FOCUS DYNAMICS
GROUP BERHAD
[Registration No. 200201015261 (582924-P)]

ANNUAL REPORT

2026

Shaping Lifestyle Experiences

ENHANCED BY AI
DRIVEN BY PEOPLE

Building a Smarter,
More Connected Future
for Lifestyle and Beyond

CORPORATE INFORMATION

CORPORATE INFORMATION

BOARD OF DIRECTORS

Tan Sri Dato' Seri Tan King Tai @ Tan Khoon Hai
Independent Non-Executive Chairman

Tay Ben Seng, Benson
Executive Director

Leow Wey Seng
Independent Non-Executive Director

Tang Yee Ling
Independent Non-Executive Director

Ng Chee Kin
Independent Non-Executive Director






Company Secretary

Wong Yuet Chyn
(MAICSA 7047163)
(SSM PC No. 202008002451)

Registered Office

DF2-09-02, Level 9, Persoft Tower
6B, Persiaran Tropicana
Tropicana Golf & Country Resort
47410 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Tel No. : 03-3008 1123
Fax No. : 03-3008 1124

Share Registrar

Prosec Share Registration Sdn. Bhd.
DF2-09-02, Level 9, Persoft Tower
6B, Persiaran Tropicana
Tropicana Golf & Country Resort
47410 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Tel No. : 03-3008 1123
Fax No. : 03-3008 1124

CORPORATE INFORMATION
(cont'd)

Auditors

UHY Malaysia PLT
(202406000040)
(LLP0041391-LCA) & AF1411
Suite 11.05, Level 11, The Gardens
South Tower, Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur
W.P. Kuala Lumpur
Malaysia

Tel No. : 03-2279 3088
Fax No. : 03-2279 3099

Solicitors

Loh Poh Seng & Co.
Advocates & Solicitors

Principal Place of Business

Lot 12.1, 12th Floor, Menara Lien Hoe
No. 8, Persiaran Tropicana
Tropicana Golf & Country Resort
47410 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Tel No. : 03-7803 7333
Fax No. : 03-7803 7338
Email : info@focusdynamics.com.my
Website : www.focusdynamics.com.my

Stock Exchange Listing

Bursa Malaysia Securities Berhad
(ACE Market)
Sector :
Consumer Products & Services
Stock Number : 0116
Stock Short Name : Focus

Audit and Risk Management Committee

Leow Wey Seng – Chairman
Tang Yee Ling – Member
Ng Chee Kin – Member

Nomination and Remuneration Committee

Tang Yee Ling – Chairman
Leow Wey Seng – Member
Ng Chee Kin – Member

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Second ("**22nd**") Annual General Meeting ("**AGM**") of **FOCUS DYNAMICS GROUP BERHAD** ("**the Company**") will be held at Lot 4.1, 4th Floor, Menara Lien Hoe, No. 8, Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan, Malaysia, on **Thursday, 27 August 2026** at **10.30 a.m.** to transact the following businesses:

AGENDA

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 March 2026 ("**FYE 31 March 2026**") and together with the Reports of the Directors and Auditors thereon. **(See Explanatory Note 10)**

2. To approve the payment of Directors' fees of RM324,000 from the 22nd AGM until the next AGM of the Company. **(Ordinary Resolution 1)** **(See Explanatory Note 11)**

3. To approve the payment of Directors' benefits amounting to RM20,700 from the 22nd AGM until the next AGM of the Company. **(Ordinary Resolution 2)** **(See Explanatory Note 11)**

4. To re-elect the following Directors who are retiring under Clause 135 of the Company's Constitution:

   (i) Mr. Tay Ben Seng, Benson; and **(Ordinary Resolution 3)**

   (ii) Mr. Leow Wey Seng **(Ordinary Resolution 4)**

   (See Explanatory Note 12)

5. To re-appoint UHY Malaysia PLT as Auditors of the Company for the financial year ending 31 March 2027 and to authorise the Board of Directors to fix their remuneration. **(Ordinary Resolution 5)**

AS SPECIAL BUSINESS

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

6. **Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the Companies Act 2016 ("CA 2016") ("Proposed General Mandate")** **(Ordinary Resolution 6)** **(See Explanatory Note 13)**

"**THAT** subject always to Sections 75 and 76 of the CA 2016, the Constitution, the ACE Market Listing Requirements ("**AMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and the approval of any governmental and/or regulatory authorities, the Directors be and are hereby authorised to allot and issue shares in the Company at any time 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 pursuant to this resolution does not exceed 10% of the total number of issued shares (excluding treasury shares) of the Company at the time of issuance and such authority under this resolution shall continue in force until the conclusion of the 23rd AGM or when it is required by law to be held, whichever is earlier, **AND THAT** the Directors be and are empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Securities.

THAT the existing shareholders of the Company hereby waive their pre-emptive rights to be offered new shares ranking equally to the existing issued shares in the Company pursuant to Section 85 of the CA 2016 read together with Clause 66 of the Constitution of the Company arising from any issuance of new shares of the Company pursuant to Sections 75 and 76 of the CA 2016.

AND THAT the Directors of the Company be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate."

NOTICE OF ANNUAL GENERAL MEETING
(cont'd)

7. **Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue and/or Trading Nature ("Proposed Renewal of Existing Shareholders' Mandate")** **(Ordinary Resolution 7) (See Explanatory Note 14)**

"**THAT**, authority be and is hereby given in line with Rule 10.09 of the AMLR of Bursa Securities, for the Company and/or its subsidiaries to enter into any of the recurrent related party transactions with the related party as set out in Section 2.4 of the Circular to Shareholders in relation to the Proposed Renewal Shareholders' Mandate dated 31 July 2026 which are necessary for the day-to-day operations of the Company and/or its subsidiaries within the ordinary course of business of the Company and/or its subsidiaries, made on an arm's length basis and on normal commercial terms which are those generally available to the public and are not detrimental to the minority shareholders of the Company;

AND THAT such authority shall commence immediately upon the passing of this resolution until:

(i) the conclusion of the next AGM of the Company following the general meeting at which the ordinary resolution for the Proposed Renewal of Existing Shareholders' Mandate was passed, at which time it shall lapse, unless the authority is renewed by a resolution passed at the next AGM; or
(ii) the expiration of the period within which the next AGM after that date it is required by law to be held pursuant to Section 340(2) of the CA 2016 (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the CA 2016); or
(iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever is earlier.

AND FURTHER THAT the Directors of the Company be and are hereby authorised to do all acts, deeds and things as they may be deemed fit, necessary, expedient and/or appropriate in order to implement the Proposed Renewal of Existing Shareholders' Mandate with full power to assent to all or any conditions, variations, modifications and/or amendments in any manner as may be required by any relevant authorities or otherwise and to deal with all matters relating thereto and to take all such steps and to execute, sign and deliver for and on behalf of the Company all such documents, agreements, arrangements and/or undertakings, with any party or parties and to carry out any other matters as may be required to implement, finalise and complete, and give full effect to the Proposed Renewal of Existing Shareholders' Mandate in the best interest of the Company."

8. To transact any other business of the Company for which due notice shall have been received in accordance with the CA 2016.

By Order of the Board
FOCUS DYNAMICS GROUP BERHAD

WONG YUET CHYN
(MAICSA 7047163) (SSM PC NO. 202008002451)
Company Secretary
Selangor Darul Ehsan

Date: 31 July 2026

Notes:

1. A member of the Company entitled to attend and vote is entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote in his stead.

2. A member of the Company may appoint not more than two (2) proxies to attend the meeting, provided that the member specifies the proportion of the members shareholdings to be represented by each proxy, failing which, the appointments shall be invalid.

3. A proxy may but need not be a member and there shall be no restriction as to the qualification of the proxy.

4. Where a member is an Authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991, it may appoint at least one proxy in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account. Where a member of the Company is an Exempt Authorised Nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account) there shall be no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each omnibus account it holds.

5. The instrument appointing a proxy shall be in writing, and the power of attorney or other authority (if any) under which it is signed or a notarially certified copy thereof, must be deposited at the registered office of the Company at DF2-09-02, Level 9, Persoft Tower, 6B, Persiaran Tropicana, Tropicana Golf & Country Resort, 47410 Petaling Jaya, Selangor Darul Ehsan or e-mail to *sharereg@prosec.com.my* or fax to 03-3008 1124 not later than Tuesday, 25 August 2026 at 10.30 a.m., and in default the instrument of proxy shall not be treated as valid.

6. An instrument appointing a proxy shall in the case of an individual, be signed by the appointor or by his attorney duly authorised in writing and in the case of a corporation, be either under its common seal or signed by its attorney or in accordance with the provision of its constitution or by an officer duly authorised on behalf of the corporation.

7. In respect of deposited securities, only members whose names appear on the Record of Depositors on 18 August 2026, shall be eligible to attend the meeting or appoint proxy(ies) to attend and/or vote on his behalf.

8. Pursuant to Rule 8.31A(1) of the AMLR of Bursa Securities, all resolutions set out in this Notice will be put to vote by way of poll.

9. The members are encouraged to refer the Administrative Guide on registration and voting process for the meeting.

Explanatory Notes on Ordinary Business:

10. **Audited Financial Statements for FYE 31 March 2026**

    The audited financial statements are laid in accordance with Section 340(1)(a) of the CA 2016 for discussion only under Agenda 1. They do not require shareholders' approval and hence, will not be put for voting.

11. **Proposed Directors' Fees and Benefits**

    Section 230(1) of the CA 2016 provides that the Company shall determine Directors' Fees and Benefits in general meeting.

    The Ordinary Resolutions 1 and 2 to propose the Directors' Fees and Benefits up to RM324,000 and RM20,700 respectively with effect from 22nd AGM until the next AGM of the Company.

12. **Re-election of Directors**

    Mr. Tay Ben Seng, Benson and Mr. Leow Wey Seng ("**Mr. Leow**") eligible, have offered themselves for re-election at this AGM pursuant to the Clause 135 of the Constitution of the Company.

    The Board (with exception of the retiring Directors who abstained) recommended the retiring directors be re-elected as the Directors of the Company as they have character, experience, integrity, competence and time to effectively discharge their roles as Directors of the Company.

    The Board was further satisfied that Mr. Leow has complied with the criteria of independence based on the Listing Requirements and remain independent in exercising his judgement and carrying out his roles as independent non-executive director.

Explanatory Notes on Special Business:

13. **Authority to Allot and Issue Shares Pursuant to Sections 75 and 76 of the CA 2016**

The proposed Ordinary Resolution 6 is proposed for the purpose of renewing the general mandate for issuance of shares by the Company under Sections 75 and 76 of the CA 2016. The Ordinary Resolution 6, if passed, will give the Directors of the Company authority to allot and issue shares at any time to such persons in their absolute discretion without convening a general meeting provided that the aggregate number of the shares issued does not exceed 10% of the total number of issued shares of the Company.

The Proposed General Mandate will provide flexibility to the Company to raise additional funds expeditiously and efficiently during this challenging time, to meet its funding requirements including but not limited to funding future investment project(s), working capital and/or acquisitions.

By approving the allotment and issue of the Company's shares pursuant to the Proposed General Mandate which will rank the equally with the existing issued shares in the Company, the shareholders of the Company are deemed to have waived their pre-emptive rights pursuant to Section 85 of the CA 2016 and Clause 66 of the Constitution of the Company to be first offered the Company's Shares which will result in a dilution to their shareholdings percentage in the Company.

As at the date of this notice, no shares had been allotted and issued since the general mandate granted to the Directors at the last AGM held on 27 August 2025 and this authority will lapse as the conclusion of the 22nd AGM of the Company.

The Board, having considered the current and prospective financial position, needs and capacity of the Group, is of the opinion that the Proposed General Mandate is in the best interests of the Company and its shareholders.

14. **Proposed Renewal of Existing Shareholders' Mandate**

The proposed Ordinary Resolution 7, if passed, will allow the Company and/or its subsidiary companies to enter into a new recurrent related party transaction of a revenue or trading nature. This authority will, unless revoked or varied by the Company in general meeting, expire at the next AGM of the Company. Please refer to the Section 2.4 of the Circular to Shareholders dated 31 July 2026 for more information.

15. **Personal Data Privacy**

By registering for the meeting and/or submitting an instrument appointing proxy(ies) and/or representatives to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company: (i) consents to the processing of the member's personal data by the Company (or its agents): (a) for processing and administration of proxies and representatives appointed for the AGM; (b) for preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (which includes any adjournments thereof); and (c) for the Company's (or its agents") compliance with any applicable laws, listing rules, regulations and/or guidelines (collectively "the Purpose"); (ii) warrants that he/she has obtained such proxy(ies)' and/or representative(s)' prior consent for the Company's (or its agents') processing of such proxy(ies)' and/or representative(s)' personal data for the Purposes; and (iii) agrees that the member will indemnify the Company for any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

Note: The term "processing" and "personal data" shall have the meaning as defined in the Personal Data Protection Act, 2010.

CORPORATE PROFILE

Focus Dynamics Group Berhad ("**FOCUS**" or "**the Company**") was incorporated in Malaysia under the Companies Act, 1965 on 14 June 2002. On 17 November 2015, the Company changed and assumed its name Focus Dynamics Group Berhad.

FOCUS's shares were offered to the public on 10 February 2006 in conjunction with its listing on the MESDAQ Market of Bursa Malaysia Securities Berhad. FOCUS is currently listed on the ACE Market of Bursa Malaysia Securities Berhad.

FOCUS is principally an investment holding company whilst the principal activities of its subsidiaries are as follow:

Company	Date and Country of Incorporation	Equity Interest (%)	Principal Activities
Bounce Entertainment Sdn. Bhd. [Registration No. 201801003936 (1265950-M)]	26 January 2018 Malaysia	100	Other food service activities. Investment advisory services. Creative, arts and entertainment activities.
Centurion International Sdn. Bhd. [Registration No. 201901025934 (1335263-V)]	23 July 2019 Malaysia	100	Investment holding company. To carry on the business of real estate activities involving the ownership, management, leasing and operation of non-residential buildings, whether owned or leased by the Company.
Ferria Sdn. Bhd. [Registration No. 202301037831 (1531753-V)]	26 September 2023 Malaysia	100	To engage in business of operating and managing food and beverage ("**F&B**") outlets. Importer, distributor and wholesaler of wines, champagnes and spirits. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements and arrangements of any and all kinds with any person, corporation, partnership, firm or association.
Focus Capital Sdn. Bhd. [Registration No. 202101002525 (1402823-M)]	21 January 2021 Malaysia	100	Money lending services.
Focus Concepts Sdn. Bhd. [Registration No. 202101001597 (1401895-P)]	13 January 2021 Malaysia	100	Engaged in business of operating and managing F&B outlets. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements and arrangements of any and all kinds with any person, corporation, partnership, firm or association.

CORPORATE PROFILE
(cont'd)

Company	Date and Country of Incorporation	Equity Interest (%)	Principal Activities
Focus Dynamics Centre Sdn. Bhd. [Registration No. 199901003144 (478044-A)]	2 March 1999 Malaysia	100	Investment holding.
Focus International Holding Sdn. Bhd. [Registration No. 201201030500 (1014987-A)]	28 August 2012 Malaysia	100	Investment holding.
Focus Jumbo Sdn. Bhd. [Registration No. 202101041240 (1441540-A)]	6 December 2021 Malaysia	100	Operating and managing F&B outlets. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements and arrangements of any and all kinds with any person, corporation, partnership, firm or association. Investment holding.
Focus Medicare Sdn. Bhd. [Registration No. 202101001609 (1401907-U)]	13 January 2021 Malaysia	100	Trading, supplying, wholesaling, manufacturing of medical & healthcare equipment, products and services.
Focus Sky Sdn. Bhd. [Registration No. 202201001582 (1447279W)]	12 January 2022 Malaysia	100	Operating and managing F&B outlets. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements and arrangements of any and all kinds with any person, corporation, partnership, firm or association. Importer, distributor and wholesaler of wine, champagnes and spirits.
Focus Supernova Sdn. Bhd. [Registration No. 202101020924 (1421224A)]	9 June 2021 Malaysia	100	Operating and managing F&B outlets. Importer, distributor and wholesaler of wine, champagnes and spirits. Other business support service activities.
Focus Volume Sdn. Bhd. [Registration No. 202101004352 (1404651-A)]	4 February 2021 Malaysia	100	Engaged in business of operating and managing F&B outlets. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements and arrangements of any and all kinds with any person, corporation, partnership, firm or association.

