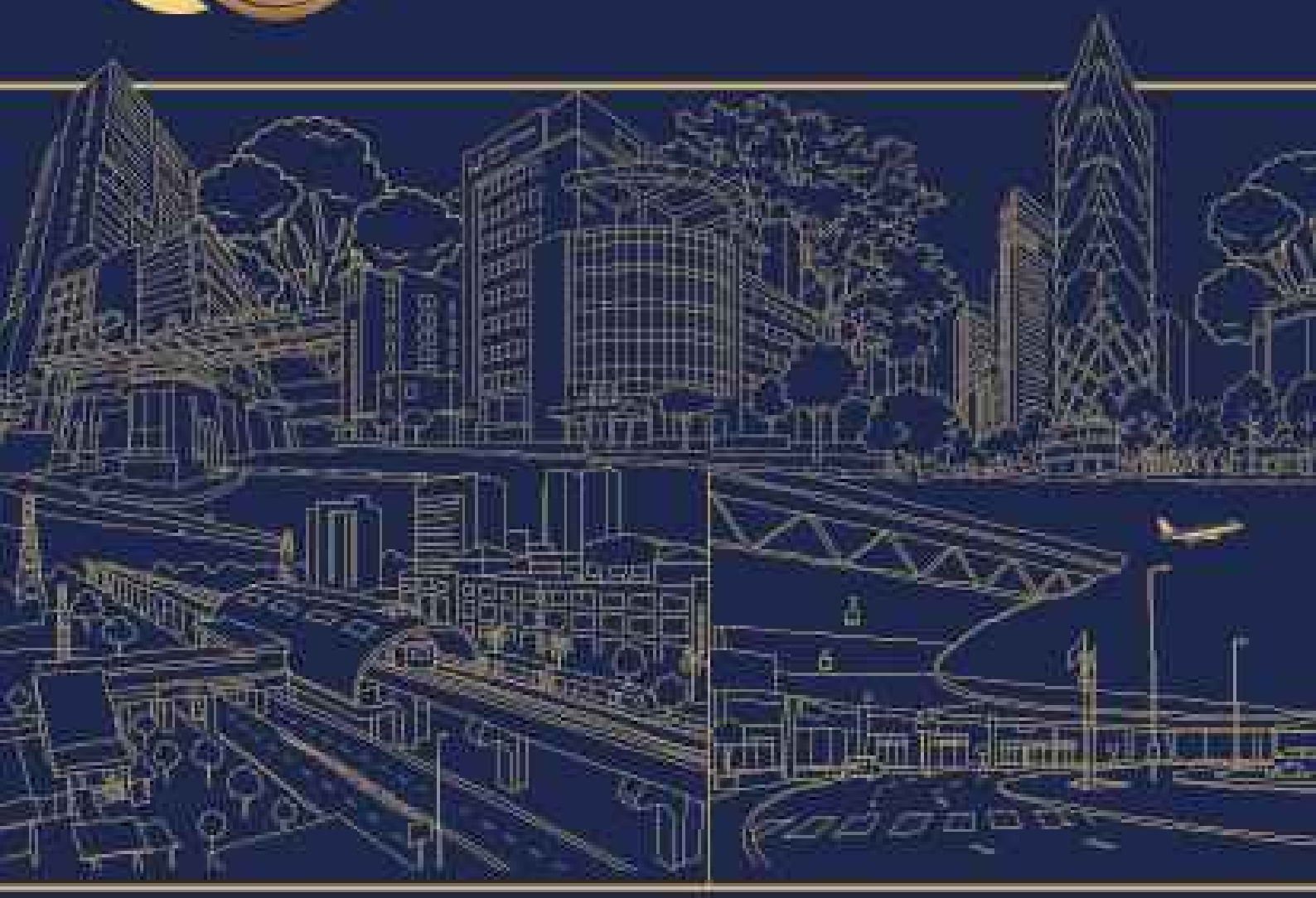
FBC

50 YEARS



ANNUAL REPORT 2026



HONOURING THE PAST, INVENTING THE FUTURE

The cover commemorates FBG Holdings Berhad's 50th Anniversary, celebrating five decades of resilience, progress and transformation. Guided by the anniversary theme, "Honouring the Past. Inventing the Future.", the design reflects on the Group's journey while looking towards its next chapter.

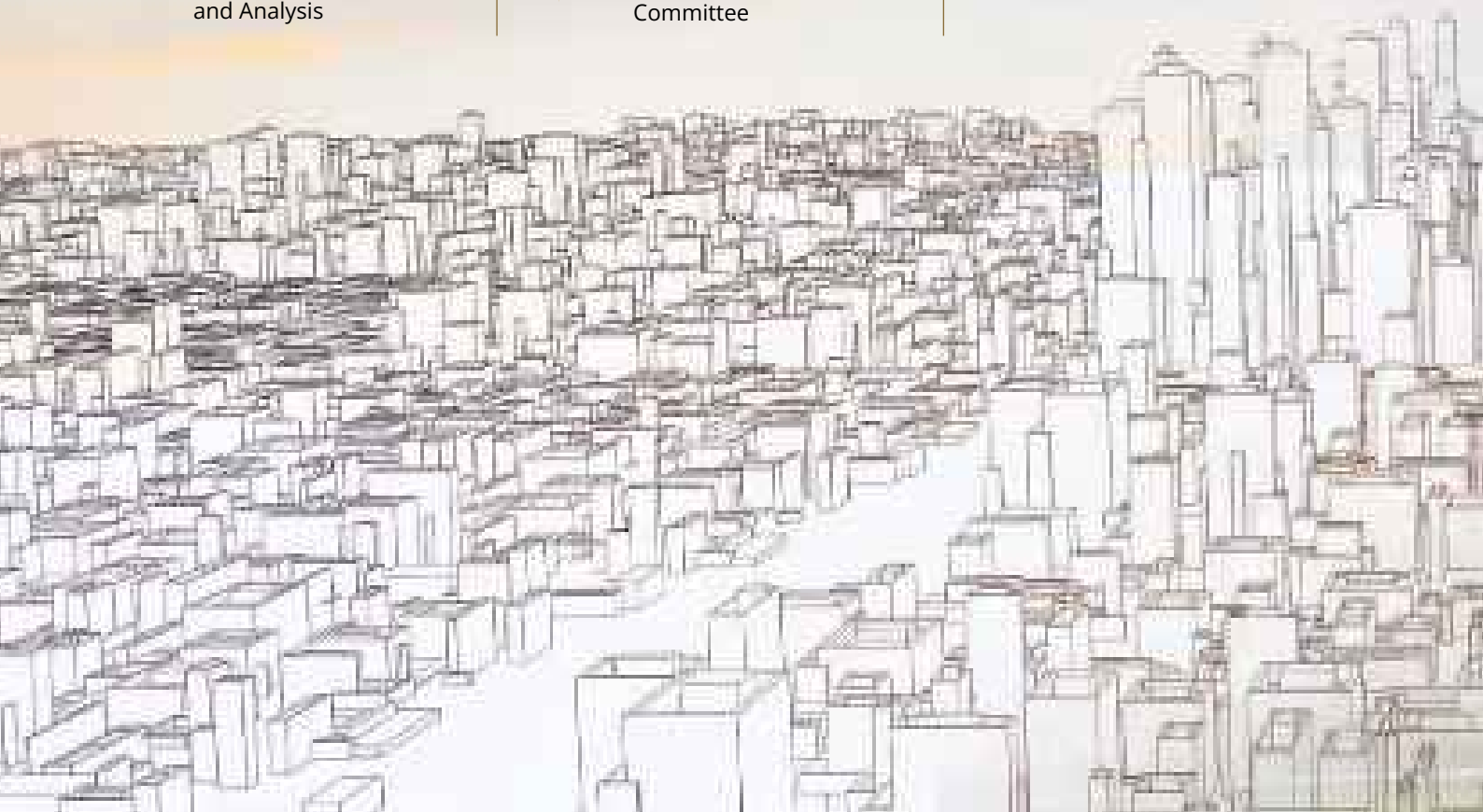
Set against a deep navy blue backdrop, the gold architectural illustrations feature a selection of FBG's construction and property development projects undertaken over the past five decades, forming a visual representation of the Group's legacy and achievements. Each project represents a chapter in FBG's journey, while the navy and gold palette conveys strength, stability and the significance of the Group's Golden Jubilee.

At the heart of the cover, the 50th Anniversary emblem connects FBG's proud heritage with its aspirations for the future — honouring the foundations built over the past 50 years while carrying forward the experience, resilience and spirit that will continue to shape FBG as "The Makers of Tomorrow".

Our Annual Report, financial information and other corporate information are also available on FBG Holdings Berhad's website at
www.fajarbarugroup.com

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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)

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)





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

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

KEY CORPORATE MILESTONES (CONT'D)



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)

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 (Merristone – GDV AUD56.2 Milllion) for the development of luxury bespoke homes

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)

2023

- 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



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
- Delivery of Vacant Possession for Residensi Intan @ Desa Green
- Delivery of Vacant Possession for Vierra Residence @ Kinrara

2026

- FBG celebrates its 50th anniversary, marking five decades of growth, resilience and progress under the theme "**Honouring the Past. Inventing the Future.**"
- Soft launch of Fajar EcoPark, Port Dickson.
- Awarded contract for construction of a 25-storey hotel building with 375 rooms and associated facilities located above the existing The Mall, Mid Valley Southkey in Johor Bahru (RM238.1 Million)

NOTICE OF ANNUAL GENERAL MEETING

3 December 2026

10.00 a.m.

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

NOTICE IS HEREBY GIVEN that the Thirty-Second Annual General Meeting of the Company will be held at Dewan Perdana, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Thursday, 3 December 2026 at 10.00 a.m.

AGENDA

1. To receive the Audited Financial Statements for the year ended 30 June 2026 together with the Reports of the Directors and Auditors thereon.	**(Refer to Explanatory Notes i)**
2. To re-elect Tan Sri Dato' Sri Chan Kong Choy 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' Norasni Binti Ayob 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 Datuk Yoo Wei How 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-Second 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- Second 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 2027 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.

Resolution 7 (Refer to Explanatory Notes iv)

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."

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 2026

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 25 November 2026 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. Agenda Item 1 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 Tan Sri Dato' Sri Chan Kong Choy, Dato' Norasni Binti Ayob and Datuk Yoo Wei How 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)

AGENDA (Cont'd)

iii. To approve the payment of Directors' benefits up to an amount of RM90,000 for the period from the Thirty-Second 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 2026, which is released together with the Company's Annual Report 2026.

STATEMENT ACCOMPANYING NOTICE OF THIRTY-SECOND ANNUAL GENERAL MEETING

DETAILS OF MEETING

Thirty-Second Annual General Meeting of the Company will be held at Dewan Perdana, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Thursday, 3 December 2026 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) Tan Sri Dato' Sri Chan Kong Choy
ii) Dato' Norasni Binti Ayob
iii) Datuk Yoo Wei How

Further details of the Directors standing for re-election are set out in the Directors' Profile appearing on pages 39 to 48 of this Annual Report.

ATTENDANCE OF BOARD MEETING

Details of the attendance of Directors at board meetings are stated on page 49 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 Managing Director, Executive Director)

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

Tan Sri Datuk Seri Lau Kuan Kam
(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

PRINCIPAL BANKERS
Malayan Banking Berhad
RHB Bank Berhad
Bangkok Bank Berhad
CIMB Bank Berhad
Alliance Bank Malaysia Berhad
United Overseas Bank (Malaysia) Bhd

SOLICITORS
Messrs. B B Teh
Messrs. Jeff Leong, Poon & Wong
Messrs. Ng Kian Nam & Partners, Advocates & Solicitors

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 SS 6/12,
Kelana Jaya,
47301 Petaling Jaya,
Selangor Darul Ehsan.
T: +603 – 7804 9698
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
Vistra Investor & Issuing House Services Sdn. Bhd.
(formerly known as 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

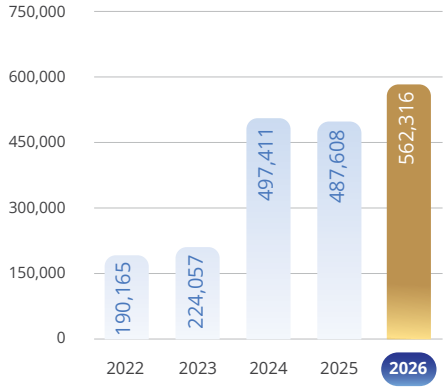
STOCK EXCHANGE LISTING
Main Market of Bursa Malaysia Securities Bhd.
Stock Name: FBG
Stock Code: 7047

PERFORMANCE ANALYSIS

		2022	2023	2024	2025	2026
Revenue	RM'000	190,165	224,057	497,411	487,608	562,316
Profit / (Loss) Before Tax	RM'000	15,291	(10,721)	75,964	8,468	(41,621)
Profit / (Loss) After Tax	RM'000	10,403	(16,639)	55,473	6,449	(36,510)
Issued Share Capital	RM'000	221,534	221,534	221,534	221,534	263,146
Shareholders' Funds	RM'000	390,024	367,983	419,649	410,199	422,645
Total Assets	RM'000	561,296	572,943	645,937	718,605	746,331
Earnings Per Share	Sen	1.44	(1.95)	7.28	0.95	(3.71)
Net Assets Per Share	RM	0.53	0.50	0.57	0.55	0.40

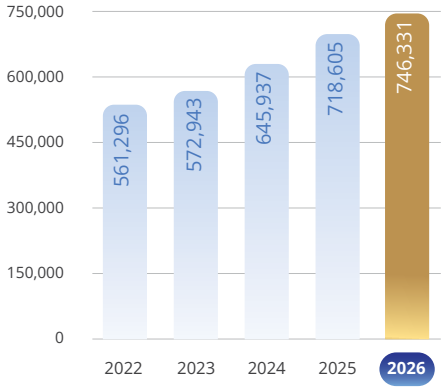
Revenue

RM'000



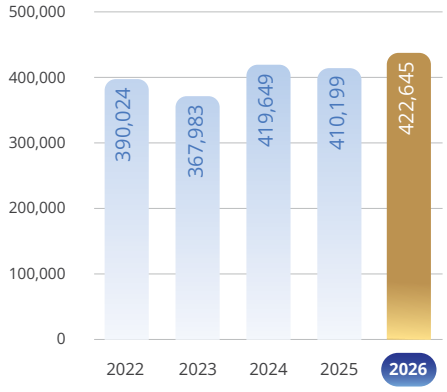
Total Assets

RM'000



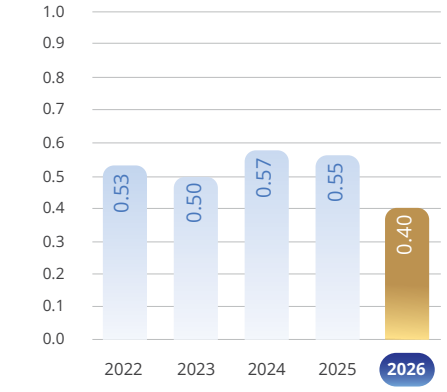
Shareholders' Funds

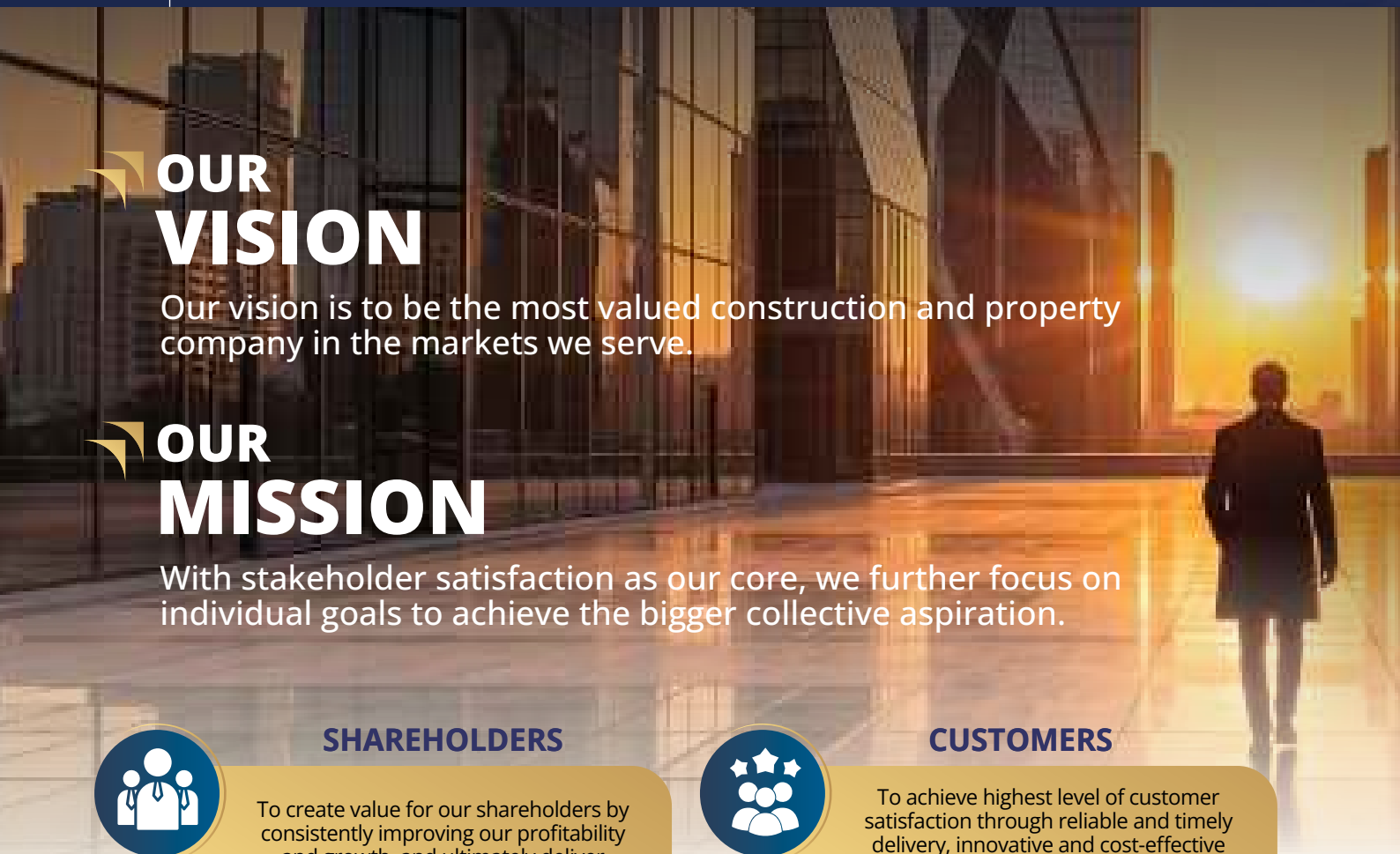
RM'000



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.

SHAREHOLDERS

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

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.

TECHNOLOGY

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

ASSOCIATES

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

EMPLOYEES

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

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.

CORE VALUES

FBG Holdings Berhad leads the way in business by upholding the following set of values:

INTEGRITY

Placing utmost importance on corporate integrity and accepting full responsibility on actions taken within business endeavours.

QUALITY

Commitment to provide products and services of the highest quality in a timely manner to achieve consistent customer satisfaction.

SAFETY

Safety must be at the forefront of decision-making and never compromise the safety of employees, customers, business associates and community.

INNOVATION

Continuous improvement of services rendered with a dynamic approach to challenge existing practices without hesitation.

RESPECT

Function collectively as a team to achieve business objectives in an honest and respectful environment by accepting various differences and opinions as being equally valid.

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 2026.



TAN SRI DATO' SRI CHAN KONG CHOY
Group Executive Chairman

OPERATING ENVIRONMENT

Malaysia's economy remained resilient during the first half of 2026, supported by sustained domestic demand, continued investment activity and stronger external sector performance. Bank Negara Malaysia ("BNM") expects the economy to grow between 4.0% and 5.0% in 2026, reflecting the continued strength of domestic economic fundamentals despite uncertainties in the global environment.

Nevertheless, the broader operating environment remains subject to uncertainties arising from geopolitical developments, evolving global trade conditions and fluctuations in commodity and input costs. These factors continue to present challenges to businesses and reinforce the importance of remaining disciplined, adaptable and responsive to changing market conditions.

At FBG, we recognise that resilience is not merely about weathering economic cycles, but about remaining focused on creating sustainable long-term value. The Group continues to adopt a prudent approach to capital allocation and operational expenditure, while maintaining the flexibility to pursue strategic growth opportunities across our diversified businesses. Guided by sound governance, disciplined execution and a long-term perspective, we remain focused on strengthening our fundamentals and enhancing operational excellence to position the Group for sustainable growth.



CHAIRMAN'S STATEMENT (CONT'D)

As FBG marks its 50th anniversary this year, we are reminded that the Group's enduring strength lies not only in its ability to adapt to changing market conditions, but also in its unwavering commitment to building a sustainable future. Honouring the legacy that has shaped our journey over the past five decades, we remain focused on creating long-term value and positioning the Group for the opportunities that lie ahead.

REVIEW OF FINANCIAL PERFORMANCE

For the financial year ended 30 June 2026 ("FYE 2026"), the Group recorded revenue of RM562.3 million, an increase from RM487.6 million for the financial year ended 30 June 2025 ("FYE 2025"). The higher revenue was primarily supported by increased contribution from the Construction segment.

Despite the higher revenue, the Group recorded a loss before tax of RM41.6 million for FYE 2026, compared with a profit before tax of RM8.5 million in the preceding financial year. The affected financial performance was mainly attributable to adjustments arising from revisions to estimated construction project margins, as well as an investment-related loss arising from a disposal amid prevailing market uncertainties. The construction margin remains subject to the final outcome of the respective projects, while the investment-related item was largely one-off in nature.

The Group continues to maintain a disciplined approach to the execution of its ongoing construction projects, supported by its outstanding order book. As at June 2026, the Group's outstanding construction order book stood at approximately RM1.01 billion, providing earnings visibility over the medium term.

A more detailed review of the Group's financial performance, including the performance of its respective business segments and key operational developments during the year, is provided in the Management Discussion and Analysis section of this Annual Report.

CHAIRMAN'S STATEMENT (CONT'D)

COMMITMENT TO CORPORATE GOVERNANCE AND SUSTAINABILITY

Sound corporate governance and sustainable business practices have been integral to FBG's growth and resilience over the past five decades. The Board remains steadfast in its commitment to upholding high standards of corporate governance, regulatory compliance and ethical business conduct, recognising that these principles are fundamental to maintaining stakeholder trust and creating sustainable long-term value.

Guided by integrity, accountability and transparency, the Board continues to ensure that the Group's businesses are conducted responsibly and in the best interests of our shareholders and stakeholders. Our corporate governance framework is regularly reviewed and strengthened to align with evolving regulatory requirements, recognised best practices and the Listing Requirements of Bursa Malaysia Securities Berhad, reflecting our commitment to sound stewardship and effective oversight. Details of the Group's corporate governance policies and practices are available on the Group's website at https://www.fajarbarugroup.com/corporate-governance/.

Sustainability is not merely a business imperative, but a responsibility that shapes the future of our organisation. The Group remains committed to integrating Environmental, Social and Governance ("ESG") considerations into its business strategies and operations, with the aim of delivering lasting value for our stakeholders while contributing positively to the communities and environments in which we operate.

Looking ahead, we will continue to strengthen our sustainability agenda by embedding responsible and sustainable practices across the Group. By aligning our initiatives with evolving stakeholder expectations and regulatory developments, we are positioning FBG to remain resilient, relevant and future-ready for the next chapter of its journey.

Further details on the Group's sustainability initiatives and progress are set out in the Integrated Sustainability Statement on pages 54 -119 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 18 September 2025, the Group announced a proposed renounceable Rights Issue with Warrants as part of its capital management initiatives to strengthen its financial position and support its funding requirements and long-term growth plans.
- On 1 December 2025, the Group entered into Deed of Amendment No. 3 with the Australian Department of Defence in relation to the Butterworth infrastructure project at the Royal Malaysian Air Force Base Butterworth, Penang. The amendment introduced an additional work package for Flexible Pavements Replacement (Stage 3), valued at approximately RM132.5 million, of which FBG Builder Sdn Bhd's portion amounted to approximately RM92.8 million.

CHAIRMAN'S STATEMENT (CONT'D)

CORPORATE AND BUSINESS DEVELOPMENTS (Cont'd)

- On 9 December 2025, the Group accepted a Letter of Acceptance from Sunray Construction & Interior Sdn Bhd for the construction and completion of Tower 2, comprising a hotel apartment development at the existing Johor Bahru City Square, with a contract value of approximately RM206.2 million. The project is scheduled for completion within 31 months from the commencement date.

- On 19 February 2026, the Group received a Letter of Acceptance from MVS Southpoint Hotel Sdn Bhd, an indirect wholly-owned subsidiary of IGB Berhad, for the main building works of a commercial building block located above the existing The Mall, Mid Valley Southkey in Johor Bahru. The RM238.1 million contract comprises the construction and completion of a 25-storey hotel building with 375 rooms and associated facilities. The project is scheduled for completion within 28 months from the commencement date.



The Mall, Mid Valley Southkey in Johor Bahru

- On 12 March 2026, the Group secured a contract valued at approximately RM15.5 million for the construction and completion of three factory units under the Alpine 2 development at Temasya Glenmarie, Shah Alam. The project is scheduled for completion within 12 months from the commencement date.



Temasya Glenmarie, Shah Alam

- On 17 April 2026, the Group accepted a Letter of Award from MTD Construction Sdn Bhd for its appointment as the specialist contractor for the Crash Test Facilities Laboratory Equipment package under the Malaysian Institute of Road Safety Research ("MIROS") Testing Laboratory and Complex Building Project. The contract, valued at approximately RM40.2 million, is scheduled for completion within 37.5 months from the commencement date.

CHAIRMAN'S STATEMENT (CONT'D)

DIVIDENDS

The Board of Directors declared an interim single-tier interim dividend of 0.75 sen per ordinary share for the financial year ended 30 June 2026, which was paid to shareholders on 23 December 2025.

Single-tier Interim Dividend 0.75 sen

MOVING FORWARD

Reflecting on five decades of progress, we are reminded that the Group's enduring success has been built on resilience, adaptability and an unwavering commitment to creating long-term value. Throughout our journey, we have navigated changing market conditions, evolved alongside industry developments and continued to strengthen our diversified business portfolio. These foundations will remain central as we embark on the next chapter of our journey.

Looking ahead, we remain focused on strengthening our core businesses while advancing initiatives that support sustainable growth over the long term. The continued replenishment of our construction order book and expansion of our diversified business interests reflect our efforts to build a more resilient and future-ready organisation. We will continue to evaluate new opportunities carefully, guided by their strategic fit, commercial viability and potential to create sustainable long-term value.

Guided by our 50th anniversary theme — "Honouring the Past. Inventing the Future." — we remain committed to building on the legacy that has defined FBG for five decades while embracing the opportunities of tomorrow. As we look to the future, we will continue to evolve responsibly, strengthen stakeholder value and position the Group for sustainable success in the years ahead.

While challenges and uncertainties will continue to shape the business environment, we are confident that the strength of our people, the resilience of our businesses and the discipline of our strategy will enable FBG to navigate the road ahead with purpose and confidence.



CHAIRMAN'S STATEMENT (CONT'D)

APPRECIATION

As FBG marks its 50th anniversary, I am reminded that our achievements over the past five decades have been made possible by the collective efforts, trust and unwavering support of the many individuals and organisations that have been part of our journey. This milestone is not only a celebration of our legacy, but also a testament to the strong relationships and shared commitment that continue to shape the Group's future.

On behalf of the Board of Directors, I would like to extend my sincere appreciation to our management team and employees for their dedication, resilience and hard work throughout the year. Your commitment and professionalism have been instrumental in enabling the Group to navigate challenges, adapt to change and build a strong foundation for sustainable growth.

I would also like to express my heartfelt gratitude to our valued shareholders, clients, financiers, suppliers, business partners and all stakeholders for your continued trust and confidence in FBG. Your steadfast support has been integral to our journey, and we deeply value the partnerships that we have built over the years.

My sincere thanks also go to my fellow Board members for their invaluable leadership, strategic insights and steadfast guidance in steering the Group through an evolving business landscape. Their collective experience and commitment continue to play an important role in shaping FBG's long-term success.

As we honour the past and look towards the future, we remain committed to strengthening the foundations that have guided us for the past 50 years while embracing new opportunities for sustainable growth and value creation. Together, we look forward to embarking on the next chapter of FBG's journey with confidence, purpose and a shared vision for the future.

Thank you.

Tan Sri Dato' Sri Chan Kong Choy
Group Executive Chairman



OUR ACHIEVEMENTS & HIGHLIGHTS

INDUSTRY RECOGNITIONS



5-Star SHASSIC Certification – Temasya Prisma, Glenmarie



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



SO 14001 : 2015 Environmental Management System



Green Building Index (Gold) – Gleneagles Hospital Kuala Lumpur



4-Star SHASSIC Certification – Ampang Line Extension Project

CORPORATE STRUCTURE



Note: The Group has submitted applications to strike-off 13 dormant subsidiaries. These subsidiaries were dormant since incorporation. The strike-off is subject to statutory authority's approval. Details of the said subsidiaries are set out in Note 5 to the Financial Statements.

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, trading of building materials, logging and timber trading, plantation and logistics, 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 2026. 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 maintained its growth momentum in 2025, expanding by 5.2%, supported by resilient domestic demand and sustained investment activity. Growth strengthened further in 2026, with GDP expanding by 5.4% in the first quarter and 6.0% in the second quarter, underpinned by household spending, private investment and stronger exports.

Investment activity remained resilient, supported by continued spending on structures, machinery and equipment and the implementation of multi-year projects across the private and public sectors. This provided a supportive operating environment for the construction sector, which expanded by 6.5% in the second quarter of 2026, following growth of 7.7% in the preceding quarter, driven primarily by specialised trade and non-residential activities.

Looking ahead, continued investment in infrastructure, industrial development, energy transition and digitalisation is expected to support economic activity and provide a favourable backdrop for the construction and property-related sectors. Nevertheless, the operating environment remains subject to external uncertainties, including geopolitical developments, global trade conditions and potential economic slowdowns among Malaysia's key trading partners.

Bank Negara Malaysia expects Malaysia's economy to grow between 4.0% and 5.0% in 2026, supported by domestic demand, investment activity and exports. Headline inflation is projected to remain manageable at between 1.5% and 2.5%, although geopolitical developments and fluctuations in global commodity prices could contribute to external cost pressures.

Against this backdrop, the Group will continue to adopt a prudent and disciplined approach to its operations and investment decisions, with emphasis on operational efficiency, cost management and financial resilience. FBG will remain responsive to market developments while pursuing opportunities that are aligned with the Group's long-term growth objectives.

OVERVIEW OF GROUP'S BUSINESS AND OPERATIONS

During FYE 2026, the Group's business activities continued to be anchored by its Construction and Property Development segments, supported by its diversified business interests. The Group remained focused on disciplined execution across its operations while strengthening its business pipeline and pursuing opportunities aligned with its long-term strategic objectives.

GROUP FINANCIAL REVIEW

Financial Performance

The Group recorded revenue of RM562.3 million for the financial year ended 30 June 2026, compared with RM487.6 million in the preceding financial year, primarily supported by higher revenue contribution from the Construction segment. Despite the increase in revenue, the Group recorded a loss before tax of RM41.6 million for FYE 2026, compared with a profit before tax ("PBT") of RM8.5 million in FYE 2025.

The Group's financial performance for the year was primarily impacted by developments within three segments — Construction, Property Development and Investment Holding. Construction profitability was affected by a downward revision of estimated project margins to reflect higher anticipated project costs. Property Development segment was impacted by largely non-recurring costs arising from additional authority requirements for a completed development, while Investment Holding recorded an impairment relating to the Group's investment.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

GROUP FINANCIAL REVIEW (Cont'd)

As at 30 June 2026, the Group's total assets stood at RM746.3 million, compared with RM718.6 million as at the end of the preceding financial year. The Group continued to maintain a prudent approach to its financial position, supported by manageable borrowing levels and cash reserves. With a gearing ratio of 18.9%, the Group remains focused on disciplined capital allocation and cash flow management to preserve financial resilience and support its longer-term business objectives.

Total Assets RM746.3 million

Construction Segment
The Construction segment recorded revenue of RM512.5 million for FYE 2026, compared with RM346.1 million in the preceding financial year. The segment recorded a loss before tax of RM9.9 million, compared with PBT of RM14.7 million in FYE 2025.

The increase in revenue was mainly driven by higher progressive recognition from ongoing construction projects during the financial year. Despite the higher revenue, the segment recorded a loss before tax mainly due to a downward revision of the estimated project margins to reflect increases in material and construction costs already incurred, as well as potential further increases in such costs arising from supply shortages and geopolitical uncertainties. The revision resulted in adjustments to revenue and profit previously recognised, reflecting a more prudent assessment of the estimated margins of the affected projects. Any subsequent improvements arising from cost savings, variation orders or other favourable factors will be recognised accordingly.

Property Development Segment
The Property Development segment recorded revenue of RM32.6 million for FYE 2026, compared with RM126.3 million in the preceding financial year. The segment recorded a loss before tax of RM7.8 million, compared with a PBT of RM5.8 million in FYE 2025.

The decrease in revenue was largely attributable to the completion of the Vierra Residence @ Kinrara development in the previous financial year, which resulted in lower revenue recognition during the current financial year. The loss before tax was mainly attributable to additional costs incurred for a completed project arising from further requirements by the relevant authorities, as well as the recognition of certain previously incurred professional and development-related costs in respect of other development projects following a reassessment of the Group's development plans. These items were largely non-recurring in nature and adversely affected the segment's financial performance for the year.



Vierra Residence @ Kinrara (Kuala Lumpur)

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

GROUP FINANCIAL REVIEW (Cont'd)

Logging and Timber Trading Segment
The Logging and Timber Trading segment recorded revenue of RM3.9 million for FYE 2026, compared with no revenue recorded in the preceding financial year. The segment recorded a loss before tax of RM1.3 million for FYE 2026, compared with a loss before tax of RM0.5 million in FYE 2025.

The revenue recorded during the financial year was attributable to the commencement of logging activities at an approved block, compared with the preceding financial year when no approved working block was available for operations. Despite the higher revenue, the segment recorded a loss before tax mainly due to the logging activities being in the initial phase of operations, with activities and contribution still building up, as well as the share of loss from an associate company.



Trading and Logistics Segments
The Trading segment recorded revenue of RM12.3 million for FYE 2026, compared with RM13.9 million in the preceding financial year. The segment recorded a PBT of RM0.3 million, compared with a loss before tax of RM0.03 million in FYE 2025.

The segment's performance during the financial year was mainly supported by the trading of construction materials for internal projects, in addition to supplying materials for the Group's ongoing projects under the Construction segment.



The movements in revenue and profit before tax were primarily attributable to the segment's normal business operations during the financial year.

The Logistics segment recorded revenue of RM0.5 million for FYE 2026, compared with RM0.8 million in the preceding financial year. The segment recorded a loss before tax of RM0.07 million, compared with a loss before tax of RM0.4 million in FYE 2025.

The movements in revenue and loss before tax reflected the segment's routine operational activities during the financial year.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

REVIEW OF OPERATIONS

CONSTRUCTION SEGMENT

The Construction segment recorded higher activity levels in FYE 2026, supported by continued progress across its ongoing projects and the execution of newly secured contracts. This contributed to stronger revenue recognition during the financial year, with the Division continuing to focus on disciplined project execution, productivity, quality assurance and timely delivery.

While revenue increased during the year, profitability was affected by a downward revision of estimated project margins amid prevailing cost and operating pressures. The Group continued to strengthen its project management, procurement and cost control measures to support effective project delivery and manage these pressures.

During the financial year, the Construction segment continued to navigate operational challenges arising from skilled labour shortages and rising workforce costs, volatility in construction material prices, longer procurement lead times and higher logistics and transportation costs. Global geopolitical and trade uncertainties also contributed to fluctuations in fuel, shipping and material costs. To mitigate these pressures, the Group continued to strengthen its procurement and project management practices through strategic sourcing, supplier arrangements, value engineering, cost monitoring and closer subcontractor management, supported by alternative supply sources and contingency planning where necessary.

The Group also strengthened its construction portfolio during FYE 2026 through several new contract awards. These included a RM206.2 million contract from Sunray Construction & Interior Sdn Bhd for the construction of Tower 2, comprising a hotel apartment at the existing Johor Bahru City Square; a RM238.1 million contract from MVS Southpoint Hotel Sdn Bhd, an indirect wholly-owned subsidiary of IGB Berhad, for the main building works of a commercial building block under Phase 3 above the existing The Mall, Mid Valley Southkey in Johor Bahru; and a RM40.2 million specialist contract from MTD Construction Sdn Bhd for crash test facilities and laboratory equipment for the Malaysian Institute of Road Safety Research ("MIROS") Testing Laboratory and Complex Building Project. During the year, the Group also entered into Deed of Amendment No. 3 with the Australian Department of Defence in relation to the RMAF Butterworth project. The amendment introduced an additional work package valued at approximately RM132.5 million, of which FBG Builder Sdn Bhd's portion amounted to approximately RM92.8 million. The Group also secured a RM15.5 million contract for the construction and completion of three factory units under the Alpine 2 development at Temasya Glenmarie, Shah Alam.



The Mall, Mid Valley Southkey (Johor Bahru)

FBG continues to strengthen project execution and risk management across its construction portfolio through regular performance reviews and integrated controls covering cost, schedule and project risks. These are complemented by quality assurance and quality control procedures, safety inspections and compliance monitoring. The use of Building Information Modelling ("BIM") and other digital construction technologies also supports improved design coordination, reduced rework and greater operational efficiency.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

CONSTRUCTION SEGMENT (Cont'd)

FBG's commitment to workplace safety was further reflected in the five-star rating achieved by FBG Builder Sdn. Bhd. under CIDB Malaysia's Safety and Health Assessment System in Construction ("SHASSIC") for the Temasya Prisma project at Temasya Glenmarie located in Selangor. The project achieved a SHASSIC score of 90.69% following an assessment conducted in June 2026.



Temasya Glenmarie Site Staff

Sustainability considerations are progressively being incorporated into project delivery through the optimisation of material usage, environmental management practices at project sites and the adoption of energy-efficient and sustainable construction methods, where appropriate. The Group also continues to emphasise workplace safety, employee welfare and compliance with relevant ESG and regulatory requirements as part of its approach to responsible project delivery.

As at June 2026, the Group's order book stood at approximately RM1.01 billion, comprising residential, commercial and mixed-use developments, hospitality projects, as well as infrastructure and government-related works, providing earnings visibility over the medium term. The Group will continue to pursue new opportunities in both the public and private sectors, supported by a tender book of approximately RM1.25 billion. New opportunities will continue to be assessed with due consideration given to project viability, execution risks and sustainable returns.

Looking ahead, the Group remains cautiously optimistic about the prospects of its Construction segment. While cost pressures, labour availability, competitive market conditions and global uncertainties remain key considerations, the Group will continue to focus on operational efficiency, cost competitiveness and the replenishment of its order book. FBG will continue to pursue quality projects across the public and private sectors that offer sustainable margins and support the long-term growth of the Construction segment.

PROPERTY DEVELOPMENT SEGMENT

The Property Development segment maintained steady progress in FYE 2026, focusing on the handover of completed developments while strengthening its future development pipeline.

