

5-year Financial Highlights

		2021 RM'000	2022 RM'000	2023 RM'000	2024 Total RM'000	2024 Continuing Operations RM'000	2025 Continuing Operations RM'000
Financial Indicators							
Revenue		1,328,148	1,360,618	1,228,509	1,093,025	1,064,724	1,043,281
EBITDA*	N1, N2	163,673	195,315	128,660	178,287	119,836	117,128
Profit Before Tax and Zakat ("PBT")*	N2	87,923	118,364	41,305	109,863	52,627	55,331
Profit After Tax and Zakat ("PAT")*	N2	63,884	85,861	19,402	75,400	19,084	43,791
Profit Attributable to Owners of the Parent ("PATAMI")	N2	57,200	73,213	8,867	73,123	17,879	39,708
Financial Ratios							
EBITDA Margin (%)		12.3%	14.4%	10.5%	16.3%	11.3%	11.2%
PBT Margin (%)		6.6%	8.7%	3.4%	10.1%	4.9%	5.3%
PAT Margin (%)		4.8%	6.3%	1.6%	6.9%	1.8%	4.2%
Basic Earnings Per Share Attributable to Owners of the Parent (sen)		10.64	13.62	1.65	13.61	3.33	7.39
Dividend Per Share (sen)*		4.50	9.00 [^]	3.50	6.50 [^]	6.50 [^]	3.00
Financial Indicators							
Shareholders' Equity		1,040,389	1,063,643	1,062,510	1,088,679	1,088,679	1,087,255
Total Assets		2,283,752	2,163,535	2,114,046	1,603,756	1,603,756	1,525,746
Total Loans and Borrowings		591,729	537,800	467,739	175,140	175,140	120,935
Financial Ratios							
Return on Capital Employed (%)		6.5%	8.2%	4.2%	10.2%	5.7%	5.0%
Return on Equity (%)		5.5%	6.9%	0.8%	6.7%	1.6%	3.7%
Return on Assets (%)		2.5%	3.4%	0.4%	4.6%	1.1%	2.6%
Gearing Ratio		0.6	0.5	0.4	0.2	0.2	0.1
Net Assets Per Share Attributable to Owners of the Parent (RM)		1.94	1.98	1.98	2.03	2.03	2.02

*Note:

[^] Including special dividend

N1 Defined as Earnings Before Interest, Taxes, Depreciation and Amortisation.

N2 Including the items below for the respective years:

2021 - RM14.8 million gain from disposal of Toyoplas properties, RM4.2 million Paycheck Protection Programme (PPP) loan (from US government for Kaiserkorp group of companies).

2022 - RM131.6 million gain proceed from disposal of SPRINT highway.

2024 - The discontinued operations consists of contribution from Kaiserkorp.

5-year Financial Highlights

Revenue
RM1,043.3 million



Revenue (RM'000)

2025	1,043,281
2024	1,093,025
2023	1,228,509
2022	1,360,618
2021	1,328,148

Earnings Per Share (sen)

2025	7.39
2024	13.61
2023	1.65
2022	13.62
2021	10.64

Operating Profit
RM61.1 million



Profit Before Tax & Zakat (RM'000)

2025	55,331
2024	109,863
2023	41,305
2022	118,364
2021	87,923

Net Assets Per Share (RM)

2025	2.02
2024	2.03
2023	1.98
2022	1.98
2021	1.94

PATAMI
RM39.7 million



Total Asset
RM1.5 billion



Profit Attributable to Owners of the Parent (RM'000)

2025	39,708
2024	73,123
2023	8,867
2022	73,213
2021	57,200

Dividend Per Share (sen)

