



# Analyst Briefing

*Q4 FY2025 Results Announcement*

*Thursday, 26 Feb 2026  
Intan Suite, Hilton Petaling Jaya  
10.00 am – 11.30 am*

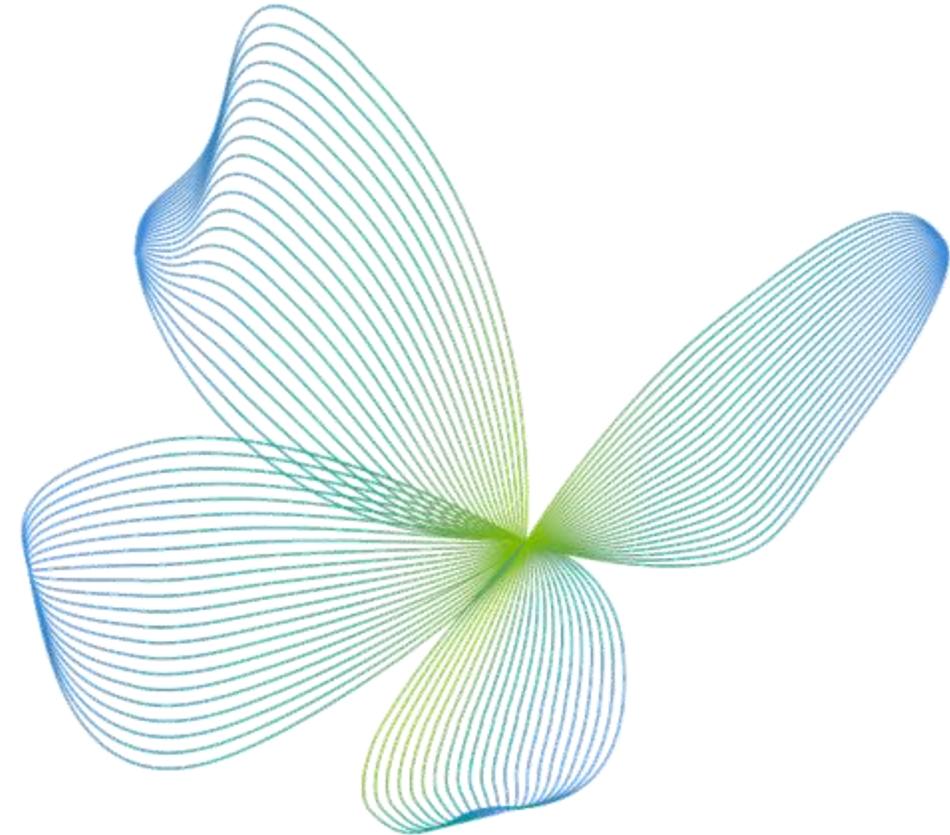
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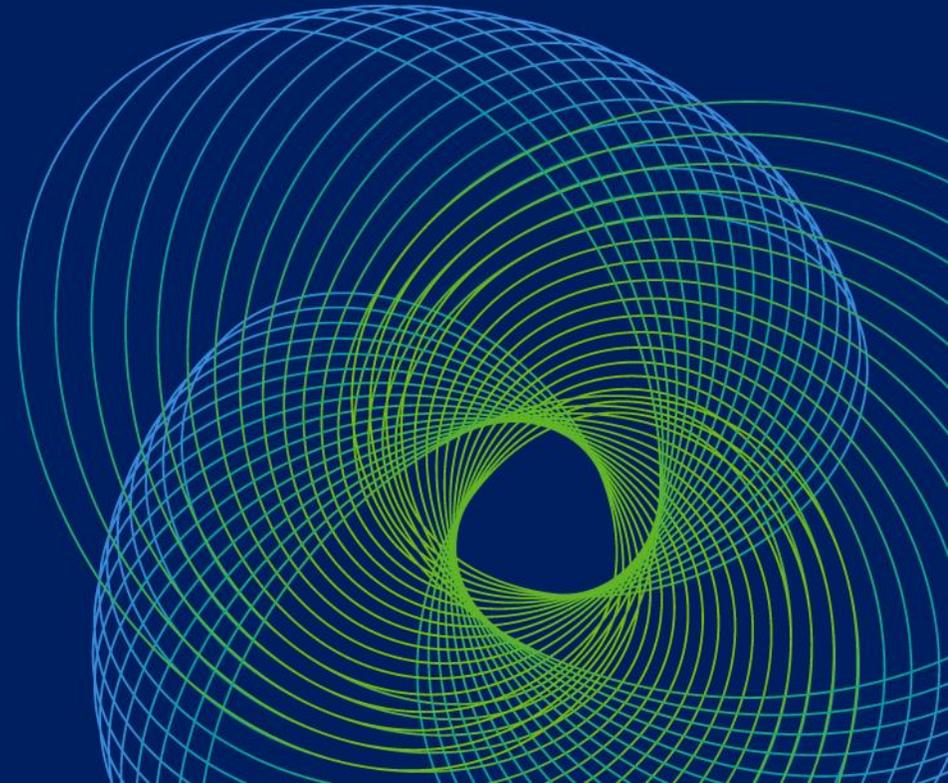
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# Leading the Malakoff Group



# Leading the Malakoff Group from 2 September 2025

*First 180 Days: Gained perspective into operations, strategic priorities and operating environment*

 Awarded  
**470MW**  
**Solar project**  
for LSS5+ in Perak

 Awarded  
**100MW**  
**Solar project**  
for LSS Sarawak

 **Signed**  
Reservation Agreement  
for Gas Turbines and Gas  
Turbines Generator with  
**Mitsubishi Power Ltd**

 **Signed**  
21-year PPA with TNB  
for 470MW Solar  
project in Perak

 **Resumption**  
of **TBE** power  
plant on **28**  
**Jan**

 **Ship-to-ship**  
**(transhipment)**  
**started 19 Feb**  
to unload coal from  
auxiliary jetty via  
vessel

 ENLIT ASIA 2025  
**"IPP of the Year"**  
for **3rd time**

 Malakoff  
**50th Anniversary**  
Celebration

 Received  
**LONS** for  
extensions

 **Silver Excellence**  
**award** at the National  
Annual Corporate  
Reporting Awards  
**(NACRA) 2025**

 Announced  
**Extensions** of  
Prai, Segari and  
GB3 gas fired  
plant on **30 Jan**

 **Merit Award** at  
National Energy Awards  
(NEA) for Bio-mass Co  
Firing project at Tanjung  
Bin Power Plant

 **Tanjung Bin**  
**Energy**  
power plant  
fire incident

 **Q3FY2025**  
Result  
Released

 Coal Unloader  
**incident** at  
Tanjung Bin Jetty

SEP 25

OCT 25

NOV 25

DEC 25

JAN 26

FEB 26



**Incidents that occurred at Tanjung Bin Energy power plant and Tanjung Bin's coal unloading jetty accelerated our trajectory to enhance the Group's Strategic Focus Areas**

# Rising Above the Challenges

Delivering 2025 achievements while scaling towards a stronger Malakoff

## 1 Inked 34 years Concession for WTE Melaka



Entered into a Concession Agreement with **SWCorp, KPKT and WTE Sg Udang**. Facility can process up to **1,056 tpd** and **generate 22MW** energy capacity

## 2 Committed to Greener Growth with Sarawak



Collaborated with **Evergreen Earth Sdn Bhd via MOU** to explore investment opportunities in solar PV power plants and RE initiatives in Sarawak

## 3 Strengthen Energy Security on Gas Turbine RA Signing



Exchanged agreement with Mitsubishi Power Ltd. to **procure advanced gas turbines and generators** for our planned 1,400MW CCGT plant.

## 4 Awarded largest LSS Project in Malaysia



Awarded developments rights for a **470MW LSS plant in Perak under LSS5+ programs**, the **largest in Malaysia**. This marked major leap in Malakoff RE capacity, surged to 768MW (2024 : 198MW), this includes Sarawak LSS 100MW

## 5 Inked 30-years PPA for LSS Sarawak



Signed **30 years PPA with Syarikat SESCO Berhad** to develop and operate a 100MW solar PV plant in Bintulu, Sarawak

## 6 Secured 3 Gas Plants Extension

### Gas-fired Power Facilities

### 3 Malakoff plants cleared to operate till 2029

**KUALA LUMPUR:** Three Malakoff Corp Bhd gas-fired power plants, with a combined capacity of 2,082MW, have been approved to continue operating until Dec 31, 2029 by the Energy Commission.

In a filing with Bursa Malaysia, Malakoff said the extensions allowed the plants to continue supplying electricity to the national grid, supporting Malaysia's energy requirements amid sustained demand and the ongoing energy transition.

The extension applies to plants operated by the group's subsidiaries, including two facilities in Lumut, Perak, the 1,803MW combined cycle gas turbine plant operated by Segari Energy Ventures Sdn Bhd and the 429MW open cycle gas turbine plant operated by GB3 Sdn Bhd.

It also covers the 809MW CCGT Prai Power Plant in Pulau Pinang, which is owned by Prai Power Sdn Bhd.

"New power purchase agreements will be entered into with Tenaga Nasional Bhd for each plant, allowing Malakoff to generate the required capacity and deliver electricity throughout the extension period," he said.

Malakoff said the plants, with a combined capacity of 2,082MW, offered reliable and flexible power generation that supports grid

stability and reserve margins, especially during periods of peak electricity demand.

Group chief executive officer Syahrumizam Samudin said the extension was necessary and represented a pragmatic and responsible approach to addressing Malaysia's energy requirements.

He added that the power plants had consistently supported the national grid with a strong performance track record over the years.

