

Kelington Group Berhad

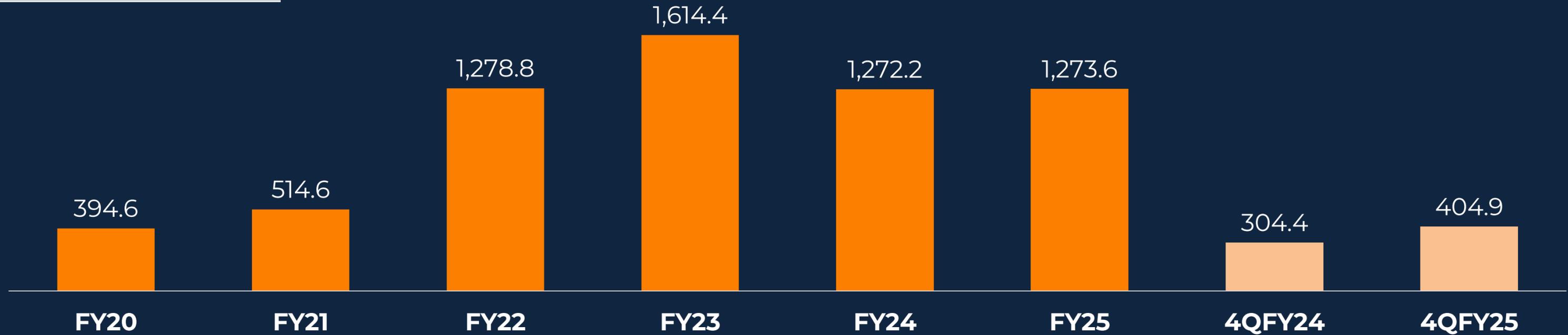
Corporate Presentation
4Q FY25 RESULTS REVIEW

February 2026

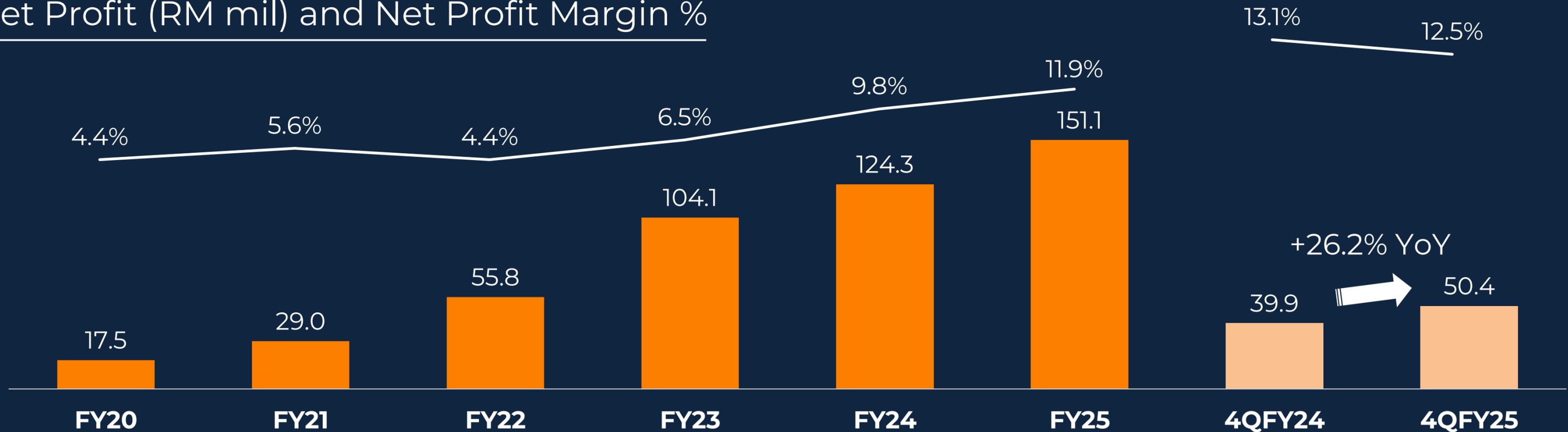


Delivered another record high net profit in FY25

Revenue (RM mil)



Net Profit (RM mil) and Net Profit Margin %



Expanding margins support double-digit net profit growth



RM mil	4QFY25	4QFY24	YoY change	FY25	FY24	YoY change
Revenue	404.9	304.4	+33.0%	1,273.6	1,272.2	+0.1%
Gross profit	87.7	66.3		272.5	244.8	
<i>Gross profit margin</i>	<i>21.7%</i>	<i>21.8%</i>		<i>21.4%</i>	<i>19.2%</i>	
Other income	2.7	8.6		10.1	12.4	
Administrative expenses	(11.6)	(21.7)		(64.5)	(74.3)	
Selling & distribution expenses	(1.0)	(2.1)		(4.2)	(4.8)	
Other expenses	(17.3)	(0.9)		(22.9)	(12.3)	
Operating profit	60.4	50.2	+20.2%	190.9	165.9	+15.1%
Finance costs	(1.8)	(2.2)		(8.0)	(9.4)	
Net (impairment losses) / reversal of impairment losses on financial assets	3.7	0.4		7.1	2.3	
Profit before tax	62.2	48.4	+28.6%	190.0	158.8	+19.7%
Tax	(11.7)	(8.0)		(38.8)	(32.0)	
Profit after tax	50.5	40.4	+25.2%	151.2	126.8	+19.3%
Net profit	50.4	39.9	+26.2%	151.1	124.3	+21.5%
<i>Effective tax rate</i>	<i>18.8%</i>	<i>16.6%</i>		<i>20.4%</i>	<i>20.2%</i>	
<i>PBT margin</i>	<i>15.4%</i>	<i>15.9%</i>		<i>14.9%</i>	<i>12.5%</i>	
<i>PAT margin</i>	<i>12.5%</i>	<i>13.3%</i>		<i>11.9%</i>	<i>10.0%</i>	

Stronger contributions in 4QFY25 from Singapore, Malaysia, and new projects in Germany, partially offset by slower contributions in China.

Supported by a **more favourable project mix** with higher margins, as well as contributions from **reversal of impairment losses of RM7.1 million**.