2025	3.00
2024	6.50
2023	3.50
2022	9.00
2021	4.50

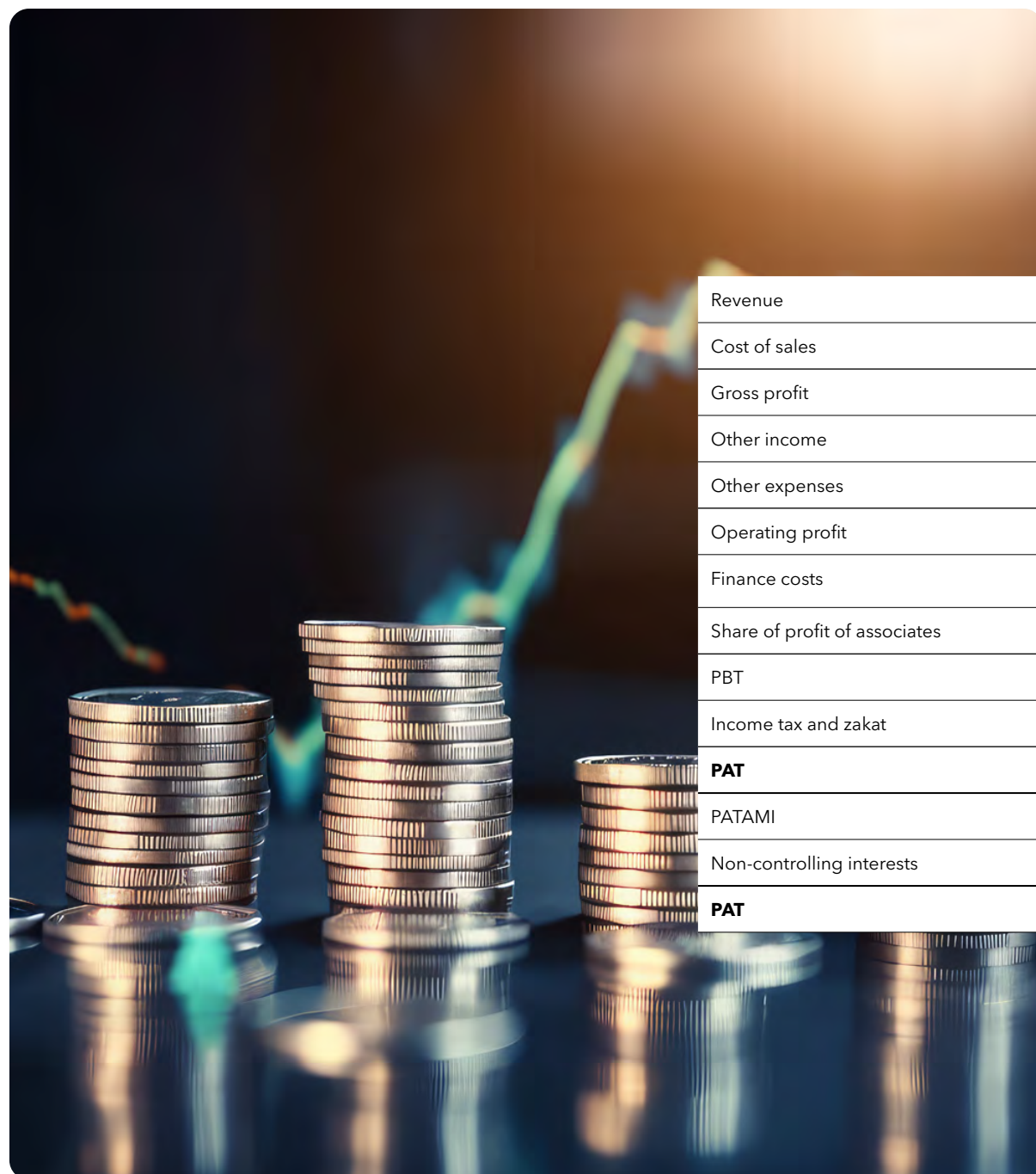
Cash and Bank Balances
RM365.6 million



Dividend Per Share
3.0 sen



Financial Review



	2025 Continuing Operations RM'000	2024 Continuing Operations RM'000	Variance Continuing Operations %
Revenue	1,043,281	1,064,724	(2.0)
Cost of sales	(861,356)	(873,454)	1.4
Gross profit	181,925	191,270	(4.9)
Other income	42,618	59,240	(28.1)
Other expenses	(163,418)	(184,018)	11.2
Operating profit	61,125	66,492	(8.1)
Finance costs	(7,760)	(18,626)	58.3
Share of profit of associates	1,966	4,761	(58.7)
PBT	55,331	52,627	5.1
Income tax and zakat	(11,540)	(33,543)	65.6
PAT	43,791	19,084	129.5
PATAMI	39,708	17,879	122.1
Non-controlling interests	4,083	1,205	238.8
PAT	43,791	19,084	129.5

Financial Review



Revenue

KPS Berhad concluded 2025 with a steady financial performance, underpinned by the Group’s commitment to financial discipline, operational resilience and long-term value creation. Market sentiment was dampened by the introduction of US trade tariffs, resulting in heightened volatility across industries. This volatility affected the Group’s manufacturing subsidiary companies to varying degrees, as customers recalibrated their portfolios in response to changing market conditions. At the same time, the packaging segment continued to face challenges arising from intensified competition from low-cost exports, which led to oversupply, increased pricing pressures and market displacement among local players. Against this backdrop, the Group remained focused on its long-term objectives and executed its strategic initiatives with discipline, resulting in revenue of RM1,043.3 million for the financial year, representing a slight decline of 2.0% from RM1,064.7 million in the preceding year.

