

## REAL ESTATE EQUITY RESEARCH

## BUND CENTER INVESTMENT LTD

SGX: BTE

Bloomberg: BCI:SP

ISIN code: BMG1792W1367

Country: China

Industry: Real Estate

23 January 2026

RECOMMENDATION: BUY

Current price: S\$0.415

Target price: S\$0.545

Issued shares: 759 million (30 June 2025)

Market capitalisation: S\$314.9 million

52-week range: S\$0.350 - S\$0.500

## 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 30 June 2025 (1H FY2025), revenue fell by 5.4% to S\$40.1 million in 1H FY2025 from S\$42.3 million in 1H FY2024, mainly due to property leasing income falling by 10.7% year-on-year ("y-o-y") to S\$16.5 million in 1H FY2025. Gross profit fell by 8.2% to S\$17.0 million in 1H FY2025 from S\$18.5 million in 1H FY2024, generally in line with the fall in revenue. However, profit for the period (and attributable to owners of the Company) fell by 57.5% (59.0%) to S\$3.0 million (S\$2.8 million) in 1H FY2025 from S\$7.0 million (S\$6.8 million) in 1H FY2024, in line with: (1) relatively unchanged selling and General & Administrative ("G&A") expenses; and (2) other operating income falling by S\$2.4 million y-o-y to negative S\$1.7 million in 1H FY2025. Accordingly, Earnings Per Share ("EPS" in cents) fell by 59.0% to 0.37 in 1H FY2025 from 0.90 in 1H FY2024. BCI declared Dividend Per Share ("DPS" in cents) of 3.60 for 1H FY2025, an increase of 157.1% from 1.40 for 1H FY2024.

## RECOMMENDATION

Based on the peer average P/B of 0.86x and NAV per share of S\$0.48, we estimate a target price of S\$0.351. Based on the peer average yield of 3.86% and TTM DPS (cents) of 3.60, we estimate a target price of S\$0.933. By averaging the target prices based on P/B multiple and dividend yield, we derive an overall target price of S\$0.642. We also note that: (1) as at 10 March 2025, the Widjaja family owns at least 84.0% total interest in BCI; (2) BCI's cash & cash equivalents as at 30 June 2025 is S\$174.7 million, or about 55.5% of BCI's market capitalisation of S\$314.9 million as at 23 January 2026; (3) based on the valuation of BCI's properties, we estimate BCI's NAV per share as at end-1H FY2025 to be S\$1.79, such that BCI is trading at a P/B multiple of 0.23x which represents a discount of approximately 77% 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. Accordingly, we consider the possibility of a privatisation offer by the Widjaja family. Based on the average price premium of privatisation offers for SGX-listed companies over the last twelve months, we estimate that any privatisation offer may need to have a price premium of 31.3% 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\$0.545, which would translate to a full privatisation cost of S\$66.2 million (or 37.9% of cash & cash equivalents as at 30 June 2025).

While we note that the Widjaja family may not privatise BCI anytime soon, the minimum privatisation offer of S\$0.545 may be suitable as an overall target price given that: (1) we estimate BCI is currently trading at a P/B multiple of 0.23x based on its properties' valuation, which represents a discount of approximately 77% to NAV; (2) based on peer comparison analysis, we derive a higher overall target price of S\$0.642; and (3) the Westin Hotel may be undervalued given that we estimate the per room valuation of Shanghai Lishi (which likely owns 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 average end-of-month one-night rate of the Andaz Xintiandi Shanghai hotel for 2026 being only 16.5% higher than that of the Westin Hotel as at 22 January 2026. Thus, we adopt as our overall target price the minimum offer of S\$0.545, which represents an upside potential of 31.3%. Accordingly, the upside potential may warrant a buy recommendation. We also recognise that the target price is subject to risks, such as weakened Chinese economic growth, falling valuation of the Office Tower, and faster-than-expected expansion of room count in the Shanghai five-star hotel sector.

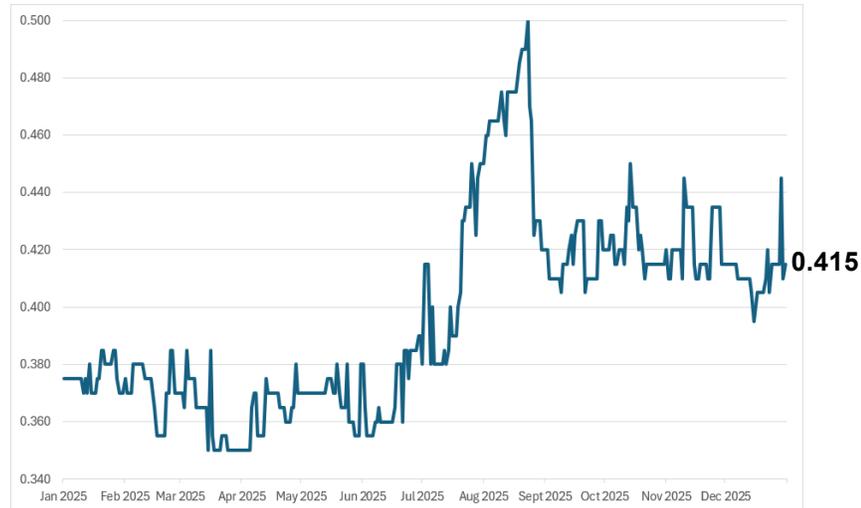
KEY FINANCIALS	Revenue	Earnings <sup>(1)</sup>	EPS	P/E	DPS	Dividend Yield	NAV per Unit	P/B
Year ended 31 Dec	(S\$ million)	(S\$ million)	(cents)	(x)	(cents)	(%)	(S\$)	(x)
2023 Actual	83.9	11.1	1.46	28.4	2.80	6.75%	0.49	0.84
2024 Actual	84.4	13.6	1.79	23.2	1.40	3.37%	0.50	0.83
2025 Forecast	80.7	8.8	1.16	35.7	3.60	8.67%	n.a.	n.a.
2026 Forecast	83.6	12.2	1.60	25.9	1.50	3.61%	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.

<sup>(1)</sup> Profit attributable to owners of the Company.

Source: BCI, FPA

## PRICE PERFORMANCE



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## COMPANY OVERVIEW

### (I) CORPORATE PROFILE

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. BCI was listed on the SGX Mainboard on 30 June 2010.

### (II) PROPERTIES

Based on BCI’s Annual Report (“AR”) for FY2024 (Financial Year or “FY” ended 31 December 2024), BCI’s properties are as listed in **Exhibit 1**. BCI noted that the Office Tower & Golden Center (recorded under investment properties) have a collective value of RMB 3,924 million (S\$730 million) as at end-FY2024. However, their collective book value was recorded as S\$126.4 million. BCI noted that it “accounts for its properties at cost less accumulated depreciation and any impairment losses.”

In its AR for FY2023, BCI noted that, as at end-FY2023<sup>1</sup>, its properties’ valuation totalled RMB 8,729 million (S\$1,623 million): (1) RMB 5,808 million (S\$1,080 million) for the Office Tower; (2) RMB 2,529 million (S\$470 million) for the Westin Hotel; and (3) RMB 392 million (S\$73 million) for Golden Center. We note that the collective valuation of the Office Tower & Golden Center fell by around 36.7% to RMB 3,924 million as at end-FY2024 from RMB 6,200 million as at end-FY2023.

#### **Exhibit 1: BCI’s Properties**

NAME AND LOCATION OF PROPERTY	ASSET TYPE	MANAGED BY	SITE AREA (SQ FT)	GROSS FLOOR AREA (SQ FT)	NET LETTABLE AREA/ LETTABLE ROOMS (SQ FT)	TENURE
<b>THE BUND CENTER: AN INTEGRATED DEVELOPMENT COMPRISING:</b>			189,100	2,050,700		50-year lease till 2045
<b>Bund Center Office Tower</b> 222 Yan’an Road East, Huangpu District, Shanghai, PRC	Premium Grade A Office	The Group		1,414,600	872,600	
<b>The Westin Bund Center Shanghai</b> 88 Middle Henan Road, Huangpu District, Shanghai, PRC	Five-star Luxury Hotel	Marriott International		636,100	570 rooms	
<b>GOLDEN CENTER:</b>			66,500	340,600	168,300	
<b>Golden Center</b> 279 Zhongshan Road East, Yinzhou District, Ningbo, Zhejiang, PRC	A 6-storey Retail Complex	The Group	65,700	295,400	131,900	50-year lease till 2045
<b>Golden Center Annex</b> Adjacent to Golden Center	Retail Annex	The Group	800	45,200	36,400	40-year lease till 2033

Source: BCI

<sup>1</sup> Given that BCI indicated that the collective valuation of the Office Tower & Golden Center was RMB 6,200 million (S\$1,153 million) as at 31 December 2023 (end-FY2023), we assume that properties’ valuation (including that of the Westin Hotel) indicated by BCI are generally stated as at the end of each FY.

**(III) CORPORATE STRUCTURE**

Based on the AR for FY2024, BCI's general corporate structure is as shown in **Exhibit 2**.

**Exhibit 2: General Corporate Structure****MAIN SUBSIDIARIES - CHINA**

● Shanghai Golden Bund Real Estate Co., Ltd **96.79%**

● Ningbo Zhonghua Land Co., Ltd **89.21%**

**OTHER SUBSIDIARIES**

● Casleton International Limited **100.00%**

● Handful Resources Limited **100.00%**

● Koon Chung Limited **100.00%**

● Primewyn Management & Services Pte Ltd **100.00%**

● Smart Investment Ltd **100.00%**

Source: BCI

**(IV) SUBSTANTIAL SHAREHOLDINGS**

As at 10 March 2025, Flambo Bund Centre Ltd. ("FlamboBC") owns 84.0% total (direct) interest in BCI, as shown in **Exhibit 3**.

WFMT3 Foundation ("WFMT3") is deemed interested in FlamboBC.

In BCI's Prospectus (dated 13 April 2010), The Widjaja Family Master Trust (2) was abbreviated as "WFMT2". BCI noted that "WFMT2 and WFMT3 Foundation have the same trustees and beneficiaries", and that "The beneficiaries of WFMT3 Foundation consist of certain members of the Widjaja family." Accordingly, we note that the Widjaja family (through WFMT3 and FlamboBC) owns at least 84.0% total (indirect) interest in BCI.

Based on the AR for FY2024, Frankle (Djafar) Widjaja serves as the Executive Chairman and Chief Executive Officer ("CEO") of BCI. Deborah Widjaja serves as an Executive Director and the Deputy CEO. Franky Oesman Widjaja serves as a Non-Executive, Non-Independent Director. Frankle (Djafar) Widjaja and Franky Oesman Widjaja are brothers, while Deborah Widjaja is the daughter of Frankle (Djafar) Widjaja.

**Exhibit 3: Substantial Shareholdings (as at 10 March 2025)**

Substantial shareholder(s)	Direct interest		Indirect interest		Total interest	
	No. of shares	%	No. of shares	%	No. of shares	%
Flambo Bund Centre Ltd. ("FlamboBC")	637,344,964	84.00%	-	-	637,344,964	84.00%
WFMT3 Foundation ("WFMT3")	-	-	637,344,964	84.00%	637,344,964	84.00%

Source: BCI, FPA

BCI also noted that "approximately 16% of the issued ordinary shares of the Company is held by the public". BCI's twenty largest shareholders as at 10 March 2025 are shown in **Exhibit 4**.

**Exhibit 4: Twenty Largest Shareholders (as at 10 March 2025)**

Name of Shareholders	No. of shares	%
FLAMBO BUND CENTRE LTD	637,344,964	84.00
UOB KAY HIAN PTE LTD	44,803,185	5.91
CITIBANK NOMINEES SINGAPORE PTE LTD	28,709,530	3.78
OCBC SECURITIES PRIVATE LTD	4,307,992	0.57
CGS INTERNATIONAL SECURITIES SINGAPORE PTE LTD	3,632,322	0.48
DBS NOMINEES PTE LTD	2,142,822	0.28
PHILLIP SECURITIES PTE LTD	1,713,146	0.23
RAFFLES NOMINEES (PTE) LIMITED	1,383,791	0.18
LIM POH KENG (LIN BAOQING)	1,380,575	0.18
UNITED OVERSEAS BANK NOMINEES PTE LTD	1,344,178	0.18
WISNU KUSMIN	1,250,000	0.16
HONG PIAN TEE	1,217,000	0.16
ANG HAO YAO (HONG HAOYAO)	807,226	0.11
TAN HUA TOCK	731,675	0.10
CHEE SWEE HENG	612,500	0.08
SEAH CHYE ANN (XIE CAI'AN)	560,000	0.07
SOPHIA ANG BEE LENG	527,100	0.07
HUANG BAOJIA	500,000	0.06
OCBC NOMINEES SINGAPORE PTE LTD	458,931	0.06
LOH MAY-LING	439,400	0.06
Total	733,866,337	96.72

Source: BCI

## ECONOMIC & INDUSTRY OUTLOOK

### (I) PRC ECONOMY

In January 2026, the Chinese National Bureau of Statistics (“NBS”) announced that “the gross domestic product (GDP) was 140,187.9 billion yuan in 2025, an increase of 5.0 percent over the previous year at constant prices.” Based on NBS’s data, annual real economic growth of 5.0% in 2025 was relatively unchanged from 5.0% in 2024. However, quarterly year-on-year (“y-o-y”) economic growth fell to 4.5% in 4Q 2025 from 5.4% in 1Q 2025.

The Financial Times (“FT”) reported in January 2026 that “China’s GDP grew 5 per cent last year despite US President Donald Trump’s tariff war, as booming exports offset more anaemic growth in the domestic economy, according to official data.” FT noted that “Industrial production exceeded expectations while most indicators of domestic demand, from property to retail sales, disappointed.” For instance, “Property investment sank 17.2 per cent last year against analyst forecasts of 16.5 per cent, as the country’s real estate downturn completed its fourth year with no sign of an end.”

FT also cited a Moody’s Analytics economist as noting, “Growth has become increasingly lopsided, propped up by exports while households hang back amid fragile domestic demand”.

In January 2026, the World Bank released its semi-annual Global Economic Prospects report. The World Bank commented on growth for 2025, “Consumption was buoyed by fiscal stimulus through the goods trade-in program and other consumer subsidies. Investment growth slowed, however, largely driven by a contraction in real estate investment as the property sector softened further. Export growth was resilient as a result of front-loading earlier in the year and increased shipments to non-U.S. markets along with lower exposure to the United States”.

The World Bank forecasted that Chinese GDP would rise by 4.4% in 2026 and 4.2% in 2027, down from the actual growth of 5.0% in 2025 published by NBS.

The World Bank noted that “Growth in 2026 is expected to slow to 4.4 percent as subdued consumer confidence, the prolonged property sector downturn, and a softer labor market are envisaged to weigh on consumption and investment. Accommodative monetary and fiscal policies are expected to provide a partial offset but are likely to be constrained by rising debt levels.”

The World Bank added that, in 2027, growth would “ease further to 4.2 percent as structural challenges such as declining productivity growth, high debt levels, and demographic headwinds are expected to continue to weigh on potential growth.”

A few days later, the International Monetary Fund (“IMF”) released its World Economic Outlook update report. The IMF similarly forecasted that Chinese economic growth would fall to 4.5% in 2026 and 4.0% in 2027.

**(II) SHANGHAI ECONOMY**

Based on NBS data, Shanghai had a resident population of 24.80 million as at end-2024, of which 22.28 million (around 89.8%) resides in the urban area. In terms of province population, Shanghai had the 22<sup>nd</sup> (19<sup>th</sup>) largest resident (urban) population in the PRC as at end-2024.

However, Shanghai had the 9<sup>th</sup> highest Gross Regional Product (“GRP”) of RMB 5.4 trillion in 2024 (for comparison, NBS published that PRC’s GDP was RMB 134.8 trillion in 2024). We also estimate that Shanghai had the 2<sup>nd</sup> highest GRP per capita (GRP divided by resident population) of RMB 217,446 in 2024, as shown in **Exhibit 5**.

**Exhibit 5: Gross Regional Product per Capita of PRC Provinces (2024)**

Rank	Province/Region	GRP/GDP in 2024 (in RMB billion)	Resident population in 2024 (in '000)	GRP/GDP per capita (in RMB)	GRP/GDP per capita (in SGD)
1	Beijing	4,984	21,830	228,324	42,729
2	Shanghai	5,393	24,800	217,446	40,693
3	Jiangsu	13,701	85,260	160,694	30,073
4	Fujian	5,776	41,930	137,756	25,780
5	Zhejiang	9,013	66,700	135,128	25,288
6	Tianjin	1,802	13,640	132,143	24,729
7	Guangdong	14,163	127,800	110,825	20,740
8	Inner Mongolia	2,631	23,880	110,195	20,622
9	Hubei	6,001	58,340	102,868	19,251
10	Chongqing	3,219	31,900	100,919	18,886
...	...	...	...	...	...
	<b>People’s Republic of China</b>	<b>134,807</b>	<b>1,408,280</b>	<b>95,724</b>	<b>17,914</b>

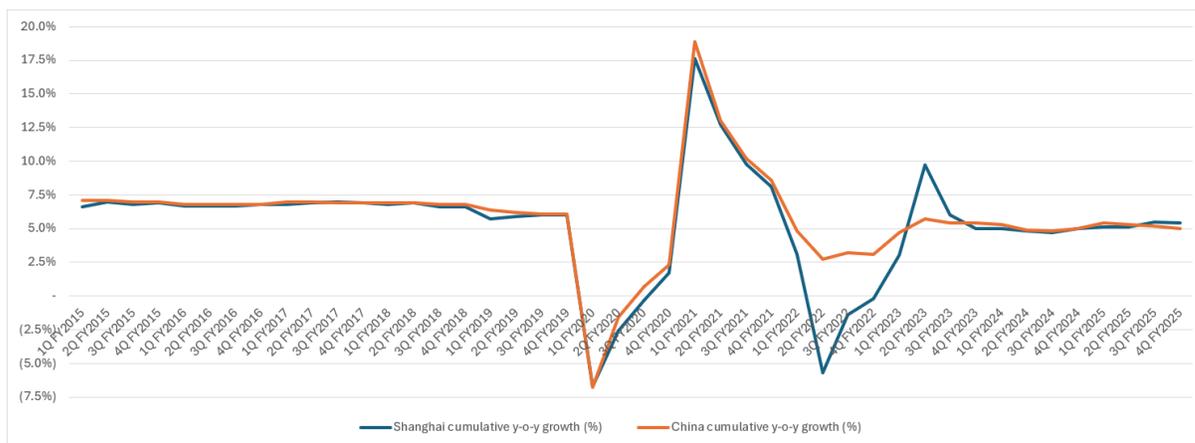
Note: GRP/GDP per capita (in SGD) converted from RMB using the average SGD-to-RMB exchange rate of 5.344 in 2024 based on Yahoo! Finance data.

Source: NBS, Yahoo! Finance (exchange rate), FPA

We note that, from 1Q 2015 to 4Q 2025, the annual cumulative growth of Shanghai’s GRP generally trended with that of the PRC’s GDP, as shown in **Exhibit 6**.

Thus, we note that Shanghai’s GRP growth in 2026 & 2027 will likely be similar to that of the PRC.

**Exhibit 6: Annual Cumulative Growth of Shanghai’s GRP vs China’s GDP (1Q 2015 to 4Q 2025)**



Source: NBS, Shanghai Municipal Statistics Bureau, FPA

**(III) SHANGHAI OFFICE PROPERTIES**

In November 2025, Knight Frank released its 3Q 2025 update on the Shanghai office market. Knight Frank commented that, “amid continued pressure on office space absorption, most landlords further reduced asking rents, bringing the average rental level in Shanghai to RMB6.25 per sqm per day.”

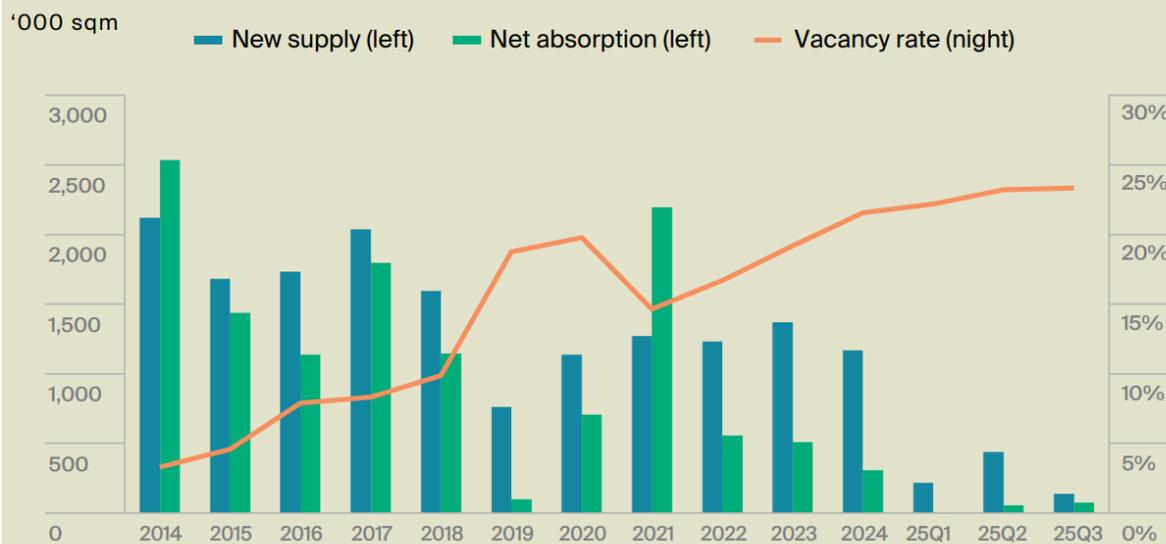
Knight Frank added that Shanghai’s office market is likely to remain “tenant-driven” in the short-term, “with landlords continuing to offer rental reductions and enhanced leasing incentives to attract clients and actively reduce vacancy levels.”

New supply exceeded net absorption (both left axis) from 2015 to 3Q 2025, except in 2021, as shown in **Exhibit 7** (top).

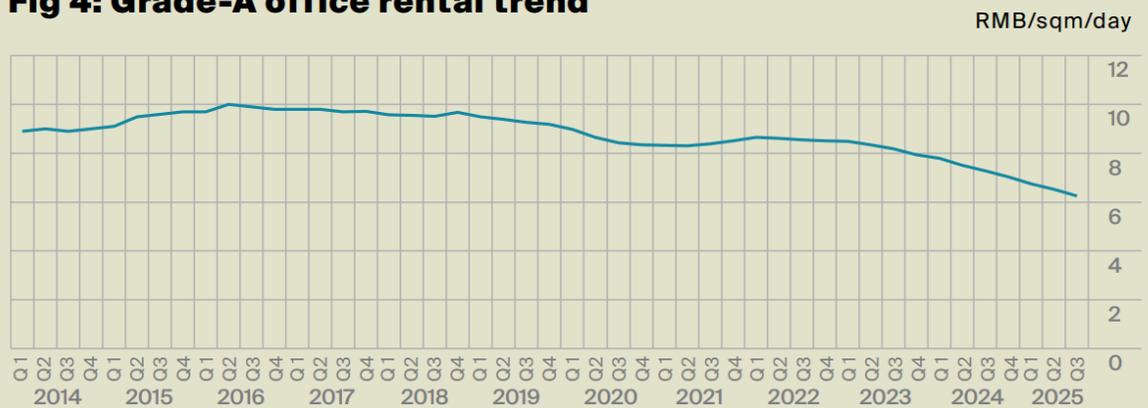
Accordingly, we note that vacancy rate (right axis) generally rose over the same period to 23.3% as at 3Q 2025, as shown in **Exhibit 7** (top). We also note that office rent generally fell to RMB 6.25 per square metre (“sqm”) per day as at 3Q 2025, as shown in **Exhibit 7** (bottom).

**Exhibit 7: Shanghai Grade A Office New Supply, Net Absorption, and Vacancy Rate (2014 to 3Q 2025)**

**Fig 3: Grade-A office new supply, net absorption and vacancy rate**



**Fig 4: Grade-A office rental trend**



Source: Knight Frank Research

Source: Knight Frank

CBRE provided in October 2025 a more detailed breakdown of office supply and demand from 1Q 2020 to 3Q 2025, as shown in **Exhibit 8**. New supply exceeded net absorption in 1Q 2020, 3Q 2020, 1Q 2021, and from 2Q 2022. Accordingly, vacancy generally rose while CBRE’s “Shanghai Office Rental Index” generally fell from around 2Q 2022.

CBRE noted though that “Absorption of office stock” is “set to accelerate amid steady market demand”. CBRE added, “Despite ongoing competition, leasing demand is expected to remain stable, supported by upgrading relocations from enterprises in the finance, TMT, and consumer product and retail sectors.”

**Exhibit 8: Shanghai Office Supply and Demand (1Q 2020 to 3Q 2025), and Rental Index (3Q 2010 to 3Q 2025)**

FIGURE 2: Shanghai Office Supply and Demand

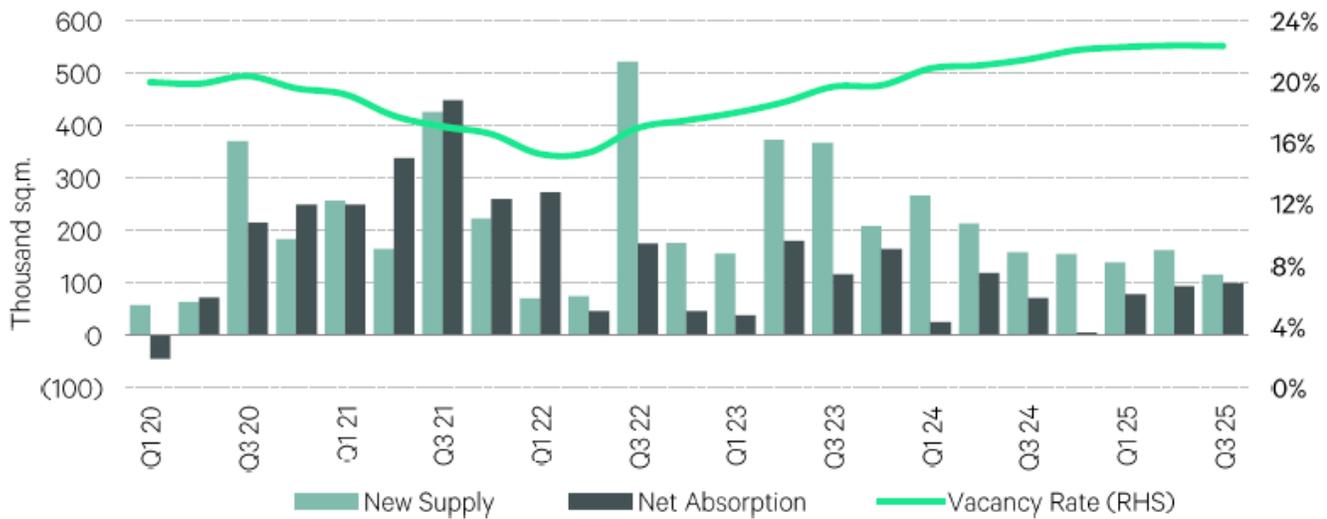
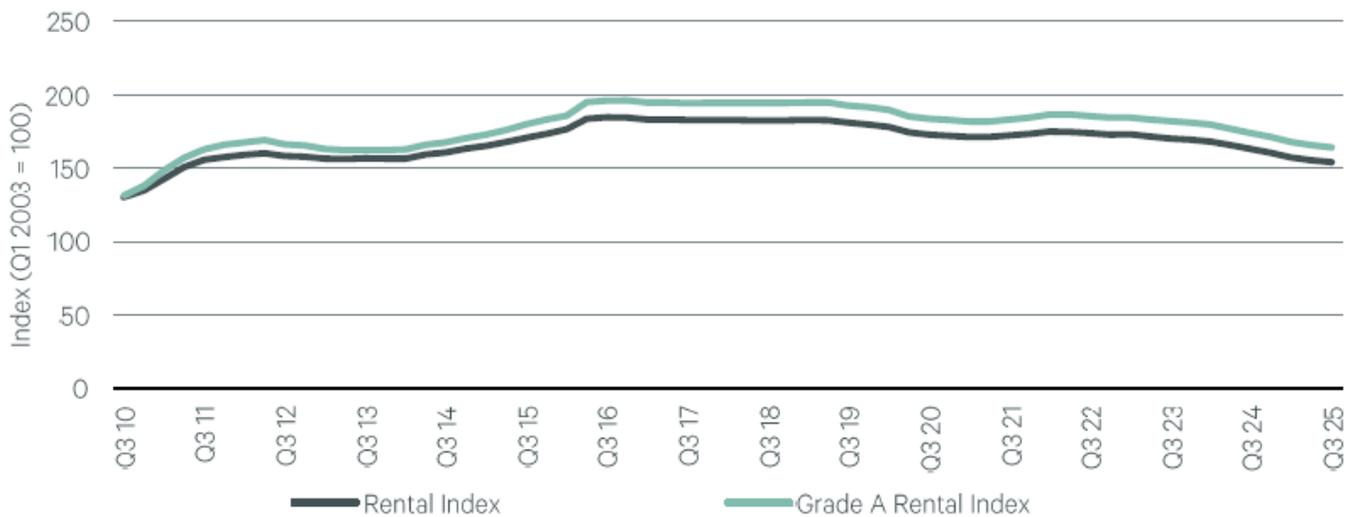


FIGURE 3: Shanghai Office Rental Index



Source: CBRE Research, Q3 2025.

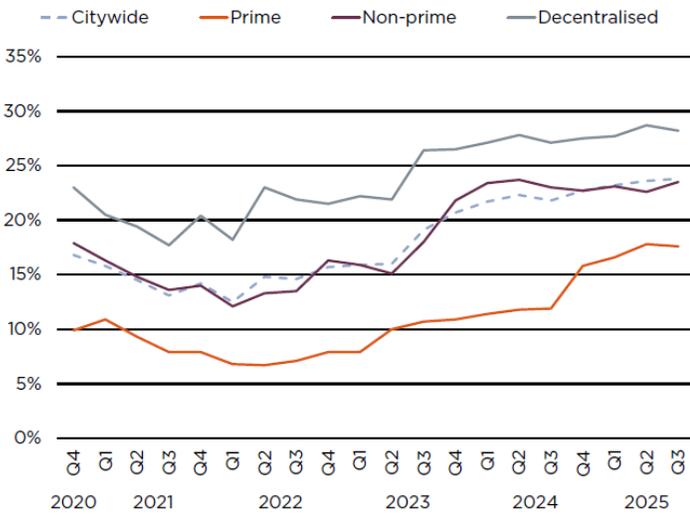
Source: CBRE

Savills indicated too in October 2025 that vacancy generally rose while rent generally fell from 2Q 2022, as shown in **Exhibit 9**.