The Malaysian property market remained resilient despite prevailing economic uncertainties, although affordability and financing considerations continued to influence buyer sentiment. Homebuyers have also become increasingly discerning, placing greater emphasis on affordability, functionality, accessibility and overall value.

In response, the Group continued to adopt a disciplined and market-driven approach to its property development activities, supported by market research, feasibility studies and competitor benchmarking. These insights guide product planning, pricing and the evaluation of future development opportunities.

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT SEGMENT (Cont'd)

As part of its growth strategy, the Group continues to explore opportunities to strengthen its future property development pipeline, including participation in Request for Proposal ("RFP") exercises, sourcing of new land banks and strategic collaborations with landowners and industry partners. Collectively, these prospective developments represent an estimated gross development value ("GDV") ranging from RM300 million to RM1.0 billion over the next three years, subject to successful project acquisition and prevailing market conditions. The Group will continue to evaluate these opportunities selectively, taking into consideration market demand, financial viability and alignment with its investment criteria.

The Group is also progressively incorporating ESG considerations into its development planning and design, where appropriate. These include sustainable design features, energy-efficient solutions and community-centric spaces. Such considerations are reflected in the proposed Centralised Labour Quarters ("CLQ"), which incorporates purpose-built worker accommodation alongside environmental features such as natural ventilation, energy-efficient fittings and solar panels.

Looking ahead, the Group will continue to focus on inventory monetisation, operational excellence and capital efficiency, while pursuing development opportunities that can strengthen its pipeline and deliver sustainable long-term value.

Current Projects – Malaysia

Vierra Residence @ Kinrara (Kuala Lumpur)
Vierra Residence @ Kinrara, the Group's second property development in Malaysia, comprises two residential towers with a total of 1,604 units and a gross development value ("GDV") of approximately RM482.48 million.

The development has been completed, with the vacant possession and handover process progressing steadily during the financial year. As at June 2026, 1,582 units, representing approximately 99% of the total units, had been successfully handed over to owners. The Group continues to facilitate the handover of the remaining units and the execution of the Memorandum of Transfer ("MOT") to expedite the establishment of the Management Corporation ("MC").







Vierra Residence @ Kinrara (Kuala Lumpur)

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT SEGMENT (Cont'd)

Desa Green @ Kuala Krai (Kelantan)
Desa Green @ Kuala Krai is an integrated township spanning approximately 146 acres in Kuala Krai, Kelantan. Residensi Intan @ Desa Green comprises 143 single-storey terrace homes and 84 single-storey semi-detached units across approximately 23.59 acres, with a GDV of RM67 million.

As at June 2026, the development was fully booked, with the remaining bookings undergoing loan application and approval processes. The improved sales performance was supported by the Perumahan Penjawat Awam Malaysia ("PPAM") scheme, which broadened the project's reach among eligible public sector employees, alongside continued sales to the open market. The Group continues to progress the handover of completed units to purchasers.

Meanwhile, the Group is preparing for the launch of Phase 3, which is planned to comprise 207 units of single-storey terrace homes, with an estimated GDV of RM62 million in 2027.


Desa Green @ Kuala Krai (Kelantan)


Desa Green @ Kuala Krai (Kelantan)

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT SEGMENT (Cont'd)

Centralised Labour Quarters (Negeri Sembilan)
The Group's CLQ development spanning approximately 10 acres in Sungai Gadut, Senawang, Seremban continued to progress during the financial year. The development, undertaken through a joint venture between FBG Land Sdn Bhd and Care Dynamic Sdn Bhd, comprises 672 units across 6 blocks, with 112 living quarters in each block. The development will also incorporate supporting amenities and facilities to provide a comfortable living environment for workers. Phase 1 of the development is targeted for completion in early 2028.

The proposed CLQ will be jointly managed and operated in collaboration with a reputable and well-established operator that has been serving the industry since 2000. With over two decades of industry experience, the operator has successfully managed multiple CLQ facilities throughout Malaysia. Their expertise in facility operations, tenant management and compliance with relevant regulatory requirements will contribute significantly to the successful operation and long-term sustainability of the proposed development.

The CLQ also incorporates key ESG considerations, reflecting both the social and environmental aspects of sustainability. As a purpose-built accommodation facility, the CLQ is intended to provide workers with a more organised and conducive living environment, supported by appropriate amenities and facilities. From an environmental perspective, the development incorporates design features aimed at enhancing sustainability and operational efficiency, including natural ventilation to improve air circulation, energy-efficient fittings to help manage electricity consumption, and solar panels to support the use of renewable energy. Collectively, these features are intended to promote better living conditions, improve resource and energy efficiency, and support the CLQ's long-term environmental performance.



Artist illustration of CLQ, Sungai Gadut, Senawang (Negeri Sembilan)

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PROPERTY DEVELOPMENT SEGMENT (Cont'd)

Current Projects – Australia

Merristone (Northcote, Melbourne)
Previously known as The Wilds, the development has been rebranded as Merristone. Merristone is a residential development comprising 15 architecturally designed, bespoke detached homes on a rare site fronting Merri Creek in Northcote, an established and highly sought-after inner-north suburb approximately 6 kilometres from Melbourne's CBD.

The all-electric, fossil-fuel-free homes are designed with a focus on sustainability, resident wellbeing and connection to the surrounding natural environment. With an estimated GDV of AUD56.2 million, the project is currently under construction and expected to be completed in the second half of 2027.


Merristone, Northcote (Melbourne, Australia)


Merristone, Northcote (Melbourne, Australia)

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

PLANTATION SEGMENT

The Group continued to advance its Plantation activities during the financial year as part of its longer-term diversification strategy. In Jerantut, Pahang, the Group undertakes reforestation and cultivation activities across approximately 600 acres of land, including the cultivation of eucalyptus trees. The Group is also cultivating durian as part of its agricultural activities. As these activities remain at an early stage, the Group continues to monitor their progress and long-term commercial potential. The Group will continue to adopt a measured approach to the development of its Plantation segment, focusing on the progressive development of its existing assets and their potential to contribute to the Group over the longer term.

LOGGING AND TIMBER TRADING SEGMENT

The Group remains positive about the prospects of its logging activities in Pahang, supported by the progress of forest marking activities. This approach facilitates a selective and systematic harvesting process, whereby identified and approved trees are targeted for harvesting while the remaining forest stands are retained. It also allows greater consideration to be given to forest regeneration, environmental protection and the preservation of the surrounding forest ecosystem.

The Group seeks to adopt responsible harvesting practices guided by the principles of sustainable forest management and reduced-impact logging, with the aim of minimising disturbance to residual trees, soil and water resources. Through this approach, the Group aims to balance the commercial utilisation of forest resources with environmental and sustainability considerations. The logging activities are also expected to provide an additional source of revenue and cash flow, while supporting the local timber industry and surrounding communities.

Moving forward, the Group will continue to work closely with the relevant authorities to ensure that its logging activities are undertaken in accordance with applicable regulatory requirements, with emphasis on responsible resource utilisation, operational efficiency and environmental stewardship.

OTHERS - UPCOMING PROSPECT

The Group is exploring the development of Fajar EcoPark in Port Dickson, Negeri Sembilan, as an agri-recreational destination that brings together agriculture, nature, leisure and recreational activities. The concept aims to create a family-friendly environment where visitors can enjoy outdoor experiences while gaining greater appreciation of nature and agricultural activities.



Fajar EcoPark, Port Dickson, Negeri Sembilan

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

OTHERS – UPCOMING PROSPECT (Cont'd)


Fajar EcoPark, Port Dickson (Negeri Sembilan)


Fajar EcoPark, Port Dickson (Negeri Sembilan)

Proposed attractions include a nature-themed restaurant offering Minangkabau-inspired cuisine, an animal petting zoo, fruit plantations and other family-oriented recreational facilities. The restaurant is intended to provide a distinctive dining experience that draws inspiration from the culinary heritage of the Minangkabau community, while the fruit plantations and recreational attractions seek to offer visitors opportunities to engage with nature in a relaxed setting.


Fajar EcoPark, Port Dickson (Negeri Sembilan)

MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

OTHERS – UPCOMING PROSPECT (Cont'd)

Beyond its recreational appeal, Fajar EcoPark is also intended to explore potential revenue-generating opportunities through agricultural activities, food and beverage offerings and visitor-related services. The Group will adopt a phased approach to its development, taking into consideration operational readiness, visitor experience and longer-term commercial viability.

Fajar EcoPark is currently targeted to commence initial operations in the fourth quarter of 2026 through a soft launch, subject to operational readiness.

LOOKING AHEAD

Entering its next phase of growth, FBG remains focused on strengthening its business fundamentals and building sustainable long-term value. While the operating environment continues to be shaped by geopolitical uncertainties, cost pressures, evolving regulatory requirements and changing market conditions, the Group will maintain a prudent and disciplined approach to managing its businesses, while remaining responsive to opportunities that support its long-term growth objectives.

In Construction, the Group will continue to focus on the effective execution and timely delivery of its existing projects while actively pursuing new opportunities across both the public and private sectors. Supported by its existing order book and tender pipeline, FBG will maintain a disciplined approach to project selection, with emphasis on project viability, execution capabilities and sustainable margins. The Group will also continue to leverage construction technologies and strengthen operational efficiencies to enhance project delivery.

For Property Development, the Group will remain focused on unlocking value from its existing developments while strengthening its future development pipeline through opportunities that meet its investment criteria and prevailing market demand. In Australia, FBG will continue to progress its residential development activities while assessing opportunities aligned with its long-term strategy.



MANAGEMENT DISCUSSION AND ANALYSIS (CONT'D)

LOOKING AHEAD (Cont'd)

The Group will continue to progressively develop its Plantation and other diversified business interests, with emphasis on unlocking the longer-term commercial potential of its existing assets.

Digital transformation remains an important part of the Group's efforts to enhance operational efficiency, governance and business resilience. During FYE 2026, phase one of the Group's Enterprise Resource Planning ("ERP") system went live, covering key finance and supply chain processes, and is currently operating in parallel with the existing system as part of a controlled transition. The Group's new Human Resource ("HR") system also went live during the year, further digitalising key HR processes and improving the accessibility and accuracy of employee information.

Looking ahead, the Group will continue to enhance its digital capabilities, with the asset management and budget management modules targeted for rollout in the coming year. Cybersecurity will remain a key priority, with ongoing efforts to strengthen security controls, safeguard critical business information and enhance cybersecurity awareness across the organisation. Through these initiatives, FBG aims to improve process integration, data visibility and operational efficiency while establishing a stronger digital foundation to support its future growth.

Sustainability will continue to form an increasingly important part of the Group's governance and long-term business strategy. FBG is preparing for the phased adoption of the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards, IFRS S1 and IFRS S2, in line with Malaysia's National Sustainability Reporting Framework ("NSRF") requirements applicable to Group 2 listed issuers. As part of this preparation, the Group is strengthening its sustainability governance and establishing clearer responsibilities for data ownership and internal controls.

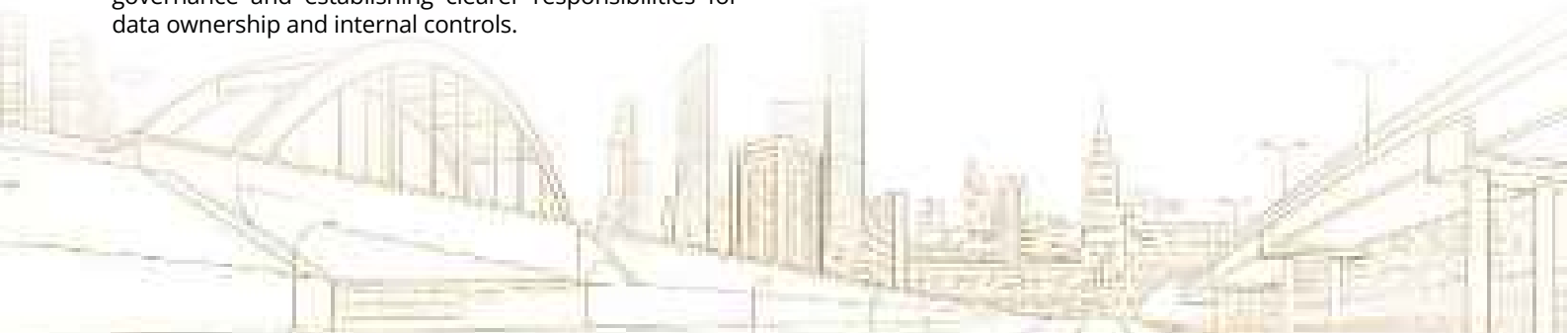
FBG is also developing its approach to sustainability-related metrics and targets and assessing how material sustainability-related matters may affect its operations, business strategy and financial performance. These efforts are intended to improve the consistency and reliability of the Group's sustainability disclosures while strengthening its readiness for future assurance requirements.

Alongside these efforts, the Group continues to strengthen its corporate governance and integrity framework. FBG is preparing for certification under ISO 37001 Anti-Bribery Management Systems, which the Group aims to obtain in 2027. This initiative reflects the Group's continued emphasis on strengthening its anti-bribery controls and promoting a culture of integrity, accountability and responsible business conduct across the organisation.

Guided by its 50th anniversary theme, "Honouring the Past. Inventing the Future.", FBG will continue to build on its established foundations while strengthening its capabilities, embracing innovation and adapting to an evolving business landscape.

Moving forward, the Group remains cautiously optimistic about its prospects. With disciplined execution, prudent financial management and continued investment in its businesses, people, technology and governance, FBG will remain focused on navigating emerging challenges, pursuing sustainable growth opportunities and creating long-term value for its stakeholders as The Makers of Tomorrow.

Dato' Sri Kuan Khian Leng
Group Managing Director



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, Non-Independent 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 Chief Executive Officer, Non-Independent Executive Director) | **TAN SRI DATUK SERI LAU KUAN KAM** (Group Executive Director, Non-Independent Executive Director) | **DATUK YOO WEI HOW** (Independent Non-Executive Director) | **DATO' SRI KUAN KHIAN LENG** (Group Managing Director, Non-Independent Executive Director) | **DATO' LIM SIEW MEI** (Non-Independent Non-Executive Director)

BOARD OF DIRECTORS



TAN SRI DATO' SRI CHAN KONG CHOY

Group Executive Chairman,
Non-Independent Executive Director

Age 71 | Male | Malaysian

DATE OF APPOINTMENT
- 1 April 2021

MEMBERSHIP OF BOARD COMMITTEE(S)
- Nil

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- P.A. Resources Berhad (Group Executive Chairman)

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Post-graduate Diploma in Education, University of Malaya, Malaysia
- Bachelor of Arts (Honours), University of Malaya, Malaysia

BOARD APPOINTMENT HISTORY

Tan Sri Dato' Sri Chan has been the Independent Non-Executive Chairman of the Company since 1 April 2021. He was subsequently re-designated as Group Executive Chairman on 16 December 2021.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)

Tan Sri Dato' Sri Chan is currently an Adjunct Professor at the Faculty of Arts and Social Sciences, University of Malaya, a position he has held since 2017. In January 2024, he was appointed Chairman of the Board of Governors and Chairman of the Alumni Council of Tunku Abdul Rahman University of Management and Technology (TAR UMT). He serves as Chairman of the Board of Governors from 2024 and as Chairman of the Alumni Council from 2024 to 2026. He was appointed as a Board of Trustee of the Universiti Malaya Endowment Fund (UMEF) for the period from 1 September 2025 to 2027. He is also the Chairman of his alma mater, SJK(C) Khai Mun, Bentong. On 30 April 2025, Tan Sri Dato' Sri Chan was conferred the title of Honorary Research Fellow by the Dream of the Red Chamber Research Institute of the Chinese National Academy of Arts.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)

Tan Sri Dato' Sri Chan has more than 50 years of experience spanning education, government service and corporate leadership. He began his career in 1980 as a Language Teacher at Malaysia Agriculture University, now known as Universiti Putra Malaysia, where he served until 1985. In 1986, he was appointed Political Secretary to the Minister of Housing and Local Government. In the same year, he was elected as the State Assemblyman for Tanah Rata and subsequently appointed as an Executive Council (EXCO) Member of the Pahang State Government, a position he held until 1990. He served as the Member of Parliament for Lipis, Pahang from 1990 to 1995 and for Selayang, Selangor from 1995 to 2008. During his parliamentary career, he served as Deputy Minister of Culture, Arts and Tourism from 1990 to 1995, Deputy Minister of Energy, Communications and Multimedia from 1995 to 1999, Deputy Minister of Finance from 1999 to 2003, and Minister of Transport from 2003 to 2008. From 2014 to 2016, Tan Sri Dato' Sri Chan served as an Independent Non-Executive Director and Chairman of the Remuneration Committee of Nirvana Asia Ltd, a company listed on the Hong Kong Stock Exchange.

OTHER INFORMATION

Tan Sri Dato' Sri Chan is the uncle of Dato' Ir. Kong Kam Loong, the Group Chief Executive Officer of the Company. He does not have any conflict of interest or potential conflict of interest with the Company or its subsidiary companies, and no conviction for any offence within the past five years (other than traffic offences, if any). In addition, no public sanction or penalties were imposed by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Tan Sri Dato' Sri Chan attended all seven Board meetings held.

BOARD OF DIRECTORS (CONT'D)



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

Deputy Chairman,
Non-Independent Non-Executive Director

Age 81 | Male | Malaysian

DATE OF APPOINTMENT
- 1 April 2021

MEMBERSHIP OF BOARD COMMITTEE(S)
- Remuneration Committee (Chairman)

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- Star Media Group Berhad
- Star Foundation (Non-Profit Organisation)

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Bachelor of Engineering in Electrical Engineering, University of Adelaide, South Australia
- Member of the Institution of Engineers, Malaysia (IEM)

BOARD APPOINTMENT HISTORY
Tan Sri Dato' Sri Kuan has been the Deputy Chairman and Non-Independent Non-Executive Director of the Company since 1 April 2021.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)
Tan Sri Dato' Sri Kuan serves as the Non-Independent Non-Executive Deputy Chairman of Star Media Group Berhad and is a Trustee of Star Foundation. He also serves on the boards of several private companies.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)
Tan Sri Dato' Sri Kuan is a qualified electrical engineer with extensive multi-industry experience. His career includes two terms as a Senator in the Malaysian Parliament from 1985 to 1991. He subsequently served as Director and Group Managing Director of Hirotako Holdings Berhad from February 2007 to January 2012. He also served as an Independent Non-Executive Director of Mexter Technology Berhad from October 2006 to June 2007 and as Executive Director of Sanbumi Holdings Berhad from April 2011 to August 2012. Tan Sri Dato' Sri Kuan has more than 25 years of experience in corporate finance and general management. He served as a Director and Non-Executive Chairman of FBG Holdings Berhad from 2006 to 2012, before being re-designated as Executive Chairman from 2012 to 2015 and subsequently as Non-Executive Chairman until 2016.

OTHER INFORMATION
Tan Sri Dato' Sri Kuan is the father of Dato' Sri Kuan Khian Leng, the Group Managing Director of the Company. He does not have any conflict of interest or potential conflict of interest with the Company or its subsidiary companies. He has no conviction for any offence within the past five years, other than traffic offences, if any. No public sanctions or penalties were imposed on him by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Tan Sri Dato' Sri Kuan attended all seven Board meetings held.

BOARD OF DIRECTORS (CONT'D)



DATO' SRI KUAN KHIAN LENG

Group Managing Director,
Non-Independent Executive Director

Age 50 | Male | Malaysian

DATE OF APPOINTMENT
- 22 June 2017

MEMBERSHIP OF BOARD COMMITTEE(S)
- Nil

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- OKA Corporation Berhad (Independent Non-Executive Director)

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

BOARD APPOINTMENT HISTORY

Dato' Sri Kuan has been a member of the Board since 22 June 2017. He was promoted to Group Chief Executive Officer on 1 April 2021 and subsequently re-designated as Group Managing Director on 23 February 2026.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)

Dato' Sri Kuan is the Group Managing Director of the Company. He is also the Deputy President of the Master Builders Association Malaysia (MBAM). Additionally, he serves as an Industry Advisory Panel Member for the Bachelor of Civil Engineering programme at the Faculty of Engineering, Universiti Putra Malaysia. He has been a member of the Construction Competence Technical Committee on Building and Civil under the Construction Industry Development Board (CIDB) since April 2025. He also serves on the Professionalism Committee of CIDB's Thrust Working Group 5 (TWG 5), contributing to the development of the Construction Action Plan 2026–2030 (CAP30). Beyond his contributions to the construction industry, he is the Vice President of the China-Asia Economic Development Association, Malaysia (CAEDAM) for the 2026–2029 term. He is also an active member and Past President of the Lions Club of Kuala Lumpur Elite (District 308B1), a nonprofit voluntary service organisation dedicated to serving the community.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)

Dato' Sri Kuan has more than 25 years of experience spanning the banking, information and communications technology (ICT), engineering and construction industries. He began his career as a Civil and Structural Engineer with Sepakat Setia Perunding Sdn Bhd in 2000. In March 2002, he joined Citibank Berhad as an Assistant Manager and subsequently held various managerial positions in the Marketing, Project Management and Risk Management departments. In July 2006, he joined Kuwait Finance House (Malaysia) Berhad as Business Intelligence Head. From June 2007 to December 2015, he served as Executive Director of Mexter Technology Berhad, overseeing its operations, business development and marketing activities. He joined FBG as a Director of a subsidiary in 2015.

OTHER INFORMATION

Dato' Sri Kuan is the 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 or potential conflict of interest with the Company or its subsidiary companies. He has no conviction for any offence within the past five years, other than traffic offences, if any. No public sanctions or penalties were imposed on him by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Dato' Sri Kuan attended all seven Board meetings held.

BOARD OF DIRECTORS (CONT'D)



DATO' IR. KONG KAM LOONG
Group Chief Executive Officer,
Non-Independent Executive Director

Age 49 | Male | Malaysian

DATE OF APPOINTMENT
- 1 April 2021

MEMBERSHIP OF BOARD COMMITTEE(S)
- Nil

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- Nil

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Professional Engineer, Institute of Engineers Malaysia (IEM)
- Member of the Institution of Engineers, Malaysia (IEM)
- Bachelor of Engineering (Civil) (Upper Second Class Honours), University of Technology Malaysia (UTM), Malaysia

BOARD APPOINTMENT HISTORY
Dato' Ir. Kong has been on the Board as a Group Executive Director since 1 April 2021. He was subsequently promoted to Group Chief Executive Officer on 23 February 2026.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)
Dato' Ir. Kong is the Group Chief Executive Officer of the Company. He is a Registered Professional Engineer with the Board of Engineers Malaysia (BEM) and a member of the Institution of Engineers, Malaysia (IEM). He is also affiliated with international professional bodies, including the American Concrete Institute.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)
Dato' Ir. Kong has more than 24 years of experience in the construction industry, with expertise in civil and structural design, planning and site operations management. He began his engineering career with Meinhardt (Malaysia) Sdn Bhd, a multi-disciplinary consulting engineering firm. In August 2002, he joined Jaster-Quintanilla San Antonio (JQSA) in San Antonio, Texas, USA, as a Structural Graduate Engineer. Throughout his career, he has developed extensive technical expertise across various construction disciplines. His project experience encompasses commercial buildings, educational institutions, healthcare facilities, parking garages, airports, hotels and elevated bridges. He joined FBG as a Director of a subsidiary in 2015.

OTHER INFORMATION
Dato' Ir. Kong is a nephew of Tan Sri Dato' Sri Chan Kong Choy, a substantial shareholder and Group Executive Chairman of the Company. He does not have any conflict of interest or potential conflict of interest with the Company or its subsidiary companies. He has no conviction for any offence within the past five years, other than traffic offences, if any. No public sanctions or penalties were imposed on him by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Dato' Ir. Kong attended all seven Board meetings held.

BOARD OF DIRECTORS (CONT'D)



TAN SRI DATUK SERI LAU KUAN KAM

Group Executive Director,
Non-Independent Executive Director

Age 63 | Male | Malaysian

DATE OF APPOINTMENT
- 3 December 2020

MEMBERSHIP OF BOARD COMMITTEE(S)
- Nil

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- P.A. Resources Berhad (Group Managing Director)

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Master of Business Administration,
  Senior University International, State of Wyoming,
  United States of America

BOARD APPOINTMENT HISTORY
Tan Sri Datuk Seri Lau has been a member of the Board since 3 December 2020.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)
Tan Sri Datuk Seri Lau is the Group Managing Director of P.A. Resources Berhad.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)
Tan Sri Datuk Seri Lau has more than 40 years of experience spanning manufacturing, agriculture and construction, with extensive entrepreneurial and leadership experience. He began his career in 1981 as a Sales and Marketing Representative with Union Auto Mobil. In 1987, he joined Bio-Organo Fertilizer Sdn Bhd as Marketing Manager. In 1990, he founded Twin Arrow Fertilizer Sdn Bhd, which is engaged in the manufacturing of fertiliser products. Over the years, the Twin Arrow Group has grown into one of Malaysia's largest manufacturers of compound, compact, blended and organic hybrid fertilisers. He is also the founder of Rahmat Dhuha Palm Oil Plantation Sdn Bhd and Zan Dong Sdn Bhd, which are involved in palm oil and durian plantations. He has extensive knowledge and experience in plantation management. Tan Sri Datuk Seri Lau has received various entrepreneurship awards and recognitions throughout his career, including the Malaysia Golden Entrepreneur Award. He was conferred the 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 or potential conflict of interest with the Company or its subsidiary companies. He has no conviction for any offence within the past five years, other than traffic offences, if any. No public sanctions or penalties were imposed on him by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Tan Sri Datuk Seri Lau attended six out of seven Board meetings held.

BOARD OF DIRECTORS (CONT'D)



DATO' LIM SIEW MEI
Non-Independent Non-Executive Director

Age 44 | Female | Malaysian

DATE OF APPOINTMENT
- 1 March 2018

MEMBERSHIP OF BOARD COMMITTEE(S)
- Nominating Committee (Member)

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- P.A. Resources Berhad
  (Independent Non-Executive Director)

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Master of Banking and Finance, Monash University, Australia
- Bachelor of Commerce in Accounting and Finance, Deakin University, Australia

BOARD APPOINTMENT HISTORY
Dato' Lim has been a member of the Board since 1 March 2018.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)
Dato' Lim is currently an Independent Non-Executive Director of P.A. Resources Berhad. She also holds directorships in several private limited companies.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)
Dato' Lim has more than 20 years of experience across various industries, including timber and logging, property development and management, hospitality, plantations and the retail fuel sector. Her experience encompasses timber logging, property development, rental property management, hotel operations, plantation activities involving oil palm, rubber trees, eucalyptus and fruit crops, as well as the operation and management of petrol stations.

She has been an Executive Committee Member of the Associated Chinese Chamber of Commerce & Industry Pahang since 2017 and has served as its Treasurer since 2026. She has also served as Deputy President of the Persatuan Pengusaha Kayu-Kayan Negeri Pahang since 2019 and as its Vice President since 2026. In addition, she has been a member of the Malaysian Wood Industries Association (MWIA) since 2019, serving as an Executive Committee Member since 2020 and as Honorary Assistant Secretary General since 2024. She works closely with the Malaysian Timber Council (MTC) and the Malaysian Timber Industry Board (MTIB) on matters relating to the timber industry.

OTHER INFORMATION
Dato' Lim is not related to any Directors or major shareholders of the Company. She does not have any conflict of interest or potential conflict of interest with the Company or its subsidiary companies. She has no conviction for any offence within the past five years, other than traffic offences, if any. No public sanctions or penalties were imposed on her by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Dato' Lim attended six out of seven Board meetings held.

BOARD OF DIRECTORS (CONT'D)



DATO' NORASNI BINTI AYOB
Independent Non-Executive Director

Age 64 |Female | Malaysian

DATE OF APPOINTMENT
- 16 December 2021

MEMBERSHIP OF BOARD COMMITTEE(S)
- Nominating Committee (Chairman)
- Audit Committee (Member)
- Sustainability Committee (Member)

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- Nil

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Master in Business Administration, Nottingham Trent University, United Kingdom

BOARD APPOINTMENT HISTORY
Dato' Norasni has been a member of the Board since 16 December 2021.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)
Dato' Norasni currently serves as a Board Member and Chairman of the Risk Committee of Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN). In 2024, she was appointed as an Adjunct Professor at the Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan. She also provides financial and business advisory services to aspiring entrepreneurs starting up businesses and established companies, supporting their business development and growth.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)
Dato' Norasni has more than 30 years of experience in the banking industry, having held various senior management positions with two leading financial institutions. She served Public Bank Berhad for more than 29 years, during which she held various management positions before joining Bank Islam Malaysia Berhad in 2011 as Chief Operating Officer (COO), a position she held for six years. Her areas of expertise include financial management, banking operations, business process management and transformation planning. She also has extensive experience in performance management, innovation and risk management.

OTHER INFORMATION
Dato' Norasni is not related to any Directors or major shareholders of the Company. She does not have any conflict of interest or potential conflict of interest with the Company or its subsidiary companies. She has no conviction for any offence within the past five years, other than traffic offences, if any. No public sanctions or penalties were imposed on her by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Dato' Norasni attended six out of seven Board meetings held.

BOARD OF DIRECTORS (CONT'D)



DATUK YOO WEI HOW
Independent Non-Executive Director

Age 53 | Male | Malaysian

DATE OF APPOINTMENT
- 23 October 2023

MEMBERSHIP OF BOARD COMMITTEE(S)
- Sustainability Committee (Chairman)
- Audit Committee (Member)
- Remuneration Committee (Member)

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- Nil

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

BOARD APPOINTMENT HISTORY
Datuk Yoo has been a member of the Board since 23 October 2023.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)
Datuk Yoo currently serves as Vice President of the Malaysia One Belt One Road Council.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)
Datuk Yoo has more than 20 years of experience spanning marketing, business development, public relations, training and other areas. He has held senior positions across various industries, including food and beverage, real estate, training, research, oil and gas and plantation. He served as Private Secretary to the Minister of Human Resources in 1999, Press Secretary to the Minister of Transport in 2003 and Political Secretary to the Minister of Transport in 2007. In 2008, he served as Political Secretary to the Minister of Health. He was appointed as a Senator in the Upper House of the Parliament of Malaysia in 2014. In 2018, Datuk Yoo was appointed Managing Director of PRG Agro Sdn Bhd, a subsidiary of PRG Holdings Berhad. He has also served on the Boards of Governors of SJK Sg Long and SMJK Keat Hwa and as an adviser to Lions Club Kuala Lumpur/Selangor. In recent years, he has been involved in logging, teak wood plantation, timber export, Albizia planting, pineapple plantation, fruit branding and marketing, durian plantation, durian export and packaging.

OTHER INFORMATION
Datuk Yoo is not related to any Directors or major shareholders of the Company. He does not have any conflict of interest or potential conflict of interest with the Company or its subsidiary companies. He has no conviction for any offence within the past five years, other than traffic offences, if any. No public sanctions or penalties were imposed on him by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Datuk Yoo attended all seven Board meetings held.

BOARD OF DIRECTORS (CONT'D)



Age 60 |Male | Malaysian

OOI LENG CHOOI
Independent Non-Executive Director

DATE OF APPOINTMENT
- 12 December 2001

MEMBERSHIP OF BOARD COMMITTEE(S)
- Audit Committee (Chairman)
- Nominating Committee (Member)
- Remuneration Committee (Member)
- Sustainability Committee (Member)

OTHER DIRECTORSHIP(S): PUBLIC COMPANY(IES)
- Careplus Group Bhd (Independent Non-Executive Director)

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Chartered Accountant, Chartered Institute of Management Accountants (CIMA)
- Member of the Malaysian Institute of Accountants (MIA)
- Member of the Certified Financial Planner (CFP)

BOARD APPOINTMENT HISTORY
Mr. Ooi was appointed to the Board as an Executive Director on 12 December 2001. He was subsequently re-designated as a Non-Independent Non-Executive Director on 24 February 2016 and further re-designated as an Independent Non-Executive Director on 28 August 2018.

PRESENT EXPERIENCE AND/OR APPOINTMENT(S)
Mr. Ooi is currently an Independent Non-Executive Director of Careplus Group Bhd.

KEY PAST EXPERIENCE AND/OR APPOINTMENT(S)
Mr. Ooi has more than 25 years of experience in corporate finance and general management. He joined FBG as Finance Manager in 1998 and subsequently served as an Executive Director. He also served as an Independent Director of Hirotako Holdings Berhad from March 2007 to January 2012. In addition to his corporate and financial experience, Mr. Ooi is a Feng Shui practitioner and consultant, with extensive knowledge and experience in the principles and practices of Feng Shui.

OTHER INFORMATION
Mr. Ooi is not related to any Directors or major shareholders of the Company. He does not have any conflict of interest or potential conflict of interest with the Company or its subsidiary companies. He has no conviction for any offence within the past five years, other than traffic offences, if any. No public sanctions or penalties were imposed on him by any regulatory body during the financial year.

During the financial year ended 30 June 2026, Mr. Ooi attended all seven Board meetings held.

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 seven (7) Board Meetings held during the financial year ended 30 June 2026. 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, Non-Independent Executive Director	7/7
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	Deputy Chairman, Non-Independent Non-Executive Director	7/7
Dato' Sri Kuan Khian Leng	Group Managing Director, Non-Independent Executive Director	7/7
Dato' Ir. Kong Kam Loong	Group Chief Executive Officer, Non-Independent Executive Director	7/7
Tan Sri Datuk Seri Lau Kuan Kam	Group Executive Director, Non-Independent Executive Director	6/7
Dato' Lim Siew Mei	Non-Independent Non-Executive Director	6/7
Dato' Norasni Binti Ayob	Independent Non-Executive Director	6/7
Datuk Yoo Wei How	Independent Non-Executive Director	7/7
Ooi Leng Chooi	Independent Non-Executive Director	7/7

DATE, TIME AND VENUE OF BOARD MEETINGS

All Board Meetings for the financial year ended 30 June 2026 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
28 August 2025 (Thursday)	11.30 am
17 September 2025 (Wednesday)	11.00 am
23 October 2025 (Thursday)	10.20 am
12 November 2025 (Wednesday)	3.00 pm
27 November 2025 (Thursday)	11.00 am
23 February 2026 (Monday)	11.00 am
22 May 2026 (Friday)	11.00 am

SENIOR MANAGEMENT TEAM

CHARLES TAN TING LIH
Chief Financial Officer

Age 50 | Male | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- June 2011

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Chartered Accountant (C.A.(M)), Malaysian Institute of Accountants
- Bachelor of Business (Accounting), Charles Sturt University, Australia

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Mr. Charles joined the Company in June 2011 as the Financial Controller. He was promoted to Finance Director in January 2016 and subsequently to Chief Financial Officer in February 2024.

EXPERIENCE
Mr Charles is a finance professional with more than 25 years of experience covering external audit, internal audit and commercial finance. He began his career with approximately five years in external audit, followed by experience as an Internal Auditor at Lam Soon Edible Oils Sdn Bhd where he gained exposure in internal controls, risk management, compliance and corporate governance. Charles joined FBG in 2011 and has progressively held senior finance positions, including Financial Controller and Finance Director, before assuming his current position as Chief Financial Officer (CFO). Throughout his career with FBG, he has gained extensive experience in financial management, financial reporting, treasury, cash flow management, banking and financing facilities, project finance, budgeting, forecasting and commercial analysis, as well as supporting the Board and management in strategic financial decisions. His combination of audit, financial and commercial experience provides him with a well-rounded understanding of finance, governance and business operations.

TS. TAN WEI OON
Chief Operating Officer –
Civil & Engineering, Contract and Trading

Age 43 | Male | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- January 2022

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Master of Project Management, Universiti Tunku Abdul Rahman (UTAR), Malaysia
- Bachelor of Science (Hons) in Construction Management, Universiti Tunku Abdul Rahman (UTAR), Malaysia
- Certificate of Registration as a Graduate Technologist, Malaysia Board of Technologists (MBOT)

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Ts. Tan joined the Company in May 2015 as Manager of Civil & Engineering. He was promoted to Senior Technical Manager in January 2018 and subsequently to General Manager of Civil & Engineering in January 2022. In January 2026, he was further promoted to Chief Operating Officer of Civil & Engineering, Contract and Trading.

EXPERIENCE
Ts. Tan has more than 20 years of experience in the construction industry. He is a Professional Technologist responsible for the strategic oversight and management of complex projects. His responsibilities encompass the full project lifecycle, ensuring that projects are delivered on time, within budget and in accordance with the highest standards of quality and safety.

ROY WONG SEONG ZENG
General Manager - Project Management

Age 42 | Male | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- April 2024

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Bachelor of Engineering (Civil), University of Melbourne, Australia

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Mr. Roy joined the Company in April 2024 as General Manager of Project Management.

EXPERIENCE
Mr. Roy has more than 17 years of experience in project development industry. His experience encompasses design development and project implementation across various types of development, including landed developments, mixed developments and commercial properties. He is responsible for leading, strategising and managing the operations of the Property Development team.

JENNY FOO MAY CHING
Assistant General Manager –
Group Communications, Branding & Public Relations

Age 52 |Female | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- December 2017

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Master in Sustainable Development Management Jeffrey Sachs Centre, Sunway University, Malaysia
- Bachelor of Business majoring in Marketing and Management, University of Technology, Sydney, Australia

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Ms. Jenny joined the Company in December 2017 as Senior Manager of Group Marketing & Communication. She was promoted to Assistant General Manager of Group Communications, Branding & Public Relations in January 2024.

EXPERIENCE
Ms. Jenny has more than 25 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.

SENIOR MANAGEMENT TEAM (CONT'D)

CHAN CHUI KUAN
Assistant General Manager – Group Human Resources

Age 48 | Female | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- January 2017

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Master of Business Administration, Victoria University, Australia
- Bachelor Degree of Science – Computer Science, TAR UMT (formerly Tunku Abdul Rahman College), Malaysia

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Ms. Chan joined the Company in March 2010 as Manager of Human Resources & Administration. She was promoted to Senior Manager in January 2017 and further promoted to Assistant General Manager of Group Human Resources in January 2024.

EXPERIENCE
Ms. Chan has 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.

FOO CHEE WAI
Regional Project Director – Southern Region

Age 58 | Male | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- September 2025

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Diploma in Civil Engineering

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Mr. Foo joined the Company in March 2024 as Senior Project Manager. He was promoted to Regional Project Director of the Southern region in September 2025.

EXPERIENCE
Mr. Foo has more than 30 years of extensive experience in the construction industry. He is responsible for overseeing the management and execution of construction projects, ensuring that projects progress effectively from the planning stage through to completion. His responsibilities include coordinating project activities, monitoring progress and ensuring that projects are delivered in accordance with the required timelines, quality standards and project requirements.

YEE JIA WOI
Regional Project Director – Northern Region

Age 48 | Male | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- September 2025

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Diploma in Construction Management
- Certified Construction Manager (Level 5)

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Mr. Yee joined the Company in May 2022 as Project Manager. He was promoted to Senior Project Manager in January 2024 and further promoted to Regional Project Director of the Northern region in September 2025.

EXPERIENCE
Mr. Yee has more than 25 years of extensive experience in the construction industry, with broad expertise in project planning, execution and management. He oversees the delivery of projects from planning through completion, ensuring that projects are executed within budget, according to established timelines and in compliance with the required quality standards. He is also responsible for effective resource allocation, project scheduling and the management of potential delays and changes in project scope to ensure smooth and efficient project delivery.

NG KOK WAI
Senior Operation Manager – Logging & Timber Trading

Age 63 |Male | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- January 2018

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Mr. Ng joined the Company in May 2014 as Manager. He was promoted to Senior Manager in January 2018 and further promoted to Senior Operations Manager of the Logging & Timber Trading Division in September 2022.