The figures presented above include only the continuing operations.

Manufacturing

The manufacturing segment remained the Group’s primary value driver, contributing 83.1% of total revenue. Segment revenue declined by 1.8% to RM866.8 million in 2025 from RM882.4 million in the previous year, largely due to market oversupply and intensified price competition within the packaging segment. These pressures were partially mitigated by improved momentum in the electronics, multimedia and communications segments, supported by new project wins from existing customers and expansion of the customer base, underscoring the Group’s execution capabilities and sustained customer engagement.

Trading

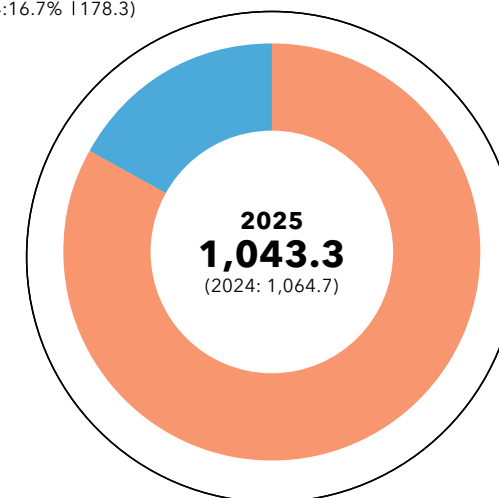
Revenue from the trading segment declined marginally by 1.0% to RM176.5 million in 2025, compared with RM178.3 million in the prior year. The decrease was mainly due to timing differences in water meter sales, as the new contract commenced later than expected following the completion of the previous contract in late 2024, resulting in lower revenue recognition compared to the full-year contribution recorded in 2024.

Other Segments

No income from other segments in 2025 following the sale of Plaza Perangsang in 2024.

Group Revenue by Segment (RM million)

Trading
16.9% | 176.5
 (2024: 16.7% | 178.3)



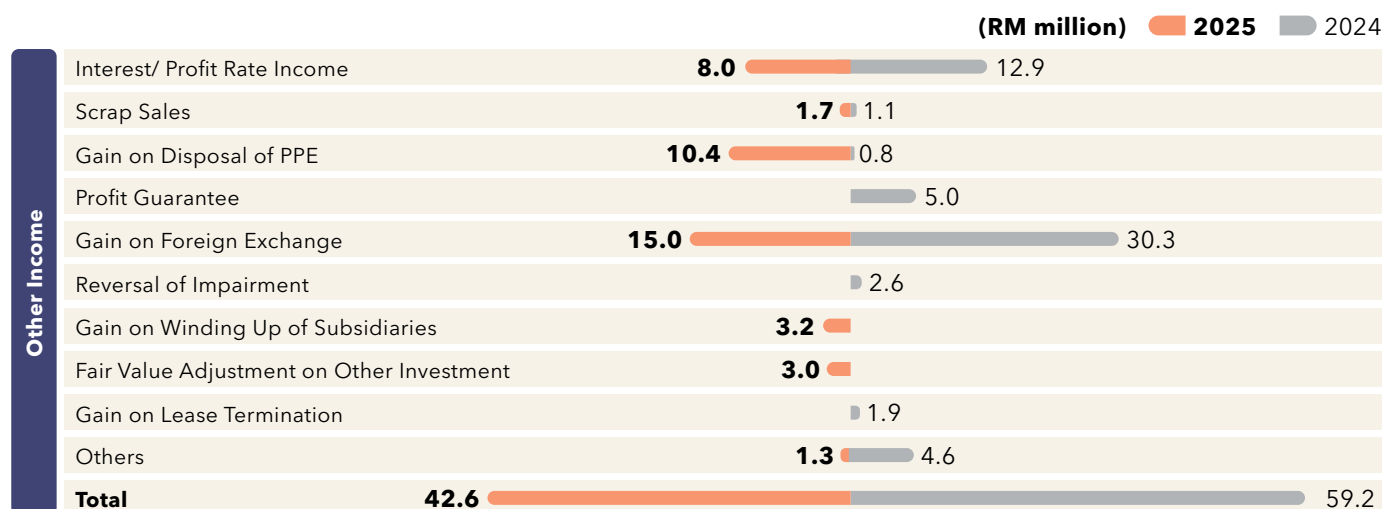
Manufacturing
83.1% | 866.8
 (2024: 82.9% | 882.4)

Note: No contribution from other segments was recorded in 2025, compared with RM4.0 million in 2024.