Higher other expenses in 4QFY25 due to:-

- forex losses of RM6.5 million
- provision of warranty costs of RM9.2 million

Strong market opportunities allow selective focus of **higher-margin projects**

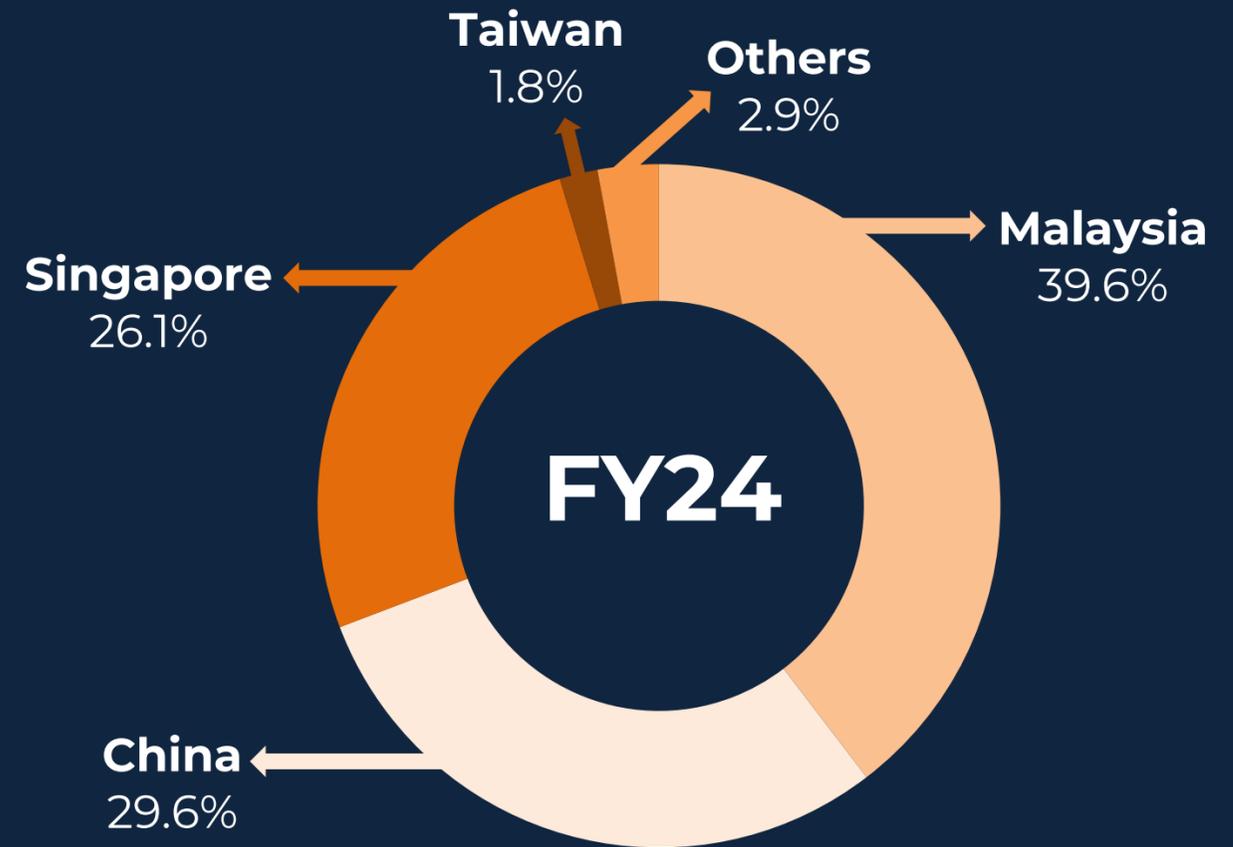
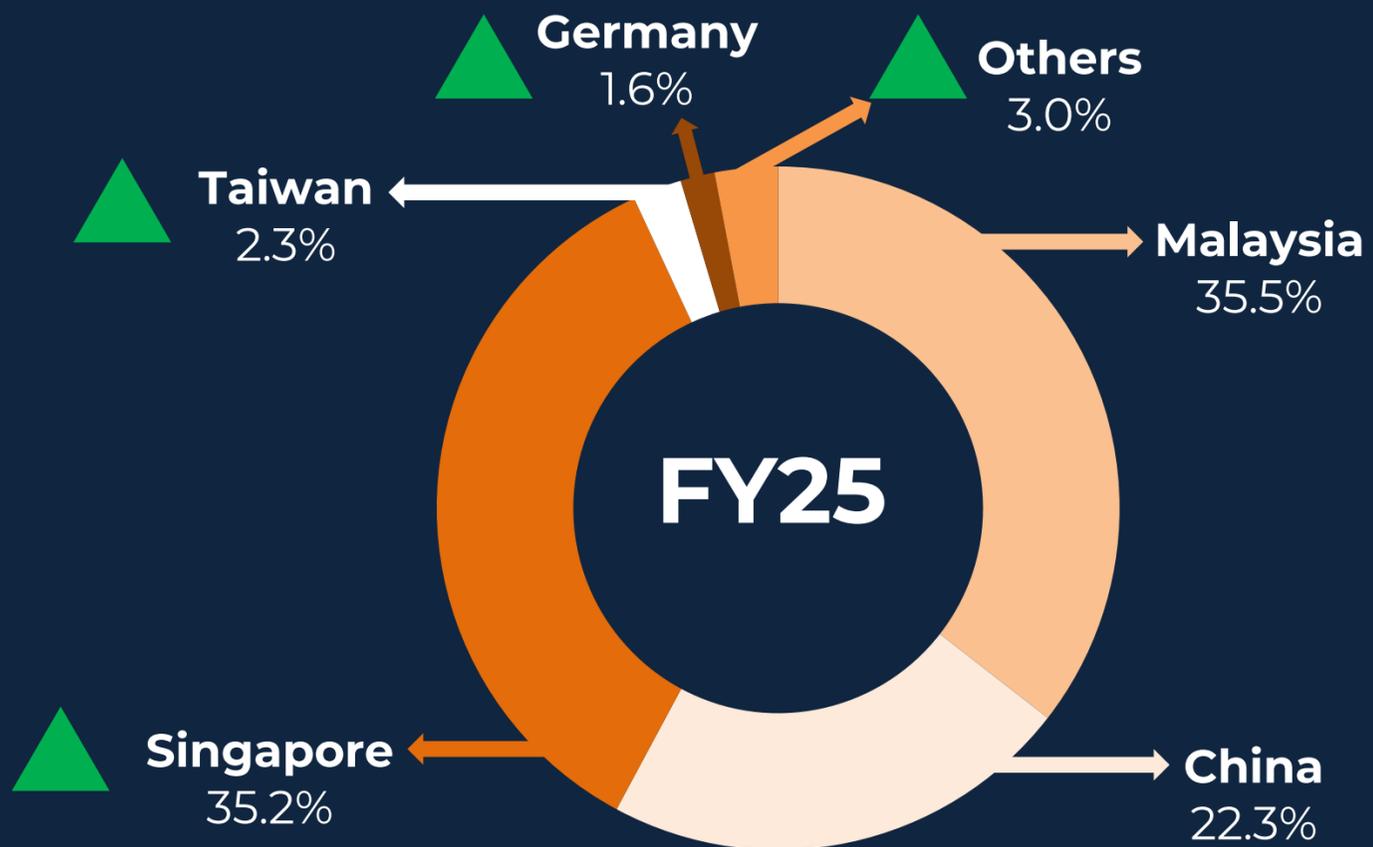
Group revenue breakdown by geographical market



	4QFY25 RM mil	4QFY24 RM mil	YoY change	FY25 RM mil	FY24 RM mil	YoY change
Malaysia	144.2	106.4	+35.5%	452.3	503.8	-10.2%
China	66.9	93.0	-28.1%	284.4	376.9	-24.5%
Singapore	154.7	90.5	+70.9%	448.5	331.8	+35.2%
Taiwan	9.3	4.1	+125.0%	29.6	22.9	+29.4%
Germany	20.6	-	-	20.6	-	-
Others	9.2	10.4	-11.5%	38.1	36.8	+3.8%
Total	404.9	304.4	+33.0%	1,273.6	1,272.2	+0.1%

Mainly due to **projects nearing completion in China**, resulting in slower pace of contribution

Driven by **strong contribution from Advanced Engineering segment**



Group revenue breakdown by business segment

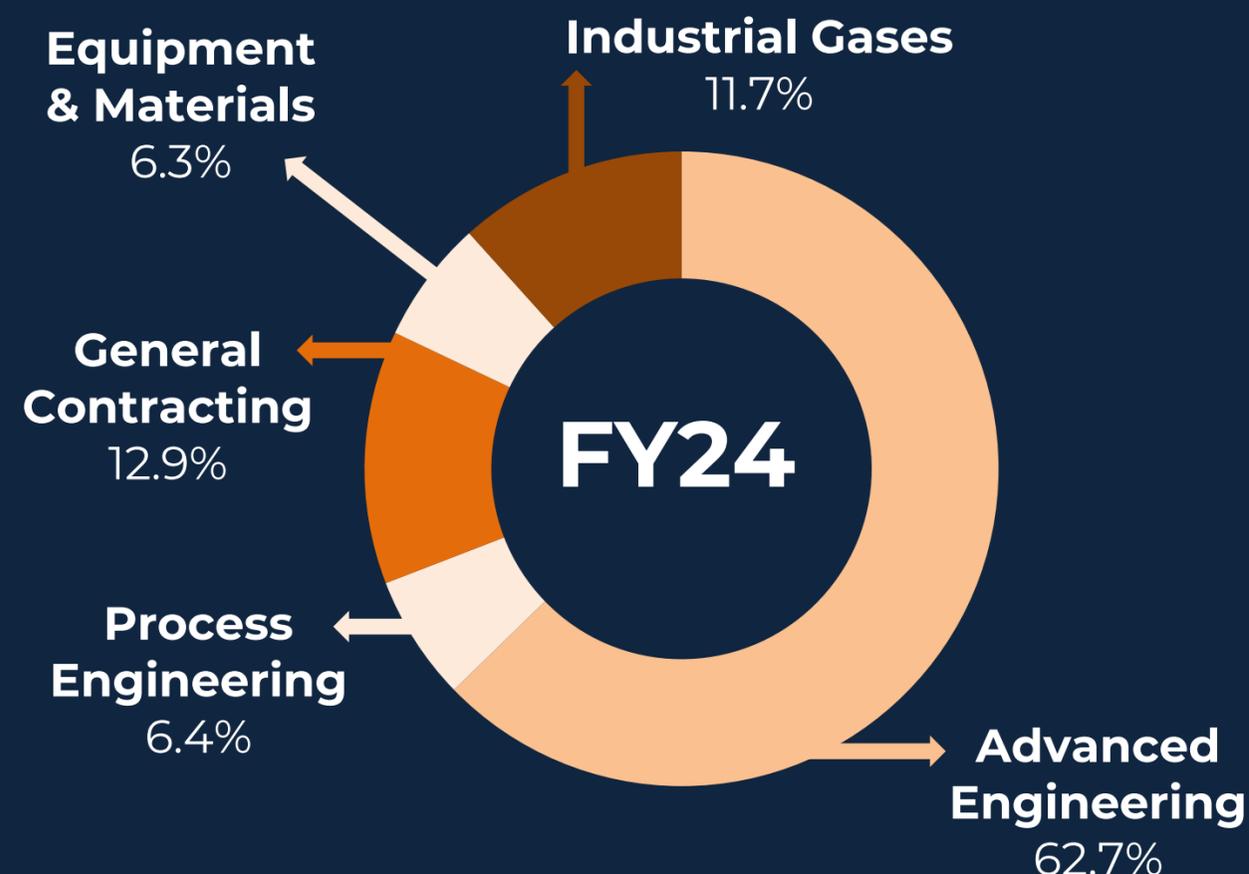
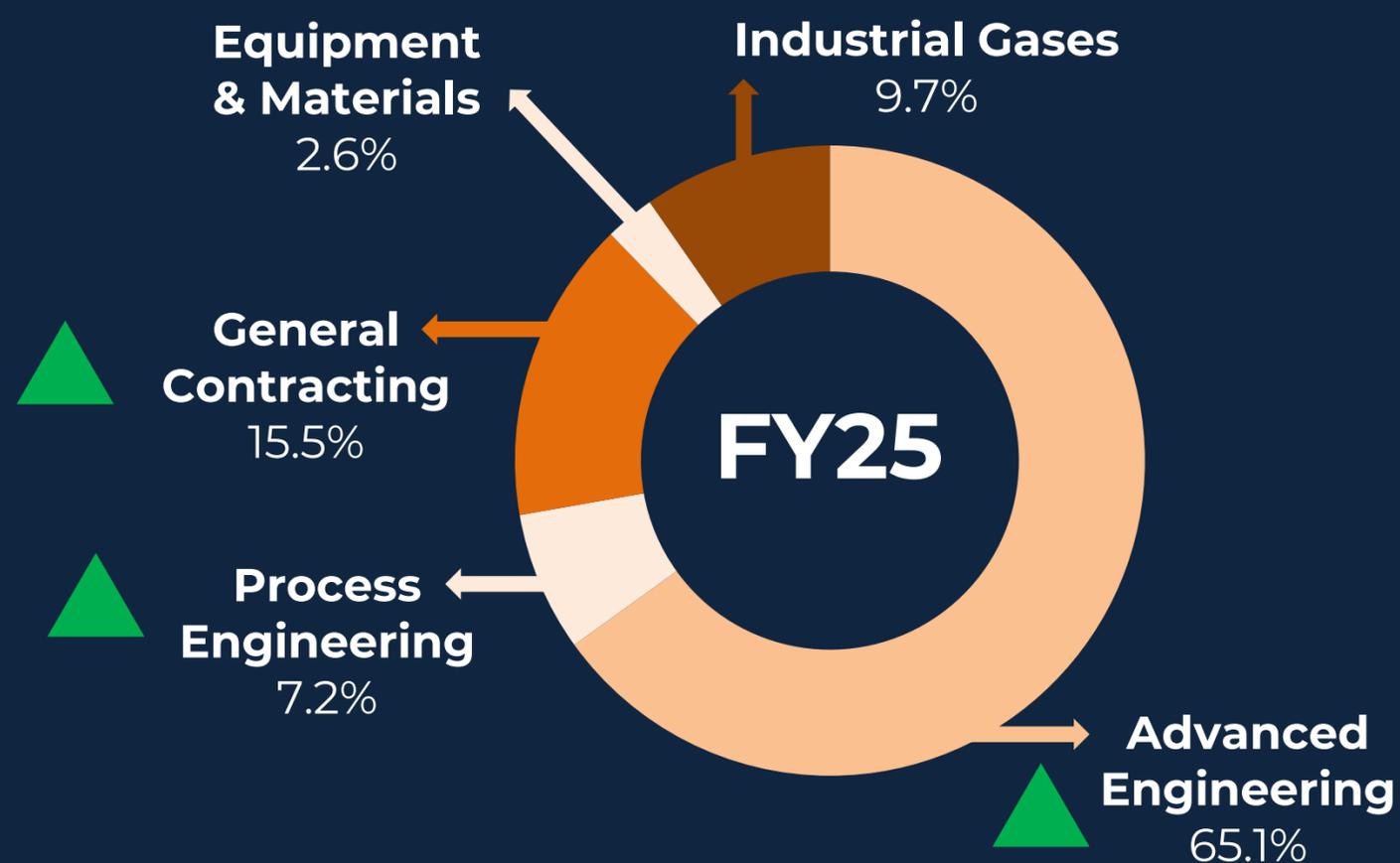