EXPERIENCE
Mr. Ng has more than 40 years of extensive corporate experience, with expertise in public relations, issues management and marketing. He worked as a journalist with Nanyang Siang Pau and Malayan Thung Pau Daily News in the 1980s, where he served for more than 12 years, before joining Genting Malaysia Berhad (formerly known as Resorts World Bhd), where he headed the Media and Marketing function for 10 years. From 2007 to 2008, he served as Press Secretary to the Minister of Transport.

In his current role, Mr. Ng is responsible for overseeing the day-to-day operations of the Company's Logging and Timber Trading Division, including the management and coordination of its business activities.

SENIOR MANAGEMENT TEAM (CONT'D)

LEE KUN WAH
Senior Manager – Ecotourism

Age 63 | Male | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- August 2021

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Bachelor's Degree in Economics, Universiti Kebangsaan Malaysia, Malaysia

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Mr. Lee joined the Company in March 2021 as Manager of Ecotourism. He was promoted to Senior Manager of Ecotourism in August 2021.

EXPERIENCE
Mr. Lee has more than 35 years of extensive experience in marketing within the tourism industry. He is responsible for leading the Group's plantation and ecotourism project in Port Dickson, as well as overseeing the day-to-day operations of the Group's Port Dickson site.

EVELYN ONG SOK NEO
Senior Manager – Sustainability

Age 38 | Female | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- February 2021

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- 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)

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Ms. Evelyn joined the Company in February 2019 as Assistant Manager of Transformation & Sustainability. She was promoted to Manager of Transformation & Sustainability in February 2021 and further promoted to Senior Manager of Sustainability in January 2024.

EXPERIENCE
Ms. Evelyn has more than 15 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. At FBG, she leads the organisation's sustainability and ESG initiatives, focusing on developing strategies that integrate environmental, social, and governance (ESG) compliance into core business operations. Her role involves driving sustainable practices, ensuring regulatory alignment, and fostering long-term stakeholder value. Additionally, she serves as a Council Member of the ESG Association of Malaysia (ESGAM) and a Committee Member of the Academy & Training Division. She has also served as a Committee Member of the Environment, Green Technology & Sustainability Committee of the Master Builders Association Malaysia (MBAM) since June 2024. She is also an active member of Junior Chamber International Entrepreneur Metropolitan (JCI E-Metro), Penang, a non-profit organisation dedicated to developing young people as business and community leaders, where she currently serves as Vice President.

ELISE TAM VIE VIEN
Manager – Legal & Compliance

Age 33 | Female | Malaysian

DATE OF APPOINTMENT AS SENIOR MANAGEMENT
- February 2025

ACADEMIC/PROFESSIONAL QUALIFICATION(S)
- Bachelor of Laws (Honours), University of Liverpool, United Kingdom
- Certificate in Legal Practice (CLP), Legal Professional Qualifying Board, Malaysia

SENIOR MANAGEMENT TEAM APPOINTMENT HISTORY
Ms. Elise joined the Company in February 2025 as Manager in Legal & Compliance.

EXPERIENCE
Ms. Elise has more than 9 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**

The Company completed the Rights Issue with Warrants on 10 December 2025 for the listing and quotation for 304,995,266 Rights Shares and 101,665,088 Warrants D on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities"). The gross proceeds raised amounted to approximately RM54.899 million. The status of utilisation of proceeds as at 30 June 2026 are as follows:

	Proposed Utilisation	Actual Utilisation	Unutilised Proceeds	Timeframe For The Utilisation Of Proceeds
	(RM'000)	(RM'000)	(RM'000)	(RM'000)
Rights Issue of 304,995,266 Rights Shares				
Partly fund the acquisition of Parcel 1 Land and/or development of Medi-City Project	54,299	54,299	-	Within 36 months from completion
Defrayment of estimated expenses	600	600	-	Upon completion
	54,899	54,899	-	

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

	The Group		The Company	
	2026 (RM'000)	2025 (RM'000)	2026 (RM'000)	2025 (RM'000)
1. Audit Fee	342	345	83	80
2. Non-Audit Fee	9	9	9	9
Total fee payable to External Auditors	351	354	92	89

3. **Recurrent Related Party Transactions**

The Group's recurrent related party transactions of a revenue and trading nature, during the financial year ended 30 June 2026 were either exempted or below the prescribed threshold under Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

4. **Material Contracts Involving Directors and Substantial Shareholders**

There were no material contracts involving directors and substantial shareholders during the financial year ended 30 June 2026.

5. **Revaluation Policy**

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



INTEGRATED SUSTAINABILITY STATEMENT



OUR APPROACH

FBG continues to strengthen sustainability governance, information quality and the connection with business performance.

Our Financial Year 2026 Sustainability Statement provides an overview of FBG Holdings Berhad's sustainability approach, material environmental, social and governance matters, and performance for the year from 1 July 2025 to 30 June 2026.

Guided by our core values of Integrity, Quality, Safety, Innovation and Respect, we seek to manage the impacts of our activities responsibly and strengthen the resilience of our businesses. During the year, we continued to improve sustainability governance, data ownership and the identification of sustainability-related risks and opportunities across our principal activities.

We are also preparing for the phased adoption of the IFRS Sustainability Disclosure Standards under Malaysia's National Sustainability Reporting Framework. Our current work focuses on strengthening decision-making, clarifying accountability, improving the reliability of sustainability information and connecting material sustainability matters to business and financial considerations.

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

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

1. ABOUT AND BASIS OF PREPARATION

This Statement addresses the sustainability reporting requirements applicable to Main Market listed issuers for FYE 2026 and is informed by Bursa Malaysia's Sustainability Reporting Guide. The additional climate-related disclosures are provided voluntarily as part of the Group's preparation for the National Sustainability Reporting Framework ("NSRF").

The climate-related disclosures are prepared with reference to IFRS S2 Climate-related Disclosures and the relevant general reporting principles in IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information. This Statement does not contain an explicit and unreserved statement of compliance with IFRS S1 or IFRS S2. The limitations described in the relevant sections remain to be resolved before full compliance can be asserted.

1.1 Reporting Period and Coverage

The reporting period is 1 July 2025 to 30 June 2026. The reporting entity is FBG Holdings Berhad and its consolidated subsidiaries, consistent with the related financial statements. The current operational assessment focuses on construction, property development, and logging and timber trading. This presentation does not remove the relevant consolidated entities or internal supporting activities from the reporting entity. General ESG performance data presently exclude plantation; the preliminary Greenhouse Gas ("GHG") inventory lists plantation among its activity records.

1.2 Integrated Climate Disclosures

Detailed climate-related governance, strategy, risk management, scenario analysis, GHG emissions, climate metrics and targets are integrated within the Governance, Strategy, Risk management and Metrics and targets sections of this report. Climate change is addressed as a material sustainability topic alongside the detailed climate-related disclosures.

1.3 Comparative Information

FYE 2025 comparative information has been carried forward from the published Sustainability Statement. Unless expressly stated, these figures have not been restated. Differences in reporting populations, site coverage, units and calculation methods are identified alongside the relevant metrics. FYE 2026 figures that remain subject to validation are not used to claim a like-for-like improvement or deterioration.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

1. ABOUT AND BASIS OF PREPARATION (Cont'd)

1.4 Basis of Preparation

Reporting Basis and IFRS S2 Reference
FBG Holdings Berhad and its subsidiaries provide these climate-related disclosures voluntarily with reference to IFRS S2 and the relevant IFRS S1 reporting principles. The disclosures support preparation for mandatory climate-first reporting under the NSRF. They are not represented as a fully compliant early-adoption report.

Connection With the Consolidated Financial Statements
The sustainability report has been prepared for the Group and should be read in conjunction with the Group's consolidated financial statements which are prepared in accordance with the Malaysian Financial Reporting Standards ("MFRS"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. This report covers the financial year ended 30th June 2026, and is aligned with the reporting period of the related consolidated financial statements.

The climate assessment uses the following working time horizons. Their alignment with the Group's planning cycles and asset lives, and their application to each identified risk and opportunity, remain to be finalised. These definitions are not presented as approved Group-wide SRO horizons:

- short term (0 to 2 years)
- medium term (more than 2 years and up to 5 years)
- long term (beyond 5 years)

The reporting entity comprises FBG Holdings Berhad and all subsidiaries included in its consolidated financial statements. Investment-holding entities remain part of that reporting entity. Activity and metric coverage are described separately under Reporting boundary. Monetary amounts in this Statement are presented in Malaysian Ringgit ("RM") unless otherwise stated.

NSRF Timetable and Transition Position
FBG is a Group 2 issuer under the NSRF. Mandatory climate-first reporting applies to annual periods beginning on or after 1 January 2026. As this reporting period began on 1 July 2025, FYE 2026 precedes FBG's mandatory commencement. With an unchanged 30 June year end, the first mandatory climate-first period is 1 July 2026 to 30 June 2027, and the first period subject to the full requirements is 1 July 2028 to 30 June 2029.

IFRS S1 provides the relevant general requirements for climate-related financial information, including the reporting entity, materiality, connected information and presentation.

IFRS S2 provides the climate-related governance, strategy, risk management, metrics and targets disclosure requirements.

The NSRF permits a climate-first approach and additional transition reliefs during the applicable initial reporting periods. FYE 2026 is presented as a voluntary transition disclosure and is not described as the Group's first full application of the IFRS Sustainability Disclosure Standards. The availability and use of reliefs must be assessed for the relevant mandatory period.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

1. ABOUT AND BASIS OF PREPARATION (Cont'd)

The distinction between this voluntary disclosure and the NSRF transition provisions is as follows:

- Comparative information: available historical ESG information is retained with its limitations. A first-application comparative relief is not used here to imply full IFRS compliance.
- Timing: this Statement is intended for inclusion in the FYE 2026 Annual Report alongside the related financial statements. Malaysia's NSRF does not permit the IFRS S1 relief for later publication of sustainability-related financial disclosures.
- Climate-first: Group 2 issuers may focus mandatory IFRS-based disclosures on climate-related risks and opportunities during the applicable initial two annual reporting periods. The broader ESG disclosures in this Statement are retained; the general IFRS S1 principles relevant to climate reporting still apply.
- Scope 3: the NSRF permits Group 2 issuers to omit Scope 3 emissions in the applicable initial two annual reporting periods. This voluntary FYE 2026 inventory covers only Categories 6 and 7 and is not a complete Scope 3 inventory.
- Principal business segments: the NSRF permits an initial focus on principal business segments. This does not change the consolidated reporting entity. The limitations of the present activity and metric coverage are disclosed under Reporting boundary.

1.5 Judgements and Measurement Uncertainty

In the process of preparing this sustainability report, management has exercised judgement in a number of areas, including the process of identifying climate-related risks and opportunities and assumptions made for the calculation of GHG emission. Additionally, the preparation of this report requires the use of estimates for certain amounts which cannot be measured directly. Estimates have been made where the sustainability information relates to an entity in the value chain and needs to be estimated, is related to forward-looking information, or involves data limitations.

This section outlines the most critical judgements made by management in preparing this report, as well as the amounts that are subject to a high degree of measurement uncertainty. The details of the judgement made, or the sources of estimation uncertainty, is included in the references.

Significant Judgements

	Description	References
Calculation Methods for GHG Emission	The preliminary inventory covers Scope 3 business travel and employee commuting only. Methods reflect the available records and survey information. Supplier-specific data are not claimed for these categories. Population completeness, assumptions and duplicate entries remain subject to verification.	Metrics and Targets

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

1. ABOUT AND BASIS OF PREPARATION (Cont'd)

Measurement Uncertainty

	Description	References
Transition Risk Financial Effects	Potential carbon-pricing policy, supplier pass-through and low-carbon market requirements create a range of possible cost and demand outcomes. The Group has not completed the financial assessment or quantified uncertainty over the working time horizons.	Strategy
GHG-Related Metrics	Preliminary emissions are calculated using the stated factor sources and available activity records. The completeness of those records, the operational-control boundary, estimates and factor consistency have not yet been fully verified. These limitations may affect the reported amounts.	Metrics and Targets

2. GROUP PROFILE VALUE CHAIN AND REPORTING BOUNDARIES

FBG Holdings Berhad is an investment holding company whose activities are conducted through its subsidiaries. The operating profile is presented by principal business activity because impacts, dependencies, controls and source data differ across the portfolio. The profile below carries forward the previous report and incorporates the current operational information. The consolidated reporting entity and the coverage of individual metrics are distinguished under Reporting boundary.

Principal Activity	Operational Context Relevant to this Statement	Boundary Position
Construction	Main-contractor delivery of civil, structural, building and infrastructure works, including the coordination of design and development activities, subcontractors, suppliers, workers and site controls.	Assessment focuses on main-contractor projects. Site and metric coverage are stated separately and require reconciliation to the consolidated entity and operational-control register.
Property Development	Land and project development from inception to delivery of the completed product to the end user.	Operational narrative covers Vierra Residence and Desa Green. The leased CLQ is outside the property-for-sale narrative, not automatically outside the reporting entity or GHG boundary.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

2. GROUP PROFILE VALUE CHAIN AND REPORTING BOUNDARIES (Cont'd)

Principal Activity	Operational Context Relevant to this Statement	Boundary Position
Logging & Timber Trading	Logging & timber trading activities, including log receipt, tagging, delivery records and traceability controls.	One active working area reported during FYE 2026; final entity, operational control and metric coverage remain to be reconciled.
Plantation	Previously reported plantation activities are outside the current general ESG performance population, but the consolidated reporting entity is unchanged.	Not covered by current general ESG performance data. Plantation activity appears in the preliminary GHG inventory; the different coverage is disclosed and requires reconciliation.
Trading of Construction Materials	Trading of construction materials activities support the Group's internal projects.	Not a separate principal-activity narrative. The consolidated entity and any supporting impacts remain subject to the applicable metric boundary.
Logistics	Transportation supporting internal logging activities.	Supporting activity rather than a separate principal segment. Reported cessation in FYE 2027 does not exclude FYE 2026 activity; entity, control and relevant metrics require reconciliation.

2.1 Group Overview

The Group's key business activities are set out on pages 4 to 5 and page 24 of this Annual Report.

Principal Business Activities
The operational assessment focuses on three principal business activities:

- Construction
- Property development
- Logging & timber trading

Other Activities
Other reported activities include logistics services, event management, plantation and trading of construction materials.

These activities are not presented as separate principal segments in this Statement. Supporting activities and entities remain within the consolidated reporting entity. Their inclusion in specific metrics depends on the disclosed coverage and, for GHG emissions, the operational-control assessment. The absence of a separate segment narrative does not establish that its impacts or emissions are immaterial.

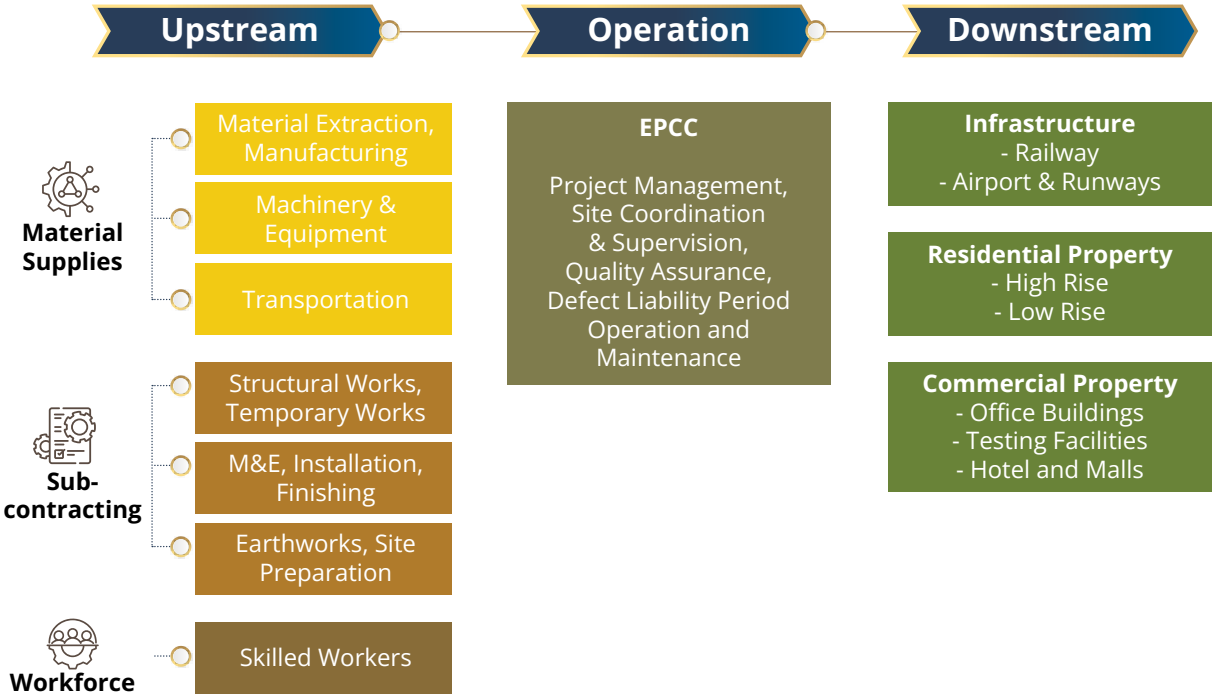
INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

2. GROUP PROFILE VALUE CHAIN AND REPORTING BOUNDARIES (Cont'd)

2.2 Value Chain

The group's different business activities operate differently. As such, the value chain relationships are mapped by the different business activities.

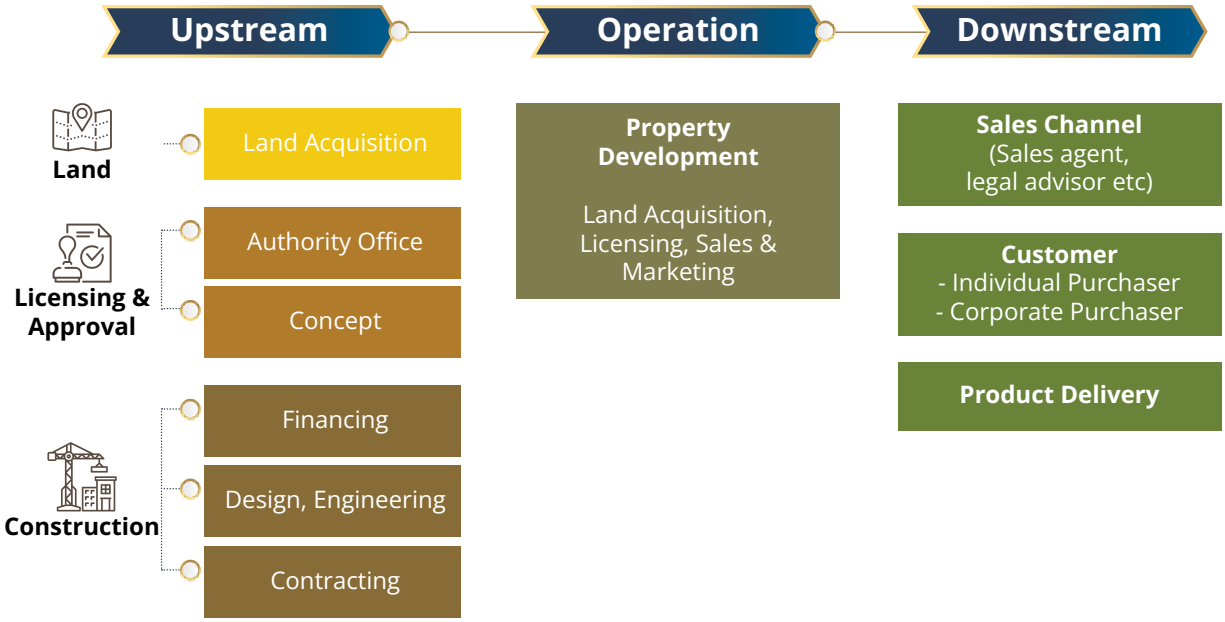
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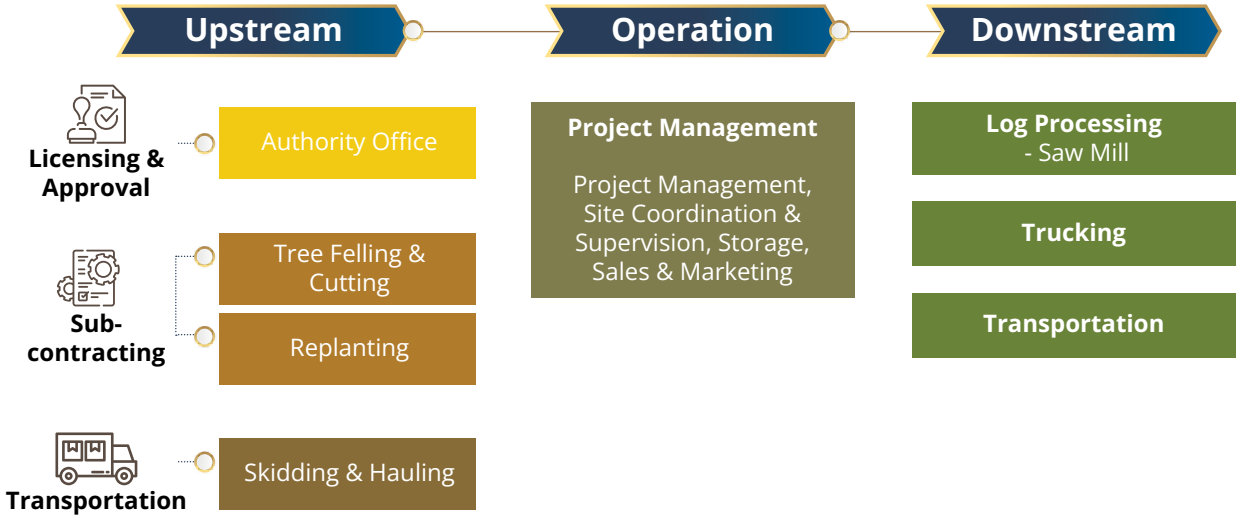
INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

2. GROUP PROFILE VALUE CHAIN AND REPORTING BOUNDARIES (Cont'd)

Property Development



Logging and Timber Trading



INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

2. GROUP PROFILE VALUE CHAIN AND REPORTING BOUNDARIES (Cont'd)

2.3 Reporting Boundaries

Reporting Entity and General ESG Coverage
The reporting entity is the same consolidated group as the financial statements. The following list identifies entities associated with the three principal activities presently assessed; it is not an exhaustive consolidation schedule. Investment-holding entities are retained in the reporting entity even where they have no separate operational metric. General ESG data have different entity or site coverage where records are incomplete, as explained alongside each metric.

Entities associated with the current principal-activity assessment are listed below:

GHG Measurement Boundary and Coverage

Construction	Property Development	Logging & Timber Trading
FBG Builder Sdn. Bhd.	- FBG Land Sdn. Bhd. (Investment Holding) • Fajarbaru Land Sdn. Bhd. • Fajarbaru Real Development Sdn. Bhd. - Potential Region Sdn. Bhd.	- Billion Variety Sdn. Bhd. • Smooth Accomplishment Sdn. Bhd.

The preliminary inventory uses the GHG Protocol Corporate Accounting and Reporting Standard for Scope 1 and Scope 2 and the GHG Protocol Corporate Value Chain Standard to classify Scope 3 emissions. Only Scope 3 Categories 6 and 7 have been included. The use of these methodologies does not establish completeness or full IFRS S2 compliance.

The group's reporting boundary for GHG emissions includes its organisational boundary and operational boundary:

Organisational Boundary
The group applies the operational control approach to establish its organisational boundary for the reporting of GHG emissions.

Operational control is the stated consolidation approach for GHG measurement. The entity and site register, including shared premises, construction and development overlaps, contractor activity and supporting businesses, remains subject to reconciliation against the emissions workbook.

The current operational-control working list is set out below. It must be reconciled with the broader activity list under GHG emissions before the inventory is finalised; it is not presented as a verified complete register.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

2. GROUP PROFILE VALUE CHAIN AND REPORTING BOUNDARIES (Cont'd)

Business Group	Entities	Operation Site / Facilities
Construction	- FBG Builder Sdn. Bhd.	• Duta Park Residences • Vierra Residence @ Kinrara (Kuala Lumpur) • AHBC Suria 2 • Pavilion Mont' Kiara • Adisonwest P1 & P2 • Temasya Prisma • CLQ Senawang • MVS Southkey
Property Development	- Fajarbaru Land Sdn. Bhd. - Fajarbaru Real Development Sdn. Bhd.	• Vierra Residence @ Kinrara (Kuala Lumpur) • Desa Green @ Kuala Krai (Kelantan)
Logging & Timber Trading	- Billion Variety Sdn. Bhd.	• Timber Production Forest, Pahang

Operational Boundary
Direct emissions from sources within the operational-control boundary are classified as Scope 1. Emissions from purchased electricity consumed within that boundary are classified as Scope 2. Selected other indirect emissions are reported as Scope 3 Categories 6 and 7. Contractor emissions and activities outside operational control require separate value-chain assessment; they are not automatically included in Scope 1 or Scope 2.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

2. GROUP PROFILE VALUE CHAIN AND REPORTING BOUNDARIES (Cont'd)

2.4 Preliminary Climate Risks and Opportunities

Type	Activities Assessed	Potential Exposure	Assessment Status
Physical Risk	Construction and property development	Extreme rainfall and flooding may delay delivery, cause rework and increase operating costs.	Preliminary; site exposure, financial effects and response coverage remain to be completed.
Physical Risk	Logging and timber trading	Physical exposures have not been assessed to a final materiality conclusion.	Incomplete; no nil-risk conclusion is asserted.
Transition Risk	Three principal business activities	Carbon policy and low-carbon market requirements may affect suppliers, energy, transport, input costs and customer requirements.	Preliminary; no enacted tax rate or direct FBG liability is assumed.
Climate Opportunities	Three principal business activities	Opportunity screening is incomplete.	No final material opportunity conclusion; not evidence that opportunities are absent.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

ENGAGEMENT

Stakeholders

Regular engagement helps us understand expectations, identify emerging concerns and improve our response.

3. STAKEHOLDER ENGAGEMENT AND MATERIALITY

Our stakeholders influence, and may be affected by, the Group's activities. We engage them through established business, governance and operational channels. The nature and frequency of engagement reflect the relationship and the matters being considered.

Stakeholder Group	Main Engagement Channels	Frequency
Board of Directors	Board and committee meetings, Annual General Meeting and sustainability briefings	Quarterly, annually and as required
Customers	Feedback channels, meetings, roadshows, project communication and digital platforms	Ongoing
Employees	Town halls, training, briefings, feedback sessions, appraisals and employee activities	Quarterly, annually and ongoing
Shareholders and Investors	Annual General Meeting, results announcements, media releases and investor communication	Quarterly, annually and as required
Local Communities	Community programmes, consultations and local engagement	Ongoing
Subcontractors, Vendors, Suppliers and Consultants	Tendering, meetings, written communication, site coordination and performance review	Ongoing
Financial Institutions	Financial briefings, meetings, results information and project financing discussions	Annually and as required
Regulators and Local Authorities	Consultations, meetings, working groups, approvals and progress reporting	Ongoing and as required
Industry Bodies	Meetings, workshops, seminars, forums and conferences	As required
Joint-Venture and Business Partners	Meetings, consultations, agreements and progress reporting	As required
Media	Media releases, corporate events and digital communication	As required

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

3. STAKEHOLDER ENGAGEMENT AND MATERIALITY (Cont'd)

3.1 Stakeholder Engagement

Insights from stakeholder engagement are considered together with internal business information, operational experience, regulatory developments and industry guidance. These inputs support the review of material topics and the identification of sustainability-related risks and opportunities.

MATERIALITY

Our Material Sustainability Matters

We focus on the matters most relevant to our impacts, stakeholders and long-term business prospects.

3.2 Materiality Approach

Materiality guides the allocation of attention and resources across the Group's sustainability programme. FBG's existing material-topic framework considers environmental, social and governance impacts and stakeholder expectations. For the transition to IFRS S1, the Group is also assessing which sustainability-related risks and opportunities could reasonably be expected to affect cash flows, access to finance or cost of capital over time.

The assessment process considers the Group's business activities, resources and relationships across the value chain; operational experience; stakeholder input; applicable requirements; and industry guidance. The Group is strengthening the connection between topic-level ESG management and enterprise risk, strategy, budgeting and financial assessment.

Material Topics

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

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

3. STAKEHOLDER ENGAGEMENT AND MATERIALITY (Cont'd)

Risks and Opportunities Assessment
A material ESG topic does not automatically represent a material sustainability-related risk or opportunity under IFRS S1. The Group's developing assessment considers the specific exposure, business consequence, likelihood, magnitude, time horizon, existing controls and potential financial pathway before management reaches a conclusion.

Climate Assessment
During FYE 2026, the Group considered climate-related physical and transition risks as part of its voluntary preparation for IFRS-based reporting. The assessment remained preliminary. Further operational and financial assessment and management review are required to finalise the risk and opportunity register, materiality conclusions and responses. This section does not describe a completed IFRS-compliant materiality assessment.

The developing assessment follows two steps:
- Step 1: identify sustainability-related risks and opportunities that could be reasonably expected to affect the Group's prospects over the short, medium, and long term.
- Step 2: identify material information, determination of the disclosures which are needed in relation to the sustainability-related risks and opportunities identified.

Step 1: Identification of sustainability-related risk & opportunities
The preliminary review considers the Group's activities and relevant upstream and downstream relationships using the sources outlined below. Its coverage, scoring and final conclusions remain under development.

1.1 Understand the Group's operations, resources and relationships	Understanding the context in which the Group operates forms the first step of the developing process. The Group considered its business activities and services provided as well as the geographical, legal and regulatory landscape of the operations. The Group also considered the resources that it depends on and the relationships that it has along its value chain. A high-level overview of the context considered as part of this assessment is summarised below: Key business: The group has multiple business units, with different business activities and focus. In this report, the preliminary assessment focuses on principal business activities; this does not redefine the consolidated reporting entity Regulations: due to the nature of the industry, the group different business unit must adhere to stringent regulatory requirements established by both federal and local government level.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

3. STAKEHOLDER ENGAGEMENT AND MATERIALITY (Cont'd)

1.1 Understand the Group's operations, resources and relationships (Cont'd)	Resources: Different business unit depends on different group of resources, in general, includes the following: • Building Sub-contracting partners, such as EPCC (Engineering, Procurement, Construction and Commissioning) partners, specialist contractor (earthwork, civil & structural, Mechanical & electrical, automations etc) • Non-building sub-contracting partners • Plant and equipment suppliers • Financing partners • Employees and sub-contractor employee
1.2 Identification of risks and opportunities	An input to the preliminary identification of the Group's risks and opportunities was the understanding of the Group's operations and its value chain. The Group considered whether its critical resource inputs, relationships and interdependencies with the value chain are subject to sustainability-related risks or whether they create opportunities that would affect the Group's ability to generate cash flows. The Group also considered other internal and external sources of information to identify whether there were any additional risks and opportunities. The sources consulted included the following, but not limited to: • Educational materials issued by the IFRS foundation related to IFRS S1 & S2 • Disclosure topics in the SASB standards for the "Home Builders", "Engineering & Construction services", and "Forest management" industry • Engagement with operational employees
1.3 Assess whether the risk and opportunities could reasonably be expected to affects the group's prospect	The intended disclosure process focuses on those sustainability-related risks and opportunities that could reasonably be expected to affect the Group's cash flows, access to finance or cost of capital (that is expected to affect the Group's prospects) would be disclosed following a completed materiality assessment. In making this assessment, the developing assessment considers a combination of: • the likelihood of the event occurring, and • the magnitude of the impact on the Group's financial prospects if the event did occur. For risks and opportunities that relate to uncertain future events, the Group considered a range of possible outcomes and would assess the likelihood of that range. Where there had been past incidents of an event, a higher likelihood may be assigned to a similar event occurring in the future.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

3. STAKEHOLDER ENGAGEMENT AND MATERIALITY (Cont'd)

Step 2: Identification of material information
After risks and opportunities are identified, the developing process considers which information would be material to investors, lenders and other creditors in relation to each matter.

The assessment considers qualitative and quantitative factors affecting cash flows, access to finance or cost of capital. The preliminary review has yet to be established a final approved materiality conclusion for every business activity.

The proposed process includes reassessment of materiality at each reporting date and when significant changes occur. Its implementation and review responsibilities remain to be finalised.

3.3 Priority Areas

The Group continued to focus on anti-corruption and integrity, energy and water use, climate change, employment and training, and occupational safety and health. These priorities do not change the importance of the other material topics, which remain subject to ongoing management and performance monitoring.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

3. STAKEHOLDER ENGAGEMENT AND MATERIALITY (Cont'd)

3.4 Sustainable Development Goals

The previous Statement identified five United Nations Sustainable Development Goals as the foundation of the Group's sustainability priorities. These goals remain a contextual framework rather than a claim that the Group's activities fully achieve the goals or their targets.

Goal	Focus	Connection to FBG's Material Topics
	No Poverty	Employment, economic contribution and community relations
	Zero Hunger	Community support and plantation-related activities where relevant
	Decent Work and Economic Growth	Employment, training, worker well-being, safety and responsible business conduct
	Reduced Inequalities	Workforce diversity, fair treatment and migrant workers' well-being
	Sustainable Cities and Communities	Property development, construction quality, community relations and resource management

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

4. GOVERNANCE

GOVERNANCE

Sustainability Governance

Clear oversight and accountability support consistent decision-making across the Group.

4.1 Board Oversight

The Board of Directors has overall responsibility for the governance of sustainability. It is supported by the Board Sustainability Committee, which provides focused oversight of sustainability strategy, initiatives, material matters, performance and disclosures, and reports key developments to the Board.

4.2 Board Sustainability Committee

The Board Sustainability Committee was established in 2024 and is chaired by Datuk Yoo Wei How. Under its Terms of Reference, it comprises at least three Non-Executive Directors, a majority of whom are Independent Directors, and meets at least four times a year, with additional meetings convened when necessary.

The Committee's responsibilities include:

1. overseeing the Group's sustainability strategy and its alignment with business objectives and long-term direction;
2. recommending sustainability policies, standards and practices for implementation across the Group;
3. assessing sustainability-related risks and opportunities and supporting their integration into the Group's risk-management framework;
4. monitoring sustainability performance, goals, metrics and key performance indicators;
5. reviewing stakeholder communication on sustainability matters;
6. advising the Board and management on emerging sustainability developments; and
7. reviewing the accuracy, completeness and compliance of the Sustainability Statement.

4.3 Management Responsibility

Management is responsible for implementing the Group's sustainability direction and escalating material matters through the approved governance structure. The Sustainability Steering Committee comprises the Group Managing Director, Group Chief Executive Officer and Chief Financial Officer. The Sustainability Working Group comprises representatives from relevant business units and functions and supports implementation, monitoring, data collection and reporting. The Group Managing Director, Dato' Sri Kuan Khian Leng, is the designated management person responsible for providing strategic focus on sustainability and coordinating the integration of sustainability considerations into operations and decision-making.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

4. GOVERNANCE (Cont'd)

4.4 Data Ownership and Accountability

During the year, the Group continued to clarify accountability for sustainability information. The developing model assigns an accountable executive, an operational person in charge, a data owner and a verification or escalation pathway for material reporting areas. This work is intended to improve the traceability of information from source evidence to management review and disclosure.

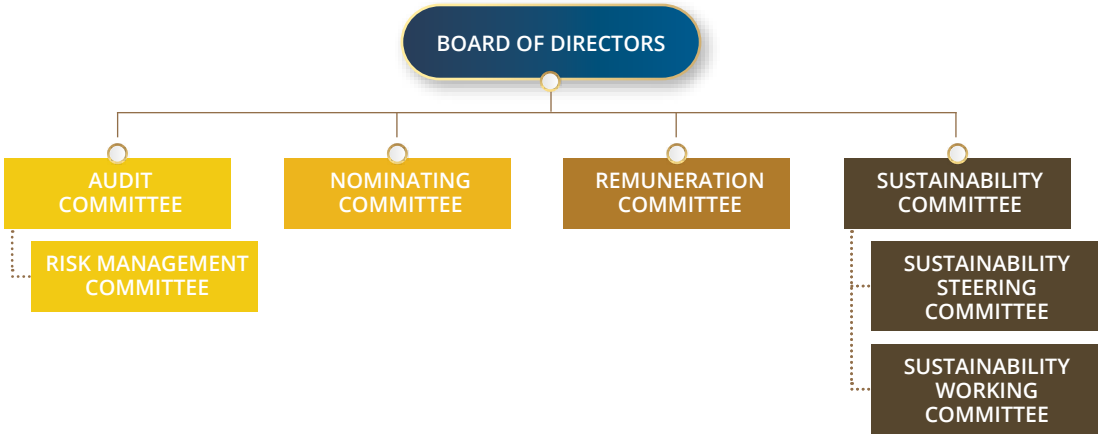
Reporting Area	Primary Functions Involved	Oversight or Review
Governance and Disclosure	Sustainability, Finance, Company Secretary and Business owners	Board Sustainability Committee and Board
Occupational Safety and Health	Project leadership, Site management and HSE	Group HSE and relevant assurance functions
Workers and Accommodation	Operations, Group HR, Administration, Foreign Worker PICs and Site PICs	Group HR, HSE and management
Supply Chain and Subcontractors	Procurement, Contracts, Commercial and Project teams	Business leadership, legal and management
Financial Effects	Business owners, Risk and Finance	CFO, management and relevant Board committee
Performance Data	Material Topic PICs, Data owners and Sustainability	Management review and assurance functions

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

4. GOVERNANCE (Cont'd)

4.5 Climate Governance

Climate-related matters are overseen through the Board, Board Sustainability Committee, Sustainability Steering Committee and Sustainability Working Group described above. The Committee's minimum meeting frequency is a requirement of its Terms of Reference; it is not a statement of the number of climate reviews actually undertaken during FYE 2026.



Climate Oversight

Board of Directors

The Board retains overall responsibility for sustainability strategy and oversight. Climate-related risk assessment, scenario analysis, targets and financial implications form part of the developing reporting work. A complete record of how the Board considered these matters in strategic decisions and major transactions is yet to be disclosed.

The disclosures are yet to establish the climate-related information supplied to the Board during FYE 2026, the actual reporting frequency, the skills or training used to support oversight, or how climate trade-offs were considered in budgets and major investments. These operational details remain to be completed from the governance records.

Board Sustainability Committee

The Board Sustainability Committee's mandate includes strategy, risks and opportunities, performance and disclosure review as described above. Its mandate should be distinguished from the climate-specific activities actually undertaken during the reporting period, for which the detailed record remains incomplete.

Management Roles and Controls

The Sustainability Steering Committee coordinates management-level sustainability work and the Sustainability Working Group supports implementation, monitoring and data collection. Climate-specific data ownership, review controls, escalation thresholds and integration with other management functions are being developed; the report does not present these arrangements as fully operational Group-wide controls during FYE 2026.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

4. GOVERNANCE (Cont'd)

4.6 Remuneration

The group has a dedicated board-level remuneration committee which is responsible for the development and implementation of the remuneration policy for the board, its committees, and management.

Employee appraisal forms include a sustainability component, while overall ratings inform the separate bonus and increment framework. These arrangements are not equivalent to a verified climate-specific remuneration metric.

The KPI allocation below is retained as a working responsibility map for sustainability and GHG reporting. It does not demonstrate that approved climate performance targets were allocated to every entity or individual during the year.

