FPA FINANCIAL

Investment Perspectives

26 June 2026

ENERGY EQUITY RESEARCH

MARCO POLO MARINE LTD

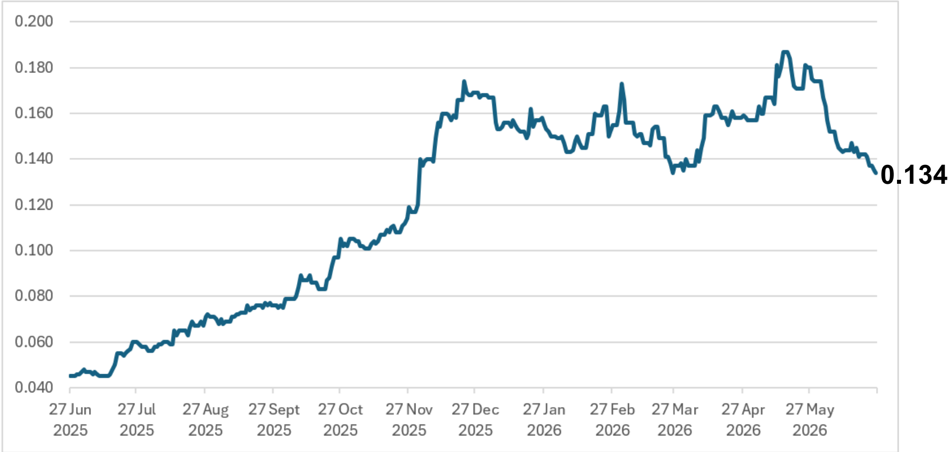
SGX: 5LY
Bloomberg: MPM:SP
ISIN code: SG1W14938268

Country: Singapore
Industry: Energy

26 June 2026
RECOMMENDATION: HOLD

Current price: S$0.134
Target price: S$0.145
Issued shares: 3,914 million (28 May 2026)
Market capitalisation: S$524.5 million
52-week range: S$0.045 - S$0.187

PRICE PERFORMANCE



COMPANY DESCRIPTION

Marco Polo Marine Ltd ("MPM") is a marine logistics company that engages in shipping and shipyard operations. MPM's shipping business relates to the chartering of Offshore Supply Vessels ("OSVs") in regional waters, e.g., Thailand, Malaysia, Indonesia, and Taiwan. MPM also charters offshore wind vessels as well as tugboats & barges. Meanwhile, its shipyard business relates to the provision of shipbuilding as well as ship repair (and other) services at its shipyard in Batam, Indonesia.

SUMMARY

For the six months ended 31 March 2026 (1H FY2026), revenue rose by 40.4% year-on-year ("y-o-y") to S$74.0 million in 1H FY2026 from S$52.7 million in 1H FY2025, amid ship chartering revenue rising by 38.7% (or S$12.4 million) y-o-y and ship building & repair services revenue rising by 44.8% (or S$8.9 million) y-o-y in 1H FY2026. Ship chartering revenue rose amid the deployment of MPM's first Commissioning Service Operation Vessel ("CSOV") and three new Crew Transfer Vessels ("CTVs") from 3Q FY2025, while ship building & repair revenue rose amid higher volume of ship repair projects. Gross profit rose by 45.1% to S$31.4 million in 1H FY2026 from S$21.6 million in 1H FY2025, in line with the rise in revenue. Profit before income tax rose by 59.8% to S$15.9 million in 1H FY2026 from S$10.0 million in 1H FY2025, amid: (1) other operating expenses rising by S$2.5 million y-o-y; (2) finance costs rising by S$1.0 million y-o-y; and (3) share of losses in joint venture(s) rising by S$0.6 million y-o-y. Accordingly, profit for the period (attributable to equity holders of the Company) rose by 43.8% (9.3%) to S$13.2 million (S$11.6 million) in 1H FY2026 from S$9.2 million (S$10.6 million) in 1H FY2025. However, we estimate that Earnings Per Share ("EPS" in cents) rose by less than 9.3% to 0.31 in 1H FY2026 from 0.28 in 1H FY2025, amid an increase in total issued shares from a private placement completed on 4 March 2026 and exercise of share options. MPM did not declare any dividend for 1H FY2026.

RECOMMENDATION

Based on peer comparison analysis, we derive an overall target price of S$0.073 which implies a downside potential of 45.8% from the current share price of S$0.134. Based on historical valuation analysis, we derive another overall target price of S$0.105 which implies a downside potential of 21.6%. We note that: (1) even if EPS (in cents) were to reach our projection of 0.71 in FY2027 and MPM were to continue to trade at its current P/E of 8.5x (already higher than the peer average P/E of 5.6x), the resulting target price of S$0.060 would still imply a downside potential of 55.4%; (2) the current P/E of 8.5x is based on Trailing Twelve-Month ("TTM") EPS (in cents) of 1.6 as at end-1H FY2026, which includes S$36.7 million worth of one-off gains (reversal of impairment losses on Property, Plant and Equipment or "PP&E" of S$22.4 million, reversal of impairment losses on amount due from a joint venture of S$5.9 million, foreign exchange gain of S$5.1 million, and gain on disposal of investment in joint venture of S$3.2 million) in 2H FY2025; (3) excluding the one-off gains, we estimate that TTM EPS (in cents) would be 0.6 as at end-1H FY2026, such that current P/E would rise to 22.0x—further from the peer average P/E of 5.6x; and (4) MPM's share price generally trended with TTM EPS since November 2021. Thus, MPM may currently be overvalued, as suggested by the downside potentials of 45.8% and 21.6% estimated by us. However, developments in recent months may suggest that MPM's share price potential may be better than those estimated by us: (1) the acquisition of over 210 million shares in January and March 2026 at S$0.130 per share (higher than overall target prices of S$0.073 and S$0.105 derived from peer comparison and historical valuation, respectively) by Michael Kum (through Halom Investments Pte. Ltd or "Halom"), who has had over three decades of experience in the marine offshore industry; (2) the placement of 144.9 million new shares in March 2026 at S$0.145 per share; (3) the proposal of a reverse takeover transaction which may mean the involvement of former Dyna-Mac CEO Lim Ah Cheng ("AC Lim") in the shipyard business; and (4) the emergence of a new substantial shareholder, Ginko-AGT Global Growth Fund, whose co-founder was cited by The Business Times ("BT") as noting that MPM had "good growth" and "long-term potential". Given Mr Kum's industry experience, we assume a floor price of S$0.130 per share, as we note that: (1) Mr Kum may have considered factors that we have yet to account for; and (2) Mr Kum may have acquired the shares at a discount given the volume of shares he acquired. However, the Placement Investors may have paid a higher price, as each of them likely acquired a shareholding notably smaller than that of Mr Kum. Coupled with how the Placement Investors included institutional investors, who had likely conducted due diligence before participating in the placement, we consider that the placement price may be more indicative of MPM's market value than Mr Kum's acquisition price of S$0.130 per share. Accordingly, we adopt as our target price the placement price of S$0.145, which represents an upside potential of 8.2% from the current share price of S$0.134. While recent developments may suggest that MPM's performance and therefore share price could sustainably improve over time, these improvements may take time to realise. Thus, coupled with the current limited upside potential, a hold recommendation may be warranted. We also recognise that there are risks to our target price, such as an escalation of People's Republic of China ("PRC") aggression towards Taiwan and heightened vessel damage risk for Maintenance Work Vessel ("MWV") MP Dynamic should hostilities between U.S. & Israeli and Iran resume.

KEY FINANCIALS Year ended 30 Sept	Revenue (S$ million)	Earnings [1] (S$ million)	EPS [2] (cents)	P/E (x)	DPS (cents)	Dividend Yield (%)	NAV per share (cents)	P/B (x)
2024 Actual	123.5	21.7	0.58	23.1	0.10	0.7%	5.36	2.50
2025 Actual	122.8	58.5	1.56	8.6	0.15	1.1%	7.04	1.90
2026 Forecast	172.0	23.2	0.61	22.1	0.10	0.7%	-	-
2027 Forecast	214.5	27.7	0.71	18.9	0.10	0.7%	-	-

Note: P/E, P/B, and dividend yield based on the current share price of S$0.134.
(1) Profit/loss attributable to equity holders of the Company.
(2) Diluted Earnings Per Share.
Source: MPM, FPA

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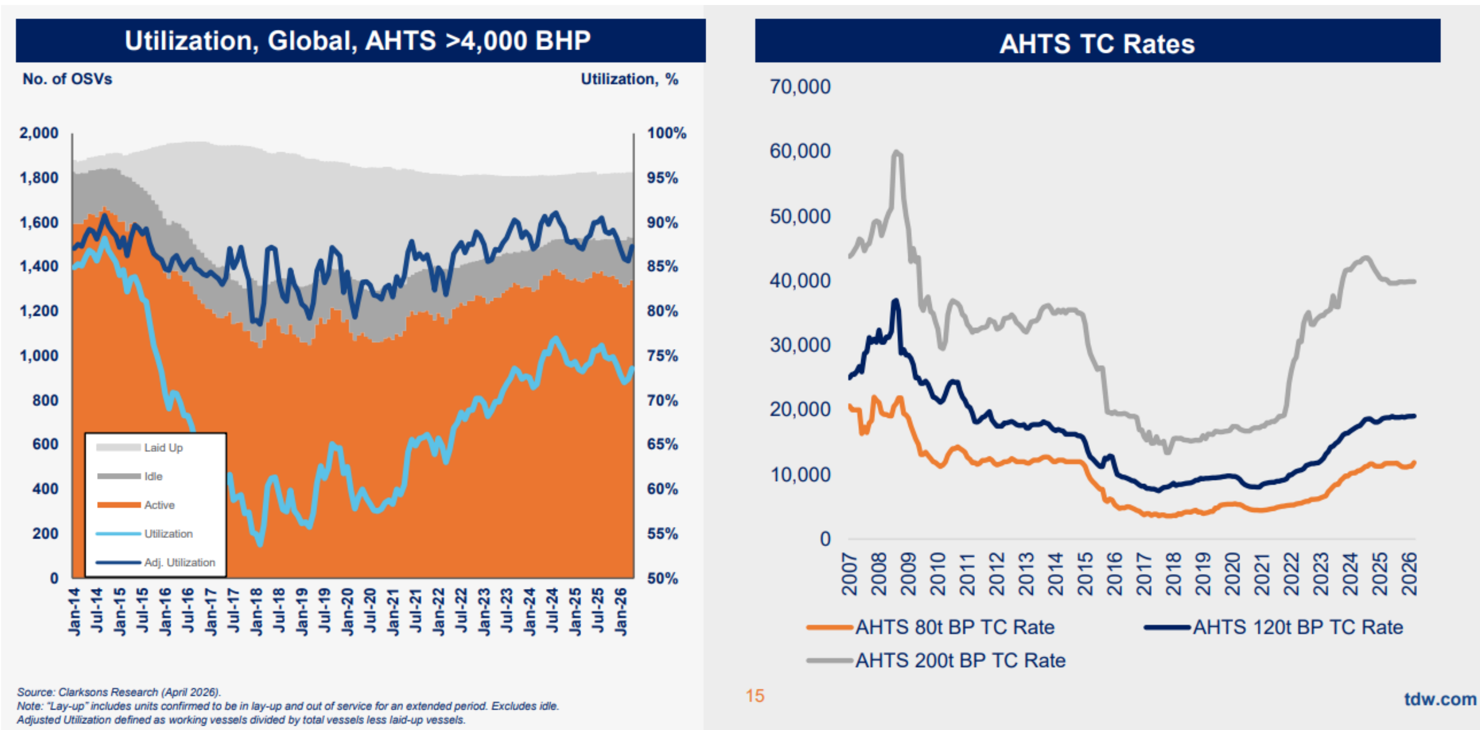
ECONOMIC & INDUSTRY OUTLOOK

(I) MARINE OFFSHORE INDUSTRY

Based on a Tidewater presentation, the global utilisation rate for Anchor Handling Tug Supply ("AHTS") vessels fell from July 2025 to January 2026 and briefly recovered thereafter, while AHTS 80t BP and 120t BP TC (presumably Time Charter) rates dipped slightly or generally remained stable, respectively, from 2025 to 2026, as shown in **Exhibit 1**.

Exhibit 1: AHTS Utilisation and TC Rates (2007/2014 to 2026)



Source: Clarksons (cited by Tidewater)

Demand for AHTS vessels, and more generally, Offshore Supply Vessels ("OSVs"), may be partly influenced by crude oil prices. E.g., higher prices may encourage oil producers to extract more oil, and in turn, charter more vessels to support oil extraction.

CNA reported in June 2026 that U.S. President Donald Trump and Iranian President Masoud Pezeshkian signed a deal in Versailles to end the U.S.-Israeli war against Iran.

Goldman Sachs noted in June 2026, "Oil has declined since US President Trump announced an interim deal with Iran to extend a ceasefire and gradually reopen the Strait of Hormuz." Goldman Sachs added, "Benchmark Brent oil has fallen to about $76 per barrel (as of June 18), from a high of around $118 in April during the war between Iran and the US and Israel."

Reuters reported a few days later (on 21 June) that Iran closed the Strait of Hormuz again after Israel continued to attack Lebanon amid Hezbollah striking Israeli targets. However, based on Yahoo! Finance data, the Brent Crude Oil Last Day Financial Futures remained below US$80 per barrel as at 24 June 2026.

Accordingly, we note that while it remains to be seen how the U.S.-Israeli conflict with Iran will unfold, crude oil prices may remain around current levels in the near-term.

Goldman Sachs noted too, “oil investors should also be mindful of the war between Ukraine and Russia, which is a key oil producer and has had its refining capacity damaged during the war.” Nonetheless, Goldman Sachs remarked that, “should Ukraine and Russia reach a peace deal, more energy supplies from Russia could enter the market”.

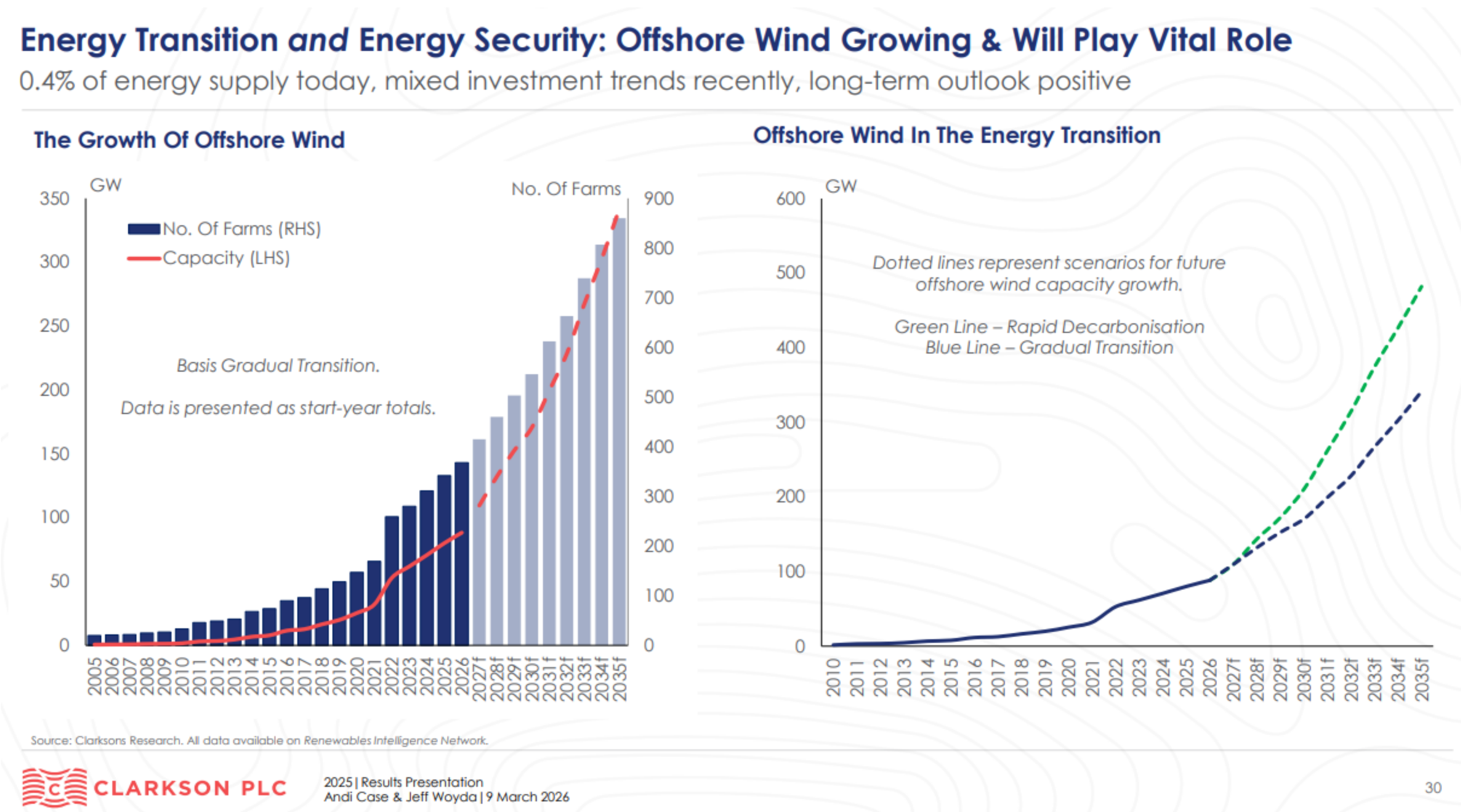
CNA reported in June 2026, “Evading Russian air defences, Ukrainian drones struck an oil refinery in southeast Moscow on Thursday (Jun 18) for the second time in three days, igniting a fierce blaze that spewed out clouds of black smoke.” CNA added, “Kyiv says its strikes deep inside Russia are evidence that it is turning the tide of the war - a message that President Volodymyr Zelenskyy took this week to US President Donald Trump and other G7 leaders at a summit in France.”

Should the recent Ukrainian strikes contribute towards an earlier end to the war between Russia and Ukraine, “more energy supplies from Russia could enter the market”, Goldman Sachs noted. Crude oil prices and AHTS time charter rates may thus soften.

However, the offshore wind market may lend support to OSV demand. Shipping services provider Clarksons indicated in March 2026 that offshore wind growth (another potential OSV demand source) would continue, as shown in **Exhibit 2**.

Accordingly, we note that AHTS time charter rates may remain around current levels in the near-term.

Exhibit 2: Offshore Wind Growth

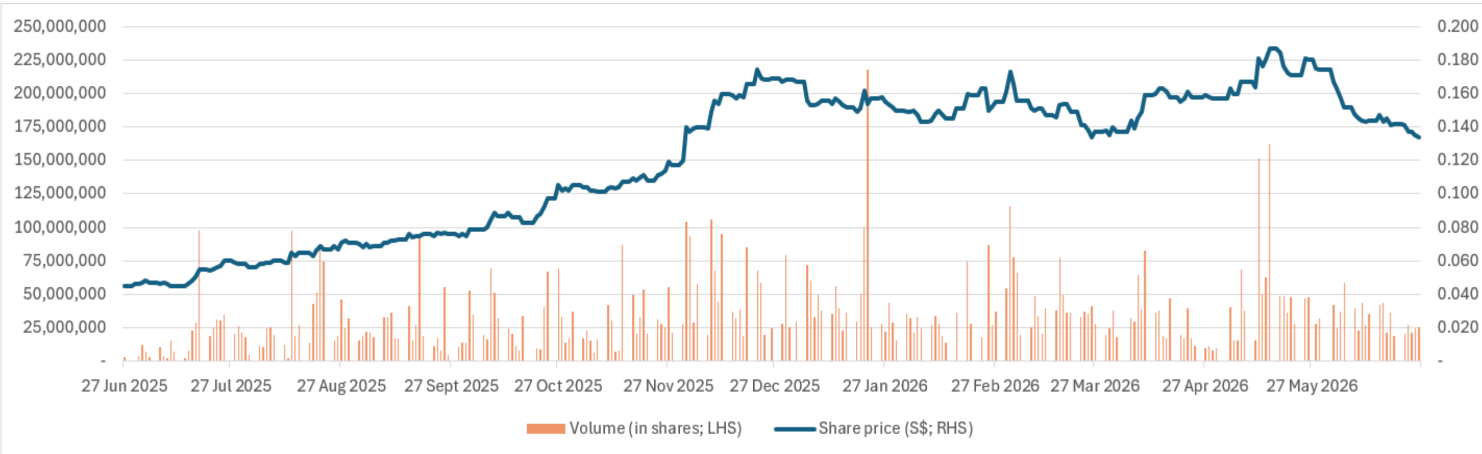


Source: Clarksons

RECENT SHARE PRICE DEVELOPMENTS

Over the last twelve months, the share price of Marco Polo Marine Limited ("MPM") rose by 197.8% to S$0.134 on 26 June 2026 from S$0.045 on 27 June 2025, as shown in **Exhibit 3**.

Exhibit 3: Share Price Performance (Last Twelve Months)



Source: Yahoo! Finance (share price & volume), FPA

We discuss developments that occurred after the publication of our previous update report dated 10 April 2026.

On 17 April 2026 (after trading hours), MPM announced that "certain key employees of the Group intend to subscribe for an aggregate of 1,280,000 new ordinary shares (the "PKRO Subscription Shares") in the capital of PKR Offshore Co., Ltd. ("PKRO"), a 49% indirectly-held subsidiary of the Company, for an aggregate consideration of NTD26,880,000 (approximately S$1,080,000) (collectively, the "PKRO Subscription")", as "a show of their commitment to the long-term vision of the Group and their confidence in the business of PKRO". Share price fell from S$0.158 on 17 April to S$0.155 on 20 April (next trading day), but recovered to S$0.158 by 24 April 2026.

On 8 May 2026 (after trading hours), MPM disclosed that Penguin International Limited ("PIL") sold 3,000,000 shares at S$495,000 (average share price of S$0.165) on 7 May 2026 via market transaction. Later, on 13 May (after trading hours), MPM disclosed that PIL sold another 3,000,000 shares at S$534,000 (average share price of S$0.178) on 12 May via market transaction and ceased to be a substantial shareholder. On 15 May (before trading hours), MPM also released its results for 1H FY2026 and announced a proposed reverse takeover transaction whereby: (1) Fuji Offset Plates Manufacturing Ltd (SGX:508; the "Purchaser" or "FUJI") would "acquire all issued share capital of Marco Polo Shipyard Pte Ltd and MP Marine Pte Ltd (collectively, the "Target Companies"), which wholly own and operate the Group's shipyard business"; and (2) the consideration would be "satisfied entirely by the allotment and issuance of new ordinary shares in the capital of the Purchaser at an issue price of S$0.701 per share"; such that (3) MPM would be expected to "hold a controlling interest of approximately 74.1% in the enlarged issued and paid-up share capital of the Purchaser, which may rise to up to approximately 76.8% upon the subsequent issuance of the maximum number of Deferred Consideration Shares." Share price rose from S$0.160 on 6 May to S$0.167 on 7 & 8 May, and rose to S$0.187 on 15 May, before falling to S$0.171 on 22 May 2026.

On 3 June 2026 (after trading hours), MPM disclosed that Ginko-AGT Global Growth Fund acquired via market transaction 700,100 shares for $117,980.85 (average share price of S$0.169), such that it became a substantial shareholder of MPM as its total (direct) interest rose to above 5.0%. However, share price fell from S$0.163 on 3 June to S$0.144 on 10 June 2026.

On 21 June 2026 (Sunday), MPM disclosed that the CEO acquired via market transaction 400,000 shares for S$56,000 (average share price of S$0.140). Share price has since fallen from S$0.142 on 19 June (Friday) to S$0.137 on 24 June 2026.

FINANCIAL ANALYSIS

(I) FINANCIAL REVIEW (MPM)

Revenue:

Revenue rose by 40.4% y-o-y to S$74.0 million in 1H FY2026 from S$52.7 million in 1H FY2025, as shown in **Exhibit 4**, amid ship chartering revenue rising by 38.7% (or S$12.4 million) y-o-y and ship building & repair services revenue rising by 44.8% (or S$8.9 million) y-o-y in 1H FY2026.

Exhibit 4: Revenue (1H FY2026 vs 1H FY2025)

(in S$ '000)	Actual		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Ship chartering services	44,318	31,958	12,360	38.7%
Ship building and repair services	28,621	19,768	8,853	44.8%
Sale of goods	1,059	962	97	10.1%
Revenue	**73,998**	**52,688**	**21,310**	**40.4%**

Source: MPM, FPA

Revenue from 1H FY2021 to 1H FY2026 is shown in **Exhibit 5**.

Exhibit 5: Revenue (1H FY2021 to 1H FY2026)

(in S$ '000)	Actual*										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Ship chartering services (estimate for 2H)	9,439	10,659	10,555	34,131	24,532	41,360	32,864	39,067	31,958	48,239	44,318
Ship building and repair services (estimate for 2H)	11,259	13,769	16,335	23,263	30,033	28,541	27,036	21,516	19,768	20,784	28,621
Sale of goods (estimate for 2H)	418	562	752	1,059	1,379	1,281	1,671	1,376	962	1,103	1,059
Revenue	**21,116**	**24,990**	**27,642**	**58,453**	**55,944**	**71,182**	**61,571**	**61,959**	**52,688**	**70,126**	**73,998**

* unless indicated as estimate.

