

CHAPTER

02

Overview of KPS Berhad

Who We Are



Listed on Bursa Securities

Since 22 July 2003



Sector

Industrial Products
and Services



Core Investment

Manufacturing and
Trading Activities

An Investment Holding Company Positioned for Long-Term Value Creation

KPS Berhad is an investment holding company with core investments in manufacturing and trading, supporting key industries through strategic investments and an international manufacturing footprint. Through its portfolio of subsidiary companies, the Group serves a diversified global customer base across its value chain.

The Group's businesses support a wide range of industries, including electronics, multimedia and communications, healthcare, packaging, information technology and semiconductors. Anchored by a diversified manufacturing base and an expanding customer portfolio, KPS Berhad continues to strengthen its resilience and agility in responding to evolving market opportunities.

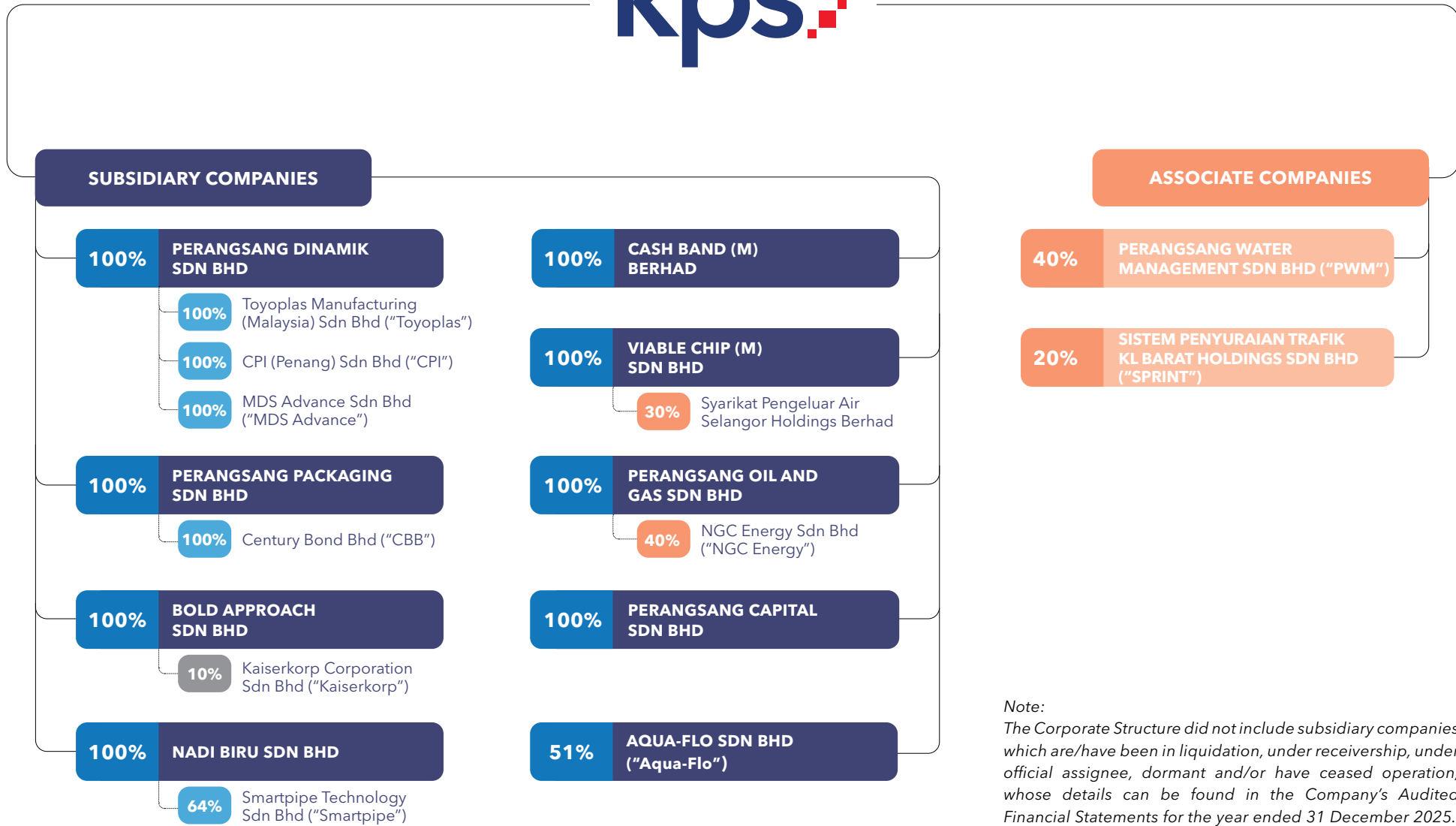
Established in 1975 to spur Selangor's economic growth, KPS Berhad has evolved from a state-owned entity into a regional investment holding company with a diversified portfolio of investments serving global markets. Since its listing on Bursa Securities in 2003, the Group has strengthened its governance framework and expanded its investment portfolio.