Savills noted that “Supply pressures continued to weigh on the market, with the citywide vacancy rate edging up 0.2 percentage points quarter-on-quarter (QoQ) to 23.8%.” Savills added that Grade A office rents “are now approximately 35% below their peak levels and have returned to values last seen in 2004– 2005, marking a steeper correction than that observed during the Global Financial Crisis.” Savills also noted that many landlords “are offering longer rent-free periods, flexible fit-out or handover options, and additional discounts for tenants who commit to quarterly or annual payments instead of monthly terms.”

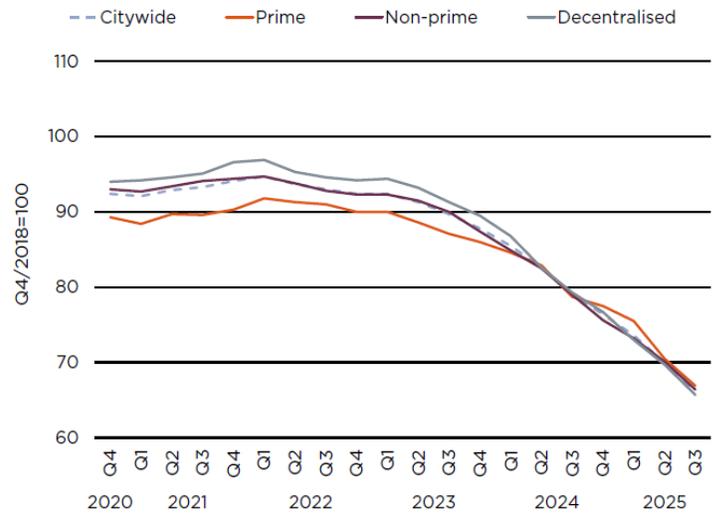
**Exhibit 9: Shanghai Grade A Office Vacancy and Rental Indices (4Q 2020 to 3Q 2025)**

**GRAPH 3: Grade A Office Vacancy, Q4/2020 To Q3/2025**



Source Savills Research

**GRAPH 2: Grade A Office Rental Indices, Q4/2020 To Q3/2025**



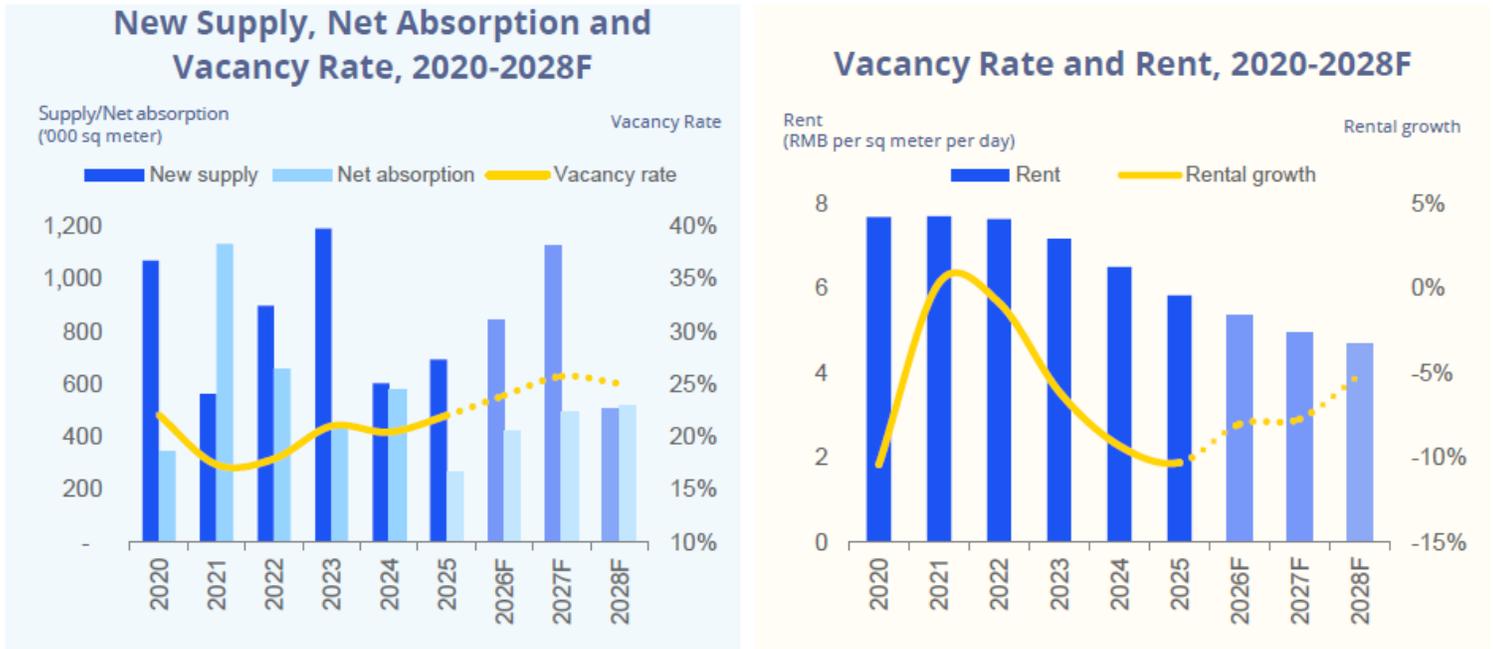
Source Savills Research

Source: Savills

JLL summarised in November 2025 that “Tenants are expected to remain cost-driven and will seek more advantageous leasing terms, while landlords will further adjust leasing strategies”. Further, “Due to discrepancies between market rents and tenants’ current rents, more tenants are expected to negotiate for lease restructurings.” Accordingly, JLL commented, “Overall market rents are likely to continue their downward trend in the short-term.”

Colliers forecasted in December 2025 that net absorption would exceed new supply only in 2028, as shown in **Exhibit 10** (left). Accordingly, vacancy is expected to continue rising in 2026 & 2027, as also shown in **Exhibit 10** (left), while rent is expected to continue falling from 2026 to 2028, as shown in **Exhibit 10** (right).

**Exhibit 10: Forecasted New Supply, Net Absorption, Vacancy Rate, and Rent (2026 to 2028)**



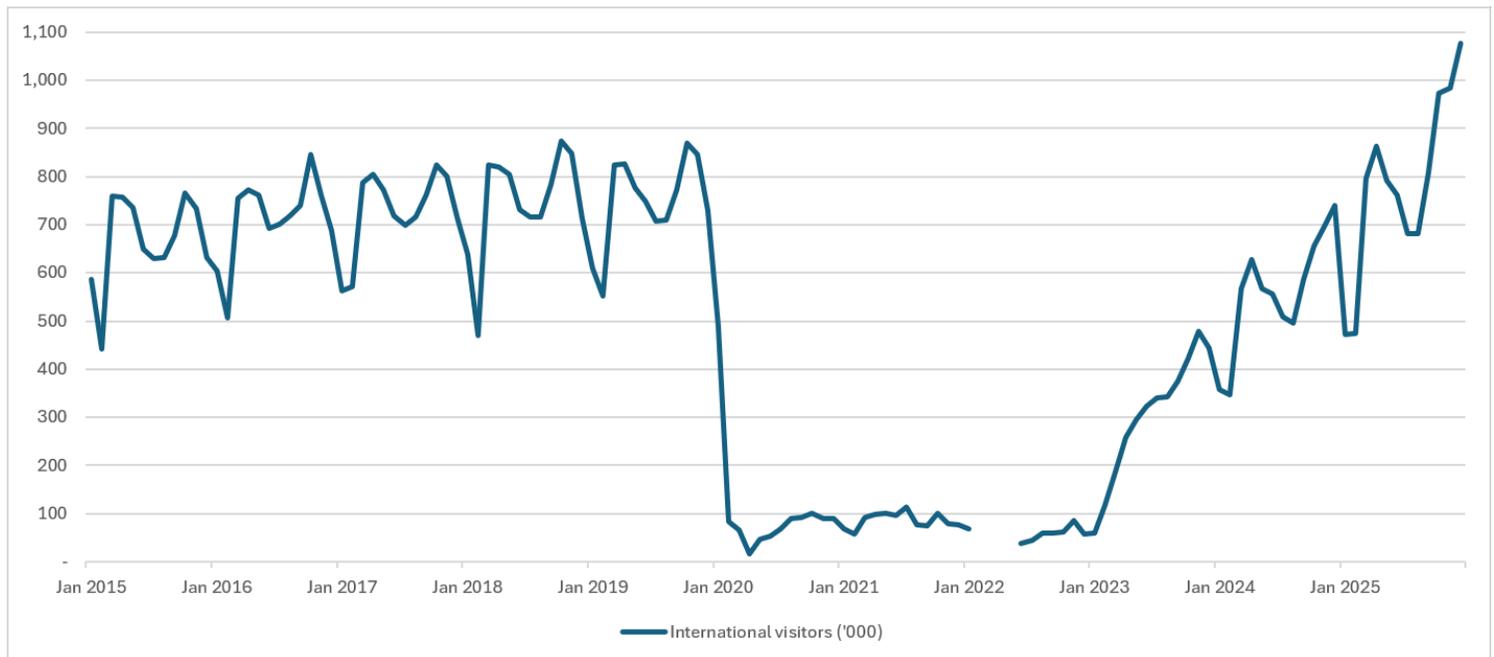
Source: Colliers

**(IV) SHANGHAI HOTEL PROPERTIES**

In January 2026, the Shanghai Municipal Statistics Bureau noted that international visitor arrivals rose by 45.6% y-o-y to 1,077,700 in December 2025. On an annual basis, international visitor arrivals rose to 9.4 million in 2025, exceeding the pre-COVID high of 9.0 million in 2019.

Based on data from the Shanghai Municipal Statistics Bureau, international visitor arrivals have been rising from 1Q 2023, after the outbreak of the COVID-19 pandemic in around 1Q 2020, as shown in **Exhibit 11**.

**Exhibit 11: International Tourist Arrivals (January 2015 to November 2025)**



Source: Shanghai Municipal Statistics Bureau, FPA

However, we estimate that, based also on data from the Shanghai Municipal Statistics Bureau, total visitor arrivals (international + domestic) have already generally recovered from the COVID-related dip from 2023 mainly due to a recovery in domestic visitor arrivals, as shown in **Exhibit 12**.

We also estimate that international visitor arrivals comprise less than 3% of total Shanghai visitors from 2015 to 2024, and that total visitor arrivals in 2024 exceeded the pre-COVID high of 370.4 million recorded in 2019, as also shown in **Exhibit 12**.

**Exhibit 12: Total Visitor Arrivals (2015 to 2024)**

(in '000)	Actual / Estimate									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
International visitors	8,002	8,544	8,730	8,937	8,972	1,286	1,033	632	3,645	6,706
Domestic visitors	275,694	296,206	318,453	339,769	361,405	236,057	293,822	188,162	326,428	390,310
<b>Total visitors (estimate)</b>	<b>283,696</b>	<b>304,750</b>	<b>327,183</b>	<b>348,706</b>	<b>370,377</b>	<b>237,343</b>	<b>294,855</b>	<b>188,794</b>	<b>330,072</b>	<b>397,016</b>

**As a % of total visitors:**

International visitors	2.8%	2.8%	2.7%	2.6%	2.4%	0.5%	0.4%	0.3%	1.1%	1.7%
Domestic visitors	97.2%	97.2%	97.3%	97.4%	97.6%	99.5%	99.6%	99.7%	98.9%	98.3%

Source: Shanghai Municipal Statistics Bureau, FPA

In line with the recovery in total visitor arrivals from 2023, we note that the average occupancy & room rates of Shanghai five-star hotels in 2023 & 2024 have generally recovered from the respective COVID-related dips, as shown in **Exhibit 13**.

Shanghai Municipal Statistics Bureau also published in January 2026 that the average occupancy of Shanghai five-star hotels rose to 71.3% in 2025 from 68.5% in 2024, while average daily room rates rose by 1.9% to RMB 979 in 2025 from RMB 960 in 2024.

**Exhibit 13: Total Visitors vs Average Occupancy & Room Rates of Shanghai Five-Star Hotels (2015 to 2024)**



Source: Shanghai Municipal Statistics Bureau, FPA

In November 2025, JLL commented, “Supported by both domestic and international tourism demand, Shanghai’s hotel market continued to show positive momentum.”

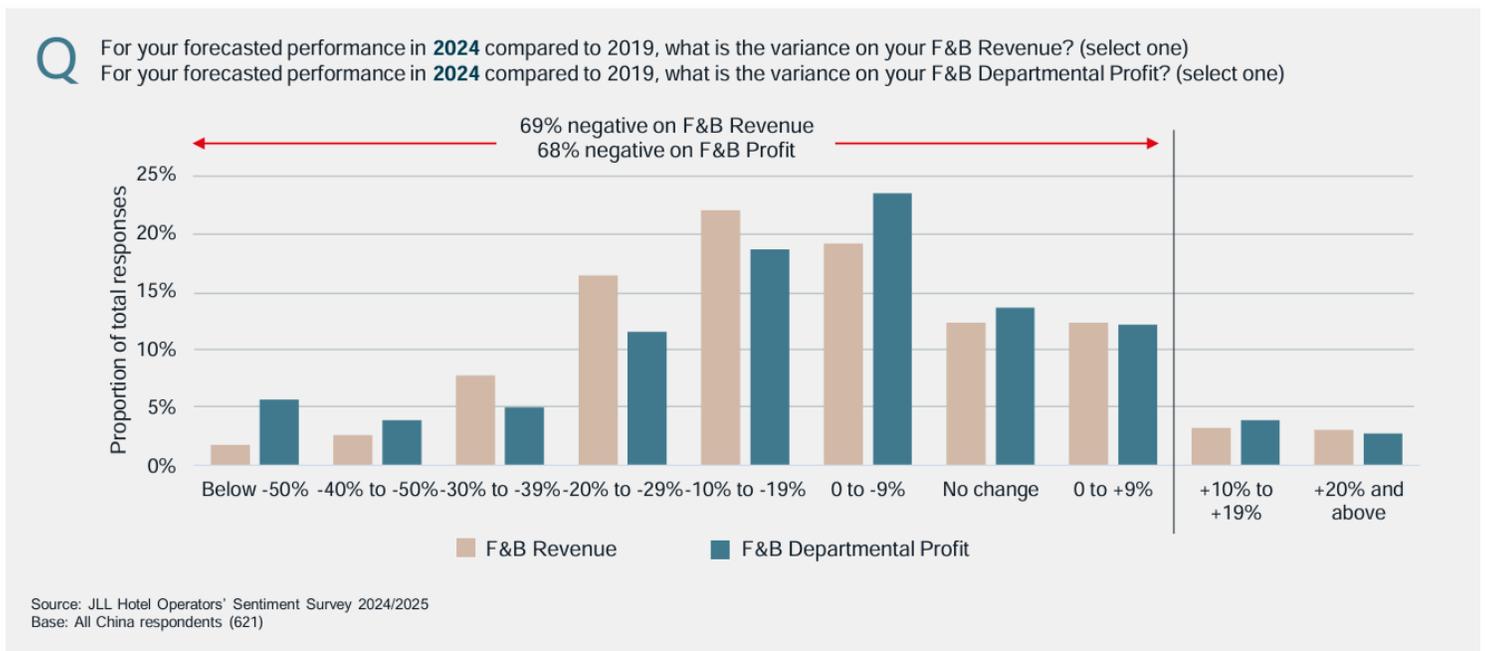
JLL also noted that Shanghai “is scheduled to see approximately 1,300 more upscale hotel rooms” in 4Q 2025, after “several new hotels opened” in 3Q 2025, “including Hotel Indigo Shanghai Dishui Lake (182 rooms), Traders Shanghai Hongqiao Airport (520 rooms) and Mumian Shanghai Expo (329 rooms).” JLL noted that YTD room additions at the end of 3Q 2025 were 1,905 rooms.

JLL mentioned though, “Despite a notable rebound in both business and leisure travel in the summer and Golden Week holiday, which has helped revive the industry, most hoteliers remain cautious on 2025 full-year revenue due to a slow recovery of the food and beverage segment.”

**Hotel Food & Beverage (“F&B”) revenue:**

Meanwhile, JLL noted in 2024 that 69% of surveyed Chinese hoteliers were “negative on F&B Revenue” and expected F&B revenue in 2024 to rise by at most 9% from F&B revenue in 2019, as shown in **Exhibit 14**. We note that the majority of respondents expected F&B revenue in 2024 to remain unchanged, or fall, from that in 2019.

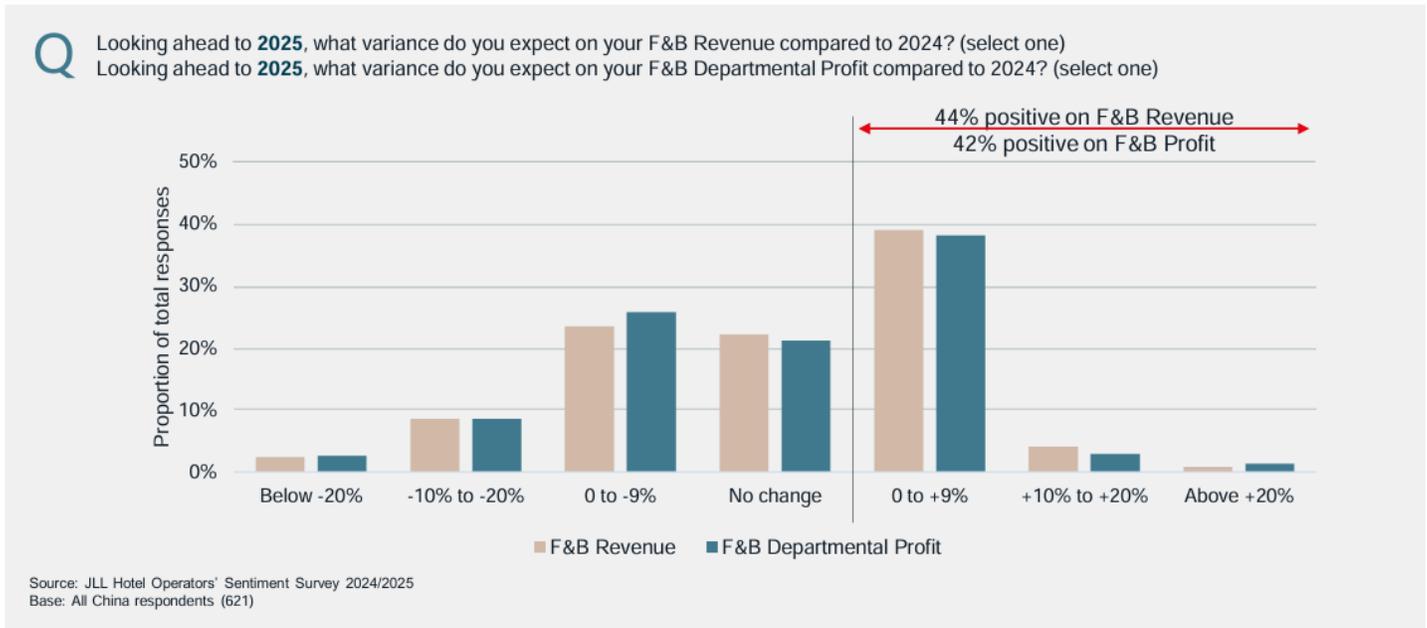
**Exhibit 14: Chinese Hotel F&B Performance Outlook (2024 vs 2019)**



Source: JLL

JLL also noted that 44% of Chinese hoteliers expected F&B revenue growth in 2025 to rise from F&B revenue in 2024, as shown in **Exhibit 15**. Thus, we note that 56% (1 – 44%) expected F&B revenue to remain unchanged, or fall, in 2025.

**Exhibit 15: Chinese Hotel F&B Performance Outlook (2025 vs 2024)**

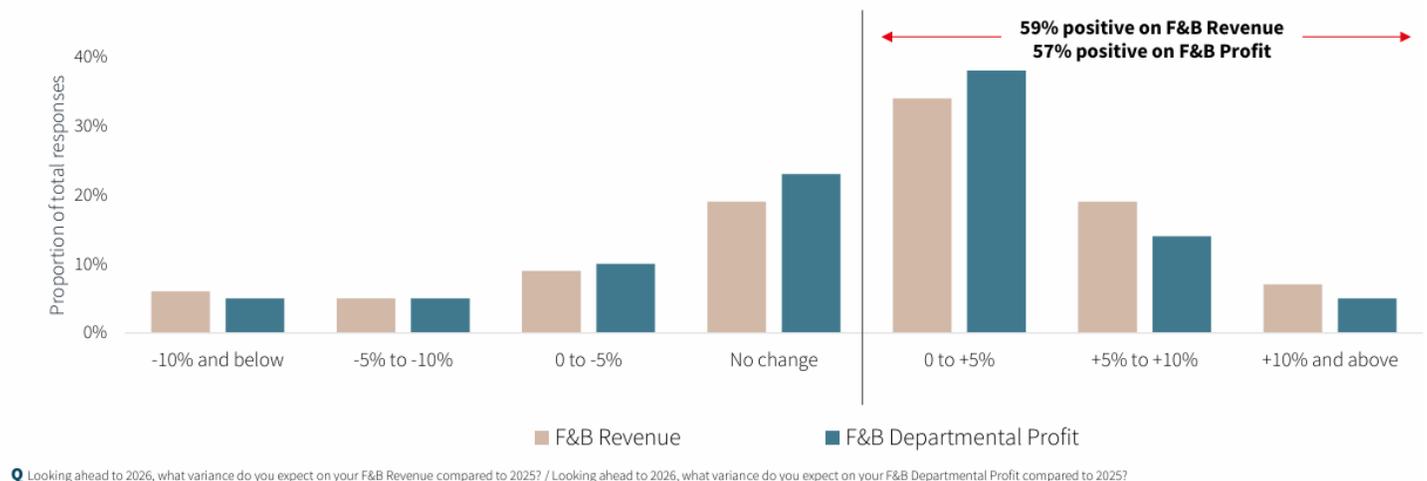


Source: JLL

JLL noted thereafter in 2025 that F&B revenue growth for 2026 would “likely” be “up to 5% for most”, as shown in **Exhibit 16**.

**Exhibit 16: Chinese Hotel F&B Performance Outlook (2026 vs 2025)**

More than 57% of hotels in Asia Pacific are optimistic on 2026, with likely a growth up to 5% for most

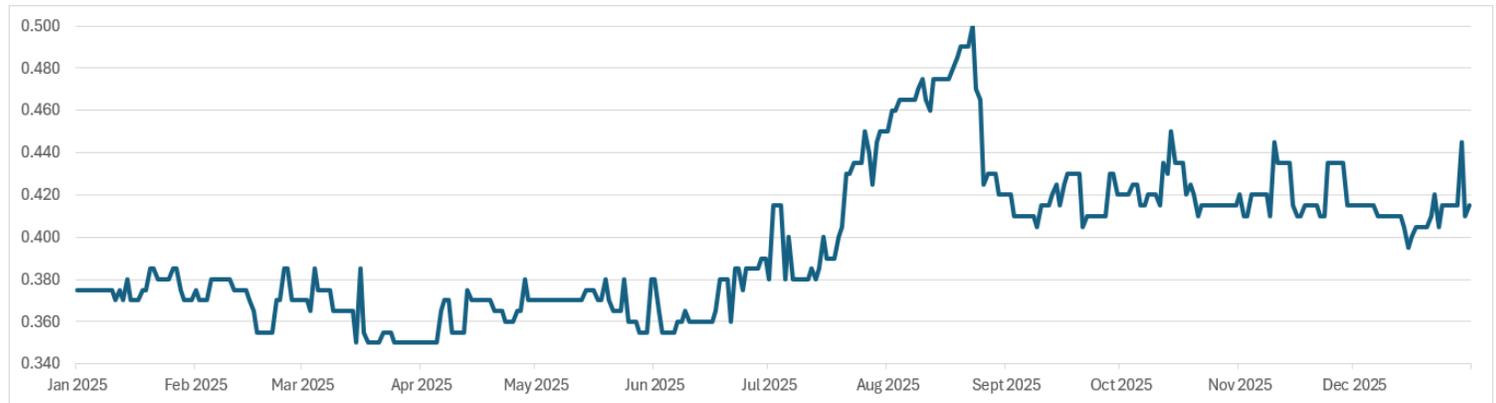


Source: JLL

## RECENT SHARE PRICE DEVELOPMENTS

Over the last twelve months, BCI's share price rose by 10.7% to S\$0.415 on 23 January 2026 from S\$0.375 on 24 January 2025, as shown in **Exhibit 17**.

### Exhibit 17: Share Price Performance (Last Twelve Months)



Source: Yahoo! Finance (share prices), FPA

On 27 February 2025, BCI released its financial statements for 4Q FY2024. Revenue fell by 0.3% y-o-y to S\$21.4 million in 4Q FY2024. However, profit attributable to owners of the Company rose by 91.9% y-o-y to S\$6.1 million in 4Q FY2024. BCI did not declare any final dividend for FY2024. Share price rose by 1.4% to S\$0.375 on 6 March 2025 from S\$0.370 on 27 February 2025.

On 2 April 2025, U.S. President Trump introduced “Liberation Day” tariffs. Share price fell by 2.7% to S\$0.355 on 9 April 2025 from S\$0.365 on 2 April 2025.

On 21 July 2025, the Monetary Authority of Singapore (“MAS”) announced that it appointed “the first batch of asset managers under the S\$5 billion Equity Market Development Programme (EQDP).” Share price rose by 6.9% to S\$0.385 on 21 July 2025 from S\$0.360 on 14 July 2025.

On 12 August 2025, BCI released its financial statements for 1H FY2025. Revenue fell by 5.4% y-o-y to S\$40.1 million in 1H FY2025, while profit attributable to owners of the Company fell by 59.0% y-o-y to S\$2.8 million in 1H FY2025. BCI also declared interim Dividend Per Share (“DPS” in cents) of 3.60 for 1H FY2025, 157.1% higher than 1.40 declared for 1H FY2024. Share price rose by 8.6% to S\$0.440 on 19 August 2025 from S\$0.405 on 12 August 2025.

## FINANCIAL ANALYSIS

### (I) FINANCIAL REVIEW

#### Revenue:

Revenue fell by 5.4% (1.8%<sup>1</sup>) to S\$40.1 million (RMB 219.4 million) in 1H FY2025 from S\$42.3 million (RMB 223.3 million) in 1H FY2024, mainly due to property leasing income falling by 10.7% (7.2%) y-o-y to S\$16.5 million (RMB 90.2 million) in 1H FY2025, as shown in **Exhibit 18**. BCI noted that the fall in property leasing income reflected “continued pressure from a highly competitive operating environment.”

While hotel revenue (in SGD) fell by 1.3% y-o-y to S\$23.6 million in 1H FY2025, we estimate that hotel revenue (in RMB) rose by 2.5% y-o-y to RMB 129.1 million in 1H FY2025, as also shown in **Exhibit 18**. BCI noted, “Hotel operations continued to benefit from the rebound in travel demand from both domestic and international visitors.” BCI also noted, “In Renminbi (“RMB”) terms, hotel revenue increased; however, when translated into Singapore dollars (“SGD”), the weaker RMB during the current financial period resulted in a marginal decline”.

Nonetheless, should our estimation of the breakdown of BCI’s revenue (in RMB; as shown in **Exhibit 18**) prove accurate, we note that BCI could have better managed its exposure to RMB given that the y-o-y fall in revenue (in SGD) was greater than the y-o-y fall in revenue (in RMB).

#### **Exhibit 18: Revenue (1H FY2024 & 1H FY2025)**

(in S\$ '000)	Actual		1H FY2025 vs 1H FY2024	
	1H FY2025	1H FY2024	Absolute	Change
Hotel revenue	23,581	23,892	(311)	(1.3%)
Property leasing income	16,480	18,448	(1,968)	(10.7%)
<b>Revenue</b>	<b>40,061</b>	<b>42,340</b>	<b>(2,279)</b>	<b>(5.4%)</b>
SGD-to-RMB exchange rates (average)	5.476	5.274	0.202	3.8%

(in RMB '000)	Estimate		1H FY2025 vs 1H FY2024	
	1H FY2025	1H FY2024	Absolute	Change
Hotel revenue	129,136	126,011	3,125	2.5%
Property leasing income	90,249	97,298	(7,049)	(7.2%)
<b>Revenue</b>	<b>219,385</b>	<b>223,310</b>	<b>(3,924)</b>	<b>(1.8%)</b>

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

The breakdown of revenue from 1H FY2020 to 1H FY2025 is shown in **Exhibit 19**.

#### **Exhibit 19: Revenue (1H FY2020 to 1H FY2025)**

(in S\$ '000)	Actual										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Hotel revenue	4,883	15,727	16,183	17,370	8,283	10,841	20,158	24,365	23,892	24,515	23,581
Property leasing income	24,053	24,136	24,106	25,573	25,564	22,922	20,486	18,880	18,448	17,550	16,480
<b>Revenue</b>	<b>28,936</b>	<b>39,863</b>	<b>40,289</b>	<b>42,943</b>	<b>33,847</b>	<b>33,763</b>	<b>40,644</b>	<b>43,245</b>	<b>42,340</b>	<b>42,065</b>	<b>40,061</b>
SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476
(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Hotel revenue	24,528	78,193	78,495	82,343	39,251	54,240	104,304	129,037	126,011	132,678	129,136
Property leasing income	120,824	120,002	116,925	121,230	121,142	114,684	106,001	99,989	97,298	94,983	90,249
<b>Revenue</b>	<b>145,352</b>	<b>198,195</b>	<b>195,420</b>	<b>203,573</b>	<b>160,393</b>	<b>168,924</b>	<b>210,305</b>	<b>229,026</b>	<b>223,310</b>	<b>227,661</b>	<b>219,385</b>

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

<sup>1</sup> Given that most (if not all) of BCI’s operations are in the PRC, we include in brackets the respective figures in RMB (as converted using the respective average SGD-to-RMB exchange rates for each period based on Yahoo! Finance data) and percentage changes based on the respective figures in RMB.

We discuss the breakdown of BCI's annual revenue from FY2015 to FY2024.

By collating the average room rate, number of rooms, and average occupancy rate of the Westin Hotel for each FY, as well as the number of days in each FY, we estimate the breakdown of hotel revenue, as shown in **Exhibit 20**.

