

AT NO TIME IN OUR HISTORY HAS THE ISSUE OF HEALTHY LIFESTYLES BEEN MORE PROMINENT IN THE HUMAN CULTURE. WITH THE SUCCESSFUL RESTRUCTURING OF THE GROUP, FABER IS NOW POISED TO GROW WITH A RENEWED FOCUS, VIGOUR AND MOMENTUM, PROPELLED BY ITS UNRIVALLED KNOWLEDGE AND EXPERTISE IN INTEGRATED FACILITIES MANAGEMENT AND PROPERTY DEVELOPMENT. MOVING FORWARD, FABER AIMS TO LEAD THE WAY IN THE WELLNESS AND PROPERTY LIFESTYLE ARENAS. THIS YEAR'S COVER REFLECTS THIS SENTIMENT, AS WELL AS THE OPTIMISM OF THE GROUP IN HAVING SURMOUNTED PAST HURDLES. WE ARE NOW MORE READY THAN EVER TO GO THE DISTANCE.



MESSAGE FROM THE CHAIRMAN



Dear Shareholders

**WITH PERSEVERANCE AND SUPPORT FROM
ALL OF YOU,**

**I AM PLEASED TO ANNOUNCE THAT
FABER GROUP BERHAD (“GROUP”) HAS
SUCCESSFULLY COMPLETED AND IMPLEMENTED
ITS RESTRUCTURING SCHEME AND IS NOW
ABLE TO RECORD PROFITS AFTER MANY YEARS
OF REPORTING LOSSES. AS A MORE FOCUSED
ENTITY WITH A FAR FIRMER FINANCIAL FOOTING,
THE GROUP IS POISED TO WORK TOWARDS
INCREASING THE LONG-TERM VALUE FOR
ITS STAKEHOLDERS.**

The successful implementation of the restructuring scheme marks the end of almost three years of strategising, planning and negotiating. The challenge faced by the Group then was the mounting debts on the Redeemable Convertible Secured Bonds ("RCSB") and the Non-Convertible Redeemable Secured Bonds ("NCRSB") which cumulatively, upon maturity in 2005 would have amounted to RM1.6 billion is now resolved and the Group's debts have been pared down to a manageable level. The successful implementation of the restructuring also saw Bursa Malaysia Securities Berhad uplifting the Group's PN4 status in November 2004.

On behalf of the board, I would like to take this opportunity to thank our shareholders for their patience, confidence and continued support in resolving this matter, especially in supporting an earlier restructuring scheme in 2000.

With all this behind us, and being out of the hotel business except for Sheraton Hanoi Hotel and Towers in Vietnam, the financial and operational viability of the Group has been restored. We are now in a position to focus our concerted efforts on our existing two core businesses, namely Facilities Management and Property Development. We plan to improve earnings by focusing on the strategic growth in these two core businesses, reinforcing operational efficiencies, optimising asset utilisation, human capital development and ensuring that the Group is operating at a more efficient cost structure.

Efforts to expand the Facilities Management businesses into the non-concession sectors locally and within the Asian region are aggressively being pursued, as our concession through Faber Medi-Serve Sdn Bhd is now in its 9th year and will run for another 6 years till 2011. In regards to Property Development, we will continue to look at increasing our land bank for development with strategic joint venture partners - private and public.

FINANCIAL PERFORMANCE

For the financial year ("FY") 2004, the Group recorded an impressive financial performance compared to FY 2003. The total revenue achieved was RM609.4 million, resulting in an 8.6% improvement compared to FY 2003 of RM561.5 million, whilst Earnings Before Interest, Taxation, Depreciation and Amortization ("EBITDA") improved significantly to RM102.9 million, which was RM32.0 million or 45.1% higher than RM72.1 million recorded in FY2003.

Upon the conclusion of the restructuring exercise in September 2004, the Group's shareholders' funds returned to positive, mainly due to the RM449.3 million exceptional gains arising from the restructuring exercise. For the FY ended 31 December 2004, the shareholders' funds marked a notable increase at RM198.7 million compared to the corresponding FY ended 31 December 2003 of negative RM434.2 million.

As in the past, the Facilities Management Division was the most significant contributor in terms of revenue and EBITDA to the Group. The revenue from this Division was RM356.1 million or 58.4% of the total revenue in comparison to the Property Development Division, which contributed RM127.6 million or 20.9% of the total revenue. The Hotel Division in 2004 contributed RM125.7 million or 20.6% of the total revenue.

Moving on to the Profit Before Taxation ("PBT") level, the Group delivered an outstanding PBT of RM469.7 million of which, RM449.3 million was the exceptional gain arising from the restructuring exercise.



FROM LEFT TO RIGHT
A HEALTHY LIFESTYLE GOES HAND IN HAND WITH A
HEALTHY ENVIRONMENT

FABER PUTS THE EMPHASIS ON QUALITY FINISHES



MESSAGE FROM THE CHAIRMAN

DEBT RESTRUCTURING

The Group's efforts over three years to restructure the mounting RCSB and NCRSB debt, which upon maturity in 2005 would have been RM1.6 billion, saw the rewarding completion of the exercise in September 2004. The accreted value of the RCSB and NCRSB at the time the restructuring exercise was implemented was RM1,186 million and RM402.0 million respectively. Under the scheme, the RCSB was settled by way of the Group transferring RM492 million worth of hotel assets, with the exception of the Sheraton Hanoi Hotel and certain landed properties to a Special Purpose Vehicle ("SPV") Company, Jeram Bintang Sdn Bhd ("JBSB"). With that, the holders of the RCSB agreed to waive interest amounting to RM251.0 million and novated the remaining RM929 million RCSB to JBSB. JBSB, which is managed by a trust company on behalf of the bondholders, in turn, issued new bonds (the "JBSB bonds") to the holders of the RCSB to replace the original RCSB. The JBSB bonds would be redeemed eight years from the date of issuance, financed by proceeds from the sale of the assets transferred to JBSB, amongst others.

