

SUSTAINABILITY STATEMENT

Strengthening sustainability at our core

ABOUT THIS REPORT

Berjaya Corporation Berhad's ("BCorp" or "the Group") Sustainability Statement FY2023 reflects the Group's reaffirmation of its sustainability commitments, presenting its main initiatives and results for the period and how it has created value for stakeholders. References to 'BCorp' and 'the Group' refer to Berjaya Corporation or its business segments and operating companies.

This Sustainability Statement is published annually with its reporting period in line with BCorp's financial year from 1 July 2022 to 30 June 2023. It covers BCorp and its four core business segments: Retail, Services, Property Development and Hospitality. Please refer to the Corporate Structure section on pages 24 and 25 of this Annual Report for more detailed information on BCorp's business segments and operating companies.

BCorp aligned the Statement with the demands from the market and its stakeholders, international and domestic scenarios and the management of business risks and impacts. These references formed the basis for updating BCorp's multi-stakeholder materiality matrix, which took place in 2022, and for the Group's sustainability agenda.

In line with significant global trends towards accountability and transparency, this Statement references:

- The Global Reporting Initiative ("GRI") Standards: Core Option
- The Bursa Malaysia Sustainability Guide including enhanced sustainability reporting requirements and recommended disclosures from the Task Force on Climate-related Financial Disclosures ("TCFD")
- The Group's commitment and action plans for realising the United Nations' 2030 Agenda for Sustainable Development

The management has also considered feedback, input and requirements from various Environmental, Social and Governance ("ESG") rating houses, including the FTSE4Good Bursa Malaysia Index and other local and international sustainability ratings.

The Sustainability Committee reviewed this Statement before being endorsed by the Board of Directors.

Please direct all feedback on the Group's sustainability efforts and disclosure through the 'Contact Us' section of the corporate website <https://www.berjaya.com/inquiry.php>.

SUSTAINABILITY AT BCorp

Sustainability at BCorp is an aspect that cuts across businesses and processes management. It reconciles stakeholder interests with socially and environmentally sustainable business. The Group continues to incorporate sustainability principles into the action planning and performance of the entire value chain. Every division is committed to creating a cleaner and more inclusive world while creating stakeholder value and minimising negative impacts.

Despite this year's challenging environment, the Group remained resilient and resolute in its commitment to embedding sustainability into the heart of its business. Beyond this, BCorp also reinvigorated its culture by defining its purpose of pioneering sustainability for the good of generations. It is built from the Berjaya roots and carries its long-standing legacy of innovation, responsibility and sustainability into the future.

BCorp will drive the sustainability transformation towards a more sustainable planet and thriving communities, acting as a trusted partner to its stakeholders.

SUSTAINABILITY STRATEGY

The Group's corporate vision defines the common ground that unites everyone: it nurtures profitable and sustainable businesses in line with the Group's diverse business development and value creation aspirations and interests of all its stakeholders. This vision inspires the Group's sustainability strategy.

Dimensions of BCorp's Sustainability Strategy



ECONOMIC

Thriving Communities

Actively drive the transformation to a sustainable economy and society by creating long-term value for shareholders and added value for all stakeholders.



ENVIRONMENTAL

Regenerative Planet

Protect and regenerate the natural environment as the Group strives towards reducing its environmental footprint through resource efficiency and conservation efforts.



SOCIAL

Trusted Partner

Contribute to strong communities and strengthen trust through regulatory compliance, responsible operations and respect for the people and the community.



GOVERNANCE

Business Ethics and Sustainable Management

Healthy and transparent operations focusing on growth with highest level of accountability and integrity.

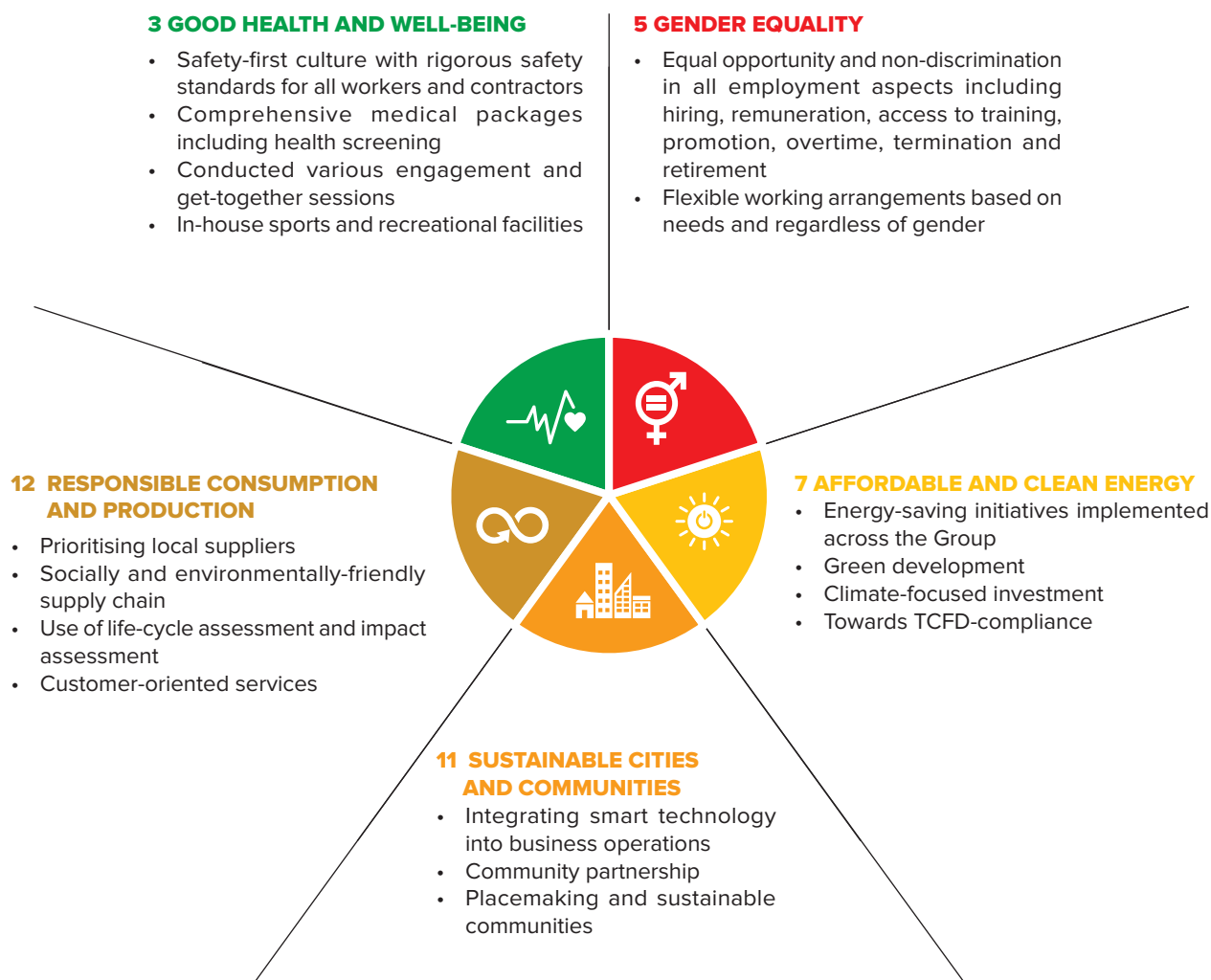
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TRANSFORMATION TOWARDS SUSTAINABLE DEVELOPMENT

Sustainability is a collective undertaking. For several years, BCorp's customers, partners and consumers have expressed increasing interest in sustainability-oriented products and solutions. They seek to understand and track sustainability contributions along the value chain. Investors also place a growing emphasis on the sustainability of their investments. Corporate responsibility is gaining further importance in media reporting.

The Group has also seen significant progress toward a shared understanding of global priorities, including the global climate agreement in Paris in 2015 and the United Nations Sustainable Development Goals ("UNSDGs"). Global awareness of issues such as climate change, the circular economy, human rights and the management of resources, good health, and sustainable communities are increasing. This awareness underscores the urgency of a comprehensive transformation towards sustainable development.

In identifying solutions to these global challenges, the Group has analysed how its strengths, including business innovation, can contribute to these goals. BCorp's prioritisation exercise identified five goals that could create the most significant impact as they are closely relevant to its business strategies and stakeholders' universe.

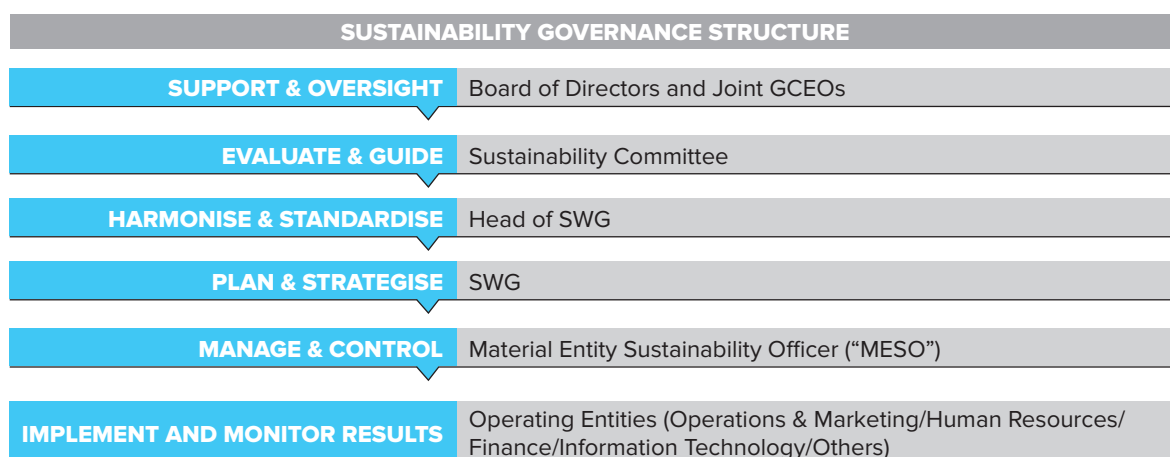


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SUSTAINABILITY GOVERNANCE

BCorp established a dedicated Sustainability Committee that reports directly to the Board of Directors. The Board oversees BCorp's sustainability strategy, material Economic, Environmental, Social and Governance ("EESG") issues, work plans, performance targets and sustainability reporting. Throughout the financial year, the Committee updates the Board on BCorp's EESG performance, initiatives and global and local EESG trends.

The Head of the Sustainability Working Group ("SWG") chairs the SWG, comprising members from all group functions, business segments and operating companies to integrate sustainability effectively throughout the Group. All operating entities are accountable for their EESG performance.



FORGING TRUSTED RELATIONSHIPS WITH A WIDE RANGE OF STAKEHOLDERS

Trust from stakeholders forms the foundation of all business activities. The Group identifies stakeholders based on the extent to which they are affected by the business activities or their ability to influence business goals.

Understanding stakeholders' views and opinions is essential to the business strategy. Insights gained from ongoing engagement with various stakeholders have helped formulate BCorp's agenda on material EESG topics. A summary of BCorp stakeholder engagement is in the following table.

Stakeholder Group	Methods of Engagement
 Government and regulators	Meetings with Government bodies and regulators on policy matters, issues and concerns arising from the changing operating environment and matters concerning customers and the general public.
 Customers	- Attend regular networking activities and gatherings. - Formal and informal meetings to collect feedback, attend to grievances and disseminate information on the Group's products and services. - Conduct periodic customer surveys to understand customers' needs and expectations for the Group's products and services. - Making regular outlet/store visits to monitor customer behaviour and satisfaction - Host online reservation/purchase channels. - Company websites, printed materials and other communication channels to disseminate information and updates on products and services.
 Employees	- Internal engagement channels such as the intranet and corporate newsletters to communicate information on events, activities, staff promotions and key messages within the Group. - Orientation for new staff. - Training and development programmes. - Synergy meetings attended by representatives of the various operating companies ("OpCos"). - Employee commuting surveys.

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Stakeholder Group	Methods of Engagement
 Contractors, consultants & vendors	- Tender and procurement process. - Regular review of major contractors to provide feedback on service delivery and areas of improvement for the mutual benefit of both parties.
 Communities, NGOs and industry groups	- Focus groups and consultative meetings. - Community programmes in collaboration with non-governmental organisations (“NGOs”) and charities.
 Media	- Regular engagement and updates with the mainstream media. - Press conferences, media releases and media visits relating to critical business development and corporate social responsibility (“CSR”) activities.
 Investors, shareholders & stock analysts	- Communicate via announcements to Bursa Malaysia Securities Berhad, annual reports, general meetings and the Group’s corporate website. - Conduct briefings and updates for analysts, fund managers and potential investors as and when required.

MATERIALITY MATTERS

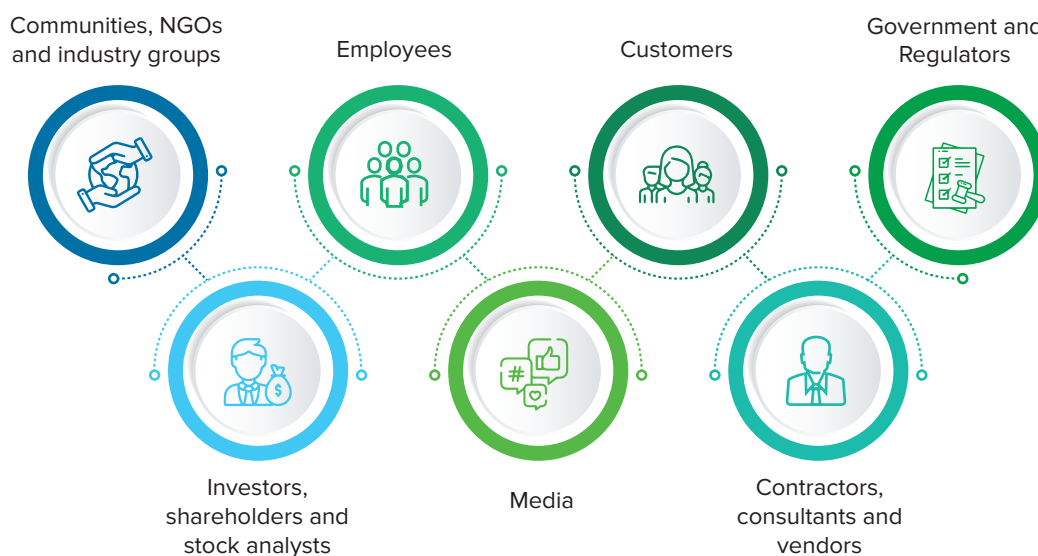
Addressing the most material EESG impacts of business operations is at the core of BCorp’s sustainability strategy and reporting. BCorp’s materiality process focuses on the most critical sustainability-related issues, opportunities and risks from the stakeholders’ perspective.

