



KOH BROTHERS GROUP LIMITED

Annual General Meeting

29 April 2026

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AGENDA

- 1. Business Overview**
- 2. Business Strategies**
- 3. Financial Highlights**

An architectural rendering of a modern, multi-story building complex. The building features a mix of glass facades and light-colored panels, with several floors having green terraces and balconies. In the foreground, there is a large, cascading waterfall structure. To the right, a swimming pool is visible with people swimming. The area is landscaped with palm trees, other tropical plants, and a paved walkway. A person is riding a bicycle on the path. The sky is a clear blue with some light clouds. The overall scene is bright and sunny, suggesting a warm climate.

Business Overview



**Engineering &
Construction**

Engineering & Construction

– Ongoing Infrastructure Projects

			
	Circle Line 6	Toa Payoh Integrated Development	Intra-Terminal Tunnel at Changi Airport T5
Contract Value	\$225.4 million (99.9% completed)	\$77.6 million (79.6% completed)	\$999.1 million (2.3% completed)
Client	LTA	Sport Singapore	CAG
Project Brief	Civil, structural, architectural, electrical & mechanical and system works relating to the construction of cut-and-cover tunnels and other structures from the east of the planned Prince Edward Station to the existing Marina Bay Station	- Ground improvement works - Construction of foundation piles - Earth Retaining Stabilizing Structure installation (ERSS)	- Proposed intra-terminal tunnels at new airport terminal 5 - To support the efficient transfer of passengers and baggage across the terminal's concourses. - To facilitate the routing of common utilities, such as electrical power, communication systems and water services.

Engineering & Construction

–Ongoing Building Project



Proposed Multi-Storey Bus Depot At Lorong Halus

Contract Value

\$313.9 million (2.9% completed – design stage)

Client

LTA

Project Brief

- Proposed multi-storey bus depot
- Main depot building with parking and associated operational facilities and ancillary building
- Involved design, construction, supply, installation, testing and commissioning and completion of architectural, civil and structural, building services, Mechanical & Electrical Services, Electrical & Mechanical systems and equipment, and Bus Depot Equipment

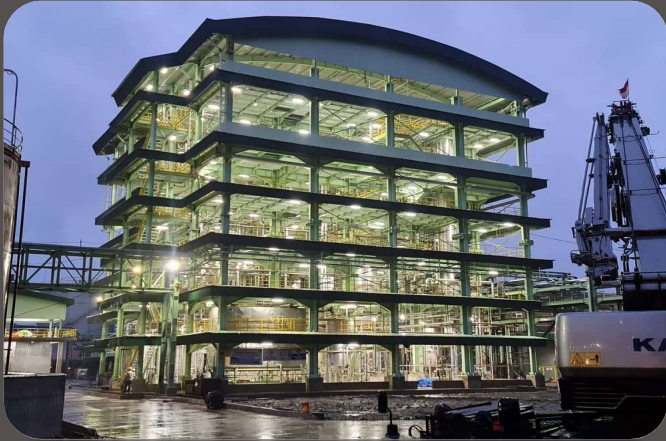
Engineering & Construction

– Ongoing Water & Wastewater Treatment Projects



	Tuas Water Reclamation Plant Contract 2A – Influent Pumping Solutions	Tuas Water Reclamation Plant Contract 3B1 – Industrial Liquids Module 1 MEICA
Contract Value	\$668.2 million (68.1% completed)	\$200.7 million (42.3% completed)
Client	PUB	PUB
Project Brief	- Provision of Influent Pumping Stations, Coarse Screen Shafts 66/22kV Electrical Main Substation A and B	- To carry out mechanical, electrical, instrumentation control and automation works for Industrial Liquids Module 1 at Tuas Reclamation Plant - World's largest industrial used water treatment facility using ceramic membrane technology to reclaim industrial used water - Treatment capacity of 75,000 m³

Bio-Refinery and Renewable Energy (Oiltek Group)



