

FBG HOLDINGS BERHAD
(Formerly known as Fajarbaru Builder Group Bhd)
199301026907 (281645-U)



SHAPING THE PATH TO TOMORROW

Annual Report 2025



SHAPING THE PATH TO TOMORROW

The cover illustration portrays a family journeying toward a vibrant cityscape — a symbol of progress, unity, and shared purpose. Framed by lush greenery and open spaces, the scene reflects our commitment to building environments that harmonise growth with well-being.

Aligned with this year's theme, "Shaping the Path to Tomorrow", the design encapsulates the spirit of Penang Medi-City Batu Kawan development — a landmark development project for FBG that integrates healthcare, innovation, and sustainability to strengthen Penang's position as a regional medical tourism hub and a model for holistic urban living.



Scan this to view our Annual Report online.

Our Annual Report, financial and other information about FBG Holdings Berhad can also be found at www.fajarbarugroup.com

An aerial architectural rendering of the Penang Medi-City development in Batu Kawan. The image shows a cluster of modern, multi-story residential and commercial buildings situated along a river. A prominent bridge with a circular design crosses the river, leading to a marina area with several boats. The surrounding landscape is lush with greenery, and the water is a vibrant blue. The overall scene depicts a well-planned, integrated urban development.

Penang Medi-City

Batu Kawan

FBG Holdings Berhad has established a strategic understanding together with Penang Development Corporation (“PDC”) to explore the development of Penang Medi-City in Batu Kawan, an integrated township designed to promote healthcare excellence, innovation, and sustainable urban living. The development project aspires to enhance Penang’s position as a regional hub for medical tourism, while fostering a vibrant, people-centred community built around wellness, connectivity, and environmental stewardship.

Artist’s impression only. Subject to changes and final approval.



235.8
acres

Integrated Healthcare
Development

Total Gross
Development Value of
more than

RM15
billion

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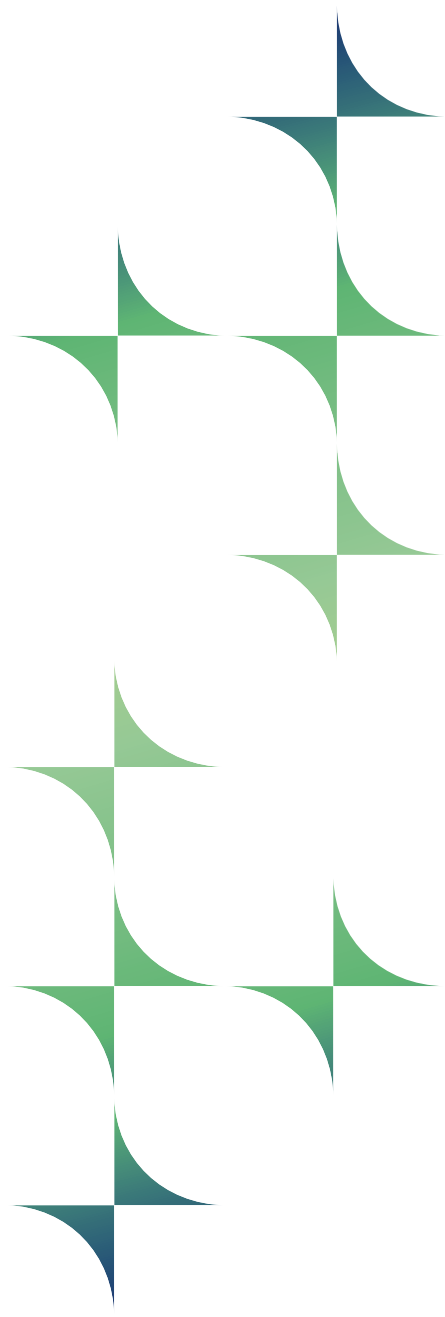
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List Of Thirty (30) Largest
Warrant Holders

Form Of Proxy



KEY CORPORATE MILESTONES

1976

Syarikat Pembinaan Fajar Baru (Rembau) Sdn. Bhd. was incorporated as a private limited company

1998

Listed on Bursa Malaysia

2005

Involved in LCCT (Phase 1), Sepang (RM108 Million)



2006

- Involved in Batu Gajah Railway staff quarters & training school under Road Builder-Fajarbaru JV (RM75 Million)
- Rehabilitation of airfield pavements at Penang International Airport (RM27 Million)

2008

Awarded for expansion of LCCT at KLIA Phase 2 (RM124 Million)

2014

- First venture into Australia property development (Gardenhill, Melbourne – GDV AUD77 Million); awarded “Game Changer of the Year Award in the REA Excellence Award 2017” – Australia’s first dog park in a high-rise apartment
- First venture into the timber logging business by acquiring permit to extract and sell logs on 28,000 acres of concession



2013

- Involved in the Electrified Double Tracking Project for the Seremban-Gemas rail road (RM316 Million)
- Designed and constructed the Tampin Hospital for Ministry of Health (RM138 Million)



2015

- Fajarbaru Logistics Sdn. Bhd. was incorporated to provide logistics support to timber business
- Extension of Awan Besar and Muhibbah station for LRT Ampang Line (RM62 Million)
- Involved in the designing and building expansion of Gleneagles Hospital Kuala Lumpur 10-storey medical block (RM166 Million). Was awarded GBI Gold rating in 2020

2016

- Expansion of the timber logging business through the acquisition to extract and sell logs from a 20,000 acres concession
- Awarded the rehabilitation of Jerantut-Gua Musang railway track from Ministry of Transport (RM259 Million)



KEY CORPORATE MILESTONES (CONT'D)

2017

- Launched the maiden property development project in Malaysia, Rica Residence @ Sentul, Kuala Lumpur (GDV of RM290 Million)
- Completion of Ampang LRT Depot (RM289 Million)
- Ventured into second Australian property development (Paragon, Melbourne - GDV AUD200 Million) with Australia's first high rise indoor forest residential; awarded "Best High-Rise Residential category" at the Asia Pacific Property Awards 2018-2019 and "Best International Development" at the iProperty Development Excellence Awards 2019



2018

Ventured into third Australian project located at Northcote (The Wilds - GDV of AUD35 Million) for development of luxury townhouses



2020

Diversification of the Group into plantation with the incorporation of Fajarbaru Plantation Sdn. Bhd.



2022

Launched the Group's second development in Malaysia called Vierra Residence @ Kinrara, Kuala Lumpur (GDV of RM482 Million)

2025

- Rebranded as FBG - A strategic move that reflects the Group's commitment to innovation, sustainability, and long-term value creation, while reinforcing a vision for continued excellence in construction and property development
- FBG signed Master PDA with Penang Development Corporation to develop the 235.8 acres Penang Medi-City in Batu Kawan, with Parcel 1 valued at RM2 billion. Strategic collaborations were also established with Pelaburan Hartanah Berhad, Solarvest Holdings Berhad, KJTS Group Berhad, and Cellaax Sdn. Bhd. to jointly drive development opportunities
- Delivery of Vacant Possession for Residensi Intan @ Desa Green
- Delivery of Vacant Possession for Vierra Residence @ Kinrara

2023

- MOU with Penang Development Corporation on the development of 'Medi-City Bandar Cassia' encompassing a 230 acres land parcel
- Launched Residensi Intan @ Desa Green (Kuala Krai), comprising 227 homes (GDV of RM69.8 Million)
- Awarded contract to redevelop military facilities for the Australian Department of Defence at RMAF base in Butterworth, Penang worth RM7.36 Million

NOTICE OF ANNUAL GENERAL MEETING



4 December 2025



10.00 a.m.



Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara,
Off Jalan Damansara, 60000 Kuala Lumpur.

NOTICE IS HEREBY GIVEN that the Thirty-First Annual General Meeting of the Company will be held at Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Thursday, 4 December 2025 at 10.00 a.m.

AGENDA

- | | |
|---|--|
| 1. To receive the Audited Financial Statements for the year ended 30 June 2025 together with the Reports of the Directors and Auditors thereon. | (Refer to
Explanatory Notes i) |
| 2. To re-elect Dato' Sri Kuan Khian Leng who retires in accordance with Clause 83 of the Company's Constitution and who being eligible, offers himself for re-election. | Resolution 1
(Refer to Explanatory
Notes ii) |
| 3. To re-elect Dato' Lim Siew Mei who retires in accordance with Clause 83 of the Company's Constitution and who being eligible, offers herself for re-election. | Resolution 2
(Refer to Explanatory
Notes ii) |
| 4. To re-elect Tan Sri Datuk Seri Lau Kuan Kam who retires in accordance with Clause 83 of the Company's Constitution and who being eligible, offers himself for re-election. | Resolution 3
(Refer to Explanatory
Notes ii) |
| 5. To approve the payment of Directors' fees amounting to RM535,000 for the period from the Thirty-First Annual General Meeting until the next Annual General Meeting, payable to Non-Executive Directors. | Resolution 4 |
| 6. To approve the payment of Directors' benefits up to an amount of RM90,000 for the period from the Thirty-First Annual General Meeting until the next Annual General Meeting, payable to Non-Executive Directors. | Resolution 5
(Refer to Explanatory
Notes iii) |
| 7. To re-appoint Messrs Crowe Malaysia PLT as Auditors of the Company for the financial year ending 30 June 2026 and to authorise the Directors to fix their remuneration. | Resolution 6 |

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

AGENDA (Cont'd)

Special Business

To consider and if thought fit, to pass the following resolutions:-

8. Authority to Issue Shares

"THAT pursuant to Section 75 and Section 76 of the Companies Act, 2016, the Directors be and are hereby authorised to issue and allot shares in the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion, deem fit provided that the aggregate number of shares to be issued does not exceed ten per centum (10%) of the total number of issued share capital of the Company for the time being, subject always to the approval of all the relevant regulatory bodies being obtained for such allotment and issue.

AND THAT in connection with the above, pursuant to Section 85(1) of the Companies Act, 2016 read together with Clause 52 of the Company's Constitution, the shareholders of the Company do hereby approve that the pre-emptive rights to new shares that may be issued and allotted as above shall not apply."

Resolution 7
(Refer to Explanatory
Notes iv)

9. Proposed Renewal of Share Buy-back Authority

"THAT subject to the Companies Act, 2016, the provisions of the Company's Constitution, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and all other prevailing laws, rules, regulations and orders issued and/or amended from time to time by the relevant authorities, the Company be and is hereby authorised to allocate an amount not exceeding the retained profits of the Company for the purpose of and to purchase such amount of ordinary shares ("Proposed Share Buy-back") in the Company as may be determined by the Directors of the Company from time to time on the market of the Bursa Securities upon such terms and conditions as the Directors may deem fit in the interest of the Company provided that the aggregate number of shares purchased pursuant to this resolution does not exceed ten per centum (10%) of the total issued and paid-up share capital of the Company;

Resolution 8
(Refer to Explanatory
Notes v)

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

AGENDA (Cont'd)

9. Proposed Renewal of Share Buy-back Authority (Cont'd)

THAT upon completion of the purchase by the Company of its own shares, the Directors are authorised to decide at their discretion to cancel all or part the shares so purchased and/or to retain all or part the shares so purchased as treasury shares of which may be distributed as dividends to shareholders and/or to resell on the market of Bursa Securities and/or to retain part thereof as treasury shares and cancel the remainder;

AND THAT the Directors be and are hereby authorised and empowered to do all acts and things to give full effect to the Proposed Share Buy-back AND FURTHER THAT such authority shall commence immediately upon passing of this resolution until:-

- i) the conclusion of the next Annual General Meeting of the Company at which time the authority shall lapse unless by ordinary resolution passed at a general meeting, the authority is renewed either unconditionally or subject to conditions; or
- ii) the expiration of the period within which the next Annual General Meeting after that date is required by law to be held; or
- iii) revoke or varied by ordinary resolution of the shareholders of the Company at a general meeting;

whichever is the earliest.”

10. To transact any other business of which due notice shall have been given.

By Order of the Board

TAN KOK AUN (SSM PC No. 201908003805) (MACS 01564)

LEE WAI NGAN (SSM PC No. 201908003497) (LS0000184)

Company Secretaries

Kuala Lumpur,
30 October 2025

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

AGENDA (Cont'd)

Notes:

1. *A Member holding one thousand (1,000) ordinary shares or less may appoint only one (1) proxy to attend and vote instead of him/her at a general meeting who shall represent all the shares held by such member, and where a member holding more than one thousand (1,000) ordinary shares may appoint more than one (1) proxy to attend and vote instead of him/her at the same meeting. Where a member appoints more than (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.*
2. *Where a Member is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.*
3. *A proxy may but need not be a member of the Company.*
4. *If the appointer is a corporation, the proxy form must be executed under its Common Seal or under the hand of its attorney.*
5. *The instrument appointing a proxy together with the power of attorney (if any) under which it is signed or a certified true copy thereof shall be deposited at the Company's Share Registrar Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not less than 48 hours before the time set for the Meeting.*
6. *Depositor whose name appears on the Record of Depositors as at 26 November 2025 shall be regarded as member of the Company and entitled to attend and vote at the meeting or to appoint proxy(ies) to attend and vote at meeting.*

EXPLANATORY NOTES

- i. Item 1 of the Agenda is meant for discussion only as the provision of Section 340 (1) (a) of the Companies Act, 2016 does not require a formal approval of the shareholders, and hence is not put forward for voting.
- ii. Re-election of Directors who retire in accordance with Clause 83 of the Company's Constitution
The proposed Ordinary Resolution 1 to 3 in items 2 to 4 of the Agenda are to seek shareholders' approval on the re-election of the retiring directors.

Clause 83 of the Company's Constitution provides that one-third of the Directors (including Managing Director) of the Company for the time being shall retire by rotation at an Annual General Meeting of the Company provided always that all Directors, shall retire from office at least once in each three years but shall be eligible for re-election at the Annual General Meeting. A Director retiring at a meeting shall retain office until the close of the meeting. The Board endorsed the Nominating Committee's recommendation that the Directors who retire in accordance with the above-mentioned Clause of the Company's Constitution, namely Dato' Sri Kuan Khian Leng, Dato' Lim Siew Mei and Tan Sri Datuk Seri Lau Kuan Kam are eligible to stand for re-election. They, being eligible for re-election have given their consent for re-election.

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

EXPLANATORY NOTES (Cont'd)

- iii. To approve the payment of Directors' benefits up to an amount of RM90,000 for the period from the Thirty-First Annual General Meeting until the next Annual General Meeting, payable to Non-Executive Directors.

The proposed Resolution 5 in item 6 of the Agenda is to seek shareholders' approval on the payment of Directors' benefits of RM90,000.

The benefits payable to Non-Executive Directors comprise of allowances, benefit-in-kind and other emoluments.

EXPLANATORY NOTES ON SPECIAL BUSINESS

- iv. Authority to Issue Shares

The proposed Resolution 7 in item 8 of the Agenda is primarily to give flexibility to the Board of Directors to issue and allot shares at any time in their absolute discretion without convening a general meeting. The authorisation will, unless revoked or varied by the Company at a general meeting, expire at the next annual general meeting. This is a renewal of a general mandate. In order to avoid any delay and cost involved in convening a general meeting, it is thus appropriate to seek members' approval.

The purpose of this general mandate is for possible fund raising exercises including but not limited to further placement of shares for purpose of funding current and/or future projects, working capital and/or acquisitions.

- v. Proposed Renewal of Share Buy-back Authority

The proposed Resolution 8 in item 9 of the Agenda is to empower the Directors of the Company to purchase the Company's shares up to ten per centum (10%) of the issued and paid-up share capital of the Company by utilising the funds allocated which shall not exceed the retained profits of the Company.

Please refer to the Share Buy-back Statement dated 30 October 2025, which is released together with the Company's Annual Report 2025.

STATEMENT ACCOMPANYING

NOTICE OF THIRTY-FIRST ANNUAL GENERAL MEETING

DETAILS OF MEETING

Thirty-First Annual General Meeting of the Company will be held at Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Thursday, 4 December 2025 at 10.00 a.m.

RE-ELECTION OF DIRECTORS

Directors who are standing for re-election in accordance with Clause 83 of the Company's Constitution:

- i) Dato' Sri Kuan Khian Leng
- ii) Dato' Lim Siew Mei
- iii) Tan Sri Datuk Seri Lau Kuan Kam

Further details of the Directors standing for re-election are set out in the Directors' Profile appearing on pages 42 to 50 of this Annual Report.

ATTENDANCE OF BOARD MEETING

Details of the attendance of Directors at board meetings are stated on page 51 of this Annual Report.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Tan Sri Dato' Sri Chan Kong Choy
(Group Executive Chairman,
Executive Director)

**Tan Sri Dato' Sri Kuan Peng Ching
@ Kuan Peng Soon**
(Deputy Chairman, Non-Independent
Non-Executive Director)

Dato' Sri Kuan Khian Leng
(Group Chief Executive Officer,
Executive Director)

Tan Sri Datuk Seri Lau Kuan Kam
(Group Executive Director)

Dato' Ir. Kong Kam Loong
(Group Executive Director)

Dato' Lim Siew Mei
(Non-Independent Non-Executive Director)

Dato' Norasni Binti Ayob
(Independent Non-Executive Director)

Datuk Yoo Wei How
(Independent Non-Executive Director)

Ooi Leng Chooi
(Independent Non-Executive Director)

AUDIT COMMITTEE

Chairman

Ooi Leng Chooi

Members

Dato' Norasni Binti Ayob

Datuk Yoo Wei How

NOMINATING COMMITTEE

Chairman

Dato' Norasni Binti Ayob

Members

Dato' Lim Siew Mei

Ooi Leng Chooi

REMUNERATION COMMITTEE

Chairman

Tan Sri Dato' Sri Kuan Peng Ching
@ Kuan Peng Soon

Members

Datuk Yoo Wei How

Ooi Leng Chooi

SUSTAINABILITY COMMITTEE

Chairman

Datuk Yoo Wei How

Members

Dato' Norasni Binti Ayob

Ooi Leng Chooi

SOLICITORS

Messrs. B B Teh

Messrs. Harold & Lam Partnership

Messrs. Arthur Wang,

Lian & Associates

PRINCIPAL BANKERS

Malayan Banking Berhad

RHB Bank Berhad

Bangkok Bank Berhad

CIMB Bank Berhad

United Overseas Bank

(Malaysia) Bhd

Alliance Bank Malaysia Berhad

COMPANY SECRETARIES

Tan Kok Aun

(SSM PC No. 201908003805)

(MACS 01564)

Lee Wai Ngan

(SSM PC No. 201908003497)

(LS0000184)

REGISTERED OFFICE

No. 3A, Mezzanine Floor,

Jalan Ipoh Kecil,

50350 Kuala Lumpur.

T: +603 - 4043 5750

F: +603 - 4043 5755

E: cosec@pcasynergy.com

BUSINESS ADDRESS

No. 61 & 63, Jalan SS6/12,

Kelana Jaya,

47301 Petaling Jaya,

Selangor Darul Ehsan.

T: +603 - 7804 9698

F: +603 - 7804 3698 / 4849

E: corporate@fajarbarugroup.com

W: <https://www.fajarbarugroup.com>

AUDITORS

Crowe Malaysia PLT,

Chartered Accountants

Kuala Lumpur Office,

Level 16 Tower C, Megan Avenue II,

No. 12, Jalan Yap Kwan Seng,

50450 Kuala Lumpur.

T: +603 - 2788 9999

F: +603 - 2166 1000

REGISTRAR

Tricor Investor & Issuing House

Services Sdn. Bhd.

Unit 32-01, Level 32, Tower A,

Vertical Business Suite,

Avenue 3, Bangsar South

No. 8, Jalan Kerinchi

59200 Kuala Lumpur, Malaysia.

T: +603 - 2783 9299

F: +603 - 2783 9222

E: is.enquiry@vistra.com

STOCK EXCHANGE LISTING

**Main Market of Bursa Malaysia
Securities Bhd.**

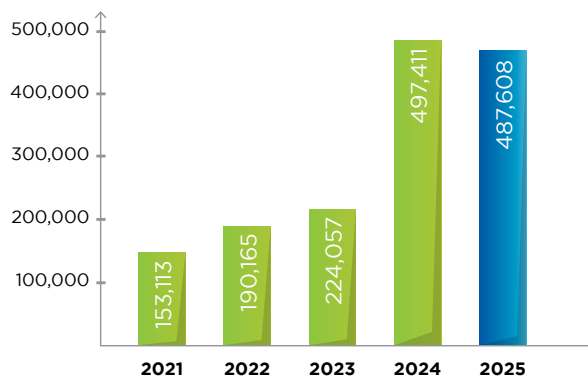
Stock Name: FBG

Stock Code: 7047

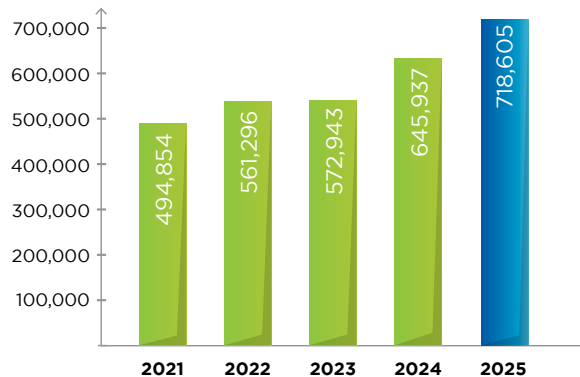
PERFORMANCE ANALYSIS

		2021	2022	2023	2024	2025
Revenue	RM'000	153,113	190,165	224,057	497,411	487,608
Profit / (Loss) Before Tax	RM'000	36,954	15,291	(10,721)	75,964	8,468
Profit / (Loss) After Tax	RM'000	28,096	10,403	(16,639)	55,473	6,449
Issued Share Capital	RM'000	194,303	221,534	221,534	221,534	221,534
Shareholders' Funds	RM'000	355,786	390,024	367,983	419,649	410,199
Total Assets	RM'000	494,854	561,296	572,943	645,937	718,605
Earnings Per Share	Sen	6.46	1.44	(1.95)	7.28	0.95
Net Assets Per Share	RM	0.96	0.53	0.50	0.57	0.55

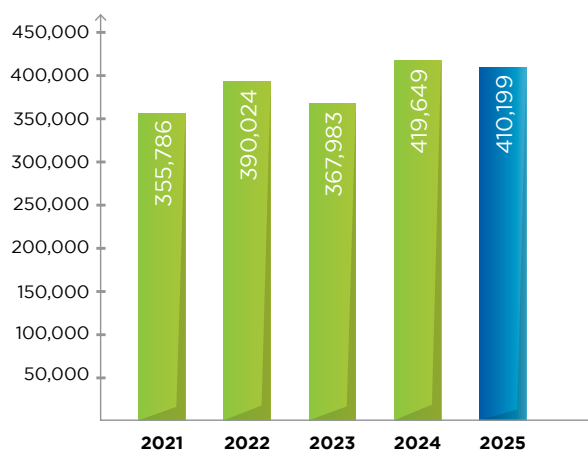
Revenue
RM'000



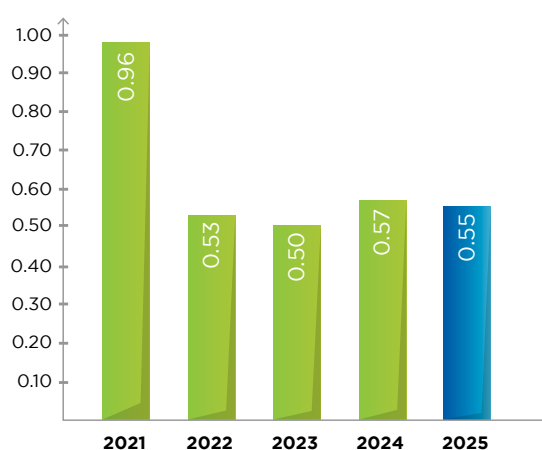
Total Assets
RM'000



Shareholders' Funds
RM'000



Net Assets Per Share
RM



OUR VISION

Our Vision is to be the most valued construction and property company in the markets we serve.

OUR MISSION

With stakeholder satisfaction as our core, we further focus on individual goals to achieve the bigger collective aspiration.

COMMUNITIES

To create a sustainable future for our stakeholders and the society by preserving the environment, be responsible, and be active in the development of a better society and economy.

ASSOCIATES

To be the preferred business partner, consultant and supplier; to have a relationship based on respect, professionalism and ethics.

CUSTOMERS

To achieve highest level of customer satisfaction through reliable and timely delivery, innovative and cost-effective products and solutions, without compromising on quality and safety.

EMPLOYEES

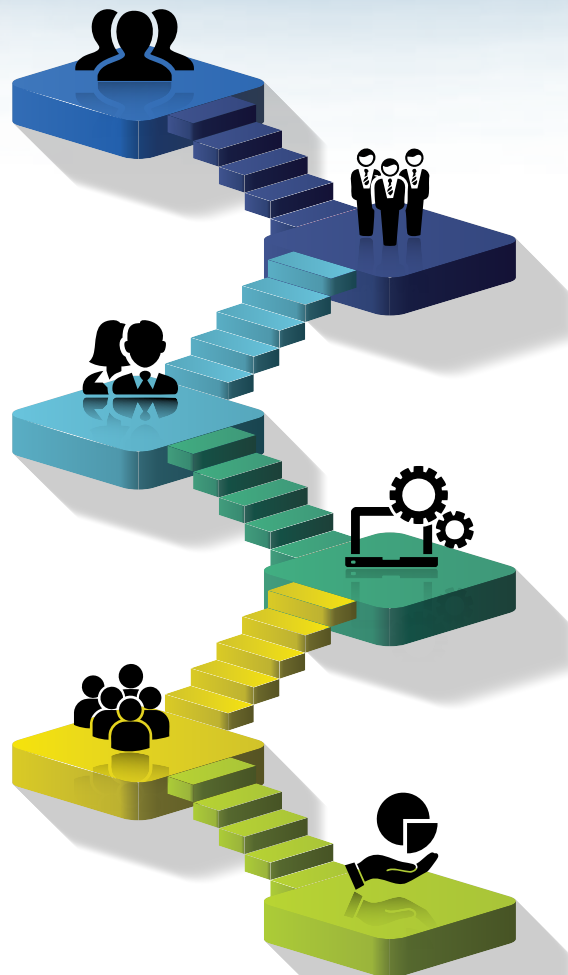
To create value for our employees by providing better growth opportunities.

TECHNOLOGY

To constantly update ourselves with the latest technology and embrace it, while utilising relevant skills to improve our efficiency.

SHAREHOLDERS

To create value for our shareholders by consistently improving our profitability and growth, and ultimately deliver superior returns on their investment.



CORE VALUES

The FBG Group of Companies leads the way in business by observing the following set of values:



CHAIRMAN'S STATEMENT

“

To our Valued Shareholders,

On behalf of the Board of Directors,
I present the Annual Report and Audited
Financial Statements of FBG Holdings Berhad
("FBG" or the "Company") and its subsidiaries
(collectively referred to as "the Group")
for the financial year ended 30 June 2025.”

**TAN SRI DATO' SRI
CHAN KONG CHOY**

Group Executive Chairman

OPERATING ENVIRONMENT

In the first half of 2025, Malaysia's economy remained steady, expanding around 4.4% to 4.5%, driven by resilient domestic demand and improving trade conditions. Bank Negara Malaysia ("BNM") forecasts full-year GDP growth of between 4.0% to 4.8% for 2025, down from earlier projections of 4.5% to 5.5%, citing persistent global trade uncertainties and tariff risks.

Downside risks remain considerable, including geopolitical tensions, tightening global financial conditions, and policy tightening in key export markets. In light of these challenges, the Group continues to approach capital and operating expenditures with caution, focusing on cost control and maintaining operational readiness.

Amid a challenging operating landscape including lingering pandemic effects and inconsistent external demand, the Group has sustained its strategic priorities with discipline and adaptability. Looking ahead, while uncertainties persist, we continue to emphasise pragmatic execution, fiscal discipline, and prudent innovation to support sustainable performance and deliver responsible outcomes for shareholders.



CHAIRMAN'S STATEMENT (CONT'D)

REVIEW OF FINANCIAL PERFORMANCE

The Group recorded a revenue of RM487.6 million and a profit before tax of RM8.5 million in FYE 2025, compared to a revenue of RM497.4 million and a profit before tax of RM76.0 million in FYE 2024. The decline in revenue and profitability was largely attributable to lower contributions from the Property Development segment.

During FYE 2025, the Group will focus on the execution of ongoing contracts across various sectors, including high-rise residential buildings, retail complexes, golf clubhouse developments, and military infrastructure redevelopment. In addition to its construction activities, the Group continues to make steady progress in its property development projects, namely Residensi Intan @ Desa Green in Kelantan and the Centralised Labour Quarters ("CLQ") in Negeri Sembilan.

Our priority remains the effective execution of projects from the outstanding order book, currently stands at approximately RM933.2 million, while maintaining disciplined cost management and timely delivery across both construction and property development segments.

A more detailed review of the Group's financial performance and operational developments is provided in the Management Discussion and Analysis section of this Annual Report.

Revenue
**RM487.6
Million**



Profit
Before Tax

RM8.5 Million



CHAIRMAN'S STATEMENT (CONT'D)

COMMITMENT TO CORPORATE GOVERNANCE AND SUSTAINABILITY

The Board remains firmly committed to upholding high standards of corporate governance, regulatory compliance, and ethical business practices across the Group. These principles are fundamental to the Group's performance and its ability to generate long-term, sustainable value. In fulfilling our responsibilities to shareholders and stakeholders, the Board ensures that business is conducted with integrity, guided by sound values and a focus on delivering positive economic, environmental, and social outcomes. The Group's policies are regularly reviewed and updated to align with evolving regulatory requirements and industry best practices, in accordance with the Listing Requirements of Bursa Malaysia Securities Berhad.

FBG remains committed to maintaining the highest standards of accountability, integrity, and

transparency across its operations. As part of this commitment, a comprehensive suite of corporate governance policies has been established to ensure responsible and ethical conduct at all levels of the organisation. These policies are accessible to the public on the Group's website at <https://www.fajarbarugroup.com/corporate-governance/>.

As Environmental, Social, and Governance ("ESG") factors continue to play a pivotal role in shaping responsible business practices, FBG remains committed to strengthening its sustainability agenda. We are taking proactive steps to embed ESG principles across our operations, ensuring that sustainability becomes an integral part of our long-term strategy. By aligning our initiatives with evolving regulatory requirements and stakeholder expectations, we aim to create enduring value while contributing meaningfully to the environment and broader society. Further details on our sustainability efforts and progress can be found in the Sustainability Statement on pages 56 to 92 of this Annual Report.



CHAIRMAN'S STATEMENT (CONT'D)

CORPORATE AND BUSINESS DEVELOPMENTS

During the year, the Group undertook several key corporate and business developments.

- On 15 January 2025, the Group officially rebranded itself as FBG. This rebranding marks a strategic step forward, reflecting the Group's commitment to innovation, sustainability, and long-term value creation. It reinforces our vision to evolve with the times while continuing to deliver quality construction and property development projects across the industries we serve.
- On 20 January 2025, FBG entered into a Master Purchase and Development Agreement ("Master PDA") with Penang Development Corporation ("PDC") to facilitate the development of the 235.8 acres Medi-City project in Batu Kawan, Penang. Under the agreement, FBG will acquire Parcel 1, spanning 51.2 acres, with an estimated gross development value ("GDV") of approximately RM2 billion over an eight-year period. In conjunction with the signing, FBG also formalised strategic collaboration agreements with PDC and several key partners—Pelaburan Hartanah Berhad ("PHB"), Solarvest Holdings Berhad ("SHB"), KJTS Group Berhad ("KJTS"), and Cellaax Sdn Bhd ("CELLAAX") to jointly explore and drive development opportunities within the Medi-City development project.



Penang Medi-City, Batu Kawan

Artist's impression only. Subject to changes and final approval.

CHAIRMAN'S STATEMENT (CONT'D)

CORPORATE AND BUSINESS DEVELOPMENTS (Cont'd)

- On 4 February 2025, the Group, in partnership with Avionics Pty Ltd ("APL"), was awarded the Delivery Phase of the Head Contract (International) Two Phase by the Australian Department of Defence, Commonwealth of Australia. The total contract value for the Delivery Phase is RM131.6 million, with FBG's portion amounting to RM75.9 million. This phase encompasses the design and construction of infrastructure works at the Royal Malaysian Air Force ("RMAF") Base in Butterworth, Penang.
- On 8 April 2025, FBG received a Letter of Award from Petaling Garden Sdn Bhd, an indirect wholly-owned subsidiary of SP Setia Berhad, for the proposed construction and completion of roadworks, drainage, and reinforced concrete slab crossings at Setia Alaman Industrial Park in Klang, Selangor. The infrastructure contract is valued at RM63.7 million and is scheduled for completion within nine months.
- On 2 July 2025, the name of the Group has been changed from "Fajarbaru Builder Group Bhd." to "FBG Holdings Berhad".
- On 18 September 2025, FBG proposed to undertake a renounceable rights issue of up to 836,621,880 new ordinary shares on the basis of 3 rights shares for every 4 existing FBG shares held, together with up to 278,873,960 free detachable warrants on the basis of 1 warrant for every 3 rights shares subscribed for (Proposed Rights Issue with Warrants).



DIVIDENDS

The Board of Directors declared an interim dividend of 1.0 sen per share for the financial year ended 30 June 2024, amounting to a total payout of RM7.4 million to shareholders. The dividend was paid on 24 December 2024.



RM7.4 MILLION
was paid to the
shareholders

CHAIRMAN'S STATEMENT (CONT'D)

MOVING FORWARD

As we look ahead to the coming financial year, the Group remains anchored by sound business fundamentals and disciplined governance. We continue to assess risks and opportunities with a clear focus on aligning our efforts with the Group's long-term strategy and vision for sustainable value creation.

Our core businesses remain the foundation of our performance, and we are committed to enhancing efficiency and resilience while cautiously exploring new opportunities that offer sustainable returns. Amid an increasingly complex operating environment, we will continue to adopt a prudent approach, remaining responsive to market dynamics and focused on preserving financial strength.

A key highlight during the year was the Group's rebranding from Fajarbaru to FBG on 15 January 2025, a strategic move that reflects our evolution and growth. This rebranding marks a pivotal step forward as we embrace a refreshed identity while staying true to the values that have defined our journey. It also sets the stage for our Golden Jubilee in 2026, a significant milestone that underscores our longstanding presence and enduring commitment to excellence.

We are encouraged by the momentum achieved during the year, including the successful award of several new contracts and the formation of strategic partnerships. Notably, our collaboration with PDC for the development of the 235.8 acres Penang Medi-City in Batu Kawan marks an important step in our long-term growth agenda. Envisioned as a medical and wellness hub, the development project will integrate healthcare, residential, commercial, and supporting infrastructure within a sustainable urban setting. Although still at an early stage, Penang Medi-City has the potential to become a flagship initiative for the Group, strengthening our role in integrated development while aligning with our vision as The Makers of Tomorrow. With its focus on smart, sustainable design and diversified community elements, the project aspires to generate lasting social and economic benefits for Penang and the wider nation.

Looking ahead, we remain cautiously optimistic. The operating environment will continue to present challenges, but I am confident that with nearly five decades of experience, a renewed brand identity, and a clear strategic direction, FBG is well-positioned to seize emerging opportunities, drive sustainable growth, and create long-term value for all stakeholders.



CHAIRMAN'S STATEMENT (CONT'D)

APPRECIATION

On behalf of the Board of Directors, I would like to extend our sincere appreciation to the management team and employees for their continued dedication and hard work throughout the year. Your unwavering commitment has been instrumental to the Group's progress and resilience.

We are also grateful to our valued stakeholders including clients, shareholders, financiers, suppliers, and business partners for their ongoing trust and support. These relationships remain central to our ability to deliver sustainable value and long-term growth.

My heartfelt thanks go to the Board of Directors for their leadership, strategic insight, and steadfast guidance, which have been vital in navigating the challenges and opportunities of the year.

Looking ahead, while we maintain a measured optimism, we acknowledge the uncertainties that lie ahead—from evolving market conditions to geopolitical and economic headwinds. FBG will continue to take a prudent and disciplined approach as we work towards delivering sustainable value and protecting the interests of all stakeholders.

Thank you.

Tan Sri Dato' Sri Chan Kong Choy
(Group Executive Chairman)



OUR ACHIEVEMENTS & HIGHLIGHTS

INDUSTRY RECOGNITIONS



Nanyang Superb Brand Awards 2023
Innovative Property and Construction Brand Award



Platinum Business Award 2023
Outstanding Achiever Award



Best Value High-Rise Development in Malaysia by PropertyGuru Asia Property Awards (2022)



Provisional Green RE Certification Residential Category 2022



Infrastructure Contractor of the Year 2021



Paragon, Melbourne
Best International Development
iProperty Development Excellence Awards (iDEA) 2019



Paragon, Melbourne
Best Residential High-Rise Development
International Property Awards 2018-2019



Asiahub Trading Sdn Bhd 100 Outstanding SME Award Golden Bull Awards 2018



ISO 45001 : 2018 Occupational Health and Safety Management System



The BrandLaureate Brand Leadership Award 2017-2018



Gardenhill, Melbourne,
Game Changer of the Year
Award REA Excellence Award 2017



ISO 9001 : 2015 Quality Management System



ISO 14001 : 2015 Environmental Management System

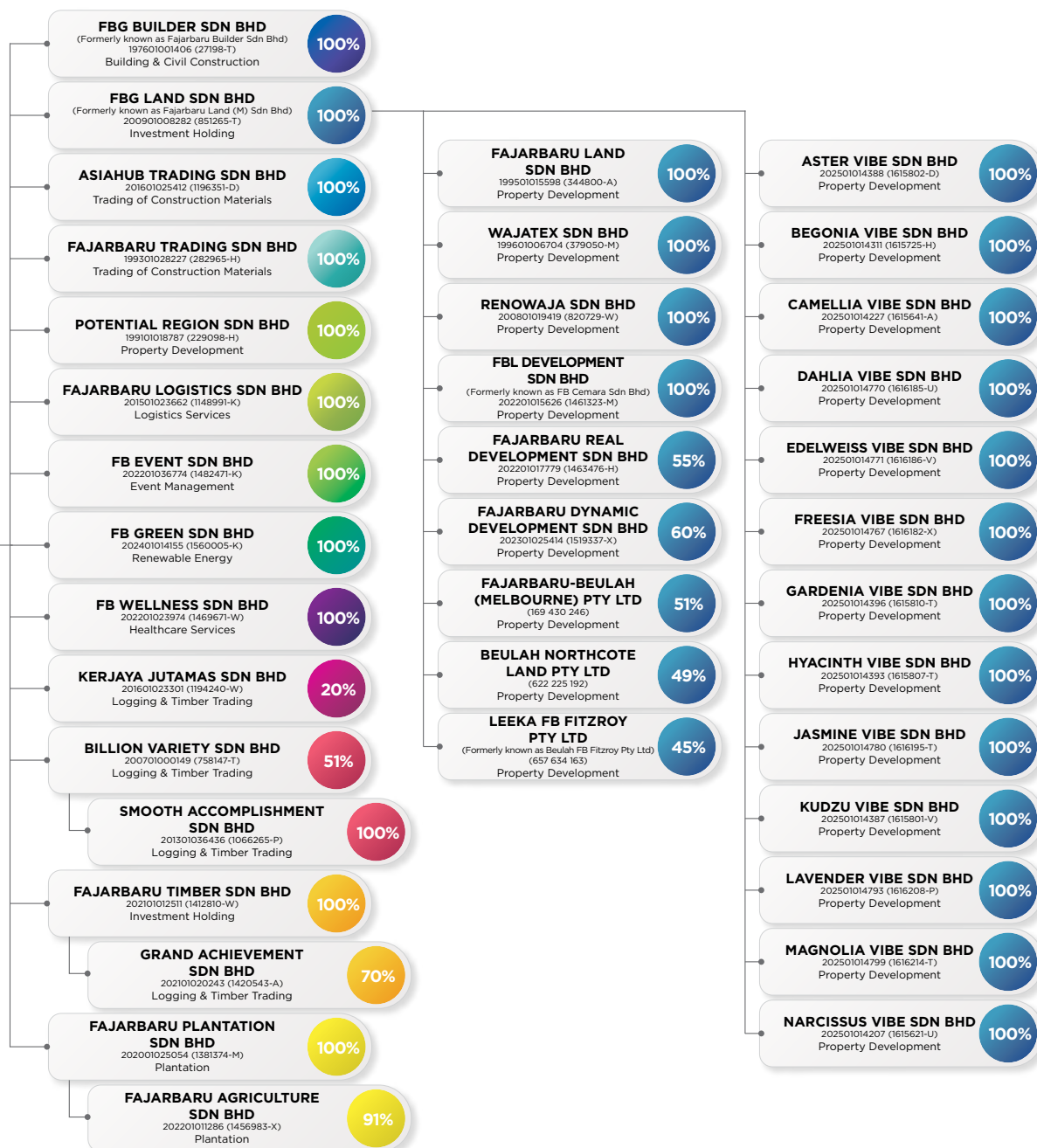


Green Building Index (Gold) - Gleneagles Hospital Kuala Lumpur



4-Star SHASSIC Certification - Ampang Line Extension Project

CORPORATE STRUCTURE



MANAGEMENT DISCUSSION AND ANALYSIS

FBG Holdings Berhad (“FBG” or “the Company”) is an investment holding company with subsidiaries (collectively referred to as “the Group”) engaged in multiple business segments, including construction, property development, logging and timber trading, trading of building materials, logistics, and plantation, spanning across Malaysia and Australia.

This Management Discussion and Analysis (“MDA”) section aims to provide stakeholders with a comprehensive review of the Group’s operational and financial performance for the financial year ended 30 June 2025. It should be read in conjunction with the Group’s consolidated financial statements and accompanying notes for a full and accurate understanding.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

INDUSTRY REVIEW AND OUTLOOK

Malaysia's economy expanded by 5.1% in 2024, underpinned by resilient domestic demand, firm investment activity, and a recovery in both tourism and exports. This positive trend carried into 2025, with GDP growing by 4.4% in the second quarter, supported by robust household spending and a steady labour market.

Bank Negara Malaysia initially projected growth of 4.5% to 5.5% for the country's GDP and has since revised its full-year 2025 GDP forecast to be between 4.0% and 4.8%. The revision reflects persistent global uncertainties, including the impact of new tariffs, weaker external demand, and geopolitical tensions. While the near-term outlook remains moderate, the Malaysian economy continues to benefit from stable domestic consumption, improvements in the labour market, and ongoing investment in key sectors. At the same time, the operating environment remains sensitive to global trade disruptions and financial market volatility, requiring businesses to remain vigilant and adaptable in their strategies.

Sustainability has also taken on heightened importance across the construction and property development industries as Malaysia advances toward its goal of net-zero carbon emissions by 2050. This national commitment necessitates the adoption of renewable energy sources, improvements in energy efficiency, and the integration of low-carbon practices across the value chain. In this context, FBG is progressively integrating energy-efficient technologies, reducing its carbon footprint, and incorporating environmentally responsible materials into its property and construction projects. These efforts represent a pragmatic response to evolving regulatory requirements and shifting market expectations. At the same time, they align with Malaysia's broader sustainability agenda, supporting the nation's transition toward a low-carbon economy and contributing to a more sustainable built environment. The Group will continue to explore opportunities to expand these practices as new technologies mature and market adoption deepens, ensuring that its sustainability journey evolves in step with industry and national priorities.

OVERVIEW OF GROUP'S BUSINESS AND OPERATIONS

During FYE 2025, the Group recorded stable performance from its core business segments of Construction and Property Development.

GROUP FINANCIAL REVIEW

Financial Performance

The Group reported a net profit of RM6.4 million for the financial year ended 30 June 2025, compared to RM55.5 million in the previous year, with the Construction segment remaining the primary contributor.

The Group's balance sheet remained stable, supported by low borrowing levels and a healthy cash reserve. As at 30 June 2025, total assets stood at RM718.6 million, up from RM645.9 million in FYE 2024, while the gearing ratio remained at a manageable level of 23.7%. The Group will continue to prioritise a prudent approach to capital and cash flow management to maintain its financial resilience.



Total Assets
RM718.6 MILLION

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

GROUP FINANCIAL REVIEW (Cont'd)

Construction Segment

The Construction segment recorded a revenue of RM346.1 million in the current financial year, compared to RM165.0 million in the previous financial year. The segment reported a profit before tax ("PBT") of RM14.7 million, a turnaround from the loss before tax of RM22.9 million in the previous financial year.

The improvement in revenue and profit was mainly driven by progressive recognition from projects secured in earlier financial years, which continued to contribute steadily during the reporting period.

Property Development Segment

The Property Development segment recorded a revenue of RM126.3 million in the current financial year, compared to RM306.2 million in the previous financial year. PBT declined to RM5.8 million, from RM95.5 million in the previous financial year.

The decrease in both revenue and PBT was mainly due to the Vierra Residence @ Kinrara development project, which is approaching completion. In contrast, FYE 2024 reflected the peak of construction activity, during which the majority of revenue was recognised.

Logging and Timber Trading Segment

The Logging and Timber Trading segment did not generate revenue in the current financial year as no approved working block was available for operations. In comparison, the segment recorded a revenue of RM15.0 million in the previous financial year. Loss before tax for the current financial year stood at RM0.5 million, compared to profit before tax of RM4.7 million in FYE 2024.

The decline in both revenue and PBT was primarily due to the absence of an approved working block. The Group has since commenced preliminary activities on a newly approved block, and production is anticipated to gradually resume in due course, subject to operating conditions.

Trading and Logistics Segments

The Trading segment recorded a revenue of RM13.9 million in the current financial year, compared to RM9.6 million in the previous financial year. The segment posted a loss before tax of RM0.03 million in the current financial year and PBT of RM1.7 million in the previous financial year.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

GROUP FINANCIAL REVIEW (Cont'd)

The higher revenue was mainly driven by increased purchases of construction materials to support the Group's newly awarded and ongoing projects under the Construction segment. The modest movement in PBT reflects the segment's normal operating activities and was not influenced by any exceptional items or one-off events.

The Logistics segment recorded a revenue of RM0.8 million in the previous financial year, compared to RM1.1 million in the previous financial year. The segment posted a loss before tax of RM0.4 million in both financial years.