THE PROCESS

The Group last conducted a comprehensive materiality assessment in FY2022 with help from an independent consultant. Selecting an impartial, external party secured the anonymity of the respondents. An online survey asked stakeholder representatives to rate the importance they placed on 17 areas of sustainability. The Board of Directors also completed the same survey whose views represent the Group from a strategic perspective.

In FY2023, the Board and management reviewed the materiality matrix and found it relevant to the Group’s strategic direction and priorities. The Group aims to conduct the assessment every two years.

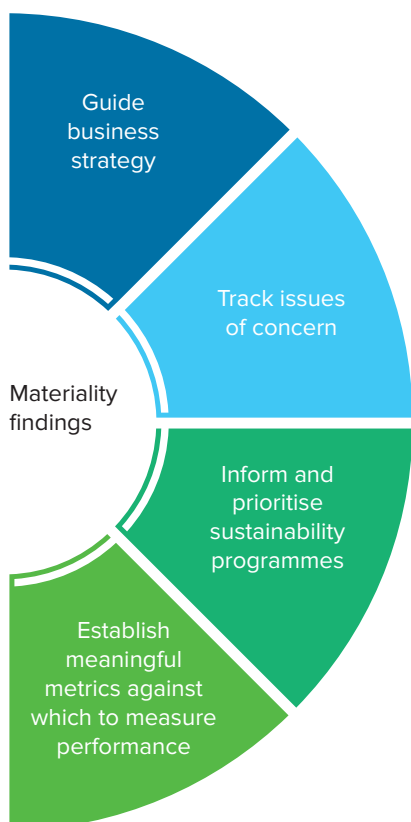
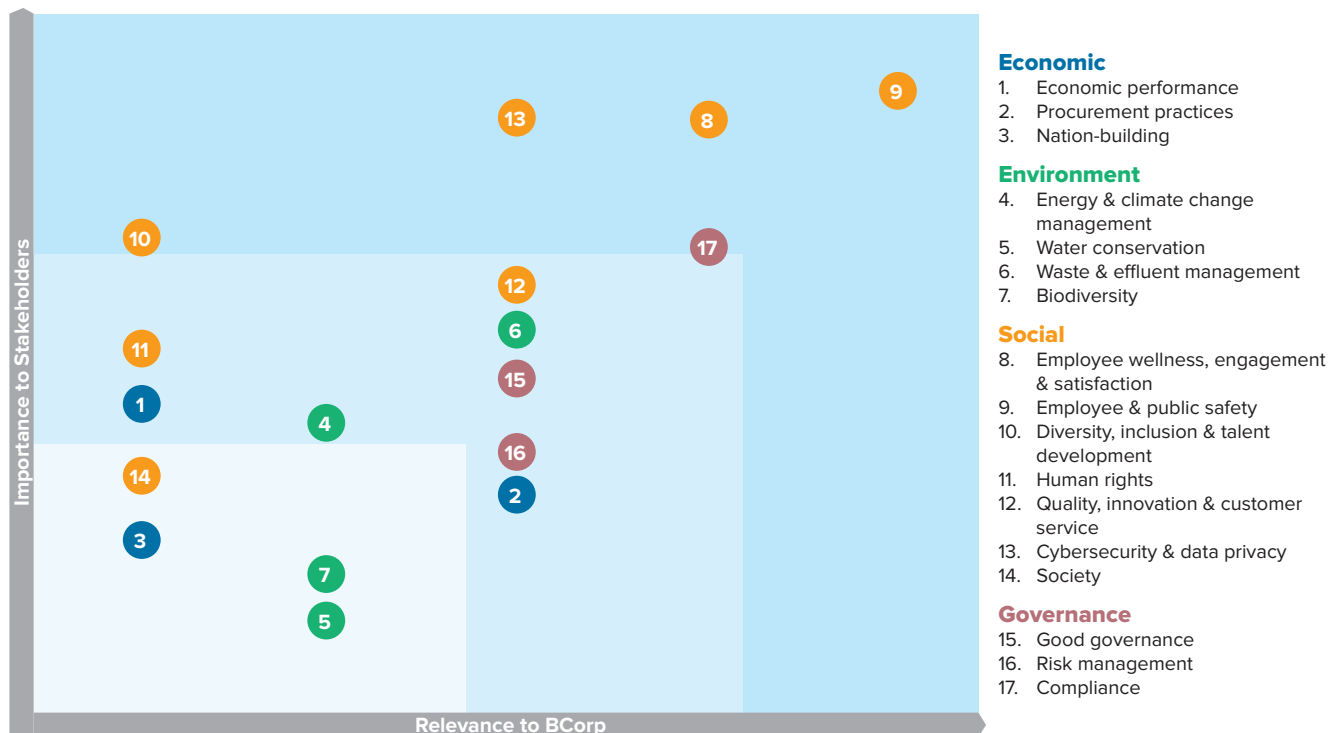
Stakeholder Groups Participating in the Survey



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THE RESULTS

Senior executives across all business divisions reviewed the results of the materiality assessment. After discussing the process and results, the team confirmed the material topics before endorsement by the Board of Directors.



ECONOMIC

BCorp strives for economic sustainability – practices that create long-term economic development while managing ESG risks. The Group's continuous growth is a testament to its balanced approach towards managing economic growth, profit and environmental and social impact.

The operating environment remains challenging and volatile. However, BCorp's good progress on its strategic plan led to several achievements during this financial year. The Group remained resilient and improved its financial performance in a challenging year that saw a global economic downturn brought on by geopolitical tensions, global supply chain disruptions and post-pandemic uncertainties. Strong sustainability helped the Group adapt and demonstrate its robustness and flexibility in overcoming these challenges.

The unique experiences BCorp delivers to its customers, the strength and equity of its people and brands, and the trust it built with its partners and stakeholders are the reasons for this success.

Retail (Non-Food)

BCorp's Retail (Non-Food) Segment improved its financial performance through its unique and strategic business model, which combines retail, franchise and network marketing. The Group's Retail Segment is examining ways to strengthen its position by offering a more comprehensive range of high-quality and appealing product lines.

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Retail (Food)

The Retail (Food) segment focuses on strategic investments and partnership initiatives. It continues to expand its market presence and product portfolio comprising vertical and horizontal integration, resulting in a product portfolio mix and an optimised value chain.

Services

BCorp's Services Segment will focus on creating innovative products to cater to evolving customer behaviour at every touchpoint.

Property Development

BCorp's Property Development Segment works closely with state governments to develop affordable housing projects. Exploring and embedding innovative and green technologies in its future developments helps build a sustainable future.

Hospitality

As international borders reopen and the travel environment recovers, the Group anticipates that its local and international hotels and resorts will continue benefiting from resuming economic and social activities, backed by solid leisure demand and continued recovery in business transient and group travel.

BCorp will focus on improving its business performance, unlocking value and establishing group-wide strategies and frameworks for resource optimisation. The Group will prioritise business optimisation and operational efficiencies through the following initiatives:

- Establishing a digital framework to improve processes and productivity, and synergy across multiple business segments
- Developing creative and innovative guidelines across the Group's diverse business segments
- Integrating the sustainability framework and product offerings across all business segments to cater to evolving consumer behaviour and increase market share

MULTIPLIER EFFECT FROM BCORP'S EXISTENCE

The multiplier effect is the additional economic impact created due to the Group's direct and indirect economic impact, which includes vendors, suppliers and households re-spending dollars in the local economy.

For example, in the Hospitality Segment (Hotels & Resorts), The Taaras Beach & Spa Resort ("TTR") has developed Redang Island since it entered in 1995. The hotel's presence improved the island's infrastructure and provided local job opportunities. The company invested heavily in training and skills development to enhance the careers of the local community. Many residents now enjoy better living conditions due to this.

TTR also collaborated with the local Government to develop roads, schools, hospitals and other infrastructure while funding community projects. The hotel's presence is one example of BCorp's contribution to the local and national economy, resulting in great well-being, quality of life and thriving communities.

SUSTAINABLE TECHNOLOGIES

Sustainable development discussions often concern environmental issues and technology. In the narrow (ecological) sense, sustainable development requires an economy that does not harm ecosystems. How an economy develops over time depends on the technological developments determining the type and quantity of goods produced without hurting ecosystems.

BCorp's Services Segment (Digital) has developed a Satellite Internet of Things ("IoT") solution for its Smart Farming Business. This digital precision agriculture tool utilises the latest satellite data, processed and analysed with custom algorithms. It also covers field contours, tile-based map rendering, VI dynamics, cloud/shadow mapping, change detection, correlation with the weather, growth stages, crop rotation and other data. The Company offers engineering services capability for 5G deployment as part of its 5G exploration opportunities.

BCorp's Services Segment (Digital) Universal Service Provision ("USP") projects address the digital divide in rural and urban areas by:

- Designing, building, operating and maintaining telco engineering infrastructure
- Helping to generate economy in the rural areas by empowering micro-entrepreneurs from villages to transition from their traditional businesses to e-commerce platforms

The USP project has helped empowering wider communities to develop self-sustainability skills.

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MEMBERSHIP ORGANISATIONS AND INDUSTRY ASSOCIATIONS

BCorp has been acknowledged as a member of the FTSE4Good Index Series, following an independent assessment of the Group's compliance with the FTSE4Good criteria by FTSE Russell in 2023. The Group develops and maintains public-private partnerships with membership organisations as a driving force for sustainability within and beyond the industries. Partnerships can strengthen and accelerate the implementation of sustainable development. The following diagram lists organisations which Group companies are members or associated with.

Segment	Association
 Retail	• Direct Sales Association Malaysia ("DSAM") • Ministry of Domestic Trade, Co-operatives and Consumerism ("KPDNKK")
 Services	• MyIX • Malaysian Technical Standards Forum Bhd ("MTSFB") • Fixed Line Number Portability Industry Working Group • Member Of the Association For Tourism Training Institutes Of Malaysia ("ATTIM") • Institute of Hospitality • Malaysian Association of Hotels ("MAH") • Malaysian Association of Housekeepers ("MAHIR") • Sommelier Association of Malaysia ("SOMLAY") • Malaysia Association of Convention & Exhibition Organiser & Suppliers ("MACEOS") • Pacific Asia Travel Association ("PATA") Malaysia Chapter • Persatuan Penggiat Festival Antarabangsa ("ALIFE") • Tourism Educators Association of Malaysia ("TEAM") • Malaysia Retailers Association ("MRA") • Malaysian Institute of Management ("MIM") • Institute of Hospitality ("IH") EMS Scheme • Malaysian Association of Private Colleges & Universities ("MAPCU") • Persatuan Pustakawan Malaysia ("PPM") • Society for Malaysian High Education Institutions Quality Assurance Network ("MyQAN") • Waste Management Association Malaysia ("WMAM") • Association of Environmental Consultants and Companies of Malaysia ("AECCOM") • Malaysia Automotive Recyclers Association ("MAARA") • Institute of Engineers Malaysia ("IEM")
 Property Development	• Ministry of Housing and Local Government (Kementerian Perumahan dan Kerajaan Tempatan) ("KPKT") • Real Estate and Housing Developers' Association Malaysia ("REHDA") • Construction Industry Development Board Malaysia ("CIDB")
 Hospitality	• MAH • Malaysian Association of Hotel Owners ("MAHO") • Tourism Malaysia

RESPONSIBLE SUPPLY CHAIN

As a conglomerate, BCorp promotes supply chain sustainability through its efforts to consider the environmental and social impact of its products and services and their journey, from human rights management to product and material sourcing. BCorp works with sustainable suppliers to provide integrated solutions throughout the value chain.

SUSTAINABLE SUPPLY CHAIN COMMITMENT

BCorp undertakes the responsible management of its value chain as a sustainability priority, from the in-house team to suppliers, customers, guests, tenants and consumers. The Group is increasing transparency, advancing sustainable procurement, supporting socio-environment risk identification and mitigation, and measuring and reducing the CO₂ emissions of critical suppliers.

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All suppliers must acknowledge BERJAYA's Trust Concept and Anti-bribery and Anti-Corruption Laws in the Integrity Declaration Form and ensure their sub-contractors comply. BCorp also honours the ten principles of the United Nations Global Compact throughout its supply chain. The Group's main supply chain responsibility agenda addresses labour and human rights, safety, ethics and environmental risks. It fosters a culture of sustainability, expanding beyond the Group of companies to include suppliers, ensuring they:

- Comply with industry standards in providing safe working conditions
- Treat workers with respect and dignity
- Operate environmentally-responsible processes

Suppliers can notify the Group of known or suspected improper behaviour using a dedicated reporting whistleblowing channel. All reports are strictly confidential.

In addition to social and environmental reviews, BCorp also assesses additional relevant elements depending on the business segment. For example, the Retail (Food) Segment examines supply chain partners' Halal availability and product specifications. The Retail (Non-Food) segment checks licences such as GMP licences for supplements and personal care products and Halal/HACCP/MESTI certifications for Food and Beverage and health supplements.

SUPPORTING THE LOCAL ECONOMY

The Group prioritises local hiring and sourcing whenever possible. Local supplies represent more than 90% of procurement in most BCorp businesses, with some recording 100% of local supplies. For example, BCorp's Retail (Non-Food) Segment sources Borneo Rainforest Acacia Honey, Scha Inchi Oil and fresh produce, especially green vegetables, from local organic farms and cottage producers. Local procurement increases supply chain speed and flexibility, providing customers with the shortest overall lead times. Sourcing locally positively impacts the country and local communities where the Group operates.

When operations require locally-unavailable niche materials, the Group sources them from overseas, such as:

- Hospitality (The Clubs and Recreation) Segment golf buggies and spare parts
- Hospitality (Aviation) Segment aircraft parts
- Retail (Food) Segment's ingredients, such as brewless mix, stabiliser and shortening flakes (from the United States)
- Services (Digital) Segment on its IoT smart farming solutions equipment and sensors

SOCIALLY AND ENVIRONMENTALLY SUSTAINABLE SUPPLY CHAIN

The Group's supplier sourcing assessment processes include environmental elements such as energy use, climate change impact measurement including greenhouse gas emissions, water use, biodiversity impacts, pollution, waste reduction, resource use and other environmental issues.

Under the Group's Retail (Non-Food) Segment, Country Farms Sdn Bhd ("Country Farms") set an environmental supply chain requirement as environmental protection is critical as it operates in the organic and wellness industry. All organic produce must be free from Genetically Modified Organisms ("GMOs"), pesticides, herbicides and other environmentally-harmful synthetic chemicals. One of Country Farm's largest suppliers is engaged in the GreenCane Project, the world's largest sustainable cane farming project.

In terms of the social expectations of suppliers, BCorp ensures that its major supply chain partners adhere to all social standards stipulated by Malaysian Labour Law and the International Labour Organisation ("ILO").

The Group's environmental and social supply chain guides are integrated into suppliers' contracts and other agreement clauses, including buyers' training.