Source: MPM, FPA

Revenue – ship chartering:

MPM noted that the increase in ship chartering revenue was "primarily attributable to the expansion of the Group's offshore vessel fleet in the second half of the previous financial year, following the deployment of the first Commissioning Service Operation Vessel ("CSOV"), MP Wind Archer, and three additional Crew Transfer Vessels ("CTV"), which contributed to higher charter income in the current period."

Our estimates of ship chartering revenue in 1H FY2026 vs in 1H FY2025 are shown in **Exhibit 6**.

In August 2025, MPM announced that it "Successfully" deployed "First CSOV" and signalled "Positive Momentum Ahead". MPM also noted that "the CSOV and the three newly purchased CTVs contributed approximately S$11 million" (out of revenue of S$54.2 million) for 9M FY2025.

In April 2025, MPM announced that the CSOV, MP Wind Archer, had "commenced operations and started generating revenue from mid-April 2025" (i.e., near the start of 2H FY2025.) MPM added that MP Wind Archer had "commenced its maiden charter to Siemens Gamesa Renewable Energy (SGRE) for offshore wind commissioning works in the Hailong Wind Farm project from mid-April through August 2025, with an option to extend till end of September 2025" (i.e., till end of 2H FY2025).

Exhibit 6: Ship Chartering Revenue (1H FY2026 vs 1H FY2025)

	Actual*		1H FY2026 vs 1H FY2025	
(in S$ '000 unless otherwise stated)	1H FY2026	1H FY2025	Absolute Change	Change %
Ship chartering services (estimate for 2H)	44,318	31,958	12,360	38.7%
vs effective charter rate:				
Average charter rates (1Q FY2020 = 100; estimate)	282	209	73	35%
Multiply by: Average utilisation (1Q FY2020 = 100; largely estimate)	71%	68%	3%	4%
Effective charter rate (estimate)	**200**	**142**	**58**	**41%**
Quarterly charter rates & utilisation:				
1Q	285	194	91	47%
2Q	279	224	54	24%
Average charter rates (1Q FY2020 = 100; estimate)	**282**	**209**	**73**	**35%**
1Q	76%	71%	5%	7%
2Q	65%	65%	-	-
Average utilisation (1Q FY2020 = 100; estimate)	**71%**	**68%**	**3%**	**4%**

* unless indicated as estimate.

Source: MPM, FPA

Ship chartering revenue from 1H FY2021 to 1H FY2026, as well as quarterly charter rates and fleet utilisation (estimated where we did not find the relevant data explicitly stated by MPM), is shown in **Exhibit 7**.

Exhibit 7: Ship Chartering Revenue (1H FY2021 to 1H FY2026)

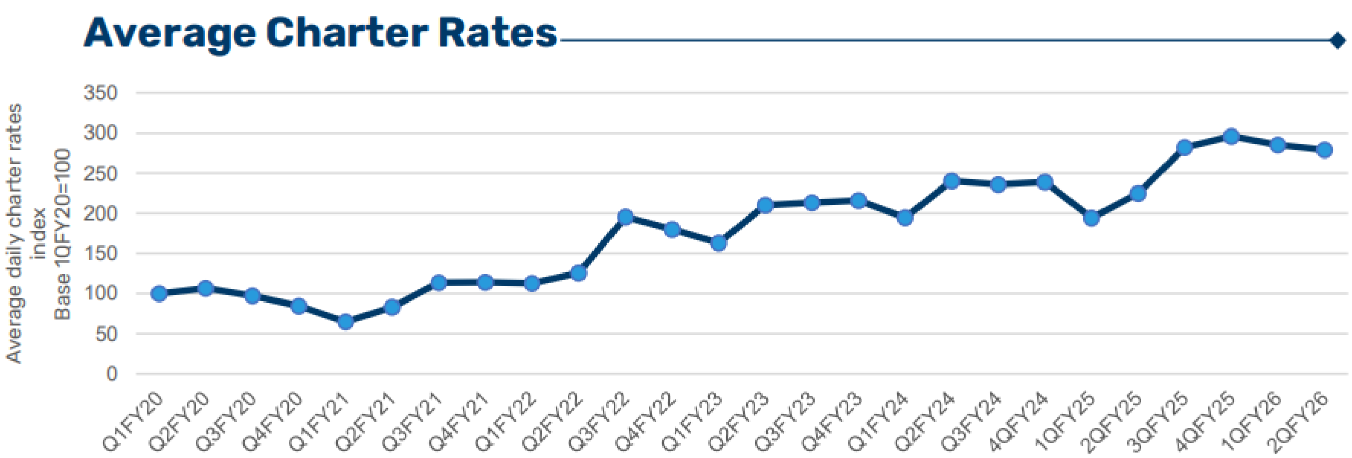
	Actual*										
(in S$ '000 unless otherwise stated)	**1H FY2021**	**2H FY2021**	**1H FY2022**	**2H FY2022**	**1H FY2023**	**2H FY2023**	**1H FY2024**	**2H FY2024**	**1H FY2025**	**2H FY2025**	**1H FY2026**
Ship chartering services (estimate for 2H)	9,439	10,659	10,555	34,131	24,532	41,360	32,864	39,067	31,958	48,239	44,318
vs effective charter rate:											
Average charter rates (1Q FY2020 = 100; estimate)	73	113	119	187	186	214	217	237	209	288	282
Multiply by: Average utilisation (1Q FY2020 = 100; largely estimate)	52%	70%	58%	84%	66%	94%	60%	77%	68%	74%	71%
Effective charter rate (estimate)	**38**	**79**	**69**	**157**	**122**	**200**	**130**	**182**	**142**	**213**	**199**
Quarterly charter rates & utilisation:											
1Q	64		112		162		194		194		285
2Q	83		125		210		240		224		279
3Q		113		195		213		235		281	
4Q		114		179		215		238		295	
Average charter rates (1Q FY2020 = 100; estimate)	**73**	**113**	**119**	**187**	**186**	**214**	**217**	**237**	**209**	**288**	**282**
1Q	46%		58%		61%		70%		71%		76%
2Q	58%		58%		70%		50%		65%		65%
3Q		70%		84%		92%		86%		71%	
4Q		69%		83%		95%		68%		77%	
Average utilisation (1Q FY2020 = 100; estimate)	**52%**	**70%**	**58%**	**84%**	**66%**	**94%**	**60%**	**77%**	**68%**	**74%**	**71%**

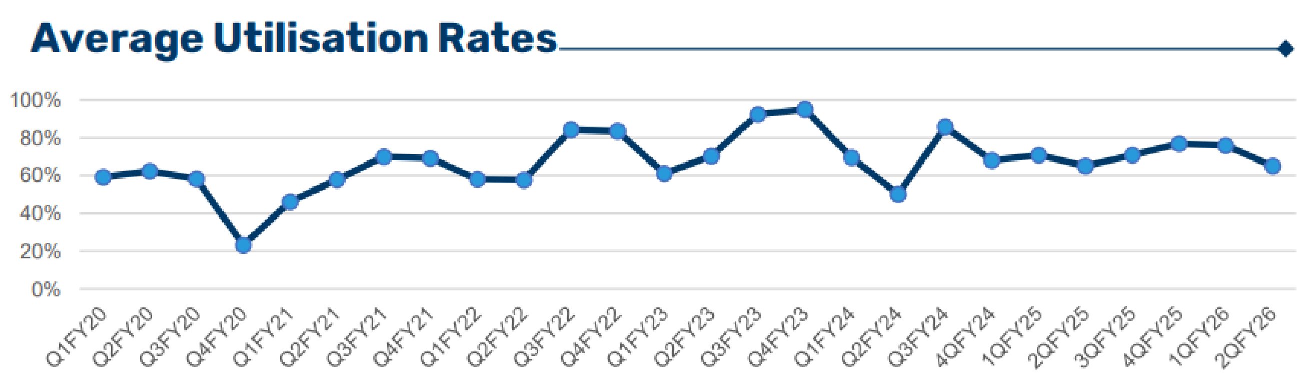
* unless indicated as estimate.

Source: MPM, FPA

Quarterly charter rates and fleet utilisation from 1Q FY2020 to 2Q FY2026 are illustrated in **Exhibit 8**.

Exhibit 8: Average Charter Rates & Utilisation (1Q FY2020 to 2Q FY2026)

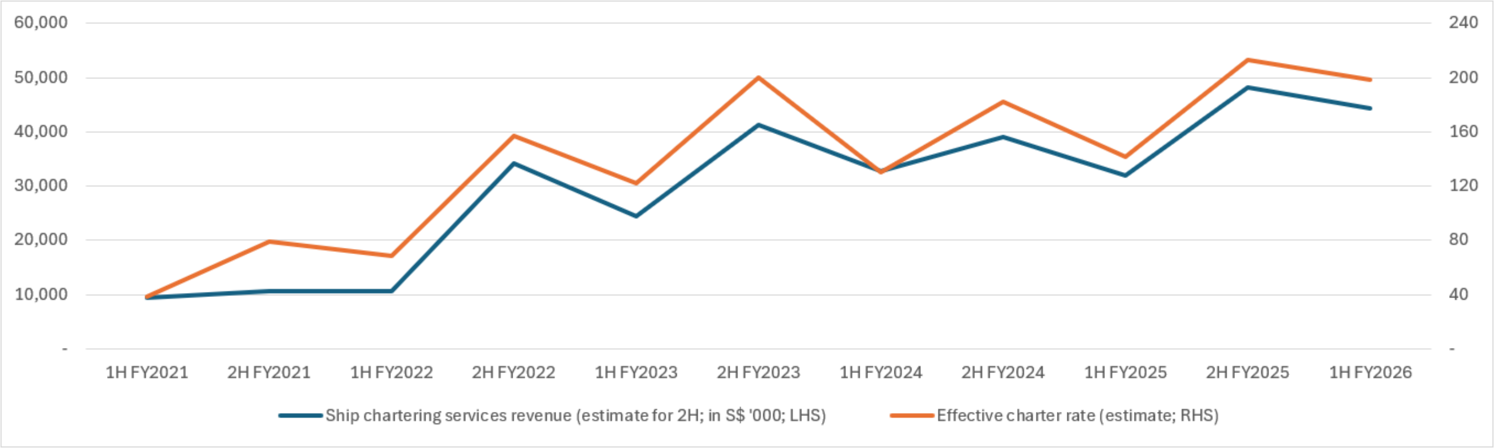




Source: MPM

Ship chartering revenue generally trended with our estimate of the effective charter rate (as calculated by [average charter rate × average utilisation]) from 1H FY2021 to 1H FY2026, as shown in **Exhibit 9**.

Exhibit 9: Ship Chartering Revenue vs Effective Charter Rate (1H FY2021 to 1H FY2026)



Source: MPM, FPA

As compared with end-1H FY2025, we note that MPM had, by end-1H FY2026, two fewer tugboats, as shown in **Exhibit 10**.

Exhibit 10: MPM's Vessels (1H FY2026 vs 1H FY2025)

Source: MPM, FPA

We note that Taiwan revenue rose by S$17.7 million to S$25.2 million in 2H FY2025 from S$7.5 million in 1H FY2025, as shown in **Exhibit 11**, in line with MPM's deployment of its CSOV and three new CTVs to Taiwan from 3Q FY2025. However, Taiwan revenue fell to S$19.1 million in 1H FY2026, in line with the seasonal pattern (higher in 2H and lower in 1H) since 2H FY2022.

We also note that the charter rates for tugboats or barges, as estimated by $[\text{Singapore chartering revenue} \div (\text{tugboats} + \text{barges})]$, may have risen from 1H FY2025 to 1H FY2026.

Exhibit 11: Geographical Breakdown of Ship Chartering Revenue (1H FY2021 to 1H FY2026)

	Actual*										
(in S$ '000 unless otherwise stated)	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Ship chartering - Singapore (estimate for 2H)	6,050	6,295	4,656	2,495	2,173	2,556	2,432	2,198	2,944	2,169	2,634
Ship chartering - Indonesia (estimate for 2H)	-	537	62	5,485	3,397	2,069	3,695	4,339	6,346	2,544	5,507
Ship chartering - Taiwan (estimate for 2H)	1,535	1,608	2,154	18,167	8,065	24,532	14,943	19,428	7,474	25,181	19,103
Ship chartering - Thailand (estimate for 2H)	-	-	2,744	4,584	7,077	9,033	8,547	11,761	12,726	14,473	12,797
Ship chartering - Malaysia (estimate for 2H)	-	1,002	716	2,744	3,820	3,170	3,247	1,341	2,468	3,872	4,277
Ship chartering - Others (estimate)	1,854	1,217	223	656	-	-	-	-	-	-	-
Ship chartering services (estimate for 2H)	**9,439**	**10,659**	**10,555**	**34,131**	**24,532**	**41,360**	**32,864**	**39,067**	**31,958**	**48,239**	**44,318**
vs tugboats & barges:											
Tugboats	n.a.	n.a.	n.a.	n.a.	n.a.	10	9	8	8	6	6
Barges	n.a.	n.a.	n.a.	n.a.	n.a.	8	7	6	6	6	6
Tugboats & barges	**24**	**24**	**24**	**21**	**21**	**18**	**16**	**14**	**14**	**12**	**12**
Ship chartering - Singapore (estimate for 2H)	6,050	6,295	4,656	2,495	2,173	2,556	2,432	2,198	2,944	2,169	2,634
Divide by: Tugboats & barges	24	24	24	21	21	18	16	14	14	12	12
Singapore revenue per tugboat or barge	**252**	**262**	**194**	**119**	**103**	**142**	**152**	**157**	**210**	**181**	**220**

* unless indicated as estimate.

Source: MPM, FPA

Ship building & repair revenue, and sale of goods:

While ship building revenue was the same as "transferred overtime" ship building & repair revenue (excluding sale of goods) from FY2021 to FY2024, ship building revenue of S$6.7 million in FY2025 was lower than "transferred overtime" revenue of S$12.9 million in FY2025, as shown in **Exhibit 12**.

Exhibit 12: Breakdown of Ship Building & Repair Revenue (FY2021 to FY2025)

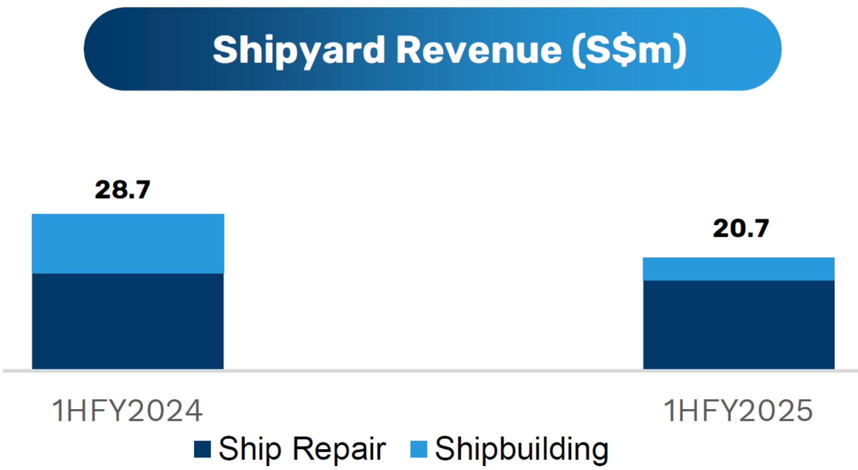
	Actual				
(in S$ '000)	FY2021	FY2022	FY2023	FY2024	FY2025
Ship repair revenue	21,187	37,174	42,738	29,718	33,825
Ship building revenue	3,841	2,424	15,836	18,834	6,727
Ship building and repair services	**25,028**	**39,598**	**58,574**	**48,552**	**40,552**
"Goods or services transferred at a point in time" revenue	21,187	37,174	42,738	29,718	27,675
"Goods or services transferred overtime" revenue	3,841	2,424	15,836	18,834	12,877
Ship building and repair services	**25,028**	**39,598**	**58,574**	**48,552**	**40,552**

Source: MPM, FPA

Based on a snippet from MPM's presentation for 1H FY2025, as shown in **Exhibit 13**, we estimate[1] that ship repair revenue (including sale of goods) was S$17.6 million in 1H FY2024 and S$16.3 million in 1H FY2025—close to the sum of "Goods or services transferred at a point in time" ship building & repair revenue and sale of goods revenue of S$17.8 million in 1H FY2024 and S$16.7 million in 1H FY2025, respectively, based on figures disclosed by MPM.

Accordingly, we assume that ship building revenue in 1H FY2025 was the "transferred overtime" revenue of S$4.0 million, such that ship building revenue in 2H FY2025 would be S$2.7 million [actual revenue of S$6.7 million in FY2025 – assumed revenue of S$4.0 million in 1H FY2025].

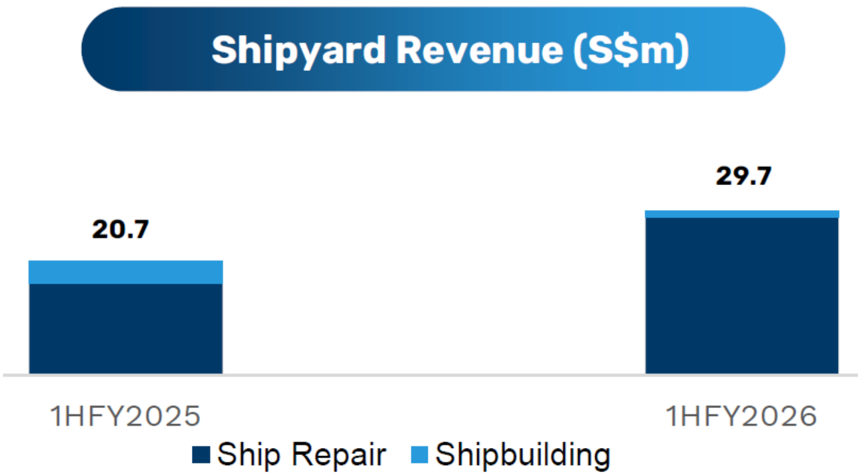
Exhibit 13: Ship Building & Repair Revenue (1H FY2024 and 1H FY2025)



Source: MPM

Applying a similar method for 1H FY2026, with the snippet from MPM's presentation for 1H FY2026 as shown in **Exhibit 14**, we assume that ship building revenue in 1H FY2026 was the "transferred overtime" revenue of S$1.1 million.

Exhibit 14: Ship Building & Repair Revenue (1H FY2025 and 1H FY2026)



Source: MPM

[1] Using automeris.io, the same tool we used to estimate quarterly charter rates and fleet utilisation from **Exhibit 8** on page 8.

Thus, we estimate that ship repair revenue rose by 75.1% y-o-y in 1H FY2026, while ship building revenue fell by 73.2% y-o-y, as shown in **Exhibit 15**. MPM noted that there was “a higher volume of ship repair projects, supported by expanded shipyard capacity following the commissioning of the new Drydock 4 at the Batam shipyard in August 2025.”

We also estimate that sale of goods as a percentage of ship building & repair services revenue (excluding sales of goods) fell to 3.7% in 1H FY2026 from 4.9% in 1H FY2025.

Exhibit 15: Ship Building & Repair Revenue and Sales of Goods (1H FY2026 vs 1H FY2025)

	Actual*		1H FY2026 vs 1H FY2025	
(in S$ '000)	1H FY2026	1H FY2025	Absolute Change	Change %
Ship repair revenue (estimate)	27,539	15,724	11,815	75.1%
Ship building revenue (estimate)	1,082	4,044	(2,962)	(73.2%)
Ship building & repair services (estimate for 2H; excluding sales of goods)	**28,621**	**19,768**	**8,853**	**44.8%**
vs sale of goods:				
Sale of goods (estimate for 2H)	1,059	962	97	10.1%
Divide by: Ship building & repair services (estimate for 2H; excl. sale of goods)	28,621	19,768	8,853	44.8%
Sale of goods as a % of ship building & repair services	**3.7%**	**4.9%**	**-**	**-**

* unless indicated as estimate.
Source: MPM, FPA

Our estimates of ship building and ship repair revenue, as well as sale of goods revenue, from 1H FY2021 to 1H FY2026, are shown in **Exhibit 16**.

Exhibit 16: Ship Building & Repair Revenue and Sales of Goods (1H FY2021 to 1H FY2026)

	Actual*										
(in S$ '000)	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Ship repair revenue (estimate)	9,756	11,431	14,024	23,150	21,738	21,000	16,126	13,592	15,724	18,101^	27,539
Ship building revenue (estimate)	1,503	2,338	2,311	113	8,295	7,541	10,910	7,924	4,044	2,683^	1,082
Ship building & repair services (estimate for 2H; excluding sales of goods)	**11,259**	**13,769**	**16,335**	**23,263**	**30,033**	**28,541**	**27,036**	**21,516**	**19,768**	**20,784**	**28,621**
vs sale of goods:											
Sale of goods (estimate for 2H)	418	562	752	1,059	1,379	1,281	1,671	1,376	962	1,103	1,059
Divide by: Ship building & repair services (estimate for 2H; excl. sales of goods)	11,259	13,769	16,335	23,263	30,033	28,541	27,036	21,516	19,768	20,784	28,621
Sale of goods as a % of ship building & repair services	**3.7%**	**4.1%**	**4.6%**	**4.6%**	**4.6%**	**4.5%**	**6.2%**	**6.4%**	**4.9%**	**5.3%**	**3.7%**

* unless indicated as estimate. ^ estimated from ship building revenue for FY2025 and 1H FY2025. Note: Ship repair revenue estimated from “transferred at a point in time” revenue, while ship building revenue estimated from “transferred overtime” revenue.
Source: MPM, FPA

Gross profit:

Gross profit rose by 45.1% to S$31.4 million in 1H FY2026 from S$21.6 million in 1H FY2025, as shown in **Exhibit 17**, in line with the rise in revenue. MPM noted, “The increase was mainly attributable to stronger operating performance driven by the expansion of the offshore vessel fleet and enhanced shipyard capacity.”

Exhibit 17: Gross Profit (1H FY2026 vs 1H FY2025)

	Actual*		1H FY2026 vs 1H FY2025	
(in S$ '000)	1H FY2026	1H FY2025	Absolute Change	Change %
Gross profit	31,385	21,627	9,758	45.1%
Divide by: Revenue	73,998	52,688	21,310	40.4%
Gross margin	**42.4%**	**41.0%**	-	-
vs ship chartering as a % of revenue:				
Ship chartering services (estimate for 2H)	48,239	39,067	9,172	23.5%
Divide by: Revenue	70,126	61,959	8,167	13.2%
Ship chartering as a % of revenue	**68.8%**	**63.1%**	-	-

* unless indicated as estimate. n.a. = not available.
Source: MPM, FPA

Gross profit from 1H FY2021 to 1H FY2026 is shown in **Exhibit 18**.

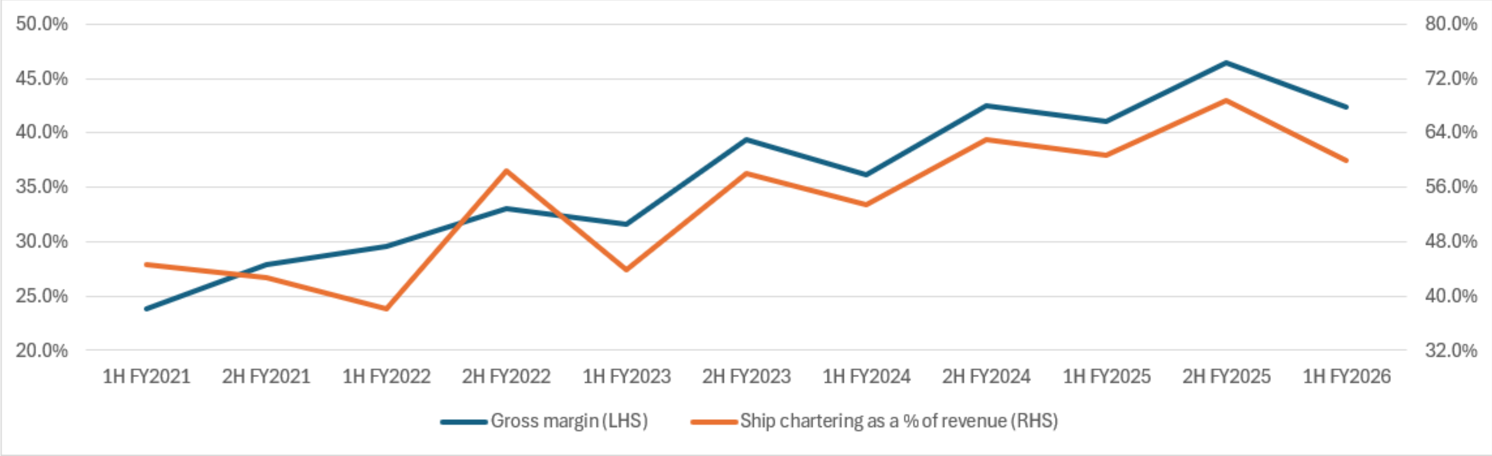
Exhibit 18: Gross Profit (1H FY2021 to 1H FY2026)

	Actual*										
(in S$ '000)	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Gross profit	5,027	6,984	8,178	19,300	17,696	28,045	22,221	26,294	21,627	32,594	31,385
Divide by: Revenue	21,116	24,990	27,642	58,453	55,944	71,182	61,571	61,959	52,688	70,126	73,998
Gross margin	**23.8%**	**27.9%**	**29.6%**	**33.0%**	**31.6%**	**39.4%**	**36.1%**	**42.4%**	**41.0%**	**46.5%**	**42.4%**
vs ship chartering as a % of revenue:											
Ship chartering services (estimate for 2H)	9,439	10,659	10,555	34,131	24,532	41,360	32,864	39,067	31,958	48,239	44,318
Divide by: Revenue	21,116	24,990	27,642	58,453	55,944	71,182	61,571	61,959	52,688	70,126	73,998
Ship chartering as a % of revenue	**44.7%**	**42.7%**	**38.2%**	**58.4%**	**43.9%**	**58.1%**	**53.4%**	**63.1%**	**60.7%**	**68.8%**	**59.9%**

* unless indicated as estimate. n.a. = not available.
Source: MPM, FPA

Gross margin generally trended with ship chartering as a percentage of revenue from 1H FY2022 (especially so from 1H FY2023) to 1H FY2026, as shown in **Exhibit 19**.