#### **Exhibit 20: Breakdown of Hotel Revenue (FY2015 to FY2024)**

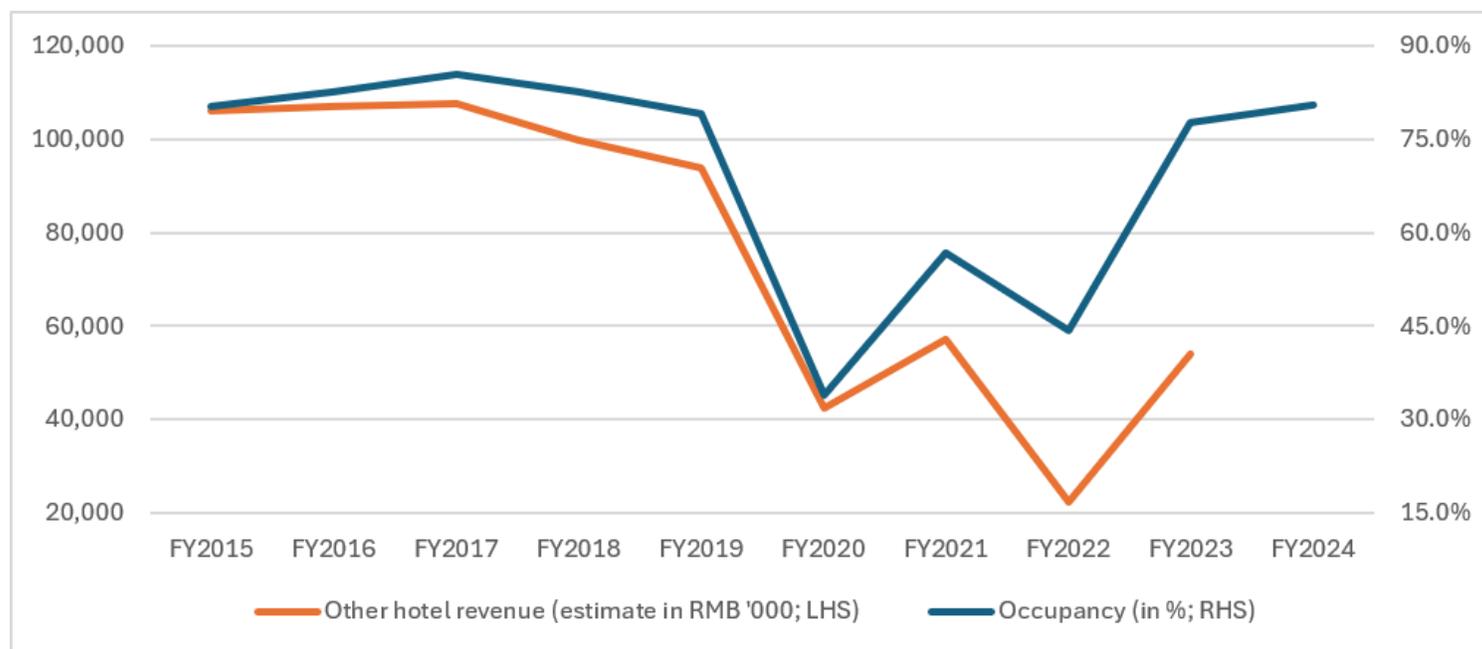
(in respective units)	Actual / Estimate									
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Hotel segment (Westin Bund Center Shanghai):</b>										
Hotel revenue (in S\$ '000)	68,718	66,083	66,170	62,742	56,626	20,610	33,553	19,124	44,523	48,407
Multiply by: SGD-to-RMB exchange rates (average)	4.567	4.803	4.886	4.894	5.056	4.997	4.795	4.872	5.236	5.344
<b>Hotel revenue (in RMB '000)</b>	<b>313,854</b>	<b>317,406</b>	<b>323,288</b>	<b>307,066</b>	<b>286,286</b>	<b>102,997</b>	<b>160,888</b>	<b>93,174</b>	<b>233,107</b>	<b>258,665</b>
Average room rate (in RMB per day)	1,243	1,220	1,213	1,205	1,167	853	880	769	1,106	n.a.
Multiply by: No. of rooms	570	570	570	570	570	570	570	570	570	570
Multiply by: No. of days	365	366	365	365	365	366	365	365	365	366
Multiply by: Occupancy	80.3%	82.7%	85.5%	82.6%	79.2%	34%	56.7%	44.3%	77.8%	80.6%
<b>Room revenue (estimate in RMB '000)</b>	<b>207,661</b>	<b>210,485</b>	<b>215,772</b>	<b>207,078</b>	<b>192,293</b>	<b>60,504</b>	<b>103,809</b>	<b>70,876</b>	<b>179,020</b>	<b>n.a.</b>
Other hotel revenue (estimate in RMB '000)	106,193	106,921	107,517	99,988	93,993	42,493	57,080	22,298	54,087	n.a.
<b>Hotel revenue (in RMB '000)</b>	<b>313,854</b>	<b>317,406</b>	<b>323,288</b>	<b>307,066</b>	<b>286,286</b>	<b>102,997</b>	<b>160,888</b>	<b>93,174</b>	<b>233,107</b>	<b>258,665</b>

n.a. = not available.

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

We note that other hotel revenue generally trended with occupancy from FY2015 to FY2023, but did not quite recover to pre-COVID level in FY2023 when occupancy rose to 77.8%, as shown in **Exhibit 21**. Given that JLL noted 69% of surveyed Chinese hoteliers expected F&B revenue in 2024 to rise by at most 9% from F&B revenue in 2019 (as mentioned on page 14; with the majority expecting F&B revenue in 2024 to remain unchanged, or fall, from that in 2019), we note that other hotel revenue (of which F&B may comprise a notable portion) may not have risen much (if any) in FY2024, as compared with in FY2023.

#### **Exhibit 21: Other Hotel Revenue vs Occupancy (FY2015 to FY2024)**



Source: BCI, FPA

We also note that, from FY2015 to FY2024 (or, FY2023 for room rate), the average occupancy & room rate of the Westin Hotel generally trended with those of Shanghai five-star hotels, as shown in **Exhibit 22** (top for occupancy; bottom for room rate). BCI did not provide the Westin Hotel's average room rate for FY2024.

We note too that, over the same respective periods, the average occupancy & room rate of the Westin Hotel was generally higher than those of Shanghai five-star hotels (except in FY2020, during which the average occupancy of the Westin Hotel fell below that of Shanghai five-star hotels), as also shown in **Exhibit 22**. We note that the Westin Hotel is managed by renowned hotel company Marriott International.

**Exhibit 22: Average Occupancy & Room Rate of the Westin Hotel vs Shanghai Five-Star Hotels (FY2015 to FY2024)**



Source: BCI, Shanghai Municipal Statistics Bureau, FPA

Meanwhile, we estimate that the occupancy of, and rent (in RMB per sqm per day) from, the Office Tower generally fell from FY2015 to FY2024, as shown in **Exhibit 23**.

Property leasing income also comprises income from the Golden Center. 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 5.344 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 23**, that contribution from the Golden Center from FY2015 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 24**. However, we assume that contribution from the Golden Center in FY2024 was RMB 7.5 million, in line with the contribution of S\$1.4 million in FY2024 that BCI noted.

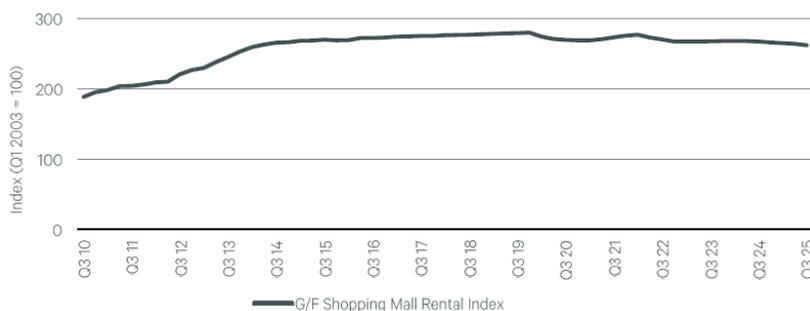
### Exhibit 23: Property Leasing Income from the Office Tower (FY2015 to FY2024)

(in respective units)	Actual / Estimate									
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Bund Center Office Tower:</b>										
Property leasing income (in S\$ '000)	71,850	63,199	56,836	56,136	53,721	48,189	49,679	48,486	39,366	35,998
Multiply by: SGD-to-RMB exchange rates (average)	4.567	4.803	4.886	4.894	5.056	4.997	4.795	4.872	5.236	5.344
<b>Property leasing revenue (in RMB '000)</b>	<b>328,158</b>	<b>303,554</b>	<b>277,685</b>	<b>274,736</b>	<b>271,599</b>	<b>240,821</b>	<b>238,213</b>	<b>236,228</b>	<b>206,107</b>	<b>192,357</b>
Divide by: Occupancy	93.1%	92.5%	85.4%	86.1%	86.5%	79.4%	78.5%	84.2%	73.7%	65.7%
<b>Property leasing revenue (in RMB '000; at 100.0% occupancy)</b>	<b>352,479</b>	<b>328,166</b>	<b>325,158</b>	<b>319,089</b>	<b>313,987</b>	<b>303,301</b>	<b>303,456</b>	<b>280,556</b>	<b>279,657</b>	<b>292,781</b>
Deduct: Est. contribution from Golden Center ("GC")	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(6,500)	(7,500)
<b>Est. property leasing income (in RMB '000; 100.0% occup.; excl. GC)</b>	<b>345,979</b>	<b>321,666</b>	<b>318,658</b>	<b>312,589</b>	<b>307,487</b>	<b>296,801</b>	<b>296,956</b>	<b>274,056</b>	<b>273,157</b>	<b>285,281</b>
Net Lettable Area ("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: square foot per square metre	10.764	10.764	10.764	10.764	10.764	10.764	10.764	10.764	10.764	10.764
<b>NLA (in sq m)</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>
Est. property leasing income (in RMB '000; 100.0% occup.; excl. GC)	345,979	321,666	318,658	312,589	307,487	296,801	296,956	274,056	273,157	285,281
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	365	366	365	365	365	366	365	365	365	366
<b>Est. rent (in RMB/sqm/day; assuming no contrib. from GC)</b>	<b>11.7</b>	<b>10.8</b>	<b>10.8</b>	<b>10.6</b>	<b>10.4</b>	<b>10.0</b>	<b>10.0</b>	<b>9.3</b>	<b>9.2</b>	<b>9.6</b>

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

### Exhibit 24: Shanghai Retail Rental Index (3Q 2010 to 3Q 2025)

FIGURE 5: Shanghai Retail Rental Index



Source: CBRE

We note that the average occupancy of the Office Tower generally fell from FY2015 to FY2024, in line with the general fall in Shanghai Grade A office occupancy (based on vacancy rate data estimated from **Exhibit 7** on page 8, by 1 – vacancy) in the same period, as shown in **Exhibit 25** (top).

We also note that our estimation of Office Tower rent generally fell from FY2015 to FY2024, in line with the general fall in average Shanghai Grade A Office rent (based on rent data estimated from **Exhibit 7** on page 8, as averaged across the four quarters for each FY) in the same period, as shown in **Exhibit 25** (bottom). Our estimation of Office Tower rent remained above the average Shanghai Grade A Office rent over the same period. We note that, in its AR for FY2024, BCI positioned the Office Tower as a “Premium Grade A” (instead of just Grade A) office building, which may contribute to the Office Tower’s higher estimated rent.

**Exhibit 25: Average Occupancy & Estimated Rent of Office Tower vs Shanghai Grade A Office (FY2015 to FY2024)**



Source: BCI, Knight Frank, FPA

**Gross profit:**

Gross profit fell by 8.2% (4.7%) to S\$17.0 million (RMB 92.9 million) in 1H FY2025 from S\$18.5 million (RMB 97.4 million) in 1H FY2024, generally in line with the fall in revenue. BCI noted, "While cost of sales decreased by 3.2%, certain components such as depreciation, remained relatively fixed, resulting in the gross profit margin easing to 42.3% from 43.6%."

Gross profit from 1H FY2020 to 1H FY2025 is shown in **Exhibit 26**.

**Exhibit 26: Gross Profit (1H FY2020 to 1H FY2025)**

(in S\$ '000)	Actual / Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Revenue	28,936	39,863	40,289	42,943	33,847	33,763	40,644	43,245	42,340	42,065	40,061
Cost of sales	(19,932)	(24,101)	(25,607)	(25,475)	(21,707)	(21,506)	(23,316)	(24,649)	(23,869)	(24,041)	(23,106)
<b>Gross profit</b>	<b>9,004</b>	<b>15,762</b>	<b>14,682</b>	<b>17,468</b>	<b>12,140</b>	<b>12,257</b>	<b>17,328</b>	<b>18,596</b>	<b>18,471</b>	<b>18,024</b>	<b>16,955</b>

**Hotel:**

Hotel revenue	4,883	15,727	16,183	17,370	8,283	10,841	20,158	24,365	23,892	24,515	23,581
Cost of sales	(9,714)	(13,400)	(14,340)	(14,285)	(10,373)	(10,973)	(12,716)	(14,420)	(13,548)	(13,673)	(13,087)
<b>Gross profit</b>	<b>(4,831)</b>	<b>2,327</b>	<b>1,843</b>	<b>3,085</b>	<b>(2,090)</b>	<b>(132)</b>	<b>7,442</b>	<b>9,945</b>	<b>10,344</b>	<b>10,842</b>	<b>10,494</b>

Cost of sales	9,714	13,400	14,340	14,285	10,373	10,973	12,716	14,420	13,548	13,673	13,087
Deduct: Depreciation of property, plant and equipment	(4,459)	(4,489)	(4,560)	(4,586)	(4,607)	(4,337)	(4,244)	(4,229)	(4,221)	(4,138)	(4,567)
<b>Cost of sales (excl. depreciation; estimate)</b>	<b>5,255</b>	<b>8,911</b>	<b>9,780</b>	<b>9,699</b>	<b>5,766</b>	<b>6,636</b>	<b>8,472</b>	<b>10,191</b>	<b>9,327</b>	<b>9,535</b>	<b>8,520</b>

Cost of sales (excl. depreciation) as % of hotel revenue	107.6%	56.7%	60.4%	55.8%	69.6%	61.2%	42.0%	41.8%	39.0%	38.9%	36.1%
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**Property leasing:**

Property leasing income	24,053	24,136	24,106	25,573	25,564	22,922	20,486	18,880	18,448	17,550	16,480
Cost of sales	(10,218)	(10,701)	(11,267)	(11,190)	(11,334)	(10,533)	(10,600)	(10,229)	(10,321)	(10,368)	(10,019)
<b>Gross profit</b>	<b>13,835</b>	<b>13,435</b>	<b>12,839</b>	<b>14,383</b>	<b>14,230</b>	<b>12,389</b>	<b>9,886</b>	<b>8,651</b>	<b>8,127</b>	<b>7,182</b>	<b>6,461</b>

Cost of sales	10,218	10,701	11,267	11,190	11,334	10,533	10,600	10,229	10,321	10,368	10,019
Deduct: Depreciation of investment properties	(5,930)	(6,023)	(6,277)	(6,490)	(6,603)	(6,242)	(6,118)	(5,901)	(6,065)	(6,007)	(5,941)
<b>Cost of sales (excl. depreciation; estimate)</b>	<b>4,288</b>	<b>4,678</b>	<b>4,990</b>	<b>4,700</b>	<b>4,731</b>	<b>4,291</b>	<b>4,482</b>	<b>4,328</b>	<b>4,256</b>	<b>4,361</b>	<b>4,078</b>

Cost of sales (excl. depreciation) as % of property leasing income	17.8%	19.4%	20.7%	18.4%	18.5%	18.7%	21.9%	22.9%	23.1%	24.8%	24.7%
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**Gross margins:**

Overall	31.1%	39.5%	36.4%	40.7%	35.9%	36.3%	42.6%	43.0%	43.6%	42.8%	42.3%
Hotel	n.m.	14.8%	11.4%	17.8%	n.m.	n.m.	36.9%	40.8%	43.3%	44.2%	44.5%
Property leasing	57.5%	55.7%	53.3%	56.2%	55.7%	54.0%	48.3%	45.8%	44.1%	40.9%	39.2%

SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476
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(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Revenue	145,352	198,195	195,420	203,573	160,393	168,924	210,305	229,026	223,310	227,661	219,385
Cost of sales	(100,123)	(119,828)	(124,206)	(120,765)	(102,864)	(107,600)	(120,644)	(130,541)	(125,890)	(130,113)	(126,535)
<b>Gross profit</b>	<b>45,229</b>	<b>78,367</b>	<b>71,215</b>	<b>82,808</b>	<b>57,529</b>	<b>61,325</b>	<b>89,660</b>	<b>98,485</b>	<b>97,420</b>	<b>97,548</b>	<b>92,850</b>

**Hotel:**

Hotel revenue	24,528	78,193	78,495	82,343	39,251	54,240	104,304	129,037	126,011	132,678	129,136
Cost of sales	(48,796)	(66,624)	(69,556)	(67,719)	(49,155)	(54,901)	(65,796)	(76,368)	(71,455)	(74,000)	(71,668)
<b>Gross profit</b>	<b>(24,267)</b>	<b>11,570</b>	<b>8,939</b>	<b>14,625</b>	<b>(9,904)</b>	<b>(660)</b>	<b>38,507</b>	<b>52,669</b>	<b>54,556</b>	<b>58,678</b>	<b>57,468</b>

**Property leasing:**

Property leasing income	120,824	120,002	116,925	121,230	121,142	114,684	106,001	99,989	97,298	94,983	90,249
Cost of sales	(51,327)	(53,204)	(54,650)	(53,047)	(53,709)	(52,699)	(54,848)	(54,173)	(54,435)	(56,113)	(54,867)
<b>Gross profit</b>	<b>69,496</b>	<b>66,798</b>	<b>62,275</b>	<b>68,183</b>	<b>67,433</b>	<b>61,985</b>	<b>51,153</b>	<b>45,816</b>	<b>42,863</b>	<b>38,870</b>	<b>35,382</b>

n.m. = not meaningful.

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

Despite changes in the respective segments' revenues, hotel Cost of Sales ("COS") generally remained between S\$9.7 million and S\$14.4 million from 1H FY2020 to 1H FY2025, as shown in **Exhibit 27** (top), while property leasing COS generally remained between S\$10.0 million and S\$11.3 million in the same period, as shown in **Exhibit 27** (bottom).

**Exhibit 27: Revenue & Cost of Sales of Hotel and Property Leasing Segments (1H FY2020 to 1H FY2025)**

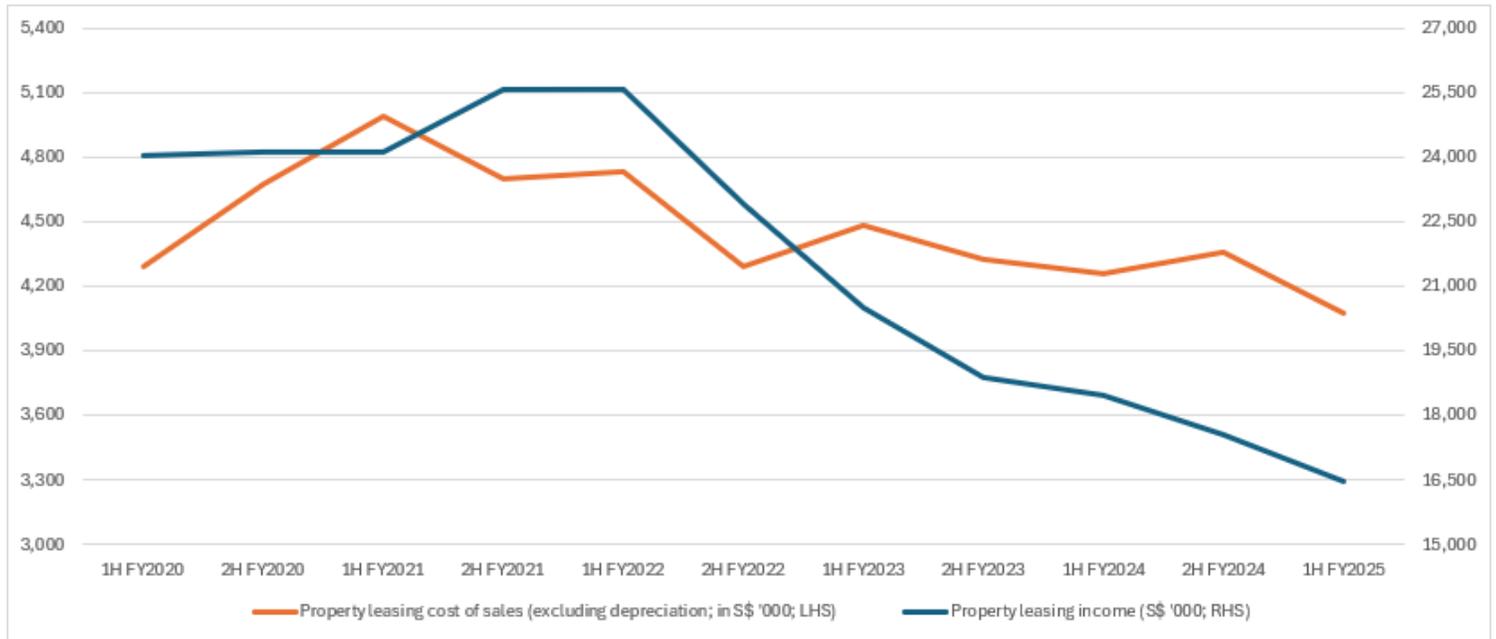
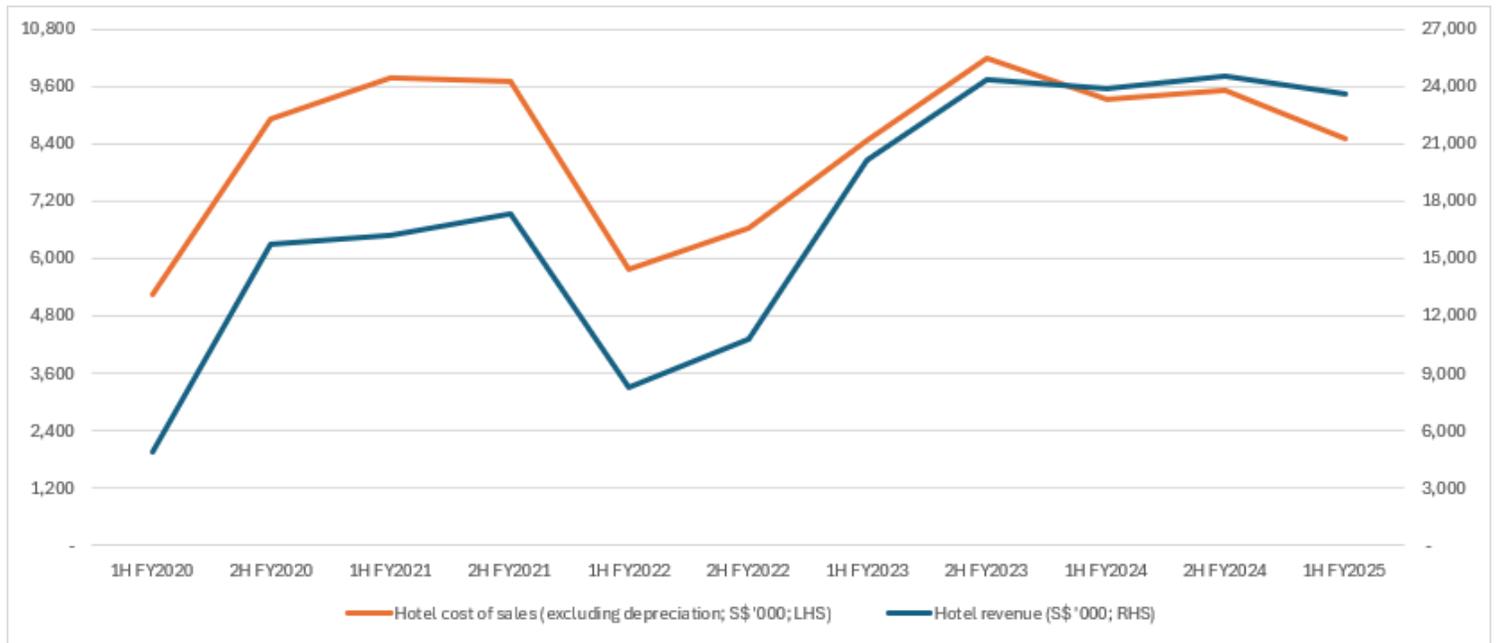


Source: BCI, FPA

After deducting depreciation of Property, Plant & Equipment (“PP&E”; under which Westin Hotel’s book value was recorded) from hotel COS, we note that hotel COS (excluding depreciation) generally trended with hotel revenue from 1H FY2020 to 1H FY2025, as shown in **Exhibit 28** (top).

Meanwhile, after deducting depreciation of investment properties (under which the collective book value of the Office Tower & Golden Center was recorded) from property leasing COS, we note that property leasing COS (excluding depreciation) was generally more stable from 1H FY2020 to 1H FY2025, as shown in **Exhibit 28** (bottom).

**Exhibit 28: COS (excl. Depreciation) vs Revenue of Hotel & Property Leasing Segments (1H FY2020 to 1H FY2025)**



Source: BCI, FPA

**Selling and General & Administrative (“G&A”) expenses:**

Selling expenses rose by 3.9% (7.8%) to S\$2.1 million (RMB 11.3 million) in 1H FY2025 from S\$2.0 million (RMB 10.5 million) in 1H FY2024, while G&A expenses fell by 0.1% (rose by 3.7%) to S\$9.0 million (RMB 49.4 million) in 1H FY2025 from S\$9.0 million (RMB 47.6 million) in 1H FY2024.

As a percentage of revenue, selling expenses generally remained between 4.1% to 5.3% from 1H FY2020 to 1H FY2025 (except in 1H FY2020 and 2H FY2022), while G&A expenses generally remained between 19.7% and 26.5% in the same period, as shown in **Exhibit 29**.

We note that, should our estimation of BCI's selling and G&A expenses (in RMB) prove accurate, the depreciation of RMB against SGD helped to reduce the y-o-y rise in selling expenses (in SGD) and contributed to G&A expenses (in SGD) falling, instead of rising, on a y-o-y basis.

**Exhibit 29: Selling and General & Administrative Expenses (1H FY2020 to 1H FY2025)**

(in S\$ '000)	Actual										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Selling expenses	846	1,637	2,190	2,177	1,708	812	1,866	2,035	1,993	2,239	2,070
General & administrative expenses	6,691	8,877	8,410	8,450	7,232	8,944	8,348	10,609	9,021	9,978	9,013

**As % of revenue:**

Selling expenses	2.9%	4.1%	5.4%	5.1%	5.0%	2.4%	4.6%	4.7%	4.7%	5.3%	5.2%
General and administrative expenses	23.1%	22.3%	20.9%	19.7%	21.4%	26.5%	20.5%	24.5%	21.3%	23.7%	22.5%
SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476

(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Selling expenses	4,250	8,139	10,623	10,320	8,094	4,063	9,655	10,777	10,511	12,118	11,336
General & administrative expenses	33,610	44,136	40,792	40,058	34,271	44,749	43,195	56,185	47,579	54,002	49,358

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

**Finance income:**

Finance income fell by 20.1% (17.1%) to S\$2.5 million (RMB 13.9 million) in 1H FY2025 from S\$3.2 million (RMB 16.7 million) in 1H FY2024. BCI noted that the decrease was “in line with the lower deposit interest rate environment.” Finance income generally remained between S\$2.2 million and S\$3.2 million from 2H FY2020 to 1H FY2025, as shown in **Exhibit 30**.

**Exhibit 30: Finance Income (1H FY2020 to 1H FY2025)**

(in S\$ '000)	Actual										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Finance income	1,674	3,156	2,714	2,656	2,929	2,499	2,456	2,219	3,170	2,636	2,532
Cash and bank balances (prev. period)	159,522	158,908	159,869	178,630	174,484	179,648	150,631	160,015	151,485	163,303	168,718
Annualised effective interest on finance income (%)	2.1%	4.0%	3.4%	3.0%	3.4%	2.8%	3.3%	2.8%	4.2%	3.2%	3.0%
SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476

(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Finance income	8,409	15,691	13,164	12,591	13,880	12,503	12,708	11,752	16,719	14,266	13,866
Cash and bank balances (prev. period)	801,316	790,077	775,439	846,802	826,838	898,822	779,411	847,441	798,962	883,818	923,946

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

The breakdown of BCI's cash & cash equivalents from FY2020 to FY2025 is shown in **Exhibit 31**.

We note that, from end-FY2020 to end-FY2023, BCI held most of its cash & cash equivalents in RMB. However, as at end-FY2024, BCI held most of its cash & cash equivalents in USD.

We also note, from end-FY2020 to end-FY2022, that BCI kept most of its cash & cash equivalents in short-term deposits. However, as at end-FY2023 & end-FY2024, BCI kept most of its cash & cash equivalents in banks.

BCI noted in April 2023 that its “surplus cash” was “placed in structured deposits with financial institutions”, and noted that, “Except where used for distribution of dividends, such surplus cash is not easily repatriated out of China for investments, due to increasingly stringent and restrictive safe regulatory controls imposed, and unfavourable tax policy.”

**Exhibit 31: Cash & Cash Equivalents (FY2020 to FY2025)**

(in S\$ '000 unless otherwise stated)	Actual				
	FY2020	FY2021	FY2022	FY2023	FY2024
USD	15,619	751	1,028	1,218	88,892
RMB	143,438	172,433	148,144	146,486	79,546
SGD	783	1,282	1,451	3,775	277
Others	29	18	8	6	3
<b>Cash &amp; cash equivalents</b>	<b>159,869</b>	<b>174,484</b>	<b>150,631</b>	<b>151,485</b>	<b>168,718</b>
Cash on hand	46	24	20	24	26
Cash in banks	12,134	16,485	13,545	148,324	168,653
Short-term bank deposits	147,689	157,975	137,066	3,137	39
<b>Cash &amp; cash equivalents</b>	<b>159,869</b>	<b>174,484</b>	<b>150,631</b>	<b>151,485</b>	<b>168,718</b>
Short-term deposit interest rate(s)	0.01–4.0%	0.01–3.5%	2.7–3.9%	3.6–4.5%	3.8%
Finance income	4,830	5,370	5,428	4,675	5,806
Finance income as % of short-term bank deposits	3.3%	3.4%	4.0%	149.0%	14,887.2%

Source: BCI, FPA

**Finance expenses:**

Finance expenses generally remained at S\$9,000 in 1H FY2024 & 1H FY2025 (rose by 3.8% to RMB 49,000 in 1H FY2025 from RMB 47,000 in 1H FY2024). Finance expenses from 1H FY2020 to 1H FY2025 are shown in **Exhibit 32**.