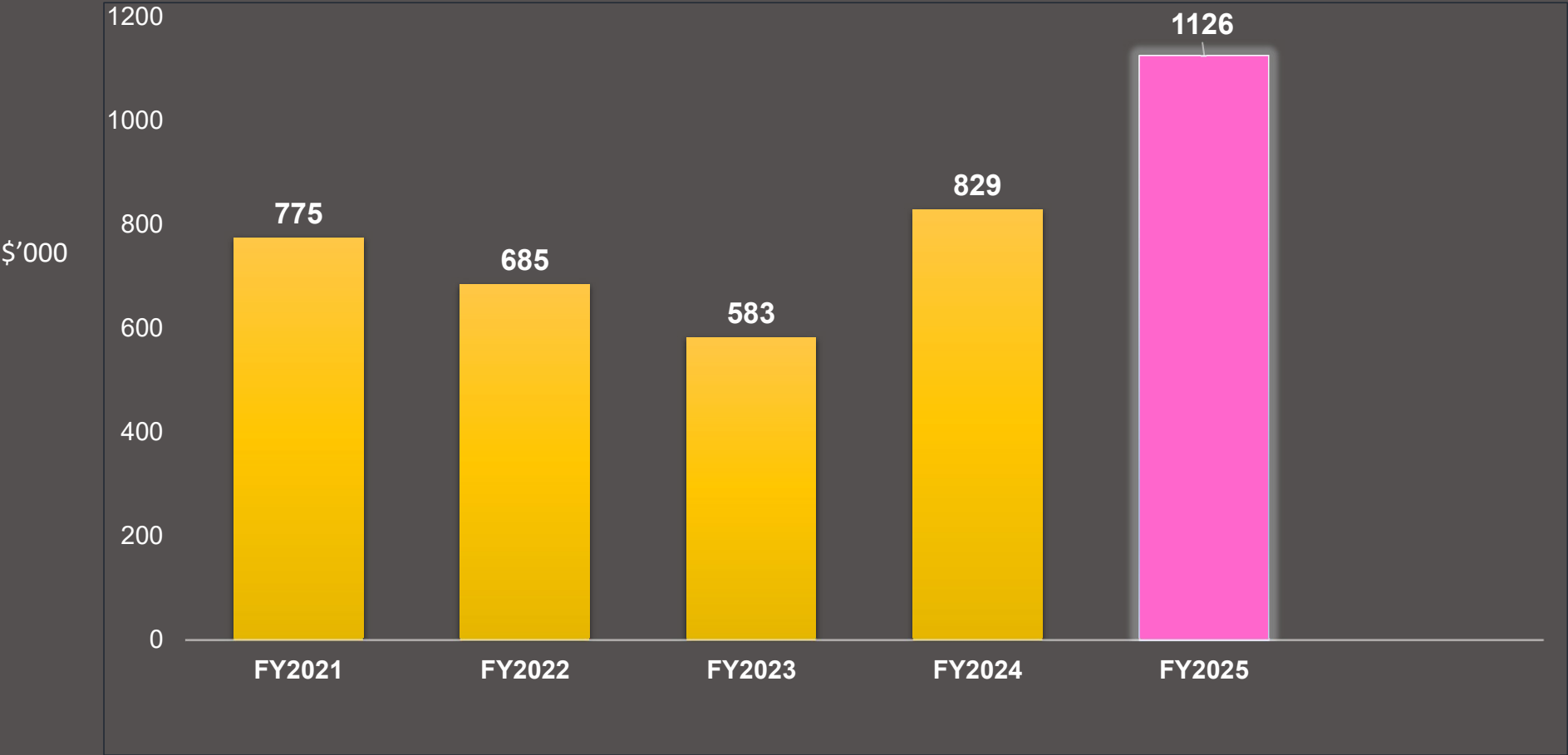
- Our SGX Mainboard listed subsidiary, Oiltek International Limited (“Oiltek”), is a well-established integrated process technology and renewable energy solutions provider. The company operates in three key business segments – Edible & Non-Edible Oil Refinery, Renewable Energy, and Product Sales and Trading.
- With over 45 years of industry experience and in-house proprietary process technology and know-how, Oiltek provides reliable, innovative, diversified and comprehensive range of process and engineering solutions for use across all different sectors of the vegetable oils industry value chain worldwide.
- Oiltek will leverage opportunities in the Renewable Energy segment, particularly in biodiesel and Sustainable Aviation Fuel (SAF), and supported by global sustainability trends and increasing demand for renewable solutions.