CORPORATE PROFILE

(cont'd)

Company	Date and Country of Incorporation	Equity Interest (%)	Principal Activities
Gaga Sdn. Bhd. [Registration No. 202401034947 (1580794-P)]	21 August 2024 Malaysia	100%	Engaged in the business of operating and managing F&B outlets. Importer, distributer and wholesaler of wine, champagnes and spirits. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements and arrangements of any and all kinds with any person, corporation, partnership, firm or association.
Kurasu Sdn. Bhd. (fka Focus Deli Sdn. Bhd.) [Registration No. 201601033474 (1204415-V)]	7 October 2016 Malaysia	100	Restaurant, F&B business, entertainment, trading and investment. Other business support service activities.
Lavo Gallery Sdn. Bhd. [Registration No. 200101019492 (555249-D)]	3 August 2001 Malaysia	100	Wholesale and retail of sale of beer, wine and spirits.
Lavo Kuala Lumpur Sdn. Bhd. [Registration No. 202301044875 (1538791-H)]	14 November 2023 Malaysia	100	Engage in business of operating and managing F&B outlets. Importer, distributor and wholesaler of wines, champagnes and spirits. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements and arrangements of any and all kinds with any person, corporation, partnership, firm or association.
Lavo Selangor Sdn. Bhd. [Registration No. 201501019900 (1145236-V)]	21 May 2015 Malaysia	100	Engaged in businesses of restaurant, F&B as well as investment holding and general trading.
Mingle Club Sdn. Bhd. [Registration No. 202401050705 (1596548-W)]	2 December 2024 Malaysia	100	Operating and managing food & beverage outlets, import, distributor and wholesales of wines, champagnes and spirits. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description. To carry on general manufacturing, trading and commercial business and to enter into contracts, agreements, and arrangement of any and all kind with any person, corporation, partnership, firm or association.

Company	Date and Country of Incorporation	Equity Interest (%)	Principal Activities
Spark Lifestyle Sdn. Bhd. [Registration No. 201601014210 (1185141-D)]	25 April 2016 Malaysia	100	Operating and managing club and bar, and engage in the business as an entertainment centre in a F&B outlet.
The Arch Galeries Sdn. Bhd. [Registration No 202401002930 (1548780-V)]	18 January 2024 Malaysia	100	Property management and retail services. Engaged in businesses of restaurant and F&B.
Volume Concept Sdn. Bhd (fka Rise Concept Sdn. Bhd.) [Registration No. 202501000890 (1602305-V)]	7 January 2025 Malaysia	100	Investment Holding. Operating and managing F&B outlets. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and descripion, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements of any all kinds with any person, corporation, partnership, firm or association.
W Club Sdn. Bhd. [Registration No. 201601036026 (1206967-W)]	27 October 2016 Malaysia	100	Proprietor of entertainment centre.
Bounce Entertainment Limited (Company No. 2725189)	23 July 2018 Hong Kong	100	Engage in food and beverage business, entertainment, general trading and investment holding.
DPC Industrial Systems Sdn. Bhd. [Registration No. 199401038705 (324390-H)]	23 November 1994 Malaysia	100	Engage in businesses of trading of industrial equipment, designing, installation and implementation of automation system for the energy resource-based industry and providing other related products and services.
Focus Dynamic Limited (Company No. 172718)	23 September 2015 Republic of Seychelles	100	Investment holding.
Focus Dynamic Group Limited (Company No. 2299174)	23 October 2015 Hong Kong	100	Trading of wine.
The Arch Properties Sdn. Bhd. [Registration No. 201301001386 (1031223-D)]	11 January 2013 Malaysia	75	Letting of property. Supermarket operations. Parking facilities.

CORPORATE PROFILE

(cont'd)

Company	Date and Country of Incorporation	Equity Interest (%)	Principal Activities
Bell Venture Sdn. Bhd. [Registration No. 202301037228 (1531151-W)]	21 September 2023 Malaysia	75	Engaged in business of operating and managing F&B outlets. Importer, distributor and wholesaler of wines, champagnes and spirits. To buy, sell, manufacture, assemble and deal in and with goods, wares and merchandise of every kind and description, to carry on a general manufacturing, trading and commercial business and to enter into contracts, agreements and arrangements of any and all kinds with any person, corporation, partnership, firm or association.
Focus Carelife Sdn. Bhd. [Registration No. 202101019340 (1419640-M)]	25 May 2021 Malaysia	60	Trading, supplying, wholesaling, manufacturing of medical and healthcare equipment, products and services. To carry on the business of wholesale, retail, importers and exporters of and dealers in all kind of drugs, chemicals, alkalis, manure antibodies and pharmaceutical medicinal.
Goldhill Eagle Sdn. Bhd. [Registration No. 201701043579 (1257752-M)]	28 November 2017 Malaysia	55	Operating and managing F&B outlets.
Miss J Lifestyle Sdn. Bhd. [Registration No. 202401023668 (1569517-D]	13 June 2024 Malaysia	42	Operating and managing F&B outlets.
Sushi Qubey Sdn. Bhd. [Registration No. 202301032604 (1526527-H)]	21 August 2023 Malaysia	37	Operating and managing F&B outlets.
Sushi Mew Sdn. Bhd. [Registration No. 202301001202 (1495121-T)]	11 January 2023 Malaysia	38	Operating and managing F&B outlets.
Everest Scenery Sdn. Bhd. [Registration No. 202301037407 (1531330-W)]	22 September 2023 Malaysia	20	Operating and managing F&B outlets.

Vision

To be the region's leading lifestyle and experiential hospitality group, recognised for creating iconic brands, delivering exceptional experiences, and generating sustainable value that enriches lives and shapes the future of hospitality.

Mission

We create and grow distinctive lifestyle brands and destinations that inspire meaningful connections through exceptional dining, entertainment and hospitality experiences. Guided by innovation, operational excellence, digital transformation and responsible governance, we pursue sustainable growth, cultivate exceptional talent, build enduring partnerships, and create lasting value for the communities we serve.

PROFILE OF DIRECTORS

TAN SRI DATO' SERI TAN KING TAI @ TAN KHOON HAI

Aged 70 / Male / Malaysian

Independent
Non-Executive Chairman

Qualification:

Tan Sri Dato' Seri Tan King Tai @ Tan Khoon Hai ("**Tan Sri Tan King Tai**") holds the following qualifications:

(i) Member of the Institute of Certified Public Accountants, Ireland
(ii) Fellow Member of Chartered Accountants, Ireland
(iii) Fellow Member of Malaysian Association of Company Secretaries
(iv) Honorary Doctorate of Industry, University Sains Malaysia
(v) Degree in Business Management majoring in Accounting, Bolton University; and
(vi) Professor in Practice of Kuala Lumpur University of Science and Technology.

Working Experience:

Tan Sri Tan King Tai has over 44 years of working experience in the fields of auditing, accounting, and corporate finance. His experience and contribution in other directorship are as follows:

- Executive Chairman of Muar Ban Lee Group Berhad (appointed as the Executive Director on 30 June 2009 and redesignated as Executive Chairman on 5 October 2023);
- Non-Executive Chairman of SWS Capital Berhad (appointed as Executive Director on 30 November 2003 and resigned on 26 October 2010; subsequently appointed as Deputy Executive Chairman on 23 December 2015; redesignated as Executive Chairman on 16 November 2016; and redesignated as Non-Executive Chairman on 2 February 2021);
- Non-Executive Chairman of Symphony Life Berhad (appointed as a Non-Executive Director on 2 September 2021; redesignated as Executive Chairman on 15 November 2021; subsequently redesignated as Non-Executive Chairman on 1 October 2023 and resigned on 30 April 2024);
- Non-Executive Chairman of Oversea Enterprise Berhad (appointed on 22 March 2024);
- Non-Executive Chairman of Eka Noodles Berhad (appointed on 8 May 2017 and retired on 21 August 2020);
- Executive Director of Pensonic Holdings Berhad (appointed on 13 September 1995 and resigned on 1 October 2017);
- Senior Independent Non-Executive Director of Unimech Group Berhad (appointed on 6 March 2000 and resigned on 5 July 2016); and
- Independent Non-Executive Director of Denko Industrial Corporation Berhad (appointed on 27 December 2010 and resigned on 21 March 2017).

Apart from his directorship in the Company and other listed companies as mentioned above, he also sits on the board of several other private limited companies.

Other Directorships of Public Companies:

(i) Muar Ban Lee Group Berhad
(ii) SWS Capital Berhad
(iii) Oversea Enterprise Berhad

Details of Any Other Board Committee:

Nil

No. of Board Meetings attended in the financial period:

5/5

TAY BEN SENG, BENSON

Aged 42 / Male / Malaysian

Executive Director

Qualification:

Mr. Tay Ben Seng, Benson ("**Mr. Benson**") holds a Bachelor of Commerce with a double major in Marketing and Management from Curtin University, Perth, Australia.

Working Experience:

Mr. Benson was appointed as an Executive Director of Focus Dynamics Group Berhad ("**FOCUS**" or "**the Company**") on 8 February 2017. He has accumulated extensive experience across a broad range of industries, including food and beverage ("**F&B**"), event management, e-commerce, technology, property-related ventures, manufacturing, and investment holdings. Over the course of his career, he has played an active role in conceptualizing new business ventures and driving strategic business initiatives across diverse sectors.

Throughout his tenure with the Group, Mr. Benson has contributed to the Company's business expansion and the development of lifestyle-focused business concepts. His key responsibilities include business development, corporate planning, and evaluating strategic investment and business opportunities to support the Group's sustainable, long-term growth.

Other Directorships of Public Companies:

(i) SaudiGold Group Berhad
(ii) Oversea Enterprise Berhad
(iii) Green Ocean Corporation Berhad

Details of Any Other Board Committee:

Nil

No. of Board Meetings attended in the financial period:

5/5

LEOW WEY SENG

Aged 44 / Male / Malaysian

Independent
Non-Executive Director

Qualification:

Mr. Leow Wey Seng ("**Mr. Leow**") holds the following qualifications:

(i) Bachelor of Business (Accounting), Monash University Australia;
(ii) Fellow of CPA Australia;
(iii) Member of Malaysia Institute of Accountants (MIA); and
(iv) Member of ASEAN CPA.

Working Experience:

Mr. Leow was appointed as an Independent Non-Executive Director of the Company on 30 March 2021. Mr. Leow possesses extensive professional expertise in both assurance and advisory sectors, further enhanced by his substantial background in financial advisory services acquired during his tenure with Deloitte, a Big Four accounting firm.

Currently, Mr. Leow is a director of a consulting firm providing strategic advice and financial solutions for businesses and entrepreneurs. Mr. Leow is also managing a rubber conveyor belt trading business, which is family owned, serving multiple local and international clients in quarry, cement, port and various manufacturing plants.

Other Directorships of Public Companies:

(i) Vizione Holdings Berhad
(ii) Jadi Imaging Holdings Berhad
(iii) Parlo Berhad
(iv) Sarawak Consolidated Industries Berhad

Details of Any Other Board Committee:

(i) Chairman of Audit and Risk Management Committee
(ii) Member of Nomination and Remuneration Committee

No. of Board Meetings attended in the financial period:

5/5

TANG YEE LING

Aged 31 / Female / Malaysian

Independent
Non-Executive Director

Qualification:

Ms. Tang Yee Ling ("**Ms. Tang**") holds the following qualifications:

(i) Bachelor of Science (Hons) Accounting and Finance, Sunway University; and
(ii) Foundation in Arts (FIA), Sunway College

Working Experience:

Ms. Tang was appointed as an Independent Non-Executive Director of the Company on 1 December 2021. Ms. Tang started her career as a Vacation Trainee at Pricewaterhousecoopers (PwC) from January 2017 to March 2017. Ms. Tang then joined an e-commerce tech company as Business Development Executive in October 2017 and held the position of Business Development Senior Manager before she resigned from the company in December 2019.

In January 2020, Ms. Tang joined a fintech company as Business Development Manager for Asia Pacific (APAC) which she still holds to-date.

Other Directorships of Public Companies:

Oversea Enterprise Berhad

Details of Any Other Board Committee:

(i) Member of Audit and Risk Management Committee
(ii) Chairman of Nomination and Remuneration Committee

No. of Board Meetings attended in the financial period:

5/5

NG CHEE KIN

Aged 56 / Male / Malaysian

Independent
Non-Executive Director

Qualification:

Mr. Ng Chee Kin ("**Mr. Ng**") holds the following qualifications:

(i) Chartered Institute of Management Accountants (CIMA)
(ii) Diploma in London Chamber of Commerce & Industry (LCCI)

Working Experience:

Mr. Ng is currently working as a financial consultant providing services for private entities and companies. Mr. Ng also holds directorship in Screenasia Network Sdn. Bhd. and E-Face Sdn. Bhd. (advertising industry) since 2010.

Mr. Ng started his career as an Accounts Executive at Asagi Corporation Sdn. Bhd. from July 1991 to May 1994 and from July 1994 to May 1995. Mr. Ng also worked as an Accounts Executive at Federal Furniture (M) Sdn. Bhd. from June 1995 to June 1997. Mr. Ng worked as an Assistant Accountant/Accountant at Lovely Phoenix Sdn. Bhd. from July 1997 to December 1998. Mr. Ng subsequently became Account Manager at Surebest Superstore (M) Sdn. Bhd. from January 1999 to June 2000. Mr. Ng later joined NAC Corporation Sdn. Bhd. as an Accounts Manager and, in July 2000, moved to Yuen Chun Industries Sdn. Bhd. where he worked as Assistant Finance & Admin Manager from July 2000 to December 2002. Mr Ng was then promoted to Finance & Admin Manager from January 2003 to June 2004. From July 2004 to March 2007, Mr. Ng worked as an Accounts Manager at Everchem Corporation (M) Sdn. Bhd.

Other Directorships of Public Companies:

Lambo Group Berhad

Details of Any Other Board Committee:

(i) Member of Audit and Risk Management Committee
(ii) Member of Nomination and Remuneration Committee

No. of Board Meetings attended in the financial period:

5/5

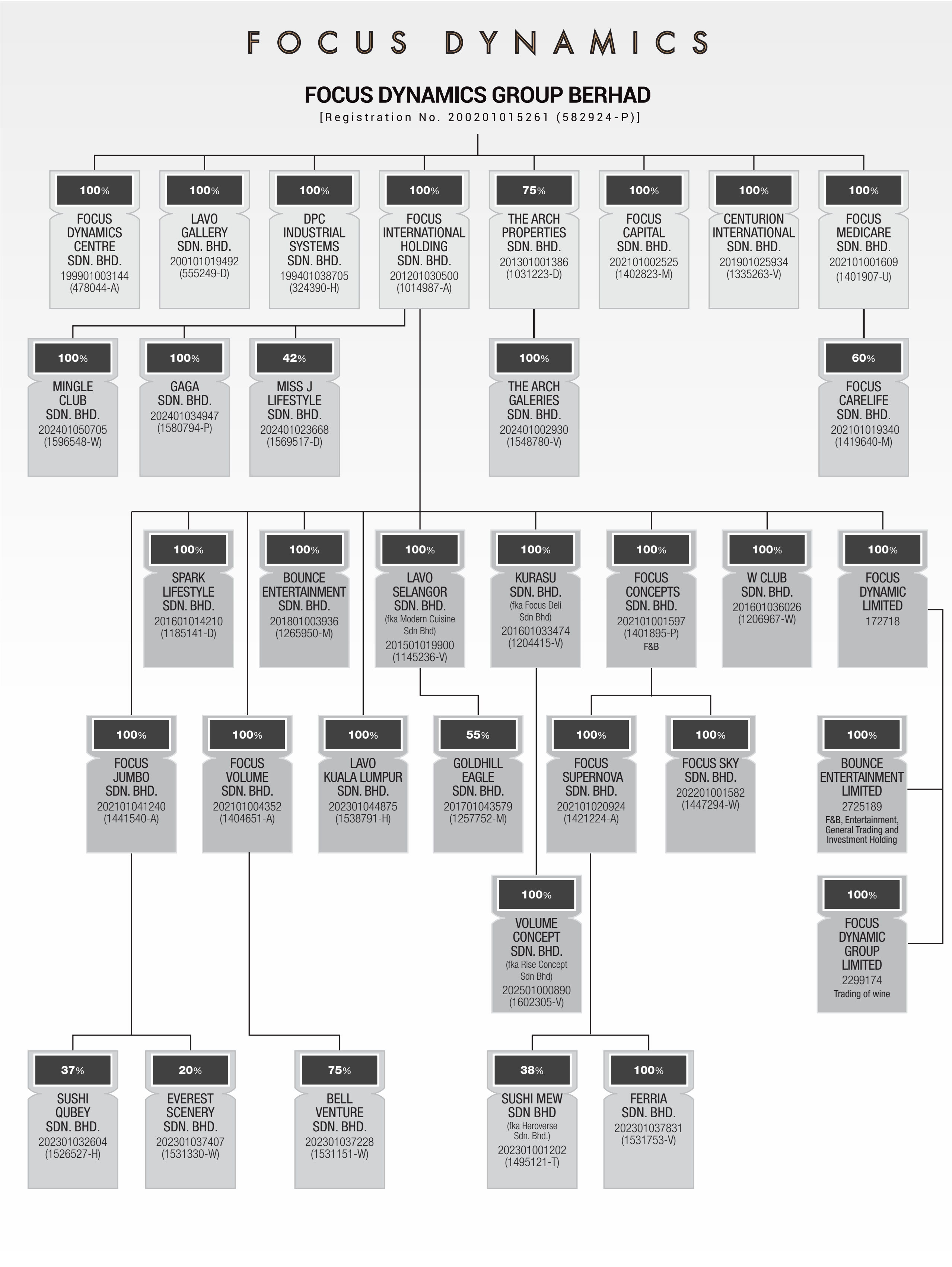
Other Information

1. **Family Relationship**
   None of the Directors have any family relationship with any Director and/or major shareholder of the Company.