BCorp's Social Expectations of its Suppliers



Policies

- Providing equal opportunities.
- Applying non-discrimination in hiring, remuneration or access to training, promotion, overtime, termination or retirement.
- Safety policy, code and practices for providing a safe and healthy workplace according to local laws.



Respecting

- Freedom of association where everyone is respected to have the freedom to belong to any organisation of their choice.
- Right to collective bargaining and forming a union, including the right to representation and discussion with the company on employment matters.



Improving working conditions

- Eliminating excessive working hours by offering fair overtime pay and limiting working hours.
- Meeting or exceeding Malaysia's minimum wage.

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BCorp integrates social supply chain policy into suppliers' contracts. For example, the Hospitality (Hotels & Resorts) Segment ensures that suppliers provide their workers with decent accommodation, food, a water supply, and transportation to and from the worksite. Every worker must have legal status to work in the country. The Group supports fair trade practices, such as IMC Coconut Sugar from Indonesia.

The Group's social and environmental expectations from its suppliers are communicated globally through regular engagements and training relevant supplier staff. Conducting risk assessments of social and environmental issues for potential, new and existing suppliers, especially those in the high-risk category, is part of the Group's procurement due diligence.

The Group conducts random site audits, especially for high-risk suppliers, through site visits, questionnaires and other means. The audit results help identify areas for improvement or help the Group objectively terminate relationships with suppliers or tenants who do not meet its high standards.

Audit Criteria



Quality control



Cleaning and sanitation programmes



Maintenance programme



Pest control



Raw and packaging material specifications



Social responsibility



Environmental impact



Safety practices

BCorp working closely with all suppliers ensures effective social and environmental supply chain implementation through supplier training, mentoring and sharing best practices. Additionally, BCorp actively participates in collaborative workshops with industry peers, collectively addressing supply chain challenges and opportunities for improvement.

There were no significant cases of non-compliance discovered during FY2023 inspections. The Group invited suppliers to join Berjaya's green journey in managing environmental impact throughout the value chain, encouraging them to monitor, record and report their environmental performance and impact reduction.

ETHICS AND INTEGRITY

BCorp has adopted a zero-tolerance approach against all forms of bribery and corruption, including fraud and financial misappropriation. All operations are committed to conducting business following all applicable laws, rules and regulations at the highest ethical standards. For example,

Cosway (M) Sdn Bhd ("Cosway"), an entity under the Group's Retail (Non-Food) Segment, ensures that it complies with relevant laws, including Direct Selling and Anti Pyramid Act 1993, Price Control and Anti-Profiteering laws.

BCorp's Anti-Corruption Policy addresses its stand on anti-corruption, including all forms of corruption such as money laundering, embezzlement, unauthorised gifts and preferential treatment. The Group's Code of Conduct ("CoC") defines its core principles. BCorp's Board of Directors is primarily responsible for the effectiveness of the anti-bribery and anti-corruption programmes; all employees are responsible for preventing, countering and reporting bribery, corruption and other suspicious activities or wrongdoings that may lead to bribery through its whistleblowing channels.

BCorp directors and employees received comprehensive anti-corruption education and training, including bribery. All employees must comply with BCorp's CoC. This comprehensive policy communicates the Group's stand on ethical business conduct and includes all elements of corruption and bribery. All Directors and employees must familiarise themselves with the Code's contents upon commencing service or employment with the Group. It is also part of the induction training programme.

A detailed understanding of corruption risk exposure is the foundation of an effective anti-corruption compliance programme. Corruption and bribery risks are essential elements of the Group's risk register. This clear understanding helps the Group to:

- Develop effective mitigation strategies; and
- Deploy resources strategically to eliminate potential bribery, corruption and fraud, which is particularly important for high-risk operations.

BCorp conducts comprehensive anti-corruption and bribery risk assessments on its operations and intermediaries, including contractors and agents. The Group's anti-corruption policy is communicated clearly to these intermediaries.

BCorp encourages customers, suppliers, contractors, service providers and other key stakeholders to refer to the CoC for guidance on dealing with the Group, which is an integral part of the Group's risk management strategy.

The Group subjects all contractors, subcontractors and third parties to corruption and bribery risk assessments. They must declare that they are not involved in misconduct, corrupt, unethical or illegal behaviour. The comprehensive screening of new and existing business partners for anti-corruption and bribery is part of the Group's due diligence in the context of BCorp's compliance requirements.

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WHISTLEBLOWING

BCorp has developed a comprehensive Whistleblowing Policy. Employees and other persons can report any suspected or actual wrongdoing including corruption or bribery that has or may occur. The Whistleblower Protection Act 2010 protects all whistleblowers. BCorp and the reporting person hold this information in the strictest of confidence to the extent legally permissible and reasonably practicable to safeguard the confidentiality and identity of those making a report in good faith. Concerned parties can disclose through email or writing to prescribed officers, who review the complaint before recommending the next course of action. BCorp has trained these parties to handle reports and instances of bullying, harassment, bribery, financial irregularity, and other offences.

ENVIRONMENTAL

Climate change and energy transition continue to be the leading global challenges. BCorp supports its businesses to achieve sustainable long-term growth by encouraging resource efficiency and decarbonisation. Some have achieved the ISO 14001 Environmental Management Systems certification, one of the highest standards guiding companies in identifying, managing, monitoring and controlling environmental issues. Overall, the Group strives to maintain high environmental protection standards by adhering to environmental regulations in its operations.

COMMITTEE AND COMPLIANCE

BCorp cannot centralise its Environmental Committee due to the rich diversity of business operations. Every Environmental Committee at the subsidiary level is responsible for reviewing environmental-related policies and activities to ensure compliance with all relevant legislation, including the Environmental Quality Act 1974, Department of Environment ("DOE") standards and approvals requirements set by the Environmental Impact Assessment ("EIA") and Environmental Management Plan ("EMP"). BCorp sometimes appoints consultants for expert advice on aspects such as environmental monitoring and routine water analysis.

ECO-FRIENDLY HOTELS AND RESORTS

As consumers increasingly focus on an eco-friendly way of life, Berjaya Hotels and Resorts are reassessing what sustainability means to them. With such a wide range of sustainability concepts and products, the Group's Hospitality segment must determine what will drive practical and meaningful business results. The following diagram highlights some eco-friendly ideas that improved the Group's footprint and delivered a healthy Return on Investment ("ROI").



Sustainability is not just about eco-friendly hotel amenities; it is about creating a hub of sustainability by using local goods and products, sustainable materials, sources and more.



Bamboo

Bamboo's strength and appearance help the team achieve a distinctive style when making fences and tagging, such as at Berjaya Hills' Japanese tea house. As bamboo is one of the fastest-growing plants on the planet, it is more sustainable than most.



Coconut Husk

Coconut husk makes enriched potting soil and chips to provide ground cover for flower beds. BCorp widely uses it for flowering pots at the Chateau and Colmar Nursery. Coconut husk can absorb nutrients and deliver them to the plant consistently. Coconut husk is also a beneficial soil enrichment for plants and maintaining moisture.



Clay Soil

Clay soil helps to restore and keep soil nutrients for a longer time. BCorp uses clay for producing and restoring flowering plants at the Chateau and Colmar Nursery.



Pebble Stones

Pebble stones provide a conducive surface for beneficial bacteria to grow and act as mulch in garden beds to repel weeds, sunlight and erosion.



Organic Farm Waste

Wastes from organic vegetables and chicken dung are composted and used as fertiliser.

SUSTAINABLE ENERGY CONSUMPTION

The energy transition is a crucial enabler of sustainable development and climate resilience. BCorp is committed to supporting its businesses to manage its energy consumption, comprising direct and indirect sources, more effectively. All Group entities adopt the Berjaya Sustainability Practices and Policy and integrate the principle of promoting energy efficiency into their business practices. The processes and procedures for managing energy mirror its decarbonisation approach.

The cost of coal to Malaysia's electricity sector increased more than 50% in the past year. As Malaysia generates over 80% of its electricity from coal and gas, electricity prices will naturally fluctuate with changes in the prices of these underlying fuels. Commercial and industrial buildings of BCorp faced higher energy costs this year since Tenaga Nasional Berhad ("TNB") imposed the Imbalance Cost Pass-Through ("ICPT") Rate surcharge of RM0.20/kWh onto Peninsular buildings' electricity consumption. This drastic spike in electricity increases costs by up to 34%.

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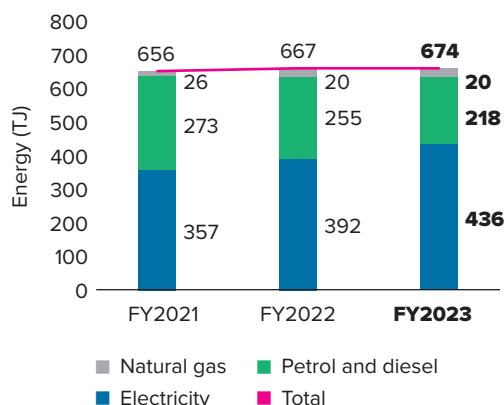
Examples of energy savings initiatives implemented across the Group:

- Changing air-conditioning units to energy savings inverter types.
- Using an automatic system that switches off hallway lights from 11:00 pm to 5:00 am.
- Replacing all resort shuttles with electric buggies (Berjaya Langkawi Resort ("BLR")).
- Using QR codes for general information in the Hospitality (Hotels & Resorts) Segment.
- Turning off the main boiler and hotel radiators in the summer season.
- Replacing conventional light bulbs with LED energy-savings bulbs.
- Adopting a key tag system in all renovated rooms at hotels and resorts.
- Using a timer switch in public areas and corridors.
- Implementing smart meters.
- Installing solar lights at the Staffield Country Resort at the main entrance of the clubhouse.
- Changing work days to five-day weeks.
- Maximising natural daylight use.
- Running all reach trucks at Retail (Non-Food) on electricity instead of diesel.
- Disposing and upgrading old inefficient electronics.
- Switching to energy-efficient vendors (Cosway, an entity under BCorp Retail (Non-Food), switched to smart power technology by FUJIFILM Business Innovation for its printing, which reduces power consumption).
- Instilling energy-conscious habits among employees, such as turning off lights and air-conditioning during break times.

BCorp's Services (Digital) Segment deployed solar power for its Jendela sites. These sites will be powered 100% by solar during the daytime. Solar power also charges batteries for use during the night. The Company will continue to power more remote sites with solar energy.

Most of BCorp's energy consumption is in the form of purchased electricity. Operations also consume diesel for backup generators, machinery and company-owned vehicles. BCorp's United Kingdom operations also use natural gas. Company-owned vehicles also consume small amounts of petrol.

Group Energy Mix



CLIMATE ACTION

There is growing international recognition of the risks posed by climate change and the need for decisive action. The Board oversees BCorp's commitment to combating climate change. BCorp is continuously developing its climate change strategy and operating in a way that helps protect people, the environment and local communities. Mitigating climate change risk is a significant part of this commitment. The Group recognises climate change's devastating effects and associated short and long-term business risks. BCorp's strong commitment and strategy to addressing these issues include avoiding the impact of climate change by improving the efficiency of its Company's operations, working with employees and supply chain partners on energy-saving processes and holistic climate risk management.

Combating Climate Change



Innovation, adaptation and emissions reduction initiatives



A holistic climate change risk assessment to improve efficiency



Switching to cleaner fuels



Research into deploying renewable energy



Realising efficiency gains and cost and emissions reductions by adopting new technology



Implementing technical and operational measures that improve fuel efficiency

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As the Group grows its businesses and portfolios, investment decisions carefully consider environmental sustainability. For example, BCorp's Services (Environmental) Segment invested RM14.6 million on Gas Engine No. 7 (GE7) at the Bukit Tagar Enviro Park ("BTEP"). The system generates and sells electricity from gas harvested from the Company's landfill, mainly organic waste. The 2 megawatts GE7 should produce approximately 1 million kilowatt hours ("kWh") of green electricity per month for sale to TNB at the rate of RM0.4085 per kWh for a contract period of 21 years. As this initiative aligns with the Government's green aspirations, the Group can benefit from the Feed-in Tariff ("FIT") incentives to recycle methane gas generated from decomposing organic waste.

Over the past two years, the Group reviewed and adjusted its approach, reporting boundaries and calculation methodology in accounting for greenhouse gas ("GHG") emissions for closer alignment with the requirements of an operational control approach under the GHG protocol.

The Group now account for 100% of scopes 1, 2 and 3 emissions from operations over which it has operational control. In FY2023, the Group started tracking emissions from employee travel. These emissions form part of BCorp's Scope 3.

BCorp has integrated climate-related risk management into its company-wide risk scorecard. It is part of the foundation for formulating the business strategy and deciding on future research and development ("R&D") and technological investments. BCorp's climate-related risk management process includes mitigation efforts to reduce GHG emissions, climate engineering and expanding climate system knowledge.

Climate change may affect operating costs ("OPEX") and capital expenditure ("CAPEX"), which leads to product price increases. Assets and equipment efficiency, output and performance may also decrease due to changing climate conditions, which affects revenue. For example, OPEX may increase due to changes in items pricing, availability or quality. Maintenance will also increase, and projects may require additional CAPEX due to asset damage or decreased asset performance. Compliance with environmental regulations may also require additional CAPEX for upgrading facilities or equipment to cope with increased pollution risks.

BCorp is committed to addressing climate change and improving efficiency through adaptation by adopting new green technology in developments and fuel efficiency measures. Specifically, the Group has adopted a tracking system for emissions, energy use, water use, waste reduction and recycling in the businesses.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES ("TCFD")

BCorp supports the TCFD and has started incorporating its recommendations in its reporting framework. In this report, the Group voluntarily discloses its approach in four key areas as recommended by the TCFD.

Recommended Disclosure	BCorp's Approach
 Governance	The critical material environmental, social and governance factors for BCorp, including climate action and environmental management, have been identified and are regularly reviewed by the Board of Directors and management. The Board oversees the management and monitoring of these factors and considers them in determining the Group's strategic direction and policies.
 Strategy	BCorp aims to deliver solutions for a sustainable world safely, responsibly and profitably. The Group considers environmental factors in planning and managing day-to-day operations. The Group complements running its business in a sustainable and environmentally responsible manner by playing a significant role in helping communities become more sustainable through its products and services.
 Risk Management	The Group is identifying risks and opportunities relating to climate change as fundamental to operations. These relate to physical and transitional risks stemming from climate change and environmental management, which present risks and opportunities to BCorp. A Sustainability Risk Framework aligned with the Group's Enterprise Risk Management (ERM) Framework will be formed to guide BCorp on the processes and methods applied in identifying, assessing and managing sustainability-related risks and opportunities. Critical business units are certified to the ISO 14001 Environmental Management System, which guides the identification, management, monitoring and controlling of environmental issues.
 Metrics and Targets	The Group is working on targets to reduce its carbon emissions intensity and reduction to support the climate change agenda. BCorp has followed global standards such as the GHG Protocol Corporate Standard and Corporate Value Chain in tacking its scopes 1, 2 and 3. The Group will progressively expand the monitoring and reporting of emissions where possible.