We note that BCI last noted in its financial statements for 4Q FY2021 that it had no borrowings as at end-4Q FY2021, down from S\$23,000 as at end-4Q FY2020.

**Exhibit 32: Finance Expenses (1H FY2020 to 1H FY2025)**

(in S\$ '000)	Actual										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Finance expenses	(4)	(4)	(3)	-	-	-	-	(9)	(9)	(10)	(9)
SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476
(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Finance expenses	(20)	(20)	(15)	-	-	-	-	(48)	(47)	(54)	(49)

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

**Other operating income:**

Other operating income fell by S\$2.4 million (RMB 13.0 million) to negative S\$1.7 million (negative RMB 9.4 million) in 1H FY2025 from S\$0.7 million (RMB 3.5 million) in 1H FY2024. Other operating income from 1H FY2020 to 1H FY2025 is shown in **Exhibit 33**. The breakdown of other operating income from FY2020 to FY2024 is shown in **Exhibit 34**.

**Exhibit 33: Other Operating Income (1H FY2020 to 1H FY2025)**

(in S\$ '000)	Actual										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Other operating income	(210)	4,696	2,896	1,477	109	2,067	882	3,053	669	2,983	(1,722)
SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476
(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Other operating income	(1,055)	23,348	14,047	7,002	517	10,342	4,564	16,169	3,528	16,144	(9,430)

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

**Exhibit 34: Other Operating Income (FY2020 to FY2024)**

(in S\$ '000)	Actual				
	FY2020	FY2021	FY2022	FY2023	FY2024
Business assistance grants	3,127	3,238	2,140	1,946	2,114
Miscellaneous services income	2,404	2,591	1,778	2,228	1,918
Penalty on early termination of leases	619	792	700	247	1,292
Net foreign exchange (loss)/gain	4,098	(785)	(2,365)	173	(1,460)
Property, plant and equipment written off	(6)	(53)	(51)	(29)	(188)
Compensation costs on early termination of employment	(1,738)	(820)	(26)	(24)	(24)
Gain on disposal of property, plant and equipment	-	-	-	349	-
Investment properties written off	-	(380)	-	(95)	-
Donations	(3,996)	(210)	-	(57)	-
Changes in fair value of financial assets at fair value through profit or loss	(22)	-	-	-	-
<b>Other operating income</b>	<b>4,486</b>	<b>4,373</b>	<b>2,176</b>	<b>4,738</b>	<b>3,652</b>

Source: BCI, FPA

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

There was no reversal of nor allowance for expected credit loss on trade receivables in 1H FY2025 nor in 1H FY2024.

**Profit before income tax:**

Accordingly, profit before income tax fell by 40.9% (38.6%) to S\$6.7 million (RMB 36.5 million) in 1H FY2025 from S\$11.3 million (RMB 59.5 million) in 1H FY2024, in line with: (1) relatively unchanged selling and G&A expenses; and (2) other operating income falling by S\$2.4 million y-o-y to negative S\$1.7 million in 1H FY2025.

Profit before income tax from 1H FY2020 to 1H FY2025 is shown in **Exhibit 35**.

**Exhibit 35: Profit Before Income Tax (1H FY2020 to 1H FY2025)**

(in S\$ '000)	Actual										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Gross profit	9,004	15,762	14,682	17,468	12,140	12,257	17,328	18,596	18,471	18,024	16,955
Selling expenses	(846)	(1,637)	(2,190)	(2,177)	(1,708)	(812)	(1,866)	(2,035)	(1,993)	(2,239)	(2,070)
General and administrative expenses	(6,691)	(8,877)	(8,410)	(8,450)	(7,232)	(8,944)	(8,348)	(10,609)	(9,021)	(9,978)	(9,013)
<b>Operating profit</b>	<b>1,467</b>	<b>5,248</b>	<b>4,082</b>	<b>6,841</b>	<b>3,200</b>	<b>2,501</b>	<b>7,114</b>	<b>5,952</b>	<b>7,457</b>	<b>5,807</b>	<b>5,872</b>
Financial income	1,674	3,156	2,714	2,656	2,929	2,499	2,456	2,219	3,170	2,636	2,532
Financial expenses	(4)	(4)	(3)	-	-	-	-	(9)	(9)	(10)	(9)
Other operating income	(210)	4,696	2,896	1,477	109	2,067	882	3,053	669	2,983	(1,722)
Reversal of/(Allowance for) expected credit loss on trade receivables	-	-	-	-	-	-	-	(668)	-	1	-
<b>Profit before income tax</b>	<b>2,927</b>	<b>13,096</b>	<b>9,689</b>	<b>10,974</b>	<b>6,238</b>	<b>7,067</b>	<b>10,452</b>	<b>10,547</b>	<b>11,287</b>	<b>11,417</b>	<b>6,673</b>
SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476

(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Gross profit	45,229	78,367	71,215	82,808	57,529	61,325	89,660	98,485	97,420	97,548	92,850
Selling expenses	(4,250)	(8,139)	(10,623)	(10,320)	(8,094)	(4,063)	(9,655)	(10,777)	(10,511)	(12,118)	(11,336)
General and administrative expenses	(33,610)	(44,136)	(40,792)	(40,058)	(34,271)	(44,749)	(43,195)	(56,185)	(47,579)	(54,002)	(49,358)
<b>Operating profit</b>	<b>7,369</b>	<b>26,093</b>	<b>19,800</b>	<b>32,430</b>	<b>15,164</b>	<b>12,513</b>	<b>36,810</b>	<b>31,522</b>	<b>39,330</b>	<b>31,428</b>	<b>32,157</b>
Financial income	8,409	15,691	13,164	12,591	13,880	12,503	12,708	11,752	16,719	14,266	13,866
Financial expenses	(20)	(20)	(15)	-	-	-	-	(48)	(47)	(54)	(49)
Other operating income	(1,055)	23,348	14,047	7,002	517	10,342	4,564	16,169	3,528	16,144	(9,430)
Reversal of/(Allowance for) expected credit loss on trade receivables	-	-	-	-	-	-	-	(3,538)	-	5	-
<b>Profit before income tax</b>	<b>14,703</b>	<b>65,112</b>	<b>46,996</b>	<b>52,023</b>	<b>29,560</b>	<b>35,358</b>	<b>54,082</b>	<b>55,857</b>	<b>59,530</b>	<b>61,790</b>	<b>36,543</b>

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

**Income tax:**

Income tax fell by 13.2% (9.9%) to S\$3.7 million (RMB 20.2 million) in 1H FY2025 from S\$4.2 million (RMB 22.4 million) in 1H FY2024. Income tax generally remained around S\$3.7 million and S\$5.6 million from 2H FY2020 to 1H FY2025 despite changes in profit before income tax in the same period, as shown in **Exhibit 36** and illustrated in **Exhibit 37**.

**Exhibit 36: Income Tax and Profit for the Period (1H FY2020 to 1H FY2025)**

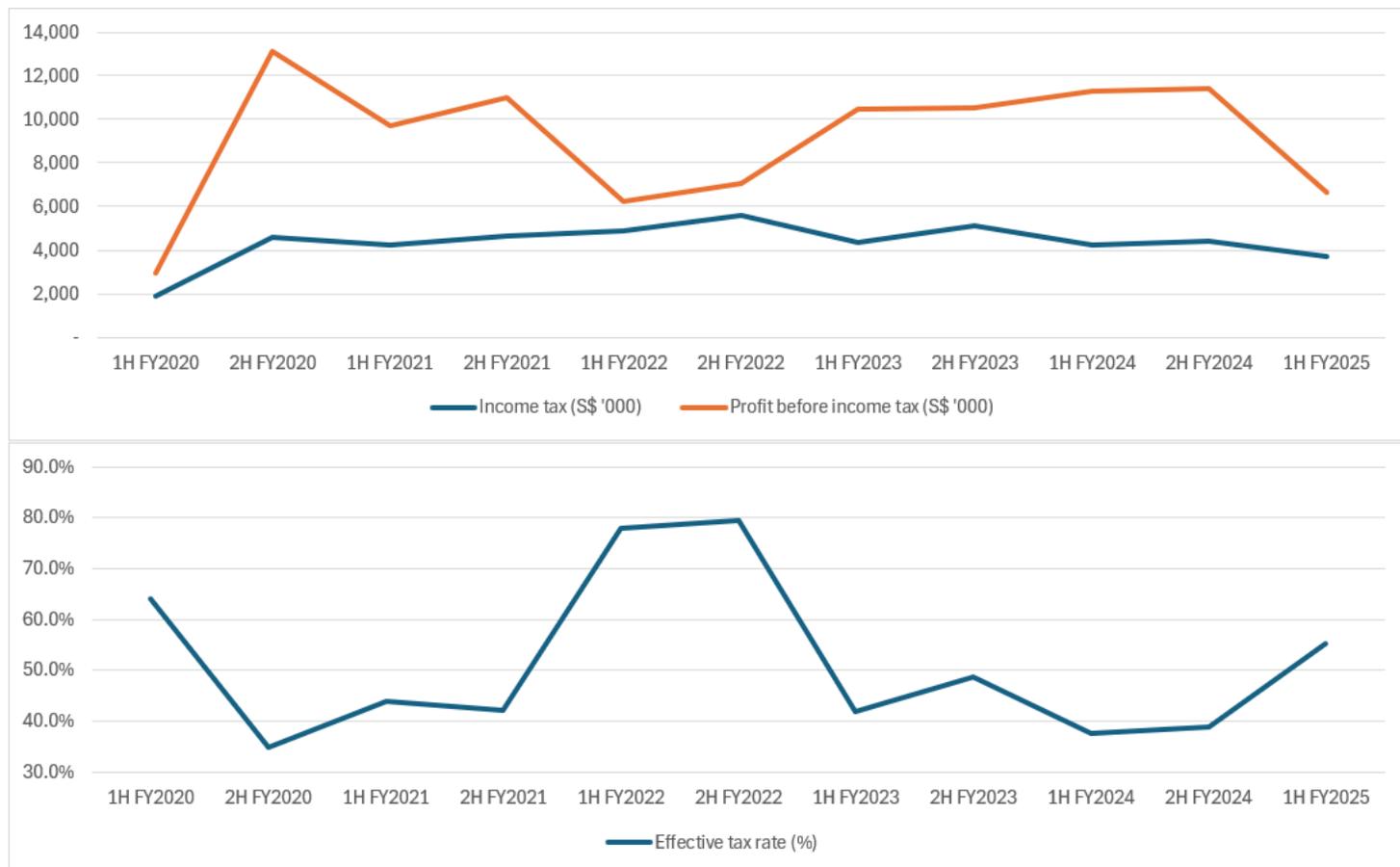
(in S\$ '000)	Actual										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Income tax	1,877	4,564	4,247	4,631	4,862	5,609	4,376	5,127	4,242	4,439	3,681
Profit before income tax	2,927	13,096	9,689	10,974	6,238	7,067	10,452	10,547	11,287	11,417	6,673
Effective tax rate (%)	64.1%	34.9%	43.8%	42.2%	77.9%	79.4%	41.9%	48.6%	37.6%	38.9%	55.2%
SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476

(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Income tax	9,429	22,692	20,600	21,953	23,040	28,063	22,643	27,153	22,373	24,024	20,158
Profit before income tax	14,703	65,112	46,996	52,023	29,560	35,358	54,082	55,857	59,530	61,790	36,543

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

Accordingly, effective tax rate generally trended inverse of profit before income tax over the same period (as well as in 1H FY2020), as illustrated in **Exhibit 37**.

**Exhibit 37: Income Tax vs Profit Before Income Tax (1H FY2020 to 1H FY2025)**



Source: BCI, FPA

**Profit for the period and Earnings Per Share (“EPS”):**

After deducting income tax from profit before income tax, profit for the period fell by 57.5% (55.9%) to S\$3.0 million (RMB 16.4 million) in 1H FY2025 from S\$7.0 million (RMB 37.2 million) in 1H FY2024. Profit for the period from 1H FY2020 to 1H FY2025 is shown in **Exhibit 38**.

Profit attributable to Non-Controlling Interests (“NCI”) relates to subsidiaries in which BCI does not fully own, as shown in **Exhibit 2** (page 4). After deducting profit attributable to NCI, profit attributable to owners of the Company fell by 59.0% (57.4%) to S\$2.8 million (RMB 15.3 million) in 1H FY2025 from S\$6.8 million (RMB 35.9 million) in 1H FY2024.

The weighted average number of shares remained at 758,768,832 from 1H FY2024 (as well as from 1H FY2020) to 1H FY2025. Accordingly, EPS in cents (in RMB cents) fell by 59.0% (57.4%) to 0.37 (2.02) in 1H FY2025 from 0.90 (4.74) in 1H FY2024. EPS from 1H FY2020 to 1H FY2025 is also shown in **Exhibit 38**.

**Exhibit 38: Profit for the Period and Attributable to Owners of the Company, as well as EPS (1H FY2020 to 1H FY2025)**

(in S\$ '000)	Actual										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Profit before income tax	2,927	13,096	9,689	10,974	6,238	7,067	10,452	10,547	11,287	11,417	6,673
Income tax	(1,877)	(4,564)	(4,247)	(4,631)	(4,862)	(5,609)	(4,376)	(5,127)	(4,242)	(4,439)	(3,681)
<b>Total profit for the period</b>	<b>1,050</b>	<b>8,532</b>	<b>5,442</b>	<b>6,343</b>	<b>1,376</b>	<b>1,458</b>	<b>6,076</b>	<b>5,420</b>	<b>7,045</b>	<b>6,978</b>	<b>2,992</b>

**Attributable to:**

Owners of the Company	1,085	8,501	5,369	6,158	1,226	1,349	5,825	5,272	6,816	6,749	2,794
Non-controlling interests	(35)	31	73	185	150	109	251	148	229	229	198
<b>Total profit for the period</b>	<b>1,050</b>	<b>8,532</b>	<b>5,442</b>	<b>6,343</b>	<b>1,376</b>	<b>1,458</b>	<b>6,076</b>	<b>5,420</b>	<b>7,045</b>	<b>6,978</b>	<b>2,992</b>

Weighted average no. of shares (in '000)	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769
Earnings per share for the period (in cents)	<b>0.14</b>	<b>1.12</b>	<b>0.71</b>	<b>0.81</b>	<b>0.16</b>	<b>0.18</b>	<b>0.77</b>	<b>0.69</b>	<b>0.90</b>	<b>0.89</b>	<b>0.37</b>
SGD-to-RMB exchange rates (average)	5.023	4.972	4.850	4.741	4.739	5.003	5.174	5.296	5.274	5.412	5.476

(in RMB '000)	Estimate										
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025
Profit before income tax	14,703	65,112	46,996	52,023	29,560	35,358	54,082	55,857	59,530	61,790	36,543
Income tax	(9,429)	(22,692)	(20,600)	(21,953)	(23,040)	(28,063)	(22,643)	(27,153)	(22,373)	(24,024)	(20,158)
<b>Total profit for the period</b>	<b>5,274</b>	<b>42,420</b>	<b>26,396</b>	<b>30,069</b>	<b>6,521</b>	<b>7,295</b>	<b>31,439</b>	<b>28,704</b>	<b>37,157</b>	<b>37,766</b>	<b>16,385</b>

**Attributable to:**

Owners of the Company	5,450	42,266	26,042	29,192	5,810	6,749	30,140	27,921	35,949	36,526	15,301
Non-controlling interests	(176)	154	354	877	711	545	1,299	784	1,208	1,239	1,084
<b>Total profit for the period</b>	<b>5,274</b>	<b>42,420</b>	<b>26,396</b>	<b>30,069</b>	<b>6,521</b>	<b>7,295</b>	<b>31,439</b>	<b>28,704</b>	<b>37,157</b>	<b>37,766</b>	<b>16,385</b>

Weighted average no. of shares (in '000)	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769
Earnings per share for the period (in RMB cents)	<b>0.72</b>	<b>5.57</b>	<b>3.43</b>	<b>3.85</b>	<b>0.77</b>	<b>0.89</b>	<b>3.97</b>	<b>3.68</b>	<b>4.74</b>	<b>4.81</b>	<b>2.02</b>

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

**Dividend Per Share (“DPS”):**

DPS (cents) rose by 157.1% to 3.60 in 1H FY2025 from 1.40 in 1H FY2024.

Payout ratio (DPS divided by EPS) exceeded 100.0% in five out of the past 10 FYs (FY2015 to FY2024), as shown in **Exhibit 39**. This was partly due to substantial adjustments for non-cash items: as a percentage of operating cash flows before working capital changes, these non-cash adjustments ranged between 51.5% and 69.8% from FY2015 to FY2024, except in FY2022 where the percentage rose to 91.6%.

As a percentage of operating cash flows before working capital changes, dividends paid or to be paid ranged between 12.9% and 78.9% from FY2015 to FY2024, as also shown in **Exhibit 39**.

**Exhibit 39: Dividend Per Share (FY2015 to 1H FY2025)**

(in S\$ '000 unless otherwise stated)	Actual										
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	1H FY2025
Dividend Per Share (“DPS” in cents)	4.30	3.10	2.00	2.20	1.00	2.00	3.00	3.50	2.80	1.40	3.60
Divide by: Earnings Per Share (“EPS” in cents)	3.76	3.60	3.82	3.49	3.63	1.26	1.52	0.34	1.46	1.79	0.37
<b>Payout ratio</b>	<b>114.4%</b>	<b>86.1%</b>	<b>52.4%</b>	<b>63.0%</b>	<b>27.5%</b>	<b>158.3%</b>	<b>197.5%</b>	<b>1,031.3%</b>	<b>191.5%</b>	<b>78.3%</b>	<b>977.7%</b>
DPS (in cents)	4.30	3.10	2.00	2.20	1.00	2.00	3.00	3.50	2.80	1.40	3.60
Multiply by: no. of shares (in '000)	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769
<b>(A) Dividends paid/to be paid</b>	<b>32,627</b>	<b>23,522</b>	<b>15,175</b>	<b>16,693</b>	<b>7,588</b>	<b>15,175</b>	<b>22,763</b>	<b>26,557</b>	<b>21,245</b>	<b>10,623</b>	<b>27,316</b>
(B) Operating cash flows before working capital changes	69,797	69,895	65,485	61,899	58,620	28,868	37,821	33,659	38,115	39,032	19,785
<b>A as a % of B</b>	<b>46.7%</b>	<b>33.7%</b>	<b>23.2%</b>	<b>27.0%</b>	<b>12.9%</b>	<b>52.6%</b>	<b>60.2%</b>	<b>78.9%</b>	<b>55.7%</b>	<b>27.2%</b>	<b>138.1%</b>
(B) Operating cash flows before working capital changes	69,797	69,895	65,485	61,899	58,620	28,868	37,821	33,659	38,115	39,032	19,785
Deduct: (A) Profit for the period	(29,833)	(28,407)	(30,079)	(27,438)	(28,446)	(9,582)	(11,785)	(2,834)	(11,496)	(14,023)	(2,992)
<b>(C) Adjustments for non-cash items</b>	<b>39,964</b>	<b>41,488</b>	<b>35,406</b>	<b>34,461</b>	<b>30,174</b>	<b>19,286</b>	<b>26,036</b>	<b>30,825</b>	<b>26,619</b>	<b>25,009</b>	<b>16,793</b>
<b>C as a % of B</b>	<b>57.3%</b>	<b>59.4%</b>	<b>54.1%</b>	<b>55.7%</b>	<b>51.5%</b>	<b>66.8%</b>	<b>68.8%</b>	<b>91.6%</b>	<b>69.8%</b>	<b>64.1%</b>	<b>84.9%</b>

Source: BCI, FPA

Dividends paid or to be paid and operating cash flows before working capital changes, from FY2015 to FY2024, are shown in **Exhibit 40** (top). The former, as a percentage of the latter over the same period, is shown in **Exhibit 40** (bottom).

**Exhibit 40: Dividends Paid or To Be Paid vs Operating Cash Flows Before Working Capital Changes (FY2015 to FY2024)**



Source: BCI, FPA

Where dividends were paid in a given FY, dividends paid usually comprised at least 95% of net cash used in financing from FY2015 to FY2024, as shown in **Exhibit 41**, except in: (1) FY2016, during which BCI repaid S\$54.0 million worth of borrowings; and (2) FY2024, during which BCI returned S\$2.7 million worth of capital to non-controlling shareholders.

Cash & cash equivalents generally rose from S\$60.6 million as at end-FY2016 to S\$168.7 million as at end-FY2024, as also shown in **Exhibit 41**, as, during the same period: (1) net operating cash flow generally exceeded net financing cash flow (which comprised mainly dividends paid); and (2) net investing cash flow was generally a fraction of both net operating cash flow & net financing cash flow.

Accordingly, we note that the net cash flows and general rise in cash & cash equivalents (despite dividend payments), from FY2015 to FY2024, allowed BCI to sustain its dividend payments over the same period.

#### **Exhibit 41: Dividends Paid and Cash Flows (FY2015 to FY2024)**

(in S\$ '000)	Actual									
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
(D) Dividends paid	-	56,149	15,175	-	17,795	23,896	22,763	26,557	21,245	10,623
(E) Net cash used in financing activities	255	111,257	15,245	70	17,865	23,966	22,786	27,703	22,358	13,937
D as a % of E	-	50.5%	99.5%	-	99.6%	99.7%	99.9%	95.9%	95.0%	76.2%

#### **Cash flows statement (summarised):**

Net cash from operating activities	57,774	58,033	49,971	52,966	43,026	23,610	33,937	21,391	32,958	32,777
Net cash used in investing activities	1,602	(1,440)	(481)	(1,077)	(3,656)	(3,536)	(4,158)	(2,599)	(4,287)	(3,060)
Net cash used in financing activities	(255)	(111,257)	(15,245)	(70)	(17,865)	(23,966)	(22,786)	(27,703)	(22,358)	(13,937)
Net increase/(decrease) in cash and cash equivalents	59,121	(54,664)	34,245	51,819	21,505	(3,892)	6,993	(8,911)	6,313	15,780
Cash and cash equivalents at the beginning of period	60,221	120,516	60,553	93,904	141,714	159,522	159,869	174,484	150,631	151,485
Effect of exch. rate changes on balances of cash held in foreign curr.	1,174	(5,299)	(894)	(4,009)	(3,697)	4,239	7,622	(14,942)	(5,459)	1,453
Cash and cash equivalents at the end of period	120,516	60,553	93,904	141,714	159,522	159,869	174,484	150,631	151,485	168,718

#### **Cash flows statement:**

Profit for the period	29,833	28,407	30,079	27,438	28,446	9,582	11,785	2,834	11,496	14,023
Depreciation of investment properties	13,091	12,417	12,135	12,025	11,725	11,953	12,767	12,845	12,019	12,072
Depreciation of property, plant and equipment	9,973	9,589	9,514	9,504	8,855	8,948	9,146	8,944	8,473	8,359
Interest income	(3,006)	(2,023)	(2,609)	(4,659)	(4,732)	(4,830)	(5,370)	(5,428)	(4,675)	(5,806)
Interest expense	933	279	8	8	8	8	3	-	9	19
Unrealised foreign exchange loss	4,105	3,180	510	2,661	(149)	(3,278)	155	3,921	23	1,476
Income tax expenses	15,583	17,328	16,005	14,579	14,838	6,441	8,878	10,471	9,503	8,681
Others	(715)	718	(157)	343	(371)	44	457	72	1,267	208
Operating cash flows before working capital changes	69,797	69,895	65,485	61,899	58,620	28,868	37,821	33,659	38,115	39,032
Working capital changes	(482)	1,114	(1,779)	194	(4,560)	(1,015)	(1,499)	(8,333)	(265)	(3,366)
Cash generated from operations	69,315	71,009	63,706	62,093	54,060	27,853	36,322	25,326	37,850	35,666
Interest received	3,012	2,022	2,610	4,659	4,718	4,819	4,736	5,877	4,874	5,817
Interest paid	(933)	(279)	(8)	(8)	(8)	(8)	(3)	-	(9)	(19)
Income tax paid	(13,620)	(14,719)	(16,337)	(13,778)	(15,744)	(9,054)	(7,118)	(9,812)	(9,757)	(8,687)
Net cash from operating activities	57,774	58,033	49,971	52,966	43,026	23,610	33,937	21,391	32,958	32,777
Capital expenditure on property, plant and equipment	(647)	(1,540)	(477)	(1,077)	(1,301)	(313)	(1,158)	(599)	(1,481)	(1,995)
Capital expenditure on investment properties	-	-	-	-	(2,355)	(4,624)	(3,000)	(2,000)	(3,156)	(1,065)
Placement of time deposits with maturity more than 3 months	-	-	-	-	-	-	-	-	-	-
Others	2,249	100	(4)	-	-	1,401	-	-	350	-
Net cash used in investing activities	1,602	(1,440)	(481)	(1,077)	(3,656)	(3,536)	(4,158)	(2,599)	(4,287)	(3,060)
Payment of dividends to owner of the Company	-	(56,149)	(15,175)	-	(17,795)	(23,896)	(22,763)	(26,557)	(21,245)	(10,623)
Payment of dividends to non-controlling shareholders	-	(1,060)	-	-	-	-	-	(1,146)	(1,043)	(460)
Capital returned to non-controlling shareholders	-	-	-	-	-	-	-	-	-	(2,714)
Repayment of borrowings	-	(53,960)	-	-	-	-	-	-	-	-
Payment for shares buy back	(236)	-	-	-	-	-	-	-	-	-
Others	(19)	(88)	(70)	(70)	(70)	(70)	(23)	-	(70)	(140)
Net cash used in financing activities	(255)	(111,257)	(15,245)	(70)	(17,865)	(23,966)	(22,786)	(27,703)	(22,358)	(13,937)

Source: BCI, FPA

However, we also note that retained earnings have generally been falling from FY2019 to FY2024, as shown in **Exhibit 42**. BCI noted in April 2024, “Auditor clarified that the amount of dividend that the Company can pay is dependent on the amount of retained earnings.” Declining retained earnings may thus limit the amount of dividends that BCI can declare & pay in the future.

As BCI declared DPS (cents) of 3.60 for 1H FY2025, BCI would likely pay out S\$27.3 million worth of dividends in 2H FY2025—which exceeds the retained earnings of S\$21.1 million as at end-1H FY2025. Accordingly, BCI’s profit attributable to owners of the Company may need to exceed S\$6.2 million (dividends payment of S\$27.3 million – retained earnings of S\$21.1 million) in 2H FY2025 for retained earnings to remain positive.

#### **Exhibit 42: Retained Earnings (FY2015 to 1H FY2025)**

(in S\$ '000 unless otherwise stated)	Actual										
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	1H FY2025
Retained earnings (start of period)	22,951	51,608	22,770	36,549	63,066	73,939	60,762	49,526	25,544	15,396	18,338
Profit/(loss) attributable to owners of the Company	28,657	27,311	28,954	26,517	27,566	9,586	11,527	2,575	11,097	13,565	2,794
Dividends paid	-	(56,149)	(15,175)	-	(16,693)	(22,763)	(22,763)	(26,557)	(21,245)	(10,623)	-
<b>Retained earnings (end of period)</b>	<b>51,608</b>	<b>22,770</b>	<b>36,549</b>	<b>63,066</b>	<b>73,939</b>	<b>60,762</b>	<b>49,526</b>	<b>25,544</b>	<b>15,396</b>	<b>18,338</b>	<b>21,132</b>
<b>Dividends paid:</b>											
Interim DPS (current year; in cents)	-	3.1	2.0	-	-	2.0	3.0	3.5	2.8	1.4	-
Final DPS (prev. year; in cents)	-	4.3	-	-	2.2	1.0	-	-	-	-	-
<b>DPS paid (in cents)</b>	<b>-</b>	<b>7.4</b>	<b>2.0</b>	<b>-</b>	<b>2.2</b>	<b>3.0</b>	<b>3.0</b>	<b>3.5</b>	<b>2.8</b>	<b>1.4</b>	<b>-</b>
Multiply by: No of shares (excl. treasury shares; in '000)	3,035,072	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769
Interim dividend (current year)	-	23,522	15,175	-	-	15,175	22,763	26,557	21,245	10,623	-
Final dividend (prev. year)	-	32,627	-	-	16,693	7,588	-	-	-	-	-
<b>Dividends paid</b>	<b>-</b>	<b>56,149</b>	<b>15,175</b>	<b>-</b>	<b>16,693</b>	<b>22,763</b>	<b>22,763</b>	<b>26,557</b>	<b>21,245</b>	<b>10,623</b>	<b>-</b>

Source: BCI, FPA

BCI's financial performance for 1H FY2024 & 1H FY2025 is summarised in **Exhibit 43**.

**Exhibit 43: Financial Performance (1H FY2024 & 1H FY2025)**

(in S\$ '000)	Actual		1H FY2025 v 1H FY2024	
	1H FY2025	1H FY2024	Absolute Change	Change (%)
Hotel revenue	23,581	23,892	(311)	(1.3%)
Property leasing income	16,480	18,448	(1,968)	(10.7%)
<b>Revenue</b>	<b>40,061</b>	<b>42,340</b>	<b>(2,279)</b>	<b>(5.4%)</b>
Cost of sales	(23,106)	(23,869)	763	(3.2%)
<b>Gross profit</b>	<b>16,955</b>	<b>18,471</b>	<b>(1,516)</b>	<b>(8.2%)</b>
Selling expenses	(2,070)	(1,993)	(77)	3.9%
General and administrative expenses	(9,013)	(9,021)	8	(0.1%)
<b>Operating profit</b>	<b>5,872</b>	<b>7,457</b>	<b>(1,585)</b>	<b>(21.3%)</b>
Financial income	2,532	3,170	(638)	(20.1%)
Financial expenses	(9)	(9)	-	-
Other operating income	(1,722)	669	(2,391)	(357.4%)
Reversal of/(Allowance for) expected credit loss on trade receivables	-	-	-	n.m.
<b>Profit before income tax</b>	<b>6,673</b>	<b>11,287</b>	<b>(4,614)</b>	<b>(40.9%)</b>
Income tax	(3,681)	(4,242)	561	(13.2%)
<b>Total profit for the period</b>	<b>2,992</b>	<b>7,045</b>	<b>(4,053)</b>	<b>(57.5%)</b>
<b>Attributable to:</b>				
Owners of the Company	2,794	6,816	(4,022)	(59.0%)
Non-controlling interests	198	229	(31)	(13.5%)
<b>Total profit for the period</b>	<b>2,992</b>	<b>7,045</b>	<b>(4,053)</b>	<b>(57.5%)</b>
Weighted average no. of shares (in '000)	758,769	758,769	-	-
<b>Earnings per share for the period (in cents)</b>	<b>0.37</b>	<b>0.90</b>	<b>(0.53)</b>	<b>(59.0%)</b>
<b>Dividend per share (in cents)</b>	<b>3.60</b>	<b>1.40</b>	<b>2.20</b>	<b>157.1%</b>

n.m. = not meaningful.

