KOH BROTHERS

ECO ENGINEERING LIMITED



Annual General Meeting

29 April 2026

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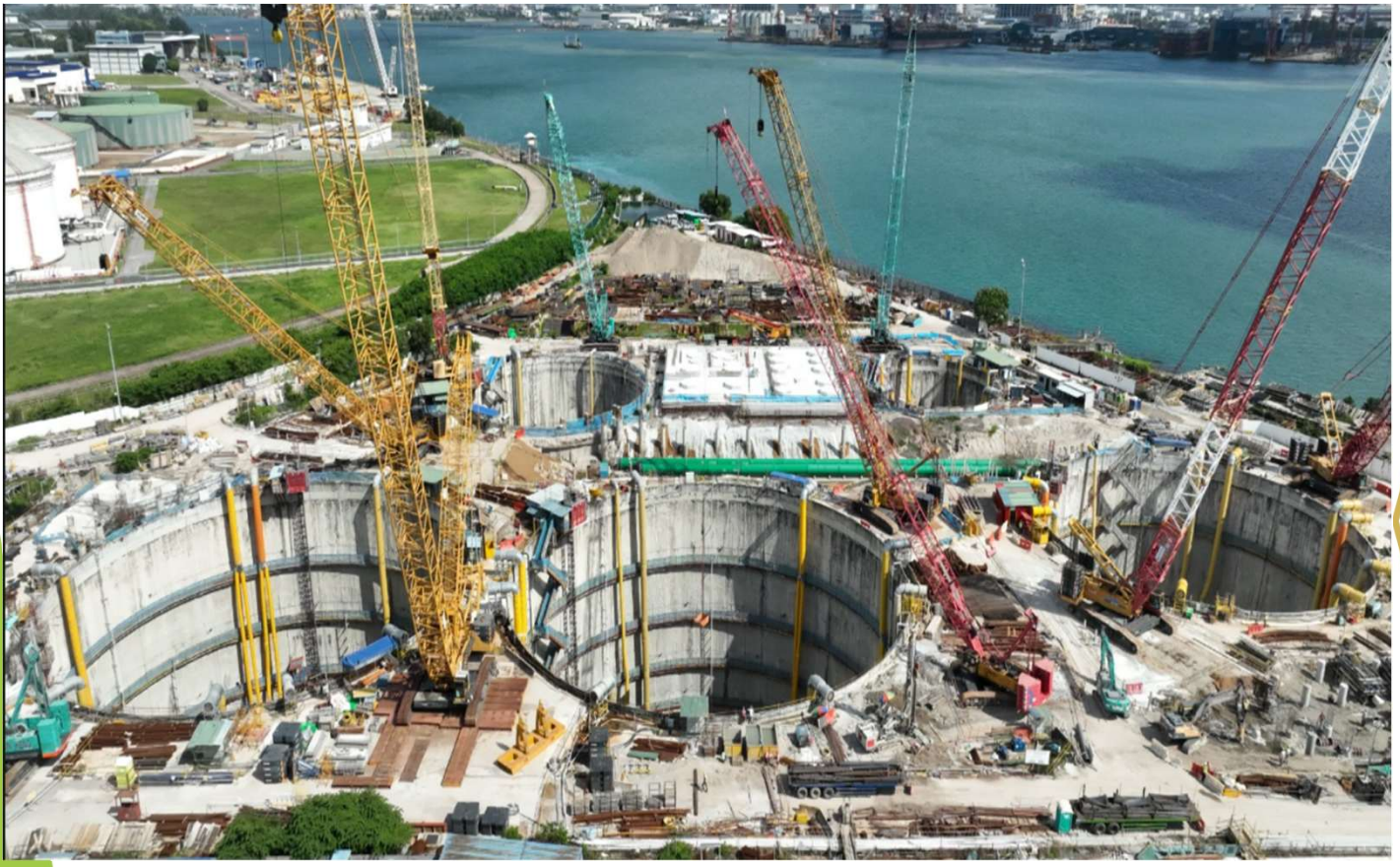
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KOH BROS

ONGOING PROJECTS UPDATE

ONGOING PROJECTS UPDATE “update progress”





	Circle Line 6	Tuas Water Reclamation Plant Contract 3B1 - Industrial Liquids Module 1 MEICA Part 1 & 2
Contract Value	$225.4m (99.9% completed)	$200.7m (42.3% completed)
JV Formation	N.A	N.A
Client	LTA	PUB
	• All 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	• To carry out mechanical, electrical and instrumentation control and automation works for Industrial Liquids Module 1 at Tuas Reclamation Plant • World largest industrial used water treatment facility using ceramic membrane technology to reclaim industrial used water • Treatment capacity of 75,000 m^3