"Extending their operations allows proven gas-fired facilities to continue contributing reliable and flexible capacity, particularly during periods of strong de-

mand.

"This supports energy security while making effective use of existing infrastructure in a cost-efficient manner," he said.

Syahrudin said that from another standpoint, the plants generate lower emissions compared with other fossil fuel-based power sources.

"This means we're not only ensuring a reliable and continuous power supply to the grid, but also actively reducing our carbon footprint by leveraging natural gas as a transitional fuel, enabling our plants to remain relevant as the country's energy mix evolves," he added.



Malakoff Corp Bhd group chief executive officer Syahrudin Samudin says the power plants generate lower emissions compared with other fossil fuel-based power sources

Awarded **extensions of 3 gas power plants**, Prai CCGT, GB3 OCGT and SEV CCGT till 31 Dec 2029. Total capacity is **2,082MW**

# Energy and Environmental Solutions are Our Focus

3 Small Hydropower Plants in Kuala Krai, Kelantan examples of our renewable energy

## Small Hydropower

Capacity: 84 MW | COD By: 2027



### Objective :

To support energy transition, generate clean energy, reduce carbon emissions.



### Project Component :

3 small **run-of-river hydropower plant along Sg Galas, Kelantan.**

- Kuala Geris (25MW), Kemubu (29MW) and Serasa (30MW)

### Type of Turbine

- Axial Bulb turbines by Andritz Hydro.



### Concession :

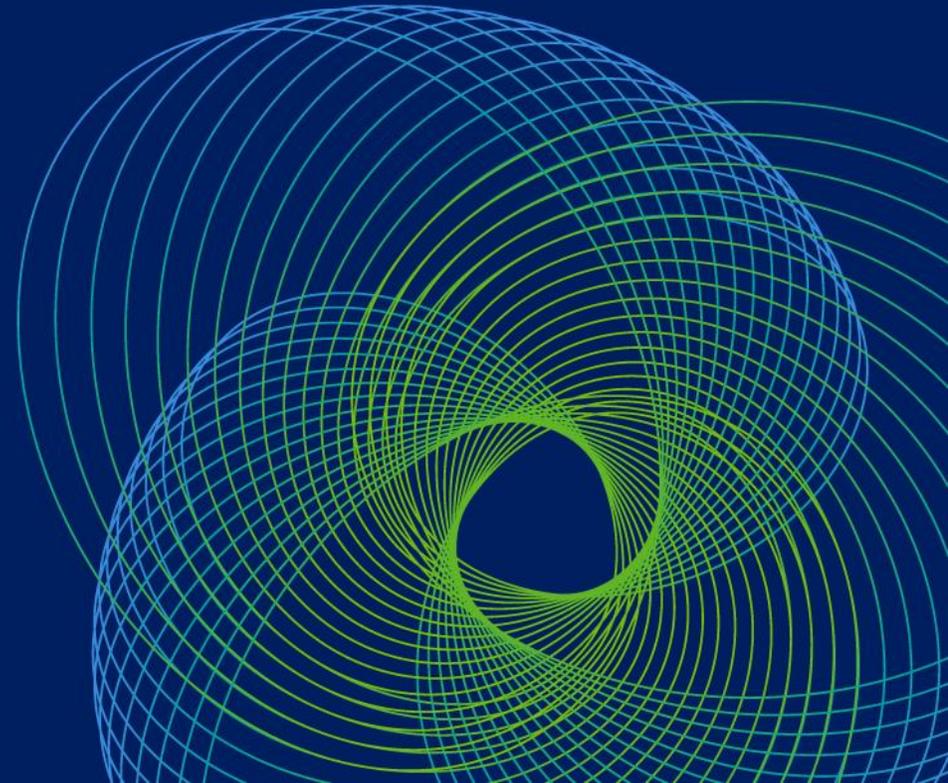
Signed 3, 21-year RE PPA with TNB for sale of electricity in June 2021.

## Kemubu Hydropower Plant

Short video showing the progress of the plant



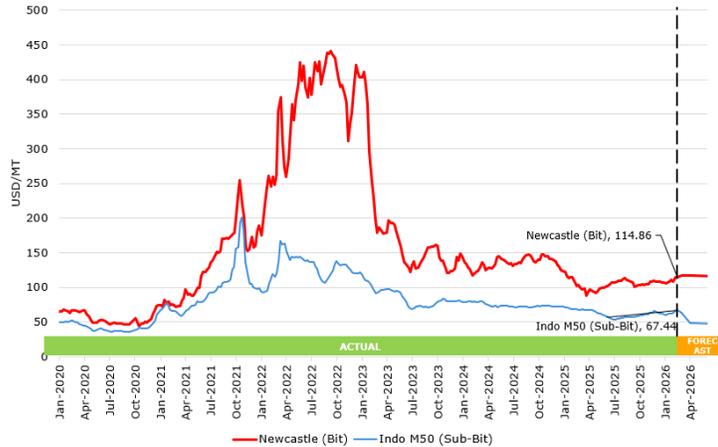
# Macroeconomic Review



# Economic Expansion & Energy Supply Imperatives

Geopolitical shifts and energy transition setting the tone for economies and businesses

## Coal Market Trend from 2020-2026

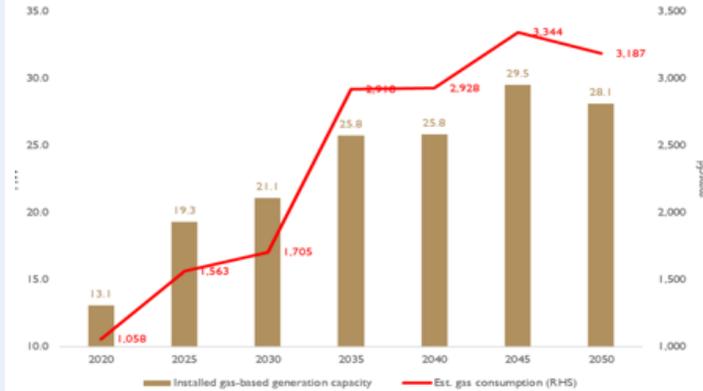


From 2025-2026, coal **demand is expected to plateau**, with slight increase in 2025 then soften in 2026.

Malakoff recorded a reversal of the NRV provision for coal inventories, following the improvement in market coal prices.

## Estimated Gas Consumption

Based on NETR projected gas power capacity

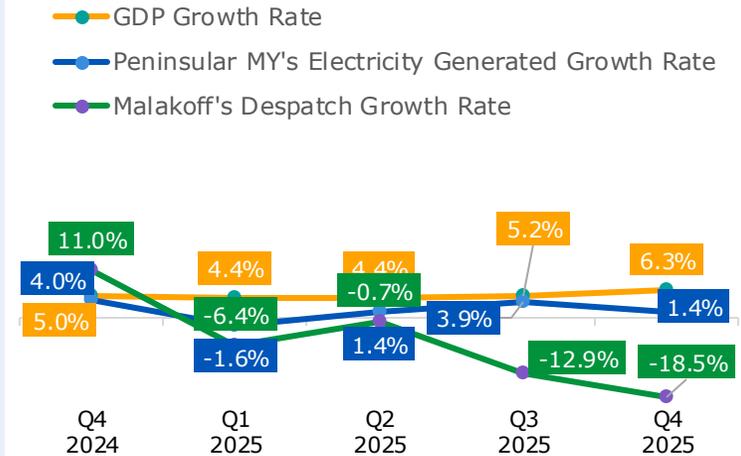


Gas-based capacity is expected to rise from 13.1GW in 2020 to a peak of 29.5GW in 2045, before easing slightly to 28.1GW in 2050.

Under the NETR, strong upward trend is expected in both capacity and gas demand through 2045.

Government is currently drafting the **National Gas Roadmap** to enhance current policy. The roadmap is to formalise Malaysia's shift towards natural gas as a transition fuel in line with the aspirations of the NETR to increase gas to 56% of Malaysia's total primary energy supply by 2050.

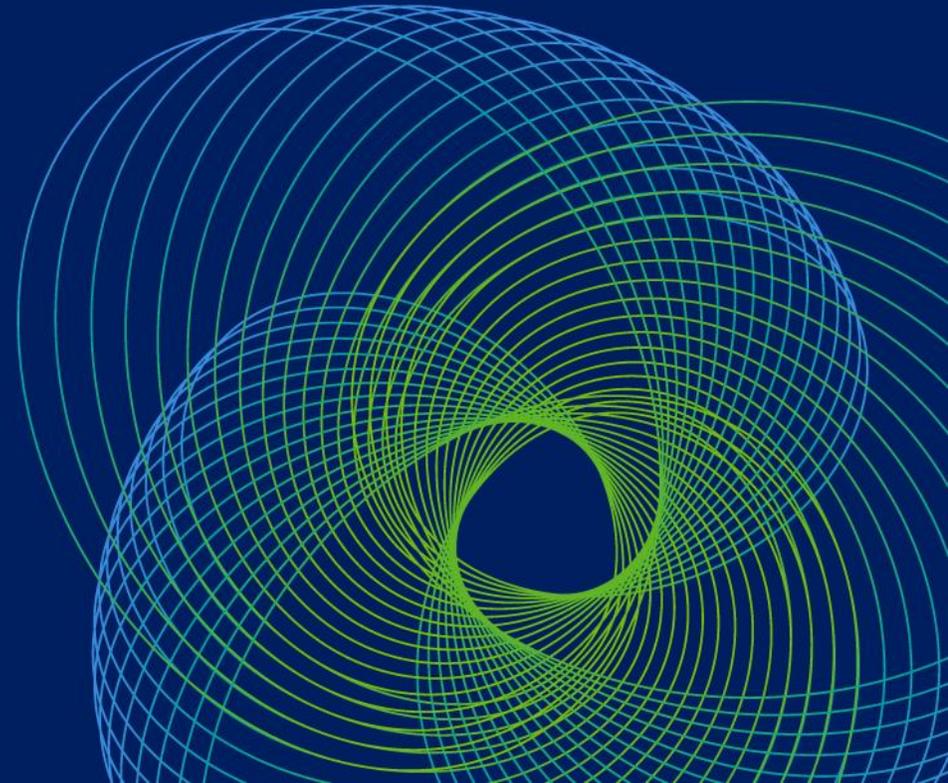
## GDP Growth vs Peninsular MY's Electricity Generation Growth vs Malakoff's Electricity Sold Growth (Year-on-Year, YoY)



Peninsular Malaysia's electricity decreased by 1.4% YoY due to strong domestic demand while Malakoff's despatch growth was lower by 18.5% YoY due to plant outages and lower demand from off-taker.