	4QFY25 RM mil	4QFY24 RM mil	YoY Change	FY25 RM mil	FY24 RM mil	YoY change
Engineering Segment	382.5	285.7	+33.9%	1,176.6	1,180.4	-0.3%
<i>Advanced Engineering</i>	258.4	194.8	+32.6%	847.7	838.5	+1.1%
<i>Process Engineering</i>	41.7	27.5	+51.7%	93.4	85.5	+9.3%
<i>General Contracting</i>	69.7	22.4	+211.8%	202.2	172.6	+17.2%
<i>Equipment and materials</i>	12.7	41.0	-69.0%	33.3	83.8	-60.3%
Industrial Gases Segment	30.1	34.6	-13.1%	126.3	156.1	-19.1%
Consolidated adjustments	(7.7)	(15.9)	-51.6%	(29.3)	(64.4)	-54.5%
Total	404.9	304.4	+32.3%	1,273.6	1,272.2	+0.1%

Driven by **completion of a major project in Malaysia**, and **increased contributions from Taiwan**.

Driven by **newly awarded projects** in Malaysia

Lower demand for specialty gases, but **LCO₂ demand remained steady**



Balance sheet highlights



RM mil	31.12.2025 (Unaudited)	31.12.2024 (Audited)
Total Assets	1,400.5	1,150.2
Total Liabilities	787.0	676.8
Total Borrowings*	207.4	185.3
Short-term*	130.1	104.9
Long-term*	77.3	80.4
Total Cash#	405.4	413.1
Net Cash	197.9	227.8
Total Equity	613.6	473.3
Net Asset/Share	0.79	0.66
Gearing (times)	0.34	0.39
Net gearing (times)	Net cash	Net cash

Increase was driven by:-

- Drawdown of borrowings for working capital needs.
- Renewal of several tenancy agreements, recognised as additional lease liabilities.

Reduction in net cash was mainly due to:-

- Placement of cash in short-term investments amounting to RM78.1 million.

Growth in equity due to:-

- Exercise of warrants and quarterly profits.

The Group remains in a **net cash position**, providing flexibility to fund future capex opportunities while continuing to reward shareholders through dividends.

*Include lease liabilities

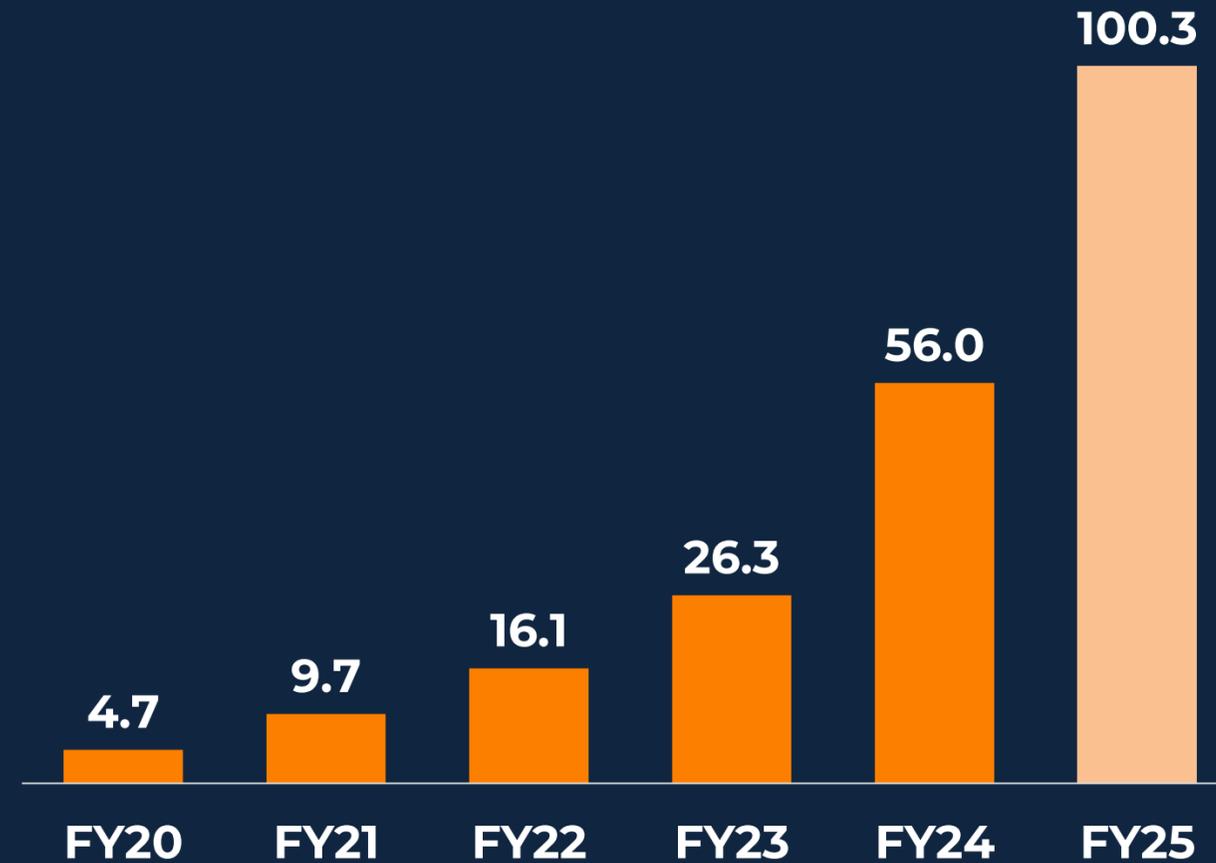
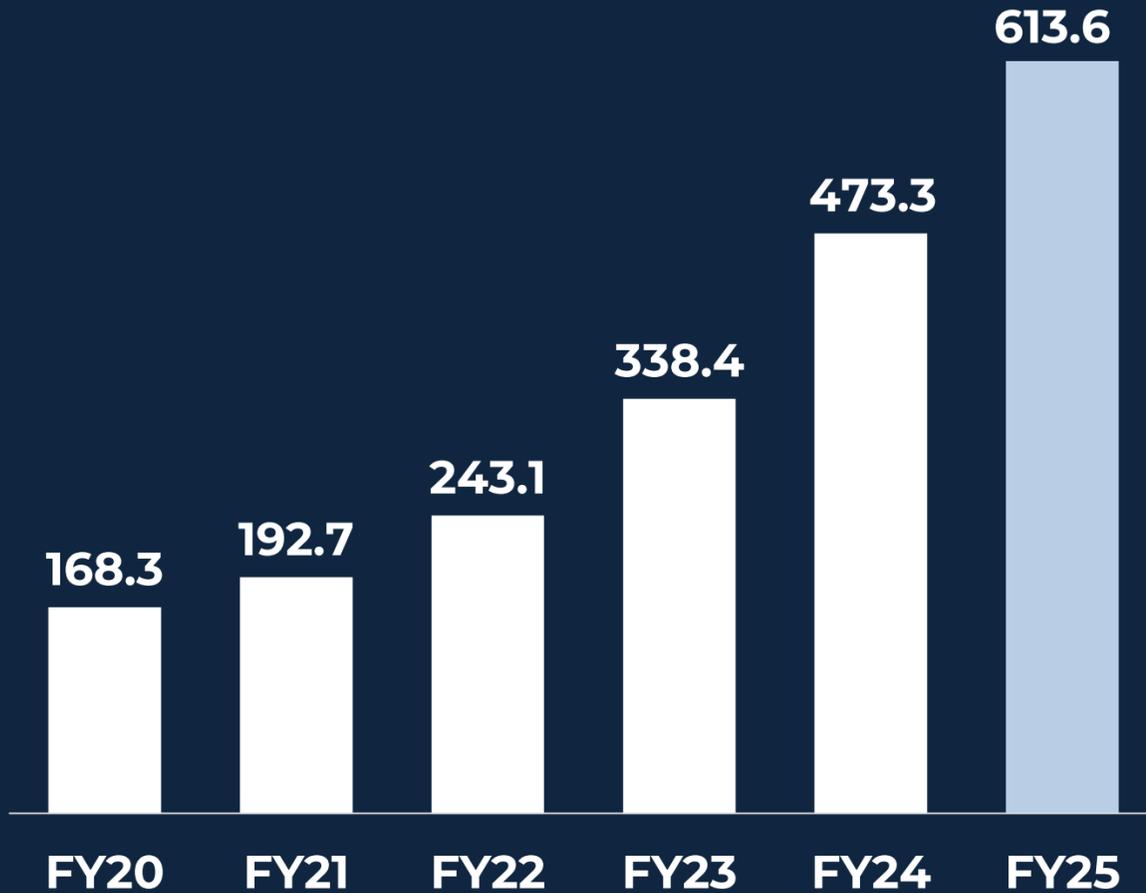
#Include fixed deposits with licensed banks

