

## DEEP DIVES SUSTAINABILITY TOPICS

### ST9 Sustainable Supply Chain

Kelington operates globally and engaged over 2,100 global and local external providers in FY2025, primarily comprising material suppliers and subcontractors. The disclosures in this report focus on the Group's key operating locations in Malaysia, Singapore, China and Taiwan, which fall within the reporting scope.

The Group integrates sustainability principles, ethical governance and operational risk management into its supply chain strategy to ensure alignment with customer expectations and the Group's ESG commitments. Many of Kelington's customers are multinational corporations with stringent requirements on ESG performance, safety and quality standards, and the Group expects its suppliers and subcontractors to maintain similar levels of compliance.

### Governance and Oversight

The Board and RMC provides strategic oversight of supply chain sustainability and risk management and receives biannual updates on supply chain sustainability performance.

The EMC oversees the implementation of the Group's supply chain sustainability strategy, ensuring alignment with Kelington's broader ESG and business objectives.

Operational coordination is carried out by the Sustainable Supply Chain Working Group ("SSCWG"), which comprises procurement representatives across Kelington's operating regions. The SSCWG supports the implementation of sustainable procurement practices, engages with suppliers, and monitors supply chain sustainability performance to drive continuous improvement across the supplier network.

Level	Roles & Responsibilities	Key Activities
<b>Risk Management Committee</b>	Strategic oversight of supply chain sustainability and risk management.	Receives updates on supply chain sustainability performance.
<b>Executive Management Committee</b>	Management oversight and implementation of supply chain ESG strategy.	Monitors supplier compliance with ESG standards and ensures alignment with the Group's sustainability and strategic objectives.
<b>Sustainable Supply Chain Working Group ("SSCWG")</b>	Coordination and operational management of sustainable supply chain initiatives.	Engages with key suppliers, implements ESG initiatives, and monitors supply chain sustainability KPIs.
<b>Procurement Team</b>	Supplier engagement and due diligence implementation.	Conducts supplier onboarding, manages declarations and integrity pledges, performs risk assessments, and provides capacity-building support to suppliers.
<b>Suppliers &amp; Subcontractors</b>	Compliance with Kelington's supplier standards and sustainability requirements.	Adhere to Kelington's policies, participate in ESG awareness programmes and maintain required operational, safety and ethical standards.

## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 9 SUSTAINABLE SUPPLY CHAIN (CONT'D)

#### Supplier Risk Management and Due Diligence

Kelington Group implements a structured supplier due diligence process to manage supply chain risks and promote responsible business practices across its external provider network.

Key measures include:

- **Conducting supplier onboarding and background assessments, including ethical, financial and legal compliance checks.**
- **Requiring suppliers to submit external provider declarations and integrity pledges confirming adherence to Kelington's policies.**
- **Applying enhanced due diligence for higher-risk suppliers, including ownership verification and regulatory compliance checks.**
- **Providing guidance and capacity-building support to strengthen suppliers' ESG performance.**

These due diligence measures support the development of a transparent, responsible and resilient supply chain, aligned with Kelington's sustainability objectives and governance standards.

In FY2025, no major ESG-related non-compliance incidents were detected within the Group's supply chain based on supplier monitoring, due diligence assessments and compliance declarations received.

#### Sustainable Procurement Strategy

Kelington aims to embed sustainability principles across its supply chain while supporting local economic development and strengthening supplier resilience.

Local sourcing refers to the procurement of materials and services from suppliers located within the same country where the project or operation is executed. The Group targets at least 80% local sourcing, while ensuring that suppliers uphold high standards in areas including:



Kelington actively engages suppliers through training programmes, workshops and collaborative initiatives to enhance their understanding of sustainability expectations and improve operational standards.

Recognising that many suppliers are small and medium-sized enterprises ("SMEs"), the Group adopts a progressive and practical approach to supply chain sustainability. While the current focus is on strengthening governance, safety and environmental compliance, Kelington will progressively incorporate additional measures—such as carbon footprint monitoring and climate-related disclosures—as industry practices and reporting capabilities among Malaysian SMEs continue to mature.

Through this approach, Kelington seeks to build a responsible, resilient and future-ready supply chain that aligns with evolving ESG expectations and regulatory developments.

## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 9 SUSTAINABLE SUPPLY CHAIN (CONT'D)

#### Supply Chain Risk and Opportunities

Supply chain risk management forms an integral part of Kelington’s enterprise risk management framework. The Group monitors key risks within its supply chain, including environmental impacts and resource use, labour rights and workplace compliance, as well as corruption and unethical practices. To mitigate these risks, Kelington conducts supplier risk assessments, evaluations and audits where necessary, particularly for higher-risk suppliers.

In addition to risk mitigation, Kelington works collaboratively with suppliers to strengthen supply chain resilience and sustainability. This includes promoting fair labour practices, supporting innovation in sustainable technologies and manufacturing processes, strengthening Safety, Health,

Environment and Quality (“SHEQ”) standards, and enhancing anti-bribery and ethical compliance across the supplier network.

Kelington also collaborates with key suppliers and partners to share technical expertise and explore opportunities for low-carbon engineering solutions. Through these collaborations, the Group facilitates the exchange of technology, engineering knowledge and operational best practices, enabling both Kelington and its suppliers to enhance capabilities in areas such as energy efficiency, resource optimisation and emerging low-carbon technologies. These partnerships support the Group’s long-term transition towards a low-carbon economy while strengthening innovation across the supply chain.

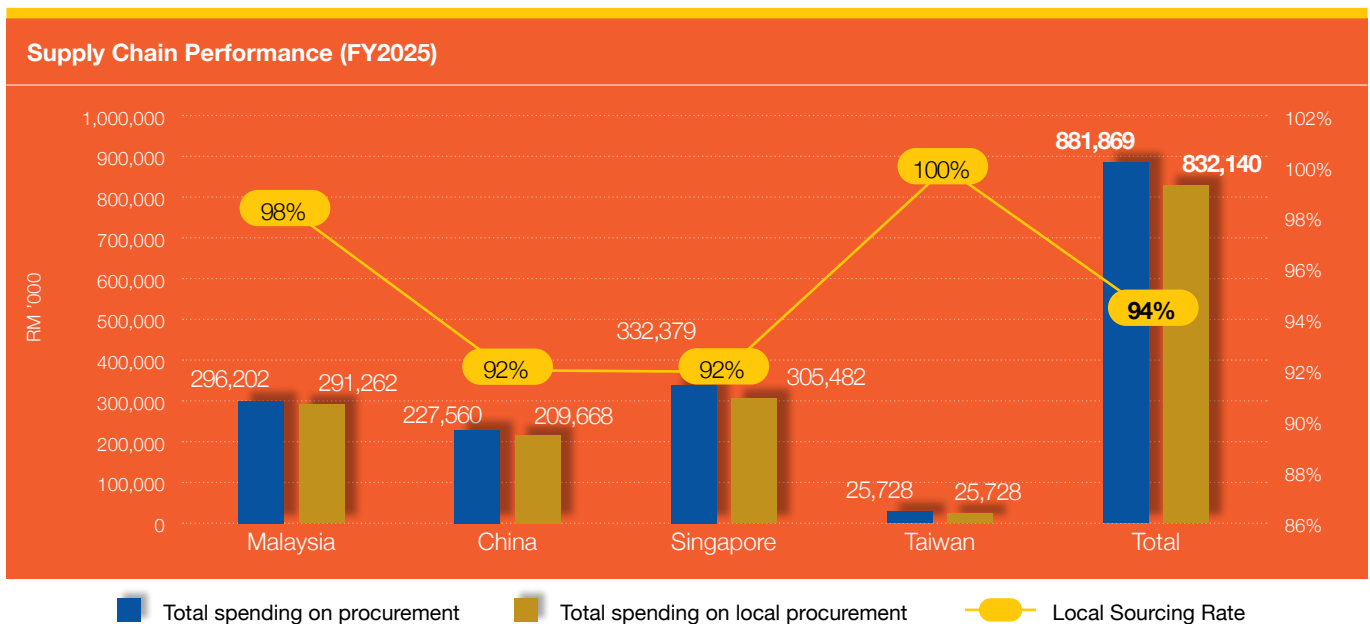
#### Local Supplier Development

Kelington prioritises local sourcing to support regional economic development and build long-term relationships with local suppliers. The Group actively seeks opportunities to procure materials and services locally and collaborates with smaller suppliers by providing technical guidance and operational support to enhance their capabilities.