In order to settle the shortfall owing to the SPV, the Group had issued to JBSB the following financial instruments:

- i. RM200 million nominal value of Redeemable Convertible Preference Shares ("RCPS") of RM1 each;
- ii. Up to RM185.5 million nominal value of Redeemable Secured Loan Stocks ("RSLs") comprising of RM135.6 million nominal value of RSLs issued, which carries a 4% coupon compounded annually up to maturity, amounting to RM49.9 million nominal value payable in the form of RSLs; and
- iii. RM51.4 million (the "Balance Sum") will be settled by the Group from the assignment of profits from certain property development projects and 13% dividends of Faber Medi-Serve Sdn Bhd payable over 8 years.

The maturity date of both the RCPS and RSLs is eight years from the date of the issuance. JBSB has the conversion rights on the RCPS based on an agreed conversion schedule. This is to ensure that the current Group's shareholders' shareholding is not diluted immediately upon the issuance of RCPS and also to ensure that the Group would have the opportunity to increase its value to cushion the impact on the conversion of the RCPS, whilst the early redemption of the RCPS is solely at the option of the Group. The early redemption of RSLs is also at the option of the Group.

The NCRSB outstanding amount was resolved when the Group successfully disposed 49% of its 51% equity interest in Inter-Heritage Sdn Bhd ("IHSB") to United Engineers (Malaysia) Berhad on 21 September 2004. As a result of this disposal, the Group was able to write-back an exceptional gain on disposal of RM179.8 million. With only 2% equity in IHSB, the Group now no longer consolidates the results of IHSB, which will be positive to its books moving forward if IHSB continues to record losses.



OPERATIONAL HIGHLIGHTS

During the year under review, the Group undertook an exercise in streamlining its operating companies, which entailed the renaming and restructuring of several subsidiaries in order to be consistent with their corporate existence and to better position the Group's Facilities Management Division for growth and expansion. Tapping into our core competencies, we have transformed Faber Facilities Sdn Bhd, a wholly-owned subsidiary specialised in providing facilities management services to the Property Development Division's existing facilities, into an all-integrated facilities management solution provider for both the public and private sectors.

In line with its expansion plan, the Facilities Management Division, via Faber Medi-Serve Sdn Bhd ("FMS"), has secured the contract for the provision of hospital support services to the new district hospital in Likas, Sabah during the FY, thus increasing the total number of hospitals managed to 73. To further improve operational efficiency, FMS had invested RM6 million on the implementation and maintenance of an Internet Protocol Virtual Private Network ("IPVPN") for all its locations including hospitals, offices and plants with on-line real-time information update. This investment will improve operational productivity and increase efficiency over the next 5 years with the aim of increasing bandwidth capacity by 300% and reducing annual maintenance cost by 43%. FMS, which currently services 52% of the total number of beds in government healthcare institutions, is generating revenue of over RM300 million per annum.

FMS, in its 9th year of concession, has transformed itself from the management of the hospital support services into a comprehensive service provider of integrated facilities management, whilst maintaining a consistent strategy to be the premier provider of facility management and support services. FMS's expansion plans are starting to bare fruits in the Asian region, with specific reference to Brunei and the Philippines, in the biomedical engineering maintenance services arena.

As for the Property Development Division, it has successfully completed and handed over 3 residential projects namely Danau Murni Condominium and Taratak Muhibbah, both in Taman Danau Desa, Kuala Lumpur and a double storey semi detached housing project located in Taman Grandview, Sandakan. The Plaza Danau II, a commercial project in Taman Danau Desa was also successfully completed and handed over to purchasers in December 2004, three months ahead of schedule.

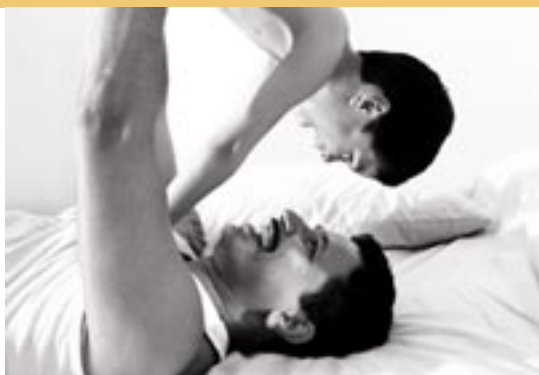
In tandem with the market demand, the Division during the FY, launched another two residential projects in Taman Danau Desa namely Danau Villa and Casa Desa Condominium, catering to high end and up market buyers. Construction works have also commenced on the RM81 million privatisation of the Federal Reserve Unit ("FRU") complex, which will be paid by the Government partly in cash and partly via the transfer of 100 acres of land in Kepong. This land valued at RM48.3 million has been earmarked for mixed residential and commercial development this year. The master plan and planning layout have been approved by the Government, and the projects will soon be launched in the middle of 2005.

FROM LEFT TO RIGHT
CLINICAL WASTE MANAGEMENT IS ONE OF FIVE SERVICES PROVIDED
BY FMS UNDER THE TERMS OF THE GOVERNMENT CONCESSION

BIO-MEDICAL ENGINEERING SERVICES IN ACTION

WELLNESS MEANS MORE TIME TO SPEND WITH YOUR LOVED ONES

LINEN AND LAUNDRY SERVICES ARE ALSO PART OF THE FMS OFFERING



MESSAGE FROM THE CHAIRMAN

BUSINESS DEVELOPMENT

The Group plans to realise the synergies between its various operations and capitalise on the strength of having two complementary businesses under one roof. This will involve both innovative products/services research and development and enhanced customer service. From this, the Group intends to leverage on its enlarged service range and workforce to improve its position in the market, particularly as a provider of comprehensive facilities management solutions.

The Group will leverage its vast experience in property development and facilities management services by aggressively pursuing the following:

- i. The expansion of the Property Development Division by identifying lands owned by individuals or corporate at strategic locations for joint development or on profit sharing basis,
- ii. The exploration of facility management businesses to non-governmental hospitals locally and overseas in other Asian and Middle East markets and also into residential and commercial sectors, and
- iii. The initiation of expansion into healthcare related services complementing the existing hospital support services.

With the above initiatives in place, the Group envisions an improvement in its financial performance and the building of long-term value for its stakeholders in the coming years.