Building long term shareholder value while growing dividend returns



Shareholders' Funds (RM mil)

Total Dividend Declared (RM mil)



Q1 – 2.5 sen
Q2 – 2.5 sen
Q3 – 4.0 sen
Q4 – 4.0 sen

For 4QFY25:
4th interim dividend – 2.5 sen
Special interim dividend – 1.5 sen

>3x

growth from FY20 to FY25

Dividend payout ratio at

66.4%

based on FY25 earnings

Division 1: **Engineering Services**

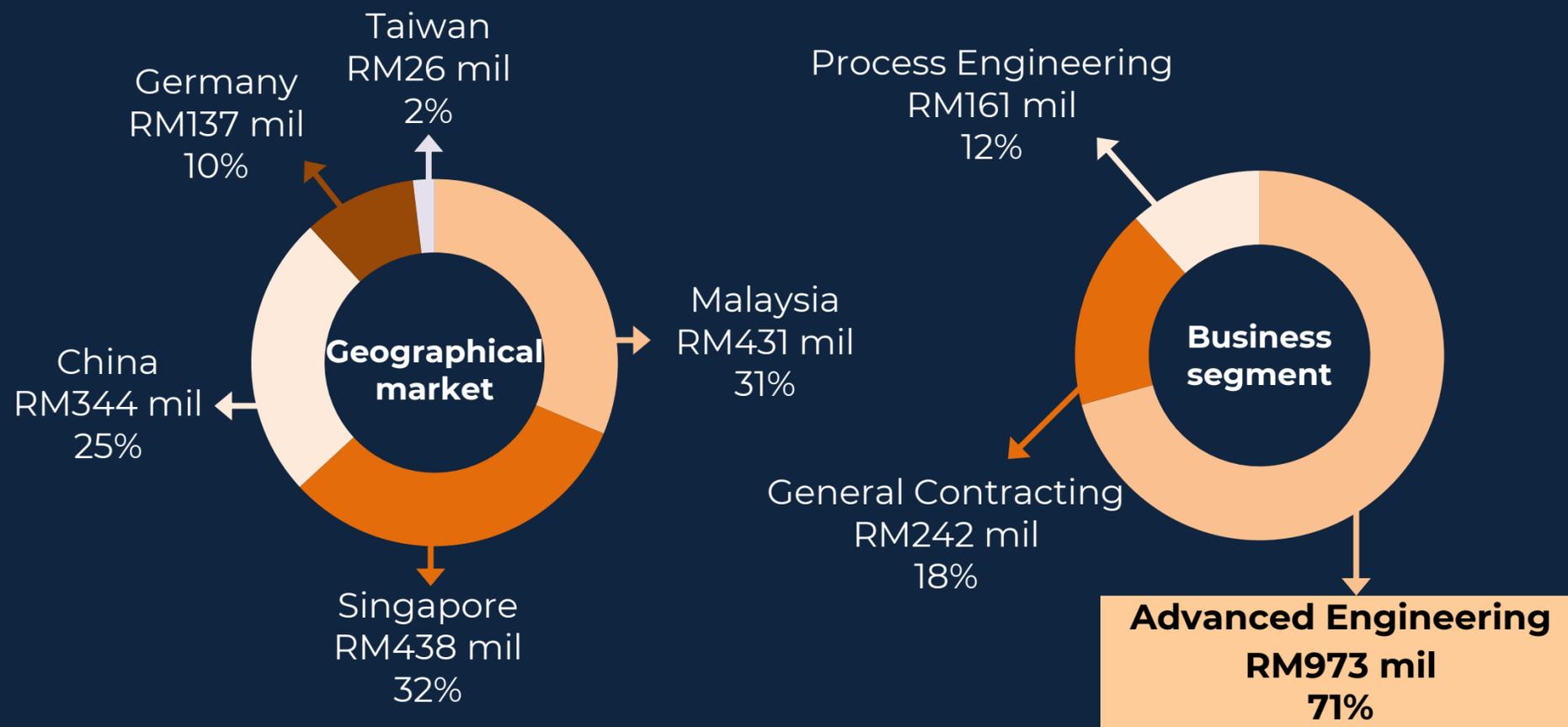


Although outstanding orderbook moderated slightly q-o-q due to normal project execution, it remains higher on a y-o-y basis