Source: BCI, FPA

**FINANCIAL PROJECTIONS****(I) REVENUE & GROSS PROFIT PROJECTIONS****Revenue:**

Given that the average occupancy & room rates of Shanghai five-star hotels seem to have generally recovered from the COVID-related dip from 2023, and that hoteliers may expand room count (supply) in line with any expectation of rise in visitor arrivals (demand), we assume that the average occupancy of the Westin Hotel in FY2025 will be 81.8%, the average of FY2015 to FY2024 (excluding the COVID-related period from FY2020 to FY2023).

We also assume that the average room rate of the Westin Hotel in FY2025 will be the average of FY2015 to FY2019 (i.e., also excluding FY2024, as BCI did not provide the Westin Hotel's average room rate for FY2024).

We assume that the Westin Hotel's average occupancy in FY2026 will be the same as in FY2025. However, given the availability of data, we assume that the average room rate in FY2026 will be RMB 1,342, the lowest average end-of-month one-night rate (e.g., 31 January to 1 February for January) for 2026 across hotel booking sites, as shown in **Exhibit 44**.

**Exhibit 44: End-of-Month One-Night Rates for the Westin Hotel (January to December 2026; Retrieved 22 January 2026)**

(End-of-month 1-night rates in RMB)	Sources			
	Agoda.com	Booking.com	Trip.com	Tripadvisor
Jan 2026	1,236	1,236	1,236	1,060
Feb 2026	1,096	1,096	1,096	940
Mar 2026	1,446	1,446	1,446	1,240
Apr 2026	1,516	1,516	1,516	1,300
May 2026	1,492	1,492	1,492	1,280
Jun 2026	1,562	1,562	1,562	1,340
Jul 2026	1,632	1,632	1,632	1,400
Aug 2026	1,516	1,516	1,516	1,300
Sept 2026	1,749	1,749	1,749	1,500
Oct 2026	1,866	1,866	1,866	1,600
Nov 2026	1,469	1,469	1,469	1,260
Dec 2026	2,201	2,201	2,201	1,888
<b>Average</b>	<b>1,565</b>	<b>1,565</b>	<b>1,565</b>	<b>1,342</b>

Source: Agoda.com, Booking.com, Trip.com, Tripadvisor, FPA

Given that the average occupancy & room rates of Shanghai five-star hotels have generally recovered to pre-COVID level in 2024, we assume that the average room rate in FY2024 was RMB 1,210, the average of the pre-COVID period (FY2015 to FY2019; same as assumed for FY2025). Thus, we estimate that other hotel revenue rose (by 2.2%) to RMB 55.3 million in FY2024, as shown in **Exhibit 45**.

We assume that other hotel revenue comprises solely F&B revenue.

Given that JLL indicated in 2024 that the most selected F&B revenue outlook was “0 to +9%” growth in 2025 (as shown in **Exhibit 15** on page 15), and the survey results implied that majority of respondents expected F&B revenue in 2025 to not change, or fall, from F&B revenue in 2024, we assume that F&B revenue rose by 4.5% (midpoint of the “0 to +9%” range) in 2025.

Given that JLL indicated thereafter in 2025 that the most selected F&B revenue outlook was “0 to +5%” growth in 2026 (as shown in **Exhibit 16** on page 15), and that the majority were “positive on F&B Revenue”, we assume that hotel F&B revenue will rise by 5% (highest of the “0 to +5%” range) in 2026.

We assume that the average SGD-to-RMB exchange rate in FY2026 would be 5.430, the YTD average as at 23 January 2026. Thus, we project that hotel revenue will be S\$47.9 million in FY2025 and S\$53.3 million in FY2026, as shown in **Exhibit 45**.

#### **Exhibit 45: Projected Hotel Revenue (FY2025 & FY2026)**

(in respective units)	Actual / Estimate					Projection	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Hotel segment (Westin Bund Center Shanghai):</b>							
Hotel revenue (in S\$ '000)	20,610	33,553	19,124	44,523	48,407	47,936	53,251
Multiply by: SGD-to-RMB exchange rates (average)	4.997	4.795	4.872	5.236	5.344	5.500	5.430
<b>Hotel revenue (in RMB '000)</b>	<b>102,997</b>	<b>160,888</b>	<b>93,174</b>	<b>233,107</b>	<b>258,665</b>	<b>263,658</b>	<b>289,140</b>
Average room rate (in RMB per day)	853	880	769	1,106	1,210	1,210	1,342
Multiply by: No. of rooms	570	570	570	570	570	570	570
Multiply by: No. of days	366	365	365	365	366	365	365
Multiply by: Occupancy	34%	56.7%	44.3%	77.8%	80.6%	81.8%	81.8%
<b>Room revenue (estimate in RMB '000)</b>	<b>60,504</b>	<b>103,809</b>	<b>70,876</b>	<b>179,020</b>	<b>203,391</b>	<b>205,898</b>	<b>228,491</b>
Other hotel revenue (estimate in RMB '000)	42,493	57,080	22,298	54,087	55,273	57,761	60,649
<b>Hotel revenue (in RMB '000)</b>	<b>102,997</b>	<b>160,888</b>	<b>93,174</b>	<b>233,107</b>	<b>258,665</b>	<b>263,658</b>	<b>289,140</b>

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

As indicated in **Exhibit 10** on page 11, Colliers projected that Shanghai Grade A office rent (per sqm per day) would fall to around RMB 5.3 in (and likely at the end of) 2026 from RMB 5.8 in 4Q 2025. Thus, based also on historical data published by Colliers, we assume that the average Shanghai Grade A office rent (in per sqm per day) would fall to RMB 5.6 in FY2026 (average of RMB 5.3 as at end-2026 and RMB 5.8 in 4Q 2025) from RMB 6.3 in FY2025.

Colliers also projected that vacancy would rise to around 25% in 2026, which may imply an occupancy of around 75% (1 – 25%) in 2026. However, given that the average occupancy of the Office Tower fell to 65.7% in FY2024, already below the implied occupancy of 75% in 2026, we assume that the average occupancy of the Office Tower in FY2025 & FY2026 will rise to, and remain at, 69.7%, the average of FY2023 & FY2024.

Despite noting in 2024 that the Golden Center rent is “subject to yearly increment”, BCI noted in 2025 that the rent is “scheduled to increase every three years” (instead of every year) “in accordance with the lease terms.” In line with BCI’s more recent remark in 2025, we assume that the Golden Center rent in FY2025 & FY2026 will be the same as we assumed for FY2024.

Thus, we project that property leasing income would fall to S\$32.7 million in FY2025 and S\$30.3 million in FY2026, as shown in **Exhibit 46**.

#### **Exhibit 46: Projected Property Leasing Income (FY2025 & FY2026)**

(in respective units)	Actual / Estimate					Projection	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Bund Center Office Tower:</b>							
Property leasing income (in S\$ '000)	48,189	49,679	48,486	39,366	35,998	32,746	30,322
Multiply by: SGD-to-RMB exchange rates (average)	4.997	4.795	4.872	5.236	5.344	5.500	5.430
<b>Property leasing revenue (in RMB '000)</b>	<b>240,821</b>	<b>238,213</b>	<b>236,228</b>	<b>206,107</b>	<b>192,357</b>	<b>180,107</b>	<b>164,639</b>
Divide by: Occupancy	79.4%	78.5%	84.2%	73.7%	65.7%	69.7%	69.7%
<b>Property leasing revenue (in RMB '000; at 100.0% occupancy)</b>	<b>303,301</b>	<b>303,456</b>	<b>280,556</b>	<b>279,657</b>	<b>292,781</b>	<b>258,403</b>	<b>236,211</b>
Deduct: Est. contribution from Golden Center ("GC")	(6,500)	(6,500)	(6,500)	(6,500)	(7,500)	(7,500)	(7,500)
<b>Est. property leasing income (in RMB '000; 100.0% occup.; excl. GC)</b>	<b>296,801</b>	<b>296,956</b>	<b>274,056</b>	<b>273,157</b>	<b>285,281</b>	<b>250,903</b>	<b>228,711</b>
Net Lettable Area ("NLA" in sq ft)	872,600	872,600	872,600	872,600	872,600	872,600	872,600
Divide by: square foot per square metre	10.764	10.764	10.764	10.764	10.764	10.764	10.764
<b>NLA (in sq m)</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>	<b>81,067</b>
Est. property leasing income (in RMB '000; 100.0% occup.; excl. GC)	296,801	296,956	274,056	273,157	285,281	250,903	228,711
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	366	365	365	365	366	365	365
<b>Est. rent (in RMB/sqm/day; assuming no contrib. from GC)</b>	<b>10.0</b>	<b>10.0</b>	<b>9.3</b>	<b>9.2</b>	<b>9.6</b>	<b>8.5</b>	<b>7.7</b>
Deduct: Colliers average effective rent (RMB per sqm per day)	(7.9)	(7.6)	(7.7)	(7.2)	(6.7)	(6.3)	(5.6)
<b>Estimated Office Tower rent premium</b>	<b>2.1</b>	<b>2.4</b>	<b>1.6</b>	<b>2.0</b>	<b>2.9</b>	<b>2.2</b>	<b>2.2</b>

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

Accordingly, we project that revenue will be S\$80.7 million in FY2025 and S\$83.6 million in FY2026, as shown in **Exhibit 47**.

#### **Exhibit 47: Projected Revenue (FY2025 & FY2026)**

(in S\$ '000)	Actual					Projection	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Hotel revenue	20,610	33,553	19,124	44,523	48,407	47,936	53,251
Property leasing income	48,189	49,679	48,486	39,366	35,998	32,746	30,322
<b>Revenue</b>	<b>68,799</b>	<b>83,232</b>	<b>67,610</b>	<b>83,889</b>	<b>84,405</b>	<b>80,682</b>	<b>83,573</b>

Source: BCI, FPA

**Gross profit:**

We assume that revenue in each of 1H FY2026 & 2H FY2026 (or 1H & 2H FY2026) will be S\$41.8 million, half of that projected for FY2026 (S\$83.6 million).<sup>1</sup>

We assume that the depreciation of PP&E and that of investment properties from 2H FY2025 to 2H FY2026 will be the respective averages of 1H FY2023 to 1H FY2025.

Given that hotel COS (excluding depreciation) generally trended with hotel revenue from 1H FY2020 to 1H FY2025 (as shown in **Exhibit 28** on page 24), and that hotel COS (excluding depreciation) as a percentage of hotel revenue has generally been falling over the same period, we assume that the percentage from 2H FY2025 to 2H FY2026 will be the same as in 1H FY2025.

Meanwhile, given that property leasing COS (excluding depreciation) was generally more stable from 1H FY2020 to 1H FY2025 (as also shown in **Exhibit 28** on page 24), and that property leasing COS (excluding depreciation) has generally been falling over the same period, we assume that property leasing COS (excluding depreciation) each of the semi-annual periods from 2H FY2025 to 2H FY2026 will be the same as in 1H FY2025.

Accordingly, we project that gross profit will be S\$17.5 million in 2H FY2025 (totalling S\$34.4 million in FY2025) and S\$17.8 million in each of 1H & 2H FY2026 (totalling S\$35.6 million in FY2026), as shown in **Exhibit 48**.

**Exhibit 48: Projected Gross Profit (2H FY2025 to 2H FY2026)**

(in S\$ '000)	Actual / Estimate												Projection	
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Revenue	28,936	39,863	40,289	42,943	33,847	33,763	40,644	43,245	42,340	42,065	40,061	40,621	41,787	41,787
Cost of sales	(19,932)	(24,101)	(25,607)	(25,475)	(21,707)	(21,506)	(23,316)	(24,649)	(23,869)	(24,041)	(23,106)	(23,164)	(23,984)	(23,984)
<b>Gross profit</b>	<b>9,004</b>	<b>15,762</b>	<b>14,682</b>	<b>17,468</b>	<b>12,140</b>	<b>12,257</b>	<b>17,328</b>	<b>18,596</b>	<b>18,471</b>	<b>18,024</b>	<b>16,955</b>	<b>17,457</b>	<b>17,802</b>	<b>17,802</b>
<b>Hotel:</b>														
Hotel revenue	4,883	15,727	16,183	17,370	8,283	10,841	20,158	24,365	23,892	24,515	23,581	24,355	26,626	26,626
Cost of sales	(9,714)	(13,400)	(14,340)	(14,285)	(10,373)	(10,973)	(12,716)	(14,420)	(13,548)	(13,673)	(13,087)	(13,080)	(13,900)	(13,900)
<b>Gross profit</b>	<b>(4,831)</b>	<b>2,327</b>	<b>1,843</b>	<b>3,085</b>	<b>(2,090)</b>	<b>(132)</b>	<b>7,442</b>	<b>9,945</b>	<b>10,344</b>	<b>10,842</b>	<b>10,494</b>	<b>11,276</b>	<b>12,726</b>	<b>12,726</b>
Cost of sales	9,714	13,400	14,340	14,285	10,373	10,973	12,716	14,420	13,548	13,673	13,087	13,080	13,900	13,900
Deduct: Depreciation of property, plant and equipment	(4,459)	(4,489)	(4,560)	(4,586)	(4,607)	(4,337)	(4,244)	(4,229)	(4,221)	(4,138)	(4,567)	(4,280)	(4,280)	(4,280)
<b>Cost of sales (excl. depreciation; estimate)</b>	<b>5,255</b>	<b>8,911</b>	<b>9,780</b>	<b>9,699</b>	<b>5,766</b>	<b>6,636</b>	<b>8,472</b>	<b>10,191</b>	<b>9,327</b>	<b>9,535</b>	<b>8,520</b>	<b>8,800</b>	<b>9,620</b>	<b>9,620</b>
Cost of sales (excl. depreciation) as % of hotel revenue	107.6%	56.7%	60.4%	55.8%	69.6%	61.2%	42.0%	41.8%	39.0%	38.9%	36.1%	36.1%	36.1%	36.1%
<b>Property leasing:</b>														
Property leasing income	24,053	24,136	24,106	25,573	25,564	22,922	20,486	18,880	18,448	17,550	16,480	16,266	15,161	15,161
Cost of sales	(10,218)	(10,701)	(11,267)	(11,190)	(11,334)	(10,533)	(10,600)	(10,229)	(10,321)	(10,368)	(10,019)	(10,084)	(10,084)	(10,084)
<b>Gross profit</b>	<b>13,835</b>	<b>13,435</b>	<b>12,839</b>	<b>14,383</b>	<b>14,230</b>	<b>12,389</b>	<b>9,886</b>	<b>8,651</b>	<b>8,127</b>	<b>7,182</b>	<b>6,461</b>	<b>6,181</b>	<b>5,077</b>	<b>5,077</b>
Cost of sales	10,218	10,701	11,267	11,190	11,334	10,533	10,600	10,229	10,321	10,368	10,019	10,084	10,084	10,084
Deduct: Depreciation of investment properties	(5,930)	(6,023)	(6,277)	(6,490)	(6,603)	(6,242)	(6,118)	(5,901)	(6,065)	(6,007)	(5,941)	(6,006)	(6,006)	(6,006)
<b>Cost of sales (excl. depreciation; estimate)</b>	<b>4,288</b>	<b>4,678</b>	<b>4,990</b>	<b>4,700</b>	<b>4,731</b>	<b>4,291</b>	<b>4,482</b>	<b>4,328</b>	<b>4,256</b>	<b>4,361</b>	<b>4,078</b>	<b>4,078</b>	<b>4,078</b>	<b>4,078</b>
Cost of sales (excl. depreciation) as % of property leasing income	17.8%	19.4%	20.7%	18.4%	18.5%	18.7%	21.9%	22.9%	23.1%	24.8%	24.7%	25.1%	26.9%	26.9%
<b>Gross margins:</b>														
Overall	31.1%	39.5%	36.4%	40.7%	35.9%	36.3%	42.6%	43.0%	43.6%	42.8%	42.3%	43.0%	42.6%	42.6%
Hotel	n.m.	14.8%	11.4%	17.8%	n.m.	n.m.	36.9%	40.8%	43.3%	44.2%	44.5%	46.3%	47.8%	47.8%
Property leasing	57.5%	55.7%	53.3%	56.2%	55.7%	54.0%	48.3%	45.8%	44.1%	40.9%	39.2%	38.0%	33.5%	33.5%

n.m. = not meaningful.

Source: BCI, FPA

<sup>1</sup> Given that most (if not all) of BCI's operations are in the PRC, it might be more accurate to project BCI's gross profit, as well as income and expenses, by projecting in RMB first before converting to SGD. However, given that we assume the average SGD-to-RMB exchange rate will appreciate by only 1.3% to 5.430 in FY2026 from 5.500 in FY2025, we note that differences in our projections vs those derived by first projecting in RMB are likely to be minimal.

**(II) EARNINGS PROJECTION****Selling and G&A expenses:**

We assume that, as percentages of revenue, selling expenses and G&A expenses from 2H FY2025 to 2H FY2026 will be the respective averages from 1H FY2023 to 1H FY2025.

Thus, we project that selling expenses will be S\$2.0 million in 2H FY2025 (totalling S\$4.1 million in FY2025), and S\$2.0 million in each of 1H & 2H FY2026 (totalling S\$4.1 million in FY2026), as shown in **Exhibit 49**.

We also project that G&A expenses will be S\$9.1 million in 2H FY2025 (totalling S\$18.2 million in FY2025), and S\$9.4 million in each of 1H & 2H FY2026 (totalling S\$18.8 million in FY2026), as also shown in **Exhibit 49**.

**Exhibit 49: Projected Selling and G&A Expenses (2H FY2025 to 2H FY2026)**

(in S\$ '000)	Actual										Projection			
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Selling expenses	846	1,637	2,190	2,177	1,708	812	1,866	2,035	1,993	2,239	2,070	1,990	2,047	2,047
General & administrative expenses	6,691	8,877	8,410	8,450	7,232	8,944	8,348	10,609	9,021	9,978	9,013	9,148	9,410	9,410
<b>As % of revenue:</b>														
Selling expenses	2.9%	4.1%	5.4%	5.1%	5.0%	2.4%	4.6%	4.7%	4.7%	5.3%	5.2%	4.9%	4.9%	4.9%
General and administrative expenses	23.1%	22.3%	20.9%	19.7%	21.4%	26.5%	20.5%	24.5%	21.3%	23.7%	22.5%	22.5%	22.5%	22.5%

Source: BCI, FPA

**Finance income:**

Given that BCI noted in April 2023 that its “surplus cash” was “placed in structured deposits with financial institutions”, and noted that, “Except where used for distribution of dividends, such surplus cash is not easily repatriated out of China for investments, due to increasingly stringent and restrictive safe regulatory controls imposed, and unfavourable tax policy” (as mentioned on page 26), we assume that BCI has been placing (and will continue to place) most of its cash & cash equivalents in structured deposits with Chinese financial institutions, despite cash & cash equivalents in USD exceeding those in RMB as at end-FY2024.

Thus, BCI’s effective interest on finance income (finance income divided by cash & cash equivalents) may not be affected much by U.S. interest rates (e.g., despite changes in the U.S. target federal funds rate from FY2020 to FY2024, finance income generally remained between S\$4.7 million and S\$5.8 million in the same period, as shown in **Exhibit 31** on page 26).

Accordingly, we assume that finance income in each of the semi-annual periods from 2H FY2025 to 2H FY2026 will be S\$2.6 million (totalling S\$5.1 million in FY2025 and S\$5.2 million in FY2026), as shown in **Exhibit 50**, the average of 1H FY2023 to 1H FY2025.

**Exhibit 50: Projected Finance Income (2H FY2025 to 2H FY2026)**

(in S\$ '000)	Actual										Projection			
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Finance income	1,674	3,156	2,714	2,656	2,929	2,499	2,456	2,219	3,170	2,636	2,532	2,603	2,603	2,603

Source: BCI, FPA

**Finance expenses:**

We assume that finance expenses in each of the semi-annual periods from 2H FY2025 to 2H FY2026 will be S\$7,000 (nearest '000; totalling S\$16,000 in FY2025 and S\$15,000 in FY2026), as shown in **Exhibit 51**, the average of 1H FY2023 to 1H FY2025.

**Exhibit 51: Projected Finance Expenses (2H FY2025 to 2H FY2026)**

(in S\$ '000)	Actual										Projection			
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Finance expenses	(4)	(4)	(3)	-	-	-	-	(9)	(9)	(10)	(9)	(7)	(7)	(7)

Source: BCI, FPA

**Other operating income:**

We assume that other operating income from the following items in each of FY2025 & FY2026 will be the average of FY2022 to FY2024: business assistance grants, miscellaneous services income, penalty on early termination of leases, and compensation costs on early termination of employment.

Thereafter, we assume that there would be no other operating income (or expense) from the remaining items (e.g., net foreign exchange gain/loss) in FY2025 & FY2026, except the net foreign exchange loss incurred in 1H FY2025.

Thus, we project other operating income to be S\$0.6 million in FY2025 and S\$4.8 million in FY2026, as shown in **Exhibit 52**.

**Exhibit 52: Projected Other Operating Income (FY2025 & FY2026)**

(in S\$ '000)	Actual					Projection	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Business assistance grants	3,127	3,238	2,140	1,946	2,114	2,067	2,067
Miscellaneous services income	2,404	2,591	1,778	2,228	1,918	1,975	1,975
Penalty on early termination of leases	619	792	700	247	1,292	746	746
Net foreign exchange (loss)/gain	4,098	(785)	(2,365)	173	(1,460)	(4,180)	-
Property, plant and equipment written off	(6)	(53)	(51)	(29)	(188)	-	-
Compensation costs on early termination of employment	(1,738)	(820)	(26)	(24)	(24)	(25)	(25)
Gain on disposal of property, plant and equipment		-	-	349	-	-	-
Investment properties written off	-	(380)	-	(95)	-	-	-
Donations	(3,996)	(210)	-	(57)	-	-	-
Changes in fair value of financial assets at FVPL	(22)	-	-	-	-	-	-
<b>Other operating income</b>	<b>4,486</b>	<b>4,373</b>	<b>2,176</b>	<b>4,738</b>	<b>3,652</b>	<b>583</b>	<b>4,763</b>

Source: BCI, FPA

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

We assume no reversal of/allowance for expected credit loss on trade receivables from 2H FY2025 to 2H FY2026.

**Profit before income tax:**

Accordingly, we project that profit before income tax will be S\$11.2 million in 2H FY2025 (totalling S\$17.9 million in FY2025) and S\$11.3 million in each of 1H & 2H FY2026 (totalling S\$22.6 million in FY2026), as shown in **Exhibit 53**.

**Exhibit 53: Projected Profit Before Income Tax (2H FY2025 to 2H FY2026)**

(in S\$ '000)	Actual										Projection			
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Gross profit	9,004	15,762	14,682	17,468	12,140	12,257	17,328	18,596	18,471	18,024	16,955	17,457	17,802	17,802
Selling expenses	(846)	(1,637)	(2,190)	(2,177)	(1,708)	(812)	(1,866)	(2,035)	(1,993)	(2,239)	(2,070)	(1,990)	(2,047)	(2,047)
General and administrative expenses	(6,691)	(8,877)	(8,410)	(8,450)	(7,232)	(8,944)	(8,348)	(10,609)	(9,021)	(9,978)	(9,013)	(9,148)	(9,410)	(9,410)
<b>Operating profit</b>	<b>1,467</b>	<b>5,248</b>	<b>4,082</b>	<b>6,841</b>	<b>3,200</b>	<b>2,501</b>	<b>7,114</b>	<b>5,952</b>	<b>7,457</b>	<b>5,807</b>	<b>5,872</b>	<b>6,320</b>	<b>6,345</b>	<b>6,345</b>
Financial income	1,674	3,156	2,714	2,656	2,929	2,499	2,456	2,219	3,170	2,636	2,532	2,603	2,603	2,603
Financial expenses	(4)	(4)	(3)	-	-	-	-	(9)	(9)	(10)	(9)	(7)	(7)	(7)
Other operating income	(210)	4,696	2,896	1,477	109	2,067	882	3,053	669	2,983	(1,722)	2,305	2,382	2,382
Reversal of/(Allowance for) expected credit loss on trade receivables	-	-	-	-	-	-	-	(668)	-	1	-	-	-	-
<b>Profit before income tax</b>	<b>2,927</b>	<b>13,096</b>	<b>9,689</b>	<b>10,974</b>	<b>6,238</b>	<b>7,067</b>	<b>10,452</b>	<b>10,547</b>	<b>11,287</b>	<b>11,417</b>	<b>6,673</b>	<b>11,220</b>	<b>11,322</b>	<b>11,322</b>

Source: BCI, FPA

**Income tax:**

We assume that the effective tax rate from 2H FY2025 to 2H FY2026 will be 44.4%, the average from 1H FY2023 to 1H FY2025. Thus, we project that income tax in 2H FY2025 will be S\$5.0 million (totalling S\$8.7 million in FY2025), and S\$5.0 million in each of 1H & 2H FY2026 (totalling S\$10.1 million in FY2026), as shown in **Exhibit 54**.

**Exhibit 54: Projected Income Tax (2H FY2025 to 2H FY2026)**

(in S\$ '000)	Actual										Projection			
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Income tax	1,877	4,564	4,247	4,631	4,862	5,609	4,376	5,127	4,242	4,439	3,681	4,984	5,029	5,029
Profit before income tax	2,927	13,096	9,689	10,974	6,238	7,067	10,452	10,547	11,287	11,417	6,673	11,220	11,322	11,322
Effective tax rate (%)	64.1%	34.9%	43.8%	42.2%	77.9%	79.4%	41.9%	48.6%	37.6%	38.9%	55.2%	44.4%	44.4%	44.4%

Source: BCI, FPA

**Profit for the period, profit attributable to owners of the Company, and EPS:**

Accordingly, we project that profit for the period will be S\$6.2 million in 2H FY2025 (totalling S\$9.2 million in FY2025) and S\$6.3 million in each of 1H & 2H FY2026 (totalling S\$12.6 million in FY2026), as shown in **Exhibit 55**.

We assume that profit attributable to NCI from 2H FY2025 to 2H FY2026 will be the average of 1H FY2023 to 1H FY2025. Thus, we project that profit attributable to owners of the Company will be S\$6.0 million in 2H FY2025 (totalling S\$8.8 million in FY2025), and S\$6.1 million in each of 1H & 2H FY2026 (totalling S\$12.2 million in FY2026).

We also assume that the weighted average number of shares from 2H FY2025 to 2H FY2026 will remain the same as in 1H FY2025. Thus, we project that EPS (cents) will be 0.79 in 2H FY2025 (totalling 1.16 in FY2025) and 0.80 in each of 1H & 2H FY2026 (totalling 1.60 in FY2026), as shown in **Exhibit 55**.

**Exhibit 55: Projected Profit for the Period and Attrib. to Owners of the Company, and EPS (2H FY2025 to 2H FY2026)**

(in S\$ '000)	Actual										Projection			
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Profit before income tax	2,927	13,096	9,689	10,974	6,238	7,067	10,452	10,547	11,287	11,417	6,673	11,220	11,322	11,322
Income tax	(1,877)	(4,564)	(4,247)	(4,631)	(4,862)	(5,609)	(4,376)	(5,127)	(4,242)	(4,439)	(3,681)	(4,984)	(5,029)	(5,029)
Total profit for the period	1,050	8,532	5,442	6,343	1,376	1,458	6,076	5,420	7,045	6,978	2,992	6,236	6,293	6,293

**Attributable to:**

Owners of the Company	1,085	8,501	5,369	6,158	1,226	1,349	5,825	5,272	6,816	6,749	2,794	6,025	6,082	6,082
Non-controlling interests	(35)	31	73	185	150	109	251	148	229	229	198	211	211	211
Total profit for the period	1,050	8,532	5,442	6,343	1,376	1,458	6,076	5,420	7,045	6,978	2,992	6,236	6,293	6,293

Weighted average no. of shares (in '000)	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769
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Earnings per share for the period (in cents)	0.14	1.12	0.71	0.81	0.16	0.18	0.77	0.69	0.90	0.89	0.37	0.79	0.80	0.80
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Source: BCI, FPA

**(III) DIVIDEND PROJECTION**

We assume that the following cash flow items from 2H FY2025 to 2H FY2026 would be their respective averages from 1H FY2023 to 1H FY2025:

- Amortisation of deferred charges (under “Others” of operating cash flows before working capital changes)
- Working capital changes (under operating cash flows)
- Capital expenditure on PP&E and on investment properties (under net investing cash flows).

We also assume that: (1) interest received, interest paid, and income tax paid in each of the semi-annual periods from 2H FY2025 to 2H FY2026 would be the same as interest income, interest expense, and income tax expenses respectively; (2) payments of lease liabilities in each of the semi-annual periods from 2H FY2025 to 2H FY2026 would be S\$70,000, the same as from 2H FY2023 to 1H FY2025; and (3) the remaining cash flow items from 2H FY2025 to 2H FY2026 would be nil.

Thus, we project that, without further dividend payment, cash & cash equivalents would rise to S\$174.3 million at end-1H FY2026 and S\$187.8 million at the end of 2H FY2026 (the highest since end-1H FY2020 or before), as shown in **Exhibit 56**. Accordingly, we note that BCI may have sufficient cash & cash equivalents to declare dividends in 2H FY2025 and 1H FY2026 (that would likely be paid in 1H FY2026 and 2H FY2026 respectively).