OUTLOOK AND PROSPECTS

Moving forward, the Group will capitalise its experience and expertise in facilities management services to tap into the private commercial arena locally and overseas. With the pool of trained personnel and the experience gained in the Government concession, we are well positioned to aggressively pursue new business outside the boundaries of the existing concession.

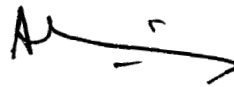
In line with the Government's aspiration, as one of the Government-linked Companies, the Group has adopted a fixed term contract for its senior management of which rewards are directly linked to their achievements of the key performance indicators ("KPIs") set. The KPIs, even though not new to the Group, are in line with its aim to strive for growth and should augur well for all. With this the Group should be able to look forward to better performance in years to come.

ACKNOWLEDGEMENT

Together, with one goal in mind that is to put the Group back on a firmer footing, all parties concerned have given their unanimous approvals to complete the restructuring scheme, a deal which was uniquely formulated to ensure a win-win situation for all. It's never easy, especially in times of crisis, to get consensus in taking the kind of bold steps that the Group has had to take. I am pleased that we have had the privilege to enjoy and experience a fine spirit of camaraderie amongst all the parties concerned.

Again, I would like to acknowledge and thank the support extended to us from all stakeholders - our shareholders, bondholders, bankers, advisers, customers, suppliers, business partners, regulatory bodies and government agencies. Last and not least, of course to my fellow members of the board, the management and all staff, without whom, we simply could not have achieved what we have achieved.

Thank you



DATO' ANWAR BIN AJI
Chairman

18 March 2005



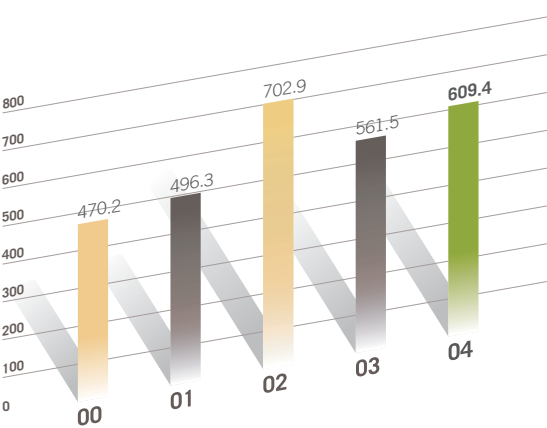
FROM LEFT TO RIGHT
THE THOUGHTFULLY-PLANNED DANAU PERMAI REFLECTS FDH'S
HIGH STANDARDS OF PROPERTY DEVELOPMENT

THE COMFORTABLE INTERIOR OF CASA DESA SHOW UNIT.

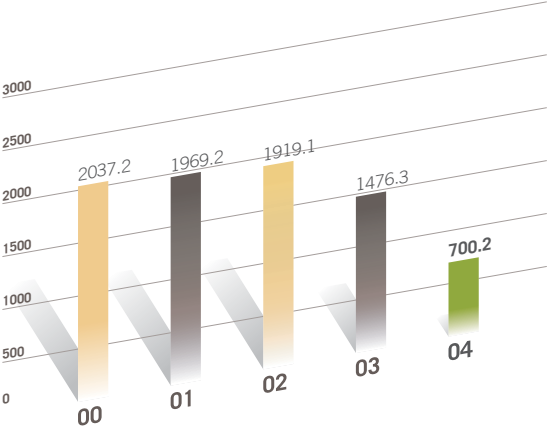


5-YEAR GROUP FINANCIAL HIGHLIGHTS

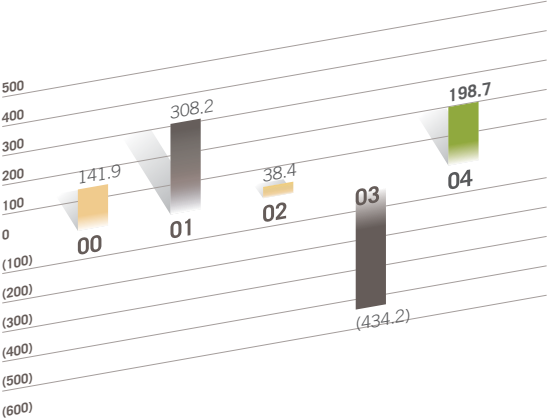
TURNOVER
RM (MILLION)



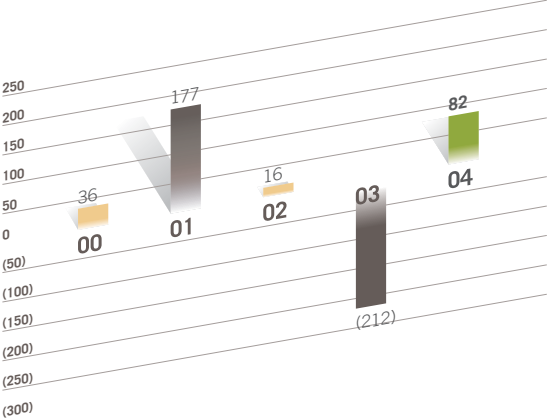
TOTAL ASSETS
RM (MILLION)



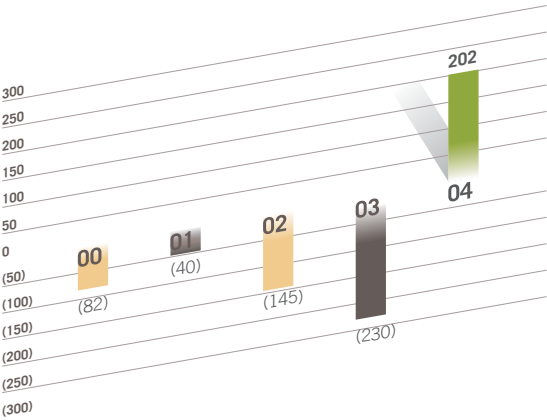
SHAREHOLDERS' FUNDS
RM (MILLION)