SUSTAINABILITY STATEMENT

EMISSION REDUCTION INITIATIVE

Berjaya EnviroParks Sdn Bhd ("BEP"), under BCorp's Services (Environmental), is implementing a 12-MW Landfill Gas-to-Energy project at Bukit Tagar Enviro Park ("BTEP"). Decomposing organic matter in Municipal Solid Waste ("MSW") releases methane gas – a GHG responsible for climate change and Ozone layer depletion. The BTEP Project reduces GHG emissions from MSW by recovering methane gas and has prevented 3.2 million tonnes of carbon dioxide equivalent from being released into the atmosphere. The project recorded the highest GHG avoidance in South East Asia since the project commenced in 2009.

ADDRESSING CLIMATE CHANGE THROUGH MEMBERSHIP AND COLLABORATION

BCorp, through its Services (Environmental) Segment, signed a Memorandum of Understanding with Malaysia Green Technology and Climate Change Corporation ("MGTC") in February 2023 on the following aspects:

- The Green Entrepreneurship initiative, known as Jana Graduan Usahawan Hijau ("JAGUH") programme, provides opportunities for graduates and unemployed individuals to be involved in sustainable green entrepreneurship.
- Green social business ventures that reduce waste by developing potential value-added products from municipal solid waste.
- Developing the country's green economy by addressing carbon emissions, unemployment and poverty.

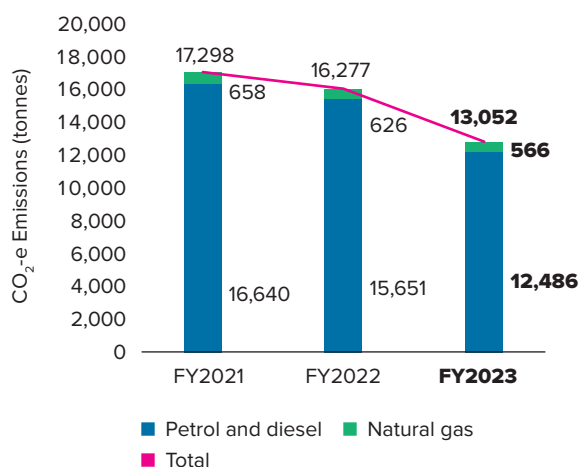
CARBON FOOTPRINT

BCorp manages and measures its carbon emissions and has adopted the internationally recognised Greenhouse Gas ("GHG") Protocol established by the World Business Council for Sustainable Development (WBCSD) and the World Research Institute (WRI).

BCorp has based its emissions accounting on the GHG Protocol classification of direct and indirect emissions.

SCOPE 1

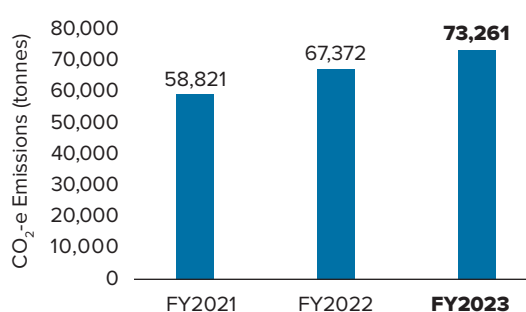
BCorp uses petrol and diesel to power company-owned vehicles and machinery. Generators also require small amounts of diesel. The Group derives the CO₂ emissions from fuel consumption from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories. The emissions from natural gas were calculated using the UK Government GHG Conversion Factors for Company Reporting.



SCOPE 2

As a large consumer group, BCorp uses significant electricity throughout its operations. CO₂ emissions from electricity use were derived:

- In Malaysia, using the emission factor published by the Energy Commission for the Peninsular Grid 2019;
- In the Philippines, using the combined margin emission factor published by the Department of Energy for the Luzon-Visayas Grid 2015-2017;
- In the UK, using the UK Government GHG Conversion Factors for Company Reporting;
- In the Seychelles using the International Financial Institutions Technical Working Group On Greenhouse Gas Accounting [IFI] in 2021;
- In Sri Lanka, using the Sustainable Energy Authority in Sri Lanka Energy Balance 2018;
- In Iceland, using the total CO₂ intensity/electricity produced and distributed by Reykjavík Energy; and
- In China, using the emission factor for China by Enerdata, 2021.



SUSTAINABILITY STATEMENT

SCOPE 3: BUSINESS TRAVEL

BCorp calculates GHG emissions from point-to-point air travel, considering the number of onboard employees and distance travelled. BCorp performs separate calculations for business and economy class flights, using online tools derived from the WRI Greenhouse Gas Protocol to calculate the CO₂ emissions from air travel. In FY2022, BCorp's air travel produced 1,306 tonnes of CO₂-e. The Group estimated emissions produced by road travel using GHG Protocol's Mobile Combustion GHG Emissions Calculation Tool Version 2.6.

SCOPE 3: EMPLOYEE COMMUTING

BCorp launched a survey during the last quarter of FY2023 to estimate the:

- Travel methods, such as bicycle, LRT and own vehicle.
- Approximate total daily distance travelled each day to work and back.
- The vehicle characteristics if employees used their vehicles.

A Mobile Combustion GHG Emissions Calculation Tool from the GHG Protocol Initiative helped calculate the emissions of each respondent based on each employee working an average of 291 days.

In FY2023, 5,256 employees responded to the survey, representing 45% of the total workforce.

Typical Methods of Transport for BCorp Employees

Method of Transport	Number of Employees in Sample	Estimated Total Number of Employees in BCorp	% of Employees
Bicycle	64	142	1.22%
Bus	237	528	4.51%
Company Shuttle	46	102	0.88%
E-bike/ E-scooter (non-owned)	92	205	1.75%
Own Vehicle	3,838	8,546	73.01%
Overground Train	15	33	0.29%
Taxi/E-hailing	172	383	3.27%
Train (LRT/KTM/ Monorail/ MRT/ERL)	424	944	8.07%
Walking	366	815	6.96%
Work from home	2	4	0.04%
Total	5,256	11,702	100.00%

Distance and Emissions for Employee Commuting

Method of Transport	Total Annual Distance of Sample (km)	Estimated Total Annual Distance (km) of BCorp	Total Daily Emissions (MT CO ₂ e) of Sample	Total Yearly Emissions (MT CO ₂ e) of Sample	Estimated Total Yearly Emissions (MT CO ₂ e) of BCorp
Bicycle	242,985	540,984	0.00	0	0
Bus	804,033	1,790,105	0.18	54	119
Company Shuttle	93,993	209,267	0.00	0	0
E-bike/E-scooter (non-owned)	401,289	893,433	6.90	2,006	4,467
Own Vehicle	24,116,334	53,692,797	17.05	4,961	11,045
Overground Train	193,515	430,843	0.08	22	50
Taxi/E-hailing	502,266	1,118,249	0.41	119	266
Train (LRT/KTM/Monorail/MRT/ ERL)	3,155,313	7,025,014	1.10	321	714
Walking	231,636	515,716	0.00	0	0
Work from home	582	1,296	0.00	0	0
Total	29,741,946	66,217,704	25.72	7,482	16,661

In FY2023, BCorp employees travelled an estimated 66,217,704 km to and from work. The total yearly CO₂ emissions for employees commuting in FY2023 was 16,661 tonnes.

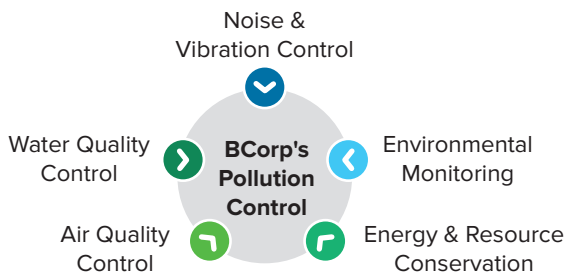
* Emissions from shuttle buses are accounted for in Scope 1

SUSTAINABILITY STATEMENT

POLLUTION CONTROL

All business activities work to reduce the environmental impact of air pollutants and substances. BCorp is committed to the following:

- Addressing pollution issues by adopting efficient processes and reducing resource consumption.
- Managing resource use.
- Avoiding their impact by using them more efficiently.
- Reducing the quantity and toxicity of waste.



BTEP practises a Zero-Discharge Policy, irrigating surrounding land with treated leachate (wastewater) to promote vegetation growth instead of discharging directly into open water courses.

WASTE AND RESOURCE USE

The Group recognises the negative impact of waste pollution on the environment, economy and people and its responsibility for reducing waste. BCorp supports its businesses' efforts to reduce the waste pollution generated through operations by implementing waste management and resource use systems that improve efficiency and increase opportunities for circularity.

The Group has adopted the 4R Strategy – Reduce, Reuse, Recycle and Rot (compost).

-  Replacing plastic bags with paper bags and biodegradable types
-  Engaging suppliers who recycle used cooking oil sustainably
-  Reducing plastic bottle usage by providing water factories and water refill at public areas for guests to refill
-  Segregating plastic bottles and other recyclable materials
-  Disposing of sawdust and food waste in dumpsters and removing it each day

Waste Handling and Disposal

- Hazardous waste** Separated and stored according to the DOE requirements for collection by licensed scheduled waste contractors.
- Solid and kitchen waste** Weighed before daily collection by appointed contractors.

BCorp has established recycling corners at hotels and resorts like the Berjaya Times Square Hotel ("BTH"). These corners invite employees to contribute to the Group's efforts to collect and segregate recyclable items before selling them to waste collectors. The Group's Hospitality (Aviation) Segment also initiated internal recycling practices among employees, amassing more than 210 kg of paper in FY2023. Similarly, one of the Group's recreational clubs has allocated space for Tzu Chi Recycling Center to encourage domestic waste recycling in the surrounding township.

The Group also invites guests and customers to be part of its green journey. For example, Hospitality (Hotels & Resorts) promotes sustainability efforts such as no plastic straws and the reuse of towels and bed linens. BLR's Go Green Campaign rewards its guests with RM10 credit per day at its resorts should they opt not to have their room made up. Guests can choose this option for a maximum of three days.

GIVING NEW LIFE TO PLASTIC WASTE - RECYCLE TODAY

In collaboration with the Association of Social Services and Community Development of Gombak Selangor (PSPK), Berjaya Cares Foundation initiated an ongoing recycling project to raise awareness among Berjaya employees on plastic recycling on 3 November 2022.

Recycled plastic waste is converted into useful items such as plastic flower pots, coasters and handphone stands. As of 2 February 2023, 18 kg of plastic waste, mainly plastic containers and plastic bottles were collected.

The Group invites employees to contribute for this initiative by placing recycling bins by the lifts in the East and West Wings of Berjaya Tower and the Central Cafe of Berjaya Corporate Office at Level 12.

Berjaya's Retail (Non-Food) Segment involves a large amount of packaging, particularly in its personal care range. Cosway uses 30% recyclable materials for all bottles for shampoo, shower range, body lotion and moisturisers and set a target at 50% bottle change by FY2024. The Group upgraded its bottle labelling using Polyethylene Terephthalate Glycol ("PETG") material as it is recyclable.

SUSTAINABILITY STATEMENT

PRODUCTION AND OPTIMISATION OF CHITOSAN ISOLATED FROM HERMETIA ILLUCENS (DIPTERA: STRATIOMYIDAE)

BCorp's Services (Environmental) Segment is exploring a more ecological treatment of waste and pollution. Air, water and soil pollution caused by dumpsites is an environmental problem created by MSW management worldwide. The study examines more ecological treatment alternatives to decrease sludge and solid waste. Black soldier fly (*Hermetia illucens*) larvae feeds on various organic wastes and can satisfactorily remove the rubbish generated in landfills.

This process harvests chitosan from the exoskeleton of *H. illucens* for wastewater treatment. BCorp aims to promote a circular recycling economy by reducing MSW management costs and pollution and expanding the technology worldwide.

WASTE LESS BY GOING DIGITAL

BCorp continues to digitise its business to reduce waste and minimise its environmental impact by switching to paperless. The digital age allows companies to minimise resource use and pollution. The Group's Hospitality and Retail segments initiatives include contactless check-in, digital menu, using QR codes, online enquiry forms, e-receipts and e-newsletters.

RESPONSIBLE WATER STEWARDSHIP

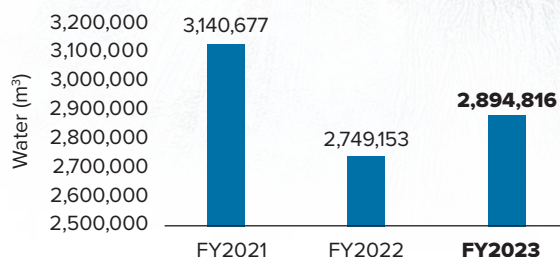
BCorp is committed to responsible water stewardship and has implemented policies and measures to optimise water consumption across operations. Conservation initiatives such as water-efficient taps and fittings, self-closing water taps, toilet sensors and dual flush closets conserve water in daily use. BCorp also uses eco-friendly natural products to clean toilets in properties under its management.

Similarly, BCorp's Services Segment (Environmental) has implemented a Smart Water Management System to monitor the water output pressure and detect leaks. It also adopts the GIS system – a pipeline distribution network mapping and water meter location management that increases the efficiency of piping repairs and meter readings.

The Services (Environmental) Segment installed a remote control for the water intake pump at Zhiwang and Longxi Plant, a zoning meter for Non-Revenue Water analysis and a flow meter to monitor the water pressure to detect water leaks.

TTR, under the Group's Hospitality (Hotels & Resorts), invested in tube well water drilling and uses surface water from the hill waterfall. TTR is awaiting final approval from Lembaga Sumber Air Terengganu ("LAUT") for natural water abstraction permission.

Group Water Consumption



RAINWATER HARVESTING

Rainwater harvesting is essential for the Group's Hospitality (The Clubs and Recreation) Segment, as irrigating golf courses requires significant amount of water. The Group's recreational clubs practise various water harvesting and conservation efforts:

- Staffield Country Resort irrigates its golf course with pond water.
- Bukit Jalil Golf Club and Resort uses a rainwater reservoir to water the golf course.

BCorp's Services (Environmental) Segment had constructed a Surface Water Treatment Plant ("SWTP") to implement rainwater harvesting on rooftops and drainage collection at the infrastructure area to treat and reuse the water for internal processes.

ENVIRONMENTAL PROTECTION THROUGH COLLABORATION

BCorp works closely with partners to lead initiatives that conserve biodiversity and promote climate action.