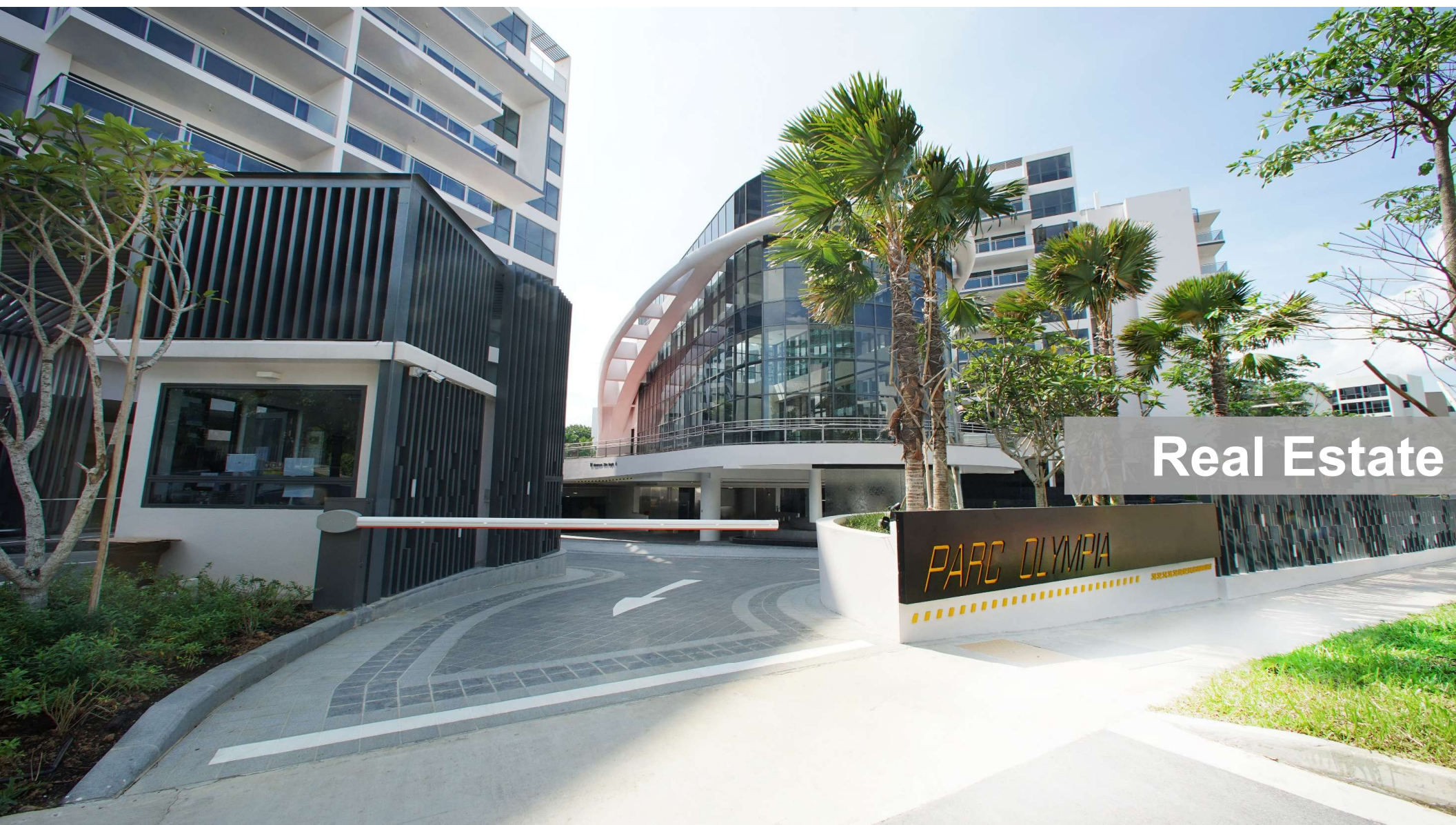
Building Materials (G&W Group)