In 2016, KPS Berhad embarked on a Business Transformation Plan to pursue a new growth agenda. The transformation reshaped how the Group creates value, allocates capital and manages risks, enabling KPS Berhad to surpass RM1 billion in revenue within four years while embedding the sustainability practices principles as one of its core pillars in long-term value creation.

The Group has **3,363** team members and 15 manufacturing facilities across **four countries** - Malaysia, Indonesia, the People's Republic of China ("China") and Vietnam.



Corporate Structure as of 26 March 2026



Note:
The Corporate Structure did not include subsidiary companies which are/have been in liquidation, under receivership, under official assignee, dormant and/or have ceased operation, whose details can be found in the Company's Audited Financial Statements for the year ended 31 December 2025.

Where We Operate

KPS BERHAD

Malaysia
 • Selangor (Shah Alam)

TOYOPLAS MANUFACTURING (MALAYSIA) SDN BHD

China
 • Guangdong (Dongguan)

Malaysia
 • Johor (Senai & Muar)

Indonesia
 • West Java (Cikarang)

Vietnam
 • North Vietnam (Bac Giang)

Hong Kong
 • Hong Kong (Trading Office)

Singapore
 • Tai Seng (Trading Office)

CPI (PENANG) SDN BHD

Malaysia
 • Pulau Pinang (Bayan Lepas)

MDS ADVANCE SDN BHD

Malaysia
 • Pulau Pinang (Simpang Ampat)

CENTURY BOND BHD

Offset:

Malaysia
 • Johor (Senai & Ulu Tiram)

Carton:

Malaysia
 • Johor (Senai)
 • Kedah (Sungai Petani)

Paper:

Malaysia
 • Perak (Ipoh)
 • Johor (Senai)

Indonesia
 • Medan

Singapore
 • Woodlands (Trading Office)

OEM:

Malaysia
 • Johor (Senai)

Others:

Malaysia
 • Johor (Senai)

AQUA-FLO SDN BHD

Malaysia
 • Selangor (Petaling Jaya, Sungai Buloh & Klang)