**Strengthening** Energy Supply Resilience Amid Malaysia's accelerating Economic and Power Demand Growth

# Key Highlights



# Key Highlights of Q4 and FY2025 Financial Results



RM m

	Q4 FY2025	Q4 FY2024	QoQ Change	FY2025	FY2024	YoY Change
Revenue	<b>1471.2</b>	2,163.0	<b>-31.9%</b>	<b>7,209.3</b>	<b>8,969.6</b>	<b>-19.6%</b>
Results from Operating Activities	<b>48.6</b>	127.4	<b>-61.9%</b>	<b>483.1</b>	<b>784.2</b>	<b>-38.4%</b>
PBT/(LBT)	<b>(15.4)</b>	54.9	<b>&gt;-100%</b>	<b>175.7</b>	<b>458.3</b>	<b>-61.7%</b>
PATMI/(LATMI)	<b>(29.0)</b>	26.0	<b>&gt;-100%</b>	<b>96.1</b>	<b>268.7</b>	<b>-64.2%</b>
EBITDA	<b>365.6</b>	424.0	<b>-13.8%</b>	<b>1,715.1</b>	<b>1,972.9</b>	<b>-13.1%</b>
Earnings/(Loss) per ordinary share (sen)	<b>(0.59)</b>	0.53	<b>&gt;-100%</b>	<b>0.84</b>	<b>4.44</b>	<b>-81.1%</b>



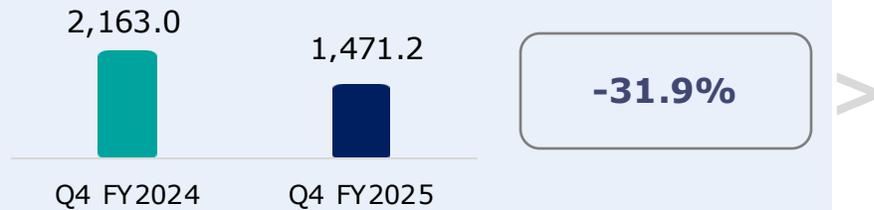
# Financial Performance



# Revenue, PBT & PATMI (Q4 FY2025)

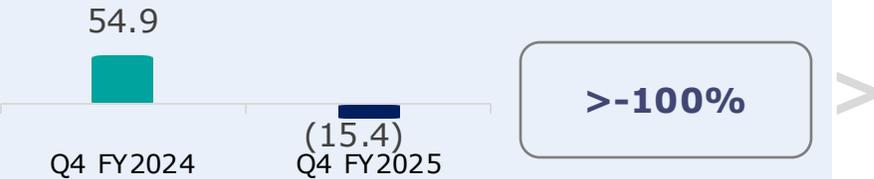
## Revenue

RM m



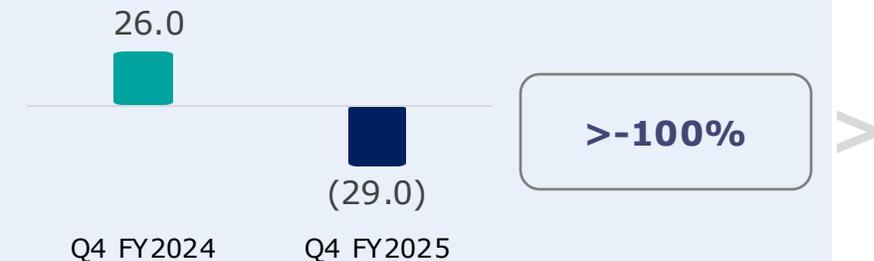
## PBT

RM m



## PATMI

RM m



### Decrease in Revenue:

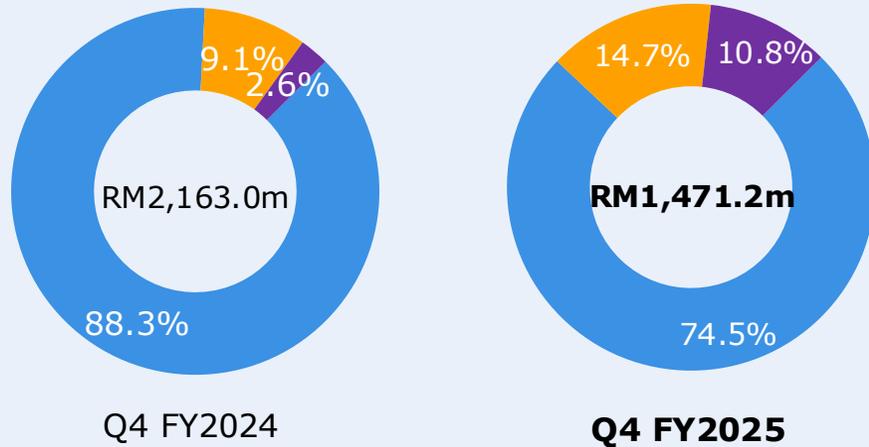
- Lower energy and capacity payment from TBE following the fire incident at the Flue Gas Desulphurisation ("FGD") facility and chimney tunnel.
- Lower energy and capacity payment from TBP given the decrease in ACP and steam turbine generator rotor failure at Unit 30.
- Partially moderated by higher energy payment from SEV given the increase in dispatch factor and reinstatement of Malakoff Utilities Sdn Bhd ("MUSB") revenue contribution following expiry of the long stop date of the sale and purchase agreement.

### Decrease in PBT & PATMI:

- TBE's capacity payment loss and provision for ATP following the FGD fire incident.
- TBP's capacity payment loss following the steam turbine generator rotor failure at Unit 30.
- Partially moderated by reversal of provision for coal NRV and recognition of insurance claims largely from TBE's fire incident.

# Revenue Mix (Q4 FY2025)

## Revenue



Q4 FY2024

Q4 FY2025

Power Generation & Distribution

Capacity income + Energy Income + Daily Utilisation Payment

Waste Management & Environmental Services

Others

Rental Income + Project Management Fees + O&M Fees + Malakoff Utilities Sdn. Bhd. ("MUSB")