- The Building Materials division is a one-stop quality provider of concrete solutions to the construction industry.
- Supply chain includes ready-mix concrete, pre-cast concrete products such as facades, household shelters, pre-fabricated bathroom units, columns and planks to HDB projects, institution and private developments.
- G&W is dedicated to enhancing the research and development initiatives to create environmentally sustainable products that meet the evolving needs of its customers.

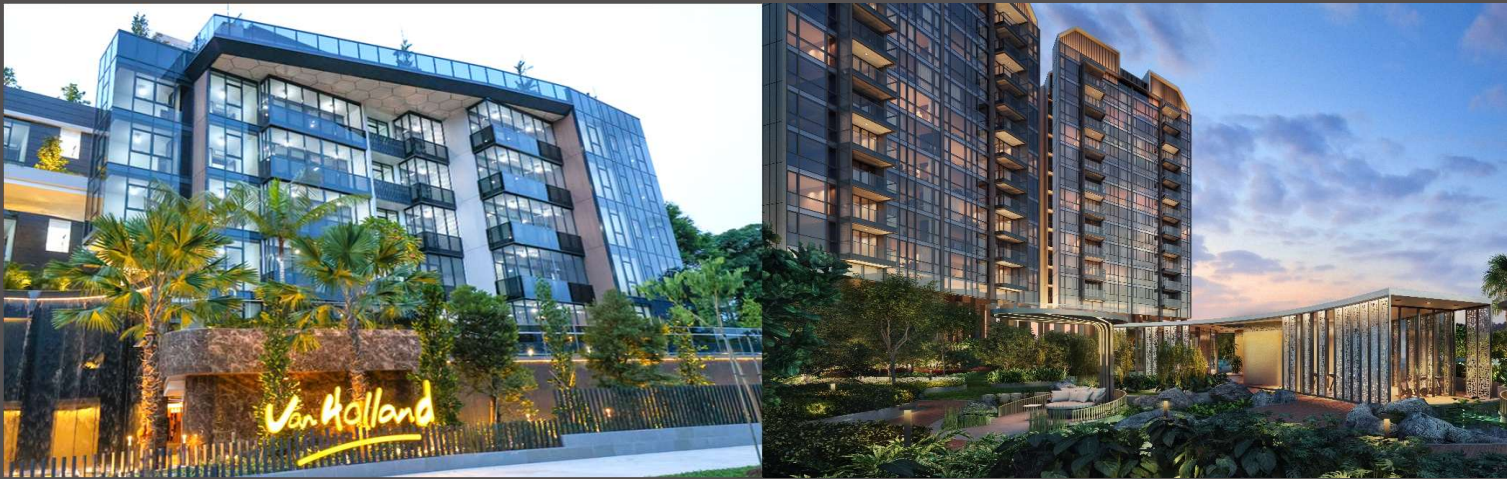
Healthy Construction Order Book (\$'million)





Real Estate

Real Estate – Recently Completed Projects



	Van Holland	Hyll on Holland
Group Stake	100%	20%
% Sold	100%	100%
Total Units	69 units	319 units
TOP	April 2024	May 2024

Investment Properties



Alocassia

- Located along Bukit Timah Rd & proximity to Stevens MRT Station.
- Comprising 11 commercial units.



