

REPAIRS & UPGRADES



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INVESTOR DAY 2024

Towards Profitable and
Resilient Growth

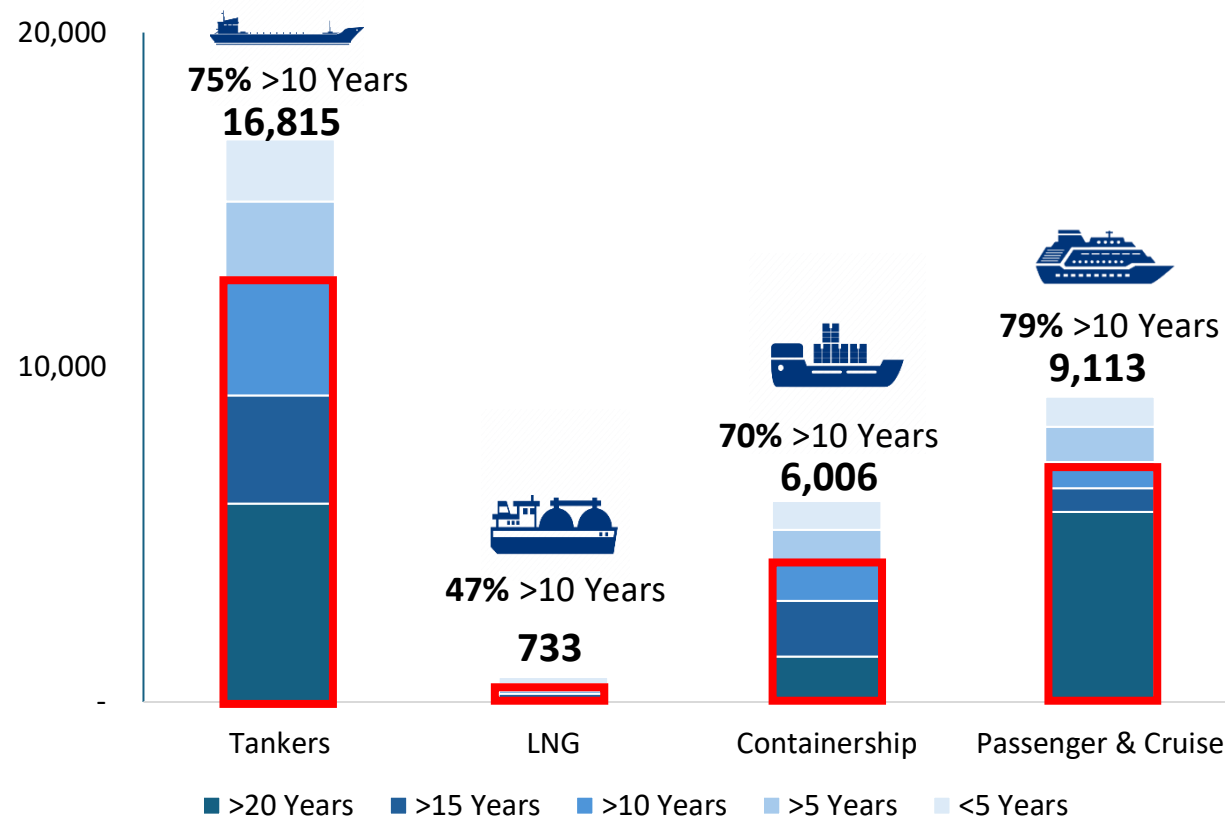
15 March 2024



LARGE ATTRACTIVE R&U MARKET RESILIENT AGAINST O&G CYCLES

Growing global demand across segments, including higher-value upgrades & turnkey energy efficiency retrofits

Fleet Age Profile by Vessel Type (# vessels)