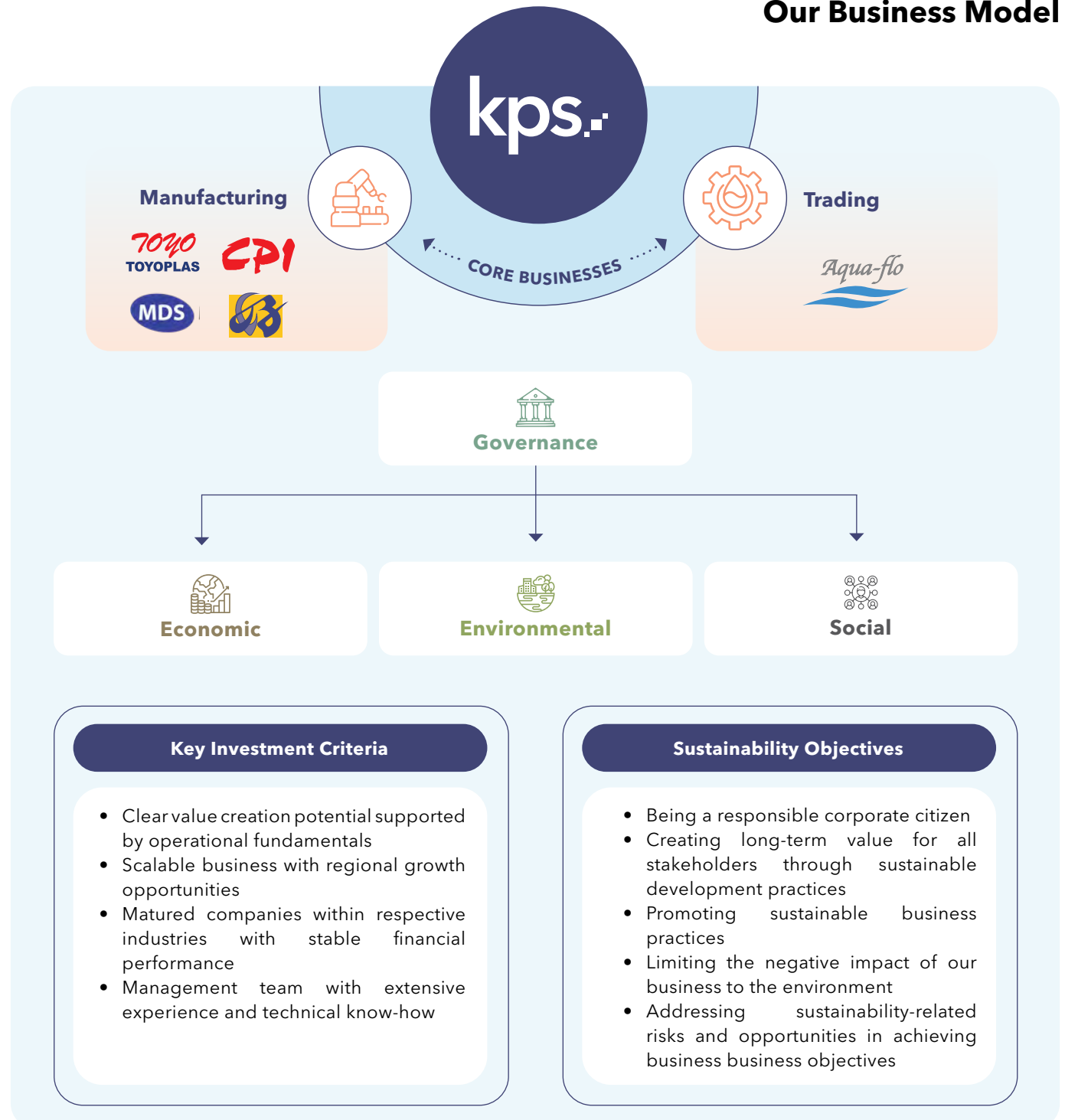
Our Business Model

We are an investment holding company focused on acquiring, managing and optimising a diversified portfolio of businesses to deliver sustainable value. Through disciplined capital allocation and active stewardship of our subsidiary companies, we enhance portfolio performance, unlock synergies and create long-term value.

We generate revenue through equity holdings, dividend distributions and long-term value appreciation, ensuring that our investments contribute to financial strength and operational resilience. We identify and invest in scalable businesses with strong financial fundamentals, experienced management teams and regional growth potential. Through rigorous evaluation and strategic capital deployment, we acquire companies where value can be created by diversifying revenue streams, strengthening business viability and improving cost efficiency.

Following the acquisition, we work closely with our subsidiary companies to strengthen their capabilities and performance. By providing access to capital, advanced technology and talent, we support operational improvements, scalable growth and enhanced market positioning. We foster collaboration across our portfolio to unlock synergies, enhance operational efficiency and support innovation. Our approach integrates responsible business practices, addressing sustainability-related risks and opportunities while promoting environmentally and socially responsible operations.