The marginal changes in both revenue and loss before tax reflect the segment's routine operational activities, with no significant impact from exceptional items or extraordinary circumstances.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

REVIEW OF OPERATIONS



CONSTRUCTION

Malaysia's construction industry is poised for continued expansion in 2025. Industry forecasts estimate real output growth of approximately 6% this year, supported by substantial investments in transport infrastructure, renewable energy projects, and other strategic developments. Major infrastructure developments including the commencement of the Penang Mutiara LRT Line and the expansion of Penang International Airport signal continued public-sector momentum. At the same time, sustained demand for commercial, industrial, and data centre facilities is driving private sector activity.

Nonetheless, the sector remains challenged by rising material costs, skilled labour shortages, and enhanced environmental compliance requirements, which are incrementally increasing project overheads and complexity. Overall, the industry reflects a mix of opportunity and caution: while infrastructure investment continues to underpin growth, companies must remain adaptive to cost pressures and resource constraints.

For the Group, these industry trends present both opportunities and challenges. FBG remains mindful of cost and labour pressures that may affect project timelines and margins, while at the same time aligning its strategies with national priorities on sustainability and digital adoption. By maintaining discipline in project execution and selectively pursuing new opportunities, FBG seeks to navigate the evolving construction landscape and position itself for long-term resilience.

FYE 2025 commenced with the Group securing two new infrastructure contracts. The first was a RM75.9 million project awarded by the Australian Department of Defence, Commonwealth of Australia, for the design and construction of infrastructure works at the RMAF Base in Butterworth, Penang. This brings the

total value of the Group's involvement in the project to RM115.0 million. The second contract, valued at RM63.7 million, was awarded by Petaling Garden Sdn Bhd, an indirect wholly-owned subsidiary of SP Setia Berhad, for roadworks, drainage, and reinforced concrete slab crossings at the Setia Alaman Industrial Park in Klang, Selangor. These contract are expected to contribute positively to the Group's earnings and net assets per share beginning in the financial year starting 1 July 2025 and beyond.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

CONSTRUCTION (Cont'd)



Temasya Prisma @ Glenmarie

The Group's Construction segment remains focused on executing ongoing projects, including Pavilion Mont' Kiara (Kuala Lumpur), Temasya Prisma (Selangor), KLIA Terminal 1 (Sepang), Suria 2 (Seberang Perai Selatan Penang), RMAF (Penang), AdisonWest (Johor Bahru), Johor Golf & Country Club (Johor Bahru), and the Group's own developments, including Residensi Intan @ Desa Green in Kuala Krai, Kelantan and CLQ (Negeri Sembilan).

As at the end of the reporting period, the Group's order book stood at approximately RM933.0 million. The Group will continue to actively pursue new opportunities across both the public and private sectors, with a tender book valued at approximately RM1.27 billion.

While maintaining a cautious outlook on the construction sector, the Group remains mindful of ongoing market uncertainties, including fluctuating material and labour costs, persistent inflationary pressures, volatile currency movements, and geopolitical tensions impacting global supply chains. Despite these challenges, the Group remains committed to growing its portfolio. As part of its broader strategy, FBG will continue efforts to replenish its order book through the pursuit of new contracts. Backed by a proven track record in delivering diverse projects including high-rise buildings, healthcare facilities, railways, roads, and

airport infrastructure—the Group is well-positioned to participate in upcoming tenders across the building construction, infrastructure, and transport sectors.



PROPERTY DEVELOPMENT

Malaysia's housing market entered 2025 with a moderating pace. In the first quarter of 2025, residential transactions dropped to approximately 59,000 deals, valued at around RM24.0 billion, as per National Property Information Centre ("NAPIC") data. Although this reflects a downturn compared to the same period in 2024, it was accompanied by notable strength on the supply side—new housing completions surged 30% to 9,329 units, new constructions rose 32% to 28,344 units, and launches more than doubled to 12,498 units. Meanwhile, the stock of unsold completed units remained stable at 23,515 units (approximately RM15.0 billion), showing a 2.9% year-on-year decline, indicating improving market absorption.

Supportive government policies continue to play a role in sustaining demand. The Home Ownership Campaign 2.0, extended through end-2025, includes full stamp duty exemptions for first-time homebuyers of properties priced up to RM500,000.

Looking ahead, the housing sector is likely to remain stable but cautious—shaped by developments in affordability, interest rate movements, and external economic conditions. That said, sustained infrastructure rollout and targeted government support may help bolster demand in key growth corridors.

In January 2025, FBG entered into a Master PDA with PDC to facilitate the development of the 235.8 acres Medi-City project in Batu Kawan, Penang. Under the agreement, FBG will acquire Parcel 1, spanning 51.2 acres, with an estimated GDV of approximately RM2 billion over an eight-year period. In conjunction with the signing, FBG also formalised strategic collaboration agreements with PDC and several key

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT (Cont'd)

partners—Pelaburan Hartanah Berhad (“PHB”), Solarvest Holdings Berhad (“SHB”), KJTS Group Berhad (“KJTS”), and Cellaax Sdn Bhd (“CELLAAX”) to jointly explore and drive development opportunities within the Medi-City development project. Penang Medi-City is positioned as a tech-forward medical and wellness hub, integrating smart, sustainable infrastructure with healthcare, residential, and commercial components. The development project represents a significant milestone for the Group and underscores our commitment to shaping forward-looking, high-impact developments that support national growth and future communities.

Current Projects – Malaysia

Vierra Residence @ Kinrara (Kuala Lumpur)

The Group’s second property development in Malaysia, Vierra Residence @ Kinrara, was launched in the second quarter 2022 with a gross development value (“GDV”) of RM482.48 million. Comprising two tower blocks with a total of 1,604 units, the project was fully sold in the first quarter of 2023. Developed under the Residensi Wilayah Keluarga Malaysia (“RUMAWIP”) initiative, it is aimed at the younger generation as well as the B40 and M40 income groups.

Vierra Residence received the GreenRE Silver Certification (Provisional) under the Residential Building and Landed Home category, recognising its incorporation of sustainable features such as solar panels and a rainwater harvesting system. The development also won the Best Value High-Rise Development award at the 2022 PropertyGuru Asia Awards in partnership with iProperty. The delivery of vacant possession began in October 2025 and is presently in progress.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT (Cont'd)

Desa Green @ Kuala Krai (Kelantan)

Located in Kuala Krai, Kelantan, Desa Green is an integrated township spanning approximately 146 acres. The development will feature a commercial hub offering key amenities, including a superstore, boutique hotel, private hospital, and various community facilities.

The first phase, *Residensi Intan @ Desa Green*, comprises 143 single-storey terrace homes and 84 single-storey semi-detached units across 23.59 acres, with a GDV of RM69.8 million. Vacant possession for the development was in August 2025 and marketing efforts for the remaining units are ongoing.



Desa Green @ Kuala Krai

Centralised Labour Quarters (Negeri Sembilan)

This project entails the development and construction of a Centralised Labour Quarters (“CLQ”) comprising 672 housing units across 12 blocks, with each block containing 56 living quarters. Designed to provide a comfortable and well-equipped living environment for workers, the CLQ will also include various supporting amenities and facilities.

Strategically located in Sg. Gadut, Seremban, Negeri Sembilan Darul Khusus, the development is undertaken as a joint venture between FBG Land Sdn Bhd (formerly known as Fajarbaru Land (M) Sdn Bhd) (“FLM”) and Care Dynamic Sdn Bhd (“CDSB”). Earthworks are currently in progress, and Phase 1—comprising accommodation units with capacity for approximately 5,376 persons, together with retail and canteen facilities, is targeted for completion by the third quarter of 2027.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT (Cont'd)

Current Projects – Australia

The Wilds (Melbourne)

The Wilds, located in Northcote, Melbourne, is set to become the first carbon-neutral detached housing development in inner Melbourne. The development project comprises 15 fossil-fuel-free homes, each equipped with fully electric systems, including integrated solar panels and induction cooktops. With an estimated GDV of AUD52.2 million, the development is currently under construction and is expected to be completed by first quarter 2027.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT (Cont'd)

Upcoming Projects - Malaysia

Penang Medi-City @ Batu Kawan (Pulau Pinang)

Penang Medi-City represents a bold step forward in the Group's long-term strategy to develop future-ready, innovation-led communities. Envisioned as a tech-forward medical and wellness hub, the 235.8 acres development in Batu Kawan, Pulau Pinang will integrate healthcare, residential, and commercial components within a smart and sustainable infrastructure framework. The development project is anchored on strong ESG principles, featuring green building standards, energy-efficient systems, and AI-driven resource management tools.

Additional sustainable elements such as a district cooling system and solar energy further reinforce its commitment to environmental responsibility. Penang Medi-City Parcel 1, spanning approximately 51.2 acres is targeted for launch in third quarter 2026, with the

medical components expected to be completed within five years, followed by the residential and commercial components over an eight-year timeline.

To strengthen the visibility and market positioning of Penang Medi-City, the Group has embarked on targeted branding and marketing initiatives with a strong emphasis on medical tourism. Industry engagement is being pursued to attract healthcare operators, biotech firms, startups, and educational institutions. These partnerships are key to establishing Penang Medi-City as a regional destination for healthcare and wellness. As a property developer, the Group differentiates itself through its integrated approach—blending sustainable development, cutting-edge technology, and lifestyle-oriented design to create inclusive, wellness-focused communities that support accessibility, aging-in-place, and social well-being.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT (Cont'd)

Upcoming Projects – Australia

Fitzroy

In Fitzroy, Melbourne, the Group is planning a 46-unit apartment development with residences ranging in size from 700 sq. ft. to 1,496 sq. ft. The project has an estimated GDV of AUD85.0 million and is scheduled for launch in second quarter 2026, subject to the approval of necessary permits while the construction is anticipated to begin in fourth quarter 2026.



LOGGING AND TIMBER TRADING

The Group manages approximately 20,468 acres of operational forest blocks through its subsidiaries and an associate company within the Logging and Timber Trading segment. These assets are being developed with a long-term view toward responsible resource utilisation and value generation. While the segment remains subject to regulatory and environmental considerations, it is expected to provide a steady contribution to the Group's earnings in the near to medium term.



PLANTATION

The Group's venture into the Plantation sector is part of a long-term diversification strategy, with activities spanning reforestation, fruit crop cultivation, and selective commercial planting. In Jerantut, Pahang, the Group manages approximately 600 acres of land. Among these, a portion has been allocated for the planting of eucalyptus trees, which are known for their adaptability and fast growth. While still in the early stages, the Group is closely monitoring the development of this initiative to assess its long-term viability and potential contribution.

In Port Dickson, Negeri Sembilan, the Group is making steady progress on Fajar EcoPark, an agri-recreational destination that blends plantation activity with leisure and tourism. Scheduled for a soft launch in the second quarter of 2026, the first phase of Fajar EcoPark will introduce a restaurant overlooking a pond, featuring a nature-inspired, kampung-style outdoor dining concept. Fajar EcoPark will also house an exotic animal farm and diverse fruit plantations, including durian, banana, and dragonfruit, along with various family-friendly attractions.

Notably, the durian plantation within Fajar EcoPark has started to bear fruit, and the Group anticipates that it will begin contributing to revenue in the next financial year. This marks an encouraging step in the maturation of the Group's agricultural assets and supports our aim to generate sustainable, long-term returns from the plantation segment.

The Group remains committed to exploring strategic partnerships and selective land acquisitions to support the growth and sustainability of this business segment, in line with our broader diversification objectives.



Jerantut, Pahang

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

LOOKING AHEAD

As FBG moves into the next financial year, the Group remains focused on its core segments—Construction, Property Development, and Plantation as the foundation for long-term, sustainable growth. The Group continues to operate with caution and discipline, especially in light of external headwinds such as uncertainties in government regulations, the introduction of the Sales and Service Tax (“SST”) and broader macroeconomic challenges. These changes have had a tangible impact on cost structures and business planning across several of its divisions.

Despite these challenges, the Group is encouraged by the resilience of its operations and the opportunities that continue to emerge across its markets. In Construction, the Group maintains a strong emphasis on the timely and efficient delivery of its projects throughout Peninsular Malaysia, supported by a portfolio that now spans from Penang and the Klang Valley to the east and southern regions. During FYE 2025, the Group successfully retained its ISO 9001,

ISO 45001, and ISO 14001 certifications, reflecting its ongoing commitment to quality, safety, and environmental responsibility. The Group also continues to integrate advanced construction technologies such as Building Information Modelling (“BIM”), Self-Climbing Platforms (“SCP”), and drones—improving project precision, cost control, and sustainability performance.

In Property Development, the Group remains on course with its strategic long-term growth efforts. A key highlight of the year was the signing of a Master PDA with PDC for the Penang Medi-City in Batu Kawan. Designed to anchor Penang’s position as a global healthcare destination, the development project is supported by strategic partners PHB, SHB, KJTS, and CELLAAX who bring specialised capabilities in sustainability, infrastructure, and healthcare. The collaboration will support the development of key components such as district cooling systems, renewable energy, and advanced medical facilities, reinforcing the Group’s position in delivering future-ready, integrated developments.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

LOOKING AHEAD (Cont'd)

Notably, the Residensi Intan @ Desa Green in Kuala Krai, Kelantan, a freehold residential development —was introduced as part of its long-term expansion plans. Additional phases will be developed in stages. The Group's first CLQ development is underway in Sungai Gadut, Seremban, through its joint venture with CDSB. Looking ahead, FBG is exploring two to three additional CLQ projects as part of its strategic direction in expanding its property development portfolio.

The Plantation segment remains a promising contributor to the Group's future revenue. Its focus on durian cultivation, driven by high export demand from China and other Asian markets, continues to gain traction. Plans are underway to expand its land bank through acquisitions and contract farming partnerships, enhancing scalability. In parallel, the Group's 100 acres eucalyptus plantation in Jerantut, Pahang has progressed steadily, offering a potential source of revenue and reinforcing its diversification strategy.

The Group is encouraged by positive developments at its durian plantation within Fajar EcoPark in Port Dickson, which has begun to bear fruit. FBG anticipate that this will begin contributing to the Group's revenue in the next financial year. Beyond its agricultural potential, Fajar EcoPark continues to evolve as a recreational destination, with planned offerings such as camping, ATV rides, fishing, and other family-oriented activities. These attractions are designed to enhance the overall value of the land while creating a unique and engaging experience for visitors.

The Group continues to advance its digital transformation, with key priorities centred on Enterprise Resource Planning ("ERP") implementation and data centralisation to improve operational efficiency. Phase one, currently in progress, covers finance, procurement, and supply chain modules, forming the foundation for future system expansion. FBG is also exploring the integration of Artificial Intelligence ("AI") to enhance reporting and analytics. Concurrently, strengthened cybersecurity measures have been implemented to safeguard data and ensure system resilience.



Fajar EcoPark, Port Dickson



Fajar EcoPark, Port Dickson

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

LOOKING AHEAD (Cont'd)



Fajar EcoPark, Port Dickson

FBG is intensifying its sustainability efforts to meet the stricter requirements set by Bursa Malaysia and to align with the new International Financial Reporting Standards ("IFRS"). With climate change accelerating and global regulations becoming more stringent, the Group recognises the challenges ahead. As part of this shift, sustainability reporting will be expanded to cover additional construction sites, property developments, and plantation operations, ensuring greater transparency and accountability across all activities. Meanwhile, the Group has attained a 3-star rating in the FTSE4Good Bursa Malaysia ("F4GBM") Index, based on the most recent assessment in June 2025—demonstrating its continued commitment to robust ESG practices and corporate responsibility.

The year also marked a significant moment in the Group's journey: its rebranding from Fajarbaru to FBG in January 2025. This transformation signals a renewed corporate identity that reflects the Group's evolution

and ambition as FBG prepares to celebrate its 50th Golden Jubilee in 2026. It reinforces FBG's vision of becoming a progressive, agile organisation—driven by innovation, guided by purpose, and committed to shaping a more sustainable and inclusive future.

Despite a complex operating environment, the Group believes that its solid fundamentals, experienced leadership, and clear strategic direction will position it well to seize new opportunities, deliver long-term value, and continue its journey as The Makers of Tomorrow.

Dato' Sri Kuan Khian Leng
Group Chief Executive Officer

BOARD OF DIRECTORS



Seated From Left to Right: **TAN SRI DATO' SRI KUAN PENG CHING @ KUAN PENG SOON** Deputy Chairman, Non-Independent Non-Executive Director | **TAN SRI DATO' SRI CHAN KONG CHOY** Group Executive Chairman, Executive Director

Standing From Left to Right: **DATO' NORASNI BINTI AYOB** (Independent Non-Executive Director) | **OOI LENG CHOOI** (Independent Non-Executive Director) | **DATO' IR. KONG KAM LOONG** (Group Executive Director) | **TAN SRI DATUK SERI LAU KUAN KAM** (Group Executive Director) | **DATUK YOO WEI HOW** (Independent Non-Executive Director) | **DATO' SRI KUAN KHIAN LENG** (Group Chief Executive Officer, Executive Director) | **DATO' LIM SIEW MEI** (Non-Independent Non-Executive Director)

BOARD OF DIRECTORS

TAN SRI DATO' SRI CHAN KONG CHOY

Group Executive Chairman,
Executive Director



Age 70 | Male | Malaysian

- **Appointed on 1 April 2021**
Independent Non-Executive Chairman
- **Re-designated on 16 December 2021**
Group Executive Chairman
- **Directorships in Other Listed Company**
P.A. Resources Berhad
(Group Executive Chairman)

QUALIFICATIONS

- Post-graduate Diploma in Education,
University of Malaya, Malaysia
- Bachelor of Arts in Chinese Studies
(First Class Honours), University of
Malaya, Malaysia

EXPERIENCE

Tan Sri Dato' Sri Chan started his career in 1980 as a Language Teacher, Malaysia Agriculture University (now known as University Putra Malaysia) where he served until 1985. In 1986, he was appointed as the Political Secretary to the Minister of Housing & Local Government. He was elected as the State Assemblyman for Tanah Rata the same year and was later appointed as an Executive Council (EXCO) member of the Pahang State Government where he remained until 1990. He was the Member of Parliament for Lipis, Pahang from 1990 to 1995 and Selayang, Selangor from 1995 to 2008. He was the Deputy Minister of Culture, Arts & Tourism from 1990 to 1995. He was appointed as the Deputy Minister of Energy, Communications & Multimedia in 1995 to 1999 and then the Deputy Minister of Finance from 1999 to 2003. He became the Minister of Transport in 2003 until 2008.

Tan Sri Dato' Sri Chan was also the Independent Non-Executive Director and Chairman of the Remuneration Committee in Nirvana Asia Ltd, a company listed on Hong Kong Stock Exchange, from 2014 to 2016. He is currently the Adjunct Professor to the Faculty of Arts and Social Sciences, University of Malaya and was appointed to this position in 2017. On January 2024, Tan Sri Dato' Sri Chan was appointed as the Chairman to the Board of Governors and Alumni Council of Tunku Abdul Rahman, University of Management and Technology.

OTHER INFORMATION

Tan Sri Dato' Sri Chan is the uncle of Dato' Ir. Kong Kam Loong, Group Executive Director of the Company. He does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

TAN SRI DATO' SRI KUAN PENG CHING @ KUAN PENG SOON

Deputy Chairman,
Non-Independent Non-Executive Director



Age 80 | Male | Malaysian

- **Appointed on 1 April 2021**
Non-Independent Non-Executive Deputy Chairman
- **Committee**
Remuneration Committee (Chairman)
- **Directorships in Other Listed Company**
Star Media Group Berhad
(Non-Independent Non-Executive Deputy Chairman)

QUALIFICATIONS

- Bachelor of Engineering in Electrical Engineering, University of Adelaide, South Australia
- Member of the Institution of Engineers, Malaysia (IEM)

EXPERIENCE

Tan Sri Dato' Sri Kuan joined FBG Holdings Berhad as a Director and Non-Executive Chairman from 2006 to 2012. He was re-designated as Executive Chairman from 2012 until 2015. He was then re-designated as Non-Executive Chairman until 2016.

Tan Sri Dato' Sri Kuan is on the Board of Trustee of Star Foundation. He also sits on the board of several private companies.

OTHER INFORMATION

Tan Sri Dato' Sri Kuan is the father of Dato' Sri Kuan Khian Leng, Group Chief Executive Officer of the Company. He does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

DATO' SRI KUAN KHIAN LENG

Group Chief Executive Officer,
Executive Director



Age 49 | Male | Malaysian

- **Appointed on 22 June 2017**
Executive Director
- **Re-designated on 1 April 2021**
Group Chief Executive Officer
- **Directorships in Other Listed Company**
OKA Corporation Berhad
(Independent Non-Executive Director)

QUALIFICATIONS

- Master in Management Science & Operational Research, University of Warwick, United Kingdom
- Bachelor in Civil Engineering (First Class Honours), University of Warwick, United Kingdom

EXPERIENCE

Dato' Sri Kuan started his career as a Civil and Structural Engineer in Sepakat Setia Perunding Sdn Bhd in year 2000. In March 2002, he joined Citibank Berhad as Assistant Manager and subsequently held several managerial positions in the Marketing, Project Management and Risk Management departments. In July 2006, he held the position of Business Intelligence Head in Kuwait Finance House (Malaysia) Berhad. He served as the Executive Director of Mexter Technology Berhad from June 2007 to December 2015, overseeing the operations, business development and marketing activities of the company. He joined FBG as a Director in 2015.

Dato' Sri Kuan has more than 20 years of experience across the banking, ICT, engineering and construction industries. He is currently the Vice President of Master Builders Association Malaysia (MBAM). Additionally, he serves as an Industry Advisory Panel Member for the Bachelor's Programme in Civil Engineering at the Faculty of Engineering, Universiti Putra Malaysia. He has also been appointed as Construction Competence Technical Committee on Building and Civil, Construction Industry Development Board (CIDB) since April 2025.

Dato' Sri Kuan is an active member of Lions Club of Kuala Lumpur Elite (District 308B1), a non-profit voluntary service organisation serving the community and elected as President for the term 2024 to 2025.

OTHER INFORMATION

Dato' Sri Kuan is a son of Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon, a substantial shareholder and Deputy Chairman of the Company. He does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

TAN SRI DATUK SERI LAU KUAN KAM

Group Executive Director

Age 62 | Male | Malaysian

- **Appointed on 3 December 2020**
Group Executive Director
- **Directorships in Other Listed Company**
P.A. Resources Berhad
(Group Managing Director)

QUALIFICATIONS

- Master of Business Administration,
Senior University International,
State of Wyoming,
United States of America

EXPERIENCE

Tan Sri Datuk Seri Lau began his career in 1981 as a Sales & Marketing Representative with Union Auto Mobil after graduating from high school. In 1987, he joined Bio-Organo Fertilizer Sdn Bhd as Marketing Manager. In 1990, he founded Twin Arrow Fertilizer Sdn Bhd in the field of manufacturing fertiliser product. Over the decades, Twin Arrow Group has grown into one of the largest manufacturers of compound, compact, mixtures and organic hybrid fertilisers in Malaysia. He is also the founder of Rahmat Dhuha Palm Oil Plantation Sdn Bhd and Zan Dong Sdn Bhd for palm oil and durian fruit plantation. He possesses passion, great knowledge and experience in plantation management.

Tan Sri Datuk Seri Lau was awarded numerous entrepreneurship recognition and titles throughout the years such as Malaysia Golden Entrepreneur Award and so on including the award of Panglima Setia Mahkota by the Yang di-Pertuan Agong in 2023.

OTHER INFORMATION

Tan Sri Datuk Seri Lau is not related to any Directors or major shareholders of the Company. He does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

DATO' IR. KONG KAM LOONG

Group Executive Director



Age 48 | Male | Malaysian

- **Appointed on 1 April 2021**
Group Executive Director

QUALIFICATIONS

- Professional Engineer, Institute of Engineers Malaysia (IEM)
- Bachelor of Engineering (Civil) (Upper Second Class Honours), University of Technology Malaysia (UTM), Malaysia

EXPERIENCE

Dato' Ir. Kong joined FBG as a Director in 2015. He has more than 23 years of experience in the construction industry involving in civil and structural design, planning and management for site operations.

OTHER INFORMATION

Dato' Ir. Kong is a nephew of Tan Sri Dato' Sri Chan Kong Choy, Group Executive Chairman of the Company. He does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

DATO' LIM SIEW MEI

Non-Independent Non-Executive Director

Age 43 | Female | Malaysian

- **Appointed on 1 March 2018**
Non-Independent Non-Executive Director
- **Committee**
Nominating Committee (Member)
- **Directorships in Other Listed Company**
P.A. Resources Berhad
(Independent Non-Executive Director)

QUALIFICATIONS

- Master of Banking and Finance,
Monash University, Australia
- Degree in Bachelor of Commerce in
Accounting and Finance,
Deakin University, Australia

EXPERIENCE

Dato' Lim holds directorship in several private limited companies and has more than 18 years of experience in various industry.

Dato' Lim has in 2024 appointed as the Executive Committee for Timber Trade Federation Malaysia, representing the Persatuan Pengusaha Kayu-Kayan Negeri Pahang.

OTHER INFORMATION

Dato' Lim is not related to any Directors or major shareholders of the Company. She does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

DATO' NORASNI BINTI AYOB

Independent Non-Executive Director



Age 63 | Female | Malaysian

- **Appointed on 16 December 2021**
Independent Non-Executive Director
- **Committee**
Nominating Committee (Chairman)
Audit Committee (Member)
Sustainability Committee (Member)

QUALIFICATIONS

- Master in Business Administration,
Nottingham Trent University,
United Kingdom

EXPERIENCE

Dato' Norasni was a senior banker with over 3 decades of experience in two leading banks, infusing high performance, innovation and risk management. She served Public Bank Berhad for more than 29 years, where she held various management position before leaving to join Bank Islam Malaysia Berhad in 2011 as the Chief Operating Officer (COO) for 6 years. Dato' Norasni's specific areas of expertise includes financial management, banking operations, business process management and transformation planning.

Dato' Norasni currently serves on the Board of Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN). In 2024, she was appointed as Adjunct Professor to the Faculty of Entrepreneurship and Business, University Malaysia Kelantan.

OTHER INFORMATION

Dato' Norasni is not related to any Directors or major shareholders of the Company. She does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

DATUK YOO WEI HOW

Independent Non-Executive Director



Age 52 | Male | Malaysian

- **Appointed on 23 October 2023**
Independent Non-Executive Director
- **Committee**
Sustainability Committee (Chairman)
Audit Committee (Member)
Remuneration Committee (Member)

QUALIFICATIONS

- Master of Science (Management), Asia e University
- Diploma in Management, Institute of Professional Manager and Administration, United Kingdom

EXPERIENCE

Datuk Yoo held the position of Private Secretary to the Minister of Human Resources in 1999. In 2003, he served as the Press Secretary to the Minister of Transport and subsequently in 2007, he assumed the role of Political Secretary to the Minister of Transport. Datuk Yoo was the Political Secretary to the Minister of Health in 2008 and in 2014, he was a Senator at the Upper House for the Parliament of Malaysia. Then, in 2018, he took on the role of Managing Director at PRG Agro Sdn Bhd, a subsidiary of PRG Holding Berhad.

Datuk Yoo has over two decades of extensive experience encompassing marketing, business development, public relations, training, and a diverse array of other fields. He has held various senior roles in a range of industries ranging from food and beverages, real estate, training, research, oil and gas and plantation companies. In the past few years, Datuk Yoo has actively participated in logging, teak wood plantation, timber export, Albizia planting, pineapple plantation, fruit branding and marketing, durian plantation, durian export and packaging.

Previously, Datuk Yoo held positions on the Board of Governors for SJK Sg Long and SMJK Keat Hwa and served as the advisor for Lions Club Kuala Lumpur/Selangor. Datuk Yoo currently holds the role of Vice President for the Malaysia One Belt One Road Council.

OTHER INFORMATION

Datuk Yoo is not related to any Directors or major shareholders of the Company. He does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

OOI LENG CHOOI

Independent Non-Executive Director



Age 59 | Male | Malaysian

- **Appointed on 12 December 2001**
Executive Director
- **Re-designated on 24 February 2016**
Non-Independent Non-Executive Director
- **Re-designated on 28 August 2018**
Independent Non-Executive Director
- **Committee**
Audit Committee (Chairman)
Nominating Committee (Member)
Remuneration Committee (Member)
Sustainability Committee (Member)
- **Directorships in Other Listed Company**
Careplus Group Bhd
(Independent Non-Executive Director)

QUALIFICATIONS

- Chartered Accountant, Chartered Institute of Management Accountants (CIMA)
- Member of the Malaysian Institute Of Accountants (MIA)
- Member of the Certified Financial Planner (CFP)

EXPERIENCE

Mr. Ooi has more than 25 years of working experience in handling corporate finance and general management with two (2) listed companies prior in joining the Company.

OTHER INFORMATION

Mr. Ooi is not related to any Directors or major shareholders of the Company. He does not have any conflict of interest in any business arrangement involving the Company or its subsidiaries.

BOARD OF DIRECTORS (CONT'D)

CONVICTIONS FOR OFFENCES OF DIRECTORS

None of the Directors have been convicted for any offences within the past five (5) years other than traffic offences, if any.

DETAILS OF ATTENDANCE OF DIRECTORS AT BOARD MEETINGS

There were six (6) Board Meetings held during the financial year ended 30 June 2025. Details of attendance of Directors at Board Meetings are as follows:-

Name	Status of Directorship	Attendance of Meetings
Tan Sri Dato' Sri Chan Kong Choy	Group Executive Chairman, Executive Director	6/6
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	Deputy Chairman, Non-Independent Non-Executive Director	6/6
Dato' Sri Kuan Khian Leng	Group Chief Executive Officer, Executive Director	6/6
Tan Sri Datuk Seri Lau Kuan Kam	Group Executive Director	6/6
Dato' Ir. Kong Kam Loong	Group Executive Director	5/6
Dato' Lim Siew Mei	Non-Independent Non-Executive Director	6/6
Dato' Norasni Binti Ayob	Independent Non-Executive Director	6/6
Datuk Yoo Wei How	Independent Non-Executive Director	6/6
Ooi Leng Chooi	Independent Non-Executive Director	6/6

DATE, TIME AND VENUE OF BOARD MEETINGS

All Board Meetings for the financial year ended 30 June 2025 were held in hybrid manner with the physical venue at FBG Quality Room, No. 61 & 63, Jalan SS6/12, Kelana Jaya, 47301 Petaling Jaya, Selangor.

The date and time of the Board Meetings were as follows:

Date	Time
29 August 2024 (Thursday)	11.00 a.m
24 October 2024 (Thursday)	10.45 a.m.
21 November 2024 (Thursday)	10.30 a.m.
10 February 2025 (Monday)	3.00 p.m.
27 February 2025 (Thursday)	11.00 a.m.
22 May 2025 (Thursday)	10.30 a.m.

SENIOR MANAGEMENT TEAM

CHARLES TAN TING LIH

Chief Financial Officer

Age 49 | Male | Malaysian

- Joined on June 2011
- Re-designated on February 2024 - Chief Financial Officer

QUALIFICATION:

- Chartered Accountant
- Member of the Malaysian Institute of Accountants (MIA)
- Bachelor of Business (Accounting), Charles Sturt University, Australia

EXPERIENCE:

More than 21 years of experience in the fields of accounting, corporate finance, fund raising, financial analysis and planning, statutory reporting and general management. He is responsible for overseeing the Company's financial strategy, planning, management and reporting to ensure sustainable growth and compliance with regulatory requirements.

WONG WEE KEONG

Director of Contract & Trading

Age 59 | Male | Malaysian

- Joined on December 2010

QUALIFICATION:

- Master in Quantity Surveyor, Heriot Watt University, United Kingdom

EXPERIENCE:

More than 39 years of experience in the construction industry, he is responsible for managing the Contracts and Purchasing departments. His duties include contract administration, tender evaluations, procurement planning, cost control, and supplier management. He ensures that all activities comply with the company policies, project requirements, and regulatory standards, supporting the efficient and timely delivery of the Group's projects.

TS. TAN WEI OON

General Manager, Civil & Engineering

Age 42 | Male | Malaysian

- Joined on November 2015

QUALIFICATION:

- Master of Project Management Universiti Tunku Abdul Rahman (UTAR), Malaysia
- Bachelor of Science (Hons) in Construction Management, Universiti Tunku Abdul Rahman (UTAR), Malaysia

EXPERIENCE:

More than 18 years of extensive experience in the construction industry. He is responsible for the strategic oversight and management of complex projects. His role encompasses the full project lifecycle, ensuring that projects are executed on time, within budget, and to the highest standards of quality and safety.

ROY WONG SEONG ZENG

General Manager, Project Management

Age 41 | Male | Malaysian

- Joined on April 2024

QUALIFICATION:

- Bachelor of Engineering (Civil), University of Melbourne, Australia

EXPERIENCE:

More than 16 years of experience in project development industry. His specialties include design development and project implementation of various development types from landed to mix developments and commercial properties. He is responsible to lead, strategise and manage the operations for the Property Development team.

SENIOR MANAGEMENT TEAM (CONT'D)

COCO OOI PHEI PHEI

General Manager, Business Development,
Marketing & Sales cum Customer Relationship
Management

Age 38 | Female | Malaysian

- Joined on February 2017

QUALIFICATION:

- International Executive Master in Business Administration, Asia Metropolitan University, Malaysia

EXPERIENCE:

More than 12 years of experience in real estate industry. She leads the Marketing & Sales, Customer Relationship and Management (CRM), and Credit Admin teams, while driving product development and feasibility studies for current and new ventures in the property division. She has served as a FIABCI Malaysia Awards Evaluator for five years and is currently Deputy Secretary of Real Estate and Housing Developers' Association (REHDA) Youth Malaysia.

JENNY FOO MAY CHING

Assistant General Manager, Group
Communications, Branding & Public Relations

Age 51 | Female | Malaysian

- Joined on December 2017

QUALIFICATION:

- Master in Sustainable Development Management Jeffrey Sachs Centre, Sunway University, Malaysia,
- Bachelor of Business majoring in Marketing and Management, University of Technology, Sydney, Australia

EXPERIENCE:

More than 26 years of diverse experience in communications, marketing, and sales operations across the automotive, construction, property development, and retail industries. In her current role, she leads the Group's communication strategies, brand positioning, and public relations efforts, ensuring consistency, visibility, and alignment with the Group's overall vision.

CHAN CHUI KUAN

Assistant General Manager, Human Resources

Age 47 | Female | Malaysian

- Joined on March 2010

QUALIFICATION:

- Master of Business Administration, Victoria University, Australia
- Bachelor Degree of Science - Computer Science, TAR UMT (formerly Tunku Abdul Rahman College), Malaysia

EXPERIENCE:

More than 20 years of experience across diverse industries, she oversees core HR functions such as talent acquisition, employee retention, performance management, and policy implementation. Her leadership drives organisational growth through strategic HR initiatives, process enhancements, and strict adherence to labour regulations.

NG KOK WAI

Senior Operation Manager

Age 62 | Male | Malaysian

- Joined on May 2014

EXPERIENCE:

More than 35 years of corporate experience in Public Relations, Issues Management and Marketing. He started as a journalist for Nanyang Siang Pau in the 1980's for 12 years before heading Media and Marketing of Genting Malaysia Berhad (formerly Resorts World Bhd) for 10 years. He was appointed Press Secretary to the Minister of Transport between 2007 and 2008. He is responsible for the day-to-day business operations of the logging and timber trading division.

SENIOR MANAGEMENT TEAM (CONT'D)

LEE KUN WAH

Senior Manager, Ecotourism

Age 62 | Male | Malaysian

- Joined on March 2021

QUALIFICATION:

- Bachelor's Degree in Economics, Universiti Kebangsaan Malaysia, Malaysia

EXPERIENCE:

More than 34 years of marketing experience in the tourism industry. He leads the Group's plantation and eco-tourism project at Port Dickson and oversees the operation at Port Dickson site.

EVELYN ONG SOK NEO

Senior Manager, Sustainability

Age 37 | Female | Malaysian

- Joined on February 2019

QUALIFICATION:

- Bachelor of Arts with Honours in International Business, University of East London, United Kingdom
- Certified Sustainability Reporting Specialist, accredited by the Institute of Certified Sustainability Practitioners (ICSP)

EXPERIENCE:

More than 11 years of experience in various industries. She has worked with renowned brands such as Ferrari, Maserati, Rolls-Royce, Jaguar Land Rover, and Volvo, specialising in marketing and customer relationship management (CRM) operations. In her current role, she is responsible for leading the company's sustainability initiatives on environmental, social and governance (ESG) compliance, developing comprehensive strategies, and implementing best practices to ensure long-term value.

ELISE TAM VIE VIEN

Manager, Legal & Compliance

Age 32 | Female | Malaysian

- Joined in February 2025

QUALIFICATION:

- Bachelor of Laws (Honours), University of Liverpool, UK

EXPERIENCE:

More than 8 years of legal practice. She is responsible for overseeing the legal and compliance department, managing the company's legal affairs, and ensuring adherence to applicable laws and regulations, as well as contributing to the development and implementation of policies to uphold regulatory compliance.

ADDITIONAL COMPLIANCE INFORMATION

1. Utilisation of Corporate Exercise Proceeds

For the financial year ended 30 June 2025, there were no proceeds raised by the Company.

2. Total Audit and Non-Audit Fee Payable to External Auditors

	The Group		The Company	
	2025 (RM'000)	2024 (RM'000)	2025 (RM'000)	2024 (RM'000)
1. Audit Fee	345	320	80	71
2. Non-Audit Fee	9	9	9	9
Total fee payable to External Auditors	354	329	89	80

3. Profit Guarantee

Claim by FBG Holdings Berhad (Formerly known as Fajarbaru Builder Group Bhd) ("FBG") against Cashrep Holdings Sdn. Bhd. ("Cashrep") and Cita Jati Sdn. Bhd. ("Cita Jati").

- FBG's claim is based on Profit Guarantee Agreement and a Supplemental Profit Guarantee Agreement both executed by Cashrep and Cita Jati in favour of FBG.
- On 23 November 2006 and 11 April 2007, the Company has obtained Winding-Up Orders from the Court against Cita Jati and Cashrep respectively. The Official Receiver from the Jabatan Insolvency, Wilayah Persekutuan was appointed as liquidator for both companies.

4. Recurrent Related Party Transactions

There were no recurrent related party transactions during the financial year ended 30 June 2025.

5. Material Contracts Involving Directors and Substantial Shareholders

There were no material contracts involving directors and substantial shareholders during the financial year ended 30 June 2025.

6. Revaluation Policy

The Group did not adopt a policy on regular revaluation of its landed properties.

SUSTAINABILITY STATEMENT

OUR FINANCIAL YEAR 2025 SUSTAINABILITY STATEMENT (“SUSTAINABILITY STATEMENT” OR “THE STATEMENT”) PROVIDES AN OVERVIEW OF FBG HOLDINGS BERHAD’S (“FBG” OR “THE GROUP”.) SUSTAINABILITY INITIATIVES AND PRACTICES, HIGHLIGHTING OUR ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (“ESG”) IMPACTS.



Driven by FBG's commitment to sustainability, we strive to minimise our environmental impact while creating value for stakeholders and future generations. In FYE 2025, we further strengthened our sustainability framework and material topics.

Our core values — Integrity, Quality, Safety, Innovation, and Respect — guide our ESG efforts, reinforcing our commitment to embedding best practices across our operations. To ensure long-term business success, we remain committed to advancing our sustainability practices in alignment with the latest edition of Bursa Malaysia's Sustainability Reporting Guide and in support of the Sustainable Development Goals ("SDGs").

SCOPE

FBG discloses its sustainability management and initiatives annually. This statement has been prepared in accordance with Practice Note 9 of Bursa Malaysia's Main Market Listing Requirements and is guided by Bursa Malaysia's Sustainability Reporting Guide. This report covers the period from 1 July 2024 to 30 June 2025.

The information presented in the Statement primarily covers the Group's Construction, Property Development and Plantation activities in Malaysia, unless otherwise stated. Data for FYE 2025 disclosed in this statement has been verified by the Group's Internal Audit Department.

More information on FBG's group of companies can be viewed in the Corporate Structure section of this annual report. The terms "FBG", "the Group", and "we" refer to FBG Holdings Berhad and/or its divisions and subsidiaries. We aim to expand our scope of reporting to include other business segments in the future.

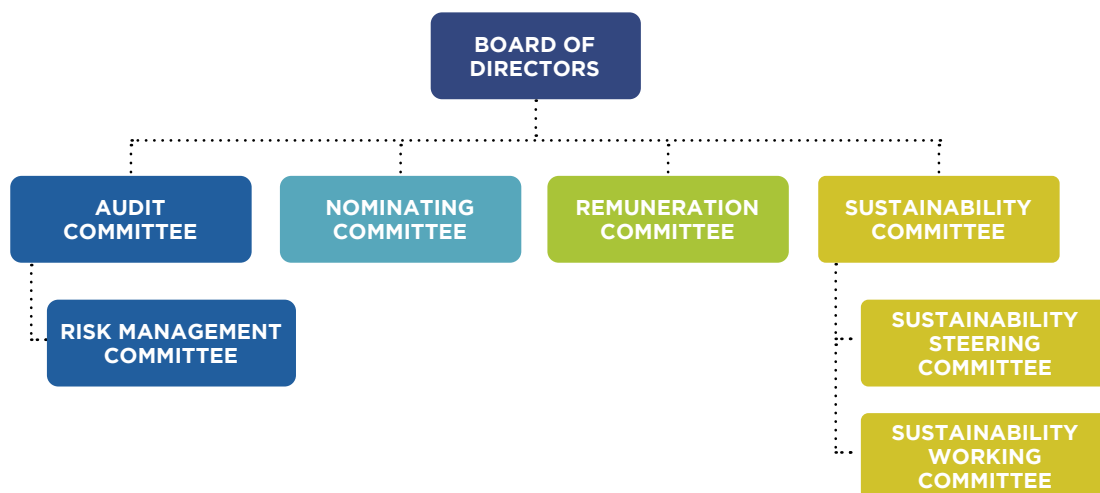
We aim to continuously improve our sustainability disclosures and we appreciate your thoughts and feedback on our sustainability initiatives, reporting and communication. Please send your feedback to:

Evelyn Ong

Senior Manager, Sustainability
No. 61 & 63, Jalan SS6/12, Kelana Jaya,
47301 Petaling Jaya,
Selangor Darul Ehsan, Malaysia
sustainability@fajarbarugroup.com

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY GOVERNANCE



To drive meaningful ESG outcomes, FBG integrates sustainability into our core strategy through a structured governance approach. This ensures transparent oversight and accountability across all sustainability initiatives and decision-making processes.

Since 2022, sustainability-related Key Performance Indicators (“KPIs”) have been integrated into the annual performance appraisals of both management and employees. At FBG, sustainability is strongly recognised as a priority. The Board, senior management, and employees are collectively committed to understanding and addressing sustainability risks and opportunities that may impact the Group.

Our Board of Directors oversees all ESG matters, which includes, but not limited to, monitoring carbon footprint, promoting diversity and inclusion, upholding ethical business practices, supply chain management, and ensuring transparent reporting.

In FYE 2025, the Group also established the Board Sustainability Committee to provide strategic oversight of ESG matters, strengthen governance, and ensure alignment with evolving regulatory and stakeholder expectations. The Committee convenes quarterly.

COMMITMENT TO GOOD BUSINESS CONDUCT

The Group remains steadfast in upholding the highest standards of integrity and transparency across all operations. We continue to implement our established anti-corruption approach, designed to prevent and address any form of corruption or unethical behaviour.

In line with our commitment to continuous improvement, we have initiated efforts to strengthen our anti-corruption practices. A more robust framework is currently being developed and is expected to be progressively implemented in the coming year. We remain fully committed to maintaining a culture of honesty, accountability, and compliance, which forms the foundation for sustainable and ethical business conduct.

SUSTAINABILITY STATEMENT (CONT'D)

COMMITMENT TO GOOD BUSINESS CONDUCT (Cont'd)

All our stakeholders are encouraged to submit grievances via whistleblower@fajarbarugroup.com if they encounter any misconduct or unethical behaviour within the Group. We assure that all submissions will be handled confidentially, with anonymity fully protected throughout the process while ensuring prompt investigation and resolution.

KEY GRIEVANCE REPORTING PROCEDURE FLOWCHART



In line with our sustainability commitment and efforts to strengthen governance, the Group will be conducting a comprehensive assessment in the coming year to identify and address corruption-related risks. This initiative aims to enhance our existing controls, ensure alignment with recognised governance standards, and further safeguard the Group's reputation while strengthening stakeholder trust.

OUR PERFORMANCE IN FYE 2025

No.	Item	No. / %
1.	Percentage of employees who have received training on ABAC by employee categories:	
	a. Managerial	12 / 18%
	b. Executive	25 / 21%
	c. Non-Executive	2 / 12%
2	Percentage of operations assessed for corruption-related risk	0
3	Confirmed incidents of corruption and action taken	0

SUSTAINABILITY STATEMENT (CONT'D)

GROUP POLICIES

The Group's governance is guided by the following key policies. These policies establish clear standards for decision-making, uphold integrity, and ensure consistent and fair practices across the organisation, reflecting our commitment to operational excellence and sustainable growth. A full list of FBG's policies is available at <https://www.fajarbarugroup.com/corporate-governance/>.

CODE OF CONDUCT AND ETHICS

All employees of FBG shall observe the provisions of the Code of Conduct and Ethics ("Code") and Employee Handbook to maintain the highest standard of professional conduct.

More information on the Code of Conduct and Ethics can be viewed at <https://www.fajarbarugroup.com/corporate-governance/>.

ANTI-BRIBERY AND ANTI-CORRUPTION POLICY ("ABAC POLICY")

The Group takes great pride in its core values of integrity, respect and professionalism across all facets of its business operations. These core values are integral to sustaining long-term growth and building strong, trustworthy relationships with all stakeholders.

In compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("MACCA 2009"), the Group is committed to the continual development and enhancement of adequate procedures designed to prevent individuals associated with the Group from engaging in corrupt practices. The Group maintains a rigorous zero-tolerance stance towards all forms of bribery and corruption, underscoring its unwavering commitment to exemplary governance and ethical standards.

All employees and business associates may report any act of bribery and corruption directly through a dedicated email: auditcommittee@fajarbarugroup.com. More information on the ABAC Policy can be obtained from <https://www.fajarbarugroup.com/corporate-governance/>.

NO-GIFT PRACTICE

As part of the Anti-Bribery and Anti-Corruption ("ABAC") Policy, the Group strictly enforces a No-Gift Practice, prohibiting the solicitation or acceptance of gifts from associates, business partners, or third parties that could compromise impartiality, influence judgment or decision-making, or create an actual or perceived conflict of interest.