#### Strengthening ESG Capacity in the Supply Chain

Kelington recognises that some local subcontractors may face challenges in implementing ESG initiatives, particularly when operational priorities are focused on cost control and project execution. To address this, the Group provides training, guidance and capacity-building programmes to improve suppliers’ understanding and adoption of ESG practices.

Through these initiatives, Kelington seeks to enhance sustainability standards across its supply chain while fostering responsible and resilient supplier partnerships.



## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 9 SUSTAINABLE SUPPLY CHAIN (CONT'D)

In FY2025, Kelington maintained a strong focus on responsible supply chain practices. 94% of suppliers were sourced locally, exceeding the Group's 80% local sourcing target.

The Group engaged with over 2,100 external providers across its operating regions, including 82 key suppliers identified as strategic partners supporting multinational customers. As part of its efforts to strengthen ESG awareness and compliance across the supply chain, 393 suppliers participated in sustainability and ESG training sessions, including 100% of the Group's key external suppliers, ensuring that they are aligned with Kelington's sustainability expectations and policies. In addition, 79 suppliers submitted due diligence questionnaires to demonstrate their progress in aligning with Kelington's policies and responsible business practices.

In addition, a cumulative total of 1,087 integrity pledges and external provider declarations were received from suppliers, reinforcing the Group's commitment to ethical business conduct. These initiatives strengthen transparency, accountability and responsible practices across Kelington's supply chain.

#### ST10 Governance & Ethics

### Sound Corporate Governance

Sound corporate governance remains a cornerstone of Kelington's commitment to sustainable growth and long-term stakeholder value. In FY2025, the Group continued to apply the principles and best practices of the MCCG across its subsidiaries, ensuring effective oversight and accountability at both Board and management levels.

Kelington's corporate governance framework is detailed in the Corporate Governance Overview Statement (Annual Report pages 61-90) and is periodically reviewed to ensure alignment with evolving regulatory requirements and business priorities.

### Commitment to Governance and Ethics

Kelington is committed to maintaining the highest standards of ethics, integrity and transparency in all business operations. During FY2025, the Group strengthened its governance practices through:-

- enhancing internal policies and governance processes;
- reinforcing employee awareness through updated ethics and compliance training;
- promoting a culture of integrity across all operations and geographies; and
- expanding governance oversight to include emerging ESG risks across subsidiaries

These efforts support stronger accountability and reinforce responsible business conduct throughout the organisation.

### Managing Corruption Risk

Kelington adopts a structured approach to managing corruption risks across its operations.

#### Corruption Risk Assessment

At least once every three years, Kelington engages independent consultants to conduct corruption risk assessments across key subsidiaries. These assessments support the identification of potential risks and ensure that appropriate mitigation measures are implemented for higher-risk operations. The most recent assessment was conducted in FY2023, with the next assessment planned for FY2026.

#### Enterprise Risk Management & Internal Audit

As part of its ERM framework, Kelington conducts periodic risk assessments and internal audits across major subsidiaries in Malaysia, Singapore and China. These reviews cover governance and ESG-related risks, including corruption, ensuring that anti-bribery controls remain effective.

As at 31 December 2025, Kelington had no active projects in countries ranked among the 50 lowest in Transparency International's Corruption Perceptions Index.

## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 10 GOVERNANCE & ETHICS (CONT'D)

#### Business Ethics and Policies

The Board promotes a culture of ethical conduct through the implementation of clear policies and standards.

Kelington has established a Code of Ethics and Conduct and Anti Bribery and Corruption Policy, which incorporates the Whistleblowing Policy and No Gift Policy. These policies apply to all directors, employees and third parties performing work on behalf of the Group.

The Group maintains several governance policies that define expected standards of behaviour and compliance. These policies are publicly available on the Company's website and serve as key references for employees and business partners.

#### Annual Ethics Training

To reinforce ethical behaviour and mitigate corruption risks, Kelington requires annual ethics and Anti-Bribery and Corruption ("ABC") training for employees.

In FY2025, 100% of employees completed ABC and ethics training, demonstrating the Group's commitment to maintaining strong ethical awareness across the organisation.

### Risk Management: Our Approach to a Better Business

Effective risk management is fundamental to Kelington's ability to achieve sustainable growth and long-term value creation. The Group adopts a structured Enterprise Risk Management ("ERM") framework to identify, assess and manage risks that may affect our operations, financial performance and strategic objectives.

