	21.0 x	-	1.40	3.73%	2.33	0.16 x
1H FY2024	14 Aug '24	0.380	0.366	0.90	1.59	23.0 x	1.40	1.40	3.83%	2.33	0.16 x
2H FY2023	23 Feb '24	0.395	0.395	0.69	1.46	27.0 x	-	2.80	7.09%	2.42	0.16 x
1H FY2023	11 Aug '23	0.495	0.467	0.77	0.95	49.4 x	2.80	2.80	6.00%	2.45	0.19 x
2H FY2022	24 Feb '23	0.480	0.480	0.18	0.34	141.4 x	-	3.50	7.29%	2.64	0.18 x
1H FY2022	12 Aug '22	0.540	0.505	0.16	0.97	51.9 x	3.50	6.50	12.87%	2.69	0.19 x
2H FY2021	25 Feb '22	0.510	0.480	0.81	1.52	31.6 x	3.00	3.00	6.25%	2.61	0.18 x
1H FY2021	12 Aug '21	0.550	0.550	0.71	1.83	30.1 x	-	2.00	3.64%	2.62	0.21 x
Maximum						141.4 x			12.87%		0.24 x
Minimum						21.0 x			3.64%		0.16 x
Average						34.2 x			6.81%		0.19 x

Note: TTM DPS (in cents) of 3.60 for 2H FY2025 excludes special final DPS (in cents) of 6.80 as the special DPS may be one-off. Historical average P/E of 34.2x excludes P/E of 141.4x seven days after release of results for 2H FY2022. P/E multiple, P/B multiple, and dividend yield based on ex-dividend price.

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

Given that there would be no change in the estimated target prices based on historical average P/E and historical average yield, we estimate BCI's target price based on historical average P/B (based on the valuation of BCI's properties) before deriving another overall target price.

(a) P/B multiple

Based on **Exhibit 55**, BCI's historical average P/B of 0.19x is lower than its current P/B multiple (based on the valuation of BCI's properties) of 0.24x. This suggests that BCI is overvalued at its current share price. Based on the historical average P/B of 0.19x and NAV per share of S\$1.74, we estimate a target price of S\$0.330 as follows:

$$\begin{aligned}
 \text{Estimated target price (Historical P/B)} &= \text{Historical average P/B} \times \text{NAV per share} \\
 &= 0.19 \times \text{S\$1.74} \\
 &= \text{S\$0.330}
 \end{aligned}$$

The estimated target price of S\$0.330 implies a downside potential of 20.6% from the current share price of S\$0.415.

(b) Overall

From our analysis, BCI seems to be overvalued in terms of its historical average P/E and historical average P/B (based on the valuation of BCI's properties), but undervalued in terms of its historical average yield. By averaging the estimated target prices based on historical average P/E, historical average P/B, and historical average yield, we derive an overall target price of S\$0.401 as follows:

$$\begin{aligned}\text{Overall target price} &= \frac{1}{3} \times [\text{Estimated target price (Historical P/E)} + \text{Estimated target price (Historical P/B)} \\ &\quad + \text{Estimated target price (Historical yield)}] \\ &= \frac{1}{3} \times [\text{S\$0.344} + \text{S\$0.330} + \text{S\$0.528}] \\ &= \text{S\$0.401}\end{aligned}$$

The overall target price of S\$0.401 implies a downside potential of 3.5% from the current share price of S\$0.415.