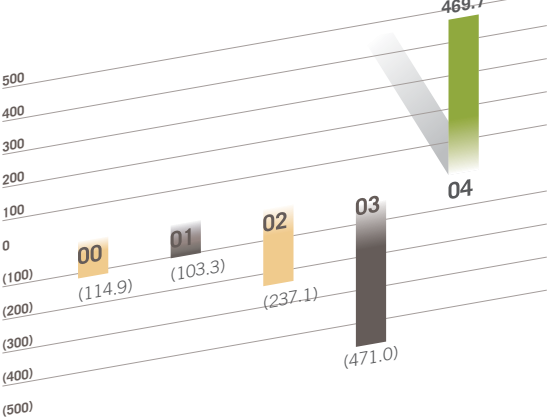
NET TANGIBLE ASSETS
RM (MILLION)



EARNINGS/(LOSS)
PER SHARE (SEN)



PROFIT/(LOSS) BEFORE TAXATION
RM (MILLION)



GROUP FINANCIAL SUMMARY

CONSOLIDATED BALANCE SHEET

IN RM MILLION	AS AT 30 JUNE		AS AT 31 DEC		
	2000	2001	2002	2003	2004
Fixed assets	1,555.40	1,483.30	1,427.77	983.68	362.22
Other assets	60.60	90.00	67.65	42.07	30.71
Current assets	421.20	395.80	423.75	450.52	307.35
Total assets	2,037.20	1,969.10	1,919.18	1,476.27	700.28
Current liabilities	(1,807.10)	(315.60)	(279.97)	(215.79)	(161.41)
	230.10	1,653.50	1,639.20	1,260.48	538.87
Represented by:					
Share capital	324.00	162.00	201.56	208.00	234.85
Non-distributable reserves	35.70	34.30	74.69	77.22	103.75
Retained profit/(loss)	(217.80)	(120.10)	(390.70)	(859.47)	(426.22)
ICULS	—	232.00	152.89	140.00	86.31
Preference shares	—	—	—	—	200.00
Shareholders' funds	141.90	308.20	38.44	(434.24)	198.69
Minority interests	73.10	76.30	81.00	73.40	64.65
Long term liabilities	15.10	1,269.00	1,519.76	1,621.33	275.53
	230.10	1,653.50	1,639.20	1,260.48	538.87
Net tangible assets per share (sen)	36.00	177.00	15.46	(211.88)	82.20
Current ratio (times)	0.23	1.25	1.51	2.09	1.90
Liquidity ratio (times)	0.06	0.35	0.44	0.65	0.75
Gearing ratio (times)	7.20	4.06	39.53	(3.73)	1.39

CONSOLIDATED PROFIT & LOSS ACCOUNT

IN RM MILLION	AS AT 30 JUNE		AS AT 31 DEC		
	2000	2001	2002*	2003	2004
Revenue	470.20	496.30	702.89	561.46	609.40
Earnings before interest, taxation, depreciation and amortization	25.90	54.10	36.60	(355.84)	553.97
Profit/(loss) before taxation	(114.90)	(103.30)	(237.12)	(471.03)	469.73
Taxation	(14.90)	(9.00)	(18.72)	0.03	(28.32)
Profit/(loss) after taxation	(129.80)	(112.30)	(255.85)	(471.00)	441.41
Minority interests	(3.50)	48.00	(9.76)	2.23	(8.16)
Profit/(loss) attributable to shareholders	(133.30)	(64.30)	(265.61)	(468.77)	433.25
Retained profit/(loss) for the year	(133.30)	(64.30)	(265.61)	(468.77)	433.25
Earnings/(loss) per share	(82.3)	(39.7)	(144.9)	(230.0)	202.0
Earnings before interest, taxation, depreciation and amortization as a percentage of revenue (%)	6	11	5	-63	91
Pre-tax profit/(loss) as a percentage of revenue (%)	-25	-23	-34	-84	77
Pre-tax profit/(loss) as a percentage of shareholders' funds at year end (%)	-81	-34	-617	108	236

*Results are for a period of 18 months from 1 July 2001 to 31 December 2002

GROUP QUARTERLY PERFORMANCE

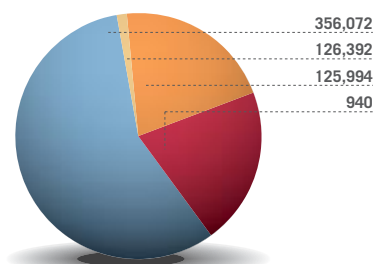
FOR THE YEAR ENDED 31 DECEMBER 2004

	QUARTER RM'000				TOTAL
	1ST	2ND	3RD	4TH	
Revenue	151,556	139,936	169,704	148,201	609,398
Operating expenses	(119,668)	(121,555)	(155,509)	(119,013)	(515,746)
Earnings before interest, taxation, depreciation and amortization and exceptional items	33,605	21,378	16,866	31,041	102,890
Profit/(loss) before taxation	10,762	(1,037)	439,379	20,627	469,731
Profit/(loss) attributable to shareholders	(1,739)	(8,265)	428,388	14,861	433,245
Earnings per share (sen)	(1)	(4)	203	7	202

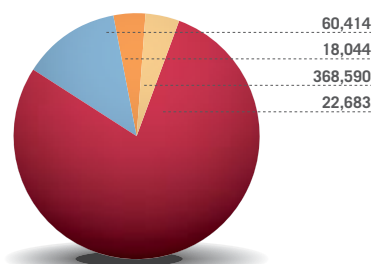
BY SEGMENT

	QUARTER RM'000				TOTAL
	1ST	2ND	3RD	4TH	
Revenue					
Facilities Management	84,777	85,621	87,575	98,099	356,072
Property Development	29,579	17,369	37,752	41,692	126,392
Hotel	37,132	36,818	44,007	8,037	125,994
Others	68	128	370	374	940
Total	151,556	139,936	169,704	148,202	609,398
Profit Before Taxation					
Facilities Management	18,327	14,968	10,588	16,531	60,414
Property Development	6,418	2,119	5,024	4,483	18,044
Hotel	(12,366)	(18,046)	410,599	(11,597)	368,590
Others	(1,617)	(78)	13,168	11,210	22,683
Total	10,762	(1,037)	439,379	20,627	469,731