WHISTLE-BLOWING POLICY

The Group is committed to upholding the highest standards of integrity, transparency, and accountability. To support this commitment, the Group has established a Whistleblowing Policy that provides a secure and confidential platform for all stakeholders to report any suspected misconduct, unethical behaviour, or criminal offences.

All stakeholders may report any violations of the Code of Conduct and Ethics via a dedicated whistleblowing email channel: whistleblowing@fajarbarugroup.com which is accessible by the Chairperson of the Audit Committee. Further information on this policy can be obtained from <https://www.fajarbarugroup.com/corporate-governance/>.

INTERNAL GRIEVANCE PLATFORM

As part of our ongoing commitment to fostering a respectful, inclusive, and supportive workplace, the Group has established a dedicated Internal Grievance Platform. This platform serves as an accessible and confidential channel for employees to raise concerns, share feedback, or report any workplace issues that may impact their well-being, morale, or professional environment. By empowering employees to voice their concerns safely and constructively, the Group reinforces a culture of openness, trust, and continuous improvement.

SUSTAINABILITY STATEMENT (CONT'D)

STAKEHOLDERS

In today’s rapidly evolving business landscape, FBG is committed to setting clear objectives for each stakeholder group through well-defined mission statements. We prioritise continuous engagement with our stakeholders through a variety of activities and communication channels throughout the year. These ongoing interactions enable us to refine our operations and respond more effectively to the unique needs of each stakeholder group.



SUSTAINABILITY STATEMENT (CONT'D)

STAKEHOLDERS (Cont'd)

Stakeholders	Individual Goals	Engagement Activities	Frequency of Engagement
Board of Directors	To enhance shareholders value and our long-term financial performance.	- Board meetings - Annual General Meetings - Sustainability-related trainings	- Quarterly - Annually - Ad hoc annually
Customers	To achieve highest level of customer satisfaction through reliable and timely delivery, innovative and cost-effective products and solutions without compromising on quality and safety.	- Customer feedback mechanism - Roadshows - Social media platforms	- Ongoing - Ongoing - Ongoing
Employees	To create value for our employees by providing better growth opportunities at the workplace.	- Employee induction training - Hybrid Townhall sessions - Sustainability awareness talk - Feedback sessions - Safety briefings - Salary benchmarking against market - Learning and development programmes - Company & Sports Club activities - Social media platforms - Performance appraisals with functional and sustainability related KPIs	- Quarterly - Quarterly - Quarterly - Ongoing - Ongoing - Ongoing - Ongoing - Ongoing - Ongoing - Annually
Shareholders	To create value for our shareholders by consistently improving our profitability and growth, and ultimately deliver superior returns on their investment.	- Annual General Meetings - Media releases	- Annually - Ad hoc
Local Communities	To create a sustainable future for our stakeholders and the society by preserving the environment, be responsible and be active in the development of a better society and economy.	- Corporate Social Responsibility ("CSR") programmes - Community engagement activities - Long-term partnerships	- Ongoing - Ongoing - Ongoing

SUSTAINABILITY STATEMENT (CONT'D)

MATERIALITY

Materiality plays a key role in guiding FBG’s sustainability strategy by identifying the environmental, social, and governance (“ESG”) issues most relevant to our business and stakeholders. Through regular engagement and assessment, we review and prioritise material topics that reflect our operational impacts and stakeholder expectations. This ensures our efforts remain focused, effective, and aligned with long-term value creation.

The Group’s materiality topics are presented below, without any ranking and order of significance, except for the first five topics:



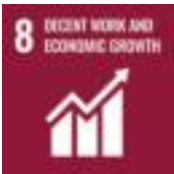
In September 2024, FBG collaborated with our consultant to conduct an engagement training session, strengthening our understanding and refinement of materiality topics.

No.	Topic
1	Anti-Corruption and Integrity
2	Contributing to the Economy
3	Climate Change
4	Employment and Training
5	Occupational Health and Safety
6	Energy and Water Use
7	Material Use
8	Waste and Pollution Management
9	Product Safety and Quality
10	Responsible Sourcing and Buying
11	Biodiversity
12	Data Integrity and Protection
13	Migrant Workers’ Well-Being
14	Community Relations

TOWARDS A SUSTAINABLE WORLD

FBG recognises the importance of the United Nations Sustainable Development Goals (“UNSDGs”) as a global framework for sustainable progress. We incorporate these goals into our sustainability approach to guide responsible decision-making and amplify our positive impact on society and the environment.

At the core of our sustainability approach are five key UNSDGs, which serve as the foundation of our operational priorities and initiatives:.



SUSTAINABILITY STATEMENT (CONT'D)

DIGITAL TRANSFORMATION AND DATA PRIVACY

As part of our ongoing digital transformation journey, Enterprise Resource Planning (“ERP”) and Data Centralisation remain our core strategic priorities. In today’s fast-paced business environment, centralising data is essential for improving operational efficiency, enabling data-driven decision-making, and supporting sustainable growth.

We are currently in the first phase of our ERP implementation, focusing on core finance/accounting functions alongside procurement and supply chain management modules. This foundational step will establish a centralised data infrastructure, setting the stage for future system expansion.

Looking ahead, we plan to roll out additional ERP modules in subsequent phases to further streamline operations and improve data efficiency. As we continue evolving our digital capabilities, we are also exploring how Artificial Intelligence (“AI”) can be embedded into our ERP ecosystem. Particularly in enhancing business reporting and analytics, which enable smarter insights and proactive decision-making across the organisation.

In line with this direction, the company adopted Microsoft 365 in 2023 to enhance communication, collaboration, and document management across all



Number of substantiated complaints concerning breaches of customer privacy and losses of customer data:

0

departments and project sites. Through OneDrive and SharePoint, all project and corporate documents are now securely stored in the cloud, allowing colleagues to access, update, and share files anytime, from anywhere. This initiative not only improves efficiency and teamwork but also lays the foundation for future data integration under our ERP and centralised system framework.

BUILDING INFORMATION MODELLING (“BIM”)

The BIM system refers to a collection of tools designed to support the utilisation and administration of BIM data via cloud-based solutions. BIM, as a methodology, involves developing and handling digital models that represent the physical and functional attributes of structures. When paired with cloud technology, it enhances collaboration, streamlines data handling, and improves the execution of construction projects.

Since 2023, we have integrated the use of QR in BIM process. QR code usage has been used in BIM drawings and on site for quicker access on 3D model views at required coordinated area.

SUSTAINABILITY STATEMENT (CONT'D)

BUILDING INFORMATION MODELLING ("BIM") (Cont'd)

Key Features and Benefits:



EASY ACCESS TO REAL-TIME INFORMATION

- QR codes can be linked directly to BIM model.
- On-site workers can scan a code using a smartphone or tablet to instantly retrieve up-to-date information.



IMPROVED ACCURACY AND REDUCED ERRORS

- Reduces reliance on printed documents or outdated plans.
- Minimises manual data entry and human error by linking physical components to digital data in the BIM.



ENHANCED ON-SITE EFFICIENCY

- Speeds up inspections, quality checks, and verification processes.
- For example, a QR code on BIM 6 Walls drawing can pull up the 3D model for required unit to be inspected during mock-up inspection.



IMPROVED COLLABORATION BETWEEN STAKEHOLDERS

- Ensures all project stakeholders (clients, consultants, contractors, sub-contractors, workers) access the same centralised data.
- Reduces miscommunication by tying each QR code to a specific object in the BIM model.

SUSTAINABILITY STATEMENT (CONT'D)

SUPPLY CHAIN MANAGEMENT



Proportion of spending
on local suppliers:

100%

A well-managed supply chain is fundamental to industry resilience. Throughout FYE 2025, FBG upheld its dedication to local sourcing, maintaining partnerships exclusively with local suppliers and subcontractors to support domestic economic growth.

We recognised the importance of addressing ESG considerations within our supply chain. Looking ahead, FBG intends to incorporate ESG criteria into all contracts with suppliers, vendors, and subcontractors, who will be expected to comply with these standards in their business dealings with us.

This initiative reflects our firm commitment to responsible supply chain management and the integration of sustainable practices across our operations. By embedding ESG requirements into our procurement processes, we aim to strengthen our overall ESG performance, ensuring our activities contribute positively to both society and the environment.

SOCIAL

At FBG, we recognise that our people, communities, and stakeholders are central to our long-term success. Our social initiatives focus on fostering a safe, inclusive, and supportive work environment, promoting employee well-being, engaging meaningfully with stakeholders, and contributing positively to the communities where we operate.

OCCUPATIONAL HEALTH AND SAFETY

Safety is a fundamental core value and remains our highest priority. We are certified under the ISO 45001:2018 Occupational Health and Safety (“OHS”) Management System, reflecting our commitment to maintaining the highest standards in workplace safety. Through continuous monitoring and proactive management of OHS risks, we aim to prevent work-related injuries and ensure a safe, healthy environment for all employees.

SUSTAINABILITY STATEMENT (CONT'D)

OCCUPATIONAL HEALTH AND SAFETY (Cont'd)

Our Approach:

CROSS-DIVISION MONTHLY CONSTRUCTION MEETING

An avenue to discuss important aspects of the construction projects undertaken by the Group, as well as issues concerning safety and health, quality, project progress and internal control findings.

SAFETY AND HEALTH COMMITTEE

Committee meeting will be held at least once every three months. Key functions of committee include: develop and review safety and health management programmes, incidents investigation (if any), and promoting best safety and health practices.

DAILY SITE SAFETY INSPECTION

To ensure all the safety and health control measures are in order. These measures include, but not limited to, verifying the proper use of personal protective equipment ("PPE"), ensuring machinery and tools are maintained and functioning correctly, checking that work areas are free of hazards, etc.

DAILY TOOLBOX TALKS

Conducted to construction workers and site supervisors prior to any commencement of works to spread awareness on maintaining the highest safety and health standard.

WEEKLY SAFETY AUDIT

Carried out for each project site by Safety and Health team to ensure the compliance to all local acts and regulations.

TRAINING AND ACTIVITIES

Key training include: evacuation, forklift handling, firefighting, safe use of chemical and other relevant programmes to keep abreast with the latest development in safety and health standard. In addition, we also conduct quarterly ISO or Safety Awareness Talk during the Townhall session in HQ.

SAFETY AND HEALTH ASSESSMENT SYSTEM ("SHASSIC")

Independent method to assess and evaluate the safety and health performance of contractors in construction works.

SUSTAINABILITY STATEMENT (CONT'D)

OCCUPATIONAL HEALTH AND SAFETY (Cont'd)

Our Occupational Health and Safety Performance

FYE 2025	Vierra Residence	Pavilion Mont Kiara ("PMK")	Temasya Prisma	Suria 2	Adison	CLQ Senawang
Total hours worked	2,581,856	1,480,510	177,376	261,984	858,156	23,656
Number of work-related fatalities	0	0	0	0	0	0
Number of Lost Time Injury ("LTI")	0	0	0	0	0	0
LTI Rate	0	0	0	0	0	0

Number of Employees/Workers Trained on Health and Safety Standards

Site	No.	%
Vierra Residence	750	82
PMK	594	91
Temasya Prisma	142	89
Suria 2	138	93
Adison	547	87
CLQ Senawang	30	100

WORKFORCE DIVERSITY

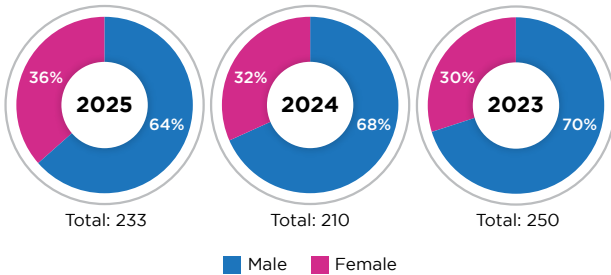
As of 30 June 2025, 233 people are directly employed in FBG Holdings Berhad and its subsidiaries. In today's business environment, workforce diversity and inclusion are more important than ever for the success of any organisation and industry. We acknowledge that our sector has historically been male-dominated due to the physically demanding nature of the work. However, we are actively embracing new approaches to our operations, maintaining a strong commitment to equal opportunity and inclusivity in our hiring practices.

SUSTAINABILITY STATEMENT (CONT'D)

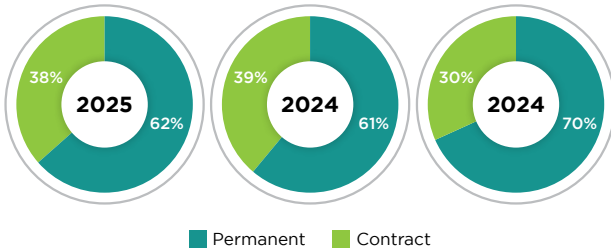
WORKFORCE DIVERSITY (Cont'd)

FBG Holdings Berhad Workforce

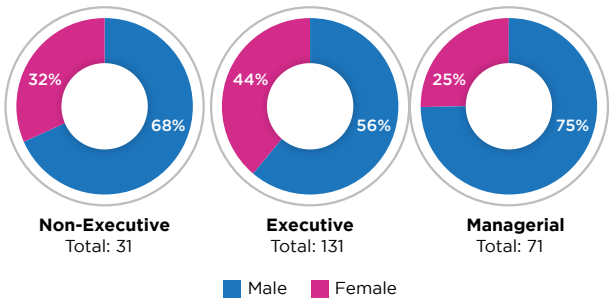
Employee Diversity by Gender



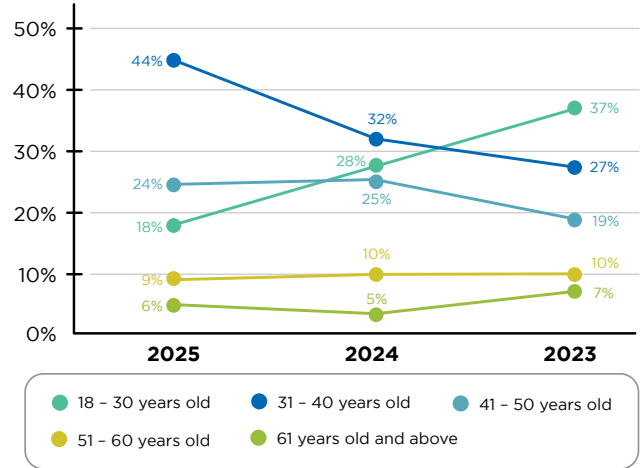
Employee Diversity by Employment Type



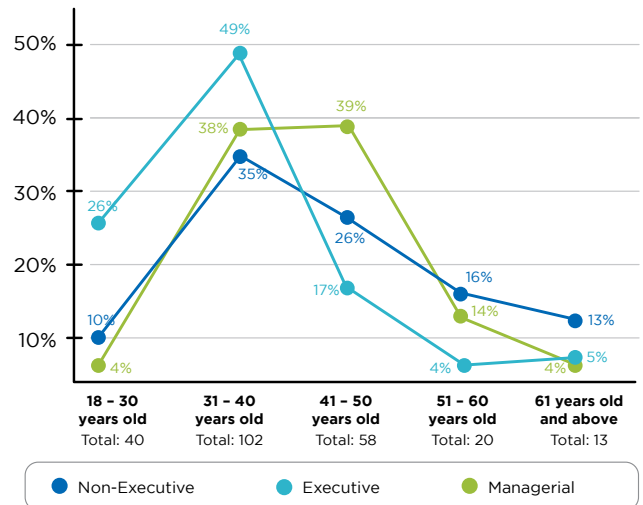
Employee Diversity by Gender, by Employee Category



Employee Diversity by Age Group



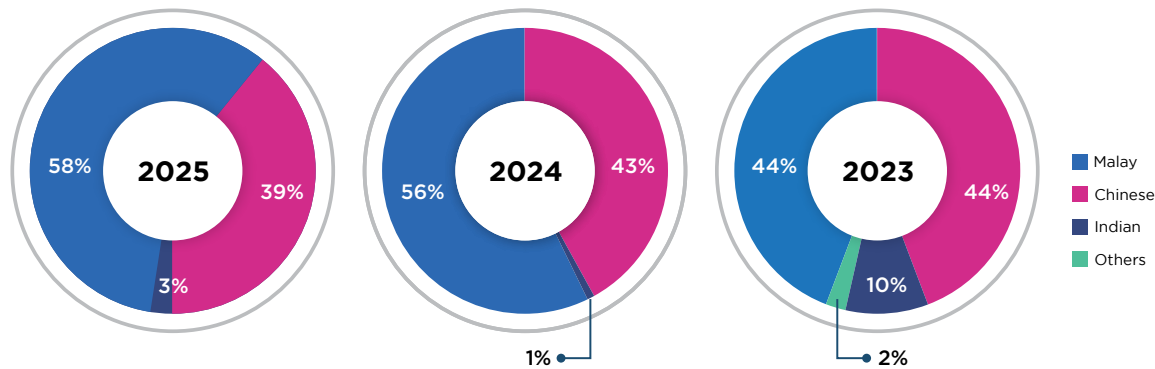
Employee Diversity by Age Group, by Employee Category



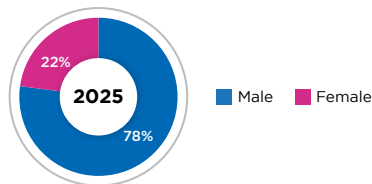
SUSTAINABILITY STATEMENT (CONT'D)

WORKFORCE DIVERSITY (Cont'd)

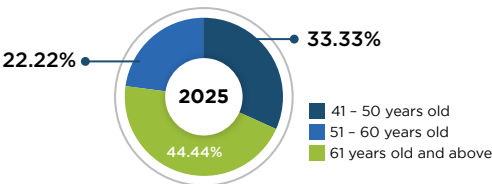
Employee Diversity by Ethnicity



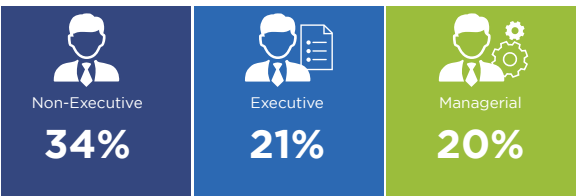
Percentage of Directors by Gender and Age Group



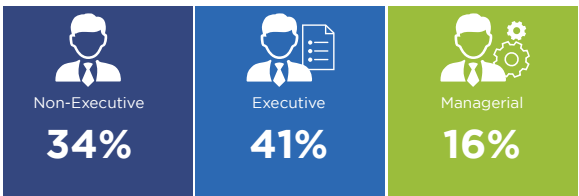
Percentage of Directors by Age Group



Employee Turnover by Employee Category

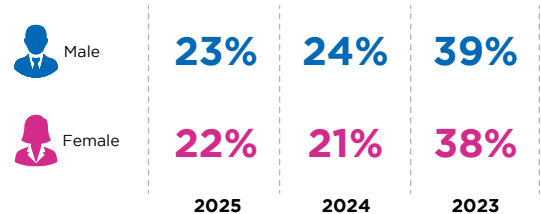


Employee New Hires by Employee Category



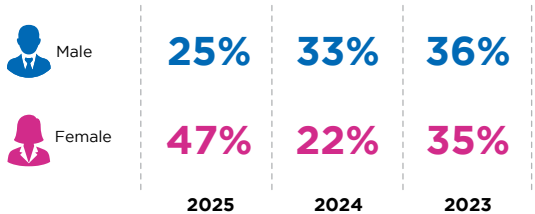
Overall Turnover Rate: 23%

Employee Turnover Rates by Gender



Overall New Hires Rate: 33%

Employee New Hires by Gender



SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE TRAINING

Employee development remains a key focus for the Group, with training needs identified through yearly performance appraisals. During FYE 2025, we delivered a total of 3,247 training hours across our operations, averaging 18 hours per employee, excluding non-executive roles.

Over the year, the annual average training hours per employee increased from 12 to 18, mainly due to training programmes on e-invoicing and other competency areas.

Our Approach:

ANNUAL TRAINING NEEDS ANALYSIS FOR ALL EMPLOYEES	Collaboration between Human Resources (“HR”) and other Departments. This analysis provides a structured approach to identifying relevant training programmes and solutions for our workforce.
SPONSORING RELEVANT EDUCATION AND PROFESSIONAL CERTIFICATION PROGRAMMES	Supporting qualifications and certifications that are recognised within the Malaysian construction sector, such as those related to safety, project management, and technical skills.
REIMBURSING SUBSCRIPTION FEES FOR TWO PROFESSIONAL BODIES OF EACH EMPLOYEE’S CHOICE	Allows employees to join and maintain memberships with key industry organisations that offer valuable resources, networking opportunities, and ongoing professional development.
ENCOURAGE EMPLOYEES TO ATTEND EXTERNAL SEMINARS OR WORKSHOPS	Provide opportunities for employees to gain insights into the latest industry trends, technologies, and best practices.
QUARTERLY TOWNHALL MEETINGS THAT INCLUDE DEDICATED SESSIONS ON SUSTAINABILITY	Keep our employees informed about the latest developments in sustainability practices. By providing a platform for open dialogue and learning, we ensure that our workforce remains engaged and proactive in supporting our sustainability initiatives.

SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE TRAINING (Cont'd)

Our Performance for Employee Training

Total hours of training by employee category

Categories	No.
Executive	1,906
Managerial	1,341
Total	3,247
Average	18

Note: Average training hours per employee are calculated based on confirmed employees only, numbers exclude employees under probation and non-executive roles.

Total hours of training by year

Year	Total training hours	Average training hours per employee
FYE 2025	3,247	18
FYE 2024	2,137	12
FYE 2023	2,751	11

FBG holds the ISO 9001:2015 certification for its Quality Management System within the Construction and Property Division. To uphold this standard, we ensure that all employees in this division (excluding non-executive staff) receive at least 12 hours of training each year.

Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period

Categories	No.	Percentage
Male	230	99%
Female	84	99%

Training Activities Highlight



Categories	No.	Percentage
Non-Executive	31	100%
Executive	129	98%
Managerial	69	97%

SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE RIGHTS AND BENEFITS

FBG is committed to building a workplace culture that values excellence, fairness, and inclusivity. We offer competitive compensation packages that align with industry standards and comply with all relevant Malaysian labour laws.

Our remuneration practices are performance-driven, ensuring that employees are recognised and rewarded based on merit. We also uphold equal opportunity principles by basing promotion and salary decisions on individual contributions, while ensuring full compliance with minimum wage regulations.

At our project sites, FBG is committed to ensuring proper accommodation standards for our migrant workers, in full compliance with the Housing and Amenities Act 1990 (Act 446). We also conduct weekly toolbox meetings, providing a regular platform for

workers to raise concerns or report any issues related to disputes or unfair treatment. All reported matters are escalated to the Health and Safety team, which takes appropriate action to resolve them promptly and responsibly.

Total number of employees entitled for parental leave, by gender

Categories	No.
Male	1
Female	6

Total number of employees returned to work after end of parental leave

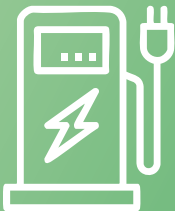
Categories	No.	Percentage
Male	1	100%
Female	6	100%

Benefits Provided to Full Time Employees

 GENERAL BENEFITS	Contributions to Employees Contribution Fund ("EPF"), Social Security Organisation ("SOCSO"), Employment Insurance Scheme ("EIS"), Professional Body Subscription Fee
 LEAVE	Annual Leave, Compassionate Leave, Marriage Leave, Paternity Leave, Maternity Leave, Examination Leave, Medical Leave, Prolonged Illness Leave, Replacement Leave, Carried Forward Annual Leave
 HEALTHCARE	Medical Benefits, Dental Benefits, Optical Benefits, Group Hospital & Surgical Scheme, Group Personal Accident Insurance
 EMPLOYEE DISCOUNT	Discount on purchase of property built by the Group
 ALLOWANCES	Site Allowance, Handphone Allowance, Mileage Claims, Accommodation Allowance, Meal Allowance, Car Allowance, EV Allowance, Parking Allowance, Travel Allowance

SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE ENGAGEMENT



EV CHARGING CREDIT ALLOWANCE

To reflect the growing shift toward sustainable mobility, the petrol allowance has been replaced for employees who drive EVs.

At FBG, we believe that employee engagement is closely linked to performance and workplace satisfaction. We are committed to creating an environment where employees feel connected, supported, and recognised — not only through structured development and feedback, but also through meaningful interactions and team activities that encourage collaboration. A professional culture is further reinforced by fostering positive engagement and a supportive work environment.

Employee Engagement Activities Highlight



SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE ENGAGEMENT (Cont'd)



SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE ENGAGEMENT (Cont'd)



SUSTAINABILITY STATEMENT (CONT'D)

EMPLOYEE ENGAGEMENT (Cont'd)



SERVICE QUALITY

The Group is committed to excellence by consistently delivering high-quality products and services throughout every stage of project execution. We strive to meet all customer deliverables as outlined in our contracts by applying best practices and upholding superior workmanship across multiple disciplines, including structural, architectural, mechanical, electrical, and external works.

Quality Management System

The Quality Assurance Quality Control Department implements a structured quality strategy through robust management systems and well-defined procedures, supported by policies, manuals, risk assessments, and databases. This systematic approach aims to drive continuous improvement and ensure high levels of customer satisfaction.

We remain fully committed to upholding the principles of ISO 9001:2015 Quality Management System, an internationally recognised benchmark for quality excellence. To ensure compliance and performance, we conduct annual internal audits of our Quality Management System. Since achieving certification in 2002, we have consistently maintained it through strong quality performance and the effective implementation of system requirements.



SUSTAINABILITY STATEMENT

(CONT'D)

SERVICE QUALITY (Cont'd)

The Group has formally adopted the Quality Assessment System in Construction (“QLASSIC”) as part of our continued commitment to achieving excellence in workmanship and ensuring client satisfaction. QLASSIC provides a comprehensive and standardised method for assessing construction quality, based on the Construction Industry Standard CIS 7:2016 (Second Edition) and the latest CIS 7:2021. These standards offer a consistent framework for evaluating various aspects of building works, ensuring that all construction activities meet established benchmarks of quality and uniformity.

The implementation of QLASSIC allows the Group to systematically evaluate, monitor, and enhance the quality of its construction processes. It also promotes a culture of continuous improvement by encouraging the principle of “Doing Things Right the First Time and Every Time.”

Several of our recent projects have consistently achieved QLASSIC scores above 70%, reflecting our unwavering commitment to quality across all developments. In line with our commitment to quality, the Group has implemented a formal Pre-Delivery Inspection (“PDI”)

Project Name	Assessment Year	QLASSIC Score
Duta Park Residences, KL	2024	79%
Vierra Residence, KL	2025	Pending Assessment
Desa Green, Kelantan	2025	Pending Assessment



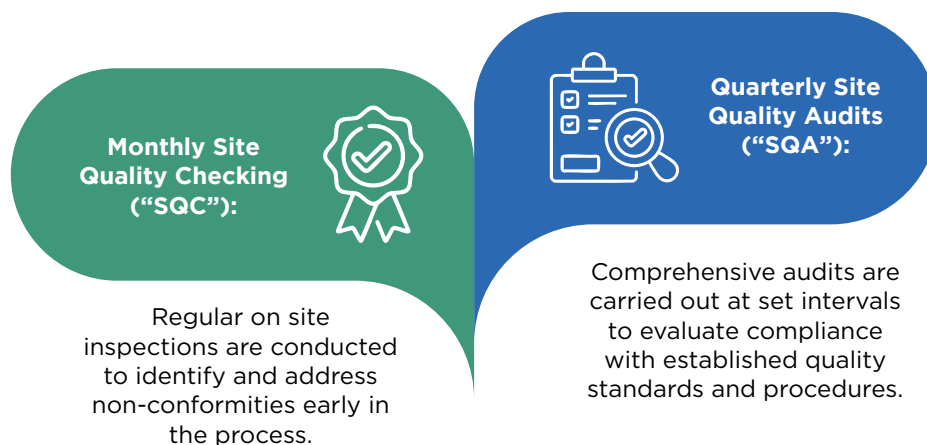
process to ensure all completed works meet required standards and specifications. Conducted by qualified personnel, the PDI ensures compliance with industry best practices and allows for at least two months to complete any necessary corrective work before handover.

As part of our continuous improvement efforts, defects identified in previous projects are systematically reviewed and analysed to prevent recurrence in future developments. This proactive approach reflects our commitment to ongoing quality enhancement and effective risk mitigation.

SUSTAINABILITY STATEMENT (CONT'D)

SERVICE QUALITY (Cont'd)

In addition, the QAQC Department has implemented an internal quality assurance assessment that begins at the start of site activities. This initiative is designed to ensure that quality requirements are consistently upheld throughout the project lifecycle and that all deliverables meet or exceed client expectations.

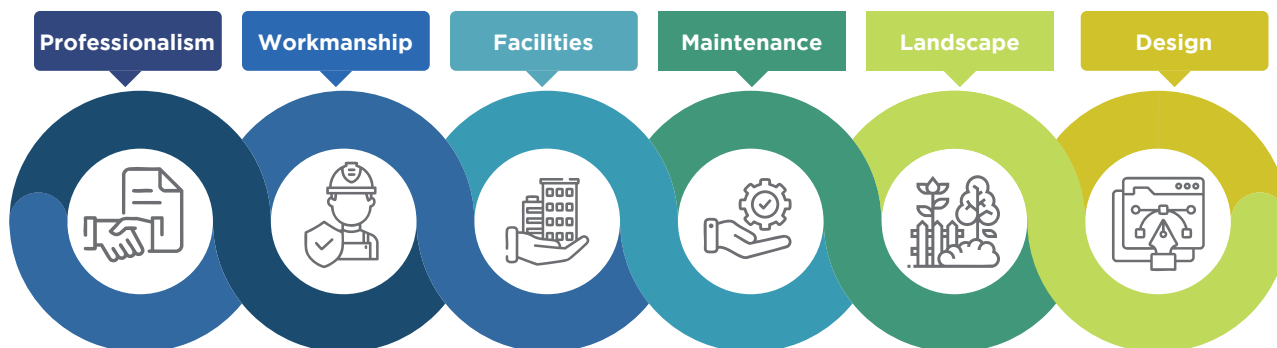


To reinforce this commitment, we conduct regular training sessions and Site Quality Briefings ("SQB") as part of our ongoing professional development programme. These initiatives are tailored to strengthen the knowledge, technical capabilities, and workmanship of both employees and site personnel.

CUSTOMER SATISFACTION

We are committed to delivering an exceptional customer experience, guided by our core value — Quality. Upon completion of each project, we gather client feedback through a Customer Satisfaction Survey to evaluate their satisfaction with the work delivered.

Clients assess our workmanship across the following key areas:



SUSTAINABILITY STATEMENT (CONT'D)

CUSTOMER SATISFACTION (Cont'd)

We aim to achieve a minimum target of 80% in our Customer Satisfaction Survey. Results from the Customer Satisfaction Survey are presented during senior management meetings for in-depth review and to identify areas for improvement. If the results fall short of the target, the project manager is required to prepare a Corrective Action Report and implement measures to enhance satisfaction in future projects. Additionally, FBG conducts market research for upcoming property developments to better understand customer needs and prevailing market trends.

COMMUNITY ENGAGEMENTS

We believe that community engagement is not just a responsibility but a shared commitment to building a better society. At FBG, we value the role of strong, connected communities in driving long-term success. Through active participation in local initiatives, meaningful contributions to community programmes, and encouraging volunteerism among our employees, we aim to make a positive and lasting impact. These efforts reflect our dedication to fostering mutual growth, inclusivity, and a deeper connection with the communities we serve.



INDUSTRY ENGAGEMENTS

FBG actively collaborates with key industry bodies such as the Master Builders Association Malaysia (“MBAM”), Real Estate and Housing Developers’ Association Malaysia (“REHDA”), and ESG Association of Malaysia (“ESGAM”). Through regular participation in meetings, workshops, and training programmes, we foster knowledge sharing, drive innovation, and contribute to the advancement and sustainability of the construction and infrastructure industry. These engagements reinforce our commitment to continuous learning and industry development.

SUSTAINABILITY STATEMENT (CONT'D)

INDUSTRY ENGAGEMENTS (Cont'd)

One of our key stakeholders is the MBAM, established in 1954 to advance the construction industry in Malaysia. MBAM serves as a vital platform for members to raise industry-related concerns through engagement with government bodies. FBG actively contributes to MBAM as part of its committee.

Additionally, we are a member of the REHDA, the leading body representing private property developers, with a strong focus on industry advocacy and governance.

FBG's Involvement in Industry Associations

Name	Representatives Current Involvements
Dato' Sri Kuan Khian Leng	• Vice President, MBAM (2022 – to-date) • Annual Golf 2025, Organising Chairman, MBAM (2024 – 2025) • Environment, Green Technology & Sustainability Committee, Deputy Chairman, MBAM (2024 – to-date) • 71st Anniversary Dinner Organising Committee, Organising Committee Member, MBAM (2024 – 2025) • Awards & Constitution Committee, Deputy Chairman, MBAM (2022 – to-date) • Membership Committee, Advisor, MBAM (2022 – to-date) • Council Member, MBAM (2014 – to-date) • Industry Advisory Panel Member, Bachelor Programme in Civil Engineering of the Engineering Faculty, Universiti Putra Malaysia (2022 – to-date) • Construction Competence Technical Committee on Building and Civil, CIDB (2025 – to-date)
Zulhilmi Bin Zulkafli	• Safety & Health Committee, MBAM (2024 – to-date)
Evelyn Ong Sok Neo	• Environment, Green Technology & Sustainability, Committee Member, MBAM (2024 – to-date) • Annual Golf 2025, Organising Committee Member, MBAM (2024 – 2025)
Lau Kien Choong	• ICT-Automation Robotic, Committee Member, MBAM (2024 – to-date)
Coco Ooi Phei Phei	• Assistant Secretary / Committee (Selangor), REHDA Youth (2024 – to-date) • Evaluator, International Real Estate Federation ("FIABCI") Award Malaysia 2025

The Group is recognised as a Class A contractor by Pusat Khidmat Kontraktor ("PKK") and a Grade 7 contractor by the Construction Industry Development Board ("CIDB") – the highest classifications granted by both agencies. PKK, a government agency, regulates and facilitates the registration and development of contractors in Malaysia, while CIDB aims to enhance the construction industry's capacity, quality, and productivity. These top-tier certifications enable us to undertake both government and private projects of any size and complexity.

SUSTAINABILITY STATEMENT
(CONT'D)

ENVIRONMENT

We recognise the significance of environmental considerations and understand that our operations may lead to both direct and indirect environmental effects. We are committed to progressively disclosing key environmental risks and impacts at our headquarters and project locations. Our environmental policy can be accessed at <https://www.fajarbarugroup.com/corporate-governance/>.

FBG is certified under the ISO 14001:2018 Environmental Management System and remains dedicated to the responsible management and disposal of scheduled waste, in accordance with the Environmental Quality Act 1974 (Act 127) and its associated monitoring requirements.

FBG conducts monthly environmental monitoring of:



Air Quality



Water Quality

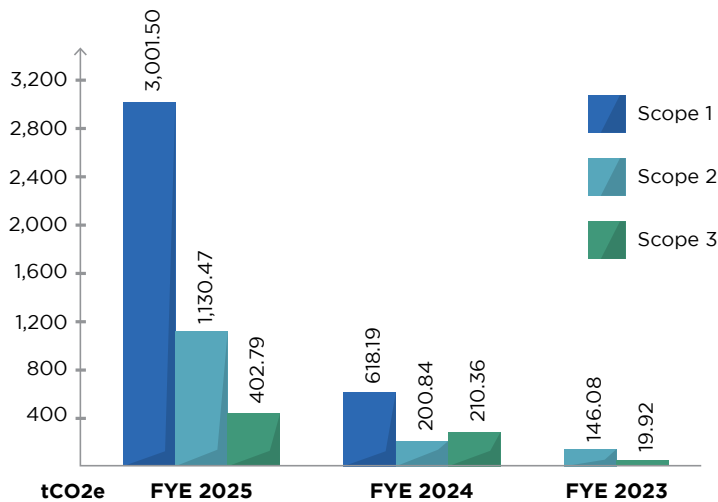


Noise and Vibration Level

at all our project sites to minimise our impacts on the natural environment and the surrounding areas.

CARBON EMISSIONS

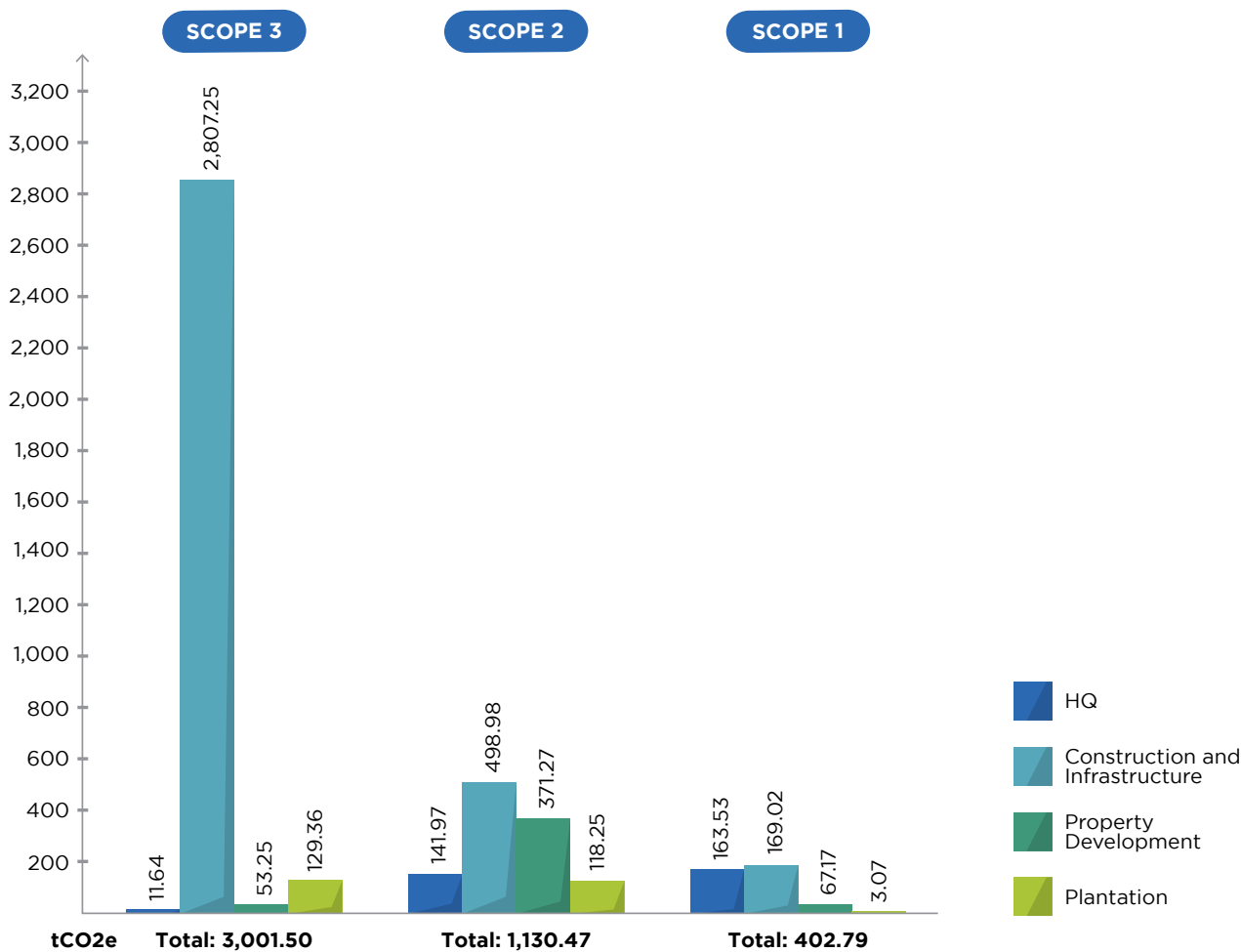
Minimising our carbon footprint is essential in tackling the pressing issues posed by climate change. We measure our Greenhouse Gas (“GHG”) emissions based on the GHG Protocol's framework, which categorises emissions as either direct or indirect.



SUSTAINABILITY STATEMENT (CONT'D)

CARBON EMISSIONS (Cont'd)

At our headquarters, Scope 2 emissions—primarily from purchased electricity—represent the most significant source. Since FYE 2023, we have been disclosing our carbon emissions in accordance with the GHG Protocol Corporate Standard. Our carbon emission data over a three-year period is provided, including a detailed breakdown of Scope 1, Scope 2, and Scope 3 emissions.



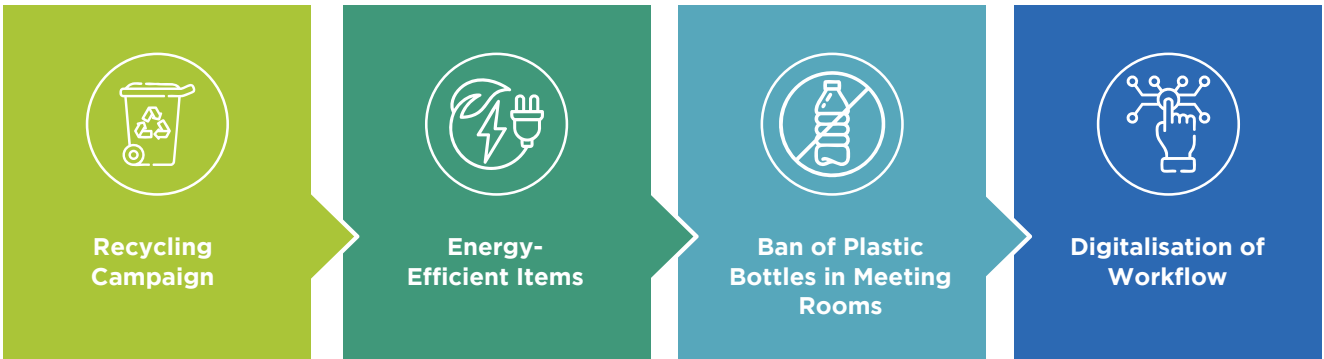
(HQ refers to our headquarters in Kelana Jaya. Construction and Infrastructure covers projects undertaken for clients at Pavilion Mont' Kiara, Temasya Prisma, Suria 2, Adison, and CLQ Senawang. Property Development refers to the Group's own development projects, namely Desa Green and Vierra Residence. Plantation refers to the Group's plantation site in Port Dickson.)

SUSTAINABILITY STATEMENT (CONT'D)

CARBON EMISSIONS (Cont'd)

Initiatives at HQ

This year, our reported GHG emissions show a significant increase primarily due to the expansion of our reporting boundary to include additional sites compared to last year. This more comprehensive coverage provides a more accurate representation of our organizational footprint. This provides a more comprehensive and transparent baseline for measuring our future performance and tracking emission reduction progress.



ENERGY MANAGEMENT

Managing electricity consumption delivers substantial cost benefits for businesses while contributing to a more sustainable and resilient future. At FBG's headquarters, electricity usage for the current financial year stands at 183,400 kWh, a 2% decrease from the 187,327 kWh recorded in the previous year.

The significant increase in reported energy usage this year is largely attributable to the expansion of our reporting boundary, which now encompasses additional sites compared to the previous reporting period.

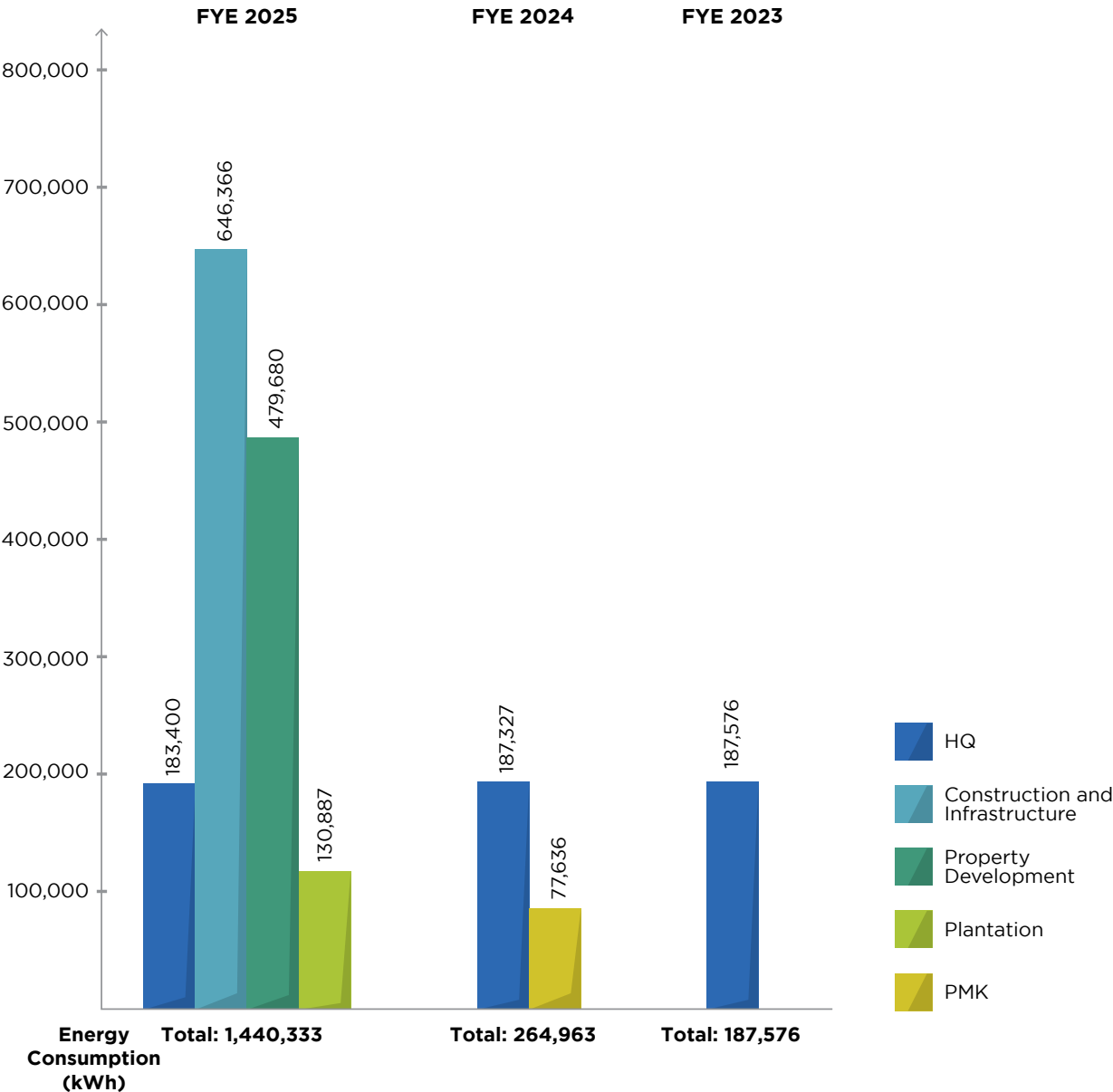
Employees are regularly encouraged to conserve energy by switching off lights and unused equipment during lunch breaks and after working hours. "Power Off" reminders are visibly placed near switches at both the headquarters and project sites to reinforce this practice.