2. **Conflict of Interest**
   None of the Directors have any conflict of interest or potential conflict of interests; including any interest in any competing business with the Company and its subsidiaries.

3. **Conviction of Offences**
   None of the Directors have been convicted for any offences within past 5 years other than traffic offences, if any.

CORPORATE STRUCTURE



FINANCIAL HIGHLIGHTS

FIVE YEARS GROUP FINANCIAL SUMMARY

	GROUP				
YEAR ENDED 30 JUNE/ 31 DECEMBER/ 30 SEPTEMBER/ 31 MARCH	**01/04/2025 TO 31/03/2026**	**01/10/2023 TO 31/03/2025**	**01/07/2022 TO 30/09/2023**	**01/01/2021 TO 30/06/2022**	**01/01/2020 TO 31/12/2020**
KEY COMPREHENSIVE INCOME STATEMENT DATA (RM'000)					
Revenue	60,136	121,222	94,225	60,237	66,259
Operating profit/(loss)	(20,572)	(1,787)	(19,225)	(69,721)	22,745
EBITDA	1,770	14,306	(5,192)	(60.869)	29,209
Profit/(loss) before taxation	(25,296)	(5,716)	(22,505)	(71,829)	21,984
Net profit attributable to equity holders	(21,073)	(8,899)	(24,165)	(74,423)	16,611
KEY FINANCIAL POSITION STATEMENT DATA (RM'000)					
Total assets	330,056	259,871	226,635	233,895	222,517
Total borrowings	124,221	34,283	28,952	21,585	6,651
Shareholders equity	108,011	128,281	138,761	163,180	177,488
SHARE INFORMATION per share (sen)					
Basic earnings	(0.33)	(0.14)	(0.38)	(1.17)	0.27
Gross dividend	–	–	–	–	–
Net assets per share (RM)	0.02	0.02	0.02	0.03	0.03
Share price as at 30 June/ 31 December/30 September/ 31 March (RM)	0.01	0.02	0.02	0.025	0.65
FINANCIAL RATIOS (%)					
Gross profit margin	58.41	59.24	58,81	50.51	50.61
Net (loss)/profit margin	(43.55)	(7.55)	(27.65)	(122.82)	24.42
Return on equity	(19.51)	(6.94)	(17.41)	(45.61)	9.36
Gearing ratio	120.52	26.68	20.93	13,11	3.73

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW

The financial year ended 31 March 2026 ("**FYE 31 March 2026**") was another year of resilience and strategic progress for Focus Dynamics Group Berhad ("**Focus Dynamics**" or "**the Group**"). Against a backdrop of evolving consumer lifestyles, rising operating costs and an increasingly competitive market, the Group remained steadfast in executing its long-term vision of building one of Malaysia's leading lifestyle focused food and beverage companies.

Today's consumers seek more than exceptional dining as they value memorable experiences, distinctive concepts and meaningful social connections. Guided by these changing preferences, the Group continues to strengthen its portfolio through innovation, operational excellence, digital transformation (AI) and customer centric strategies that elevate every touchpoint across its businesses.

As consumer confidence and tourism continue to grow, Focus Dynamics is well positioned to capture new opportunities across the lifestyle, hospitality and entertainment ecosystem. Its being supported by a passionate team and an entrepreneurial culture, the Group remains committed to delivering sustainable growth while creating long term value for shareholders, customers, business partners and all stakeholders.

GROUP BUSINESS OVERVIEW

Focus Dynamics is a diversified lifestyle food and beverage group that creates vibrant destinations where dining, entertainment and social experiences come together. The Group has established a strong reputation for developing distinctive concepts that resonate with today's modern consumers while continuously adapting to changing market trends and lifestyle preferences.

Beyond operating restaurants and hospitality concepts, the Group focuses on building sustainable brands that foster customer loyalty, enrich communities and deliver memorable experiences. Through innovation, strategic partnerships and continuous enhancement of operational capabilities, Focus Dynamics remains committed to strengthening its market position and expanding its presence within Malaysia's dynamic lifestyle economy.

During the financial year, the Group expanded into property investment and management as part of its strategy to diversify its revenue streams and strengthen its integrated lifestyle business model. This strategic expansion complements the Group's core food and beverage ("**F&B**") operations by creating an integrated commercial lifestyle destination that brings together restaurants, entertainment venues and event spaces within the ecosystem. The expansion is expected to generate recurring rental income while strengthening the Group's overall lifestyle ecosystem and creating sustainable long-term value for shareholders.

Looking ahead, the Group will continue to pursue sustainable expansion, enhance operational efficiencies, embrace technology driven solutions (AI) and explore new growth opportunities that complement its lifestyle ecosystem. By maintaining its focus on quality, creativity and customer experience, Focus Dynamics is confident in its ability to create enduring value and generate sustainable returns for its shareholders.

FINANCIAL REVIEW

Financial Performance

The following analysis covers the financial performance of the Group for the FYE 31 March 2026 compared with the preceding financial period from 1 October 2023 to 31 March 2025 ("**18-Month FPE 31 March 2025**"). The comparative period covers 18 months following the change in the Group's financial year end.

Financial Results	**18-Months FPE 31 March 2025 RM'000**	**18-Months FPE 31 March 2025 RM'000**
Revenue	60,136	121,222
Gross profit ("**GP**")	35,123	71,808
Loss before taxation	(25,296)	(5,716)
Loss for the period	(26,189)	(9,155)
GP margin (%)	**58.41**	**59.24**

The Group is organised into four principal business segments based on the nature of its products and services, namely Investment Holding, Property Investment and Management, F&B, and Others. The revenue contribution by each business segment for FYE 31 March 2026 and the 18-Month FPE 31 March 2025 is set out below:

Revenue by segment	**FYE 31 March 2026 RM'000**	**% of contribution**	**18-Months FPE 31 March 2025 RM'000**	**% of contribution**
Investment holding	–	–	–	–
Property investment and management	1,957	3.25%	72	0.06%
F&B	58,116	96.64%	121,107	99.91%
Others	63	0.11%	43	0.03%
Total revenue	**60,136**	**100.00%**	**121,222**	**100.00%**

The F&B segment remained the Group's principal source of revenue, contributing 96.64% of total revenue for FYE 31 March 2026 (18-Month FPE 31 March 2025: 99.91%).

The Group recorded revenue of RM60.14 million for FYE 31 March 2026 compared with RM121.22 million for the 18-Month FPE 31 March 2025. As the comparative period covered 18 months, the annualised revenue for the preceding financial period was approximately RM80.81 million. On an annualised basis, the Group's revenue declined by approximately 25.58%.

The lower revenue was primarily attributable to reduced sales generated from the Group's existing restaurants and bars. The decline in sales was mainly driven by lower customer traffic and reduced spending per customer amid a challenging operating environment, weaker consumer sentiment and intensified competition within the food and beverage industry.

Despite the decline in revenue, the Group maintained a relatively stable gross profit margin of 58.41% compared with 59.24% for the 18-Month FPE 31 March 2025, reflecting the Group's continued focus on cost management, product mix optimisation and pricing discipline.

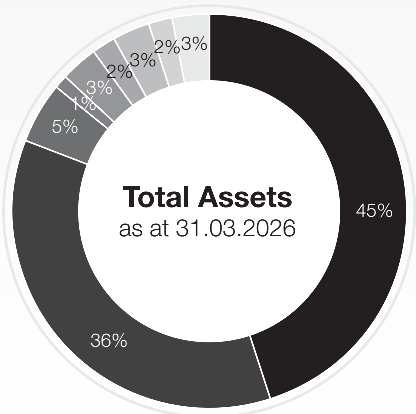
FINANCIAL REVIEW (CONT'D)

Financial Performance (cont'd)

For FYE 31 March 2026, the Group recorded a loss before taxation of RM25.30 million compared with a loss before taxation of RM5.72 million for the 18-Month FPE 31 March 2025. The higher loss before taxation was mainly attributable to the following:

- the recognition of a net impairment loss on non-financial assets of RM9.21 million during the financial year;
- a share of loss on investment in associates of RM3.34 million arising from the Group's equity-accounted investments in associates; and
- lower revenue generated from the Group's existing restaurants and bars due to reduced customer traffic and lower spending per customer amid challenging market conditions and increased competition within the F&B industry.

Financial Position



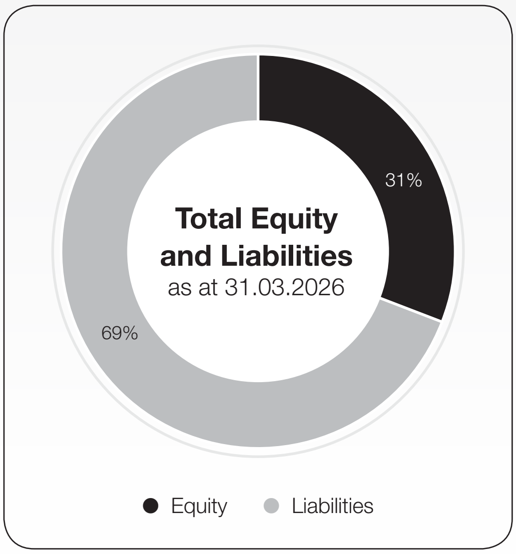
The Group's total assets increased by RM70.19 million or 27.01% to RM330.06 million as at 31 March 2026 (31 March 2025: RM259.87 million), mainly attributable to the following:

Assets	As at 31.3.2026 RM'000	As at 31.3.2025 RM'000	Variance RM'000	Variance %
Non-current				
Property, plant & equipment ("**PPE**")	148,445	16,286	132,159	811.49
Right-of-use assets ("**ROU assets**")	119,268	21,023	98,245	467.32
Prepaid expenses	–	134,560	(134,560)	(100.00)
Investment in associates	6,999	15,430	(8,431)	(54.64)
Current				
Other receivables	10,176	15,414	(5,238)	(33.98)
Deposits, cash and bank balances	7,433	18,194	(10,761)	(59.15)

As at 31 March 2025, the Group's prepaid expenses primarily related to the construction of a commercial lifestyle destination comprising retail lots, food and beverage outlets, restaurants, an event hall and car parks. Upon the completion of construction and commencement of operations during FYE 31 March 2026, the related prepaid expenses were reclassified to PPE.

Accordingly, the Group's PPE increased by RM132.16 million, or 811.30%, to RM148.45 million as at 31 March 2026 (31 March 2025: RM16.29 million). The increase was mainly attributable to the reclassification of prepaid expenses to PPE following the completion of construction.

The Group's right-of-use ("**ROU**") assets increased by RM98.25 million, or 467.41%, to RM119.27 million as at 31 March 2026 (31 March 2025: RM21.02 million). The increase was mainly attributable to the recognition of ROU assets arising from the lease of land for the construction and operation of the commercial lifestyle destination. Following the completion of construction and commencement of operations during FYE 31 March 2026, the related land lease arrangement was recognised as ROU assets and lease liabilities in accordance with MFRS 16 Leases.



The Group's total equity decreased by RM25.39 million, or 19.76%, to RM103.07 million as at 31 March 2026 (31 March 2025: RM128.46 million). The decrease was mainly due to the loss incurred for FYE 31 March 2026 amounting to RM26.19 million.

The Group's total liabilities increased by RM95.57 million, or 72.73%, to RM226.98 million as at 31 March 2026 (31 March 2025: RM131.41 million). The increase was mainly attributable to the increase in lease liabilities by RM100.13 million, or 433.65%, to RM123.22 million as at 31 March 2026 (31 March 2025: RM23.09 million), arising from the recognition of lease liabilities in relation to the land lease arrangement during the financial year.

The increase in total liabilities was partially offset by a decrease in trade payables of RM6.85 million, or 12.54%, to RM47.79 million as at 31 March 2026 (31 March 2025: RM54.64 million), mainly due to the settlement of outstanding trade obligations during the financial year.

Cash Flows Management

The Group recorded net cash generated from operating activities of RM23.68 million for FYE 31 March 2026 compared with RM38.21 million for the 18-Month FPE 31 March 2025. The net cash generated from operating activities was mainly attributable to movements in working capital, particularly payables, partially offset by interest paid amounting to RM4.72 million during the financial year.

The Group recorded net cash used in investing activities of RM3.02 million for FYE 31 March 2026 compared with RM47.99 million for the 18-Month FPE 31 March 2025. The decrease in cash used in investing activities was mainly due to the absence of significant additions to prepaid expenses, which amounted to RM45.56 million during the 18-Month FPE 31 March 2025, in relation to the construction activities and the increase in pledged fixed deposits with licensed banks amounting to RM10.77 million during FYE 31 March 2026.

The Group recorded net cash used in financing activities of RM20.91 million for FYE 31 March 2026 compared with RM9.39 million for the 18-Month FPE 31 March 2025. The net cash outflow from financing activities was mainly attributable to the net movement of revolving credit facilities amounting to RM10.00 million during the financial year.

FINANCIAL REVIEW (CONT'D)

Dividend

No dividend was recommended for the FYE 31 March 2026.

ANTICIPATED RISK AND MITIGATING FACTOR

The Group's business activities are subject to various risks that may affect its business operations, financial performance and future growth prospects. The Group recognises the importance of having a robust risk management and internal control framework to systematically identify, assess and mitigate risks that may have a material impact on its operations, financial position and liquidity.

The Group is exposed to several key risks, including but not limited to the following:

Competitive risk

The Group operates in the food and beverage ("F&B") industry, which is highly competitive, dynamic and constantly evolving. The Group faces competition from existing industry players as well as new market entrants, which may affect customer preferences, market share and profitability.

To mitigate this risk, the Group continuously monitors consumer behaviour, market trends and industry developments to enhance its product offerings, improve customer experience and remain competitive. The Group will continue to focus on strengthening its brand presence, operational efficiency and service quality to sustain customer loyalty and long-term growth.

Investment risk

Following the Group's investments in quoted shares, the Group is exposed to risks arising from fluctuations in equity markets, economic conditions and other external factors beyond the Group's control. Changes in market conditions may adversely affect the fair value and returns of the Group's investment portfolio.

To manage investment risk, the Group adopts a prudent investment approach through proper portfolio management, continuous monitoring of market conditions and periodic evaluation of investment performance. The Group will remain cautious in making investment decisions and ensure that investments are aligned with its overall business objectives and risk appetite.

Notwithstanding the above risks, the Group remains committed to maintaining a prudent and resilient approach in managing its business operations. The Management will continue to explore new revenue opportunities, enhance operational capabilities and implement appropriate strategies to create sustainable long-term value for stakeholders.

FUTURE PROSPECTS

The Group remains optimistic about its long-term growth trajectory as it continues to strengthen its position as an integrated lifestyle and experiential hospitality group. Supported by resilient consumer spending, the incoming of tourism, and increasing demand for experiential dining and entertainment, the Group is well-positioned to capitalise on emerging opportunities within Malaysia's evolving lifestyle economy.

The Group's strategy is centred on the continued development of two business pillars, its lifestyle food and beverage operations and its property investment and management segment. Together, these businesses create a unique ecosystem where dining, entertainment, hospitality and community experiences converge, generating diversified and sustainable income streams while enhancing long-term business resilience.

A key growth driver for the Group is the continuous enhancement of its integrated lifestyle destination, designed to be more than a commercial property. By curating a dynamic mix of food and beverage concepts, lifestyle offerings, entertainment experiences and event-driven activities, the Group aims to create a vibrant destination that attracts visitors, supports tenant success and strengthens customer engagement. This integrated approach not only reinforces recurring rental income but also creates operational synergies across the Group's businesses, contributing to sustainable long-term growth.

Innovation remains at the core of the Group's growth strategy. As digitalisation and Artificial Intelligence ("AI") continue to reshape the hospitality and lifestyle industries, the Group will progressively adopt technology driven solutions to enhance operational efficiency, improve customer engagement, optimise resource utilisation and strengthen data driven decision making. These initiatives are expected to further enhance operational excellence while delivering greater value across the Group's ecosystem.

Looking ahead, the Group will continue to invest in strengthening its portfolio of lifestyle brands while exploring opportunities to expand through new concepts, strategic collaborations, asset enhancement initiatives and carefully selected growth opportunities. The Group remains committed to creating differentiated lifestyle experiences that resonate with evolving consumer preferences while maintaining sustainable business practices.

Guided by a clear long-term vision, experienced leadership and a disciplined growth strategy, the Board is confident that The Group is well positioned to strengthen its market presence, enhance recurring income streams and deliver sustainable long-term growth. Barring any unforeseen circumstances, the Board remains optimistic about the Group's future prospects and its ability to create enduring value through responsible and innovative business expansion.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("**Board**") of Focus Dynamics Group Berhad ("**the Company**") presents this Statement to provide shareholders and investors with an overview of the corporate governance ("**CG**") practices of the Group under the leadership of the Board during the financial year ended 31 March 2026 ("**FYE 31 March 2026**"). This overview takes guidance from the key CG principles set out in the Malaysian Code on Corporate Governance ("**MCCG**").

