

23rd Annual General Meeting

30 April 2026

2025 Market Environment

- Positive regional business sentiments
- Surge in demand for experiential and creative solutions
- Geopolitical uncertainties and disruptions
- Rising inflation and uncertainty in interest rates



FY2025 Key Highlights

- Resilient revenue across business segments
- Navigating supply chain disruptions and inflationary pressures
- Enhanced operational efficiency through strategic initiatives



FY2025 Key Financial Highlights

REVENUE

↓ 4.1%

S\$372.5m

GROSS PROFIT

↑ 1.9%

S\$92.2m

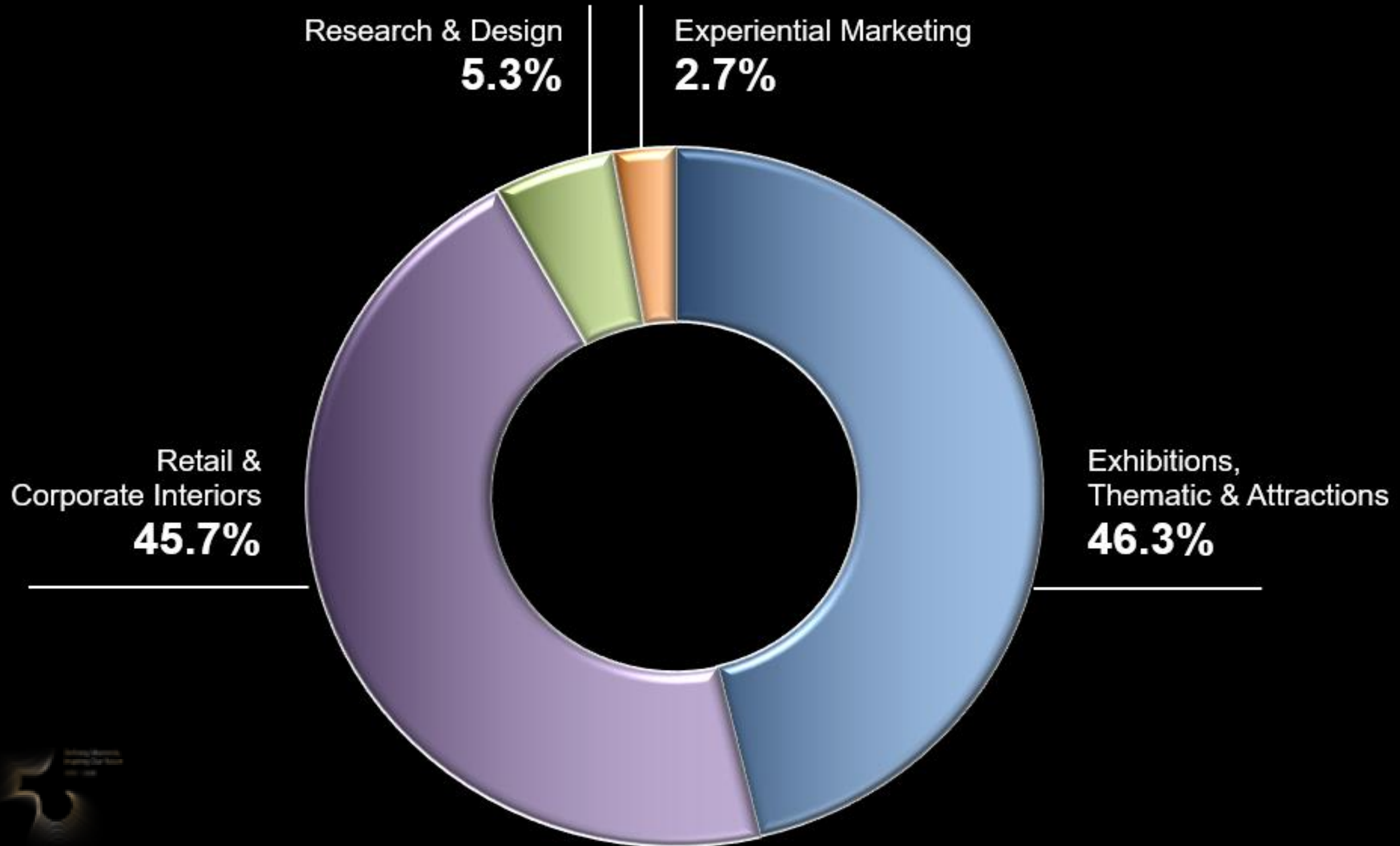
NET PROFIT

↑ 4.2%

S\$13.7m

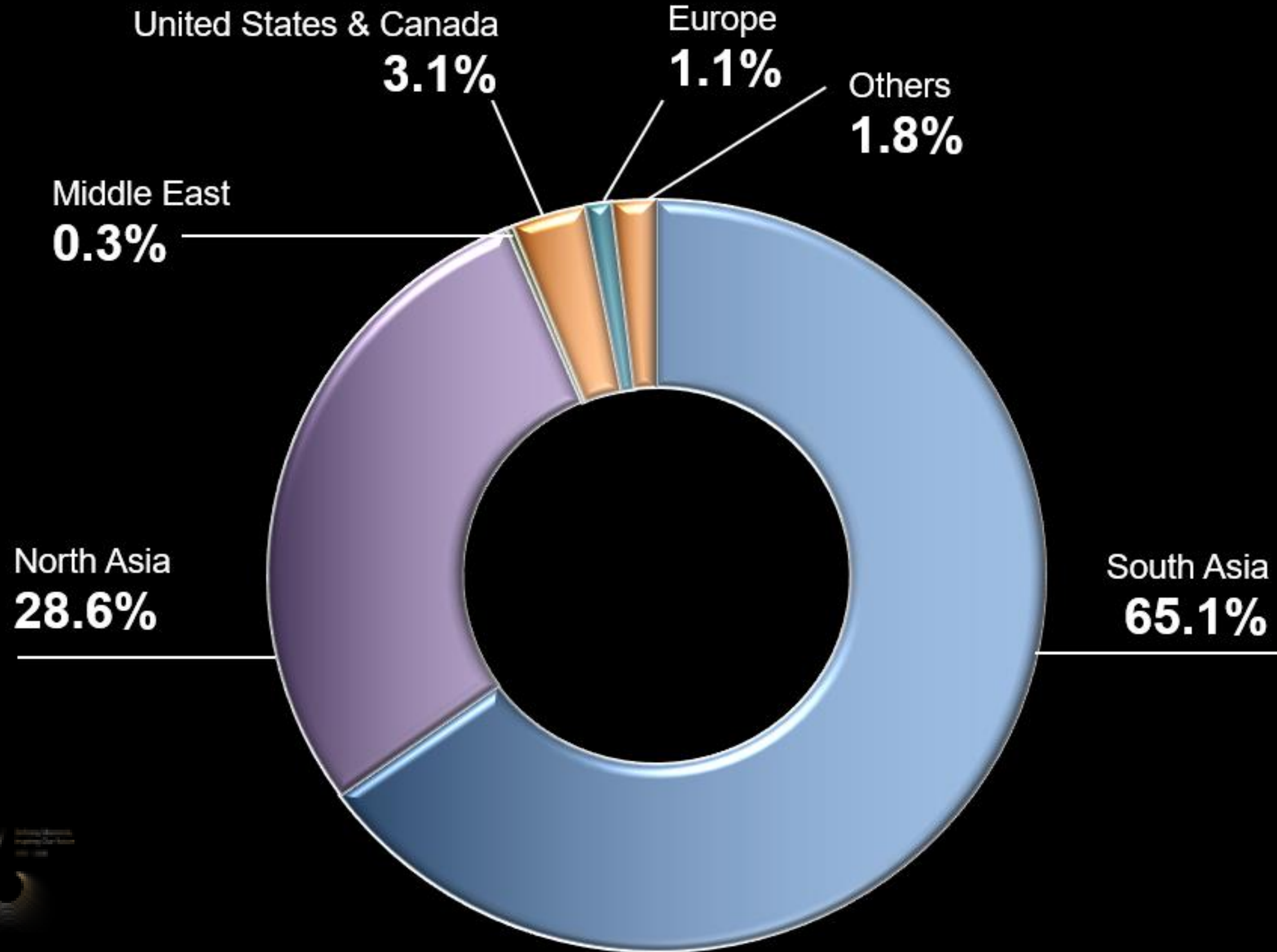


Revenue by Activities





Revenue by Geographical Region





Segmental Business Overview

Exhibitions & Events

Strong pipeline of projects

Sustained demand for luxury brand events

Thematic & Museums

Multiple ongoing projects

Strong pipeline – Singapore, Indonesia, South Korea and Vietnam

Research & Design

Multiple projects running across all sectors and new markets

Retail & Corporate Interiors

Multiple projects globally

Good volumes – Singapore, Hong Kong, Indonesia and Vietnam

Supply chain pressures

Experiential Attractions

Multiple contracts signed + new inquiries