In support of our energy efficiency and environmental goals, all lighting at the headquarters has been upgraded to LED technology. Additionally, timers have been installed on selected switches and areas to ensure devices are completely powered down rather than left on standby. Moving forward, we intend to further enhance our energy efficiency efforts by exploring renewable energy solutions such as solar power and other viable alternatives across our operations.

SUSTAINABILITY STATEMENT (CONT'D)

ENERGY MANAGEMENT (Cont'd)

Our Energy Management Performance



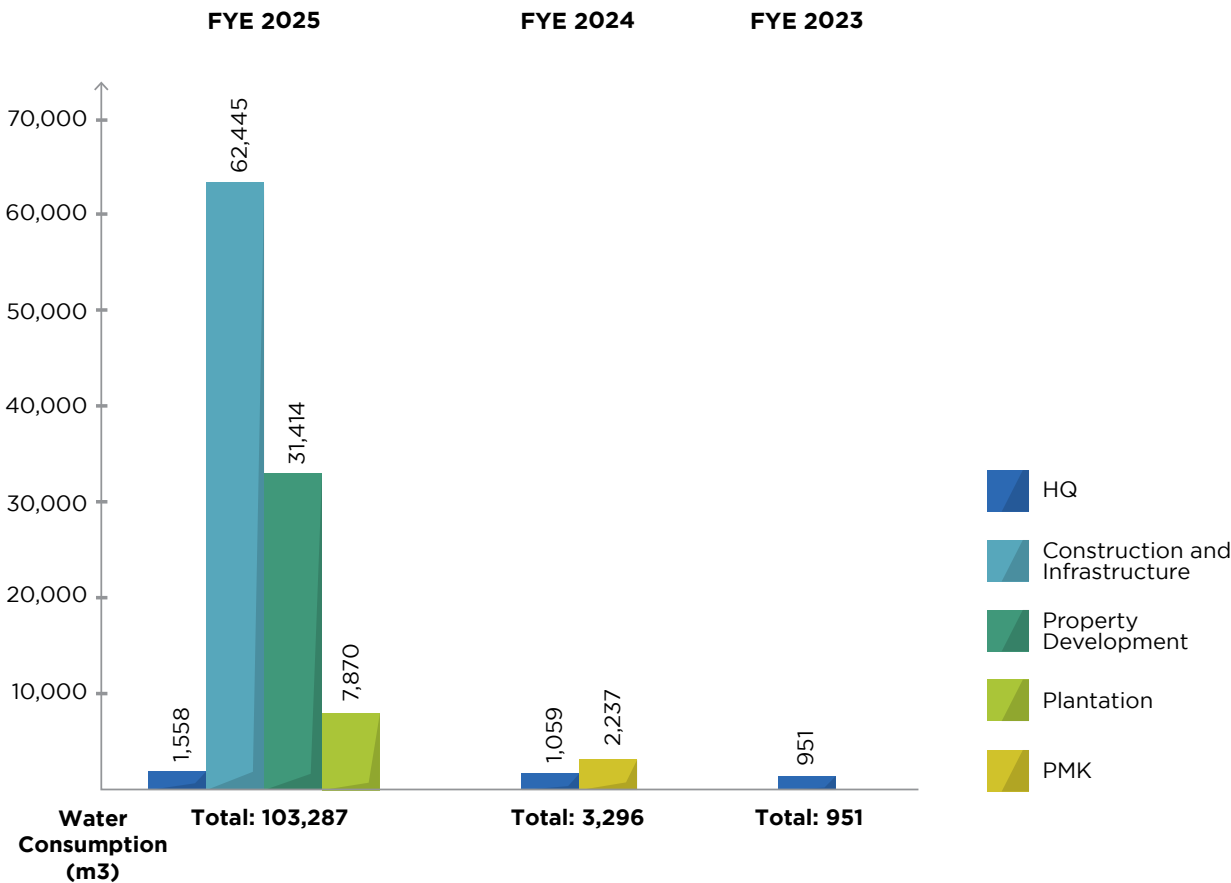
SUSTAINABILITY STATEMENT (CONT'D)

WATER MANAGEMENT

Water at our headquarters is supplied by the state water utility company. Efficient water management is a key component of our commitment to environmental sustainability. We continuously seek to adopt practices that reduce our water footprint and support the protection of vital ecosystems. Through awareness initiatives and fostering a culture of environmental responsibility, we aim to ensure that our operations align with and contribute meaningfully to our broader sustainability goals.

The significant increase in reported water usage this year is largely attributable to the expansion of our reporting boundary, which now encompasses additional sites compared to the previous reporting period.

Our Water Management Performance



SUSTAINABILITY STATEMENT (CONT'D)

RESOURCES AND WASTE MANAGEMENT

FBG’s commitment to environmental protection and community well-being is reflected in our strict adherence to the Environmental Quality Act 1974 for the management of both general and scheduled waste. A scheduled waste policy is enforced across all project sites, with disposal carried out by licensed contractors to ensure full regulatory compliance.

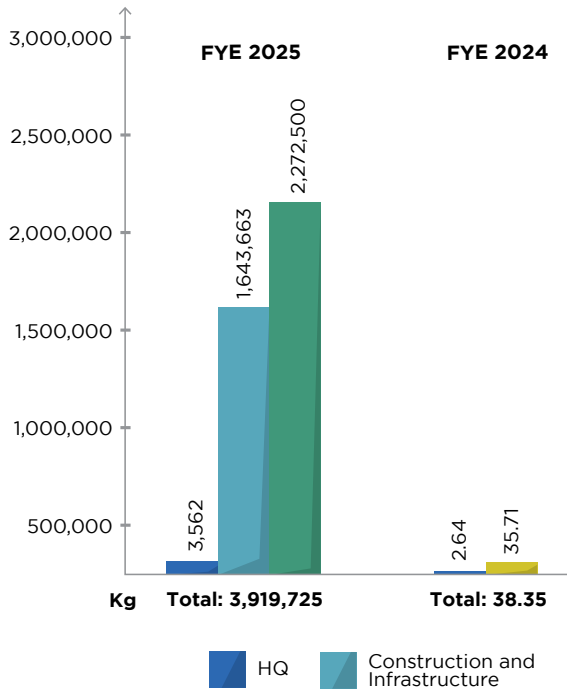
As a property development and construction company, we consume considerable volumes of materials such as sand, cement, and steel. Our Safety and Health, as well as Environment teams, actively monitor material usage to minimise waste generation.

To support resource efficiency, we have implemented a rigorous procurement and monitoring system that promotes responsible consumption of raw materials. In line with our sustainability efforts, we also refurbish and reuse old equipment from project sites whenever feasible—extending asset lifespans and reducing the volume of waste directed to landfills.

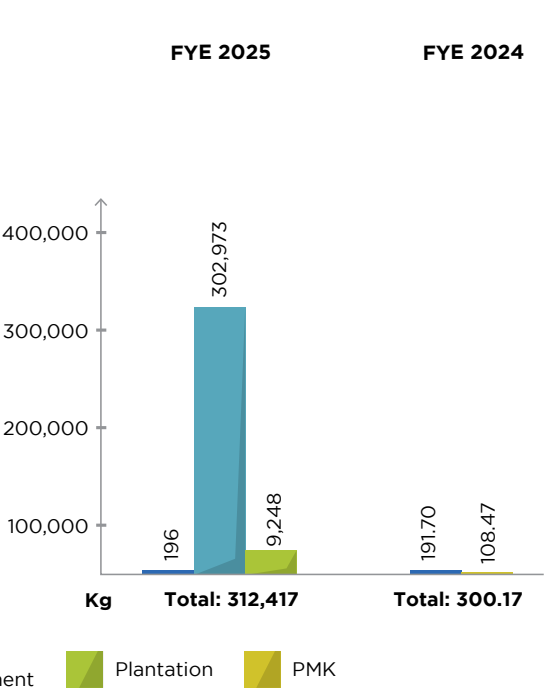
The significant increase in reported waste data this year is largely attributable to the expansion of our reporting boundary, which now encompasses additional sites compared to the previous reporting period.

Our Resources and Waste Management Performance

Total Waste Directed to Disposal



Total Waste Directed from Disposal

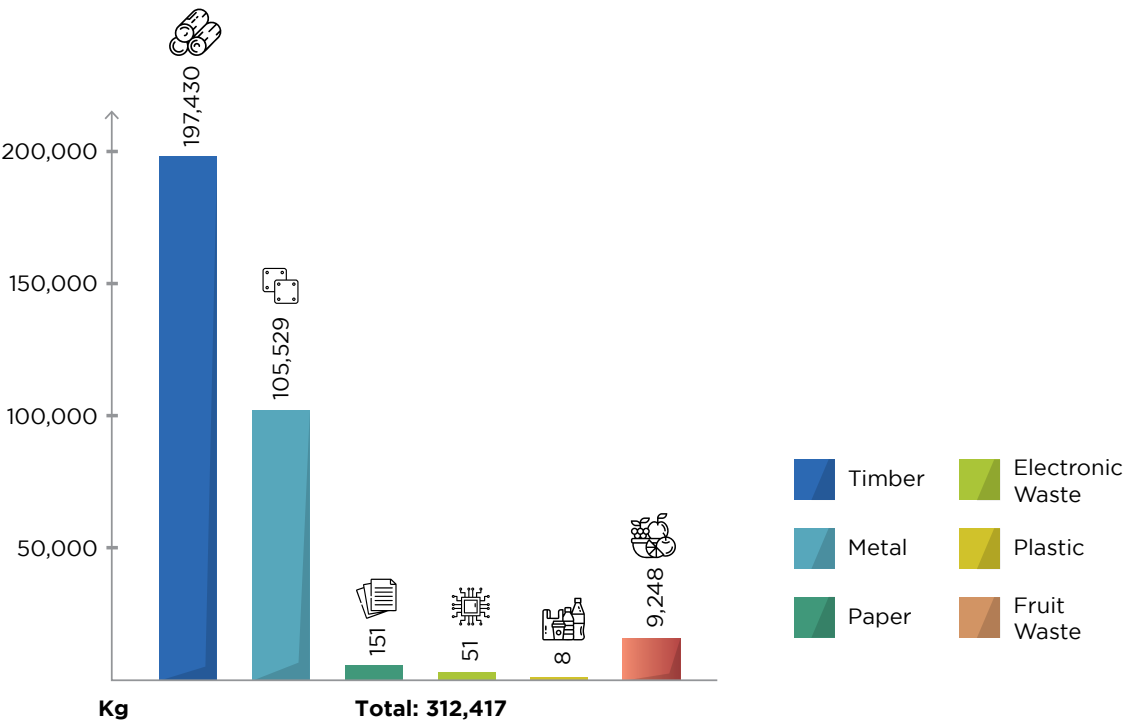


SUSTAINABILITY STATEMENT (CONT'D)

RESOURCES AND WASTE MANAGEMENT (Cont'd)

Type of Materials Recycled/Repurposed

Total Waste Diverted From Disposal



FRUIT WASTE IN PLANTATION

Fruit waste in plantation is sometimes inevitable due to factors such as over-ripening, pest damage, or fruits not meeting commercial quality standards. Rather than discarding this organic matter, we adopt a sustainable approach by repurposing the waste. Unmarketable but edible fruits are used to feed our chickens, providing them with a natural and nutritious supplement. The remaining fruit waste is composted and returned to the soil as organic fertiliser, enriching our plantation's ecosystem and promoting healthier plant growth.



SUSTAINABILITY STATEMENT (CONT'D)

FRUIT WASTE IN PLANTATION (Cont'd)



RECYCLING AT FBG

In FYE 2025, we partnered with Cenviro under their Recycle for Life campaign to support responsible waste management and promote long-term recycling awareness within our operations. Our first collection took place in May 2025, during which we successfully diverted 196 kg of recyclable waste from landfill. The collected materials included paper, plastic, e-waste, and metal—marking a positive step in our ongoing commitment to environmental sustainability.



MOVING FORWARD

FBG is committed to strengthening the scope and boundaries of our sustainability reporting across the Group to meet the requirements of the National Sustainability Reporting Framework ("NSRF") in Malaysia. During this transition, the Group will review and refine our material topics to align with the global International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards.

FBG remains dedicated to enhancing governance, data transparency, and embedding sustainability into our business strategies, as we progress towards a more robust and globally aligned reporting framework. Through these continuous efforts, we uphold our purpose as The Makers of Tomorrow, shaping a sustainable future for generations to come.

SUSTAINABILITY STATEMENT (CONT'D)

SUSTAINABILITY PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2024	2025
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Managerial	Percentage	59.00	18.00*
Executive	Percentage	32.00	21.00
Non-Executive	Percentage	0.00	12.00*
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00	0.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Data Privacy and Security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Supply Chain Management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00	100.00
Bursa (Health and Safety)			
Bursa C5(a) Number of workrelated fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	961	2,201
Bursa (Labour Practices and Standards)			
Bursa C6(a) Total hours of training by employee category			
Managerial	Hours	1,413	1,341
Executive	Hours	724	1,906
Non-Executive	Hours	0	0
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	39.00	38.00
Bursa C6(c) Total number of employee turnover by employee category			
Managerial	Number	9	14
Executive	Number	27	25
Non-Executive	Number	15	11
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Managerial Between 18-30	Percentage	3.00	4.00
Managerial Between 31-40	Percentage	39.00	38.00
Managerial Between 41-50	Percentage	42.00	39.00
Managerial Between 51-60	Percentage	12.00	14.00
Managerial 61 and above	Percentage	3.00	4.00
Executive Between 18-30	Percentage	37.00	26.00

Internal assurance

External assurance

No assurance

(*)Restated

SUSTAINABILITY STATEMENT

(CONT'D)

SUSTAINABILITY PERFORMANCE DATA TABLE (Cont'd)

Indicator	Measurement Unit	2024	2025
Executive Between 31-40	Percentage	25.00	49.00
Executive Between 41-50	Percentage	26.00	17.00
Executive Between 51-60	Percentage	8.00	4.00
Executive 61 and above	Percentage	4.00	5.00
Non-Executive Between 18-30	Percentage	27.00	10.00
Non-Executive Between 31-40	Percentage	15.00	35.00
Non-Executive Between 41-50	Percentage	30.00	26.00
Non-Executive Between 51-60	Percentage	15.00	16.00
Non-Executive 61 and above	Percentage	12.00	13.00
Gender Group by Employee Category			
Managerial Male	Percentage	71.00	75.00
Managerial Female	Percentage	29.00	25.00
Executive Male	Percentage	59.00	56.00
Executive Female	Percentage	41.00	44.00
Non-Executive Male	Percentage	76.00	68.00
Non-Executive Female	Percentage	24.00	32.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	78.00	78.00
Female	Percentage	22.00	22.00
Between 41-50	Percentage	33.33	33.33
Between 51-60	Percentage	33.33	22.22
61 and above	Percentage	33.33	44.44
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	124,768.65	315,923.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	15	35
Bursa (Emissions Management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	618.19	3,001.50
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	200.84	1,130.47
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	210.36	402.79
Bursa (Energy Management)			
Bursa C4(a) Total energy consumption	Megawatt	264.96	1,440.33
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	3.296000	103.287000
Bursa (Waste Management)			
Bursa C10(a) Total waste generated	Metric tonnes	338.52	4,232.14
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	300.17	312.41
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	38.35	3,919.72

Internal assurance

External assurance

No assurance

(*)Restated

CORPORATE GOVERNANCE

OVERVIEW STATEMENT

THE BOARD RECOGNISES THAT STRONG CORPORATE GOVERNANCE IS ESSENTIAL TO SUSTAIN LONG-TERM VALUE AND SAFEGUARD THE INTERESTS OF ALL STAKEHOLDERS. IN FULFILLING ITS RESPONSIBILITIES, THE BOARD UPHOLDS THE PRINCIPLES OF TRANSPARENCY, ACCOUNTABILITY AND INTEGRITY AS THE FOUNDATION OF EFFECTIVE LEADERSHIP AND ETHICAL DECISION-MAKING.

This Corporate Governance Overview Statement is presented pursuant to Paragraph 15.25(1) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and guidance was drawn from Practice Note 9 of MMLR and the Corporate Governance Guide (4th Edition) issued by Bursa Securities. The Board of Directors (“Board”) of FBG Holdings Berhad (Formerly known as Fajarbaru Builder Group Bhd) (“FBG” or the “Company”) remains committed during the financial year ended 30 June 2025 in maintaining the highest standards of Corporate Governance (“CG”) within the Company and its subsidiaries (collectively referred to as “the Group”) and adhering to the principles and best practices of CG, through observing and practising the core values of the Malaysian Code on Corporate Governance (“MCCG”). The commitment from the top paves the way for the management and all employees to ensure the Company’s businesses and affairs are effectively managed in the best interest of all stakeholders.

The objective of this statement is to provide the stakeholders with an overview of the application of the CG practices within the Group. The Board has also provided specific disclosures on the application of each of the Practices in its Corporate Governance Report (“CG Report”). This CG Report was announced together with the Annual Report of the Company on 30 October 2025. Shareholders are advised to read this statement together with the CG Report prepared based on a prescribed format as set out in Paragraph 15.25(2) of the MMLR so as to provide a detailed articulation on the application of the Company’s corporate governance practices vis-à-vis the MCCG. The CG Report provides details on how the Company has applied each Practice as set out in the MCCG during the financial year 2025.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

PART I – BOARD RESPONSIBILITIES

Board Charter

The Board Charter act as a source of reference and primary induction literature in providing insights to the Board members and senior management.

The Board is mindful of the importance of the establishment of clear roles and responsibilities in discharging its fiduciary and leadership functions including those reserved for the Board’s approval. The Board has defined its Board Charter by setting out the roles, duties and responsibilities of the Board, the principles and practices of CG to be followed as well as the key matters reserved for the Board’s approval. The Board Charter was reviewed and published on the Company’s website at <https://www.fajarbarugroup.com/board-charter/>.

The Board takes full responsibility for the performance of the Group and guides the Group towards achieving its short and long term objectives, setting corporate strategies for growth and new business development while providing advice and direction to the Management to enable the Group to achieve its corporate goals and objectives. The Board is mindful of the importance of the establishment of clear roles and responsibilities in discharging its fiduciary and leadership functions including those reserved for the Board’s approval. Key matters such as approval of annual and quarterly results, acquisitions and disposals, material agreements, major capital expenditures, budgets and long-term plans would require Board approval.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART I - BOARD RESPONSIBILITIES (Cont'd)

Board Responsibilities

The Board plays a central role in setting the Group's strategic direction, protecting its long-term interests and driving sustainable value creation. It is guided by a clear governance framework, structured below, that ensures decisions are made ethically, responsibly and in alignment with the Group's values and commitments.



Directors have full and unrestricted access to all information, the advice of the Company Secretary(ies) and the support of Senior Management to discharge their fiduciary duties effectively. Board and Board Committee meetings are held quarterly, or as required, with meeting papers circulated in advance to ensure meaningful deliberations.

The Board is led by Group Executive Chairman who ensures smooth functioning of the Board so that the Board can perform its responsibilities effectively in meeting the goals and objectives of the Group and the Company. Under the leadership of the Group Executive Chairman, the Board continues to function effectively in fulfilling its governance responsibilities during the financial year. The Group Executive Chairman is primarily responsible for the Group's overall business plan and direction, whereas, the Group Chief Executive Officer and Group Executive Directors are responsible for the day-to-day business operations, management decisions, financial planning and implementation of policies. The Non-Executive Directors share their experience and expertise and give independent input to major decisions including formulation of policies and strategies, they act independently and objectively in carrying their duties. They possess integrity and extensive experience to provide unbiased and independent views to the Board. Their role is to challenge the management and the Board in an effective and constructive manner as well as to provide justified and sound opinions to the Board.

The roles of the Group Executive Chairman are separated with clear division of responsibilities to ensure balance of power and authority. The Group Executive Chairman is delegated with authority to make all decisions and actions that will enhance the corporate purpose of creating long-term shareholder value through the discovery, acquisition, development and marketing of natural resources. The Group Executive Chairman's main responsibility is to lead and manage the Board with the focus on environmental issues, employees, public and shareholders' interest. Concentrated discussion of these items assists the Board in making the right decisions based on the long-term opportunities for the business and its stakeholders. The Board monitors the decisions and actions of the Group Executive Chairman and the performance of the Group to gain assurance that progress is being made towards the corporate strategy purpose within the limits imposed through the Group's governance assurance framework.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART I – BOARD RESPONSIBILITIES (Cont'd)

Board Responsibilities (Cont'd)

Board	Responsibilities
Group Executive Chairman	The Board is led by Tan Sri Dato' Sri Chan Kong Choy, an Executive Chairman who is responsible for instilling good corporate governance practices, leadership and effectiveness of the Board. The Chairman provides leadership and governance in order to create a conducive environment geared towards building and enhancing the Board's effectiveness and ensures that all strategic and critical issues are discussed by the Board in a timely manner. The Chairman is also responsible for ensuring the adequacy and effectiveness of the Board's governance process and acts as a facilitator at Board meetings to ensure that contributions from Directors are forthcoming on matters being deliberated and that no Board member dominates discussion.
Group Chief Executive Officer	The Group Chief Executive Officer ("GCEO") of the Company is Dato' Sri Kuan Khian Leng. The GCEO is supported by the Group Executive Directors and Senior Management Team in implementing the Group's strategic plan and overseeing the operations and business development of the Group.
Group Executive Director	The Group Executive Director ("GED") is responsible for the executive management of the Group's business and implementing operational decisions and managing day-to-day operations.
Non-Executive Director	The Company has three (3) Independent Non-Executive Directors and two (2) Non-Independent Non-Executive Directors. The Non-Executive Directors are strong individuals to oversee and scrutinise the decisions and conducts of the Executive Directors and the management. The Non-Executive Directors are essential for protecting the interests of shareholders and can make significant contributions to the Company's decision making by bringing in the quality of detached impartiality.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART I – BOARD RESPONSIBILITIES (Cont'd)

Board Responsibilities (Cont'd)

The following matters (including changes to any such matters) require approval from the Board, except where they are expressly delegated by the Board to a Committee, the Chairman or another nominated member of the Management team:-

- (i) Approval of corporate directions and plan
- (ii) Approval of annual budgets / forecast
- (iii) Approval of any Joint Venture
- (iv) Approval of any material acquisitions and disposals of undertakings
- (v) Changes to the management and control structure within the Company and its subsidiaries, including key policies and delegated authority limits
- (vi) Board appointment
- (vii) Any matters / transactions that fall within the ambit of the Board pursuant to the Companies Act, 2016, the MMLR, Terms of Reference of the respective Board Committees or any other applicable rule.

Adherence to the Limits of Authority is reported directly to the Audit Committee.

The Board met six (6) times during the financial year ended 30 June 2025 to review the Group's operations, quarterly and annual financial statements and any other matters that required the Board's approval. Details of each Director's attendance is set out on page 51 of this Annual Report.

Board Committees

The Board has delegated certain functions to the Committees its established to assist in the execution of its responsibilities. The Board Committees are entrusted with specific responsibilities to oversee the Company's affairs. The relevant Board Committees established are as follows:-

- (i) Audit Committee ("AC")
- (ii) Nominating Committee ("NC")
- (iii) Remuneration Committee ("RC")
- (iv) Sustainability Committee ("SC")
- (v) Risk Management Committee ("RMC")

The duties and responsibilities of the Nominating and Remuneration Committees are to assist the Board in reviewing and recommending the appointment of caliber candidate irrespective of gender and evaluation of the performance of the Directors. They also assess the appropriate remuneration policies applicable to Directors and Senior Management Team.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART I - BOARD RESPONSIBILITIES (Cont'd)

Board Responsibilities (Cont'd)

The activities of the Nominating and Remuneration Committees for the financial year are included in the following:-

- (i) reviewed the bonus and incentives of Directors and Senior Management of the Group;
- (ii) assessed and evaluated the effectiveness of Directors through the annual Board evaluation (including the independence of Independent Non-Executive Directors);
- (iii) reviewed the letter of employment of senior management staff;
- (iv) reviewed the composition of the Board and Board Committees of the Group;
- (v) reviewed the Directors' Fees of the Group; and

All recommendations of the Nominating and Remuneration Committees are subject to endorsement by the Board.

One (1) Nominating Committee meeting was held during the financial year and were attended by all its members. At the meeting, the Committee has discussed on the training needs of the directors, reviewed and assessed the executive directors, recommendation on re-election of directors subject to retirement as well as the continuation in office of independent non-executive director who have served for more than 9 years.

Two (2) Remuneration Committee meetings were held during the financial year and were attended by all its members.

Two (2) Sustainability Committee meetings were held during the financial year and were attended by all its members.

The responsibilities and activities of Audit Committee disclosed in the Report of the Audit Committee on pages 118 to 120 of this Annual Report, while the responsibilities of Risk Management Committee set out on pages 109 to 116 of this Annual Report.

Supply of Information

All Directors are supplied with board papers pertaining to agenda items prior to the Board meeting. This is issued in sufficient time to enable the Directors to obtain further explanations, when necessary, in order to be properly briefed before the meeting.

The Board has unrestricted access to the advice and services of the Company Secretaries to enable them to discharge their duties effectively. The Board is regularly updated and advised by the Company Secretaries on any updates relating to new statutory and regulatory requirements pertaining to the duties and responsibilities of Directors, and promptly disseminate communications received from the relevant regulatory/governmental authorities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART I - BOARD RESPONSIBILITIES (Cont'd)

Supply of Information (Cont'd)

The appointment of the Company Secretary is based on the capability and proficiency determined by the Board. All Directors have access to the advice and services of the Company Secretaries who are responsible for ensuring the proper Board procedures are followed through and that all applicable rules and regulations are complied accordingly. The Company Secretaries attended the Board meetings and recorded the deliberations, in terms of the issues discussed and the conclusion made by the Board in discharging their duties and responsibilities.

Supported by Qualified and Competent Company Secretaries

The Board is supported by professionally qualified and competent Company Secretaries who advise the Board, particularly with regards to compliance with regulatory requirements, guidelines, legislations and the principles of best CG practices. The appointment and removal of Company Secretaries or Secretaries of the Board Committees can only be made by the Board.

The Board understands that the supply, timeliness and quality of the information affect the effectiveness of the Board to oversee the conduct of business and to evaluate the Management's performance of the Group. The Board ensures that each Director is provided with timely notices. Board papers are issued prior to the Board meetings to enable the Directors to review and consider the agenda items to be discussed and where necessary, to obtain further explanations in order to be fully briefed before the meeting.

All Board members have unrestricted access to timely and accurate information in furtherance of their duties and subject to the Board's approval may seek independent professional advice when necessary in discharging its various duties, at the Company's expense.

The Company Secretaries ensure that all Board and Board Committee meetings are properly convened. The Company Secretaries will ensure that accurate and proper records of the proceedings and resolutions passed are recorded and the minutes are circulated to the Board members as soon as possible before the next meeting.

The Company Secretaries, being member of The Malaysian Association of Company Secretaries ("MACS") and The Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA"), satisfy the qualification as prescribed under Section 235(2) of the Companies Act 2016 and have the requisite experience and competency in company secretarial services.

The Company Secretaries play an important advisory role to the Board, on administrative, regulatory requirements and governance matters. The Company Secretaries are also responsible to ensure that accurate and proper recording of proceedings and resolutions at the Board, Board Committees meetings and general meetings.

Mr. Tan Kok Aun is a member of The Malaysian Association of Company Secretaries ("MACS"). He has more than 34 years of experience as a corporate secretary.

Ms. Lee Wai Ngan is a licensed Company Secretary. She has more than 43 years of experience in corporate secretarial practice.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART I - BOARD RESPONSIBILITIES (Cont'd)

Promoting Good Business Conduct

The Company takes a stance against the use of corrupt practices in relation to its activities and promotes a culture of integrity within the Group by ensuring there are adequate policies and procedures, which are implemented appropriately in line with the principles under the Guidelines for Adequate Procedures issued by the Prime Minister's Department on 10 December 2018 pursuant to Section 17A(5) of the Malaysian Anti-Corruption Commission (MACC) Act 2009.

In this respect, the Board has in place the Code of Conduct and Ethics to affirm its commitment to practise the highest level of integrity and ethics.

The Company has zero tolerance of any conduct that constitutes a wrongdoing or malpractice which may include any breach of ethics and/or any fraudulent act as may be described in the Anti-Bribery and Anti-Corruption Policy. To this, the Company has in place a Whistleblower Policy to facilitate the exposure of any violations or improper conduct or wrongdoing within the Group.

Code of Conduct and Ethics

Good governance at all levels is essential for sustainable development. The Board is committed to embrace the highest standards of corporate governance practices and ethical standards throughout the Group.

In this respect, the Group has established a Code of Conduct and Ethics to provide direction and guidance to all Directors, Senior Management and employees in the discharge of their duties and responsibilities that will be in the best interests of the Group. The Code of Conduct and Ethics has been uploaded on the Company's website under the Investor Relations segment at <https://www.fajarbarugroup.com/corporate-governance/>.

Anti-Bribery and Anti-Corruption Policy

An Anti-Bribery and Anti-Corruption Policy was established to set out the Group's zero tolerance approach against all forms of bribery and corruption. The Group's practices are in accordance to the Malaysian Anti-Corruption Commission Act 2009 and its amendments. The Anti-Bribery and Anti-Corruption Policy is published in the Company's website under the Investor Relations segment at <https://www.fajarbarugroup.com/corporate-governance/>.

Whistle-blowing Policy

The Company is committed to the highest standard of integrity, openness and accountability in the conduct of its businesses and operations. It aspires to conduct its affairs in an ethical, responsible and transparent manner.

This policy is to provide an avenue for all employees of the Company and members of the public to disclose any improper conduct in accordance with the procedures as provided for under this policy and to provide protection for employees and members of the public who report such allegations.

A whistle-blower will be accorded with protection of confidentiality of identity, to the extent reasonably practicable. Any anonymous disclosure will not be entertained. Any employee or member of the public who wishes to report improper conduct is required to disclose his / her identity to the Company in order for the Company to accord the necessary protection to him / her. However, the Company reserves its right to investigate into any anonymous disclosure.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART I – BOARD RESPONSIBILITIES (Cont'd)

Whistle-blowing Policy (Cont'd)

The Whistle-blowing Policy is posted on the Company's website under the Investor Relations segment at <https://www.fajarbarugroup.com/corporate-governance/>. Any improper conduct may be reported in writing directly to whistleblow@fajarbarugroup.com, which is accessible by the Chairman of the Audit Committee.

Sustainability Strategies

The Board views the commitment to promote sustainability strategies in the Economic, Environmental, Social and Governance aspects as part of its broader responsibility to all its various stakeholders and the communities in which it operates. The Board is ultimately accountable for ensuring that sustainability is integrated into the

strategic direction of FBG and its operations. To achieve this, the Board continuously ensures that there is an effective governance framework for sustainability within the Group. The Board recognises its responsibility to set the "tone from the top" and ensure good governance within the Group.

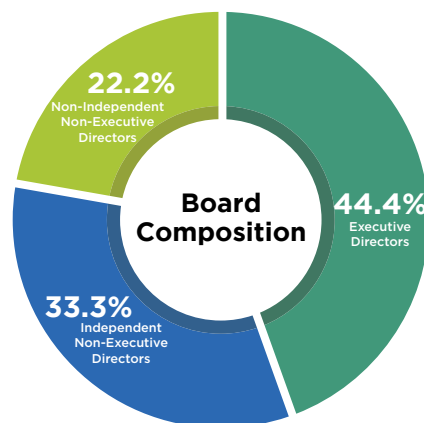
The Group strives to achieve a long-term sustainability balance between meeting its business goals, preserving the environment to sustain the ecosystem and improving the welfare of its employees and the communities in which it operates such initiatives are set out in the Sustainability Statement section in this Annual Report. Aside from strategic guidance for management of its identified sustainability material matters and climate related risks, the Board is also committed in advancing the Economic, Environmental, Social and Governance agenda across the Group.

Composition and Balance

The Directors' Fit and Proper Policy was adopted by the Company to ensure a formal, rigorous and transparent process for the appointment/ election of candidates as Directors of the Company and for the re-election of the Directors. The Board currently has nine (9) members comprising of a Group Executive Chairman, a Non-Independent Non-Executive Deputy Chairman, a Group Chief Executive Officer, two (2) Group Executive Directors, a Non-Independent Non-Executive Director, and three (3) Independent Non-Executive Directors. The Company is in compliance with the MMLR which required at least two directors, or one-third of the total number of Directors, whichever is higher, to be Independent Directors.

PART II – BOARD COMPOSITION

The presence of Independent Non-Executive Directors ("INEDs") fulfills a pivotal role in corporate accountability. Although all the Directors have equal responsibility for the Group's operations, the role of these Independent Non-Executive Directors are particularly important as they provide unbiased and independent view, advice and judgement to take account of the interests, not only of the Group, but also of shareholders, employees, customers, suppliers and the many communities in which the Group conducts business.



CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART II - BOARD COMPOSITION (Cont'd)

Composition and Balance (Cont'd)

The Directors, with their different background and specialisation, collectively bring with them a wide range of experience and expertise in areas such as finance, corporate affairs, legal, marketing and operations. The Board comprises of members from various professions with individual personalised quality, expertise, skills and relevant market and industry knowledge and ensures at all times that necessary financial and human resources are in place for the Company to meet its strategic objectives.

In the event of any vacancy in the Board, resulting in non-compliance with the aforesaid, the Company must fill the vacancy within three (3) months.

The Board is mindful that the Board still does not comprise of at least half INEDs as recommended by Practice 5.2 of MCCG 2021. The Board is of the view that the present INEDs, with the breadth of professional background, have enabled the Board to exercise objective judgement on various issues and decisions are made through their sharing of impartial, objective and unbiased opinion and viewpoints. Although all Directors shared equal responsibility for the Group's business directions and operations, the presence of INEDs are essential in ensuring that the management proposals are fully discussed, challenged and evaluated, by taking into account the interest of not only the Group but also all interested parties, including shareholders, employees, customers, suppliers and the communities as a whole.

Further, the current composition of the Board Committees comprise of all INEDs which affirmed the Board's commitment towards independence and provide strong check and balance in the Board's governance function. The significant contributions of the Independent Directors in the decision-making process are evidenced by their participation as members of the various Board Committees. Hence, the INEDs are able to carry out their duties and to provide an unfettered and unbiased independent judgement and to promote good corporate governance.

Nonetheless the Board will consider appointment of additional INEDs in the near future to ensure that the Board comprises at least half INEDs as per Practice 5.2 of the MCCG 2021.

Appointments of the Board

The Nominating Committee ("NC") is responsible for assessing and considering the re-appointment of the existing Directors; and for identifying and selecting potential new Directors to the Board. It also considered succession planning and the composition of the Board. The NC considers the experience, skills and qualities of the new and existing Directors to ensure a good balance of skills amongst the Directors so as to continue to enhance the effectiveness of the Board. The Board, through the NC, agreed the importance of having diversity on the Board and will take steps to ensure that women candidates are sought as part of its recruitment exercise. The ultimate decision will be based on merit and contributions the candidate brings to the Board.

The NC will evaluate the independence of the Independence Director based on the evaluation criteria approved by the Board and submit its findings to the Board for deliberation. The Independence Director who is also the NC member will be excused from the meeting during discussion of his/her independence status. The assessment takes into account the individual Director's ability to exercise independent judgement to enhance the Board's accountability.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART II – BOARD COMPOSITION (Cont'd)

Appointments of the Board (Cont'd)

Re-election of the Directors

In accordance with the Company's Constitution, one-third (1/3) of the Directors (including a Managing Director) for the time being, or, if their number is not a multiple of three, then the number nearest to one third (1/3) shall retire from office and shall be eligible for re-election. All directors (including a Managing Director) shall retire from office once at least in each three years, but shall be eligible for re-election.

The Company's Constitution also provides that any director appointed during the year shall hold office until the next annual general meeting, and shall then be eligible for re-election but shall not be taken into account in determining the directors who are to retire by rotation at that meeting.

Directors' Training

The Board acknowledges that continuous education is vital for its members to gain insight into the state of the economy, technological advances, latest regulatory developments and management strategies. All members of the Board have attended and successfully completed the Mandatory Accreditation Programme as required by Bursa Securities. The Board will also identify training needs amongst the Directors and enroll the Directors for training programme, as and when required.

The Company regularly organises in-house programmes, briefings and updates by its in-house professionals. The directors are also encouraged to attend seminars and briefings in order to keep themselves abreast with the latest developments in the business environment and to enhance their skills and knowledge. Directors are kept informed of available training programmes on a regular basis.

The external auditors briefed the Board members on any changes to the Malaysian Financial Reporting Standards that affect the Group's financial statements during the year. In addition, the Board is briefed at every Board meeting on any significant changes in laws and regulations that are relevant by the Company Secretary. The Directors' are also encouraged to attend appropriate external trainings on subject matter that aids the Directors in the discharge of their duties as Directors, either at the Company's expense or through self-reading.

During financial year 2025, the directors received regular briefings and updates on the Group's businesses, operations, risk management, internal control, corporate governance, finance and any changes to relevant legislation, rules and regulations from in-house professionals. The Company also organised in-house programmes for its directors and senior management.

The Directors of the Company have also attended various programmes and forums facilitated by external professionals in accordance with their respective needs in discharging their duties as directors.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART II – BOARD COMPOSITION (Cont'd)

Directors' Training (Cont'd)

The training, conferences or seminars attended by the Directors during the financial year are as outlined below:

Director	Training Programme
Tan Sri Dato' Sri Chan Kong Choy	• MAP II (Mandatory Accreditation Programme Part II : Leading for Impact (LIP)) • Updates on Bursa Malaysia's Sustainability Related Reporting Requirements
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	• Updates on Bursa Malaysia's Sustainability Related Reporting Requirements • Key Tax Highlights of 2025 Malaysia Budget
Dato' Sri Kuan Khian Leng	• 2nd Conference on Digital Transformation Journey: Digitalising Construction Sector Through BIM and Digital Construction Advancement • Establishing & Embedding ESG Strategies Into Your Business Model • Regenerative Concepts and Carbon Credits • Media Training • Updates on Bursa Malaysia's Sustainability Related Reporting Requirements • Climate Currency - Your Place in the Malaysian Carbon Market
Tan Sri Datuk Seri Lau Kuan Kam	• MAP II (Mandatory Accreditation Programme Part II : Leading for Impact (LIP)) • Updates on Bursa Malaysia's Sustainability Related Reporting Requirements
Dato' Ir. Kong Kam Loong	• MBAM M&E Study Visit to ADE Maintenance, Repair and Overhaul (MRO) Hangar at KLIA • Personal Data Protection Compliance Guide Training • Media Training - Embarking on Your New Journey • Connecting Cares with Click 2025
Dato' Norasni Binti Ayob	• MAP II (Mandatory Accreditation Programme Part II : Leading for Impact (LIP)) • Updates on Bursa Malaysia's Sustainability Related Reporting Requirements
Dato' Lim Siew Mei	• From Framework to Action: Establishing Effective ESG Programme for the Malaysian Timber Industry • MAP II (Mandatory Accreditation Programme Part II : Leading for Impact (LIP)) • Updates on Bursa Malaysia's Sustainability Related Reporting Requirements
Datuk Yoo Wei How	• MAP II (Mandatory Accreditation Programme Part II : Leading for Impact (LIP)) • Updates on Bursa Malaysia's Sustainability Related Reporting Requirements
Ooi Leng Chooi	• Updates on Bursa Malaysia's Sustainability Related Reporting Requirements

The Company Secretaries normally circulate the relevant statutory and regulatory requirements from time to time for the Board's reference and brief the Board on the updates, where applicable.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART III - REMUNERATION

Remuneration Policy

The remuneration of the Directors is determined at levels which enable the Company to attract and retain Directors with the relevant experience and expertise needed to run the Group successfully. The component parts of remuneration are structured so as to link rewards to corporate and individual performance in the case of Executive Directors. In the case of Non-Executive Directors, the level of remuneration reflects the experience and level of responsibilities undertaken by the individual Non-Executive Directors concerned.

Remuneration Procedure

The Remuneration Committee ("RC") is responsible for making recommendations to the Board on remuneration packages and benefits extended to the Executive Directors. The remuneration package of Non-Executive Directors will be decided by the Board as a whole, with the Directors concerned required to abstain from the deliberations and voting on decisions in respect of the individual's remuneration.

The determination of the remuneration of the Non-Executive Directors is a matter for the Board as a whole, subject to approval by the shareholders of the Company at the Annual General Meeting.

Disclosure

The aggregate remuneration of Directors for the financial year ended 30 June 2025 is as follows:-

Directors	Fees	Salaries	Bonus	Allowance	EPF	Socso	BIK	Total
	RM '000	RM '000	RM '000	RM '000	RM '000	RM '000	RM '000	RM '000
Tan Sri Dato' Sri Chan Kong Choy	-	1,164	560	-	69	1	35	1,829
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	90	-	-	8	-	-	7	105
Dato' Sri Kuan Khian Leng	-	855	309	84	140	2	7	1,397
Tan Sri Datuk Seri Lau Kuan Kam	-	364	146	-	20	1	-	530
Dato' Ir. Kong Kam Loong	-	632	222	77	102	1	7	1,041
Dato' Lim Siew Mei	220	-	-	2	-	-	-	222
Dato' Norasni Binti Ayob	45	-	-	8	-	-	-	53
Datuk Yoo Wei How	45	-	-	5	-	-	-	50
Ooi Leng Chooi	53	-	-	8	-	-	-	61

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (Cont'd)

PART III - REMUNERATION (Cont'd)

Disclosure (Cont'd)

Range	Executive Directors	Non-Executive Directors
RM50,001 to RM100,000	-	3
RM100,001 to RM150,000	-	1
RM200,001 to RM250,000	-	1
RM500,001 to RM550,000	1	-
RM1,000,001 to RM1,050,000	1	-
RM1,350,001 to RM1,400,000	1	-
RM1,800,001 to RM1,850,000	1	-

The aggregate remuneration of Senior Management personnel for the financial year ended 30 June 2025 is as follows:-

Range	Senior Management
RM 650,001 to RM 700,000	1
RM 950,001 to RM 1,000,000	1

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

PART I – AUDIT COMMITTEE

Composition of Audit Committee

The Board understands its role in upholding the integrity of financial reporting by the Company. The Board is assisted by the Audit Committee (“AC”) in governing its oversight of the Group’s financial reporting, as well as the quality and integrity of its financial reporting. The quarterly results and audited financial statements are reviewed by the AC and the external auditors (for audited financial statements) and approved by the Board before being released to Bursa Securities.

The AC currently comprises three (3) members, all of whom are Independent Non-Executive Directors. The AC is chaired by Mr. Ooi Leng Chooi, the Independent Non-Executive Director, who is not the Chairman of the Board. All members of the AC are financially literate and well-equipped with relevant knowledge and experience to effectively discharge their duties and responsibilities as members of the AC. They also have sufficient understanding of the Company’s businesses.

The composition of the AC, including its roles and responsibilities, are set out in the Audit Committee Report on pages 118 to 120 of this Annual Report, which provides the details of the AC’s activities which among others, include the annual assessment on the suitability, objectivity and independence of the external auditors. One of the key responsibilities of the Audit Committee in its specific terms of reference is to ensure that the financial statements of the Group and Company comply with applicable financial reporting standards in Malaysia and provisions of the Companies Act, 2016.

Financial Reporting

The Boards aims to provide and present a balanced and understandable assessment of the Group’s financial performance and prospects at the end of the financial year, primarily through the annual financial statements and quarterly announcement of results to shareholders as well as the Chairman’s Statement and Management Discussion and Analysis in this Annual Report.

Internal Control

Information on the Group’s internal control is presented in the Statement on Risk Management and Internal Control laid out on pages 109 to 116.

Relationship with the External Auditors

Through the Audit Committee, the Company has established a transparent and appropriate relationship with the Company’s External Auditors. The External Auditors meet and report their findings to the Audit Committee pursuant to their audit for each financial year.

Compliance with the Malaysian Code on Corporate Governance

The Board has the best of its ability and knowledge complied with the MCCG. The Board expects to continue to improve and enhance the procedures from time to time, especially in both corporate governance and internal control.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT (Cont'd)

PART II -RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Sound Framework to Manage Risks

The Board has the ultimate responsibility of approving the risk management framework as well as overseeing the Group's risk management and internal control framework.

In recognising the importance of risk management, the Group has established a risk management and internal controls framework to identify, evaluate, control, monitor and manage significant business risks faced by the Group on an ongoing basis. The Board through oversight of the RMC and reports received from this Committee, makes high level assessments of the key risks inherent in the Group and proposes or endorses mitigating measures for any identified risks, including business disruption risks and investment risks.

The Statement on Risk Management and Internal Control is set out on pages 109 to 116 of this Annual Report, provides an overview of the state of risk management and internal control within the Group.

Internal Audit Function

The Internal Audit Function is set out on page 120 of this Annual Report.

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

PART I - ENGAGEMENT WITH STAKEHOLDERS

Periodic and Continuous Disclosure

The Board acknowledges the need for shareholders and other stakeholders to be informed of all material matters affecting the business and performance of the Company. Announcements to Bursa Securities are made on developments or events significantly affecting the Group. Financial results are released on a quarterly basis to provide shareholders and other stakeholders with a regular overview of the Group's performance. All announcements made by the Company to Bursa Securities are also available to shareholders and the market on the Investor Relations section of the Company's website at <https://www.fajarbarugroup.com/>.

Company Website

The Company's website, <https://www.fajarbarugroup.com/> provides detailed information on the Group's businesses and latest development. The website has a dedicated section on investor relations and corporate governance which contains announcements to Bursa Securities, quarterly financial results and annual reports, among others. In addition, the website also offers additional information which includes the Board and corporate information.