(III) POTENTIAL BCI PRIVATISATION

We note that:

- as at 10 March 2026, the Widjaja family (through WFMT3 and FlamboBC) owned an 84.0% shareholding in BCI
- BCI's cash & bank balances as at 31 December 2025 totalled S\$163.3 million, or about 51.9% of BCI's market capitalisation of S\$314.9 million as at 8 May 2026
- we estimate BCI's NAV per share as at end-FY2025 to be S\$1.74 based on its properties' valuation (vs S\$0.46 based on its properties' book value), such that BCI is trading at a P/B multiple of 0.24x which represents a discount of approximately 76% to NAV
- Lyon Investments Limited, which [Business Times noted was "controlled by the Widjaja family", completed in July 2025 the acquisition of Sinarmas Land Limited](#) at an [offer price of S\\$0.375](#), or a premium of 36.4% over the last traded price of S\$0.275 before the [first offer announcement](#) (prior to the privatisation offer, Lyon Investments Limited held 70.30% of the total issued shares of Sinarmas Land Limited).

Accordingly, we consider the possibility of a privatisation offer by the Widjaja family (e.g., through WFMT3 or FlamboBC).

We assume that the Widjaja family owns 84.0% total interest in BCI. Accordingly, they would need to acquire the remaining 16.0% total interest to privatise BCI. At the market capitalisation of S\$314.9 million as at 8 May 2026, this would equate to S\$50.4 million (S\$314.9 million × 16.0%).

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

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	Fraser's 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\$0.415 to be successful. Thus, the Widjaja family may need to offer a minimum privatisation offer of S\$0.523, which would translate to a full privatisation cost of S\$63.5 million (or 38.9% of cash & bank balances as at 31 December 2025).

However, we note that the Widjaja family may not privatise BCI anytime soon.

When asked in April 2024 on whether BCI was considering delisting from SGX, BCI responded, "Staying listed on SGX has its benefits and provides the Group the flexibility to tap on capital market at the appropriate time." BCI also noted, "Management will exercise prudence and wisdom in identifying good business opportunities."

POTENTIAL CATALYSTS

(I) CONTINUED APPRECIATION OF CNY AGAINST SGD

Over the past five years, CNY depreciated against SGD by 9.7% to an SGD-to-CNY exchange rate of 5.367 on 8 May 2026 from 4.849 on 10 May 2021, as shown in **Exhibit 57** (top). However, over the last twelve months, CNY appreciated against SGD by 3.5% from an SGD-to-CNY exchange rate of 5.555 on 9 May 2025, as shown in **Exhibit 57** (bottom). Should CNY continue to appreciate against SGD, the total valuation of BCI’s properties in SGD would rise even if the total valuation in CNY remains the same. Accordingly, BCI’s share price may rise.

Exhibit 57: SGD-to-CNY Exchange Rate (Past Five Years and Last Twelve Months)



Source: Yahoo! Finance (exchange rates), FPA

(II) POTENTIAL APPRECIATION OF THE WESTIN HOTEL

In December 2025, 京投发展股份有限公司 (Metro Land Corporation Ltd, or “Metro Land”) [disclosed that it acquired a 45% stake in 上海礼仕酒店有限公司 \(Shanghai Lishi Hotel Co., Ltd, or “Shanghai Lishi”\)](#)¹.

Metro Land noted that Shanghai Lishi’s main business was the operation and management of the Andaz Xintiandi Shanghai hotel. Metro Land also noted that Shanghai Lishi’s main asset was the real estate used for hotel operation (presumably, the Andaz Xintiandi Shanghai hotel).²