REVENUE
BY SEGMENT
RM'000



PROFIT
BEFORE
TAXATION
BY SEGMENT
RM'000



CORPORATE INFORMATION

BOARD OF DIRECTORS

DATO' ANWAR BIN HAJI @ AJI

Chairman

Non-Independent Non-Executive

NOORIZAH BINTI HJ ABD HAMID

Managing Director

DATUK ZAINAL ABIDIN BIN ALIAS

Senior Independent Non-Executive

DATO' MOHAMED ZAIN BIN MOHAMED YUSUF

Independent Non-Executive

DATO' IKMAL HIJAZ BIN HASHIM

Non-Independent Non-Executive

DATO' (DR.) MOHAMED ISHAK @

ISHAK BIN HAJI MOHAMED ARIFF

Independent Non-Executive

ELAKUMARI A/P KANTILAL

Non-Independent Non-Executive

AZMANUDDIN HAQ BIN AHMAD

Non-Independent Non-Executive

PUASA BIN OSMAN

Independent Non-Executive

COMPANY SECRETARY

GWEE OOI TENG

(MAICSA 0794701)

GROUP MANAGEMENT

FABER GROUP BERHAD

NOORIZAH BINTI HJ ABD HAMID

Managing Director

FABER DEVELOPMENT HOLDINGS SDN BHD

WONG WENG PENG

Managing Director

FABER HOTELS HOLDINGS SDN BHD

NOORIZAH BINTI HJ ABD HAMID

Managing Director

FABER MEDI-SERVE SDN BHD

TAJUL AZWA BANI HASHIM

Managing Director

REGISTERED OFFICE

20th Floor, Menara 2, Faber Towers

Jalan Desa Bahagia, Taman Desa

Off Jalan Kelang Lama, 58100 Kuala Lumpur

Tel +6 03 7628 2888

Fax +6 03 7628 2828

www.fabergroup.com.my

AUDIT COMMITTEE

DATUK ZAINAL ABIDIN BIN ALIAS

Chairman

Senior Independent Non-Executive

DATO' MOHAMED ZAIN BIN MOHAMED YUSUF

Independent Non-Executive

ELAKUMARI A/P KANTILAL*

Non-Independent Non-Executive

PUASA BIN OSMAN

Independent Non-Executive

*Member of the Malaysian Institute of Accountants

REMUNERATION COMMITTEE

DATO' MOHAMED ZAIN BIN MOHAMED YUSUF

Chairman

Independent Non-Executive

DATUK ZAINAL ABIDIN BIN ALIAS

Senior Independent Non-Executive

DATO' (DR.) MOHAMED ISHAK @

ISHAK BIN HAJI MOHAMED ARIFF

Independent Non-Executive

NOMINATION COMMITTEE

DATUK ZAINAL ABIDIN BIN ALIAS

Chairman

Senior Independent Non-Executive

DATO' (DR.) MOHAMED ISHAK @

ISHAK BIN HAJI MOHAMED ARIFF

Independent Non-Executive

AZMANUDDIN HAQ BIN AHMAD

Non-Independent Non-Executive

AUDITORS

ERNST AND YOUNG

CHARTERED ACCOUNTANTS

Level 23A Menara Milenium, Jalan Damanlela

Pusat Bandar Damansara, 50490 Kuala Lumpur

Tel +6 03 2087 7000

Fax +6 03 2095 5332

SHARE REGISTRAR

SYMPHONY SHARE REGISTRARS SDN BHD

Level 26, Menara Multi Purpose, Capital Square

No. 8, Jalan Munshi Abdullah, 50100 Kuala Lumpur

Tel +6 03 2721 2222

Fax +6 03 2721 2530 / 2721 2531

PRINCIPAL BANKER

BUMIPUTRA-COMMERCE BANK BERHAD

PRINCIPAL SOLICITORS

SHAHRIZAT RASHID & LEE

ABU TALIB SHAHROM

SHEARN DELAMORE & CO

STOCK EXCHANGE LISTING

MAIN BOARD OF BURSA MALAYSIA SECURITIES BERHAD

CORPORATE
STRUCTURE

KEY OPERATING COMPANIES IN FABER GROUP BERHAD

FACILITIES
MANAGEMENT
DIVISION

HEALTHCARE

FABER HEALTHCARE MANAGEMENT SDN BHD	100%
FABER MEDI-SERVE SDN BHD	57%*
HEALTHTRONICS (M) SDN BHD	60%
CERMIN CAHAYA SDN BHD	100%
CERMIN KENYALANG SDN BHD	55%
SEHAT TECHNOLOGIES SDN BHD	51%

* Faber Group Berhad also holds 13.3% of Faber Medi-Serve Sdn Bhd.

NON-HEALTHCARE

FABER FACILITIES SDN BHD (FORMERLY KNOWN AS FM PROPERTY MANAGEMENT SDN BHD)	100%
FABER FACILITIES MANAGEMENT SDN BHD (FORMERLY KNOWN AS MALAYSIAN BAGUS TRAVEL AND TOURS SDN BHD)	100%
FABER FACILITIES SOLUTION SDN BHD (FORMERLY KNOWN AS MERLIN MANAGEMENT CORPORATION SDN BHD)	100%

PROPERTY
DEVELOPMENT
DIVISION

FABER DEVELOPMENT HOLDINGS SDN BHD	100%
COUNTRY VIEW DEVELOPMENT SDN BHD	100%
FABER GRANDVIEW DEVELOPMENT (SABAH) SDN BHD	100%
FABER UNION SDN BHD	100%
RIMBUNAN MELATI SDN BHD	55%

HOTEL
DIVISION

FABER HOTELS HOLDINGS SDN BHD	100%
FABER LABUAN SDN BHD	100%
VIMAS JOINT VENTURE COMPANY LIMITED	70%

FOLLOWING THE SUCCESS OF ITS CORPORATE RESTRUCTURING IN 2004, WHICH LED TO THE UPLIFTING OF ITS PN4 STATUS, FABER GROUP BERHAD IS NOW WELL PLACED TO SUBSTANTIALLY INCREASE ITS COMMITMENT IN ITS CORE OPERATIONAL AREAS OF FACILITIES MANAGEMENT AND PROPERTY DEVELOPMENT. MOVING FORWARD, THE GROUP STRIVES TO ACHIEVE REAL GROWTH BY FOCUSING ON VALUE CREATION, HUMAN CAPITAL DEVELOPMENT AND OPERATIONAL EFFICIENCIES.