## Capacity Income

RM m



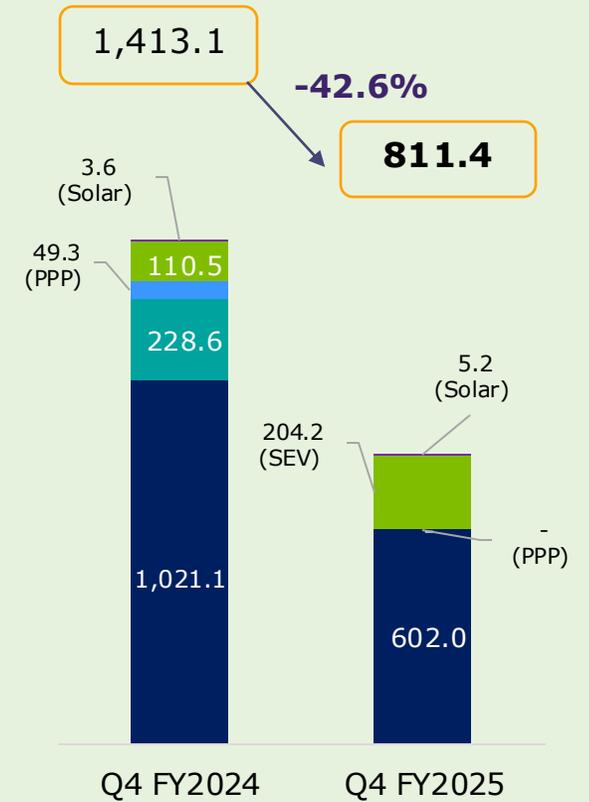
Q4 FY2024

Q4 FY2025

TBP TBE GB3 PPP SEV Solar

## Energy Income

RM m

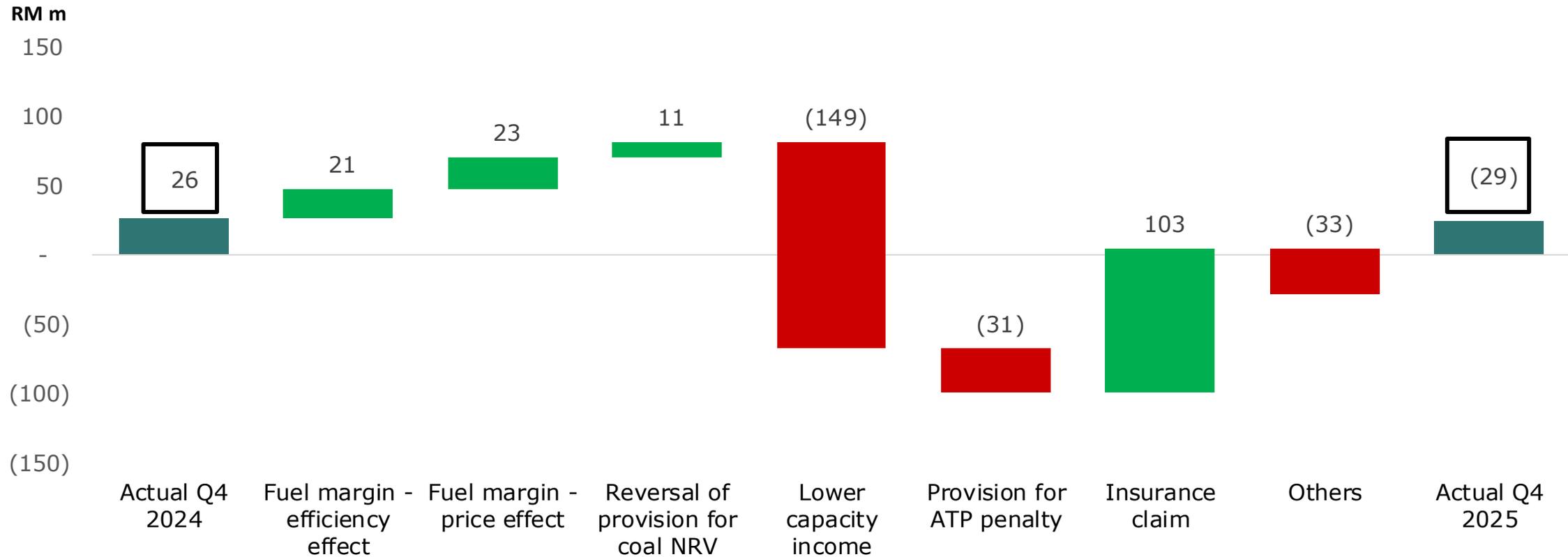


Q4 FY2024

Q4 FY2025

# MCB Group PATMI – Q4 2025 vs Q4 2024 (Actual)

MCB Group	Actual Q4 2025 RM m	Actual Q4 2024 RM m	
PATMI	(29)	26	▼ >-100%



# Revenue, PBT & PATMI (FY2025)

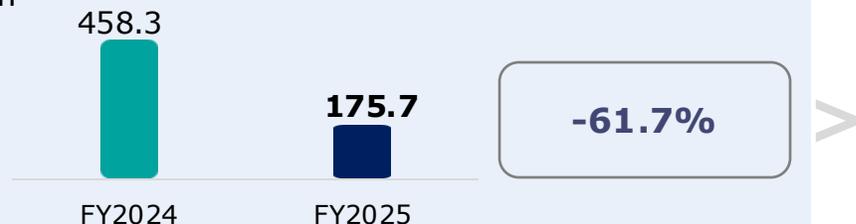
## Revenue

RM m



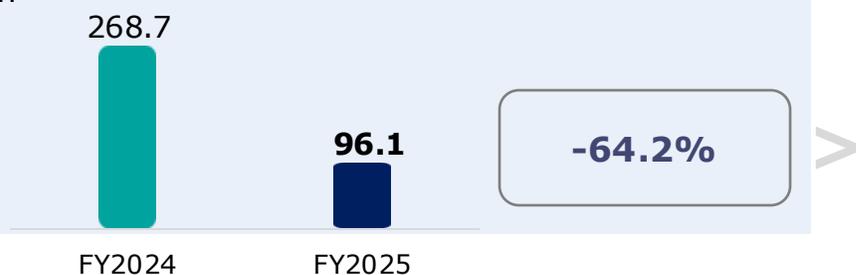
## PBT

RM m



## PATMI

RM m



### Revenue Decrease:

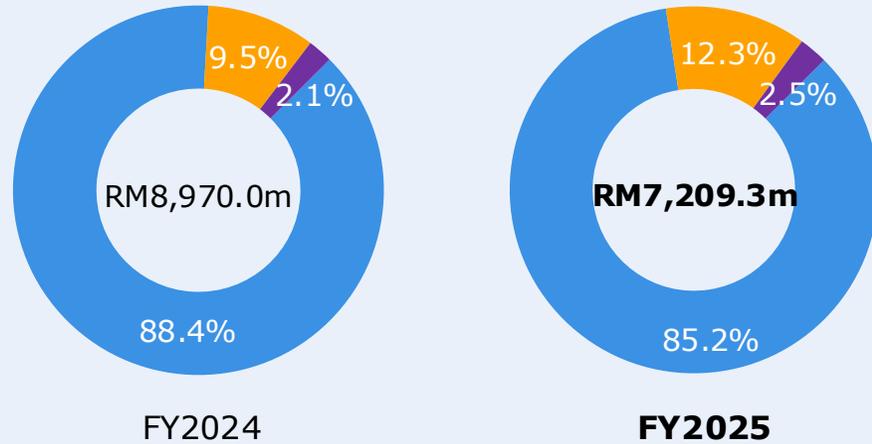
- Lower capacity payment from TBE and TBP following the FGD fire incident in TBE and steam turbine generator rotor failure in Unit 30 TBP.
- Lower energy payment from TBP and TBE given lower ACP.
- Lower energy payment from SEV given lower dispatch factor.

### Decrease in PBT & PATMI:

- TBE's capacity payment loss following steam turbine crossover pipe leakage and FGD facility and chimney tunnel fire incident.
- TBP's capacity payment loss following the steam turbine generator rotor failure at Unit 30.
- Partially moderated by reversal of provision for coal NRV at TBP and recognition of insurance claims largely from TBE's fire incident.

# Revenue Mix (FY2025)

## Revenue



Power Generation & Distribution

Capacity income + Energy Income + Daily Utilisation Payment

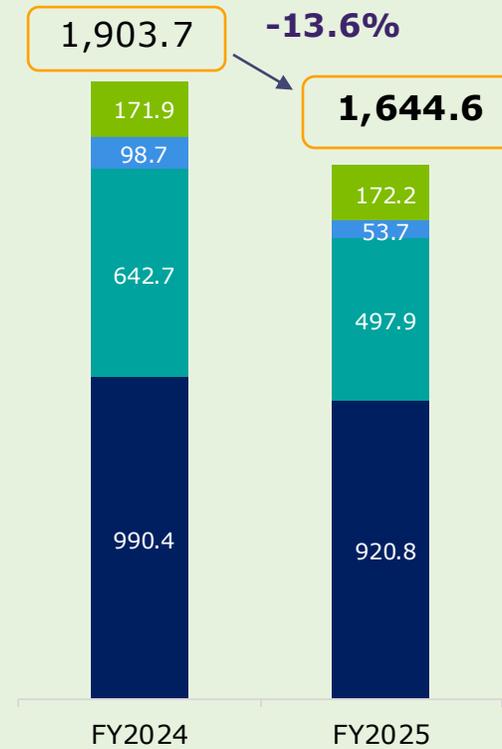
Waste Management & Environmental Services

Others

Rental Income + Project Management Fees + O&M Fees + Malakoff Utilities Sdn. Bhd. ("MUSB")