This Statement is prepared in compliance with the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad ("**AMLR**") and is to be read in conjunction with the CG Report which is available on the Group's website at www.focusdynamics.com.my.

The CG Report provides the explanations on how the Group applied each Practice set out in the Code during FYE 31 March 2026.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

Board Responsibilities

The Board acknowledges and fully supports the importance of corporate governance in directing and managing the businesses and affairs of the Group, and to safeguard and enhance shareholders' value and performance of the Group on a sustainable and long-term basis.

The Board determines the Group's strategic objectives and ensures that required resources are in place for the Group to meet its objectives and to guide the Group on its short and long-term goals, providing advice, stewardship and directions on management and business development of the Group. The Board also set the Group's values and standards and ensure that its obligations to the shareholders and other stakeholders are understood and fulfilled.

In furtherance of the above and to ensure orderly and effective discharge of its functions and responsibilities, the Board has established the following Board committees:

- Audit and Risk Management Committee ("**ARMC**")
- Nomination and Remuneration Committee ("**NRC**")

In order to foster a strong governance culture in the Group and to ensure a balance of power and authority, the roles of the Chairman and Executive Director ("**ED**") are strictly separated. This is also to maintain effective supervision and accountability of the Board and Executive Management. The Chairman is responsible for Board effectiveness and to ensure that the conduct and working of the Board is in an orderly and effective manner while the ED takes on the primary responsibility of managing the Group's businesses and resources as well as overseeing and managing the day-to-day operations of the Group.

The Board is led by Independent Non-Executive Chairman and he ensures the effective functioning of the Board. The roles of the Chairman are defined and set out in the Board Charter.

The Chairman facilitates the effective contributions of all Directors and promotes constructive and respectful relations between Board members and between Board and Management. The Board has well-defined descriptions for responsibilities of the Board Chairman, Executive Director and the individual Board Members.

The Group adopted a Code of Business Conduct and Ethics to govern the standards of ethics and conduct expected of Directors and employees. This code manages:

- Honest, Good Faith and Ethical Conduct
- Corporate Opportunities
- Avoidance of Conflicts of Interest
- Confidentiality

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

Board Responsibilities (Cont'd)

To maintain the highest standards of ethical conduct, the Group also has a formal Whistle-Blowing Policy and Anti-Bribery and Anti-Corruption Policy. As prescribed in Whistle-Blowing Policy, the Board gave its assurance that employees' and third parties' identities will be kept confidential and whistle-blowers would not be at risk to any form of victimisation or retaliation from their superiors or any member of Executive Management provided that the reporting is in good faith. All concerns raised will be investigated and whistle-blowers can report directly through the whistleblowing hotline or the supporting reporting channels manned by Polaris, an external vendor with expertise in fraud and whistleblowing management.

The Code of Business Conduct and Ethics and Whistle-Blowing Policy can be viewed on the Group's website.

The Board members have full and unrestricted access to the Company Secretary who is a member of the Malaysian Institute of Chartered Secretaries and Administrators. In addition to her corporate secretarial administrative responsibilities, she also advises the Board on its roles and responsibilities, corporate disclosures and compliance, corporate governance developments and practices.

The Board is aware that continuous training for the Directors is vital for them in discharging their duties effectively. All Directors are encouraged to attend appropriate external training programmes to supplement their knowledge in the latest developments and issues relevant to the Group, especially in the areas of corporate governance and regulatory requirements.

The external training programmes, seminars and/or conferences attended by the Directors in office at the end of FYE 31 March 2026 were as follows:

	Training Programmes/Seminars/Conferences
Tan Sri Dato' Seri Tan King Tai @ Tan Khoon Hai	• Resolving Boardroom and Shareholders Disputes • Handling Boardroom Tussle & Tension: A Workshop for Company Secretaries
Tay Ben Seng, Benson	• Sustainability & ESG Masterclass
Leow Wey Seng	• Environmental Management Ethics • Essentials of Companies Act • Malaysian Corporate Tax Practices and Principles - An Overview • Upskilling for Changes in IFRS Presentation and Disclosure • Professional Ethics in Focus 2025
Tang Yee Ling	• Singapore FinTech Festival
Ng Chee Kin	• Anti-Bribery and Anti-Corruption Course

The Board via the NRC and with assistance of the Company Secretary, shall continue to evaluate and determine the training needs of the Directors to build their knowledge so that they can be up-to-date with the development of the Group's business and industry that may affect their roles and responsibilities.

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

Board Composition

The Group is led by an experienced and diversified Board which comprises professionals from various fields to bring together a balance of skills, mix of experience and expertise in area relevant to enhance the growth of Group's business. The Directors collectively bring with them wide and varied technical, financial and legal experience to enable the Board to lead and control the Group effectively.

The Board (via the NRC) assess the effectiveness of the Board as a whole, all committees of the Board and the contribution of each individual Director annually. This assessment is done on a peer and self-evaluation basis. Based on the evaluation carried out for FYE 31 March 2026, the NRC has informed the Board that it was satisfied with the contribution and performance of each individual Director.

The Board opined that given the current state of the Group's business and lifecycle, it is more important to have the right mix of skills on the Board rather than to attain the 30% threshold as proposed in Practice 5.9 of the MCCG. Nevertheless, the Board is on the outlook for potential women Directors and shall appoint additional women Directors as and when suitable candidates are identified. No timeframe has been set for the search concerned.

Despite the above, the Board affirms its commitment to provide fair and equal opportunities and nurturing diversity at all levels within the Group. To this end, all persons, regardless of age, gender, ethnicity, cultural background or other personal factors, with appropriate experience and qualifications will be considered equally in terms of recruitment, promotion, remuneration and training. The Board is also committed to workplace diversity, ensuring the Group's value and respect, the differences and that the workplace is fair, accessible, flexible and inclusive and free from discrimination.

Remuneration

The Board (via the NRC) will ensure that the Group's levels of remuneration commensurate with the skills and responsibilities expected of the Directors, and that it must be sufficient to attract and retain talent needed for the successful performance of the Group. The Board, as a whole, determines the remuneration of the Directors and each individual Director is required to abstain from discussing on his/her own remuneration. The NRC is guided by market norms and industry practices when making recommendations for the compensation and benefits of the Directors.

The NRC's recommendation on the remuneration of the Directors is subject to the Board's approval as it is the ultimate responsibility of the Board to approve the remuneration of the Directors.

In relation to the fees and allowances for the Directors, it will be presented at the AGM for shareholders' approval. The details of the Group's remuneration policies and practices are included in the Board Charter which is available on the Group's website.

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

Remuneration (Cont'd)

The aggregate remuneration paid or payable to the Directors by the Group during FYE 31 March 2026 is as follows:

Group	Remuneration (RM'000)	Fee (RM'000)	Allowance (RM'000)	Total (RM'000)
Tan Sri Dato' Seri Tan King Tai @ Tan Khoon Hai	–	120	4	124
Tay Ben Seng, Benson	868	–	4	872
Leow Wey Seng	–	96	4	100
Tang Yee Ling	–	36	4	40
Ng Chee Kin	–	36	4	40
Wan Hazreek Putra Hussan Yusuf	–	3	–	3
Brandon Vun Li Xian	454	–	–	454

The aggregate remuneration paid or payable to the Directors by the Company during FYE 31 March 2026 is as follows:

Company	Remuneration (RM'000)	Fee (RM'000)	Allowance (RM'000)	Total (RM'000)
Tan Sri Dato' Seri Tan King Tai @ Tan Khoon Hai	–	120	4	124
Tay Ben Seng, Benson	135	–	4	139
Leow Wey Seng	–	96	4	100
Tang Yee Ling	–	36	4	40
Ng Chee Kin	–	36	4	40

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit and Risk Management Committee and Internal Control Framework

As at 31 March 2026, the ARMC currently comprises of three members, all of whom are Independent Directors. The ARMC Chairman is Mr. Leow Wey Seng. None of the current members of the ARMC is a former key audit partner who was involved in auditing the Group, the Group had incorporated the policy as stipulated in Practice 9.2 of the MCCG into the Terms of Reference of the ARMC.

The ARMC has policies and procedures to review, assess and monitor the performances, suitability and independence of the external auditors.

Prior to the commencement of the annual audit, the ARMC will seek confirmation from the external auditors as to their independence. This independence confirmation would be re-affirmed by the external auditors to the ARMC upon their completion of the annual audit. These confirmations were made pursuant to the independence guidelines of the Malaysian Institute of Accountants.

Further details on the work performed by ARMC in furtherance of its oversight role are set out in the ARMC Report on pages 34 to 38 of this Annual Report.

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Audit and Risk Management Committee and Internal Control Framework (Cont'd)

The Board fulfils its responsibilities in the risk governance and oversight functions through the ARMC via a risk management framework which adopts a structured and integrated approach in managing key business risks. This framework together with the system of internal control are designed to manage the Group's risks within its risk appetite rather than to eliminate the risk of failure to achieve the Group's business and corporate objectives.

As for the adequacy and effectiveness of the system of internal control, it is reviewed by the ARMC with assistance from the internal auditors. The internal audit function is outsourced to an independent professional consulting firm to provide an independent and objective assurance on the effectiveness of governance, risk management processes and internal control system of the Group. The internal auditors' independence is maintained by reporting functionally to the Board through the ARMC and administratively to the Executive Management. The Internal audit reports which are issued have to be tabled to the ARMC for review and the Executive Management is required to be present at ARMC meeting and to respond and provide feedback on the audit findings and recommended improvements. In addition, the Executive Management is also required to present to the ARMC on the status updates on significant matters and changes in key processes that could impact the Group's operations.

Based on the above, the Board is of the view that the risk management process and system of internal control were in place during FYE 31 March 2026 for identifying, evaluating, and managing significant risks faced or potentially to be encountered by the Group.

Further details of the risk management and internal control framework are set out in the Statement on Risk Management and Internal Control on pages 39 to 40 of this Annual Report.

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

Communication with Stakeholders

The Board acknowledges the importance of establishing a direct line of communication with shareholders and investors through timely dissemination of information on the Group's performance and operations via distribution of annual reports and relevant circulars, and release of quarterly financial results, press releases and announcements.

The Company has in place the policies and procedures on the roles and responsibilities of Directors, management and staff together with the levels of authority with regard to corporate disclosures requirements. The Company recognises the need to adopt a high standard on the disclosures of relevant and material information of the development of the Group. In addition, the Company also emphasises on the need of timely disclosures of information to shareholders as it acknowledges the importance of keeping shareholders and investment communities informed of the Company's business and corporate developments, to enable them to make informed judgement in valuing the Company's shares. Such information is disseminated via the Company's Annual Reports, quarterly financial results and the various announcements made from time to time to Bursa Securities which are accessible via Bursa Securities' website at www.bursamalaysia.com. The Group also maintains the following website that allows all shareholders and investors to access information about the Group: www.focusdynamics.com.my.

The Company has provided a communication channel at its website whereby enquiries and feedback may be posed to the Company's management through the following channels:

Email : info@focusdynamics.com.my
Contact : +603-7803 7333

PRINCIPLE C – INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

Conduct of General Meetings

The Board also acknowledges AGM and other General Meetings as important avenues to engage with the shareholders. The AGM of the Company represents the principal forum for dialogue with the shareholders where they may seek clarification on the Company's business. The shareholders are encouraged to participate in the questions and answers session and the Board will respond to the questions raised during the meeting to the best of their ability and knowledge.

In order to encourage the shareholders' participation at the AGM, the Company will send out the Notice of AGM earlier or at least 28 days before the AGM to allow sufficient time for the shareholders to make arrangements to attend either in person, by corporate representative, proxy or attorney.

During the previous 21st AGM held on 27 August 2025, all resolutions set out in the Notice of AGM were put to vote by poll, and to expedite verification and counting of votes, a scrutineer was appointed to validate the votes casted at the AGM. The Directors, the management and the External Auditors were also in attendance to respond to the shareholders' queries.

This Corporate Governance Overview Statement was approved by the Board on 21 July 2026.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

MEMBERS OF AUDIT AND RISK MANAGEMENT COMMITTEE

The Audit and Risk Management Committee ("**ARMC**") of Focus Dynamics Group Berhad ("**FOCUS**" or "**the Company**") is comprised wholly of Non-Executive Directors as follows:

Leow Wey Seng
Chairman, *Independent Non-Executive Director*

Tang Yee Ling
Member, *Independent Non-Executive Director*

Ng Chee Kin
Member, *Independent Non-Executive Director*

Mr. Leow Wey Seng meets the requirement of Rule 15.09 (1)(c)(i) of ACE Market Listing Requirements ("**AMLR**") in that he is a member of the Malaysian Institute of Accountants.

SECRETARY

The secretary to the ARMC is the Company Secretary of the Company.

TERMS OF REFERENCE

The ARMC has discharged its function and carried out its duties as set out in the Terms of Reference ("**TOR**").

The detailed TOR of the ARMC outlining the composition, duties and functions, authority and procedures of the ARMC are published and available on the Company's website at www.focusdynamics.com.my.

MEETINGS AND MINUTES

Attendance at Meetings

The record of attendance of the members of the ARMC for meetings held during the financial year ended 31 March 2026 (FYE 31 March 2026) are as follows:

ARMC Members	Number of Committee Meetings held during directors' tenure of office	Number of Committee Meetings attended
Leow Wey Seng	5	5
Tang Yee Ling	5	5
Ng Chee Kin	5	5

The quorum of the meeting is two (2).

MEETINGS AND MINUTES (CONT'D)

Meetings

The ARMC will meet at least four (4) times a year although additional meetings may be called at any time at the discretion of the ARMC. The record of attendance of the members of the ARMC is shown above.

The meetings are pre-scheduled and are timed just before the Company's Board of Directors' ("**Board**") meetings. The Agenda carries matters that need to be deliberated, reviewed, or decided on and reported to the Board. Notices and ARMC papers are circulated to all members prior to the meeting with sufficient time allocated for them to prepare themselves for deliberation on the matters being raised.

If the need arises, the Chairman has the discretion to call for the attendance of the management, internal auditors, and external auditors during such meetings.

During its scheduled quarterly meetings, the ARMC shall review the risk management and internal control processes, the Interim and Year-end Financial Report, the Internal and External Audit Plans and Reports, Related Party Transactions ("**RPT**")/Recurrent Related Party Transactions ("**RRPT**"), and all other areas within the scope of responsibilities of the ARMC under its TOR.

Minutes

The Company Secretary shall be the Secretary of the ARMC which shall provide the necessary administrative and secretarial services for the effective functioning of the ARMC. The minutes of the meetings are circulated to the ARMC and to all members of the Board.

SUMMARY OF ACTIVITIES

In respect of the FYE 31 March 2026, the ARMC in discharging its duties and functions carried out activities which are summarised broadly as follows:

a) Internal Audit

The ARMC is aware of the fact that an independent and adequately resourced internal audit function is essential to assist in obtaining the assurance it requires regarding the effectiveness of the systems of internal control.

The Company engaged alphaOne Governance Sdn. Bhd. ("**alphaOne**") as outsourced Internal Auditors to carry out the internal audit function of the Group for the FYE 31 March 2026.

The internal auditor reports directly to the ARMC on a yearly basis by presenting its Internal Audit Report during the ARMC meeting, whereby relevant issues identified in the Internal Audit Report will be discussed with the ARMC in the meeting. Remedial work, if necessary, will be performed and follow-up will be carried out by internal auditor for the purpose of reporting at the subsequent ARMC meeting.