First City Complex

- Located in Batam, Indonesia.
- Comprising commercial, office units and apartments.



Nonhyeon I'Park

- Located in Gangnam district in Seoul, South Korea.
- Comprising 5 units of officetel.



Sun Plaza

- Located in Sembawang and connected to the MRT Station.
- Comprising of retail and commercial.



Leisure & Hospitality

Investment Properties

Oxford Hotel

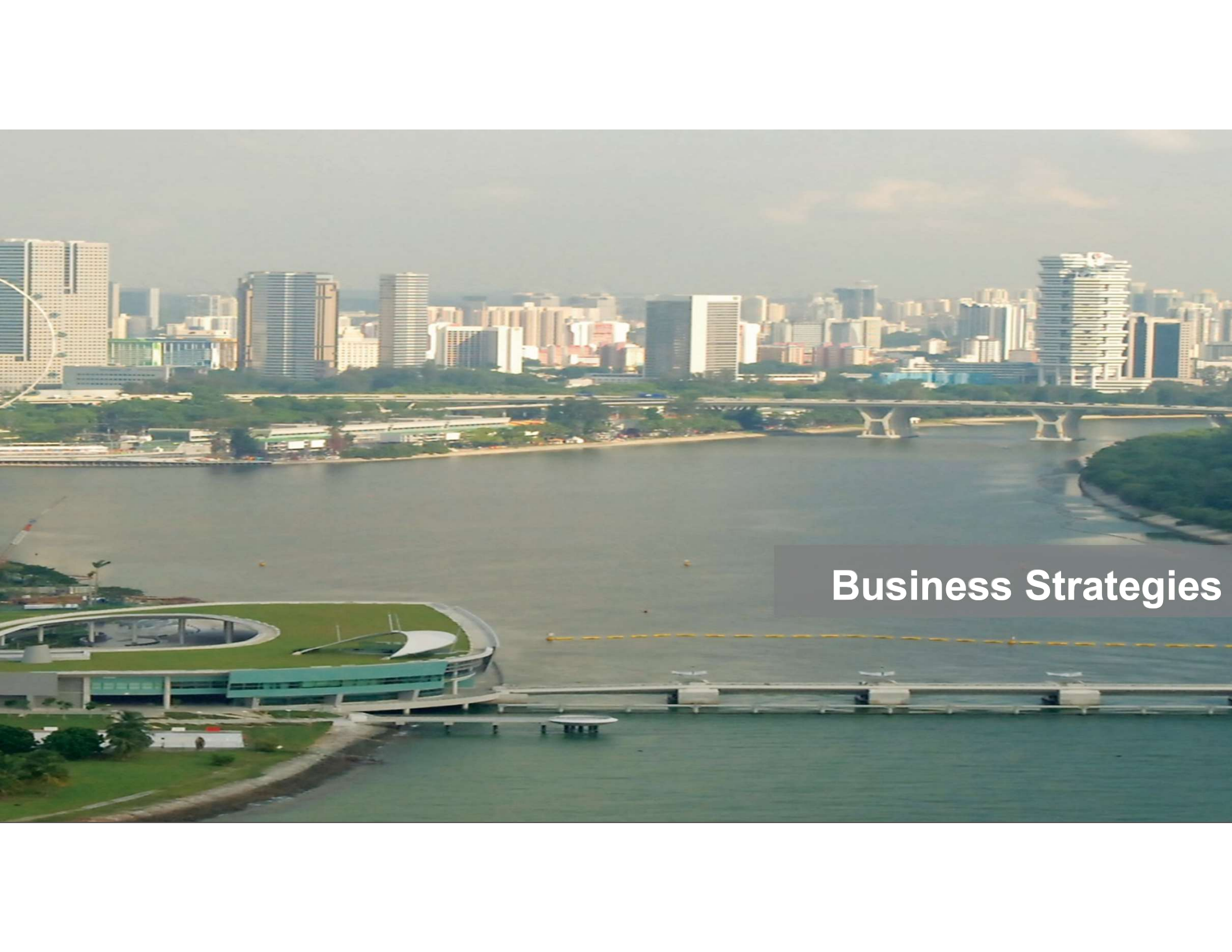


- Freehold 134-room hotel
- Located in Singapore's CBD (Queen Street)
- Next to Bras Basah MRT station