Financial Review

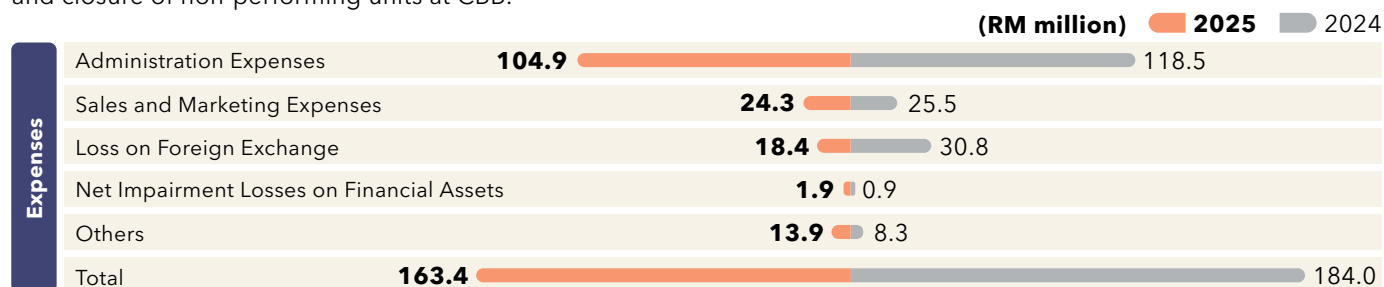
Other Income

Other income decreased by 28.1% to RM42.6 million, mainly attributable to lower foreign exchange gains by RM15.3 million, reflecting the Group's effective hedging strategies in mitigating the impact of currency volatility. The decline was further compounded by a RM4.9 million reduction in fair value of short-term funds following the repayment of borrowings in July 2024 using proceeds from the disposal of Kaisercorp, as well as the absence of the RM5.0 million profit guarantee from MDS Advance recognised in the previous year. This was partially offset by a RM10.3 million gain recognised on the disposal of CBB's Nilai plant.



Expenses

During the year, KPS Berhad reduced its annual expenses to RM163.4 million, representing a reduction of 11.2%. The reduction was primarily attributable to lower foreign exchange losses by RM12.4 million, supported by strengthened hedging discipline, as well as RM13.6 million saving in administration costs following the disposal of Plaza Perangsang and closure of non-performing units at CBB.



The figures presented above include only the continuing operations.

Operating Profit

Year-on-year operating profit declined by 8.1% to RM61.1 million as lower revenue outweighed the net improvement from reduced other expenses relative to other income.

(RM million)



Finance Costs

Finance costs declined by 58.1% to RM7.8 million from RM18.6 million in the previous year, following the settlement of the Sukuk in July 2024.

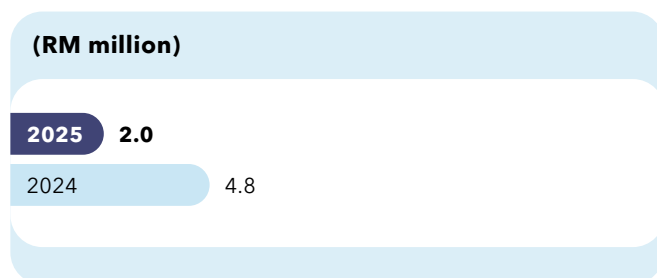
(RM million)



Financial Review

Share of Profit from Associates

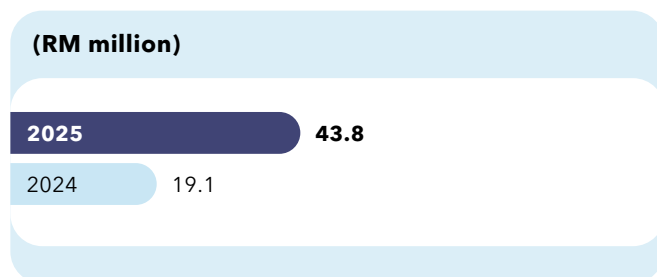
Share of profit from associates was lower at RM2.8 million for the financial year, due to lower contribution from NGC Energy and SPRINT.