Much has changed in the 42 year history of Faber Group Berhad. What began as a Malaysian hospitality concern, has grown into a prominent player in the areas of Facilities Management and Property Development Services with its sights now on international market. What hasn't changed clearly, is its can-do attitude in striving toward high standards of quality and customer satisfaction.

The Group's corporate history goes back to 31 May 1963 with the incorporation of Merlin Hotels Malaysia Berhad. Ten years later, in 1972, Merlin Hotels Malaysia Berhad merged with Faber Union Sdn Bhd to form Faber Merlin Malaysia Berhad. Faber Merlin Malaysia Berhad then went on to diversify and grow in strength over the years, and on 22 November 1990, in recognition of the progress achieved by the company, it changed its name to Faber Group Berhad. In October 1996, Faber Group Berhad expanded its portfolio to include hospital support services when it was awarded the concession for the privatisation of hospital support services for Government hospitals in Malaysia's northern region and in East Malaysia.

In 2004, the Group successfully completed the restructuring exercise whereby part of the debts was settled by way of the Group transferring its hotel assets with the exception of Sheraton Hanoi Hotel, in Vietnam and certain landed properties to a special purpose vehicle company, Jeram Bintang Sdn Bhd ("JBSB"). Under the terms of the restructuring, and in accordance with the management agreements with JBSB, the Group now manages all the previously owned assets transferred to JBSB.

FACILITIES MANAGEMENT: CREATING NEXT GENERATION ENVIRONMENTS FOR WELLNESS.

Faber Group Berhad's entry into this rapidly emerging industry came about with the award of a 15-year concession for the privatisation of hospital support services in October 1996 to its then 57% owned subsidiary, Faber Medi-Serve Sdn Bhd ("FMS"). Faber's shareholding in FMS was later increased to 70% following the acquisition of 63% equity interest in Intensive Quest Sdn Bhd which in turn holds 21.1% of FMS.

By tapping into the vast experience gained from the Government's privatisation exercise, and its own property management activities, Faber Group Berhad has evolved into a comprehensive service provider of integrated facilities management. Its services have since expanded significantly, both locally and within the Asian Region, with FMS focusing on providing solutions to healthcare institutions and non-concession sectors and the now directly wholly-owned subsidiary, Faber Facilities Sdn Bhd, focussing on non-healthcare institutions in both the public and private sectors.

PROPERTY DEVELOPMENT: PRIME LOCATION. QUALITY FINISHING.

Faber Development Holdings Sdn Bhd stands at the core of Faber Group Berhad's property development business. A wholly-owned subsidiary, it is responsible for the popular and rapidly growing Taman Desa development in Kuala Lumpur and many other quality residential and commercial developments, all of which are in prime locations with an emphasis on quality finishing. With more development projects in the pipeline, and by continuing to deliver the excellence by which it is known, this Division strives to be at the forefront of the growing property development industry.

FROM LEFT TO RIGHT
CLINICAL WASTE INCINERATION

DANAU PERMAI, SET ADJACENT TO THE PICTURESQUE TASIK DANAU

SERVICE WITH A SMILE

**TARATAK MUHIBBAH - PART OF FDH'S CONTRIBUTION TO THE GOOD
OF SOCIETY**



BOARD OF DIRECTORS



SEATED FROM LEFT TO RIGHT

DATO' ANWAR BIN HAJI @ AJI
DATUK ZAINAL ABIDIN BIN ALIAS

STANDING FROM LEFT TO RIGHT

DATO' IKMAL HIJAZ BIN HASHIM
PUASA BIN OSMAN
NOORIZAH BINTI HJ ABD HAMID
ELAKUMARI A/P KANTILAL
DATO' (DR.) MOHAMED ISHAK @
ISHAK BIN HAJI MOHAMED ARIFF
AZMANUDDIN HAQ BIN AHMAD
DATO' MOHAMED ZAIN BIN MOHAMED YUSUF

BOARD OF DIRECTORS' PROFILE

DATO' ANWAR BIN HAJI @ AJI

Aged 54, Malaysian

Non-Independent Non-Executive Chairman

Dato' Anwar was appointed to the Board of Directors of Faber Group Berhad ("FGB") and as Chairman of FGB on 22 October 2001. He graduated from University Malaya with Honours in Economics in 1973 and obtained his Masters in International Studies from Ohio University, United States of America in 1982. He started his career with the Government and had held various posts in the Ministry of Trade and Industry, the Prime Minister's Department and the Ministry of Finance. He joined Khazanah Nasional Berhad in 1994 and left in May 2004. His directorship in other public company includes Commerce Asset-Holding Berhad.

Dato' Anwar has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years and does not hold any shares in FGB and its subsidiaries. He attended all 8 of the Board of Directors' Meetings held during the financial year.

NOORIZAH BINTI HJ ABD HAMID

Aged 45, Malaysian

Managing Director

Noorizah was appointed to the Board of Directors of FGB and as Managing Director of FGB on 17 March 2003. She is also the Managing Director of Faber Hotels Holdings Sdn Bhd since 3 August 2002. She holds a Master in Business Administration, majoring in Finance and Management and a Bachelor of Science in Business Administration from Central Michigan University, United States of America. Prior to joining Renong as a Manager of Group Corporate Affairs in September 1991, she was attached to various positions in finance and corporate advisory with Syarikat Pengurusan Kayu Kayan Terengganu Sdn Bhd, a subsidiary of the Terengganu State Economic Development Corporation, Permodalan Nasional Berhad and Amanah Merchant Bank Berhad. In January 1992, she was transferred to HBN Management Sdn Bhd and was transferred to Projek Lebuh raya Utara-Selatan Berhad ("PLUS") as a Senior Manager in the Treasury Department in January 1994. In January 1996, she was transferred back to HBN Management Sdn Bhd and appointed to the post of Senior Manager of Group Corporate Affairs. In 1997, she was posted to PLUS as Senior General Manager, Finance before assuming her designation as the Chief Operating Officer of FGB on 9 August 1999. She was also appointed as Director of various subsidiary companies of FGB. Other than FGB, she has no directorship in other public company.