SUMMARY OF ACTIVITIES (CONT'D)

a) Internal Audit (Cont'd)

On 28 May 2025 and 25 November 2025, alphaOne tabled an Internal Audit Report for ARMC's review, covering the following scope and purpose:

i. Review and assessment of significant risks or potential risks related to the adequacy and effectiveness of the systems of internal control and compliance to Human Resources ("**HR**") policies and procedures. The audit procedures encompassed a review of key HR functions including recruitment, resignation, payroll processing, leave management, staff attendance, performance appraisals, and reports and payments to statutory authorities. The outcome of these procedures indicated that the HR and payroll management processes, supported by the *Quick Pay* system, have been reasonably implemented, with no significant risks detected.

ii. The internal audit work covered areas including recruitment, resignation, overtime and allowances, staff attendance, leave management, payroll processing, reports and payments to statutory authorities, performance appraisal, staff disciplinary action, review of foreign workers work permits, occupational accidents and lost time injuries and compliance with policies & procedures and authority limits.

iii. Review and assessment of significant risks or potential risks related to the Group and Company's Environmental, Social and Governance ("**ESG**") framework and related practices. The audit procedures encompassed an evaluation of the company's ESG structure, reporting practices, environmental management initiatives, social responsibility programs, and governance processes in line with the Malaysian Code on Corporate Governance ("**MCCG**") and emerging sustainability expectations. The outcome of these procedures indicated that Group and Company has demonstrated awareness of ESG principles and has begun taken progressive steps toward implementation and the observations represented opportunities for continuous improvements rather than significant risks.

iv. The internal audit work covered areas including to identify and implement ESG initiative, goals and metrics, document and monitor ESG-related activities and programs, evaluate ESG risks and implement risk management measures, report on ESG performance and achievements against established benchmarks and compliance with policies & procedures and authority limits.

b) Financial Reporting

In overseeing and discharging its responsibilities in respect of financial reporting, the ARMC:

i. Reviewed the financial positions and performances, quarterly interim financial reports, and announcements for the respective financial quarters prior to submission to the Board for consideration and approval. The Quarter Interim Financial Reports were tabled at the ARMC meetings held on 28 May 2025, 27 August 2025, 25 November 2025 and 25 February 2026 respectively;

ii. Ensured the quarterly reports and Audited Financial Statements ("**AFS**") were prepared in compliance with the Malaysian Financial Reporting Standards ("**MFRS**"), International Financial Reporting Standards ("**IFRS**"), and the Requirements of the Companies Act 2016 Malaysia while the quarterly reports took into consideration Rule 9.22 including Appendix 9B of the AMLR;

iii. Reviewed the various Board's Policies and Procedures, Board Charter, procedures for RRPT;

iv. Reviewed the External Auditors' Audit Plan for the FYE 31 March 2026 which covered the engagement and reporting requirements, audit approach, areas of audit emphasis, significant events during the financial year, communication with the management, engagement team, the reporting and deliverables as well as the proposed audit fees;

SUMMARY OF ACTIVITIES (CONT'D)

b) Financial Reporting (Cont'd)

v. Reviewed the External Auditors' audit findings and recommendations and the AFS for the FYE 31 March 2026 on 21 July 2026;

vi. Reviewed RPT/RRPT entered into by the Company and its subsidiaries during its ARMC meetings on 28 May 2025, 27 August 2025, 25 November 2025 and 25 February 2026;

vii. Considered the performance of External Auditors, reviewed the independence of External Auditors and recommended to the Board for their re-appointment;

viii. To ensure the integrity of the financial information, received assurance from the Executive Directors and Executive Director in charge of Finance, that:

- Appropriate accounting policies had been adopted and applied consistently;
- The going concern basis applied in the Annual Consolidated Financial Statements was appropriate;
- Prudent judgements and reasonable estimates had been made in accordance with the requirements set out in the MFRS;
- Adequate controls and processes were in place for effective and efficient financial reporting and relevant disclosures under MFRS and AMLR; and
- The consolidated AFS and the Quarterly Condensed Consolidated Financial Statements did not contain material misstatements and gave a true and fair view of the financial position.

ix. Reviewed the ARMC Report, Corporate Governance ("**CG**") Overview Statement, CG Report and Statement on Risk Management and Internal Control for publication in the Annual Report 2026; and

x. Reviewed the Statement of Risk Management and Internal Control together with the Internal Auditors and External Auditors and received assurance from the Executive Director and Executive Director in charge of Finance that the Group's risk management and internal control systems are operating adequately and effectively in all material aspects before recommending the Statement to the Board.

c) External Audit

UHY Malaysia PLT ("**UHY**") is the External Auditors for the Group and all its subsidiaries in Malaysia. UHY led by their engagement partner presented their external Audit Planning Memorandum for the FYE 31 March 2026 on 21 April 2026 due to the resignation of previous External Auditors, Nexia SSY PLT on 8 April 2026. UHY had declared and confirmed that they were independent and would be independent throughout the audit engagement.

There were no areas of major concern raised by UHY that warranted escalation to the Board. The External Auditors were also informed by the ARMC that should there be any significant incidents or matters detected in the course of their audits or reviews which warrant their knowledge or intervention, it shall be reported to the ARMC accordingly.

The ARMC carried out an assessment of the performance and suitability of UHY based on the quality of services and relationship with the Management, ARMC, Internal Auditors and the Board. The ARMC has been generally satisfied with the independence, performance and suitability of UHY based on the assessment and are recommending to the Board and shareholders for approval for the re-appointment of UHY as External Auditors for the financial year ending 31 March 2027.

CG PRACTICES

Apart from discharging its duties with respect to the internal audit, financial reporting and external audit, the ARMC also reviewed the disclosures made in respect of the financial results and Annual Report of the Company in line with the principles and spirit set out in the MCCG, other applicable laws, rules, directives and guidelines.

The ARMC discussed and reviewed the ARMC Report, CG Overview Statement and CG Report for the FYE 31 March 2026.

This statement was approved by the Board on 21 July 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Pursuant to Rule 15.26(b) of the ACE Market Listing Requirements of Bursa Malaysia Securities Berhad and guided by the "Statement on Risk Management and Internal Control — Guidelines for Directors of Listed Issuers" (Para. 32) and with the "Malaysian Code of Corporate Governance 2021" (Practice 10.1 and 10.2), the Board of Directors of the Company (the "**Board**") is pleased to present this Statement on Risk Management and Internal Control for the financial year ended 31 March 2026 of the Group.

BOARD RESPONSIBILITY

The Board acknowledges its responsibility in maintaining a sound system of internal controls that covers financial, operational and risk management within the Group to meet its business objectives. The Board reviews the adequacy and effectiveness of the Group's risk management and internal control system to safeguard shareholders' investment and the Group's assets.

The Board has established an ongoing process for identifying, evaluating and managing the significant risks faced by the Group and this process includes enhancing the risk management and internal control system as and when there are changes to the business environment or regulatory guidelines.

The Management assists the Board in the implementation of the Board's policies and procedures on risk and control by identifying and assessing the risks faced, and in the design, operation and monitoring of suitable internal controls to mitigate and control these risks. The Board is informed of major issues on internal controls, regulatory compliance and risk taking.

Such systems by their nature, can only provide a reasonable, but not absolute assurance against material misstatement of management and financial losses or fraud as it is established to manage rather than eliminate the risk of failure to achieve the Group's business objectives.

The Board has received assurance from the Executive Director and the Senior Management that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the risk management and internal control system of the Group.

The Board is of view that the Risk management and Internal Control system is in place for the year under review and is sound and adequate to safeguard shareholders' investment and the Group's assets.

The Group's risk management and internal control systems do not apply to its' joint venture company. The Group's interest in joint venture company is served through Board representation and periodic review of the joint venture's company management accounts by the Board and Management.

RISK MANAGEMENT FRAMEWORK

The Board continues to rely on risk management to form the basis of internal plan and for continued profitability and to safeguard shareholders' investment. The key processes that have been established in reviewing the adequacy and effectiveness of the risk management and internal control systems include the following:

- The Board has established a number of board committees such as the Nomination and Remuneration Committee ("**NRC**") and the Audit and Risk Management Committee ("**ARMC**") to support the Board and to assist the Board to assess the performance and controls in all areas of operations to ensure that the risk management and control framework is embedded into the structures of the Group.

- The Board has established a ARMC to formulate a framework to ensure that there is an ongoing process for identifying, evaluating and managing the significant risks faced by the Group and this process includes enhancing the risk management and internal control system as and when there are changes to the business environment or regulatory guidelines.

RISK MANAGEMENT FRAMEWORK (CONT'D)

- The Group out-sourced the internal audit function to an independent professional consultancy firm during the financial year to review the internal controls of the Group and report directly to the ARMC. The important of the internal audit function is to provide a reasonable assurance that the internal controls are operating satisfactorily and effectively. Upon completion of the audit assignment, the internal auditors presented their report, discussed findings and recommendations for continuous improvement to the ARMC. The internal auditors of the Group check for compliance with policies and procedures and highlight the significant findings in respect of any non-compliance.

- The ARMC of the Group reviews the internal control issues identified by the Internal Auditors, the external auditors and the Management, and evaluates the effectiveness and adequacy of the risk management and internal control systems. It also reviews the internal audit function with particular emphasis on the scope of frequency of audits and the adequacy of resources. The minutes of the ARMC meetings are tabled to the Board of the Company on the quarterly basis.

KEY PROCESSES OF INTERNAL CONTROL

Salient features of the key processes of the system of internal control of the Group are as follows:

- The Group has an organisational structure with defined lines of responsibility, delegation of authority, segregation of duties and flow of information are effectively communicated to all levels to ensure that the Group's operations are in accordance with the corporate objectives, strategies and the business directions.

- There is active involvement by the Executive Directors in the day-to-day business operations of the Group including periodical visit to the outlets and monthly dialogue with senior management. Monthly operational and management meetings are scheduled to identify, discuss, and resolve business and operational issue, including significant risks face by the organisation. Significant matters identified during these meetings are highlighted to the Board on a timely basis.

- There are policy and authority limits imposed on Executive Directors and Management within the Group in respect of the day-to-day operations.

- The Group has established a ARMC to formulate a framework to ensure that an ongoing process for identifying, evaluating and managing the significant risks faced by the Group including policies enhancing the risk management and internal control system as and when there are changes to the business environment or regulatory guidelines.

- During the current financial year, internal audit was carried out on the Human Resources Management and the implementation of Environmental, Social and Governance (ESG) processes. Based on the finding of the internal audit carried out after the ARMC had reviewed the recommendations made by the internal auditor on the weaknesses that were identified, Management has strengthened existing controls based on Internal Auditor's recommendation.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Rule 15.23 of ACE Market Listing Requirements, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their review was performed in accordance with Recommended Audit and Assurance Practice Guide 3 issued by the Malaysian Institute of Accountants and has reported to the Board that nothing has come to their attention that causes them to believe that this statement is inconsistent with their understanding of the process adopted by the Board in the review of the adequacy and effectiveness of the risk management and internal controls within the Group.

This Statement of Risk Management and Internal Control has been approved by the Board of Directors in its meeting on 21July 2026.

SUSTAINABILITY STATEMENT

ABOUT THIS SUSTAINABILITY STATEMENT

The Group is pleased to present this Sustainability Statement ("**the Statement**"), which provides an overview of the Group's sustainability approach, governance, and performance for the financial year ended 31 March 2026 ("**FYE 31 March 2026**"). This Statement reflects the Group's commitment to integrating sustainability considerations into its business strategy and operations, covering Economic, Environmental, and Social aspects, as well as governance practices that support sustainable value creation and long-term business resilience.

The Statement encompasses the Group's economic, environmental, and social performance, as well as key governance practices that demonstrate our commitment to sustainability.

Our principles of sustainable development are embedded in the Group's policies and procedures. These are continuously reviewed and enhanced to ensure alignment with our sustainability objectives and to integrate responsible practices across all operations. In strengthening our sustainability framework, the Group has also established a formal sustainability commitment.

The disclosures in this Statement have been prepared in accordance with the International Financial Reporting Standards ("**IFRS**") it is Guiding Principles and Content Elements for integrated reporting. The Statement addresses the Group's organisational overview, governance structure, business model, risks and opportunities, strategy, performance, and future outlook. It also highlights our alignment with the United Nations Sustainable Development Goals ("**UNSDG**") and complies with the Sustainability Reporting Guide ("**SRG**") and toolkit issued by Bursa Securities, the Global Reporting Initiative ("**GRI**") Standards, and the Task Force on Climate-related Financial Disclosures ("**TCFD**") Recommendations.

SUSTAINABILITY GOVERNANCE

At FOCUS, we acknowledge that effective governance is essential in driving our sustainability agenda and aligning our business with responsible Environmental, Social, and Governance ("**ESG**") practices. While we are at the early stages of formalising our sustainability governance structure, we remain fully committed to upholding ESG values across our operations.

The Board of Directors ("**Board**") provides strategic oversight and guides management in identifying ESG risks and opportunities. Although a dedicated Sustainability Committee is not yet in place, sustainability remains a Board-level priority.

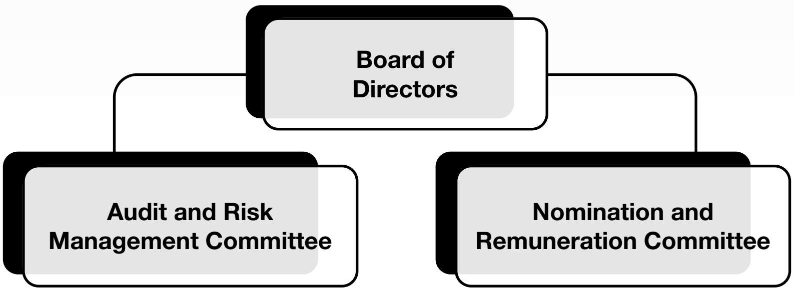
Senior management drives day-to-day ESG initiatives, from stakeholder engagement to operational practices, ensuring sustainability is considered in every decision.

We are developing a formal policy and structured framework to further institutionalise sustainability governance. Oversight is currently provided by the Risk Management Committee, which monitors implementation and reports progress to the Board.

For FYE 31 March 2026, the ESG Framework remained consistent, with the identified ESG priorities and stakeholder mapping carried forward. During this period, the Group also completed its first ESG data cycle and began aligning policies with ESG expectations, reinforcing the robustness of the framework established in financial period ended 31 March 2025 ("**FPE 31 March 2025**").

Our future focus is to integrate ESG into our culture and operations transforming it from compliance into a catalyst for innovation, resilience, and value creation.

Governance Structure



Board of Directors	Oversees the Group's sustainability initiatives and endorses the proposed sustainability initiatives and material sustainability matters related to the Group. To promote and embed sustainability in the Group includes overseeing the following: • Stakeholders' engagement • Materiality assessment and identification of sustainability risks and opportunities relevant to us. • Management of material sustainability risks and opportunities. • Communication of sustainability strategies, priorities, targets and performance to both internal and external stakeholders.
Audit and Risk Management Committee	Reviews and supervises the implementation and monitoring of sustainable policies, measures, and practices, and making recommendations to the Board for approval.

SUSTAINABILITY GOVERNANCE (CONT'D)

ESG Framework

For FYE 31 March 2026, the ESG Framework remained consistent, with the materiality matrix continuing to underpin our sustainability strategy, policies, and disclosures. This continuity demonstrates the robustness of the framework developed in FPE 31 March 2025 and ensures that our approach remains firmly aligned with both stakeholder priorities and long-term business objectives.

Stakeholder Engagement & ESG Priorities

The Group has identified its key stakeholders and articulated ESG priorities that remain consistent from FPE 31 March 2025 through FYE 31 March 2026. These priorities reflect both our business context and our commitment to responsible growth. They encompass environmental performance, employee well-being, ethical governance, and community engagement all of which are critical to creating sustainable value and ensuring long-term resilience.

Data Collection & Performance Baseline

Over the past year, we successfully collected our first full cycle of ESG-related data. This baseline provides a foundation to compare with the current year, enabling us to track performance, benchmark progress, and make informed decisions moving forward.

Policy & Operational Enhancement

In parallel, we are actively reviewing and enhancing our existing policies and standard operating procedures to ensure alignment with ESG standards and regulatory expectations. Some aspects of ESG are already embedded within our daily operations, such as energy efficiency practices, workplace safety, and basic employee welfare initiatives. However, we remain committed to deepening this integration by introducing more structured and comprehensive ESG practices across all business units.

Future Focus: Embedding ESG into the Core

As we move forward, our focus will be on institutionalising ESG into our culture, operations, and governance structure ensuring that sustainability becomes not just a compliance exercise, but a core driver of innovation, resilience, and value for all stakeholders.

STAKEHOLDER ENGAGEMENT

At FOCUS, we recognise that proactive and transparent engagement with our stakeholders is essential to building trust, strengthening relationships, and ensuring the long-term success of our sustainability agenda. Our stakeholder engagement process is structured to identify key concerns, gather valuable insights, and align our ESG efforts with stakeholder expectations.

We have identified and prioritised key stakeholder groups based on their level of influence on, and impact by, our business activities. Engagement with these stakeholders is conducted through a variety of formal and informal channels, and their feedback plays a crucial role in shaping our ESG strategies, materiality assessment, and operational decisions.