Shareholders and Investors Queries

Whilst the Company aims to provide sufficient information to shareholders and investors about the Company and its activities, it also recognises that shareholders and investors may have specific queries and require additional information.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (Cont'd)

PART I – ENGAGEMENT WITH STAKEHOLDERS (Cont'd)

Shareholders and Investors Queries (Cont'd)

To ensure that shareholders and investors can obtain all relevant information about the Group, they are encouraged to direct their queries to:

Investor Relations

FBG Holdings Berhad

(Formerly known as Fajarbaru Builder Group Bhd)

No. 61 & 63,

Jalan SS6/12,

Kelana Jaya, 47301 Petaling Jaya,

Selangor Darul Ehsan.

Tel: +603 – 7804 9698

Fax: +603 – 7804 3698 / 4849

Email : corporate@fajarbarugroup.com

PART II – CONDUCT OF GENERAL MEETINGS

Annual General Meeting and Dialogue with Shareholders

The Board is aware of the importance of the timely and accurate disclosure of material information to shareholders and investors of the Group.

The Company reaches out to its shareholders through the issuance of Annual Report, Explanatory Circulars and updates on the Company are provided through the quarterly reports announced to the Bursa Securities. The Annual General Meeting (“AGM”) is the principal forum for dialogue and interaction with the shareholders of the Company. Besides the usual agenda of the AGM, the Board presents the progress and performance of the business. Thereafter, the shareholders are presented with the opportunity to participate in question and answer sessions with the Directors. The Chairman where appropriate, the Group Chief Executive Officer or the Executive Directors, will respond to any questions raised during the meeting.

In the re-election of Directors, the Board will ensure that through the notice of meeting, full information is disclosed on Directors who are retiring and willing to continue to serve, if re-elected.

Each item of special business included in the notice of meeting will be accompanied by a full explanation of the effects of a proposed resolution. This is to facilitate a better understanding and evaluation of the issues involved.

The minutes of the AGM and/or Extraordinary General Meeting (“EGM”) (including the questions raised at the AGM/EGM and the answers thereto) were made available on the Company’s website at <https://www.fajarbarugroup.com/>.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (“Board”) is pleased to present the Statement on Risk Management and Internal Control (“Statement”) pursuant to the Paragraph 15.26 (b) and Practice Note 9 of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”) and the recommendations of the Malaysian Code on Corporate Governance 2021 (“MCCG”) with guidance from the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, a publication of Bursa Securities. The Board is committed to preserve and uphold a sound system of risk management and internal control as well as good corporate governance practices throughout FBG Holdings Berhad (formerly known as Fajarbaru Builder Group Bhd) (“FBG” or the “Company”) and its subsidiaries (collectively referred to as “the Group”). The Statement outlines the key features of risk management and internal control system of the Group during the year under review.

BOARD RESPONSIBILITY

The Board affirms its commitment and responsibility for maintaining a sound risk management framework and internal control system to safeguard the shareholders’ investments and the Group’s assets, as well as to discharge its stewardship responsibility in identifying principal risks and ensuring the implementation of an appropriate risk management and internal control system to manage those risks in accordance with Principle B: Effective Audit and Risk Management of the MCCG. By virtue of the nature of its business activities, the Board considers its strategic risk appetite and seeks to minimise risks at operational level.

The Board is mindful of the need to establish clear roles and responsibilities in discharging its fiduciary and leadership functions in line with the Principles, Practices and Guidance of the MCCG.

In embracing Practice 10.1 of the MCCG, the Board has formalised a Risk Management framework (“Framework”) that sets out pertinent policies and guidelines to streamline the Group’s risk management initiatives and activities in a structured and holistic manner to safeguard shareholders’ investment and the Group’s assets. Based on this Framework, the Board has established an on-going process to identify, evaluate, control, report and monitor significant business risks faced by the Group.

The system of risk management and internal control is designed to manage risk to a reasonable level rather than to eliminate risk of failure to achieve the Group’s business objectives. It can therefore only provide reasonable and not absolute assurance against material misstatement or financial losses or fraud. In achieving the Group’s business objectives, the Board assumes its responsibilities in designing the system of risk management and internal control based on the ongoing process of identifying and prioritising risk, evaluating the likelihood of risks being realised and its impact should they be realised, and then, managing them effectively, efficiently, and economically.

The Management is responsible for assisting the Board in implementing and monitoring the procedures and processes which identify, assess, and monitor strategic risks, business risks and internal controls, and to take responsive risk mitigation actions as and when needed.

During the financial year under review and up to the date of approval of this Statement for the inclusion in Annual Report, the Board was supported by the Senior Management and Internal Auditor in implementing a formal approach towards identifying, evaluating, monitoring and managing the significant risks affecting the achievement of its business objectives and is an ongoing process. This includes examining principal business risks in critical areas and identifying measures to mitigate, avoid and eliminate these risks.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

RISK MANAGEMENT COMMITTEE

Risk Management Committee (“RMC”) was established by the Board to oversee the management of all identified material risks including inter-alia reviewing the development of risk management framework, align with business and operational requirements which supports the maintenance of a strong control environment. The Group has established an on-going process for identifying and documenting major risks, evaluating the potential impact and likelihood of their occurrence and mitigating controls. This process is reviewed by the RMC and the Board.

In discharging its responsibilities, the RMC ensures corporate objectives are supported by a sound risk management strategy and an effective risk management framework that is appropriate to the nature, scale and complexity of the Group’s activities and to provide effective oversight to ensure business activities are aligned to the risk strategy, risk appetite and policies approved by the Board.

RISK MANAGEMENT FRAMEWORK

The Board recognised the risk management as an integral part of system of internal control and good management practice in pursuit of its strategic objectives and maintains an ongoing commitment for identifying, evaluating and managing significant risks faced by the Group during the financial year under review. Significant risks were identified and assessed in terms of likelihood of their occurrence and the impact on the achievement of the Group’s business and corporate objectives.

The Board oversight function in risk management assessment is assisted by RMC, chaired by an Independent Director and its members consist of Executive Directors and the Senior Management Team, that report to the Audit Committee and the Board with respect to review and monitor the Group’s major risk exposures, key guidelines and policies for risk assessment and management, and steps taken by the Management to monitor and control such exposures. RMC was formed to provide an integrated risk management infrastructure to identify, respond to and monitor the significant business risk in a systematic and on-going approach. RMC will assist the Board in effectively discharging its primary responsibilities of identifying, managing, evaluating and monitoring principal risks. It will also oversee the implementation of appropriate systems and risk assessment processes to manage risks within the Group.

RMC had been established with the responsibility to identify and communicate to the Board the critical strategic business risks (both present and potential) the Group faces, their changes and the management action plans to manage the risks.

RMC together with the respective heads of the Group’s business unit are responsible for implementing the processes for identifying, evaluating, monitoring and reporting of risks and internal control, taking appropriate and timely corrective actions as needed.

Changes in the key business risks faced by the Group or emergence of new key business risks and the corresponding internal controls are discussed during management meetings with material changes in the key business risks faced by the Group or emergence of new key business risks are highlighted to the Board, if any.

A database of strategic risks identified and appropriate controls has been created and the information filtered to produce a detailed risk register/scorecard and individual risk profiles for the respective business units, which is continuously updated.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

RISK MANAGEMENT FRAMEWORK (Cont'd)

Key risks to each business unit's objectives aligned with the Group's strategic objectives are identified and scored for likelihood of the risks occurring and the magnitude of the impact.

The risks profile of the relevant business units have been tabled to the RMC with highlights on the key business risk, their causes and management action plans thereon.

All major risks that have an impact on the Group such as market, legislative and financial risks, will be identified, rated and monitored closely on an on-going basis. For each of the risk identified, the risk owner is assigned to ensure that the appropriate risk response actions are carried out in a timely manner. The Internal Auditor will update the Risk Analysis Matrix and perform an independent review on the risk and internal control area and report to the Audit Committee on a quarterly basis.

The individual risks in the profile are scored for their likelihood of occurrence and the impact thereof established for each key business unit or company in the Group. The risk parameters comprise relevant financial and non-financial metrics for risks to be evaluated in terms of likelihood of their occurrence and the impact thereof, this feature essentially articulates the Board's risk appetite, i.e. the extent of risk the Group is prepared to take or seek in achieving its corporate objectives. Details of specific risks are recorded in individual risk registers, covering the risk description, causes of risk, risk consequences, internal controls implemented by Management to address the causes of risk, Management's assessment of the effectiveness of internal controls and the residual risk rating.

The role of this risk management framework is to provide all staff with guidance in how to apply consistent and comprehensive risk management.

The Board believes that the function of a sound system of internal control and risk management policies is built on a clear understanding and appreciation of the Group's risk management framework and policy with the following key elements:

- (i) Provide a systematic approach to the early identification and management of risks;
- (ii) Effective and efficient risk management activities contribute to good corporate governance are integral to the achievement of business objectives;
- (iii) Provide consistent risk assessment criteria;
- (iv) Risk management should be embedded into day-to-day management processes and is explicitly applied in strategic planning and decision-making;
- (v) Adopt risk treatment strategies that are cost effective and efficient in reducing risk to an acceptable level; and
- (vi) Monitor and review risk levels to ensure that risk exposure remains within an acceptable level.
- (vii) Regular reporting and monitoring activities emphasise the accountability and responsibility for managing risks.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

RISK MANAGEMENT FRAMEWORK (Cont'd)

Risk identification is a key step in the risk management process to ensure a complete list of risks is identified. There are four level of risk being identified namely Significant High Level, High Level, Medium Level and Low Level. Significant High Level of risk requires immediate prohibition of the process and immediate corrective action; High Level of risk requires immediate corrective action; Medium Level of risk may require corrective action through planning and budgeting process; and Low Level of risk requires the costs to treat the risk are disproportionately high compared to the negligible consequences or may require consideration in any future changes to the process or can be fixed immediately.

Possible risk treatments options include avoid the risk, mitigate the risk, transfer the risk, accept the impact of the risk or deferred the risk. Risk escalation is an important tool for ensuring that risks are known and understood by the people with appropriate authority to manage them. If a risk poses an extreme risk and requires allocation of substantial risk treatment resources, then it would not be appropriate for this to be managed at the divisional level. The Board has overall accountability for managing risks and therefore, where a risk poses such a high threat, the Board should be immediately informed of it.

The respective risk owners are responsible for identifying risks and to ensure that adequate control systems are implemented to mitigate risks faced by the Group. The process of identifying, evaluating, monitoring and managing risks is embedded in the various work processes and procedures of the respective operational functions and the risk mitigating processes are implemented in the following aspects:-

1. Financial

Liquidity risk management processes which ensures that the Group effectively and efficiently meets its financial obligations and liquidity requirements.

2. Business

Business risk management approach which identifies key business risks and their financial impact. Identified business risks are assessed and ranked based on their severity of consequences and likelihood of occurrence for the remedial and mitigating actions to be taken.

3. Operational

Key operational risks identified such as risks affecting quality and timelines of project delivery are monitored by risk owners to ensure that remedial and mitigating actions are carried out.

4. Environmental, Safety and Health

Adopting stringent monitoring controls on environmental, safety and health which are of utmost importance to the business.

To strengthen the risk management framework, the RMC continuously enhances risk management practices and increases the scope across subsidiaries.

RMC met two (2) times during the financial year ended 30 June 2025 to review the Group's risk and any other matters that required the Board's approval.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

INTERNAL CONTROL

The Internal Audit Department was established by the Board to undertake continuous testing and assessments on the adequacy and effectiveness of the risk management, internal control and governance processes in order to provide reasonable assurance that such systems continue to operate efficiently and effectively. The internal control system is designed to enable the Group to manage, rather than to eliminate the risk of failure to achieve business objectives. The internal control system can only provide reasonable and not absolute assurance against material misstatement and loss.

KEY PROCESSES

The Board confirms that there is a continuous process for identifying, evaluating and managing the significant risks of the Group which has been in place for the financial year under review.

The Internal Auditor is placed under the direct supervision and authority of the Audit Committee to preserve its independence. The Internal Auditor reports functionally to the Audit Committee's Chairman and administratively to the Group Chief Executive Officer.

The process is regularly reviewed by the Board and is in accordance with the guidance as contained in the "Statement of Internal Control: Guidance for Directors of Public Listed Companies".

The key processes that the Board has established in reviewing the adequacy and integrity of the system of internal control, are as follows:

- Quarterly review of financial information covering financial performance and quarterly financial results;
- Operational information and updates provided by management during the board meetings;
- Audit Committee's review and consultation with management on the integrity of the financial results, annual report and audited financial statements;
- Audit findings and reports on the review of systems of internal control from the Internal Auditor;
- Management assurance that the Group's risk management and internal control systems have been operating adequately and effectively, in all material respects;
- Director representations in the boards of the companies in which the Group has investment; if any;
- The Group has in place experienced and competent employees in areas of responsibility to support the effectiveness of the Group's system of internal control. The Group also provides relevant training to the employees to ensure continuous improvement of their competencies;
- The Tender Committee, which consists of members from the Senior Management, reviews all significant procurement exercises based on the established policies and procedures of the Company before review and approval by the Group Chief Executive Officer or the Board; and
- The Management team, which comprises of the Group Chief Executive Officer, Group Executive Directors and head of department, meets at least once a month to review the Group's performance and to ensure that all functions within the organisation are working towards the Group's goal and objectives. Any other matters which are beyond the authority of the Management team will be escalated to the Board for decision through the Group Chief Executive Officer / Group Executive Directors.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

KEY ELEMENTS OF RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The key elements of the Group's risk management and internal control system are as follows:

- The Group has a defined organisation structure and each function and/or operating business segments is led by a head of department. The line of accountability, responsibility, approval, authorisation and control procedures have been laid down and communicated throughout the Group;
- A process of hierarchical reporting which provides a documented and auditable trail of accountability, with appropriate sign-off by personnel entrusted with the responsibilities;
- Appropriate authority controls are established for the approval process, therefore minimising the risk of unauthorised transactions;
- Significant changes in business development are reported by Management to the Board at scheduled meetings. This oversight review enables the Board to evaluate and monitor the Group's business performance vis-à-vis its corporate objectives;
- Key result areas and key performance indicators are established and aligned with the strategic business objectives and goals and are monitored on an ongoing basis;
- Board meetings are held at least once in a quarter with a formal agenda on matters for discussion. The Board is kept updated on the Group's activities and operations on a timely and regular basis;
- Human resources function sets out clearly defined process for recruitment, training and staff appraisal to ensure that staff is competent and adequately trained in carrying out their responsibilities;
- Regular in-house trainings by external parties were conducted to keep Directors and Management abreast with the current thinking on risk management and internal controls and updates on new legislations;
- Internal policies and standard operating procedures are clearly documented to ensure compliance with internal controls, laws and regulations, which are subjected to reviews and improvement, have been communicated to all levels across the Group; and
- Whistle-Blowing Policy was established to provide avenue for whistle-blowing report and to promote good corporate governance.
- Anti-Bribery and Anti-Corruption Policy is in place to further enforce the Group Code of Conduct and Business Ethics to ensure that employees understand their responsibilities in compliance with the Group's zero tolerance for bribery and corruption within the Group.

MATERIAL ASSOCIATES

The disclosures in this Statement do not include the risk management and internal controls practices of the Group's material associates. The Group's interests in these entities are safeguarded through the appointment of member(s) of the Senior Management Team to the respective associate boards.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

EFFECTIVENESS OF INTERNAL CONTROL

The review and assurance of the system of internal control is an ongoing process. It is continuously reviewed by the Internal Auditor and Audit Committee and weaknesses and incidents of non-compliance with policies and procedures are highlighted to the management for its further improvement actions to achieve business objectives.

MANAGEMENT RESPONSIBILITIES AND ASSURANCE

In accordance with Bursa's Guidelines, Management is responsible to the Board for identifying risks relevant to the business of the Group's objectives and implementing strategies to mitigate those risks, maintaining a sound system of risk management and internal control; and monitoring and reporting to the Board of any material control deficiencies and changes in risks that could significantly affect the Group achieving its objective and performance.

The Board has received assurance from the Group Chief Executive Officer, Group Executive Directors and Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively for the financial year under review, in all material aspects, based on the risk management and internal control system of the Group. The assurance has been given based on the internal controls established and maintained by the Group, work performed and reports provided by the internal audit function, management letters provided by External Auditors, reviews performed by Management and various Board Committees as well as reliance on written confirmations by Management. Taking into consideration the assurance from the Management and input from the relevant assurance providers, the Board is of the view that the risk management framework and internal control systems are satisfactory and adequate to safeguard shareholders' investments, customers' interests and the Group's assets and have not resulted in any material loss, contingency or uncertainty. The Board continues to take pertinent measures to sustain and, where required, to improve the Group's risk management and internal control systems in meeting the Group's strategic objectives.

BOARD ASSURANCE AND LIMITATION

The Board is satisfied with the procedures outlined above and the Board will continue to review the effectiveness of the Group's risk management and internal control system. Nonetheless, the Board recognises that the internal control system should be continuously improved in line with the evolving business environment. It should be noted generally that all risk management and internal control systems could only manage rather than eliminate risks of failure to achieve business objectives. Therefore, the Group's risk management and internal control system can only provide reasonable, but not absolute assurance against material misstatements, frauds, losses or other significantly adverse consequences.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONT'D)

REVIEW OF STATEMENT BY THE EXTERNAL AUDITORS

As required by paragraph 15.23 of the Main Market Listing Requirements, the External Auditors have reviewed this Statement on Risk Management and Internal Control in accordance with Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and Audit and Assurance Practice Guide 3 ("AAPG 3"), Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control Included in the Annual Report, issued by Malaysian Institute of Accountants.

Based on their review, the External Auditors have reported to the Board that nothing has come to their attention that caused them to believe that the Statement is not prepared, in all material aspects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers to be set out, nor is it factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board and Management thereon. The External Auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in this Annual Report will, in fact, remedy the problems.

CONCLUSION

The Board is of the view that the risk management and internal control system are satisfactory and have not resulted in any material losses that would require disclosure in this Annual Report for the year ended 30 June 2025 up to the date of this Statement.

This Statement on Risk Management and Internal Control was approved by the Board on 23 October 2025.

DIRECTORS'

RESPONSIBILITY STATEMENT

In respect of the preparation of the audited financial statements (as required under Paragraph 15.26(a) of the Main Market Listing Requirements):

The Directors are required by the Companies Act, 2016 to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the Company of the results and cash flows for that financial year.

The Directors, in preparing the financial statements for the financial year ended 30 June 2025 have:

- used appropriate accounting policies and apply them consistently;
- made judgements and estimates that are reasonable and prudent;
- stated whether applicable accounting standards have been followed.

The Directors are responsible for ensuring that proper accounting records are kept and disclosure with reasonable accuracy at any time the financial position of the Company and of the Group and to enable them to ensure that the financial statements comply with the Companies Act, 2016.

REPORT OF THE AUDIT COMMITTEE

The Board of Directors of FBG Holdings Berhad (formerly known as Fajarbaru Builder Group Bhd) is pleased to present the report of the Audit Committee of the Board for the year ended 30 June 2025.

MEMBERS AND MEETINGS

The members of the Audit Committee during the year comprised the directors listed below. During the year ended 30 June 2025, the Committee held a total of six (6) meetings.

Audit Committee Members	Status of Directorship	Attendance of Meetings
Ooi Leng Chooi (Chairman)	Independent Non-Executive Director	6 / 6
Dato' Norasni Bin Ayob (Member)	Independent Non-Executive Director	6 / 6
Datuk Yoo Wei How (Member)	Independent Non-Executive Director	6 / 6

During the financial year, the Committee undertook the following activities:-

1. Reviewed the audited financial statements for the year ended 30 June 2025 and unaudited quarterly financial results announcement of the Group, prior to the Board's approval.
2. Reviewing with the External Auditors the scope of work and results of their examination together with the actions taken thereon.
3. Reviewing the scope and results of the Internal Audit procedures and reports as well as to recommend any necessary action to be taken by management.
4. Monitoring and reviewing the Financial and Operations Reports.
5. Reviewing any related party transaction that may arise within the Group of the Company.

TERMS OF REFERENCE

The terms of reference of the Committee is as follows:

The Committee shall be appointed by the Board from among their members and shall consists of not less than three (3) members. All the Committee member must be Non-Executive Directors' with a majority of them being independent.

The Chairman shall be an Independent Non-Executive Director. No alternate director of the Board shall be appointed as a member of the Committee. At least one member of the Committee must be a member of the Malaysian Institute of Accountants or if he is not, then he must be a person who complies with the requirements of Paragraph 15.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

REPORT OF THE AUDIT COMMITTEE (CONT'D)

TERMS OF REFERENCE (Cont'd)

In the event of any vacancy in the Committee resulting in non-compliance of subparagraph 15.09 (1) of the Main Market Listing Requirements, the vacancy must be filled within three (3) months. The term of office and performance of the Committee and each of the members shall be reviewed by the Board of Directors at least once every three (3) years to determine whether the Committee and its members have carried out their duties in accordance with the Terms of Reference.

RESPONSIBILITIES AND DUTIES

The responsibilities and duties of the Committee are:

1. to consider the appointment, resignation and dismissal of External Auditors and the audit fee;
2. to review the nature and scope of the audit with the Internal and External Auditors before the audit commences;
3. to review the quarterly and annual financial statements of the Group and the Company focusing on the matter set out below, and thereafter to submit them to the Board:
 - (a) any changes in accounting policies and practices;
 - (b) significant adjustments arising from the audit;
 - (c) the going concern assumption; and
 - (d) compliance with accounting standards and regulatory requirements.
4. to discuss problems and reservations arising from the interim and final audits, and any matter the External Auditors may wish to discuss;
5. to review the audit reports prepared by the Internal and External Auditors, the major findings and management's responses thereto;
6. to review the adequacy of the scope, functions and resources of the Internal Audit department and that it has the necessary authority to carry out its work;
7. to review any appraisal or assessment of the performance of members of the Internal Audit department;
8. to approve any appointment or termination of senior executives in the Internal Audit department;
9. to review related party transactions entered into by the Group and the Company to ensure that such transactions are undertaken on the Group's normal commercial terms and that the internal control procedures with regards to such transactions are sufficient; and
10. any such other functions as may be agreed to by the Committee and the Board.

REPORT OF THE AUDIT COMMITTEE (CONT'D)

RESPONSIBILITIES AND DUTIES (Cont'd)

The Audit Committee has established an Auditor Independence Policy, which setting out the 5-year rotation and cooling off requirement. The Audit Committee carried out an annual review of the performance of External Auditors, including assessment on their independence in performing their obligations, adequacy of experience and resources of the firm and professional staff assigned to the audit, and the level of non-audit services to be rendered by the External Auditors to the Group.

STATEMENT BY THE AUDIT COMMITTEE IN RELATION TO ESOS ALLOCATION

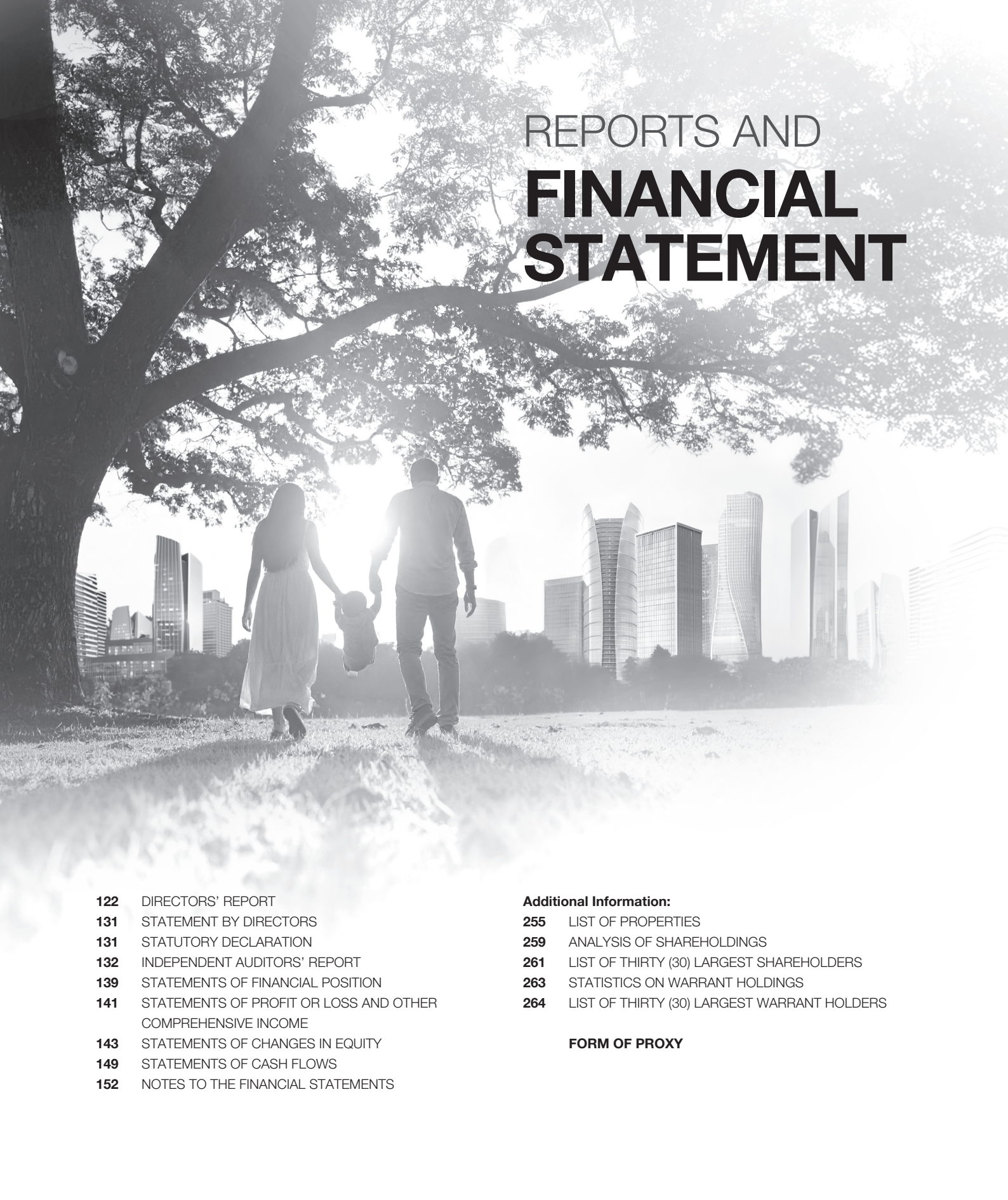
During the financial year, the Company did not grant any options to eligible employees of the Group under the ESOS.

INTERNAL AUDIT FUNCTION

The Company has an in-house Internal Audit Department whose principal responsibility is to undertake regular and systematic reviews of the systems of financial and operational controls so as to provide reasonable assurance that such systems continue to operate satisfactorily and effectively. The total cost incurred in discharging its functions and responsibilities during the year is RM297,340 (Year 2024: RM292,464). The attainment of such objectives involves the following activities being carried out:-

1. reviewing and appraising the soundness, adequacy and application of accounting, financial and other controls promoting effective control in the Company and the Group at reasonable cost;
2. ascertaining the extent of compliance with established policies, procedures and statutory requirements;
3. ascertaining the extent to which the Group and the Company's assets are accounted for and safeguarded;
4. appraising the reliability of information developed within the Group and the Company for management;
5. recommending improvements to the existing system of controls;
6. reviewing the effectiveness and efficiency of operations; and carrying out investigations and special reviews requested by management and/or Audit Committee.

The finding of the audit, including a follow-up on the status of Management's implementation of recommendation raised in previous reports, were tabled at the Audit Committee meetings for deliberation and the Audit Committee's expectation on the corrective measures were communicated to the respective heads of the business decisions.



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FORM OF PROXY

DIRECTORS' REPORT

The directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in the businesses of investment holding and provision of management services. The principal activities of the subsidiaries are set out in Note 6 to the financial statements.

CHANGE OF NAME

On 30 June 2025, the Company changed its name from Fajarbaru Builder Group Bhd. to FBG Holdings Berhad.

RESULTS

	The Group RM'000	The Company RM'000
Profit/(Loss) after taxation for the financial year	6,449	13,864
Attributable to:-		
Owners of the Company	7,034	13,864
Non-controlling interests	(585)	-
	6,449	13,864

DIVIDENDS

The Company paid an interim single-tier dividend of 1.00 sen per ordinary share amounting to RM7,416,134 for the financial year ended 30 June 2025 on 17 December 2024.

The directors do not recommend the payment of any further dividends for the financial year.

DIRECTORS' REPORT (CONT'D)

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

- (a) there were no changes in the issued and paid-up share capital of the Company; and
- (b) there were no issues of debentures by the Company.

TREASURY SHARES

There were no repurchase or resale of treasury shares during the financial year. The shares purchased are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016 and are presented as a deduction from equity.

As at 30 June 2025, the Company held a total of 3,075,764 treasury shares out of the total of 744,689,148 issued and fully paid-up ordinary shares. The treasury shares are held at a carrying amount of RM1,654,910.

The details of the treasury shares are disclosed in Note 26 to the financial statements.

WARRANTS

On 15 October 2021, the Company issued 370,806,692 warrants pursuant to the Rights Issue on the basis of one (1) Warrant for every one (1) Rights Share subscribed for by the entitled shareholders of the Company.

The warrants are valid for exercise for a period of 5 years from its issue date and will expire on 14 October 2026. During this period, each warrant entitles the registered holder to subscribe for 1 new ordinary share in the Company at any time on or after 25 October 2021 to 14 October 2026, at an exercise price of RM0.43 per Warrant in accordance with the Deed Poll dated 8 September 2021. These warrants were listed and quoted on the Main Market of Bursa Malaysia Securities Berhad on 25 October 2021. Any warrants not exercised by its expiry date will lapse thereafter and cease to be valid for all purposes.

As at 30 June 2025, the total number of warrants that remain unexercised were 370,806,692 units.

Relevant details on the warrants are disclosed in Note 27 to the financial statements.

DIRECTORS' REPORT (CONT'D)

OPTIONS GRANTED OVER UNISSUED SHARES

During the financial year, no options were granted by the Company to any person to take up any unissued shares in the Company.

BAD AND DOUBTFUL DEBTS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for impairment losses on receivables and satisfied themselves that there are no known bad debts and that adequate allowance had been made for impairment losses on receivables.

At the date of this report, the directors are not aware of any circumstances that would require the writing off of bad debts, or the additional allowance for impairment losses on receivables in the financial statements of the Group and of the Company.

CURRENT ASSETS

Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps to ensure that any current assets, which were unlikely to be realised in the ordinary course of business, including their value as shown in the accounting records of the Group and of the Company, have been written down to an amount which they might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances which would render the values attributed to the current assets in the financial statements misleading.

VALUATION METHODS

At the date of this report, the directors are not aware of any circumstances which have arisen which render adherence to the existing methods of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

DIRECTORS' REPORT (CONT'D)

CONTINGENT AND OTHER LIABILITIES

At the date of this report, there does not exist:-

- (i) any charge on the assets of the Group and of the Company that has arisen since the end of the financial year which secures the liabilities of any other person; or
- (ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

No contingent or other liability of the Group and of the Company has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Group and of the Company to meet their obligations when they fall due.

CHANGE OF CIRCUMSTANCES

At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

ITEMS OF AN UNUSUAL NATURE

The results of the operations of the Group and of the Company during the financial year were not, in the opinion of the directors, substantially affected by any item, transaction or event of a material and unusual nature.

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors, to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

DIRECTORS' REPORT (CONT'D)

DIRECTORS

The names of directors of the Company who served during the financial year and up to the date of this report are as follows:-

Tan Sri Dato' Sri Chan Kong Choy
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon
Dato' Sri Kuan Khian Leng
Tan Sri Datuk Seri Lau Kuan Kam
Dato' Ir. Kong Kam Loong
Dato' Lim Siew Mei
Dato' Norasni Binti Ayob
Ooi Leng Chooi
Datuk Yoo Wei How

The names of directors of the Company's subsidiaries who served during the financial year and up to the date of this report, not including those directors mentioned above, are as follows:-

Tan Sri Kong Hon Kong
Dato' Chua Tiong Moon
Dato' Wong Siong Hwee
Chan Jiaheng
Kumar A/L Kulandasamy
Lim Kwee Shyan
Tan Ting Lih
Wong Kar Hee
Wong Wee Keong
Dato' Dr. Lai Kwong Choy
Dr. Saw Aik

(Appointed on 1 July 2025)
(Resigned on 30 June 2025)

DIRECTORS' REPORT

(CONT'D)

DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares in the Company and its related corporations during the financial year are as follows:-

	Number of Ordinary Shares		
	At 1.7.2024	Bought Sold	At 30.6.2025
The Company			
<i>Direct Interests</i>			
Tan Sri Dato' Sri Kuan Peng Ching			
@ Kuan Peng Soon	58,422,600	-	58,422,600
Tan Sri Datuk Seri Lau Kuan Kam	6,086,200	-	6,086,200
Dato' Ir. Kong Kam Loong	211,600	-	211,600
Dato' Lim Siew Mei	8,800,100	-	8,800,100
Ooi Leng Chooi	33,800	-	(33,800)
<i>Indirect Interests</i>			
Tan Sri Dato' Sri Chan Kong Choy *	5,666,000	80,000	5,746,000
Tan Sri Dato' Sri Kuan Peng Ching			
@ Kuan Peng Soon **	52,322,156	-	52,322,156
Dato' Sri Kuan Khian Leng ***	110,744,756	-	110,744,756
Tan Sri Datuk Seri Lau Kuan Kam ^	32,686,200	-	32,686,200
Dato' Lim Siew Mei #	9,848,700	-	(584,100)
			9,264,600

DIRECTORS' REPORT (CONT'D)

DIRECTORS' INTERESTS (CONT'D)

According to the register of directors' shareholdings, the interests of directors holding office at the end of the financial year in shares in the Company and its related corporations during the financial year are as follows (Cont'd):-

	Number of Warrants		
	At 1.7.2024	Bought Sold	At 30.6.2025
The Company			
<i>Direct Interests</i>			
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	30,162,000	- (20,000,000)	10,162,000
Tan Sri Datuk Seri Lau Kuan Kam	3,480,747	- -	3,480,747
Dato' Ir. Kong Kam Loong	105,800	- -	105,800
Dato' Lim Siew Mei	4,165,220	- -	4,165,220
Ooi Leng Chooi	16,900	- (16,900)	-
<i>Indirect Interests</i>			
Tan Sri Dato' Sri Chan Kong Choy *	2,715,083	15,000 (15,000)	2,715,083
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon **	19,651,578	- -	19,651,578
Dato' Sri Kuan Khian Leng ***	49,813,578	- (20,000,000)	29,813,578
Tan Sri Datuk Seri Lau Kuan Kam ^	21,277,600	- (160,000)	21,117,600
Dato' Lim Siew Mei #	4,125,100	- -	4,125,100

* Deemed interest by virtue of Section 197 of the Companies Act 2016 through his children and spouse.

** Deemed interest by virtue of Section 8 of the Companies Act 2016 through Unique Bay Sdn. Bhd..

*** Deemed interest by virtue of Section 8 and 197 of the Companies Act 2016 through Unique Bay Sdn. Bhd. and through the parent, Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon.

^ Deemed interest by virtue of Section 8 and 197 of the Companies Act 2016 through Top Future Holdings Sdn. Bhd. and through his children, spouse and sibling.

Deemed interest by virtue of Section 197 of the Companies Act 2016 through her siblings.

The other directors holding office at the end of the financial year had no interest in shares, options over unissued shares or debentures of the Company or its related corporations during the financial year.

DIRECTORS' REPORT (CONT'D)

DIRECTORS' BENEFITS

Since the end of the previous financial year, no director has received or become entitled to receive any benefit (other than directors' remuneration as disclosed in the "Directors' Remuneration" section of this report) by reason of a contract made by the Company or a related corporation with the director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest except for any benefits which may be deemed to arise from transactions entered into in the ordinary course of business with companies in which certain directors have substantial financial interests as disclosed in Note 51(b) to the financial statements.

Neither during nor at the end of the financial year was the Group or the Company a party to any arrangements whose object is to enable the directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REMUNERATION

The details of the directors' remuneration paid and payable to the directors of the Company during the financial year are as follows:-

	From the Company RM'000	From the Subsidiaries RM'000
Fees	278	174
Salaries, bonuses and other benefits	30	4,413
Contributions to defined contribution benefits	-	332
Others	-	4
Estimated money value of benefits-in-kind	7	50
	315	4,973

INDEMNITY AND INSURANCE COST

During the financial year, the amount of insurance for the directors and officers of the Company was RM5,000,000.

DIRECTORS' REPORT (CONT'D)

SUBSIDIARIES

The details of the subsidiary name, place of incorporation, principal activities and percentage of issued share capital held by the Company in each subsidiary are disclosed in Note 6 to the financial statements.

The available auditors' reports on the financial statements of the subsidiaries did not contain any qualification.

SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

The significant event during the financial year is disclosed in Note 56 to the financial statements.

AUDITORS

The auditors, Crowe Malaysia PLT, have expressed their willingness to continue in office.

The auditors' remuneration of the Group and of the Company for the financial year were RM354,100 and RM89,000 respectively.

Signed in accordance with a resolution of the directors dated 23 October 2025.

Tan Sri Dato' Sri Chan Kong Choy

Dato' Sri Kuan Khian Leng

STATEMENT BY DIRECTORS

PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Tan Sri Dato' Sri Chan Kong Choy and Dato' Sri Kuan Khian Leng, being two of the directors of FBG Holdings Berhad (formerly known as Fajarbaru Builder Group Bhd.), state that, in the opinion of the directors, the financial statements set out on pages 139 to 254 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as of 30 June 2025 and of their financial performance and cash flows for the financial year ended on that date.

Signed in accordance with a resolution of the directors dated 23 October 2025.

Tan Sri Dato' Sri Chan Kong Choy

Dato' Sri Kuan Khian Leng

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Tan Ting Lih, MIA Membership Number: 28826, being the officer primarily responsible for the financial management of FBG Holdings Berhad (formerly known as Fajarbaru Builder Group Bhd.), do solemnly and sincerely declare that the financial statements set out on pages 139 to 254 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by the abovementioned

Tan Ting Lih, NRIC Number: 761030-08-5911

at Kuala Lumpur

in the Federal Territory

on this 23 October 2025

Tan Ting Lih

Before me

Muhammad Faiz Dharmendra Bin Abdullah (No. W-737)

Commissioner of Oaths

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF FBG HOLDINGS BERHAD

(FORMERLY KNOWN AS FAJARBARU BUILDER GROUP BHD.)

(INCORPORATED IN MALAYSIA)

REGISTRATION NO: 199301026907 (281645 - U)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of FBG Holdings Berhad (formerly known as Fajarbaru Builder Group Bhd.), which comprise the statements of financial position of the Group and of the Company as at 30 June 2025, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 139 to 254.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FBG HOLDINGS BERHAD (CONT'D)

(FORMERLY KNOWN AS FAJARBARU BUILDER GROUP BHD.)

(INCORPORATED IN MALAYSIA)

REGISTRATION NO: 199301026907 (281645 - U)

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

We have determined the matters described below to be the key audit matters to be communicated in our report.

Revenue Recognition and Inventories - Property Development Cost Refer to Notes 5.11(a), 15 and 39 to the financial statements	
Key Audit Matter	How Our Audit Addressed the Key Audit Matter
The Group recognises revenue and costs from property development activities based on the stage of completion method. The stage of completion is measured using the input method, by reference to the proportion of actual cost incurred for work performed to date to the estimated total cost for the project. The recognition of revenue and cost is therefore dependent on the Group's budgeted property development costs, which require significant estimates and judgements by management on costs to be incurred for property development projects. This is a key audit matter as evaluating the accuracy of the budgeted costs and the determination of the percentage of completion of property development projects require significant judgement and estimates.	Our procedures included, amongst others:- - Reviewed the budgets prepared by management for property development projects; - Assessed the estimated total costs to complete through enquiries with management; - Inspected documentation which supports cost estimates made including contract variations and contingency costs; - Assessed the reliability of contract budgets by comparing to actual costs incurred; - Verified sales of properties to signed Sale and Purchase Agreements and billings raised to property buyers; and - Performed recomputation of the revenue recognised and checked calculation of the percentage of completion.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FBG HOLDINGS BERHAD (CONT'D)

(FORMERLY KNOWN AS FAJARBARU BUILDER GROUP BHD.)

(INCORPORATED IN MALAYSIA)

REGISTRATION NO: 199301026907 (281645 - U)

Key Audit Matters (Cont'd)

Revenue Recognition and Contract Assets and Liabilities Refer to Notes 18 and 39 to the financial statements	
Key Audit Matter	How Our Audit Addressed the Key Audit Matter
The Group recognises revenue on construction contracts based on the percentage of completion method. The percentage of completion is measured using the input method, by reference to the proportion of actual costs incurred for work performed to date to the estimated total costs for the project. The recognition of revenue is therefore dependent on the Group's budgeted construction costs which includes estimates and judgements made by the management. This is a key audit matter as evaluating the accuracy of the budgeted construction costs and the determination of the percentage of completion of construction work require significant judgement and estimates.	Our procedures included, amongst others:- • Verified contracts secured and reviewed budgeted costs; • Assessed the estimated total contract costs to complete through enquiries with management; • Inspected documentation which supports cost estimates made including contract variations and cost contingencies; • Assessed reliability of contract budgets by comparing to actual incurred; • Performed verification on the actual progress billings issued and actual costs incurred for the financial year; • Checked subsequent billings of contract assets; and • Recomputed revenue recognised and checked calculation of the percentage of completion.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FBG HOLDINGS BERHAD (CONT'D)

(FORMERLY KNOWN AS FAJARBARU BUILDER GROUP BHD.)

(INCORPORATED IN MALAYSIA)

REGISTRATION NO: 199301026907 (281645 - U)

Key Audit Matters (Cont'd)

Recoverability of Trade Receivables Refer to Notes 17 and 55.1(b)(iii) to the financial statements	
Key Audit Matter	How Our Audit Addressed the Key Audit Matter
As at 30 June 2025, trade receivables that were past due and not impaired amounted to RM56.43 million. The details of the trade receivables and their credit risks are disclosed in Notes 17 and 55.1(b)(iii) to the financial statements respectively. The management recognised the allowance of impairment losses on trade receivables based on the following:- 1. Customers' payment and credit history; and 2. Specific known facts or circumstances on customers' ability to pay. We determined this to be a key audit matter due to the significant judgements and level of uncertainty involved in assessing the recoverability of trade receivables.	Our procedures included, amongst others:- • Reviewed the ageing analysis of receivables and tested its accuracy; • Reviewed subsequent collections for major receivables and overdue amounts; • Examined, where applicable, other evidence including customers' correspondences, proposed or existing settlement plans and repayment schedules; and • Evaluated, where applicable, the reasonableness and tested the adequacy of the Group's impairment losses recognised for identified exposures on trade receivables by assessing the relevant assumptions and historical data from the Group's previous collection experience.

There are no key audit matters to report for the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FBG HOLDINGS BERHAD (CONT'D)

(FORMERLY KNOWN AS FAJARBARU BUILDER GROUP BHD.)

(INCORPORATED IN MALAYSIA)

REGISTRATION NO: 199301026907 (281645 - U)

Responsibilities of the Directors for the Financial Statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:-

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FBG HOLDINGS BERHAD (CONT'D)

(FORMERLY KNOWN AS FAJARBARU BUILDER GROUP BHD.)

(INCORPORATED IN MALAYSIA)

REGISTRATION NO: 199301026907 (281645 - U)

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FBG HOLDINGS BERHAD (CONT'D)

(FORMERLY KNOWN AS FAJARBARU BUILDER GROUP BHD.)

(INCORPORATED IN MALAYSIA)

REGISTRATION NO: 199301026907 (281645 - U)

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiary of which we have not acted as auditors, is disclosed in Note 6 to the financial statements.

Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Crowe Malaysia PLT

201906000005 (LLP0018817-LCA) & AF 1018

Chartered Accountants

Kuala Lumpur

23 October 2025

Gerald Lau Beng Tong

03523/08/2026 J

Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2025

		The Group		The Company	
		2025	2024	2025	2024
	Note	RM'000	RM'000	RM'000	RM'000
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	6	-	-	295,617	286,839
Investments in associates	7	23,234	29,934	20	20
Property, plant and equipment	8	38,670	35,141	2	6
Investment properties	9	46,009	45,293	-	-
Right-of-use assets	10	3,368	1,618	-	-
Biological assets	11	948	715	-	-
Investment securities	12	6,877	14,932	6,877	14,932
Intangible assets	13	416	360	47	-
Goodwill		7	7	-	-
Prepayments	14	56,803	57,416	-	-
Inventories	15	13,711	13,711	-	-
		190,043	199,127	302,563	301,797
CURRENT ASSETS					
Inventories	15	60,336	32,365	-	-
Contract cost assets	16	1,363	21,128	-	-
Trade receivables	17	104,787	50,136	-	-
Other receivables, deposits and prepayments	14	52,236	16,037	5	63
Contract assets	18	193,791	127,495	-	-
Amount owing by subsidiaries	19	-	-	62,373	64,743
Amount owing by associates	20	13,581	35,684	59	2
Short-term investments	21	21,137	66,719	11	558
Current tax assets		9,762	9,279	188	-
Fixed deposits with licensed banks	22	6,821	9,551	-	-
Cash and bank balances	23	52,890	78,416	30	530
		516,704	446,810	62,666	65,896
Assets of disposal group classified as held for sale	24	11,858	-	-	-
TOTAL ASSETS		718,605	645,937	365,229	367,693

The annexed notes form an integral part of these financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2025 (CONT'D)

		The Group		The Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
EQUITY AND LIABILITIES					
EQUITY					
Share capital	25	221,534	221,534	221,534	221,534
Treasury shares	26	(1,655)	(1,655)	(1,655)	(1,655)
Warrant reserve	27	9,535	9,535	9,535	9,535
Other reserve	28	1,110	1,110	-	-
Fair value reserve	29	965	9,020	965	9,020
Foreign exchange translation reserve	30	(1,400)	(387)	-	-
Retained profits		180,110	180,492	129,364	122,916
Equity attributable to the owners of the Company		410,199	419,649	359,743	361,350
Non-controlling interests	6	18,143	19,735	-	-
TOTAL EQUITY		428,342	439,384	359,743	361,350
NON-CURRENT LIABILITIES					
Deferred tax liabilities	31	17,405	19,401	-	-
Lease liabilities	32	1,150	464	-	-
Long-term borrowings	33	7,318	9,483	-	-
		25,873	29,348	-	-
CURRENT LIABILITIES					
Trade payables	36	135,887	91,242	-	-
Contract liabilities	18	4,581	5,572	-	-
Other payables and accruals	37	33,601	16,684	197	196
Amount owing to subsidiaries	19	-	-	5,289	6,138
Amount owing to an associate	20	140	103	-	-
Lease liabilities	32	2,355	1,235	-	-
Short-term borrowings	38	86,509	59,848	-	-
Current tax liabilities		1,317	2,521	-	9
		264,390	177,205	5,486	6,343
TOTAL LIABILITIES		290,263	206,553	5,486	6,343
TOTAL EQUITY AND LIABILITIES		718,605	645,937	365,299	367,693

The annexed notes form an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	Note	The Group		The Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
REVENUE	39	487,608	497,411	15,977	14,598
PROJECT EXPENSES		(441,733)	(370,811)	-	-
COST OF FINISHED GOODS		(14,455)	(16,247)	-	-
OTHER INCOME	40	8,343	6,218	479	343
STAFF COSTS	41	(24,097)	(23,659)	(391)	(399)
DEPRECIATION	43	(932)	(709)	(8)	(2)
OTHER EXPENSES	44	(15,856)	(12,739)	(2,240)	(1,301)
(LOSS)/PROFIT FROM OPERATIONS		(1,122)	79,464	13,817	13,239
FINANCE COSTS	45	(3,973)	(2,935)	(72)	(24)
NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS AND CONTRACT ASSETS	46	14,424	(693)	-	-
SHARE OF RESULT IN ASSOCIATES	7	9,329 (861)	75,836 128	13,745 -	13,215 -
PROFIT BEFORE TAXATION		8,468	75,964	13,745	13,215
INCOME TAX EXPENSE	47	(2,019)	(20,491)	119	(113)
PROFIT AFTER TAXATION		6,449	55,473	13,864	13,102
OTHER COMPREHENSIVE (EXPENSES)/INCOME					
<u>Items that Will Not be Reclassified</u>					
<u>Subsequently to Profit or Loss</u>					
Fair value changes of equity instruments		(8,055)	4,912	(8,055)	4,912
		(8,055)	4,912	(8,055)	4,912

The annexed notes form an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	The Group		The Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
OTHER COMPREHENSIVE (EXPENSES)/INCOME (CONT'D)					
<u>Items that Will Not be Reclassified Subsequently to Profit or Loss</u>					
Foreign currency translation differences		8	(1)	-	-
Share of other comprehensive income of equity accounted associates		(1,017)	157	-	-
		(1,009)	156	-	-
TOTAL COMPREHENSIVE (EXPENSE)/ INCOME FOR THE FINANCIAL YEAR		(2,615)	60,541	5,809	18,014
PROFIT/(LOSS) AFTER TAXATION					
ATTRIBUTABLE TO:-					
Owners of the Company		7,034	54,014	13,864	13,102
Non-controlling interests		(585)	1,459	-	-
		6,449	55,473	13,864	13,102
TOTAL COMPREHENSIVE (EXPENSE)/ INCOME ATTRIBUTABLE TO:-					
Owners of the Company		(2,034)	59,082	5,809	18,014
Non-controlling interests		(581)	1,459	-	-
		(2,615)	60,541	5,809	18,014
EARNINGS PER SHARE (SEN)					
- Basic	48	0.95	7.28		
- Diluted	48	0.95	7.28		

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

AS AT 30 JUNE 2025

	Share Capital RM'000	Treasury Shares RM'000	Warrant Reserve RM'000	Other Reserve RM'000	Fair Value Reserve RM'000	Foreign Exchange Translation Reserve RM'000	Retained Profits RM'000	Attributable to Owners of the Company RM'000	Non-Controlling Interests RM'000	Total Equity RM'000
The Group										
Balance at 1.7.2023	221,534	(1,655)	9,535	1,110	4,108	(543)	133,894	367,983	15,221	383,204
Profit after taxation for the financial year	-	-	-	-	-	-	54,014	54,014	1,459	55,473
Other comprehensive income/(expenses) for the financial year:										
- fair value changes of equity instruments	-	-	-	-	4,912	-	-	4,912	-	4,912
- share of other comprehensive income of equity accounted associates	-	-	-	-	-	157	-	157	-	157
- foreign currency translation differences	-	-	-	-	-	(1)	-	(1)	-	(1)
Total comprehensive income for the financial year	-	-	-	-	4,912	156	54,014	59,082	1,459	60,541
Balance carried forward	221,534	(1,655)	9,535	1,110	9,020	(387)	187,908	427,065	16,680	443,745

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	Share Capital RM'000	Treasury Shares RM'000	Warrant Reserve RM'000	Other Reserve RM'000	Fair Value Reserve RM'000	Foreign Exchange Translation Reserve RM'000	Retained Profits RM'000	Attributable to Owners of the Company RM'000	Non-Controlling Interests RM'000	Total Equity RM'000
The Group											
Balance brought forward		221,534	(1,655)	9,535	1,110	9,020	(387)	187,908	427,065	16,680	443,745
Dividends by the Company	49	-	-	-	-	-	-	(7,416)	(7,416)	-	(7,416)
Issuance of shares to non-controlling interests by subsidiaries		-	-	-	-	-	-	-	-	3,055	3,055
Total contributions by and distribution to owners		-	-	-	-	-	-	(7,416)	(7,416)	3,055	(4,361)
Balance at 30.6.2024		221,534	(1,655)	9,535	1,110	9,020	(387)	180,492	419,649	19,735	439,384

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Share Capital RM'000	Treasury Shares RM'000	Warrant Reserve RM'000	Other Reserve RM'000	Fair Value Reserve RM'000	Foreign Exchange Translation Reserve RM'000	Retained Profits RM'000	Attributable to Owners of the Company RM'000	Non-Controlling Interests RM'000	Total Equity RM'000
The Group										
Balance at 1.7.2024	221,534	(1,655)	9,535	1,110	9,020	(387)	180,492	419,649	19,735	439,384
Profit after taxation for the financial year	-	-	-	-	-	-	7,034	7,034	(585)	6,449
Other comprehensive (expenses)/income for the financial year:										
- fair value changes of equity instruments	-	-	-	-	(8,055)	-	-	(8,055)	-	(8,055)
- share of other comprehensive income of equity accounted associates	-	-	-	-	-	(1,017)	-	(1,017)	-	(1,017)
- foreign currency translation differences	-	-	-	-	-	4	-	4	4	8
Total comprehensive expenses for the financial year	-	-	-	-	(8,055)	(1,013)	7,034	(2,034)	(581)	(2,615)
Balance carried forward	221,534	(1,655)	9,535	1,110	965	(1,400)	187,526	417,615	19,154	436,769

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	Share Capital RM'000	Treasury Shares RM'000	Warrant Reserve RM'000	Other Reserve RM'000	Fair Value Reserve RM'000	Foreign Exchange Translation Reserve RM'000	Retained Profits RM'000	Attributable to Owners of the Company RM'000	Non-Controlling Interests RM'000	Total Equity RM'000
The Group											
Balance brought forward		221,534	(1,655)	9,535	1,110	965	(1,400)	187,526	417,615	19,154	436,769
Dividends:	49	-	-	-	-	-	-	(7,416)	(7,416)	-	(7,416)
- by the Company		-	-	-	-	-	-	-	-	-	-
- by a subsidiary to non-controlling interests		-	-	-	-	-	-	-	-	(1,911)	(1,911)
Issuance of shares to non-controlling interests by subsidiaries		-	-	-	-	-	-	-	-	900	900
Total contributions by and distribution to owners of the Company		-	-	-	-	-	-	(7,416)	(7,416)	(1,011)	(8,427)
Balance at 30.6.2025		221,534	(1,655)	9,535	1,110	965	(1,400)	180,110	410,199	18,143	428,342

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	Share Capital RM'000	Treasury Shares RM'000	Warrant Reserve RM'000	Fair Value Reserve RM'000	Retained Profits RM'000	Total Equity RM'000
The Company							
Balance at 1.7.2023		221,534	(1,655)	9,535	4,108	117,230	350,752
Profit after taxation for the financial year		-	-	-	-	13,102	13,102
Other comprehensive income for the financial year:							
- fair value changes of equity instruments		-	-	-	4,912	-	4,912
Total comprehensive income for the financial year		-	-	-	4,912	13,102	18,014
Distribution to owners of the Company:							
- Dividends	49	-	-	-	-	(7,416)	(7,416)
Balance at 30.6.2024		221,534	(1,655)	9,535	9,020	122,916	361,350

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	Share Capital RM'000	Treasury Shares RM'000	Warrant Reserve RM'000	Fair Value Reserve RM'000	Retained Profits RM'000	Total Equity RM'000
The Company							
Balance at 1.7.2024		221,534	(1,655)	9,535	9,020	122,916	361,350
Profit after taxation for the financial year		-	-	-	-	13,864	13,864
Other comprehensive expense for the financial year:							
- fair value changes of equity instruments		-	-	-	(8,055)	-	(8,055)
Total comprehensive income for the financial year		-	-	-	(8,055)	13,864	5,809
Distribution to owners of the Company:							
- Dividends	49	-	-	-	-	(7,416)	(7,416)
Balance at 30.6.2025		221,534	(1,655)	9,535	965	129,364	359,743

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
CASH FLOWS (FOR)/FROM OPERATING ACTIVITIES				
Profit before taxation	8,468	75,964	13,745	13,215
Adjustments for:-				
Amortisation of intangible assets	15	9	4	-
Depreciation on property, plant and equipment	2,994	3,920	4	2
Depreciation on investment properties	50	-	-	-
Depreciation on right-of-use assets	2,795	1,431	-	-
Dividend income	(393)	(393)	(15,713)	(14,321)
Gain on disposal of property, plant and equipment, net	(2,369)	(415)	-	-
Gain on lease modification	-	(4)	-	-
Interest expenses	4,152	3,053	72	24
Interest income	(2,654)	(1,674)	(445)	(296)
Investment properties written off	845	419	-	-
Net impairment losses on financial assets and contract assets	(14,424)	693	-	-
Property, plant and equipment written off	3	7	-	-
Share of result in associates	861	(128)	-	-
Unrealised loss on foreign exchange	4,250	145	-	-
Waiver of debt	(176)	-	-	-
Operating profit/(loss) before working capital changes	4,417	83,027	(2,333)	(1,376)
Increase in inventories	(27,971)	(7,513)	-	-
(Increase)/Decrease in trade and other receivables	(73,419)	(3,368)	58	(62)
Increase in contract assets and liabilities	(50,133)	(118,003)	-	-
Decrease in contract cost assets	19,765	40,105	-	-
Increase in trade and other payables	61,738	40,527	1	83
Increase in amount owing by subsidiaries	-	-	(4,064)	(9,517)
increase in amount owing by an associate	-	-	(57)	-

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	The Group		The Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH (FOR)/FROM OPERATIONS		(65,603)	34,775	(6,395)	(10,872)
Income tax paid		(5,788)	(7,693)	(78)	(182)
Income tax refunded		86	-	-	-
Interest paid		(31)	(42)	(72)	(24)
Interest received		-	-	9	7
NET CASH (FOR)/FROM OPERATING ACTIVITIES		(71,336)	27,040	(6,536)	(11,071)
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
(Advances to)/Repayment from subsidiaries		-	-	(4,266)	2,903
Addition in investment properties		(1,611)	(914)	-	-
Addition in biological assets		(233)	(551)	-	-
Additional investment in an existing subsidiary		-	-	(1,637)	(1,272)
Additional investment in an existing associate		(7,135)	*	-	-
Additions of intangible assets		(71)	-	(51)	-
Dividends received		493	3,353	15,713	14,321
Interest received		961	1,674	-	-
Proceeds from disposal of property, plant and equipment		2,372	417	-	-
Proceeds from issuance of shares to non-controlling interests		900	3,055	-	-
Purchase of property, plant and equipment	50(a)	(5,886)	(5,137)	-	(8)
Repayment from/(Advances to) associates		37	(4,076)	*	(27)
Withdrawal/(Additions) of fixed deposits with licensed banks		2,730	(554)	-	-
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(7,443)	(2,733)	9,759	15,917

Note:

* Amount less than RM500.

The annexed notes form an integral part of these financial statements.

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

	Note	The Group		The Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES					
Dividends paid	49	(7,416)	(7,416)	(7,416)	(7,416)
Dividends paid to non-controlling interests by a subsidiary		(1,911)	-	-	-
Interest paid		(4,121)	(3,011)	-	-
Advances from/(Repayment to) a subsidiary, net		-	-	3,146	(33)
Repayment of hire purchase payables	50(b)	(1,240)	(1,134)	-	-
Drawdown/(Repayment) of revolving credit, net	50(b)	15,000	(15,000)	-	-
Drawdown of invoice financing facility, net	50(b)	32,205	3,989	-	-
Repayment of lease liabilities	50(b)	(2,739)	(1,381)	-	-
Repayment of term loans, net	50(b)	(517)	(4,257)	-	-
(Repayment)/Drawdown of bill discounting, net	50(b)	(11,699)	11,699	-	-
Repayment of promissory notes, net	50(b)	(9,896)	(5,809)	-	-
NET CASH FROM/(FOR) FINANCING ACTIVITIES		7,666	(22,320)	(4,270)	(7,449)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(71,113)	1,987	(1,047)	(2,603)
EFFECT OF EXCHANGE DIFFERENCES		5	(437)	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		145,135	143,585	1,088	3,691
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	50(d)	74,027	145,135	41	1,088

The annexed notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025

1. GENERAL INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Board of Bursa Malaysia Securities Berhad. The registered office and principal place of business are as follows:-

Registered office : No. 3A, Mezzanine Floor,
Jalan Ipoh Kecil,
50350 Kuala Lumpur.

Principal place of business : No. 61 & 63,
Jalan SS6/12, Kelana Jaya,
47301 Petaling Jaya, Selangor Darul Ehsan.

These financial statements comprise both separate and consolidated financial statements. The financial statements of the Company are separate financial statements, while the financial statements of the Group are consolidated financial statements that include those of the Company and its subsidiaries as of the end of the reporting period. The Company and its subsidiaries are collectively referred to as “the Group”.

The financial statements of the Company and of the Group are presented in Ringgit Malaysia (“RM”), which is the Company’s functional and presentation currency and has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors dated 23 October 2025.

2. CHANGE OF NAME

On 30 June 2025, the Company changed its name from Fajarbaru Builder Group Bhd. to FBG Holdings Berhad.

3. PRINCIPAL ACTIVITIES

The Company is principally engaged in the businesses of investment holding and provision of management services. The principal activities of the subsidiaries are set out in Note 6 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

4. BASIS OF PREPARATION

The financial statements of the Group and of the Company are prepared under the historical cost convention and modified to include other bases of valuation as disclosed in other sections under material accounting policy information, and in compliance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

4.1 During the current financial year, the Group and the Company have adopted the following new accounting standards and/or interpretations (including the consequential amendments, if any):-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)

Amendments to MFRS 16: Lease Liability in a Sale and Leaseback
Amendments to MFRS 101: Classification of Liabilities as Current or Non-current
Amendments to MFRS 101: Non-current Liabilities with Covenants
Amendments to MFRS 107 and MFRS 7: Supplier Finance Arrangements

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) did not have any material impact on the financial statements of the Group and of the Company.

4.2 The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board ("MASB") but are not yet effective for the current financial year:-

MFRSs and/or IC Interpretations (Including The Consequential Amendments)	Effective Date
MFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 9 and MFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to MFRS 10 and MFRS 128: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred
Amendments to MFRS 121: Lack of Exchangeability	1 January 2025
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

4. BASIS OF PREPARATION (CONT'D)

- 4.2 The Group and the Company have not applied in advance the following accounting standards and/or interpretations (including the consequential amendments, if any) that have been issued by the Malaysian Accounting Standards Board ("MASB") but are not yet effective for the current financial year (Cont'd):-

The adoption of the above accounting standards and/or interpretations (including the consequential amendments, if any) is expected to have no material impact on the financial statements of the Group and of the Company upon their initial application except as follows:-

MFRS 18 Presentation and Disclosure of Financial Statements

MFRS 18 'Presentation and Disclosure in Financial Statements' will replace MFRS 101 'Presentation of Financial Statements' upon its adoption. This new standard aims to enhance the transparency and comparability of financial information by introducing new disclosure requirements. Specifically, it requires that income and expenses be classified into 3 defined categories: "operating", "investing" and "financing" and introduces 2 new subtotals: "operating profit or loss" and "profit or loss before financing and income tax". In addition, MFRS 18 requires the disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of information, which will apply to all primary financial statements and the accompanying notes. The statement of financial position and the statement of cash flows will also be affected. The potential impact of the new standard on the financial statements of the Group and of the Company has yet to be assessed.

5. MATERIAL ACCOUNTING POLICY INFORMATION

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Key Sources of Estimation Uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year other than as disclosed below:-

(a) Depreciation of Property, Plant and Equipment

The estimates for the residual values, useful lives and related depreciation charges for the property, plant and equipment are based on commercial factors which could change significantly as a result of technical innovations and competitors' actions in response to the market conditions. The Group and the Company anticipate that the residual values of its property, plant and equipment will be insignificant. As a result, residual values are not being taken into consideration for the computation of the depreciable amount. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised. The carrying amount of property, plant and equipment as at reporting date is disclosed in Note 8 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (Cont'd)

Key Sources of Estimation Uncertainty (Cont'd)

(b) Impairment of Property, Plant and Equipment and Right-of-use Assets

The Group and the Company determine whether an item of its property, plant and equipment and right-of-use assets are impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. The carrying amounts of property, plant and equipment and right-of-use assets as at the reporting date are disclosed in Notes 8 and 10 to the financial statements respectively.

(c) Impairment of Investment Properties

The Group determines whether an item of its investment properties is impaired by evaluating the extent to which the recoverable amount of the asset is less than its carrying amount. This evaluation is subject to changes such as market performance, economic and political situation of the country. A variety of methods is used to determine the recoverable amount, such as valuation reports. The carrying amount of investment properties as at the reporting date is disclosed in Note 9 to the financial statements.

(d) Write-down of Inventories

Reviews are made periodically by management on damaged, obsolete and slow-moving inventories. These reviews require judgement and estimates. Possible changes in these estimates could result in revisions to the valuation of inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 15 to the financial statements.

(e) Impairment of Trade Receivables and Contract Assets

The Group uses the simplified approach to estimate a lifetime expected credit loss allowance for all trade receivables and contract assets. The contract assets are grouped with trade receivables for impairment assessment because they have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information. If the expectation is different from the estimation, such difference will impact the carrying values of trade receivables and contract assets. The carrying amounts of trade receivables and contract assets as at the reporting date are disclosed in Notes 17 and 18 to the financial statements respectively.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(f) Impairment of Non-trade Receivables

The loss allowances for non-trade financial assets are based on assumptions about risk of default (probability of default) and expected loss if a default happens (loss given default). It also requires the Group and the Company to assess whether there is a significant increase in credit risk of the non-trade financial asset at the reporting date. The Group and the Company use judgement in making these assumptions and selecting appropriate inputs to the impairment calculation, based on the past payment trends, existing market conditions and forward-looking information. The carrying amounts of other receivables, amount owing by subsidiaries and amount owing by associates as at the reporting date are disclosed in Notes 14, 19 and 20 to the financial statements respectively.

(g) Amortisation of prepayments for timber supply

Prepayments for timber supply are charged to income statement based on actual production of timber logs over the estimated total production of timber logs attributed to a specific area. Changes in the actual production of timber logs extracted could affect the carrying amount of prepayments and the amount charged to income statement.

(h) Revenue and Cost Recognition of Property Development Activities

The Group recognises property development revenue as and when the control of the asset is transferred to a customer and it is probable that the Group will collect the consideration to which it will be entitled. The control of the asset may transfer over time or at a point in time depending on the terms of the contract with customer and the applicable laws governing the contract.

When the control of the asset is transferred over time, the Group recognises property development revenue and costs by reference to the progress towards complete satisfaction of the performance obligation at the end of the reporting period. This is measured based on the Group's efforts or budgeted inputs to the satisfaction of the performance obligation. Significant judgement is required in determining the completeness and accuracy of the budgets and the extent of the costs incurred. Substantial changes in property development cost estimates in the future can have a significant effect on the Group's results. In making the judgement, the Group evaluates and relies on past experience and works of specialists. The carrying amounts of contract assets and contract liabilities as at the reporting date are disclosed in Note 18 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(i) Revenue Recognition for Construction Contracts

The Group recognises construction revenue by reference to the construction progress using the input method, determined based on the proportion of construction costs incurred for work performed to date over the estimated total construction costs. The total estimated costs are based on approved budgets, which require assessment and judgement to be made on changes in, for example, work scope, changes in costs and costs to completion. In making the judgement, the management relies on past experience and the work of specialists. The carrying amounts of contract assets and contract liabilities as at the reporting date are disclosed in Note 18 to the financial statements.

(j) Income Taxes

There are certain transactions and computations for which the ultimate tax determination may be different from the initial estimate. The Group and the Company recognise tax liabilities based on its understanding of the prevailing tax laws and estimates of whether such taxes will be due in the ordinary course of business. Where the final outcome of these matters is different from the amounts that were initially recognised, such difference will impact the income tax expense and deferred tax balances in the year in which such determination is made. The carrying amounts of current tax assets and current tax liabilities as at the reporting date are as follows:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Current tax assets	9,762	9,279	188	-
Current tax liabilities	1,317	2,521	-	9

Critical Judgements Made in Applying Accounting Policies

Management believes that there are no instances of application of critical judgement in applying the accounting policies of the Group and of the Company which will have a significant effect on the amounts recognised in the financial statements other than as disclosed below:-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

Key Sources of Estimation Uncertainty (Cont'd)

(j) Income Taxes (Cont'd)

Classification between Investment Properties and Owner-occupied Properties

Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately (or leased out separately under a finance lease), the Group accounts for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes.

Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as investment property.

5.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes recognised in profit or loss. The fair value changes do not include interest and dividend income.

Financial Assets at Amortised Cost

The financial assets are initially measured at fair value plus transaction costs except for trade receivables without significant financing component which are measured at transaction price only. Subsequent to the initial recognition, all financial assets are measured at amortised cost less any impairment losses.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.2 FINANCIAL INSTRUMENTS (CONT'D)

(a) Financial Assets (Cont'd)

Financial Assets Through Other Comprehensive Income

The Group has elected to designate the equity instruments as financial assets through other comprehensive income at initial recognition.

The financial assets are initially measured at fair value plus transaction costs. Subsequent to the initial recognition, the financial assets are remeasured to their fair values at the reporting date with fair value changes taken up in other comprehensive income and accumulated in the fair value reserve, except for the recognition of impairment, interest income and foreign exchange difference of a debt instrument which are recognised directly in profit or loss. The fair value changes do not include interest and dividend income.

(b) Financial Liabilities

Financial Liabilities at Amortised Cost

The financial liabilities are initially measured at fair value less transaction costs. Subsequent to the initial recognition, the financial liabilities are measured at amortised cost.

(c) Equity

Ordinary Shares

Ordinary shares are recorded on initial recognition at the proceeds received less directly attributable transaction costs incurred. The ordinary shares are not remeasured subsequently.

Treasury Shares

Treasury shares are recorded on initial recognition at the consideration paid less directly attributable transaction costs incurred. The treasury shares are not remeasured subsequently.

No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the treasury shares. If such shares are issued by resale, any difference between the sales consideration received and the carrying amount of the treasury shares is recognised in equity. Where treasury shares are cancelled, their carrying amounts are shown as a movement in retained profits.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.2 FINANCIAL INSTRUMENTS (CONT'D)

(d) Financial Guarantee Contracts

Financial guarantee contracts are recognised initially as liabilities at fair value, net of transaction costs. Subsequent to the initial recognition, the financial guarantee contracts are recognised as income in profit or loss over the period of the guarantee or, when there is no specific contractual period, recognised in profit or loss upon discharge of the guarantee. If the debtor fails to make payment relating to a financial guarantee contract when it is due and the Company as the issuer, is required to reimburse the holder for the associated loss, the reimbursement is recognised as a liability and measured at the higher of the amount of loss allowance determined using the expected credit loss model and the amount of financial guarantee initially recognised less cumulative amortisation.

5.3 GOODWILL

Goodwill is initially measured at cost. Subsequent to the initial recognition, the goodwill is measured at cost less accumulated impairment losses, if any. A bargain purchase gain is recognised in profit or loss immediately.

5.4 INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries, which are eliminated on consolidation, are stated in the financial statements of the Company at cost less impairment losses, if any.

5.5 INVESTMENTS IN ASSOCIATES

Investments in associates are accounted for using the equity method in the financial statements of the Group.

5.6 PROPERTY, PLANT AND EQUIPMENT

All items of property, plant and equipment are initially measured at cost.

Subsequent to the initial recognition, all property, plant and equipment, other than freehold land and buildings, are stated at cost less accumulated depreciation and any impairment losses.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Bearer plants are living plants that are used in the production or supply of agriculture produce for more than one period and have remote likelihood of being sold as agriculture produce, except for incidental scrap sales. The bearer plants that are available for use are measured at cost less accumulated depreciation and any accumulated impairment losses. The immature bearer plants are not depreciated until such time when they become mature.

Freehold land is not depreciated. Depreciation on other property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over the estimated useful lives. The principal annual depreciation rates are:-

Buildings	2%
Plant and machinery	10% - 20%
Motor vehicles	20%
Furniture, fittings and office equipment	10% - 50%
Renovations	10% - 20%
Land development, expenditure, fish pond and equipment	10% - 20%
Telecommunication equipment	50%

Capital work-in-progress represent buildings under construction. They are not depreciated until such time when the asset is available for use.

5.7 INVESTMENT PROPERTIES

Investment properties are initially measured at cost. Subsequent to the initial recognition, the investment properties are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land is not depreciated. Depreciation on other investment properties is calculated using the straight-line method to allocate the depreciable amounts over the estimated useful lives. The principal annual depreciation period is:-

Leasehold land	99 years
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NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.8 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Short-term Leases and Leases of Low-value Assets

The Group and the Company apply the “short-term lease” and “lease of low-value assets” recognition exemption. For these leases, the Group and the Company recognise the lease payments as an operating expense on a straight-line method over the term of the lease unless another systematic basis is more appropriate.

(b) Right-of-use Assets

Right-of-use assets are initially measured at cost. Subsequent to the initial recognition, the right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.

The right-of-use assets are depreciated using the straight-line method from the commencement date to the earlier of the end of the estimated useful lives of the right-of-use assets or the end of the lease term.

(c) Lease Liabilities

Lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the lease liabilities are measured at amortised cost and adjusted for any lease reassessment or modifications.

5.9 BIOLOGICAL ASSETS

Biological assets comprise living trees cultivated for harvesting, including eucalyptus. Biological assets are generally measured at fair value less costs to sell, with changes in fair value recognised in profit or loss.

Where fair value cannot be reliably measured, particularly at initial recognition or during the immature growth stage, biological assets are measured at cost less accumulated impairment losses. The Group reassesses the reliability of fair value measurement at each reporting date.

Costs include direct cultivation expenses such as planting, fertilisation, and maintenance. No depreciation is charged during the biological transformation phase. Once the trees reach commercial maturity and fair value becomes reliably measurable, the Group will adopt fair value measurement.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.10 INTANGIBLE ASSETS

Intangible assets are initially measured at cost. Subsequent to the initial recognition, the intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

Intangible Assets with Definite Useful Lives

The intangible assets are amortised using the straight-line method to allocate their depreciable amounts over the following periods:-

Trademarks	10 years
Golf club membership	20 years

5.11 INVENTORIES

(a) Property Development

Inventories are stated at the lower of cost and net realisable value. Cost and net realisable value are determined as below:-

(i) Land held for future property development

Cost comprises cost associated with the purchase of land, conversion fees and other relevant levies and an appropriate proportion of common infrastructure costs.

Land held for future property development is transferred to property development cost category when development activities have commenced and are expected to be completed within the normal operating cycle.

(ii) Property Under Development for Sale

Cost comprises cost associated with the purchase of land, conversion fees, aggregate cost of development, materials and supplies, wages and other direct expenses, and an appropriate proportion of common infrastructure costs.

The property development costs of unsold units are transferred to inventories once the development is completed.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

5. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

5.11 INVENTORIES (CONT'D)

(a) Property Development (Cont'd)

(iii) Completed Properties Held for Sale

Cost is determined on specific identification and comprises cost associated with the purchase of land (including all related costs incurred subsequent to the acquisition necessary to prepare the land for its intended use), construction costs and other related development costs incurred in bringing the inventories to their present location and condition.

(b) Trading

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in, first-out method and comprises all costs of purchase, cost of conversion plus other costs incurred in bringing the inventories to their present location and condition.

6. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2025	2024
	RM'000	RM'000
Unquoted shares, at cost		
At 1 July 2024/2023	288,667	271,667
Addition during the financial year	8,778	17,000
At 30 June	297,445	288,667
Accumulated impairment losses	(1,828)	(1,828)
	295,617	286,839

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows:-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Subsidiaries of the Company				
Asiahub Trading Sdn. Bhd.	Malaysia	100	100	Provision of trading of construction materials.
Billion Variety Sdn. Bhd. (“BVSB”)	Malaysia	51	51	Logging and trading of timbers.
FBG Builder Sdn. Bhd. (formerly known as Fajarbaru Builder Sdn. Bhd.)	Malaysia	100	100	General contractors in construction.
FBG Land Sdn. Bhd. (formerly known as Fajarbaru Land (M) Sdn. Bhd.) (“FBG Land”)	Malaysia	100	100	Investment holding and provision of management services to its subsidiary.
Fajarbaru Logistics Sdn. Bhd.	Malaysia	100	100	Transportation and logistics service provider.
Fajarbaru Plantation Sdn. Bhd. (“FPSB”)	Malaysia	100	100	Plantation.
Fajarbaru Timber Sdn. Bhd. (“FTBSB”)	Malaysia	100	100	Investment holding.
Fajarbaru Trading Sdn. Bhd.	Malaysia	100	100	Provision of trading of construction materials.
FB Event Sdn. Bhd. (“FBESB”)	Malaysia	100	100	Event management.
FB Wellness Sdn. Bhd. (“FBWSB”)	Malaysia	100	100	Property development and management of medical operation related activities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Subsidiaries of the Company (Cont'd)				
Potential Region Sdn. Bhd. ("PRSB")	Malaysia	100	100	Property development.
FB Green Sdn. Bhd. ("FBGSB")	Malaysia	100	100	Renewable energy.
Subsidiaries of the FBG Land				
Fajarbaru-Beulah (Melbourne) Pty. Ltd. [@]	Australia	51	51	Property development.
Fajarbaru Land Sdn. Bhd.	Malaysia	100	100	Property development.
Fajarbaru Real Development Sdn. Bhd. ("FRDSB")	Malaysia	55	55	Property development.
FBL Development Sdn. Bhd. (formerly known as FB Cemara Sdn. Bhd.) ("FBCSB")	Malaysia	100	100	Property development.
Renowaja Sdn. Bhd.	Malaysia	100	100	Property development.
Wajatex Sdn. Bhd. ("WSB")	Malaysia	100	100	Property development.
Fajarbaru Dynamic Development Sdn. Bhd. ("FDDSB")	Malaysia	60	60	Property development.
Begonia Vibe Sdn. Bhd. ("BSB") [#]	Malaysia	100	-	Property development.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Subsidiaries of the FBG Land (Cont'd)				
Camellia Vibe Sdn. Bhd. ("CVSB") #	Malaysia	100	-	Property development.
Narcissus Vibe Sdn. Bhd. ("NVSB") #	Malaysia	100	-	Property development.
Aster Vibe Sdn. Bhd. ("AVSB") #	Malaysia	100	-	Property development.
Gardenia Vibe Sdn. Bhd. ("GVSB") #	Malaysia	100	-	Property development.
Hyacinth Vibe Sdn. Bhd. ("HVSB") #	Malaysia	100	-	Property development.
Kudzu Vibe Sdn. Bhd. ("KVSB") #	Malaysia	100	-	Property development.
Dahlia Vibe Sdn. Bhd. ("DVSB") #	Malaysia	100	-	Property development.
Edelweiss Vibe Sdn. Bhd. ("EVS") #	Malaysia	100	-	Property development.
Freesia Vibe Sdn. Bhd. ("FVSB") #	Malaysia	100	-	Property development.
Jasmine Vibe Sdn. Bhd. ("JVS") #	Malaysia	100	-	Property development.
Lavender Vibe Sdn. Bhd. ("LVS") #	Malaysia	100	-	Property development.
Magnolia Vibe Sdn. Bhd. ("MVS") #	Malaysia	100	-	Property development.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows (Cont'd):-

Name of Subsidiary	Principal Place of Business and Country of Incorporation	Percentage of Issued Share Capital Held by Parent		Principal Activities
		2025 %	2024 %	
Subsidiary of the BVSB				
Smooth Accomplishment Sdn. Bhd.	Malaysia	51	51	Logging and trading of timbers.
Subsidiary of the FTBSB				
Grand Achievement Sdn. Bhd.	Malaysia	70	70	Logging and trading of timbers.
Subsidiary of the FPSB				
Fajarbaru Agriculture Sdn. Bhd.	Malaysia	91	91	Plantation.

Notes:

@ - Not required to be audited under the laws of the country of incorporation.

- The consolidation was done based on the management financial statements as the financial position, results and cash flows of these subsidiary companies were insignificant.

(a) On 25 July 2024, the Company had further subscribed an additional 999,900 ordinary shares at RM1 each in FBGSB, a wholly-owned subsidiary of the Company, for a total consideration of RM999,900, which to be paid in cash. There were no changes in the equity interest of the Company in FBGSB.

(b) On 20 January 2025, FBG Land, a wholly-owned subsidiary of the Company, had further subscribed an additional 1,100,000 ordinary shares at RM1 each in FRDSB, a 55%-owned subsidiary of FBG Land, for a total consideration of RM1,100,000 by way of capitalisation of advances from FBG Land. There are no changes in the equity interest of FBG Land in FRDSB.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

- (c) On 4 April 2025, FBG Land incorporated three subsidiaries known as BSB, CVSB and NVSB with an issued and paid-up share capital of RM100 comprising 100 ordinary shares for each subsidiary. Following the completion of the subscription, BSB, CVSB and NVSB became wholly-owned subsidiaries of FBG Land.
- (d) On 7 April 2025, FBG Land, a wholly-owned subsidiary of the Company, incorporated four subsidiaries known as AVSB, GVSB, HVSB and KVSb with an issued and paid-up share capital of RM100 comprising 100 ordinary shares for each subsidiary. Following the completion of the subscription, AVSB, GVSB, HVSB and KVSb became wholly-owned subsidiaries of FBG Land.
- (e) On 8 April 2025, FBG Land, a wholly-owned subsidiary of the Company, incorporated six subsidiaries known as DVSB, EVSB, FVSB, JVSB, LVSB and MVSB with an issued and paid-up share capital of RM100 comprising 100 ordinary shares for each subsidiary. Following the completion of the subscription, DVSB, EVSB, FVSB, JVSB, LVSB and MVSB became wholly-owned subsidiaries of FBG Land.
- (f) On 30 June 2025, the Company had further subscribed an additional 5,250,000 ordinary shares at RM1 each in PRSB, a wholly-owned subsidiary of the Company, for a total consideration of RM5,250,000, by way of capitalisation of the amount owing by PRSB of RM4,635,452 and a cash consideration of RM614,548. There were no changes in the equity interest of the Company in PRSB.
- (g) On 30 June 2025, the Company had further subscribed an additional 1,520,999 ordinary shares at RM1 each in FPSB, a wholly-owned subsidiary of the Company, for a total consideration of RM1,520,999, by way of capitalisation of the amount owing by FPSB of RM1,520,444 and a cash consideration of RM555. There were no changes in the equity interest of the Company in FPSB.
- (h) On 30 June 2025, the Company had further subscribed an additional 806,900 ordinary shares at RM1 each in FBESB, a wholly-owned subsidiary of the Company, for a total consideration of RM806,900, by way of capitalisation of the amount owing by FBESB of RM801,570 and a cash consideration of RM5,330. There were no changes in the equity interest of the Company in FBESB.
- (i) On 30 June 2025, the Company had further subscribed an additional 199,900 ordinary shares at RM1 each in FBWSB, a wholly-owned subsidiary of the Company, for a total consideration of RM199,900, by way of capitalisation of the amount owing by FBWSB of RM183,300 and a cash consideration of RM16,600. There were no changes in the equity interest of the Company in FBWSB.
- (j) On 30 June 2025, FBG Land had further subscribed an additional 49,900 ordinary shares at RM1 each in FBCSB, a wholly-owned subsidiary of FBG Land, for a total consideration of RM49,900 by way of capitalisation of advances from FBG Land of RM36,337 and a cash consideration of RM13,563. There are no changes in the equity interest of FBG Land in FBCSB.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

- (k) On 5 July 2023, FBG Land, a wholly-owned subsidiary of the Company, incorporated a subsidiary known as FDDSB with issued and paid-up share capital of RM100 comprising 100 ordinary shares. FBG Land had subscribed for 60 ordinary shares at RM1 each representing 60% of the total issued and paid-up share capital of FDDSB. On 31 October 2023, FDDSB then increased its issued share capital from RM100 to RM100,000. FDDSB had further subscribed for its portion of the equity RM59,940 new ordinary shares and retain its 60% equity interests.
- (l) On 16 October 2023, WSB, a wholly-owned subsidiary of FBG Land, had reduced its issued and paid-up share capital from RM34,000,000 to RM100 by returning a total of RM33,999,900 to FBG Land. There are no changes in the equity interest of FBG Land in WSB.
- (m) On 8 April 2024, the Company incorporated a subsidiary known as FBGSB with an issued and paid-up share capital of RM100 comprising 100 ordinary shares. Following the completion of the subscription, FBGSB became a wholly-owned subsidiary of the Company.
- (n) On 5 June 2024, FBG Land had further subscribed an additional 3,685,000 ordinary shares at RM1 each in FRDSB, a 55%-owned subsidiary of FBG Land, for a total consideration of RM3,685,000 by way of capitalisation of advances from FBG Land. There are no changes in the equity interest of FBG Land in FRDSB.
- (o) On 20 June 2024, the Company further subscribed an additional 17,000,000 ordinary shares at RM1 each in PRSB, a wholly-owned subsidiary of the Company, for a total consideration of RM17,000,000, by way of capitalisation of the amount owing by PRSB of RM15,727,987 and a cash consideration of RM1,272,013. There are no changes in the equity interest of the Company in PRSB.

The non-controlling interests at the end of the reporting period comprise the following:-

	Effective Equity Interest		The Group	
	2025	2024	2025	2024
	%	%	RM'000	RM'000
BVSB Group	49	49	11,271	13,528
FRDSB	45	45	7,249	6,397
Other individually immaterial subsidiaries			(377)	(190)
			18,143	19,735

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The summarised financial information (before intra-group elimination) for each subsidiary that has non-controlling interests that are material to the Group is as follows:-

	BVSB Group	
	2025	2024
	RM'000	RM'000
<u>At 30 June</u>		
Non-current assets	11,305	11,025
Current assets	11,822	16,959
Current liabilities	(124)	(376)
Net assets	23,003	27,608
<u>Financial Year Ended 30 June</u>		
Revenue	-	14,953
(Loss)/Profit for the financial year/Total comprehensive (expense)/income	(705)	4,149
Total comprehensive (expense)/income attributable to non-controlling interests	(346)	2,033
Dividends paid to non-controlling interests	(1,911)	-
Net cash flows from operating activities	596	2,745
Net cash flows from investing activities	52	28
Net cash flows for financing activities	(3,900)	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

6. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The summarised financial information (before intra-group elimination) for each subsidiary that has non-controlling interests that are material to the Group is as follows (Cont'd):-

	FRDSB	
	2025	2024
	RM'000	RM'000
<u>At 30 June</u>		
Non-current assets	277	381
Current assets	45,416	34,309
Non-current liabilities	(6,368)	(8,239)
Current liabilities	(23,217)	(12,235)
Net assets	16,108	14,216
<u>Financial Year Ended 30 June</u>		
Revenue	15,200	9,132
Loss for the financial year/Total comprehensive expense	(108)	(1,132)
Total comprehensive expense attributable to non-controlling interests	(49)	(510)
Net cash flows for operating activities	(7,593)	(5,680)
Net cash flows from investing activities	*	1,257
Net cash flows from financing activities	7,621	2,879

Note:-

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

7. INVESTMENTS IN ASSOCIATES

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Unquoted shares, at cost	16,088	11,958	20	20
Share of post-acquisition profit, net of dividend received	7,146	17,976	-	-
	23,234	29,934	20	20

The details of the associates are as follows:-

Name of Associate	Principal Place of Business and Country of Incorporation	Percentage of Ownership		Principal Activities
		2025	2024	
		%	%	
<i>Associates of the Company</i>				
BFB Project Pty. Ltd. ("BFB")**	Australia	-	44	Property development
Leeka FB Fitzroy Pty. Ltd. (formerly known as Beulah FB Fitzroy Pty. Ltd.) ("BFBF")*	Australia	45	45	Property development
Beulah Northcote Land Pty. Ltd. ("BNLPT")*	Australia	49	49	Property development
Kerjaya Jutamas Sdn. Bhd. ("KJSB")	Malaysia	20	20	Logging and trading of timbers
<i>Subsidiary of the BFB</i>				
320 Queen Street Project Pty. Ltd. ("320-Q")* #	Australia	-	50	Property development

Notes:-

* - Not required to be audited under the laws of the country of incorporation.

- This associate has been classified as held for sale in current financial year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

7. INVESTMENTS IN ASSOCIATES (CONT'D)

(a) The summarised financial information for each associate that is material to the Group is as follows:-

	BNLPT	
	2025	2024
	RM'000	RM'000
<u>At 30 June</u>		
Current asset/Net asset	31,163	19,122
Carrying amount of the Group's interests in this associate	16,065	8,930

	KJSB	
	2025	2024
	RM'000	RM'000
<u>At 30 June</u>		
Non-current assets	19,200	19,356
Current assets	19,037	26,228
Non-current liabilities	(793)	(764)
Current liabilities	(1,601)	(4,024)
Net assets	35,843	40,796
<u>Financial Year Ended 30 June</u>		
Revenue	27,059	48,052
(Loss)/Profit for the financial year/Total comprehensive (expense)/income	(4,453)	5,318
Group's share of (loss)/profit for the financial year/Other comprehensive (expense)/income	(890)	1,077
Dividend received	(100)	(2,960)
Carrying amount of the Group's interests in this associate	7,169	8,159

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

7. INVESTMENTS IN ASSOCIATES (CONT'D)

- (b) In the previous financial year, the summarised financial information for associate classified as held for sale in current financial year that is material to the Group is as follows:-

	BFB Group 2024 RM'000
<u>At 30 June</u>	
Non-current assets	49,992
Current assets	159,835
Non-current liabilities	(48,148)
Current liabilities	(103,065)
Non-controlling interests	(29,707)
Net assets	28,907
<u>Financial Year Ended 30 June</u>	
Revenue	6,142
Profit for the financial year	2,300
Non-controlling interests	(1,150)
Profit attributable to owners of the associate	1,150
Other comprehensive income	353
Total comprehensive income	1,503
Group's share of loss for the financial year	(949)
Group's share of other comprehensive income	157
Carrying amount of the Group's interests in this associate	12,845

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

8. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.7.2024 RM'000	Additions RM'000	Disposals/ Write off RM'000	Depreciation Charges RM'000	At 30.6.2025 RM'000
2025					
<i>Carrying Amount</i>					
Freehold land	5,518	-	-	-	5,518
Buildings	1,036	-	-	(30)	1,006
Plant and machinery	12,512	402	*	(2,300)	10,614
Motor vehicles	1,323	438	*	(417)	1,344
Furniture, fittings and office equipment	431	269	(6)	(240)	454
Renovations	9	49	-	(7)	51
Land development expenditure, fish pond and equipment	11	-	-	-	11
Immature bearer plants	6,651	2,959	-	-	9,610
Telecommunication equipment	*	-	-	-	-
Capital work-in-progress	7,650	2,412	-	-	10,062
	35,141	6,529	(6)	(2,994)	38,670

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At 1.7.2023 RM'000	Additions RM'000	Disposal/ Write off RM'000	Depreciation Charges RM'000	At 30.6.2024 RM'000
2024					
<i>Carrying Amount</i>					
Freehold land	5,518	-	-	-	5,518
Buildings	1,066	-	-	(30)	1,036
Plant and machinery	15,405	550	-	(3,443)	12,512
Motor vehicles	729	895	-	(301)	1,323
Furniture, fittings and office equipment	202	375	(9)	(137)	431
Renovations	18	-	-	(9)	9
Land development expenditure, fish pond and equipment	11	-	-	-	11
Immature bearer plants	3,914	2,737	-	-	6,651
Telecommunication equipment	*	-	-	-	*
Capital work-in-progress	5,953	1,697	-	-	7,650
	32,816	6,254	(9)	(3,920)	35,141

Note:

* Amount less than RM500.

The Company	At 1.7.2024 RM'000	Depreciation Charge RM'000	At 30.6.2025 RM'000
2025			
<i>Carrying Amount</i>			
Office equipment	6	(4)	2

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	At 1.7.2023 RM'000	Addition RM'000	Depreciation Charge RM'000	At 30.6.2024 RM'000
The Company				
2024				
<i>Carrying Amount</i>				
Office equipment	*	8	(2)	6

	At Cost RM'000	Accumulated Depreciation RM'000	Accumulated Impairment Losses RM'000	Carrying Amount RM'000
The Group				
2025				
Freehold land	7,742	-	(2,224)	5,518
Buildings	1,526	(520)	-	1,006
Plant and machinery	62,386	(51,015)	(757)	10,614
Motor vehicles	7,623	(6,279)	-	1,344
Furniture, fittings and office equipment	2,711	(2,257)	-	454
Renovations	1,526	(1,475)	-	51
Land development expenditure, fish pond and equipment	59	(48)	-	11
Immature bearer plants	9,610	-	-	9,610
Telecommunication equipment	20	(20)	-	-
Capital work-in-progress	10,062	-	-	10,062
	103,265	(61,614)	(2,981)	38,670

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Group	At Cost RM'000	Accumulated Depreciation RM'000	Accumulated Impairment Losses RM'000	Carrying Amount RM'000
2024				
Freehold land	7,742	-	(2,224)	5,518
Buildings	1,526	(490)	-	1,036
Plant and machinery	68,146	(54,877)	(757)	12,512
Motor vehicles	7,636	(6,313)	-	1,323
Furniture, fittings and office equipment	2,458	(2,027)	-	431
Renovations	1,477	(1,468)	-	9
Land development expenditure, fish pond and equipment	59	(48)	-	11
Immature bearer plants	6,651	-	-	6,651
Telecommunication equipment	20	(20)	-	*
Capital work-in-progress	7,650	-	-	7,650
	103,365	(65,243)	(2,981)	35,141
The Company				
2025				
Office equipment	22	(20)	-	2
2024				
Office equipment	22	(16)	-	6

Note:

* Amount less than RM500.