Exhibit 19: Gross Margin vs Ship Chartering as a Percentage of Revenue (1H FY2021 to 1H FY2026)



Source: MPM, FPA

Other operating income:

Other operating income rose by 13.2% to S$2.5 million in 1H FY2026 from S$2.2 million in 1H FY2025, as shown in **Exhibit 20**.

Exhibit 20: Other Operating Income (1H FY2026 vs 1H FY2025)

(in S$ '000)	Actual*		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Gain on disposal of property, plant and equipment, net	675	7	668	9,542.9%
Interest income	1,012	834	178	21.3%
Sales of scrap metals	409	221	188	85.1%
Foreign exchange gain, net	-	1,019	(1,019)	n.m.
Others (estimate)	405	128	277	216.4%
Other operating income	**2,501**	**2,209**	**292**	**13.2%**

* unless indicated as estimate. n.m. = not meaningful.
Source: MPM, FPA

Other operating income from 1H FY2021 to 1H FY2026 is shown in **Exhibit 21**.

Exhibit 21: Other Operating Income (1H FY2021 to 1H FY2026)

(in S$ '000)	Actual*										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Gain on disposal of property, plant and equipment, net	-	6,265	306	679	499	528	730	994	7	551	675
Gain on disposal of investment in joint venture	-	-	-	-	-	-	-	-	-	3,240	-
Interest income	365	329	331	361	773	1,042	1,203	1,352	834	788	1,012
Sales of scrap metals	31	166	185	333	395	518	403	472	221	191	409
Gain on bargain purchase	-	-	282	330	-	-	-	-	-	-	-
Gain on remeasurement of previously held equity interest	-	-	5,172	-	-	-	-	-	-	-	-
Gain on acquisition of debt	6,238	-	-	-	-	-	-	-	-	-	-
Reversal of impairment loss on receiv. due from subsidiary prev. held as a JV	-	-	4,151	78	-	-	-	-	-	-	-
Others (estimate)	652	177	223	989	581	443	136	1,033	1,147	5,212	405
Other operating income	**7,286**	**6,937**	**10,650**	**2,770**	**2,248**	**2,531**	**2,472**	**3,851**	**2,209**	**9,982**	**2,501**

* unless indicated as estimate. Note: Net foreign exchange gain removed as its semi-annual values may not match annual values.
Source: MPM, FPA

Other operating income from FY2021 to FY2025 is shown in **Exhibit 22**.

Exhibit 22: Other Operating Income (FY2021 to FY2025)

(in S$ '000)	Actual				
	FY2021	FY2022	FY2023	FY2024	FY2025
Bad debts recovered	114	249	272	17	29
Gain on disposal of property, plant and equipment, net	6,265	985	1,027	1,724	558
Gain on disposal of investment in joint venture	-	-	-	-	3,240
Government grant income	531	70	26	25	62
Interest income	-	-	-	-	-
Interest income on bank balances and fixed deposits	42	140	1,225	2,023	1,362
Interest income from loan to a joint venture	651	552	590	532	262
Sales of scrap metals	197	518	913	875	412
Foreign exchange gain, net	-	717	-	-	6,096
Insurance claim income	-	-	661	1,050	34
Sundry income	185	176	65	77	136
Gain on bargain purchase	-	612	-	-	-
Gain on remeasurement of previously held equity interest	-	5,172	-	-	-
Gain on acquisition of debt	6,238	-	-	-	-
Other operating income	**14,223**	**9,191**	**4,779**	**6,323**	**12,191**

Source: MPM, FPA

Administrative expenses:

Administrative expenses fell by 0.2% to S$9.0 million in 1H FY2026 from S$9.0 million in 1H FY2025, as shown in **Exhibit 23**, despite revenue rising by 40.4% y-o-y, amid revenue having dipped to S$52.7 million in 1H FY2025, as shown in **Exhibit 24**.

Exhibit 23: Administrative Expenses (1H FY2026 vs 1H FY2025)

(in S$ '000)	Actual		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Administrative expenses	8,990	9,006	(16)	(0.2%)
Revenue	73,998	52,688	21,310	40.4%
Administrative expenses as a % of revenue	**12.1%**	**17.1%**	**-**	**-**

Source: MPM, FPA

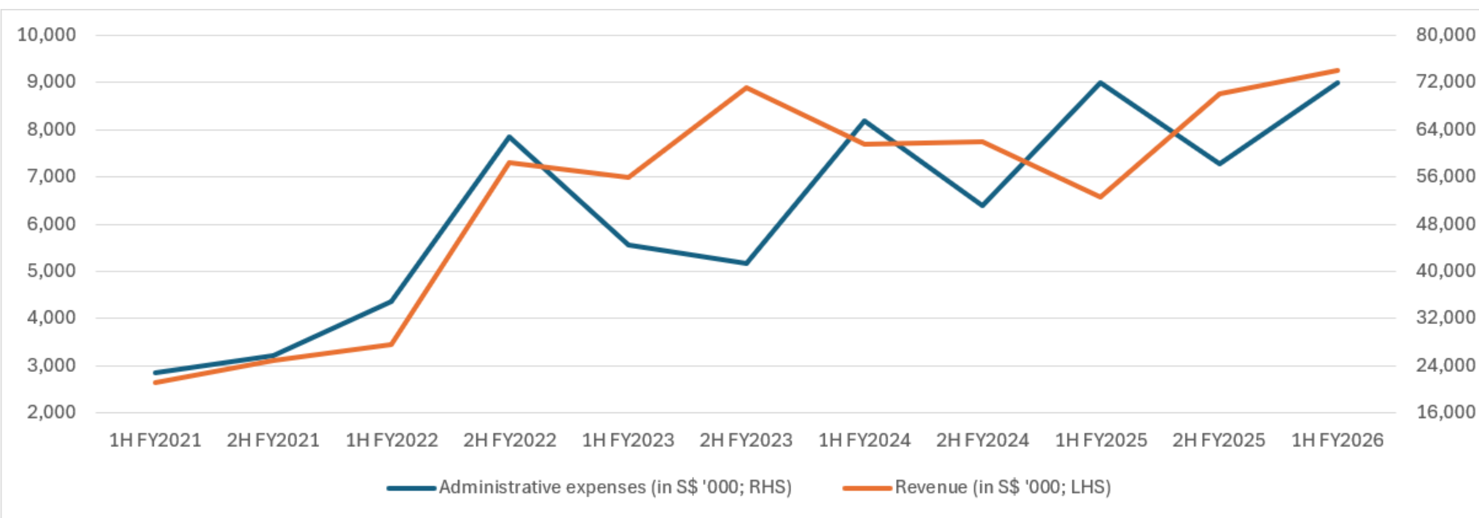
Exhibit 24: Administrative Expenses (1H FY2021 to 1H FY2026)

(in S$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Administrative expenses	2,853	3,213	4,358	7,852	5,562	5,164	8,197	6,389	9,006	7,274	8,990
Revenue	21,116	24,990	27,642	58,453	55,944	71,182	61,571	61,959	52,688	70,126	73,998
Administrative expenses as a % of revenue	**13.5%**	**12.9%**	**15.8%**	**13.4%**	**9.9%**	**7.3%**	**13.3%**	**10.3%**	**17.1%**	**10.4%**	**12.1%**

Source: MPM, FPA

Administrative expenses and revenue from 1H FY2021 to 1H FY2026 are shown in **Exhibit 25**.

Exhibit 25: Administrative Expenses vs Revenue (1H FY2021 to 1H FY2026)



Source: MPM, FPA

Other operating expenses:

Other operating expenses rose by 59.9% to S$6.7 million in 1H FY2026 from S$4.2 million in 1H FY2025, as shown in **Exhibit 26**. MPM noted, "The increase was mainly attributable to higher foreign exchange losses of S$2.9 million which were largely unrealised in nature."

Exhibit 26: Other Operating Expenses (1H FY2026 vs 1H FY2025)

(in S$ '000)	Actual*		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Foreign exchange loss, net	2,855	-	2,855	n.m.
Legal and professional fee	628	480	148	30.8%
Others (estimate)	3,181	3,687	(506)	(13.7%)
Other operating expenses	**6,664**	**4,167**	**2,497**	**59.9%**

* unless indicated as estimate. n.m. = not meaningful.
Source: MPM, FPA

Other operating expenses from 1H FY2021 to 1H FY2026 are shown in **Exhibit 27**.

Exhibit 27: Other Operating Expenses (1H FY2021 to 1H FY2026)

(in S$ '000 unless otherwise stated)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Other operating expenses	3,303	1,651	2,986	2,576	7,535	1,653	3,272	9,807	4,167	2,504	6,664

Source: MPM, FPA

Finance costs:

Finance costs rose by 130.9% to S$1.8 million in 1H FY2026 from S$0.8 million in 1H FY2025, as shown in **Exhibit 28**, amid borrowings rising by 197.1% to S$84.0 million in 1H FY2026. MPM noted that the increase reflected "higher interest expenses arising from interest bearing borrowings to support the Group's fleet and shipyard expansion during the period."

Exhibit 28: Finance Costs (1H FY2026 vs 1H FY2025)

(in S$ '000)	Actual		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Finance costs	1,831	793	1,038	130.9%
Breakdown of borrowings:				
Secured borrowings (current)	13,059	17,675	(4,616)	(26.1%)
Secured borrowings (non-current)	70,897	10,583	60,314	569.9%
Secured borrowings	**83,956**	**28,258**	**55,698**	**197.1%**
Breakdown of lease liabilities:				
Lease liabilities (current)	1,976	1,820	156	8.6%
Lease liabilities (non-current)	-	4,538	(4,538)	(100.0%)
Lease liabilities	**1,976**	**6,358**	**(4,382)**	**(68.9%)**

Source: MPM, FPA

Finance costs from 1H FY2021 to 1H FY2026 are shown in **Exhibit 29**.

Exhibit 29: Finance Costs (1H FY2021 to 1H FY2026)

(in S$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Finance costs	61	75	62	67	55	251	120	1,511	793	305	1,831
Breakdown of borrowings:											
Secured borrowings (current)	966	966	966	966	966	966	966	25,057	17,675	8,272	13,059
Secured borrowings (non-current)	3,800	3,250	2,771	2,284	1,790	1,290	781	7,924	10,583	33,997	70,897
Secured borrowings	**4,766**	**4,216**	**3,737**	**3,250**	**2,756**	**2,256**	**1,747**	**32,981**	**28,258**	**42,269**	**83,956**
Breakdown of lease liabilities:											
Lease liabilities (current)	364	206	36	298	303	1,553	1,416	1,809	1,820	1,973	1,976
Lease liabilities (non-current)	81	53	44	209	76	4,732	4,014	5,528	4,538	3,822	2,834
Lease liabilities	**445**	**259**	**80**	**507**	**379**	**6,285**	**5,430**	**7,337**	**6,358**	**5,795**	**4,810**

Source: MPM, FPA

A breakdown of finance costs from FY2021 to FY2025 is shown in **Exhibit 30**.

Exhibit 30: Finance Costs (FY2021 to FY2025)

	Actual*				
(in S$ '000)	**FY2021**	**FY2022**	**FY2023**	**FY2024**	**FY2025**
Interest expenses on lease liabilities	24	20	225	275	246
Interest expenses on term loans	112	109	81	400	1,708
Secured term loans commitment and set up fees	-	-	-	956	(856)
Finance costs	**136**	**129**	**306**	**1,631**	**1,098**
Effective interest:					
Interest expenses on term loans	112	109	81	400	1,708
Divide by: secured borrowings	4,216	3,250	2,256	32,981	42,269
Effective interest on term loans' interest (estimate)	**2.7%**	**3.4%**	**3.6%**	**1.2%**	**4.0%**
Interest expenses on lease liabilities	24	20	225	275	246
Divide by: lease liabilities	259	507	6,285	7,337	5,795
Effective interest on lease liabilities' interest (estimate)	**9.3%**	**3.9%**	**3.6%**	**3.7%**	**4.2%**
3-Month Compounded Singapore Overnight Rate Average ("3M SORA"; average)	0.2%	0.6%	3.3%	3.7%	2.5%
Effective Federal Funds Rate ("EFFR"; average)	0.1%	0.8%	4.6%	5.3%	4.4%
Breakdown of borrowings:					
Temporary bridging loans	4,216	3,250	2,256	1,232	178
Secured term loans	-	-	-	31,749	42,091
Secured borrowings	**4,216**	**3,250**	**2,256**	**32,981**	**42,269**
Secured borrowings (current)	966	966	966	25,057	8,272
Secured borrowings (non-current)	3,250	2,284	1,290	7,924	33,997
Secured borrowings	**4,216**	**3,250**	**2,256**	**32,981**	**42,269**
Breakdown of lease liabilities:					
Lease liabilities (current)	206	298	1,553	1,809	1,973
Lease liabilities (non-current)	53	209	4,732	5,528	3,822
Lease liabilities	**259**	**507**	**6,285**	**7,337**	**5,795**

* unless indicated as estimate.

Source: MPM, Federal Reserve Bank of New York, MAS, FPA

Share of results in joint venture(s):

Share of results in joint venture(s) fell to a loss of S$0.5 million in 1H FY2026 from a profit of S$0.1 million in 1H FY2025, as shown in **Exhibit 31**. MPM noted, “This was mainly attributable to the performance of the Group’s joint venture, Pelayaran Era Sdn Bhd as the entity was loss-making during the period.”

Exhibit 31: Share of Results in Joint Ventures (1H FY2021 to 1H FY2026)

	Actual										
(in S$ '000)	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Share of profits/(losses) in joint venture(s)	(20)	211	170	85	86	85	86	85	86	663	(492)

Source: MPM, FPA

Share of profits of joint venture(s) from FY2021 to FY2025 has mainly been from Pelayaran New Era (L) Bhd (“PNE”), as shown in **Exhibit 32**.

Exhibit 32: Share of Results in Joint Ventures (FY2021 to FY2025)

	Actual*				
(in S$ '000)	FY2021	FY2022	FY2023	FY2024	FY2025
PNE - Group’s share of results of joint venture	66	171	171	171	749
MPO (IV) - Group’s share of results of joint venture	-	-	-	-	-
BBR - Group’s share of results of joint venture	125	84	-	-	-
Share of profits/(losses) in joint venture(s)	**191**	**255**	**171**	**171**	**749**
Breakdown of Pelayaran New Era (L) Bhd ("PNE") results:					
PNE - Revenue	1,032	6,001	4,936	6,254	10,471
PNE - Expenses, including interest expense	(2,877)	(5,432)	(3,580)	(6,244)	(7,391)*
PNE - Profit before income tax	**(1,845)**	**569**	**1,356**	**10**	**3,080**
PNE - Income tax expense	-	(455)	(607)	-	(98)
PNE - Profit for the financial year	**(1,845)**	**114**	**749**	**10**	**2,982**
PNE - Group’s share of results of joint venture	66	171	171	171	749
Breakdown of MPO (IV) results:					
MPO (IV) - Revenue	4,343	5,569	6,518	8,874	-
MPO (IV) - Expenses, including interest expense	(4,643)	(5,582)	(6,191)	(7,490)	-
MPO (IV) - Profit before income tax	**(300)**	**(13)**	**327**	**1,384**	**-**
MPO (IV) - Income tax expense	(142)	(184)	(254)	(239)	-
MPO (IV) - Profit for the financial year	**(442)**	**(197)**	**73**	**1,145**	**-**
MPO (IV) - Group’s share of results of joint venture	-	-	-	-	-
Breakdown of BBR results:					
BBR - Revenue	8,941	2,181	-	-	-
BBR - Expenses, including interest expense	(10,907)	(2,615)	-	-	-
BBR - Profit before income tax	**(1,966)**	**(434)**	**-**	**-**	**-**
BBR - Income tax expense	(106)	(30)	-	-	-
BBR - Profit for the financial year	**(2,072)**	**(464)**	**-**	**-**	**-**
BBR - Group’s share of results of joint venture	125	84	-	-	-

* unless indicated as estimate, as figures disclosed by MPM did not tally. n.a. = not available.

Source: MPM, FPA

Profit before income tax:

Accordingly, profit before income tax rose by 59.8% to S$15.9 million in 1H FY2026 from S$10.0 million in 1H FY2025, as shown in **Exhibit 33**, amid: (1) other operating expenses rising by S$2.5 million y-o-y; (2) finance costs rising by S$1.0 million y-o-y; and (3) share of losses in joint venture(s) rising by S$0.6 million y-o-y.

Exhibit 33: Profit Before Income Tax (1H FY2026 vs 1H FY2025)

(in S$ '000)	Actual		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Gross profit	**31,385**	**21,627**	**9,758**	**45.1%**
Other operating income	2,501	2,209	292	13.2%
Reversal of impairment loss on property, plant and equipment	-	-	-	n.m.
Reversal of impairment loss on amount due from a joint venture	-	-	-	n.m.
Administrative expenses	(8,990)	(9,006)	16	(0.2%)
Other operating expenses	(6,664)	(4,167)	(2,497)	59.9%
Profit from operations	**18,232**	**10,663**	**7,569**	**71.0%**
Finance costs	(1,831)	(793)	(1,038)	130.9%
Share of profits/(losses) in joint venture(s)	(492)	86	(578)	(672.1%)
Profit before income tax	**15,909**	**9,956**	**5,953**	**59.8%**

n.m. = not meaningful.

Source: MPM, FPA

Profit before income tax from 1H FY2021 to 1H FY2026 is shown in **Exhibit 34**.

Exhibit 34: Profit Before Income Tax (1H FY2021 to 1H FY2026)

(in S$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Gross profit	**5,027**	**6,984**	**8,178**	**19,300**	**17,696**	**28,045**	**22,221**	**26,294**	**21,627**	**32,594**	**31,385**
Other operating income	7,286	6,937	10,650	2,770	2,248	2,531	2,472	3,851	2,209	9,982	2,501
Reversal of impairment loss on property, plant and equipment	-	-	-	-	-	-	-	-	-	22,394	-
Reversal of impairment loss on amount due from a joint venture	-	-	-	4,229	-	-	-	-	-	5,940	-
Administrative expenses	(2,853)	(3,213)	(4,358)	(7,852)	(5,562)	(5,164)	(8,197)	(6,389)	(9,006)	(7,274)	(8,990)
Other operating expenses	(3,303)	(1,651)	(2,986)	(2,576)	(7,535)	(1,653)	(3,272)	(9,807)	(4,167)	(2,504)	(6,664)
Profit from operations	**6,157**	**9,057**	**11,484**	**11,642**	**6,847**	**23,759**	**13,224**	**13,949**	**10,663**	**61,132**	**18,232**
Finance costs	(61)	(75)	(62)	(67)	(55)	(251)	(120)	(1,511)	(793)	(305)	(1,831)
Share of profits/(losses) in joint venture(s)	(20)	211	170	85	86	85	86	85	86	663	(492)
Profit before income tax	**6,076**	**9,193**	**11,592**	**11,660**	**6,878**	**23,593**	**13,190**	**12,523**	**9,956**	**61,490**	**15,909**

Source: MPM, FPA

Income tax expense:

Income tax expense rose by 253.4% to S$2.7 million in 1H FY2026 from S$0.8 million in 1H FY2025, as shown in **Exhibit 35**. MPM noted that the increase was "in line with" the higher profitability in 1H FY2026, "as well as a greater contribution of income from higher-tax jurisdictions such as Taiwan and Indonesia."

Exhibit 35: Income Tax Expense (1H FY2026 vs 1H FY2025)

(in S$ '000)	Actual		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Income tax expense	2,689	761	1,928	253.4%
Divided by: Profit before income tax	15,909	9,956	5,953	59.8%
Effective tax rate	**16.9%**	**7.6%**	**-**	**-**

Source: MPM, FPA

Income tax expense from 1H FY2021 to 1H FY2026 is shown in **Exhibit 36**.

Exhibit 36: Income Tax Expense (1H FY2021 to 1H FY2026)

(in S$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Income tax expense	128	365	850	376	1,044	3,646	1,185	621	761	3,141	2,689
Divided by: Profit before income tax	6,076	9,193	11,592	11,660	6,878	23,593	13,190	12,523	9,956	61,490	15,909
Effective tax rate	**2.1%**	**4.0%**	**7.3%**	**3.2%**	**15.2%**	**15.5%**	**9.0%**	**5.0%**	**7.6%**	**5.1%**	**16.9%**

Source: MPM, FPA

Profit for the period:

Accordingly, profit for the period rose by 43.8% to S$13.2 million in 1H FY2026 from S$9.2 million in 1H FY2025, as shown in **Exhibit 37**.

Exhibit 37: Profit for the Period (1H FY2026 vs 1H FY2025)

(in S$ '000)	Actual		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Profit before income tax	**15,909**	**9,956**	**5,953**	**59.8%**
Income tax expense	(2,689)	(761)	(1,928)	253.4%
Profit for the period	**13,220**	**9,195**	**4,025**	**43.8%**

Source: MPM, FPA

Profit for the period from 1H FY2021 to 1H FY2026 is shown in **Exhibit 38**.

Exhibit 38: Profit for the Period (1H FY2021 to 1H FY2026)

(in S$ '000)	Actual										
	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Profit before income tax	**6,076**	**9,193**	**11,592**	**11,660**	**6,878**	**23,593**	**13,190**	**12,523**	**9,956**	**61,490**	**15,909**
Income tax expense	(128)	(365)	(850)	(376)	(1,044)	(3,646)	(1,185)	(621)	(761)	(3,141)	(2,689)
Profit for the period	**5,948**	**8,828**	**10,742**	**11,284**	**5,834**	**19,947**	**12,005**	**11,902**	**9,195**	**58,349**	**13,220**

Source: MPM, FPA

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

Profit attributable to Non-Controlling Interests ("NCI") relates to three subsidiaries with NCIs that are material to MPM—Oceanic Crown ("OC"; in which MPM held 49% effective interest as at end-2025), PKRO (in which MPM held 49% effective interest as at end-2025), and BBR Group (which comprises PT Pelayaran Nasional Bina Buana Raya Tbk, BBR Shipping Pte Ltd and BBR Shipping (L) Berhad—in all three of which MPM held 71% effective interest as at end-2025). The breakdown of profit/(loss) attributable to NCI from FY2021 to FY2025 is shown in **Exhibit 39**.

In June 2026, MPM announced that its effective interest in PKRO fell "from 49% to approximately 46.5%" after PKRO issued new shares.

Exhibit 39: Profit/(Loss) Attributable to Non-Controlling Interests (FY2021 to FY2025)

(in S$ '000)	Actual				
	FY2021	FY2022	FY2023	FY2024	FY2025
Profit/(Loss) allocated to NCI - Oceanic Crown ("OC")	-	(436)	(220)	(392)	(188)
Profit/(Loss) allocated to NCI - PKR Offshore ("PKRO")	-	838	2,152	745	6,770
Profit/(Loss) allocated to NCI - BBR Group	-	281	1,269	1,854	2,447
Profit/(Loss) attributable to Non-Controlling Interest ("NCI")	**-**	**683**	**3,201**	**2,207**	**9,029**
Results of subsidiaries with material NCI - OC:					
Revenue	-	3,220	-	-	-
Profit/(Loss) before income tax	-	(854)	(432)	(769)	(102)
Profit/(Loss) for the financial year	-	(854)	(432)	(769)	(368)
Results of subsidiaries with material NCI - PKRO:					
Revenue	-	17,838	32,602	34,113	30,600
Profit/(Loss) before income tax	-	1,644	6,643	1,475	16,249
Profit/(Loss) for the financial year	-	1,644	4,220	1,461	13,275
Results of subsidiaries with material NCI - BBR Group:					
Revenue	-	7,399	13,614	16,177	18,814
Profit/(Loss) before income tax	-	1,038	4,498	6,510	8,576
Profit/(Loss) for the financial year	-	958	4,331	6,327	8,350

Source: MPM, FPA

We note that profit attributable to NCI rose to a profit of S$1.6 million in 1H FY2026 from a loss of S$1.4 million in 1H FY2025, likely amid rising profit attributable to NCI from PKRO, which operates the CSOV and three new CTVs. After deducting profit attributable to NCI, profit attributable to equity holders rose by 9.3% to S$11.6 million in 1H FY2026 from S$10.6 million in 1H FY2025, as shown in **Exhibit 40**.