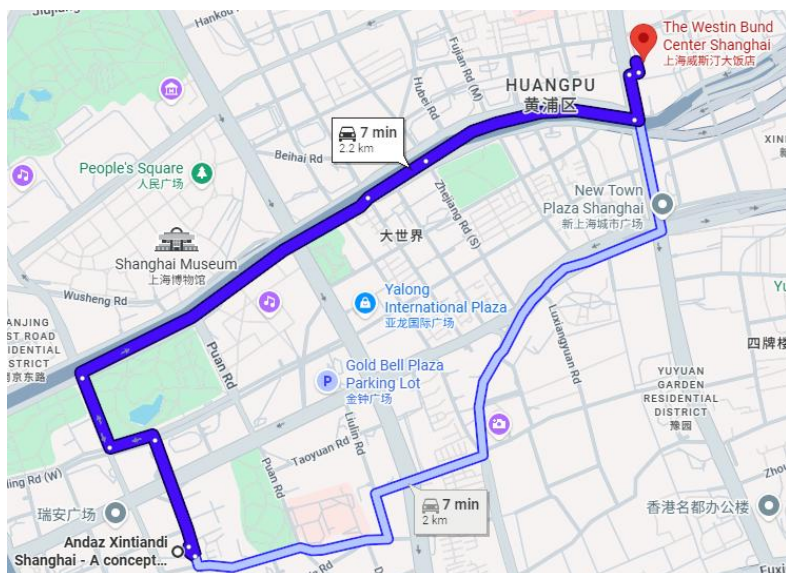
Metro Land noted too that the valuation of Shanghai Lishi’s total assets was RMB 1,998,712,600 (around RMB 2.0 billion)³, which would translate to a per room valuation of RMB 6.5 million (RMB 2.0 billion divided by 306 rooms)—around 47.4% higher than that of the Westin Hotel of RMB 4.4 million, based on the Westin Hotel’s valuation of RMB 2,529 million and room count of 570 rooms as at end-FY2023.

According to hotel company Hyatt, [Andaz Xintiandi Shanghai hotel is a Shanghai five-star hotel with 306 rooms](#). According to travel site Agoda, [Andaz Xintiandi Shanghai hotel was built in 2011](#). In contrast, [while the Westin Hotel is also a Shanghai five-star hotel according to hotel company Marriott](#), it has 570 rooms and was opened in 2002. Both hotels are located within a 10-minute car ride from each other, as shown in **Exhibit 58**.

Based on Agoda.com, we also note that the one-night rate for 31 May 2026 of the Andaz Xintiandi Shanghai Hotel (RMB1,417; retrieved on 10 May 2026) was only 10.4% higher than that of the Westin Hotel (RMB 1,283; also retrieved on 10 May)—thus, the difference in room rates may not fully account for the 47.4% difference in per room valuation between both hotels.

Accordingly, we note that the Westin Hotel may currently be undervalued, such that BCI’s share price may rise should the Westin Hotel be revalued.

Exhibit 58: Distance between the Westin Hotel and Andaz Xintiandi Shanghai Hotel



Source: Google Maps

¹ As reported on by [Asia Pacific real estate newsletter Mingtiandi in January 2026](#).

² Metro Land noted, “上海礼仕的主要业务是从事上海新天地安达仕酒店（以下简称“安达仕酒店”）的经营、管理，主要资产为酒店经营用的房地产，酒店位于上海市黄浦区嵩山路88号。” Translation done with aid from Google Translate.

³ Metro Land noted, “截至评估基准日 2025 年 8 月 31 日，经北京天健兴业资产评估有限公司资产基础法评估，上海礼仕总资产账面价值为 81,522.50 万元，评估价值为 199,871.26 万元，增值额为 118,348.77 万元，增值率为 145.17%”.

INVESTMENT RECOMMENDATION

We note that: (1) as at 10 March 2026, the Widjaja family (through WFMT3 and FlamboBC) owned an 84.0% shareholding in BCI; (2) BCI's cash & bank balances as at 31 December 2025 totalled S\$163.3 million, or about 51.9% of BCI's market capitalisation of S\$314.9 million as at 8 May 2026; (3) we estimate BCI's NAV per share as at end-FY2025 to be S\$1.74 based on its properties' valuation (vs S\$0.46 based on its properties' book value), such that BCI is trading at a P/B multiple of 0.24x which represents a discount of approximately 76% to NAV; and (4) Lyon Investments Limited, which [Business Times noted was "controlled by the Widjaja family", completed in July 2025 the acquisition of Sinarmas Land Limited at an offer price of S\\$0.375, or a premium of 36.4% over the last traded price of S\\$0.275 before the first offer announcement](#) (prior to the privatisation offer, Lyon Investments Limited held 70.30% of the total issued shares of Sinarmas Land Limited). Accordingly, we consider the possibility of a privatisation offer by the Widjaja family (e.g., through WFMT3 or FlamboBC).