- (a) Included in the freehold land and buildings of the Group were certain land and buildings with a total carrying amount of RM2,047,000 (2024 - RM2,047,000) which have been pledged to a licensed bank as security for bank guarantees granted to the Group.
- (b) Included in the property, plant and equipment of the Group were plant and machinery, and motor vehicles held under hire purchase arrangements with a total carrying amount of RM2,343,000 (2024 - RM2,527,000) and RM1,290,000 (2024 - RM1,305,000) respectively. These assets have had been pledged as security for the hire purchase payables of the Group as disclosed in Note 34 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

9. INVESTMENT PROPERTIES

	The Group	
	2025	2024
	RM'000	RM'000
At cost:-		
At 1 July 2024/2023	45,905	45,410
Add: Additional Cost	1,611	914
Less: Written off during the financial year	(845)	(419)
At 30 June	46,671	45,905
Accumulated depreciation:-		
At 1 July 2024/2023	-	-
Depreciation during the financial year	(50)	-
At 30 June	(50)	-
Less: Accumulated impairment losses	(612)	(612)
At 30 June	46,009	45,293
Fair value	53,116	52,282

The investment properties comprise mainly freehold land which is not depreciated.

The fair values of the investment properties are within level 2 of the fair value hierarchy and are arrived at by reference to market evidence of transaction prices for similar properties and are performed by registered valuers having appropriate recognised professional qualification and recent experience in the locations and category of properties being valued. The most significant input into this valuation approach is the price per square foot of comparable properties. Adjustments are then made for differences in location, size, facilities available, market conditions and other factors in order to arrive at a common basis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

10. RIGHT-OF-USE ASSETS

The Group	At 1.7.2024 RM'000	Additions RM'000	Depreciation Charges RM'000	At 30.6.2025 RM'000
2025				
<i>Carrying Amount</i>				
Land lease	631	-	(373)	258
Motor vehicle	-	55	(34)	21
Office equipment	9	-	(3)	6
Office premises	43	418	(92)	369
Plant and machinery	768	4,072	(2,244)	2,596
Shop lots	167	-	(49)	118
	1,618	4,545	(2,795)	3,368

The Group	At 1.7.2023 RM'000	Additions RM'000	Depreciation Charges RM'000	Derecognition Due to Lease Modification RM'000	At 30.6.2024 RM'000
2024					
<i>Carrying Amount</i>					
Land lease	523	444	(336)	-	631
Office equipment	12	-	(3)	-	9
Office premises	99	-	(56)	-	43
Plant and machinery	330	1,381	(943)	-	768
Shop lots	347	-	(93)	(87)	167
	1,311	1,825	(1,431)	(87)	1,618

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

10. RIGHT-OF-USE ASSETS (CONT'D)

The Group leases certain pieces of leasehold land, motor vehicle, office equipment, office premises, certain plant and machinery and shop lots of which the leasing activities are summarised below:-

- | | |
|-------------------------|---|
| (i) Land lease | The Group has entered into 3 (2024 - 3) non-cancellable operating lease agreement for the use of land. The leases are for a period of 2 and 3 (2024 - 3) years with an option to renew the lease after that date. |
| (ii) Motor vehicle | The Group leases 1 (2024 - Nil) motor vehicle for a period of 2 (2024 - Nil) years. |
| (iii) Office equipment | The Group leases 1 (2024 - 1) office equipment with remaining period of 5 (2024 - 3) years. |
| (iv) Office premises | The Group leases 1 (2024 - 1) office premises for a period of 2 and 5 (2024 - 2) years, with an option to renew the lease after that date. |
| (v) Plant and machinery | The Group leases 16 (2024 - 13) plant and machinery between 1 to 3 (2024 - 2 and 3) years. |
| (vi) Shop lots | The Group leases 3 (2024 - 3) shop lot units between 1 and 5 years (2024 - 1 and 5) years, with an option to renew the lease after that date. |

The Group also has leases with lease terms of 12 months or less and leases of equipment and machines with low value. The Group has applied the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

11. BIOLOGICAL ASSETS

	The Group	
	2025	2024
	RM'000	RM'000
At cost:-		
At 1 July 2024/2023	715	164
Add: Additional Cost	233	551
At 30 June	948	715

The Group's biological assets consist of eucalyptus plantations cultivated for future harvesting.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

11. BIOLOGICAL ASSETS (CONT'D)

The Group has applied the cost model as the Directors are of the opinion that fair value cannot be measured reliably at this stage. The trees on the plantations are still immature, and market-determined prices or values are not readily available. Furthermore, alternative estimates of fair value are considered unreliable due to the long biological transformation cycle and the absence of observable market inputs.

The biological assets are carried in the Group's financial statements at cost less accumulated impairment losses.

12. INVESTMENT SECURITIES

	The Group/ The Company	
	2025	2024
	RM'000	RM'000
Quoted shares, at fair value	6,877	14,932

The Group and the Company have designated these equity instruments at fair value through other comprehensive income because the Group and the Company intend to hold for long-term strategic purposes.

13. INTANGIBLE ASSETS

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Transferable club membership, at cost	375	375	-	-
Trademarks	81	10	51	-
	456	385	51	-
Accumulated amortisation:-				
At 1 July 2024/2023	(25)	(16)	-	-
Amortisation during the financial year	(15)	(9)	(4)	-
At 30 June	(40)	(25)	(4)	-
	416	360	47	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

14. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Note	The Group		The Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current assets:-					
Prepayments	(a)	56,803	57,416	-	-
Current assets:-					
Other receivables	(b)	28,011	4,822	-	33
Allowance for impairment losses		(4,343)	(4,343)	-	-
		23,668	479	-	33
Advances to subcontractors		2,262	2,850	-	-
Deposits		22,590	7,035	1	1
Prepayments	(a)	3,716	5,673	4	29
		52,236	16,037	5	63
		109,039	73,453	5	63

- (a) Included in prepayments are advance payments of RM57,768,000 (2024 - RM52,729,000) made for the future supply of timber logs. The cost of timber logs extracted/supplied will be progressively set off against the advance payments.
- (b) Included in other receivables is an amount owing by a third party of RM19,197,821 (2024 - Nil) represents unsecured interest-bearing advances at 10.00% (2024 - Nil) which is repayable on demand. The amount owing is to be settled by cash.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

15. INVENTORIES

	The Group	
	2025	2024
	RM'000	RM'000
<u>Non-current</u>		
Land held for future property development	13,711	13,711
<u>Current</u>		
Timber:		
- work-in-progress	960	960
Property development costs	57,115	28,848
Completed development units	467	467
Others	1,794	2,090
	60,336	32,365
Recognised in profit or loss:-		
Inventories recognised as cost of sales	118,664	213,252

Included in property development costs is a piece of freehold land, which is pledged as security for term loan facilities of a subsidiary as disclosed in Note 35 to the financial statements.

16. CONTRACT COST ASSETS

	The Group	
	2025	2024
	RM'000	RM'000
Incremental costs of obtaining a contract	133	2,384
Costs to fulfil a contract	1,230	18,744
	1,363	21,128

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

16. CONTRACT COST ASSETS (CONT'D)

- (a) The incremental costs of obtaining contracts primarily comprise sales commission and other incremental costs paid to secure sales contracts for the Company's property development activities. These contract costs are recoverable and amortised over the period in which the related revenue is recognised. During the financial year, the amount amortised and recorded in profit or loss amounted to RM6,159,000 (2024 - RM6,115,000).
- (b) The costs to fulfil a contract represent cost incurred that is used to fulfil the contract in the future. The costs are to be amortised over the period, consistent with the pattern of recognition of the associated revenue. During the financial year, the amount amortised and recorded in profit or loss amounted to RM44,949,000 (2024 - RM43,028,000).

17. TRADE RECEIVABLES

	The Group	
	2025	2024
	RM'000	RM'000
Trade receivables	109,178	51,957
Allowance for impairment losses (Note 55.1 (b)(iii))	(4,391)	(1,821)
	104,787	50,136

The Group's normal trade credit terms range from 30 to 180 days (2024 - 30 to 90 days). Other credit terms are assessed and approved on a case-by-case basis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

18. CONTRACT ASSETS/(LIABILITIES)

	The Group	
	2025	2024
	RM'000	RM'000
Contract Assets		
At 1 July 2024/2023	127,495	36,887
Performance obligations performed	434,011	425,415
Billings to customers during the financial year	(410,128)	(334,162)
Retention sum	25,259	(645)
Net impairment losses recognised in profit or loss	17,154	-
At 30 June	193,791	127,495
Allowance for impairment losses:-		
At 1 July 2024/2023	(28,188)	(28,188)
Reversal during the financial year (Note 46)	17,154	-
Written off during the financial year	11,034	-
At 30 June	-	(28,188)

- (a) The contract assets primarily relate to the Group's right to consideration for work performed but not yet billed as at the reporting date. The amount will be transferred to trade receivables when the Group issues billing in the matter as established in the contracts with customers.

	The Group	
	2025	2024
	RM'000	RM'000
Contract Liabilities		
At 1 July 2024/2023	(5,572)	(32,967)
Contract liabilities at the beginning of financial year recognised as revenue	1,732	30,654
Performance obligations performed	36,625	15,198
Amounts billed for unfulfilled performance obligations	(31,495)	(18,457)
Retention sum	(9,711)	-
Reversal of liquidated ascertained damages	3,840	-
At 30 June	(4,581)	(5,572)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

18. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

- (b) The contract liabilities primarily relate to advances received from customers to render construction services. The amount will be recognised as revenue when the performance obligations are satisfied.
- (c) In the previous financial year, the amount disclosed included provision for liquidated ascertained damages ("LAD") amounting to RM3,840,000. LAD was recognised based on the terms of the applicable construction agreements for expected LAD to be claimed by contract customers in respect of construction projects undertaken by the Group.
- (d) As at the end of the reporting period, the transaction price allocated to the unsatisfied or partially unsatisfied performance obligations of long-term contracts is RM995,897,000 (2024 - RM1,426,237,000). These remaining performance obligations are expected to be recognised as below:-

	The Group	
	2025	2024
	RM'000	RM'000
Within 1 year	608,449	487,683
Between 2 and 5 years	387,448	938,554
	995,897	1,426,237

19. AMOUNTS OWING BY/(TO) SUBSIDIARIES

	The Company	
	2025	2024
	RM'000	RM'000
Amount Owing by Subsidiaries		
Trade balances	84	15
Non-trade balances:		
- Interest-bearing at 5.85% (2024 - 2.53%) per annum	8,550	10,721
- Interest-free	53,739	54,007
	62,373	64,743

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

19. AMOUNTS OWING BY/(TO) SUBSIDIARIES (CONT'D)

	The Company	
	2025	2024
	RM'000	RM'000
Amount Owing to Subsidiaries		
Non-trade balances:		
- Interest-bearing at 7.12% (2024 - 2.53%) per annum	(1,961)	(4,121)
- Interest-free	(3,328)	(2,017)
	(5,289)	(6,138)

- (a) The trade balances are subject to the normal credit term of 60 (2024 - 60) days.
- (b) The non-trade balances are unsecured advances and payments made on behalf which are repayable on demand.
- (c) The amounts owing are to be settled in cash.

20. AMOUNTS OWING BY/(TO) ASSOCIATES

The amounts owing are non-trade in nature, unsecured interest-free advances and payments made on behalf which are repayable on demand. The amounts owing are to be settled in cash.

21. SHORT-TERM INVESTMENTS

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Money market funds, at fair value	21,137	66,719	11	558

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

22. FIXED DEPOSITS WITH LICENSED BANKS

The fixed deposits with licensed banks of the Group at the end of the reporting period bore effective interest rates ranging from 2.10% to 2.25% (2024 - 2.25% to 2.80%) per annum. The fixed deposits have maturity periods ranging from 30 to 60 (2024 - 30 to 365) days.

Included in the fixed deposits with licensed banks of the Group at the end of the reporting period was an amount of RM6,821,000 (2024 - RM9,551,000) which has been pledged to a licensed bank as security for banking facilities granted to the Group as disclosed in Notes 35 and 38 to the financial statements respectively.

23. CASH AND BANK BALANCES

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Cash and bank balances	20,521	18,043	30	530
Cash held under housing development accounts	32,369	60,373	-	-
	52,890	78,416	30	530

Cash held under housing development accounts are held pursuant to Section 7A of the Housing Development (Control and Licensing) Act 1966, as amended by the Housing Developers (Housing Development Account) (Amendment) Regulation, 2002. The amount is held at call with banks and is available only to the subsidiaries involved in the property development activities.

24. ASSET HELD FOR SALE

On 11 October 2024, FBG Land Sdn. Bhd. (formerly known as Fajarbaru Land (M) Sdn. Bhd.), a wholly-owned subsidiary of the Company, entered into an agreement to dispose of its entire equity interest 44.44% in BFB Project Pty. Ltd. for a total consideration of AUD4,200,000 (equivalent to RM12,108,180). Accordingly, the carrying amount of this associate has been classified as asset held for sale.

The Group expects to record an estimated net gain on disposal of RM250,000 from the disposal which is expected to be completed in subsequent financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

25. SHARE CAPITAL

	The Group/The Company			
	2025 Number Of Shares	2024 Number Of Shares	2025 RM'000	2024 RM'000
Issued and Fully Paid-Up				
Ordinary shares				
At 30 June/1 July 2024/2023	744,689,148	744,689,148	221,534	221,534

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

26. TREASURY SHARES

Treasury shares relate to ordinary shares of the Company that are held by the Company. The amount consists of the acquisition costs of treasury shares net of the proceeds received on their subsequent sales and issuance and distribution of treasury share dividend.

As at 30 June 2025, the Company held a total of 3,075,764 treasury shares out of the total of 744,689,148 issued and fully paid-up ordinary shares. The treasury shares are held at a carrying amount of RM1,654,910. The ordinary shares purchased are being held as treasury shares in accordance with Section 127(6) of the Companies Act 2016.

Treasury shares have no rights to voting, dividends and participation in any other distribution. Treasury shares shall not be taken into account in calculating the number or percentage of shares or of a class of shares in the Company for any purposes including substantial shareholding, take-overs, notices, the requisition of meeting, the quorum for a meeting and the result of a vote on a resolution at a meeting.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

27. WARRANT RESERVE

Warrants 2021/2026 ("Warrants C")

On 15 October 2021, the Company issued a rights issue of 370,806,692 new ordinary shares of RM0.10 each with 370,806,692 free detachable new warrants on the basis of one (1) rights share and one (1) warrant for every one (1) existing ordinary shares held in the Company at an exercise price of RM0.43 per warrant. These warrants were listed and quoted on the Main Market of Bursa Malaysia Securities Berhad on 25 October 2021.

The salient terms of the warrants C are as follows:-

- (i) The exercise period commenced on the date of issue of the warrants and will expire five years from the date of issuance. Warrants that are not exercised during the exercise period will thereafter lapse and cease to be valid.
- (ii) The warrants are issued in registered form and constituted by a Deed Poll dated 8 September 2021.
- (iii) The exercise price is RM0.43 payable in full in respect of each new share of the Company issued upon the exercise of the warrant. Each warrant carries the entitlement to subscribe for one (1) new ordinary share of the Company.

The movement of the Company's warrants are as follows:-

	The Group/ The Company	
	2025/2024	2025/2024
	Number of Warrants	RM'000
At 30 June/1 July 2024/2023	370,806,692	9,535

28. OTHER RESERVE

Included in the other reserve is the reserve arising from discount on acquisition of non-controlling interests by the Group and waiver of debts due to non-controlling interests.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

29. FAIR VALUE RESERVE

Fair value reserve represents the cumulative fair value changes (net of tax, where applicable) of investments designated at fair value through other comprehensive income.

30. FOREIGN EXCHANGE TRANSLATION RESERVE

The foreign exchange translation reserve arose from the translation of the financial statements of foreign subsidiary and the Group's share of associates' foreign currency translation differences whose functional currencies are different from the Group's presentation currency.

31. DEFERRED TAX LIABILITIES

	At 1.7.2024 RM'000	Recognised in Profit or Loss (Note 47) RM'000	At 30.6.2025 RM'000
The Group			
2025			
<i>Deferred Tax Liabilities</i>			
Investment properties	7,393	-	7,393
Accelerated capital allowances	870	-	870
Contract assets	11,138	(1,996)	9,142
	19,401	(1,996)	17,405

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

31. DEFERRED TAX LIABILITIES (CONT'D)

The Group	At 1.7.2023 RM'000	Recognised in Profit or Loss (Note 47) RM'000	At 30.6.2024 RM'000
2024			
<i>Deferred Tax Liabilities</i>			
Investment properties	7,393	-	7,393
Accelerated capital allowances	870	-	870
Contract assets	-	11,138	11,138
	8,263	11,138	19,401
<i>Deferred Tax Asset</i>			
Others	(690)	690	-
	7,573	11,828	19,401

32. LEASE LIABILITIES

	The Group	
	2025 RM'000	2024 RM'000
At 1 July 2024/2023	1,699	1,346
Additions (Notes 10 and 50(a))	4,545	1,825
Derecognition due to lease modification	-	(91)
Interest expense recognised in profit or loss (Note 45)	202	135
Repayment of principal	(2,739)	(1,381)
Repayment of interest expense	(202)	(135)
At 30 June	3,505	1,699
Analysed by:-		
Current liabilities	2,355	1,235
Non-current liabilities	1,150	464
	3,505	1,699

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

32. LEASE LIABILITIES (CONT'D)

The interest rate profile of the lease liabilities of the Group are summarised below:-

	Interest Rate	
	The Group	
	2025	2024
	%	%
Lease liabilities	3.70 - 6.24	3.70 - 6.17

33. LONG-TERM BORROWINGS

	The Group	
	2025	2024
	RM'000	RM'000
Hire purchase payables (Note 34)	1,118	1,511
Term loans (Note 35)	6,200	7,972
	7,318	9,483

34. HIRE PURCHASE PAYABLES

	The Group	
	2025	2024
	RM'000	RM'000
At 1 July 2024/2023	2,645	2,662
Additions	643	1,117
Interest expense recognised in profit or loss (Note 45)	128	137
Repayment of principal	(1,240)	(1,134)
Repayment of interest expense	(128)	(137)
At 30 June	2,048	2,645

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

34. HIRE PURCHASE PAYABLES (CONT'D)

	The Group	
	2025	2024
	RM'000	RM'000
Analysed by:-		
Current liabilities (Note 38)	930	1,134
Non-current liabilities (Note 33)	1,118	1,511
	2,048	2,645

The hire purchase payables are secured by:-

- (i) a corporate guarantee by the Company; and
- (ii) the plant and machinery, and motor vehicles under hire purchase arrangements are disclosed in Note 8 to the financial statements.

35. TERM LOANS

	The Group	
	2025	2024
	RM'000	RM'000
Current liabilities (Note 38)	2,619	1,364
Non-current liabilities (Note 33)	6,200	7,972
	8,819	9,336

(a) The term loans are secured by:-

- (i) a third party and a first party charge over a piece of freehold land as disclosed in Note 15 to the financial statements;
- (ii) a debenture for RM26,000,000 over fixed and floating assets, both present and future;
- (iii) fixed deposits with licensed banks of the Group as disclosed in Note 22 to the financial statements;
- (iv) a corporate guarantee of the Company; and
- (v) joint and several guarantees by shareholders of a subsidiary.

(b) The term loans are secured by a negative pledge that imposes certain covenants of the Group. The significant covenant of the term loans is gearing ratio shall not exceed 1.0 times.

The Group has complied with the loan covenants.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

36. TRADE PAYABLES

The normal trade credit terms granted to the Group ranging from 30 to 90 (2024 - 30 to 90) days.

Included in the Group's trade payables are retention sums which are expected to be settled as below:-

	The Group	
	2025	2024
	RM'000	RM'000
Within 1 year	8,425	14,095
More than 1 year	18,570	6,258
	26,995	20,353

37. OTHER PAYABLES AND ACCRUALS

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Other payables:-				
Third parties	12,760	6,838	94	103
Sales and service tax payable	6	7	-	-
	12,766	6,845	94	103
Accruals	13,503	9,543	103	93
Deposits received	7,332	296	-	-
	33,601	16,684	197	196

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

38. SHORT-TERM BORROWINGS

	The Group	
	2025	2024
	RM'000	RM'000
Hire purchase payables (Note 34)	930	1,134
Term loans (Note 35)	2,619	1,364
Invoice financing facility	37,960	5,755
Revolving credit	45,000	30,000
Bill discounting	-	11,699
Promissory notes	-	9,896
	86,509	59,848

- (a) The invoice financing facility, revolving credit, bill discounting and promissory notes are secured by:-
- (i) a corporate guarantee of the Company; and
 - (ii) fixed deposits with licensed banks of the Group as disclosed in Note 22 to the financial statements.
- (b) The interest rate profile of the short-term borrowings of the Group are summarised below:-

Interest Rate		Effective Interest Rate	
		The Group	
		2025	2024
		%	%
Hire purchase payables	Fixed	3.60 - 6.56	3.60 - 6.40
Term loans	Floating	6.28	6.25 - 6.26
Invoice financing facility	Floating	4.58 - 5.14	4.74 - 5.19
Revolving credit	Floating	5.87	5.95
Bill discounting	Floating	-	5.33
Promissory notes	Floating	-	4.98 - 5.34

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

39. REVENUE

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Revenue from Contracts with Customers				
<u>Recognised over time</u>				
Construction contracts	346,093	165,033	-	-
Property development	126,275	306,234	-	-
	472,368	471,267	-	-
<u>Recognised at a point in time</u>				
Services	793	1,145	-	-
Trading	13,893	24,507	-	-
	14,686	25,652	-	-
	487,054	496,919	-	-
Revenue from Other Sources				
Management fee	85	28	254	253
Investment fund income	69	71	10	24
Dividend income	393	393	15,713	14,321
Others	7	-	-	-
	554	492	15,977	14,598
	487,608	497,411	15,977	14,598

(a) The revenue of the Group and of the Company are derived entirely in Malaysia.

(b) The information on the unsatisfied performance obligation is disclosed in Note 18(d) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

39. REVENUE (CONT'D)

(c) The information about the performance obligations in contracts with customers is summarised below:-

<u>Nature of Goods or Services</u>	<u>Timing and Method of Revenue Recognition</u>	<u>Significant Payment Terms</u>	<u>Variable Considerations</u>	<u>Warranty and Obligation for Returns or Refunds</u>
Construction Contracts	When services are rendered using the cost incurred method.	Based on agreed milestones certified by architects. The credit period ranging from 60 to 90 days from the invoice date.	Contract stipulates a predetermined rate for late penalty charges, which is capped at a specified amount.	Defect liability period ranging from 12 to 30 months are given to customers.
Property Development	When services are rendered using the input method by reference to the property development cost incurred up to the end of the reporting period as a percentage of total estimated costs for complete satisfaction of the contract.	Based on agreed milestones certified by architects. The credit period is 30 days from the date of progress billings.	Contract stipulates a predetermined rate for late penalty charges, which is capped at a specified amount.	Defect liability period of 24 months are given to the customers.
Rendering Services	When services are rendered.	Credit period ranging from 30 to 60 days from the invoice date.	Not applicable.	Not applicable.
Trading	When the goods are delivered and accepted by customers.	Credit periods ranging from 30 to 60 days from the invoice date.	Not applicable.	Not applicable.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

39. REVENUE (CONT'D)

- (d) The information of the revenue from other sources is summarised below:-

Management Fees

Management fees are recognised in the period in which the services are rendered.

Investment Fund Income

Investment fund income is recognised when the right to receive dividend payment is established.

Dividend Income

Dividend income is recognised when the right to receive dividend payment is established.

40. OTHER INCOME

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Gain on disposal of property, plant and equipment	2,369	415	-	-
Realised gain on foreign exchange	-	484	-	-
Gain on investment funds:				
- realised	1,751	1,881	34	47
- unrealised	61	180	-	-
Interest income:				
- licensed banks	839	1,325	9	7
- short-term highly liquid investment bank	52	28	-	-
- short-term investments	70	321	-	*
- subsidiaries	-	-	436	289
- others	1,693	-	-	-
Insurance claims received	42	427	-	-
Management fees	120	120	-	-
Waiver of debts	176	-	-	-
Others	1,170	1,037	-	-
	8,343	6,218	479	343

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

41. STAFF COSTS

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Salaries, bonuses and other benefits	30,956	27,253	278	218
Defined contribution benefit	3,347	2,506	-	-
Other staff related expenses	2,013	2,446	113	181
	36,316	32,205	391	399
Less: Amount classified as:				
- cost of finished goods	(11,891)	(8,105)	-	-
- project expenses	(328)	(441)	-	-
	24,097	23,659	391	399

Included in staff costs of the Group and of the Company are directors' remuneration amounting to RM5,231,000 (2024 – RM4,296,000) and RM308,000 (2024 – RM306,000) respectively as disclosed in Note 42 to the financial statements.

42. DIRECTORS' REMUNERATION

The aggregate amounts of emoluments received and receivable by directors of the Group and of the Company during the financial year are as follows:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Fees	452	378	278	218
Salaries, bonuses and other benefits	4,443	3,581	30	25
Defined contribution benefits	332	270	-	-
Others	4	67	-	63
	5,231	4,296	308	306

The estimated monetary value of benefits-in-kind provided by the Group and by the Company to the directors of the Company were RM57,000 and RM7,000 (2024 - RM57,000 and RM7,000) respectively.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

43. DEPRECIATION

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Depreciation of property, plant and equipment	2,994	3,920	4	2
Depreciation of investment properties	50	-	-	-
Depreciation of right-of-use assets	2,795	1,431	-	-
Amortisation of intangible assets	15	9	4	-
	5,854	5,360	8	2
Less: Amount classified as project expenses	(4,922)	(4,651)	-	-
	932	709	8	2

44. OTHER EXPENSES

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Included in other expenses are:-				
Auditors' remuneration:				
- audit fee:				
- Crowe Malaysia PLT				
- statutory audit for the financial year	345	320	80	71
- under/(over)provision in the previous financial year	12	(11)	9	(1)
- non-audit fee:				
- Crowe Malaysia PLT	9	9	9	9
Lease expenses:				
- short-term leases	67	55	2	*
Management fee	-	-	1,254	892
Property, plant and equipment written off	3	7	-	-
Loss on foreign exchange:				
- realised	191	-	-	-
- unrealised	4,250	145	-	-
Unrealised loss on investment funds	820	576	23	18

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

45. FINANCE COSTS

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Interest expenses on:				
- lease liabilities	202	135	-	-
- hire purchase payables	128	137	-	-
- term loans	661	783	-	-
- invoice financing facility	738	166	-	-
- revolving credit	2,209	1,211	-	-
- bill discounting	183	187	-	-
- promissory notes	-	392	-	-
- others	31	42	72	24
	4,152	3,053	72	24
Less: Amount classified as project expenses	(179)	(118)	-	-
	3,973	2,935	72	24

46. NET IMPAIRMENT LOSSES ON FINANCIAL ASSETS AND CONTRACT ASSETS

	The Group	
	2025	2024
	RM'000	RM'000
Impairment losses:		
- trade receivables (Note 17)	2,733	719
Reversal of impairment losses:		
- trade receivables (Note 17)	(3)	(26)
- contract assets (Note 18)	(17,154)	-
	(14,424)	693

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

47. INCOME TAX EXPENSE

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Current tax expense:				
- for the financial year	4,150	8,466	-	119
- (over)/underprovision in the previous financial year	(135)	197	(119)	(6)
	4,015	8,663	(119)	113
Deferred tax expense (Note 31):				
- origination and reversal of temporary differences	(1,996)	11,828	-	-
	(1,996)	11,828	-	-
	2,019	20,491	(119)	113

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

47. INCOME TAX EXPENSE (CONT'D)

A reconciliation of income tax expense applicable to the profit before taxation at the statutory tax rates to income tax expense at the effective tax rate of the Group and of the Company is as follows:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Profit before taxation	8,468	75,964	13,745	13,215
Tax at the statutory tax rate of:-				
- Malaysia 24%	2,034	18,231	3,299	3,172
- Australia 30%	(2)	*	-	-
Tax effects of:-				
Share of result in associates	207	(31)	-	-
Non-deductible expenses	2,037	779	14	2
Non-taxable income	(244)	(508)	(3,452)	(3,055)
Deferred tax assets not recognised during the financial year	737	1,829	139	-
Utilisation of deferred tax assets previously not recognised	(2,615)	(6)	-	-
(Over)/Underprovision of current tax in the previous financial year	(135)	197	(119)	(6)
Income tax expense for the financial year	2,019	20,491	(119)	113

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

47. INCOME TAX EXPENSE (CONT'D)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024 - 24%) of the estimated assessable profit for the financial year. The taxation of other jurisdictions is calculated at the rates prevailing in the respective jurisdiction.

Certain comparative figures have been restated to reflect the revised tax losses carry-forward and other temporary differences available to the Group.

At the end of the reporting period, the amounts of deferred tax assets not recognised (stated at gross) due to uncertainty of their realisation are as follows:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Unused tax losses:				
- expires year of assessment 2028	1,287	1,287	-	-
- expires year of assessment 2029	870	870	-	-
- expires year of assessment 2030	234	234	-	-
- expires year of assessment 2031	957	957	-	-
- expires year of assessment 2032	625	625	-	-
- expires year of assessment 2033	4,939	5,074	-	-
- expires year of assessment 2034	6,645	6,793	351	351
- expires year of assessment 2035	18,726	-	578	-
Unabsorbed capital allowances	2,150	5,804	3	-
Other deductible temporary differences	6,884	29,497	-	-
	43,317	51,141	932	351

Based on the current legislation, the unused tax losses up to the year of assessment 2018 can be carried forward until the year of assessment 2028 and the unused tax losses for 2019 onwards are allowed to be utilised for 10 consecutive years of assessment immediately following that year of assessment; whereas, the unabsorbed capital allowances are allowed to be carried forward indefinitely.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

48. EARNINGS PER SHARE

	The Group	
	2025	2024
Basic earnings per share		
Profit attributable to owners of the Company (RM'000)	7,034	54,014
Weighted average number of ordinary shares in issue (Basic)	741,613,384	741,613,384
Effect of warrants *	-	-
Weighted average number of ordinary shares in issue (Diluted)	741,613,384	741,613,384
Basic earnings per ordinary share attributable to owners of the Company (sen)	0.95	7.28
Diluted earnings per ordinary share attributable to owners of the Company (sen)	0.95	7.28

* The potential conversion of Warrants is anti-dilutive as their exercise price are higher than the average market price of the Company's ordinary shares during the current financial year. Accordingly, the exercise of Warrants has been ignored in the calculation of dilutive earnings per share.

- (a) The basic earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year after deducting for treasury shares.
- (b) The diluted earnings per share is calculated by dividing the consolidated profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year after deducting for treasury shares and adjusted for the effects of dilutive potential ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

49. DIVIDENDS

	The Company	
	2025	2024
	RM'000	RM'000
Paid:		
- interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 30 June 2024	-	7,416
- interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 30 June 2025	7,416	-
	7,416	7,416

50. CASH FLOW INFORMATION

- (a) The cash disbursed for the purchase of property, plant and equipment and the addition of right-of-use assets is as follows:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Property, plant and equipment				
Cost of property, plant and equipment purchased (Note 8)	6,529	6,254	-	8
Less: Acquired through hire purchase arrangements (Note (b) below)	(643)	(1,117)	-	-
	5,886	5,137	-	8

	The Group	
	2025	2024
	RM'000	RM'000
Right-of-use assets		
Cost of right-of-use assets acquired (Note 10)	4,545	1,825
Less: Addition of new lease liabilities (Note (b) below)	(4,545)	(1,825)
	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

50. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows:-

The Group	Lease Liabilities RM'000	Hire Purchase Payables RM'000	Term Loans RM'000	Invoice		Bill Discounting RM'000	Promissory Notes RM'000	Total RM'000
				Financing Facility RM'000	Revolving Credit RM'000			
2025								
At 1 July 2024	1,699	2,645	9,336	5,755	30,000	11,699	9,896	71,030
<u>Changes in Financing</u>								
<u>Cash Flows</u>								
Proceeds from drawdown	-	-	4,000	124,609	90,506	-	-	219,115
Repayment of principal	(2,739)	(1,240)	(4,517)	(92,404)	(75,506)	(11,699)	(9,896)	(198,001)
Repayment of interest	(202)	(128)	(661)	(738)	(2,209)	(183)	-	(4,121)
	(2,941)	(1,368)	(1,178)	31,467	12,791	(11,882)	(9,896)	16,993
<u>Non-cash Changes</u>								
Acquisition of property, plant and equipment (Note (a) above)	-	643	-	-	-	-	-	643
Acquisition of new leases (Note (a) above)	4,545	-	-	-	-	-	-	4,545
Interest expenses recognised in profit or loss (Note 45)	202	128	661	738	2,209	183	-	4,121
	4,747	771	661	738	2,209	183	-	9,309
At 30 June 2025	3,505	2,048	8,819	37,960	45,000	-	-	97,332

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

50. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

The Group	Lease Liabilities RM'000	Hire Purchase Payables RM'000	Term Loans RM'000	Invoice Financing Facility RM'000	Revolving Credit RM'000	Bill Discounting RM'000	Promissory Notes RM'000	Total RM'000
2024								
At 1 July 2023	1,346	2,662	13,593	1,766	45,000	-	15,705	80,072
<u>Changes in Financing</u>								
<u>Cash Flows</u>								
Proceeds from drawdown	-	-	2,200	18,439	139,001	60,009	32,606	252,255
Repayment of principal	(1,381)	(1,134)	(6,457)	(14,450)	(154,001)	(48,310)	(38,415)	(264,148)
Repayment of interest	(135)	(137)	(783)	(166)	(1,211)	(187)	(392)	(3,011)
	(1,516)	(1,271)	(5,040)	3,823	(16,211)	11,512	(6,201)	(14,904)
<u>Non-cash Changes</u>								
Acquisition of property, plant and equipment (Note (a) above)	-	1,117	-	-	-	-	-	1,117
Acquisition of new leases (Note (a) above)	1,825	-	-	-	-	-	-	1,825
Interest expense recognised in profit or loss (Note 45)	135	137	783	166	1,211	187	392	3,011
Modification of lease	(91)	-	-	-	-	-	-	(91)
	1,869	1,254	783	166	1,211	187	392	5,862
At 30 June 2024	1,699	2,645	9,336	5,755	30,000	11,699	9,896	71,030

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

50. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

	The Company	
	2025	2024
	RM'000	RM'000
Amount Owing to A Subsidiary		
At 1 July 2024/2023	4,121	-
<u>Changes in Financing Cash Flows</u>		
Advances received	665	*
Repayment of advances	(3,811)	(33)
	(3,146)	(33)
<u>Non-cash Changes</u>		
Assignment of debts from a subsidiary	986	4,154
At 30 June	1,961	4,121

Note:

* Amount less than RM500.

(c) The total cash outflows for leases as a lessee are as follows:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Payment of short-term leases	67	55	2	*
Interest paid on lease liabilities	202	135	-	-
Payment of lease liabilities	2,739	1,381	-	-
	3,008	1,571	2	*

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

50. CASH FLOW INFORMATION (CONT'D)

(d) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Short-term investments (Note 21)	21,137	66,719	11	558
Fixed deposits with licensed banks (Note 22)	6,821	9,551	-	-
Cash and bank balances (Note 23)	52,890	78,416	30	530
	80,848	154,686	41	1,088
Less: Fixed deposits pledged to licensed banks (Note 22)	(6,821)	(9,551)	-	-
	74,027	145,135	41	1,088

51. RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 6 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

51. RELATED PARTY DISCLOSURES (CONT'D)

(b) Related Party Transactions and Balances

In addition to the related party transactions information disclosed in the statements of cash flows, the Group and the Company also carried out the following transactions with the related parties during the financial year:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Subsidiaries:				
- advances given	-	-	6,633	9,334
- management fees received	-	-	169	225
- management fees paid	-	-	1,254	893
Associates:				
- advances given	-	4,095	-	-
- management fees received	205	148	85	28

The outstanding balances of the related parties together with their terms and conditions are disclosed in Notes 19 and 20 to the financial statements.

(c) Key Management Personnel Compensation

	The Group	
	2025	2024
	RM'000	RM'000
<i>Key management personnel</i>		
<i>Directors</i>		
Fees	452	378
Salaries, bonuses and other benefits	4,443	3,581
Defined contribution benefits	332	270
Others	4	67
	5,231	4,296

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

51. RELATED PARTY DISCLOSURES (CONT'D)

(c) Key Management Personnel Compensation (Cont'd)

	The Group	
	2025	2024
	RM'000	RM'000
<i>Other key management personnel</i>		
Fees	36	160
Salaries, bonuses and other benefits	1,040	776
Defined contribution benefits	117	101
Others	3	2
	1,196	1,039

52. OPERATING SEGMENTS

Operating segments are prepared in a manner consistent with the internal reporting provided to the Board of Directors as its chief operating decision maker in order to allocate resources to segments and to assess their performance. For management purposes, the Group is organised into business units based on their products and services provided.

The Group is organised into 8 main reportable segments as follows:-

- (i) Property development - involved in development of commercial and residential properties.
- (ii) Construction - involved as general contractors in the construction industry.
- (iii) Trading - involved in trading of construction materials.
- (iv) Investment holding - involved in group-level corporate services.
- (v) Logging and trading of timber - involved in the extraction and trading of timber.
- (vi) Services - involved as transportation and logistics service provider.
- (vii) Plantation - involved in cultivation and sale of agricultural products.
- (viii) Others - involved as entertainment event and renewable energy company.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

52. OPERATING SEGMENTS (CONT'D)

The Board of Directors (the chief operating decision maker) review internal management report at least on a quarterly basis. The accounting policies of the reportable segments are the same as the Group's accounting policies.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items mainly comprise corporate assets and expenses.

Segment capital expenditure is the total cost incurred during the period to acquire segment assets that are expected to be used for more than one period.

Income taxes were managed on a group basis and were not allocated to operating segments.

Assets, liabilities, and expenses which were common and cannot be meaningfully allocated to the operating segments were presented under unallocated items. Unallocated items comprise mainly current tax assets, current tax liabilities, and deferred tax liabilities.

Transactions between reportable segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation.

52. OPERATING SEGMENTS (CONT'D)

52.1 BUSINESS SEGMENTS

[illegible]

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

52. OPERATING SEGMENTS (CONT'D)

52.1 BUSINESS SEGMENTS (CONT'D)

2025	Property Development RM'000	Construction RM'000	Trading RM'000	Investment Holding RM'000	Logging and Trading of Timber RM'000	Services RM'000	Plantation RM'000	Others RM'000	The Group RM'000
Results									
Segment profit/(loss)	6,477	6,738	85	(7,964)	(530)	(364)	(567)	(12)	3,863
Depreciation	(312)	(5,476)	(3)	(30)	(33)	-	-	-	(5,854)
Property, plant and equipment written off	-	(3)	-	-	-	-	-	-	(3)
Gain on disposal of equipment	-	2,369	-	*	-	-	-	-	2,369
Interest expense	(683)	(3,265)	(204)	-	-	-	-	-	(4,152)
Interest income	428	389	62	1,721	53	-	1	-	2,654
Net impairment losses on financial assets and contract assets	-	14,424	-	-	-	-	-	-	14,424
Unrealised gain on investment funds	*	-	35	-	-	-	-	26	61
Unrealised loss on investment funds	(246)	(434)	-	(140)	-	-	-	-	(820)
Unrealised loss on foreign exchange	-	-	-	(4,250)	-	-	-	-	(4,250)
Waiver of debt	176	-	-	-	-	-	-	-	176
Consolidated profit before taxation									8,468
Income tax expense									(2,019)
Consolidated profit after taxation									6,449

Note:

* Amount less than RM500.

52. OPERATING SEGMENTS (CONT'D)

52.1 BUSINESS SEGMENTS (CONT'D)

[illegible]

52. OPERATING SEGMENTS (CONT'D)

2024	Property Development	Logging and Trading				The Group
		Construction	Trading	Investment Holding	Plantation	
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue						
External sales	306,234	165,033	9,554	492	1,145	-
Inter-segment sales	-	161,438	82,693	24,927	-	-
Total revenue	306,234	326,471	92,247	25,419	1,145	-
Consolidation adjustments						
Consolidated revenue						
						(269,058)
						497,411

52. OPERATING SEGMENTS (CONT'D)

52.1 BUSINESS SEGMENTS (CONT'D)

2024	Property Development		Construction		Trading		Investment Holding		Logging and Trading of Timber		Services		Plantation		Others		The Group	
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Results																		
Segment profit/(loss)	95,676	(16,248)	1,747	(2,272)	5,471	(377)	(12)	83,529										
Depreciation	(250)	(5,029)	(1)	(22)	(38)	(20)	-	(5,360)										
Property, plant and equipment written off	(7)	-	-	-	-	-	-	(7)										
Gain on disposal of equipment	415	-	-	-	-	-	-	415										
Interest expense	(778)	(2,103)	(169)	-	-	(3)	-	(3,053)										
Interest income	1,023	410	21	191	28	-	1	1,674										
Net impairment losses on financial assets and contract assets	-	26	-	-	(719)	-	-	(693)										
Unrealised gain on investment funds	-	-	65	115	-	-	-	180										
Unrealised loss on investment funds	(557)	-	-	(19)	-	-	-	(576)										
Unrealised loss on foreign exchange	-	-	-	(145)	-	-	-	(145)										
Consolidated profit before taxation																		75,964
Income tax expense																		(20,491)
Consolidated profit after taxation																		55,473

52. OPERATING SEGMENTS (CONT'D)

2024	Property Development		Construction		Trading		Investment Holding		Logging and Trading of Timber		Services		Plantation		Others		The Group	
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Assets																		
Segment assets	281,653		206,317	29,512	521,303	73,205	145	8,224	14	1,120,373								
Unallocated assets:																		
- Current tax assets																		
Consolidated adjustments																	9,279	(483,715)
Additions to non-current assets other than financial instruments are:																		
- Property, plant and equipment	2,102		1,366	-	49	-	-	-	2,737	-	6,254							
- Right-of-use assets	-		1,825	-	-	-	-	-	-	-	1,825							
- Investment properties	914		-	-	-	-	-	-	-	-	914							
- Biological assets	-		-	-	-	-	-	-	551	-	551							
Liabilities																		
Segment liabilities	65,645		155,254	25,642	14,200	50,416	946	9,845	821	322,769								
Unallocated liabilities:																		
- Current tax liabilities																	2,521	
- Deferred tax liabilities																	19,401	
Consolidation adjustments																	(138,138)	
206,553																		

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

52. OPERATING SEGMENTS (CONT'D)

52.2 GEOGRAPHICAL INFORMATION

The information by geographical segment for revenue is not presented as the revenue are derived entirely in Malaysia.

The information by geographical segment for non-current assets is not presented as the non-current assets relating to Australia is immaterial to the Group.

52.3 MAJOR CUSTOMERS

The following are major customers with revenue equal to or more than 10% of the Group revenue:-

	Segment	Revenue	
		2025 RM'000	2024 RM'000
Customer A	Construction	-	49,215
Customer B	Construction	86,451	-
Customer C	Construction	50,218	-
Customer D	Construction	81,674	-

53. CAPITAL COMMITMENT

	The Group	
	2025 RM'000	2024 RM'000
Purchase of property, plant and equipment	1,254	1,846
Purchase of land held for property development	107,420	-
	108,674	1,846

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

54. CONTINGENT LIABILITY

No provisions are recognised on the following matters as it is not probable that a future sacrifice of economic benefits will be required or the amount is not capable of reliable measurement:-

	The Group	
	2025	2024
	RM'000	RM'000
Performance and tender bond granted to contract customers	31,429	37,456

55. FINANCIAL INSTRUMENTS

The activities of the Group and of the Company are exposed to a variety of market risk (including foreign currency risk, interest rate risk and equity price risk), credit risk and liquidity risk. The overall financial risk management policy focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group and of the Company.

55.1 FINANCIAL RISK MANAGEMENT POLICIES

The policies in respect of the major areas of treasury activity are as follows:-

(a) Market Risk

(i) Foreign Currency Risk

The Group is exposed to foreign currency risk on transactions and balances that are denominated in currencies other than the respective functional currencies of entities within the Group. The currencies giving rise to this risk is primarily Australian Dollar ("AUD"). Foreign currency risk is monitored closely on an ongoing basis to ensure that the net exposure is at an acceptable level.

The exposure to foreign currency risk (a currency which is other than the functional currency of the entities within the Group) based on the carrying amounts of the financial instruments at the end of the reporting period is summarised below:-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure

	AUD RM'000
The Group	
2025	
<u>Financial Assets</u>	
Amount owing by associates	13,511
Other receivables	19,198
Cash and bank balances	4,139
	36,848
<u>Financial Liability</u>	
Other payables and accruals	58
	36,790
Net financial assets	
Less: Net financial liabilities denominated in the Company's functional currency	(58)
Currency exposure	36,732

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Exposure (Cont'd)

	AUD RM'000
The Group	
2024	
<u>Financial Assets</u>	
Amount owing by associates	35,666
Cash and bank balances	3
	35,669
<u>Financial Liability</u>	
Other payables and accruals	57
Net financial assets	35,612
Less: Net financial liabilities denominated in the Company's functional currency	(55)
Currency exposure	35,557

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

Foreign Currency Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the foreign currencies at the end of the reporting period, with all other variables held constant:-

	The Group	
	2025	2024
	RM'000	RM'000
Effects on Profit After Taxation		
AUD/RM		
- strengthened by 10%	3,673	3,556
- weakened by 10%	(3,673)	(3,556)

There is no impact on the Group's equity.