**Exhibit 56: Projected Cash Flows and Cash & Cash Equivalents (assuming no further dividends; 2H FY2025 to 2H FY2026)**

(in S\$ '000)	Actual												Projection	
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Net cash from operating activities	2,725	20,885	14,840	19,097	9,013	12,378	15,040	17,918	14,332	18,445	17,532	15,465	15,522	15,522
Net cash used in investing activities	1,198	(4,734)	(575)	(3,583)	(498)	(2,101)	(545)	(3,742)	(44,583)	41,523	(2,114)	(1,962)	(1,962)	(1,962)
Net cash used in financing activities	(8,184)	(15,782)	(23)	(22,763)	-	(27,703)	(228)	(22,130)	(3,244)	(10,693)	(70)	(27,386)	(70)	(70)
Net increase/(decrease) in cash and cash equivalents	(4,261)	369	14,242	(7,249)	8,515	(17,426)	14,267	(7,954)	(33,495)	49,275	15,348	(13,883)	13,490	13,490
Cash and cash equivalents at the beginning of period	159,522	158,908	159,869	178,630	174,484	179,648	150,631	160,015	151,485	119,545	168,718	174,679	160,796	174,286
Effect of exch. rate changes on balances of cash held in foreign curr.	3,647	592	4,519	3,103	(3,351)	(11,591)	(4,883)	(576)	1,555	(102)	(9,387)	-	-	-
<b>Cash and cash equivalents at the end of period</b>	<b>158,908</b>	<b>159,869</b>	<b>178,630</b>	<b>174,484</b>	<b>179,648</b>	<b>150,631</b>	<b>160,015</b>	<b>151,485</b>	<b>119,545</b>	<b>168,718</b>	<b>174,679</b>	<b>160,796</b>	<b>174,286</b>	<b>187,775</b>
<b>Cash flows statement:</b>														
<b>Profit for the period</b>	<b>1,050</b>	<b>8,532</b>	<b>5,442</b>	<b>6,343</b>	<b>1,376</b>	<b>1,458</b>	<b>6,076</b>	<b>5,420</b>	<b>7,045</b>	<b>6,978</b>	<b>2,992</b>	<b>6,236</b>	<b>6,293</b>	<b>6,293</b>
Depreciation of investment properties	5,930	6,023	6,277	6,490	6,603	6,242	6,118	5,901	6,065	6,007	5,941	6,006	6,006	6,006
Depreciation of property, plant and equipment	4,459	4,489	4,560	4,586	4,607	4,337	4,244	4,229	4,221	4,138	4,567	4,280	4,280	4,280
Interest income	(1,674)	(3,156)	(2,714)	(2,656)	(2,929)	(2,499)	(2,456)	(2,219)	(3,170)	(2,636)	(2,532)	(2,603)	(2,603)	(2,603)
Interest expense	4	4	3	-	-	-	-	9	9	10	9	7	7	7
Unrealised foreign exchange loss	(748)	(2,530)	(179)	334	2,761	1,160	2,034	(2,011)	1,604	(128)	4,791	-	-	-
Income tax expenses	1,877	4,564	4,247	4,631	4,862	5,609	4,376	5,127	4,242	4,439	3,681	4,984	5,029	5,029
Others	29	15	15	442	10	62	(91)	1,358	16	192	336	10	10	10
<b>Operating cash flows before working capital changes</b>	<b>10,927</b>	<b>17,941</b>	<b>17,651</b>	<b>20,170</b>	<b>17,290</b>	<b>16,369</b>	<b>20,301</b>	<b>17,814</b>	<b>20,032</b>	<b>19,000</b>	<b>19,785</b>	<b>18,921</b>	<b>19,023</b>	<b>19,023</b>
Working capital changes	(4,982)	3,967	(1,333)	(166)	(6,100)	(2,233)	(2,250)	1,985	(2,567)	(799)	(1,706)	(1,067)	(1,067)	(1,067)
<b>Cash generated from operations</b>	<b>5,945</b>	<b>21,908</b>	<b>16,318</b>	<b>20,004</b>	<b>11,190</b>	<b>14,136</b>	<b>18,051</b>	<b>19,799</b>	<b>17,465</b>	<b>18,201</b>	<b>18,079</b>	<b>17,854</b>	<b>17,956</b>	<b>17,956</b>
Interest received	1,663	3,156	1,859	2,877	1,935	3,942	1,253	3,621	2,410	3,407	2,302	2,603	2,603	2,603
Interest paid	(4)	(4)	(3)	-	-	-	-	(9)	(9)	(10)	(9)	(7)	(7)	(7)
Income tax paid	(4,879)	(4,175)	(3,334)	(3,784)	(4,112)	(5,700)	(4,264)	(5,493)	(5,534)	(3,153)	(2,840)	(4,984)	(5,029)	(5,029)
<b>Net cash from operating activities</b>	<b>2,725</b>	<b>20,885</b>	<b>14,840</b>	<b>19,097</b>	<b>9,013</b>	<b>12,378</b>	<b>15,040</b>	<b>17,918</b>	<b>14,332</b>	<b>18,445</b>	<b>17,532</b>	<b>15,465</b>	<b>15,522</b>	<b>15,522</b>
Capital expenditure on property, plant and equipment	(180)	(133)	(389)	(769)	(220)	(379)	(433)	(1,048)	(355)	(1,640)	(1,848)	(1,065)	(1,065)	(1,065)
Capital expenditure on investment properties	(23)	(4,601)	(186)	(2,814)	(278)	(1,722)	(232)	(2,924)	(470)	(595)	(266)	(897)	(897)	(897)
Placement of time deposits with maturity more than 3 months	-	-	-	-	-	-	-	-	(43,758)	43,758	-	-	-	-
Others	1,401	-	-	-	-	-	120	230	-	-	-	-	-	-
<b>Net cash used in investing activities</b>	<b>1,198</b>	<b>(4,734)</b>	<b>(575)</b>	<b>(3,583)</b>	<b>(498)</b>	<b>(2,101)</b>	<b>(545)</b>	<b>(3,742)</b>	<b>(44,583)</b>	<b>41,523</b>	<b>(2,114)</b>	<b>(1,962)</b>	<b>(1,962)</b>	<b>(1,962)</b>
Payment of dividends to owner of the Company	(8,149)	(14,614)	-	(22,763)	-	(26,557)	-	(21,245)	-	(10,623)	-	(27,316)	-	-
Payment of dividends to non-controlling shareholders	-	(1,133)	-	-	-	(1,146)	(228)	(815)	(460)	-	-	-	-	-
Capital returned to non-controlling shareholders	-	-	-	-	-	-	-	-	(2,714)	-	-	-	-	-
Others	(35)	(35)	(23)	-	-	-	-	(70)	(70)	(70)	(70)	(70)	(70)	(70)
<b>Net cash used in financing activities</b>	<b>(8,184)</b>	<b>(15,782)</b>	<b>(23)</b>	<b>(22,763)</b>	<b>-</b>	<b>(27,703)</b>	<b>(228)</b>	<b>(22,130)</b>	<b>(3,244)</b>	<b>(10,693)</b>	<b>(70)</b>	<b>(27,386)</b>	<b>(70)</b>	<b>(70)</b>

Source: BCI, FPA

However, given that BCI has been declaring dividends in 1H only from 1H FY2022, we assume that BCI will not declare any dividend in 2H FY2025 such that total DPS (cents) in FY2025 will be 3.60, as declared for 1H FY2025.

We also note that, in the absence of further dividend payments, we project retained earnings to rise to S\$12.0 million in 2H FY2026, as shown in **Exhibit 57**. Thus, the maximum amount of dividends that BCI is able to declare in 1H FY2026 and pay in 2H FY2026 may be S\$12.0 million, which would translate to DPS (cents) of 1.50 (rounded down from 1.58).

#### Exhibit 57: Projected Retained Earnings (assuming no further dividends; 2H FY2025 to 2H FY2026)

(in S\$ '000)	Actual												Projection	
	1H FY2020	2H FY2020	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026
Retained earnings (start of period)	73,939	67,436	60,762	66,131	49,526	50,752	25,544	31,369	15,396	22,212	18,338	21,132	(159)	5,923
Profit/(loss) attributable to owners of the Company	1,085	8,501	5,369	6,158	1,226	1,349	5,825	5,272	6,816	6,749	2,794	6,025	6,082	6,082
Dividends paid	(7,588)	(15,175)	-	(22,763)	-	(26,557)	-	(21,245)	-	(10,623)	-	(27,316)	-	-
Retained earnings (end of period)	67,436	60,762	66,131	49,526	50,752	25,544	31,369	15,396	22,212	18,338	21,132	(159)	5,923	12,004

Source: BCI, FPA

Accordingly, we assume that BCI would declare DPS (cents) of 1.50 in 1H FY2026. We also assume that BCI will not declare any dividend in 2H FY2026, such that total DPS (cents) in FY2026 will be 1.50.

DPS (cents) of 1.50 in FY2026 would translate to a payout ratio of 93.6% in FY2026, as shown in **Exhibit 58**. We project that, after dividend payment of S\$11.4 million in FY2026, cash & cash equivalents would rise to S\$176.4 million as at end-FY2026 (the highest since end-1H FY2022), as also shown in **Exhibit 58**.

#### Exhibit 58: Projected Dividend Per Share (FY2025 & FY2026)

(in S\$ '000 unless otherwise stated)	Actual					Projection	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Dividend Per Share ("DPS" in cents)	2.00	3.00	3.50	2.80	1.40	3.60	1.50
Divide by: Earnings Per Share ("EPS" in cents)	1.26	1.52	0.34	1.46	1.79	1.16	1.60
<b>Payout ratio</b>	<b>158.3%</b>	<b>197.5%</b>	<b>1,031.3%</b>	<b>191.5%</b>	<b>78.3%</b>	<b>309.7%</b>	<b>93.6%</b>
DPS (in cents)	2.00	3.00	3.50	2.80	1.40	3.60	1.50
Multiply by: no. of shares (in '000)	758,769	758,769	758,769	758,769	758,769	758,769	758,769
<b>(A) Dividends paid/to be paid</b>	<b>15,175</b>	<b>22,763</b>	<b>26,557</b>	<b>21,245</b>	<b>10,623</b>	<b>27,316</b>	<b>11,382</b>
(B) Operating cash flows before working capital changes	28,868	37,821	33,659	38,115	39,032	38,706	38,047
<b>A as a % of B</b>	<b>52.6%</b>	<b>60.2%</b>	<b>78.9%</b>	<b>55.7%</b>	<b>27.2%</b>	<b>70.6%</b>	<b>29.9%</b>
(B) Operating cash flows before working capital changes	28,868	37,821	33,659	38,115	39,032	38,706	38,047
Deduct: (A) Profit for the period	(9,582)	(11,785)	(2,834)	(11,496)	(14,023)	(9,228)	(12,585)
<b>(C) Adjustments for non-cash items</b>	<b>19,286</b>	<b>26,036</b>	<b>30,825</b>	<b>26,619</b>	<b>25,009</b>	<b>29,478</b>	<b>25,461</b>
<b>C as a % of B</b>	<b>66.8%</b>	<b>68.8%</b>	<b>91.6%</b>	<b>69.8%</b>	<b>64.1%</b>	<b>76.2%</b>	<b>66.9%</b>

#### Cash flows statement (summarised):

Net cash from operating activities	23,610	33,937	21,391	32,958	32,777	32,997	31,044
Net cash used in investing activities	(3,536)	(4,158)	(2,599)	(4,287)	(3,060)	(4,076)	(3,924)
Net cash used in financing activities	(23,966)	(22,786)	(27,703)	(22,358)	(13,937)	(27,456)	(11,522)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(3,892)</b>	<b>6,993</b>	<b>(8,911)</b>	<b>6,313</b>	<b>15,780</b>	<b>1,465</b>	<b>15,598</b>
Cash and cash equivalents at the beginning of period	159,522	159,869	174,484	150,631	151,485	168,718	160,796
Effect of exch. rate changes on balances of cash held in foreign curr.	4,239	7,622	(14,942)	(5,459)	1,453	(9,387)	-
<b>Cash and cash equivalents at the end of period</b>	<b>159,869</b>	<b>174,484</b>	<b>150,631</b>	<b>151,485</b>	<b>168,718</b>	<b>160,796</b>	<b>176,394</b>

Source: BCI, FPA

Our projections of BCI's financial performance for FY2025 & FY2026 are shown in **Exhibit 59**.

**Exhibit 59: Projected Financial Performance (FY2025 & FY2026)**

(in S\$ '000)	Actual					Projection	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Hotel revenue	20,610	33,553	19,124	44,523	48,407	47,936	53,251
Property leasing income	48,189	49,679	48,486	39,366	35,998	32,746	30,322
<b>Revenue</b>	<b>68,799</b>	<b>83,232</b>	<b>67,610</b>	<b>83,889</b>	<b>84,405</b>	<b>80,682</b>	<b>83,573</b>
Cost of sales	(44,033)	(51,082)	(43,213)	(47,965)	(47,910)	(46,270)	(47,969)
<b>Gross profit</b>	<b>24,766</b>	<b>32,150</b>	<b>24,397</b>	<b>35,924</b>	<b>36,495</b>	<b>34,412</b>	<b>35,605</b>
Selling expenses	(2,483)	(4,367)	(2,520)	(3,901)	(4,232)	(4,060)	(4,094)
General and administrative expenses	(15,568)	(16,860)	(16,176)	(18,957)	(18,999)	(18,161)	(18,820)
<b>Operating profit</b>	<b>6,715</b>	<b>10,923</b>	<b>5,701</b>	<b>13,066</b>	<b>13,264</b>	<b>12,192</b>	<b>12,691</b>
Financial income	4,830	5,370	5,428	4,675	5,806	5,135	5,205
Financial expenses	(8)	(3)	-	(9)	(19)	(16)	(15)
Other operating income	4,486	4,373	2,176	4,738	3,652	583	4,763
Reversal of/(Allowance for) expected credit loss on trade receivables	-	-	-	(1,471)	1	-	-
<b>Profit before income tax</b>	<b>16,023</b>	<b>20,663</b>	<b>13,305</b>	<b>20,999</b>	<b>22,704</b>	<b>17,893</b>	<b>22,644</b>
Income tax	(6,441)	(8,878)	(10,471)	(9,503)	(8,681)	(8,665)	(10,059)
<b>Total profit for the year/period</b>	<b>9,582</b>	<b>11,785</b>	<b>2,834</b>	<b>11,496</b>	<b>14,023</b>	<b>9,228</b>	<b>12,585</b>
<b>Attributable to:</b>							
Owners of the Company	9,586	11,527	2,575	11,097	13,565	8,819	12,163
Non-controlling interests	(4)	258	259	399	458	409	422
<b>Total profit for the year/period</b>	<b>9,582</b>	<b>11,785</b>	<b>2,834</b>	<b>11,496</b>	<b>14,023</b>	<b>9,228</b>	<b>12,585</b>
Weighted average no. of shares (in '000)	758,769	758,769	758,769	758,769	758,769	758,769	758,769
<b>Earnings per share for the period (in cents)</b>	<b>1.26</b>	<b>1.52</b>	<b>0.34</b>	<b>1.46</b>	<b>1.79</b>	<b>1.16</b>	<b>1.60</b>
<b>Dividend per share (in cents)</b>	<b>2.00</b>	<b>3.00</b>	<b>3.50</b>	<b>2.80</b>	<b>1.40</b>	<b>3.60</b>	<b>1.50</b>

Source: BCI, FPA

## VALUATION ANALYSIS

BCI noted in its AR for FY2024 that it “accounts for its properties at cost less accumulated depreciation and any impairment losses.” Thus, we assess BCI’s Net Asset Value (“NAV”) per share based on its properties’ valuation.

The valuation and book value of BCI’s properties from FY2015 to FY2024 are shown in **Exhibit 60**.

We note that the collective valuation of the Office Tower & Golden Center fell by around 36.7% to RMB 3,924 million as at end-FY2024 from RMB 6,200 million as at end-FY2023. BCI noted in April 2025, “The decline in fair value reflected updated market assumptions and prevailing leasing conditions in Shanghai’s office sector, including lower market rents, increased vacancy rates, and more cautious investors’ sentiment. These are driven largely by continued oversupply of office space and broader macroeconomics uncertainties.”

Meanwhile, we note that the Westin Hotel’s valuation fell by around 10% to RMB 2,506 million as at end-FY2020 from RMB 2,794 million as at end-FY2019 after the hotel average daily room rate fell by around 27% to RMB 853 in FY2020 from RMB 1,167 in FY2019. However, the Westin Hotel’s valuation rose by less than 1% in FY2023 despite room rate rising by over 40% to RMB 1,106 in FY2023.

We also note that BCI did not disclose in its AR for FY2024 the valuation of the Westin Hotel. BCI noted in April 2025, “The Group engages external valuers only when there are indications of impairment, such as a significant downturn in performance or adverse market conditions. In FY2024, the hotel sector remained stable and the Group’s hotel property continued to perform steadily, with no signs of a decline in value.”

### Exhibit 60: Valuation and Book Value of BCI’s Properties (FY2015 to FY2024)

(in respective units)	Actual									
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Westin Hotel	2,793	2,794	2,794	2,794	2,794	2,506	2,509	2,511	2,529	n.a.
Office Tower	6,001	6,001	6,001	6,091	6,091	5,979	5,984	5,986	5,808	3,924
Golden Center	818	818	818	781	781	601	401	401	392	
<b>Total valuation (in RMB million)</b>	<b>9,612</b>	<b>9,613</b>	<b>9,613</b>	<b>9,666</b>	<b>9,666</b>	<b>9,086</b>	<b>8,894</b>	<b>8,898</b>	<b>8,729</b>	<b>n.a.</b>
Westin Hotel	609	581	573	553	539	506	532	485	470	n.a.
Office Tower	1,308	1,248	1,230	1,206	1,176	1,208	1,269	1,155	1,080	730
Golden Center	179	170	168	155	150	121	85	78	73	
<b>Total valuation (in S\$ million)</b>	<b>2,096</b>	<b>1,999</b>	<b>1,971</b>	<b>1,914</b>	<b>1,865</b>	<b>1,835</b>	<b>1,886</b>	<b>1,718</b>	<b>1,623</b>	<b>n.a.</b>
Total valuation (in RMB million)	9,612	9,613	9,613	9,666	9,666	9,086	8,894	8,898	8,729	n.a.
÷ Total valuation (in S\$ million)	2,096	1,999	1,971	1,914	1,865	1,835	1,886	1,718	1,623	n.a.
<b>Implied SGD-to-RMB exchange rate</b>	<b>4.586</b>	<b>4.809</b>	<b>4.877</b>	<b>5.050</b>	<b>5.183</b>	<b>4.951</b>	<b>4.716</b>	<b>5.179</b>	<b>5.378</b>	<b>n.a.</b>
SGD-to-RMB exchange rates (end of year)	4.581	4.804	4.876	5.029	5.177	4.925	4.707	5.175	5.350	5.369
Valuation date	Feb 2015	Feb 2017	Feb 2017	Feb 2019	Feb 2019	Mar 2021	Mar 2022	Mar 2023	Mar 2024	Mar 2025
Hotel average room rate (in RMB per day)	1,243	1,220	1,213	1,205	1,167	853	880	769	1,106	n.a.
<b>Book value of BCI’s properties:</b>										
Westin Hotel (recorded under Property, Plant & Equipment; in S\$ million)	191.8	174.3	163.1	149.2	137.8	136.1	134.3	114.6	103.1	95.5
Office Tower & Golden Center (under investment properties; in S\$ million)	251.9	227.9	212.5	193.5	179.5	180.4	179.0	152.8	138.5	126.4
Properties as % of BCI’s total assets	76.3%	83.9%	77.3%	68.7%	64.5%	64.8%	62.4%	61.4%	59.0%	53.8%

n.a. = not available.

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

The Westin Hotel's valuation was RMB 2,529 million as at end-FY2023. Thus, we note that the Westin Hotel's per room valuation was RMB 4.4 million (RMB 2,529 million divided by 570 rooms).

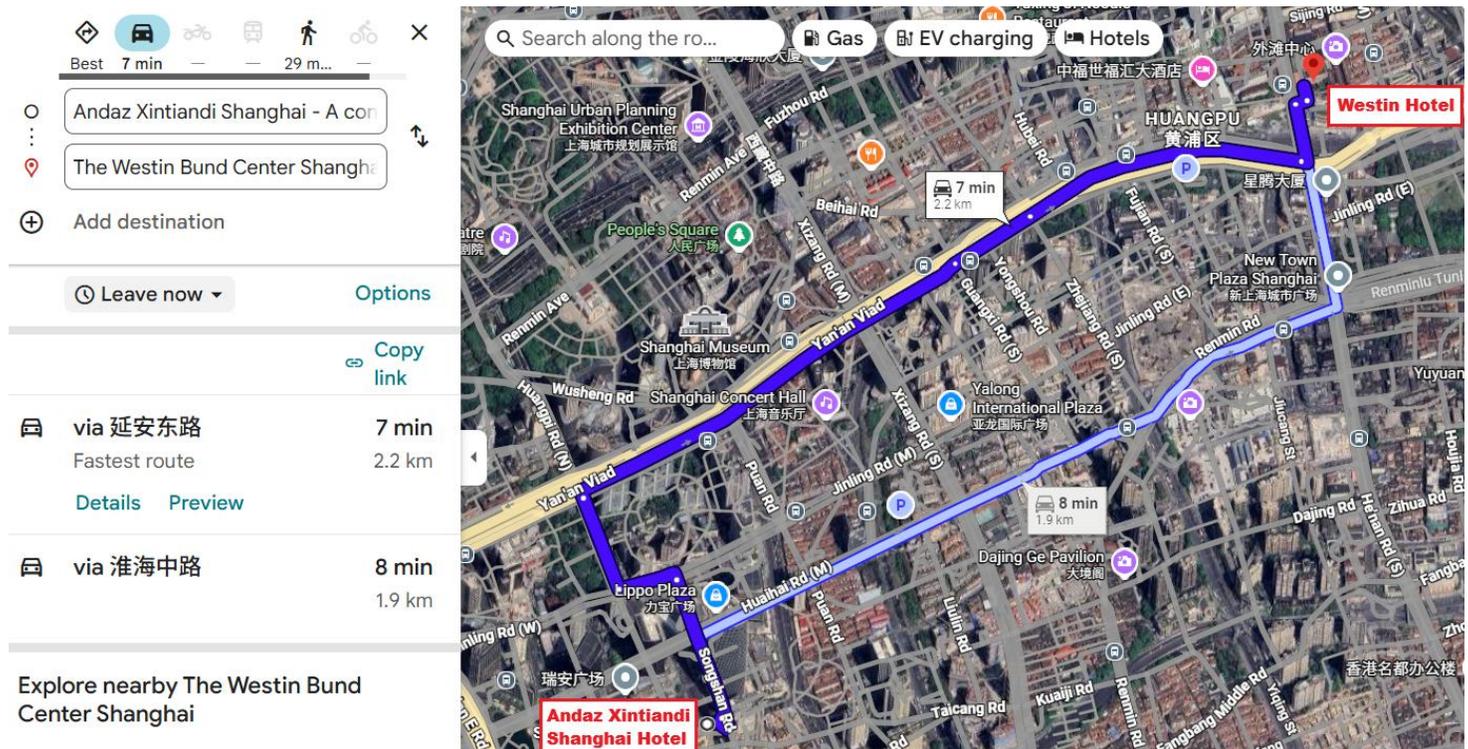
To assess if the Westin Hotel's valuation likely remained at a similar level as at end-FY2024, we refer to the acquisition of a 45% stake in 上海礼仕酒店有限公司 (Shanghai Lishi Hotel Co., Ltd, or "Shanghai Lishi") by 京投发展股份有限公司 (Metro Land Corporation Ltd, or "Metro Land"), as disclosed by Metro Land in December 2025<sup>1</sup>.

Metro Land noted in December 2025 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).<sup>2</sup>

Metro Land also noted that the valuation of Shanghai Lishi's total assets was RMB 1,998,712,600 (around RMB 2.0 billion)<sup>3</sup>, 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.

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 61**.

#### Exhibit 61: Distance between the Westin Hotel and Andaz Xintiandi Shanghai Hotel



Source: Google Maps

<sup>1</sup> Reported on by Asia Pacific real estate newsletter Mingtiandi in January 2026.

<sup>2</sup> Metro Land noted, "上海礼仕的主要业务是从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.

<sup>3</sup> 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%”.

We also note that, on average, the average end-of-month one-night rate of the Andaz Xintiandi Shanghai hotel for 2026 is 16.5% higher than that of the Westin Hotel as at 22 January 2026, as shown in **Exhibit 62**.

**Exhibit 62: End-of-Month One-Night Rates (Andaz Xintiandi Shanghai Hotel vs Westin Hotel; Retrieved 22 January 2026)**

(End-of-month 1-night rates in RMB)	Sources				Average	Sources				Average
	Agoda.com	Booking.com	Trip.com	Tripadvisor		Agoda.com	Booking.com	Trip.com	Tripadvisor	
<b>Westin Hotel:</b>						<b>Andaz Xintiandi Shanghai hotel:</b>				
Jan 2026	1,236	1,236	1,236	1,060	1,192	1,516	1,516	1,516	1,300	1,462
Feb 2026	1,096	1,096	1,096	940	1,057	1,399	1,399	1,399	1,200	1,349
Mar 2026	1,446	1,446	1,446	1,240	1,395	1,866	1,866	1,866	1,600	1,800
Apr 2026	1,516	1,516	1,516	1,300	1,462	1,866	1,866	1,866	1,600	1,800
May 2026	1,492	1,492	1,492	1,280	1,439	1,749	1,749	1,749	1,500	1,687
Jun 2026	1,562	1,562	1,562	1,340	1,507	1,866	1,866	1,866	1,600	1,800
Jul 2026	1,632	1,632	1,632	1,400	1,574	1,866	1,866	1,866	1,600	1,800
Aug 2026	1,516	1,516	1,516	1,300	1,462	1,749	1,749	1,749	1,500	1,687
Sept 2026	1,749	1,749	1,749	1,500	1,687	1,866	1,866	1,866	1,600	1,800
Oct 2026	1,866	1,866	1,866	1,600	1,800	1,866	1,866	1,866	1,600	1,800
Nov 2026	1,469	1,469	1,469	1,260	1,417	1,749	1,749	1,749	1,500	1,687
Dec 2026	2,201	2,201	2,201	1,888	2,123	2,332	2,332	2,099	1,980	2,186
<b>Average</b>	<b>1,565</b>	<b>1,565</b>	<b>1,565</b>	<b>1,342</b>	<b>1,509</b>	<b>1,808</b>	<b>1,808</b>	<b>1,788</b>	<b>1,548</b>	<b>1,738</b>

(End-of-month 1-night rates - Andaz Xintiandi Shanghai vs Westin Hotel)	Sources				Average
	Agoda.com	Booking.com	Trip.com	Tripadvisor	
Jan 2026	22.7%	22.7%	22.7%	22.6%	22.7%
Feb 2026	27.6%	27.6%	27.6%	27.7%	27.6%
Mar 2026	29.0%	29.0%	29.0%	29.0%	29.0%
Apr 2026	23.1%	23.1%	23.1%	23.1%	23.1%
May 2026	17.2%	17.2%	17.2%	17.2%	17.2%
Jun 2026	19.5%	19.5%	19.5%	19.4%	19.4%
Jul 2026	14.3%	14.3%	14.3%	14.3%	14.3%
Aug 2026	15.4%	15.4%	15.4%	15.4%	15.4%
Sept 2026	6.7%	6.7%	6.7%	6.7%	6.7%
Oct 2026	-	-	-	-	-
Nov 2026	19.1%	19.1%	19.1%	19.0%	19.1%
Dec 2026	6.0%	6.0%	(4.6%)	4.9%	3.0%
<b>Average</b>	<b>16.7%</b>	<b>16.7%</b>	<b>15.8%</b>	<b>16.6%</b>	<b>16.5%</b>

Source: Agoda.com, Booking.com, Trip.com, Tripadvisor, FPA

Given that the Westin Hotel was opened (in 2002) almost a decade earlier before the Andaz Xintiandi Shanghai hotel was built (in 2011), and that the average end-of-month one-night rate of the Andaz Xintiandi Shanghai hotel for 2026 is 16.5% higher than that of the Westin Hotel, we note that the Westin Hotel's valuation likely did not fall from RMB 2,529 million as at end-FY2023 (as similarly indicated by BCI). Accordingly, we assume that the valuation of the Westin Hotel remained at RMB 2,529 million as at end-FY2024 (or S\$471 million based on SGD-to-RMB exchange rate of 5.369 as at 31 December 2024).

By adjusting for the valuation of BCI's properties, we note that BCI may have been trading at a P/B multiple of between 0.16x and 0.20x in the past five FYs (FY2020 to FY2024), instead of between 0.70x and 0.90x based on the book value of BCI's properties, as shown in **Exhibit 63**.