Through active portfolio stewardship and disciplined oversight, we strengthen the performance and long-term value of our portfolio for the benefit of our stakeholders, reflecting our commitment to our vision and mission of building resilient, high-performing businesses that create sustainable value for our stakeholders and the communities in which we operate.

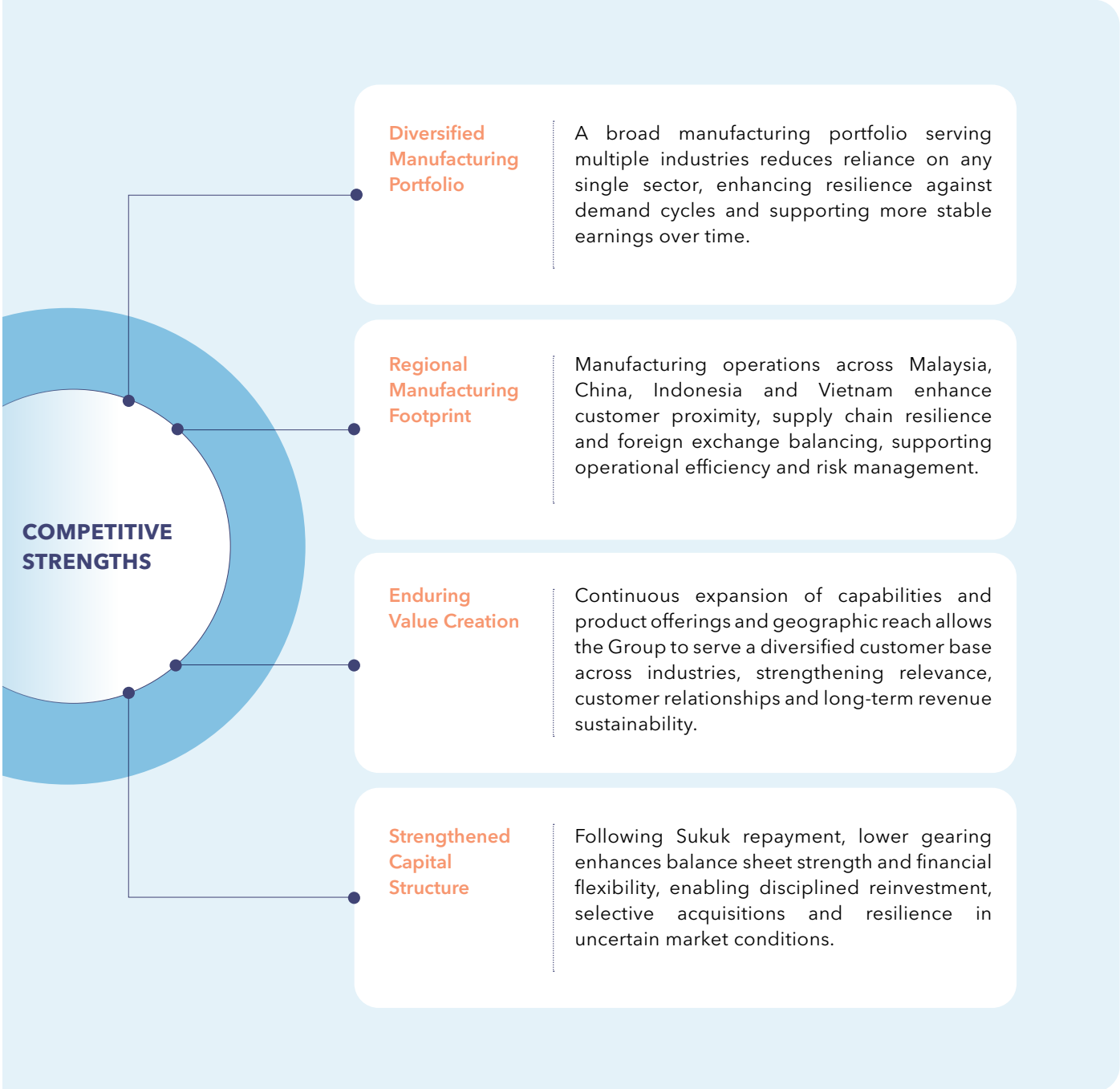


Our Competitive Advantage

Overview of Business

Our investment mandate focuses on generating sustainable financial returns through the strategic acquisition, active management and value enhancement of high-potential businesses, underpinned by disciplined capital allocation and operational excellence.