However, we estimate that EPS (in cents) rose by less than 9.3% to 0.31 in 1H FY2026 from 0.28 in 1H FY2025, amid an increase in total issued shares from a private placement completed on 4 March 2026 and exercise of share options.

Exhibit 40: Profit/(Loss) Attributable to Equity Holders of the Company and EPS (1H FY2026 vs 1H FY2025)

	Actual*		1H FY2026 vs 1H FY2025	
(in S$ '000 unless otherwise stated)	1H FY2026	1H FY2025	Absolute Change	Change %
Equity holders of the Company	11,629	10,642	987	9.3%
Non-controlling interest	1,591	(1,447)	3,038	(210.0%)
Profit for the period	**13,220**	**9,195**	**4,025**	**43.8%**
Weighted average number of shares (est. from total issued shares)	n.a.	3,753,649	n.a.	n.a.
Earnings Per Share ("EPS"; basic & diluted in cents)	**0.31**	**0.28**	**n.a.**	**n.a.**

* unless indicated as estimate. n.a. = not available. Note: We estimate that the y-o-y increase in EPS for 1H FY2026 was lower than 11% stated by MPM, given that: (1) profit attributable to equity holders of the Company rose by 9.3% y-o-y in 1H FY2026; and (2) total issued shares (excluding treasury shares) also increased during 1H FY2026.
Source: MPM, FPA

Profit/(Loss) attributable to equity holders of the company and EPS from 1H FY2021 to 1H FY2026 are shown in **Exhibit 41**.

Exhibit 41: Profit/(Loss) Attributable to Equity Holders of the Company and EPS (1H FY2021 to 1H FY2026)

	Actual*										
(in S$ '000 unless otherwise stated)	1H FY2021	2H FY2021	1H FY2022	2H FY2022	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026
Equity holders of the Company	5,948	8,828	10,815	10,528	4,249	18,331	11,021	10,679	10,642	47,873	11,629
Non-controlling interest	-	-	(73)	756	1,585	1,616	984	1,223	(1,447)	10,476	1,591
Profit for the period	**5,948**	**8,828**	**10,742**	**11,284**	**5,834**	**19,947**	**12,005**	**11,902**	**9,195**	**58,349**	**13,220**
Weighted average number of shares (est. from total issued shares)	3,522,617	3,522,617	n.a.	3,538,277	n.a.	3,753,649	3,753,649	3,753,649	3,753,649	3,753,649	n.a.
Earnings Per Share ("EPS"; basic & diluted in cents)	**0.17**	**0.25**	**0.30**	**0.32**	**0.12**	**0.50**	**0.29**	**0.28**	**0.28**	**1.28^**	**0.31**

* unless indicated as estimate. n.a. = not available due to changes in total issued shares (excluding treasury shares) during the period. ^ EPS (in cents) of 1.28 for 2H FY2025 estimated based on [profit attributable to equity holders of the company ÷ total issued shares (excluding treasury shares)].
Source: MPM, FPA

Dividend Per Share ("DPS"):

MPM did not declare any dividend for 1H FY2026, and noted that "the declaration of dividends will be determined at year end."

MPM's financial performance in 1H FY2026 vs in 1H FY2025 is shown in **Exhibit 42**.

Exhibit 42: Financial Performance (1H FY2026 vs 1H FY2025)

(in S$ '000 unless otherwise stated)	Actual*		1H FY2026 vs 1H FY2025	
	1H FY2026	1H FY2025	Absolute Change	Change %
Ship chartering services (estimate for 2H)	44,318	31,958	12,360	38.7%
Ship building and repair services (estimate for 2H)	28,621	19,768	8,853	44.8%
Sale of goods (estimate for 2H)	1,059	962	97	10.1%
Revenue	**73,998**	**52,688**	**21,310**	**40.4%**
Cost of sales	(42,613)	(31,061)	(11,552)	37.2%
Gross profit	**31,385**	**21,627**	**9,758**	**45.1%**
Other operating income	2,501	2,209	292	13.2%
Reversal of impairment loss on property, plant and equipment	-	-	-	n.m.
Reversal of impairment loss on amount due from a joint venture	-	-	-	n.m.
Administrative expenses	(8,990)	(9,006)	16	(0.2%)
Other operating expenses	(6,664)	(4,167)	(2,497)	59.9%
Profit from operations	**18,232**	**10,663**	**7,569**	**71.0%**
Finance costs	(1,831)	(793)	(1,038)	130.9%
Share of profits/(losses) in joint venture(s)	(492)	86	(578)	(672.1%)
Profit before income tax	**15,909**	**9,956**	**5,953**	**59.8%**
Income tax expense	(2,689)	(761)	(1,928)	253.4%
Profit for the period	**13,220**	**9,195**	**4,025**	**43.8%**
Attributable to:				
Equity holders of the Company	11,629	10,642	987	9.3%
Non-controlling interest	1,591	(1,447)	3,038	(210.0%)
Profit for the period	**13,220**	**9,195**	**4,025**	**43.8%**
Weighted average number of shares (est. from total issued shares)	n.a.	3,753,649	n.a.	n.a.
Earnings Per Share ("EPS"; basic & diluted in cents)	**0.31**	**0.28**	**n.a.**	**n.a.**
Dividend Per Share ("DPS" in cents)	**-**	**-**	**-**	**n.m.**

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

Source: MPM, FPA

(II) FINANCIAL REVIEW (FUJI)

Given that MPM announced in May 2026 a proposed reverse takeover transaction whereby FUJI would effectively become a 74.1–76.8%-owned subsidiary of MPM, we shall also review FUJI's results for the year ended 31 December 2025.

Revenue fell by 9.8% y-o-y to S$3.3 million in 2025 from S$3.6 million in 2024, as shown in **Exhibit 43**.

FUJI noted, "The lower revenue is mainly due to lower sales of printing cylinders to Malaysia due to keen competition, Singapore and Indonesia due to non-recurring orders from the closure of a competitor in Singapore in 2024, partially offset by exchange rate fluctuations between the Malaysian Ringgit ("RM") versus the Singapore dollar ("S$")." FUJI added, "Total revenue in Malaysia was also lower due to the absence of rental income after the completion of the disposal of the Group's investment property at PLO 210 in June 2024."

Exhibit 43: FUJI's Revenue (2025 vs 2024)

(in S$ '000)	Actual		2025 vs 2024	
	2025	2024	Absolute Change	Change %
FUJI - printing cylinders revenue (Singapore)	949	1,041	(92)	(8.8%)
FUJI - printing cylinders revenue (Malaysia)	2,016	2,195	(179)	(8.2%)
FUJI - printing cylinders revenue (Other countries)	309	326	(17)	(5.2%)
FUJI - printing cylinders revenue	**3,274**	**3,562**	**(288)**	**(8.1%)**
FUJI - investment holding revenue	-	66	(66)	n.m.
FUJI - revenue	**3,274**	**3,628**	**(354)**	**(9.8%)**

n.m. = not meaningful.

Source: FUJI, FPA

Singapore printing cylinders revenue remained between S$0.4 million and S$0.5 million from 1H 2021 to 2H 2025, as shown in **Exhibit 44**. Meanwhile, Malaysia printing cylinders revenue generally fell from S$1.5 million in 1H 2021 to S$1.0 million in 2H 2025 and contributed more than half of printing cylinders revenue over the same period. Revenue from other countries generally rose from nil in 1H 2021 to S$0.2 million in 2H 2025.

Exhibit 44: FUJI's Revenue (1H 2021 to 2H 2025)

(in S$ '000)	Actual									
	1H 2021	2H 2021	1H 2022	2H 2022	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025
FUJI - printing cylinders revenue (Singapore)	421	528	407	401	491	357	492	549	427	528
FUJI - printing cylinders revenue (Malaysia)	1,518	1,400	1,268	1,029	904	1,272	1,072	1,123	992	1,024
FUJI - printing cylinders revenue (Other countries)	-	11	29	34	32	62	189	137	151	152
FUJI - printing cylinders revenue	**1,939**	**1,939**	**1,704**	**1,464**	**1,427**	**1,691**	**1,753**	**1,809**	**1,570**	**1,704**
FUJI - investment holding revenue	88	87	87	60	81	78	66	-	-	-
FUJI - revenue	**2,027**	**2,026**	**1,791**	**1,524**	**1,508**	**1,769**	**1,819**	**1,809**	**1,570**	**1,704**

Source: FUJI, FPA

Gross profit fell by 9.5% to S$1.0 million in 2025 from S$1.1 million in 2024 amid the fall in revenue, as shown in **Exhibit 45**.

FUJI noted on cost of sales, “While total cost of materials consumed decreased by about 23.0% due to more optimal use of raw materials, cheaper sources of supply and lower costs of mild-steel plates, however, these were offset by higher fixed direct labour cost increase of about 1.8% coupled with higher depreciation charge of about 7.0% due to additions to plant and machinery during the year and exchange rate fluctuations between the RM versus S$.”

Exhibit 45: FUJI’s Gross Profit (2025 vs 2024)

	Actual		2025 vs 2024	
(in S$ '000)	2025	2024	Absolute Change	Change %
FUJI - revenue	**3,274**	**3,628**	**(354)**	**(9.8%)**
FUJI - cost of sales	(2,260)	(2,507)	247	(9.9%)
FUJI - gross profit	**1,014**	**1,121**	**(107)**	**(9.5%)**
Gross margin	**31.0%**	**30.9%**	**-**	**-**

Source: FUJI, FPA

Gross margin fell to 7.0% in 2H 2022 before recovering to 32.2% in 1H 2024, as shown in **Exhibit 46**.

FUJI noted for FY2022, “The lower decrease vis-à-vis the sales revenue was mainly due to higher costs of raw materials, mainly seamless steel pipes and chemicals, on account of the stronger US Dollar (“US$”) versus the Malaysian Ringgit (“RM”) and utilities coupled with a lower decrease in fixed direct labor and depreciation costs.”

However, FUJI noted for FY2023 “lower costs of materials, mainly seamless steel pipes/mildsteel plates, chemicals, other products”, and noted for FY2024 that it was “optimizing use of raw materials and buying from cheaper sources of supply.”

Exhibit 46: FUJI’s Gross Profit (1H 2021 to 2H 2025)

	Actual									
(in S$ '000)	1H 2021	2H 2021	1H 2022	2H 2022	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025
FUJI - revenue	2,027	2,026	1,791	1,524	1,508	1,769	1,819	1,809	1,570	1,704
FUJI - cost of sales	(1,489)	(1,493)	(1,432)	(1,418)	(1,237)	(1,489)	(1,233)	(1,274)	(1,078)	(1,182)
FUJI - gross profit	**538**	**533**	**359**	**106**	**271**	**280**	**586**	**535**	**492**	**522**
Gross margin	**26.5%**	**26.3%**	**20.0%**	**7.0%**	**18.0%**	**15.8%**	**32.2%**	**29.6%**	**31.3%**	**30.6%**

Source: FUJI, FPA

Other gains, net:

Net other gains fell by 72.3% to S$0.3 million in 2025 from S$1.0 million in 2024, as shown in **Exhibit 47**, amid higher currency exchange losses and no gain on disposal of investment property held-for-sale. FUJI noted that the foreign exchange loss was "a result of the weaker US$ versus the S$ in 2025 as compared with the stronger US$ versus the S$ in 2024".

Exhibit 47: FUJI's Other Gains, Net (2025 vs 2024)

	Actual		2025 vs 2024	
(in S$ '000)	2025	2024	Absolute Change	Change %
Currency exchange (losses)/gains, net	(328)	125	(453)	(362.4%)
Interest income from bank deposits	551	458	93	20.3%
Interest income from loan to associated company	-	-	-	n.m.
Fair value loss on financial assets, at FVPL	(69)	(246)	177	(72.0%)
Government grants	-	-	-	n.m.
Gain on disposal of investment property held-for-sale	-	563	(563)	(100.0%)
Gain on disposal of Property, Plant and Equipment ("PP&E")	102	74	28	37.8%
Sales of scrap	20	17	3	17.6%
Others	3	17	(14)	(82.4%)
Other gains, net	**279**	**1,008**	**(729)**	**(72.3%)**

n.m. = not meaningful.

Source: FUJI, FPA

Net other gains from 2021 to 2025 are shown in **Exhibit 48**.

Exhibit 48: FUJI's Other Gains, Net (2021 to 2025)

	Actual				
	2021	2022	2023	2024	2025
Currency exchange (losses)/gains, net	116	(152)	(25)	125	(328)
Interest income from bank deposits	28	23	218	458	551
Interest income from loan to associated company	83	69	-	-	-
Fair value loss on financial assets, at FVPL	545	(1,109)	-	(246)	(69)
Government grants	17	-	-	-	-
Gain on disposal of investment property held-for-sale	-	-	-	563	-
Gain on disposal of Property, Plant and Equipment ("PP&E")	7	-	-	74	102
Sales of scrap	57	44	29	17	20
Others	13	3	4	17	3
Other gains, net	**866**	**(1,122)**	**226**	**1,008**	**279**

Source: FUJI, FPA

Distribution expenses:

Distribution expenses fell by 7.0% to S$0.2 million in 2025 from S$0.2 million in 2024, as shown in **Exhibit 49**, in line with the fall in revenue.

Exhibit 49: FUJI's Distribution Expenses (2025 vs 2024)

(in S$ '000)	Actual		2025 vs 2024	
	2025	2024	Absolute Change	Change %
FUJI - distribution expenses	211	227	(16)	(7.0%)
FUJI - revenue	3,274	3,628	(354)	(9.8%)
Distribution expenses as a % of revenue	**6.4%**	**6.3%**	**-**	**-**

Source: FUJI, FPA

Distribution expenses as a percentage of revenue remained between 5.4% and 7.3% from 1H 2021 to 2H 2025, as shown in **Exhibit 50**.

Exhibit 50: FUJI's Distribution Expenses (1H 2021 to 2H 2025)

(in S$ '000)	Actual									
	1H 2021	2H 2021	1H 2022	2H 2022	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025
FUJI - distribution expenses	118	117	113	112	82	109	109	118	94	117
FUJI - revenue	2,027	2,026	1,791	1,524	1,508	1,769	1,819	1,809	1,570	1,704
Distribution expenses as a % of revenue	**5.8%**	**5.8%**	**6.3%**	**7.3%**	**5.4%**	**6.2%**	**6.0%**	**6.5%**	**6.0%**	**6.9%**

Source: FUJI, FPA

Administrative expenses:

Administrative expenses rose by 1.4% to S$1.7 million in 2025 from S$1.7 million in 2024, as shown in **Exhibit 51**, despite the fall in revenue. FUJI noted that administrative expenses rose "due mainly to the stronger RM versus the S$."

Exhibit 51: FUJI's Administrative Expenses (2025 vs 2024)

(in S$ '000)	Actual		2025 vs 2024	
	2025	2024	Absolute Change	Change %
FUJI - administrative expenses	1,713	1,689	24	1.4%
FUJI - revenue	3,274	3,628	(354)	(9.8%)
Administrative expenses as a % of revenue	**52.3%**	**46.6%**	**-**	**-**

Source: FUJI, FPA

Administrative expenses as a percentage of revenue remained between 43.9% and 59.6% from 1H 2021 to 2H 2025, as shown in **Exhibit 52**.

Exhibit 52: FUJI's Administrative Expenses (1H 2021 to 2H 2025)

(in S$ '000)	Actual									
	1H 2021	2H 2021	1H 2022	2H 2022	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025
FUJI - administrative expenses	890	945	862	909	840	856	811	878	817	888
FUJI - revenue	2,027	2,026	1,791	1,524	1,508	1,769	1,819	1,809	1,570	1,704
Administrative expenses as a % of revenue	**43.9%**	**46.6%**	**48.1%**	**59.6%**	**55.7%**	**48.4%**	**44.6%**	**48.5%**	**52.0%**	**52.1%**

Source: FUJI, FPA

Finance expenses:

Finance expenses rose to S$3,000 (nearest '000) in 2025 from S$1,000 (nearest '000) in 2024, as shown in **Exhibit 53**. FUJI noted, "Finance expenses pertaining to interest paid on lease liabilities increased from S$1 thousand in FY2024 to S$3 thousand for FY2025 due to the addition of right-of-use assets." For reference, we also include right-of-use assets in **Exhibit 53**.

Exhibit 53: FUJI's Finance Expenses (2025 vs 2024)

	Actual		2025 vs 2024	
(in S$ '000)	**2025**	**2024**	**Absolute Change**	**Change %**
Interest expense on lease liabilities	3	1	2	200.0%
Interest expense on non-trade payable to Director/substantial shareholder	-	-	-	n.m.
FUJI - finance expenses	**3**	**1**	**2**	**200.0%**
Effective interest on lease liabilities:				
Interest expense on lease liabilities	3	1	2	200.0%
Lease liabilities (total)	71	n.a.	n.m.	n.m.
Effective interest on lease liabilities	**4.2%**	**n.a.**	**-**	**-**
Lease liabilities (current)	15	-	15	n.m.
Lease liabilities (non-current)	56	-	56	n.m.
Lease liabilities (total)	**71**	**-**	**71**	**n.m.**
Right-of-use assets	**602**	**366**	**236**	**64.5%**

n.a. = not applicable. n.m. = not meaningful.
Source: FUJI, FPA

Finance expenses from 1H 2021 to 2H 2025 are shown in **Exhibit 54**.

Exhibit 54: FUJI's Finance Expenses (1H 2021 to 2H 2025)

	Actual									
(in S$ '000)	**1H 2021**	**2H 2021**	**1H 2022**	**2H 2022**	**1H 2023**	**2H 2023**	**1H 2024**	**2H 2024**	**1H 2025**	**2H 2025**
Interest expense on lease liabilities	3	3	2	2	1	1	1	-	1	2
Interest expense on non-trade payable to Director/substantial shareholder	10	10	10	7	-	-	-	-	-	-
FUJI - finance expenses	**13**	**13**	**12**	**9**	**1**	**1**	**1**	**-**	**1**	**2**
Effective interest on lease liabilities:										
Interest expense on lease liabilities	3	3	2	2	1	1	1	-	1	2
Lease liabilities (total)	127	110	92	74	55	36	17	-	78	71
Effective interest on lease liabilities (annualised)	**4.7%**	**5.5%**	**4.3%**	**5.4%**	**3.6%**	**5.6%**	**11.8%**	**n.a.**	**2.6%**	**5.6%**
Lease liabilities (current)	35	36	37	38	38	36	17	-	15	15
Lease liabilities (non-current)	92	74	55	36	17	-	-	-	63	56
Lease liabilities (total)	**127**	**110**	**92**	**74**	**55**	**36**	**17**	**-**	**78**	**71**
Right-of-use assets	**694**	**658**	**593**	**562**	**508**	**470**	**436**	**366**	**604**	**602**

n.a. = not applicable.
Source: FUJI, FPA

Share of profit from investment in an associated company:

Share of profit from investment in an associated company rose by 129.6% to S$1.7 million in 2025 from S$0.7 million in 2024, as shown in **Exhibit 55**. FUJI noted, "Share of profit from investment in associated company amounted to S$1.65 million for FY2025, based on the percentage-of-completion method, as compared with S$0.72 million for FY2024 mainly on account of the completion of a higher number of industrial properties sold in FY2025."

Based on its AR for 2025, FUJI owns 20% of IPark Development Sdn Bhd.

Exhibit 55: FUJI's Share of Profit from Investment in an Associated Company (2025 vs 2024)

	Actual		2025 vs 2024	
(in S$ '000)	2025	2024	Absolute Change	Change %
FUJI - share of profit from investment in assoc. company	1,653	720	933	129.6%

Source: FUJI, FPA

Share of profit from investment in an associated company from 1H 2021 to 2H 2025 is shown in **Exhibit 56**.

Exhibit 56: FUJI's Share of Profit from Investment in an Associated Company (1H 2021 to 2H 2025)

	Actual									
(in S$ '000)	1H 2021	2H 2021	1H 2022	2H 2022	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025
FUJI - share of profit from investment in assoc. company	530	579	1,195	5,706	1,505	539	476	244	1,131	522

Source: FUJI, FPA

Profit/(Loss) before income tax:

Accordingly, profit before income tax fell by 2.7% to S$0.9 million in 2025 from S$0.9 million in 2024, as shown in **Exhibit 57**.

Exhibit 57: FUJI's Profit/(Loss) Before Income Tax (2025 vs 2024)

	Actual		2025 vs 2024	
(in S$ '000)	2025	2024	Absolute Change	Change %
FUJI - gross profit	**1,014**	**1,121**	**(107)**	**(9.5%)**
FOP - other gains/(losses)	159	1,000	(841)	(84.1%)
FUJI - distribution expenses	(211)	(227)	16	(7.0%)
FUJI - administrative expenses	(1,713)	(1,689)	(24)	1.4%
FUJI - finance expenses	(3)	(1)	(2)	200.0%
FUJI - share of profit from investment in assoc. company	1,653	720	933	129.6%
FUJI - profit/(loss) before income tax	**899**	**924**	**(25)**	**(2.7%)**

Source: FUJI, FPA

Profit/(Loss) before income tax from 1H 2021 to 2H 2025 is shown in **Exhibit 58**.

Exhibit 58: FUJI's Profit/(Loss) Before Income Tax (1H 2021 to 2H 2025)

	Actual									
(in S$ '000)	1H 2021	2H 2021	1H 2022	2H 2022	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025
FUJI - gross profit	**538**	**533**	**359**	**106**	**271**	**280**	**586**	**535**	**492**	**522**
FOP - other gains/(losses)	523	343	227	(1,349)	191	35	985	15	39	112
FUJI - distribution expenses	(118)	(117)	(113)	(112)	(82)	(109)	(109)	(118)	(94)	(117)
FUJI - administrative expenses	(890)	(945)	(862)	(909)	(840)	(856)	(811)	(878)	(817)	(888)
FUJI - finance expenses	(13)	(13)	(12)	(9)	(1)	(1)	(1)	-	(1)	(2)
FUJI - share of profit from investment in assoc. company	530	579	1,195	5,706	1,505	539	476	244	1,131	522
FUJI - profit/(loss) before income tax	**570**	**380**	**794**	**3,433**	**1,044**	**(112)**	**1,126**	**(202)**	**750**	**149**

Source: FUJI, FPA

Income tax expense/credit:

Income tax expense was S$60,000 (nearest '000) in 2025, vs income tax credit of S$80,000 (nearest '000) in 2024, as shown in **Exhibit 59**. FUJI noted, "Income tax expense amounted to S$0.06 million in FY2025 as compared to a tax credit of S$0.08 million for FY2024 mainly due to the absence of reversal of provision for deferred tax relating to the disposal of investment property at PLO 210 partially offset by underprovision for prior years."

Exhibit 59: FUJI's Income Tax Expense/Credit (2025 vs 2024)

(in S$ '000)	Actual		2025 vs 2024	
	2025	2024	Absolute Change	Change %
FUJI - income tax expense/(credit)	60	(80)	140	(175.0%)
FUJI - profit/(loss) before income tax	899	924	(25)	(2.7%)
Effective tax rate	**6.7%**	**(8.7%)**	**-**	**-**

Source: FUJI, FPA

Income tax expense/credit from 1H 2021 to 2H 2025 is shown in **Exhibit 60**.

Exhibit 60: FUJI's Income Tax Expense/Credit (1H 2021 to 2H 2025)

(in S$ '000)	Actual									
	1H 2021	2H 2021	1H 2022	2H 2022	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025
FUJI - income tax expense/(credit)	36	38	(14)	(101)	32	(34)	(205)	125	(16)	76
FUJI - profit/(loss) before income tax	570	407	794	3,433	1,044	(112)	1,126	(202)	750	149
Effective tax rate	**6.3%**	**9.3%**	**(1.8%)**	**(2.9%)**	**3.1%**	**30.4%**	**(18.2%)**	**(61.9%)**	**(2.1%)**	**51.0%**

Source: FUJI, FPA

Net profit/(loss) for the period:

After accounting for income tax expense/credit, net profit fell by 16.4% to S$0.8 million in 2025 from S$1.0 million in 2024, as shown in **Exhibit 61**.

Exhibit 61: FUJI's Net Profit/(Loss) (2025 vs 2024)

(in S$ '000)	Actual		2025 vs 2024	
	2025	2024	Absolute Change	Change %
FUJI - profit/(loss) before income tax	**899**	**924**	**(25)**	**(2.7%)**
FUJI - income tax (expense)/credit	(60)	80	(140)	(175.0%)
FUJI - net profit/(loss) for the period	**839**	**1,004**	**(165)**	**(16.4%)**

Source: FUJI, FPA

Net profit/(loss) from 1H 2021 to 2H 2025 is shown in **Exhibit 62**.