Key Stakeholders	Areas of Interest	Method of Engagement	Frequency
Shareholders, Financiers and Investors	• Business outlook and strategy	• Results announcements	• Quarterly • Annually
	• Group Financial and operational performance	• Interim financial results	• Quarterly • Annually
	• ESG practices and commitments	• Annual Report • FOCUS website	• Throughout the year • Annually
	• Company's reputation	• Investor Relations portal	• As and when required
	• Risk Management	• Annual Report	• Annually
Customers	• Product and service quality	• Customer feedback • Customer satisfaction survey • Quality Assurance	• Throughout the year
	• Marketing activities	• Customer satisfaction survey	• Throughout the year
	• ESG practices and commitments	• Annual Report • FOCUS website	• Throughout the year • Annually
	• Competitive pricing	• Customer feedback • Customer satisfaction survey	• Throughout the year
Employees	• Career development and training opportunities	• Development and training programs	• Ongoing • As and when required
	• Workplace health and safety	• Meetings and discussions • Employees performance review and feedback	• Annually
	• ESG and Climate Change Awareness • Equal opportunity and compensation	• Meetings and discussions • Employees performance review and feedback • assessments	• Annually • On-going

STAKEHOLDER ENGAGEMENT (CONT'D)

Key Stakeholders	Areas of Interest	Method of Engagement	Frequency
Suppliers and Contractors 	• Contractual agreements	• Supplier audits and site visits	• Annually
	• Favorable payment schedule	• Supplier selection	• Ongoing • As and when required
	• Competitive pricing	• Supplier selection	• Ongoing • As and when required
	• Product and Service quality reliability	• Supplier assessment • Forum & exhibition	• Annually • As and when require
Government Agencies and Regulators 	• Legal conformity	• Government initiatives	• As and when required
	• Effective corporate governance	• Audits and inspections	• Annually
	• Certifications	• Audits and inspections	• As and when required
	• Sustainability impacts	• Meetings and site visits	• Annually
	• Energy & water management	• Meetings and site visits	• Annually
	• Waste management	• Meetings and site visits	• Annually
Local Communities 	• Community events	• Social contribution • Job opportunities • Donation & financial aid	• As and when required

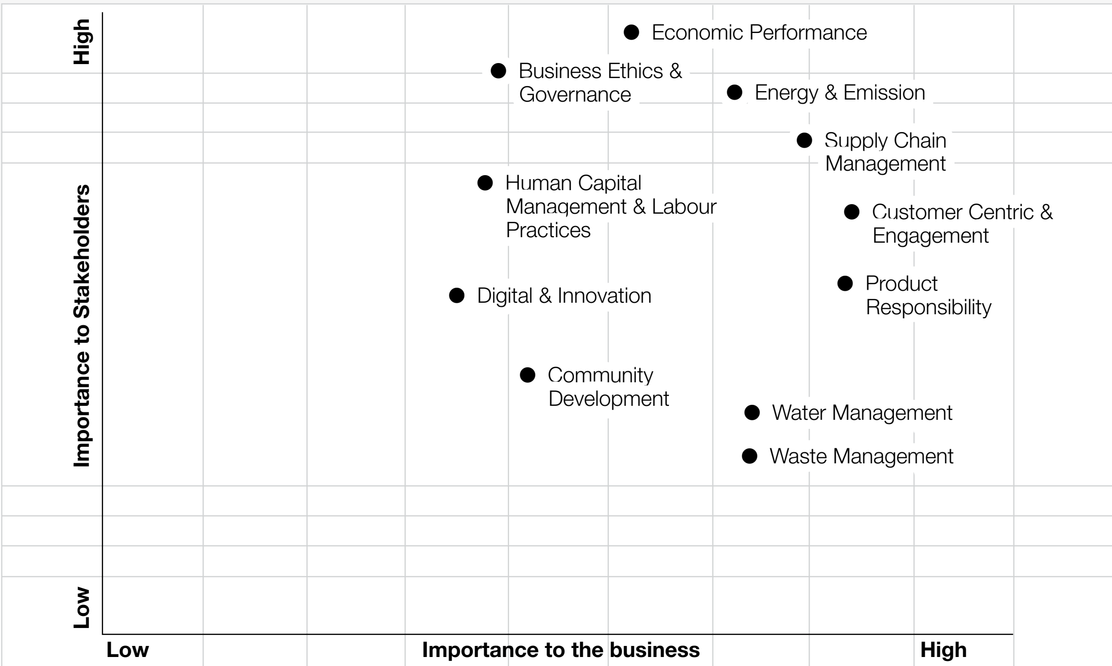
MATERIALITY ASSESSMENT

As part of our commitment to sustainability, FOCUS undertook a structured materiality assessment in FPE 31 March 2025 to identify the most relevant ESG topics for our business and stakeholders. This process ensured that our sustainability strategy, policies, and disclosures addressed the ESG issues that matter most to those who influence and are impacted by our operations.

For FYE 31 March 2026, the Group maintained the same materiality framework, with the identified ESG topics remaining consistent. This continuity reflects the robustness of the assessment conducted in FPE 31 March 2025 and ensures that our disclosures remain aligned with stakeholder expectations and business priorities.

Materiality Matrix

Based on the ranking given to each of the material topics, a Materiality Matrix is derived as shown below.



SUSTAINABILITY FRAMEWORK

At FOCUS, our Sustainability Framework reflects our commitment to responsible business practices, long-term value creation, and the well-being of our stakeholders. This framework serves as the foundation for integrating ESG considerations into our strategic decision-making and daily operations.

Our Vision & Mission:

VISION To be the region's leading lifestyle and experiential hospitality group, recognised for creating iconic brands, delivering exceptional experiences, and generating sustainable value that enriches lives and shapes the future of hospitality.

MISSION We create and grow distinctive lifestyle brands and destinations that inspire meaningful connections through exceptional dining, entertainment and hospitality experiences. Guided by innovation, operational excellence, digital transformation and responsible governance, we pursue sustainable growth, cultivate exceptional talent, build enduring partnerships, and create lasting value for the communities we serve.

OUR FOCUS AREAS

ECONOMIC

Create economic and shared value for the mutual benefit of all stakeholders.

1. Contribute to national economic growth through value generated by our operations.

ENVIRONMENT

Commit to environmental conservation by utilising resources wisely and maintaining ecological balance.

1. Energy & Emission
2. Water Management
3. Waste Management

SOCIAL

Conduct business with ethics and concern for social responsibility while participating in enhancing society's quality of life.

1. Human Capital Management & Labor Practices
2. Supply Chain Management
3. Community Engagement
4. Customer Centric & Engagement

GOVERNANCE

Ensure fairness, transparency and accountability are upheld in daily business conduct.

1. Business Ethics & Corporate Governance
2. Supply Chain Management
3. Product Responsbility

THE SUSTAINABILITY FRAMEWORK IS SUPPORTED BY THE FOLLOWING PILLARS OF SUSTAINABILITY DEVELOPED BY UNSDG:

SUSTAINABILITY STATEMENT
(cont'd)

ECONOMIC PERFORMANCE

RELATED UNSDGS:

OUR TARGET

At FOCUS, our economic objective is to build long-term business resilience while delivering sustainable value to our stakeholders. We aim to strengthen our financial performance through strategic growth, operational efficiency, and responsible investment.

OUR APPROACH

At FOCUS, we adopt a forward-looking and responsible economic approach that balances profitability with long-term value creation. We believe that sustainable economic growth is fundamental to our ability to deliver consistent returns to shareholders, empower employees, support local communities, and fulfil our broader environmental and social responsibilities.

OUR PERFORMANCE

In FYE 31 March 2026, the group remained committed to delivering sustainable economic value despite an increasingly challenging business environment. Our financial performance continues to underpin our ability to pursue long-term growth while supporting our ESG objectives.

Revenue and Growth

During the financial year, the group maintained its focus on strengthening core business operations, exploring new market opportunities, and enhancing operational efficiencies. These efforts have contributed to steady revenue streams and a more resilient business structure, positioning the Group for sustainable growth in the coming years.

Cost Optimisation and Operational Efficiency

We placed strong emphasis on prudent cost management, supply chain optimisation, and resource efficiency. These initiatives have improved our ability to operate efficiently without compromising product and service quality.

Group Revenues and Profits

Our revenues and net profits serve as essential indicators of operational efficiency, financial health, and long-term viability. These results reflect our ability to generate value through sound business practices while enabling continued reinvestment and stakeholder returns.

ENERGY & EMISSION

RELATED UNSDGS:

At FOCUS, we are committed to playing our part in addressing climate change by actively managing our energy consumption and reducing greenhouse gas (GHG) emissions across our operations. FOCUS is currently navigating its transition toward more energy-efficient and sustainable operations. Under the energy category, the existing equipment is described as faulty and outdated, with a clear vision to replace it with new equipment and fittings.

This requires direct action, including the procurement of modern, energy-efficient devices. The power system is also heavily reliant on manual operations for controlling electricity and supply, which contributes to inefficiency. As part of its wish list, the company aims to adopt a smart lighting system, enhancing energy optimisation. Planned activities include conducting a comprehensive energy efficiency survey and collaborating with consultants specialising in power-saving technologies. Additionally, the gas supply infrastructure currently depends on conventional stoves.

By embracing innovation, enhancing operational efficiency, and engaging with stakeholders, Focus strives to minimise its environmental footprint, build long-term climate resilience, and create shared value for our business, customers, and the communities we serve.

OUR APPROACH

Transition to Low-Gas Equipment for Emission Reduction

The Group committed to reducing energy consumption and emissions by upgrading outdated equipment and adopting more efficient operating systems. We will replace faulty and aging equipment with new, energy-efficient equipment and fittings to improve operational performance while reducing energy wastage.

In addition, we plan to introduce smart lighting systems to enhance energy management and optimise electricity usage across our operations.

To reduce gas consumption, we will upgrade conventional cooking equipment to newer models that use less gas, supported by vendor assessments and collaboration with chefs to adapt cooking methods to the new systems.

These initiatives will contribute to lower energy consumption, reduced emissions, and improved operational efficiency, supporting our broader sustainability and environmental objectives.

ENERGY & EMISSION (CONT'D)

OUR PERFORMANCE

SCOPE 2 CARBON EMISSIONS FROM ELECTRICITY CONSUMPTION

Scope 2 emissions represent indirect greenhouse gas (GHG) emissions arising from the consumption of purchased electricity, steam, heat, or cooling within the organisation's operations.

Scope 2 emissions were calculated using the location-based method under the GHG Protocol Corporate Standard. Purchased electricity emissions were estimated using the Peninsular Malaysia Grid Emission Factor of 0.740 $kgCO_2e$/kWh, based on the latest available Grid Emission Factor published by the Energy Commission (Suruhanjaya Tenaga), and applied consistently across the reporting periods to ensure comparability.

The calculation is:

- Total Emissions ($kgCO_2e$) = Electricity Consumption (kWh) × Emission Factor (0.740 $kgCO_2e$/kWh)
- Carbon Footprint (tCO_2e) = Total Emissions ($kgCO_2e$) ÷ 1,000

For FPE 31 March 2025, the group recorded an estimated electricity consumption of 1,911,850 kWh, while FYE 31 March 2026 recorded 1,956,070 kWh. Based on the estimated electricity consumption, the Group recorded Scope 2 carbon emissions of 1,414 tCO_2e for FPE 31 March 2025 and 1,447 tCO_2e for FYE 31 March 2026, calculated using the applicable grid electricity emission factor.

Electricity consumption increased during FYE 31 March 2026 primarily due to the addition of a commercial building to the Group's operational portfolio. The expansion resulted in higher electricity demand for lighting, air-conditioning, and day-to-day operations, contributing to the overall increase in energy consumption. The corresponding rise in Scope 2 greenhouse gas emissions reflects the increased operational footprint rather than a decline in energy efficiency. The Group remains committed to improving energy efficiency by implementing energy conservation measures and promoting responsible energy management across its operations.

Year	Electricity Consumption (kWh)	Total Emissions ($kgCO_2e$)	Carbon Footprint Generated (tCO_2e)
FYE 31 March 2026	1,956,070	1,447,491	1,447
FPE 31 March 2025	1,911,850	1,414,769	1,414

As FPE 31 March 2025 covered an 18-month reporting period, whereas FYE 31 March 2026 covered a 12-month reporting period, a direct comparison of total electricity consumption and Scope 2 emissions between the two periods is not appropriate.

WATER MANAGEMENT

RELATED UNSDGS:

The Group recognises the importance of water conservation as a key component of our sustainability goals. With a vision to reduce overall water consumption, we acknowledge that water management practices have not yet been formally implemented within our operations. Moving forward, we aim to significantly reduce daily water usage, minimise wastage, and explore opportunities for recycling water wherever possible.

OUR APPROACH

Enhancing Water Management and Conservation

The Group is committed to improving water management by reducing water consumption and strengthening the maintenance of water infrastructure. To achieve this, we will implement water-saving initiatives such as reducing daily water usage and increasing the reuse and recycling of water where feasible. In addition, we will improve our maintenance processes by establishing routine inspection schedules and responding promptly to issues such as leaking faucets and faulty plumbing. These measures will help prevent water wastage, improve operational efficiency, and support our long-term commitment to responsible water stewardship and sustainable resource management.

OUR PERFORMANCE

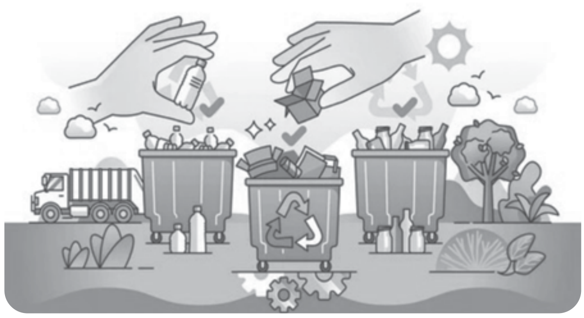
For the FPE 31 March 2025, the group recorded a total water consumption of 110,883 megalitres, compared with 102,011 megalitres for the FYE 31 March 2026. While total water consumption decreased by approximately 8%, the reporting periods are not directly comparable, as FPE 31 March 2025 covered an 18-month reporting period, while FYE 31 March 2026 covered a 12-month reporting period, a direct comparison of total consumption is not appropriate. On a normalised monthly basis, average water consumption increased from 6,160 megalitres per month in FPE 31 March 2025 to 8,501 megalitres per month in FYE 31 March 2026.

SUSTAINABILITY STATEMENT

(cont'd)

WASTE MANAGEMENT

RELATED UNSDGS:



At FOCUS, waste management is regarded as a critical pillar in our sustainability journey. Guided by our vision to recycle waste efficiently and work towards zero waste disposal, we recognise that our current operations do not yet incorporate structured waste management practices.

OUR APPROACH

The Group is committed to strengthening resource efficiency and waste management by reducing waste generation, lowering our carbon footprint, and improving operational efficiency across our operations.

Recycling and Waste Management

We are committed to improving waste management practices by increasing recycling and reducing the amount of waste sent for disposal. To support this objective, we will collaborate with recycling companies to collect recyclable materials such as glass, plastic, and paper. We will also explore opportunities to convert food waste into compost through partnerships with relevant service providers, while conducting staff awareness and training programmes

Reducing Carbon Footprint through Local Sourcing

To reduce emissions associated with transportation and supply chains, we will increase the procurement of local products wherever feasible, covering both perishable and non-perishable items. By building stronger relationships with local merchants and producers, we aim to support local businesses while lowering our overall carbon footprint.

Improving Operational Efficiency

We seek to optimise operational processes by reducing resource consumption and minimising waste. Key initiatives include redesigning workplace layouts to improve workflow efficiency, adopting biodegradable packaging and reusable alternatives to single-use plastics, and investing in energy-efficient equipment with lower power consumption.

OUR PERFORMANCE

The Group acknowledges that waste reporting was not conducted for FPE 31 March 2025 and FYE 31 March 2026. To address this gap, a structured roadmap has been established. This roadmap outlines the transition from the current state of limited practices to a future where zero waste disposal is achieved. Key activities include engaging recycling partners, converting food waste into compost or biogas, prioritising local sourcing to reduce carbon footprint, and embedding resource efficiency through reusable products and energy-efficient equipment.

HUMAN CAPITAL MANAGEMENT & LABOUR PRACTICE

RELATED UNSDGS:

At FOCUS, we recognise Human Capital Management and Labour Practices as a key material matter in our sustainability journey. As our workforce is central to our long-term success, we are committed to promoting fair, transparent, and progressive HR practices while ensuring data privacy, talent development, equitable compensation, and employee engagement.

OUR APPROACH

Employee Data Privacy and Protection

The Group is committed to upholding the highest standards of data privacy and protection, particularly concerning employee information. Our vision is to ensure that all employee data is securely protected, reinforcing trust and transparency across the organisation.

Currently, employee data is stored on secure servers with access strictly limited to authorised personnel for work-related purposes. To formalise our internal safeguards, all employees are required to sign the Personal Data Protection and Transfer Agreement (PDPTA), which outlines their responsibilities in handling personal information ethically and securely. As part of our continuous improvement, we aim to seek third-party assurance on our data privacy and protection systems. This step will help validate our internal controls, enhance risk management, and align our practices with industry best standards.

While our systems are in place, we acknowledge existing challenges such as limited HR manpower and the need for formal training in data handling and privacy best practices. Addressing these gaps will be key to strengthening our governance practices and ensuring compliance with evolving data protection regulation

Salary Benchmarking and Compensation

The Group is committed to offering fair and competitive compensation that reflects market standards and supports employee motivation, retention, and well-being. Our vision is to ensure all employees are fairly rewarded for their contributions, with remuneration that is both equitable and performance driven.

Salary Benchmarking and Compensation

Currently, we reference a salary directory to guide compensation for rank-and-file operational roles. To further strengthen our approach, we aim to benchmark salary packages more comprehensively and standardise fringe benefits according to job categories. This initiative seeks to promote consistency, equity, and employee satisfaction across all levels of the organisation.