Kelington's risk management approach integrates financial, operational, governance and sustainability-related risks into a unified framework. This enables the Group to proactively identify emerging risks, evaluate their potential impact, and implement appropriate mitigation measures across all business units and subsidiaries.

More details on our risk management process can be found in the Statement of Risk Management and Internal Control.

### Whistleblowing and Incident Reporting

Kelington is committed to fostering a culture of integrity and ethical conduct by encouraging employees, stakeholders, and other relevant parties to report suspected misconduct or inappropriate behaviour involving Directors, employees, or business partners through designated whistleblowing channels. These channels provide a safe and confidential platform for raising concerns.

In FY2025, no whistleblowing cases were reported, reflecting the Group's continued emphasis on ethical conduct and compliance with governance standards.

Application	Mechanisms
<ul style="list-style-type: none"> <li>Employee to raise their grievance in matters involving work relations and conditions.</li> </ul>	<b>Grievance Procedures email:</b> grievance@kelington-group.com
<ul style="list-style-type: none"> <li>Member of the Public to raise any concern or complaint in their dealing with or in relation to Kelington Group.</li> </ul>	<b>Grievance Procedures Hotline:</b> +603 7845 8751
<ul style="list-style-type: none"> <li>Stakeholder / Public to report wrongdoings by any employees in the conduct of Kelington's business or affairs.</li> </ul>	<b>Whistleblowing Email:</b> ccid@kelington-group.com

## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 10 GOVERNANCE & ETHICS (CONT'D)

#### FY2025 Governance Performance Highlights

As at 31 December 2025, Kelington maintained a zero-incident record for corruption and bribery cases, reflecting the Group's continued commitment to ethical business practices and strong governance standards.

100% of employees completed annual training on the Anti-Bribery and Corruption ("ABC") Policy and risk management, reinforcing awareness and accountability across the organisation.

In addition, all operations are reviewed annually for corruption-related risks as part of the Group's enterprise risk management framework, with periodic corruption risk assessments conducted across key subsidiaries.

During the year, no fines, penalties or legal settlements related to governance or corruption were recorded, and no political contributions were made.

These outcomes demonstrate Kelington's commitment to maintaining a transparent, accountable and ethical business environment across its global operations.

#### ST11 Quality Products & Services

### Engineering Excellence: Delivering Quality You Can Trust

**For over 25 years, Kelington has consistently delivered projects that meet stringent technical specifications, safety standards, and customer expectations.**

Kelington serves a diverse customer base across multiple industries, including multinational corporations with stringent requirements for quality, safety and operational reliability. Delivering high-quality products and services is therefore critical to maintaining customer trust, safeguarding the Group's reputation and supporting long-term business growth.

Kelington's engineering capabilities include Ultra High Purity ("UHP") systems, construction management and industrial gases supply, where strict technical specifications, safety

standards and operational precision are required. Across all projects, the Group emphasises safety, cost efficiency, timely delivery and compliance with customer specifications to consistently meet client expectations.

Within the Industrial Gases division, Kelington ensures that Liquid Carbon Dioxide ("LCO<sub>2</sub>"), electronic gases and other industrial gases meet stringent quality standards tailored to customer requirements.

#### Quality Governance and Certifications

Kelington maintains internationally recognised certifications and quality management systems across its key operating entities to ensure consistent product and service quality.

Our Business Operations	Certification
Malaysia - Engineering	ISO 9001:2015
Malaysia - Ace Gases	ISO 9001:2015, FSSC 22000, Halal certification (Jakim)
Singapore - Engineering	ISO 9001:2015
China - Engineering	ISO 9001:2015
China - Manufacturing	ISO 9001:2015, SEMI S2-0810E, SEMI S8-0218, equipment bears the CE marking
Taiwan - Engineering	ISO 9001:2015

These certifications support the Group's commitment to maintaining robust quality management systems and meeting internationally recognised standards.

## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 11 QUALITY PRODUCTS & SERVICES (CONT'D)

#### Risk and Opportunities related to Quality Products and Services

Maintaining high-quality products and services is essential to sustaining customer confidence and protecting the Group's brand reputation.

Key risks include customer dissatisfaction, supply chain disruptions and inconsistent service delivery, which may impact operational performance and financial outcomes.