	<p>Toyoplas Manufacturing (Malaysia) Sdn Bhd</p> <p>End-to-end Plastic Injection Moulding Solutions Provider</p>
	<p>CPI (Penang) Sdn Bhd</p> <p>High-precision Plastic Injection Moulding Provider with Electronics Manufacturing Services (“EMS”) Capabilities</p>
	<p>MDS Advance Sdn Bhd</p> <p>High-precision Computer Numerical Control (“CNC”) Metal Machining</p>
	<p>Century Bond Bhd</p> <p>Integrated Packaging Solutions Provider</p>
	<p>Aqua-Flo Sdn Bhd</p> <p>Supply of Water Chemicals, Water Meters and Technical Services</p>



Information on Subsidiary Companies



Controlled assembly processes at Toyoplas' manufacturing facility, delivering quality consistency across production lines.



**TOYOPLAS MANUFACTURING
(MALAYSIA) SDN BHD**

Toyoplas is a one-stop integrated plastic injection moulding specialist with a value chain in multiple countries, providing a comprehensive range of services through its manufacturing facilities in Malaysia, China, Indonesia and Vietnam. The company offers services such as mould fabrication, precision injection moulding, secondary processes and assembly for clients from various industries, including consumer electronics, multimedia, automotive and other industries.

Business Activities

End-to-end capability from mould fabrication, precision injection moulding and secondary processes to full assembly of parts and products.

Industries Served and Revenue Structure

- Consumer Electronics
- Multimedia and Communications
- Automotive
- Others
- Revenue: Product sales