Exhibit 62: FUJI's Net Profit/(Loss) (1H 2021 to 2H 2025)

(in S$ '000)	Actual									
	1H 2021	2H 2021	1H 2022	2H 2022	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025
FUJI - profit/(loss) before income tax	**570**	**380**	**794**	**3,433**	**1,044**	**(112)**	**1,126**	**(202)**	**750**	**149**
FUJI - income tax (expense)/credit	(36)	(38)	14	101	(32)	34	205	(125)	16	(76)
FUJI - net profit/(loss) for the period	**534**	**342**	**808**	**3,534**	**1,012**	**(78)**	**1,331**	**(327)**	**766**	**73**

Source: FUJI, FPA

Net profit/loss attributable to equity holders of the Company and Earnings Per Share ("EPS"):

FUJI's profit/loss attributable to NCI relates to the 35% of subsidiary Fuji Roto Gravure Sdn. Bhd. not owned by FUJI, which FUJI indicated that it deals with "Manufacture and sale of gravure printing cylinders and related services in the printing industry." After deducting profit/loss attributable to NCI, net profit/loss attributable to equity holders of the Company fell by 16.4% to S$0.8 million in 2025 from S$1.0 million in 2024, as shown in **Exhibit 63**. Amid an increase in the weighted average number of shares, EPS (in cents) fell by 21.8% to 1.51 in 2025 from 1.93 in 2024.

Exhibit 63: FUJI's Net Profit/Loss Attributable to Equity Holders of the Company and Earnings Per Share (2025 vs 2024)

	Actual		2025 vs 2024	
(in S$ '000)	**2025**	**2024**	**Absolute Change**	**Change %**
Net profit/(loss) attributable to equity holders of the Company	829	964	(135)	(14.0%)
Net profit/(loss) attributable to Non-Controlling Interests ("NCI")	10	40	(30)	(75.0%)
FUJI - net profit/(loss) for the period	**839**	**1,004**	**(165)**	**(16.4%)**
Weighted average number of shares ('000)	54,913	49,913	5,000	10.0%
Earnings Per Share ("EPS" in cents)	**1.51**	**1.93**	**(0.42)**	**(21.8%)**

Source: FUJI, FPA

Net profit/loss attributable to equity holders of the Company and EPS from 1H 2021 to 2H 2025 are shown in **Exhibit 64**.

Exhibit 64: FUJI's Net Profit/Loss Attrib. to Equity Holders of the Company and Earnings Per Share (1H 2021 to 2H 2025)

	Actual									
(in S$ '000 unless otherwise stated)	**1H 2021**	**2H 2021**	**1H 2022**	**2H 2022**	**1H 2023**	**2H 2023**	**1H 2024**	**2H 2024**	**1H 2025**	**2H 2025**
Net profit/(loss) attributable to equity holders of the Company	546	391	866	3,642	1,069	(1)	1,274	(310)	716	113
Net profit/(loss) attributable to Non-Controlling Interests ("NCI")	(12)	(49)	(58)	(108)	(57)	(77)	57	(17)	50	(40)
FUJI - net profit/(loss) for the period	**534**	**369**	**808**	**3,534**	**1,012**	**(78)**	**1,331**	**(327)**	**766**	**73**
Weighted average number of shares ('000)	49,913	49,913	49,913	49,913	49,913	49,913	49,913	49,913	49,913	59,913
Earnings Per Share ("EPS" in cents)	**1.09**	**0.78**	**1.74**	**7.30**	**2.14**	**(0.00)**	**2.55**	**(0.62)**	**1.43**	**0.19**

Source: FUJI, FPA

Dividend Per Share ("DPS"):

FUJI maintained DPS (in cents) of 0.50 for 2025, unchanged from 0.50 in each of 2022 to 2024, as shown in **Exhibit 65**.

FUJI noted, "In considering dividend payments, the Company takes into account, amongst other factors, current cash position, future cash requirements, profitability, retained earnings and business outlook. In this regard, the Company does not have a fixed dividend policy as having one will jeopardize the Company in times of adverse changes in market conditions. Nevertheless, it has been making dividend payments of 0.5 Singapore cents per share for FY2022 to FY2024 and 0.3 Singapore cents per year every year from FY2018 to FY2021."

Exhibit 65: FUJI's Dividend Per Share (2021 to 2025)

	Actual				
(in cents)	**2021**	**2022**	**2023**	**2024**	**2025**
Dividend Per Share ("DPS" in cents)	0.30	0.50	0.50	0.50	0.50
Earnings Per Share ("EPS" in cents)	1.88	9.03	2.14	1.93	1.51
Payout ratio	**16.0%**	**5.5%**	**23.4%**	**25.9%**	**33.1%**

Source: FUJI, FPA

FUJI's financial performance in 2025 vs in 2024 is summarised in **Exhibit 66**.

Exhibit 66: FUJI's Financial Performance (2025 vs 2024)

(in S$ '000 unless otherwise stated)	Actual 2025	Actual 2024	2025 vs 2024 Absolute Change	2025 vs 2024 Change %
FUJI - printing cylinders revenue (Singapore)	949	1,041	(92)	(8.8%)
FUJI - printing cylinders revenue (Malaysia)	2,016	2,195	(179)	(8.2%)
FUJI - printing cylinders revenue (Other countries)	309	326	(17)	(5.2%)
FUJI - printing cylinders revenue	**3,274**	**3,562**	**(288)**	**(8.1%)**
FUJI - investment holding revenue	-	66	(66)	n.m.
FUJI - revenue	**3,274**	**3,628**	**(354)**	**(9.8%)**
FUJI - cost of sales	(2,260)	(2,507)	247	(9.9%)
FUJI - gross profit	**1,014**	**1,121**	**(107)**	**(9.5%)**
FUJI - other gains/(losses)	159	1,000	(841)	(84.1%)
FUJI - distribution expenses	(211)	(227)	16	(7.0%)
FUJI - administrative expenses	(1,713)	(1,689)	(24)	1.4%
FUJI - finance expenses	(3)	(1)	(2)	200.0%
FUJI - share of profit from investment in assoc. company	1,653	720	933	129.6%
FUJI - profit/(loss) before income tax	**899**	**924**	**(25)**	**(2.7%)**
FUJI - income tax (expense)/credit	(60)	80	(140)	(175.0%)
FUJI - net profit/(loss) for the period	**839**	**1,004**	**(165)**	**(16.4%)**
Attributable to:				
Net profit/(loss) attributable to equity holders of the Company	829	964	(135)	(14.0%)
Net profit/(loss) attributable to Non-Controlling Interests ("NCI")	10	40	(30)	(75.0%)
FUJI - net profit/(loss) for the period	**839**	**1,004**	**(165)**	**(16.4%)**
Weighted average number of shares ('000)	54,913	49,913	5,000	10.0%
Earnings Per Share ("EPS" in cents)	**1.51**	**1.93**	**(0.42)**	**(21.8%)**
Dividend Per Share ("DPS" in cents)	**0.50**	**0.50**	**-**	**-**

n.m. = not meaningful.
Source: FUJI, FPA

FINANCIAL PROJECTIONS

We note that, should the reverse takeover transaction take place, FUJI will become a 74.1–76.8%-owned subsidiary of MPM. Thus, FUJI's financials would be consolidated with those of MPM. Given that the reverse takeover transaction has yet to be completed as at 24 June 2026 (near end of 3Q FY2026), we assume that the transaction will only be completed at end-FY2026, such that FUJI's financials will be consolidated with those of MPM only from 1H FY2027. Nonetheless, we may include historical figures in Exhibits for reference when projecting FUJI's financials.

For ease of projection, we will separately project the financials of the respective existing businesses of MPM (ship chartering, repair, and building, and sale of goods) and FUJI (printing cylinders) before consolidating them from 1H FY2027.

(I) REVENUE & GROSS PROFIT PROJECTIONS

Ship chartering – tugs & barges:

We assume that Singapore ship chartering revenue was only from the chartering of tugboats & barges from 1H FY2023 to 1H FY2026. Accordingly, we estimate the average chartering rate of tugboats & barges from 1H FY2023 to 1H FY2026 by [$\text{Singapore ship chartering revenue} \div (\text{no. of tugboats} + \text{no. of barges})$], as shown in **Exhibit 67**. Given the increase in our estimated average chartering rate of tugboats & barges in 1H FY2026, we assume that the average chartering rate in 2H FY2026 & 2H FY2027 will be the same as that in 2H FY2025, while the average rate in 1H FY2027 will be the same as that in 1H FY2026. We also assume that the number of tugs & barges will continue to fall.

Exhibit 67: Projected Ship Chartering Revenue from Tugboats & Barges (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Ship chartering - Singapore (estimate for 2H)	2,173	2,556	2,432	2,198	2,944	2,169	2,634	1,988	2,195	1,627
Divide by: Tugboats & barges	21	18	16	14	14	12	12	11	10	9
Singapore revenue per tugboat or barge	**103**	**142**	**152**	**157**	**210**	**181**	**220**	**181**	**220**	**181**

* unless indicated as estimate.
Source: MPM, FPA

Ship chartering – newbuild AHTS vessels:

In September 2025, MPM announced that "two newbuild Anchor Handling Tug Supply Vessels (AHTS 1 and AHTS 2)" were "expected to join the fleet in 2026". We note that charterer Keyfield International announced in early-February 2026 and in end-March 2026 that it signed ship building contracts for new AHTS vessels, that may be deployed only in "2027 or 2028", or in 2028, respectively. Based on Keyfield International's announcements, we estimate that AHTS construction may usually take more than a year, such that we assume MPM's newbuilds may be deployed only from 2Q FY2027 (i.e., 1Q 2027) even if MPM's AHTS construction timeline may be shorter.

We also note that AHTS 1's BP was indicated as 80t while AHTS 2's BP was indicated as 135t. Based on **Exhibit 1** (page 3), we estimate that AHTS time charter rates were US$11,869/day for 80t BP and US$18,982/day for 120t BP in April 2026. We assume that the average United States Dollar ("USD") to SGD exchange rate in 1H & 2H FY2027 will be 1.297, the same as at 24 June 2026 (based on Yahoo! Finance). Thus, we project that the two vessels may contribute revenue of S$2.7 million in 1H (or 2Q) FY2027 [$(\text{US\$11,869 per day} + \text{US\$18,982 per day}) \times (\text{365 days per year} \div \text{4 quarters per year}) \times \text{assumed OSV utilisation of 75.0\% (same as assumed for other vessels, which we discuss on the next page)} \times \text{average USD-to-SGD exchange rate of 1.297}$] and S$5.4 million in 2H FY2027 [$\text{S\$2.7 million per quarter} \times 2$].

Ship chartering – existing OSVs, CTVs, and CSOV:

In September 2025, MPM announced that its ship chartering segment "secured contracts spanning the next three years" and totalled "approximately S$100 million as of 30 June 2025."

In February 2026, MPM announced that the CSOV was "Currently chartered to Vestas under 3-yr framework agreement".

In March 2026, MPM announced that "its indirect subsidiary, PKR Offshore Co., Ltd. ("PKRO")," was "awarded a significant long-term charter contract by Taiwan's Marine Port Bureau ("MPB")." MPM also noted that the "contract is valued at NT$2.948 billion (approximately S$118 million), with the value expected to be recognised evenly over the 15-year charter period." (i.e., around S$3.9 million per semi-annual period should Singapore Dollar to New Taiwan Dollar or SGD-to-TWD exchange rate remain constant, as estimated by $[\text{S\$118 million} \div (15 \text{ years} \times 2 \text{ semi-annual periods per year})]$.) MPM added that the contract "involves the charter of one emergency tug boat or salvage vessel" (we note that MPM owns MP Pahlawan, a Taiwan-flagged Anchor Handling Tug or "AHT" vessel), and operations were "anticipated to commence in 3Q FY2026 (April to June 2026)."

We note that some of MPM's contracts may have been secured before the outbreak of the U.S.-Israeli war against Iran. Accordingly, we assume that the rates secured by MPM for its CSOV, its "one emergency tug boat or salvage vessel", and the rest of its other current vessels (except tugboats & barges) will be in line with those it secured prior, such that the average charter rate from 2H FY2026 to 2H FY2027 will be the same as in 2H FY2025, as shown in **Exhibit 68**. However, given that MPM secured contracts for at least some of its current vessels, we assume that the average utilisation from 2H FY2026 to 2H FY2027 will rise to, and remain at, 75.0%.

Thereafter, we assume that the y-o-y growth in ship chartering revenue from existing OSVs, CTVs, and the CSOV, from 2H FY2026 to 2H FY2027, will be the same as the y-o-y growth of the effective charter rate $[\text{average charter rate} \times \text{average utilisation}]$ for each respective period, as also shown in **Exhibit 68**.

Exhibit 68: Projected Ship Chartering Revenue from Existing OSVs, CTVs, and CSOV (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000 unless otherwise stated)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Ship chartering incl. tugs & barges, but excl. AHTS newbuilds (est. for 2H)	24,532	41,360	32,864	39,067	31,958	48,239	44,318	48,681	47,604	48,319
Deduct: Tugboats & barges chartering revenue (est. from SG chartering revenue)	(2,173)	(2,556)	(2,432)	(2,198)	(2,944)	(2,169)	(2,634)	(1,988)	(2,195)	(1,627)
Ship chartering excl. tugboats, barges, and AHTS newbuilds (est. for 2H)	**22,359**	**38,804**	**30,432**	**36,869**	**29,014**	**46,070**	**41,684**	**46,693**	**45,409**	**46,693**
Y-o-y growth in ship chartering excl. tugboats, barges, and AHTS newbuilds	279.0%	22.7%	36.1%	(5.0%)	(4.7%)	25.0%	43.7%	1.4%	8.9%	-
vs effective charter rate:										
Average charter rates (1Q FY2020 = 100; estimate)	186	214	217	237	209	288	282	288	288	288
Multiply by: Average utilisation (1Q FY2020 = 100; largely estimate)	66%	94%	60%	77%	68%	74%	71%	75%	75%	75%
Effective charter rate (estimate)	**122**	**200**	**130**	**182**	**142**	**213**	**199**	**216**	**216**	**216**
Y-o-y growth in effective charter rate	78.0%	27.7%	6.5%	(8.9%)	9.1%	17.0%	39.8%	1.4%	8.9%	-
Quarterly charter rates & utilisation:										
1Q	162		194		194		285		288	
2Q	210		240		224		279		288	
3Q		213		235		281		288		288
4Q		215		238		295		288		288
Average charter rates (1Q FY2020 = 100; estimate)	**186**	**214**	**217**	**237**	**209**	**288**	**282**	**288**	**288**	**288**
1Q	61%		70%		71%		76%		75%	
2Q	70%		50%		65%		65%		75%	
3Q		92%		86%		71%		75%		75%
4Q		95%		68%		77%		75%		75%
Average utilisation (1Q FY2020 = 100; estimate)	**66%**	**94%**	**60%**	**77%**	**68%**	**74%**	**71%**	**75%**	**75%**	**75%**

* unless indicated as estimate.

Source: MPM, FPA

Ship chartering revenue:

Accordingly, we project that ship chartering revenue will be S$48.7 million in 2H FY2026 (totalling S$93.0 million in FY2026), S$50.3 million in 1H FY2027, and S$53.8 million in 2H FY2027 (S$104.1 million in FY2027), as shown in **Exhibit 69**.

Exhibit 69: Projected Ship Chartering Revenue (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Ship chartering excl. tugboats, barges, and AHTS newbuilds (est. for 2H)	22,359	38,804	30,432	36,869	29,014	46,070	41,684	46,693	45,409	46,693
Tugboats & barges chartering revenue (est. from SG chartering revenue)	2,173	2,556	2,432	2,198	2,944	2,169	2,634	1,988	2,195	1,627
Projected revenue from AHTS newbuilds	-	-	-	-	-	-	-	-	2,738	5,476
Ship chartering services (estimate for 2H)	**24,532**	**41,360**	**32,864**	**39,067**	**31,958**	**48,239**	**44,318**	**48,681**	**50,342**	**53,795**

* unless indicated as estimate.
Source: MPM, FPA

Ship building & repair revenue and sale of goods:

Should the reverse takeover transaction take place, MPM's shipyard business (which includes ship building and repair, and potentially the sale of goods) would thereafter be FUJI's. Nonetheless, as FUJI would be a subsidiary of MPM, shipyard revenue would still be consolidated with MPM's revenue.

We estimate that ship repair revenue rose to S$27.5 million in 1H FY2026. We assume that ship repair revenue in each of 2H FY2026 to 2H FY2027 will be the average of 2H FY2025 and 1H FY2026.

In November 2025, MPM announced, "wholly-owned subsidiary, Marco Polo Shipyard Pte Ltd ("Marco Polo Shipyard")," had been "awarded a contract from the National Academy of Marine Research ("NAMR"), a research institute under the Ocean Affairs Council of Taiwan, to design and construct a 4,000 gross tonne (GT) oceanographic research vessel ("ORV"), marking the largest contract win in the division's history." MPM added that the contract was "valued at NT$4.678 billion (approximately S$198 million)," and the ORV would be "built over 1,460 days (approximately four years) at the Group's shipyard in Batam, Indonesia, with engineering and commercial support provided from Singapore." (i.e., around S$24.8 million per semi-annual period, as estimated by $[\text{S\$198 million} \div (\text{1,460 days} \div \text{average of 182.5 days per semi-annual period})]$.)

We estimated that ship building revenue in 1H FY2026 was minimal, at only S$1.1 million. Accordingly, we assume that the NAMR project will begin only in 2H FY2026, such that ship building revenue from 2H FY2026 to 2H FY2027 will be equal to or higher than S$24.8 million. We also assume no additional ship building revenue for 2H FY2026. However, as MPM noted in its financial statements for 1H FY2026 that it was receiving enquiries for "specialised newbuild tonnage across a range of vessel types, including offshore support vessels, cable lay vessels, dredgers and other marine infrastructure vessels", we assume that there would be additional ship building revenue in each of 1H & 2H FY2027 of S$4.0 million, the same as the ship building revenue we estimated for 1H FY2025.

Sale of goods:

Sale of goods as a percentage of ship building & repair revenue fell to 3.7% in 1H FY2026 amid a rise in ship building & repair revenue (excluding sale of goods). We assume that the percentage from 2H FY2026 to 2H FY2027 will remain at 3.7%, the same as in 1H FY2026.

Our projected ship repair and ship building revenue, as well as sale of goods, are shown in **Exhibit 70**.

Exhibit 70: Projected Ship Building & Repair Revenue and Sale of Goods (2H FY2026 to 2H FY2027)

(in S$ '000)	Actual*							Projection		
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Ship repair revenue (estimate)	21,738	21,000	16,126	13,592	15,724	18,101^	27,539	22,820	22,820	22,820
Ship building revenue (estimate)	8,295	7,541	10,910	7,924	4,044	2,683^	1,082	24,750	28,794	28,794
Ship building & repair services (estimate for 2H; excluding sales of goods)	**30,033**	**28,541**	**27,036**	**21,516**	**19,768**	**20,784**	**28,621**	**47,570**	**51,614**	**51,614**
vs sale of goods:										
Sale of goods (estimate for 2H)	1,379	1,281	1,671	1,376	962	1,103	1,059	1,760	1,910	1,910
Divide by: Ship building & repair services (estimate for 2H; excl. sale of goods)	30,033	28,541	27,036	21,516	19,768	20,784	28,621	47,570	51,614	51,614
Sale of goods as a % of ship building & repair services	**4.6%**	**4.5%**	**6.2%**	**6.4%**	**4.9%**	**5.3%**	**3.7%**	**3.7%**	**3.7%**	**3.7%**

* unless indicated as estimate. ^ estimated from ship building revenue for FY2025 and 1H FY2025. Note: Ship repair revenue estimated from "transferred at a point in time" revenue, while ship building revenue estimated from "transferred overtime" revenue.
Source: MPM, FPA

Revenue (MPM's existing businesses only):

Accordingly, our projections of revenue for MPM's existing businesses from 2H FY2026 to 2H FY2027 are shown in **Exhibit 71**.

Exhibit 71: Projected Revenue (2H FY2026 to 2H FY2027)

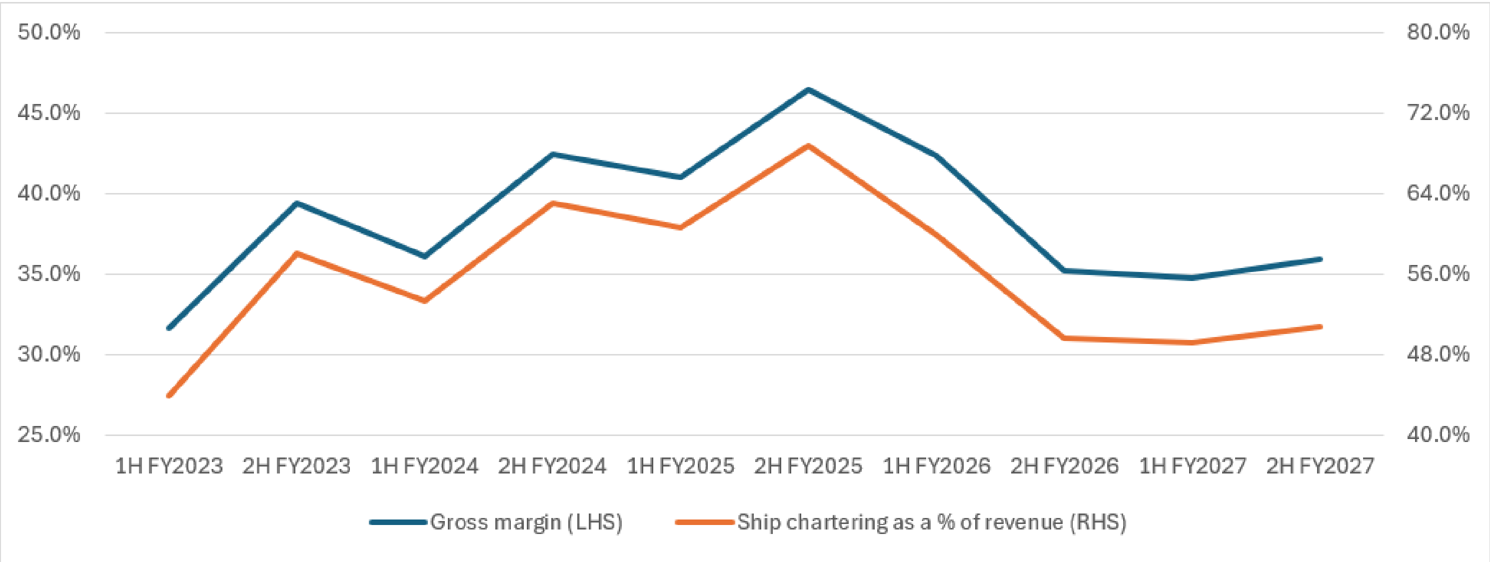
(in S$ '000)	Actual*							Projection		
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Ship chartering services (estimate for 2H)	24,532	41,360	32,864	39,067	31,958	48,239	44,318	48,681	50,342	53,795
Ship building and repair services (estimate for 2H)	30,033	28,541	27,036	21,516	19,768	20,784	28,621	47,570	51,614	51,614
Sale of goods (estimate for 2H)	1,379	1,281	1,671	1,376	962	1,103	1,059	1,760	1,910	1,910
Revenue (MPM's existing businesses only)	**55,944**	**71,182**	**61,571**	**61,959**	**52,688**	**70,126**	**73,998**	**98,011**	**103,866**	**107,319**

Source: MPM, FPA

Gross profit (MPM's existing businesses only):

We assume that the gross margin of MPM's existing businesses from 2H FY2026 to 2H FY2027 will continue to trend with changes in ship chartering as a percentage of total revenue from MPM's existing businesses, as shown in **Exhibit 72**.

Exhibit 72: Projected Gross Margin vs Ship Chartering as a Percentage of Revenue (2H FY2026 to 2H FY2027)



Source: MPM, FPA

Accordingly, our projections of the gross profit of MPM's existing businesses from 2H FY2026 to 2H FY2027 are shown in **Exhibit 73**.

Exhibit 73: Projected Gross Profit (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Gross profit (MPM's existing businesses only)	17,696	28,045	22,221	26,294	21,627	32,594	31,385	34,475	35,651	38,096
Revenue (MPM's existing businesses only)	55,944	71,182	61,571	61,959	52,688	70,126	73,998	98,011	103,866	107,319
Gross margin (LHS)	**31.6%**	**39.4%**	**36.1%**	**42.4%**	**41.0%**	**46.5%**	**42.4%**	**35.2%**	**34.3%**	**35.5%**
vs ship chartering as a % of revenue:										
Ship chartering services (estimate for 2H)	24,532	41,360	32,864	39,067	31,958	48,239	44,318	48,681	50,342	53,795
Divide by: Revenue (MPM's existing businesses only)	55,944	71,182	61,571	61,959	52,688	70,126	73,998	98,011	103,866	107,319
Ship chartering as a % of revenue (RHS)	**43.9%**	**58.1%**	**53.4%**	**63.1%**	**60.7%**	**68.8%**	**59.9%**	**49.7%**	**48.5%**	**50.1%**

* unless indicated as estimate.