The coverage of the sustainability appraisal component and the approved basis for any bonus linkage remain to be reconciled with the remuneration framework.

The percentage of executive management remuneration specifically linked to climate-related considerations has not been established in this disclosure.

A proposed 10% sustainability weighting has been referenced in the working material. It is not presented as a confirmed FYE 2026 bonus weighting or as 10% climate-linked executive remuneration without supporting approval and remuneration evidence.

5. STRATEGY

IFRS S1 TRANSITION

Sustainability Related Risks and Opportunities

The Group is developing a structured assessment of sustainability matters that may affect its prospects.

5.1 Assessment Status

During FYE 2026, the Group began identifying and assessing sustainability-related risks and opportunities. The assessment remained preliminary at year end, and a final SRO register and risk-specific time horizons had not been approved. Working climate time-horizon definitions are presented under Basis of preparation; their approval and application to individual exposures remain outstanding.

The assessment should consider each matter's source, affected business activity, value-chain position, current and anticipated effect, likelihood, magnitude, time horizon, existing controls, planned response, metric and potential financial pathway. The result should then be considered alongside the Group's strategy, enterprise risks, business plans and financial reporting assumptions.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

Sustainability Matters Under Assessment
Climate-specific physical and transition matters are presented within the integrated Strategy and Risk management sections of this report.

Working Matter	Business Activities Potentially Affected	Possible Operational Effect	FYE 2026 Assessment Status
Safety and Worker Welfare	Construction, property development and relevant contractors	Injury, work interruption, enforcement action, worker retention and project delay	Under assessment; no final Group-level SRO conclusion
Product Quality and Building Integrity	Construction and property development	Defects, rectification, complaints, delay and reputational impact	Under assessment; no final Group-level SRO conclusion
Responsible Sourcing and Subcontractor Performance	Construction and property development	Material shortage or quality failure, labour or environmental non-conformance	Under assessment; no final Group-level SRO conclusion
Employment, Skills and Retention	All in-scope businesses	Capability gaps, recruitment difficulty, turnover and lower productivity	Under assessment; no final Group-level SRO conclusion
Data Integrity and Protection	Corporate functions and all digitally enabled operations	Loss, unauthorised access, reporting error or business disruption	Under assessment; no final Group-level SRO conclusion
Energy, Water, Waste and Pollution	Offices, construction sites and other in-scope operations	Higher operating cost, inefficiency, complaints, incidents or enforcement	Under assessment; no final Group-level SRO conclusion
Community and Project Acceptance	Construction and property development	Objection, complaint, approval or work disruption	Under assessment; no final Group-level SRO conclusion
Site Selection, Access and Infrastructure	Property development	Reduced development feasibility, delay, redesign or lower demand	Under assessment; no final Group-level SRO conclusion

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

5. STRATEGY (Cont'd)

Ownership and Responses
The construction, property development and logging and timber trading templates contain the following proposed ownership and control arrangements. They demonstrate that management has begun mapping responsibility, but they are not presented as the final approved SRO register or as evidence that every control operated consistently throughout FYE 2026.

Working Matter	Proposed Accountable or Operating Functions	Control or Response Reflected in Working Papers
Construction Safety and Emergency Preparedness	Project Director; Site Project Manager; Site HSE; Group HSE or Internal Audit	Emergency equipment and procedures, training, drills, inspections, finding closure and escalation
Worker Accommodation and Welfare	Project Director; Site SHO; Administration	Accommodation inspection, capacity and condition review, safety controls, repairs and relocation alternatives
Diesel, LPG and Material Controls	Project Director; Site OSH; Asset Management; Procurement	Storage and separation controls, inspections, fuel-price monitoring and possible long-term supply arrangements
Subcontractor Performance	Procurement or Head of Contract and Tender; Contract Manager; Project Director or Legal	Contract requirements, monitoring, corrective action, disputes and escalation
Property Project and Community Impacts	Project and development management; Consultants; relevant site functions	Site selection and accessibility review, approvals, design coordination, complaints and dust, noise, water and traffic controls
Timber Traceability	Log-yard or site supervisors; Senior Operations Manager; Sales and Accounts	Tagging for each log, Log Receive Note from forest to yard and Log Delivery Note from yard to sawmill
Financial Assessment	CFO or Project General Manager; Finance; Sustainability; relevant management or Board engagement session	Identify cost, capex, claims, penalties, downtime, insurance, financing or tender pathways

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

5. STRATEGY (Cont'd)

Potential Mitigation and Opportunity Responses

Area	Action Reflected in Source Working Papers	Status
Safety Awareness and Training	Provide and budget for safety awareness and training; Finance to consolidate relevant budget information	Owner, scope and timing to be approved
Worker Accommodation	Budget for relocation or alternatives where required, including coordination with the main contractor	Affected sites and funding is under assessment
Fuel and Materials	Monitor prices and consider longer-term supply agreements	Commercial assessment in progress
Waste and Housekeeping	Monitor site conditions, customer complaints, insurance and recurring costs	Working control; coverage and evidence under assessment
Data Controls	Standardise collection, definitions, source evidence and verification	Implementation in progress
Timber Traceability	Use Tagging, Log Receive Notes and Log Delivery Notes across the stated custody stages	Working process; active operations is in order with log

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

5. STRATEGY (Cont'd)

IFRS S1 TRANSITION

Strategy Metrics and Financial Connection

Decision-useful reporting requires clear links between material sustainability matters and business performance.

5.2 Strategic Responses and Plans

The Group's material-topic working documents identify current and proposed actions for selected priorities. Proposed actions remain subject to the completion of the SRO assessment, assignment of accountable owners and approval of implementation timetables.

Priority Topic	Current or Proposed Action Reflected in Records	FYE 2026 Status
Anti-Corruption and Integrity	ISO 37001:2025 implementation in progress; gap analysis completed on 28 April 2026; awareness training held on 23 June 2026; corruption-risk assessment form under development; certification targeted for April 2027	Re-review of the relevant policies, frameworks, and procedures currently under development. Certification targeted for April 2027
Energy and Water Use	Energy and Water Use Policy drafted; proposed actions include replacing failed air-conditioning units with inverter models and reviewing office water fittings	Policy drafted; measurement method is in progress
Climate Change	Risk assessment and scenario analysis from FYE 2026; digital GHG inventory proposed for FYE 2027	Reported in the integrated climate-related disclosures
Employment and Training	Annual training target of 14 hours	Target unchanged; reported result covers the 238-person main employment workbook
Occupational Safety and Health	Ongoing awareness programme	Regular activities record is in progress, record is safe keep in HQ

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

5. STRATEGY (Cont'd)

5.3 Climate Risks and Opportunities

Physical Risk From Flooding

Risk Description
The nature of construction and property development business segment involves land development, which are often expose to the risk of floods.

Management reports that no flood disruption affected the projects described in this assessment during FYE 2026. This does not establish that the Group has no flood exposure or that no flood-related financial effect could arise. Flooding may delay delivery and increase recovery or rework costs.

Currently, the risk of flood affects the construction and property development business. The risk varies depending on the geographical location of the project.

Management reports that consultant-supported feasibility studies consider flood exposure when assessing land for development. The scope and project coverage of this control remain to be documented.

Business Model and Value Chain Effects
Management reports no flood disruption to the construction and property-development projects covered by the current assessment during FYE 2026. Site-level exposure varies and the conclusion is limited to that assessed coverage.

In the event such risk occurred, it is anticipated to affect the construction delivery, especially during the land work stage. Strong rainfall might result in unsafe working condition, which lead to delay of project delivery.

Management reports that storm-water drainage measures and Early Contractor Involvement ("EIC") have been implemented to support project planning and flood-risk management. These operational measures do not establish that residual flood exposure has been eliminated. Their site coverage and effectiveness require supporting records.

Strategy and Decision Making
The identified flood responses include the measures below. They are presented as operational mitigation or proposed project requirements, rather than as a formally approved Group climate transition or adaptation plan. Related budgets, implementation coverage and performance measures remain to be completed.

Grading and Sloping:
Shape the ground to slope away from foundations and active work zones, directing rainwater toward designated runoff paths.

Storm Water Drainage System:
Each project undertaken shall be constructed with proper drainage system to allow rapid draining of storm water.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

5. STRATEGY (Cont'd)

Financial Effects of Flooding
Current Financial Effects:
Current flood-related financial effects have not been separately quantified. Management reports insurance coverage for flood risk, but coverage alone does not establish zero financial effect. Deductibles, exclusions, uninsured delay, rework and the timing of claim recovery must be assessed against the applicable policies and project records.

Anticipated Financial Effects:
Potential anticipated effects include additional drainage or adaptation expenditure, recovery and rework costs, project delay, delayed receipts and insurance costs. Relevant financial statement areas may include contract revenue, cost of sales, inventories or development costs, receivables, property and equipment, provisions and cash flows. Amounts or ranges are yet to be available because site exposure, response costs and insurance assumptions have not been integrated into a completed Finance assessment. This is a disclosure gap, not a finding that the effects are nil or a substantiated quantitative-disclosure relief.

Transition Risk From Carbon Policy and Market Requirements

Risk Description
During the reporting period, Malaysia's announced carbon-tax policy direction identified the iron, steel and energy sectors. This assessment treats possible carbon-pricing costs and supplier pass-through as transition-risk assumptions; it does not assert that a tax was enacted, applied directly to FBG or incurred by the Group during FYE 2026. Implementation details and subsequent policy developments must be assessed up to the date the report is approved.

In addition, capital providers and infrastructure asset owners increasingly prefer low-carbon projects, and ESG (Environmental, Social, Governance) – conscious customers may exclude high-carbon suppliers. This creates a transition risk that, if unmanaged, may reduce the Group's competitiveness in tenders and increase construction costs.

The market's transition toward low-carbon materials and the imposition of carbon taxes could potentially increase the Group's construction costs as suppliers would include these costs in their pricing. This risk would become more pronounced when project requirements mandate low-carbon criteria and there is a scarcity of suppliers offering these materials. As a result, the Group's ability to remain competitive in bidding processes may be impacted, necessitating strategic adaptations to secure future contracts while adhering to environmental standards.

Business Model and Value Chain Effects
This risk impacts the Group's value chain primarily in upstream procurement and core construction operations:

- Upstream: Suppliers of cement, steel, and aggregates, which represent significant embodied carbon are under pressure to decarbonise their manufacturing processes. The Group relies on these inputs from suppliers and may face material cost escalation as suppliers invest in cleaner technologies in addition to payment of carbon taxes.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

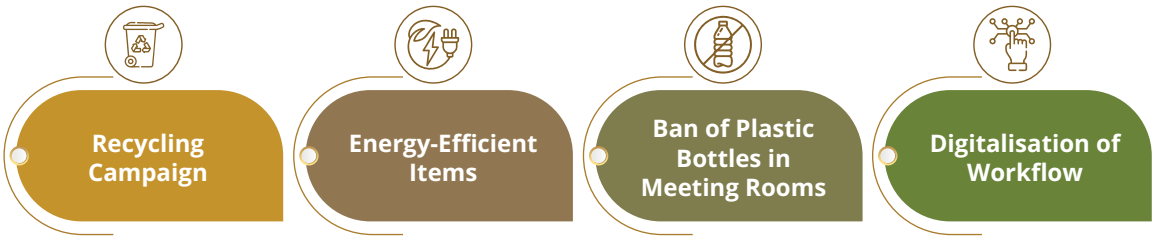
5. STRATEGY (Cont'd)

- Construction activities: On-site construction activities involving heavy machinery and diesel consumption contribute to direct emissions (Scope 1) and indirect emission through use of purchased electricity (Scope 2) for construction activities.

- Downstream: Commercial and infrastructure projects customers are increasingly setting lifecycle carbon performance requirements, making carbon disclosures and material sourcing transparency essential in the Group's bids.

Without mitigating actions, the Group also risks reputational harm among stakeholders who expect alignment with climate goals, and a gradual misalignment of its traditional construction-focused business model with the emerging global demand for low-carbon, climate-resilient infrastructure.

Strategy and Decision Making
Management is considering electricity-related measures at headquarters, including the proposed Energy and Water Use Policy and replacement of failed air-conditioning units with inverter models. These proposals are not presented as a completed decarbonisation programme, and no measured emissions reduction is claimed.



Decarbonisation Targets
An approved Group-wide decarbonisation target has not been established in this disclosure. A proposal concerning HQ electricity remains under consideration and is subject to approval of its baseline, scope, method, funding, target year and interim milestones. It is not presented as an approved 50% decarbonisation or net-zero commitment.

Internal Carbon Pricing
Internal carbon pricing remains under consideration as a possible tool for capital budgeting and project evaluation. The disclosure does not establish that an approved shadow price was applied during FYE 2026.

No approved internal carbon price is presented. The earlier RM50 per tonne of CO_2e reference and the suggestion to use a BCX median are proposals requiring Board consideration; neither is treated as an adopted policy or a statutory carbon-tax rate.

Any future internal carbon price would require an approved methodology, pricing source and reference date, decision-use scope and review process. Its eventual adoption and application should be disclosed separately from market prices or government tax proposals.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

5. STRATEGY (Cont'd)

Transition Risk Financial Effects
Current Financial Effects:
Current financial effects attributable to this transition risk have not been separately quantified. The assessment does not establish a direct FYE 2026 carbon-tax liability for FBG, but it has not isolated indirect supplier-price, financing or tender-related effects. A zero-impact conclusion is therefore not presented.

Anticipated Financial Effects:
Potential anticipated effects include changes in material and energy costs, tender eligibility, pricing, project margins, working capital and expenditure on lower-carbon or efficiency measures. Relevant financial statement areas may include revenue, cost of sales, inventories or development costs, capital expenditure and cash flows. Quantification remains incomplete because the applicable policy assumptions, supplier pass-through, project demand and response budgets have not been linked to a completed Finance assessment. No quantitative-disclosure exemption is asserted solely on the basis of familiarisation with the standard.

5.4 Scenario Analysis and Climate Resilience

The preliminary resilience assessment considers a range of possible physical and transition conditions. Scenario assumptions are analytical inputs and should not be presented as forecasts or as confirmation of a particular carbon-tax implementation timetable.

A preliminary scenario exercise used SSP1–1.9 and SSP5–8.5 to inform discussion of transition and physical exposures. The Group is still refining the analysis and has not finalised a site- or segment-level resilience conclusion. The descriptions below explain the scenario framing only; they are not substitutes for the analysis outputs. Scenario sources, scope, dates, time horizons, key assumptions, uncertainties, results and implications for strategy and resources remain to be completed before a full IFRS S2 resilience disclosure can be made.

Climate scenarios are usually considered as either 'high transition/low physical risk' or a 'low transition/high physical risk'. This is because the more acute the requirements to reduce GHG emissions, the less warming that will occur, and vice versa.

The group has performed its scenario analysis using the assumptions set out in the SSP1–1.9 (high transition risk) and SSP5–8.5 (high physical risk) scenarios.

SSP5–8.5 is used here as a high-emissions pathway to explore elevated physical-risk exposure. The associated FBG assessment assumptions and geographic application remain to be documented; the pathway label alone does not establish the policies or impacts applicable to each site.

Under a high-emissions pathway, physical exposures may intensify over time, including acute rainfall and flood events and chronic changes in climate conditions. The Group has yet to be disclosed quantified or site-specific outcomes, uncertainty ranges or the implications for its capacity to adapt.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

5. STRATEGY (Cont'd)

SSP1–1.9 is used here as a stringent low-emissions pathway to explore transition pressures associated with limiting warming to approximately 1.5°C. It is not a forecast that every jurisdiction will implement identical policies or carbon prices.

The preliminary transition discussion considers policy change, energy and technology shifts, supplier responses and customer expectations. FBG-specific assumptions and results remain to be validated. Residual physical risks remain relevant under a low-emissions pathway. No final conclusion that the Group's strategy is climate-resilient is asserted.

6. RISK MANAGEMENT

6.1 Risk Management Integration

The Group intends to integrate approved sustainability-related risks and opportunities into its established risk-management and decision-making processes. The groupwide process remained under development during FYE 2026. Proposed elements include accountable owners, escalation thresholds, response plans, monitoring indicators and periodic reassessment when business conditions change.

Existing operational controls continued to be managed through the relevant functions and sites. The proposed groupwide SRO integration process described above was not yet fully operational during FYE 2026 and is presented as a future implementation direction.

6.2 Developing Assessment Process

The developing identification and materiality approach is described under Stakeholder engagement and materiality and the preliminary exposures under Strategy. It is not presented as a fully implemented Group-wide climate risk-management process.

The proposed assessment would consider the nature, likelihood and magnitude of exposures using qualitative information and quantitative data where available. Inputs, scoring parameters, geographic coverage and assessment frequency remain to be finalised.

The Group intends to integrate approved sustainability and climate risks into its overall risk-management process. A final register, prioritisation methodology and monitoring arrangements were not fully operational during FYE 2026.

Proposed prioritisation criteria include likelihood, severity, potential financial effects, operational disruption and regulatory change. Their approval and consistent application across business units remain outstanding.

Following approval, accountable management functions would monitor and escalate the identified risks and opportunities through the Sustainability Steering Committee and the appropriate Board forum. The final reporting frequency, thresholds and relative prioritisation against other enterprise risks remain to be established.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

6. RISK MANAGEMENT (Cont'd)

Planned monitoring would use defined owners, metrics, response milestones and reassessment triggers. These arrangements are future implementation actions and are not represented as having operated consistently during FYE 2026.

6.3 Climate Processes and Controls

Existing operational controls continue through the relevant business functions and sites. The developing Group-wide climate process is intended to connect those controls with materiality, scenario analysis, enterprise risk assessment and management decisions.

The preliminary scenario exercise informed climate-risk discussion. It has yet to be established a fully operational scenario-based risk-identification, assessment and monitoring system. The extent of future scenario use, data inputs and control responsibilities remain to be documented.

Climate-related opportunities remain under assessment. The Group has not completed a documented opportunity-screening and prioritisation process and does not present the absence of a final opportunity disclosure as evidence that no material opportunities exist.

7. METRICS AND TARGETS

7.1 Metrics and Target Policy

The available metrics are presented with their measurement units, reporting populations and limitations. Definitions, methods, data ownership and review controls are being strengthened. A complete set of approved climate performance metrics and targets has not yet been established.

No unapproved climate target is presented as an established commitment. The HQ electricity proposal and internal carbon-price consideration are described under Strategy. For broader sustainability matters, the annual training target is 14 hours; energy and water actions remain proposed measures rather than quantified performance targets.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

7. METRICS AND TARGETS (Cont'd)

7.2 Financial Effects

Current and anticipated financial effects of the sustainability matters under assessment have not been quantified. Qualitative flood and transition pathways are described under Strategy. Their materiality, financial-statement connections and amounts or ranges require further assessment by Finance and business owners. Incomplete quantification is not presented as proof of nil effects or as an established IFRS quantitative-disclosure relief.

Potential Financial Pathway	Evidence to Assess	Responsible Input
Revenue and Demand	Sales pipeline, tender eligibility, customer requirements, cancellations and pricing	Business Units and Finance
Operating Cost	Utilities, waste, training, monitoring, insurance, maintenance and remediation	Operations, Procurement and Finance
Project Cost and Margin	Material escalation, rework, delays, liquidated damages and contractor performance	Project, Commercial and Finance
Capital Expenditure	Efficiency upgrades, compliance equipment, design changes and resilience measures	Operations, Business Owners and Finance
Assets and Provisions	Impairment indicators, restoration obligations, claims, penalties and provisions	Finance and Legal
Financing and Liquidity	Covenants, lender requirements, cost of capital and access to finance	Finance

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

7. METRICS AND TARGETS (Cont'd)

7.3 Greenhouse Gas Emissions

Preliminary Gross GHG Inventory
FYE 2026 amounts pending boundary and calculation validation

Preliminary Emissions in tCO_2e		1 July 2025 - 30 June 2026
Scope 1 GHG Emission		
	Reported consolidated activity coverage	99.297 tonne CO_2e
	Other investees - coverage not verified	Not established
Reported Scope 1 subtotal		99.297 tonne CO_2e
Scope 2 (Location-based) GHG Emission		
	Reported consolidated activity coverage	826.199 tonne CO_2e
	Other investees - coverage not verified	Not established
Reported location-based Scope 2 subtotal		826.199 tonne CO_2e
Selected Scope 3 categories		
	Category 6 – Business travel	19.913 tonne CO_2e
	Category 7 – Employee commuting	525.508 tonne CO_2e
Subtotal of reported Scope 3 Categories 6 and 7		545.421 tonne CO_2e
Combined reported Scope 1, Scope 2 and selected Scope 3 amounts, incomplete inventory		1,470.917 tonne CO_2e Arithmetic subtotal of displayed figures

Note 1: Activity coverage: the preliminary emissions inventory lists HQ, Temasya Prisma, Pavilion Mont' Kiara, Batu Kawan Suria 2, JB City Square, logging and timber trading activities, Potential Region, MVS Southkey, JH Adison, plantation, Duta Park, Vierra Residence, CLQ Senawang and Desa Green. This is a workbook activity list, not a verified entity or operational-control register. Plantation records are included in this preliminary GHG coverage but excluded from the general ESG performance population. The entity mapping, sites, contractor treatment and any overlap between construction and development must be reconciled before the inventory is finalised.

Note 2: Scope 3 coverage: only Category 6 (business travel) and Category 7 (employee commuting) have been calculated. Their subtotal is not total Group Scope 3 emissions. The combined amount is the sum of the disclosed preliminary Scope 1, location-based Scope 2 and selected Scope 3 figures only, not a complete Group carbon footprint.

Note 3: Due to operational change, hence there is a re-establishment of baseline.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

7. METRICS AND TARGETS (Cont'd)

Contractual Instruments
For this reporting period, the group have not acquired or retired any carbon credit nor any renewable energy certificate.

Calculation Methodology
The preliminary Scope 1, Scope 2 and selected Scope 3 estimates use calculation methods based on activity data and emission factors. The figures are retained from the current calculation pending verification of the underlying workbook, activity records, assumptions, reporting cut-off and duplicate entries. Utility-charge files alone do not establish kWh consumption; the separate activity-data basis for the Scope 2 calculation remains to be verified. No conversion of monetary charges into consumption is assumed in this Statement.

Only a location-based Scope 2 amount is presented. It is calculated using the stated grid-emission factor. No separate market-based result is claimed. Management reports no acquisition or retirement of renewable energy certificates during the period; the absence of certificates does not by itself establish that no other contractual electricity instruments existed, and that assessment remains to be completed.

The selected Scope 3 calculations use the methods below. Screening of all fifteen categories and the completeness of the travel and commuting populations remain to be completed.

Activity Data and Emission Factors

	Methodology	Activity Data	Emission Factors
Scope 1	Activity-based calculation; source data pending verification	- Gas fuel - Liquid fuel (Petrol & Diesel) - Company Vehicle - Refrigerant & AC - Fire suppression system	UK Government GHG conversion factors for company reporting (2026)
Scope 2	Activity-based calculation; source data pending verification	- TNB electricity supply	Grid emission factor (ST-2024)
Scope 3 - Category 6 (business travel)	Hybrid method - Distance based - Spend based	- Air travel - Land travel	ICAO GHG calculator & UK Government GHG conversion factors for company reporting (2026)
Scope 3 - Category 7 (employee commuting)	Distance based	- Survey	UK Government GHG conversion factors for company reporting (2026)

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

7. METRICS AND TARGETS (Cont'd)

Global Warming Potential Values
The calculation methodology references 100-year GWP values from IPCC AR6. The final factor register must establish which gases and GWP versions are embedded in each DEFRA, grid and ICAO factor and avoid applying a second GWP conversion to factors already expressed in CO_2e. The table identifies the factor sources currently referenced; factor applicability, version, units and calculation consistency remain subject to verification.

7.4 Other Climate Metrics and Target Status

The following climate metrics are not yet fully established. An unavailable amount is not reported as zero, and preliminary assessment does not demonstrate immateriality.

Climate Metric or Target	Current Disclosure Position
Transition-Risk Exposure	Amount and percentage of assets or business activities vulnerable to transition risks have not been quantified.
Physical-Risk Exposure	Amount and percentage of assets or business activities vulnerable to physical risks have not been quantified; site-level exposure assessment remains incomplete.
Climate Opportunities	No final materiality conclusion or amount and percentage of aligned assets or activities is available.
Capital Deployment	Climate-related capital expenditure, financing and investment have not been separately consolidated or reconciled to Finance records.
Internal Carbon Price	Under consideration; no approved price or demonstrated FYE 2026 decision-use is presented.
Climate-Linked Remuneration	Percentage of executive management remuneration linked to climate considerations has not been established.
Industry-Based Metrics	Relevant Home Builders, Engineering and Construction Services and Forest Management guidance has been referenced. Applicability and the required metric definitions, coverage and amounts remain to be completed.
Climate Targets	Group-wide target not established in this disclosure; HQ electricity proposal requires an approved baseline, scope, method, target year, milestones and resources.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC

GOVERNANCE

Ethical and Responsible Business

Integrity, transparency and accountability support long-term trust in the Group.

8.1 Anti-Corruption and Integrity

The Group maintains policies and channels that support ethical conduct, including the Code of Conduct and Ethics, Anti-Bribery and Anti-Corruption Policy, No-Gift Practice, Facilitation and Extortion Payment Policy, Donation and Sponsorship Policy, Whistleblowing Policy and internal grievance arrangements. Employees and business associates are expected to comply with the Group's standards and applicable laws.

The Group continued to strengthen its anti-bribery management arrangements during FYE 2026. An Anti-Bribery Management System gap analysis was undertaken on 28 April 2026 and awareness training was conducted on 23 June 2026. The implementation programme, including the re-review of the relevant policies, frameworks, and procedures currently under development, remained in progress at year end. The Group is targeting ISO 37001:2025 certification by April 2027.

During FYE 2026, anti-bribery and anti-corruption training was recorded for 45 managerial employees, 21 executives and 5 non-executives, representing 60.8%, 15.6% and 17.2% of the respective employee categories. No operations were formally assessed for corruption-related risks because the assessment framework and form were still under reviewed. During FYE 2026, the Company investigated and confirmed 1 incident involving corrupt conduct between an employee and subcontractors. The investigation has been concluded and appropriate action has been taken in respect of the matter. The Company remains committed to upholding its anti-bribery and anti-corruption standards and will continue to strengthen its internal controls and preventive measures to mitigate corruption risks.

Anti-Corruption Indicator	FYE 2024	FYE 2025	FYE 2026
Managerial Employees Trained	59%	12 employees | 18%	45 employees | 60.8%
Executive Employees Trained	32%	25 employees | 21%	21 employees | 15.6%
Non-Executive Employees Trained	0%	2 employees | 12%	5 employees | 17.2%
Operations Assessed for Corruption-Related Risks	0%	0%	0% - re-review of framework in progress
Confirmed Incidents of Corruption	0	0	1

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Whistleblowing and Grievance Mechanisms
The Group's Whistleblowing Policy provides a secure and confidential channel for employees and external stakeholders to report suspected misconduct, unethical behaviour, fraud, corruption or other breaches. Reports made in good faith are protected from retaliation, and the policy sets out the investigation and escalation process. The policy is published on the Company's corporate-governance webpage. The Corporate Governance Report records that no whistleblowing reports were received during FYE 2026.

Data Integrity and Protection
Data integrity and protection are increasingly important as the Group expands the use of digital platforms and centralised information. The Group's digital-transformation direction includes ERP implementation, data centralisation, Microsoft 365 and cloud-based document management. Construction operations also use Building Information Modelling to support collaboration and project implementation.

For sustainability reporting, the Group is strengthening data ownership, source-document retention, review and escalation. These controls are intended to improve the consistency and traceability of information used by management and disclosed to stakeholders.

INNOVATION AND DATA

Digital Transformation and BIM
Digital tools support information quality, coordination and more efficient project delivery.

8.2 Digital Systems and Collaboration

During FYE 2026, Phase One of the Group's enterprise resource planning programme went live for Finance and Procurement. The licence was activated on 1 July 2025 and the new ERP operated in parallel with the existing system during the reporting period to support transition and data validation. A human-resources system was also live across the Group for employee management, leave and attendance.

The Group also continued to use Microsoft 365, OneDrive and SharePoint to support communication, document control and collaboration. Asset Management and Budget Management modules are identified as the next implementation phase. As these are forward plans, this draft does not describe them as operational during FYE 2026.

Digitalisation can reduce manual processing and improve the accessibility and traceability of information, but it also increases the importance of access controls, master-data governance, retention rules, cybersecurity awareness and incident management. The Group will continue to align the use of digital systems with its data-protection and record-management responsibilities.

Building Information Modelling
Building Information Modelling supports collaboration among design, construction and project teams. It can help teams identify inconsistencies earlier, reduce avoidable errors and rework, improve coordination and support more efficient use of materials and time.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Digital Area	FYE 2026 Position From Supplied Update	Sustainability Relevance	FYE 2026 Status
ERP	Finance and Procurement Phase One went live on 1 July 2025 and operated in parallel with the existing system during the year	Data consistency, purchasing visibility and reporting traceability	Operational; transition controls and entity coverage to be documented
HR System	Live across Group companies for employee management, e-leave and attendance	Workforce data, record consistency and access control	Operational during FYE 2026
Microsoft 365	Communication and productivity	Standardised collaboration and controlled access	Available to Group employees through HOD-approved onboarding
OneDrive and SharePoint	Document storage and collaboration	Evidence retention and version control	Deleted-user retention follows Microsoft defaults of 30 days plus 93 days in deleted items; SharePoint access requires an HOD-approved form
BIM	Design and construction coordination	Reduced errors and rework, quality and resource efficiency	Used for collaboration in project implementation; measured outcomes not yet quantified

Data Integrity and Privacy Performance

For FYE 2025, the Group reported zero substantiated complaints concerning breaches of customer privacy and losses of customer data. During FYE 2026, the Group appointed a Data Protection Officer in line with the Personal Data Protection Act 2010 and recorded three substantiated complaints concerning customer privacy and/or customer data. All three cases were investigated and resolved, with no material impact reported. The Group subsequently strengthened relevant controls, procedures and staff awareness measures.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

ECONOMIC AND SUPPLY CHAIN

Responsible Value Creation

We seek to support economic activity and strengthen relationships across our supply chain.

8.3 Economic Contribution and Sourcing

Through our business activities, employment, procurement, taxes, payments to suppliers and community contributions, FBG contributes to the economies and communities in which we operate. Current-year data collection includes donations, sponsorships, contributions, beneficiaries and fines or settlements.

FYE 2026 Contribution Register

FBG confirmed community contributions, sponsorships and donations of RM218,452 across 36 records for FYE 2026. Management also reported 36 beneficiaries for the period.

Indicator	FYE 2025 Comparative	FYE 2026 Working Result
Community investment or related contributions	RM315,923	RM218,452
Beneficiaries	35	36

Responsible Sourcing and Buying

Our projects and operations depend on subcontractors, vendors, suppliers and consultants. We engage these parties through procurement, tendering, contracting, project coordination and performance-management processes. Relevant considerations include quality, safety, worker welfare, legal compliance, environmental performance and supporting information.

During FYE 2026, the Group continued to map responsibilities for subcontractor and supplier controls across procurement, contracts, commercial, project and site functions. At year end, the supplier and subcontractor ESG assessment form remained under development. Formal ESG screening and the related corrective-action process had therefore not yet commenced.

The Group reported that 100% of supplier expenditure was directed to local suppliers in both FYE 2025 and FYE 2026. The FYE 2026 result is based on management's confirmation that all suppliers within the covered spend population were local.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Procurement Indicator	FYE 2025 Comparative	FYE 2026
Proportion of Spending on Local Suppliers	100%	100%
Supplier or Subcontractor ESG Screening Coverage	Not separately quantified	Work in progress; ESG assessment form under development
Suppliers or Subcontractors Requiring Corrective Action	Not separately quantified	Not yet assessed because the ESG screening process has not been finalised

Potential Business Relevance

Matter	Possible Operational Consequence	Potential Financial Connection
Material Availability and Quality	Delay, rework or failure to meet project requirements	Cost increases, liquidated damages, margin pressure or revenue delay
Subcontractor Controls	Safety, welfare, environmental or contractual non-conformance	Supervision and remediation cost, disputes, penalties or project delay
Customer and Tender Requirements	Need for credible ESG and emissions information	Tender qualification, customer retention, pricing and access to opportunities
Supply-Chain Transition	Higher-cost or limited lower-carbon materials and services	Cost of sales, capex, margin and working-capital effects

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

SOCIAL

Occupational Safety and Health

Safe operations depend on effective controls, competent people and timely corrective action.

8.4 Occupational Safety and Health

Occupational safety and health is a core value and a material topic for the Group. FBG Builder Sdn Bhd maintains an occupational health and safety management system certified to ISO 45001:2018 for project management in design and development, civil, structural, building and infrastructure construction works. The certificate supplied for this report was issued on 15 August 2025 and expires on 2 September 2028, subject to successful surveillance audits.

Safety responsibilities extend from Group and project leadership to site management, OSH or HSE personnel, workers and subcontractors. Site controls include emergency preparedness, equipment servicing, evacuation arrangements, worker accommodation, hazardous-material management, housekeeping and finding closure.

Operational Safety Practices

The previous Statement described a cross-division construction meeting held monthly, site safety and health committee meetings held at least quarterly, site inspections and toolbox briefings, and weekly safety audits. It also referred to training on emergency evacuation, forklift safety, firefighting and chemical handling, together with the use of the Safety and Health Assessment System in Construction.

FYE 2025 Safety Performance Baseline

The following site-level figures were reported for FYE 2025 and are retained as comparative context.

Project or Site	Hours Worked	Fatalities	Lost Time Injuries	LTI Rate
Vierra Residence	2,581,856	0	0	0
Pavilion Mont' Kiara	1,480,510	0	0	0
Temasya Prisma	177,376	0	0	0
Suria 2	261,984	0	0	0
Adison	858,156	0	0	0
CLQ Senawang	23,656	0	0	0

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

The FYE 2025 table reported no fatalities and no lost-time injuries at the listed sites. This statement is limited to the sites and indicators shown; it is not a substitute for complete FYE 2026 incident data or Group-wide contractor coverage.

FYE 2026 Safety Performance

Project or Site	Hours Worked	Fatalities	Lost Time Injuries	LTI Rate
Vierra Residence	-	0	0	0
Pavilion Mont' Kiara	4,392,230	0	0	0
Temasya Prisma	972,338	0	0	0
Suria 2	1,220,113	0	0	0
Adison	2,968,856	0	0	0
CLQ Senawang	-	0	0	0
RMAF	599,132	0	0	0
JGCC Club House	1,446,755	0	0	0
Setia Alaman R&D	140,680	0	0	0
JB City Square	134,700	0	0	0
Temasya Alpine 2	22,256	0	0	0
Midvalley Southpoint Hotel	155,980	0	1	0

8.5 Employment and Workforce

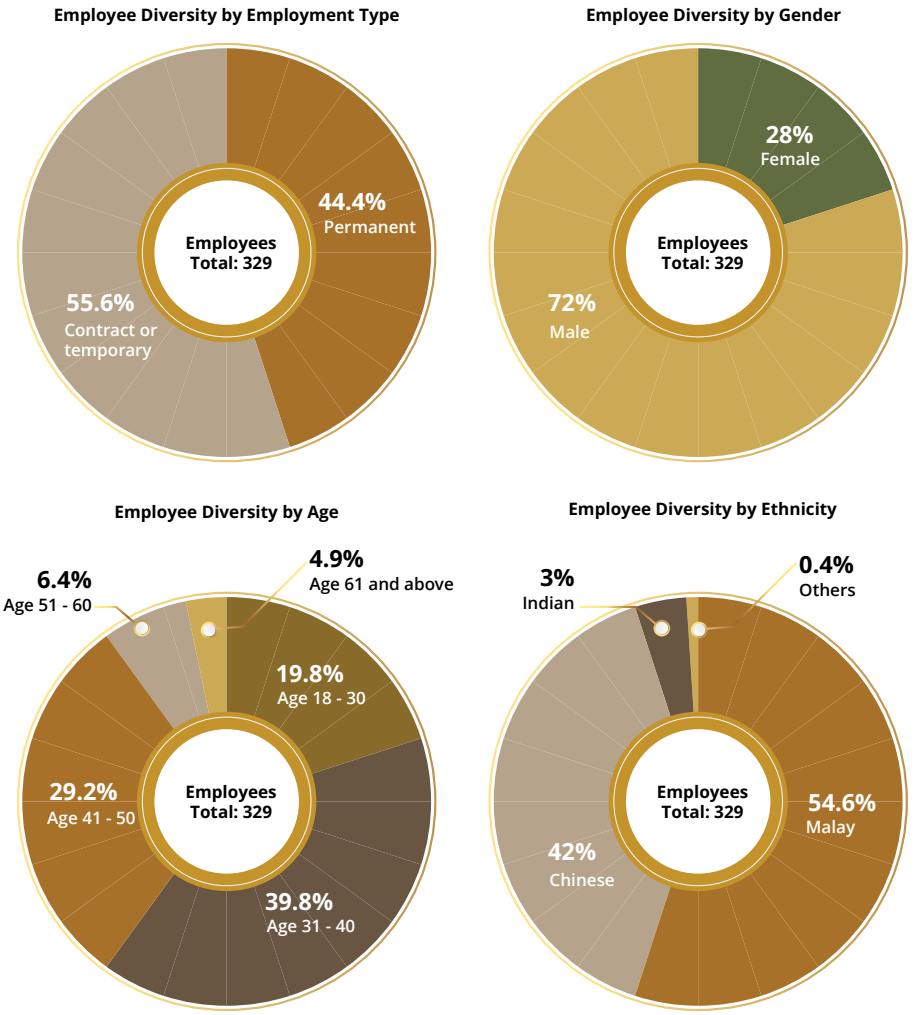
The Group values a diverse workforce and seeks to provide fair employment, development opportunities and a respectful working environment. Current-year data collection covers employment type, gender, age group, employee category, new hires, turnover, parental leave, performance reviews and human-rights complaints.

The supplied FYE 2026 employment workbook covers nine entity worksheets and records 238 employees: 146 permanent and 92 contract or temporary employees. A separate workbook records 91 direct foreign workers, all male and classified as contract or temporary employees. Management confirmed that the two populations do not overlap. The combined FYE 2026 direct-employee population is therefore 329.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

FYE 2026 Workforce



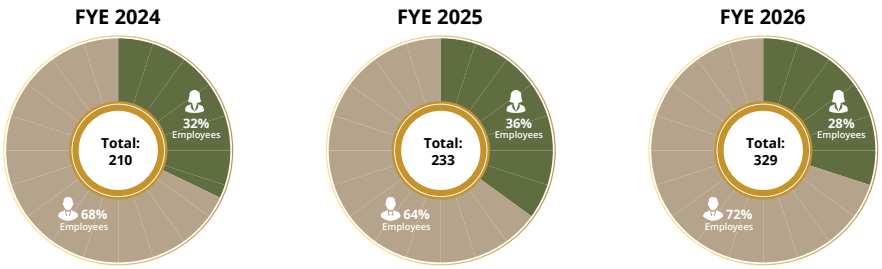
FYE 2025 Workforce Baseline

The Group reported 233 employees at 30 June 2025, compared with 210 in FYE 2024. The FYE 2026 total of 329 includes the separately maintained 91-person direct foreign-worker population and is therefore not directly comparable with prior periods unless the earlier reporting boundaries included the same population.