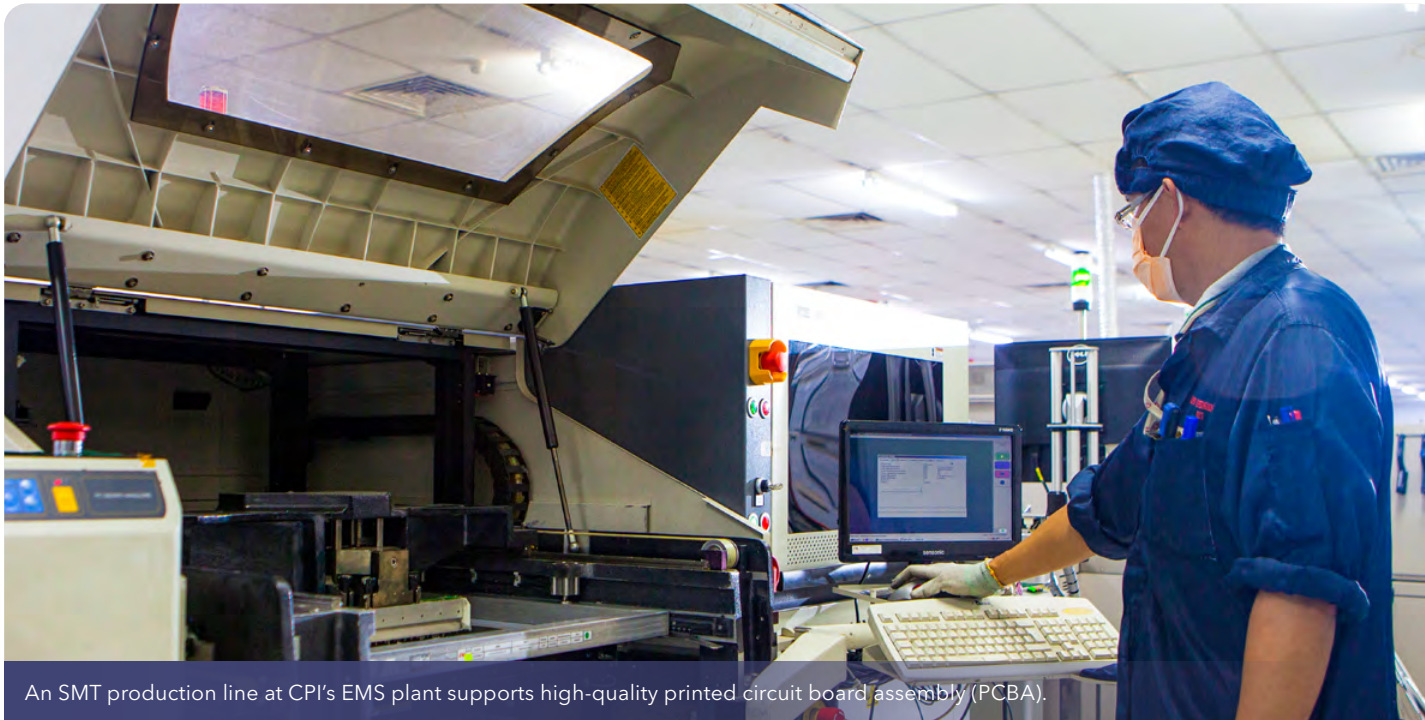
Capitals

- 1,841 strong workforce
- 379 injection moulding machines (from 30 to 1,600 tonnage)
- Four fully-owned manufacturing facilities in Malaysia, Vietnam and Indonesia
- Two leased manufacturing facilities in China

Competitive Advantages

- Value-added end-to-end solutions provider
- Diversified locations to meet customers' demand
- Proven track record
- Long-term relationship with customers

Information on Subsidiary Companies



An SMT production line at CPI's EMS plant supports high-quality printed circuit board assembly (PCBA).

CPI

CPI (PENANG) SDN BHD

CPI is a leading provider of plastic injection moulding, offering a wide range of EMS solutions from mould fabrication, secondary processes, and sub-assembly to electronics box-build processes, serving multi-sectors across 90 corporations globally, including those in the automotive, communications and information technology, healthcare, and electronics sectors.

Business Activities

A contract manufacturer with high-precision plastic injection moulding and EMS capabilities that produces products tailored to customers' specific requirements.

Industries Served and Revenue Structure

- Communications and Information Technology ("CIT")
- Automotive
- Healthcare
- Electronics
- Revenue: Product sales

Capitals

- 775 strong workforce
- 90 injection moulding machines (from 50 to 650 tonnage)
- Three surface mount technology ("SMT") lines
- Two fully-owned manufacturing facilities on over 10-acre plots of land in Malaysia

Competitive Advantages

- Value-added end-to-end solutions provider
- Strong market reputation and track record
- Long-established relationship with customers

Information on Subsidiary Companies



MDS Advance delivers cutting-edge CNC solutions.



MDS ADVANCE SDN BHD

MDS Advance offers precision manufacturing solutions with CNC machining services, specialising in delivering high-quality components for diverse industries. MDS Advance manufactures and distributes intermediate products to manufacturers and end-user producers in the machinery and equipment business in the United States of America ("the United States" or "the US"), Europe and Asia.

Business Activities

High-precision CNC metal machining business, which involves metal cutting and milling.

Industries Served and Revenue Structure

- Medical
- Electronics
- Semiconductors
- Aerospace
- Telecommunications
- Revenue: Product sales

Capitals

- 68 strong workforce
- 33 CNC machines (with 3-20 micron)
- Seven finishing process machines
- Two fully-owned manufacturing facilities in Malaysia

Competitive Advantages

- Serves mature and non-cyclical industries
- Long-established relationships with customers
- Operational synergies within KPS Berhad's core business sector

Information on Subsidiary Companies



Final inspection process at CBB's cement bag production line.

**CENTURY BOND BHD**

CBB is a trusted partner and provider of integrated packaging solutions for local and international top brands in Asia, Europe, and the US. Our offerings comprise Offset Printing, Carton, Paper, and Original Equipment Manufacturer ("OEM") (consumer products). With plants in Malaysia and Indonesia, CBB offers end-to-end packaging services encompassing design, manufacturing and logistics to various industries, including cement and non-cement, power brands and retail.