### Exhibit 63: NAV Per Share and P/B Multiple Based on Valuation of Properties (FY2015 to FY2024)

(in S\$ million unless otherwise stated)	Actual / Estimate									
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Based on book value of properties:</b>										
Total equity (based on book value of properties)	479	430	437	451	450	452	464	401	375	378
Divide by: no. of shares (in '000)	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769
<b>NAV per share (based on book value of properties; in S\$)</b>	<b>0.631</b>	<b>0.567</b>	<b>0.576</b>	<b>0.594</b>	<b>0.593</b>	<b>0.595</b>	<b>0.611</b>	<b>0.528</b>	<b>0.494</b>	<b>0.498</b>
Share price (seven days after release of AR; in S\$)	0.700	0.810	0.740	0.595	0.550	0.525	0.525	0.475	0.375	0.350
Divide by: NAV per share (S\$)	0.631	0.567	0.576	0.594	0.593	0.595	0.611	0.528	0.494	0.498
<b>P/B multiple (based on book value of properties; estimate)</b>	<b>1.11 x</b>	<b>1.43 x</b>	<b>1.28 x</b>	<b>1.00 x</b>	<b>0.93 x</b>	<b>0.88 x</b>	<b>0.86 x</b>	<b>0.90 x</b>	<b>0.76 x</b>	<b>0.70 x</b>
<b>Based on valuation of properties:</b>										
Total equity (based on book value of properties)	479	430	437	451	450	452	464	401	375	378
Deduct: Office Tower & Golden Center (under investment properties)	(252)	(228)	(212)	(193)	(180)	(180)	(179)	(153)	(139)	(126)
Deduct: Westin Hotel (recorded under Property, Plant & Equipment)	(192)	(174)	(163)	(149)	(138)	(136)	(134)	(115)	(103)	(96)
Add: Valuation of Office Tower & Golden Center	1,487	1,418	1,398	1,361	1,326	1,329	1,354	1,233	1,153	730
Add: Valuation of Westin Hotel (FY2024 assumed same as in FY2023)	609	581	573	553	539	506	532	485	470	471
<b>Total equity (based on valuation of properties; estimate)</b>	<b>2,131</b>	<b>2,027</b>	<b>2,033</b>	<b>2,022</b>	<b>1,998</b>	<b>1,970</b>	<b>2,037</b>	<b>1,851</b>	<b>1,756</b>	<b>1,357</b>
Divide by: no. of shares (in '000)	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769	758,769
<b>NAV per share (based on valuation of properties; estimate in S\$)</b>	<b>2.809</b>	<b>2.671</b>	<b>2.679</b>	<b>2.665</b>	<b>2.633</b>	<b>2.597</b>	<b>2.684</b>	<b>2.440</b>	<b>2.315</b>	<b>1.789</b>
Share price (seven days after release of AR; in S\$)	0.700	0.810	0.740	0.595	0.550	0.525	0.525	0.475	0.375	0.350
Divide by: NAV per share (S\$)	2.809	2.671	2.679	2.665	2.633	2.597	2.684	2.440	2.315	1.789
<b>P/B multiple (based on valuation of properties; estimate)</b>	<b>0.25 x</b>	<b>0.30 x</b>	<b>0.28 x</b>	<b>0.22 x</b>	<b>0.21 x</b>	<b>0.20 x</b>	<b>0.20 x</b>	<b>0.19 x</b>	<b>0.16 x</b>	<b>0.20 x</b>

Source: BCI, FPA

By assuming that the valuation of BCI's properties as at end-1H FY2025 would be the same as that as at end-FY2024, and that the Westin Hotel's valuation as at end-FY2024 would be the same as at end-FY2023, we estimate that BCI's NAV per share (based on the valuation of BCI's properties) would be S\$1.79 as at end-1H FY2025 as follows:

$$\begin{aligned}
 \text{NAV per share (based on properties' valuation)} &= [\text{Total equity (1H FY2025)} - \text{investment properties (1H FY2025)} \\
 &\quad - \text{leasehold land \& building (1H FY2025)} + \text{properties' valuation (2H FY2024)}] \\
 &\quad \div \text{Number of shares (1H FY2025)} \\
 &= [\text{Total equity (1H FY2025)} - \text{investment properties (1H FY2025)} \\
 &\quad - (\text{leasehold land \& building (2H FY2024)} + \text{deprec. of PP\&E (1H FY2025)}) \\
 &\quad + (\text{Office Tower \& Golden Center valuation (FY2024)} \\
 &\quad + \text{Westin Hotel valuation (FY2023)})] \div \text{Number of shares (1H FY2025)} \\
 &= [\$364.9 \text{ million} - \$115.8 \text{ million} - (\$95.5 \text{ million} - \$4.6 \text{ million}) \\
 &\quad + (\$730 \text{ million} + \$471 \text{ million})] \div 758,768,832 \text{ shares} \\
 &= \$1.79 \text{ per share}
 \end{aligned}$$

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\$1.4 billion as at 23 January 2025. CLCT noted in July 2025 that its portfolio “comprises nine shopping malls, five business park properties and four logistics park properties”, and that its “total property value is S\$4.2 billion based on valuations of its proportionate interests in the portfolio as at 31 December 2024.” CLCT also noted that its portfolio “has a total gross floor area of approximately 1.8 million square metres, located across 12 leading Chinese cities.”

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

Metro’s market capitalisation is S\$438.9 million as at 23 January 2025. 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\$252.0 million as at 23 January 2025. BHG noted in August 2025 that, “As at 30 June 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.” As at 30 June 2025, BHG’s investment properties were valued at S\$839.8 million.

The results of our peer comparison analysis are shown in **Exhibit 64**.

#### **Exhibit 64: Peer Comparison Analysis**

Company	Currency	Stock Symbol	Price (S\$) as at 23 Jan '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	1.26	33.0 x	3.60	8.67%	0.48	0.86 x
<b>Peer companies:</b>										
Capitaland China Trust ("CLCT")	SGD	AU8U	0.795	1,384.0	(0.64)	n.m.	5.13	6.45%	1.04	0.76 x
Metro Holdings Limited ("Metro")	SGD	M01	0.530	438.9	(29.88)	n.m.	2.00	3.77%	1.33	0.40 x
BHG Retail REIT ("BHG")	SGD	BMGU	0.485	252.0	(0.49)	n.m.	0.65	1.34%	0.47	1.03 x
<b>Peer average</b>						<b>n.m.</b>		<b>3.86%</b>		<b>0.73 x</b>

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

Source: SGX Stock Screener, respective companies, FPA

#### **(a) P/E multiple**

Based on **Exhibit 64**, the TTM EPS of selected peers for BCI were all negative, resulting in a non-meaningful P/E multiple 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 64**, BCI is currently trading at a P/B multiple of 0.86x, which is higher than the peer average P/B of 0.73x. This suggests that BCI is overvalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$0.351 if BCI is to trade at the peer average P/B of 0.73x as follows:

$$\begin{aligned}
 \text{Estimated target price (P/B multiple)} &= \text{Peer average P/B} \times \text{NAV per share (based on properties' book value)} \\
 &= 0.73 \times \text{S\$0.48} \\
 &= \text{S\$0.351}
 \end{aligned}$$

The estimated target price of S\$0.351 implies a downside potential of 15.4% from the current share price of S\$0.415.

However, we note that, unlike BCI, all of the selected peers for BCI record their investment properties at fair value based on independent valuations, based on their respective latest ARs. 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\$1.79 as at end-1H FY2025, BCI is currently trading at a P/B multiple of 0.23x which is lower than the peer average P/B of 0.73x. This suggests that BCI is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$1.308 if BCI is to trade at the peer average P/B of 0.73x as follows:

$$\begin{aligned}
 \text{Estimated target price (P/B multiple)} &= \text{Peer average P/B} \times \text{NAV per share (based on properties' valuation)} \\
 &= 0.73 \times \text{S\$1.79} \\
 &= \text{S\$1.308}
 \end{aligned}$$

The estimated target price of S\$1.308 implies an upside potential of 215.2% from the current share price of S\$0.415.

**(c) Dividend yield**

Based on **Exhibit 64**, BCI is currently trading at a dividend yield of 8.67%, which is higher than the peer average yield of 3.86%. This suggests that BCI is undervalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S\$0.933 if BCI is to trade at the peer average yield of 3.86% as follows:

$$\begin{aligned} \text{Estimated target price (Dividend yield)} &= \frac{\text{TTM DPS}}{\text{Peer average yield}} \\ &= \frac{\text{S\$0.036}}{3.86\%} \\ &= \text{S\$0.933} \end{aligned}$$

The estimated target price of S\$0.933 implies an upside potential of 124.9% 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, 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\$0.642 as follows:

$$\begin{aligned} \text{Overall target price} &= \frac{1}{2} \times [\text{Estimated target price (P/B multiple)} + \text{Estimated target price (Dividend yield)}] \\ &= \frac{1}{2} \times [\text{S\$0.351} + \text{S\$0.933}] \\ &= \text{S\$0.642} \end{aligned}$$

The overall target price of S\$0.642 implies an upside potential of 54.8% 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 0.75x and 0.95x in the past five FYs (based on seven days after the release of 2Q/1H and 4Q/2H results, from 2H FY2020 to 1H FY2025), which is higher than the peer average P/B of 0.73x. Thus, the upside potential of 54.8% 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 historical valuation metrics over the past five FYs (2H FY2020 to 1H FY2025), with NAV per share based on the book value of BCI's properties, as shown in **Exhibit 65**.

**Exhibit 65: Historical Valuation Metrics (based on book value of BCI's properties; 2H FY2020 to 1H FY2025)**

Period	Results Release Date ("RRD")	Share price (RRD + 7 days)	Diluted EPS (cents)	TTM EPS (cents)	P/E multiple	DPS (cents)	TTM DPS (cents)	Dividend yield	NAV per share (S\$)	P/B multiple
1H FY2025	12 Aug '25	0.440	0.37	1.26	35.0 x	3.60	3.60	8.18%	0.48	0.91 x
2H FY2024	27 Feb '25	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	0.90	1.59	23.9 x	1.40	1.40	3.68%	0.51	0.75 x
2H FY2023	23 Feb '24	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	0.77	0.95	52.4 x	2.80	2.80	5.66%	0.52	0.95 x
2H FY2022	24 Feb '23	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	0.16	0.97	55.5 x	3.50	6.50	12.04%	0.60	0.90 x
2H FY2021	25 Feb '22	0.510	0.81	1.52	33.6 x	3.00	3.00	5.88%	0.61	0.83 x
1H FY2021	12 Aug '21	0.550	0.71	1.83	30.1 x	-	2.00	3.64%	0.62	0.89 x
2H FY2020	25 Feb '21	0.490	1.12	1.26	38.8 x	2.00	2.00	4.08%	0.60	0.82 x
<b>Maximum</b>					<b>141.4 x</b>			<b>12.04%</b>		<b>0.95 x</b>
<b>Minimum</b>					<b>21.0 x</b>			<b>3.64%</b>		<b>0.75 x</b>
<b>Average</b>					<b>45.9 x</b>			<b>6.13%</b>		<b>0.85 x</b>

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

**(a) P/E multiple**

Based on **Exhibit 65**, BCI's historical average P/E multiple is 45.9x which is higher than its current P/E multiple of 33.0x. This suggests that BCI is undervalued at its current share price. Based on the historical average P/E of 45.9x and TTM EPS (cents) of 1.26, we estimate a target price of S\$0.577 as follows:

$$\begin{aligned}
 \text{Estimated target price (Historical P/E)} &= \text{Historical average P/E} \times \text{TTM EPS} \\
 &= 45.9 \times \text{S\$}0.0126 \\
 &= \text{S\$}0.577
 \end{aligned}$$

The estimated target price of S\$0.577 implies an upside potential of 39.0% from the current share price of S\$0.415.

**(b) P/B multiple**

Based on **Exhibit 65**, BCI's historical average P/B multiple is 0.85x which is lower than its current P/B multiple (based on the book value of BCI's properties) of 0.86x. This suggests that BCI is overvalued at its current share price. Based on the historical average P/B of 0.85x and NAV per share of S\$0.48, we estimate a target price of S\$0.410 as follows:

$$\begin{aligned} \text{Estimated target price (Historical P/B)} &= \text{Historical average P/B} \times \text{NAV per share} \\ &= 0.85 \times \text{S\$0.48} \\ &= \text{S\$0.410} \end{aligned}$$

The estimated target price of S\$0.410 implies a downside potential of 1.3% from the current share price of S\$0.415.

**(c) Dividend yield**

Based on **Exhibit 65**, BCI's historical average yield is 6.13% which 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 6.13% and TTM DPS (cents) of 3.60, we estimate a target price of S\$0.588 as follows:

$$\begin{aligned} \text{Estimated target price (Historical yield)} &= \frac{\text{TTM DPS}}{\text{Historical average yield}} \\ &= \frac{\text{S\$0.036}}{6.13\%} \\ &= \text{S\$0.588} \end{aligned}$$

The estimated target price of S\$0.588 implies an upside potential of 41.6% 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/B, but undervalued in terms of its historical average P/E and 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\$0.525 as follows:

$$\begin{aligned} \text{Overall target price} &= \frac{1}{3} \times [\text{Estimated target price (Historical P/E)} + \text{Estimated target price (Historical P/B)} \\ &\quad + \text{Estimated target price (Historical yield)}] \\ &= \frac{1}{3} \times [\text{S\$0.577} + \text{S\$0.410} + \text{S\$0.588}] \\ &= \text{S\$0.525} \end{aligned}$$

The overall target price of S\$0.525 implies an upside potential of 26.4% from the current share price of S\$0.415.

We also conduct a valuation analysis based on historical valuation metrics over the past five FYs (2H FY2020 to 1H FY2025), with NAV per share based on the valuation of BCI's properties (estimated for other periods with method as shown for 1H FY2025 on page 49), as shown in **Exhibit 66**.

**Exhibit 66: Historical Valuation Metrics (based on valuation of BCI's properties; 2H FY2020 to 1H FY2025)**

Period	Results Release Date ("RRD")	Share price (RRD + 7 days)	Diluted EPS (cents)	TTM EPS (cents)	P/E multiple	DPS (cents)	TTM DPS (cents)	Dividend yield	NAV per share (S\$)	P/B multiple
1H FY2025	12 Aug '25	0.440	0.37	1.26	35.0 x	3.60	3.60	8.18%	1.79	0.25 x
2H FY2024	27 Feb '25	0.375	0.89	1.79	21.0 x	-	1.40	3.73%	2.34	0.16 x
1H FY2024	14 Aug '24	0.380	0.90	1.59	23.9 x	1.40	1.40	3.68%	2.51	0.15 x
2H FY2023	23 Feb '24	0.395	0.69	1.46	27.0 x	-	2.80	7.09%	2.43	0.16 x
1H FY2023	11 Aug '23	0.495	0.77	0.95	52.4 x	2.80	2.80	5.66%	2.64	0.19 x
2H FY2022	24 Feb '23	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	0.16	0.97	55.5 x	3.50	6.50	12.04%	2.92	0.19 x
2H FY2021	25 Feb '22	0.510	0.81	1.52	33.6 x	3.00	3.00	5.88%	2.62	0.19 x
1H FY2021	12 Aug '21	0.550	0.71	1.83	30.1 x	-	2.00	3.64%	2.87	0.19 x
2H FY2020	25 Feb '21	0.490	1.12	1.26	38.8 x	2.00	2.00	4.08%	2.64	0.19 x
<b>Maximum</b>					<b>141.4 x</b>			<b>12.04%</b>		<b>0.25 x</b>
<b>Minimum</b>					<b>21.0 x</b>			<b>3.64%</b>		<b>0.15 x</b>
<b>Average</b>					<b>45.9 x</b>			<b>6.13%</b>		<b>0.18 x</b>

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 66**, BCI's historical average P/B multiple is 0.18x which is lower than its current P/B multiple (based on the valuation of BCI's properties) of 0.23x. This suggests that BCI is overvalued at its current share price. Based on the historical average P/B of 0.18x and NAV per share of S\$1.79, we estimate a target price of S\$0.331 as follows:

$$\begin{aligned}
 \text{Estimated target price (Historical P/B)} &= \text{Historical average P/B} \times \text{NAV per share} \\
 &= 0.18 \times \text{S\$1.79} \\
 &= \text{S\$0.331}
 \end{aligned}$$

The estimated target price of S\$0.331 implies a downside potential of 20.3% 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/B (based on the valuation of BCI's properties), but undervalued in terms of its historical average P/E and 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\$0.498 as follows:

$$\begin{aligned}\text{Overall target price} &= \frac{1}{3} \times [\text{Estimated target price (Historical P/E)} + \text{Estimated target price (Historical P/B)} \\ &\quad + \text{Estimated target price (Historical yield)}] \\ &= \frac{1}{3} \times [\text{S\$0.577} + \text{S\$0.331} + \text{S\$0.588}] \\ &= \text{S\$0.498}\end{aligned}$$

The overall target price of S\$0.498 implies an upside potential of 20.1% from the current share price of S\$0.415.

**(III) POTENTIAL BCI PRIVATISATION**

We note that:

- as at 10 March 2025, the Widjaja family (through WFMT3 and FlamboBC) owns at least 84.0% total interest in BCI
- BCI's cash & cash equivalents as at 30 June 2025 is S\$174.7 million (with BCI last noting in its financial statements for 4Q FY2021 that it had no borrowings as at end-4Q FY2021), or about 55.5% of BCI's market capitalisation of S\$314.9 million as at 23 January 2026
- based on the valuation of BCI's properties, we estimate BCI's NAV per share as at end-1H FY2025 to be S\$1.79, such that BCI is trading at a P/B multiple of 0.23x which represents a discount of approximately 77% 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.

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

Should the Widjaja family own only 84.0% total interest in BCI, 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 23 January 2026, this equates 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 67**. We note that the average price premium for privatisation offers was 31.3%.

**Exhibit 67: Privatisation Offers for SGX-Listed Companies (Last Twelve Months)**

Target	Code	Acquirer	Currency	Last undisturbed price		Offer price per share	Price premium
				Date	Price		
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%
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	008	Goh Ching Wah, Goh Ching Huat, and Goh Ching Lai	SGD	13 May '25	0.113	0.160	41.6%
Fraser Hospitality Trust	ACV	Frasers Property Hospitality Trust Holdings Pte. Ltd.	SGD	13 May '25	0.665	0.710	6.8%
Ban Leong Technologies Ltd	B26	Epicsoft Asia Pte Ltd	SGD	29 Apr '25	0.375	0.6029	60.8%
Procurri Corporation Ltd	BVQ	Exeo Global Asset Holdings Pte Ltd	SGD	25 Apr '25	0.18	0.32	77.8%
Amara Holdings	A34	DRC Investments Pte. Ltd.	SGD	23 Apr '25	0.705	0.895	27.0%
ICP Ltd	514	ICP Ltd & Mr Aw Cheok Huat	SGD	01 Apr '25	0.007	0.009	28.6%
Sinarmas Land	A26	Lyon Investments Limited	SGD	24 Mar '25	0.275	0.375	36.4%
Sin Heng Heavy Machinery	BKA	TAL United Pte Ltd	SGD	13 Mar '25	0.545	0.58	6.4%
Paragon REIT	50E	Times Properties Private Limited	SGD	10 Feb '25	0.890	0.98	10.1%
<b>Average</b>							<b>31.3%</b>

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 31.3% 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\$0.545, which would translate to a full privatisation cost of S\$66.2 million (or 37.9% of cash & cash equivalents as at 30 June 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 that "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 that "Management will exercise prudence and wisdom in identifying good business opportunities."

## POTENTIAL CATALYSTS

### (I) POTENTIAL APPRECIATION OF RMB AGAINST SGD

Over the last twelve months, RMB has depreciated against SGD by 1.3%, to an SGD-to-RMB exchange rate of 5.445 on 23 January 2026 from 5.373 on 24 January 2025, as shown in **Exhibit 68** (top). Over the past five years, RMB has also depreciated against SGD by 10.4%, from 4.880 on 24 January 2021, as shown in **Exhibit 68** (bottom).

However, citing a Standard Chartered economist, FT noted in January 2026 that the PRC may allow the RMB to “appreciate gradually to assuage trading partners’ concerns over its large surpluses.” According to data from the Chinese customs and NBS, trade surplus reached US\$1.2 trillion in 2025—highest ever reached since 1950, for which trade balance data was first available, despite U.S. tariffs in 2025.

The Chinese State Council Information Office also published in December 2025 an article from Chinese news site Chinadaily, titled “Stronger RMB points to resilience”, which discussed views from economists on factors that may contribute to an appreciation of RMB against USD.

Should RMB also appreciate against SGD, BCI’s operating profit and profit attributable to owners of the Company (in SGD) may rise above our projections. Accordingly, EPS and DPS in FY2026 may also rise above our projections.

We caution though that BCI’s EPS and DPS may also fall below our projections if RMB continues to depreciate against SGD.

#### **Exhibit 68: SGD-to-RMB Exchange Rate (Last Twelve Months and Past Five Years)**



Source: Yahoo! Finance (exchange rates), FPA

## (II) ECONOMIC RECOVERY IN THE PRC

In January 2026, the World Bank forecasted that Chinese economic growth would fall to 4.4% in 2026 and 4.2% in 2027 (from the actual growth of 5.0% in 2025), while IMF forecasted that growth would fall to 4.5% in 2026 and 4.0% in 2027.

The World Bank noted that growth in 2026 was expected to “slow to 4.4 percent as subdued consumer confidence, the prolonged property sector downturn, and a softer labor market are envisaged to weigh on consumption and investment.” Meanwhile, growth in 2027 was expected to “ease further to 4.2 percent as structural challenges such as declining productivity growth, high debt levels, and demographic headwinds are expected to continue to weigh on potential growth.”

However, Chinese economic growth for 2026 & 2027 may improve should geopolitical tensions unexpectedly ease, and U.S.-China relations improve. Given that Chinese trade surplus reached US\$1.2 trillion in 2025 (highest ever reached since 1950), despite U.S. tariffs in 2025, we also note that growth in manufacturing may compensate for the weak property sector outlook and contribute to an improvement in the Chinese economic growth outlook for 2026 & 2027.

Should the Chinese economic growth outlook for 2026 & 2027 improve, the growth of Chinese firms may likewise improve and contribute to an increase in Shanghai Grade A office leasing demand. Thus, the rent of Shanghai Grade A office, including that of the Office Tower, may rise, leading to property leasing income in FY2026 rising above our projection.

With an improvement in Chinese firms' growth, the Chinese labour market may also tighten such that workers' income rises, contributing to a rise in domestic travel demand. Thus, the average occupancy & room rates of Shanghai five-star hotels, as well as that of the Westin Hotel, may rise, leading to hotel revenue in FY2026 rising above our projection.

## INVESTMENT RECOMMENDATION

Based on the peer average P/B of 0.86x and NAV per share of S\$0.48, we estimate a target price of S\$0.351. Based on the peer average yield of 3.86% and TTM DPS (cents) of 3.60, we estimate a target price of S\$0.933. By averaging the target prices based on P/B multiple and dividend yield, we derive an overall target price of S\$0.642.

We also note that: (1) as at 10 March 2025, the Widjaja family owns at least 84.0% total interest in BCI; (2) BCI's cash & cash equivalents as at 30 June 2025 is S\$174.7 million, or about 55.5% of BCI's market capitalisation of S\$314.9 million as at 23 January 2026; (3) based on the valuation of BCI's properties, we estimate BCI's NAV per share as at end-1H FY2025 to be S\$1.79, such that BCI is trading at a P/B multiple of 0.23x which represents a discount of approximately 77% 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. Accordingly, we consider the possibility of a privatisation offer by the Widjaja family.

Based on the average price premium of privatisation offers for SGX-listed companies over the last twelve months, we estimate that any privatisation offer may need to have a price premium of 31.3% 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\$0.545, which would translate to a full privatisation cost of S\$66.2 million (or 37.9% of cash & cash equivalents as at 30 June 2025).

While we note that the Widjaja family may not privatise BCI anytime soon, the minimum privatisation offer of S\$0.545 may be suitable as an overall target price given that: (1) we estimate BCI is currently trading at a P/B multiple of 0.23x based on its properties' valuation, which represents a discount of approximately 77% to NAV; (2) based on peer comparison analysis, we derive a higher overall target price of S\$0.642; and (3) the Westin Hotel may be undervalued given that we estimate the per room valuation of Shanghai Lishi (which likely owns 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 average end-of-month one-night rate of the Andaz Xintiandi Shanghai hotel for 2026 being only 16.5% higher than that of the Westin Hotel as at 22 January 2026. Thus, we adopt as our overall target price the minimum offer of S\$0.545, which represents an upside potential of 31.3%. Accordingly, the upside potential may warrant a buy recommendation.

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

## RISKS TO TARGET PRICE

### (I) WEAKENED CHINESE ECONOMIC GROWTH

As also mentioned on page 59, the World Bank forecasted in January 2026 that Chinese economic growth would fall to 4.4% in 2026 and 4.2% in 2027 (from the actual growth of 5.0% in 2025), while IMF forecasted that growth would fall to 4.5% in 2026 and 4.0% in 2027.

Lower economic growth may hinder the growth of Chinese firms, thus dampen office leasing demand. Along with the current excess office space supply, Shanghai Grade A office rent (e.g., that of the Office Tower) may hence fall further than as projected by Colliers (and by us, for the Office Tower). Accordingly, BCI's property leasing income in FY2026 may fall below our projection.

Weaker growth of the Chinese economy and of Chinese firms may also soften the labour market and the growth of workers' income. Thus, domestic travel demand may weaken, limiting the recovery of average occupancy & room rates of Shanghai five-star hotels (as well as those of the Westin Hotel) such that BCI's hotel revenue in FY2026 may likewise fall below our projection.

### (II) FALLING VALUATION OF THE OFFICE TOWER

In its AR for FY2024 (FY2023), BCI noted that the Office Tower & Golden Center have a collective valuation of RMB 3,924 million (RMB 6,200 million). Thus, we note that the collective valuation of the Office Tower & Golden Center fell by around 36.7% (or RMB 2,276 million) to RMB 3,924 million as at end-FY2024 from RMB 6,200 million as at end-FY2023.

Given that BCI noted in its AR for FY2023 that the valuation of Golden Center was RMB 392 million, or only 6.3% of the collective valuation of the Office Tower & Golden Center of RMB 6,200 million as at end-FY2023, we note that the fall in the collective valuation of the Office Tower & Golden Center was likely mainly due to the fall in the Office Tower's valuation.

We also note that, prior to FY2024, the Office Tower's valuation generally fell comparably moderately to RMB 5,808 million as at end-FY2023 from RMB 6,001 million as at end-FY2015 (as shown in **Exhibit 60** on page 46), despite how the general excess supply, thus rising vacancy & falling rent, of Shanghai Grade A office properties, has been ongoing since 2015.

Should the Office Tower's valuation continue falling, BCI's share price may fall.

### (III) FASTER-THAN-EXPECTED EXPANSION OF SHANGHAI FIVE-STAR HOTEL ROOM COUNT

In November 2025, JLL noted that Shanghai "is scheduled to see approximately 1,300 more upscale hotel rooms" in 4Q 2025, after "several new hotels opened" in 3Q 2025, "including Hotel Indigo Shanghai Dishui Lake (182 rooms), Traders Shanghai Hongqiao Airport (520 rooms) and Mumian Shanghai Expo (329 rooms)." JLL noted that YTD room additions at the end of 3Q 2025 were 1,905 rooms.

While projecting revenue, we also note that hoteliers may expand room count (supply) in line with any expectation of rise in visitor arrivals (demand). Accordingly, we assume that the average occupancy of the Westin Hotel in FY2025 & FY2026 will be 81.8%, the average of FY2015 to FY2024 (excluding the COVID-related period from FY2020 to FY2023). We also assume that the average room rate of the Westin Hotel in FY2025 will be the average of FY2015 to FY2019 (i.e., also excluding FY2024).

Should the Shanghai five-star hotel sector expand room count (supply) faster than expected, the average occupancy & room rates of Shanghai five-star hotels, as well as those of the Westin Hotel, may fall. Accordingly, hotel revenue in FY2026 may fall below our projection.

## CORPORATE GOVERNANCE

### (I) BOARD OF DIRECTORS

The Board of Directors (the “Board”) comprises seven (7) directors:

- Frankle (Djafar) Widjaja: Executive Chairman and CEO
- Deborah Widjaja: Executive Director and Deputy CEO
- Franky Oesman Widjaja: Non-Executive, Non-Independent Director
- Chew Yow Foo: Executive Director and Chief Financial Officer (“CFO”)
- Foo Meng Kee: Lead Independent Director
- Chong Weng Hoe: Independent Director
- Kuan Li Li: Independent Director

As mentioned on page 5, Frankle (Djafar) Widjaja and Franky Oesman Widjaja are brothers, while Deborah Widjaja is the daughter of Frankle (Djafar) Widjaja. It was also noted in the AR for FY2024 that “The controlling shareholders of the Company comprise certain members of the Widjaja Family.”

Frankle (Djafar) Widjaja, Franky Oesman Widjaja, and Chew Yow Foo have been on the Board even before BCI was listed on the SGX Mainboard. Deborah Widjaja was appointed to the Board in May 2012.

Chong Weng Hoe and Kuan Li Li joined the Board in April 2024. Foo Meng Kee joined the Board in May 2018, and was last re-appointed as Director in April 2022.

We note that, in fulfilment of SGX Mainboard Listing Rule 210(5)(c), Independent Directors comprise more than one-third of the Board. However, contrary to Provision 2.2 of the revised Code of Corporate Governance issued in August 2018 (“2018 Code”), Independent Directors do not “make up a majority of the Board where the Chairman is not independent.”<sup>1</sup>

BCI noted in its AR for FY2024, “Given the Group’s current size and operations, the Board is of the view that it is neither necessary nor cost-effective, for the time being, for Independent Directors to make up a majority of the Board.”

On the independence of its Independent Directors, BCI also noted, “The 3 Independent Directors have declared no relationship with the Company, its related corporations, its substantial shareholders, or their officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Director’s independent business judgement in the best interests of the Group.”

We also note that, contrary to Provision 3.1 of the 2018 Code, the Chairman and CEO are not “separate persons to ensure an appropriate balance of power, increased accountability, and greater capacity of the Board for independent decision making.”<sup>2</sup> Frankle (Djafar) Widjaja serves as both the Executive Chairman and CEO.

BCI noted in its AR for FY2024, “We believe that the Independent Directors have demonstrated a high level of commitment in their roles and have ensured a good balance of power and authority.” BCI added, “The overall role of the Executive Chairman is to lead the Board and ensure its effectiveness.”

<sup>1</sup> As cited from the 2018 Code. Footnotes removed from quote. Based on the 2018 Code, the 2018 Code applies on a “Comply or explain” basis where “Companies are expected to comply with the Provisions, and variations from Provisions are acceptable to the extent that companies explicitly state and explain how their practices are consistent with the aim and philosophy of the Principle in question.” The 2018 Code also noted that “Companies are required to describe their corporate governance practices with reference to both the Principles and Provisions, and how the company’s practices conform to the Principles” (footnote removed) in accordance with SGX Mainboard Listing Rule 710.

<sup>2</sup> As cited from the 2018 Code. Footnote removed from quote.

The Board established Board Committees including the Audit Committee (“AC”), Nominating Committee (“NC”) and the Remuneration Committee (“RC”). BCI noted, “While the Board Committees have been delegated the authority to make decisions within the scope granted to them, the ultimate responsibility for these decisions and actions remains with the Board as a whole.”

**Audit Committee (“AC”):**

The AC comprises three (3) directors:

- Foo Meng Kee: AC Chairman, Lead Independent Director
- Chong Weng Hoe: Independent Director
- Kuan Li Li: Independent Director

**Nominating Committee (“NC”):**

The NC comprises four (4) directors:

- Kuan Li Li: NC Chairman, Independent Director
- Foo Meng Kee: Lead Independent Director
- Chong Weng Hoe: Independent Director
- Franky Oesman Widjaja: Non-Executive, Non-Independent Director

**Remuneration Committee (“RC”):**

The RC comprises four (4) directors:

- Chong Weng Hoe: RC Chairman, Independent Director
- Foo Meng Kee: Lead Independent Director
- Kuan Li Li: Independent Director
- Franky Oesman Widjaja: Non-Executive, Non-Independent Director

**(II) REMUNERATION**

The remuneration of directors and of Key Management Personnel for FY2024 is shown in **Exhibit 69**. BCI also noted that, other than the disclosures in **Exhibit 69**, “none of the Directors had immediate family members who were employees and whose remuneration exceeded S\$100,000 for FY2024.”