ONGOING PROJECTS UPDATE “update progress”





	Tuas Water Reclamation Plant Contract 2A - Influent Pumping Solutions	Toa Payoh Integrated Development - Piling, Ground Improvement & ERSS
Contract Value	$668.2m (68.1% completed)	$77.6m (79.6% completed)
JV Formation	Koh Bros - 60% : China Harbour - 40%	N.A
Client	PUB	Sport Singapore
	• Provision of Influent Pumping Stations, Coarse Screen Shafts • 66/22kV Electrical Main Substation A and B	• Ground improvement works • Construction of foundation piles • Earth Retaining Stabilizing Structure installation (ERSS)

ONGOING PROJECTS UPDATE “update progress”





	Multi-Storey Bus Depot At Lorong Halus	Megaspine at Changi airport T5
Contract Value	$313.9m (2.9% completed – Design stage)	$999.1M (2.3% completed)
JV Formation	N.A	Penta - 70% : Koh Bros - 30%
Client	LTA	CAG
	• Design and Construction of Multi-Storey Bus Depot at Lorong Halus • Architectural, civil and structural, building services, Mechanical & Electrical Services (M&E), Electrical & Mechanical (E&M) systems and equipment, and Bus Depot Equipment (BDE) for the Proposed Multi-Storey Lorong Halus Bus Depot.	• Construction of intra terminal tunnels at Changi Airport’s upcoming Terminal 5



MARKET REVIEW AND FORECAST

CONSTRUCTION MARKET REVIEW AND FORECAST

BCA projected the total construction demand in Singapore, i.e. the value of the construction contract to be awarded, to range between $47 billion to $53 billion in 2026. Over the medium term, BCA expects the total construction demand to reach an average of between $39 billion and $46 billion per year from 2027 to 2030.

- Public Sector: Changi Airport T5, MRT (DTLe, CRL Ph3), Hospitals (Tan Tock Seng Medical Tower, Tengah General and Community) and Tuas Mega Port F4

- Private Sector: MBS IR 2, Singtel Data Center, Hi-tech Buildings (Semiconductor Fabs, Pharmaceutical Fabs, Data Centers)

- More favourable tender and contract conditions
  a) PQM: Quality 60% , Price 40%
  b) Safety, Quality, Value Engineering, Innovation, Green Business

CONSTRUCTION MARKET REVIEW AND FORECAST



Johor Singapore Special Economic Zone (JS-SEZ) expansion may support regional growth in Hi-tech Buildings (Data Centers and Semiconductor Fabs)

- US$6.5 bil investment in 2025

- Biggest Data Center project pipeline in SEA: Amazon, MS, Yonder

- Expanding Semiconductor Fabs in Penang, KL, Malaka
  a) Stable politics
  b) Strong economy: GDP growth 4.5% in 2025
  c) Strong Ringgit: more than 17% increase since 2024
  d) Cheaper resources: manpower, electricity, water

- RTS between Singapore and Johor will start operation in December 2026

CONSTRUCTION MARKET REVIEW AND FORECAST

Risks



Price fluctuations of construction raw materials caused by unstable global supply chains due to tariff and trade wars, and geographic risks (Ukraine-Russia , Iran-US war)
– Oil, Cement, Copper, Aluminium, Nickel, Steel



Manpower Constraints

- Engineers: Malaysia is under investment and construction booming
- Operators: * crane operators



Disposal Areas Constraints

- Changi T5: CAG
- MBS IR2, RWS IR2: MBS, Genting
- Bedok Hospital, Alexandra Hospital, Tengah Hospital: MOHH
- LTA/JTC/HDB/PUB Projects



Slow Progress of Claim Settlements by Public Agencies



CORPORATE STRATEGIES

CORPORATE STRATEGIES
- Construction Group

Turn around in 2025, and keep positive in 2026
- Maximise new orders, revenues, and gross profit

Selective tenders, Focus on more profitable projects
- Invitation Projects (* minimize open tender participation)
  1) MRT, Airport, Port, Water & Hydro Engineering Projects
  2) High-tech Building Projects (Pharmaceutical Fab, Semi-conductor Fab, Data Center)
  3) Mechanical & Electrical Engineering Projects
  4) Marine Works, Climate Changing Projects