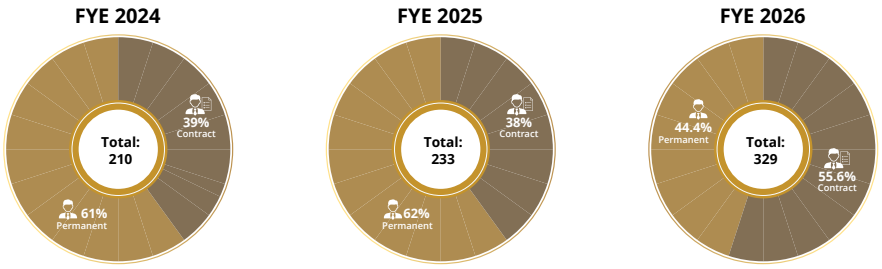
INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Employee Diversity by Gender

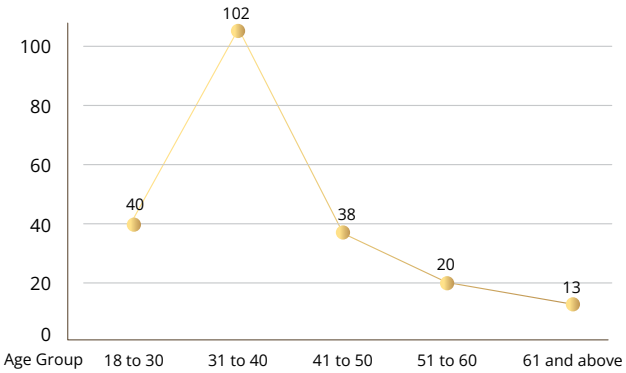


Employee Diversity by Employment Type



The FYE 2025 employee population comprised 31 non-executives, 131 executives and 71 managerial employees. By employee category, men represented 68% of non-executives, 56% of executives and 75% of managerial employees; women represented 32%, 44% and 25%, respectively.

Employee Diversity by Age Group



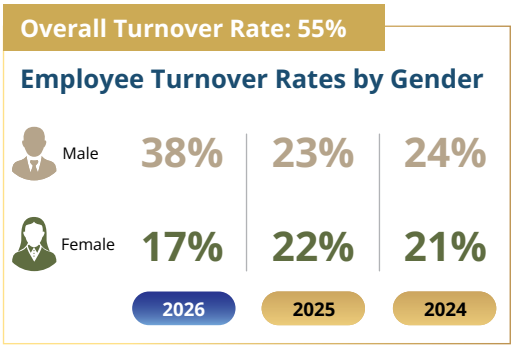
The previous Statement also reported the FYE 2025 workforce as 58% Malay, 39% Chinese and 3% Indian. These categories and percentages should be retained only if they remain consistent with the Group's approved reporting approach and source records.

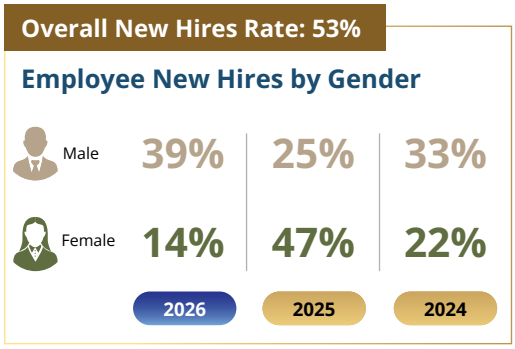
INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Board Diversity Comparative
For FYE 2025, the Board was reported as 78% male and 22% female. The FYE 2026 FBG Holdings worksheet records nine directors: seven male and two female, with three aged 41 to 50, two aged 51 to 60 and four aged 61 and above. These working figures must be reconciled to the Directors' Profile and corporate governance disclosures in the Annual Report.

New Hires and Turnover
The employment workbook records 53 new hires and 55 employee turnover events during FYE 2026. The gender breakdown reconciles to 39 male and 14 female new hires, and 38 male and 17 female turnover events. Rates are not presented because the approved methodology and denominator have not been confirmed.





In FYE 2025, the reported turnover rates by employee category were 34% for non-executives, 21% for executives and 20% for managerial employees. The reported new-hire rates were 34%, 41% and 16%, respectively.

Training and Development
Learning and development supports employee capability and business performance. The main employment workbook records 3,306 training hours during FYE 2026: 44 hours for non-executives, 1,848 hours for executives and 1,306 hours for managerial employees. Based on the 238-person population covered by that workbook, the average is 14 hours per employee, equivalent to 99.2% of the 14-hour annual target. The separate foreign-worker workbook records no training hours; because the coverage and completeness of that entry have not been established, it is not interpreted as evidence that no training occurred and no combined Group average is presented.

Training undertaken during the year covered professional and technical development, regulatory and data-protection capability, sustainability and anti-bribery awareness, occupational safety, health and environmental matters, employee development, and environmental education. Participation and completion records should support the final disclosure by category.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Training Performance Comparative

Training Indicator	FYE 2024	FYE 2025	FYE 2026
Total Training Hours	2,137	3,247	3,306 - main employment workbook
Average Training Hours Per Employee	12	18 excluding non-executives	14 hours - based on 238 employees
Executive Training Hours	Not stated	1,906	1,848 - main employment workbook
Managerial Training Hours	Not stated	1,341	1,306 - main employment workbook

Performance and Career Development
Performance appraisals are used to review employee contribution and development. Employees may be assessed on their participation in and contribution to sustainability practices relevant to their roles, including waste reduction, resource conservation, digitalisation and other ESG-related initiatives. The supplied appraisal forms include a sustainability component, while overall performance ratings inform the separate bonus and increment framework.

The main employment workbook records 201 employees as having received performance reviews: 123 male and 78 female. The separate foreign-worker workbook records performance reviews for all 91 direct foreign workers. On the confirmed non-overlapping populations, 292 of 329 direct employees had a recorded performance review, representing 88.8% coverage.

For FYE 2025, the previous Statement reported 230 male employees and 84 female employees receiving performance reviews, representing 99% for each gender grouping. By employee category, 31 non-executives, 129 executives and 69 managerial employees received reviews, representing 100%, 98% and 97%, respectively. These counts appear to exceed the reported year-end workforce and therefore require clarification of the review population or timing before reuse as a direct comparison.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

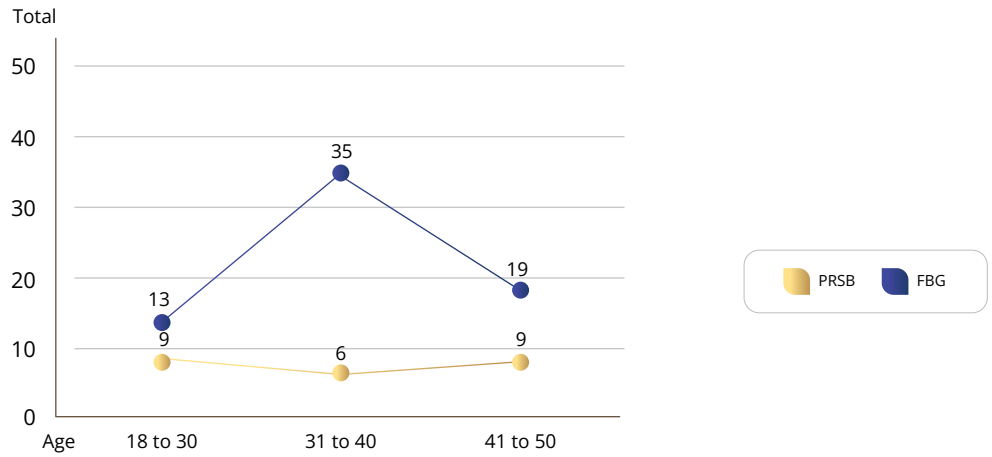
8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Migrant Workers' Well-being

Migrant workers' well-being is a material topic for the Group. Relevant management areas include employment conditions, accommodation, safety, access to training, grievance mechanisms and contractor oversight. A separate FYE 2026 data template has been prepared for foreign-worker information, and site-level records include accommodation condition and occupancy.

The separate foreign-worker workbook records a working population of 91 male contract or temporary workers: 24 in the PRSB worksheet and 67 in the FBG worksheet. The recorded age profile is 22 aged 18 to 30, 41 aged 31 to 40 and 28 aged 41 to 50. Performance reviews are recorded for all 91 workers and zero human-rights complaints are recorded. The workbook records zero training hours, but that entry requires confirmation and is not interpreted here as evidence that no training occurred.

Foreign-Worker Working Population



Benefits, Leave and Employee Engagement

The Group provides employee benefits and engagement opportunities in accordance with applicable policies and employment arrangements. Employee communication channels include townhalls, briefings, feedback sessions, training, appraisals and company activities.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

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

For FYE 2025, one male employee and six female employees were reported as entitled to parental leave, with a 100% return-to-work rate. During FYE 2026, 11 employees took parental leave - three male and eight female - and all 11 returned to work, giving a 100% return-to-work rate. Retention after return was not measured in the supplied data.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Employee Engagement Activities Highlight

FBG organises a range of employee engagement activities throughout the year to foster connection, learning and team spirit. These include internal programmes, sessions featuring external speakers and professionals, as well as celebrations of major festive occasions that promote inclusivity, cultural appreciation and camaraderie among employees.



FBG Paintball



FBG's Diaries Donation to SMK Kelana Jaya



FBG's Diaries Donation to SMK Kelana Jaya

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)



Caring for Our Minds:
Mental Health Awareness Talk



Caring for Our Minds:
Mental Health Awareness Talk



FBG Christmas x Movie Night 2.0

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)



FBG Blood Donation Campaign Collaborated with Lions Club of KL Elite and Pusat Darah Negara



FBG Blood Donation Campaign Collaborated with Lions Club of KL Elite and Pusat Darah Negara



International Women's Day - Pause & Recharge for Ladies



FBG Jom-Bowl Lah

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)



FBG Corporate Grooming, Image & Colour Workshop


FBG Corporate Grooming, Image & Colour Workshop


Taman Tugu Free Tree Society Education Programme


Taman Tugu Free Tree Society Education Programme

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

CUSTOMERS AND COMMUNITIES

Quality and Relationships

Our performance depends on delivering quality outcomes and maintaining constructive relationships.

8.6 Product Safety and Quality

Quality and building integrity are material to FBG's construction and property-development activities. FBG Builder Sdn Bhd maintains a quality management system certified to ISO 9001:2015 for project management in design and development, civil, structural, building and infrastructure construction works. The certificate supplied for this report was issued on 15 August 2025 and expires on 2 September 2028, subject to successful surveillance audits.

Relevant risk areas include site selection, design coordination, regulatory approvals, material quality, construction defects, rectification and customer complaints. Effective controls support safety, functionality, timely delivery and customer confidence.

During FYE 2026, the quality approach included quarterly site quality checks, half-yearly quality audits, employee and contractor training, and pre-delivery inspections. Corrective work identified during pre-delivery inspection was generally undertaken before vacant possession.

Quality Assessment and Customer Satisfaction

Project or Indicator	Prior-year Reported Position	FYE 2026 Update
Duta Park Residences QLASSIC score	79% in 2024	Not reassessed during FYE 2026 as project completed
Vierra Residence GreenRE	Not reported as a completed result	GreenRE Silver, 83.50 credits; valid from 27 February 2026 to 26 February 2029
Vierra Residences QLASSIC score	Assessment pending in the prior Statement	77% in August 2025
Desa Green QLASSIC score	Assessment pending in the prior Statement	78% in September 2025
Customer Satisfaction Target/ Survey	80%	Minimum 65% upon project completion, based on the QESH objective
Vierra Resident Survey Performance	Not previously reported	43/50 responses; received 19 June 2026

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Project or Indicator	Prior-year Reported Position	FYE 2026 Update
Temasya Prisma (Glenmarie) Contractor's Performance Score in Building Works (Inactive)	Not previously reported	79.21% (Grade B), December 2025 to May 2026
Temasya Alpine 2 Contractor's Performance Score in Infrastructure Works (Inactive)	Not previously reported	64.93% (Grade C), December 2025 to May 2026

Vierra Residence, developed by Fajarbaru Land Sdn Bhd, achieved GreenRE Silver with 83.50 awarded credits. The supplied scorecard records the site verification assessment on 9 April 2025 and a validity period from 27 February 2026 to 26 February 2029. This is a project-specific building assessment and is not presented as a Group-wide certification.

Community Relations
FBG engages communities through local consultations, contributions, sponsorships and programmes. Community feedback is also relevant to project planning and operations, particularly where construction activities may affect traffic, noise, dust, water, safety or local amenities.

Current-year records include community contributions and support for charitable, educational, cultural, environmental and industry-related activities. FBG confirmed RM218,452 across 36 records and reported 36 beneficiaries for FYE 2026.

For FYE 2025, the Group reported community investment of RM315,923 and 35 beneficiaries. For FYE 2026, the confirmed contribution total is RM218,452 across 36 records, with 36 beneficiaries reported by management.

Community Indicator	FYE 2025	FYE 2026
Community Investment	RM315,923	RM218,452
Reported Beneficiaries	35	36
Material Community Complaints	Not separately quantified	Nil reported

Industry Engagement
Participation in industry associations, forums, training and knowledge-sharing supports the Group's understanding of emerging standards, operational practices and stakeholder expectations. Material memberships and leadership roles may be disclosed where they are relevant to the Group's sustainability approach.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

FBG's Involvement in Industry Associations

Name	Representatives Current Involvements
Dato' Sri Kuan Khian Leng	• Deputy President, Master Builders Association Malaysia ("MBAM") (2026 – to-date) • Chairman, Environment, Green Technology & Sustainability Committee, MBAM (2026 – to-date) • Deputy Chairman, International Affairs & Business Development Committee, MBAM (2026 – to-date) • Deputy Chairman of MBAM Representative, CHINCA-IIICF under the International Affairs & Business Development, (2026 – to-date) • Disciplinary Board, Committee Member, MBAM (2026 – to-date) • Deputy Chairman, Awards & Constitution Committee, MBAM (2022 – 2026) • Membership, Advisor, MBAM (2022 – to-date) • Council Member, MBAM (2014 – to-date) • Panel Advisor, 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) • Construction Action Plan 2026–2030 (CAP30), Professionalism Committee of CIDB's Thrust Working Group 5 (TWG 5) (2026 – to-date) • Vice President, China-Asia Economic Development Association, Malaysia (CAEDAM), (2026 – to-date)
Dato' Ir. Kong Kam Loong	• Alternate Council Member, MBAM (2018 – to-date)
Evelyn Ong Sok Neo	• Environment, Green Technology & Sustainability, Committee Member, MBAM (2024 – to-date) • Council Member, ESG Association of Malaysia (2025 – to-date) • Vice President Business, Junior Chamber International Entrepreneur Metropolitan (JCI E-Metro) (2026 – to-date)
Lau Kien Choong	• ICT-Automation Robotic, Committee Member, MBAM (2024 – to-date)
Mohd Farhan Bin Rubaain	• Safety & Health Committee, MBAM (2026 – to-date)
Eleena Rashidah Binti Khalid	• Publication, Committee Member, MBAM (2026 – to-date)
Coco Ooi Phei Phei	• Mentor for RIYI Program, REHDA Institute (2026 – to-date) • Assistant Secretary / Committee (Selangor), REHDA Youth (2024 – 2026) • Evaluator, International Real Estate Federation ("FIABCI") Award Malaysia 2026

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

ENVIRONMENT

Environmental Management

We seek to manage resource use, pollution and environmental impacts across our activities.

8.7 Environmental Management

FBG Builder Sdn Bhd maintains an environmental management system certified to ISO 14001:2015 for project management in design and development, civil, structural, building and infrastructure construction works. The certificate supplied for this report was issued on 15 August 2025 and expires on 2 September 2028, subject to successful surveillance audits.

Climate Change

Climate change remains one of the Group's material sustainability topics. Detailed climate-related disclosures, including physical and transition risks, scenario analysis, GHG emissions, financial effects, metrics and targets, are integrated within the relevant core sections of this report.

Within this Statement, climate change is considered in relation to operational resilience, energy use, supply-chain requirements, environmental management and the Group's broader sustainability governance.

Energy and Water Use

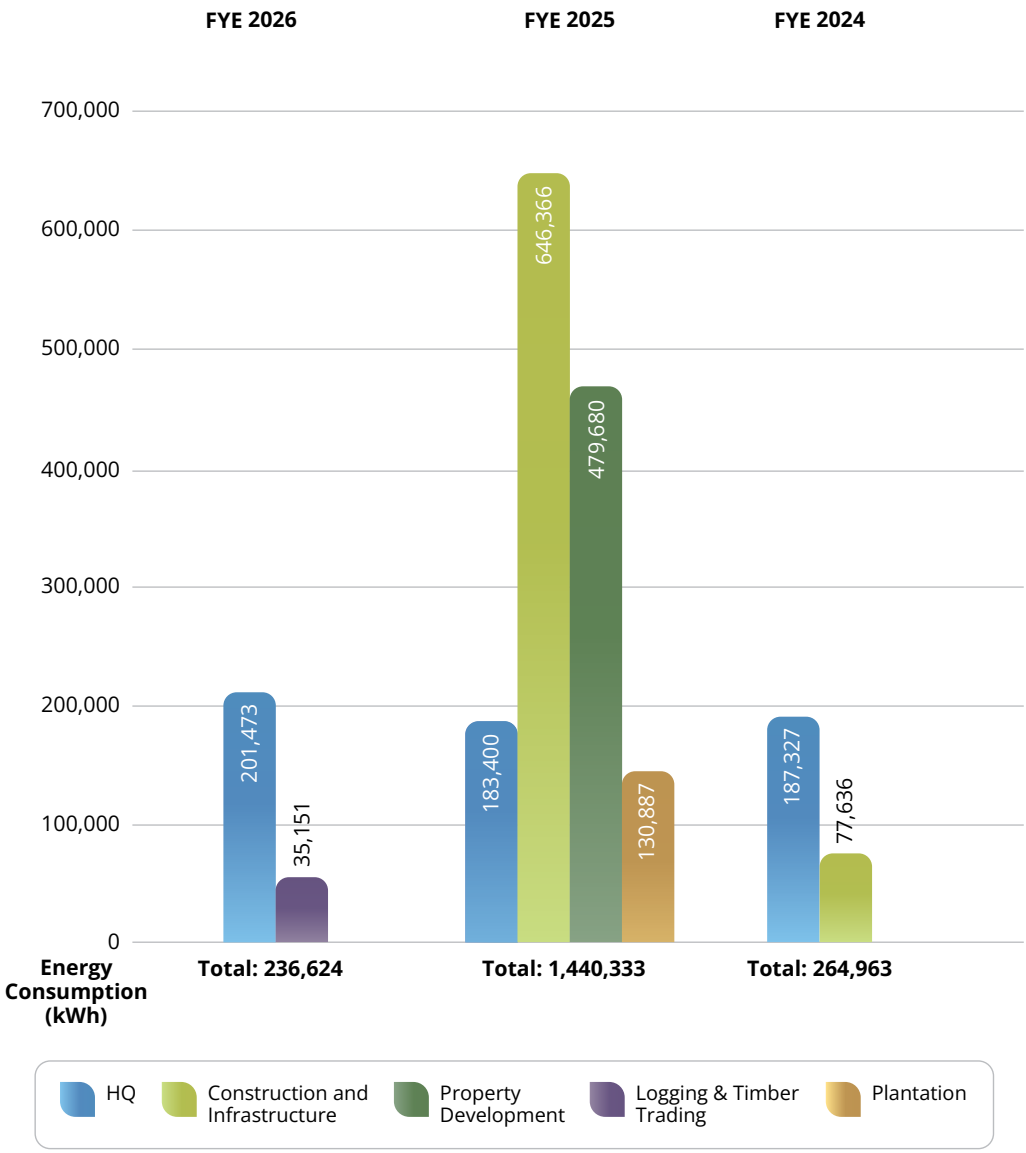
The Group collects electricity and water information for relevant offices, facilities and project sites. Management information for FYE 2026 records proposed actions including an Energy and Water Use Policy, replacement of one inverter air-conditioning unit per year when units fail, and an audit of office water taps with water-efficient replacements or saving devices where necessary.

The following FYE 2024 and FYE 2025 figures are retained as historical comparatives. For FYE 2026, water consumption recorded at the Kelana Jaya headquarters was 1,713 m^3, calculated from the supplied meter readings for seven water accounts covering July 2025 to June 2026. This is an HQ result; water consumption for the other operations has not been consolidated. No validated FYE 2026 electricity consumption total is presented. The preliminary GHG inventory must not be treated as a substitute for consumption quantities.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

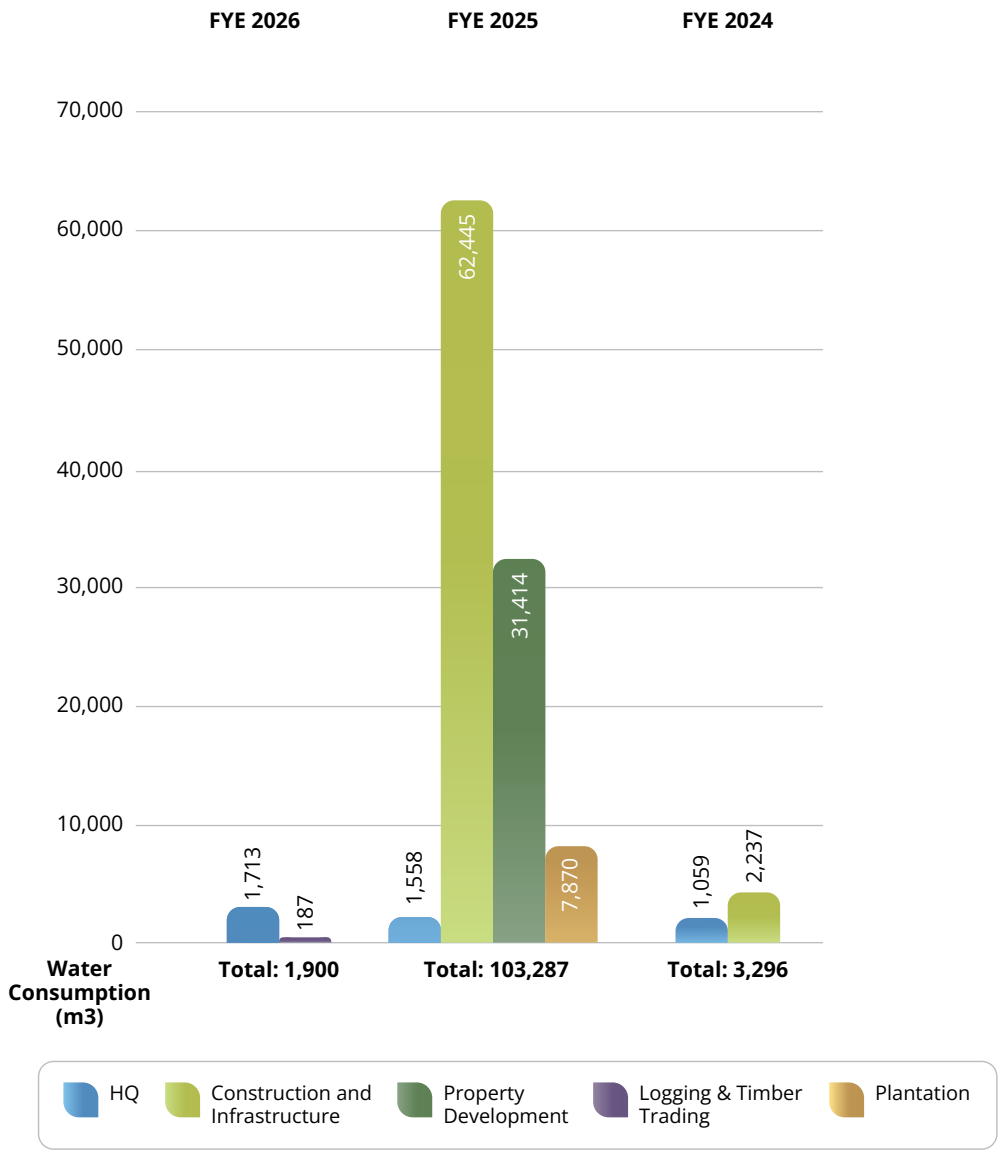
Our Energy Management Performance



INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Our Water Management Performance



INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Changes between the historical reporting periods may reflect boundary expansion, project activity or data availability and should not be interpreted as efficiency trends without consistent site coverage and calculation methods.

The FYE 2026 HQ water total is calculated from the separately supplied water-meter readings. Other general ESG utility files contain monetary charges rather than consumption quantities and have not been converted into kWh or cubic metres in this Statement. The activity records used for the preliminary Scope 2 emissions calculation require separate verification and reconciliation to avoid inconsistent coverage or double counting.

Material Use
Construction and property-development activities use significant materials. Material selection can affect quality, durability, cost, resource efficiency and environmental performance. The logging operation primarily uses diesel for machinery; timber traceability is addressed under responsible sourcing rather than material consumption.

Relevant construction inputs may include concrete, steel, bricks, timber, glass, aluminium, finishes and packaging. The final report should focus on materials for which a reliable quantity, sourcing attribute or management outcome can be demonstrated, instead of listing inputs without a complete data basis.

Biodiversity
For FYE 2026, management reported biodiversity as not applicable to the current reporting cycle. Environmental impact assessment and ecological requirements are determined by the relevant authorities on a project-specific basis and are managed through the applicable approvals and operating controls.

No Group-wide biodiversity metric is reported for FYE 2026. Where an environmental impact assessment or ecological condition applies to a project, the relevant approval and mitigation requirements remain part of project compliance.

ENVIRONMENT

Waste and Pollution Management

Consistent measurement and site controls are essential for credible waste reporting.

8.8 Waste and Pollution Management

Waste and pollution management covers the prevention, segregation, storage, handling, recovery and disposal of waste, together with controls for dust, noise, water pollution and other site impacts. Responsibilities are shared across project management, environmental personnel, site teams, contractors and approved waste service providers.

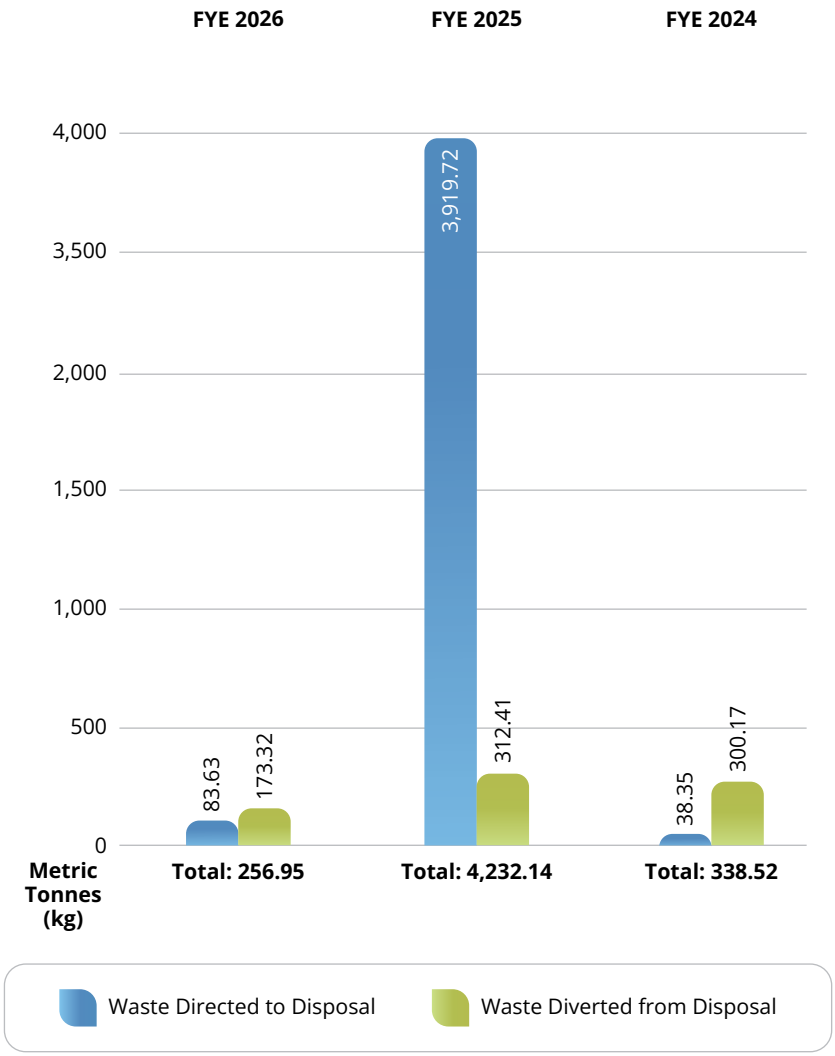
Monthly waste-management reports were prepared for selected construction sites during FYE 2026. The available weight-based records for Pavilion Mont' Kiara total 256.95 tonnes for the year, comprising waste recycled and waste sent to landfill. Other supplied site records measure removal activity in trips and are disclosed separately; they are not added to the weight-based total. The FYE 2026 tonnage therefore represents Pavilion Mont' Kiara, rather than a consolidated Group total.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Historical Waste Performance

The published Sustainability Statements report total waste generated of 338.52 metric tonnes for FYE 2024 and 4,232.14 metric tonnes for FYE 2025. The comparison below reproduces the published performance-table figures in metric tonnes and includes the FYE 2026 recorded total for Pavilion Mont' Kiara.



INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

The FYE 2025 Sustainability Statement attributes the significant increase in reported waste to an expanded reporting boundary covering additional sites. Its detailed chart reports 3,919,725 kg directed to disposal and 312,417 kg diverted from disposal. The performance table presents 3,919.72 and 312.41 metric tonnes, respectively, and a total of 4,232.14 metric tonnes. The displayed components sum to 4,232.13 metric tonnes; the published figures are retained without restatement. FYE 2026 covers Pavilion Mont' Kiara only, so a like-for-like year-on-year trend is not claimed.

Reuse and Recycling Initiatives

The previous Statement described the reuse of fruit waste and composting at the plantation, together with recycling activities involving paper, plastic, electronic waste and metal. One recycling activity undertaken with Cenviro in May 2025 recorded 196 kg across those material streams. Current-year initiatives should be supported by collection records, recycler documentation and clear reporting-period cut-off.

Pavilion Mont' Kiara: Site-specific FYE 2026 Waste Result

The 12 monthly Pavilion Mont' Kiara waste-management reports cover July 2025 to June 2026. They record 163.48 tonnes of timber and 9.84 tonnes of steel scrap recycled, giving 173.32 tonnes diverted from disposal. Domestic waste sent to landfill totalled 83.63 tonnes. The combined recorded total is 256.95 tonnes. Re-used waste was marked not applicable and scheduled-waste fields were blank; the recorded total excludes unquantified waste streams, and a blank field is not treated as zero.

Waste Stream	Treatment Route	FYE 2026 Quantity	Scope and Status
Timber	Recycled	163.48 tonnes	Pavilion Mont' Kiara only; monthly reports
Steel Scrap	Recycled	9.84 tonnes	Pavilion Mont' Kiara only; recorded in February and March 2026
Total Diverted	Recycled	173.32 tonnes	Calculated from timber and steel records
Domestic Waste	Landfill	83.63 tonnes	Pavilion Mont' Kiara only
Scheduled Waste	Not determinable	Not reported	Blank fields cannot be interpreted as zero
Total Recorded Waste	Recycled and landfill	256.95 tonnes	Pavilion Mont' Kiara only; excludes unquantified waste streams

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Waste-Removal Activity Recorded as Trips
Separate site logs measure waste-removal activity by trip rather than weight. Applying the reporting-period cut-off, the records show 689 construction-waste, 893 timber-waste and 132 domestic-waste trips for Adison; 297 construction-waste trips for JB City Square from February to June 2026; and 196 construction-waste, 9 timber-waste and 14 domestic-waste trips for MVS Southkey from April to June 2026. These trip counts are operational indicators and are not added to the Pavilion Mont' Kiara tonnage.

Site	Construction-Waste Trips	Timber-Waste Trips	Domestic-Waste Trips	Record Coverage within FYE 2026
Adison	689	893	132	July 2025 – June 2026
JB City Square	297	-	-	February – June 2026
MVS Southkey	196	9	14	April – June 2026

Data Quality Considerations

Control	Reporting Requirement
Boundary	Identify every included site and explain exclusions.
Waste Classification	Apply consistent categories for construction, timber, domestic, scheduled and recyclable waste.
Measurement Unit	Distinguish weight, volume, trips and monetary cost; do not combine incomparable units.
Disposal Route	Separate waste directed to disposal from waste diverted through reuse, recycling or recovery.
Evidence	Retain weighbridge tickets, invoices, manifests, contractor reports and approvals.
Review	Assign a preparer, reviewer and accountable owner for each site and the Group consolidation.

Pollution Prevention and Site Housekeeping
Site housekeeping, sanitation, pest control, waste storage and removal contribute to occupational health, environmental performance and stakeholder confidence. FBG reported no fines classified as environmental for FYE 2026.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

PERFORMANCE

Sustainability Performance Data

The final data table will present validated metrics for the approved reporting boundary.

8.9 Performance Summary and Review

Material Topic	Indicator Focus	FYE 2025 Comparative	FYE 2026 Status
Anti-Corruption and Integrity	Training, risk assessment and confirmed incidents	18% managerial, 21% executive and 12% non-executive trained; 0 incidents	60.8% managerial, 15.6% executive and 17.2% non-executive employees trained; 0% of operations formally assessed while assessment framework is being developed; 1 confirmed incidents
Contributing to the Economy	Community investment and beneficiaries	RM315,923; 35 beneficiaries	RM218,452 across 36 recorded entries and 36 reported beneficiaries
Employment and Training	Employees, diversity, new hires, turnover and training	233 employees; 23% turnover; 33% new-hire rate; 3,247 training hours	329 direct employees; 53 hires and 55 turnover events in the main workbook; 3,306 training hours recorded for the 238-person main-workbook population
Occupational Safety and Health	Fatalities, lost-time injuries, hours and training	No fatalities or LTIs at six listed sites; 5,383,538 hours worked	No fatalities or one (1) LTIs at twelve listed sites; 12,053,040 hours worked
Migrant Workers' Well-Being	Population, accommodation, grievances and complaints	Not separately quantified	91 direct foreign workers; accommodation-compound disclosure subject to legal and corrective-action validation
Responsible Sourcing	Local spend and supplier or contractor monitoring	100% local supplier spend	100% local supplier spend; ESG screening assessment form in development
Product Safety and Quality	Complaints, defects, audits and corrective actions	Duta Park QLASSIC score 79%; other assessments pending	Vierra GreenRE Silver; Vierra QLASSIC 77%; Desa Green QLASSIC 78%; other project-quality indicators disclosed above

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

8. PERFORMANCE BY MATERIAL TOPIC (Cont'd)

Material Topic	Indicator Focus	FYE 2025 Comparative	FYE 2026 Status
Data Integrity and Protection	Privacy complaints and data losses	0 substantiated complaints or losses reported	3 substantiated complaints; investigated and resolved; no material impact reported
Community Relations	Programmes, investment and beneficiaries	RM315,923; 35 beneficiaries	RM218,452 across 36 recorded entries and 36 reported beneficiaries
Energy and Water Use	Consumption by approved boundary	1,440,333 kWh; 103,287 m3	HQ water consumption: 1,713m^3; Logging & timber trading: 187m^3. HQ energy consumption: 201,473kWh; Logging & timber trading: 35,151kWh. Other water consumption not consolidated; no validated electricity consumption total
Material Use	Consumption and responsible sourcing indicators	Not quantified in extracted baseline	No validated FYE 2026 quantitative update
Waste and Pollution	Waste directed to disposal and diverted	3,919,725 kg disposed; 312,417 kg diverted	PMK: 256.95 tonnes recorded in total, comprising 83.63 tonnes to landfill and 173.32 tonnes recycled; site-specific
Biodiversity	Sites assessed, impacts and mitigation	Not quantified in extracted baseline	Management reported biodiversity as not applicable for FYE 2026; EIA requirements remain project-specific
Climate Change	Integrated IFRS S2 cross-reference	Reported in previous Statement	Integrated Governance, Strategy, Risk management and Metrics and targets sections; limitations disclosed

Data Validation
Performance data remain subject to review for completeness, accuracy, calculation consistency, reporting cut-off and alignment with the disclosed populations. The preliminary GHG inventory additionally requires operational-control and duplicate-entry reconciliation. Figures that are not validated are identified as such; no assurance conclusion is implied by the inclusion.

Assurance
The scope and status of any Internal Audit review or external assurance over this Statement or selected indicators have not been established in this disclosure. No assertion that the figures were independently assured or internally audited is made.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

LOOKING AHEAD

Strengthening Our Sustainability Practices

Our next steps focus on governance, data quality and integration into business decision-making.

9. OUTLOOK AND SUBSEQUENT EVENTS

FBG will continue to strengthen its sustainability governance and management practices in line with business needs, regulatory developments and stakeholder expectations. Priority work includes completing the assessment of sustainability-related risks and opportunities, confirming ownership and reporting boundaries, improving source-data controls, and developing decision-useful metrics and targets.

We also intend to strengthen the connection between sustainability matters, enterprise risk management, strategy, budgeting and financial assessment. This work will support more consistent disclosures and the Group's progressive transition towards the IFRS Sustainability Disclosure Standards.

9.1 Proposed FYE 2027 Priorities

Priority	Planned Direction
Governance	Formalise management accountability, escalation and review processes across principal businesses.
SRO Assessment	Approve the sustainability-related risk and opportunity register, time horizons and management responses.
Data and Controls	Standardise definitions, evidence, review and consolidation across entities and sites.
Metrics and Targets	Approve metrics, baselines and targets for material matters with clear owners.
Financial Connection	Develop qualitative and quantitative assessments of material financial effects with Finance.
Assurance Readiness	Strengthen documentation and internal controls to support future assurance.

Please refer Appendices at: https://www.fajarbarugroup.com/our-sustainability/.