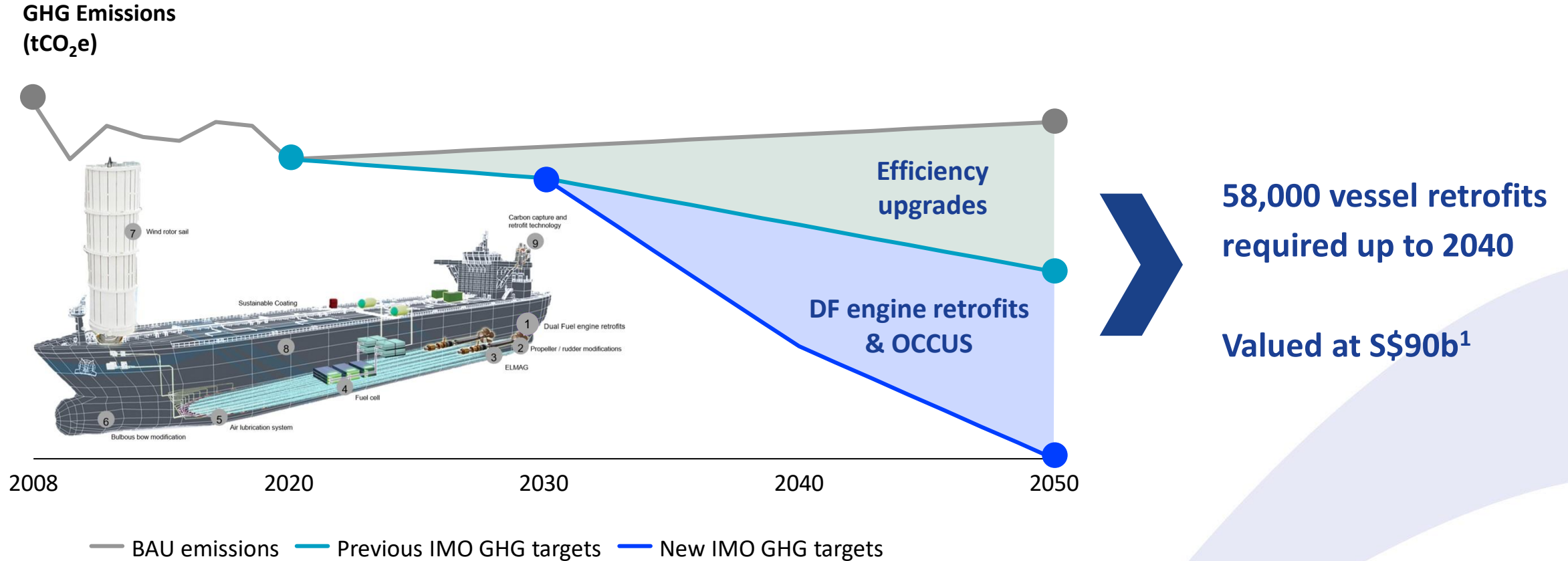


Market size of S\$20-30b p.a.

- Mandatory drydocking repairs
- Upgrade services for >60% of fleet aged >10 years

DECARBONISATION TRENDS DRIVING SIGNIFICANT MARKET OPPORTUNITIES

MEPC80 decarbonisation targets driving demand for retrofits to improve fuel efficiency & reduce emissions