As part of our ongoing efforts, we are actively benchmarking compensation packages to remain competitive in attracting and retaining talent. However, we acknowledge that time and resource constraints can limit the depth and frequency of market research and salary reviews. Overcoming these challenges will be critical as we work toward embedding fairness, transparency, and motivation into our total rewards strategy.

HUMAN CAPITAL MANAGEMENT & LABOUR PRACTICE (CONT'D)

OUR APPROACH (CONT'D)

Development of Electronic Employee Database

The Group is committed to improving the management and accessibility of employee records through the development of a comprehensive electronic employee database. Currently, employee personal files and payroll records are maintained on shared-drive and cloud-based systems. To strengthen record management, we aim to implement standardised document naming conventions for easier reference and retrieval. Key challenges include manpower and time constraints, as well as the need for additional cloud storage capacity to support the growing volume of employee records.

Talent Management

At FOCUS, we envision a workforce where the right talent is consistently matched to the right roles ensuring optimal performance, engagement, and long-term organisational growth. We believe that aligning talent with business needs is fundamental to building a resilient and high-performing organisation.

Currently, we face challenges with inconsistencies in qualifications and experience for certain positions, which can impact productivity and team dynamics. To address this, we aim to standardise our hiring processes and enhance the effectiveness of talent placement across all job functions.

Key activities underway include the implementation of structured talent-matching tools and interview assessment frameworks, designed to improve objectivity, reduce hiring biases, and ensure the best-fit candidates are selected. However, we recognise ongoing challenges such as high competition in the talent market and the difficulty of attracting and retaining top-tier candidates.

Addressing these issues remains a priority as we strive to strengthen our employer brand, refine our recruitment strategies, and build a workforce that supports our long-term sustainability goals.

Employee Retention & Engagement

At FOCUS, we aspire to cultivate a strong and inclusive company culture that supports high levels of employee engagement and long-term retention. Our vision is to build a workplace where individuals feel valued, connected, and motivated to grow together with the organisation. Currently, we face challenges in fostering a deep sense of ownership and cohesion among employees, due to the absence of a fully developed engagement framework. To address this, we aim to implement structured initiatives that promote belonging, professional development, and work-life balance.

These include the introduction of onboarding enhancements, continuous upskilling, and wellness-focused programs. Our ongoing engagement activities include townhall meetings, as well as career development and advancement initiatives designed to empower our people and align individual aspirations with company goals. However, we continue to face external pressures such as intense market competition and an abundance of job opportunities, which contribute to higher employee turnover. Tackling this challenge remains a strategic priority as we work toward strengthening our employer brand and creating a workplace culture that attracts and retains top talent.

HUMAN CAPITAL MANAGEMENT & LABOUR PRACTICE (CONT'D)

OUR PERFORMANCE

Total hours of training by employee category

The Group continues to prioritise continuous learning and career development by implementing structured training programmes across all employee categories. In FYE 31 March 2026, a total of 1,236 training hours were delivered, benefiting employees at every level of the organisation. By comparison, during FPE 31 March 2025, 569 hours of training were recorded. On a normalised monthly basis, this equates to an average of 103 hours per month in FYE 31 March 2026 versus 47.4 hours per month in FPE 31 March 2025, highlighting a more than threefold increase in training intensity. This reflects the Group's strengthened commitment to enhancing workforce capabilities and supporting long-term career advancement.

Employee Category	Total Hours of Training	
	FYE 31 March 2026	FPE 31 March 2025
Management	545	232
Executive	274	137
Non-Executive	417	200
Total	1,236	569

Training Program

The Group continues to foster a learning culture by investing in training programs across the organisation throughout FYE 31 March 2026. Our employees and future leaders engage in various learning initiatives including training seminars, knowledge-sharing sessions, briefings, webinars and on-the-job training.

Total number of employee turnover by employee category

The Group monitors employee turnover as part of its commitment to workforce stability and engagement. In FYE 31 March 2026, a total of 157 employees resigned across all categories, compared to 187 employees in FPE 31 March 2025. On a normalised monthly basis, this equates to an average of 13 resignations per month in FYE 31 March 2026, versus 10 resignations per month in FPE 31 March 2025. While the absolute number of resignations declined, the monthly average indicates a slightly higher turnover rate in FYE 31 March 2026, highlighting the need for continued focus on retention strategies, particularly at management and executive levels.

Employee Category	No. of Resigned Employees	
	FYE 31 March 2026	FPE 31 March 2025
Management	43	34
Executive	32	9
Non-Executive	82	144
Total	157	187

HUMAN CAPITAL MANAGEMENT & LABOUR PRACTICE (CONT'D)

OUR APPROACH (CONT'D)

Total Number of substantiated complaints concerning human rights violations

The Group is pleased to report that for FYE 31 March 2026, there were zero substantiated complaints relating to human rights violations across our operations. This outcome reaffirms our steadfast commitment to safeguarding and promoting human rights as a cornerstone of our business ethics and corporate governance. For comparison, in FPE 31 March 2025, no such complaints were recorded, underscoring the Group's consistent track record in upholding these principles.

Employee Category	Total Number of Complaints concerning Human Rights	
	FYE 31 March 2026	FPE 31 March 2025
Management	Nil	Nil
Executive	Nil	Nil
Non-Executive	Nil	Nil
Total	Nil	Nil

Employees by Age Group (%) for FYE 31 March 2026 and FPE 31 March 2025

Age Group	% of Hiring FYE 31 March 2026		
	Management	Executive	Non-Executive
Below 30	6.35	6.75	26.59
30 – 50	24.21	9.92	21.03
Above 50	3.57	0.40	1.19
Age Group	**% of Hiring FPE 31 March 2025**		
	Management	**Executive**	**Non-Executive**
Below 30	3.46	9.12	29.25
30 – 50	16.98	5.97	31.45
Above 50	1.89	0.31	1.57

HUMAN CAPITAL MANAGEMENT & LABOUR PRACTICE (CONT'D)

OUR APPROACH (CONT'D)

Employees by Gender (%) for FYE 31 March 2026 and FPE 31 March 2025

Age Group	% of Hiring FYE 31 March 2026		
	Management	Executive	Non-Executive
Male	27.38	8.33	38.89
Female	6.75	8.73	9.92
Age Group	**% of Hiring FPE 31 March 2025**		
	Management	**Executive**	**Non-Executive**
Male	17.30	8.81	52.20
Female	5.03	6.60	10.06

The Group tracks hiring demographics to ensure diversity and inclusivity across all levels. In FYE 31 March 2026, hiring patterns showed a stronger focus on younger talent, particularly in the non-executive category, while mid-career professionals (30–50 years) saw increased representation in management and executive roles compared to FPE 31 March 2025.

SUSTAINABILITY STATEMENT
(cont'd)

SUPPLY CHAIN MANAGEMENT

RELATED UNSDGS:

Supply Chain Management remains a key strategic pillar for Focus in achieving operational excellence and long-term sustainability. Our vision is to establish a streamlined and agile supply chain that delivers products efficiently, accurately, and at a lower cost. Presently, while standard operating procedures (SOPs) are in place and operational efficiency is moderate, automation across the product lifecycle remains limited.

To enhance performance, we are working towards achieving end-to-end visibility and synchronisation across the supply chain, reducing lead times, improving on-time delivery, and optimising inventory to minimise both shortages and excess. As part of these efforts, we are conducting supply chain audits to uncover inefficiencies, initiating automation in inventory and order fulfillment processes, and mapping the carbon footprint to better understand and manage our environmental impact.

OUR APPROACH

The Group is committed to strengthening supply chain management by fostering strategic partnerships, leveraging technology and data analytics, and implementing proactive risk management practices. Through these initiatives, we aim to improve operational efficiency, drive innovation, enhance sustainability performance, and build a resilient supply chain that supports long-term business growth.

Strengthening Strategic Partnerships

We recognise the importance of strong collaboration in driving innovation, efficiency, and sustainability across our supply chain. While current interactions with suppliers are largely transactional, we aspire to develop deeper, long-term relationships with suppliers and logistics partners. We will align sustainability and efficiency objectives with key suppliers, establish platforms for better data sharing and collaboration, and engage with NGOs, academic institutions, and green technology innovators to co-develop sustainable solutions. Supplier workshops and innovation programmes will also be conducted to encourage product responsibility and continuous improvement throughout the supply chain.

Leveraging Technology and Data Analytics

We aim to enhance supply chain visibility and decision-making through greater use of technology and data analytics. Although data collection practices currently exist, their utilisation remains limited.

To address this, we plan to integrate technologies such as artificial intelligence (AI), the Internet of Things (IoT), and advanced analytics into our supply chain operations. We will also invest in product lifecycle management (PLM) systems with sustainability modules, develop centralised data platforms for demand forecasting and inventory optimisation, and utilise predictive maintenance tools to improve operational efficiency, reduce waste, and enhance overall performance.

SUPPLY CHAIN MANAGEMENT (CONT'D)

OUR APPROACH (CONT'D)

Strengthening Risk Management and Cost Optimisation

Building a resilient supply chain requires proactive identification and management of risks. As formal supply chain risk management practices are currently limited, we aim to establish a structured risk management framework to anticipate and mitigate potential disruptions. This includes conducting environmental, safety, and compliance risk assessments, mapping high-risk regions and materials within the supply chain, and developing contingency plans for sourcing disruptions, product recalls, and regulatory changes. In parallel, we will utilise process optimisation, automation, and data-driven sourcing strategies to identify cost-saving opportunities while maintaining product quality and customer satisfaction.

OUR PERFORMANCE

The Group acknowledges that reporting on local versus foreign supplier spending was not conducted for FPE 31 March 2025 and FYE 31 March 2026. This gap has been addressed through a structured roadmap embedded in our approach, which charts the transition from limited reporting practices to a transparent, sustainable, and resilient supply chain.

The roadmap focuses on enhancing operational efficiency through audits and automation, embedding sustainability via lifecycle assessments and circular economy models, strengthening collaboration with suppliers and external partners, leveraging data and analytics for predictive insights, and establishing robust risk management frameworks.

By integrating these dimensions into our approach, the Group positions itself to report supplier spending transparently, prioritise local sourcing, and deliver measurable progress in responsible procurement and long-term value creation.

COMMUNITY DEVELOPMENT

RELATED UNSDGS:

Our vision is to support and enhance the resilience of the community by fostering a sense of unity and shared responsibility. One Resilience of the key activities held in line with this vision was food donation drives to old folks' homes and orphanages, addressing immediate needs and promoting compassion and care.

This initiative also focuses on creating a better living environment while valuing and preserving community knowledge and wisdom. By empowering the community through inclusive, community-led programs, especially those led by specific groups are directly affected. We aim to address the unique challenges and systemic gaps that continue to oppress certain community members. These programs are designed not only to offer solutions but to build lasting empowerment from within.

OUR APPROACH

Supporting Community

The Group is committed to creating a positive impact within the communities where we operate by supporting initiatives that enhance community well-being and resilience. Currently, we contribute through food donations to old folks' homes and orphanages. Moving forward, we aim to broaden our community outreach by supporting community-led programmes that address local challenges and foster a better environment for community members while recognising and preserving community knowledge and wisdom.

Life-Saving Contributions

We recognise the importance of initiatives that contribute directly to public health and community welfare. While we currently do not participate in organised blood donation activities, we aspire to support life-saving contributions through the implementation of blood donation campaigns and CPR training programmes. These initiatives will help equip community members with essential lifesaving skills while encouraging greater participation in health-related community activities.

Economic Opportunities

The Group is committed to promoting sustainable economic opportunities within the communities we serve. Although our business network offers various employment opportunities, we currently do not have a formal programme to support community economic development. To address this, we plan to organise regular community markets that provide local entrepreneurs and small businesses with opportunities to showcase their products and connect with customers. Through job creation initiatives and continued community engagement, we aim to support local economic growth, encourage entrepreneurship, and create sustainable opportunities that contribute to long-term community development.

COMMUNITY DEVELOPMENT (CONT'D)

OUR PERFORMANCE

The Group acknowledges that community development reporting has not yet been formalised for FPE 31 March 2025 and FYE 31 March 2026. To address this, a structured roadmap has been embedded in our approach, guiding the transition from ad-hoc initiatives to a more strategic, inclusive, and sustainable community engagement framework.

Currently, activities include food donations to old folk homes and orphanages, but the ambition is to create a better environment for the community by valuing local knowledge and wisdom. The roadmap envisions community-led programmes designed and driven by specific groups to address challenges and close gaps that affect their members.

At present, the Group does not participate in blood donation campaigns. Moving forward, the roadmap includes organising blood donation drives and CPR training sessions, strengthening health awareness and emergency preparedness within the community.

While there are many work opportunities, no formal programme exists to connect them with local communities. The roadmap seeks to organise regular markets to showcase local products, connect businesses with customers, and create sustainable economic opportunities. These initiatives will foster job creation, empower local talent, and build stronger economic resilience.

SUSTAINABILITY STATEMENT

(cont'd)

CUSTOMER CENTRIC & ENGAGEMENT

RELATED UNSDGS:

To strengthen customer experience and long-term loyalty, the group is initiating a transition plan aimed at enhancing customer engagement, data security, service efficiency, and digitalisation.

The primary goal is to bring the company closer to its customers by fostering meaningful relationships and delivering personalised value.

Currently, the company faces challenges such as limited direct customer interaction and the use of informal channels like WhatsApp for reservations. To address this, the team plans to proactively engage regular customers through personal outreach via calls and WhatsApp offering incentives such as vouchers and birthday perks. This engagement is further supported by building a verified customer database to enhance communication and ensure data accuracy.

OUR APPROACH

The Group is committed to strengthening customer relationships, enhancing data management practices, and improving customer experience through more effective engagement, digitalisation, and service excellence initiatives. By implementing these measures, we aim to build stronger customer loyalty, improve operational efficiency, and deliver a more personalised and responsive customer experience.

Enhancing Customer Engagement

We recognise the importance of maintaining close and meaningful relationships with our customers. Currently, customer engagement activities are limited, and we aim to strengthen customer support and relationship management through more regular communication and interaction. Initiatives such as contacting regular customers via phone calls and messaging platforms, offering vouchers and promotional incentives, and organising customer engagement events will help foster stronger connections and improve customer satisfaction.

Strengthening Customer Data Management

Protecting and managing customer information effectively is essential for delivering quality service. While customer information is currently collected and protected, further verification and organisation of customer records are required. We plan to establish a comprehensive customer database, enhance customer verification processes through events and engagement activities, and capture customer information more systematically to improve data accuracy, customer insights, and service delivery.

Upgrading Online Reservation Systems

To improve convenience and operational efficiency, we aim to upgrade our reservation process from messaging-based bookings to a dedicated reservation platform. The implementation of systems such as Umai or similar table reservation applications will provide a more structured and seamless booking experience for customers. Key activities will include identifying suitable vendors and ensuring frontline employees are equipped to support the new reservation process.

CUSTOMER CENTRIC & ENGAGEMENT (CONT'D)

OUR APPROACH (CONT'D)

Introducing a Customer Loyalty Programme

We aspire to establish a membership and loyalty programme that rewards repeat customers and encourages long-term engagement. Working closely with the marketing team, we will develop a loyalty programme that offers meaningful benefits and incentives to customers while strengthening brand loyalty and increasing customer retention.

Improving Customer Service and Follow-Up

Delivering prompt and effective customer service remains a key priority. We aim to improve our ability to respond to customer enquiries by ensuring employees have access to accurate product and service information. In addition, we will engage directly with customers to better understand their expectations and satisfaction levels, enabling us to continuously improve service quality and enhance the overall customer experience.

OUR PERFORMANCE

The Group acknowledges that customer engagement practices are still developing, with limited systems and programmes in place. To address this, a structured roadmap has been embedded in our approach to strengthen relationships and deliver a more customer-centric experience. The roadmap focuses on building closer customer relationships through proactive outreach and loyalty rewards, improving data verification to ensure accuracy and personalised engagement, upgrading reservation systems with digital platforms, introducing membership programmes to reward loyalty, and expanding event engagement to better meet customer needs.

PRODUCT RESPONSIBILITY

RELATED UNSDGS:

As a major player in Malaysia's food and beverage (F&B) industry, The Group recognises that product responsibility is integral to our sustainability journey. Safeguarding food safety, ensuring regulatory compliance, and delivering exceptional customer service form the core pillars of our operational strategy. We remain committed to continuous improvement in these areas to meet evolving stakeholder expectations and regulatory requirements.

OUR APPROACH

Ensuring Food Safety and Consistent Quality Across Operations

The Group is committed to maintaining the highest standards of food safety and quality across all F&B operations. Currently, all outlets undergo quarterly audits based on HACCP standards; however, maintaining consistency across multiple outlets remains a challenge. To strengthen our food safety framework, we aim to achieve full compliance with HACCP, Good Hygiene Practices (GHP), and FDA requirements in line with the Food Act 1983. Key initiatives include conducting gap analyses against HACCP and GHP requirements, providing enhanced SOP, food safety, and hygiene training for frontline employees, and implementing more robust internal audit and corrective action systems. While resistance to operational changes and maintaining consistency across outlets may present challenges, achieving these standards will create opportunities for new market entry and strategic partnerships through demonstrated quality assurance and compliance.