To mitigate quality-related risks and capture opportunities for continuous improvement, Kelington implements several measures:

- Collaborating with qualified external providers to ensure materials and services consistently meet required quality specifications.
- Integrating digital tools and monitoring systems to enhance quality assurance and quality control ("QAQC") processes, including real-time monitoring of critical activities such as welding quality and fabrication standards.
- Applying value engineering and sustainable design solutions to optimise system performance while meeting customer specifications and regulatory requirements.
- Leveraging technological innovation and engineering expertise to deliver reliable, efficient and environmentally responsible solutions that address evolving customer expectations.

These initiatives strengthen operational reliability, improve quality performance and reinforce Kelington's position as a trusted engineering partner in high-technology industries. Maintaining high-quality engineering standards is critical to ensuring operational safety, system reliability and long-term customer trust.

#### Management Approach to Quality

Kelington implements structured quality management systems and standard operating procedures ("SOPs") aligned with internationally recognised certifications to ensure consistent delivery of high-quality products and services across its operations.

Quality performance is monitored through regular operational reviews, non-conformity reporting and corrective and preventive action ("CAPA") processes. These mechanisms enable the Group to promptly identify potential quality issues, address root causes, and implement corrective measures to prevent recurrence.

In addition, quality assurance and quality control ("QAQC") practices are embedded throughout project execution, including inspection, testing and compliance verification to ensure that all products and services meet required technical specifications and regulatory standards.

Customer feedback also plays an important role in maintaining service excellence. Feedback collected through project reviews, customer satisfaction surveys and ongoing engagement with clients provides valuable insights that help the Group continuously refine its operational practices, improve service delivery and strengthen long-term customer relationships.

Through this structured approach, Kelington fosters a culture of continuous improvement, operational reliability and customer-focused service excellence.

#### Customer Satisfaction Survey

Kelington conducts customer satisfaction surveys to evaluate key factors influencing customer experience and long-term partnerships.

The survey assesses performance across several areas, including:

- timeliness and reliability of product and service delivery
- quality of products and services
- responsiveness to customer requirements
- communication with customers
- compliance with safety and environmental standards

Insights from the survey are analysed to identify improvement opportunities and support the continuous enhancement of service delivery.

The Group targets an average customer satisfaction score of at least 90%. In FY2025, Kelington achieved a score of 92% based on 101 customer surveys completed, maintaining the same level of satisfaction as FY2024 and exceeding the Group's target.

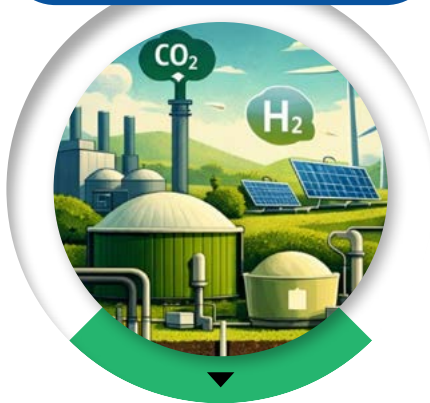
## DEEP DIVES SUSTAINABILITY TOPICS

### ST12 Technology and Innovation

Kelington leverages technology, innovation and digital transformation to enhance operational efficiency, strengthen environmental performance and support the transition towards sustainable industrial solutions. Through continuous investment in engineering innovation, digital technologies and advanced process systems, the Group aims to deliver reliable solutions that support customers in meeting increasingly stringent environmental, operational and safety requirements.

Technology and innovation initiatives across the Group are focused on three strategic areas:

#### Low-carbon industrial technologies



Industrial gases and energy solutions that enable decarbonisation of heavy industries.

#### Advanced process engineering and scalable product development



Engineering innovations designed to improve process efficiency, reduce environmental impact, and strengthen operational safety.

#### Digital transformation, automation and cybersecurity resilience



Digital technologies that enhance operational visibility, automation and system security.

These initiatives enable Kelington to strengthen its competitive positioning while managing technology-related risks and opportunities within its ERM framework.

### Sustainable Industrial Technologies

Kelington's Industrial Gases segment focuses on technologies that support industrial decarbonisation and sustainable energy solutions.

#### Carbon Capture, Utilisation and Storage ("CCUS")

The Group is exploring integrated systems that capture carbon dioxide ("CO<sub>2</sub>") from industrial emissions and either safely store it underground or reuse it in industrial applications. CCUS is widely recognised as an essential technology for reducing emissions in hard-to-abate sectors such as steel, cement and chemicals.