Opening of Squid Game in Tokyo and Jakarta, NERFAX in China and Space Explorers: The Infinity in Almaty

Impacted by the stalling Chinese economy, project timing gaps & ongoing geopolitical tensions.



Redefining
EXPERIENCES

Corporate Development



THE KINGSMEN SPIRIT

2026 & Beyond

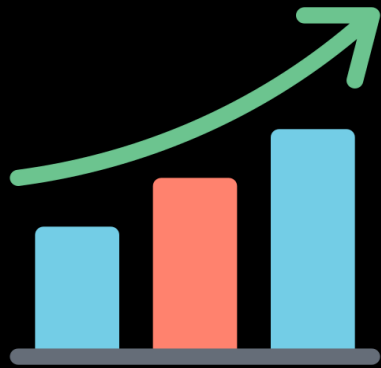


Into 2026...

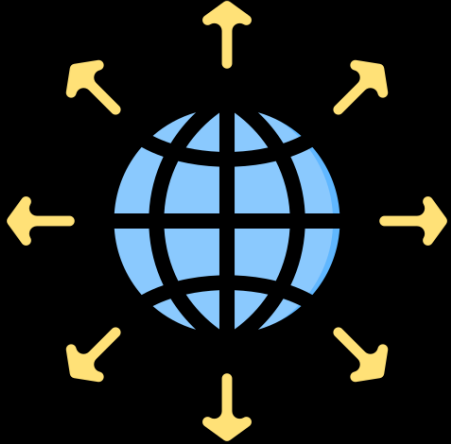
- Sustained demand for experiential and immersive engagements
- Expansion of regional and global brands into new markets
- Resources and supply chain pressures
- Rising inflation and uncertainty in interest rates



Focus for 2026



Drive
topline growth
& bottomline



Strategic market
expansion leveraging
experiential expertise



Enhance operational
efficiency with internal
streamlining



Deepen strategic
partnerships across
experiential & LBE ecosystems

Sustainability Initiatives

Achieved EcoVadis certification

Across Kingsmen offices in Singapore, Hong Kong, Shanghai and Thailand



Continued to offer Carbon Emission Assessment to clients

Singapore Tourism Board, TFWA, Obayashi and Chanel

Continued to offer Waste Reports to show clients

Money 20/20, Submarine Networks 2025, Accounting & Business Show 2025 and Edutech Asia 2025

Continuous encouragement of both internal & external stakeholders

Internal: Appointed Sustainability Champions across our offices

External: Strengthened engagement with our supply chain by developing a Sustainable Procurement Policy

Key Developments

Location Based Entertainment



Squid Game: The Experience
in Jakarta, Indonesia



Nerf Action Xperience and Planet Playskool
in Pigeon Forge, Tennessee, USA

●●● Retail Sector

- Multiple projects across global markets



COACH restaurant in
Jewel Changi, Singapore



Bottega Veneta at Senayan City,
Indonesia



Vacheron Constantin in Hanoi,
Vietnam

Designing Experiences with KR+D

- Weaving design narrative



Beijing Haichang Ocean Park, China



Mixue stores in multiple locations across China



Nantong 2.0

Integrated Innovation & Production Facility

- Operational from mid 2026
- ~380,000 sqft integrated hub combining innovation, advanced production, and training
- Enables end-to-end capabilities from early design collaboration and prototyping to precision manufacturing and rigorous testing
- Enhances quality, efficiency, and talent development and improves delivery consistency



S\$151m

(**S\$127m** expected to be
recognised in 2026)

As of 31 Jan 2026

Robust Order Book

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