INTEGRATED SUSTAINABILITY STATEMENT (CONT'D)

PRESCRIBED TABLE

FBG HOLDINGS BERHAD
BMLR Transition Period

Date & Time: 2026-10-30 14:58:41
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-corruption	C1(a) Employees trained on anti-corruption – Managerial	Percentage	18	60.80	N/A	No assurance
Anti-corruption	C1(a) Employees trained on anti-corruption – Executive	Percentage	21	15.60	N/A	No assurance
Anti-corruption	C1(a) Employees trained on anti-corruption – Non-executive	Percentage	12	17.20	N/A	No assurance
Anti-corruption	C1(b) Operations assessed for corruption-related risks	Percentage	0	0	N/A	No assurance
Anti-corruption	C1(c) Confirmed incidents of corruption and action taken	Number	0	1	N/A	No assurance
Community / Society	C2(a) Community investment benefiting parties external to the Group	RM	315,923.00	218,452.00	N/A	No assurance
Community / Society	C2(b) Beneficiaries of community investment	Number	35	36	N/A	No assurance
Energy management	C4(a) Total energy consumption – reported electricity consumption only	kWh	1,440,333	236,624	N/A	No assurance
Health and safety	C5(a) Work-related fatalities	Number	0	0	N/A	No assurance
Health and safety	C5(b) Lost time incident rate	Rate	0	0	N/A	No assurance
Health and safety	C5(c) Employees trained on health and safety standards	Number	2,201	Under reconciliation due to restructuring	N/A	No assurance

FBG HOLDINGS BERHAD
BMLR Transition Period

Date & Time: 2026-10-30 14:58:41
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour practices and standards	Total employee training hours	Hours	3,247	3,306	N/A	No assurance
Labour practices and standards	Percentage of employees who are contractors or temporary staff	Percentage	38	55.60	N/A	No assurance
Labour practices and standards	Total employee turnover	Number	50	55	N/A	No assurance
Supply chain management	C7(a) Proportion of spending on local suppliers	Percentage	100.00	100.00	N/A	No assurance
Data privacy and security	C8(a) Substantiated complaints concerning breaches of customer data	Number	0	3	N/A	No assurance
Water	C9(a) Total volume of water used	m^3	103,287	1,896	N/A	No assurance
Waste management	C10(a) Total waste generated	Metric tonnes	4,232.14	256.95	N/A	No assurance
Waste management	C10(a)(i) Total waste diverted from disposal	Metric tonnes	312.41	173.32	N/A	No assurance
Waste management	C10(a)(ii) Total waste directed to disposal	Metric tonnes	3,919.72	83.63	N/A	No assurance
Emissions management	C11(a) Scope 1 greenhouse gas emissions	tCO_2e	3,001.50	99.297	N/A	No assurance

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FBG HOLDINGS BERHAD
BMLR Transition Period

Date & Time: 2026-10-30 14:58:41
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Emissions management	C11(b) Scope 2 greenhouse gas emissions	tCO_2e	1,130.47	826.199	N/A	No assurance
Emissions management	C11(c) Scope 3 greenhouse gas emissions – reported categories	tCO_2e	402.79	545.421	N/A	No assurance
Diversity	C3(b) Directors – Male	Percentage	78.00	77.78	N/A	No assurance
Diversity	C3(b) Directors – Female	Percentage	22.00	22.22	N/A	No assurance
Diversity	C3(b) Directors – Age 41–50	Percentage	33.33	33.33	N/A	No assurance
Diversity	C3(b) Directors – Age 51–60	Percentage	22.22	22.22	N/A	No assurance
Diversity	C3(b) Directors – Age 61 and above	Percentage	44.44	44.44	N/A	No assurance
Employment and training	Total direct employees	Number	233	329	N/A	No assurance
Employment and training	Average annual training hours per employee	Hours per employee	18	14	N/A	No assurance
Employment and training	Return-to-work rate following parental leave	Percentage	100.00	100.00	N/A	No assurance
Occupational safety and health	Total recorded hours worked	Hours	5,383,538	12,053,040	N/A	No assurance
Occupational safety and health	Lost-time injuries	Number	0	1	N/A	No assurance



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 ("FBG" or the "Company") remains committed during the financial year ended 30 June 2026 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 2026. 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 2026.

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 Managing Director, 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	Responsiblities
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 Managing Director	The Group Managing Director ("GMD") of the Company, Dato' Sri Kuan Khian Leng, is a newly appointed role introduced during the current financial year. The GMD is responsible for overseeing the overall management, operations and business development of the Group, with a focus on driving the Group's strategic direction and ensuring effective execution of its business objectives. The GMD is supported by the Group Executive Directors and Senior Management Team in carrying out these responsibilities.
Group Chief Executive Officer	The Group Chief Executive Officer ("GCEO") of the Company, Dato' Ir. Kong Kam Loong, is responsible for leading the Group's executive management and implementing the Group's strategic plan. The GCEO oversees the day-to-day operations and business development of the Group and works closely with the Group Executive Directors and Senior Management Team to achieve the Group's strategic and operational objectives.
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 seven (7) times during the financial year ended 30 June 2026 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 49 of this Annual Report.

Board Committees
The Board has delegated certain functions to the Committees it 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 Committees (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.

Two (2) Nominating Committee meetings were 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.

Four (4) Sustainability Committee meetings were held during the financial year. All meetings were fully attended by its members, with the exception of one meeting where a single member was absent with apologies.

The responsibilities and activities of Audit Committee disclosed in the Report of the Audit Committee on pages 150 to 152 of this Annual Report, while the responsibilities of Risk Management Committee set out on pages 137 to 148 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 35 years of experience as a corporate secretary.

Ms. Lee Wai Ngan is a licensed Company Secretary. She has more than 44 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/.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART I – BOARD RESPONSIBILITIES (Cont'd)

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.

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.

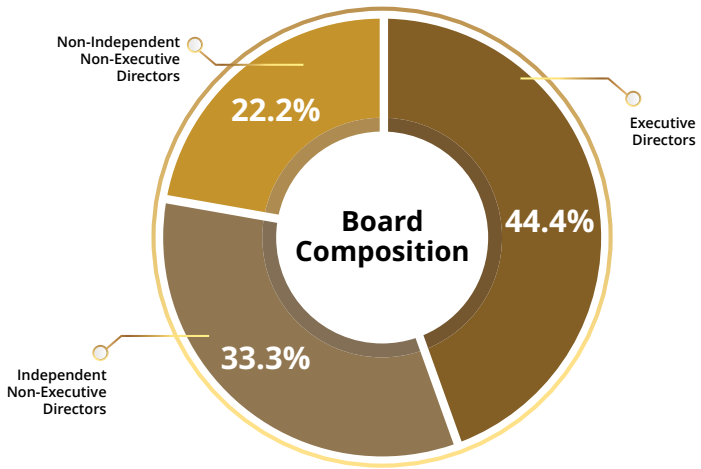
Composition and Balance
The Directors' Fit and Proper Policy was adopted by the Company to ensure a formal, rigorous and transparent process for the appointment/ election of candidates as Directors of the Company and for the re-election of the Directors. The Board currently has nine (9) members comprising of a Group Executive Chairman, a Non-Independent Non-Executive Deputy Chairman, a Group Managing Director, a Group Chief Executive Officer, one (1) Group Executive Director, 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

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.



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 comprises 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II – BOARD COMPOSITION (Cont'd)

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.

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 enrol 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II – BOARD COMPOSITION (Cont'd)

Directors' Training (Cont'd)

During financial year 2026, 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.

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	• Conflict of Interest and Related Party Transactions • IFRS S1 & IFRS S2 Regulatory Compliance
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	• Personal Data Protection Act (PDPA) • Key Tax Highlights of Malaysia Budget 2026 • Corporate Liability (Section 17A MACC Act) • IFRS S1 & IFRS S2 Regulatory Compliance
Dato' Sri Kuan Khian Leng	• Introduction to IFRS Sustainability Disclosure Standards S1 and S2 • The 16th International Conference on World Class Sustainable Cities (WCSC 2025): Resilient Cities Living Heritage • GBS ASEAN Summit 2025 (Unleashing GBS 5.0: Human-Centric, AI-Driven, Impact-Focused) • Impactful Leadership: Strategic Thinking and People Leadership • The CEO Series 2026 - Reinventing Growth: Innovation and Investment Opportunities in ASEAN & Malaysia • Malaysia - China Economic Cooperation Outlook Forum 2026 • IFRS S1 & IFRS S2 Regulatory Compliance Briefing • Anti-Bribery Management System (ABMS) Awareness Training • REHDA ESG Webinar Series: Sustainability Reporting - Understanding NSRF, ISSB Standards & Climate-Related Disclosures

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONT'D)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

PART II – BOARD COMPOSITION (Cont'd)

Directors' Training (Cont'd)

Director	Training Programme
Dato' Ir. Kong Kam Loong	• Introduction to IFRS Sustainability Disclosure Standards S1 and S2 • The 16th International Conference on World Class Sustainable Cities (WCSC 2025): Resilient Cities Living Heritage • Impactful Leadership: Strategic Thinking and People Leadership • The CEO Series 2026 - Reinventing Growth: Innovation and Investment Opportunities in ASEAN & Malaysia • IFRS S1 & IFRS S2 Regulatory Compliance • Anti-Bribery Management System (ABMS) Awareness Training
Tan Sri Datuk Seri Lau Kuan Kam	• Conflict of Interest and Related Party Transactions • IFRS S1 & IFRS S2 Regulatory Compliance
Dato' Lim Siew Mei	• Conflict of Interest and Related Party Transactions • IFRS S1 & IFRS S2 Regulatory Compliance
Dato' Norasni Binti Ayob	• Introduction to IFRS Sustainability Disclosure Standards S1 and S2 • IFRS S1 & IFRS S2 Regulatory Compliance
Datuk Yoo Wei How	• Introduction to IFRS Sustainability Disclosure Standards S1 and S2 • IFRS S1 & IFRS S2 Regulatory Compliance
Ooi Leng Chooi	• Introduction to IFRS Sustainability Disclosure Standards S1 and S2 • Key Amendments to the Listing Requirements of Bursa Securities • IFRS S1 & IFRS S2 Regulatory Compliance

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 2026 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	-	1,239	116	-	72	1	35	1,463
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	108	-	-	9	-	-	7	124
Dato' Sri Kuan Khian Leng	-	821	210	84	141	1	7	1,264
Tan Sri Datuk Seri Lau Kuan Kam	-	386	126	-	21	1	-	534
Dato' Ir. Kong Kam Loong	-	602	165	78	105	1	7	958
Dato' Lim Siew Mei	239	-	-	2	-	-	-	241
Dato' Norasni Binti Ayob	54	-	-	10	-	-	-	64
Datuk Yoo Wei How	54	-	-	10	-	-	-	64
Ooi Leng Chooi	63	-	-	10	-	-	-	73

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 - RM100,000	-	3
RM100,001 to RM150,000	-	1
RM200,001 to RM250,000	-	1
RM500,001 to RM550,000	1	-
RM950,001 to RM1,000,000	1	-
RM1,250,001 to RM1,300,000	1	-
RM1,450,001 to RM1,500,000	1	-

The aggregate remuneration of Senior Management personnel for the financial year ended 30 June 2026 is as follows: –

Range	Senior Management
RM550,001 to RM600,000	2

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 150 to 152 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 137 to 148.

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 137 to 148 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 152 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
No. 61 & 63,
Jalan SS6/12,
Kelana Jaya, 47301 Petaling Jaya, Selangor Darul Ehsan.
Tel: +603 – 7804 9698
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 Managing Director, 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") and the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Companies 2025 ("SORMIC Guide 2025"), issued by the Institute of Internal Auditors Malaysia ("IIAM"). 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 ("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 and up to the date of approval of this Statement.

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 determines the level of risk that the Group is prepared to accept in pursuing its strategic objectives and ensures that risk appetite and tolerance are considered in the identification, assessment, treatment and monitoring of significant risks. The Group's risk appetite is reviewed periodically in accordance with changes in its business environment, strategy, risk profile and operating conditions.

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. The Framework has been customised specifically for the Group, taking into consideration the nature, scale, complexity and specific risk profile of its business activities, and is not based on any specific internationally recognised risk management framework. The Framework is reviewed periodically by the Board and Management to ensure that it remains appropriate and responsive to the Group's evolving business and risk environment. 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. The Board also recognises that such systems are subject to inherent limitations, including human error, management override, circumvention of controls and unforeseen events. 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. Management is also responsible for ensuring that risk management and internal control considerations are embedded into the Group's day-to-day management processes, strategic planning and decision-making, and for reporting significant changes in risk exposures and control effectiveness to the Board and relevant Board Committees.

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

BOARD RESPONSIBILITY (Cont'd)

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. The Board also considers emerging risks and changes in the Group's internal and external operating environment, including technological, cybersecurity, sustainability, regulatory, market and supply chain developments, where relevant to the Group.

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.

The RMC also considers whether significant and emerging risks are appropriately identified, assessed, monitored and escalated, and whether the corresponding management actions and internal controls remain appropriate as the Group's business environment and risk profile evolve.

RISK MANAGEMENT FRAMEWORK

The Board recognises risk management as an integral part of the 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 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.

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

RISK MANAGEMENT FRAMEWORK (Cont'd)

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. Where appropriate, early warning indicators and risk thresholds are used to facilitate timely escalation and management action.

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.

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 has 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. In addition, the Group considers other relevant risk areas, including operational, regulatory compliance, reputation, cybersecurity, information and technology, sustainability, health and safety, human capital, supply chain, business continuity and other emerging risks, where applicable to the Group's activities. 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 nonfinancial 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 risk assessment process also considers the potential velocity, duration and interconnectedness of significant risks, where relevant, and whether the controls and risk responses remain appropriate in view of changes in the Group's risk profile.

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

RISK MANAGEMENT FRAMEWORK (Cont'd)

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) Consider changes in the internal and external environment, including emerging risks, in determining whether existing risk responses and internal controls remain appropriate and effective.

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.

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

RISK MANAGEMENT FRAMEWORK (Cont'd)

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.

5. Regulatory Compliance, Reputation and Cybersecurity
The Group monitors risks arising from changes in applicable laws and regulations, regulatory compliance, reputation, cybersecurity, information and technology, where relevant to the Group's operations. Appropriate policies, procedures, access controls, monitoring processes and escalation mechanisms are implemented to manage such risks.

6. Environmental, Social and Governance (ESG), Sustainability and Emerging Risks
The Group intends to integrate approved sustainability-related risks and opportunities into its established risk-management and decision-making processes. The groupwide process remained under development during FYE 2026. Proposed elements include accountable owners, escalation thresholds, response plans, monitoring indicators and periodic reassessment when business conditions change.

The Group considers material sustainability-related and emerging risks within its overall risk management framework, where relevant to its business and operating environment. These may include climate-related, environmental, social, supply chain, technological and other emerging risks that could affect the Group's ability to achieve its strategic and operational objectives. Such risks will be assessed, monitored and incorporated into the relevant risk registers and management action plans, where material.

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

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

RISK MANAGEMENT FRAMEWORK (Cont'd)

RMC met two (2) times during the financial year ended 30 June 2026 to review the Group's risk and any other matters that required the Board's approval.

The RMC's review also included consideration of changes in the Group's significant risk exposures, emerging risks and the adequacy of corresponding management actions and internal controls.

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.

The Internal Audit Department maintains functional independence and objectivity in the discharge of its responsibilities and has unrestricted access to the Group's records, personnel and relevant information necessary to perform its work.

The Internal Audit Department is headed by a member of the Association of Chartered Certified Accountants ("ACCA"). The person responsible for the Internal Audit function has no familial or financial relationships with any Directors or major shareholders of the Company. The person responsible for the Internal Audit function also serves on the Board of Directors of several private limited companies in which certain Directors of the Company are also involved. These directorships do not give rise to any conflicts of interest in respect of business dealings involving the Company or its subsidiaries and do not impair the objectivity and independence of the person responsible for the Internal Audit function in discharging their responsibilities as Head of the Internal Audit Department ("IAD").

The Audit Committee reviews and approves the internal audit plan, considers the adequacy of resources and competency of the Internal Audit Department, and assesses the performance and independence of the Internal Audit function.

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

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 during the financial year under review and up to the date of approval of this Statement.

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 Managing Director.

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 Managing Director, 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 Managing Director / Chief Executive Officer / Group Executive Directors.

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

KEY PROCESSES (Cont'd)

In addition, the Board, through the RMC, Audit Committee, Management and Internal Audit function, considers significant control deficiencies, incidents, risk events, near misses, changes in significant risks and emerging risks identified during the year, and monitors the implementation and closure of appropriate remedial actions.

The Board also considers whether the Group has appropriate early warning indicators and escalation mechanisms to enable significant or emerging risks to be identified and addressed on a timely basis.

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.

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

KEY ELEMENTS OF RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM (Cont'd)

- 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.

- Risk management and internal control considerations are incorporated into the Group's strategic planning, budgeting, operational and decision-making processes, with risks and controls monitored against the Group's approved risk appetite and tolerance levels;

- Appropriate controls are established over information and technology systems, including cybersecurity and data security risks, where relevant, with significant incidents and control weaknesses escalated to Management and the Board in accordance with established procedures;

- Business sustainability-related and other material non-financial risks are considered as part of the Group's overall risk management process, with relevant risks incorporated into risk registers, controls and monitoring processes where material to the Group;

- Business continuity and operational resilience considerations are incorporated into the Group's risk management and internal control processes, where relevant, to support the Group's ability to respond to significant disruptions; and

- Internal control deficiencies identified through management reviews, Internal Audit, external audit or other assurance activities are communicated to the appropriate level of Management and monitored for timely remediation.

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 representatives to the respective associate boards.

The Group does not exercise control over these material associates and therefore their risk management and internal control systems are not included within the scope of the Group's risk management and internal control system described in this Statement. The Group continues to monitor its interests in these entities through the representation and oversight mechanisms available to it.

EFFECTIVENESS OF INTERNAL CONTROL

The system of internal control 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.

The Board, through the RMC and Audit Committee, also conducts an annual assessment of the adequacy and effectiveness of the Group's risk management and internal control system, supplemented by ongoing reviews and periodic testing performed during the financial year. The annual assessment takes into consideration significant risks and changes in the Group's risk profile, management reports, Internal Audit findings, external audit observations, risk events and near misses, where applicable, as well as the assurances provided by Management.

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

EFFECTIVENESS OF INTERNAL CONTROL (Cont'd)

For the financial year under review, the Board's assessment included consideration of the effectiveness of the Group's risk identification, assessment, treatment and monitoring processes and the adequacy of internal controls over significant risk areas. The Board also considered whether changes in the Group's business environment and emerging risks required corresponding changes to the risk management framework, policies, processes or internal controls.

Based on the reviews and assessments performed during the financial year, the Board is not aware of any significant deficiencies in the Group's risk management and internal control system that have not been appropriately addressed.

Where weaknesses or deficiencies are identified, Management is responsible for implementing appropriate corrective actions, with the progress of such actions monitored by the relevant functions, the Internal Auditor, the Audit Committee and/or RMC, as appropriate.

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 Managing Director, 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 provided by the Group Managing Director, Group Chief Executive Officer, Group Executive Directors and Chief Financial Officer covered, among others, the design and operating effectiveness of the Group's risk management and internal control system, the management of significant risks, the adequacy of controls and the disclosure of material control deficiencies, where applicable. 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 Management and 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.

In arriving at this conclusion, the Board considered the results of ongoing monitoring, the annual assessment of the risk management and internal control system, reports from the Internal Audit function, reviews undertaken by the Audit Committee and RMC, Management's assurance and other relevant assurance activities.

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.

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

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. The Board will also continue to monitor changes in the Group's risk profile and operating environment and enhance the risk management and internal control framework where necessary.

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. The Board recognises that such systems cannot completely eliminate the possibility of human error, management override, circumvention of controls or unforeseen events.

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 Section 7 of the SORMIC Guide 2025 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.

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

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 2026 up to the date of this Statement.

The Board's assessment is based on the processes described in this Statement, including the ongoing monitoring and annual assessment of the Group's risk management and internal control system, the reviews undertaken by the RMC and Audit Committee, the work performed by the Internal Audit function, Management's assurance and other relevant assurance activities.

The Board acknowledges that the risk management and internal control system will continue to evolve in response to changes in the Group's business, regulatory requirements, operating environment and emerging risks, and remains committed to strengthening the system where necessary.

This Statement on Risk Management and Internal Control was approved by the Board on 22 October 2026.

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 responsible for ensuring that the financial statements of the Group and the Company are prepared in accordance with the provisions of the Companies Act 2016 and the applicable approved accounting standards in Malaysia so as to present a true and fair view of the financial position of the Group and the Company as at the end of the financial year, and of their financial performance and cash flows for the financial year.

In preparing the financial statements for the financial year ended 30 June 2026, the Directors have:

- adopted appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- ensured that the applicable approved accounting standards and relevant regulatory requirements have been complied with.

The Directors are also responsible for ensuring that proper accounting records are maintained to accurately disclose, at any time, the financial position of the Group and the Company, and to enable the financial statements to comply with the Companies Act 2016.

The Directors have overall responsibility for taking reasonable steps to safeguard the assets of the Group and the Company and to prevent and detect fraud, irregularities, and other material misstatements.

REPORT OF THE AUDIT COMMITTEE

The Board of Directors of FBG Holdings Berhad is pleased to present the report of the Audit Committee of the Board for the year ended 30 June 2026.

MEMBERS AND MEETINGS

The members of the Audit Committee during the year comprised the directors listed below. During the year ended 30 June 2026, 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 2026 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.

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.

REPORT OF THE AUDIT COMMITTEE (CONT'D)

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.

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.

REPORT OF THE AUDIT COMMITTEE (CONT'D)

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.

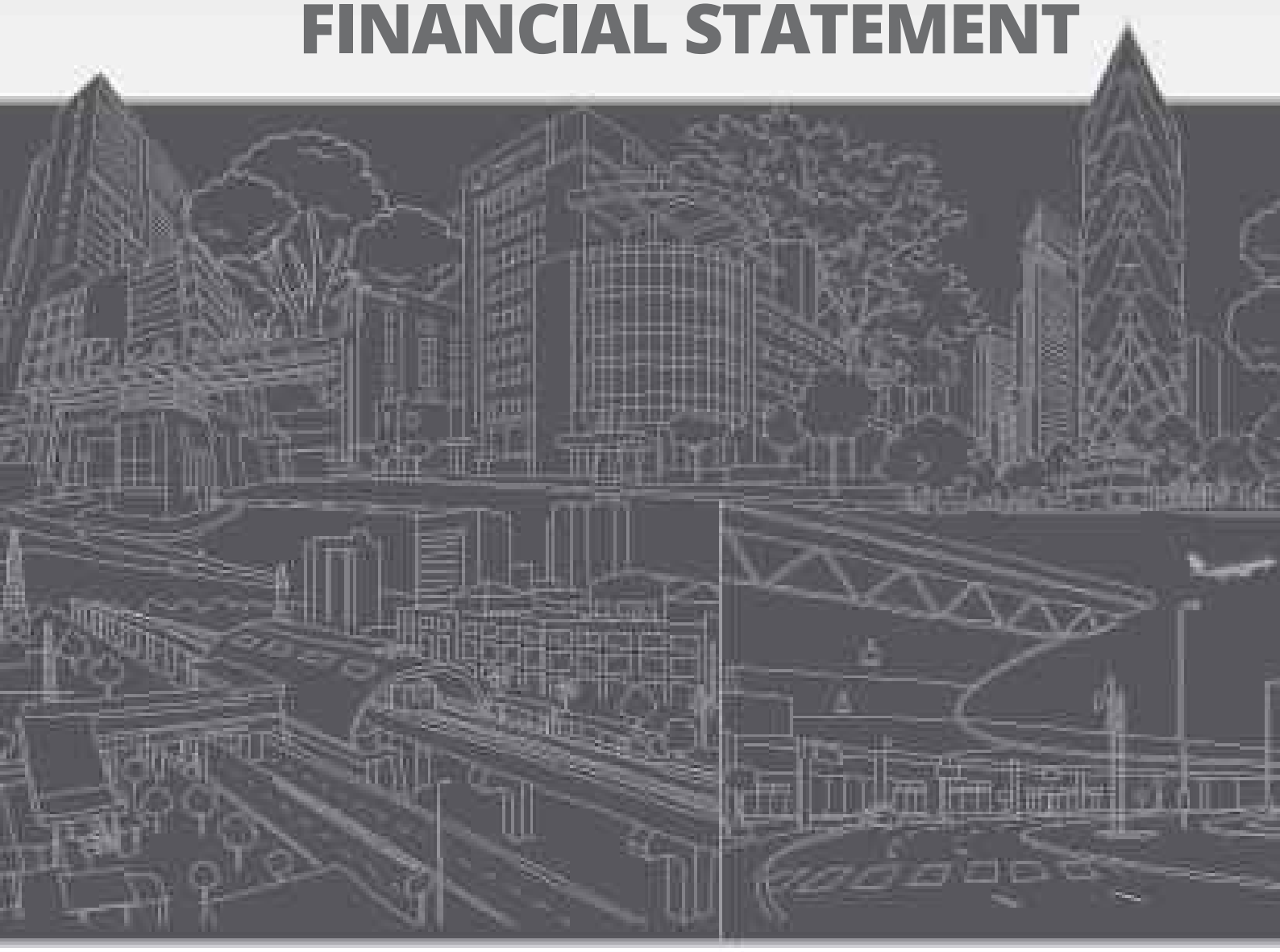
INTERNAL AUDIT FUNCTION

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 RM323,096 (Year 2025: RM297,340). 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 2026.

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 5 to the financial statements.

RESULTS

	The Group RM'000	The Company RM'000
(Loss)/Profit after taxation for the financial year	(36,510)	9,968
Attributable to:-		
Owners of the Company	(33,795)	9,968
Non-controlling interests	(2,715)	-
	(36,510)	9,968

DIVIDENDS

The Company paid an interim single-tier dividend of 0.75 sen per ordinary share amounting to RM7,849,558 for the financial year ended 30 June 2026 on 23 December 2025.

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

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.

DIRECTORS' REPORT (CONT'D)

ISSUES OF SHARES AND DEBENTURES

During the financial year:-

(a) the Company increased its issued and paid-up share capital from RM221,534,000 to RM263,146,000 by way of issuance of 304,995,266 new ordinary shares of RM0.18 each in the Company together with 101,665,008 free warrants on the basis of 1 warrant for every 3 rights shares in the Company. The new ordinary shares issued rank equally in all respect with the existing ordinary shares 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 2026, the Company held a total of 3,075,764 treasury shares out of the total of 1,049,684,414 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 25 to the financial statements.

WARRANTS

Warrants 2021/2026 ("Warrants C")

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.

On 5 December 2025, the Company issued an additional 23,508,697 warrants pursuant to the adjustments to the exercise price and outstanding number of Warrants C arising from the Rights Issue with Warrants.

DIRECTORS' REPORT (CONT'D)

WARRANTS (CONT'D)

The exercise price of Warrants C was revised from RM0.43 to RM0.40 per Warrant. These additional warrants were listed and quoted on the Main Market of Bursa Malaysia Securities Berhad on 10 December 2025.

As at 30 June 2026, the total number of Warrants C that remain unexercised were 394,315,389 units.

Warrants 2025/2030 ("Warrants D")

On 5 December 2025, the Company issued 101,665,088 warrants pursuant to the Rights Issue on the basis of one (1) Warrant for every three (3) 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 4 December 2030. 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 10 December 2025 to 4 December 2030, at an exercise price of RM0.19 per Warrant in accordance with the Deed Poll dated 28 October 2025. These warrants were listed and quoted on the Main Market of Bursa Malaysia Securities Berhad on 10 December 2025. Any warrants not exercised by its expiry date will lapse thereafter and cease to be valid for all purposes.

As at 30 June 2026, the total number of Warrants D that remain unexercised were 101,665,088 units.

Relevant details on the warrants are disclosed in Note 26 to the financial statements.

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.

DIRECTORS' REPORT (CONT'D)

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.

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
Datuk Yoo Wei How
Ooi Leng Chooi

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
Tan Ting Lih
Chan Jiaheng
Wong Kar Hee
Lim Kwee Shyan
Kumar A/L Kulandasamy
Tan Wei Onn (Appointed on 1 July 2026)
Wong Wee Keong (Resigned on 23 May 2026)
Dato' Dr. Lai Kwong Choy (Appointed on 1 July 2025 and Resigned on 31 July 2026)

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 1.7.2025	Bought	Sold	At 30.6.2026
The Company				
Direct Interests				
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	4,564,650	-	10,650,850
Dato' Ir. Kong Kam Loong	211,600	83,700	-	295,300
Dato' Lim Siew Mei	8,800,100	5,896,425	-	14,696,525
Datuk Yoo Wei How	-	200,000	-	200,000
Indirect Interests				
Tan Sri Dato' Sri Chan Kong Choy *	5,746,000	140,065,500	-	145,811,500
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon **	52,322,156	72,619,492	-	124,941,648
Dato' Sri Kuan Khian Leng ***	74,101,400	35,136,975	(58,422,600)	50,815,775
Tan Sri Datuk Seri Lau Kuan Kam ^	32,686,200	24,274,800	(17,310,300)	39,650,700
Dato' Lim Siew Mei #	9,264,600	-	(2,870,000)	6,394,600

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 1.7.2025	Bought	Sold	At 30.6.2026
The Company				
Direct Interests				
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	10,162,000	295,570	(5,500,000)	4,957,570
Tan Sri Datuk Seri Lau Kuan Kam	3,480,747	1,742,229	-	5,222,976
Dato' Ir. Kong Kam Loong	105,800	34,607	-	140,407
Dato' Lim Siew Mei	4,165,220	2,229,549	-	6,394,769
Indirect Interests				
Tan Sri Dato' Sri Chan Kong Choy *	2,715,083	20,860,635	-	23,575,718
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon **	19,651,578	23,280,664	(19,651,578)	23,280,664
Dato' Sri Kuan Khian Leng ***	18,259,200	11,082,062	(13,597,200)	15,744,062
Tan Sri Datuk Seri Lau Kuan Kam ^	21,117,600	9,430,453	-	30,548,053
Dato' Lim Siew Mei #	4,125,100	261,530	-	4,386,630

* Deemed interest by virtue of Section 8 and 197 of the Companies Act 2016 through Infinite Horizons Capital Sdn. Bhd. and through his children and spouse.

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

*** Deemed interest by virtue of Section 8 and 197 of the Companies Act 2016 through Unique Bay Sdn. Bhd. and through his 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 and spouse.

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 50(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	333	185
Salaries, bonuses and other benefits	41	3,826
Contributions to defined contribution benefits	-	338
Others	-	5
Estimated money value of benefits-in-kind	7	50
	381	4,404

INDEMNITY AND INSURANCE COSTS

During the financial year, the amount of insurance effected 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 5 to the financial statements.

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

SIGNIFICANT EVENT OCCURING AFTER THE REPORTING PERIOD

The significant event occurring after the reporting period are disclosed in Note 55 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 RM351,000 and RM92,000 respectively.

Signed in accordance with a resolution of the directors dated 22 October 2026.

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, state that, in the opinion of the directors, the financial statements set out on pages 171 to 288 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 2026 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 22 October 2026.

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, do solemnly and sincerely declare that the financial statements set out on pages 171 to 288 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 22 October 2026

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

(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, which comprise the statements of financial position of the Group and of the Company as at 30 June 2026, 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 171 to 288.

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 2026, 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)
(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 4.11(a), 14 and 38 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)
(INCORPORATED IN MALAYSIA) REGISTRATION NO: 199301026907 (281645 - U)

Key Audit Matters (Cont'd)

Revenue recognition and contract assets and liabilities Refer to Notes 17 and 38 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)
(INCORPORATED IN MALAYSIA) REGISTRATION NO: 199301026907 (281645 - U)

Key Audit Matters (Cont'd)

Recoverability of trade receivables Refer to Notes 16 and 54.1(b)(iii) to the financial statements	
Key Audit Matter	**How our audit addressed the Key Audit Matter**
As at 30 June 2026, trade receivables that were past due and not impaired amounted to RM42.14 million. The details of the trade receivables and their credit risks are disclosed in Notes 16 and 54.1(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)
(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)
(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)
(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 subsidiaries of which we have not acted as auditors, is disclosed in Note 5 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

Gerald Lau Beng Tong
03523/08/2028 J
Chartered Accountant

Kuala Lumpur

22 October 2026

STATEMENTS OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
ASSETS					
NON-CURRENT ASSETS					
Investments in subsidiaries	5	-	-	296,745	295,617
Investments in associates	6	33,460	23,234	20	20
Property, plant and equipment	7	39,309	38,670	10	2
Investment properties	8	45,748	46,009	-	-
Right-of-use assets	9	1,133	3,368	-	-
Biological assets	10	1,140	948	-	-
Investment securities	11	6,287	6,877	6,287	6,877
Intangible assets	12	400	416	42	47
Goodwill		7	7	-	-
Prepayments	13	57,004	56,803	-	-
Inventories	14	13,711	13,711	-	-
		198,199	190,043	303,104	302,563
CURRENT ASSETS					
Inventories	14	50,085	60,336	-	-
Contract cost assets	15	-	1,363	-	-
Trade receivables	16	139,940	104,787	-	-
Other receivables, deposits and prepayments	13	156,936	52,236	171	5
Contract assets	17	104,169	193,791	-	-
Amount owing by subsidiaries	18	-	-	115,658	62,373
Amount owing by associates	19	3,008	13,581	83	59
Short-term investments	20	21,370	21,137	6	11
Current tax assets		3,207	9,762	-	188
Fixed deposits with licensed banks	21	11,063	6,821	-	-
Cash and bank balances	22	58,354	52,890	200	30
		548,132	516,704	116,118	62,666
Assets of disposal group classified as held for sale	23	-	11,858	-	-
TOTAL ASSETS		746,331	718,605	419,222	365,229

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

STATEMENTS OF FINANCIAL POSITION AS AT 30 JUNE 2026 (CONT'D)

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
EQUITY AND LIABILITIES					
EQUITY					
Share capital	24	263,146	221,534	263,146	221,534
Treasury shares	25	(1,655)	(1,655)	(1,655)	(1,655)
Warrant reserve	26	22,606	9,535	22,606	9,535
Other reserve	27	1,110	1,110	-	-
Fair value reserve	28	375	965	375	965
Foreign exchange translation reserve	29	(1,402)	(1,400)	-	-
Retained profits		138,465	180,110	131,482	129,364
Equity attributable to the owners of the Company		422,645	410,199	415,954	359,743
Non-controlling interests	5	15,429	18,143	-	-
TOTAL EQUITY		438,074	428,342	415,954	359,743
NON-CURRENT LIABILITIES					
Deferred tax liabilities	30	8,263	17,405	-	-
Lease liabilities	31	286	1,150	-	-
Long-term borrowings	32	694	7,318	-	-
		9,243	25,873	-	-
CURRENT LIABILITIES					
Trade payables	35	180,436	135,887	-	-
Contract liabilities	17	4,836	4,581	-	-
Other payables and accruals	36	33,688	33,601	135	197
Amount owing to subsidiaries	18	-	-	2,968	5,289
Amount owing to an associate	19	350	140	-	-
Lease liabilities	31	922	2,355	-	-
Short-term borrowings	37	77,979	86,509	-	-
Current tax liabilities		803	1,317	165	-
		299,014	264,390	3,268	5,486
TOTAL LIABILITIES		308,257	290,263	3,268	5,486
TOTAL EQUITY AND LIABILITIES		746,331	718,605	419,222	365,229

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 2026

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
REVENUE	38	562,316	487,608	8,985	15,977
PROJECT EXPENSES		(529,580)	(441,733)	-	-
COST OF FINISHED GOODS		(15,582)	(14,455)	-	-
OTHER INCOME	39	7,736	8,343	6,239	479
STAFF COSTS	40	(24,419)	(24,097)	(427)	(391)
DEPRECIATION AND AMORTISATION	42	(1,018)	(932)	(7)	(8)
OTHER EXPENSES	43	(23,322)	(15,856)	(2,994)	(2,240)
(LOSS)/PROFIT FROM OPERATIONS		(23,869)	(1,122)	11,796	13,817
FINANCE COSTS	44	(5,477)	(3,973)	(70)	(72)
NET (IMPAIRMENT LOSSES)/REVERSAL OF IMPAIRMENT LOSSES ON FINANCIAL ASSETS AND CONTRACT ASSETS	45	(11,620)	14,424	(770)	-
		(40,966)	9,329	10,956	13,745
SHARE OF RESULT IN ASSOCIATES	6	(655)	(861)	-	-
(LOSS)/PROFIT BEFORE TAXATION		(41,621)	8,468	10,956	13,745
INCOME TAX EXPENSE	46	5,111	(2,019)	(988)	119
(LOSS)/PROFIT AFTER TAXATION		(36,510)	6,449	9,968	13,864
OTHER COMPREHENSIVE (EXPENSES)/INCOME					
Items that Will Not be Reclassified Subsequently to Profit or Loss					
Fair value changes of equity instruments		(590)	(8,055)	(590)	(8,055)
		(590)	(8,055)	(590)	(8,055)

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 2026 (CONT'D)

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
OTHER COMPREHENSIVE (EXPENSES)/INCOME (CONT'D)					
Items that Will Not be Reclassified Subsequently to Profit or Loss (Cont'd)					
Foreign currency translation differences		(1)	8	-	-
Share of other comprehensive income of equity accounted associates		-	(1,017)	-	-
		(1)	(1,009)	-	-
TOTAL COMPREHENSIVE (EXPENSES)/ INCOME FOR THE FINANCIAL YEAR		(37,101)	(2,615)	9,378	5,809
(LOSS)/PROFIT AFTER TAXATION ATTRIBUTABLE TO:-					
Owners of the Company		(33,795)	7,034	9,968	13,864
Non-controlling interests		(2,715)	(585)	-	-
		(36,510)	6,449	9,968	13,864
TOTAL COMPREHENSIVE (EXPENSES)/INCOME ATTRIBUTABLE TO:-					
Owners of the Company		(34,387)	(2,034)	9,378	5,809
Non-controlling interests		(2,714)	(581)	-	-
		(37,101)	(2,615)	9,378	5,809
(LOSS)/EARNINGS PER SHARE (SEN)					
- Basic	47	(3.71)	0.95		
- Diluted	47	(3.71)	0.95		

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

	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 2026 (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:											
- by the Company	48	-	-	-	-	-	-	(7,416)	(7,416)	-	(7,416)
- 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.