Achieving Regulatory Compliance and Industry Recognition

Regulatory compliance remains a fundamental aspect of our product responsibility commitment. Currently, all ingredients and products are sourced from approved and compliant suppliers, and our outlets operate with the necessary permits and licenses required by relevant authorities. Moving forward, we aspire to be recognises as a fully compliant and reputable F&B establishment at both local and international levels. To support this objective, we will engage external consultants and certification bodies to assist with compliance reviews and certification processes. Although achieving and maintaining international compliance standards requires significant investment of time and resources, it offers valuable opportunities to strengthen brand reputation, enhance stakeholder confidence, and reinforce customer trust.

Enhancing Customer Experience and Satisfaction

The group is dedicated to delivering excellent customer service and creating positive customer experiences that encourage repeat visits and long-term loyalty. While Standard Operating Procedures (SOPs) are regularly reviewed and customer feedback is actively monitored, customer complaints and service gaps can still occur. To address these challenges, we aim to elevate the customer journey by strengthening feedback mechanisms and improving data collection to better understand customer preferences and expectations. In addition, we will redesign key customer touchpoints to align with premium service standards and enhance overall customer satisfaction. While balancing compliance requirements with the fast-paced nature of F&B operations remains challenging, these initiatives will help build greater customer trust, increase retention, and encourage repeat business.

PRODUCT RESPONSIBILITY (CONT'D)

OUR PERFORMANCE

The Group acknowledges that product responsibility practices are in place but require strengthening to meet international standards and customer expectations. A structured roadmap has been embedded in our approach to transition from current compliance gaps toward full alignment with regulatory and quality benchmarks.

The roadmap focuses on achieving full compliance with HACCP, Good Hygiene Practices, and FDA standards through gap analysis, staff training, and robust internal audits. It also seeks official recognition as a reputable F&B establishment by engaging external consultants to support certification processes. Customer experience will be elevated by enhancing feedback mechanisms, designing premium service touchpoints, and aligning SOPs with fast-paced operations.

Challenges include resistance to operational change, consistency across multiple outlets, and the cost of maintaining compliance. However, opportunities lie in strengthening brand image, building consumer trust, and unlocking new market entry through proven compliance and quality standards.

SUSTAINABILITY STATEMENT

(cont'd)

BUSINESS ETHICS AND CORPORATE GOVERNANCE

RELATED UNSDGS:

At FOCUS, we believe that strong business ethics are fundamental to sustainable business success and play a critical role in maintaining the confidence of our stakeholders, including shareholders, employees, customers, and regulators. We are committed to fostering a culture of integrity, transparency, and accountability, ensuring that ethical principles are embedded in our day-to-day operations, decision-making processes, and corporate governance practices. Through continuous improvement and strong leadership commitment, we strive to uphold the highest standards of ethical conduct across all aspects of our business.

OUR APPROACH

Clarity of roles and responsibilities

The Group is committed to defining clear roles and responsibilities across the organisation to strengthen governance and accountability. While general responsibilities are currently outlined, gaps in accountability persist in certain areas. To address this, we will document, communicate, and align roles and responsibilities more explicitly with ethical and governance standards. Key initiatives include reviewing and updating job descriptions and implementing role-based accountability frameworks. Nonetheless, challenges remain in resolving structural ambiguities and ensuring alignment between employee capabilities and organisational expectations.

Anti-Bribery

The Group is committed to conducting its business with the highest standards of integrity, transparency, and ethical conduct, and maintains a strict zero-tolerance approach to bribery and corruption. An Anti-Bribery and Anti-Corruption ("**ABAC**") Policy is in place to provide a clear framework for preventing, detecting, and addressing bribery and corruption, while ensuring compliance with applicable laws, regulations, and industry best practices.

Protecting Whistleblowers and Promoting Transparency

Whistle-blowing is an integral component of the Group's governance framework, supporting the highest standards of integrity, accountability, and ethical business conduct. The Group has established a Whistle-Blowing Policy and accessible reporting channels to encourage employees and other stakeholders to report actual or suspected misconduct, unethical behavior, or regulatory non-compliance in good faith. As part of our commitment to continuously strengthening our governance practices, the Group will enhance whistle-blowing awareness through regular communication and training programs, integrate whistle-blowing briefings into employee onboarding, and reinforce the confidentiality and protection afforded to whistle-blowers under the Policy. These initiatives aim to strengthen trust in the reporting process, encourage the timely reporting of concerns, and cultivate a workplace culture where ethical behavior is upheld, and individuals can raise concerns with confidence and without fear of retaliation.

BUSINESS ETHICS AND CORPORATE GOVERNANCE (CONT'D)

OUR APPROACH (CONT'D)

Honesty

The Group recognizes honesty as a fundamental value that underpins ethical decision-making, responsible business practices, and organizational integrity. We are committed to fostering a culture of transparency and accountability, where honesty is embedded in all aspects of our operations, including decision-making, reporting, and stakeholder interactions. To reinforce this commitment, the Group will continue to promote honesty through employee training programs, leadership communications, and clear guidance on expected standards of conduct. Appropriate measures and accountability mechanisms will be maintained to address instances of misconduct, ensuring that honesty and integrity remain integral to the way we conduct our business.

Accountability

The Group is committed to fostering a culture of accountability, where employees take ownership of their responsibilities, decisions, and performance outcomes. Accountability is an essential element of our governance approach, supporting effective decision-making, operational excellence, and continuous improvement across the organization. To further strengthen accountability, the Group will continue to enhance performance management practices through the establishment of clear and measurable Key Performance Indicators (KPIs), regular performance reviews, and targeted training initiatives. We encourage employees to take ownership of their actions, embrace continuous learning, and openly identify areas for improvement while maintaining appropriate standards of responsibility and professional conduct.

Through these efforts, the Group aims to cultivate a workplace culture where accountability, transparency, and constructive learning are embedded across all levels of the organisation. We encourage employees to take ownership of their actions, embrace continuous learning, and openly identify areas for improvement while maintaining appropriate standards of responsibility and professional conduct. Through these efforts, the Group aims to cultivate a workplace culture where accountability, transparency, and constructive learning are embedded across all levels of the organisation. We encourage employees to take ownership of their actions, embrace continuous learning, and openly identify areas for improvement while maintaining appropriate standards of responsibility and professional conduct.

Through these efforts, the Group aims to cultivate a workplace culture where accountability, transparency, and constructive learning are embedded across all levels of the organisation.

OUR PERFORMANCE

For FPE 31 March 2025, The Group remained fully compliant with all applicable laws and regulations, with no reported incidents of bribery, corruption, or unethical conduct during the period. This strong compliance record continued into FYE 31 March 2026, with no known or reported cases of misconduct throughout the financial year. During FYE 31 March 2026, all employees formally acknowledged and signed The Group's Whistleblower Policy as well as the ABAC Policy, underscoring our commitment to integrity, transparency, and ethical business practices. To further strengthen accountability and openness, The Group has established a dedicated whistleblowing channel under the Whistleblower Policy, enabling both employees and external stakeholders to confidentially report concerns via email, telephone, or mail. In addition, both the ABAC Policy and Whistleblower Policy are publicly accessible on our corporate website, ensuring transparency and ease of access for all stakeholders.

Financial year	Total No. of Whistleblowing case
FYE 31 March 2026	Nil
FPE 31 March 2025	Nil

SUSTAINABILITY STATEMENT
(cont'd)

FOCUS DYNAMICS GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-23_13:58:18
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category (Management)	Percentage	-	Nil	-	External (Limited)
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category (Executive)	Percentage	-	Nil	-	External (Limited)
Bursa (Anti-corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category (Non-executive)	Percentage	-	Nil	-	External (Limited)
Bursa (Anti-corruption)	Bursa C1(b) Percentage of operations assessed for corruption related risk	Percentage	-	100%	-	External (Limited)
Bursa (Anti-corruption)	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	-	Nil	-	External (Limited)
Bursa (Community/Society)	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	-	Nil	-	External (Limited)
Bursa (Community/Society)	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	-	Nil	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Management Under 30)	Percentage	-	6.35%	-	External (Limited)

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FOCUS DYNAMICS GROUP BERHAD

BMLR Transition Period

Date & Time: 2026-07-23_13:58:18

Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Management Between 30-50)	Percentage	-	24.21%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Management Above 50)	Percentage	-	3.57%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Executive Under 30)	Percentage	-	6.75%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Executive Between 30-50)	Percentage	-	9.92%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Executive Above 50)	Percentage	-	0.40%	-	External (Limited)

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SUSTAINABILITY STATEMENT
(cont'd)

FOCUS DYNAMICS GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-23_13:58:18
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Non-executive Under 30)	Percentage	-	26.59%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Non-executive Between 30-50)	Percentage	-	21.03%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Non-executive Above 50)	Percentage	-	1.19%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Management Male)	Percentage	-	27.38%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Management Female)	Percentage	-	6.75%	-	External (Limited)

FOCUS DYNAMICS GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-23_13:58:18
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Executive Male)	Percentage	-	8.33%	-	External (Limited)
Bursa (Diversity)	C3(a) Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Executive Female)	Percentage	-	8.73%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Non-executive Male)	Percentage	-	38.89%	-	External (Limited)
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Non-executive Female)	Percentage	-	9.92%	-	External (Limited)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group (Male)	Percentage	-	80%	-	External (Limited)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group (Female)	Percentage	-	20%	-	External (Limited)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group (Under 30)	Percentage	-	Nil	-	External (Limited)

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FOCUS DYNAMICS GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-23_13:58:18
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group (Between 30-50)	Percentage	-	60%	-	External (Limited)
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group (Above 50)	Percentage	-	40%	-	External (Limited)
Bursa (Energy management)	Bursa C4(a) Total energy consumption	Megawatt	-	Nil	-	External (Limited)
Bursa (Health and safety)	Bursa C5(a) Number of work-related fatalities	Number	-	Nil	-	External (Limited)
Bursa (Health and safety)	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	-	Nil	-	External (Limited)
Bursa (Health and safety)	Bursa C5(c) Number of employees trained on health and safety standards	Number	-	Nil	-	External (Limited)
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category (Management)	Hours	-	545	-	External (Limited)
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category (Executive)	Hours	-	274	-	External (Limited)
Bursa (Labour practices and standards)	Bursa C6(a) Total hours of training by employee category (Non-executive)	Hours	-	417	-	External (Limited)
Bursa (Labour practices and standards)	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	-	Nil	-	External (Limited)
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category (Management)	Number	-	43	-	External (Limited)

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FOCUS DYNAMICS GROUP BERHAD
BMLR Transition Period

Date & Time: 2026-07-23_13:58:18
Ace Market | Group 3 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category (Executive)	Number	-	32	-	External (Limited)
Bursa (Labour practices and standards)	Bursa C6(c) Total number of employee turnover by employee category (Non-executive)	Number	-	82	-	External (Limited)
Bursa (Labour practices and standards)	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	-	Nil	-	External (Limited)
Bursa (Supply chain management)	Bursa C7(a) Proportion of spending on local suppliers	Percentage	-	Nil	-	External (Limited)
Bursa (Data Privacy and security)	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	-	Nil	-	External (Limited)
Bursa (Water)	Bursa C9(a) Total volume of water used	Megalitres	-	8,501	-	External (Limited)
Bursa (Waste management)	Bursa C10(a) Total waste generated	Metric tonnes	-	Nil	-	External (Limited)
Bursa (Waste management)	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	Nil	-	External (Limited)
Bursa (Waste management)	Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	Nil	-	External (Limited)
Bursa (Emissions management)	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	Nil	-	External (Limited)
Bursa (Emissions management)	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	1,447	-	External (Limited)

22nd July 2026

FOCUS DYNAMICS GROUP BERHAD
Lot 12.1, 12th Floor,
Menara Lien Hoe,
No. 8, Persiaran Tropicana,
Tropicana Golf & Country Resort,
47410 Petaling Jaya,
Selangor Darul Ehsan,
Malaysia.

Attention: Mr. Tay Ben Seng, Benson (Executive Director)

INDEPENDENT LIMITED ASSURANCE REPORT ON SUBJECT MATTER INFORMATION IN FOCUS DYNAMICS GROUP BERHAD'S SUSTAINABILITY REPORT 2026

To the Board of Directors of Focus Dynamics Group Berhad

We, Vaersa Advisory Sdn. Bhd. have been engaged by Focus Dynamics Group Berhad to perform an independent limited assurance engagement on selected sustainability indicators (hereinafter referred to as the "Subject Matter Information") as reported by Focus Dynamics Group Berhad ("FOCUS") in its Sustainability Report for the financial year ended 31st March 2026 ("Sustainability Report 2026").

Our Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information contained in the FOCUS's Sustainability Report 2026 for the financial year ended 31st March 2026 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

Subject Matter Information

In strengthening the credibility of our reporting, this Sustainability Statement have been subjected to independent assurance in accordance with recognised assurance standards for selected indicators and has been approved by the Company's Audit Committee.

The Scope, Subject Matter(s) covered, and Conclusion (where applicable) are provided below:

Type of Assurance	Material Matters	Subject Matter	Scope	Conclusion
Independent Assurance	Energy Management	Total energy consumption	Operations assessed: Malaysia	Based on the procedures we have performed and the evidence we have obtained, nothing has come to our
	Water Management	Total volume of water used		
	Labour practices and standards	Total hours of training by employee category		
		Percentage of employees that are contractors or temporary staff		
		Total number of employee turnover by employee category		

		Number of substantiated complaints concerning human rights violations		attention that causes us to believe that the Subject Matter as presented in FOCUS's Sustainability Statement have not been prepared and presented fairly, in all material respects, in accordance with the defined Criteria*.
	Diversity and Inclusivity	Percentage of employees by gender and age group, for each employee category		
		Percentage of directors by gender and age group		
	Health and Safety	Number of work-related fatalities		
		Lost time incident rate ("LTIR")		
		Number of employees trained on health and safety standards		
	Community Development	Total amount invested in the community where the target beneficiaries are external to the listed issuer		
	Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category		
		Percentage of operations assessed for corruption-related risks		
		Confirmed incidents of corruption and action taken		
	Emissions Management	Scope 1 emissions in tonnes of CO2e		
		Scope 2 emissions in tonnes of CO2e		
	Supply Chain Management	Proportion of spending on local suppliers		
	Data Privacy and Security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data		

***Reporting Criteria**

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which FOCUS is solely responsible for selecting and applying. The Reporting Criteria used for the reporting of the Subject Matter Information are as follows:

- FOCUS's internal sustainability reporting guidelines and procedures by which the Selected Information is gathered, collated, and aggregated internally; and
- The Global Reporting Initiative's Sustainability Reporting Standards ("GRI standards") for disclosures. (collectively referred to as the "Reporting Criteria").

SUSTAINABILITY STATEMENT
(cont'd)

VAERSA

Management's Responsibility

Management of FOCUS is responsible for the preparation of the Subject Matter Information included in FOCUS's Sustainability Report 2026 in accordance with the Reporting Criteria. This responsibility includes the selection and application of appropriate methods to prepare the Subject Matter Information reported in FOCUS's Sustainability Report 2026 as well as the design, implementation, and maintenance of internal control relevant for the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error. Furthermore, the responsibility includes the use of assumptions and estimates for disclosures made by FOCUS which are reasonable in the circumstances.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, International Standard on Assurance Engagements ("ISAE") 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information". This standard requires that we plan and perform this engagement under consideration of materiality to express our conclusion with limited assurance about whether the Subject Matter Information is free from material misstatement. The accuracy of the Subject Matter Information is subject to inherent limitations given their nature and methods for determining, calculating, and estimating such data. Our limited assurance report should therefore be read in conjunction with the Reporting Criteria.

A limited assurance engagement involves assessing the suitability in the circumstances of FOCUS's use of the Reporting Criteria as the basis for the preparation of Subject Matter Information, assessing the risks of material misstatement of the Subject Matter Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Subject Matter Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Restriction on Distribution and Use and Disclaimer of Liability to Third Parties and For Any Other Purpose

This report, including the conclusion, has been prepared solely for the Board of Directors of FOCUS in accordance with the agreement between us, in connection with the performance of an independent limited assurance engagement on the Subject Matter Information as reported by FOCUS in its Sustainability Report 2026 and should not be used or relied upon for any other purposes. We consent to the inclusion of this report in FOCUS's Sustainability Report 2026 to be disclosed on the website of FOCUS to assist the Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Subject Matter Information in connection with the's Sustainability Report 2026. As a result, we will not accept any liability or responsibility to any other party to whom our report is shown or into whose hands it may come. Any reliance on this report by any third party is entirely at its own risk.

Yours faithfully,

Quincy Gan Hoong Huat
Executive Director

VAERSA
ADVISORY SDN BHD
(1272384-X)

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Jalan PJU 1/39, Dataran Prima,
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