She has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years and does not hold any shares in FGB and its subsidiaries. She attended 7 out of the 8 Board of Directors' Meetings held during the financial year.

BOARD OF DIRECTORS' PROFILE

DATUK ZAINAL ABIDIN BIN ALIAS

Aged 61, Malaysian

Senior Independent Non-Executive Director

Datuk Zainal was appointed to the Board of Directors of FGB on 22 October 2001. He is the Chairman of the Audit Committee and the Nomination Committee of FGB since 26 October 2001 and 24 July 2002, respectively. He was appointed as a Member of the Remuneration Committee of FGB on 17 March 2003. He holds a Bachelor of History (Honours) from University of Malaya. He was with the Malaysian Diplomatic and Administrative Service in 1967 and retired in 1999 as Ambassador to Indonesia. He had served in various capacities in the Ministry of Foreign Affairs as well as in various Malaysian Embassies abroad, namely in Washington D.C., Jakarta, New Delhi, Hong Kong and Tokyo. He was also the Malaysia's Ambassador to Kuwait (concurrently accredited as Malaysia's Ambassador to Bahrain, Qatar, The United Arab Emirates and Oman), Thailand and The Republic of Indonesia. In the Ministry of Foreign Affairs, he had also served as ASEAN Director General for Malaysia and as the Chief of Protocol. Other than FGB, he has no directorship in other public company.

Datuk Zainal has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years and does not hold any shares in FGB and its subsidiaries. He attended all of the 8 Board of Directors' Meetings held during the financial year.

DATO' MOHAMED ZAIN BIN MOHAMED YUSUF

Aged 65, Malaysian

Independent Non-Executive Director

Dato' Mohamed Zain was appointed to the Board of Directors of FGB on 22 October 2001 and was appointed as a Member of the Audit Committee of FGB on 26 October 2001. He is also the Chairman of the Remuneration Committee of FGB since 12 December 2001. He holds a Bachelor of Economics with Honours from University of Western Australia. He was with the Shell Group of Companies and while being there had attended various Senior Management Courses overseas as well as Harvard Senior Management Programme in the mid-80s. From 1986 to 1988, he was the Marketing Consultant to Shell International based in London, United Kingdom. He was the first person of Malaysian nationality to be appointed as Marketing Director of Shell Marketing Companies in Malaysia at the end of 1998. He was subsequently elevated to the Board of Directors of the Shell Group as Executive Director, both in the upstream and downstream companies as well as other 18 Shell joint-venture companies. In 1996, he resigned as Director of Shell Refining Company (Federation of Malaya) Berhad, a company listed on the Main Board of the Bursa Malaysia Securities Berhad. He also served as a Director on the Board of Directors of Insas Berhad from March 1997 to January 2000. He was also a Director of MBF Finance Berhad from May 1999 to December 2001. He resigned on the completion of the restructuring of MBF Finance Berhad with the take over by AmFinance Berhad. He is presently the Chairman of Confoil (M) Sdn Bhd. His directorship in other public company includes PJBumi Berhad (formerly known as Pembinaan Jayabumi (Sarawak) Berhad).

Dato' Mohamed Zain has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years and does not hold any shares in FGB and its subsidiaries. He attended 7 out of the 8 Board of Directors' Meetings held during the financial year.

DATO' IKMAL HIJAZ BIN HASHIM

Aged 52, Malaysian

Non-Independent Non-Executive Director

Dato' Ikmal was appointed to the Board of Directors of FGB on 10 August 1999. He holds a Bachelor of Arts with Honours from University of Malaya and a Master of Philosophy Degree in Land Management from University of Reading, England. He served in the Administrative and Diplomatic Service of the Government from 1976 to 1990. He then joined United Engineers (Malaysia) Berhad as the General Manager of Malaysian-Singapore Second Crossing Project. He became the Chief Operating Officer of PLUS on 1 January 1993 and was appointed the Managing Director on 1 January 1995 to 30 June 1999. He resigned as the Managing Director of PLUS on 30 June 1999, but remained as a Director until 21 November 2001. On 1 July 1999, Dato' Ikmal was appointed as the Managing Director of Prolink Development Sdn Bhd. Subsequently, on 1 February 2000, he was appointed as the President of Property Division of the Renong Group while concurrently held the position of the Managing Director of Prolink Development Sdn Bhd. He was also the Managing Director of Renong Berhad from August 2002 until end of 2003. On 27 October 2003, he was seconded to Pos Malaysia Berhad and was appointed as the Chief Executive Officer. On 6 December 2003, he was appointed as Managing Director of Pos Malaysia Berhad as well. On 19 December 2003, he was appointed as Executive Director of Pos Malaysia & Services Holdings Berhad, and was subsequently redesignated as Group Managing Director/Chief Executive Officer on 13 April 2004. Besides FGB, Pos Malaysia Berhad and Pos Malaysia & Services Holdings Berhad, he has no directorship in other public company.

Dato' Ikmal has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years and does not hold any shares in FGB and its subsidiaries. He attended 6 out of the 8 Board of Directors' Meetings held during the financial year.

DATO' (DR.) MOHAMED ISHAK @ ISHAK BIN HAJI MOHAMED ARIFF

Aged 69, Malaysian

Independent Non-Executive Director

Dato' (Dr.) Mohamed Ishak was appointed to the Board of Directors of FGB on 31 December 1993. He is a Member of Remuneration Committee of FGB since 12 December 2001 and was appointed as a Member of Nomination Committee of FGB on 17 March 2003. He is a qualified Professional Chartered Town Planner and a Professional Landscape Architect from the University of Newcastle-upon-Tyne, England. He was honoured by the University of Newcastle-upon-Tyne, England with the Honorary Degree of Doctor in Civil Law in May 1993. He is also the Honorary Life President of the University of Newcastle-upon-Tyne Alumni Association in Malaysia from 2004. He had served in various State and Federal Governments before retiring in 1993. He was a member of the Advisory Board of the City of Kuala Lumpur (Dewan Bandaraya Kuala Lumpur) until December 2004. Over the years and through his involvement as a director of several public listed companies, he has accumulated vast experience in various sectors namely banking, property and housing development, hotel management, food manufacturing and expressway management. His directorships in other public companies include as Chairman of Yee Lee Corporation Berhad and Director of Public Bank Berhad, Public Merchant Bank Berhad and Public Mutual Berhad.