Alocassia Apartments



- Freehold resort-styled serviced apartments with 45 suites
- Located in the prime district along Bukit Timah Road
- Proximity to Stevens MRT Station

An aerial photograph of a city skyline across a body of water. In the foreground, a modern building with a curved, green roof and a glass facade is situated on a peninsula. A bridge with several white support pillars spans the water. The background features a dense urban landscape with numerous high-rise buildings under a hazy sky.

Business Strategies

Key Business Strategies

Sustaining a Robust Construction Pipeline

- Secure high-value public infrastructure projects to strengthen revenue visibility.
- Partner strategically to leverage expertise and mitigate execution risk.

Digitalisation for Productivity and Efficiency

- Build a strong digital core to streamline operations and enhance.
- Deploy AI-driven tools to optimize project management and site workflows.
- Invest in workforce upskilling to equip employees..

Operational Resilience and Disciplined Capital Management

- Improve direct capability
- Strengthen supply chain through early contracting to protect margins.
- Adopt a prudent and selective approach in replenishing the order book and land bank.
- Ensure a healthy gearing ratio for financial stability.

Strategic Divestment and Enhancing Shareholders' Value

- Divest non-core assets to unlock value at appropriate time.
- Monitor market conditions for potential spin-off.
- Continue to enhance shareholders' value.

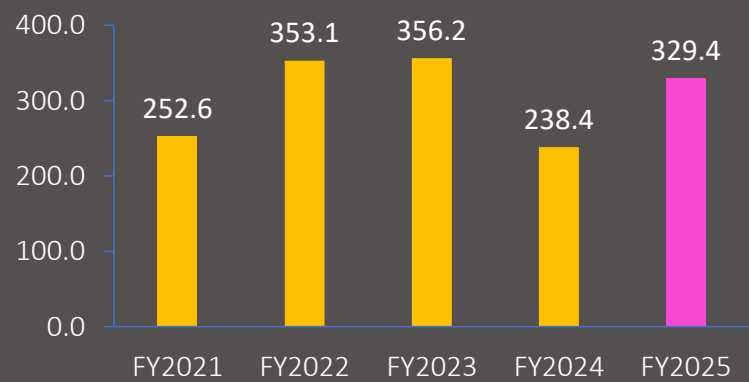
Financial Highlights



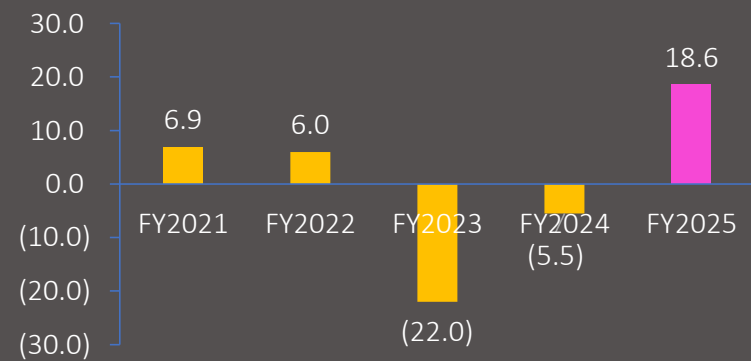
Financial Highlights

\$'million	FY2021	FY2022	FY2023	FY2024	FY2025
Revenue	252.6	353.1	356.2	238.4	329.4
Gross Profit	21.6	26.0	7.5	19.3	39.1
Gross Profit Margin (%)	8.6	7.4	2.1	8.1	11.9
Profit/(Loss) Before Tax	8.8	9.2	(25.8)	(7.1)	29.6
Net Profit /(Loss) Attributable to equity holders	6.9	6.0	(22.0)	(5.5)	18.6
Earnings/(Loss) Per Share (in cents)	1.67	1.46	(5.32)	(1.32)	4.50