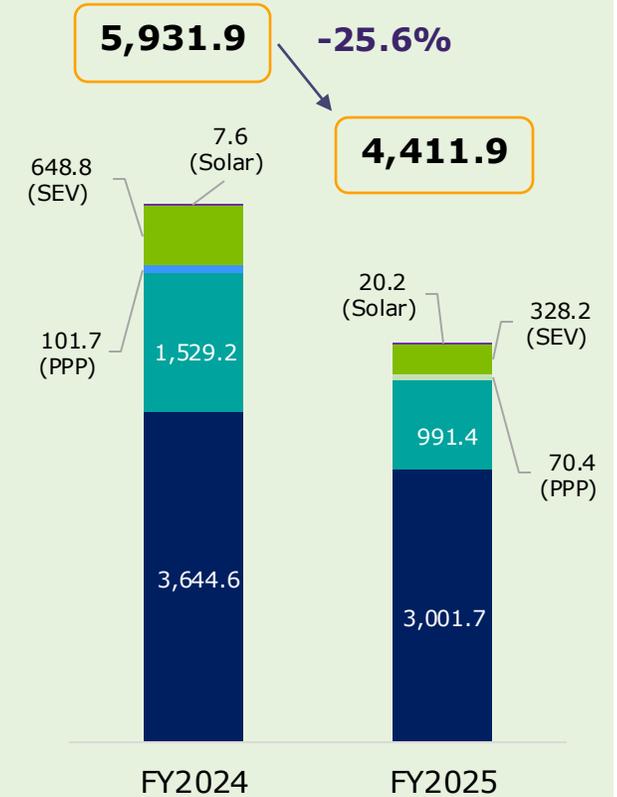
## Capacity Income

RM m



## Energy Income

RM m



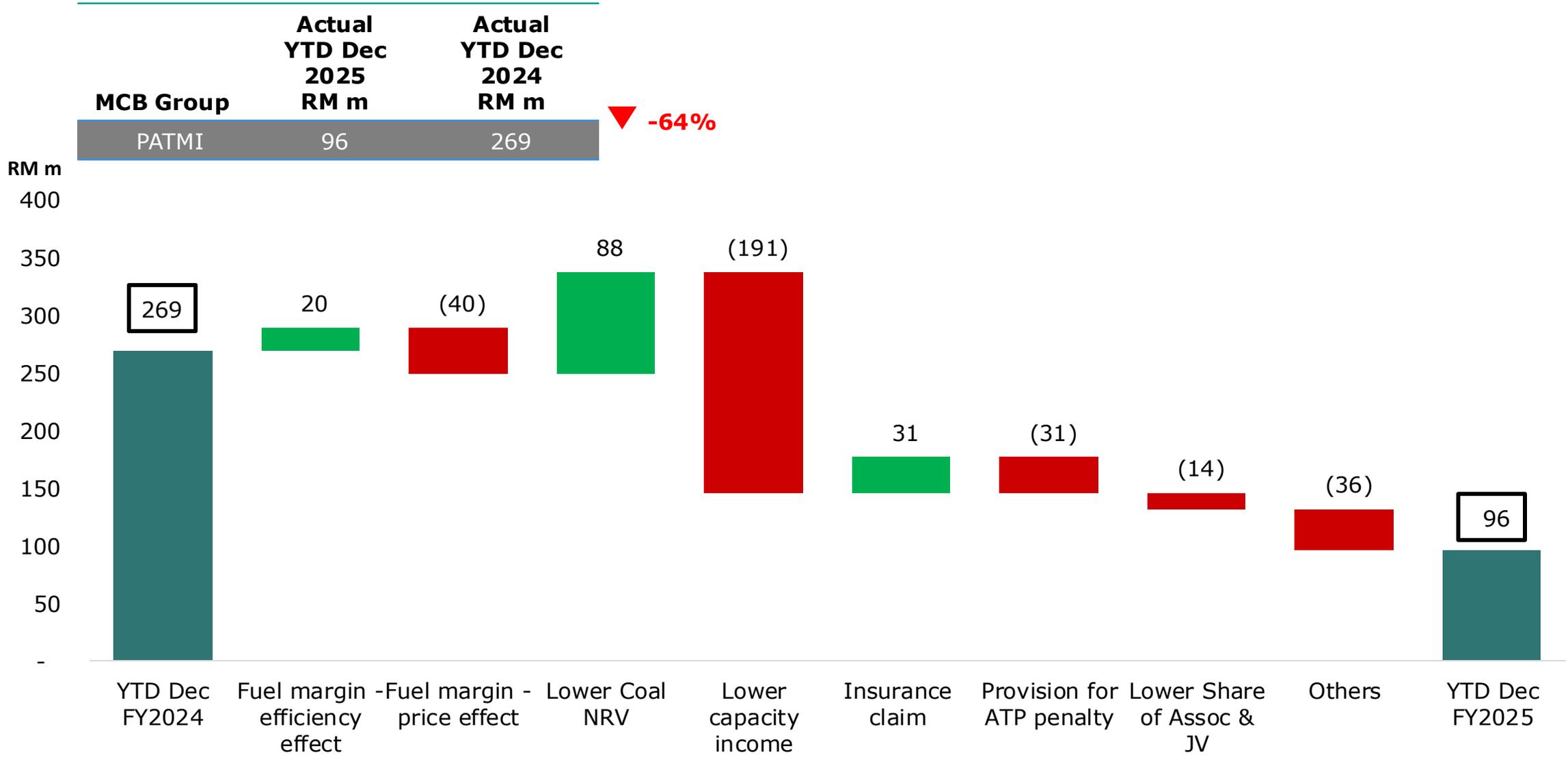
TBP TBE GB3 PPP SEV Solar

# Share of Profit from Associates/JVs

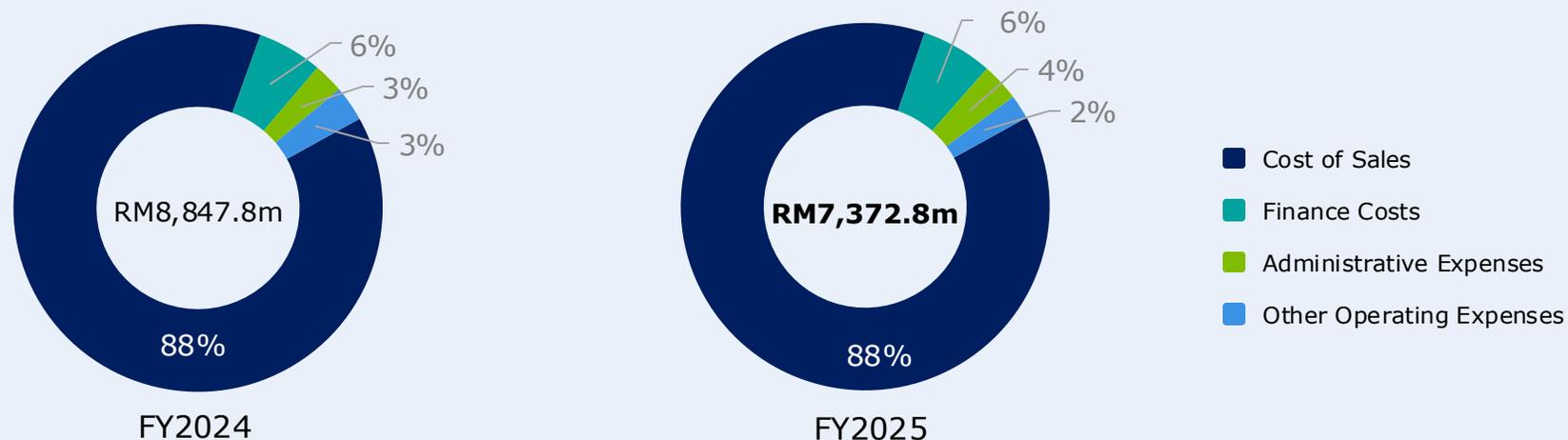
(RM'm)	Actual YTD 2025	Actual YTD 2024	Remarks
<b>Shuaibah Water &amp; Electricity Company (SWEC), Saudi Arabia</b>	<b>60</b>	<b>73</b>	<u>Actual 25 vs Actual 25</u> Mainly due to decommissioning of the plant in June 2025.
<b>Shuaibah Expansion Project Company Limited (SEPCO), Saudi Arabia</b> <i>(MCB effective equity 24% &amp; 23.8%, respectively)</i>			
<b>Hidd Power Company, Bahrain</b> <i>(MCB effective equity 40.0%)</i>	<b>39</b>	<b>38</b>	<u>Actual 25 vs Actual 25</u> Share of result from HPC have been recognised during the year following the extension of the PWPA until May 2028.
<b>Muscat City Desalination Company, Oman</b> <i>(MCB effective equity 32.5%)</i>	<b>9</b>	<b>10</b>	
<b>Muscat City Desalination Operation &amp; Maintenance Company, Oman</b> <i>(MCB effective equity 50.0%)</i>	<b>8</b>	<b>11</b>	
<b>E Idaman Sdn Bhd</b> <i>(MCB effective equity 49.0%)</i>	<b>12</b>	<b>-</b>	<u>Actual 25 vs Actual 25</u> Following completion of the acquisition of 49% equity interest in E-Idaman in Feb 2025.
<b>Others</b>	<b>(32)</b>	<b>(22)</b>	<u>Actual 25 vs Actual 25</u> Recognition of KEV's Share of loss of RM32m.
<b>TOTAL</b>	<b>96</b>	<b>110</b>	
Net loss on impairment of investment in Associates	-	<b>(12)<sup>^</sup></b>	
<b>TOTAL (net of impairment)</b>	<b>96</b>	<b>98</b>	

<sup>^</sup> 2024 share of results from HPC and KEV had been adjusted to no gain or loss position following DCF assessment

# Group PATMI Analysis – FY2025 vs FY2024



# Breakdown of Costs (FY2025)



## Cost of Sales Breakdown (RM m)

	FY2024	FY2025
Fuel	5,669.4	4,220.2
Depreciation and Amortisation of Inspection Costs	747.7	809.9
Amortisation of Intangible Assets	282.6	282.0
Operations and Maintenance Costs	268.8	286.5
Waste Management and Environmental Services Costs	647.9	656.9
Others	219.3	253.1 *
<b>TOTAL</b>	<b>7,835.7</b>	<b>6,508.6</b>

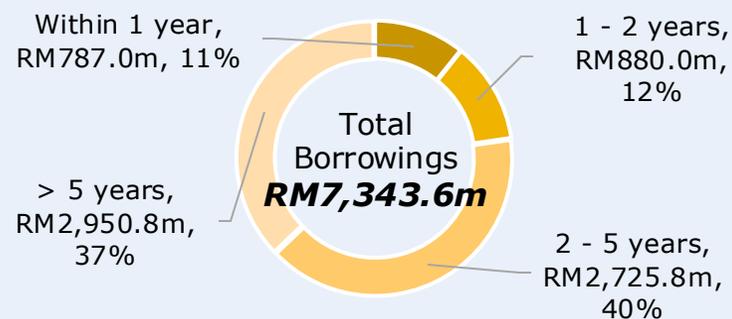
\* Mainly due to Availability Target Penalty for TBE of RM70m during the year.