Dato' (Dr.) Mohamed Ishak has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years. He holds 1,500 ordinary shares of RM1.00 each in FGB but does not hold any shares in the subsidiary companies of FGB. He attended all 8 of the Board of Directors' Meetings held during the financial year.

BOARD OF DIRECTORS' PROFILE

ELAKUMARI A/P KANTILAL

Aged 48, Malaysian

Non-Independent Non-Executive Director

Elakumari was appointed to the Board of Directors of FGB on 22 October 2001 and was appointed as a Member of the Audit Committee of FGB on 26 October 2001. She holds a Master of Science in Finance and Accounting from the University of East Anglia, United Kingdom and Bachelor of Accounting from Universiti Kebangsaan Malaysia. She is also a Member of the Malaysian Institute of Accountants since 1984. She began her career as an Officer in the Accountant General's Office in 1981 with the first posting to the Ministry of Agriculture and subsequently as the Senior Officer in the Monitoring of Government Owned Enterprises Division in the Ministry of Finance. She joined Khazanah Nasional Berhad as a Senior Manager in 1994 and was promoted to General Manager in 2000. In 2004, she assumed the position of Director of Investments (Monitoring and Management) of Khazanah. Her directorships in other public companies include TIME dotCom Berhad and TIME Engineering Berhad.

She has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years and does not hold any shares in FGB and its subsidiaries. She attended all 8 of the Board of Directors' Meetings held during the financial year.

AZMANUDDIN HAQ BIN AHMAD

Aged 35, Malaysian

Non-Independent Non-Executive Director

Azmanuddin was appointed to the Board of Directors and as a Member of the Nomination Committee of FGB on 18 February 2003. He holds a Bachelor (Honours) in Accounting and Financial Management from University of Sheffield, United Kingdom. He was previously with Aseambankers Malaysia Berhad prior to joining United Engineers (Malaysia) Berhad ("UEM"). He joined UEM as Assistant General Manager in the Office of Managing Director/Chief Executive Officer on 24 October 2001. He was made the Special Assistant to the Executive Vice-Chairman of Renong Berhad on 1 November 2002. His primary role at the UEM Group was to oversee the Corporate Finance and Mergers & Acquisitions of UEM Group. He is presently the Managing Director of UEM Environment Sdn Bhd and Kualiti Alam Sdn Bhd. He is also a Director of E-Idaman Sdn Bhd, Environment Idaman Sdn Bhd and other private companies within UEM Group. His directorship in other public company includes Cement Industries of Malaysia Berhad.

He has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years and does not hold any shares in FGB and its subsidiaries. He holds 100,000 Irredeemable Convertible Unsecured Loan Stocks of FGB. He attended all 8 of the Board of Directors' Meetings held during the financial year.

PUASA BIN OSMAN

Aged 60, Malaysian

Independent Non-Executive Director

Puasa was appointed to the Board of Directors of FGB and appointed as a Member of the Audit Committee of FGB on 19 June 2003. He is presently the Director of Internal Audit and Business Development of Consolidated Farms Berhad. He holds a Master in Business Administration from Ohio University, United States of America. His previous working experience include serving in various managerial positions in Bank Pertanian Malaysia in the Department of Personnel and Training, Branch Operations, Retail Banking and Credit Operations. Other than FGB, he has no directorship in other public company.

He has no family relationship with any Director and/or major shareholder of FGB, no conflict of interest with FGB, never been charged for any offence within the past 10 years and does not hold any shares in FGB and its subsidiaries. He attended all 8 of the Board of Directors' Meetings held during the financial year.



FROM LEFT TO RIGHT

WONG WENG PENG

AHMAD ZAMRI SAID

TAJUL AZWA BANI HASHIM

WONG WENG PENG

Managing Director – FDH

Wong Weng Peng, aged 48, is the Managing Director of Faber Development Holdings Sdn Bhd (“FDH”). He holds a Bachelor’s Degree in Building Sciences from University of Trent Nottingham, England. Prior to being appointed the Managing Director of FDH in January 1998, he was the Project Director of Prolink Development Sdn Bhd from 1995 to 1997.

TAJUL AZWA BANI HASHIM

Managing Director – FMS

Tajul Azwa Bani Hashim, aged 48, is the Managing Director of Faber Medi-Serve Sdn Bhd (“FMS”). He holds a Bachelor of Science Degree in Mathematics and Information Science from the University of Tasmania, Australia. He began his career in Information Technology with the Hydro Electric Commission of Tasmania until his return to Malaysia in 1983. He then worked with Malaysia Mining Corporation Bhd, Automated Technology Sdn Bhd and Progressive Insurance Sdn Bhd until he joined PLUS in 1989 as Senior Systems Analyst. In PLUS, his career moved from information technology to management of operations when he became the Senior Manager of Toll Department in 1994. He was subsequently promoted to General Manager of Operations of PLUS in 1996 prior to his appointment as Chief Operating Officer of FMS in January 1997.

AHMAD ZAMRI SAID

Chief Operating Officer – FMS

Ahmad Zamri Said, aged 43, is the Chief Operating Officer of FMS. He graduated with a Bachelor of Electrical, Science and System Engineering (Communication) from Southern Illinois University, United States of America. He joined FMS in January 1997 as Manager, Sabah Zone. Prior to joining FMS, he was attached to Queen Elizabeth Hospital, Kota Kinabalu as Biomedical Engineer and subsequently as the Head of the Engineering Department. He progressed steadily in FMS where he assumed the position of General Manager in January 2002.