Source: MPM, FPA

Revenue and gross profit (FUJI's existing business only):

We assume that semi-annualised printing cylinders revenue in each of 2H FY2026 to 2H FY2027 will be the average of 1H 2023 to 2H 2025. We also assume that gross margin of the printing cylinders business from 2H FY2026 to 2H FY2027 will be the average of 1H 2024 to 2H 2025, during which gross margin rose to around 30.0% from less than 20% in 1H & 2H 2023.

Our projections of revenue and gross profit for FUJI's existing printing cylinders business from 2H FY2026 to 2H FY2027 are shown in **Exhibit 74**.

Exhibit 74: Projected Revenue and Gross Profit for FUJI's Existing Business (1Q 2026 to 2H FY2027)

	Actual						Projection			
(in S$ '000)	**1H 2023**	**2H 2023**	**1H 2024**	**2H 2024**	**1H 2025**	**2H 2025**	**1Q 2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
FUJI - printing cylinders revenue	1,427	1,691	1,753	1,809	1,570	1,704	830	1,659	1,659	1,659
FUJI - investment holding revenue	81	78	66	-	-	-	-	-	-	-
FUJI - revenue	**1,508**	**1,769**	**1,819**	**1,809**	**1,570**	**1,704**	**830**	**1,659**	**1,659**	**1,659**
FUJI - cost of sales	(1,237)	(1,489)	(1,233)	(1,274)	(1,078)	(1,182)	(573)	(1,146)	(1,146)	(1,146)
FUJI - gross profit	**271**	**280**	**586**	**535**	**492**	**522**	**257**	**513**	**513**	**513**
Gross margin	**18.0%**	**15.8%**	**32.2%**	**29.6%**	**31.3%**	**30.6%**	**30.9%**	**30.9%**	**30.9%**	**30.9%**

Source: FUJI, FPA

Revenue and gross profit (MPM + FUJI):

Accordingly, we project that the revenue of MPM (including FUJI) will be S$98.0 million in 2H FY2026 (totalling S$172.0 million in FY2026), S$105.5 million in 1H FY2027, and S$109.0 million in 2H FY2027 (totalling S$214.5 million in FY2027), as shown in **Exhibit 75**.

We also project the gross profit of MPM (including FUJI) to be S$34.5 million in 2H FY2026 (totalling S$65.9 million in FY2026), S$36.2 million in 1H FY2027, and S$38.6 million in 2H FY2027 (totalling S$74.8 million in FY2027).

Exhibit 75: Projected Revenue and Gross Profit for MPM + FUJI (2H FY2026 to 2H FY2027)

	Actual							Projection		
(in S$ '000)	**1H FY2023**	**2H FY2023**	**1H FY2024**	**2H FY2024**	**1H FY2025**	**2H FY2025**	**1H FY2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
Revenue (MPM only)	55,944	71,182	61,571	61,959	52,688	70,126	73,998	98,011	103,866	107,319
Revenue (FUJI only)	-	-	-	-	-	-	-	-	1,659	1,659
Revenue (MPM + FUJI)	**55,944**	**71,182**	**61,571**	**61,959**	**52,688**	**70,126**	**73,998**	**98,011**	**105,525**	**108,978**
Gross profit (MPM only)	17,696	28,045	22,221	26,294	21,627	32,594	31,385	34,475	35,651	38,096
Gross profit (FUJI only)	-	-	-	-	-	-	-	-	513	513
Gross profit (MPM + FUJI)	**17,696**	**28,045**	**22,221**	**26,294**	**21,627**	**32,594**	**31,385**	**34,475**	**36,165**	**38,610**

Source: MPM, FUJI, FPA

(II) EARNINGS PROJECTION

Other operating income:

For the other operating income of MPM's existing businesses, we assume no foreign exchange gain nor gain on disposal of investment in a joint venture from 2H FY2026 to 2H FY2027, as shown in **Exhibit 76**. We also assume the following items to be their respective averages from 1H FY2024 to 1H FY2026: gain on disposal of Property, Plant, and Equipment ("PP&E"), sale of scrap metals, and others.

MPM announced on 4 March 2026, "the completion of a private share placement that raised gross proceeds of approximately S$21 million." Subsequently, MPM recorded proceeds of S$20.5 million from "issuance of shares" in its cash flows statement for 1H FY2026. Previously, on 24 February 2026, MPM noted that it intended to "use 100% of the Net Proceeds from the Proposed Placement to fund capital expenditures for business expansion, including but not limited to fleet expansion and fleet renewal." We assume that cash & cash equivalents at the end of period (excluding the net proceeds of S$20.5 million) from 2H FY2026 to 2H FY2027 would remain the same as in 1H FY2026. We also assume that MPM will use half of the net proceeds for "business expansion" in 2H FY2026, and the remaining half in 1H FY2027.

To estimate the annualised effective interest on interest income for 2H FY2026 to 2H FY2027, we note that, in the Summary of Economic Projections released by the U.S. Federal Open Market Committee ("U.S. FOMC") on 17 June 2026, the median federal funds rate projection was noted to be 3.8% at end-2026 and 3.6% at end-2027. The U.S. FOMC also maintained the target federal funds range at 3.50–3.75% in June 2026.

Accordingly, we assume that the U.S. FOMC will raise the target federal funds range by 25 basis points in 1Q FY2027, such that both the average Effective Federal Funds Rate ("EFFR"), and in turn, the average 3-Month Compounded Singapore Overnight Rate Average ("3M SORA") and annualised effective interest on interest income, will rise in 1H FY2027.

Exhibit 76: Projected Other Operating Income of MPM's Existing Businesses (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000 unless otherwise indicated)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Gain on disposal of property, plant and equipment, net	499	528	730	994	7	551	675	591	591	591
Gain on disposal of investment in joint venture	-	-	-	-	-	3,240	-	-	-	-
Interest income	773	1,042	1,203	1,352	834	788	1,012	1,448	1,467	1,467
Sales of scrap metals	395	518	403	472	221	191	409	339	339	339
Foreign exchange gain, net	-	-	-	-	1,019	5,077	-	-	-	-
Others (estimate)	581	443	136	1,033	128	135	405	367	367	367
Other operating income	**2,248**	**2,531**	**2,472**	**3,851**	**2,209**	**9,982**	**2,501**	**2,746**	**2,765**	**2,765**
Effective interest on interest income (annualised):										
Interest income	773	1,042	1,203	1,352	834	788	1,012	1,448	1,467	1,467
Cash and cash equivalents at end of period (est. for 2H)	51,110	61,285	48,104	65,865	42,663	49,220	132,730	122,504	112,277	112,277
Effective interest on interest income (annualised; estimate)	**3.0%**	**3.4%**	**5.0%**	**4.1%**	**3.9%**	**3.2%**	**1.5%**	**2.4%**	**2.6%**	**2.6%**
3-Month Compounded Singapore Overnight Rate Average ("3M SORA"; average)	2.9%	3.7%	3.7%	3.6%	3.0%	2.0%	1.2%	1.1%	1.3%	1.3%
Effective Federal Funds Rate ("EFFR"; average)	4.1%	5.1%	5.3%	5.3%	4.5%	4.3%	3.8%	3.6%	3.9%	3.9%

* unless indicated as estimate.

Source: MPM, Federal Reserve Bank of New York, MAS, FPA

For the net other gains of FUJI's existing business, we assume no currency exchange gains nor losses, fair value changes on financial assets at FVPL, nor any gain on disposal of investment property held-for-sale nor of PP&E. We also assume that sales of scrap and "Others" in each of 2026 & 2027 will be the average of 2023 to 2025. Interest income from bank deposits rose from 2023 to 2025; we assume that interest income in each of 2026 & 2027 will be the same as in 2025.

Thereafter, we assume that net other gains in FY2027 will be the same as in 2027.

Our projections of the net other gains of FUJI's existing business for 2026 and 2027 are shown in **Exhibit 77**.

Exhibit 77: Projected Net Other Gains of FUJI's Existing Business (2026 & 2027)

(in S$ '000)	Actual			Projection	
	2023	2024	2025	2026	2027
Currency exchange (losses)/gains, net	(25)	125	(328)	-	-
Interest income from bank deposits	218	458	551	551	551
Fair value loss on financial assets, at FVPL	-	(246)	(69)	-	-
Gain on disposal of investment property held-for-sale	-	563	-	-	-
Gain on disposal of Property, Plant and Equipment ("PP&E")	-	74	102	-	-
Sales of scrap	29	17	20	22	22
Others	4	17	3	8	8
Other gains, net	**226**	**1,008**	**279**	**581**	**581**

Source: FUJI, FPA

Accordingly, we project the consolidated other operating income of MPM (including FUJI) to be as shown in **Exhibit 78**.

Exhibit 78: Projected Other Operating Income of MPM + FUJI (1Q 2026 to 2H FY2027)

(in S$ '000)	Actual							Projection		
	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Other operating income (MPM's existing businesses only)	2,248	2,531	2,472	3,851	2,209	9,982	2,501	2,746	2,765	2,765
Other gains, net (FUJI's existing business only)	-	-	-	-	-	-	-	-	291	291
Other operating income (MPM + FUJI)	**2,248**	**2,531**	**2,472**	**3,851**	**2,209**	**9,982**	**2,501**	**2,746**	**3,056**	**3,056**

Source: MPM, FUJI, FPA

Administrative expenses:

We consider that, for MPM's existing businesses, administrative expenses may not rise as fast as the projected rise in revenue. Accordingly, we assume that administrative expenses as a percentage of revenue from 2H FY2026 to 2H FY2027 will be 9.9%, the same as in 1H FY2023, as shown in **Exhibit 79**.

Exhibit 79: Projected Administrative Expenses of MPM's Existing Businesses (2H FY2026 to 2H FY2027)

	Actual							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Administrative expenses	5,562	5,164	8,197	6,389	9,006	7,274	8,990	9,744	10,326	10,670
Revenue	55,944	71,182	61,571	61,959	52,688	70,126	73,998	98,011	103,866	107,319
Administrative expenses as a % of revenue	**9.9%**	**7.3%**	**13.3%**	**10.3%**	**17.1%**	**10.4%**	**12.1%**	**9.9%**	**9.9%**	**9.9%**

Source: MPM, FPA

Next, we assume that, for FUJI's existing business, semi-annualised administrative expenses from 1Q 2026 to 2H FY2026 will be the average of 1H 2023 to 2H 2025. However, for 1H & 2H FY2027, we assume that the percentage will drop by half amid consolidation with MPM. Our projections of administrative expenses for FUJI's existing business are shown in **Exhibit 80**.

Exhibit 80: Projected Administrative Expenses of FUJI's Existing Business (1Q 2026 to 2H FY2027)

	Actual						Projection			
(in S$ '000)	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025	1Q 2026	2H FY2026	1H FY2027	2H FY2027
FUJI - administrative expenses	840	856	811	878	817	888	424	848	424	424
FUJI - revenue	1,508	1,769	1,819	1,809	1,570	1,704	830	1,659	1,659	1,659
Administrative expenses as a % of revenue	**55.7%**	**48.4%**	**44.6%**	**48.5%**	**52.0%**	**52.1%**	**51.1%**	**51.1%**	**25.6%**	**25.6%**

Source: FUJI, FPA

We also assume that, for FUJI's existing business, distribution expenses as a percentage of revenue from 1Q 2026 to 2H FY2027 will be 6.2%, the average of 1H 2023 to 2H 2025. Our projections of distribution expenses for FUJI's existing business are shown in **Exhibit 81**.

Exhibit 81: Projected Distribution Expenses of FUJI's Existing Business (1Q 2026 to 2H FY2027)

	Actual						Projection			
(in S$ '000)	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025	1Q 2026	2H FY2026	1H FY2027	2H FY2027
FUJI - distribution expenses	82	109	109	118	94	117	51	102	102	102
FUJI - revenue	1,508	1,769	1,819	1,809	1,570	1,704	830	1,659	1,659	1,659
Distribution expenses as a % of revenue	**5.4%**	**6.2%**	**6.0%**	**6.5%**	**6.0%**	**6.9%**	**6.2%**	**6.2%**	**6.2%**	**6.2%**

Source: FUJI, FPA

Thereafter, we assume that both the distribution and administrative expenses of FUJI's existing business will be consolidated with MPM's administrative expenses. Accordingly, we project the consolidated administrative expenses of MPM (including FUJI) to be as shown in **Exhibit 82**.

Exhibit 82: Projected Administrative Expenses of MPM + FUJI (1Q 2026 to 2H FY2027)

	Actual							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Administrative expenses (MPM's existing businesses only)	5,562	5,164	8,197	6,389	9,006	7,274	8,990	9,744	10,326	10,670
Administrative expenses (FUJI's existing business only)	-	-	-	-	-	-	-	-	424	424
Distribution expenses (FUJI's existing business only)	-	-	-	-	-	-	-	-	102	102
Administrative expenses (MPM + FUJI)	**5,562**	**5,164**	**8,197**	**6,389**	**9,006**	**7,274**	**8,990**	**9,744**	**10,853**	**11,196**

Source: MPM, FUJI, FPA

Other operating expenses:

Depreciation (the portion recorded under other operating expenses) and legal & professional fee rose from FY2023 to FY2025. We assume that legal & professional fee in each of FY2026 & FY2027 will be the same as that in FY2025, as shown in **Exhibit 83**. However, we assume that depreciation will rise in FY2026 amid full-year contribution from the CSOV and three new CTVs, and rise again in FY2027 amid completion of the two newbuild AHTS vessels. We assume no further foreign exchange loss from 2H FY2026 to 2H FY2027. We also assume that "Others" in each of FY2026 & FY2027 will be the average of FY2023 to FY2025.

Thereafter, we assume that other operating expenses in 2H FY2026 will be S$3.7 million [projected other operating expenses of S$10.4 million in FY2026 – actual of S$6.7 million in 1H FY2026], while those in each of 1H & 2H FY2027 will be half of the projected figure for FY2027.

Exhibit 83: Projected Other Operating Expenses (FY2026 & FY2027)

(in S$ '000)	Actual			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Depreciation (recorded under other operating expenses)	1,309	1,345	1,711	2,077	2,260
Foreign exchange loss, net	3,318	5,486	-	2,855	-
Legal and professional fee	554	955	1,061	1,061	1,061
Others	4,007	5,293	3,899	4,400	4,400
Other operating expenses	**9,188**	**13,079**	**6,671**	**10,393**	**7,721**

Source: MPM, FPA

Finance costs:

For the finance costs of MPM's existing businesses, the effective interest on term loans' interest rose to 4.0% in FY2025, after falling from 3.6% in FY2023 to 1.2% in FY2024 amid rising secured borrowings. Meanwhile, the effective interest on lease liabilities' interest rose to 4.2% in FY2025 from 3.6% in FY2023. Neither the effective interest on term loans' interest nor that on lease liabilities' interest seemed to trend with the average 3M SORA or the average EFFR from FY2023 to FY2025, as may be seen in **Exhibit 84**.

Accordingly, we assume that the effective interest on term loans' interest and on lease liabilities' interest in FY2026 & FY2027 will be the same as the respective figures in FY2025. (Effective interest on term loans' interest may be lower in FY2024 as MPM may have begun paying the full interest on its new borrowings only in FY2025.)

We also assume no secured term loans commitment and set up fees. Thereafter, we project that finance costs in 2H FY2026 will be S$1.8 million [projected finance costs of S$3.6 million for FY2026 – actual of S$1.8 million in 1H FY2026], and assume that finance costs in each of 1H & 2H FY2027 will be half of the projected figure for FY2027.

Exhibit 84: Projected Finance Costs of MPM's Existing Businesses (FY2026 & FY2027)

	Actual*			Projection	
(in S$ '000)	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**
Interest expenses on lease liabilities	225	275	246	204	204
Interest expenses on term loans	81	400	1,708	3,392	3,392
Secured term loans commitment and set up fees	-	956	(856)	-	-
Finance costs	**306**	**1,631**	**1,098**	**3,597**	**3,597**
Effective interest:					
Interest expenses on term loans	81	400	1,708	3,392	3,392
Divide by: secured borrowings	2,256	32,981	42,269	83,956	83,956
Effective interest on term loans' interest (estimate)	**3.6%**	**1.2%**	**4.0%**	**4.0%**	**4.0%**
Interest expenses on lease liabilities	225	275	246	204	204
Divide by: lease liabilities	6,285	7,337	5,795	4,810	4,810
Effective interest on lease liabilities' interest (estimate)	**3.6%**	**3.7%**	**4.2%**	**4.2%**	**4.2%**
3-Month Compounded Singapore Overnight Rate Average ("3M SORA"; average)	3.3%	3.7%	2.5%	1.1%	1.3%
Effective Federal Funds Rate ("EFFR"; average)	4.6%	5.3%	4.4%	3.7%	3.9%
Breakdown of borrowings:					
Temporary bridging loans	2,256	1,232	178	-	-
Secured term loans	-	31,749	42,091	83,956	83,956
Secured borrowings	**2,256**	**32,981**	**42,269**	**83,956**	**83,956**
Secured borrowings (current)	966	25,057	8,272	13,059	13,059
Secured borrowings (non-current)	1,290	7,924	33,997	70,897	70,897
Secured borrowings	**2,256**	**32,981**	**42,269**	**83,956**	**83,956**
Breakdown of lease liabilities:					
Lease liabilities (current)	1,553	1,809	1,973	1,976	1,976
Lease liabilities (non-current)	4,732	5,528	3,822	2,834	2,834
Lease liabilities	**6,285**	**7,337**	**5,795**	**4,810**	**4,810**

* unless indicated as estimate.

Source: MPM, Federal Reserve Bank of New York, MAS, FPA

For FUJI's existing business, we assume that lease liabilities and right-of-use assets from 1Q 2026 to 2H FY2027 will remain the same as at end-2H 2025, and that semi-annualised finance expenses in each of 1Q 2026 to 2H FY2027 will remain the same as in 2H 2025. Our projections of finance expenses of FUJI's existing business are shown in **Exhibit 85**.

Exhibit 85: Projected Finance Expenses of FUJI's Existing Business (1Q 2026 to 2H FY2027)

	Actual						Projection			
(in S$ '000)	**1H 2023**	**2H 2023**	**1H 2024**	**2H 2024**	**1H 2025**	**2H 2025**	**1Q 2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
Interest expense on lease liabilities	1	1	1	-	1	2	1	2	2	2
Interest expense on non-trade payable to Director/substantial shareholder	-	-	-	-	-	-	-	-	-	-
FUJI - finance expenses	**1**	**1**	**1**	**-**	**1**	**2**	**1**	**2**	**2**	**2**
Effective interest on lease liabilities:										
Interest expense on lease liabilities	1	1	1	-	1	2	1	2	2	2
Lease liabilities (total)	55	36	17	-	78	71	71	71	71	71
Effective interest on lease liabilities (annualised)	**3.6%**	**5.6%**	**11.8%**	**n.a.**	**2.6%**	**5.6%**	**5.6%**	**5.6%**	**5.6%**	**5.6%**
Lease liabilities (current)	38	36	17	-	15	15	15	15	15	15
Lease liabilities (non-current)	17	-	-	-	63	56	56	56	56	56
Lease liabilities (total)	**55**	**36**	**17**	**-**	**78**	**71**	**71**	**71**	**71**	**71**
Right-of-use assets	**508**	**470**	**436**	**366**	**604**	**602**	**602**	**602**	**602**	**602**

Source: FUJI, FPA

Accordingly, we project the consolidated finance costs of MPM (including FUJI) to be as shown in **Exhibit 86**.

Exhibit 86: Projected Finance Costs of MPM + FUJI (2H FY2026 to 2H FY2027)

	Actual							Projection		
(in S$ '000)	**1H FY2023**	**2H FY2023**	**1H FY2024**	**2H FY2024**	**1H FY2025**	**2H FY2025**	**1H FY2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
Finance costs (MPM's existing businesses only)	55	251	120	1,511	793	305	1,831	1,766	1,798	1,798
Finance expenses (FUJI's existing business only)	-	-	-	-	-	-	-	-	2	2
Finance costs (MPM + FUJI)	**55**	**251**	**120**	**1,511**	**793**	**305**	**1,831**	**1,766**	**1,800**	**1,800**

Source: MPM, FUJI, FPA

Share of results in joint venture(s):

Share of profit in joint venture of MPM rose to S$749,000 (nearest ‘000) in FY2025 (or S$663,000 in nearest ‘000, in 2H FY2025) amid improving results of PNE, as shown in **Exhibit 87**. However, share of results in joint venture fell to a loss of S$0.5 million in 1H FY2026. Accordingly, we assume that share of results in joint venture(s) in each of 2H FY2026 to 2H FY2027 will be S$0.1 million, the average of 2H FY2025 and 1H FY2026.

Exhibit 87: Projected Share of Profits in Joint Venture of MPM (FY2026 & FY2027)

	Actual*			Projection	
(in S$ '000)	FY2023	FY2024	FY2025	FY2026	FY2027
PNE - Group’s share of results of joint venture	171	171	749	(407)	171
Share of profits/(losses) in joint venture(s)	**171**	**171**	**749**	**(407)**	**171**
Breakdown of Pelayaran New Era (L) Bhd ("PNE") results:					
PNE - Revenue	4,936	6,254	10,471	n.a.	n.a.
PNE - Expenses, including interest expense	(3,580)	(6,244)	(7,391)*	n.a.	n.a.
PNE - Profit before income tax	**1,356**	**10**	**3,080**	**n.a.**	**n.a.**
PNE - Income tax expense	(607)	-	(98)	n.a.	n.a.
PNE - Profit for the financial year	**749**	**10**	**2,982**	**n.a.**	**n.a.**
PNE - Group’s share of results of joint venture	171	171	749	(407)	171

* unless indicated as estimate, as figures disclosed by MPM did not tally. n.a. = not available.

Source: MPM, FPA

Share of profit from investment in an associated company:

We assume that semi-annualised share of profit from investment in an associated company of FUJI in each of 1Q 2026 to 2H FY2027 will be the average of 1H 2023 to 2H 2025. Our projections of share of profit from investment in an associated company are shown in **Exhibit 88.**

Exhibit 88: Projected Share of Profit from Investment in an Associated Company of FUJI (1Q 2026 to 2H FY2027)

	Actual						Projection			
(in S$ '000)	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025	1Q 2026	2H FY2026	1H FY2027	2H FY2027
FUJI - share of profit from investment in assoc. company	1,505	539	476	244	1,131	522	368	736	736	736

Source: FUJI, FPA

Profit before income tax:

Accordingly, we project profit before income tax of MPM's existing businesses to be as shown in **Exhibit 89**.

Exhibit 89: Projected Profit Before Income Tax of MPM's Existing Businesses (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Gross profit	**17,696**	**28,045**	**22,221**	**26,294**	**21,627**	**32,594**	**31,385**	**34,475**	**35,651**	**38,096**
Other operating income	2,248	2,531	2,472	3,851	2,209	9,982	2,501	2,746	2,765	2,765
Reversal of impairment loss on property, plant and equipment	-	-	-	-	-	22,394	-	-	-	-
Reversal of impairment loss on amount due from a joint venture	-	-	-	-	-	5,940	-	-	-	-
Administrative expenses	(5,562)	(5,164)	(8,197)	(6,389)	(9,006)	(7,274)	(8,990)	(9,744)	(10,326)	(10,670)
Other operating expenses	(7,535)	(1,653)	(3,272)	(9,807)	(4,167)	(2,504)	(6,664)	(3,729)	(3,860)	(3,860)
Profit from operations	**6,847**	**23,759**	**13,224**	**13,949**	**10,663**	**61,132**	**18,232**	**23,747**	**24,230**	**26,332**
Finance costs	(55)	(251)	(120)	(1,511)	(793)	(305)	(1,831)	(1,766)	(1,798)	(1,798)
Share of profits/(losses) in joint venture(s)	86	85	86	85	86	663	(492)	86	86	86
Profit before income tax	**6,878**	**23,593**	**13,190**	**12,523**	**9,956**	**61,490**	**15,909**	**22,067**	**22,517**	**24,619**

Source: MPM, FPA

Meanwhile, we project the profit/loss before income tax of FUJI's existing business to be as shown in **Exhibit 90**.