MARINE AND COASTAL CONSERVATION

TTR has an artificial reef that nurtures marine life and a new ecosystem. These artificial reefs promote coral growth, naturally attracting fish and other marine life to the new ecosystem. The resort also practises other conservation efforts, including turtle conservation, beach and underwater clean-up days.

The resort engages the local community to raise awareness and invite the public to care for the beautiful coastline. Recently, the resort educated SK Pulau Redang students on recycling through Program KITARecycle.

PROTECTING OUR WATER AND MANGROVE

BCorp's Services Segment, through BEP, collaborated with Rakan Alam Sekitar ("RAS") members from Politeknik Sultan Idris Shah ("PSIS") in the pre-celebration of National Environment Day and World River Day. Planting 140 Berembang trees through the Greening of the Earth campaign raised public awareness of the vital responsibility of protecting the environment and the mangrove swamp ecosystem. The Berembang tree hosts fireflies, functioning as a natural habitat and ecology living area that helps stabilise the ecosystem.

SUSTAINABILITY STATEMENT

WASTE TREATMENT SOLUTIONS

BEP, a BCorp Services Segment company, collaborated with Universiti Teknologi Mara's ("UiTM"), Institute For Medical Molecular Biotechnology ("IMBB") and Spanish company Entomo Agroindustrial to develop a low-cost ecological solution to treat organic waste in landfills. The outcome of this collaboration is a game changer in the waste management and treatment process.

TOWARDS A CLEANER KUALA LUMPUR

On 9 August 2022, DBKL signed a Memorandum of Understanding ("MOU") with BEP under the Group's Services (Environmental) Segment. Through the 12-month collaboration, BEP will assist with DBKL's environmental programmes, such as the 1 Community 1 Recycle ("1C1R") programme.

PROTECTING KOTA KINABALU

Forty-eight of the Group's Retail (Food) Segment volunteers participated in the Kota Kinabalu Clean-up Day from April to November 2022. The volunteers invested 192 community hours in this initiative and disposed of approximately 36,200 kg of trash.

INTEGRATING GREEN PRACTISES INTO OPERATIONAL PERFORMANCE

As the Group continues exploring opportunities to build a more sustainable future, the Property Development Segment commits to embedding innovative and green technologies in its developments. The Tropika Bukit Jalil's recent achievement in achieving GreenRE certification at the Malaysia Developer Awards 2022 is a testament to this commitment.

The Group's Hospitality (Hotels & Resorts) continues to promote greenery at and surrounding the hotels and resorts.

TOWARDS A GREEN ECONOMY

A green economy can reduce persistent poverty across various important sectors: agriculture, forestry, freshwater, fisheries and energy. Sustainable forestry and ecologically friendly farming methods help conserve soil fertility and water resources in general, especially for subsistence farming, which depends on the livelihoods of almost billions of people.

According to UNESCO, current farming practices use over 70% of global freshwater resources and contribute to more than 13% of GHG emissions. BCorp's Services (Digital) Segment has innovated smart IoT solutions for farmers across Malaysia, increasing farm efficiencies and optimising resource use such as water utilisation.

CREATING THE GREEN MULTIPLIER EFFECT

The Group hopes to create the multiplier effect from its green efforts by introducing more green, sustainable and eco products in its range. For example, Kimia Suchi Sdn Bhd, an entity under BCorp's Retail (Non-Food) Segment, recently introduced two products which qualified for the SIRIM Biodegradability Test. These products underwent a verification audit and sampling test and are hoped to be launched soon.

Cosway recently launched a biodegradable, environmentally-friendly beauty face towel made from plant-based Eucalyptus fibre. Producing this towel consumes 95% less water than traditional cotton production and 30% less energy than cotton sheets. It is also free from toxic chemicals, making it safe and gentle on the skin. The company also introduced a new Xylin eco-green toothbrush that uses 100% compostable materials for its handle.

A GREENER CHRISTMAS AT BERJAYA LANGKAWI RESORT

In conjunction with the Christmas celebration, BLR built a Christmas tree from 4,600 recycled plastic bottles. Employees collected these bottles during a *gotong-royong* activity to clean up the resort's shoreline and surrounding area.

This 12 feet by 6 feet tree is the resort's most eco-friendly, decorated with marine debris such as fishing nets and ropes found during the *gotong-royong*.

DRIVING POSITIVE CHANGE IN COMMUNITIES

As a community champion, BCorp collaborates with partners to support the community through programmes that make a positive impact.

The Group aims to deliver lasting social, economic and environmental benefits to the local communities. BCorp builds a sustainable future with these communities through engagement and nurturing them.

BCorp invests in worthy causes that resonate with the Group's values and business strategy. Its community investments focus areas include caring for the underprivileged, empowering lives through education, environmental protection, nurturing talent and growing with society.

In FY2023, BCorp contributed RM39.34 million to non-profit organisations in FY2023 to support various good causes.

SUSTAINABILITY STATEMENT

SHARE KINDNESS, SPREAD HAPPINESS

An underprivileged community does not enjoy the same advantages as most people. Being underprivileged is more than just coming from a low-income background – they often lack access to quality education, shelter, healthy food, medical care or a completely healthy family.

The Group provides unique experiences by reaching out to these communities to bring smiles and spread love to others.

Philanthropy and community giving initiatives held during the year include the following:

- Packing and distributing food to local community centres, orphanage homes, homeless people, trishaw peddlers, senior citizen homes and children, including those with autism.
- Christmas tree lighting together with *orang asli*, old folks residents and children from charity homes.
- *Hari Raya Puasa* celebrations with residents, orphans and underprivileged community.
- *Bubur lambuk* distribution to local community.
- *Buka Puasa* with orphans and the poor.
- Food distribution to United Nations refugees.
- A Ramadhan charity drive.
- A blood donation campaign.
- Food and essential donations to flood victims.



From the beginning of the COVID-19 pandemic in 2020, BCorp assisted 29,050 underprivileged families and students across Malaysia to alleviate their burden, especially those affected by the COVID-19 Movement Control Order (“MCO”).



Staff from Berjaya Hotels & Resorts visited Anjung Kembara to distribute 50 packed meal for homeless people



Ms. Vivienne Cheng with representatives from Turtle Conservation Society, PAWS, United Voice, PSPK and Malaysian Association for the Blind

CELEBRATING THE YEAR WITH EVERYONE AND FOR EVERYONE

Berjaya Cares Foundation, in collaboration with various NGOs and organisations, organised a year-end charity event to raise funds. Promoting the season of giving, the foundation held the event at Café Area Central, Berjaya Times Square, Kuala Lumpur.

Various organisations attended, including Pertubuhan Perkhidmatan Sosial dan Pembangunan Komuniti Daerah Gombak Selangor (“PSPK”), Turtle Conservation Society, Malaysian Association for The Blind, PAWS, United Voice, Kintry and Borders. Talented individuals, including the blind community, sold goods and crafts they had produced.

A two-week ‘Reach Out’ donation drive for dry food and books donated to the Suriana Welfare Society and World Vision Malaysia. This fund-raising event raised over RM8,000 from selling goods and merchandise.

DEVELOPING THE NATIONAL SPORTS

BCorp, through its Services (Digital) segment, was the platinum sponsor for the Kuala Lumpur International Junior Squash Championship 2022. The Company was a major sponsor for the Laksamana Run 2022, organised by Tunku Laksamana Johor Cancer Foundation. The total sponsorship was RM250,000.

A MERRY TREAT TO A WHOLE LOT OF FUN

BCorp’s respect for children’s rights extends to the right to happiness. In conjunction with Christmas, BCorp’s Retail (Non-Food) Segment treated children from Yayasan Sunbeams Home to a full day of fun at the Berjaya Times Square Theme Park, featuring a stunning 133,000 square feet of wholesome entertainment. BCorp gave the children lunch at the Cosway Experience Centre before cake decoration, singing and dancing in the afternoon. The children were surprised by Santa’s appearance, who gave each child a goody bag.

SUSTAINABILITY STATEMENT

CELEBRATING MENTAL HEALTH AWARENESS

BCorp's Retail (Food) Segment celebrated World Mental Health Day 2022 and National Counseling Month 2022 with Hospital Miri Sarawak and Hospital Selayang in Selangor.

The Mental Health Association of Sarawak, Department of Psychiatry and Mental Health, and Hospital Miri Counselling Unit organised a three-day outreach programme highlighting the stigma and discrimination towards mental health issues. BStarbucks sponsored merchandise for participants and provided refreshments to Hospital Miri staff.

Eight Starbucks Malaysia volunteers participated in the 5km Fun Walk organised by the Psychiatry Department of Hospital Selayang. The proceeds will benefit Persatuan Kebajikan dan Pendidikan Psikiatri Hospital Selayang.

BERJAYA STARBUCKS COFFEE COMPANY SDN BHD ("BSTARBUCKS") CSR EFFORTS RECOGNISED FOR THE FIFTH CONSECUTIVE YEAR

The American Chamber of Commerce ("AMCHAM") recognised BCorp's Retail (Food) Segment's BStarbucks' CSR efforts for the fifth consecutive year. The company received a certificate of recognition for 'Excellence in CSR' and achieved an 'All-Star' award at the MY AMCHAM CARES Awards.

The award recognises companies' corporate responsibility efforts meeting a rigorous achievement standard. It demonstrates the understanding of the linkage between business operations and society by conducting business in a way that creates long-term economic and social values.

ENDING HUNGER

BCorp's Retail (Food) Segment initiated the 'Zero Hunger' Campaign for the fourth consecutive year. The campaign involved Starbucks Support Centre ("SSC") partners participation and collaboration with The Lost Food Project ("TLFP"). TLFP is a non-governmental organisation which raises food waste awareness by rescuing 'lost' food and finding it a new home by redistributing it to the needy. This year, SSC partners donated bags of rice, cooking oil, sardines, flour, condensed milk and other food essentials for the underprivileged community in Kajang, Selangor. The two-week campaign collected RM5,549.50, distributing 55 care packs to disadvantaged children and families within the Kajang Indian Community.

The Group's Services (Gaming) Segment continued supporting the Kechara Soup Kitchen Society ("KSK") Food Bank Project. A subsidiary of Sports Toto Berhad ("SPToto"), STM Lottery Sdn Bhd's collaboration with KSK started in 2021 when the country faced a series of pandemic lockdowns. STM Lottery contributed RM84,000, or RM7,000 a month, to KSK from FY2023 to provide dry food to 448 needy families in Penang and Perak. Employees also helped prepare, pack and distribute these provisions. Employee volunteerism contributed to the programme's success and is recognised and embedded in the individual scorecard as part of the Company's initiative to facilitate employee engagement. SPToto focuses on employee volunteerism to make employees feel part of a community. Employees can participate in the monthly food distribution programmes KSK hosts for the homeless every second Saturday of the month.



STM Lottery continued to send its employees to volunteer at KSK's food distribution programme to the homeless in Kuala Lumpur

EMPLOYMENT OPPORTUNITIES FOR THE ORANG ASLI & INDIVIDUALS WITH VISUAL IMPAIRMENTS

BCorp's Hospitality (Hotels & Resort) Segment through its Berjaya Hills Resort Berhad ("BHills") has introduced an initiative to enhance local *Orang Asli* lives and individuals with visual impairments by providing employment opportunities at the resort. This initiative complements the Group's efforts to promote sustainable living. The resort welcomes all individuals and does not discriminate during its hiring. Currently, the resort has 9 *Orang Asli* working in various departments such as the Human Resource Department, Horticulture, Housekeeping, Organic Farm and Spa Chateau.

BHills helped the *Orang Asli* in Kampung Gempuh Pos Lenjang, Kuala Lipis, through donating RM6,800 worth of ration supplies to the villagers on 31 October 2022. The rations included toiletries, groceries, household items and daily needs.

SUSTAINABILITY STATEMENT

The resort also provides jobs to visually impaired individuals at its blind massage centre. This massage centre is open to both in-house guests and the public. The resort offers accommodation and food to these employees and does not impose any rental or facilities charges.

Under the Group's Hospitality (Hotels & Resorts) Segment, BTH also uplifts the lives of the blind and visually impaired. 200 visually impaired or blind individuals packed meals for the International White Cane Day celebration. The Malaysia Foundation for the Blind organised this event to celebrate the achievements of individuals who are blind or visually impaired. Berjaya Cafe sponsored and prepared 200 packed meals and helped distribute these meals.

PINK AND HEALTHIER MALAYSIA

In conjunction with the Pink October month, Berjaya Cares Foundation collaborated with the Breast Cancer Welfare Association ("BCWA") in organising an event to raise awareness on the prevention and early detection of breast cancer. Employees and the general public attended the event on 22 September 2022 at Berjaya Times Square, Kuala Lumpur.

The event gathered interest from employees and the public who came for free screening and counselling, including a practical session on breast self-examinations ("BSE") and clinical breast examinations ("CBE") by professionally trained nurses.



Students received certificates for joining Kem Si Penyu supported by The Taaras Beach & Spa Resort

SEA EDUCATIONAL TURTLE CAMPS

Turtle Camps called "Kem SiPenyu" are held during the nesting season. Sponsored by BCorp Hospitality (Hotels & Resorts) Segment, Sekolah Kebangsaan Pulau Redang primary six children attended an educational camp where they learned about sea turtles and the need to conserve them in a fun and informal manner. The children watched the nesting activities

and emergence of hatchlings, painting turtles and engaging in turtle learning activities. The Company also sponsored a return boat transfer and packed lunches for these Sea Educational Turtle Camps.

BERJAYA CARES FOUNDATION DONATES A 14-SEATER VAN TO THE MALAYSIAN AIDS FOUNDATION

Berjaya Cares Foundation ("BCF") donated a 14-seater passenger van with a hydraulic wheelchair lift to the Malaysian AIDS Foundation ("MAF"). The van eases transportation worries of palliative patients visiting hospitals under the MAF's HIV/AIDS Treatment, Care and Support Programme.

Throughout the years, the Group has contributed over 124 vehicles to over 100 charitable organisations and schools: two multipurpose vans converted into ambulances and one into a mobile screening van to enhance the vaccination, screening and community outreach programmes

H.R. OWEN RAISES AN IMPRESSIVE SUM AT INAUGURAL CHARITY SHOOT FOR CHAIN OF HOPE

BCorp's Retail (Non-Food) Segment, namely the H.R. Owen Group, raised more than £55,000 (approximately RM290k) for Chain of Hope. This Group treated children with heart disease at the first-ever Charity Shoot, headlined by a live auction in aid of the charity. The teams representing the Group's various manufacturer partners participated in a competitive, friendly marksmanship competition at Purdey at The Royal Berkshire, followed by lunch and a headline charity auction.

The Company topped up an additional £20,000 (approximately RM140k), surpassing the magic £50,000 (RM260k), helping them complete one mission: delivering life-saving treatment to 12 young children without access to specialist cardiac experts.