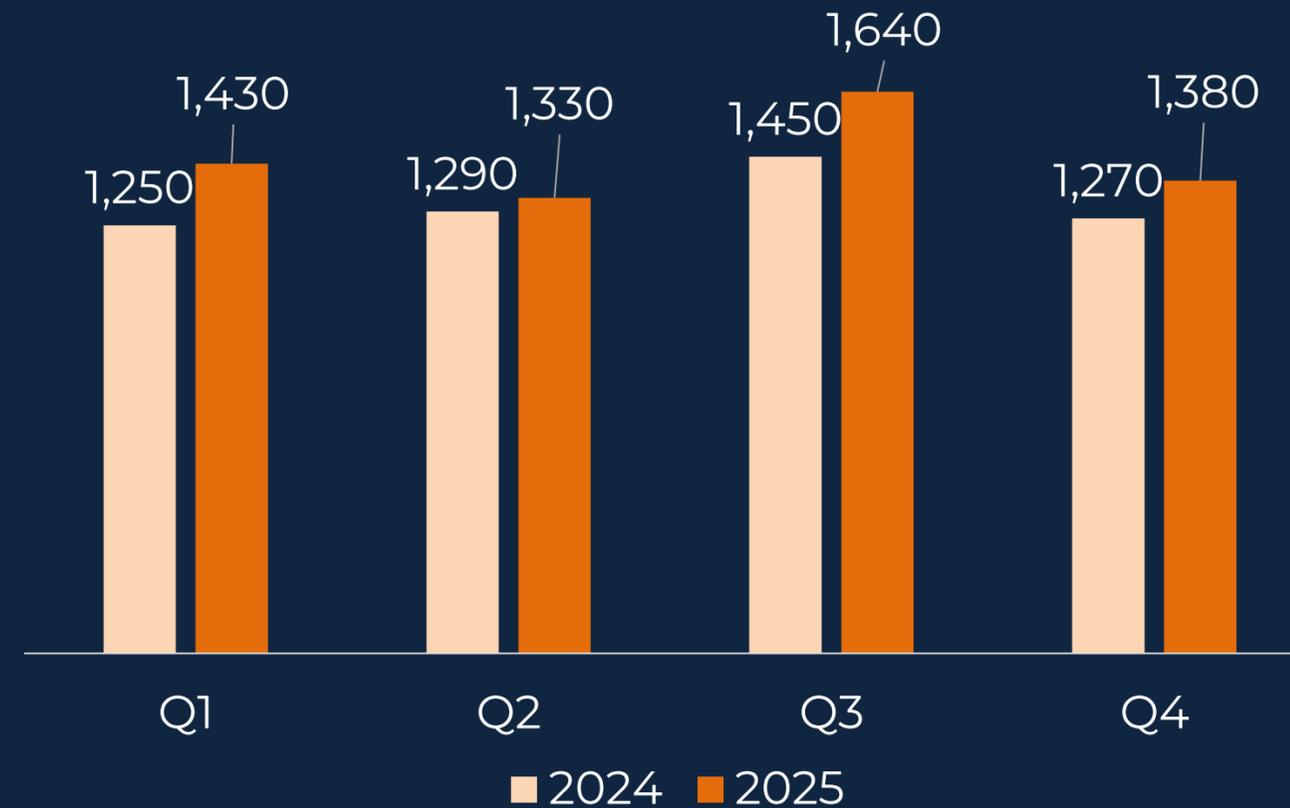


Outstanding Order Book as at 31 December 2025

RM1.38 bil



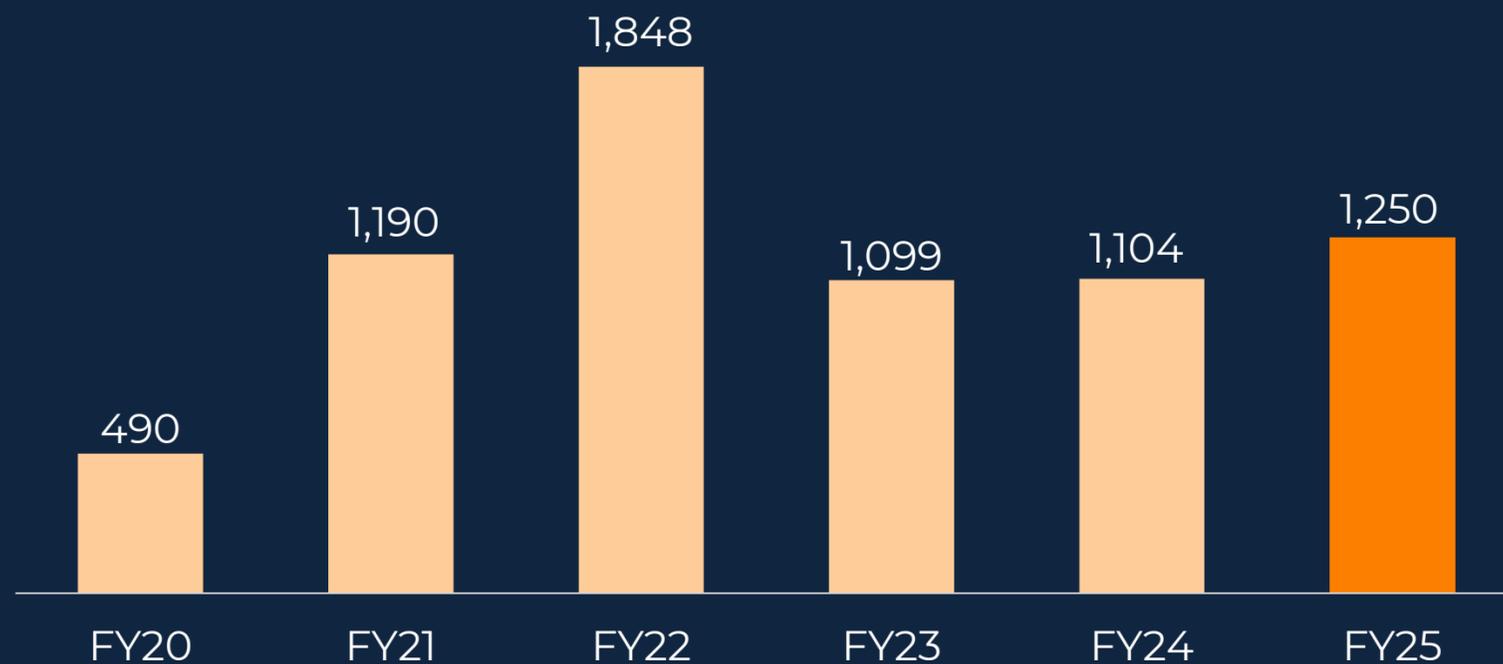
Outstanding orderbook as at end of quarter (RM mil)



Leveraging on the semiconductor growth cycle, we are seeing steady inflow of new orders

- High-margin advanced engineering projects underpin earnings visibility

New orders secured (RM mil)



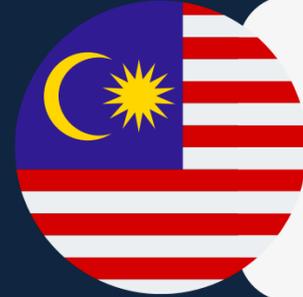
New projects secured in Jan & Feb 2026

RM100.0 million

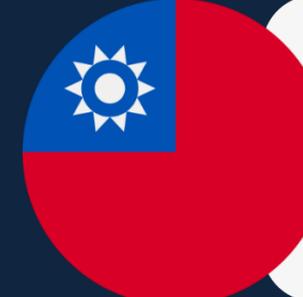
Strong market demand driving expanding tenderbook



Singapore
RM455 million
10.0%



Malaysia
RM922 million
20.0%



Taiwan
RM120 million
3.0%



China
RM358 million
8.0%



India
RM1,255 million
27.0%



Europe
RM1,536 million
33.0%

Total tenderbook of
RM4.6 billion
as at 31 December 2025

ENTRY INTO NEW MARKETS: GERMANY

➤ Strategic gateway into Europe's expanding semiconductor market



- Accepted first LOI for a semiconductor hook up project in August 2025
- Significant step in European expansion plan, and strengthens our position as trusted global engineering solutions provider
- End user is long-standing client which we supported on multiple Malaysian projects

Orders secured to date

RM158.0 million

Outstanding Orderbook

as at 31 December 2025

RM137.0 million
10.0% of total

Germany Semiconductor Market Size



Source : <https://www.mordorintelligence.com/industry-reports/germany-semiconductor-market>

KEY FACTS

<p>✓</p> <p>EUR 12 billion industry turnover in 2023</p>	<p>1/3 of all European chips are produced in Germany</p>
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STRUCTURAL DRIVERS

<p>📦</p> <p>EUR20 billion for semiconductor incentives through the EU Chips Act</p>	<p>Strong demand from Automotive and Industrial applications</p>
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EXPANDING INDUSTRY

"Silicon Saxony" cluster expansion

<p>- ESMC foundry to lift local FinFET capacity to 40,000 wafers per month by 2029</p>	<p>- GlobalFoundries' EUR1.1 billion debottlenecking programs</p> <p>- Upgrades to Infineon's Smart Power Fab</p>
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EXPLORING NEW MARKETS: INDIA

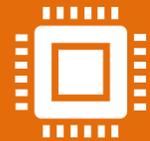
➤ Opportunities to tap into the South Asian market



ENTRY INTO INDIA

Orders secured in 2026
RM40.0 million

- Order for “Gas Filtration Units”
- Initial entry into India with scope for further expansion



DEVELOPMENT PIPELINE

- **Micron Technology**
USD 2.75 billion
- **Advanced Micro Devices**
USD 400 million
- **Foxconn**
USD 600 million
- **Applied Materials**
USD 400 million



STRATEGIC OPPORTUNITIES

- Demand for **greenfield fab hook-up**
- Chance to replicate proven **Malaysian execution model**
- Further **diversification of long-term revenue base**

India Semiconductor Market Size



Future Outlook: Advanced Engineering



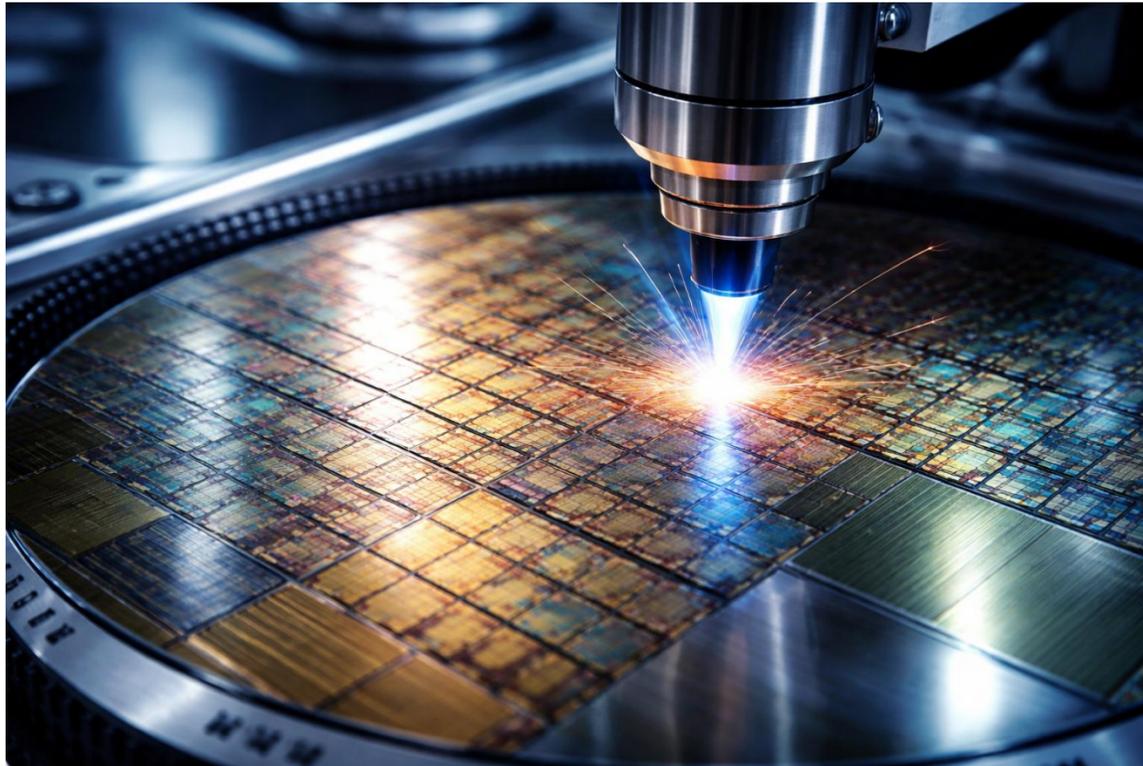
Global semiconductor market set for 25% YoY growth to reach USD975 bil in 2026 (up from previous forecast of USD760 bil)