#### Green Hydrogen

Kelington is exploring hydrogen production using renewable electricity sources such as solar, wind and hydropower. Through electrolysis, water is split into hydrogen and oxygen using renewable energy, enabling hydrogen production with near-zero carbon emissions. Green hydrogen is increasingly recognised as a key energy carrier supporting the transition to a low-carbon economy.

#### Biogas and Biomethane

The Group is also exploring renewable gas solutions such as biogas produced from organic materials including agricultural waste, food waste and sewage sludge through anaerobic digestion. Biogas can be upgraded into biomethane and used similarly to natural gas. This process captures methane that would otherwise be released into the atmosphere, contributing to greenhouse gas reduction and renewable energy generation.

## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 12 TECHNOLOGY AND INNOVATION (CONT'D)

#### Advanced Engineering and Process Solutions

Within the Engineering segment, Kelington develops advanced process technologies that improve operational efficiency while reducing industrial emissions.

The Group provides air abatement systems that treat process emissions generated during manufacturing. Building on this capability, Kelington is expanding its engineering solutions to include:

- GHG Central Abatement Systems, designed to manage and treat greenhouse gases generated during industrial processes; and
- Volatile Organic Compound ("VOC") Abatement Systems, which reduce harmful emissions from industrial manufacturing activities.

These solutions support high-technology manufacturing sectors, including semiconductor industries, in complying with environmental regulations and improving operational sustainability.

#### Technology Innovation through Advanced Control Equipment (A.C.E.)

To remain competitive in high-tech industries, we have invested significantly in R&D, spending RM11 million in FY2025. Advanced Control Equipment (A.C.E.), Kelington's marketing and technology solutions arm, introduced several new technologies aimed at improving the performance, safety and efficiency of specialty gas delivery systems used in high-technology manufacturing environments.

These innovations support reliable gas supply, improved operational safety and more efficient process control for customers in semiconductor and advanced manufacturing industries.



##### Heating Induction Technology (HIT)

Heating Induction Technology enables precise and uniform heating to maintain stable gas pressure and flow during specialty gas delivery processes. The system enhances gas delivery stability while improving energy efficiency and operational reliability.

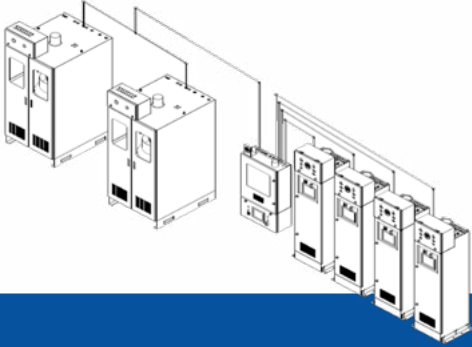


##### High-Flow 3% H<sub>2</sub> / Ar Mixer

This customised gas mixing system is designed to provide accurate gas flow control and continuous monitoring to ensure reliable gas delivery. The system incorporates redundancy features that support uninterrupted operation and improved process stability.

## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 12 TECHNOLOGY AND INNOVATION (CONT'D)



#### TCS Liquid Cabinet

The TCS Liquid Cabinet enhances safety and operational efficiency in chemical handling processes. The system reduces ergonomic risks associated with heavy chemical drum replacement and incorporates continuous monitoring and leak detection features to minimise operational risks.

**Through these innovations, Kelington continues to strengthen its engineering capabilities while supporting customers in achieving safer and more efficient manufacturing operations.**

#### Digital Transformation and Automation

Digitalisation is a key component of Kelington's strategy to enhance productivity, operational efficiency and system reliability. The Group integrates digital tools, automation technologies and advanced engineering software to optimise system design, improve process control and strengthen operational performance across its global projects.

Digital technologies are applied across multiple areas of engineering and operational activities, including:

- **Engineering design optimisation**, using digital modelling tools such as CAD, Building Information Modelling ("BIM"), and fluid flow analysis software (including AFT Fathom and AFT Arrow) to enhance gas and chemical system design while improving efficiency and reducing material waste.
- **Process simulation and emissions control**, where simulation tools such as ScrubMater are used to optimise scrubber performance and support effective emissions treatment.
- **Automation and precision engineering**, including semi-automated devices used in installation processes such as bolt tightening, which improve quality, safety and precision while reducing human error.
- **Centralised Off-Site Manufacturing**, which enables prefabrication of systems in controlled environments to improve quality control, reduce on-site construction activities and minimise project-related emissions.
- **Data-driven operational monitoring**, supported by enterprise systems that enable real-time monitoring of system performance and support more efficient operational decision-making.