Business Activities

Integrated packaging solutions used in the provision of offset printing, cartons, paper, plastics and OEM.

Industries Served and Revenue Structure

- Packaging produced is used by a wide range of industries, including the electrical and electronics ("E&E"), food and beverages ("F&B"), healthcare and retail sectors
- Revenue: Product sales

Capitals

- 604 strong workforce
- A wide range of machinery, including printers, and die-cut tools used in the production of paper and the packaging industry
- Two fully-owned manufacturing facilities and three leased manufacturing facilities in Malaysia
- One leased manufacturing facility in Indonesia

Competitive Advantages

- One-stop packaging solutions provider with diversified products (paper bag, corrugated carton, offset, pulp moulded and OEM manufacturing services)
- Long-established relationships with customers and suppliers
- Top 3 players in the paper sack bag industry

Information on Subsidiary Companies



Specialised water-treatment testing at Aqua-Flo.



AQUA-FLO SDN BHD

Aqua-Flo supplies water chemicals, water meters and provides technical services to water, waste and sewage treatment plants, primarily in Malaysia. Aqua-Flo works closely with local and international water and wastewater treatment specialists.

Business Activities

Provision of water meters, chemicals and technical services to the water and wastewater industries (including sewage treatment plants).

Industries Served and Revenue Structure

- Water treatment plants
- State water companies
- Revenue: Product sales

Capitals

- Operated by a lean team of 18 personnel
- Five vehicles, two warehouses and two water meter test benches

Competitive Advantages

- Ability to provide technical services as value added services to customers
- Captive market for water chemicals supply to water treatment plants
- Growing market demand for products and solutions in Malaysia

Year In Review

Financial Highlights



Total Revenue
RM1,043.3
million



Manufacturing
RM866.8 million



Trading
RM176.5 million



Profit After Tax
RM43.8
million



Dividend
3.0
sen

Business Highlights



- **Revenue:** RM435.1 million
- **Customer Base:** Secured four new customers and projects
- **Market Expansion:** Penetrated new industries - Science, Technology, Engineering, and Mathematics ("STEM") toys, musical instrument, home automation and laboratory equipment
- **Energy Efficiency:** Achieved cost savings of RM0.8 million from solar installation
- **Accreditation:** Responsible Business Alliance ("RBA") Validated Assessment Programme ("VAP") status for Senai plant



- **Revenue:** RM222.9 million
- **Customer Base:** Secured two new customers and three projects
- **Energy Efficiency:** Achieved cost savings of RM1.2 million from solar installation



- **Revenue:** RM21.1 million
- **New Customer Base:** Onboarded three new customers and secured five new projects
- **Renewed** ISO 13485, ISO 9001 & ISO 14001 surveillance audit



- **Revenue:** RM187.7 million
- **Capital Redeployed for Growth:** RM10.3 million gain from disposal of its Polyplus Nilai Sdn Bhd's plant ("Nilai Plant")
- **Customer Base:** Secured 14 new customers from the E&E, F&B and healthcare industry
- **Accreditation:** RBA certified packaging supplier and Food Safety System Certification 22000



- **Revenue:** RM176.5 million
- **Customer Base:** Secured seven new contracts and introduced two new products to existing customers
- **Market expansion:** Entered the Terengganu market for the first time through the supply of Polyaluminium Chloride to Syarikat Air Terengganu

Sustainability Highlights



Allocated **RM16.5 million** towards sustainability initiatives, reinforcing the Group's commitment to sustainability.

Invested over **RM700,000** in the KPS Berhad Celik Initiative and KPS Berhad School Aid, benefiting more than **100,000** underprivileged and *Asnaf* students.



Expanded solar power capacity by **30%** to **4,025 kWp** in 2025, generating **RM2.5 million** in cost savings.



Offset approximately **4,000 tonnes** of carbon emissions, a **166%** rise from 2024 (1,499 tCO₂e).



Enhanced alignment of the **NSRF** with **IFRS S1 and S2** requirements to strengthen transparency and accountability in sustainability and climate-related risk disclosures.