Strengthen/Reinforcing Organization
- Project Leaders: PD, PM, DM, CM
- Engineering Team: design optimization, value engineering, practical construction method
- Strengthen Direct Operation

CORPORATE STRATEGIES
- Construction Group

Deepening Strategic Partnerships with Penta
- Joint Tender, and Investment
- Equipment Purchasing Scheme
- Staff Exchange and Training

Secure New Projects in Johor : High-tech Building Projects

Restructuring KBCE : BCA registration, and individual spin-off
- Ecotek (Process, M/E Engineering)
- Infratek (Infrastructure)
- Buildtek (Building)

CORPORATE STRATEGIES

- Bio-refinery And Renewable Energy Group



Secondary listing in Bursa KLSE

- In process of submission



Expanding EPCC Contracts

- Expanding to Latin America



Embarking significant landscape in renewable energy and sustainability platform

- Establishing a complete sustainability platform compromises of solid, liquid and gaseous renewable energy, not limited to SAF
- Strategic partnerships with Bioseaga Industries, Pertamina, Petronas, Sarawak Oil Corporation, Korea Gas Corporation, and other private companies.

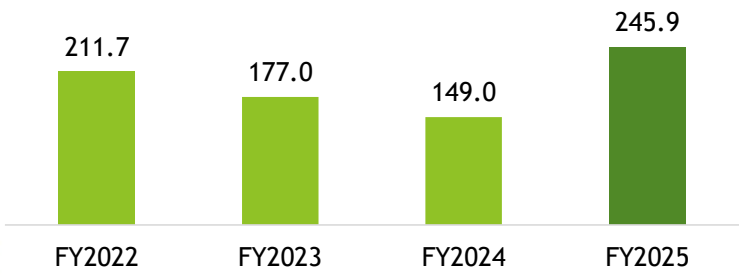


FINANCIAL HIGHLIGHTS

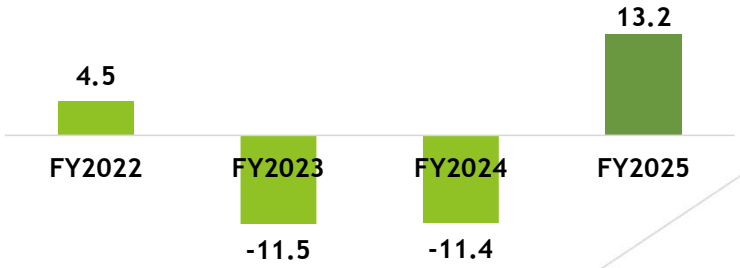
Financial Highlights

$'m	FY2022	FY2023	FY2024	FY2025
Revenue	211.7	177.0	149.0	**245.9**
Gross Profit	14.5	0.7	6.2	**29.2**
Profit / (Loss) Before Tax	4.5	(11.5)	(11.4)	**13.2**
Profit / (Loss) After Tax	3.4	(13.4)	(14.3)	**9.9**
Gross Profit Margin (%)	6.8	0.4	4.2	**11.9**

Revenue ($'m)



Profit/(Loss) before tax ($'m)



Gearing Ratio & Order Book

$'m	31 Dec 2022	31 Dec 2023	31 Dec 2024	31 Dec 2025
Cash and Bank Balances	55.2	76.3	58.6	**71.8**
Net Debt	3.8	Net cash	Net cash	**Net cash**
Shareholders' Equity	145.5	128.9	112.5	**120.5**
Gearing Ratio (x)	0.03	Net cash	Net cash	**Net cash**
Order Book	684.6	583.3	829.7	**1,125.8**

- Order books (Construction – $1,030.5mil & Oiltek - $95.3mil)

Balance Sheet & Key Ratios

$'m	31 Dec 2022	31 Dec 2023	31 Dec 2024	31 Dec 2025
Current Assets	205.0	199.0	179.0	**211.6**
Current Liabilities	123.5	135.0	133.0	**172.8**
Net Current Assets	81.5	64.0	46.0	**38.8**
Cash and Bank Balances	55.2	76.3	58.6	**71.8**
Total Assets	291.0	285.4	262.7	**316.0**
Net Debt	3.8	Net cash	Net cash	**Net cash**
Net Assets	151.0	135.4	120.9	**130.7**
NAV per share (cents)	5.16	4.58	3.99	**4.27**
Current Ratio (x)	1.6	1.5	1.3	**1.2**



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THANK YOU