These digital initiatives enhance operational visibility, improve system reliability and support continuous improvement in engineering efficiency, safety and sustainability performance.

## DEEP DIVES SUSTAINABILITY TOPICS

### - ST 12 TECHNOLOGY AND INNOVATION (CONT'D)

#### Cybersecurity and Digital Risk Management

As digital technologies and automation become increasingly integrated into engineering operations, Kelington recognises the importance of safeguarding its information systems and operational technologies.

The Group manages cybersecurity risks through its IT governance framework, which includes system access controls, data protection policies and regular monitoring of digital infrastructure. Cybersecurity measures are designed to protect sensitive operational data, ensure system reliability and minimise the risk of operational disruption.

Cybersecurity risks are periodically reviewed within the Group's ERM framework, allowing management to identify emerging threats and implement appropriate mitigation measures. These efforts resulted in zero reported privacy complaints or data breaches during the reporting period, reflecting the Group's commitment to cybersecurity and regulatory compliance. Nevertheless, Kelington recognises the evolving nature of cybersecurity risks and will continue to enhance its data protection controls, monitoring systems and employee awareness programmes.

#### Metrics and Indicators

Kelington monitors a range of indicators to assess the effectiveness of its technology innovation and digital transformation initiatives. These include revenue generated from sustainable engineering solutions ("Green Revenue"), which reflects the Group's contribution to low-carbon technologies and greenhouse gas reduction.

In addition, the Group internally tracks operational indicators related to the reliability of specialty gas and chemicals delivery systems. The Group also monitors the adoption of digital technologies across key business functions, including costing, engineering, finance, business processes, safety and logistics. These indicators support continuous improvement in operational efficiency, system reliability and data-driven decision-making across the organisation.

The Group monitors data security performance to ensure the protection of information and customer data. During the reporting period, there were zero material data loss or data breach incidents and no substantiated complaints concerning breaches of customer privacy or loss of customer data. These outcomes support the Group's efforts to maintain robust cybersecurity practices while strengthening operational reliability and stakeholder trust.

#### ST13 Resilient Growth & Value Creation

Kelington's strategy for resilient growth focuses on strengthening its engineering capabilities, expanding into high-value markets and delivering solutions that support customers' evolving operational and sustainability needs. By leveraging its core expertise in advanced engineering and industrial gases, the Group continues to create long-term value for stakeholders while maintaining operational resilience in a dynamic global environment.

The Group's growth strategy emphasises innovation, operational excellence and disciplined project execution, enabling Kelington to deliver reliable engineering solutions across semiconductor, electronics and advanced manufacturing industries. These sectors continue to experience strong demand driven by digitalisation, technological advancement and the transition towards more efficient and sustainable manufacturing processes.

As industries increasingly move towards lower-carbon operations, Kelington sees opportunities to support customers through engineering solutions that contribute to greenhouse gas reduction and improved process efficiency. The Group monitors Green Revenue as an indicator of the commercial contribution of such sustainability-aligned solutions. Tracking Green Revenue enables the Group to assess how sustainability-driven market opportunities contribute to long-term business growth and value creation.

Sustainability-related risks and opportunities are managed through the Group's Enterprise Risk Management ("ERM") framework, which supports strategic decision-making and long-term business resilience. Climate-related risks and opportunities are discussed in the "ST 1 Preventing Climate Change" section in accordance with IFRS S2, while the Group's broader risk governance and internal control framework is described in the Statement on Risk Management and Internal Control in this Annual Report.

In FY2025, the Group recorded Green Revenue of RM110.8 million, reflecting contributions from engineering solutions that support greenhouse gas reduction and more sustainable industrial processes.

The measurement of Green Revenue remains subject to certain practical limitations, as many engineering projects involve integrated solution packages where both conventional and sustainability-related components are delivered together. As a result, only the identifiable portions of revenue that can be reasonably attributed to sustainability-aligned solutions are classified as Green Revenue. Kelington will continue to enhance its internal data tracking and classification methodologies to improve the accuracy and transparency of this metric over time.