RESPECTING HUMAN RIGHTS

BCorp embeds its commitment to respecting human rights throughout its corporate policies, practices and expectations. The goals of universally recognised human rights principles guide the Group in supporting its integrated approach to mitigating potential human rights impacts of its activities.

BCorp summarises its human rights policy in its Code of Conduct. The Board of Directors are responsible for ensuring adherence to this Code, assisted by other relevant functions, including the Audit Team and Human Resources, as part of their day-to-day responsibilities. All staff including new employees review and complete an online assessment on this Code as part human rights policy compliance. These documents are available in English.

SUSTAINABILITY STATEMENT

The Group proactively assesses its human rights impacts on an ongoing basis as part of its core business process. Evaluating the business impact and setting targets drives continuous improvement for the Group. BCorp's action plans include addressing and mitigating human rights issues, human rights screening, training, and monitoring internal operations and supply chain partners. Suppliers must follow the same, or at the very least adhere to the Group's Principles on Labour Practices and Human Rights.

BCorp's Commitment to Human Rights



Paying the minimum wage as a minimum



Provides a safe and healthy workplace for its employees



Does not use child labour



Does not use forced, prison, indentured, bonded or involuntary labour



Prohibits discrimination in its hiring and employment practices, including gender, race, religion, age, sexual orientation, disabilities and nationalities as part of the Group's actions to improve workforce diversity, equal opportunities and reduce discrimination



Prohibits physical abuse and harassment of employees, as well as threats of either



Suppliers and contractors must not allow excessive working hours for their workers



Grievance procedure that requires prompt action to address any complaints

The Group has issued specific policies and principles to address these issues, aligned with local laws. BCorp adheres to local labour laws and its Principles of Business Conduct, which cover human rights issues, including freedom of association, collective bargaining, non-discrimination, child labour, and forced and compulsory labour.

BCorp's respect for Human Rights

- Proactively assessing our human rights impacts on an ongoing basis as part of the Group's core business processes
- Avoiding, preventing and mitigating human rights issues
- Communicating expectations to all stakeholders, including business partners.
- Training all or specific staff/departments on human rights policy
- Implementing human rights screening, training and monitoring of internal operations and supply chain partners

Social Standards

- Freedom of association where everyone is free to belong to any organisation of their choice
- Right to collective bargaining and forming a union
- Eliminating excessive working hours by offering fair overtime pay and limiting working hours
- Meeting or exceeding Malaysia's minimum wage
- A safety policy, code and practices on the provision of a safe and healthy workplace

Policies on

- The provision of equal opportunities and non-discrimination

SALIENT HUMAN RIGHTS ISSUES

BCorp has assessed potential adverse human rights impacts and salient human rights issues.

Salient Potential Human Rights Impacts in the Group's Operations

Rights to

- | | |
|--|---|
| • life | • an adequate standard of living |
| • freedom of movement | • health |
| • work | • participate in public life |
| • enjoy just and favourable conditions of work | • social security, including social insurance |

SUSTAINABILITY STATEMENT

The Group continues to work with other stakeholder groups to continuously enhance its approach to mitigating risks arising from these salient human rights issues.

BCorp has a formal mechanism for individuals and communities impacted by its business activities to anonymously raise grievances, including human rights issues. The Group supports open communication and addresses the right to freedom of expression. Its whistleblowing channel guarantees anonymity and is available to internal and external stakeholders. BCorp is committed to a remediation process addressing adverse human rights impacts it has contributed to or caused. The whistleblowing channel also allows employee representatives to engage with the management. There were no human rights violations during this reporting period.

COMING TOGETHER, BERJAYA TOGETHER

BCorp's management is committed to promoting a safe, inclusive, fair workplace where its people can reach their full potential. Human Resource Policies promise a professional working environment built on mutual respect and trust. Creating an open, inclusive and safe working environment for employees are priorities. BCorp has adopted group-wide policies on diversity and inclusion, health and safety, and human rights. The Group aligns these labour standards policies with local laws, communicates them globally to all employees and translates them into relevant languages according to where the companies operate.

The Group prioritises hiring locals in its recruitment strategy whenever feasible and practises equal opportunity and non-discrimination in its hiring. It does not discriminate in any stage of the hiring process, including recruiting from underprivileged groups, deprived backgrounds or the disabled.

EMPLOYMENT OPPORTUNITIES FOR THE ORANG ASLI AND INDIVIDUALS WITH VISUAL IMPAIRMENTS

Berjaya Hills has started an initiative to enhance the lives of the local *Orang Asli* and individuals with visual impairments. The resort offers employment opportunities; the in-house massage centre is open to guests and the public. The resort offers accommodation and food to these employees and does not impose any rental or facilities charges.

To support its people strategy, BCorp has introduced policies and practices that cover hiring and employment aspects such as compensation, benefits, staggered working hours arrangements, learning and development, and diversity and inclusion initiatives.

The Group recorded no cases of labour standards non-compliance in this reporting period.

TALENT MANAGEMENT

BCorp is committed to investing in its people's development – providing decent work and supporting its employees to realise meaningful and purposeful careers with the Group. As an employer of over 12,000 employees, the Group ensures that employees develop professionally with business growth.

To encourage a culture of lifelong learning and facilitate continued employability in the face of growth and expansion, BCorp allocates adequate resources to help employees acquire new knowledge or functional skills through:

- An in-house learning community that identifies critical skills gap.
- Designing individualised programmes that will best support individual career development.

BCorp also offers graduate placement and internship programmes to build a future generation of leaders and address youth unemployment. During the financial year, personal development programmes included soft skills and technical and professional training.

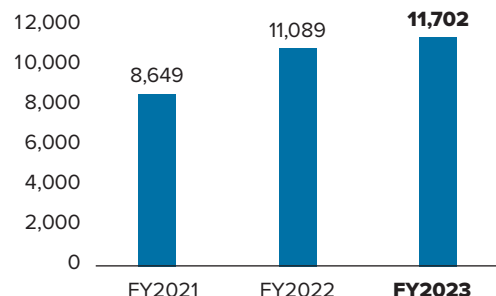
A DIVERSE FAMILY OF BERJAYA

Meritocracy, diversity and inclusion philosophies guide BCorp's recruitment practices. The Group aims to attract and develop a diverse talent pool to serve its customers efficiently. The corporate employment mix comprises fresh graduates, mid-career professionals and industry veterans.

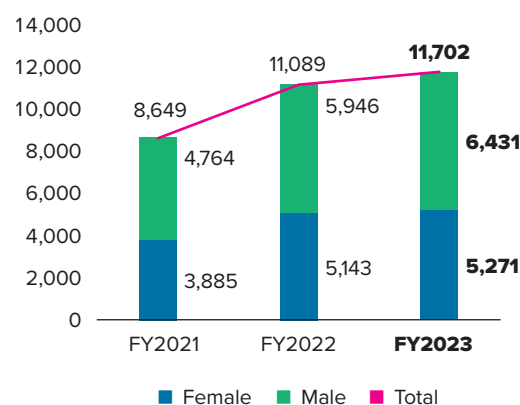
The Group strives to bring together people with different expertise, experience and socio-cultural backgrounds to enhance its competitive edge and better serve a wide range of consumer groups. The Berjaya Code of Conduct stipulates that all employees must be treated with fairness and respect and valued for their contributions in their roles. The Group does not tolerate any form of bullying, intimidation, discrimination or harassment. Committing to being an equal opportunity employer, BCorp values and respects all employees regardless of age, ethnicity, gender, race, religion, beliefs, nationality, sexual orientation, family status or physical disability.

SUSTAINABILITY STATEMENT

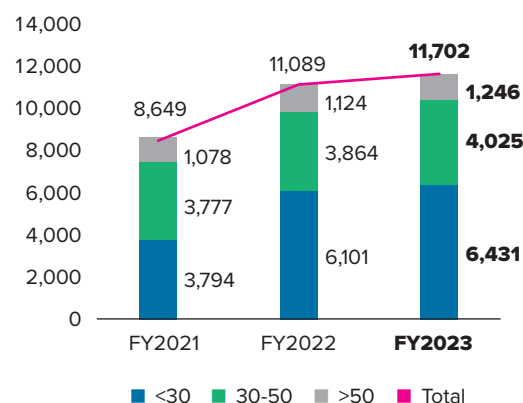
Total Group Employees



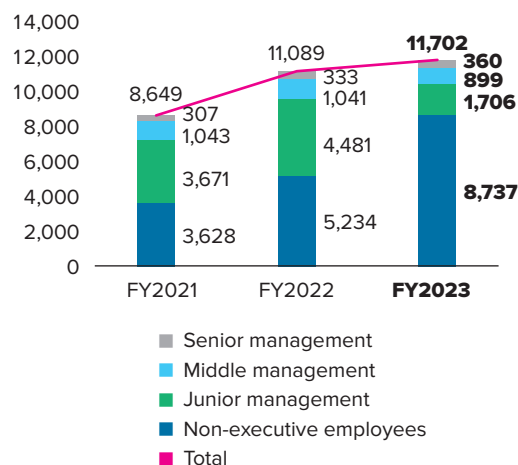
Workforce Breakdown by Gender



Workforce Breakdown by Age



Workforce Breakdown by Employee Category



BENEFITS AND REMUNERATION

The Group provides competitive remuneration to attract and retain talent. Generally, basic benefits and remuneration packages cover the following:

- Well-being: accommodation for site staff, staff meals and welfare gifts.
- Staff rate at all Berjaya subsidiaries.
- Medical: medical and hospitalisation claims as well as insurance coverage.
- Leave: annual leave, hospitalisation leave, maternity leave and paternity leave.
- Allowances such as transportation allowance, winter and summer allowance and hardship allowance.

Employee remuneration is offered fairly for the value of the job and individual vis-à-vis market conditions. BCorp adopts fair employment practices and complies with minimum wage law in markets with a statutory minimum wage.

The Group's retirement benefits vary across segments. For example, Hospitality (The Clubs and Recreation) employees serving the club for at least ten years at the age of retirement are entitled to a retirement benefit of half a month's salary based on the last drawn salary over the number of years of service. They may also continue serving the company and have their contracts reviewed annually.

Along with competitive compensation, the Group also provides bonuses, performance-based wage increments and other benefits to attract and retain talented employees.

SUSTAINABILITY STATEMENT

COLLECTIVE BARGAINING AND WORKING WITH UNIONS

Freedom of association is a fundamental human rights proclaimed in the Universal Declaration of Human Rights. BCorp's commitment to freedom of association and right to collective bargaining follows the local law to ensure that workers have a voice and representation. Unions are essential in improving worker-management engagement and ensuring healthy industrial relations. Unions also serve as effective mechanisms for raising grievances and providing input on how to solve issues relevant to workers.

BCorp respects employees' right to freedom of association, collective bargaining and joining trade unions of their choice. The National Union of Hotel, Bar & Restaurant Workers represents Hospitality (Hotels & Resorts) Segment workers. In contrast, Kesatuan Pekerja Pekerja Kelab Semenanjung Malaysia (Club Employee Union Peninsular Malaysia) represents Hospitality (The Clubs and Recreation) Segment workers.

The Group ensures continued harmony between the management and these unions with open communication and mutual respect.

THE BERJAYA BELIEFS

The Group believes in a culture of honest, open communications – beginning with internal colleagues from the bottom up. Working in harmony as a team is vital.

The Group organised various engagement and get-together sessions to bring its employees together. In FY2023, these sessions included a staff appreciation day, annual dinner, Ramadhan iftar, *Hari Raya* open house, sports tournament, fun run, Bazaar Ramadhan, quiz, townhall session, awareness and talks, festive celebrations and CSR events.

Holding an annual staff appreciation day recognises each employee's efforts and dedication. The Trust You Award is a special recognition for outstanding achievements given to employees specially mentioned in positive reviews left on trip advisor or other satisfaction platforms.

HR BREAKFAST & SYNERGY SESSION

The Group Human Resource & Administration Division organised its first HR Breakfast & Synergy Session on 15 December 2022. Twenty-three Human Resource employees from subsidiary companies attended with a good line-up of sharing on Berjaya Corp LinkedIn and HRDC claimable training programmes organised by Berjaya University College and Berjaya TVET.

BERJAYA CORPORATION'S BRING YOUR KID TO WORK DAY

The Group organised a 'Bring Your Kid to Work' Day on 16 December 2022 to expose these kids to their parents' working lives with several fun-filled activities. The children toured the corporate office and interacted at selected Berjaya-related brands such as Berjaya Times Square Theme Park, Kenny Rogers Roasters, Krispy Kreme Doughnuts, Berjaya Café and Cosway.

PEOPLE DEVELOPMENT

Investing in people's development is crucial for employee well-being and supporting business growth. Developing talent within the organisation also helps retain high-quality, valued workers. The Group continues to provide ongoing training and development opportunities to ensure its people have the right skills to perform their jobs effectively and for personal growth.

The Group Human Resource & Administration Division and Berjaya University College jointly developed the new Berjaya Learning Series 2023. The Learning Series is a corporate university model that aligns academics with business, offering Berjaya employees various upskilling and leadership development programmes.

Key Training Programmes Delivered During the Year

Behavioural and Personal Development Training

- Organising a Winning Team
- Speak and Write Confidently with Better English
- Planning for Success
- Negotiation and Conflict Resolution
- Adaptive Learning Strategies
- Teamwork and Leadership
- The Power of Emotional Intelligence
- Building Mental Resilience Through Stress Management Practices
- Creating A Sustainability Culture
- Behavioural-Based Interview Technique
- Building KPIs With Balance Scorecards and Smart Strategies

SUSTAINABILITY STATEMENT

Professional and Skills Training

- Public Safety and Aquatic Rescue (Bronze Medallion/Lifesaver) and Basic Risk Assessment
- Customer Service Excellence
- Food Handlers Training
- Halal Executive Training, including the Malaysia Halal Certification ("MPPHM") Domestic and Halal Malaysian Standard Training
- Certified Guest Professional Training
- Organic Certification Training
- Aerospatiale ("ATR") Pilot and Maintenance Training
- Human Factors initial/recurrent training for engineering and ground personnel
- Anti-Bribery and Anti-Corruption Training
- HACCP Internal Audit
- Certified Environmental Professional in Schedule Waste Management
- Chemical Spillage Control Training
- Certified Environmental Professional in The Leachate Treatment Plant Operation

NEW EMPLOYEE ONBOARDING PROGRAMME

At BCorp, the New Employee Onboarding ("NEO") Programme is designed to provide a comprehensive introduction to the Group and its values. Through this initiative, new employees have the opportunity to network with departmental ambassadors that emphasises on the Group's commitment to a culture that reflects BCorp's core principles. The Group underlines the importance in fostering this ethos as it will align the employees with the Group's values.