	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 1.7.2025	221,534	(1,655)	9,535	1,110	965	(1,400)	180,110	410,199	18,143	428,342
Loss after taxation for the financial year	-	-	-	-	-	-	(33,795)	(33,795)	(2,715)	(36,510)
Other comprehensive expenses for the financial year:										
- fair value changes of equity instruments	-	-	-	-	(590)	-	-	(590)	-	(590)
- foreign currency translation differences	-	-	-	-	-	(2)	-	(2)	1	(1)
Total comprehensive expenses for the financial year	-	-	-	-	(590)	(2)	(33,795)	(34,387)	(2,714)	(37,101)
Balance carried forward	221,534	(1,655)	9,535	1,110	375	(1,402)	146,315	375,812	15,429	391,241

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

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (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	375	(1,402)	146,315	375,812	15,429	391,241
Dividends:											
- by the Company	48	-	-	-	-	-	-	(7,850)	(7,850)	-	(7,850)
Issuance of shares	24	41,612	-	-	-	-	-	-	41,612	-	41,612
Issuance of warrants	26	-	-	13,071	-	-	-	-	13,071	-	13,071
Total contributions by and distribution to owners of the Company		41,612	-	13,071	-	-	-	(7,850)	46,833	-	46,833
Balance at 30.6.2026		263,146	(1,655)	22,606	1,110	375	(1,402)	138,465	422,645	15,429	438,074

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

	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	48	-	-	-	-	(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 CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (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 1.7.2025		221,534	(1,655)	9,535	965	129,364	359,743
Profit after taxation for the financial year		-	-	-	-	9,968	9,968
Other comprehensive expense for the financial year: - fair value changes of equity instruments		-	-	-	(590)	-	(590)
Total comprehensive income for the financial year		-	-	-	(590)	9,968	9,378
Dividends	48	-	-	-	-	(7,850)	(7,850)
Issuance of shares	24	41,612	-	-	-	-	41,612
Issuance of warrants	26	-	-	13,071	-	-	13,071
Total contributions by and distributions to owners		41,612	-	13,071	-	(7,850)	46,833
Balance at 30.6.2026		263,146	(1,655)	22,606	375	131,482	415,954

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

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
CASH FLOWS FOR OPERATING ACTIVITIES				
(Loss)/Profit before taxation	(41,621)	8,468	10,956	13,745
Adjustments for:-				
Amortisation of intangible assets	16	15	5	4
Depreciation on investment properties	174	50	-	-
Depreciation on property, plant and equipment	2,953	2,994	2	4
Depreciation on right-of-use assets	2,365	2,795	-	-
Interest expenses	5,594	4,152	70	72
Investment properties written off	-	845	-	-
Loss on disposal of an associate	349	-	-	-
Net impairment losses/(reversal of impairment losses) on financial assets and contract assets	11,620	(14,424)	770	-
Impairment loss on investment in a subsidiary	-	-	400	-
Property, plant and equipment written off	*	3	-	-
Share of result in associates	655	861	-	-
Dividend income	(393)	(393)	(8,660)	(15,713)
Gain on disposal of property, plant and equipment, net	(893)	(2,369)	-	-
Interest income	(2,617)	(2,654)	(6,116)	(445)
Unrealised (gain)/loss on foreign exchange	(1,722)	4,250	-	-
Unrealised loss on investment funds	3	759	2	23
Waiver of debt	-	(176)	-	-
Operating (loss)/profit before working capital changes	(23,517)	5,176	(2,571)	(2,310)
Changes in working capital:				
- inventories	10,251	(27,971)	-	-
- trade and other receivables	(137,262)	(73,419)	(166)	58
- contract assets and liabilities	89,877	(50,133)	-	-
- contract cost assets	1,363	19,765	-	-
- trade and other payables	44,417	61,738	(63)	1
- amount owing by subsidiaries	-	-	(2,406)	2,228
- amount owing by associate	(743)	-	(23)	(57)

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

STATEMENTS OF CASH FLOWS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
CASH FOR OPERATIONS		(15,614)	(64,844)	(5,229)	(80)
Income tax paid		(5,759)	(5,788)	(636)	(78)
Income tax refunded		7,769	86	-	-
Interest paid		(715)	(31)	(70)	(72)
Interest received		524	647	18	9
NET CASH FOR OPERATING ACTIVITIES		(13,795)	(69,930)	(5,917)	(221)
CASH FLOWS (FOR)/FROM INVESTING ACTIVITIES					
Addition in biological assets		(192)	(233)	-	-
Addition in investment properties		(16)	(1,611)	-	-
Additional investment in an existing subsidiary		-	-	(1,528)	(1,637)
Additional investment in an existing associate		(10,882)	(7,135)	-	-
Additions of intangible assets		-	(71)	-	(51)
(Addition)/Withdrawal of fixed deposits with licensed banks		(4,242)	2,730	-	-
Advances to subsidiaries		-	-	(47,915)	(4,266)
Dividends received		393	493	8,660	15,713
Interest received		248	314	-	-
Purchase of short-term investments		-	44,823	3	524
Proceed from disposal of an associate		11,509	-	-	-
Proceeds from disposal of property, plant and equipment		893	2,372	-	-
Proceeds from disposal of short-term investments		(236)	-	-	-
Proceeds from issuance of shares to non-controlling interests		-	900	-	-
Purchase of property, plant and equipment	49(a)	(3,592)	(5,886)	(10)	-
Repayment from associates		-	37	1	*
NET CASH (FOR)/FROM INVESTING ACTIVITIES		(6,117)	36,733	(40,789)	10,283

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 2026 (CONT'D)

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
CASH FLOWS FROM/(FOR) FINANCING ACTIVITIES					
Dividends paid	48	(7,850)	(7,416)	(7,850)	(7,416)
Dividends paid to non-controlling interests by a subsidiary		-	(1,911)	-	-
Interest paid		(4,660)	(4,121)	-	-
Net proceeds from issuance of shares via rights issue		41,612	-	41,612	-
Net proceeds from issuance of warrants		13,071	-	13,071	-
Advance from/(Repayment to) subsidiaries, net		-	-	43	(3,146)
Repayment of hire purchase payables	49(b)	(943)	(1,240)	-	-
(Repayment)/Drawdown of revolving credit, net	49(b)	(15,000)	15,000	-	-
Drawdown of invoice financing facility, net	49(b)	8,943	32,205	-	-
Repayment of lease liabilities	49(b)	(2,427)	(2,739)	-	-
Repayment of term loans, net	49(b)	(8,154)	(517)	-	-
Repayment of bill discounting	49(b)	-	(11,699)	-	-
Repayment of promissory notes	49(b)	-	(9,896)	-	-
NET CASH FROM/(FOR) FINANCING ACTIVITIES		24,592	7,666	46,876	(10,562)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		4,680	(25,531)	170	(500)
EFFECT OF EXCHANGE DIFFERENCES		(1)	5	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE FINANCIAL YEAR		52,890	78,416	30	530
CASH AND CASH EQUIVALENTS AT END OF THE FINANCIAL YEAR	49(d)	57,569	52,890	200	30

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026

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 22 October 2026.

2. 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 5 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

3. 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.

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

MFRS and/or IC Interpretation (Including The Consequential Amendments)
Amendments to MFRS 121: Lack of Exchangeability

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

3.2 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
MFRS 20 Regulatory Assets and Regulatory Liabilities	1 January 2029
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 19: Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 121: Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to MFRS 128: Amendments to the Fair Value Option for Investments in Associates and Joint Ventures	1 January 2027
Annual Improvements to MFRS Accounting Standards - Volume 11	1 January 2026

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

3. BASIS OF PREPARATION (CONT'D)

3.2 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 their 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.

4. MATERIAL ACCOUNTING POLICY INFORMATION

4.1 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 property, plant and equipment are based on commercial factors that could change significantly due to technical innovations and competitors' actions in response to 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 expected usage levels and technological development could affect the economic useful lives and the residual values of these assets; therefore, future depreciation charges may be revised. The carrying amount of property, plant and equipment as at reporting date is disclosed in Note 7 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 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 7 and 9 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 8 to the financial statements.

(d) Write-down of Inventories

Inventories held for sale are stated at the lower of cost or net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected sales prices.

Inventories held for sale are reviewed on a regular basis and the Group will make an allowance for impairment primarily based on historical trends and management estimates of expected and future product demand and related pricing. Demand and pricing levels could change from time to time. If such factors result in an adverse effect on the Group's products, the Group provides additional allowances for slow moving inventories. The carrying amount of inventories as at the reporting date is disclosed in Note 14 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 them for qualitative and quantitative, reasonable and supportable, forward-looking information, where applicable. If the expectation is different from the estimation, such a difference will impact the carrying values of trade receivables and contract assets. The carrying amounts of trade receivables, contract assets and amount owing by subsidiaries (trade balances) as at the reporting date are disclosed in Notes 16, 17 and 18 to the financial statements respectively.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 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 the 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 13, 18 and 19 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 17 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 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, costs incurred and costs to completion. In making the judgement, 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 17 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 their 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 period 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current tax assets	3,207	9,762	-	188
Current tax liabilities	803	1,317	165	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.1 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (CONT'D)

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:-

Classification between Investment Properties and Owner-occupied Properties

Some properties comprise a portion held to earn rentals or for capital appreciation and another portion 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 and the Company would account for the portions separately. If the portions could not be sold separately, the property is 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 the property does not qualify as an investment property.

4.2 FINANCIAL INSTRUMENTS

(a) Financial Assets

Financial Assets Through Profit or Loss

The financial assets are initially measured at fair value. Subsequent to initial recognition, the financial assets are remeasured to their fair value at the reporting date with any 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 a significant financing component which are measured at the 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 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.2 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 Liability

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 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.2 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, 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.

4.3 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.

4.4 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.

4.5 INVESTMENTS IN ASSOCIATES

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

4.6 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 accumulated impairment losses.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.6 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%
Kitchen equipment	10%
Renovations	10% - 20%
Land development, expenditure, fish pond and equipment	10% - 20%
Telecommunication equipment	50%

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

4.7 INVESTMENT PROPERTIES

Investment properties are initially measured at cost. Subsequent to 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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.8 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 lease payments that are not paid at the commencement date, discounted using the entity's incremental borrowing rate. Subsequent to initial recognition, lease liabilities are measured at amortised cost and are adjusted for any lease reassessments or modifications.

4.9 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 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.10 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

4.11 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 2026 (CONT'D)

4. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

4.11 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.

5. INVESTMENTS IN SUBSIDIARIES

	The Company	
	2026	**2025**
	RM'000	**RM'000**
Unquoted shares, at cost		
At 1 July 2025/2024	297,445	288,667
Addition during the financial year	1,528	8,778
At 30 June	298,973	297,445
Accumulated impairment losses:-		
At 1 July 2025/2024	(1,828)	(1,828)
Addition during the financial year	(400)	-
At 30 June	(2,228)	(1,828)
	296,745	295,617

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

5. 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
		2026 %	2025 %	
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.	Malaysia	100	100	General contractors in construction.
FBG Land 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 2026 (CONT'D)

5. 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
		2026 %	2025 %	
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. ("FBLDSB")	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	100	Property development.
Camellia Vibe Sdn. Bhd. ("CVSB") [#]	Malaysia	100	100	Property development.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

5. 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
		2026 %	2025 %	
Subsidiaries of the FBG Land (Cont'd)				
Narcissus Vibe Sdn. Bhd. ("NVSB") #	Malaysia	100	100	Property development.
Aster Vibe Sdn. Bhd. ("AVSB") #	Malaysia	100	100	Property development.
Gardenia Vibe Sdn. Bhd. ("GVSB") #	Malaysia	100	100	Property development.
Hyacinth Vibe Sdn. Bhd. ("HVSB") #	Malaysia	100	100	Property development.
Kudzu Vibe Sdn. Bhd. ("KVSB") #	Malaysia	100	100	Property development.
Dahlia Vibe Sdn. Bhd. ("DVSB") #	Malaysia	100	100	Property development.
Edelweiss Vibe Sdn. Bhd. ("EVSB") #	Malaysia	100	100	Property development.
Freesia Vibe Sdn. Bhd. ("FVSB") #	Malaysia	100	100	Property development.
Jasmine Vibe Sdn. Bhd. ("JVSB") #	Malaysia	100	100	Property development.
Lavender Vibe Sdn. Bhd. ("LVSB") #	Malaysia	100	100	Property development.
Magnolia Vibe Sdn. Bhd. ("MVSB") #	Malaysia	100	100	Property development.
Subsidiary of the BVSB				
Smooth Accomplishment Sdn. Bhd.	Malaysia	51	51	Logging and trading of timbers.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

5. 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
		2026 %	2025 %	
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 and remain dormant during the current financial year. Subsequent to the financial year end, these subsidiary companies are in the process of striking off.

On 30 June 2026, the Company had further subscribed an additional 1,528,000 ordinary shares at RM1 each in FBESB, a wholly-owned subsidiary of the Company, for a total consideration of RM1,528,000 by way of capitalisation of advances from the Company. There are no changes in the equity interest of the Company in FBESB.

In the previous financial year,

(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 were no changes in the equity interest of FBG Land in FRDSB.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

5. 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 FBLDSB, 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 were no changes in the equity interest of FBG Land in FBLDSB.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

5. INVESTMENTS IN SUBSIDIARIES (CONT'D)

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

	Effective Equity Interest		The Group	
	2026 %	2025 %	2026 RM'000	2025 RM'000
BVSB Group	49	49	10,489	11,271
FRDSB	45	45	8,024	7,249
Other individually immaterial subsidiaries			(3,084)	(377)
			15,429	18,143

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	
	2026 RM'000	2025 RM'000
At 30 June		
Non-current assets	10,332	11,305
Current assets	11,556	11,822
Current liabilities	(483)	(124)
Net assets	21,405	23,003
Financial Year Ended 30 June		
Revenue	3,885	-
Loss for the financial year/Total comprehensive expenses	(1,598)	(705)
Total comprehensive expenses attributable to non-controlling interests	(783)	(346)
Dividends paid to non-controlling interests	-	(1,911)
Net cash flows from operating activities	1,272	596
Net cash flows from investing activities	42	52
Net cash flows for financing activities	-	(3,900)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

5. 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	
	2026 RM'000	**2025 RM'000**
At 30 June		
Non-current assets	174	277
Current assets	29,061	45,416
Non-current liabilities	(69)	(6,368)
Current liabilities	(11,335)	(23,217)
Net assets	17,831	16,108
Financial Year Ended 30 June		
Revenue	24,524	15,200
Profit/(Loss) for the financial year/Total comprehensive income/(expenses)	1,723	(108)
Total comprehensive income/(expenses) attributable to non-controlling interests	775	(49)
Net cash flows from/(for) operating activities	15,516	(7,593)
Net cash flows from investing activities	-	*
Net cash flows (for)/from financing activities	(15,273)	7,621

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

6. INVESTMENTS IN ASSOCIATES

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Unquoted shares, at cost	26,970	16,088	20	20
Share of post-acquisition profit, net of dividend received	6,490	7,146	-	-
	33,460	23,234	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
		2026 %	2025 %	
Associates of the Company				
Leeka FB Fitzroy Pty. Ltd.*	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

Note:-

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

6. INVESTMENTS IN ASSOCIATES (CONT'D)

(a) The summarised financial information for each associate that is material to the Group is as follows:-

	BNLPT	
	2026 RM'000	**2025 RM'000**
At 30 June		
Current asset/Net asset	54,757	31,163
Carrying amount of the Group's interests in this associate	26,946	16,065

	KJSB	
	2026 RM'000	**2025 RM'000**
At 30 June		
Non-current assets	18,937	19,200
Current assets	15,065	19,037
Non-current liabilities	(559)	(793)
Current liabilities	(875)	(1,601)
Net assets	32,568	35,843
Financial Year Ended 30 June		
Revenue	12,113	27,059
Loss for the financial year/Total comprehensive expenses	(3,274)	(4,453)
Group's share of loss for the financial year/Other comprehensive expenses	(655)	(890)
Dividend received	-	(100)
Carrying amount of the Group's interests in this associate	6,514	7,169

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

7. PROPERTY, PLANT AND EQUIPMENT

The Group	At 1.7.2025 RM'000	Additions RM'000	Transfer From/(To) RM'000	Disposals/ Write off RM'000	Depreciation Charges RM'000	At 30.6.2026 RM'000
2026						
Carrying Amount						
Freehold land	5,518	-	9,611	-	(32)	15,097
Buildings	1,006	-	-	-	(29)	977
Plant and machinery	10,614	-	-	*	(2,218)	8,396
Motor vehicles	1,344	102	-	*	(449)	997
Furniture, fittings and office equipment	412	216	-	-	(216)	412
Kitchen equipment	-	46	-	-	-	46
Renovations	51	-	-	-	(9)	42
Land development expenditure, fish pond and equipment	11	-	-	-	-	11
Immature bearer plants	9,610	2,189	-	-	-	11,799
Telecommunication equipment	*	-	-	-	-	*
Capital work-in-progress	10,104	1,039	(9,611)	-	-	1,532
	38,670	3,592	-	*	(2,953)	39,309

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

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					
Carrying Amount					
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	227	(6)	(240)	412
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	2,454	-	-	10,104
	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 2026 (CONT'D)

7. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

The Company	At 1.7.2025 RM'000	Addition RM'000	Depreciation Charge RM'000	At 30.6.2026 RM'000
2026				
Carrying Amount				
Office equipment	2	10	(2)	10

The Company	At 1.7.2024 RM'000	Depreciation Charge RM'000	At 30.6.2025 RM'000
2025			
Carrying Amount			
Office equipment	6	(4)	2

The Group	At Cost RM'000	Accumulated Depreciation RM'000	Accumulated Impairment Losses RM'000	Carrying Amount RM'000
2026				
Freehold land	17,353	(32)	(2,224)	15,097
Buildings	1,526	(549)	-	977
Plant and machinery	49,759	(40,606)	(757)	8,396
Motor vehicles	6,689	(5,692)	-	997
Furniture, fittings and office equipment	2,885	(2,473)	-	412
Kitchen equipment	46	-	-	46
Renovations	1,526	(1,484)	-	42
Land development expenditure, fish pond and equipment	59	(48)	-	11
Immature bearer plants	11,799	-	-	11,799
Telecommunication equipment	20	(20)	-	*
Capital work-in-progress	1,532	-	-	1,532
	93,194	(50,904)	(2,981)	39,309

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

7. 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
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	2,669	(2,257)	-	412
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	10,104	-	-	10,104
	103,265	(61,614)	(2,981)	38,670
The Company				
2026				
Office equipment	32	(22)	-	10
2025				
Office equipment	22	(20)	-	2

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 RM2,009,000 (2025 - 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 RM1,795,000 (2025 - RM2,343,000) and RM865,000 (2025 - RM1,290,000) respectively. These assets have been pledged as security for the hire purchase payables of the Group as disclosed in Note 33 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

8. INVESTMENT PROPERTIES

	The Group	
	2026 RM'000	2025 RM'000
At cost:-		
At 1 July 2025/2024	46,671	45,905
Add: Additional Cost	16	1,611
Less: Disposal during the financial year	(103)	-
Less: Written off during the financial year	-	(845)
At 30 June	46,584	46,671
Accumulated depreciation:-		
At 1 July 2025/2024	(50)	-
Depreciation during the financial year	(174)	(50)
At 30 June	(224)	(50)
Less: Accumulated impairment losses	(612)	(612)
At 30 June	45,748	46,009
Fair value	57,142	53,116

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 2026 (CONT'D)

9. RIGHT-OF-USE ASSETS

The Group	At 1.7.2025 RM'000	Additions RM'000	Depreciation Charges RM'000	Derecognition Due to Lease Modification RM'000	At 30.6.2026 RM'000
2026					
Carrying Amount					
Land lease	258	-	(228)	-	30
Motor vehicle	21	-	(21)	-	-
Office equipment	6	-	(3)	-	3
Office premises	369	36	(97)	-	308
Plant and machinery	2,596	98	(1,967)	(4)	723
Shop lots	118	-	(49)	-	69
	3,368	134	(2,365)	(4)	1,133

The Group	At 1.7.2024 RM'000	Additions RM'000	Depreciation Charges RM'000	At 30.6.2025 RM'000
2025				
Carrying Amount				
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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

9. 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 (2025 - 3) non-cancellable operating lease agreement for the use of land. The leases are for a period of 2 and 3 (2025 - 2 and 3) years with an option to renew the lease after that date.
(ii)	Motor vehicle	The Group leases 1 (2025 - 1) motor vehicle for a period of 2 (2025 - 2) years.
(iii)	Office equipment	The Group leases 1 (2025 - 1) office equipment with remaining period of 1 (2025 - 2) years.
(iv)	Office premises	The Group leases 2 (2025 - 1) office premises between 2 to 5 (2025 - 5) years, with an option to renew the lease after that date.
(v)	Plant and machinery	The Group leases 23 (2025 - 16) plant and machinery between 1 to 3 (2025 - 1 and 3) years.
(vi)	Shop lots	The Group leases 3 (2025 - 3) shop lot units for a period of 5 years (2025 - 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.

10. BIOLOGICAL ASSETS

	The Group	
	2026 RM'000	2025 RM'000
At cost:-		
At 1 July 2025/2024	948	715
Add: Additional Cost	192	233
At 30 June	1,140	948

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 2026 (CONT'D)

10. 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.

The biological assets are carried in the Group's financial statements at cost less accumulated impairment losses.

11. INVESTMENT SECURITIES

	The Group/ The Company	
	2026 RM'000	2025 RM'000
Quoted shares, at fair value	6,287	6,877

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.

12. INTANGIBLE ASSETS

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Transferable club membership, at cost	375	375	-	-
Trademarks	81	81	51	51
	456	456	51	51
Accumulated amortisation:-				
At 1 July 2025/2024	(40)	(25)	(4)	-
Amortisation during the financial year	(16)	(15)	(5)	(4)
At 30 June	(56)	(40)	(9)	(4)
	400	416	42	47

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

13. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Note	The Group 2026 RM'000	The Group 2025 RM'000	The Company 2026 RM'000	The Company 2025 RM'000
Non-current assets:-					
Prepayments	(a)	57,004	56,803	-	-
Current assets:-					
Other receivables	(b)	34,234	28,011	*	-
Allowance for impairment losses		(4,343)	(4,343)	-	-
		29,891	23,668	*	-
Advances to subcontractors		2,009	2,262	-	-
Deposits	(c)	118,915	22,590	35	1
Prepayments	(a)	6,121	3,716	136	4
		156,936	52,236	171	5
		213,940	109,039	171	5

(a) Included in prepayments are advance payments of RM56,804,000 (2025 - RM57,768,000) 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 are an amount owing by a third party of RM20,036,840 (a former associate of the Group, 2025 - RM19,197,821) represents unsecured interest-bearing advances at 10.00% (2025 - 10.00%) which is repayable on demand. The amount owing is to be settled by cash.

(c) Included in deposits are refundable deposits amounting to RM105,572,016 (2025 - RM11,145,262) paid for the acquisition of land in relation to the proposed joint development project known as MediCity in Batu Kawan, Penang.

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

14. INVENTORIES

	The Group	
	2026 RM'000	2025 RM'000
Non-current		
Land held for future property development	13,711	13,711
Current		
Timber:		
- work-in-progress	960	960
Property development costs	35,330	57,115
Completed development units	12,417	467
Others	1,378	1,794
	50,085	60,336
Recognised in profit or loss:-		
Inventories recognised as cost of sales	38,221	118,664
Inventories written down	*	-

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 34 to the financial statements.

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

15. CONTRACT COST ASSETS

	The Group	
	2026 RM'000	2025 RM'000
Incremental costs of obtaining a contract	-	133
Costs to fulfil a contract	-	1,230
	-	1,363

(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 to be amortised over the period when the related revenue is recognised. During the financial year, the amount amortised and recorded in profit or loss amounted to RM391,000 (2025 - RM6,159,000).

(b) The costs to fulfil a contract represent cost incurred which 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 RM9,636,000 (2025 - RM44,949,000).

16. TRADE RECEIVABLES

	The Group	
	2026 RM'000	2025 RM'000
Trade receivables	143,605	109,178
Allowance for impairment losses (Note 54.1(b)(iii))	(3,665)	(4,391)
	139,940	104,787

The Group's normal trade credit terms range from 30 to 180 (2025 - 30 to 180) 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 2026 (CONT'D)

17. CONTRACT ASSETS/(LIABILITIES)

	The Group	
	2026 RM'000	2025 RM'000
Contract Assets		
At 1 July 2025/2024	193,791	127,495
Performance obligations performed	432,355	434,011
Billings to customers during the financial year	(547,053)	(410,128)
Retention sum	25,076	25,259
Net reversal of impairment losses recognised in profit or loss	-	17,154
At 30 June	104,169	193,791
Allowance for impairment loss:-		
At 1 July 2025/2024	-	(28,188)
Reversal during the financial year (Note 45)	-	17,154
Written off during the financial year	-	11,034
At 30 June	-	-

(a) The contract assets primarily relate to the Group's right to consideration for work completed but not yet billed as at the reporting date. The amount will be transferred to trade receivables when the Group issues invoices in accordance with the contracts with customers.

	The Group	
	2026 RM'000	2025 RM'000
Contract Liabilities		
At 1 July 2025/2024	(4,581)	(5,572)
Contract liabilities at the beginning of financial year recognised as revenue	4,146	1,732
Performance obligations performed	83,773	36,625
Amounts billed for unfulfilled performance obligations	(86,257)	(31,495)
Retention sum	(1,917)	(9,711)
Reversal of liquidated ascertained damages	-	3,840
At 30 June	(4,836)	(4,581)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

17. 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) 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 RM964,218,000 (2025 - RM995,897,000). These remaining performance obligations are expected to be recognised as below:-

	The Group	
	2026 RM'000	2025 RM'000
Within 1 year	556,351	608,449
Between 2 and 5 years	407,867	387,448
	964,218	995,897

18. AMOUNTS OWING BY/(TO) SUBSIDIARIES

	The Company	
	2026 RM'000	2025 RM'000
Amount Owing by Subsidiaries		
Trade balances	126	84
Non-trade balances:		
- Interest-bearing at 5.77% - 5.85% (2025 - 5.85%) per annum	15,408	8,550
- Interest-free	100,894	53,739
	116,428	62,373
Allowance for impairment losses (Note 54.1(b)(iii))	(770)	-
	115,658	62,373

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

18. AMOUNTS OWING BY/(TO) SUBSIDIARIES (CONT'D)

	The Company	
	2026 RM'000	2025 RM'000
Amount Owing to Subsidiaries		
Trade balance	46	-
Non-trade balances:		
- Interest-bearing at 5.77% - 5.85% (2025 - 7.12%) per annum	(2,344)	(1,961)
- Interest-free	(670)	(3,328)
	(2,968)	(5,289)

(a) The trade balances are subject to the normal credit term of 60 (2025 - 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.

19. 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.

20. SHORT-TERM INVESTMENTS

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Money market funds, at fair value	21,370	21,137	6	11

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

21. FIXED DEPOSITS WITH LICENSED BANKS

(a) The fixed deposits with licensed banks of the Group at the end of the reporting period bore effective interest rates ranging from 1.65% to 2.25% (2025 - 2.10% to 2.25%) per annum. The fixed deposits have maturity periods ranging from 30 to 365 (2025 - 30 to 60) days for the Group.

(b) Included in the fixed deposits with licensed banks of the Group at the end of the reporting period was an amount of RM11,063,000 (2025 - RM6,821,000) which has been pledged to a licensed bank as security for banking facilities granted to the Group as disclosed in Notes 34 and 37 to the financial statements respectively.

22. CASH AND BANK BALANCES

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cash and bank balances	57,557	20,521	200	30
Cash held under housing development accounts	797	32,369	-	-
	58,354	52,890	200	30

(a) 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.

(b) Included in the cash and bank balances of the Group is an amount of RM785,000 (2025 - Nil) held in a redemption account. The balance is restricted from use by the Group and will be applied by the bank towards settlement of the term loan.

23. ASSET HELD FOR SALE

In the previous financial year, FBG Land 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.

During the current financial year, the Group recorded a net loss on disposal of RM349,000 from the completion of the disposal.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

24. SHARE CAPITAL

	The Group/The Company			
	2026	2025	2026	2025
	Number Of Shares		RM'000	RM'000
Issued and Fully Paid-Up				
Ordinary shares				
At 1 July 2025/2024	744,689,148	744,689,148	221,534	221,534
Issuance of new shares pursuant to rights issue	304,995,266	-	41,828	-
Share issuance costs	-	-	(216)	-
At 30 June	1,049,684,414	744,689,148	263,146	221,534

(a) 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.

(b) During the financial year, the Company increased its issued and paid-up share capital from RM221,534,000 to RM263,146,000 by way of rights issue of 304,995,266 new ordinary shares of RM0.18 each in the Company together with 101,665,088 free warrants on the basis of 1 warrant for every 3 rights shares in the Company. The new ordinary shares issued rank equally in all respect with the existing ordinary shares of the Company.

25. 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 2026, the Company held a total of 3,075,764 treasury shares out of the total of 1,049,684,414 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 2026 (CONT'D)

26. 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.

On 5 December 2025, the Company issued an additional 23,508,697 warrants pursuant to the adjustments to the exercise price and outstanding number of Warrants C arising from the Rights Issue with Warrants. The exercise price was revised from RM0.43 to RM0.40 per warrant. These additional warrants were listed and quoted on the Main Market of Bursa Malaysia Securities Berhad on 10 December 2025.

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 RM0.40 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.

Warrants 2025/2030 ("Warrants D")

On 5 December 2025, the Company issued a rights issue of 304,995,266 new ordinary shares of RM0.18 each on the basis of three (3) rights shares for every four (4) existing shares held in the Company together with 101,665,088 free detachable new warrants on the basis of one (1) warrant for every three (3) rights shares subscribed for, at an exercise price of RM0.19 per warrant. These warrants were listed and quoted on the Main Market of Bursa Malaysia Securities Berhad on 10 December 2025.

The salient terms of the Warrants D 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 28 October 2025.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

26. WARRANT RESERVE (CONT'D)

Warrants 2025/2030 ("Warrants D") (Cont'd)

The salient terms of the Warrants D are as follows (Cont'd):-

(iii) The exercise price is RM0.19 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 three (3) new ordinary shares of the Company.

The movement of the Company's warrants are as follows:-

	The Group/The Company			
	2026	2025	2026	2025
	Number Of Warrants		RM'000	RM'000
At 1 July 2025/2024	370,806,692	370,806,692	9,535	9,535
Issuance during the financial year	125,173,785	-	13,071	-
At 30 June	495,980,477	370,806,692	22,606	9,535

27. 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.

28. 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.

29. 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

30. DEFERRED TAX LIABILITIES

The Group	At 1.7.2025 RM'000	Recognised in Profit or Loss (Note 46) RM'000	At 30.6.2026 RM'000
2026			
Deferred Tax Liabilities			
Investment properties	7,393	-	7,393
Accelerated capital allowances	870	-	870
Contract assets	9,142	(9,142)	-
	17,405	(9,142)	8,263

The Group	At 1.7.2024 RM'000	Recognised in Profit or Loss (Note 46) RM'000	At 30.6.2025 RM'000
2025			
Deferred Tax Liabilities			
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 2026 (CONT'D)

31. LEASE LIABILITIES

	The Group	
	2026 RM'000	2025 RM'000
At 1 July 2025/2024	3,505	1,699
Additions (Notes 9 and 49(a))	134	4,545
Interest expense recognised in profit or loss (Note 44)	142	202
Derecognition due to lease modification	(4)	-
Repayment of principal	(2,427)	(2,739)
Repayment of interest expense	(142)	(202)
At 30 June	1,208	3,505
Analysed by:-		
Current liabilities	922	2,355
Non-current liabilities	286	1,150
	1,208	3,505

The interest rate profile of the lease liabilities of the Group is summarised below:-

	Interest Rate The Group	
	2026 %	2025 %
Lease liabilities	3.70 - 6.24	3.70 - 6.24

32. LONG-TERM BORROWINGS

	The Group	
	2026 RM'000	2025 RM'000
Hire purchase payables (Note 33)	694	1,118
Term loans (Note 34)	-	6,200
	694	7,318

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

33. HIRE PURCHASE PAYABLES

	The Group	
	2026 RM'000	2025 RM'000
At 1 July 2025/2024	2,048	2,645
Additions	-	643
Interest expense recognised in profit or loss (Note 44)	79	128
Repayment of principal	(943)	(1,240)
Repayment of interest expense	(79)	(128)
At 30 June	1,105	2,048
Analysed by:-		
Current liabilities (Note 37)	411	930
Non-current liabilities (Note 32)	694	1,118
	1,105	2,048

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 7 to the financial statements.

34. TERM LOANS

	The Group	
	2026 RM'000	2025 RM'000
Current liabilities (Note 37)	665	2,619
Non-current liabilities (Note 32)	-	6,200
	665	8,819

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

34. TERM LOANS (CONT'D)

(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 14 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 21 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.

35. TRADE PAYABLES

The normal trade credit terms granted to the Group range from 30 to 90 (2025 - 30 to 90) days.

Included in the Group's trade payables are retention sums which are expected to be settled as below:-

	The Group	
	2026 RM'000	2025 RM'000
Within 1 year	7,519	8,425
More than 1 year	32,429	18,570
	39,948	26,995

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

36. OTHER PAYABLES AND ACCRUALS

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Other payables:-				
Third parties	15,524	12,760	28	94
Sales and service tax payable	1,002	6	-	-
	16,526	12,766	28	94
Accruals	16,734	13,503	107	103
Deposits received	428	7,332	-	-
	33,688	33,601	135	197

37. SHORT-TERM BORROWINGS

	The Group	
	2026 RM'000	2025 RM'000
Hire purchase payables (Note 33)	411	930
Term loans (Note 34)	665	2,619
Invoice financing facility	46,903	37,960
Revolving credit	30,000	45,000
	77,979	86,509

(a) The invoice financing facility and revolving credit are secured by:-

(i) a corporate guarantee of the Company; and

(ii) fixed deposits with licensed banks of the Group as disclosed in Note 21 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

37. SHORT-TERM BORROWINGS (CONT'D)

(b) The interest rate profile of the short-term borrowings of the Group is summarised below:-

	Interest Rate	*Effective Interest Rate*	
		The Group	
		2026	2025
		%	%
Hire purchase payables	Fixed	4.45 - 6.56	3.60 - 6.56
Term loans	Floating	6.26	6.28
Invoice financing facility	Floating	4.38 - 5.60	4.58 - 5.14
Revolving credit	Floating	5.66 - 5.68	5.87

38. REVENUE

	The Group		The Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Revenue from Contracts with Customers				
Recognised over time				
Construction contracts	512,515	346,093	-	-
Property development	7,759	126,275	-	-
	520,274	472,368	-	-
Recognised at a point in time				
Property development	24,815	-	-	-
Services	489	793	-	-
Trading	16,138	13,893	-	-
	41,442	14,686	-	-
	561,716	487,054	-	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

38. REVENUE (CONT'D)

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue from Other Sources				
Management fees	51	85	309	254
Investment fund income	31	69	16	10
Dividend income	393	393	8,660	15,713
Others	125	7	-	-
	600	554	8,985	15,977
	562,316	487,608	8,985	15,977

(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 17(c) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

38. REVENUE (CONT'D)

(c) The information about the performance obligations in contracts with customers is summarised below:-

Nature of Goods or Services	Timing and Method of Revenue Recognition	Significant Payment Terms	Variable Considerations	Warranty and Obligation for Returns or Refunds
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 180 days from the invoice date.	Not applicable.	Not applicable.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

38. REVENUE (CONT'D)

(d) The information on 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

39. OTHER INCOME

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Gain on disposal of property, plant and equipment	893	2,369	-	-
Gain on investment funds:				
- realised	950	1,751	123	34
- unrealised	157	61	-	-
Insurance claims received	73	42	-	-
Interest income:				
- licensed banks	659	839	18	9
- short-term highly liquid investment bank	42	52	-	-
- short-term investments	71	70	-	-
- subsidiaries	-	-	6,098	436
- others	1,845	1,693	*	-
Management fees	120	120	-	-
Unrealised gain on foreign exchange	1,722	-	-	-
Waiver of debts	-	176	-	-
Others	1,204	1,170	-	-
	7,736	8,343	6,239	479

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

40. STAFF COSTS

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Salaries, bonuses and other benefits	32,390	30,956	374	308
Defined contribution benefit	3,243	3,347	-	-
Other staff related expenses	1,570	2,013	53	83
	37,203	36,316	427	391
Less: Amount classified as:				
- cost of finished goods	(12,520)	(11,891)	-	-
- project expenses	(264)	(328)	-	-
	24,419	24,097	427	391

Included in staff costs of the Group and of the Company are directors' remuneration amounting to RM4,728,000 (2025 - RM5,231,000) and RM374,000 (2025 - RM308,000) respectively as disclosed in Note 41 to the financial statements.

41. 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Fees	518	452	333	278
Salaries, bonuses and other benefits	3,867	4,443	41	30
Defined contribution benefits	338	332	-	-
Others	5	4	-	-
	4,728	5,231	374	308

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

41. DIRECTORS' REMUNERATION (CONT'D)

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 (2025 - RM57,000 and RM7,000) respectively.

42. DEPRECIATION AND AMORTISATION

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Depreciation on:				
- property, plant and equipment	2,953	2,994	2	4
- investment properties	174	50	-	-
- right-of-use assets	2,365	2,795	-	-
Amortisation of intangible assets	16	15	5	4
	5,508	5,854	7	8
Less: Amount classified as project expenses	(4,490)	(4,922)	-	-
	1,018	932	7	8

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

43. OTHER EXPENSES

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Included in other expenses are:-				
Auditors' remuneration:				
- audit fee:				
- Crowe Malaysia PLT				
- statutory audit for the financial year	342	345	83	80
- underprovision in the previous financial year	9	12	3	9
- non-audit fee:				
- Crowe Malaysia PLT	9	9	9	9
Development costs expensed off	5,410	-	-	-
Impairment loss on investment in a subsidiary	-	-	400	-
Lease expenses:				
- short-term leases	36	67	2	2
Management fees	851	-	1,516	1,254
Property, plant and equipment written off	*	3	-	-
Loss on disposal of an associate	349	-	-	-
Loss on foreign exchange:				
- realised	1,198	191	-	-
- unrealised	-	4,250	-	-
Unrealised loss on investment funds	160	820	2	23

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

44. FINANCE COSTS

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Interest expenses on:				
- bank overdraft	77	-	-	-
- lease liabilities	142	202	-	-
- hire purchase payables	79	128	-	-
- term loans	702	661	-	-
- invoice financing facility	2,410	738	-	-
- revolving credit	1,250	2,209	-	-
- bill discounting	-	183	-	-
- others	934	31	70	72
	5,594	4,152	70	72
Less: Amount classified as project expenses	(117)	(179)	-	-
	5,477	3,973	70	72

45. NET IMPAIRMENT LOSSES/(REVERSAL OF IMPAIRMENT LOSSES) ON FINANCIAL ASSETS AND CONTRACT ASSETS

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Impairment losses (Note 54.1(b)(iii)):				
- trade receivables	94	2,733	-	-
- amount owing by a subsidiary	-	-	770	-
- amount owing by an associate	11,526	-	-	-
Reversal of impairment losses (Note 54.1(b)(iii)):				
- trade receivables	-	(3)	-	-
- contract assets	-	(17,154)	-	-
	11,620	(14,424)	770	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

46. INCOME TAX EXPENSE

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current tax expense:				
- for the financial year	3,531	4,150	485	-
- under/(over)provision in the previous financial year	500	(135)	503	(119)
	4,031	4,015	988	(119)
Deferred tax expense (Note 30):				
- origination and reversal of temporary differences	(9,142)	(1,996)	-	-
	(5,111)	2,019	988	(119)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

46. INCOME TAX EXPENSE (CONT'D)

A reconciliation of income tax expense applicable to the (loss)/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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
(Loss)/Profit before taxation	(41,621)	8,468	10,956	13,745
Tax at the statutory tax rate of:-				
- Malaysia 24%	(9,989)	2,034	2,630	3,299
- Australia 30%	(1)	(2)	-	-
Tax effects of:-				
Share of result in associates	157	207	-	-
Non-deductible expenses	3,003	2,037	255	14
Non-taxable income	(3,819)	(244)	(2,400)	(3,452)
Deferred tax assets not recognised during the financial year	7,516	737	*	139
Utilisation of deferred tax assets previously not recognised	(2,478)	(2,615)	-	-
Under/(Over)provision of current tax in the previous financial year	500	(135)	503	(119)
Income tax expense for the financial year	(5,111)	2,019	988	(119)

Note:

* Amount less than RM500.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

46. INCOME TAX EXPENSE (CONT'D)

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2025 - 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.

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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Unused tax losses:				
- expires year of assessment 2028	1,048	1,281	-	-
- 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	248	248	-	-
- expires year of assessment 2033	3,043	4,431	-	-
- expires year of assessment 2034	4,407	7,320	351	351
- expires year of assessment 2035	15,234	15,760	-	-
- expires year of assessment 2036	18,953	-	-	-
Unabsorbed capital allowances	2,016	6,153	2	-
Other deductible temporary differences	11,235	-	-	-
	58,245	37,254	353	351

Certain comparative figures have been restated to reflect the revised tax losses carry-forward and other temporary differences available to the Group.