PROVIDER OF CHOICE FOR A COMPREHENSIVE SUITE OF SOLUTIONS



1 REGULAR MAINTENANCE & DRY DOCKING



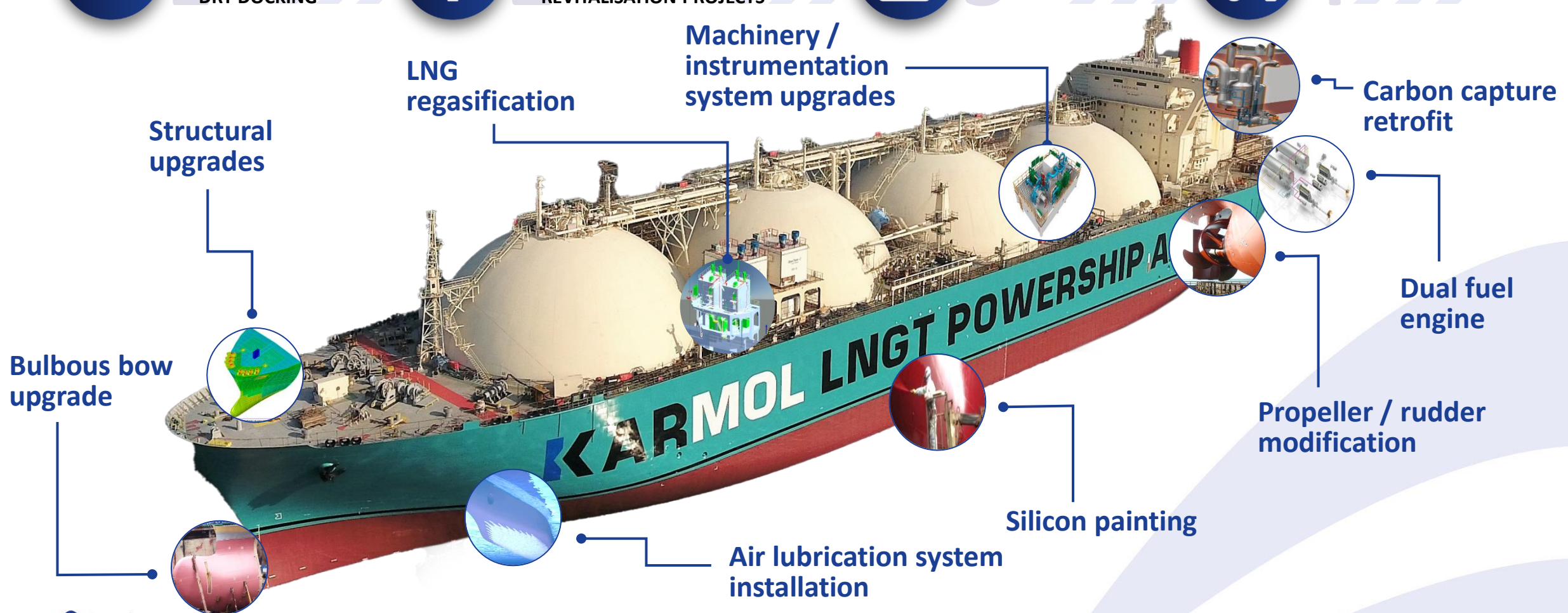
2 UPGRADING AND MODIFICATION OR REVITALISATION PROJECTS



3 LIFE EXTENSION / LONGEVITY



4 CONVERSION





MARKET LEADER IN REPAIRS & UPGRADES

World leader in LNGC repairs

935 delivered since 1979

Pioneer in FSRU/FSU conversions

20 delivered since 2007

Asia's leader in cruise repairs

377 delivered since 1978

Regional navy MRO strategic partner

384 vessels repaired since 1983

26 Alliances & long-term strategic partnerships



OUR COMPETITIVE ADVANTAGES



Deep partnerships within the ecosystem of strategic alliances, OEMs and network of exclusive agencies



Leading, reputable repair hub with proven track record of high quality, on-time deliveries



Capable execution model with facilities strategically located along major shipping lanes



Expert in high-value markets for gas and offshore products



LNGC



Cruise



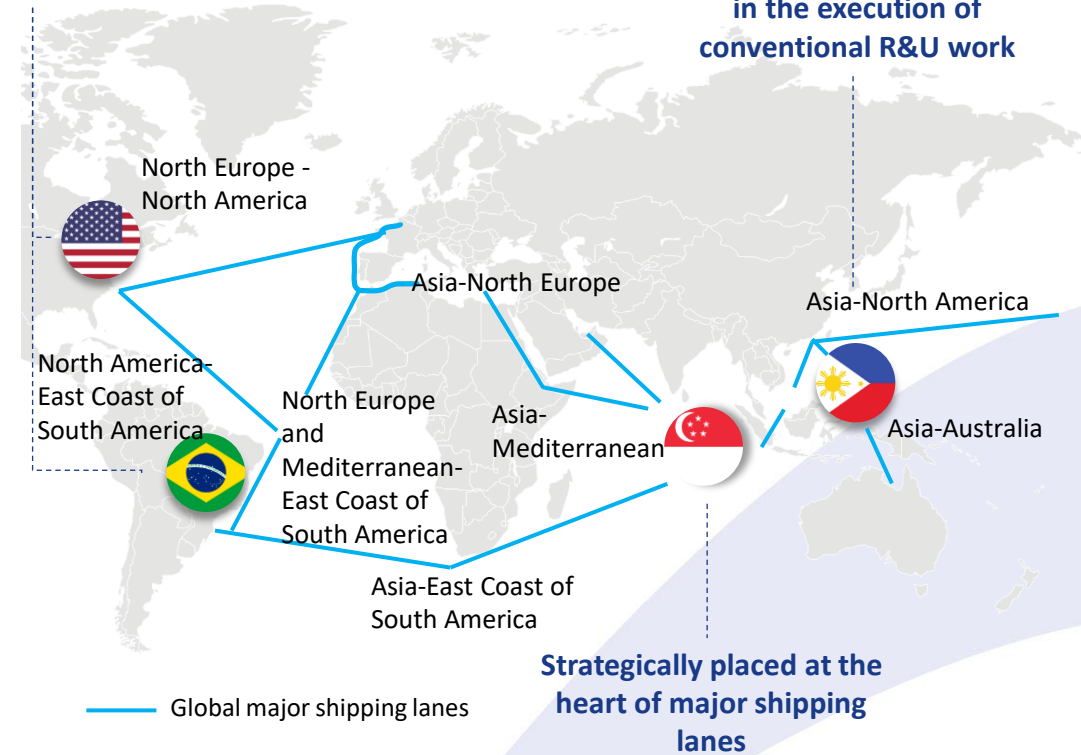
FPSO



Navy

Well positioned to pursue opportunities along the Americas' shipping lanes

Cost competitive advantages in the execution of conventional R&U work



GROW BASELOAD OF HIGH-VALUE WORK

1

SCALE REPAIRS &
UPGRADES FRANCHISE
GLOBALLY ALONG MAJOR
SHIPPING LANES

2

PURSUE HIGHER VALUE
PROJECTS IN SELECT KEY
MARKETS

3

CAPTURE MARITIME
DECARBONISATION
OPPORTUNITIES



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