Profits

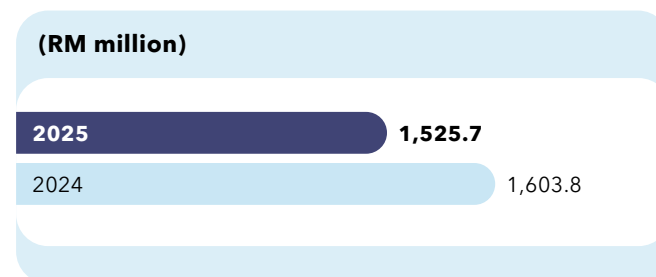
Despite a decline in revenue, PAT improved significantly by 129.5% to RM43.8 million from RM19.1 million in the previous year. The improvement was driven by lower finance costs alongside reduced income tax and zakat expenses, primarily reflecting the absence of the one-off withholding tax following the closure of Toyoplas Shanghai and a higher contribution from tax-exempt Toyoplas Vietnam. These were further supported by green tax savings stemming from solar installation initiatives, as well as the change in zakat accrual implemented in 2024.

Similarly, PATAMI rose to RM39.7 million, compared with RM17.9 million in the previous year.



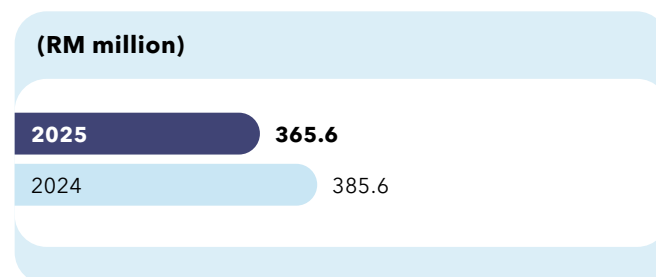
Total Assets

Total assets declined by 5.0% to RM1,525.7 million, primarily as a result of reduced trade receivables consistent with lower revenue. Nevertheless, the Group maintained its net asset position, with assets exceeding liabilities by RM1,118.6 million.



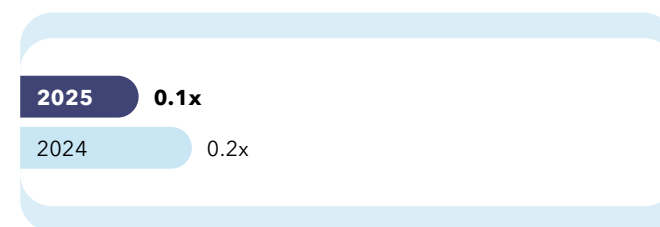
Liquidity

The Group's cash and cash equivalents, including bank balances, amounted to RM365.6 million as at year-end, representing a 5.2% decrease from RM385.6 million in the prior year, despite stronger operating cash generation supported by improved earnings quality and disciplined working capital management. The decline was mainly attributable to net cash outflows from investing activities, compared with substantial inflows in the previous year, which had benefited from higher proceeds from asset disposals and investment property transactions. This was partially mitigated by lower net cash used in financing activities, following reduced finance costs and lower debt-servicing requirements, which supported the Group's overall liquidity position. Through prudent financial management and disciplined working capital control, the Group preserved a healthy liquidity position despite reduced cash balances during the year.



Gearing

The gearing ratio decreased to 0.1x during the year from 0.2x previously, primarily as a result of reduced borrowings, which declined to RM120.9 million from RM175.1 million. This reduction was achieved through ongoing repayments of loans and borrowings throughout the period. The lower gearing ratio demonstrates prudent capital management and provides the Group with greater financial flexibility to support future investments.



Net Assets per Share

Net assets per share declined marginally to RM2.02 from RM2.03 despite higher PATAMI and an increase in retained earnings, as adverse movements in other equity reserves, including foreign currency translation and fair value adjustments, more than offset the increase in retained earnings.