**Exhibit 69: Remuneration (FY2024)****8.1 Directors' Remuneration**

The remuneration of each Director (including CEO) for FY2024, along with a breakdown in percentage terms of the components of the remuneration, is set out in the table below:

Name of Directors	Fixed Salary	Bonus	Other Benefits	Directors' Fees	Total
<b>EXECUTIVE DIRECTORS</b>					
Frankle (Djafar) Widjaja	54%	27%	19%	-	S\$1,868,019.44
Deborah Widjaja	66%	10%	24%	-	S\$621,651.89
Chew Yow Foo	61%	12%	27%	-	S\$758,689.59
<b>NON-EXECUTIVE, NON-INDEPENDENT DIRECTOR</b>					
Franky Oesman Widjaja	-	-	-	-	-
<b>NON-EXECUTIVE, INDEPENDENT DIRECTORS</b>					
Foo Meng Kee	-	-	-	100%	S\$99,352.46
Chong Weng Hoe <sup>1</sup>	-	-	-	100%	S\$64,377.05
Kuan Li Li <sup>2</sup>	-	-	-	100%	S\$63,344.26
Lim Jun Xiong, Steven <sup>2,3</sup>	-	-	-	100%	S\$31,770.49
Willy Shee Ping Yah <sup>2,3,4</sup>	-	-	-	100%	S\$31,770.49

Notes:

1. Appointed as Non-Executive Independent Director on 24 April 2024.
2. Ceased as Non-Executive Independent Director on 23 April 2024.
3. Pro-rated Directors' fees approved by shareholders at 2024 AGM and paid in 2024.
4. Included pro-rated fee of S\$3,114.75 for directorship in subsidiary.

**8.2 Remuneration of Key Management Personnel**

The table below presents the remuneration paid to the top 5 key management personnel, who are not Directors or the CEO of the Company ("KMP"), for FY2024:

Name	Fixed Salary	Bonus	Other Benefits	Remuneration Band
Executive A	91%	0%	9%	S\$250,000 - S\$500,000
Executive B	70%	0%	30%	Below S\$250,000
Executive C	62%	10%	28%	Below S\$250,000
Executive D	85%	3%	12%	Below S\$250,000
Executive E	70%	11%	19%	Below S\$250,000

The total remuneration paid to the top 5 KMPs for FY2024 amounted to S\$1,131,538.

Source: BCI

**SUSTAINABILITY INFORMATION**

**Sustainability governance:**

BCI noted in its Sustainability Report (“SR”) for FY2024 that the Board’s role is to “Ensure strategic oversight of key ESG priorities, including climate-related risks, emerging opportunities, and sustainability-driven initiatives, ensuring alignment with business objectives and regulatory expectations.”

Specifically, the AC is to “Review and assess sustainability programs, climate-related reports, and ESG disclosures to ensure transparency, accountability, and compliance with evolving industry standards.”

At the Management level, BCI noted that its Enterprise Risk Management Committee (“ERMC”), which comprises the “heads of key departments”, is to “Oversee ESG and climate-related initiatives, drive the implementation of sustainability strategies, monitoring climate-related risks, and ensure alignment between operational activities and ESG objectives.”

**Stakeholder engagement:**

BCI outlined its stakeholder engagement initiatives in FY2024 (or calendar year 2024), as shown in **Exhibit 70**.

**Exhibit 70: Stakeholder Engagement (FY2024)**

STAKEHOLDER GROUP	FREQUENCY OF ENGAGEMENT	MODE OF ENGAGEMENT
 Employees	Periodic	<ul style="list-style-type: none"> <li>• Performance evaluations</li> <li>• Training and development programmes</li> <li>• Direct communication with supervisors</li> </ul>
 Customers	Ongoing	<ul style="list-style-type: none"> <li>• Customer surveys</li> <li>• Official communications via email and websites</li> <li>• Customer engagement events</li> </ul>
 Suppliers	Periodic	<ul style="list-style-type: none"> <li>• Business reviews</li> <li>• Direct dialogues</li> </ul>
 Regulators	Periodic	<ul style="list-style-type: none"> <li>• Regulatory filings</li> <li>• Annual and sustainability reports</li> <li>• Meetings and consultations</li> </ul>
 Investors	Periodic	<ul style="list-style-type: none"> <li>• Stock exchange disclosures</li> <li>• Annual and sustainability reports</li> <li>• Shareholder meetings and communications</li> </ul>
 Local Communities	Ongoing	<ul style="list-style-type: none"> <li>• Corporate social responsibility (CSR) initiatives</li> <li>• Collaboration with local authorities</li> </ul>

Source: BCI

**Materiality assessment:**

BCI noted its materiality assessment process as shown in **Exhibit 71**.

**Exhibit 71: Materiality Assessment**

To effectively manage material ESG issues, we continuously assess our operations to anticipate and adapt to evolving industry trends, stakeholder expectations, and regulatory requirements. This proactive approach ensures that our sustainability strategy remains dynamic, forward-looking, and responsive to emerging challenges and opportunities.

Our material ESG topics undergo an annual review through a structured four-step process:

- Identification
- Prioritisation
- Validation
- Approval

This systematic materiality assessment process enables us to prioritise key sustainability issues, align them with business objectives, and embed them into strategic decision-making to drive long-term value creation and meaningful impact.



Source: BCI

Through its materiality assessment process, BCI identified its material ESG topics as shown in **Exhibit 72**.

**Exhibit 72: Material ESG Topics (2024)**

ENVIRONMENTAL	SOCIAL	GOVERNANCE
<b>CRITICAL ESG TOPICS</b>		
<ul style="list-style-type: none"> <li>• Energy Management</li> <li>• Water Management</li> <li>• Waste Management</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity, Equity, and Inclusion</li> <li>• Employee Welfare</li> <li>• Occupational Health and Safety</li> <li>• Customer Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Business Ethics</li> </ul>
<b>MODERATE ESG TOPICS</b>		
<ul style="list-style-type: none"> <li>• Climate Resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Talent Development</li> <li>• Community Engagement</li> <li>• Responsible Supply Chain</li> </ul>	

Source: BCI

**(I) ENVIRONMENTAL**

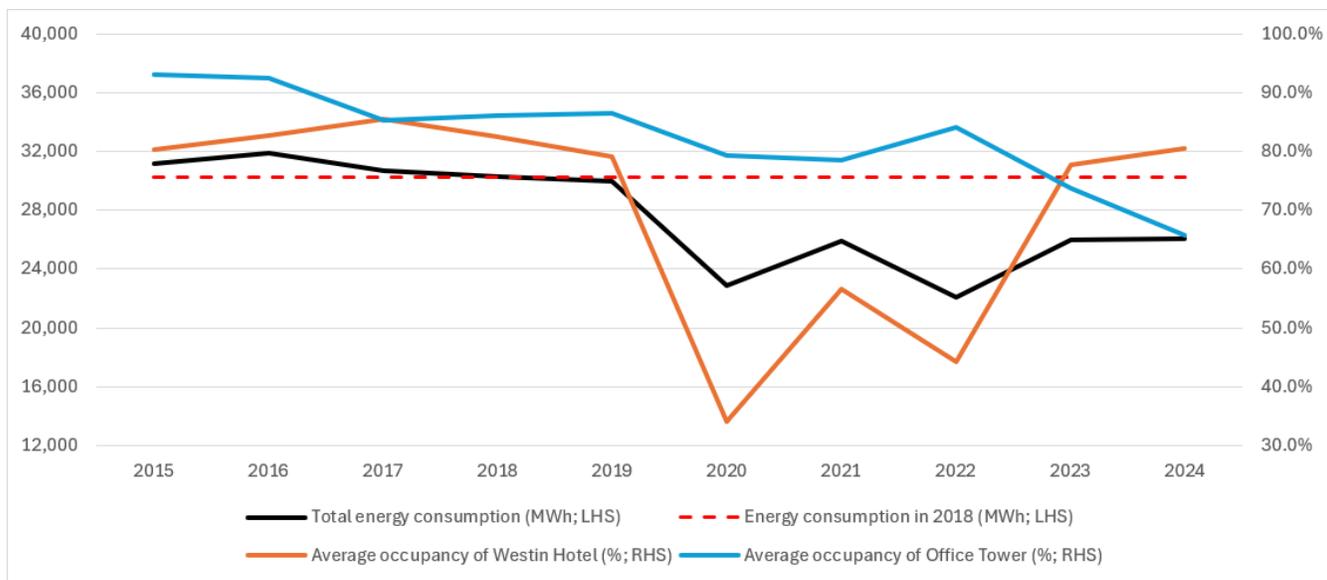
BCI noted that its sustainability reporting scope “covers the operations of the Group’s principal assets—Bund Center Office Tower (“Office Tower”) and The Westin Bund Center Shanghai (“Westin Hotel”).”

Energy consumption rose by 0.3% to 26,031 MWh in 2024 from 25,966 MWh in 2023, in line with the rise in the average occupancy of the Westin Hotel, as shown in **Exhibit 73**. Total energy consumption generally trended more with the average occupancy of the Westin Hotel than that of the Office Tower from 2015 to 2024, as also shown in **Exhibit 73**.

BCI noted, “Since our 2018 base year, we have achieved a cumulative 6% reduction in energy intensity per Gross Floor Area (GFA), translating to a 14.07% overall improvement in operational energy performance.” Total energy consumption has remained below the 2018 level from 2019 to 2024.

However, the average occupancies of both the Office Tower and the Westin Hotel have also generally remained below the 2018 level from 2019 to 2024. Thus, we note that it remains to be seen whether BCI would be able to maintain its sub-2018 energy consumption and energy consumption intensity should the average occupancies of both properties recover to the 2018 level.

**Exhibit 73: Energy Consumption vs Average Occupancy of Office Tower & Westin Hotel (2015 to 2024)**



Source: BCI, FPA

Scope 2 emission<sup>1</sup> per unit of energy consumption (in tonnes of CO<sub>2</sub> equivalent or “tCO<sub>2</sub>e” per MWh) remained at 1.00 from 2015 to 2023. However (and interestingly), the ratio dipped to 0.42 in 2024, as shown in **Exhibit 74**.

**Exhibit 74: Scope 2 Emissions vs Total Energy Consumption (2015 to 2024)**

(in respective units)	Actual									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Scope 2 emissions (tCO <sub>2</sub> e)	31,069	31,784	30,624	30,202	29,922	22,844	25,864	22,038	25,888	10,933
Total energy consumption (MWh)	31,162	31,880	30,716	30,292	30,012	22,912	25,942	22,104	25,966	26,031
Scope 2 emission per energy consumption (tCO <sub>2</sub> e/MWh)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.42

Source: BCI, FPA

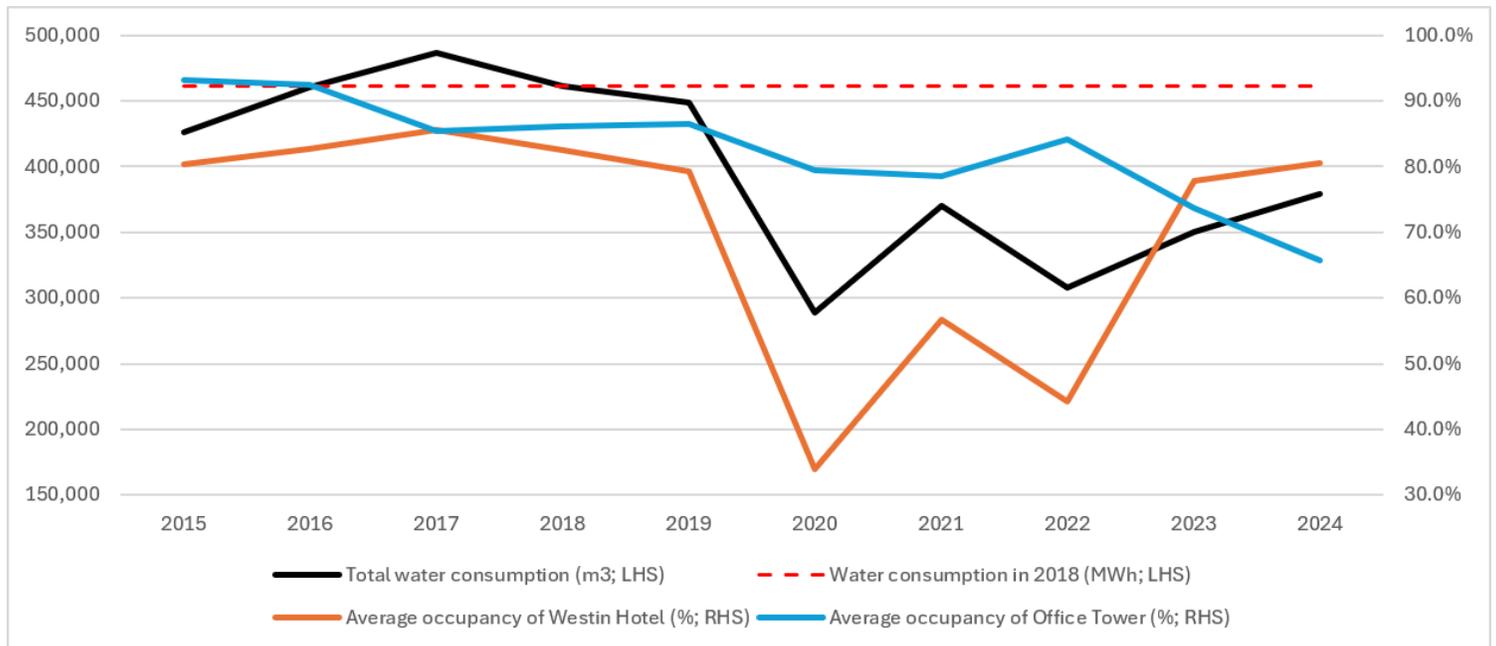
<sup>1</sup> BCI noted that its Scope 2 emissions “are related to the consumption of purchased energy and are also calculated using emissions factors provided by the relevant local authority.”

Meanwhile, water consumption rose to 379,365 m<sup>3</sup> in 2024 from 350,000 m<sup>3</sup> (nearest '000 m<sup>3</sup>) in 2023, also in line with the rise in the average occupancy of the Westin Hotel, as shown in **Exhibit 75**. Total water consumption also generally trended more with the average occupancy of the Westin Hotel than that of the Office Tower from 2015 to 2024, as shown in **Exhibit 75**.

BCI noted, "Since 2018, we have achieved an overall 15.31% improvement in water consumption intensity, surpassing our target of a 6% cumulative reduction." Total water consumption has remained below the 2018 level from 2019 to 2024.

However, the average occupancies of both the Office Tower and the Westin Hotel have also generally remained below the 2018 level from 2019 to 2024. Thus, we note that it remains to be seen whether BCI would also be able to maintain its sub-2018 water consumption and water consumption intensity should the average occupancies of both properties recover to the 2018 level.

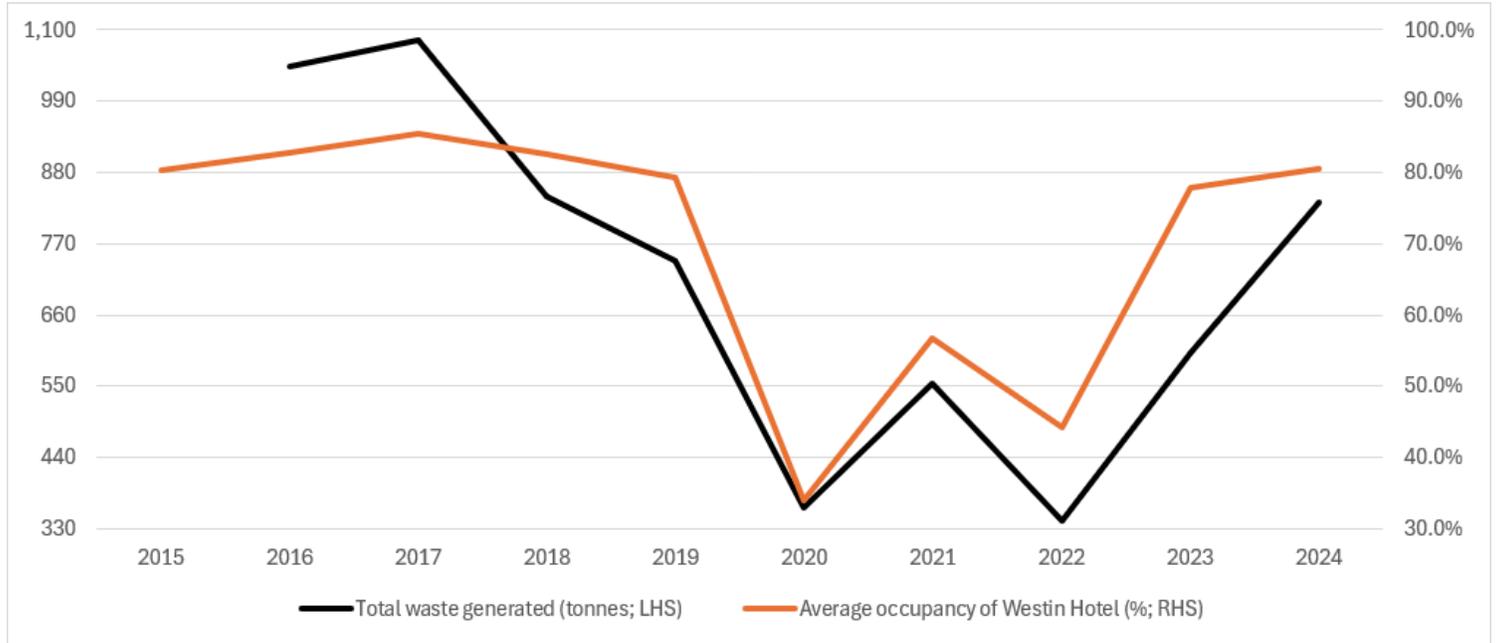
**Exhibit 75: Water Consumption vs Average Occupancy of Office Tower & Westin Hotel (2015 to 2024)**



Source: BCI, FPA

Waste generated rose to 833.35 tonnes in 2024 from 602 tonnes in 2023, in line with the general rise in average occupancy of the Westin Hotel, as shown in **Exhibit 76**. Waste generated generally trended with the average occupancy of the Westin Hotel from 2015 to 2024, as also shown in **Exhibit 76**.

**Exhibit 76: Total Waste Generated vs Average Occupancy of Westin Hotel (2015 to 2024)**



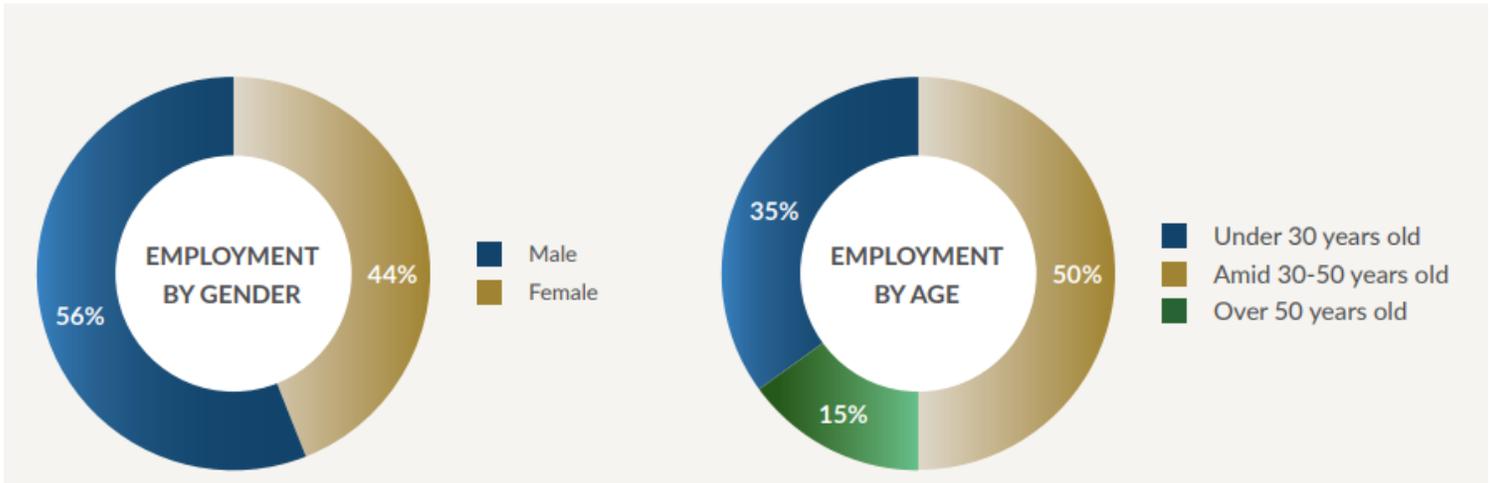
Source: BCI, FPA

**(II) SOCIAL**

The breakdown of BCI's workforce in FY2024 is shown in **Exhibit 77**.

**Exhibit 77: Breakdown of Workforce (FY2024)**

TOTAL EMPLOYMENT			
INDICATOR		UNIT	FY 2024
TOTAL NUMBER OF EMPLOYEES		number of employees	456
By gender	Female employees	number of employees	200
	Male employees	number of employees	256
By age	Under 30 years old	number of employees	162
	Amid 30-50 years old	number of employees	227
	Over 50 years old	number of employees	67



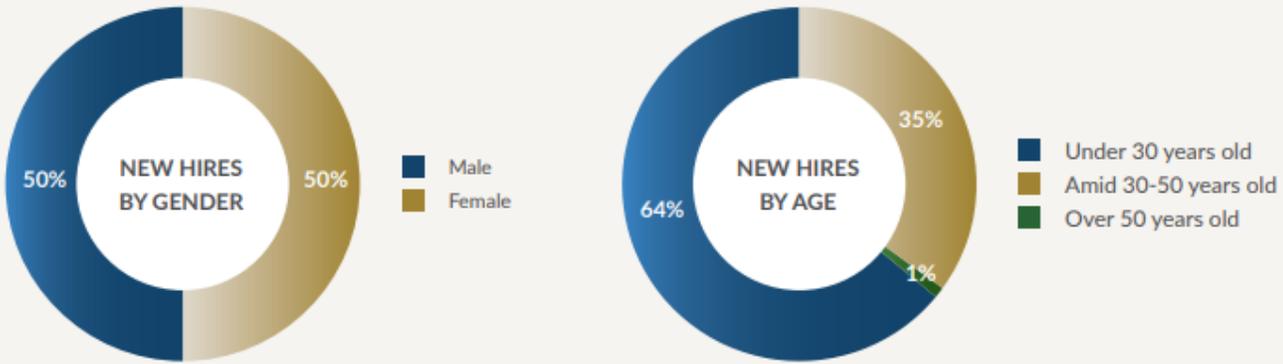
Source: BCI

The breakdown of BCI's new hires and employee turnover in FY2024 is shown in **Exhibit 78**.

**Exhibit 78: Breakdown of New Hire and Employee Turnover (FY2024)**

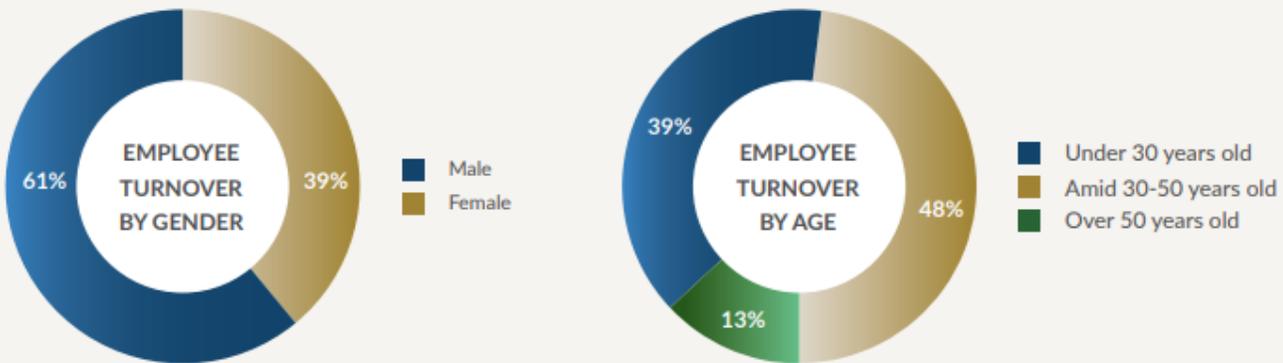
**NEW EMPLOYEE HIRES**

INDICATOR	UNIT	FY 2024
<b>TOTAL NUMBER OF NEW HIRES</b>	number of employees	86
By gender	Female new hires	43
	Male new hires	43
By age	New hires under 30 years old	55
	New hires amid 30-50 years old	30
	New hires over 50 years old	1



**EMPLOYEE TURNOVER**

INDICATOR	UNIT	FY 2024
<b>TOTAL NUMBER OF EMPLOYEE TURNOVER</b>	number of employees	85
By gender	Female turnover	33
	Male turnover	52
By age	Turnover under 30 years old	33
	Turnover amid 30-50 years old	41
	Turnover over 50 years old	11



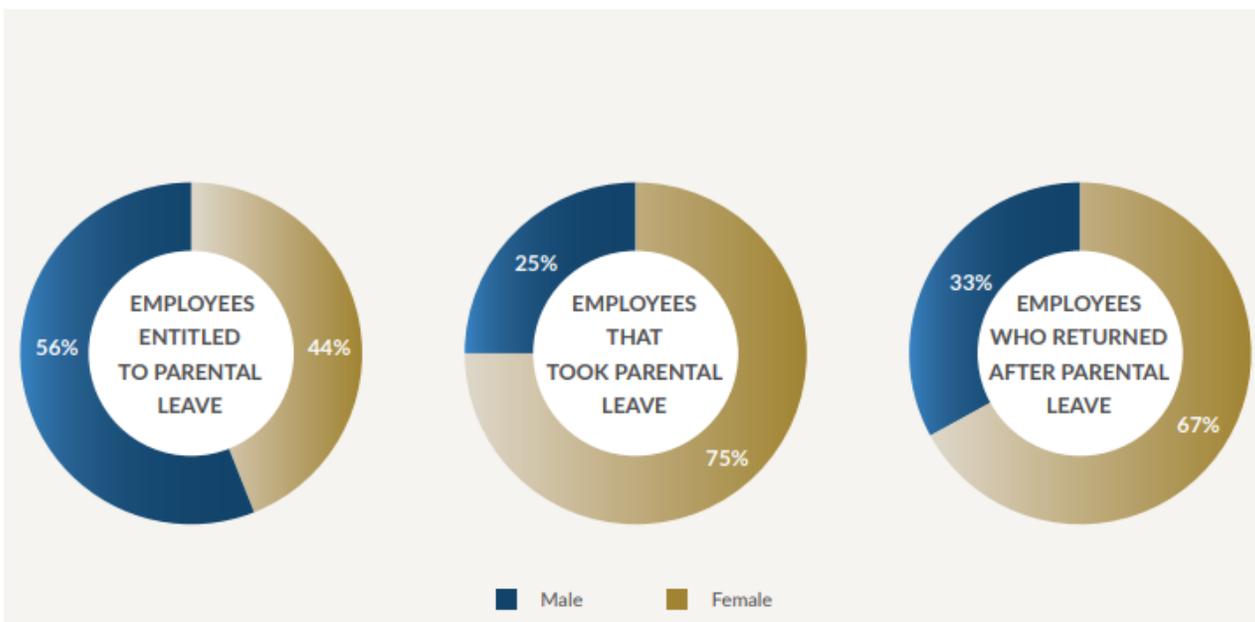
Source: BCI

BCI noted that, “Beyond fair compensation, we provide a wide range of employee benefits to enhance financial security and overall well-being.” BCI added, “our employee benefits are designed to support long-term financial well-being, while our parental leave policies promote work-life balance and meet the evolving needs of employees and their families.”

BCI noted that it provided “an overview of employee parental leave entitlements, the number and percentage of employees who took parental leave in 2024, and the return-to-work rate”, as shown in **Exhibit 79**.

**Exhibit 79: Parental Leave (FY2024)**

PARENTAL LEAVE		
INDICATOR	UNIT	FY 2024
TOTAL NUMBER OF EMPLOYEES ENTITLED TO PARENTAL LEAVE	number of employees	456
By gender	Female employees entitled to parental leave	200
	Male employees entitled to parental leave	256
TOTAL NUMBER OF EMPLOYEES THAT TOOK PARENTAL LEAVE	number of employees	8
By gender	Female employees that took parental leave	6
	Male employees that took parental leave	2
TOTAL NUMBER OF EMPLOYEES WHO RETURNED AFTER PARENTAL LEAVE	number of employees	6
By gender	Female employees who returned after parental leave	4
	Male employees who returned after parental leave	2



Source: BCI

BCI noted that it “has maintained a target of 50 training hours per employee annually since 2018”, and that it “successfully achieved” its target in 2024, as shown in **Exhibit 80**.

**Exhibit 80: Development and Training (FY2024)**

DEVELOPMENT AND TRAINING

INDICATOR	UNIT	FY 2024
Average training hours per employee	hours/no. of employees	58
Average training hours per female	hours/no. of employees	55
Average training hours per male	hours/no. of employees	59

Source: BCI

BCI also noted that it had “12 recordable work-related injuries” in 2024, as shown in **Exhibit 81**. BCI commented, “While this remains within industry norms, we view it as an opportunity to further strengthen our OHS performance.”

**Exhibit 81: Occupational Health and Safety (FY2024)**

OCCUPATIONAL HEALTH AND SAFETY

INDICATOR	UNIT	FY 2024
Fatalities	Number of cases	0
High-consequence injuries	Number of cases	0
Recordable injuries	Number of cases	12
Recordable work-related ill health cases	Number of cases	0

Source: BCI

### (III) GOVERNANCE

BCI noted that, to manage compliance risks, it conducts “regular assessments to identify potential vulnerabilities and implement preventive measures”. BCI also mentioned that the “Employee Handbook outlines key compliance policies and procedures, ensuring consistent adherence to legal, regulatory, and ethical standards across the organisation.” BCI added that, in 2024, it “enhanced” its “compliance efforts by conducting two dedicated training sessions covering confidentiality, personal data protection, and anti-bribery.”

BCI also noted that, in May 2024, it “further strengthened” its “cybersecurity framework by conducting ISO 27001 training to enhance employees’ awareness of information security protocols and best practices.” BCI disclosed that it “recorded zero substantiated complaints of customer privacy breaches or incidents of data leaks, theft, or loss throughout 2024”.

BCI noted too, “To reinforce transparency and accountability, we provide employees with a secure and confidential whistleblowing mechanism, overseen by the Audit Committee.” BCI disclosed that it had “no confirmed incidents of corruption, fraud, or misconduct” in 2024.

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