Semiconductor Fab Opportunity

Project Name	Location	Year Initiated	Estimated Cost (USD)
Infineon - SPF	Dresden, Germany	2023	~ \$5.9 billion
ESMC	Dresden, Germany	2023	~ \$11.9 billion
Soitec's fab expansion	Bernin, France	2022	~ \$0.5 billion
STM's fab expansion	Crolles, France	2022	~ \$8.9 billion
STM SiC Fab	Catania, Italy	2024	~ \$5.9 billion
IMEC's Semicon R&D fab	Malaga, Spain	2025	~ \$0.7 billion
Tata Semicon Assembly	Assam, India	2024	~ \$3.2 billion
Tata Semicon Production	Gujarat, India	2026	~ \$11.0 billion
Micron Assembly & Test	Gujarat, India	2023	~ \$2.8 billion
Rapidus 2nm Logic Fab	Hokkaido, Japan	2023	~ \$37.0 billion
TSMC JASM Phase 2	Kumamoto, Japan	2022	~ \$20.0 billion
Micron DRAM fab	Hiroshima, Japan	2024	~ \$9.6 billion
Micron HBM & Nand Flash	Singapore	2025, 2026	~ \$24.0 billion

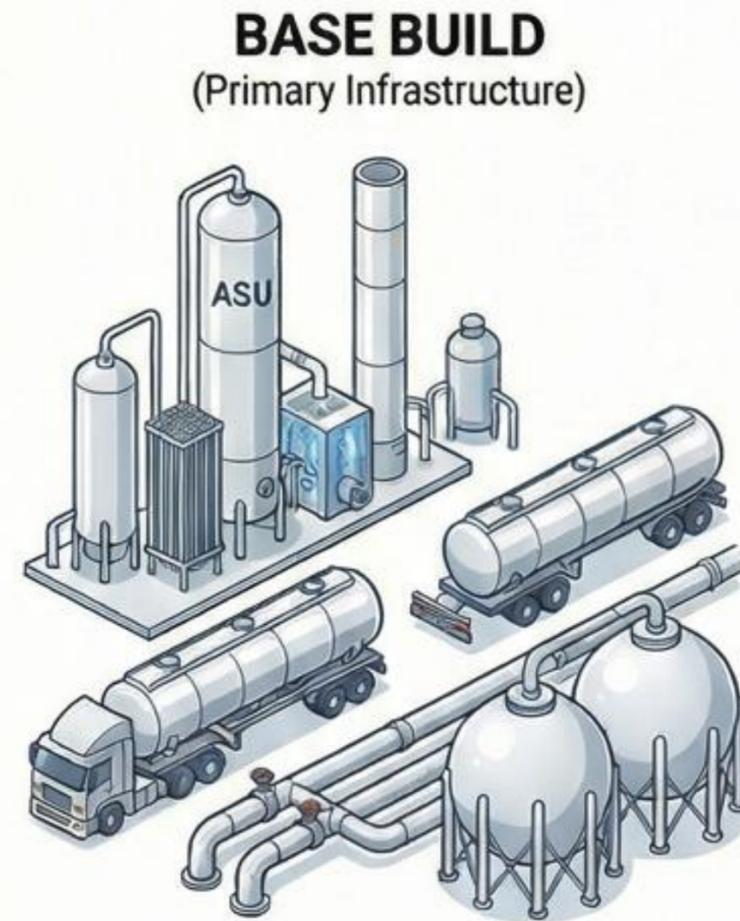
Revenue continuity spanning the entire semiconductor fab lifecycle

Laser etching a semiconductor wafer



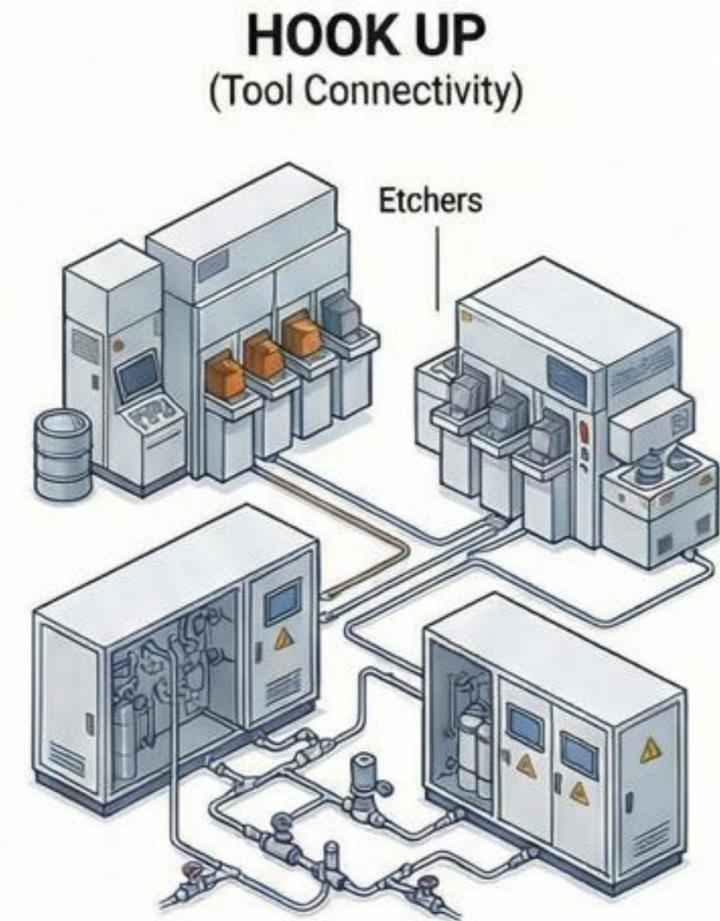
- Ultra high purity specialty gases are critical materials used to shape and form semiconductor chips during wafer production.
- The purity level is essential, as even minute impurities can affect chip performance and manufacturing yield.

The Semiconductor Fab Construction Lifecycle: Base Build vs. Hook Up



Large-Scale Utility Installation

Establishing the facility's foundation via Air Separation Units (ASU), bulk tube trailers, and massive storage tanks.



Precision Tool Connection

Connecting production tools like Etchers to utilities using specialized gas cabinets and point-of-use (POU) connections.