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 2026 (CONT'D)

47. (LOSS)/EARNINGS PER SHARE

	The Group	
	2026	2025
Basic (loss)/earnings per share		
(Loss)/Profit attributable to owners of the Company (RM'000)	(33,795)	7,034
Number of shares in issue as of 1 July 2025/2024	741,613,384	741,613,384
Effects through:		
- issuance of new shares pursuant to rights issue	169,627,504	-
Weighted average number of ordinary shares in issue (Basic)	911,240,888	741,613,384
Effect of warrants*	-	-
Weighted average number of ordinary shares in issue (Diluted)	911,240,888	741,613,384
Basic (loss)/earnings per ordinary share attributable to owners of the Company (sen)	(3.71)	0.95
Diluted (loss)/earnings per ordinary share attributable to owners of the Company (sen)	(3.71)	0.95

* 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 2026 (CONT'D)

48. DIVIDENDS

	The Company	
	2026 RM'000	2025 RM'000
Paid:		
- interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 30 June 2025	-	7,416
- interim single-tier dividend of 0.75 sen per ordinary share in respect of the financial year ended 30 June 2026	7,850	-
	7,850	7,416

49. 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Property, plant and equipment				
Cost of property, plant and equipment purchased (Note 7)	3,592	6,529	10	-
Less: Acquired through hire purchase arrangements (Note (b) below)	-	(643)	-	-
	3,592	5,886	10	-

	The Group	
	2026 RM'000	2025 RM'000
Right-of-use assets		
Cost of right-of-use assets acquired (Note 9)	134	4,545
Less: Addition of new lease liabilities (Note (b) below)	(134)	(4,545)
	-	-

49. 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 Financing Facility RM'000	Revolving Credit RM'000	Total RM'000
2026						
At 1 July 2025	3,505	2,048	8,819	37,960	45,000	97,332
Changes in Financing Cash Flows						
Proceeds from drawdown	-	-	6,500	261,095	110,000	377,595
Repayment of principal	(2,427)	(943)	(14,654)	(252,152)	(125,000)	(395,176)
Repayment of interests	(142)	(79)	(702)	(2,410)	(1,250)	(4,583)
	(2,569)	(1,022)	(8,856)	6,533	(16,250)	(22,164)
Other Changes						
Acquisition of new leases (Note (a) above)	134	-	-	-	-	134
Interest expenses recognised in profit or loss (Note 44)	142	79	702	2,410	1,250	4,583
Modification of lease	(4)	-	-	-	-	(4)
	272	79	702	2,410	1,250	4,713
At 30 June 2026	1,208	1,105	665	46,903	30,000	79,881

49. 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
2025								
At 1 July 2024	1,699	2,645	9,336	5,755	30,000	11,699	9,896	71,030
Changes in Financing Cash Flows								
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 interests	(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
Other Changes								
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 44)	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 2026 (CONT'D)

49. CASH FLOW INFORMATION (CONT'D)

(b) The reconciliations of liabilities arising from financing activities are as follows (Cont'd):-

	The Company	
	2026 RM'000	2025 RM'000
Amount Owing to A Subsidiary		
At 1 July 2025/2024	1,961	4,121
Changes in Financing Cash Flows		
Advances received	3,477	665
Repayment of advances	(3,434)	(3,811)
	43	(3,146)
Other Changes		
Assignment of debts from a subsidiary	340	986
At 30 June	2,344	1,961

(c) The total cash outflows for leases as a lessee are as follows:-

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Payment of short-term leases	36	67	2	2
Interest paid on lease liabilities	142	202	-	-
Payment of lease liabilities	2,427	2,739	-	-
	2,605	3,008	2	2

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

49. CASH FLOW INFORMATION (CONT'D)

(d) The cash and cash equivalents comprise the following:-

	The Group		The Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Fixed deposits with licensed banks (Note 21)	11,063	6,821	-	-
Cash and bank balances (Note 22)	58,354	52,890	200	30
	69,417	59,711	200	30
Less: Fixed deposits pledged to licensed banks (Note 21)	(11,063)	(6,821)	-	-
Less: Restricted bank balance (Note 22)	(785)	-	-	-
	57,569	52,890	200	30

50. RELATED PARTY DISCLOSURES

(a) Subsidiaries

The subsidiaries are disclosed in Note 5 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

50. 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Subsidiaries:				
- advances given	-	-	54,337	6,633
- advances received	-	-	3,477	665
- management fees received	-	-	258	169
- management fees paid	-	-	1,516	1,254
- interest received	-	-	6,098	436
Associates:				
- management fees received	171	205	51	85
- interest received	*	-	*	-

The outstanding balances of the related parties (including the allowance for impairment loss made) together with their terms and conditions are disclosed in Notes 18 and 19 to the financial statements.

Note:

* Amount less than RM500.

(c) Key Management Personnel Compensation

	The Group	
	2026 RM'000	2025 RM'000
Key management personnel		
Directors		
Fees	518	452
Salaries, bonuses and other benefits	3,867	4,443
Defined contribution benefits	338	332
Others	5	4
	4,728	5,231

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

50. RELATED PARTY DISCLOSURES (CONT'D)

(c) Key Management Personnel Compensation (Cont'd)

	The Group	
	2026 RM'000	2025 RM'000
Other key management personnel		
Fees	30	36
Salaries, bonuses and other benefits	1,246	1,040
Defined contribution benefits	108	117
Others	3	3
	1,387	1,196

51. 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 2026 (CONT'D)

51. 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.

51. OPERATING SEGMENTS (CONT'D)

51.1 BUSINESS SEGMENTS

2026	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
Revenue									
External sales	32,574	512,515	12,253	475	3,885	489	-	125	562,316
Inter-segment sales	-	29,966	99,845	63,568	-	-	-	-	193,379
Total revenue	32,574	542,481	112,098	64,043	3,885	489	-	125	755,695
Consolidation adjustments									(193,379)
Consolidated revenue									562,316

51. OPERATING SEGMENTS (CONT'D)

51.1 BUSINESS SEGMENTS (CONT'D)

2026	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)	(6,619)	(1,395)	493	(13,944)	(1,254)	(275)	(681)	(104)	(23,779)
Depreciation and amortisation	(482)	(4,971)	(4)	(27)	(8)	-	-	(16)	(5,508)
Property, plant and equipment written off	-	*	-	-	*	-	-	-	*
Gain on disposal of equipment	-	683	-	-	-	210	-	-	893
Loss on disposal of an associate	-	-	-	(349)	-	-	-	-	(349)
Interest expense	(941)	(4,565)	(88)	-	-	-	-	-	(5,594)
Interest income	236	362	42	1,932	42	-	1	2	2,617
Net impairment losses on financial assets and contract assets	-	-	-	(11,526)	(94)	-	-	-	(11,620)
Unrealised gain on investment funds	30	-	-	96	-	-	-	31	157
Unrealised loss on investment funds	-	-	(158)	(2)	-	-	-	-	(160)
Unrealised gain on foreign exchange	-	-	-	1,722	-	-	-	-	1,722
Consolidated loss before taxation									(41,621)
Income tax expense									5,111
Consolidated loss after taxation									(36,510)

Note:

* Amount less than RM500.

51. OPERATING SEGMENTS (CONT'D)

51.1 BUSINESS SEGMENTS (CONT'D)

2026	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
Assets									
Segment assets	199,429	354,408	25,294	694,327	69,205	382	14,747	2,533	1,360,325
Unallocated assets:									
- Current tax assets									3,207
Consolidated adjustments									(617,201)
									746,331
Additions to non-current assets other than financial instruments are:									
- Property, plant and equipment	1,060	94	3	18	-	-	2,189	228	3,592
- Right-of-use assets	-	134	-	-	-	-	-	-	134
- Investment properties	16	-	-	-	-	-	-	-	16
- Biological assets	-	-	-	-	-	-	192	-	192
Liabilities									
Segment liabilities	57,783	286,835	18,301	110,879	52,754	1,435	16,697	144	544,828
Unallocated liabilities:									
- Current tax liabilities									803
- Deferred tax liabilities									8,263
Consolidation adjustments									(245,637)
									308,257

51. OPERATING SEGMENTS (CONT'D)

51.1 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
Revenue									
External sales	126,275	346,093	13,893	547	-	793	-	7	487,608
Inter-segment sales	-	73,861	102,279	28,060	-	-	-	-	204,200
Total revenue	126,275	419,954	116,172	28,607	-	793	-	7	691,808
Consolidation adjustments									(204,200)
Consolidated revenue									487,608

51. OPERATING SEGMENTS (CONT'D)

51.1 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 and amortisation	(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 reversal of 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.

51. OPERATING SEGMENTS (CONT'D)

51.1 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
Assets									
Segment assets	292,798	280,915	30,804	535,181	68,060	128	12,224	1,037	1,221,147
Unallocated assets:									
- Current tax assets									9,762
Consolidated adjustments									(512,304)
									718,605
Additions to non-current assets other than financial instruments are:									
- Property, plant and equipment	2,649	899	8	14	-	-	2,959	-	6,529
- Right-of-use assets	-	4,545	-	-	-	-	-	-	4,545
- Investment properties	1,611	-	-	-	-	-	-	-	1,611
- Biological assets	-	-	-	-	-	-	233	-	233
- Intangible assets	12	-	-	59	-	-	-	-	71
Liabilities									
Segment liabilities	75,375	218,377	25,438	41,156	50,198	1,128	12,630	21	424,323
Unallocated liabilities:									
- Current tax liabilities									1,317
- Deferred tax liabilities									17,405
Consolidation adjustments									(152,782)
									290,263

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

51. OPERATING SEGMENTS (CONT'D)

51.2 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.

51.3 MAJOR CUSTOMERS

The following are major customers with revenue equal to or more than 10% of the Group total revenue:-

	Segment	Revenue	
		2026 RM'000	2025 RM'000
Customer A	Construction	93,150	86,451
Customer B	Construction	-	50,218
Customer C	Construction	166,536	81,674
Customer D	Construction	58,824	-

52. CAPITAL COMMITMENT

	The Group	
	2026 RM'000	2025 RM'000
Purchase of property, plant and equipment	1,609	1,254
Purchase of land held for property development	5,881	107,420
	7,490	108,674

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

53. 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	
	2026 RM'000	2025 RM'000
Performance and tender bond granted to contract customers	54,759	31,429

54. 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.

54.1 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 currency other than the respective functional currencies of entities within the Group. The currency 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(a) Market Risk (Cont'd)

(i) Foreign Currency Risk (Cont'd)

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:-

Foreign Currency Exposure

	AUD RM'000
The Group	
2026	
Financial Assets	
Amount owing by associates	2,803
Other receivables	20,037
Cash and bank balances	7
	22,847
Financial Liability	
Other payables and accruals	(61)
Net financial assets	22,786
Less: Net financial liabilities denominated in the Company's functional currency	61
Currency Exposure	22,847

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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	
2025	
Financial Assets	
Amount owing by associates	13,511
Other receivables	19,198
Cash and bank balances	4,139
	36,848
Financial Liability	
Other payables and accruals	(58)
Net financial assets	36,790
Less: Net financial liabilities denominated in the Company's functional currency	58
Currency Exposure	36,848

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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	
	2026 RM'000	2025 RM'000
Effects on (Loss)/Profit After Taxation		
AUD/RM		
- strengthened by 10%	2,285	3,685
- weakened by 10%	(2,285)	(3,685)

There is no impact on the Group's equity.

The Company does not have any transactions or balances denominated in foreign currencies and hence, is not exposed to foreign currency risk.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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 37(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 a material impact on the loss 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 is not exposed to interest rate risk.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Effects on (Loss)/Profit After Taxation				
Increase of 10%	2,766	2,801	629	689
Decrease of 10%	(2,766)	(2,801)	(629)	(689)

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 ongoing 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 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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:-

	2026	2025
Major concentration of credit risk	42%	85%
Number of customers	2	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 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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 on-going basis through periodic review of the ageing of the 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 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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 an individual basis.

The expected loss rates are based on the payment profiles of sales over 12 months (2025 - 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 that 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 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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
Trade Receivables			
Balance at 1.7.2024	-	1,821	1,821
Addition	2,733	-	2,733
Reversal	-	(3)	(3)
Written off	-	(160)	(160)
Balance at 30.6.2025/1.7.2025	2,733	1,658	4,391
Addition	-	94	94
Written off	-	(820)	(820)
Balance at 30.6.2026	2,733	932	3,665
Contract Assets			
Balance at 1.7.2024	-	28,188	28,188
Reversal	-	(17,154)	(17,154)
Written off	-	(11,034)	(11,034)
Balance at 30.6.2026/2025/1.7.2025	-	-	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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
2026				
Not past due	97,797	-	-	97,797
Past due:				
- less than 3 months	37,503	-	(942)	36,561
- 3 to 6 months	4,606	-	(1,785)	2,821
- over 6 months	2,307	-	(2)	2,305
- more than 1 year	460	-	(4)	456
- credit impaired	932	(932)	-	-
	45,808	(932)	(2,733)	42,143
Trade receivables	143,605	(932)	(2,733)	139,940
Contract assets	104,169	-	-	104,169
	247,774	(932)	(2,733)	244,109

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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
2025				
Not past due	48,358	-	(2)	48,356
Past due:				
- less than 3 months	13,438	-	(5)	13,433
- 3 to 6 months	17,310	-	(18)	17,292
- over 6 months	28,293	-	(2,708)	25,585
- more than 1 year	121	-	-	121
- credit impaired	1,658	(1,658)	-	-
	60,820	(1,658)	(2,731)	56,431
Trade receivables	109,178	(1,658)	(2,733)	104,787
Contract assets	193,791	-	-	193,791
	302,969	(1,658)	(2,733)	298,578

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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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):-

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.

The Company	Gross Amount/ Carrying Amount RM'000
2026	
Not past due	172
2025	
Not past due	84

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 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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 Group and the Company apply the 3-stage general approach to measure expected credit losses for its other receivables and amount owing by associates.

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 that as at the date of initial recognition. The Group and the Company consider that there has been a significant increase in credit risk when contractual terms change or payments are delayed. 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-months 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 an individual basis. The remaining receivables are grouped by shared credit risk characteristics and assessed on a collective basis.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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)

Inputs, Assumptions and Techniques used for Estimating Impairment Losses (Cont'd)

Loss allowance is measured on either 12-month 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 that 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

	The Group	
	2026	**2025**
	RM'000	**RM'000**
At 1 July 2025/2024	-	-
Addition	11,526	-
At 30 June	11,526	-

The allowance for impairment losses (determine on an individual basis) relates to credit impaired associate that is in significant financial difficulties and has defaulted on payment.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Fixed Deposits with Licensed Banks, Cash and Bank Balances

The Group and the Company consider the licensed banks to be of 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 is therefore not provided for.

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 measure 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 an individual basis, which aligns with its credit risk management practices on the inter-company balances.

The Company considers loans and advances to subsidiaries to be low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. This is because the Company is able to determine the timing of payments and the advances are to be in default when the subsidiaries are unable 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 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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) (Cont'd)

Allowance for Impairment Losses

	The Company	
	2026 RM'000	2025 RM'000
At 1 July 2025/2024	-	-
Addition	770	-
At 30 June	770	-

The allowance for impairment losses (determined on an individual basis) relates to credit impaired subsidiaries that are in significant financial difficulties and have defaulted on payments.

Financial Guarantee Contracts

Corporate guarantees for borrowing facilities granted to subsidiaries are financial guarantee contracts.

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 that 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 obligation 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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(b) Credit Risk (Cont'd)

(iii) Assessment of Impairment Losses (Cont'd)

Financial Guarantee Contracts (Cont'd)

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 to which the financial guarantee contracts were issued. Accordingly, no loss allowances were identified based on 12-month expected credit losses.

(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.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 FINANCIAL RISK MANAGEMENT POLICIES (CONT'D)

(c) Liquidity Risk (Cont'd)

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				
2026				
Non-derivative Financial Liabilities				
Lease liabilities	1,208	1,261	959	302
Hire purchase payables	1,105	1,229	461	768
Term loans	665	1,011	1,011	-
Invoice financing facility	46,903	46,903	46,903	-
Revolving credit	30,000	30,000	30,000	-
Trade payables	180,436	180,436	180,436	-
Other payables and accruals	32,258	32,258	32,258	-
Amount owing to an associate	350	350	350	-
	292,925	293,448	292,378	1,070

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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				
2025				
Non-derivative Financial Liabilities				
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 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.1 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			
2026			
Non-derivative Financial Liabilities			
Other payables and accruals	135	135	135
Amount owing to subsidiaries	2,968	2,968	2,968
Financial guarantee contracts in relation to corporate guarantee given to certain subsidiaries	-	132,876*	132,876
	3,103	135,979	135,979
2025			
Non-derivative Financial Liabilities			
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

* 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 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.2 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 their 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	
	2026	**2025**
	RM'000	**RM'000**
Lease liabilities	1,208	3,505
Hire purchase payables	1,105	2,048
Term loans	665	8,819
Invoice financing facility	46,903	37,960
Revolving credit	30,000	45,000
	79,881	97,332
Less: Cash and cash equivalents (Note 49(d))	(57,569)	(52,890)
Net debt	22,312	44,442
Total equity	438,074	428,342
Debt-to-equity ratio	0.05	0.10

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.2 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 were no changes in the approach to capital management during the financial year.

54.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS

	2026	
	The Group RM'000	The Company RM'000
Financial Assets		
Mandatorily at Fair Value Through Profit or Loss		
Short-term investments	21,370	6
Mandatorily at Fair Value Through Other Comprehensive Income		
Investment securities	6,287	6,287
Amortised Cost		
Trade receivables	139,940	-
Other receivables	29,891	*
Amount owing by subsidiaries	-	115,658
Amount owing by associates	3,008	83
Fixed deposits with licensed banks	11,063	-
Cash and bank balances	58,354	200
	242,256	115,941

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	2026	
	The Group RM'000	The Company RM'000
Financial Liability		
Amortised Cost		
Hire purchase payables	1,105	-
Term loans	665	-
Invoice financing facility	46,903	-
Revolving credit	30,000	-
Trade payables	180,436	-
Other payables and accruals	32,258	135
Amount owing to subsidiaries	-	2,968
Amount owing to an associate	350	-
	291,717	3,103

	2025	
	The Group RM'000	The Company RM'000
Financial Assets		
Mandatorily at Fair Value Through Profit or Loss		
Short-term investments	21,137	11
Mandatorily at Fair Value Through Other Comprehensive Income		
Investment securities	6,877	6,877

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.3 CLASSIFICATION OF FINANCIAL INSTRUMENTS (CONT'D)

	2025	
	The Group RM'000	**The Company RM'000**
Amortised Cost		
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
Financial Liability		
Amortised Cost		
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

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.4 GAINS OR (LOSSES) ARISING FROM FINANCIAL INSTRUMENTS

	2026	
	The Group RM'000	The Company RM'000
Financial Assets		
Fair Value Through Profit or Loss		
Net gains recognised in profit or loss by:		
- mandatorily required by MFRS 9	1,049	137
Equity Investments at Fair Value Through Other Comprehensive Income		
Net losses recognised in other comprehensive income	(197)	(197)
Amortised Cost		
Net (loss)/gain recognised in profit or loss	(8,550)	5,346
Financial Liability		
Amortised Cost		
Net losses recognised in profit or loss	(5,452)	(70)

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.4 GAINS OR (LOSSES) ARISING FROM FINANCIAL INSTRUMENTS (CONT'D)

	2025	
	The Group RM'000	The Company RM'000
Financial Assets		
Fair Value Through Profit or Loss		
Net gains recognised in profit or loss by:		
- mandatorily required by MFRS 9	1,131	22
Equity Investments at Fair Value Through Other Comprehensive Income		
Net losses recognised in other comprehensive income	(7,662)	(7,662)
Amortised Cost		
Net (loss)/gain recognised in profit or loss	(4,587)	445
Financial Liability		
Amortised Cost		
Net losses recognised in profit or loss	(3,733)	(72)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.5 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:-

	Fair Value Of Financial Instruments Carried At Fair Value			Fair Value Of Financial Instruments Not Carried At Fair Value			Total Fair	Carrying
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3	Value	Amount
The Group	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
2026								
Financial Assets								
Investment securities	6,287	-	-	-	-	-	6,287	6,287
Short-term investments	-	21,370	-	-	-	-	21,370	21,370
Financial Liabilities								
Term loans	-	-	-	-	665	-	665	665
Hire purchase payables	-	-	-	-	1,137	-	1,137	1,105

54. FINANCIAL INSTRUMENTS (CONT'D)

54.5 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):-

	Fair Value Of Financial Instruments Carried At Fair Value			Fair Value Of Financial Instruments Not Carried At Fair Value			Total Fair	Carrying
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3	Value	Amount
The Group	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**
2025								
Financial Assets								
Investment securities	6,877	-	-	-	-	-	6,877	6,877
Short-term investments	-	21,137	-	-	-	-	21,137	21,137
Financial Liabilities								
Term loans	-	-	-	-	8,819	-	8,819	8,819
Hire purchase payables	-	-	-	-	1,863	-	1,863	2,048

54. FINANCIAL INSTRUMENTS (CONT'D)

54.5 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):-

	Fair Value Of Financial Instruments Carried At Fair Value			Fair Value Of Financial Instruments Not Carried At Fair Value			Total Fair	Carrying
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3	Value	Amount
The Company	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**
2026								
Financial Assets								
Investment securities	6,287	-	-	-	-	-	6,287	6,287
Short-term investments	-	6	-	-	-	-	6	6
2025								
Financial Assets								
Investment securities	6,877	-	-	-	-	-	6,877	6,877
Short-term investments	-	11	-	-	-	-	11	11

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

54. FINANCIAL INSTRUMENTS (CONT'D)

54.5 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:-

	2026 %	2025 %
Hire purchase payables	4.13 - 6.54	3.60 - 6.58

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 (CONT'D)

55. SIGNIFICANT EVENT OCCURRING AFTER REPORTING PERIOD

On 21 August 2026, FBG Land Sdn. Bhd. ("FBG Land"), a wholly-owned subsidiary of the Company, has written to Penang Development Corporation ("PDC") in relation to the Master Purchase and Development Agreement ("PDA") entered into between the Company, FBG Land and PDC for the proposed joint development project known as MediCity in Batu Kawan, Penang, to cease proceeding with the collaboration. The discussions between FBG Land and PDC on the cessation are currently on-going.

56. COMPARATIVE FIGURES

The following figures have been reclassified to conform with the presentation of the current financial year:-

	The Group		The Company	
	As Previously Reported RM'000	As Restated RM'000	As Previously Reported RM'000	As Restated RM'000
Statements of Cash Flows (Extract):-				
Net cash for operating activities	(71,336)	(69,930)	(6,536)	(221)
Net cash (for)/from investing activities	(7,443)	36,733	9,759	10,283
Net cash from/(for) financing activities	7,666	7,666	(4,270)	(10,652)
Net decrease in cash and cash equivalents	(71,113)	(25,531)	(1,047)	(500)
Cash and cash equivalents at beginning of the financial year	145,135	78,416	1,088	530
Cash and cash equivalents at end of the year financial year	74,027	52,890	41	30

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Remarks	Group 2026 RM'000	Group 2025 RM'000
Total Income			
Revenue		562,316	487,608
Other Income		5,119	5,689
Interest Income		2,617	2,654
Share of results of associates		*	*
		570,052	495,951
Total Assets		746,331	718,605

(b) Business Activities

	Remarks	Group 2026 RM'000	Group 2025 RM'000
Shariah Non-Compliant Activities			
Dividend Income	Conventional	393	393
Interest Income	Conventional	726	902
Interest Income	Receivables	1,845	1,693
		2,964	2,988

Note:

* Share of losses of associates are excluded.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

(c) Component of Financial Position

(i) Cash Component

	Remarks	Group 2026 RM'000	Group 2025 RM'000
Islamic Account/Instruments			
Money market fund		19,168	3,946
		19,168	3,946

	Remarks	Group 2026 RM'000	Group 2025 RM'000
Conventional Account/Instruments			
Cash at bank (exclude cash in hand)		57,235	20,177
Cash held under Housing Development Accounts		797	32,370
Cash in hand		322	343
Fixed deposits with licensed banks		11,063	6,821
Money market fund		2,202	17,191
		71,619	76,902

(ii) Debt Component

	Remarks	Group 2026 RM'000	Group 2025 RM'000
Islamic Financing			
Current		-	-
Non-current		-	-
		-	-

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONT'D)

(c) Component of Financial Position (Cont'd)

(ii) Debt Component (Cont'd)

	Remarks	Group 2026 RM'000	2025 RM'000
Conventional Borrowing			
Current			
Hire purchase payables		411	930
Term loans		665	2,619
Invoice financing facility		46,903	37,960
Revolving credit		30,000	45,000
Non-current			
Hire purchase payables		694	1,118
Term loans		-	6,200
		78,673	93,827

LIST OF PROPERTIES
AS OF 30 JUNE 2026

Location / Address	Usage	Tenure	Area Sq. meter	Year of Acquisition	Net Book Value RM'000
FBG BUILDER SDN BHD					
Lot 7496, Mukim Labu, Seremban, Negeri Sembilan.	Vacant Land	Freehold	2,227	1995	360
61 & 63, Jalan SS6/12, Kelana Jaya, 47301 Petaling Jaya, Selangor.	2 units of Shoplot Office	Freehold	374	2005	2,009
Lot 7357, Pekan Lukut, Port Dickson, Negeri Sembilan.	Vacant Land	Freehold	280	2010	66
Lot 7406, Pekan Lukut, Port Dickson, Negeri Sembilan.	Vacant Land	Freehold	353	2010	84
Lot 7426, Pekan Lukut, Port Dickson, Negeri Sembilan.	Vacant Land	Freehold	372	2010	88
Lot 7695, Pekan Lukut, Port Dickson, Negeri Sembilan.	Vacant Land	Freehold	984	2010	297
Lot 7715, Pekan Lukut, Port Dickson, Negeri Sembilan.	Vacant Land	Freehold	446	2010	134
Lot 7716, Pekan Lukut, Port Dickson, Negeri Sembilan.	Vacant Land	Freehold	446	2010	134
59, Jalan SS6/12, Kelana Jaya, 47301 Petaling Jaya, Selangor.	Shoplot Office	Freehold	187	2013	1,254

LIST OF PROPERTIES AS OF 30 JUNE 2026 (CONT'D)

Location / Address	Usage	Tenure	Area Sq. meter	Year of Acquisition	Net Book Value RM'000
POTENTIAL REGION SDN BHD					
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), PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	76 Vacant Orchard Homestead Lots	Freehold	348,940	1994	30,207
HM34126-34129 (LOT 6008-6011), 34132-34234 (LOT 6014-6116), PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	109 Vacant Bungalow Lots	Freehold	123,705	1994	10,709

LIST OF PROPERTIES AS OF 30 JUNE 2026 (CONT'D)

Location / Address	Usage	Tenure	Area Sq. meter	Year of Acquisition	Net Book Value RM'000
POTENTIAL REGION SDN BHD (CONT'D)					
Lot 8038, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Commercial Land	Freehold	17,500	1994	1,503
PT3386, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Agriculture Land	Leasehold expiring 30.5.2096	43,400	1994	3,424
Lot 8006, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Orchard Homestead Lot	Freehold	6,852	2001	140
Lot 8007, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Orchard Homestead Lot	Freehold	7,316	2001	149
Lot 7999, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Orchard Homestead Lot	Freehold	4,100	2001	84
Lot 7998, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Orchard Homestead Lot	Freehold	4,098	2001	84
Lot 8015, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Orchard Homestead Lot	Freehold	4,241	2003	251
Lot 8010, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Orchard Homestead Lot	Freehold	6,857	2003	406
Lot 8020, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Orchard Homestead Lot	Freehold	4,101	2003	243

LIST OF PROPERTIES AS OF 30 JUNE 2026 (CONT'D)

Location / Address	Usage	Tenure	Area Sq. meter	Year of Acquisition	Net Book Value RM'000
POTENTIAL REGION SDN BHD (CONT'D)					
Lot 8005, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Industrial Lot	Freehold	239	2006	21
Lot 20182, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Industrial Lot	Freehold	307	2012	27
Lot 20131, PD Orchard Homestead Resort, Off Jalan Si-Rusa-Sunggala, Port Dickson, Negeri Sembilan Darul Khusus.	Vacant Industrial Lot	Freehold	287	2014	25
RENOWAJA SDN BHD					
HM 57019 (Lot 10697), Pulau Melaka Town Area XLIII, District of Melaka Tengah, State of Melaka.	Vacant Land	Leasehold expiring 15.4.2113	4,321	2009	4,543
HM 57014,57020 (Lot 10698-10699), Pulau Melaka Town Area XLIII, District of Melaka Tengah, State of Melaka.	Vacant Land	Leasehold expiring 15.4.2113	8,721	2009	9,168
FAJARBARU REAL DEVELOPMENT SDN BHD					
HSD 11182-11184 (PT 7998-8000) & HSD 10947 (PT8018) Kuala Nal, Kuala Krai, Kelantan Darul Naim.	Proposed residential development	Freehold	50,901	2022	6,962
FAJARBARU DYNAMIC DEVELOPMENT SDN BHD					
Geran 116674 (Lot 10743),| Geran 178036 (Lot 10744) & Geran 116680-116652 (Lot 10754-10804), Jalan Tunku Jaafar, Kawasan Perusahaan Senawang, Pekan Sungai Gadut, Negeri Sembilan.	Proposed commercial development	Freehold	553,529	2025	33,529

ANALYSIS OF SHAREHOLDINGS
AS AT 1 OCTOBER 2026

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	-	-	145,811,500	(a)	13.93
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	-	-	124,941,648	(b)	11.94
Dato' Sri Kuan Khian Leng	-	-	50,815,775	(c)	4.86
Tan Sri Datuk Seri Lau Kuan Kam	10,650,850	1.02	39,650,700	(d)	3.79
Dato' Ir. Kong Kam Loong	295,300	0.03	-		-
Dato' Lim Siew Mei	14,696,525	1.40	6,394,600	(e)	0.61
Dato' Norasni Binti Ayob	-	-	-		-
Datuk Yoo Wei How	200,000	0.02	-		-
Ooi Leng Chooi	-	-	-		-

LIST OF SUBSTANTIAL SHAREHOLDERS
(as per Record of Register of Substantial Shareholders)

Substantial Shareholders	No. of Shares				
	Direct	%	Indirect		%
Infinite Horizons Capital Sdn. Bhd.	136,500,000	13.04	-		-
Tan Sri Dato' Sri Chan Kong Choy	-	-	145,811,500	(a)	13.93
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	-	-	124,941,648	(b)	11.94
Late Tan Sri Datuk Ta Kin Yan	91,791,600	8.77	-		-
Modern Discovery Sdn. Bhd.	74,125,873	7.08	-		-
Chang Mei Yun	52,892,000	5.05	-		-

Notes:-
(a) Deemed interest by virtue of Section 8 and Section 197 of the Companies Act, 2016 through Infinite Horizons Capital Sdn. Bhd. and his wife, Puan Sri Datin Sri Lai Yoke Lan and and his 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 of the Companies Act, 2016 through Unique Bay Sdn. Bhd.
(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 his child, 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 2026 (CONT'D)

ANALYSIS OF SIZE OF SHAREHOLDINGS AS AT 1 OCTOBER 2026

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares held	% of Share held
Less than 100	1,028	17.13	44,206	0.01
100 – 1,000	629	10.48	220,336	0.02
1,001 – 10,000	1,750	29.16	9,557,324	0.91
10,001 – 100,000	2,001	33.35	71,236,917	6.81
100,001 to less than 5% of issued shares	588	9.80	630,913,894	60.28
5% and above of issued shares	5	0.08	334,635,973	31.97
TOTAL	**6,001**	**100.00**	**1,046,608,650**	**100.00**

LIST OF THIRTY (30) LARGEST SHAREHOLDERS

AS AT 1 OCTOBER 2026

No.	Names	Shareholdings	%
1.	INFINITE HORIZONS CAPITAL SDN. BHD.	78,000,000	7.45
2.	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR MODERN DISCOVERY SDN. BHD. (PB)	74,125,873	7.08
3.	KENANGA NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TA KIN YAN	71,118,100	6.80
4.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR INFINITE HORIZONS CAPITAL SDN. BHD. (KLC)	58,500,000	5.59
5.	CHANG MEI YUN	52,892,000	5.05
6.	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR UNIQUE BAY SDN. BHD. (PB)	50,815,775	4.86
7.	UOB KAY HIAN NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SIEW LAI	30,112,325	2.88
8.	UOB KAY HIAN NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO KWEE HOCK	27,048,900	2.58
9.	CHOONG YEAN YAW	24,097,400	2.30
10.	UOBM NOMINEES (ASING) SDN. BHD. UNITED OVERSEAS BANK NOMINEES (PTE) LTD FOR LONG RETURN INVESTMENTS LIMITED	21,912,900	2.09
11.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TA KIN YAN (7000778)	20,673,500	1.98
12.	UOB KAY HIAN NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	17,310,300	1.65
13.	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR MARY TAN @ TAN HUI NGOH (STF)	16,724,700	1.60
14.	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR LIM SIEW MEI (PB)	13,758,325	1.31
15.	LAU FOY HANG @ LAU FAY HANG	12,781,475	1.22

LIST OF THIRTY (30) LARGEST SHAREHOLDERS AS AT 1 OCTOBER 2026 (CONT'D)

No.	Names	Shareholdings	%
16.	MAYBANK NOMINEES (ASING) SDN. BHD. NOMURA SINGAPORE LIMITED FOR LONG RETURN INVESTMENTS LIMITED (418847)	11,434,150	1.09
17.	LAU KUAN KAM	10,650,850	1.02
18.	TOP FUTURE HOLDINGS SDN. BHD.	9,579,900	0.92
19.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHEAH CHEE LEONG (E-MLB/BCG)	9,357,400	0.89
20.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LOW KHOON LAN (E-SJA/SAM)	9,083,800	0.87
21.	PM NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHAN KUANG (D)	9,054,904	0.87
22.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR QUEK SEE KUI	9,017,500	0.86
23.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KONG WAI YEE (E-TCS)	8,476,800	0.81
24.	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN CHOOI HO (7006521)	7,794,000	0.74
25.	TEO HWEE KHENG	7,005,300	0.67
26.	LAI HONG MUN	5,573,625	0.53
27.	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR LIM SIEW CHEE (PB)	5,154,200	0.49
28.	CITIGROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	5,024,100	0.48
29.	LAI HONG LEONG	4,496,300	0.43
30.	UOB KAY HIAN NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN CHOOI HO	4,355,400	0.42

STATISTICS ON WARRANT HOLDINGS

AS AT 1 OCTOBER 2026

Types of securities : Warrant 2025/2030
Date of Expiry : 4 December 2030
Voting Rights : One (1) vote per warrant in respect of a meeting of warrant holders

LIST OF DIRECTORS' SHAREHOLDINGS
(as per Record of Register of Directors' Warrantholdings)

Director	No. of Warrants				
	Direct	%	Indirect		%
Tan Sri Dato' Sri Chan Kong Choy	-	-	20,688,500	(a)	20.35
Tan Sri Dato' Sri Kuan Peng Ching @ Kuan Peng Soon	-	-	23,280,664	(b)	22.90
Dato' Sri Kuan Khian Leng	-	-	10,786,492	(c)	10.61
Tan Sri Datuk Seri Lau Kuan Kam	1,521,550	1.50	8,091,600	(d)	7.96
Dato' Ir. Kong Kam Loong	27,900	0.03	-		-
Dato' Norasni Binti Ayob	-	-	-		-
Dato' Lim Siew Mei	1,965,475	1.93	-		-
Datuk Yoo Wei How	-	-	-		-
Ooi Leng Chooi	-	-	-		-

Notes:-
(a) Deemed interest by virtue of Section 8 of the Companies Act, 2016 through Infinite Horizons Capital Sdn. Bhd. and his wife, Puan Sri Datin Sri Lai Yoke Lan and his child, Chan Kaixuan.
(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 Modern Discovery 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 his child, Lau Choon Xian, and his sibling Lau Foy Hang @ Lau Fay Hang.

DISTRIBUTION OF WARRANT HOLDINGS AS AT 1 OCTOBER 2026

Size of Warrant Holdings	No. of Warrant Holders	% of Warrant Holders	No. of Warrants held	% of Warrants held
Less than 100	18	5.64	718	0.00
100 – 1,000	17	5.33	11,073	0.01
1,001 – 10,000	133	41.69	653,065	0.64
10,001 – 100,000	90	28.21	3,417,800	3.36
100,001 to less than 5% of issued warrants	56	17.56	41,005,968	40.34
5% and above of issued warrants	5	1.57	56,576,464	55.65
TOTAL	**319**	**100.00**	**101,665,088**	**100.00**

LIST OF THIRTY (30) LARGEST WARRANT HOLDERS

AS AT 1 OCTOBER 2026

No.	Names	Warrants	%
1.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR INFINITE HORIZONS CAPITAL SDN. BHD. (KLC)	19,500,000	19.18
2.	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR MODERN DISCOVERY SDN. BHD. (PB)	12,494,172	12.29
3.	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR UNIQUE BAY SDN. BHD. (PB)	10,786,492	10.61
4.	CHANG MEI YUN	7,256,000	7.14
5.	UOBM NOMINEES (ASING) SDN. BHD. UNITED OVERSEAS BANK NOMINEES (PTE) LTD FOR LONG RETURN INVESTMENTS LIMITED	6,539,800	6.43
6.	UOB KAY HIAN NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO KWEE HOCK	4,153,300	4.09
7.	UOB KAY HIAN NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TEO SIEW LAI	3,567,775	3.51
8.	TOP FUTURE HOLDINGS SDN. BHD.	3,193,300	3.14
9.	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR MARY TAN @ TAN HUI NGOH (STF)	2,825,000	2.78
10.	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR LIM SIEW MEI (PB)	1,965,475	1.93
11.	CGS INTERNATIONAL NOMINEES MALAYSIA (ASING) SDN. BHD. EXEMPT AN FOR CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD. (RETAIL CLIENTS)	1,853,050	1.82
12.	QUEK SEE KUI	1,833,333	1.80
13.	LAU FOY HANG @ LAU FAY HANG	1,825,925	1.80
14.	LAU KUAN KAM	1,521,550	1.50
15.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHEAH CHEE LEONG (E-MLB/BCG)	1,475,100	1.45

LIST OF THIRTY (30) LARGEST WARRANT HOLDERS AS AT 1 OCTOBER 2026 (CONT'D)

No.	Names	Warrants	%
16.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR LOW KHOON LAN (E-SJA/SAM)	1,297,700	1.28
17.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TOP FUTURE HOLDINGS SDN. BHD. (E-SJA)	1,134,300	1.12
18.	LAI HONG MUN	1,120,042	1.10
19.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR KONG WAI YEE (E-TCS)	1,000,000	0.98
20.	TEO HWEE KHENG	957,900	0.94
21.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAN CHOON PING	694,200	0.68
22.	CITIGROUP NOMINEES (ASING) SDN. BHD. EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	680,300	0.67
23.	LEOW KIM CHEW	630,250	0.62
24.	WONG FOH SANG	591,600	0.58
25.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR QUEK SEE KUI	502,500	0.49
26.	LAI YOKE LAN	485,000	0.48
27.	CHAN KAIXUAN	462,000	0.45
28.	QUAH BAN KHENG	400,000	0.39
29.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHUNG KAI SUN (E-TJJ)	375,000	0.37
30.	KOH SOON XIANG	372,400	0.37

FBG HOLDINGS BERHAD
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-SECOND ANNUAL GENERAL MEETING** of the Company to be held at Dewan Perdana, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur on Thursday, 3 December 2026 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 Tan Sri Dato' Sri Chan Kong Choy as Director of the Company		
Resolution 2	To re-elect Dato' Norasni Binti Ayob as Director of the Company		
Resolution 3	To re-elect Datuk Yoo Wei How as Director of the Company		
Resolution 4	To approve Directors' fees amounting to RM535,000 for the period from 32nd 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 32nd 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 2027 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 _____ , 2026.

_____
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 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 at the same meeting. Where a member appoints more than (1) proxy, he shall specify the proportion of his 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 25 November 2026 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
(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
199301026907 (281645-U)

No. 61 & 63, Jalan SS 6/12, Kelana Jaya,
47301 Petaling Jaya,
Selangor Darul Ehsan, Malaysia.

Tel: 603-7804 9698 (Hunting Line)

www.fajarbarugroup.com

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