Revenue (\$'million)

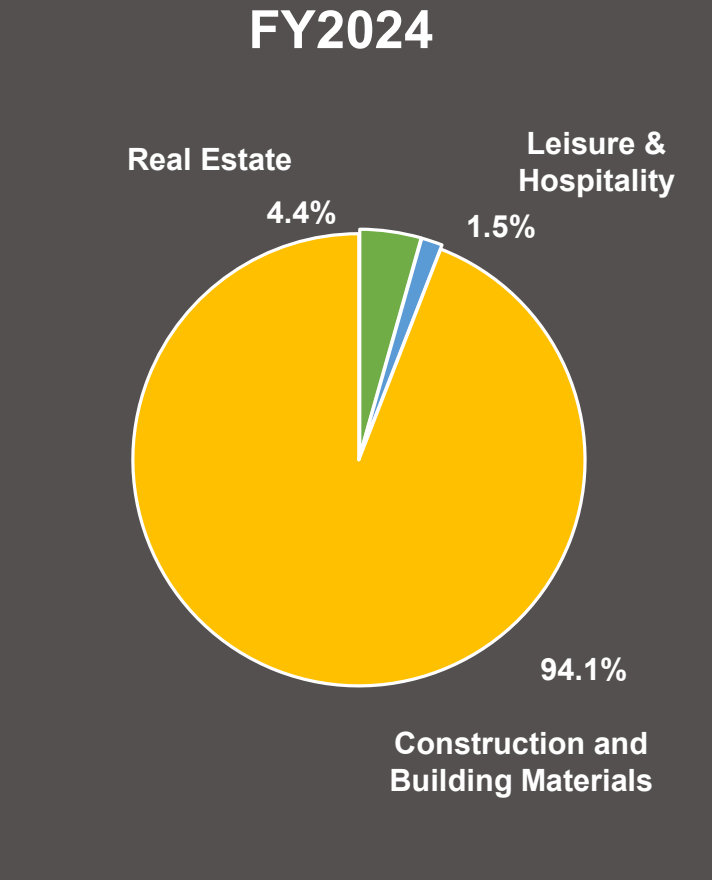
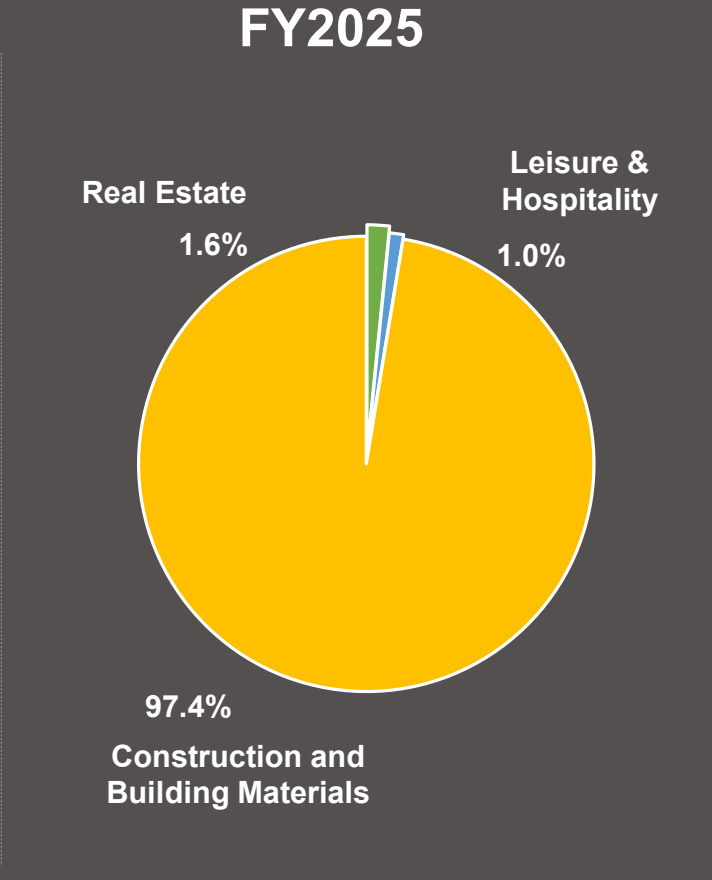