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\$0.415 to be successful. Thus, the Widjaja family may need to offer a minimum privatisation offer of S\$0.523, which would translate to a minimum privatisation cost of S\$63.5 million (or 38.9% of cash & bank balances as at 31 December 2025).

While we note that the Widjaja family may not privatise BCI anytime soon, the minimum privatisation offer of S\$0.523 may be suitable as a target price given that: (1) we estimate BCI to be trading at a P/B multiple of 0.24x which represents a discount of approximately 76% to NAV; and (2) the Westin Hotel may be undervalued given that we estimate the per room valuation of Shanghai Lishi (which likely owned the Andaz Xintiandi Shanghai five-star hotel) to be RMB 6.5 million—around 47.4% higher than that of the Westin Hotel of RMB 4.4 million—despite the end-May 2026 one-night rate of the Andaz Xintiandi Shanghai hotel being only 10.4% higher than that of the Westin Hotel as at 10 May 2026. Thus, we adopt as our target price the minimum privatisation offer of S\$0.523, which represents an upside potential of 26.1%. Accordingly, the upside potential may warrant a buy recommendation.

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

RISKS TO TARGET PRICE

(I) SLOWING ECONOMIC GROWTH OF THE PRC

The International Monetary Fund (“IMF”) noted in April 2026 that [PRC’s growth was forecasted to fall to 4.0% in 2027 from 5.0% in 2025](#). IMF noted that the growth of the PRC’s economy was “expected to decelerate to 4.0 percent in 2027 as structural headwinds—including those from a grinding slowdown in the housing sector, a declining labor force, decreasing returns on investment, and slower productivity growth—assert themselves.”

Slowing economic growth of the PRC may dampen business sentiments thus soften office leasing demand and office rents. Dampened business sentiments may also weaken job and income growth, thereby soften domestic travel demand thus Shanghai hotel occupancy and room rates. Accordingly, BCI’s revenue for FY2027 may fall below our projections.

(II) FALLING VALUATION OF OFFICE TOWER

Based on BCI’s AR for FY2025, the combined valuation of the Office Tower and Golden Center fell to RMB 3,800 million as at 31 December 2025 from RMB 3,924 million as at 31 December 2024. Based on BCI’s AR for FY2024, the combined valuation of the Office Tower and Golden Center also fell from RMB 6,200 million as at 31 December 2023.

Given that BCI disclosed in its AR for FY2023 that the valuation of the Golden Center was RMB 392 million, we estimate that the fall in the combined valuation of the Office Tower and Golden Center in FY2024 (and likely so too for FY2025) was mainly due to the fall in valuation of the Office Tower.

BCI noted in April 2026 that the fall in investment properties’ valuation in 2024 “reflected weaker market conditions across both the Shanghai office and Ningbo retail sectors.” (The Golden Center is located in Ningbo.) BCI added, “In Shanghai, broader macroeconomic headwinds, office oversupply and new competing developments placed pressure on market rents, occupancy and investor sentiment. In Ningbo, the retail investment market remained subdued, with limited transaction activity and weaker demand affecting market evidence and valuation inputs. These conditions continued to influence leasing and investment activity in 2025, although the year-on-year movement from 2024 to 2025 was comparatively modest.”

Based on Knight Frank’s indications (as shown in **Exhibit 4** on page 5), we note that new Shanghai Grade A office supply has been exceeding net absorption for the past 11 years (2015 to 2025) except in 2021.

We also note that Colliers forecasted new supply to continue exceeding net absorption in 2026 & 2027 (as shown in **Exhibit 6** on page 6), which may contribute to a continued fall in the Office Tower’s valuation. Accordingly, BCI’s share price may fall.

DISCLOSURES/DISCLAIMERS

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