ASX Announcement
FBR Limited

Corporate Update

- **Transition to Board of 3 Directors**
- **Appointment of Glenn Cooper as NED**
- **Growing pipeline of Business Development**

Friday, 19 September 2025 – Robotic technology company **FBR Limited (ASX:FBR)** ('FBR' or 'the Company') advises that Mr Glenn Cooper will be appointed as a Non-Executive Director with Mr Richard Grellman and Ms Nancy Milne to retire from the Board effective 1 October 2025.

This transition is part of long-term succession planning and reflects the Board skills needed to deliver the Company's strategy of commercialising robotic technology. A Board of three members will ensure a lean and efficient Board. Focus continues to be on generating revenue from commercialising DST technology and a growing pipeline of R&D projects.

Mr Cooper was previously a director of FBR from April 2024 to April 2025. Mr Cooper has an engineering, sales and business operations background with over 25 years' experience as a senior executive in the construction, manufacturing and mobile equipment industries, including with global OEMs such as Liebherr, Sandvik and Hitachi. He is experienced across all business functions in the construction equipment industry, including sales, commercialisation and operational management. Mr Cooper has held previous (and current) directorships and senior executive roles at regional and global levels and has recently been group CEO of ASX listed company Bisalloy Steel Group Limited (ASX:BIS). Mr Cooper is a graduate member of the AICD.

FBR thanks Mr Grellman and Ms Milne for their long term service and wishes them well in their retirement.

FBR has a team of 25 with capability to sell, build, commission, operate and maintain Hadrian® units and long boom DST enabled robotic technology. FBR conducts R&D projects to commercialise core DST. This includes the development and sale of Mantis® welding robots and other adjacent use cases with external parties such as Samsung Heavy Industries.

FBR has a growing pipeline of business development initiatives with global interest in the purchase and/or commercial use of Hadrian® units, WaaS (Wall as a Service), commercial R&D projects and purchase of Mantis® welding robots. The Company looks forward to updating the market as these progress.

This announcement has been authorised for release to the ASX by the FBR Board of Directors.

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About FBR Limited
FBR Limited (ASX: FBR; OTCID: FBRKF) designs, develops and builds dynamically stabilised robots to address global needs in a safer, more efficient and more sustainable way. These robots are designed to work outdoors or at large sizes using the company's core Dynamic Stabilisation Technology® (DST®).

Applications of DST® include the Hadrian X® and Mantis™. Hadrian X® is a bricklaying robot that builds structural walls faster, safer, more accurately and with less wastage than traditional manual methods. The Hadrian X® provides Wall as a Service®, FBR's unique commercial offering, to builders on demand. Hadrian robots are available for purchase by order. Mantis™ is a high deposition welding robot for the large-scale metal fabrication industries such as mining, shipbuilding and defence manufacture.

To learn more please visit www.fbr.com.au