The Company do not have any transactions or balances denominated in foreign currencies and hence, are not exposed to foreign currency risk.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(ii) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The exposure to interest rate risk arises mainly from long-term borrowings with variable rates. The Group adopts a policy of obtaining the most favourable interest rates available and by maintaining a balanced portfolio mix of fixed and floating rate borrowings.

The fixed rate debt instruments of the Group are not subject to interest rate risk since neither carrying amounts nor the future cash flows will fluctuate because of a change in market interest rates.

The exposure to the interest rate risk based on the carrying amounts of the financial instruments at the end of the reporting period is disclosed in Note 38(b) to the financial statements.

Interest Rate Risk Sensitivity Analysis

Any reasonably possible change in the interest rates of floating rate term loans at the end of the reporting period does not have material impact on the profit after taxation and equity of the Group and hence, no sensitivity analysis is presented.

The Company does not have any interest-bearing borrowings and hence are not exposed to interest rate risk.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(iii) Equity Price Risk

The exposure to equity price risk arises mainly from changes in quoted investment prices of the Group and the Company. The Group and the Company manage their exposure to equity price risk by maintaining a portfolio of equities with different risk profiles.

Equity Price Risk Sensitivity Analysis

The following table details the sensitivity analysis to a reasonably possible change in the prices of the quoted investment at the end of the reporting period, with all other variables held constant:-

	The Group		The Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Effects on Profit After Taxation				
Increase of 10%	2,801	8,165	689	1,549
Decrease of 10%	(2,801)	(8,165)	(689)	(1,549)

There is no impact on the Group's and the Company's equity.

(b) Credit Risk

The exposure to credit risk, or the risk of counterparties defaulting, arises mainly from trade and other receivables. The Group and the Company manage their exposures to credit risk by the application of credit approvals, credit limits and monitoring procedures on an on-going basis. For other financial assets (including quoted investments and cash and bank balances), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

Also, the Company's exposure to credit risk includes loans and advances to subsidiaries, and corporate guarantee given to financial institutions for credit facilities granted to certain subsidiaries. The Company monitors the ability of the subsidiaries to serve their loans on an individual basis.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(i) Credit Risk Concentration Profile

At the end of the reporting period, the Group's major concentration of credit risk relates to the trade receivables at the end of the reporting period is as follows:-

	2025	2024
Major concentration of credit risk	85%	64%
Number of customers	3	3

The Company does not have any significant credit risk related to any individual customer or counterparty.

(ii) Maximum Exposure to Credit Risk

At the end of the reporting period, the maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statement of financial position of the Group and of the Company after deducting any allowance for impairment losses (where applicable).

In addition, the Company's maximum exposure to credit risk also includes corporate guarantees provided to its subsidiaries as disclosed under the "Maturity Analysis" of item (c) below, representing the outstanding banking facilities of the subsidiaries as at the end of the reporting period. These corporate guarantees have not been recognised in the Company's financial statements since their fair value on initial recognition were not material.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses

The Group and the Company have an informal credit policy in place and the exposure to credit risk is monitored on an ongoing basis through periodic review of the ageing of the trade receivables. The Group and the Company closely monitor the receivables' financial strength to reduce the risk of loss.

At each reporting date, the Group and the Company evaluate whether any of the financial assets at amortised cost and contract assets are credit impaired.

The gross carrying amounts of financial assets are written off against the associated impairment, if any, when there is no reasonable expectation of recovery despite the fact that they are still subject to enforcement activities.

A financial asset is credit impaired when any of following events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred:

- Significant financial difficulty of the receivable;
- A breach of contract, such as a default or past due event;
- Restructuring of a debt in relation to the receivable's financial difficulty; or
- It is becoming probable that the receivable will enter bankruptcy or other financial reorganisation.

The Group and the Company consider a receivable to be in default when the receivable is unlikely to repay its debt to the Group and the Company in full or is more than 1 year past due unless the Group and the Company have reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate. The Group uses a more lagging past due criterion for certain trade receivables when it is more appropriate to reflect their loss patterns.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables, Amount Owing by Subsidiaries (Trade Balance) and Contract Assets

The Group and the Company apply the simplified approach to measure expected credit losses using a lifetime expected loss allowance for all trade receivables and contract assets.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

To measure the expected credit losses, trade receivables (including related parties) and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. Therefore, the Group concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The Group and the Company measure the expected credit losses of certain major customers, trade receivables that are credit impaired and trade receivables with a high risk of default on individual basis.

The expected loss rates are based on the payment profiles of sales over 12 months (2024 - 12 months) before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates were not adjusted to reflect forward-looking information on macroeconomic factors affecting the ability of the trade receivables to settle their debts as the Group and the Company have not identified any forward-looking assumptions which correlate to the historical loss rates.

For construction contracts, the Group assessed the expected credit loss of each customer individually based on their financial information and past trends of payments as there are only a few customers. All of these customers have a low risk of default as they have a strong capacity to meet their debts.

For property development, purchases are generally financed by loan facilities from reputable financiers. In addition, the credit risk is limited as the ownership and rights to the properties sold will revert to the Group in the event of default, and the products do not suffer from physical, technological and fashion obsolescence. Therefore, there is minimal exposure to credit risk.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables, Amount Owing by Subsidiaries (Trade Balance) and Contract Assets (Cont'd)

Allowance for Impairment Losses

The reconciliations of allowance for impairment losses are as follows:-

The Group	Non-credit Impaired RM'000	Credit Impaired RM'000	Total RM'000
<u>Trade Receivable</u>			
Balance at 1.7.2023	-	1,128	1,128
Addition	-	719	719
Reversal	-	(26)	(26)
Balance at 30.6.2024/1.7.2024	-	1,821	1,821
Addition	2,733	-	2,733
Reversal	-	(3)	(3)
Written off	-	(160)	(160)
Balance at 30.6.2025	2,733	1,658	4,391
<u>Contract Assets</u>			
Balance at 30.6.2024/1.7.2024/2023	-	28,188	28,188
Reversal	-	(17,154)	(17,154)
Written off	-	(11,034)	(11,034)
Balance as at 30.6.2025	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables, Amount Owing by Subsidiaries (Trade Balance) and Contract Assets (Cont'd)

Allowance for Impairment Losses (Cont'd)

The information about the credit exposure and loss allowances recognised for trade receivables and contract assets are as follows:-

The Group	Gross Amount RM'000	Lifetime Individual Allowance RM'000	Lifetime Collective Allowance RM'000	Carrying Amount RM'000
2025				
Not past due	48,358	-	-	48,358
Past due:				
- less than 3 months	13,438	-	-	13,438
- 3 to 6 months	17,310	-	-	17,310
- over 6 months	28,293	-	(2,733)	25,560
- more than 1 year	121	-	-	121
- credit impaired	1,658	(1,658)	-	-
	60,820	(1,658)	(2,733)	56,429
Trade receivables	109,178	(1,658)	(2,733)	104,787
Contract assets	193,791	-	-	193,791
	302,969	(1,658)	(2,733)	298,578

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables, Amount Owing by Subsidiaries (Trade Balance) and Contract Assets (Cont'd)

Allowance for Impairment Losses (Cont'd)

The information about the credit exposure and loss allowances recognised for trade receivables and contract assets are as follows (Cont'd):-

The Group	Gross Amount RM'000	Lifetime Individual Allowance RM'000	Lifetime Collective Allowance RM'000	Carrying Amount RM'000
2024				
Not past due	33,972	-	-	33,972
Past due:				
- less than 3 months	861	-	-	861
- 3 to 6 months	3,565	-	-	3,565
- over 6 months	7,898	-	-	7,898
- more than 1 year	3,840	-	-	3,840
- credit impaired	1,821	(1,821)	-	-
	17,985	(1,821)	-	16,164
Trade receivables	51,957	(1,821)	-	50,136
Contract assets	155,683	(28,188)	-	127,495
	207,640	(30,009)	-	177,631

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Trade Receivables, Amount Owing by Subsidiaries (Trade Balance) and Contract Assets (Cont'd)

Allowance for Impairment Losses (Cont'd)

Trade receivables and contract assets that are individually determined to be impaired relate to debtors who are in significant financial difficulties and have defaulted on payments. These debtors are not secured by any collateral or credit enhancements.

Trade receivables and contract assets that are collectively determined to be impaired relate to expected credit losses measured based on the Group's observed default rates.

		Gross Amount/ Carrying Amount RM'000
The Company		
2025		
Not past due		84
2024		
Not past due		15

The Company believes that no impairment allowance is necessary in respect of its trade receivables because they are subsidiaries with positive financial position.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables and Amount Owing by Associates

The Company also applies the 3-stage general approach (see information in other receivables and amount owing by associates above) to measuring expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

Under this approach, the Group and the Company assess whether there is a significant increase in credit risk for receivables by comparing the risk of a default as at the reporting date with the risk of default as at the date of initial recognition. The Group and the Company consider there has been a significant increase in credit risk when there are changes in contractual terms or delay in payment. Regardless of the assessment, a significant increase in credit risk is presumed if a receivable is more than 30 days past due in making a contractual payment.

The Group and the Company use 3 categories to reflect their credit risk and how the loss allowance is determined for each category:-

Category	Definition of Category	Loss Allowance
Performing:	Receivables have a low risk of default and a strong capacity to meet contractual cash flows	12-month expected credit losses
Underperforming:	Receivables for which there is a significant increase in credit risk	Lifetime expected credit losses
Non-performing:	There is evidence indicating the receivable is credit impaired or more than 365 days past due	Lifetime expected credit losses

The Group and the Company measure the expected credit losses of receivables having significant balances, receivables that are credit impaired and receivables with a high risk of default on individual basis. The remaining receivables are grouped based on shared credit risk characteristics and assessed on collective basis.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Other Receivables and Amount Owing by Associates (Cont'd)

Loss allowance is measured on either 12-months expected credit losses or lifetime expected credit losses, by considering the likelihood that the receivable would not be able to repay during the contractual period (probability of default, PD), the percentage of contractual cash flows that will not be collected if default happens (loss given default, LGD) and the outstanding amount that is exposed to default risk (exposure at default, EAD).

In deriving the PD and LGD, the Group and the Company consider the receivable's past payment status and its financial condition as at the reporting date. The PD was not adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the receivable to settle its debts as the Group and the Company have not identified any forward-looking assumptions which correlate to the PD.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

Fixed Deposits with Licensed Banks, Cash and Bank Balances

The Group and the Company consider the licensed banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Therefore, the Group and the Company are of the view that the loss allowance is immaterial and hence, it is not provided for.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Amount Owing By Subsidiaries (Non-trade Balances)

The Company also applies the 3-stage general approach (see information in other receivables and amount owing by associates above) to measuring expected credit losses for all inter-company balances.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company measures the expected credit losses on individual basis, which is aligned with its credit risk management practices on the inter-company balances.

The Company considers loans and advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the advances when they are payable, the Company considers the advances to be in default when the subsidiaries are not able to pay when demanded.

For advances that are repayable on demand, impairment loss is assessed based on the assumption that repayment of the outstanding balances is demanded at the reporting date. If the subsidiary does not have sufficient highly liquid resources when the loans and advances are demanded, the Company will consider the expected manner of recovery to measure the impairment loss; the recovery manner could be either through 'repayable over time' or a fire sale of less liquid assets by the subsidiary.

There are no significant changes in the estimation techniques and assumptions as compared to the previous financial year.

Allowance for Impairment Losses

Based on the assessment performed, the identified impairment loss was immaterial and hence, it is not provided for.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contract.

Inputs, Assumptions and Techniques used for Estimating Impairment Losses

The Company closely monitors the subsidiaries' financial strength to reduce the risk of loss.

The Company considers there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. A financial guarantee contract is credit impaired when:

- The subsidiary is unlikely to repay its obligations to the bank in full; or
- The subsidiary is having a deficit in equity and is continuously loss making.

The Company determines the probability of default of the guaranteed amounts individually using internal information available.

Allowance for Impairment Losses

All of the financial guarantee contracts are considered to be performing, have low risks of default and historically there were no instances where these financial guarantee contracts were called upon by the parties of which the financial guarantee contracts were issued to. Accordingly, no loss allowances were identified based on 12-months expected credit losses.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk

Liquidity risk arises mainly from general funding and business activities. The Group and the Company practise prudent risk management by maintaining sufficient cash balances and the availability of funding through certain committed credit facilities.

Maturity Analysis

The following table sets out the maturity profile of the financial liabilities as at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period):-

	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	1 - 5 Years RM'000
The Group 2025				
<u>Non-derivative Financial Liabilities</u>				
Lease liabilities	3,505	3,689	2,481	1,208
Hire purchase payables	2,048	2,246	1,019	1,227
Term loans	8,819	16,268	3,298	12,970
Invoice financing facility	37,960	37,960	37,960	-
Revolving credit	45,000	45,000	45,000	-
Trade payables	135,887	135,887	135,887	-
Other payables and accruals	26,263	26,263	26,263	-
Amount owing to an associate	140	140	140	-
	259,622	267,453	252,048	15,405

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities as at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000	1 - 5 Years RM'000
The Group				
2024				
<u>Non-derivative Financial Liabilities</u>				
Lease liabilities	1,699	1,777	1,296	481
Hire purchase payables	2,645	2,881	1,250	1,631
Term loans	9,336	10,727	2,006	8,721
Invoice financing facility	5,755	5,755	5,755	-
Revolving credit	30,000	30,000	30,000	-
Bill discounting	11,699	11,699	11,699	-
Promissory notes	9,896	9,896	9,896	-
Trade payables	91,242	91,242	91,242	-
Other payables and accruals	16,381	16,381	16,381	-
Amount owing to an associate	103	103	103	-
	178,756	180,461	169,628	10,833

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

Maturity Analysis (Cont'd)

The following table sets out the maturity profile of the financial liabilities as at the end of the reporting period based on contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the rates at the end of the reporting period) (Cont'd):-

	Carrying Amount RM'000	Contractual Undiscounted Cash Flows RM'000	Within 1 Year RM'000
The Company			
2025			
<u>Non-derivative Financial Liabilities</u>			
Other payables and accruals	197	197	197
Amount owing to subsidiaries	5,289	5,289	5,289
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries	-	124,801*	124,801
	5,486	130,287	130,287
2024			
<u>Non-derivative Financial Liabilities</u>			
Other payables and accruals	196	196	196
Amount owing to subsidiaries	6,138	6,138	6,138
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries	-	108,831*	108,831
	6,334	115,165	115,165

* The potential exposure of the financial guarantee contracts is equivalent to the outstanding amount of the credit facilities of the said subsidiaries at the end of the reporting period. The financial guarantees have not been recognised in the financial statements because their fair values on initial recognition were not material.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.2 CAPITAL RISK MANAGEMENT

The Group and the Company manage their capital to ensure that entities within the Group will be able to maintain an optimal capital structure so as to support its businesses and maximise shareholders value. To achieve this objective, the Group and the Company may make adjustments to the capital structure in view of changes in economic conditions, such as adjusting the amount of dividend payment, returning of capital to shareholders or issuing new shares.

The Group and the Company manage their capital based on debt-to-equity ratio that complies with debt covenants and regulatory, if any. The debt-to-equity ratio is calculated as net debt divided by total equity. The Group and the Company include within net debt, interest bearing loans and borrowings, less cash and cash equivalents and fixed deposits with licensed banks. Capital includes equity attributable to the owners of the parent and non-controlling interest. The debt-to-equity ratio of the Group at the end of the reporting period are as follows:-

	The Group	
	2025	2024
	RM'000	RM'000
Lease liabilities	3,505	1,699
Hire purchase payables	2,048	2,645
Term loans	8,819	9,336
Invoice financing facility	37,960	5,755
Revolving credit	45,000	30,000
Bill discounting	-	11,699
Promissory notes	-	9,896
	97,332	71,030
Less: Cash and cash equivalents (Noted 50(d))	(74,027)	(145,135)
Less: Fixed deposits with licensed banks	(6,821)	(9,551)
Net debt/(Net cash)	16,484	(83,656)
Total equity	428,342	439,384
Debt-to-equity ratio	0.04	*

* Not applicable as the Group's cash and cash equivalents and fixed deposits with licensed banks exceed its borrowings.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.2 CAPITAL RISK MANAGEMENT (CONT'D)

The debt-to-equity ratio of the Company is not presented as the Company does not have borrowings.

The Group is also required to comply with certain loan covenants, failing which, the banks may call an event of default. The Group has complied with this requirement.

There was no change in the approach to capital management during the financial year.

55.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	2025	
	The Group RM'000	The Company RM'000
Financial Assets		
<u>Mandatorily at Fair Value Through Profit or Loss</u>		
Short-term investments	21,137	11
<u>Mandatorily at Fair Value Through Other Comprehensive Income</u>		
Investment securities	6,877	6,877
<u>Amortised Cost</u>		
Trade receivables	104,787	-
Other receivables	23,668	-
Amount owing by subsidiaries	-	62,373
Amount owing by associates	13,581	59
Fixed deposits with licensed banks	6,821	-
Cash and bank balances	52,890	30
	201,747	62,462

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	2025	
	The Group RM'000	The Company RM'000
Financial Liability		
<u>Amortised Cost</u>		
Hire purchase payables	2,048	-
Term loans	8,819	-
Invoice financing facility	37,960	-
Revolving credit	45,000	-
Trade payables	135,887	-
Other payables and accruals	26,263	197
Amount owing to subsidiaries	-	5,289
Amount owing to an associate	140	-
	256,117	5,486
	2024	
	The Group RM'000	The Company RM'000
Financial Assets		
<u>Mandatorily at Fair Value Through Profit or Loss</u>		
Short-term investments	66,719	558
<u>Mandatorily at Fair Value Through Other Comprehensive Income</u>		
Investment securities	14,932	14,932

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	2024	
	The Group RM'000	The Company RM'000
Financial Assets (Cont'd)		
<u>Amortised Cost</u>		
Trade receivables	50,136	-
Other receivables	479	33
Amount owing by subsidiaries	-	64,743
Amount owing by associates	35,684	2
Fixed deposits with licensed banks	9,551	-
Cash and bank balances	78,416	530
	174,266	65,308
Financial Liability		
<u>Amortised Cost</u>		
Hire purchase payables	2,645	-
Term loans	9,336	-
Invoice financing facility	5,755	-
Revolving credit	30,000	-
Bill discounting	11,699	-
Promissory notes	9,896	-
Trade payables	91,242	-
Other payables and accruals	16,381	196
Amount owing to subsidiaries	-	6,138
Amount owing to an associate	103	-
	177,057	6,334

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.4 GAINS OR (LOSSES) ARISING FROM FINANCIAL INSTRUMENTS

	2025	
	The Group RM'000	The Company RM'000
Financial Assets		
<u>Fair Value Through Profit or Loss</u>		
Net gains recognised in profit or loss by:		
- mandatorily required by MFRS 9	1,131	22
<u>Equity Investments at Fair Value Through Other Comprehensive Income</u>		
Net losses recognised in other comprehensive income	(7,662)	(7,662)
<u>Amortised Cost</u>		
Net (loss)/gain recognised in profit or loss	(4,586)	446
Financial Liability		
<u>Amortised Cost</u>		
Net losses recognised in profit or loss	(3,733)	(72)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.4 GAINS OR (LOSSES) ARISING FROM FINANCIAL INSTRUMENTS (CONT'D)

	2024	
	The Group RM'000	The Company RM'000
Financial Assets		
<u>Fair Value Through Profit or Loss</u>		
Net gains recognised in profit or loss by:		
- mandatorily required by MFRS 9	2,271	446
<u>Equity Investments at Fair Value Through Other Comprehensive Income</u>		
Net gains recognised in other comprehensive income	4,912	4,912
<u>Amortised Cost</u>		
Net gains recognised in profit or loss	999	296
Financial Liability		
<u>Amortised Cost</u>		
Net losses recognised in profit or loss	(2,917)	(24)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.5 FAIR VALUE INFORMATION

The fair values of the financial assets and financial liabilities of the Group and of the Company which are maturing within the next 12 months approximated their carrying amounts due to the relatively short-term maturity of the financial instruments or repayable on demand terms.

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period:-

The Group	Fair Value Of Financial Instruments Carried At Fair Value			Fair Value Of Financial Instruments Not Carried At Fair Value			Total Fair Value		Carrying Amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	RM'000	RM'000	
2025									
<u>Financial Assets</u>									
Investment securities	6,877	-	-	-	-	-	6,877		6,877
Short-term investments	-	21,137	-	-	-	-	21,137		21,137
<u>Financial Liabilities</u>									
Term loans	-	-	-	-	8,819	-	8,819		8,819
Hire purchase payables	-	-	-	-	1,863	-	1,863		2,048

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period (Cont'd):-

The Group	Fair Value Of Financial Instruments Carried At Fair Value			Fair Value Of Financial Instruments Not Carried At Fair Value			Total Fair Value RM'000	Carrying Amount RM'000
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3		
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000		
2024								
Financial Assets								
Investment securities	14,932	-	-	-	-	-	14,932	14,932
Short-term investments	-	66,719	-	-	-	-	66,719	66,719
Financial Liabilities								
Term loans	-	-	-	-	9,336	-	9,336	9,336
Hire purchase payables	-	-	-	-	2,697	-	2,697	2,645

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.5 FAIR VALUE INFORMATION (CONT'D)

The following table sets out the fair value profile of financial instruments that are carried at fair value and those not carried at fair value at the end of the reporting period (Cont'd):-

The Company	Fair Value Of Financial Instruments Carried At Fair Value			Fair Value Of Financial Instruments Not Carried At Fair Value			Total Fair Value	Carrying Amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	RM'000	RM'000
2025								
<u>Financial Assets</u>								
Investment securities	6,877	-	-	-	-	-	6,877	6,877
Short-term investments	-	11	-	-	-	-	11	11
2024								
<u>Financial Assets</u>								
Investment securities	14,932	-	-	-	-	-	14,932	14,932
Short-term investments	-	558	-	-	-	-	558	558

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

55. FINANCIAL INSTRUMENTS (CONT'D)

55.5 FAIR VALUE INFORMATION (CONT'D)

(a) Fair Value of Financial Instruments Carried at Fair Value

- (i) The fair values above have been determined using the following basis:-
 - (aa) The fair value of quoted equity investments is determined at their quoted closing bid prices at the end of the reporting period.
 - (bb) The fair value of money market funds is determined by reference to statements provided by the respective financial institutions, with which the investments were entered into.
- (ii) There were no transfers between level 1 and level 2 during the financial year.

(b) Fair Value of Financial Instruments Not Carried at Fair Value

The fair values which are for disclosure purpose, have been determined using the following basis:-

- (i) The fair value of the term loans that carry floating interest rates approximated their carrying amounts as they are repriced to market interest rates on or near the reporting date.
- (ii) The fair value of hire purchase payables that carry fixed interest rates are determined by discounting the relevant future contractual cash flows using current market interest rates for similar instruments at the end of the reporting period. The interest rates used to discount the estimated cash flows are as follows:-

	2025 %	2024 %
Hire purchase payables	3.60 - 6.58	4.44 - 6.60

56. SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 20 January 2025, the Company and FBG Land, a wholly-owned subsidiary of the Company, entered into a master purchase and development agreement with the Penang Development Corporation ("PDC") for the proposed joint development project between the Company and PDC known as MediCity in Batu Kawan, Penang entailing the proposed acquisition by FBG Land of a parcel of land measuring approximately 51.172 acres located in Bandar Cassia, Batu Kawan, Penang for a purchase consideration of RM111,452,616. As at 30 June 2025, a refundable deposit of 10% of the purchase price has been paid and remaining purchase price of RM94,426,754 and RM5,880,600 are payable within 12 months and 48 months from the date of master purchase and development agreement.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 30 JUNE 2025 (CONT'D)

57. COMPARATIVE FIGURES

The following figures have been reclassified to conform with the presentation of the current financial year:-

	As Previously Reported RM'000	As Restated RM'000
Statements of Financial Position (Extract):-		
The Group		
<u>Non-current assets</u>		
Biological asset	-	715
Property, plant and equipment	35,856	35,141
<u>Non-current liabilities</u>		
Lease liabilities	-	464
Long-term borrowings	9,947	9,483
<u>Current liabilities</u>		
Lease liabilities	-	1,235
Short-term borrowings	61,083	59,848
Statements of Cash Flows (Extract):-		
The Group		
Net cash from operating activities	27,433	27,040
Net cash for investing activities	(3,126)	(2,733)
The Company		
Net cash for operating activities	(10,678)	(11,071)
Net cash from investing activities	15,524	15,917

LIST OF PROPERTIES

30 JUNE 2025

Location	Tenure Existing Use	Age of Building (Years)	Description	Land Area (Square Meters)	Net Book Value RM'000
FBG Builder Sdn Bhd					
Lot 7496, Mukim Labu, Seremban, Negeri Sembilan.	Freehold	N/A	Vacant Land <i>-(acquired in May 1995)</i>	2,227	360
Lot 7695, Pekan Lukut, Port Dickson, Negeri Sembilan.	Freehold	N/A	Vacant Land <i>-(acquired in Feb 2010)</i>	984	297
Lot 7716, Pekan Lukut, Port Dickson, Negeri Sembilan.	Freehold	N/A	Vacant Land <i>-(acquired in Feb 2010)</i>	446	134
Lot 7406, Pekan Lukut, Port Dickson, Negeri Sembilan.	Freehold	N/A	Vacant Land <i>-(acquired in Feb 2010)</i>	353	84
Lot 7426, Pekan Lukut, Port Dickson, Negeri Sembilan.	Freehold	N/A	Vacant Land <i>-(acquired in Feb 2010)</i>	372	88
Lot 7357, Pekan Lukut, Port Dickson, Negeri Sembilan.	Freehold	N/A	Vacant Land <i>-(acquired in Feb 2010)</i>	280	66
Lot 7715, Pekan Lukut, Port Dickson, Negeri Sembilan.	Freehold	N/A	Vacant Land <i>-(acquired in Dec 2010)</i>	446	134
61 & 63, Jalan SS6/12, Kelana Jaya, 47301 Petaling Jaya, Selangor.	Freehold	29	4 Storey Shop Lot <i>-(acquired in Oct 2005)</i>	374	2,028
59, Jalan SS6/12, Kelana Jaya, 47301 Petaling Jaya, Selangor.	Freehold	29	4 Storey Shop Lot <i>-(acquired in Oct 2013)</i>	187	1,266

LIST OF PROPERTIES

30 JUNE 2025 (CONT'D)

Location	Tenure Existing Use	Age of Building (Years)	Description	Land Area (Square Meters)	Net Book Value RM'000
Potential Region Sdn Bhd					
*PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sungala, Port Dickson, Negeri Sembilan Darul Khusus	Freehold	N/A	76 orchard homestead lots <i>-(acquired in Jun 1994)</i>	348,940	30,062
	Freehold	N/A	109 Bungalow Lots <i>-(acquired in Jun 1994)</i>	127,334	10,970
	Freehold	N/A	1 lot 4.33 acres commercial land Lot 8038 <i>-(acquired in Jun 1994)</i>	17,500	1,496
	99 years leasehold expiring 30.05.2096	N/A	1 lot 10 acres Agriculture Land PT3386 <i>-(acquired in Jun 1994)</i>	43,400	3,406
	Freehold	N/A	1 orchard homestead Lot 8006 <i>-(acquired in Apr 2001)</i>	6,852	140
	Freehold	N/A	1 orchard homestead Lot 8007 <i>-(acquired in Apr 2001)</i>	7,316	149
	Freehold	N/A	1 orchard homestead Lot 7999 <i>-(acquired in Apr 2001)</i>	4,100	84

LIST OF PROPERTIES 30 JUNE 2025 (CONT'D)

Location	Tenure Existing Use	Age of Building (Years)	Description	Land Area (Square Meters)	Net Book Value RM'000
Potential Region Sdn Bhd (Cont'd)					
*PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus (Cont'd)	Freehold	N/A	1 orchard homestead Lot 7989 -(acquired in Apr 2001)	4,098	84
	Freehold	N/A	1 orchard homestead Lot 8015 -(acquired in Feb 2003)	4,241	251
	Freehold	N/A	1 orchard homestead Lot 8010 -(acquired in Apr 2003)	6,857	406
	Freehold	N/A	1 orchard homestead Lot 8020 -(acquired in Jul 2003)	4,101	243
	Freehold	N/A	1 orchard homestead Lot 8005 -(acquired in Sep 2006)	239	21
	Freehold	N/A	1 orchard homestead Lot 20182 -(acquired in Jul 2012)	307	26
	Freehold	N/A	1 orchard homestead Lot 20131 -(acquired in Aug 2014)	287	25

LIST OF PROPERTIES

30 JUNE 2025 (CONT'D)

Location	Tenure Existing Use	Age of Building (Years)	Description	Land Area (Square Meters)	Net Book Value RM'000
Renowaja Sdn Bhd					
HM 57019 (Lot 10697), Pulau Melaka Town Area XLIII, District of Melaka Tengah, State of Melaka.	99 years leasehold expiring 15.04.2113	N/A	Vacant Land for development <i>-(acquired in Sep 2010)</i>	4,321	4,485
HM 57014, 57020 (Lot 10698- 10699), Pulau Melaka Town Area XLIII, District of Melaka Tengah, State of Melaka.	99 years leasehold expiring 15.04.2113	N/A	Vacant Land for development <i>-(acquired in Sep 2010)</i>	8,721	9,053
Fajarbaru Real Development Sdn Bhd					
HSD11182 -HSD11184 (PT7998-PT8000) & HSD10947 (PT8018), Kuala Nal, Kuala Krai, Kelantan Darul Naim	Freehold	N/A	Vacant Land for development <i>-(acquired in Jul 2022)</i>	50,900	3,500

ORCHARD HOMESTEAD LOTS

- * HSD 34235-34239 (PT6117-6121), Geran 103178-103188 (Lot 7929-7939), Geran 103190-103195 (Lot 7941-7946), Geran 103197-103199 (Lot 7948-7950), Geran 103201 (Lot 7952), Geran 103204-103213 (Lot 7955-7964), Geran 103215 (Lot 7967), Geran 103220 (Lot 7972), Geran 103229-103230 (Lot 7981-7982), Geran 103238-103241 (Lot 7990-7993), Geran 103243 (Lot 7995), Geran 103245 (Lot 7997), Geran 103252 (Lot 8004), Geran 103257 (Lot 8009), Geran 103260 (Lot 8012), Geran 103262 (Lot 8014), Geran 103265-103266 (Lot 8017-8018), Geran 103273 (Lot 8025), Geran 103277-103278 (Lot 8029-8030), Geran 103280-103285 (Lot 8032-8037), Geran 103287 (Lot 8039), Geran 103290-103291 (Lot 8042-8043), Geran 103293-103296 (Lot 8045-8048), Geran 103305-103308 (Lot 8057-8060), Geran 103310-103312 (Lot 8062-8064), Geran 169498 (Lot 9175)

BUNGALOW LOTS

- * HM34126 – 34234 (Lot 6008 - 6116)

INDUSTRIAL LOTS

- * HSD 14010 (LOT 8005), HSD 34241 (LOT 20131), HSD 34240 (LOT 20182)

ANALYSIS OF SHAREHOLDINGS

AS AT 1 OCTOBER 2025

LIST OF DIRECTORS' SHAREHOLDINGS

(as per Record of Register of Directors' Shareholdings)

Director	No. of Shares			
	Direct	%	Indirect	%
Tan Sri Dato' Sri Chan Kong Choy	-	-	64,168,600	(a) 8.65
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	-	-	52,322,156	(b) 7.06
Dato' Sri Kuan Khian Leng	-	-	52,322,156	(c) 7.06
Tan Sri Datuk Seri Lau Kuan Kam	6,086,200	0.82	32,686,200	(d) 4.41
Dato' Ir. Kong Kam Loong	211,600	0.03	-	-
Dato' Lim Siew Mei	8,800,100	1.19	9,264,600	(e) 1.25
Dato' Norasni Binti Ayob	-	-	-	-
Datuk Yoo Wei How	-	-	-	-
Ooi Leng Chooi	-	-	-	-

LIST OF SUBSTANTIAL SHAREHOLDERS

(as per Record of Register of Substantial Shareholders)

Substantial Shareholders	No. of Shares			
	Direct	%	Indirect	%
Late Tan Sri Datuk Ta Kin Yan	91,791,600	12.38	-	-
Infinite Horizons Capital Sdn. Bhd.	58,422,600	7.88	-	-
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	-	-	52,322,156	(b) 7.06
Tan Sri Datuk Seri Lau Kuan Kam	6,086,200	0.82	32,686,200	(d) 4.41

Notes:-

- (a) Deemed interest by virtue of Section 8 and 197 of the Companies Act, 2016 through Infinite Horizons Capital Sdn. Bhd. and his wife, Puan Sri Datin Lai Yoke Lan and children, Chan Kaixuan, Chan Jiaxiang and Chan Jiaheng.
- (b) Deemed interest by virtue of Section 8 of the Companies Act, 2016 through Unique Bay Sdn. Bhd. and Modern Discovery Sdn. Bhd.
- (c) Deemed interest by virtue of Section 8 and 197 of the Companies Act, 2016 through Unique Bay Sdn. Bhd. and his father, Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon.
- (d) Deemed interest by virtue of Section 8 and 197 of the Companies Act, 2016 through Top Future Holdings Sdn. Bhd. and his wife, Puan Sri Datin Seri Low Khoon Lan, and children, Lau Sin Nee and Lau Choon Xian, and his sibling Lau Foy Hang@Lau Fay Hang.
- (e) Deemed interest by virtue of Section 197 of the Companies Act, 2016 through her siblings, Dato' Lim Siew Chee and Dato' Lim Siew Mun.

ANALYSIS OF SHAREHOLDINGS AS AT 1 OCTOBER 2025 (CONT'D)

ANALYSIS OF SIZE OF SHAREHOLDINGS AS AT 1 OCTOBER 2025

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares held	% of Share held
Less than 100	1,008	15.80	43,491	0.01
100 – 1,000	663	10.39	240,008	0.03
1,001 – 10,000	2,006	31.44	11,105,126	1.50
10,001 – 100,000	2,168	33.97	74,777,816	10.08
100,001 to less than 5% of issued shares	534	8.37	525,906,243	70.91
5% and above of issued shares	2	0.03	129,540,700	17.47
TOTAL	6,381	100.00	741,613,384	100.00

LIST OF THIRTY (30) LARGEST SHAREHOLDERS

AS AT 1 OCTOBER 2025

No.	Names	Shareholdings	%
1.	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TA KIN YAN	71,118,100	9.59
2.	INFINITE HORIZONS CAPITAL SDN. BHD.	58,422,600	7.88
3.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR MODERN DISCOVERY SDN BHD (PB)	36,643,356	4.94
4.	CHANG MEI YUN	29,024,000	3.91
5.	LAI HONG MUN	21,790,900	2.94
6.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TA KIN YAN (7000778)	20,673,500	2.79
7.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHEAH CHEE LEONG (E-MLB/BCG)	16,301,200	2.20
8.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR UNIQUE BAY SDN. BHD. (PB)	15,678,800	2.11
9.	TOP FUTURE HOLDINGS SDN BHD	12,773,200	1.72
10.	MAYBANK NOMINEES (ASING) SDN BHD NOMURA SINGAPORE LIMITED FOR GRAND CONTINENTAL WORLDWIDE LIMITED (417921)	12,381,594	1.67
11.	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEO SIEW LAI	11,355,800	1.53
12.	CHOONG YEAN YAW	11,037,900	1.49
13.	TEO KWEE HOCK	10,794,100	1.46
14.	PM NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHAN KUANG (D)	9,054,904	1.22
15.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR LIM SIEW CHEE (PB)	8,024,200	1.08

LIST OF THIRTY (30) LARGEST SHAREHOLDERS AS AT 1 OCTOBER 2025 (CONT'D)

No.	Names	Shareholdings	%
16.	UOBM NOMINEES (ASING) SDN BHD UNITED OVERSEAS BANK NOMINEES (PTE) LTD FOR LONG RETURN INVESTMENTS LIMITED	7,990,400	1.08
17.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR LIM SIEW MEI (PB)	7,861,900	1.06
18.	LAU FOY HANG @ LAU FAY HANG	7,303,700	0.98
19.	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR MARY TAN @ TAN HUI NGOH (STF)	7,300,000	0.98
20.	MAYBANK NOMINEES (ASING) SDN BHD NOMURA SINGAPORE LIMITED FOR LONG RETURN INVESTMENTS LIMITED (418847)	6,533,800	0.88
21.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KONG WAI YEE (E-TCS)	6,356,800	0.86
22.	LAU KUAN KAM	6,086,200	0.82
23.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN CHOOI HO (7006521)	5,271,600	0.71
24.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LOW KHOON LAN (E-SJA/SAM)	5,190,700	0.70
25.	CHIA SIEA CHOK	5,000,000	0.67
26.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TOP FUTURE HOLDINGS SDN BHD (E-SJA)	4,537,100	0.61
27.	YEW CHEE CHUNG	4,347,200	0.59
28.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR HARN LEN CORPORATION BHD	4,239,500	0.57
29.	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TAN CHOOI HO	3,913,400	0.53
30.	TEO HWEE KHENG	3,831,600	0.52

STATISTICS ON WARRANT HOLDINGS

AS AT 1 OCTOBER 2025

Types of securities : Warrant 2021/2026
 Date of Expiry : 14 October 2026
 Voting Rights : One (1) vote per warrant in respect of a meeting of warrant holders

LIST OF DIRECTORS' WARRANT HOLDINGS

(as per Record of Register of Directors' Warrant holdings)

Director	No. of Warrants			
	Direct	%	Indirect	%
Tan Sri Dato' Sri Chan Kong Choy	-	-	2,700,083	(a) 0.73
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	4,662,000	1.26	-	-
Dato' Sri Kuan Khian Leng	-	-	4,662,000	(b) 1.26
Tan Sri Datuk Seri Lau Kuan Kam	3,480,747	0.94	21,117,600	(c) 5.70
Dato' Ir. Kong Kam Loong	105,800	0.03	-	-
Dato' Lim Siew Mei	4,165,220	1.12	4,125,100	(d) 1.11
Dato' Norasni Binti Ayob	-	-	-	-
Datuk Yoo Wei How	-	-	-	-
Ooi Leng Chooi	-	-	-	-

Notes:-

- (a) Deemed interest by virtue of Section 197 of the Companies Act, 2016 through his wife, Puan Sri Datin Sri Lai Yoke Lan and children, Chan Kaixuan, Chan Jiaxiang and Chan Jiaheng.
- (b) Deemed interest by virtue of Section 8 and 197 of the Companies Act, 2016 through Unique Bay Sdn. Bhd. and his father, Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon.
- (c) Deemed interest by virtue of Section 8 and 197 of the Companies Act, 2016 through Top Future Holdings Sdn. Bhd. and his wife, Puan Sri Datin Seri Low Khoon Lan, and children, Lau Sin Nee and Lau Choon Xian, and his sibling Lau Foy Hang @ Lau Fay Hang.
- (d) Deemed interest by virtue of Section 197 of the Companies Act, 2016 through her siblings, Dato' Lim Siew Chee and Dato' Lim Siew Mun.

DISTRIBUTION OF WARRANT HOLDINGS AS AT 1 OCTOBER 2025

Size of Warrant Holdings	No. of Warrant Holders	% of Warrant Holders	No. of Warrants held	% of Warrants held
Less than 100	60	3.44	2,992	0.00
100 – 1,000	101	5.79	38,196	0.01
1,001 – 10,000	434	24.90	2,555,576	0.69
10,001 – 100,000	720	41.31	29,675,654	8.00
100,001 to less than 5% of issued warrants	426	24.44	298,940,796	80.62
5% and above of issued warrants	2	0.12	39,593,478	10.68
TOTAL	1,743	100.00	370,806,692	100.00

LIST OF THIRTY (30) LARGEST WARRANT HOLDERS

AS AT 1 OCTOBER 2025

No.	Names	Warrants	%
1.	APEX NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR SEIK YEE KOK	19,941,900	5.38
2.	CHANG MEI YUN	19,651,578	5.30
3.	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHAI YENG SUN	17,507,300	4.72
4.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TOP FUTURE HOLDINGS SDN BHD (E-SJA)	8,759,400	2.36
5.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR OOI TEONG SOO (E-KBU/KKI)	8,300,000	2.24
6.	CHAN HEIN MING	7,450,000	2.01
7.	TOP FUTURE HOLDINGS SDN BHD	6,386,600	1.72
8.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR KUAN PENG CHING @ KUAN PENG SOON (7000855)	4,662,000	1.26
9.	MOOMOO NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WONG SEONG ZENG	4,200,000	1.13
10.	LIAU TAM SANG	4,000,000	1.08
11.	PM NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR CHAN KUANG (D)	3,747,452	1.01
12.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR LIM SIEW MEI (PB)	3,680,620	0.99
13.	CHUA TIONG MOON	3,600,000	0.97
14.	YAP PAK KIN	3,599,500	0.97
15.	LEE CAW CING	3,500,000	0.94

LIST OF THIRTY (30) LARGEST WARRANT HOLDERS AS AT 1 OCTOBER 2025 (CONT'D)

No.	Names	Warrants	%
16.	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR LIM SIEW CHEE (PB)	3,484,700	0.94
17.	LAU KUAN KAM	3,480,747	0.94
18.	NEW KOK HO	2,850,000	0.77
19.	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LOW KHOON LAN (E-SJA/SAM)	2,838,400	0.77
20.	TOH SAY YEE	2,741,800	0.74
21.	HOO WAN FATT	2,575,500	0.69
22.	OH ENG LEONG	2,438,800	0.66
23.	LIM FOOK CHOO	2,364,000	0.64
24.	SENTHIL KUMAR A/L SUBBARAYAN	2,337,700	0.63
25.	KENANGA NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TA KIN YAN	2,299,800	0.62
26.	YEW CHEE CHUNG	2,175,800	0.59
27.	LIEW YOON KIT	2,170,000	0.59
28.	HOW BENJY	2,129,300	0.57
29.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM HUNG THIAM (7000997)	2,040,000	0.55
30.	MAYBANK NOMINEES (TEMPATAN) SDN BHD WONG CHOY FONG	2,000,000	0.54

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FBG HOLDINGS BERHAD
(Formerly known as Fajarbaru Builder Group Bhd)
199301026907 (281645-U)
(Incorporated in Malaysia)

No. of Shares held

CDS No.

Form of Proxy

I/ We _____
(Full name in block letters)

of _____
(Address)

being a member of **FBG HOLDINGS BERHAD**, hereby appoint _____
(Full name in block letters)

of _____
(Address)

and _____
(Full name in block letters)

of _____
(Address)

Or failing him/ her, the Chairman of the Meeting, as my/ our proxy to vote for me/ us and on my/ our behalf at the **THIRTY-FIRST ANNUAL GENERAL MEETING** of the Company to be held at Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Thursday, 4 December 2025 at 10.00 a.m., or at any adjournment thereof:

My/our proxy is to vote as indicated hereunder.

	Resolution	For	Against
Resolution 1	To re-elect Dato' Sri Kuan Khian Leng as Director of the Company		
Resolution 2	To re-elect Dato' Lim Siew Mei as Director of the Company		
Resolution 3	To re-elect Tan Sri Datuk Seri Lau Kuan Kam as Director of the Company		
Resolution 4	To approve Directors' fees amounting to RM535,000 for the period from 31 st AGM until the next AGM, payable to Non-Executive Directors		
Resolution 5	To approve Directors' benefits up to an amount of RM90,000 for the period from 31 st AGM until the next AGM, payable to Non-Executive Directors		
Resolution 6	To re-appoint Messrs Crowe Malaysia PLT as Auditors of the Company for the financial year ending 30 June 2026 and to authorise the Directors to fix their remuneration		
Resolution 7	To approve the Authority to Issue Shares		
Resolution 8	To approve the Proposed Renewal of Share Buy-back Authority		

Dated this _____ day of _____, 2025.

Signature

Notes:-

1. A Member holding one thousand (1,000) ordinary shares or less may appoint only one (1) proxy to attend and vote instead of him/her at a general meeting who shall represent all the shares held by such member, and where a member holding more than one thousand (1,000) ordinary shares may appoint more than one (1) proxy to attend and vote instead of him/her at the same meeting. Where a member appoints more than (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.
2. Where a Member is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("omnibus account"), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.
3. A proxy may but need not be a member of the Company.
4. If the appointer is a corporation, the proxy form must be executed under its Common Seal or under the hand of its attorney.
5. The instrument appointing a proxy together with the power of attorney (if any) under which it is signed or a certified true copy thereof shall be deposited at the Company's Registrar Office at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur not less than 48 hours before the time set for the Meeting.
6. Depositor whose name appears on the Record of Depositors as at 26 November 2025 shall be regarded as member of the Company and entitled to attend and vote at the meeting or to appoint proxy(ies) to attend and vote at meeting.



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Affix
Stamp

The Company Registrar
FBG HOLDINGS BERHAD
(Formerly known as Fajarbaru Builder Group Bhd)
(Registration No. 199301026907 (281645-U))
Unit 32-1, Level 32, Tower A,
Vertical Business Suite, Avenue 3,
Bangsar South,
No. 8, Jalan Kerinchi,
59200 Kuala Lumpur, Malaysia.

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FBG Holdings Berhad

(Formerly known as Fajarbaru Builder Group Bhd)
199301026907 (281645-U)

No. 61 & 63, Jalan SS6/12, Kelana Jaya,
47301 Petaling Jaya,
Selangor Darul Ehsan, Malaysia.

Tel : 603-7804 9698 (Hunting Line)
Fax : 603-7804 3698 / 7804 4849

www.fajarbarugroup.com



Scan the QR Code above to follow us on our social media

FBG HOLDINGS BERHAD
(Formerly known as Fajarbaru Builder Group Bhd)
Registration No. 199301026907 (281645-U)
(Incorporated in Malaysia)

ADDENDUM TO THE LIST OF SUBSTANTIAL SHAREHOLDERS OF ANNUAL REPORT 2025

To: Shareholders of FBG Holdings Berhad

With reference to our Annual Report 2025 (“AR 2025”) which have been announced to Bursa Malaysia Securities Berhad and published on the Company’s website at <https://www.fajarbarugroup.com/general-meeting/> on 30 October 2025 (page 259 of the AR 2025 - List of Substantial Shareholders). The following is the additional substantial shareholder of the Company:

Substantial Shareholder	No. of Shares			
	Direct	%	Indirect	%
Tan Sri Dato’ Sri Chan Kong Choy	-	-	64,168,600 (a)	8.65

This addendum is dated 20 November 2025.