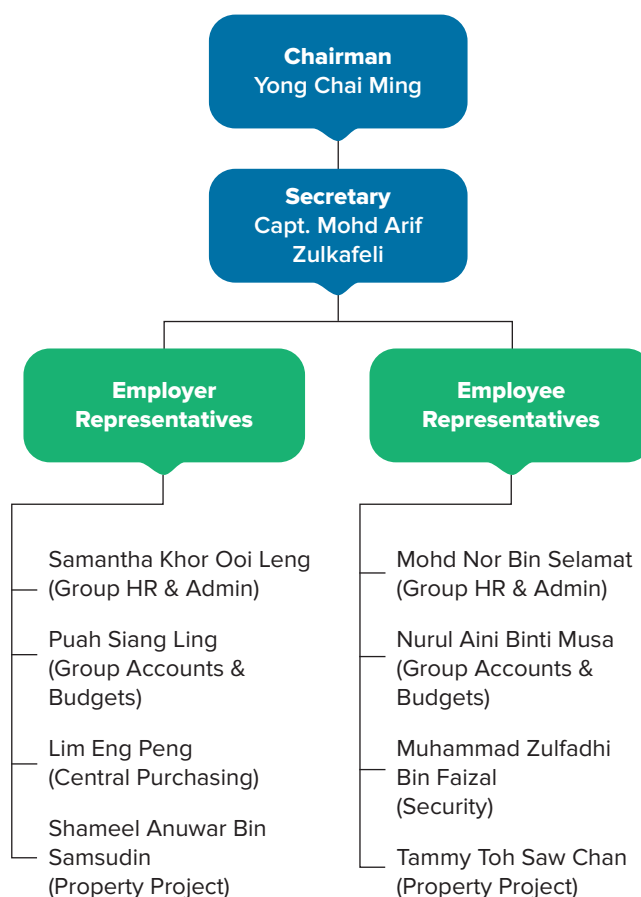
SAFETY AND HEALTH

Implementing a safety-first culture is relevant and vital to Berjaya's business model, spanning the entire business segments, from top-level management to site supervisors and workers. The Group maintains rigorous safety standards to ensure a safe workplace for its workers and contractors. Its target is to maintain a zero-accident workplace.

BCorp's health and safety policy applies to all contractors and other stakeholders on its premises. The management continued to reduce its health and safety impact through continuous improvement and compliance with Occupational Safety and Health Act ("OSHA") 1994, FMA 1967, EQA 1974 and other applicable acts, legislations,

orders, rules, codes of practices and other requirements stipulated by DOSH. The Group's Occupational Health, Safety and Environmental ("OHSE") Committee is headed by Ms. Yong Chai Ming, who reports to Ms. Vivienne Cheng Chi Fan and Ms. Nerine Tan Sheik Ping, Joint Group CEOs of BCorp who also sit on the Board. Consisting of management and employees, the Committee is responsible for managing the Group's health and safety risks. The Committee meets regularly to discuss the Group's safety performance, including measures to prevent incident reoccurrence. BCorp invites employees to help improve the Group's safety standards through participation. The OHSE Committee includes four employer and four employee representatives. Health and safety are also a critical agenda discussed between the management and trade unions.

Occupational Health, Safety and Environmental (OHSE) Committee



SUSTAINABILITY STATEMENT

Roles of BCorp's OHSE Committee

Best Practice

- Suggesting measures to be taken in the interests of safety and health for all stakeholders
- Achieving synergy among all Group Occupational, Safety and Health Committees

Monitoring & Improvement

- Collecting, analysing and maintaining Group statistical analysis of safety documents including accident reports, relevant SOPs and Hazard Identification, Risk Assessment and Risk Control ("HIRARC")
- Ensuring OSHE best practices are being implemented including reporting, monitoring and presenting improvement plans at the committee meeting

Compliance

- Ensuring compliance with the latest OSHA 1994, amendments, regulations and other guidelines
- Complying with all requirements under the Malaysia Employment Act and Labour Law
- Updating the management on the latest amendments to the Occupational Safety and Health Act and other regulations under the Act



Safety at workplace training held in Bukit Kiara Resort conducted by the Group Safety and Security

The Group conducts health and safety risk assessments for existing and potential new operations or projects as part of its due diligence. Hazard identification, risk assessment and control are the core safety measures across all business segments. Every business line complies with national safety regulations and aligns its work processes with industry standards for safe operations. The Group also carefully controls the spread of Covid-19, the most recent global health issue, from impacting the safety of employees and communities.

Customised safety training covers risks and hazards relevant to each business segment. However, training on all basic safety measures is mandatory in all business segments, including fire safety, fire prevention, first aid, emergency response plan, evacuation drill, chemical spillage control and toolbox meeting.

The Group sometimes invites external parties, experts and regulators to deliver safety training to its people. For example, REDtone collaborated with the Fire Prevention Society to hold fire prevention training.

Through its Retail (Non-Food) Segment, the Group also protects health, safety and well-being by sponsoring annual complete medical examinations for all employees, including those recently joining. The medical checks comprised a vaccination programme for all employees, including Covid-19 vaccination, Influenza A and Hepatitis B.

Established measures ensure a safe working environment for everyone, including timely pest control, Health Awareness Day, digitising safety system, daily monitoring of activities and OHSE Management System annual audit.

BCorp sustained no health and safety incidents during this financial year, leading to injuries or fatalities. The Group is committed to continuously improving health and safety management in its operations.

HEALTH SCREENING

BCorp offered employees a three-day free health screening by Kementerian Kesihatan Malaysia Lembah Pantai. The screening was held from 6 to 8 December 2022. Offering employees health screening helped detect health risks so they could manage and modify their lifestyles. A total of 379 employees attended the event.

SUSTAINABILITY STATEMENT

SUCCESS COMES WITH RESPONSIBILITY

Berjaya means “success” in Bahasa Malaysia and reflects the success and Malaysian character of the core businesses. The solid foundations and constant synergy across the Group’s diversified industries make up the varied strengths of the Group.

BCorp’s integrated business model enhances synergies across its business operations, delivers shared values to its shareholders and provides long-term economic, social and environmental benefits.

QUALITY AND SATISFACTION

Happy and loyal customers are fundamental to sustainable earnings growth. BCorp exercises due care and diligence in delivering its products and services.

Examples of Quality Control Exercised by BCorp Business Segments

Industry	Quality Control Measures
 Hospitality (Aviation)	Facilities and operation audit by the Civil Aviation of Malaysia (“CAAM”)
 Hospitality (Hotels & Resorts)	- Outlet assessment/grading by the local municipal council - Star rating - Malaysian Organic Certification Scheme - Water quality testing for swimming pools - Weekly golf course maintenance and landscaping - Annual golf course soil tests - Swimming pool – Weekly vacuum and daily water pH test
 Retail (Non-food)	- Direct Selling and Anti Pyramid Act 1993, Price Control and Anti-Profiteering laws - Hazard Analysis Critical Control Point (“HACCP”) by the Ministry of Health - JAKIM Halal Certification - ISO22000:2018, which includes quality inspection during raw material receiving, production, packing and product safety documentation - Certificate of Analysis (“COA”) on all production outsourced to suppliers - ISO 9001:2015 Quality Management System
 Services (Environmental)	- Ensuring chemical suppliers have safety production licences, business licences, chemical production licences and third-party lab reports for chemical supply - Recertification of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018
 Retail (Others)	Awarded the Erasmus Projects for European Union - there were only two private universities in Malaysia that received a grant for a student and staff exchange programme to Europe under the Internationalisation and Cultural Exposures Programme

TESTAMENT TO QUALITY

BLR was named the 2022 Global Winner of the Luxury Private Beach Resort.

Berjaya Hotels & Resorts received a silver award for the ‘Transportation, Travel & Tourism’ category in the Putra Aria Brand Awards 2023.

H.R. Owen has again been named as Rolls-Royce Global Dealer of the Year. The Company also won awards as Regional Sales Dealer of the Year and Regional Whispers Dealer of the Year.

Four Seasons Hotel and Hotel Residences Kyoto, a Berjaya Land Berhad Hotels and Resorts entity, has won the International Awards at the Malaysia Developer Awards (“MDA”).

SUSTAINABILITY STATEMENT

TRANSPARENT MARKETING AND COMMUNICATION

All product labelling undergoes necessary label screening through the department's regulations to ensure product claims and ingredient information are within permissible claims or dosage.

BCorp submits communication materials on health supplements to the Ministry of Health for screening and approval.

All food products carry nutritional labelling and comply fully with the Ministry of Health requirements.

H.R. OWEN IS THE SOLE UK RETAILER OF 300MPH HENNESSEY

H.R. Owen Plc, under the Group's Retail (Non-Food) segment in the United Kingdom, added Hennessey to its latest line-up of the world's most sought-after luxury and high-performing car partners. Becoming the sole Hennessey UK retailer, H.R. Owen proudly champions this revered American brand and special vehicle range, including the Venom F5 Coupe and Roadster.

Hennessey's strategic product plan will introduce all three whole-new vehicles in the next 10 years. Upon completion of the Venom F5 Coupe and Roadster's 54-car production run, Hennessey targets producing more performance-packed variants of the F5 before developing additional further models that align with its pioneering brand values and emphasis on speed.

GOING ABOVE AND BEYOND

Going beyond customers' expectations is more than building a solid relationship and extends to generating positive word-of-mouth. Focusing attention on the customers' success and exceeding their expectations to create unique experiences for everyone delivers a one-of-a-kind customer service experience.

Service From the Heart Examples that Create Moments of Delight For Customers

Hospitality (Hotels & Resorts)

Berjaya Penang Hotel

- Complimentary shuttle services to surrounding hospitals, including the Penang Adventist Hospital, Gleneagles Hospital, Loh Guan Lye Specialist Hospital, and Island Hospital.

Berjaya Beau Vallon Bay Resort & Casino, Seychelles

- Shuttle service to and from Victoria town.

Berjaya Hills Resort Berhad

- Free shuttle to and from attractions within the resort, including the Japanese Tea House, Rabbit Park and Horse Trails.



Retail (Non-Food)

Cosway (M) Sdn Bhd

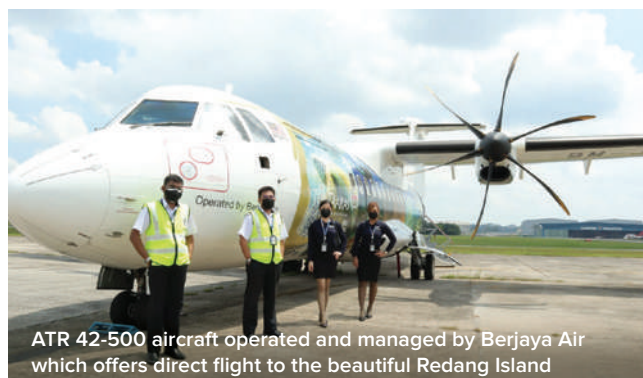
- Cosway Mobile 2U targets the outskirts and areas where Cosway's physical presence is scarce.



Aviation

Berjaya Air Sdn Bhd

- Berjaya Air will be one of the region's first few airlines to fly all-business-class seats. The Company's emphasis lies in prioritising passenger comfort and enhancing clients' experience.



ATR 42-500 aircraft operated and managed by Berjaya Air which offers direct flight to the beautiful Redang Island

WHAT IS COSWAY MOBILE 2U

The Cosway Mobile 2U is a 'store-on-wheels' that allows the brand and its service to extend to consumers in remote areas, far from physical store reach. Covered areas include outskirts, plantation estates, factories and warehouses. Cosway Mobile 2U is a mobile concept selling Cosway best sellers in the moving store concept. Currently, two mobile trucks operate nationwide.

SUSTAINABILITY STATEMENT

SAFE COMMUNITY

BCorp prioritises the safety of customers, patrons, tenants and the public on the premises, regardless of the segment.

The Group's Hospitality segment has 24-hour security on duty. Safety officers ensure all safety equipment, including firefighting equipment, first aid, and oxygen tanks, is up to date and easily accessible during emergencies. Qualified vendors perform timely inspections of fire alarms.

Meanwhile, BCorp's Services (Environmental) Segment performs daily water quality tests at its in-house lab, verified by third parties. The Company ensures that local authorities license all its suppliers, particularly chemical ones. All staff and contractors must attend safety briefings, toolbox meetings and Personal Protective Equipment ("PPE") checks.

All entities perform general upkeep and maintenance such as regular fogging and pest control, disinfection of high traffic or touch point areas and a periodic swab test for employees.

SAFE DRIVING UP THE HILL

The road to the Berjaya Hills Resort Berhad is winding and slippery during rain. Placing road signage along the way cautions road users of wet and slippery roads, falling rocks and debris. Reflectors on poles and street lighting help people drive to and from the resort at night. Other safety features include convex mirrors at junctions, road humps to reduce speeding vehicles, gabion wall and wire netting for landslide prevention and CCTVs at strategic locations.

DISABILITY INCLUSION

BCorp aspires to be an inspiring brand for everyone. While diversity is cited as a top value by almost every organisation, people with disabilities often are overlooked or under-supported. A healthy disability inclusion mindset is the right thing to do; it benefits everyone at every level of the organisation.

BCorp creates an inclusive workplace where people feel welcome, comfortable and seen. Addressing disability inclusion involves valuing and appreciating what all individuals bring to the organisation. No one wants to be tolerated or pitied at work. People with disabilities, just like those without, want to be recognised for their talents and accomplishments.

THE STORY OF BSTARBUCKS – "NOT DESPITE THEIR DIFFERENCES, BUT INCLUDING THEIR DIFFERENCES"

BStarbucks operates the world's first Starbucks Signing Store, which promotes accessibility and offers employment and development for the Deaf community. There are three signing stores in Malaysia: the first opened in 2016 at Bangsar Village II Mall, Kuala Lumpur; a second in Penang in 2019 and lastly in Kuching, Sarawak.

While the signing stores facilitate careers for those who might otherwise struggle to thrive in the mainstream workplace, they also have a wider reach. The locations serve as gathering spots for others in the deaf community and often host resourceful seminars and classes on topics such as career development and learning or improving sign-language skills.

The Group also practises the same inclusion philosophy for its guests and patrons. Various facilities cater to the disabled with special assistance, such as disabled toilets and parking, ramp and slope pathways for wheelchairs and disabled hotel rooms.

REVAMPING HEALTHY OPTIONS FOR A HEALTHIER COMMUNITY

As consumers become increasingly health-conscious, the Retail segment is expanding its offerings to include a broader range of foods, beverages and nutrition services at scale, bringing tasty and balanced diets for people across all life stages.

The product development team considers their safety, taste, texture, nutritional profile, price and quality in its product innovation. BCorp's Retail (Food) and (Non-food) Segment continuously innovates its products and upgrades existing ones, preserving the taste of familiar brands beloved by millions.