Division 2: Industrial Gas

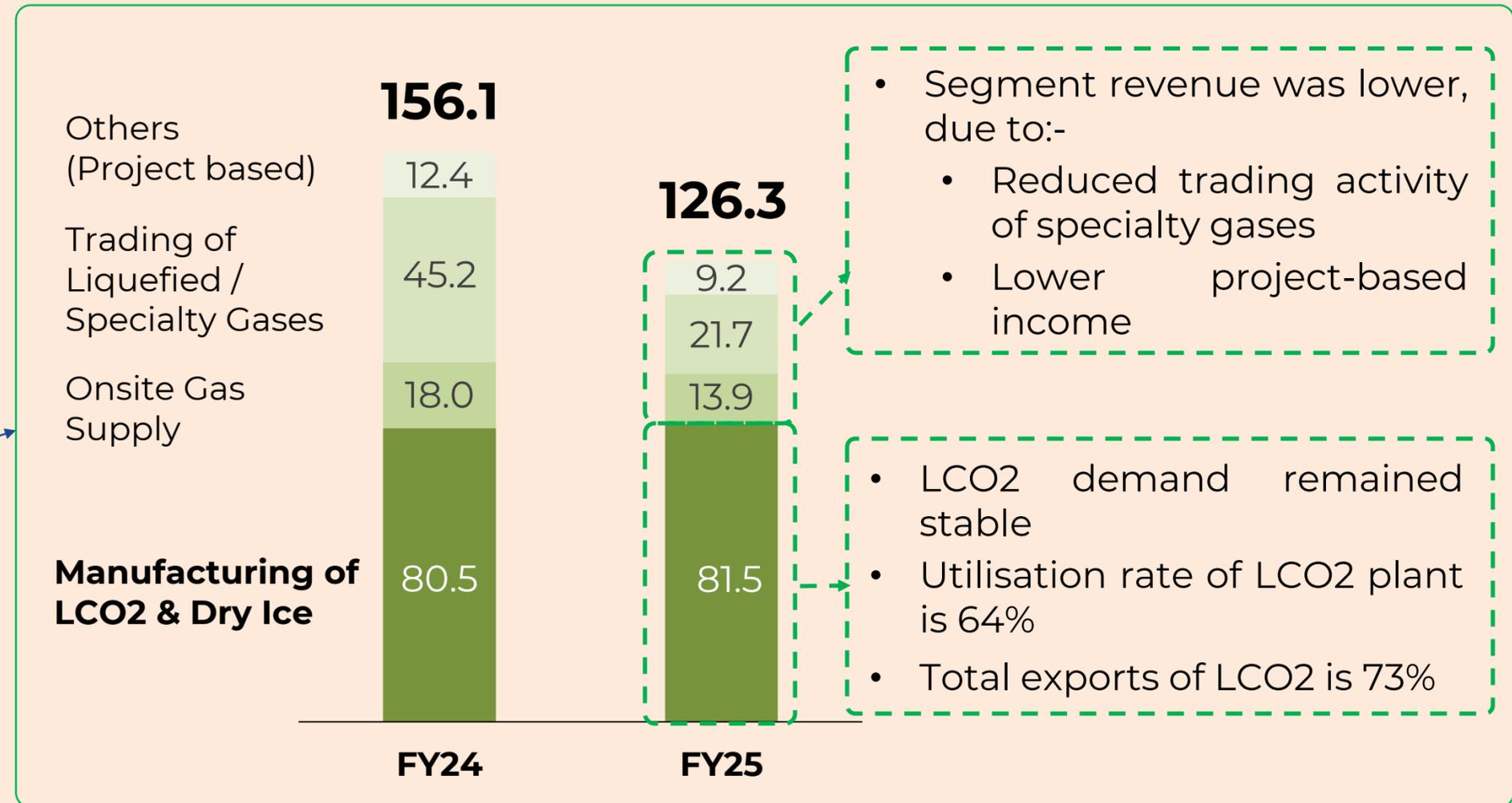
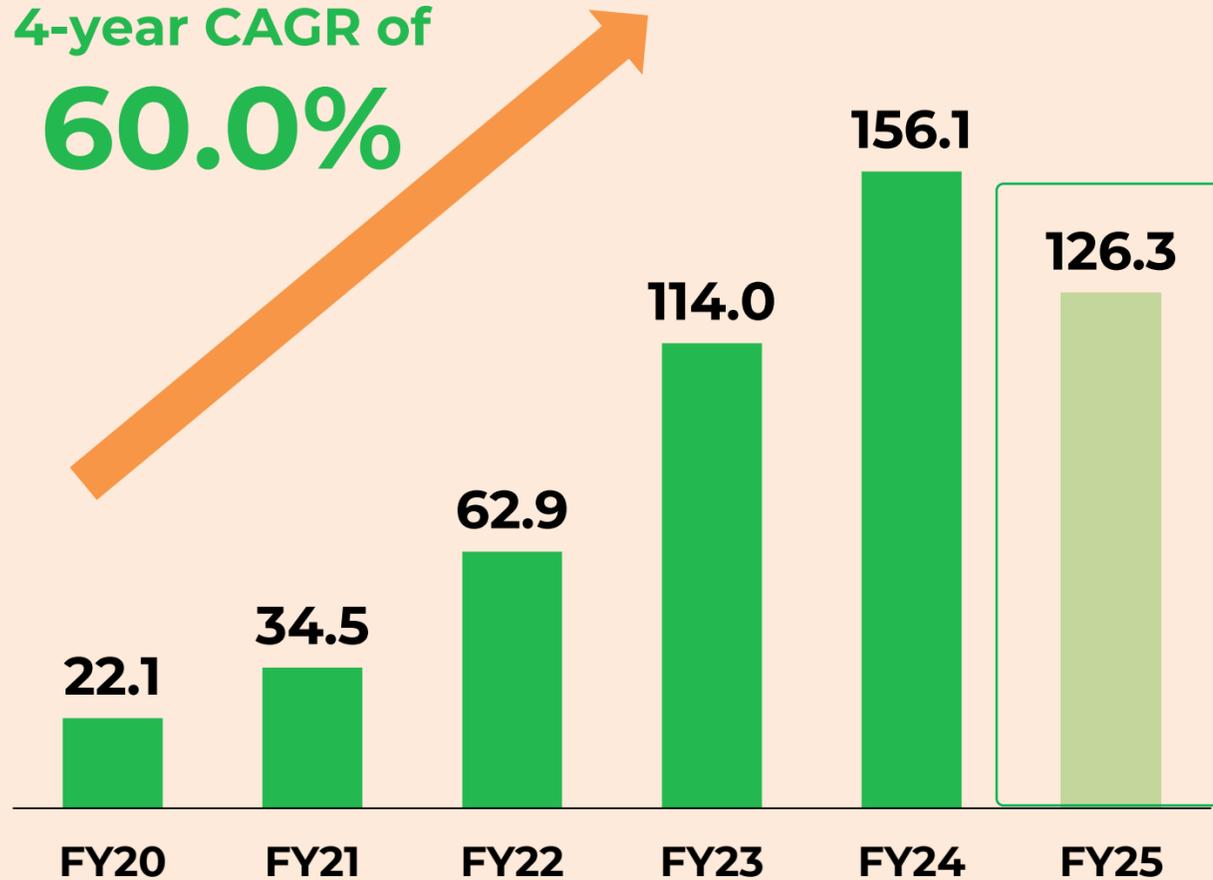


Industrial Gas

- High margin segment
- Provides recurring income due to long-term supply contracts with customers

Industrial Gas Revenue (RM mil)

4-year CAGR of **60.0%**



• Segment revenue was lower, due to:-

- Reduced trading activity of specialty gases
- Lower project-based income

- LCO2 demand remained stable
- Utilisation rate of LCO2 plant is 64%
- Total exports of LCO2 is 73%

Supply a broad range of gases for diverse industrial applications

➤ Expanding into carbon capture and green hydrogen to drive Malaysia's ESG and energy transition goals

Existing Business

1st Largest CO₂ producer in Malaysia



CO₂ manufacturing plant located in Terengganu, Malaysia

120,000 tonnes
Production capacity per annum

73% exports
to Singapore, Australia, New Zealand, Fiji, Indonesia, Philippines

On-site gas supply

Supply of hydrogen, nitrogen and oxygen for an optoelectronics semiconductor plant



On-site gas generator located in Kedah, Malaysia

Trading of industrial gases

OXYGEN <ul style="list-style-type: none"> Healthcare Industry Metal Cutting Cement Production 	NITROGEN <ul style="list-style-type: none"> Food and Beverage Semiconductor Offshore Purging 	ARGON <ul style="list-style-type: none"> Metal Fabrication Lighting Electronics Industry
HELIUM <ul style="list-style-type: none"> Healthcare Industry Metal Cutting Underwater Diving Fibre Optics Industry 	HYDROGEN <ul style="list-style-type: none"> Chemical Industry Energy Production Transportation Metal Fabrication 	CO₂ <ul style="list-style-type: none"> Food and Beverages Metal Fabrication Oil and Gas Industry Agricultural Industry

New Business (Sustainable Engineering)

Carbon Capture and Storage



Developing carbon capture and storage solutions for industrial applications such as steel manufacturing.

- NETR (National Energy Transition Roadmap)



Malaysia's roadmap to accelerate clean energy transition and achieve net zero by 2050

Green Hydrogen



In collaboration to establish a green hydrogen production hub in Selangor, Malaysia



- HETR (Hydrogen Economy and Technology Roadmap)