# Cash & Gearing as at 31 December 2025

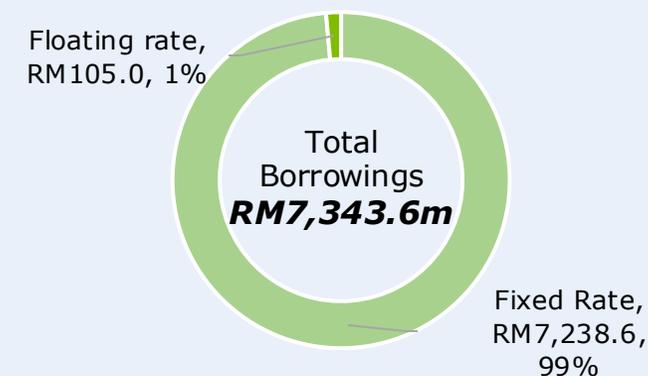
## Total cash and cash equivalents and other investments balances



## Gearing Ratio, Total Borrowings & Debt Ageing



## Debt Profile by Fixed / Floating Rate

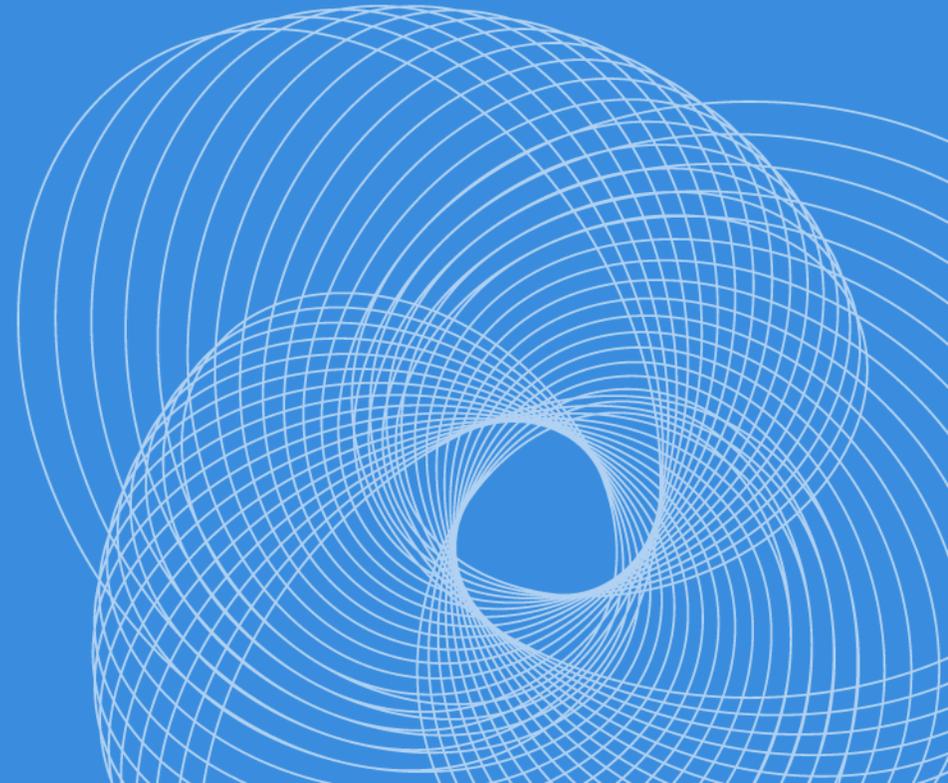


## Financial covenants

The Group maintains optimal debt ratio that complies with debt covenant of 5.5x.



# Operational Performance





# Thermal Power Generation (Local Assets)

## Q4 FY2025 PLANT PERFORMANCE REVIEW



### COAL-FIRED POWER PLANTS

- TBP's Equivalent Availability Factor (EAF) decreased from 80% in Q3 2025 to 64% in Q4 2025, mainly due to unscheduled outages during the quarter.
- TBE's Equivalent Availability Factor (EAF) declined to 0% in Q4 2025, compared with 75% in Q3 2025. The decline was primarily due to an extended scheduled and unscheduled outage during the quarter, which significantly impacted overall availability.



### GAS-FIRED POWER PLANTS

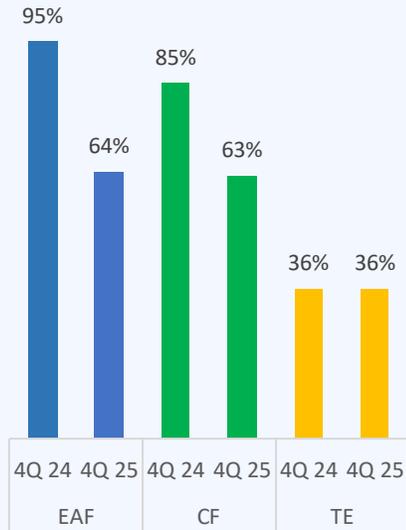
- SEV's Equivalent Availability Factor (EAF) decreased to 86% in Q4 2025, compared with 98% in Q3 2025, primarily due to high scheduled outages during the quarter.
- PPP's Equivalent Availability Factor (EAF) is not available for Q4 2025, as the PPA expired in August 2025. Consequently, no performance comparison with prior quarters can be made.
- Energy demand from the off-taker for the SEV exceeded the expected target in Q4 2025.
  - **PPP:** CF not available in Q4 2025 following PPA expiry on 31 August 2025.
  - **SEV:** SEV exceeded its target, achieving a capacity factor (CF) of 17% against a target of 5%.



# Thermal Power Generation (Local Assets)

## Q4 FY2025 PLANT PERFORMANCE

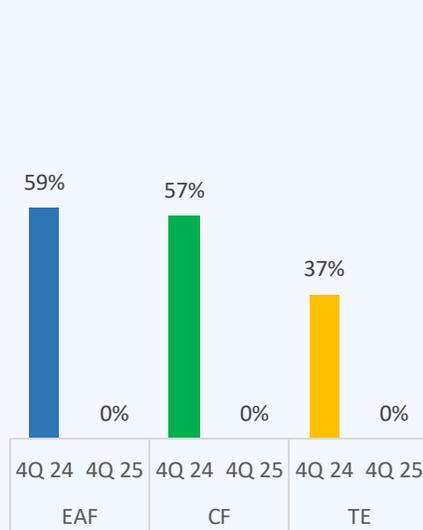
### Tanjung Bin Power (TBP)



#### YoY Comparison

- Lower EAF recorded due to high unscheduled outages.

### Tanjung Bin Energy (TBE)



#### YoY Comparison

- Lower EAF recorded due to unscheduled outages.

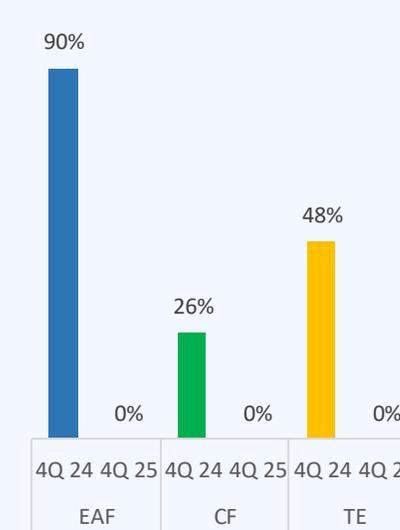
### Segari Energy Ventures (SEV)



#### YoY Comparison

- Lower EAF recorded due to scheduled outages.

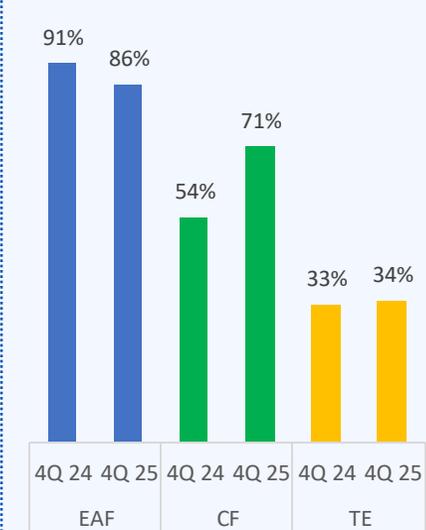
### Prai Power Plant (PPP)



#### YoY Comparison

- No EAF data is available for Q4 2025 due to the expiry of PPP's PPA on 31 August 2025.

### Kapar Energy Ventures (KEV)



#### YoY Comparison

- Lower EAF recorded due to scheduled and unscheduled outages.

Note:





# Thermal Power Generation (Local Assets)

## Q4 FY2025 ELECTRICITY GENERATED & SOLD

Plant	Q4 FY2025			Q4 FY2024		
	Power Generated (GWh)	Electricity Sold (GWh)	% of Pen. Msia Electricity Generation*	Power Generated (GWh)	Electricity Sold (GWh)	% of Pen. Msia Electricity Generation*
Tanjung Bin Power (TBP)	3,066.02	2,916.79	8.00	4,139.26	3,928.65	11.16
Tanjung Bin Energy (TBE)	-	-	-	1,318.05	1,253.35	3.56
Segari Energy Ventures (SEV)	505.84	495.51	1.36	402.24	394.93	1.12
Prai Power Plant (PPP)	-	-	-	205.54	200.87	0.57
<b>Total (Excluding KEV)</b>	<b>3,572.21</b>	<b>3,412.30</b>	<b>9.36</b>	<b>6,065.09</b>	<b>5,777.80</b>	<b>16.41</b>
Kapar Energy Ventures (KEV)	3,536.27	3,308.42	9.08	2,655.83	2,470.85	7.02
<b>Total (Including KEV)</b>	<b>7,108.48</b>	<b>6,720.72</b>	<b>18.44</b>	<b>8,720.92</b>	<b>8,248.65</b>	<b>23.43</b>

\*Energy Sold / Peninsular Malaysia's System Generation

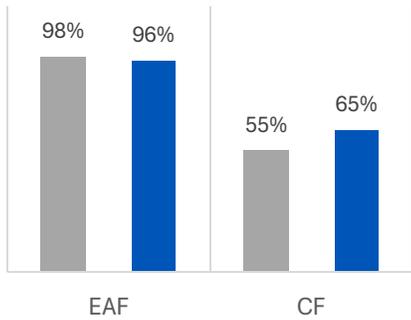
Source: Grid System Operator (GSO) Website



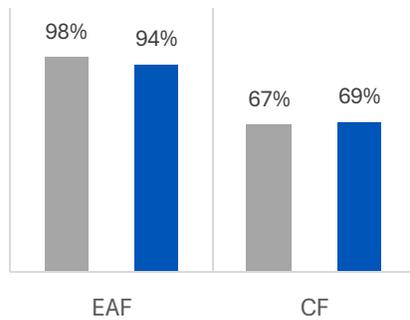
# Thermal Power Generation & Water Desalination (International Assets)