BRoasters, under the Retail (Food) Segment, retains the healthy concept of less fat, salt and calories and consistently adds variety to its core menu by including a more wholesome and nutritious dining experience. Jollibean and Sala also offer fresh and high-quality healthy ingredients such as imported soybeans and plant-based ingredients.

The Retail (Non-Food) segment is adjusting its product line to focus on health products. Cosway recently launched health food product on improving the community health like the LuMune, UriKristal, Gutt Feelin and D'trim Jelly. BCorp is also looking to expand its healthy range of products across all retail segments.

SUSTAINABILITY STATEMENT



New health product launched by Cosway, Nn Gutt Feelin' a delicious daily postbiotic drink for a happy and healthy gut

COLLABORATION FOR A FUN MARKETING

Berjaya Krispy Kreme Doughnuts Sdn Bhd ("BKKD"), under BCorp's Retail (Food) Segment, collaborated with local celebrity designer Christy Ng. The Ramadan Campaign offered colourful and attractive local-infused doughnuts such as Pandan Kek Lapis, Coklat Kacang Mazola and Cornflakes Madu, and a limited-edition Krispy Kreme's CN designer bag.

BKKD delights the public by creatively releasing doughnut series following the current trend, such as:

- Minion doughnuts, in conjunction with the Minions: The Rise of Gru movie release
- Rabbit-inspired doughnuts during Chinese New Year
- Christmas creations doughnuts such as the Magical Wreath, Hazel Nutcracker and Apple Ballerina

BKKD aims to increase market reach by expanding into new East Coast and Northern Region markets in the next financial year. BKKD will also continue introducing new doughnut flavours, including creating a better range of premium doughnuts.

DATA PRIVACY

Data privacy is more than a legal requirement; it is an integral part of business practices. BCorp trains all employees to respectfully handle personal data following the Personal Data Protection Act 2010 ("PDPA"). All operating companies have established a company-wide governance infrastructure to drive a holistic approach to the privacy and security of data.

BCorp applied this practice across all businesses, including protecting the privacy of Clubs, Hotels & Resorts guests, customers, restaurant patrons and other stakeholders. Establishing several policies and directives ensures the continuous confidence of those who entrust the Group with their personal information.

BCorp received no reports of significant cases of data leakage, data misuse or other non-compliance during the financial year.

COMMITMENT TO SATISFACTION EVERY TIME

Customer satisfaction is crucial to the success of the businesses. BCorp continually improves its performance to meet customers' needs more effectively by harnessing customer engagement insights. Creating a unique and inspiring experience during each engagement is the ultimate goal.

One of the main focuses in the service industry is providing quality customer service to improve guest satisfaction, particularly in the hospitality industry. BCorp's Hospitality Segment strives to create memorable and personalised guest experiences. Managing satisfaction keeps staff alert, applying different strategies to catch the pulse of its customers. Upon checking into their rooms, front office personnel make a courtesy call to welcome guests and check if they require any assistance. Guests may leave feedback when checking out, in person or through other dedicated channels such as customer service hotline numbers, satisfaction forms, emails, the message centre or a dedicated WhatsApp number. Various platforms monitor guest satisfaction using the TrustYou App, Google, Expedia, and Trip Advisor.

Each club under the Hospitality (The Clubs and Recreation) Segment appoints a Liaison Committee. The Committee is responsible for ensuring members' well-being and communicating members' feedback and grievances to the management. Frequent engagement and meetings are held with the Committee to discuss suggestions and gather feedback. The clubs' General Managers personally attend these meetings.



Berjaya Hotels & Resorts received a silver in 'Transportation, Travel & Tourism' category for Putra Aria Brand Awards 2023

SUSTAINABILITY STATEMENT

SUSTAINABILITY PERFORMANCE DATA				
Indicator	Unit	FY2021	FY2022	FY2023
Economic ⁽¹⁾				
Supply Chain				
Proportion of spending on local suppliers	%	70.94%	74.61%	76.06%
Corruption				
Total cost of fines, penalties or settlements in relation to corruption	RM	0	0	0
Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy	Number	0	0	0
Provisions for fines and settlements specified for ESG issues in audited accounts	RM	0	0	0
Total costs of environmental fines and penalties	RM	0	0	0
Total employees who have received training on anti-corruption	Number/%	632 (7.31%)	59 (0.53%)	630 (5.38%)
Total non-executive employees who have received training on anti-corruption	Number/%	202 (5.57%)	35 (0.67%)	462 (5.29%)
Total junior management who have received training on anti-corruption	Number/%	218 (5.94%)	15 (0.33%)	44 (2.58%)
Total middle management who have received training on anti-corruption	Number/%	134 (12.85%)	9 (0.86%)	84 (9.34%)
Total senior management who have received training on anti-corruption	Number/%	78 (25.41%)	0 (0.00%)	44 (12.22%)
Operations assessed for corruption-related risks	%	60.00%	61.11%	33.33%
Total confirmed incidents of corruption	Number	0	0	0

⁽¹⁾ BCorp Group data, excluding Retail (Food) Segment (also known as Berjaya Food Berhad).

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2021	FY2022	FY2023
Environment ⁽¹⁾				
Energy				
Indirect energy (electricity)	kWh	64,064,489	68,356,368	75,542,878
Direct Energy *	TJ	299	275	238
Indirect Energy *	TJ	357	392	436
Total energy *	TJ	656	667	674
* Conversion coefficients for electricity and diesel to Joules are derived from the Malaysia Energy Commission 2016 Report				
Water and Effluent				
Total municipal water consumption	m ³	2,197,347	1,958,945	2,088,574
Total surface water from rivers, lakes and natural ponds	m ³	943,330	790,208	708,009
Total groundwater from wells and boreholes	m ³	0	0	98,233
Total water consumption	m ³	3,140,677	2,749,153	2,894,816
Total volume of effluent discharge	m ³	NA	NA	10,405
Waste				
Total solid waste disposed	kg	43,728,066	32,404,669	17,685,966
Non-recyclable waste	kg	39,748,512	28,754,010	17,005,327
Total recycled waste	kg	359,299	380,826	508,298
Total scheduled waste disposed	kg	66,289	66,088	17,047
Carbon Emissions				
Total Scope 1 emissions *	tCO ₂ e	17,298	16,277	13,052
Total Scope 2 emissions **	tCO ₂ e	58,821	67,372	73,261
Scope 3 emissions: business travel ***	tCO ₂ e	NA	NA	1,306
Scope 3 emissions: employee commuting	tCO ₂ e	NA	NA	16,661

⁽¹⁾ BCorp Group data, excluding Retail (Food) Segment (also known as Berjaya Food Berhad).

* CO₂ emissions from fuel consumption were derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories. The emissions from natural gas were calculated using the UK Government GHG Conversion Factors for Company Reporting.

** Scope 2, in Malaysia was derived using the emission factor published by the Energy Commission for the Peninsular Grid 2019; in the Philippines using the combined margin emission factor published by the Department of Energy for the Luzon-Visayas Grid 2015-2017; in the UK using the UK Government GHG Conversion Factors for Company; the International Financial Institutions Technical Working Group On Greenhouse Gas Accounting [IFI] in 2021 for the Seychelles; Sri Lanka Sustainable Energy Authority in Sri Lanka Energy Balance 2018 for Sri Lanka; the total CO₂ intensity/electricity produced and distributed by Reykjavík Energy and emission factor for China by Enerdata, 2021.

*** Air travel GHG emissions were calculated point to point, including the number of employees on board and the distance travelled. Online tools derived from the WRI Greenhouse Gas Protocol to calculate the CO₂ emissions from air travel. BCorp derives CO₂ emissions from road travel using the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories.

NA = Not Available as data collection only begins in FY2023.

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2021	FY2022	FY2023
Social				
Diversity, Equity & Inclusion				
Total employees	Number	8,649	11,089	11,702
<i>Employees by contract</i>				
Full time employees	Number/%	7,656 (88.52%)	8,354 (75.34%)	8,689 (74.25%)
Contractors/temporary employees	Number/%	993 (11.48%)	2,735 (24.66%)	3,013 (25.75%)
<i>Employees by nationality</i>				
Malaysian	Number/%	7,609 (87.98%)	10,081 (90.91%)	10,512 (89.83%)
Foreigners	Number/%	1,040 (12.02%)	1,008 (9.09%)	1,190 (10.17%)
<i>Employees by gender</i>				
Female	Number/%	3,885 (44.92%)	5,143 (46.38%)	5,271 (45.04%)
Male	Number/%	4,764 (55.08%)	5,946 (53.62%)	6,431 (54.96%)
<i>Employees by age</i>				
<30	Number/%	3,794 (43.87%)	6,101 (55.02%)	6,431 (54.96%)
30-50	Number/%	3,777 (43.67%)	3,864 (34.84%)	4,025 (34.39%)
>50	Number/%	1,078 (12.46%)	1,124 (10.14%)	1,246 (10.65%)
<i>Employees by category</i>				
Non-executives	Number/%	3,628 (41.95%)	5,234 (47.20%)	8,737 (74.66%)
Junior management	Number/%	3,671 (42.44%)	4,481 (40.41%)	1,706 (14.58%)
Middle management	Number/%	1,043 (12.06%)	1,041 (9.39%)	899 (7.68%)
Senior management	Number/%	307 (3.55%)	333 (3.00%)	360 (3.08%)
<i>Gender by category</i>				
Non-executive: Female	Number/%	1,450 (39.97%)	2,224 (42.49%)	3,806 (43.56%)
Non-executive: Male	Number/%	2,178 (60.03%)	3,010 (57.51%)	4,931 (56.44%)
Junior management: Female	Number/%	1,825 (49.71%)	2,295 (51.22%)	900 (52.75%)
Junior management: Male	Number/%	1,846 (50.29%)	2,186 (48.78%)	806 (47.25%)
Middle management: Female	Number/%	512 (49.09%)	513 (49.28%)	437 (48.61%)
Middle management: Male	Number/%	531 (50.91%)	528 (50.72%)	462 (51.39%)
Senior management: Female	Number/%	98 (31.92%)	111 (33.33%)	128 (35.56%)
Senior management: Male	Number/%	209 (68.08%)	222 (66.67%)	232 (64.44%)

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2021	FY2022	FY2023
Social				
<i>Age by category</i>				
Non-executive:<30	Number/%	1,474 (40.63%)	2,986 (57.05%)	5,922 (67.78%)
Non-executive: 30-50	Number/%	1,625 (44.79%)	1,714 (32.75%)	2,222 (25.43%)
Non-executive: >50	Number/%	529 (14.58%)	534 (10.20%)	593 (6.79%)
Junior management:<30	Number/%	2,171 (59.14%)	2,981 (66.53%)	450 (26.38%)
Junior management:30-50	Number/%	1,282 (34.92%)	1,270 (28.34%)	1,021 (59.85%)
Junior management:>50	Number/%	218 (5.94%)	230 (5.13%)	235 (13.77%)
Middle management:<30	Number/%	142 (13.61%)	132 (12.68%)	56 (6.23%)
Middle management:30-50	Number/%	738 (70.76%)	743 (71.37%)	626 (69.63%)
Middle management:>50	Number/%	163 (15.63%)	166 (15.95%)	217 (24.14%)
Senior management:<30	Number/%	7 (2.28%)	2 (0.60%)	3 (0.83%)
Senior management:30-50	Number/%	132 (43.00%)	137 (41.14%)	156 (43.33%)
Senior management:>50	Number/%	168 (54.72%)	194 (58.26%)	201 (55.84%)
<i>Employees by union membership</i>				
Union members	Number/%	435 (5.03%)	396 (3.57%)	365 (3.12%)
Non-union members	Number/%	8,214 (94.97%)	10,693 (96.43%)	11,337 (96.88%)
<i>Disabilities</i>				
Disabled employees	Number/%	19 (0.22%)	20 (0.18%)	20 (0.17%)
Employee Turnover				
Total turnover	Number/%	1,335 (15.44%)	1,509 (13.61%)	3,386 (28.94%)
<i>Turnover by gender</i>				
Female	Number/%	607 (15.62%)	709 (13.79%)	1,567 (29.73%)
Male	Number/%	728 (15.28%)	800 (13.45%)	1,819 (28.28%)
<i>Turnover by age group</i>				
<30	Number/%	975 (25.70%)	1,031 (16.90%)	2,439 (37.93%)
30-50	Number/%	299 (7.92%)	428 (11.08%)	803 (19.95%)
>50	Number/%	61 (5.66%)	50 (4.45%)	144 (11.56%)

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2021	FY2022	FY2023
Social				
Employee Turnover				
<i>Turnover by employment category</i>				
Non-executive employees	Number/%	419 (11.55%)	477 (9.11%)	2,792 (31.96%)
Junior management	Number/%	846 (23.05%)	890 (19.86%)	371 (21.75%)
Middle management	Number/%	57 (5.47%)	123 (11.82%)	181 (20.13%)
Senior management	Number/%	13 (4.23%)	19 (5.71%)	42 (11.67%)
Director Diversity				
<i>Directors by gender</i>				
Female	Number/%	8 (57.14%)	8 (57.14%)	8 (100.00%)
Male	Number/%	6 (42.86%)	6 (42.86%)	0 (0.00%)
<i>Directors by age Group</i>				
<30	Number/%	0 (0.00%)	0 (0.00%)	0 (0.00%)
30-50	Number/%	5 (35.71%)	4 (28.57%)	5 (62.50%)
>50	Number/%	9 (64.29%)	10 (71.43%)	3 (37.50%)
Training & Development ⁽¹⁾				
Total time spent on employee development training to enhance knowledge or individual skills	Hours	NA	NA	6,654
Total employees attending training	Number	NA	NA	351
Total time spent on employee development training for non-executive employees	Hours	NA	NA	546
Total time spent on employee development training for junior management	Hours	NA	NA	3,667
Total time spent on employee development training for middle management	Hours	NA	NA	1,478
Total time spent on employee development training for senior management	Hours	NA	NA	963
Average training per employee	Hours	NA	NA	6

⁽¹⁾ BCorp Group data, excluding Retail (Food) Segment (also known as Berjaya Food Berhad).

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2021	FY2022	FY2023
Social ⁽¹⁾				
Community				
Total amount of corporate or group donations/ community investments made to registered not-for-profit organisations	RM	33,872,190	27,987,312	39,336,699
Total number of beneficiaries of the investment in communities	Number	7,097	7,410	20,012
Health and Safety				
Fatalities (employees)	Number	0	0	0
Fatalities (third-party contractors)	Number	0	0	0
Employees trained on health and safety standards	Number	1,133	1,739	1,943
Employees receiving general training, which includes safety	Number	1,132	1,673	3,165
Human Rights				
Substantiated complaints concerning human rights violations	Number	0	0	0
Data Privacy and Security				
Total substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

⁽¹⁾ BCorp Group data, excluding Retail (Food) Segment (also known as Berjaya Food Berhad).