Exhibit 90: Projected Profit/Loss Before Income Tax of FUJI's Existing Business (1Q 2026 to 2H FY2027)

	Actual						Projection			
(in S$ '000)	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025	1Q 2026	2H FY2026	1H FY2027	2H FY2027
FUJI - gross profit	**271**	**280**	**586**	**535**	**492**	**522**	**257**	**513**	**513**	**513**
FUJI - other gains/(losses)	191	35	985	15	39	112	145	291	291	291
FUJI - distribution expenses	(82)	(109)	(109)	(118)	(94)	(117)	(51)	(102)	(102)	(102)
FUJI - administrative expenses	(840)	(856)	(811)	(878)	(817)	(888)	(424)	(848)	(424)	(424)
FUJI - finance expenses	(1)	(1)	(1)	-	(1)	(2)	(1)	(2)	(2)	(2)
FUJI - share of profit from investment in assoc. company	1,505	539	476	244	1,131	522	368	736	736	736
FUJI - profit/(loss) before income tax	**1,044**	**(112)**	**1,126**	**(202)**	**750**	**149**	**294**	**587**	**1,012**	**1,012**

Source: FUJI, FPA

The consolidated profit/loss before tax of MPM (including FUJI) would thus be S$22.1 million in 2H FY2026 (totalling S$38.0 million in FY2026), S$23.5 million in 1H FY2027, and S$25.6 million in 2H FY2027 (S$49.2 million in FY2027), as shown in **Exhibit 91**.

Exhibit 91: Projected Profit/Loss Before Income Tax of MPM + FUJI (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Gross profit	**17,696**	**28,045**	**22,221**	**26,294**	**21,627**	**32,594**	**31,385**	**34,475**	**36,165**	**38,610**
Other operating income	2,248	2,531	2,472	3,851	2,209	9,982	2,501	2,746	3,056	3,056
Reversal of impairment loss on property, plant and equipment	-	-	-	-	-	22,394	-	-	-	-
Reversal of impairment loss on amount due from a joint venture	-	-	-	-	-	5,940	-	-	-	-
Administrative expenses	(5,562)	(5,164)	(8,197)	(6,389)	(9,006)	(7,274)	(8,990)	(9,744)	(10,853)	(11,196)
Other operating expenses	(7,535)	(1,653)	(3,272)	(9,807)	(4,167)	(2,504)	(6,664)	(3,729)	(3,860)	(3,860)
Profit from operations	**6,847**	**23,759**	**13,224**	**13,949**	**10,663**	**61,132**	**18,232**	**23,747**	**24,507**	**26,609**
Finance costs	(55)	(251)	(120)	(1,511)	(793)	(305)	(1,831)	(1,766)	(1,800)	(1,800)
Share of profits/(losses) in joint venture(s)	86	85	86	85	86	663	(492)	86	86	86
FUJI - share of profit from investment in assoc. company	-	-	-	-	-	-	-	-	736	736
Profit before income tax	**6,878**	**23,593**	**13,190**	**12,523**	**9,956**	**61,490**	**15,909**	**22,067**	**23,528**	**25,630**

Source: MPM, FUJI, FPA

Income tax expense:

For MPM's existing businesses, we assume that the reversal of impairment loss on PP&E and on amount due from a joint venture have no tax effect. Accordingly, we adjust the taxable profit before tax as shown in **Exhibit 92**. We assume that the adjusted effective tax rate, based on the adjusted profit before tax, from 2H FY2026 to 2H FY2027, will be the average of 2H FY2025 and 1H FY2026, given that: (1) MPM noted in its financial statements for 2H FY2025 and 1H FY2026 that the increase in tax in both periods was "mainly attributable to" or "in line with" higher contributions from "higher-tax jurisdictions"; and (2) increase in revenue in 2H FY2025 and 1H FY2026 was mainly due to the charter of CSOV and three new CTVs, which is likely to continue through 2H FY2027.

Exhibit 92: Projected Income Tax Expense of MPM's Existing Businesses (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000)	**1H FY2023**	**2H FY2023**	**1H FY2024**	**2H FY2024**	**1H FY2025**	**2H FY2025**	**1H FY2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
Income tax expense (MPM's existing businesses only)	1,044	3,646	1,185	621	761	3,141	2,689	2,864	2,923	3,197
Divided by: Profit before income tax (MPM's existing businesses only)	6,878	23,593	13,190	12,523	9,956	61,490	15,909	22,067	22,517	24,619
Effective tax rate	**15.2%**	**15.5%**	**9.0%**	**5.0%**	**7.6%**	**5.1%**	**16.9%**	**13.0%**	**13.0%**	**13.0%**
Adjustments:										
Profit before income tax (MPM's existing businesses only)	6,878	23,593	13,190	12,523	9,956	61,490	15,909	22,067	22,517	24,619
Deduct: Reversal of impairment loss on property, plant and equipment	-	-	-	-	-	(22,394)	-	-	-	-
Deduct: Reversal of impairment loss on amount due from a joint venture	-	-	-	-	-	(5,940)	-	-	-	-
Deduct: Share of profits/(losses) in joint venture(s)	(86)	(85)	(86)	(85)	(86)	(663)	492	(86)	(86)	(86)
Adjusted profit before tax (MPM's existing businesses only; est.)	**6,792**	**23,508**	**13,104**	**12,438**	**9,870**	**32,493**	**16,401**	**21,982**	**22,431**	**24,533**
Income tax expense (MPM's existing businesses only)	1,044	3,646	1,185	621	761	3,141	2,689	2,864	2,923	3,197
Divided by: Adjusted profit before tax (MPM's existing businesses only; est.)	6,792	23,508	13,104	12,438	9,870	32,493	16,401	21,982	22,431	24,533
Adjusted effective tax rate	**15.4%**	**15.5%**	**9.0%**	**5.0%**	**7.7%**	**9.7%**	**16.4%**	**13.0%**	**13.0%**	**13.0%**

Note: Income tax expense projected with reference to adjusted profit before tax, which excludes items we assume have no tax effect.
Source: MPM, FPA

For FUJI's existing business, given the variance in income tax expense/credit from 1H 2023 to 2H 2025, we assume that semi-annualised income tax expense from 1Q 2026 to 2H FY2026 will be the same as in 2H 2025, and that the effective tax rate in 1H & 2H FY2027 will be the same as in 2H FY2026, as shown in **Exhibit 93**.

Exhibit 93: Projected Income Tax Expense/Credit of FUJI's Existing Business (1Q 2026 to 2H FY2027)

	Actual						Projection			
(in S$ '000)	**1H 2023**	**2H 2023**	**1H 2024**	**2H 2024**	**1H 2025**	**2H 2025**	**1Q 2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
FUJI - income tax expense/(credit)	32	(34)	(205)	125	(16)	76	38	76	131	131
FUJI - profit/(loss) before income tax	1,044	(112)	1,126	(202)	750	149	294	587	1,012	1,012
Effective tax rate	**3.1%**	**30.4%**	**(18.2%)**	**(61.9%)**	**(2.1%)**	**51.0%**	**12.9%**	**12.9%**	**12.9%**	**12.9%**

Source: FUJI, FPA

Thus, we project the consolidated income tax expense of MPM (including FUJI) to be as shown in **Exhibit 94**.

Exhibit 94: Projected Income Tax Expense of MPM + FUJI (2H FY2026 to 2H FY2027)

	Actual							Projection		
(in S$ '000)	**1H FY2023**	**2H FY2023**	**1H FY2024**	**2H FY2024**	**1H FY2025**	**2H FY2025**	**1H FY2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
Income tax expense (MPM's existing businesses only)	1,044	3,646	1,185	621	761	3,141	2,689	2,864	2,923	3,197
FUJI - income tax (expense)/credit	-	-	-	-	-	-	-	-	131	131
Income tax expense (MPM + FUJI)	**1,044**	**3,646**	**1,185**	**621**	**761**	**3,141**	**2,689**	**2,864**	**3,054**	**3,328**

Source: MPM, FUJI, FPA

Net profit for the period:

Accordingly, for MPM's existing businesses, we project net profit for the period to be as shown in **Exhibit 95**.

Exhibit 95: Projected Profit for the Period of MPM's Existing Businesses (2H FY2026 to 2H FY2027)

	Actual							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Profit before income tax (MPM's existing businesses only)	**6,878**	**23,593**	**13,190**	**12,523**	**9,956**	**61,490**	**15,909**	**22,067**	**22,517**	**24,619**
Income tax expense (MPM's existing businesses only)	(1,044)	(3,646)	(1,185)	(621)	(761)	(3,141)	(2,689)	(2,864)	(2,923)	(3,197)
Net profit/loss for the period (MPM's existing businesses only)	**5,834**	**19,947**	**12,005**	**11,902**	**9,195**	**58,349**	**13,220**	**19,203**	**19,594**	**21,422**

Source: MPM, FPA

Meanwhile, for FUJI's existing business, we project net profit to be as shown in **Exhibit 96**.

Exhibit 96: Projected Net Profit/Loss for the Period of FUJI's Existing Business (1Q 2026 to 2H 2027)

	Actual						Projection			
(in S$ '000)	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025	1Q 2026	2H FY2026	1H FY2027	2H FY2027
FUJI - profit/(loss) before income tax	**1,044**	**(112)**	**1,126**	**(202)**	**750**	**149**	**294**	**587**	**1,012**	**1,012**
FUJI - income tax (expense)/credit	(32)	34	205	(125)	16	(76)	(38)	(76)	(131)	(131)
FUJI - net profit/(loss) for the period	**1,012**	**(78)**	**1,331**	**(327)**	**766**	**73**	**256**	**511**	**881**	**881**

Source: FUJI, FPA

Overall, we project the consolidated net profit for the period of MPM (including FUJI) to be S$19.2 million in 2H FY2026 (totalling S$32.4 million in FY2026), S$20.5 million in 1H FY2027, and S$22.3 million in 2H FY2027 (S$42.8 million in FY2027), as shown in **Exhibit 97**.

Exhibit 97: Projected Net Profit for the Period of MPM + FUJI (2H FY2026 to 2H FY2027)

	Actual							Projection		
(in S$ '000)	1H FY2023	2H FY2023	1H FY2024	2H FY2024	1H FY2025	2H FY2025	1H FY2026	2H FY2026	1H FY2027	2H FY2027
Net profit/loss for the period (MPM's existing businesses only)	5,834	19,947	12,005	11,902	9,195	58,349	13,220	19,203	19,594	21,422
FUJI - net profit/(loss) for the period	-	-	-	-	-	-	-	-	881	881
Net profit/loss for the period (MPM + FUJI)	**5,834**	**19,947**	**12,005**	**11,902**	**9,195**	**58,349**	**13,220**	**19,203**	**20,475**	**22,302**

Source: MPM, FUJI, FPA

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

For MPM's ship chartering business, given that profit attributable to NCI fell to S$1.6 million in 1H FY2026 from S$10.5 million in 2H FY2025, we assume that: (1) profit attributable to NCI of OC in FY2026 & FY2027 will be the average of FY2023 to FY2025; (2) profit attributable to PKRO in FY2026 & FY2027 will rise from that in FY2025 amid MPM's effective interest in PKRO falling to 46.5% in June 2026 from 49%; and (3) profit attributable to NCI of BBR Group will rise in FY2027 amid contribution from AHTS 1. Our projections of profit attributable to NCI for MPM's existing businesses are shown in **Exhibit 98**.

Exhibit 98: Projected Profit Attrib. to Non-Controlling Interests for MPM's Ship Chartering Business (FY2026 & FY2027)

	Actual			Projection	
(in S$ '000)	FY2023	FY2024	FY2025	FY2026	FY2027
Profit/(Loss) allocated to NCI - Oceanic Crown ("OC")	(220)	(392)	(188)	(267)	(267)
Profit/(Loss) allocated to NCI - PKR Offshore ("PKRO")	2,152	745	6,770	7,039	7,102
Profit/(Loss) allocated to NCI - BBR Group	1,269	1,854	2,447	2,447	3,000
Profit/(Loss) attributable to Non-Controlling Interest ("NCI")	**3,201**	**2,207**	**9,029**	**9,219**	**9,835**

Source: MPM, FPA

For FUJI's existing business, we assume that semi-annualised net profit/loss attributable to NCI from 1Q 2026 to 2H FY2027 will be the average of 1H 2023 to 2H 2025. We also assume that MPM will own only 74.1% (not the maximum of 76.8%) of FUJI from 1H FY2027. Accordingly, our projections of net profit attributable to NCI and to equity holders of the Company for FUJI's existing business are shown in **Exhibit 99**.

Exhibit 99: Projected Net Profit/Loss Attributable to Equity Holders for FUJI's Existing Business (1Q 2026 to 2H 2027)

	Actual						Projection			
(in S$ '000)	1H 2023	2H 2023	1H 2024	2H 2024	1H 2025	2H 2025	1Q 2026	2H FY2026	1H FY2027	2H FY2027
Net profit/(loss) attributable to MPM	-	-	-	-	-	-	-	-	663	663
Net profit/(loss) attributable to other equity holders of the Company	1,069	(1)	1,274	(310)	716	113	263	525	232	232
Net profit/(loss) attributable to equity holders of the Company	**1,069**	**(1)**	**1,274**	**(310)**	**716**	**113**	**263**	**525**	**895**	**895**
Net profit/(loss) attributable to Non-Controlling Interests ("NCI")	(57)	(77)	57	(17)	50	(40)	(7)	(14)	(14)	(14)
FUJI - net profit/(loss) for the period	**1,012**	**(78)**	**1,331**	**(327)**	**766**	**73**	**256**	**511**	**881**	**881**
% of FUJI owned by MPM	-	-	-	-	-	-	-	-	74.1%	74.1%

Source: FUJI, FPA

Meanwhile, should the reverse takeover transaction take place, MPM's shipyard business (which includes ship building and repair, and potentially the sale of goods) would thereafter be FUJI's. Thus, only 74.1–76.8%, instead of 100%, of net profit/loss of the shipyard business will be attributable to MPM after the reverse takeover transaction takes place.

Accordingly, we project the shipyard business's net profit for the period, to project the net profit of the shipyard business attributable to MPM.

We project that the earnings before tax of the shipyard business will account for around 40% of the total for MPM's existing businesses, as shown in **Exhibit 100**.

Exhibit 100: Projected Earnings Before Tax of MPM's Existing Businesses (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000)	**1H FY2023**	**2H FY2023**	**1H FY2024**	**2H FY2024**	**1H FY2025**	**2H FY2025**	**1H FY2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
Earnings before tax (shipyard; estimate)	5,295	6,413	4,171	(3,273)	2,958	929	4,844	9,192	10,851	10,870
Earnings before tax (ship chartering; excl. reversal of impairmt losses; est.)	3,966	18,508	10,615	18,095	9,260	31,291	12,317	14,077	14,530	15,808
Earnings before tax (ship chartering, building, and repair)	**9,261**	**24,921**	**14,786**	**14,822**	**12,218**	**32,220**	**17,161**	**23,269**	**25,381**	**26,678**
Unallocated income/expenses (incl. reversal of impairment losses)	(2,383)	(1,328)	(1,596)	(2,299)	(2,262)	29,270	(1,252)	(1,202)	(2,864)	(2,059)
Profit before income tax	**6,878**	**23,593**	**13,190**	**12,523**	**9,956**	**61,490**	**15,909**	**22,067**	**22,517**	**24,619**
As a percentage of earnings before tax (ship chartering, building, and repair):										
Earnings before tax (shipyard; estimate)	57.2%	25.7%	28.2%	(22.1%)	24.2%	2.9%	28.2%	39.5%	42.8%	40.7%
Earnings before tax (ship chartering; excl. reversal of impairmt losses; est.)	42.8%	74.3%	71.8%	122.1%	75.8%	97.1%	71.8%	60.5%	57.2%	59.3%
Earnings before tax (shipyard; estimate):										
External revenue (shipyard)	31,411	29,824	28,707	22,892	20,730	21,887	29,680	49,330	53,524	53,524
Deduct: expenses	(26,189)	(23,515)	(24,553)	(25,942)	(17,535)	(20,473)	(24,277)	(39,598)	(42,114)	(42,114)
Reportable segment results from op. activities (shipyard)	**5,222**	**6,309**	**4,154**	**(3,050)**	**3,195**	**1,414**	**5,403**	**9,732**	**11,410**	**11,410**
Finance income (shipyard)	84	112	21	42	27	34	15	34	15	34
Finance costs (shipyard)	(11)	(8)	(4)	(265)	(264)	(519)	(574)	(574)	(574)	(574)
Earnings before tax (shipyard; estimate)	**5,295**	**6,413**	**4,171**	**(3,273)**	**2,958**	**929**	**4,844**	**9,192**	**10,851**	**10,870**
Earnings before tax (ship chartering; estimate):										
External revenue (ship chartering)	24,533	41,358	32,864	39,067	31,958	48,239	44,318	48,681	50,342	53,795
Deduct: expenses	(20,792)	(22,827)	(22,192)	(20,768)	(22,621)	(18,343)	(30,641)	(33,886)	(35,062)	(37,237)
Reportable segment results from op. activities (ship chartering)	**3,741**	**18,531**	**10,672**	**18,299**	**9,337**	**29,896**	**13,677**	**14,795**	**15,280**	**16,558**
Share of profits in joint ventures (ship chartering)	86	85	86	85	86	663	(492)	86	86	86
Finance income (ship chartering)	184	134	484	446	366	518	389	389	389	389
Finance costs (ship chartering)	(45)	(242)	(627)	(735)	(529)	214	(1,257)	(1,192)	(1,224)	(1,224)
Earnings before tax (ship chartering; excl. reversal of impairmt losses; est.)	**3,966**	**18,508**	**10,615**	**18,095**	**9,260**	**31,291**	**12,317**	**14,077**	**14,530**	**15,808**

* unless indicated as estimate.
Source: MPM, FPA

However, we note that MPM mentioned in its Annual Report for FY2025, "The Group's ship chartering operations were awarded the Approved International Shipping Enterprise ("AIS") status by the Maritime and Port Authority of Singapore. Pursuant to the AIS status, certain subsidiaries of the Group will enjoy tax exemption with effect from 1 April 2020 (Year of Assessment 2021) on qualifying shipping income and gain on disposal of vessels, including incomes derived from foreign-flagged ships which were taxed previously."

Accordingly, we assume that the shipyard business will account for half (instead of around 40%) of income tax expense from 2H FY2026 to 2H FY2027, and project net profit of the shipyard business attributable to NCI to be as shown in **Exhibit 101**.

Exhibit 101: Projected Net Profit of Shipyard Business Attributable to MPM and NCI (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000)	**1H FY2023**	**2H FY2023**	**1H FY2024**	**2H FY2024**	**1H FY2025**	**2H FY2025**	**1H FY2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
Earnings before tax (shipyard; estimate)	**5,295**	**6,413**	**4,171**	**(3,273)**	**2,958**	**929**	**4,844**	**9,192**	**10,851**	**10,870**
Income tax expense (shipyard)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(1,432)	(1,527)	(1,664)
Net profit for the period (shipyard)	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**7,760**	**9,324**	**9,206**
Attributable to:										
Attributable to MPM	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	7,760	6,906	6,819
Attributable to NCI	-	-	-	-	-	-	-	-	2,417	2,387
Net profit for the period (shipyard)	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**n.a.**	**7,760**	**9,324**	**9,206**
% of FUJI owned by MPM	-	-	-	-	-	-	-	-	74.1%	74.1%

* unless indicated as estimate.
Source: MPM, FPA

Thus, we project that profit attributable to equity holders of MPM will be S$11.6 million in 2H FY2026 (totalling S$23.2 million in FY2026), S$12.9 million in 1H FY2027, and S$14.8 million in 2H FY2027 (S$27.7 million in FY2027), as shown in **Exhibit 102**.

Total issued shares (excluding treasury shares) rose to 3,914,148,000 shares as at 28 May 2026 from 3,906,819,000 shares as at end-1H FY2026, amid exercise of options (at exercise price of S$0.067 per share) announced on 9 April (177,000 shares), 20 May (1,116,000 shares) and 28 May 2026 (6,036,000 shares).

We assume that the weighted average number of shares will rise to 3,910,483,500 shares (average of 3,914,148,000 shares as at 28 May 2026 and 3,906,819,000 shares as at end-1H FY2026) in 2H FY2026, rise in 1H FY2027 to 3,914,148,000 shares as at 28 May 2026, and remain at 3,914,148,000 shares in 2H FY2027.

Accordingly, we project EPS (in cents) to be 0.30 in 2H FY2026 (totalling 0.61 in FY2026), 0.33 in 1H FY2027, and 0.38 in 2H FY2027 (0.71 in FY2027), as shown in **Exhibit 102**.

Exhibit 102: Projected Net Profit Attributable to Equity Holders of MPM and EPS (2H FY2026 to 2H FY2027)

	Actual*							Projection		
(in S$ '000 unless otherwise stated)	**1H FY2023**	**2H FY2023**	**1H FY2024**	**2H FY2024**	**1H FY2025**	**2H FY2025**	**1H FY2026**	**2H FY2026**	**1H FY2027**	**2H FY2027**
Equity holders of the Company	4,249	18,331	11,021	10,679	10,642	47,873	11,629	11,574	12,935	14,767
Non-controlling interest	1,585	1,616	984	1,223	(1,447)	10,476	1,591	7,628	7,539	7,536
Profit for the period	**5,834**	**19,947**	**12,005**	**11,902**	**9,195**	**58,349**	**13,220**	**19,203**	**20,475**	**22,302**
Weighted average number of shares (est. from total issued shares)	n.a.	3,753,649	3,753,649	3,753,649	3,753,649	3,753,649	n.a.	3,910,484	3,914,148	3,914,148
Earnings Per Share ("EPS"; basic & diluted in cents)	**0.12**	**0.50**	**0.29**	**0.28**	**0.28**	**1.28^**	**0.31**	**0.30**	**0.33**	**0.38**

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

Source: MPM, FPA

Dividend Per Share ("DPS"):

We assume that, in absence of one-off gains like those in FY2025, DPS (in cents) in each of (2H) FY2026 & (2H) FY2027 will remain at 0.10, the same as in (2H) FY2023 & (2H) FY2024, as shown in **Exhibit 103**.

Exhibit 103: Projected Dividend Per Share (FY2026 & FY2027)

	Actual			Projection	
(in cents)	**FY2023**	**FY2024**	**FY2025**	**FY2026**	**FY2027**
Dividend Per Share ("DPS")	0.10	0.10	0.15	0.10	0.10
Divide by: Earnings Per Share ("EPS"; basic & diluted)	0.61	0.58	1.56	0.61	0.71
Payout ratio	**16.4%**	**17.2%**	**9.6%**	**16.5%**	**14.1%**

Source: MPM, FPA

Our projections of MPM's financial performance for FY2026 & FY2027 are shown in **Exhibit 104**.

Exhibit 104: Projected Financial Performance (FY2026 & FY2027)

(in S$ '000 unless otherwise stated)	Actual*			Projection	
	FY2023	FY2024	FY2025	FY2026	FY2027
Ship chartering services	65,892	71,931	80,197	92,999	104,137
Ship building and repair services	58,574	48,552	40,552	76,191	103,228
Sale of goods	2,660	3,047	2,065	2,819	3,820
FUJI's printing cylinder revenue	-	-	-	-	3,318
Revenue	**127,126**	**123,530**	**122,814**	**172,009**	**214,503**
Cost of sales	(81,385)	(75,015)	(68,593)	(106,149)	(139,729)
Gross profit	**45,741**	**48,515**	**54,221**	**65,860**	**74,774**
Other operating income	4,779	6,323	12,191	5,247	6,111
Reversal of impairment loss on property, plant and equipment	-	-	22,394	-	-
Reversal of impairment loss on amount due from a joint venture	-	-	5,940	-	-
Administrative expenses	(10,726)	(14,586)	(16,280)	(18,734)	(22,049)
Other operating expenses	(9,188)	(13,079)	(6,671)	(10,393)	(7,721)
Profit from operations	**30,606**	**27,173**	**71,795**	**41,979**	**51,116**
Finance costs	(306)	(1,631)	(1,098)	(3,597)	(3,601)
Share of profits/(losses) in joint venture(s)	171	171	749	(407)	171
FUJI's share of profit from investment in assoc. company	-	-	-	-	1,472
Profit before income tax	**30,471**	**25,713**	**71,446**	**37,976**	**49,159**
Income tax expense	(4,690)	(1,806)	(3,902)	(5,553)	(6,382)
Profit for the period	**25,781**	**23,907**	**67,544**	**32,423**	**42,777**
Attributable to:					
Equity holders of the Company	22,580	21,700	58,515	23,203	27,702
Non-controlling interest	3,201	2,207	9,029	9,219	15,075
Profit for the period	**25,781**	**23,907**	**67,544**	**32,423**	**42,777**
Weighted average number of shares (est. from total issued shares)	3,701,639	3,741,379	3,750,962	3,829,045	3,914,148
Earnings Per Share ("EPS"; basic & diluted in cents)	**0.61**	**0.58**	**1.56**	**0.61**	**0.71**
Dividend Per Share ("DPS" in cents)	**0.10**	**0.10**	**0.15**	**0.10**	**0.10**

* unless indicated as estimate.