## Q4 FY2025 PLANT PERFORMANCE

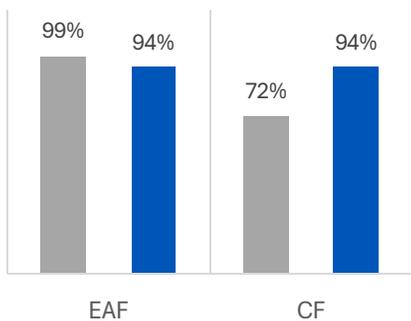
### Al-HIDD – Power (Bahrain)



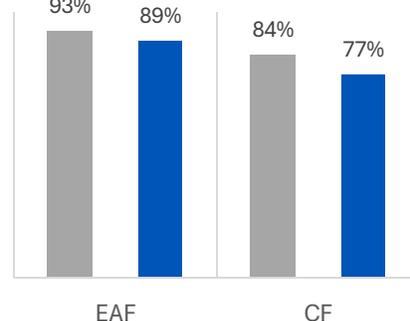
### Al-HIDD – Water (Bahrain)



### SIWEP – Water (S. Arabia)



### Al-GHUBRAH – Water (Oman)



■ Q4 FY24 ■ Q4 FY25

### Shuaibah Phase III IWPP (Shuaibah Water & Electricity Company, SWEC)

- > • SIWPP **decommissioning in progress since 20 May 2025**, targeted for completion in two (2) years.
- > • Plant performance tracking has been discontinued, and performance charts are no longer displayed.

### Shuaibah Phase III Expansion IWP (Shuaibah Expansion Project Company, SEPCO)

- > • **Slight decline** in Q4 FY25 performance due to higher schedule outage (i.e., SWRO Clean in Place and membrane replacement work)

### AL HIDD IWPP (HIDD Power Company, HPC)

- > • **Slight performance drop** in Q4 FY25 due ST28 and Phase 2 Water Steam Cycle were shutdown for maintenance and repair work.

### AL GHUBRAH IWP (Muscat City Desalination Company)

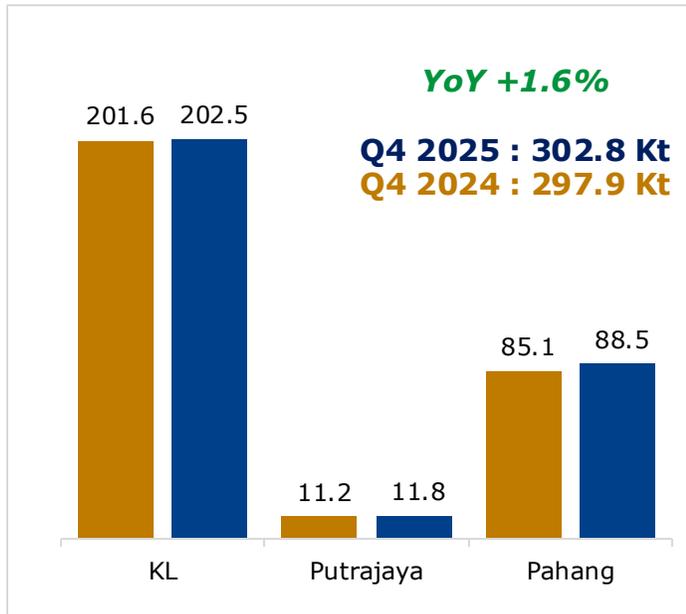
- > • **Drop** in Q4 FY25 performance due to schedule seawater intake cleaning work.



# Environmental Solutions

## Q4 FY2025 vs Q4 FY2024 OPERATIONAL PERFORMANCE

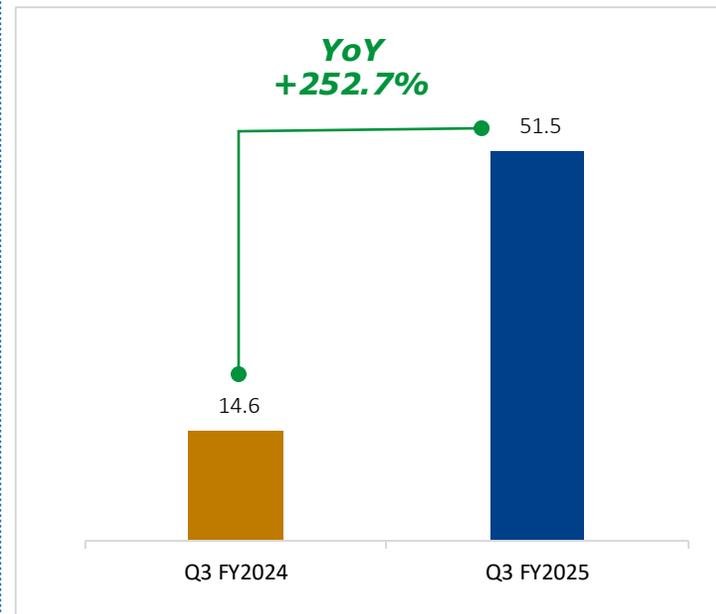
### Waste Collected - Concession (kT)



#### YoY Comparison

- Domestic waste collected in KL, Pahang & Putrajaya **increased in Q4 FY25 (+1.6%)** to a total of **302.8k tonnes** as compared to the corresponding quarter.

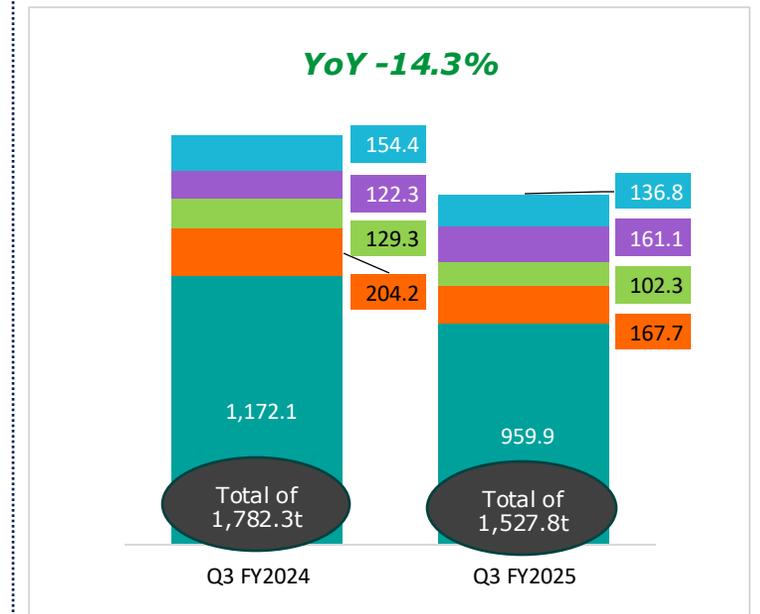
### Waste Handled - Non-Concession (kT)



#### YoY Comparison

- Waste Handled reported a **high increase of 252.7%** in **Q4 FY25** against the corresponding quarter.
- The increase was mainly due to the **commencement of operations at newly awarded Maokil Landfill**.

### Recyclable Material Collected (Tonnes)



#### YoY Comparison

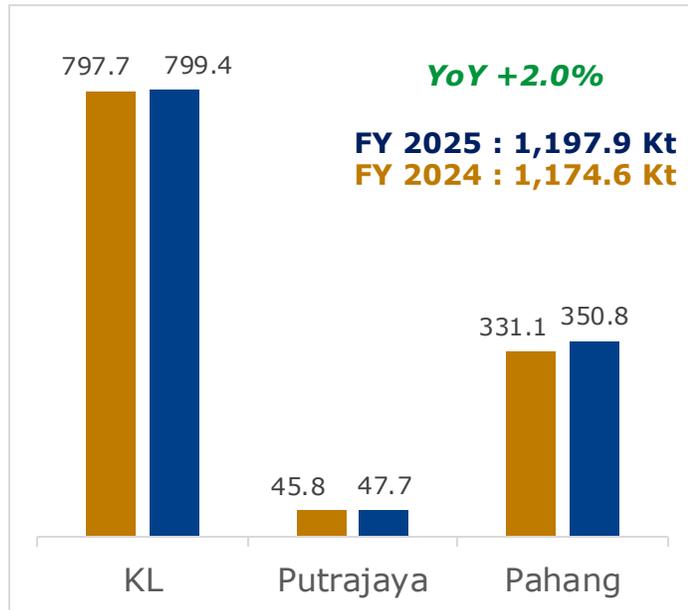
- Recyclable Material Collected decreased by 14.3%**, primarily due to lower tonnage at the Putrajaya Buy Back Center and a significant drop in Separation-at-Source (SAS) collections, particularly in Kuala Lumpur and Pahang.



# Environmental Solutions

## FY 2024 vs FY2025 OPERATIONAL PERFORMANCE

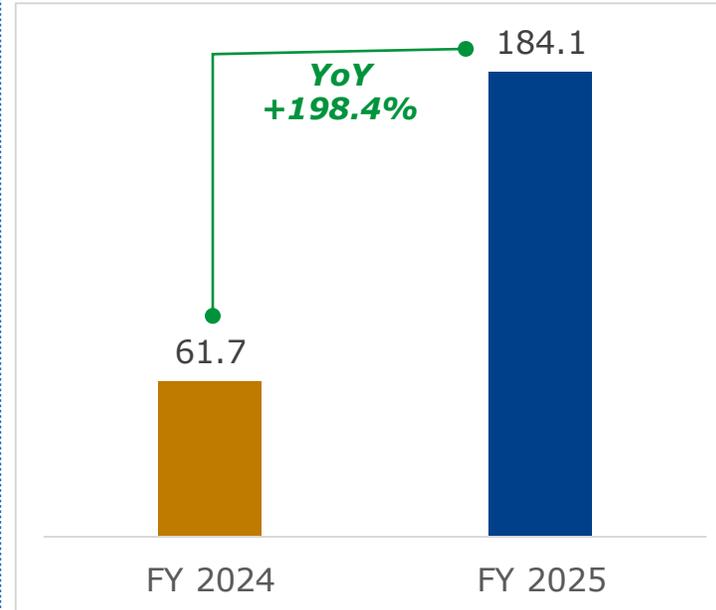
### Waste Collected - Concession (kT)



#### YoY Comparison

- Domestic waste collected in KL, Pahang & Putrajaya **increased in FY25 (+2.0%)** to a total of **1,197.9k tonnes** as compared to the corresponding quarter.