Bio-CNG

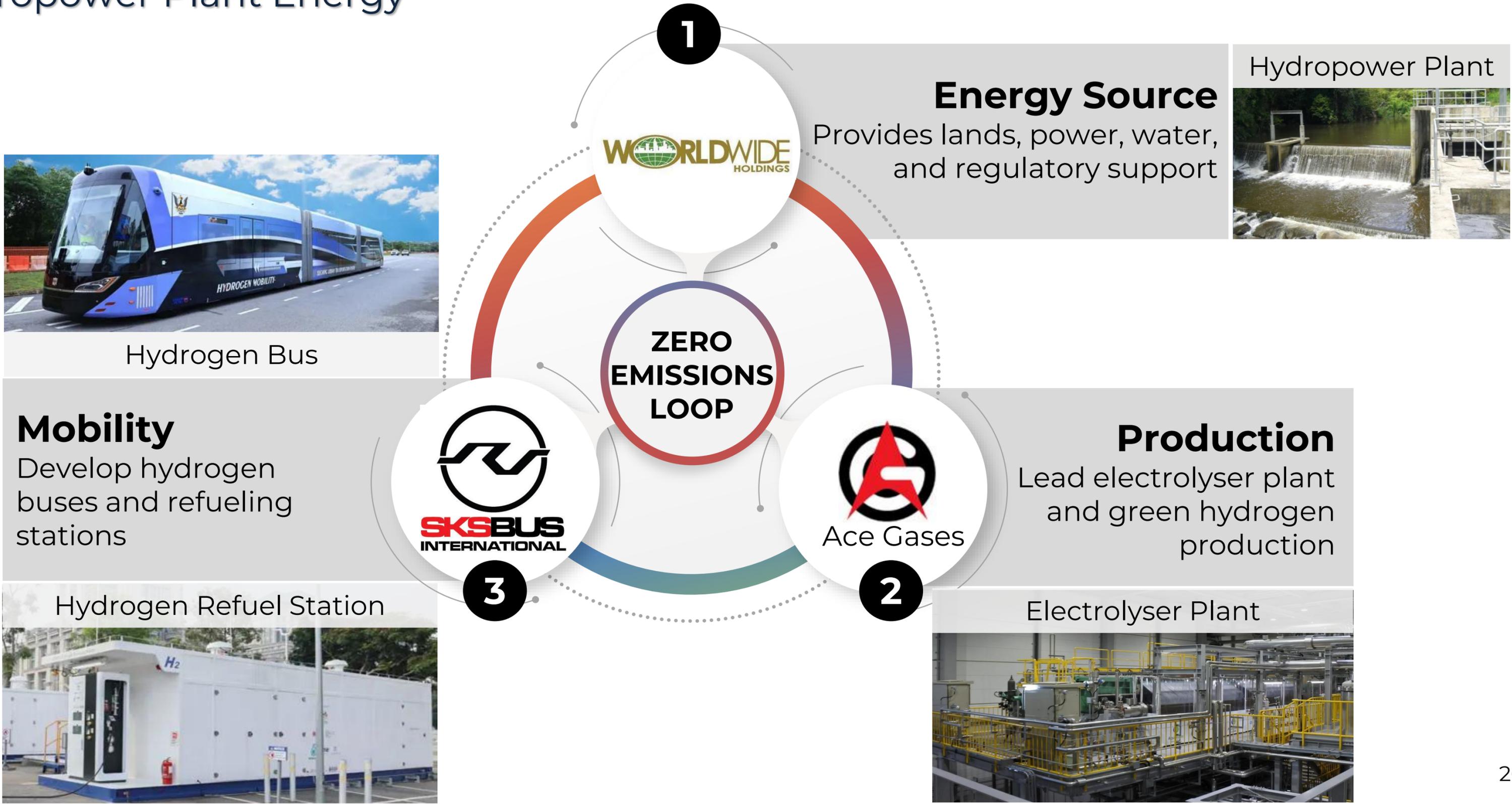


Bio-Compressed Natural Gas (Bio-CNG) is renewable natural gas made from organic waste like palm oil effluent and agricultural residues

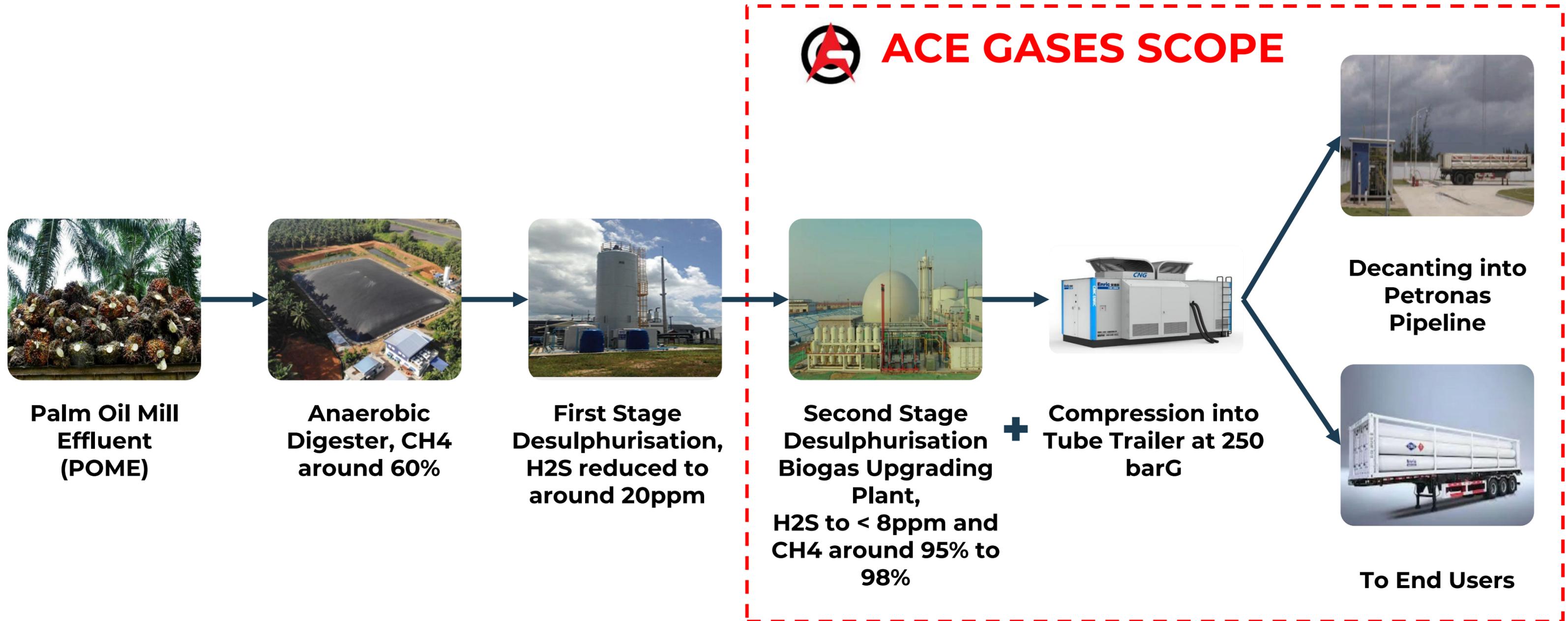
Driving Malaysia's Transition to a Hydrogen-Powered Future

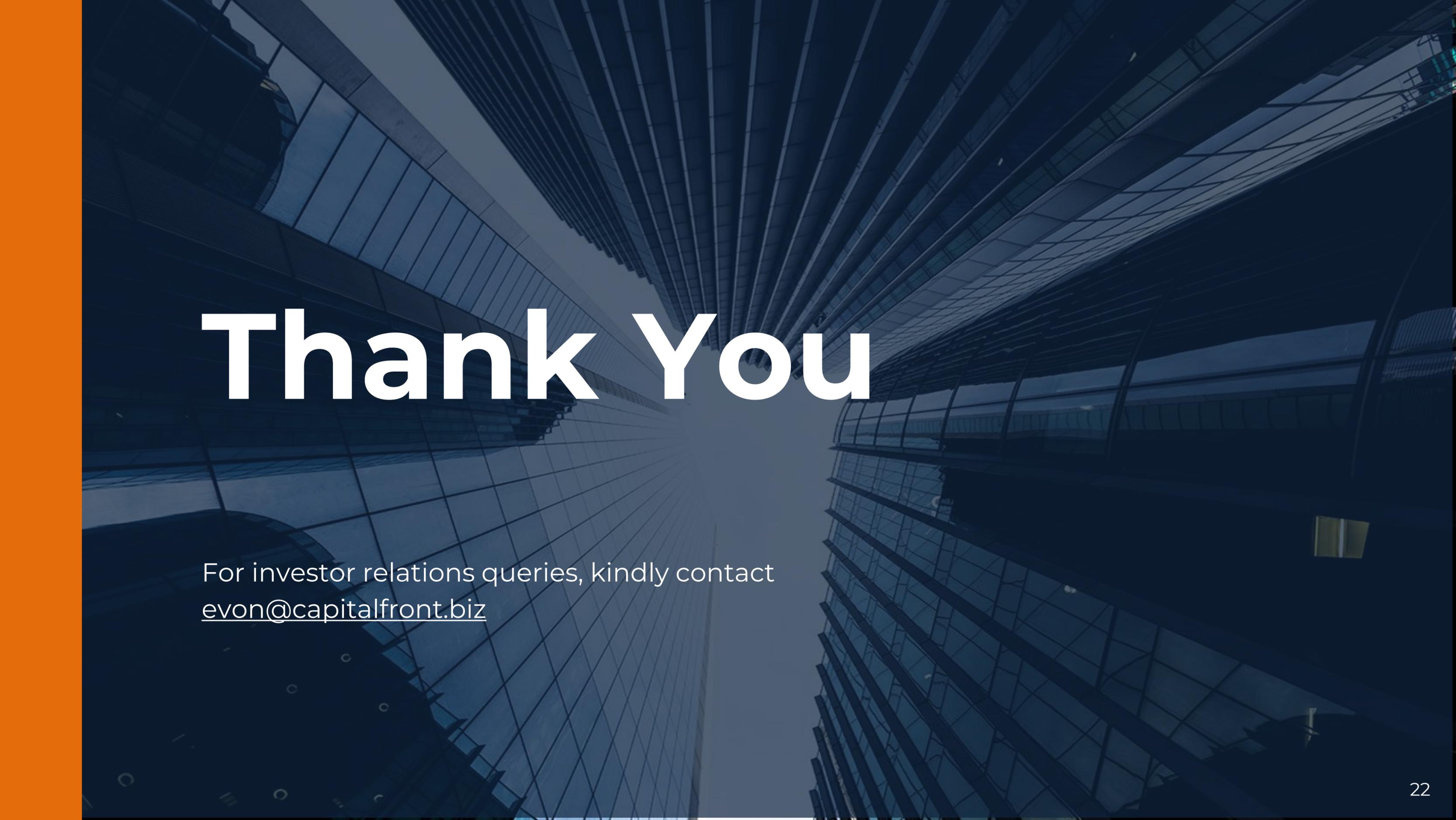


Project: 2MW Green Hydrogen Production Hub at Batang Kali Small Hydropower Plant Energy



Bio-CNG Supply Chain





Thank You

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