Net profit/(loss) attributable to equity holders (\$'million)



Revenue by Business Segments

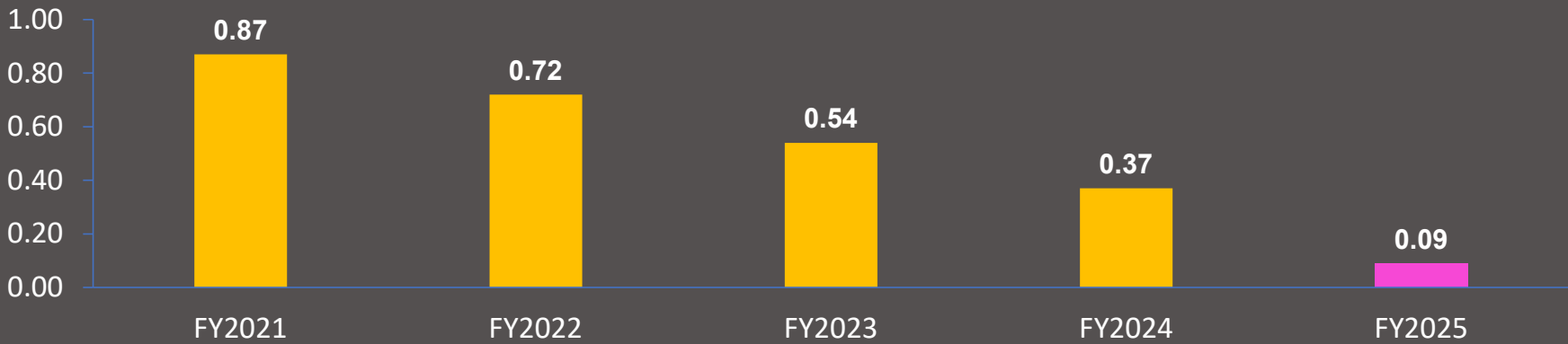
Revenue
FY2025 \$329.4million
(FY2024: \$238.4million)



Net Gearing Ratio

\$'million	31 Dec 2021	31 Dec 2022	31 Dec 2023	31 Dec 2024	31 Dec 2025
Cash and Bank Balances	95.2	82.4	95.8	71.1	114.3
Total Borrowings	346.3	289.2	240.1	168.3	140.0
Net Debt	251.1	206.8	144.3	97.2	25.7
Net Gearing Ratio (x)	0.87	0.72	0.54	0.37	0.09

Net Gearing Ratio (x)



Balance Sheets & Key Ratios

\$'million	31 Dec 2021	31 Dec 2022	31 Dec 2023	31 Dec 2024	31 Dec 2025
Current Assets	471.2	415.9	375.0	279.2	302.3
Current Liabilities	277.0	325.0	282.0	223.3	293.2
Current Ratio (x)	1.70	1.28	1.33	1.25	1.03
Net Assets	342.8	349.3	318.8	308.2	337.5
Net Asset Value Per Share (in cents)	69.61	70.04	64.22	63.01	68.60



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KOH BROS

Thank You