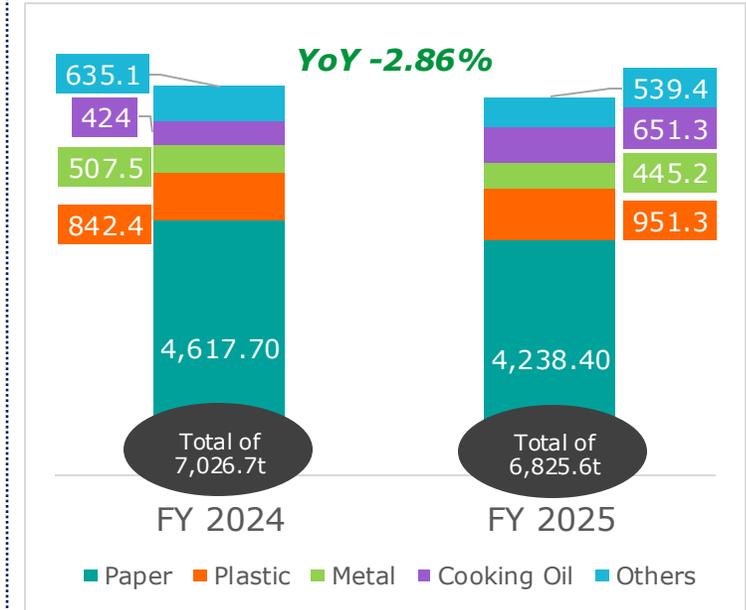
### Waste Handled - Non-Concession (kT)



#### YoY Comparison

- Waste Handled reported a **high increase of 198.4%** in **FY25** against the corresponding quarter.
- The increase was mainly due to the **commencement of operations at newly awarded Maokil Landfill**.

### Recyclable Material Collected (Tonnes)



#### YoY Comparison

- Recyclable Material Collected decreased by 2.86%**, primarily due to lower tonnage at the Putrajaya Buy Back Center and a significant drop in Separation-at-Source (SAS) collections, particularly in Kuala Lumpur and Pahang.



# Environmental Solutions

Concession & Non Concession Business Expansion

## Scheduled Waste



### Port Reception Facilities (PRF) in Johor Port

- Complete construction and testing
- Ready to operate



### Waste Packaging/labelling, Ship to Ship collection & Tank Cleaning

- New segments
- Widen opportunities

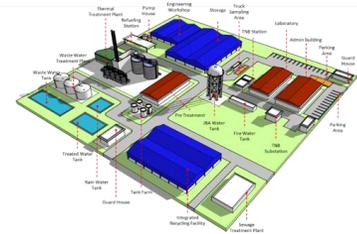
## Expansion of Concession



### The potential states

- Adopt Act 672
- Stakeholder engagement

## Waste Management Facilities



### Sustainable Facility & Eco Park Centre, SAFE-T

- Current: Phase 2 development (Construction)
- Target to operate in 2028



### Organic Waste Composting

- Landfill diversion model
- Market, Food Court
- Collaboration with Local Councils

## Pivot



### Road Maintenance

- Expansion of services to adjacent sector
- Federal / State / Municipal



### Technology Adoption

- Facility management
- Strategic M&A



# Environmental Solutions

Operational excellence

## Operational Excellence



### Penalty Reduction

- Reduced by 30% from FY2024



### Hero Gaya Kerja

- Show professional appearance, discipline & safety
- 393 heroes recognized



### SweetBin

- Designed bin to improve the safety of manual road sweepers during on site work

## Fleet Modernization in Collection & Cleansing



154 new compactors

### Upgrading & modernization

- Euro 4 & Euro 5 engine with Adblue or Diesel Exhaust Fluid (DEF)
- Terberg Lifter & Higher payload capacity
- Camera & mobile digital video recorder (MDVR) system



### Next step

- Fleet Management System (FMS) projects progressing as planned



### Mechanization: Road Sweeper

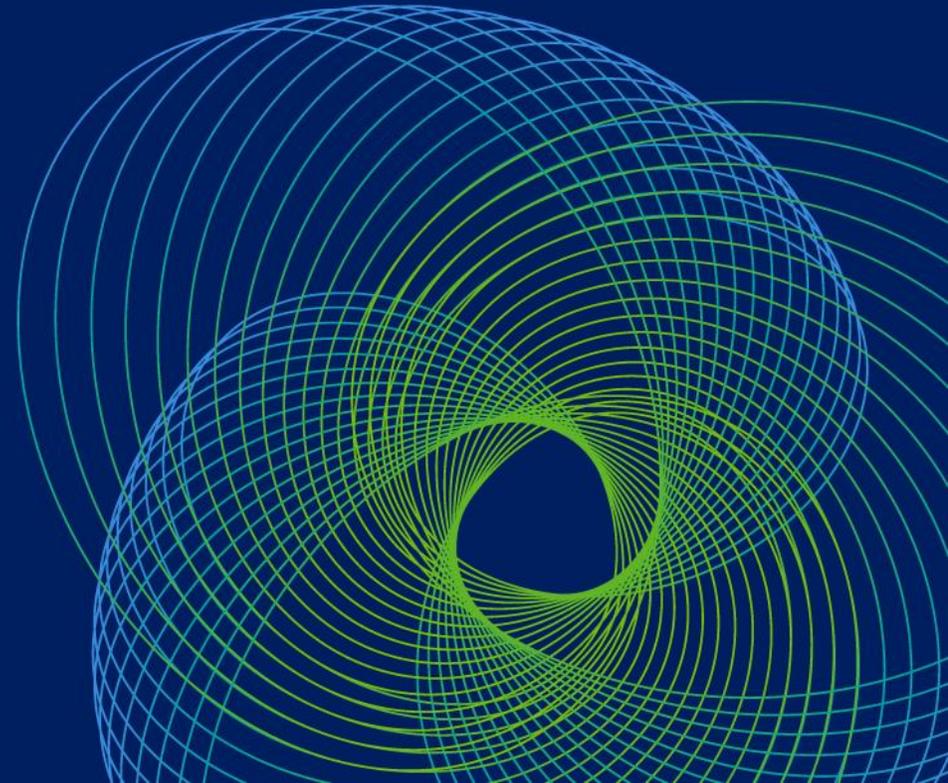
- Improved productivity by 24 times
  - Manual: 2.5km/worker
  - Road sweeper: 60km/machine
- Benefits: Water sprinkling to control dust suppression and worker upskilling.



### Next step

- Replacement with electric vehicles to reduce emissions and align with SwCorp.

# Charting the Course



# Strategic Plan Envisioned for Malakoff

Driving growth across the business pillars over the next 5 years

## GUIDING PRINCIPLES



## GOALS By 2031

Thermal	Green Solutions	Environmental Solutions
10,000 MW	1,400 MW	10,000 TPD

### Achieved To-Date

8,782 MW	768 MW	6,200 TPD
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## PUSH FACTORS

Energy demand shift

Climate commitments

Dedining fossil fuel profitability

Need for efficiency & innovation

**01 | GROWTH**  
Driving expansion: new markets, solutions, and value streams.



## 02 | EFFICIENCY

Cost optimisation through ops excellence and asset performance.



Setting the Baseline

## 03 | CAPABILITY

Strengthening internal competencies, systems, and people.



## 04 | FUTURE

Long-term sustainability, resilience, and future-readiness.



## PULL FACTORS

Optimised financial returns

Access to green capital

Share price appreciation

Enhanced market perception

## DESIRED OUTCOME

### Short Term

- Improve operational efficiency and reliability.
- Enhance outage management and plant availability.
- Strengthen capital discipline and cost control.

### Mid Term

- Expand RE clusters and environmental solutions.
- Increase profitability through strategic M&A and portfolio optimisation.
- Develop execution excellence, skill sets and capability building.
- EPC readiness (Engineering, Procurement, Construction)..

### Long Term

- Achieve net zero emissions by 2050.
- Optimise financial returns and secure access to green capital.
- Enhance market perception and drive share price appreciation.

**VISION: To be a fully integrated energy generation and environmental solutions player, shaping a greener future through innovation and sustainability practices**

# Current Projects

Projects secured by Malakoff, underpinned by commitment to effective execution and delivery

1

## PORT DICKSON CCGT



Capacity	1,400 MW
Targeted COD	2031

2

## SEGARI CCGT



Capacity	1,400 MW
Targeted COD	2032

3

## LSS5+



Capacity	470 Mwac
Targeted COD	2028

4

## LSS Sarawak



Capacity	100 Mwac
Targeted COD	2028

5

## WTE Melaka



Capacity	1,056 TPD / 22 MW
Targeted COD	2029

6

## E-Idaman



Capacity	700 TPD
Acquisition Completion	2025

**With 6 projects the Company is positioned to continue and grow beyond existing concessions.**



**Thank you.**