Source: MPM, FUJI, FPA

VALUATION ANALYSIS

(I) PEER COMPARISON ANALYSIS

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

i. Nam Cheong Limited ("Nam Cheong"; SGX:1MZ)

Nam Cheong's market capitalisation is S$439.2 million as at 26 June 2026. According to Nam Cheong, it is "a global offshore marine group specialising in the building and chartering of OSVs." Nam Cheong also claimed in May 2026 that it is "Malaysia's largest OSV builder, owning and operating one of the largest shipbuilding yards for OSVs in Malaysia."

ii. Pacific Radiance Ltd ("PRL"; SGX:RXS)

PRL's market capitalisation is S$102.2 million as at 26 June 2026. PRL is an integrated offshore and marine service provider. According to PRL, it is an "integrated offshore and marine service provider" that "is engaged in the provision of vessel chartering, ship management, ship agency and project management services supporting the offshore oil and gas and offshore wind sectors" and "shipbuilding, ship repair, maintenance, fabrication and conversion activities."

iii. Baker Technology Limited ("BTL"; SGX:BTP)

BTL's market capitalisation is S$97.2 million as at 26 June 2026. According to BTL, it is a "manufacturer and provider of specialised marine offshore equipment and services, focused on the oil and gas and renewables sectors." BTL added that its core business "is in the design, construction, operation and chartering of mobile offshore units and offshore supply vessels, along with the design and construction of a wide range of critical equipment and components for the marine offshore industry (specifically oil and gas and renewables sectors)."

The results of our peer comparison analysis are shown in **Exhibit 105**.

Exhibit 105: Peer Comparison Analysis

Company	Stock Symbol	Price (S$) as at 26 Jun '26	Market Cap (S$ million)	TTM Diluted EPS (cents)	P/E	TTM DPS (cents)	Dividend Yield (%)	NAV per Share (cents)	P/B
Marco Polo Marine Limited ("MPML")	5LY	0.134	524.5	1.6	8.5 x	0.15	1.12%	7.44	1.80 x
Peer companies:									
Nam Cheong Limited ("Nam Cheong")	1MZ	1.100	439.2	25.67	4.3 x	-	-	72.99	1.51 x
Pacific Radiance Ltd ("PRL")	RXS	0.070	102.2	1.00	7.0 x	0.18	2.50%	6.71	1.04 x
Baker Technology Limited ("BTL")	BTP	0.480	97.2	(12.53)	n.m.	1.50	3.13%	100.47	0.48 x
Peer average					**5.6 x**		**2.81%**		**1.01 x**

Note: MPM's NAV per share (in cents) of 7.44 based on [net assets of S$291,401,000 (nearest '000) as at 31 March 2026 ÷ total shares (excluding treasury shares) of 3,914,148,000 as at 28 May 2026]. Market capitalisation based on [share price × total issued shares excluding treasury shares (most recent source)]. Trailing Twelve-Month ("TTM") Diluted EPS and DPS based on most recent financials, and converted (if not originally in SGD) to SGD using TTM average SGD-to-MYR exchange rate of 3.228 as at 31 March 2026 based on Yahoo! Finance data. NAV per share based on last disclosed figures, and converted (if not originally in SGD) using SGD-to-MYR exchange rate of 3.119 as at 31 March 2026 based on Yahoo! Finance data. Peer averages exclude nil and not meaningful (n.m.) figures.

Source: SGX Stock Screener, Yahoo! Finance (exchange rates), respective companies, FPA

(a) P/E multiple

Based on **Exhibit 105**, MPM's P/E multiple of 8.5x is higher than the peer average P/E of 5.6x. This suggests that MPM is overvalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S$0.089 if MPM is to trade at the peer average P/E of 5.6x, as follows:

$$\begin{aligned}\text{Estimated target price (P/E multiple)} &= \text{Peer average P/E} \times \text{TTM diluted EPS}\\ &= 5.6 \times \text{S\$}0.016\\ &= \text{S\$}0.089\end{aligned}$$

The estimated target price of S$0.089 implies a downside potential of 33.2% from the current share price of S$0.134.

(b) P/B multiple

Based on **Exhibit 105**, MPM's P/B multiple of 1.80x is higher than the peer average P/B of 1.01x. This suggests that MPM is overvalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S$0.075 if MPM is to trade at the peer average P/B of 1.01x, as follows:

$$\begin{aligned}\text{Estimated target price (P/B multiple)} &= \text{Peer average P/B} \times \text{NAV per share}\\ &= 1.01 \times \text{S\$}0.0744\\ &= \text{S\$}0.075\end{aligned}$$

The estimated target price of S$0.075 implies a downside potential of 43.9% from the current share price of S$0.134.

(c) Dividend yield

Based on **Exhibit 105**, MPM's dividend yield of 1.12% is less attractive than the peer average yield of 2.81%. This suggests that MPM is overvalued at its current share price. Adopting a relative valuation approach, we estimate a target price of S$0.053 if MPM is to trade at the peer average yield of 2.81%, as follows:

$$\begin{aligned}\text{Estimated target price (Dividend yield)} &= \frac{\text{TTM DPS}}{\text{Peer average yield}}\\ &= \frac{\text{S\$}0.0015}{2.81\%}\\ &= \text{S\$}0.053\end{aligned}$$

The estimated target price of S$0.053 implies a downside potential of 60.2% from the current share price of S$0.134.

(d) Overall

From our analysis, MPM seems to be overvalued in terms of its P/E multiple, P/B multiple, and dividend yield. By averaging our estimated target prices based on P/E multiple, P/B multiple, and dividend yield, we derive an overall target price of S$0.073, as follows:

$$\begin{aligned}\text{Overall Target Price} &= \frac{1}{3} \times [\text{Estimated Target Price (P/E multiple)} + \text{Estimated Target Price (P/B multiple)} \\ &\qquad + \text{Estimated Target Price (Dividend yield)}] \\ &= \frac{1}{3} \times [\text{S\$0.089} + \text{S\$0.075} + \text{S\$0.053}] \\ &= \text{S\$0.073}\end{aligned}$$

The overall target price of S$0.073 implies a downside potential of 45.8% from the current share price of S$0.134.

(II) HISTORICAL VALUATION ANALYSIS

We also conduct a valuation analysis based on historical valuation metrics over the past five financial years, as shown in **Exhibit 106**.

Exhibit 106: Historical Valuation Metrics (2H FY2021 to 1H FY2026)

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 (cents)	P/B multiple
1H FY2026	15 May '26	0.171	0.31	1.6	10.8 x	-	0.15	0.88%	7.46	2.29 x
2H FY2025	29 Nov '25	0.140	1.28	1.56	9.0 x	0.15	0.15	1.07%	7.04	1.99 x
1H FY2025	09 May '25	0.044	0.28	0.57	7.7 x	-	0.10	2.27%	5.59	0.79 x
2H FY2024	28 Nov '24	0.055	0.28	0.58	9.5 x	0.10	0.10	1.82%	5.36	1.03 x
1H FY2024	13 May '24	0.067	0.29	0.79	8.4 x	-	0.10	1.49%	5.11	1.31 x
2H FY2023	27 Nov '23	0.049	0.50	0.62	7.9 x	0.10	0.10	2.04%	4.90	1.00 x
1H FY2023	11 May '23	0.048	0.12	0.44	10.9 x	-	-	-	4.30	1.12 x
2H FY2022	24 Nov '22	0.043	0.32	0.62	6.9 x	-	-	-	4.29	1.00 x
1H FY2022	12 May '22	0.028	0.30	0.55	5.1 x	-	-	-	3.89	0.72 x
2H FY2021	26 Nov '21	0.027	0.25	0.42	6.4 x	-	-	-	3.26	0.83 x
Maximum					**10.9 x**			**2.27%**		**2.29 x**
Minimum					**5.1 x**			**-**		**0.72 x**
Average					**8.3 x**			**1.60%**		**1.21 x**

Note: Averages exclude nil and negative values.
Source: MPM, Yahoo! Finance (share prices), FPA

(a) P/E multiple

Based on **Exhibit 106**, MPM's historical average P/E of 8.3x is lower than its current P/E of 8.5x. This suggests that MPM is overvalued at its current share price. Based on the historical average P/E of 8.3x and current TTM diluted EPS of S$0.016, we estimate a target price of S$0.131, as follows:

$$\text{Estimated Target Price (Historical P/E)} = \text{Historical average P/E} \times \text{TTM diluted EPS}$$
$$= 8.3 \times \text{S\$}0.016$$
$$= \text{S\$}0.131$$

The estimated target price of S$0.131 implies a downside potential of 2.1% from the current share price of S$0.134.

(b) P/B multiple

Based on **Exhibit 106**, MPM's historical average P/B of 1.21x is lower than its current P/B of 1.80x. This suggests that MPM is overvalued at its current share price. Based on the historical average P/B of 1.21x and current NAV per share of S$0.0744, we estimate a target price of S$0.090, as follows:

$$\text{Estimated Target Price (Historical P/B)} = \text{Historical average P/B} \times \text{NAV per share}$$
$$= 1.21 \times \text{S\$}0.0744$$
$$= \text{S\$}0.090$$

The estimated target price of S$0.090 implies a downside potential of 32.9% from the current share price of S$0.134.

(c) Dividend yield

Based on **Exhibit 106**, MPM's historical average yield of 1.60% (excluding periods where TTM DPS was zero) is higher than its current yield of 1.12%. This suggests that MPM is overvalued at its current share price. Based on the historical average yield of 1.60% and TTM DPS of S$0.0015, we estimate a target price of S$0.094, as follows:

$$\begin{aligned}\text{Estimated Target Price (Historical yield)} &= \frac{\text{TTM DPS}}{\text{Historical average yield}} \\ &= \frac{\text{S\$0.0015}}{1.60\%} \\ &= \text{S\$0.094}\end{aligned}$$

The estimated target price of S$0.094 implies a downside potential of 29.8% from the current share price of S$0.134.

(d) Overall

From our analysis, MPM seems to be overvalued in terms of its historical average P/E, historical average P/B, and historical average yield. By averaging our 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$0.105, as follows:

$$\begin{aligned}\text{Overall target price} &= \frac{1}{3} \times [\text{Estimated target price (Historical P/E)} + \text{Estimated target price (Historical P/B)} \\ &\qquad + \text{Estimated target price (Historical yield)}] \\ &= \frac{1}{3} \times [\text{S\$0.131} + \text{S\$0.090} + \text{S\$0.094}] \\ &= \text{S\$0.105}\end{aligned}$$

The overall target price of S$0.105 implies a downside potential of 21.6% from the current share price of S$0.134.

POTENTIAL CATALYSTS

(I) INCREASE IN CHARTER RATES & SHIP BUILDING AMID ONGOING GEOPOLITICAL CONFLICTS

Reuters reported in June 2026 that “Russia is set to import fuel by sea this month as it seeks to manage a gasoline shortage following extensive drone attacks on its refineries”. Reuters added that fuel supplies this year “have been constrained by months of Ukrainian drone attacks on Russian refineries, pipelines and fuel storage facilities as it has sought to curb Moscow’s ability to finance its war effort.”

While CNA reported in June 2026 that U.S. President Donald Trump and Iranian President Masoud Pezeshkian signed a deal in Versailles to end the U.S.-Israeli war against Iran, Reuters reported a few days later that Iran closed the Strait of Hormuz again after Israel continued to attack Lebanon amid Hezbollah striking Israeli targets.

Previously, Bloomberg (article as syndicated by publication Insurance Journal) reported in April 2026 that energy facilities that “have been hit or disrupted” during the U.S.-Israeli war against Iran include those located in Ruwais (UAE), Ras Tanura (Saudi Arabia), and Mina Al-Ahmadi (Kuwait), as well as those owned or operated by Bapco Energies and Gulf Petrochemical Industries Co. (Bahrain), and Kuwait National Petroleum Co. and Petrochemical Industries Co. (Kuwait).

Should oil supply disruptions continue amid geopolitical conflicts, oil production in the respective regions may be impacted. Accordingly, crude oil price may rise, encouraging higher oil production in other regions. Charter rates may thus rise in these other regions. Higher charter rates may also encourage higher ship building activities.

Accordingly, MPM’s ship chartering and ship building revenues may rise higher than our projections.

(II) RISE IN SHIP BUILDING PROJECTS AFTER BEING AWARDED NT$4.678B NAMR CONTRACT

In November 2025, MPM announced that its “wholly-owned subsidiary, Marco Polo Shipyard Pte Ltd (“Marco Polo Shipyard”),” had been “awarded a contract from the National Academy of Marine Research (“NAMR”), a research institute under the Ocean Affairs Council of Taiwan, to design and construct a 4,000 gross tonne (GT) oceanographic research vessel (“ORV”), marking the largest contract win in the division's history.” MPM added that the contract was “valued at NT$4.678 billion (approximately S$198 million),” and the ORV would be “built over 1,460 days (approximately four years) at the Group’s shipyard in Batam, Indonesia, with engineering and commercial support provided from Singapore.”

The award of the “NT$4.678 billion (approximately S$198 million)” contract may signal to the market MPM’s capability to take on projects of similar specifications. Thus, MPM may find it easier to secure ship building projects of value higher than those it undertook before the NAMR contract, such that ship building revenue may rise above our projections.

(III) COMPLETION OF CSOV PLUS

In September 2025, MPM announced “the selection of Salt Ship Design AS (“Salt”), a renowned Norwegian ship designer”, to design MPM’s “next-generation Commissioning Service Operation Vessel – the CSOV Plus.” MPM noted that “Construction of the vessel will commence at Marco Polo Marine’s shipyard in Batam in second quarter 2026”, with “delivery scheduled for second quarter 2028.”

Once CSOV Plus construction is completed (currently estimated in 1Q FY2028), CSOV Plus may begin to contribute to revenue.

(IV) GREATER MPM INVOLVEMENT BY SUBSTANTIAL SHAREHOLDER MICHAEL KUM

On 22 January 2026, MPM announced that Halom Investments Pte. Ltd ("Halom") "acquired 150 million shares in the Company from existing shareholder Apricot Capital Pte. Ltd. via a secondary market transaction on 22 January 2026." On the same day, MPM separately disclosed that the 150 million shares were acquired at S$19.5 million (i.e., S$0.130 per share; vs closing share price of S$0.154 on 22 January), and that "Mr Michael Kum and his spouse hold 100% shareholding interest in Halom."

Later, on 6 March 2026, MPM disclosed that Halom entered into a Sale & Purchase Agreement ("SPA"), "where Halom had agreed to purchase 60,000,000 shares in MPM from PIL, subject to completion of the transfer in accordance with the terms of the SPA." MPM also disclosed that the 60 million shares would be acquired at S$7.8 million (i.e., S$0.130 per share; vs closing price of S$0.156 on 6 March), and noted that "Each of (1) Kum Soh Har, Michael, and (2) Ong Bee Yong, Lynda, holds 50% of the issued and paid-up share capital of Halom." Thereafter, MPM disclosed on 19 March that the transaction completed on 17 March 2026, and "Halom's deemed interest in the 60,000,000 shares in MPM" became "a direct interest." MPM also disclosed on 19 March that the total interest of Penguin in MPM fell to 4.68%, such that Penguin (along with entities deemed to be interested in Penguin's interest in MPM) ceased to be substantial shareholders of MPM.

We note that Halom's co-owner, Michael Kum, has had over three decades of experience in the marine offshore industry. We also note that Mr Kum had also invested in related companies such as MMA Offshore Ltd (later acquired by Cyan Renewables for A$1.1 billion) and Atlantic Navigation Holdings (later sold its fleet for US$183 million). Accordingly, should Michael Kum get more involved with MPM, MPM's performance may improve over time.

(V) INVOLVEMENT OF FORMER DYNA-MAC CEO IN SHIPYARD BUSINESS AFTER COMPLETION OF REVERSE TAKEOVER TRANSACTION

We note that:

1. Lim Ah Cheng ("AC Lim") owns 16.69% of FUJI as at 20 March 2026.

2. The Business Times ("BT") reported in May 2025 that AC Lim was the "former Dyna-Mac chairman and chief executive", and added that, after FUJI announced that AC Lim "agreed to subscribe to 10 million new shares in Fuji Offset Plates Manufacturing (FOP) for S$4.5 million", FUJI's share price "jumped 67.1 per cent or S$0.265 to close at S$0.66 on Friday – even higher than the issue price of the new subscription shares."

3. The Edge Singapore reported in May 2026, "Under Lim, Dyna-Mac, which builds parts for rigs, turned around and for a brief couple of years, was a hot small cap stock riding on the recovery of the offshore and marine sector, before it was acquired by Korea's Hanwha." (After AC Lim was appointed as CEO of Dyna-Mac on 1 March 2020, Dyna-Mac's share price rose from S$0.0740 on 1 March 2020 to S$0.495 on 10 September 2024, before it was acquired by Hanwha Ocean SG Holdings Pte. Ltd. at a final offer price of S$0.670 per share.)

4. In a LinkedIn post sharing the The Edge Singapore article from point #3, Darren Teo, Managing Partner of Apricot Capital (which was noted to own 12.1% of MPM as at 8 May 2026, and was incorporated by FUJI's founder and Executive Chairman Teo Kee Bock), publicly tagged AC Lim and captioned, "In the making for a while, finally we announced the partnership today. Stronger together!"

5. As noted in an online forum, The Edge Singapore later reported that AC Lim's involvement would be "more on fabrication", presumably as "he has the leads, the contacts."

Accordingly, we note that AC Lim may help FUJI, and in turn MPM, acquire more shipyard business through his contacts, thus raise shipyard revenue.

INVESTMENT RECOMMENDATION

Based on peer comparison analysis, we derive an overall target price of S$0.073 which implies a downside potential of 45.8% from the current share price of S$0.134. Based on historical valuation analysis, we derive another overall target price of S$0.105 which implies a downside potential of 21.6%.

We note that: (1) even if EPS (in cents) were to reach our projection of 0.71 in FY2027 and MPM were to continue to trade at its current P/E of 8.5x (already higher than the peer average P/E of 5.6x), the resulting target price of S$0.060 would still imply a downside potential of 55.4%; (2) the current P/E of 8.5x is based on TTM EPS (in cents) of 1.6 as at end-1H FY2026, which includes S$36.7 million worth of one-off gains (reversal of impairment losses on PP&E of S$22.4 million, reversal of impairment losses on amount due from a joint venture of S$5.9 million, foreign exchange gain of S$5.1 million, and gain on disposal of investment in joint venture of S$3.2 million) in 2H FY2025; (3) excluding the one-off gains, we estimate that TTM EPS (in cents) would be 0.6 as at end-1H FY2026, such that current P/E would rise to 22.0x—further from the peer average P/E of 5.6x; and (4) MPM's share price generally trended with TTM EPS since November 2021, as shown in **Exhibit 107**. Thus, MPM may currently be overvalued, as suggested by the downside potentials of 45.8% and 21.6% estimated by us.

Exhibit 107: Share Price vs Trailing Twelve-Month Earnings Per Share (June 2021 to June 2026)

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

However, developments in recent months may suggest that MPM's share price potential may be better than those estimated by us: (1) the acquisition of over 210 million shares in January and March 2026 at S$0.130 per share (higher than overall target prices of S$0.073 and S$0.105 derived from peer comparison and historical valuation, respectively) by Michael Kum (through Halom), who has had over three decades of experience in the marine offshore industry; (2) the placement of 144.9 million new shares in March 2026 at S$0.145 per share; (3) the proposal of a reverse takeover transaction which may mean the involvement of former Dyna-Mac CEO AC Lim in the shipyard business; and (4) the emergence of a new substantial shareholder, Ginko-AGT Global Growth Fund, whose co-founder was cited by BT as noting that MPM had "good growth" and "long-term potential".

Given Mr Kum's industry experience, we assume a floor price of S$0.130 per share, as we note that: (1) Mr Kum may have considered factors that we have yet to account for; and (2) Mr Kum may have acquired the shares at a discount given the volume of shares he acquired. However, the Placement Investors may have paid a higher price, as each of them likely acquired a shareholding notably smaller than that of Mr Kum. Coupled with how the Placement Investors included institutional investors, who had likely conducted due diligence before participating in the placement, we consider that the placement price may be more indicative of MPM's market value than Mr Kum's acquisition price of S$0.130 per share. Accordingly, we adopt as our target price the placement price of S$0.145, which represents an upside potential of 8.2% from the current share price of S$0.134.

While recent developments may suggest that MPM's performance and therefore share price could sustainably improve over time, these improvements may take time to realise. Thus, coupled with the current limited upside potential, a hold recommendation may be warranted.

We also recognise that there are risks to our target price, which we discuss in the next section.

RISKS TO TARGET PRICE

(I) ESCALATION OF PEOPLE'S REPUBLIC OF CHINA ("PRC") AGGRESSION TOWARDS TAIWAN

In June 2026, CNA reported that the U.S. "remains the world's largest arms exporter, but its war with Iran is straining weapons stockpiles and delaying deliveries to allies – raising fresh questions about the reliability of US military supplies during a crisis." CNA cited the Center for Strategic and International Studies as warning that "it could take four or five years for US inventories to return to pre-war levels."

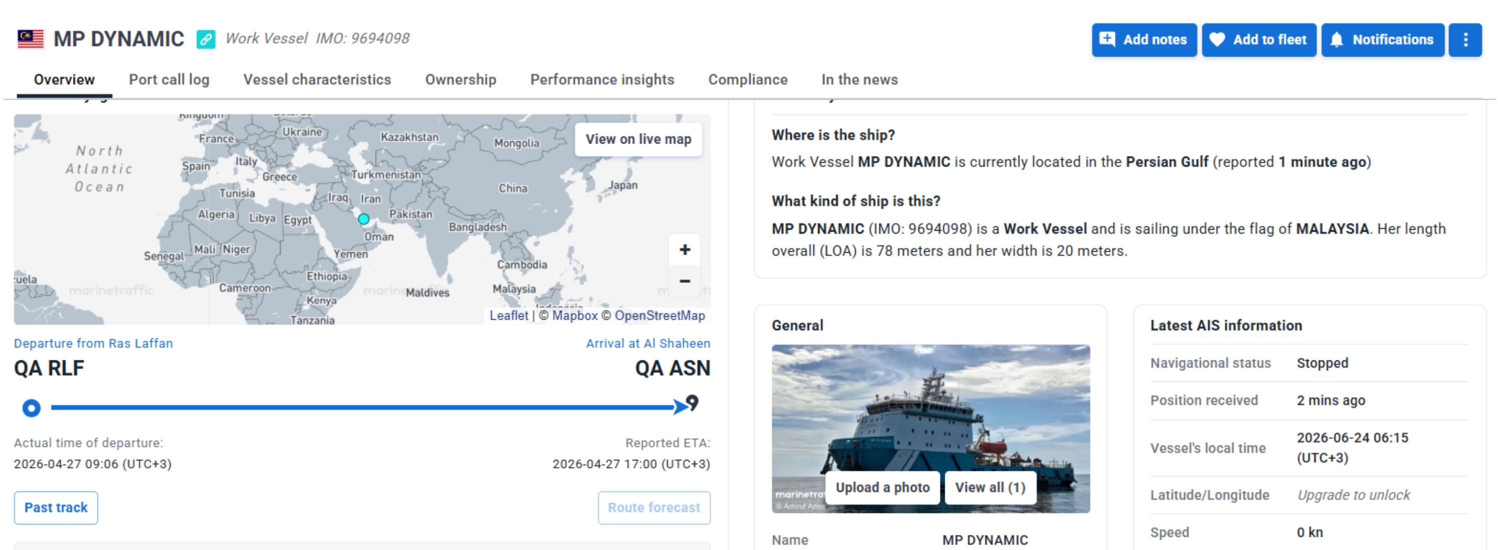
Previously, in March 2026, FT reported that Taiwan was "concerned" that the U.S.-Israeli war against Iran was "depleting stocks of long-range cruise missiles that would be vital for the US to help defeat any Chinese invasion, making the country more vulnerable." FT noted, "Stand-off munitions such as the JASSM or Tomahawk would be the most important tool for US forces to try to exhaust China's missile arsenal in the opening phase of a conflict." FT also noted that "other munitions in use against Iran such as the Joint Standoff Weapon, a glide bomb, could also create critical shortfalls for a potential Taiwan conflict."

The U.S. may have depleted a considerable portion of its defence supplies during the U.S.-Israeli war against Iran, thereby weakening its deterrence capability against the PRC. PRC may thus be emboldened to escalate its aggression toward Taiwan, which may disrupt wind farm projects to which MPM's vessels may be chartered. TWD may also depreciate further against SGD. In either case, ship chartering revenue could thus fall below our projections.

(II) HEIGHTENED VESSEL DAMAGE RISK FOR MP DYNAMIC AMID POTENTIAL RESUMPTION OF HOSTILITIES BETWEEN U.S. & ISRAEL AND IRAN

Based on MarineTraffic, MPM's Maintenance Work Vessel ("MWV") MP Dynamic was last located in the Persian Gulf, near the Strait of Hormuz, as shown in **Exhibit 108**. As we note on page 59, there have been Middle Eastern energy facilities damaged during the ongoing U.S.-Israeli war against Iran. While CNA reported in June 2026 that U.S. President Donald Trump and Iranian President Masoud Pezeshkian signed a deal in Versailles to end the U.S.-Israeli war against Iran, Reuters reported a few days later that Iran closed the Strait of Hormuz again after Israel continued to attack Lebanon amid Hezbollah striking Israeli targets. Accordingly, we note that MP Dynamic may be exposed to heightened risk of vessel damage should hostilities between U.S. & Israel and Iran resume.

Exhibit 108: Location of MP Dynamic (screenshot taken on 24 June 2026)



Source: MPM, FPA

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