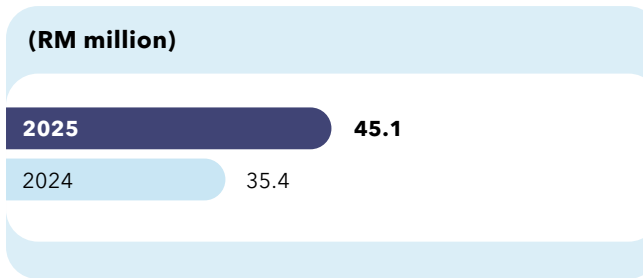


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Financial Review

Capital Expenditure

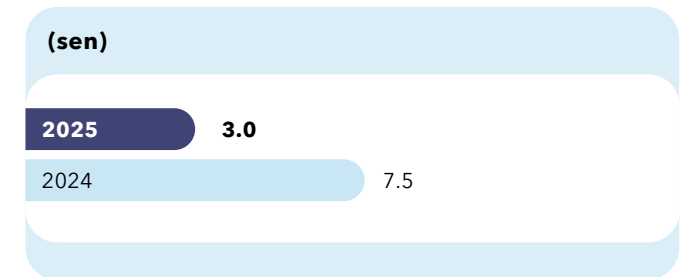
In 2025, the Group invested RM45.1 million in CAPEX, primarily to drive growth in its manufacturing operations.



Dividends Declared

The Group declared and paid a dividend of 1.0 sen per share, amounting to RM5.4 million, on 23 December 2025. On 31 March 2026, the Board announced a proposed final dividend of 2.0 sen per share, with an expected payout of RM10.7 million scheduled for 16 June 2026. The entitlement date has been set for 4 June 2026, subject to shareholder approval at the forthcoming AGM.

In total, the aggregate dividend distribution of RM16.1 million exceeds 30% of normalised core PATAMI, consistent with the Group's established dividend policy. This payout is broadly aligned with the prior year's dividend distribution, excluding the special dividend of 4.5 sen declared in 2024 following the disposal of Kaisercorp.



TOYOPLAS RM28.8 million

- New land
- Machinery and equipment

CPI RM3.0 million

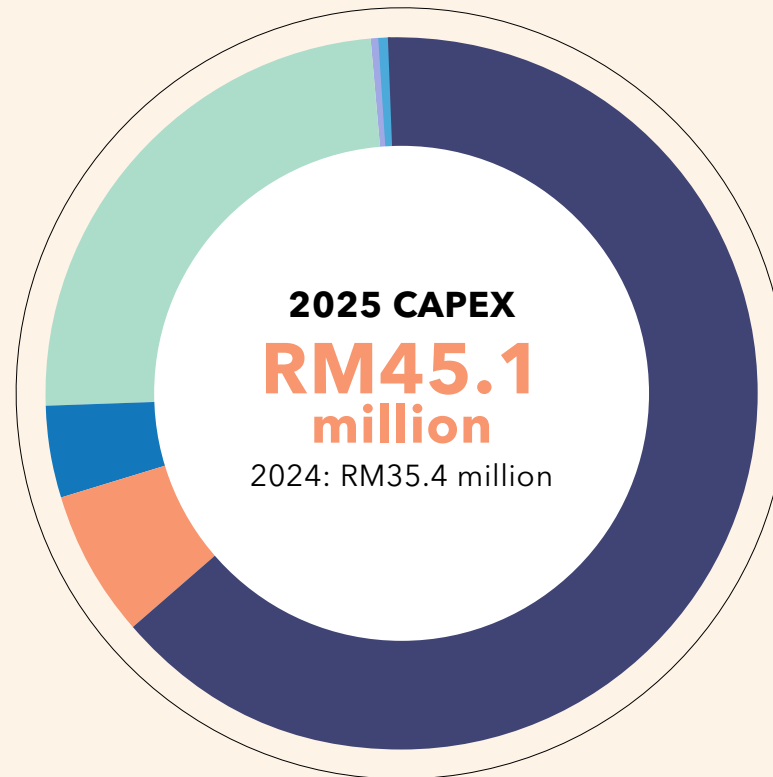
- Machinery and equipment
- IT hardware and software

MDS RM1.9 million

- Machinery and equipment

GS RM10.8 million

- Machinery and equipment
- Land, building and machinery under leasing



● Toyoplas ● CPI ● MDS Advance ● CBB ● Aqua-Flo ● KPS Berhad

Aqua-flo RM0.2 million

- Motor vehicle
- Office equipment, IT and others

kps RM0.4 million

- Infrastructure technology software
- IT hardware