SUSTAINABILITY STATEMENT

ABOUT THIS STATEMENT

At Berjaya Corporation Berhad ("BCorp" or "the Group"), sustainability is deeply embedded in how we operate. Guided by principles of transparency, responsibility, and high standards in both social and environmental areas, BCorp integrates sustainability into its core decision-making. This statement highlights the Group's efforts to align business success with broader societal and environmental well-being.

BCorp is committed to shaping a resilient and inclusive future across its wide-ranging business portfolio. The 2025 Sustainability Statement ("SS2025") presents the Group's strategic approach to sustainability, along with its achievements and progress towards set goals. Through candid and comprehensive reporting, BCorp continues to foster stakeholder confidence and uphold its duty of care.

References to "BCorp" or "the Group" refer collectively to Berjaya Corporation Berhad and its various subsidiaries and business units. Where specific initiatives are led by individual entities within the Group, those companies are identified by name.

Reporting Scope and Boundary

This Sustainability Statement aligns with BCorp's financial year 2025, covering the period from 1 July 2024 to 30 June 2025, unless noted otherwise. The scope of reporting includes BCorp and its four principal business divisions: Retail, Services, Property and Hospitality. Further details on the structure and scope of BCorp's operations can be found in the Corporate Structure section on pages 32 to 33 of the Annual Report. BCorp's SS2025 portrays a 3-year statistical data for most disclosures, where applicable and available, to establish meaningful trend lines that allow readers to monitor better and understand the comparative performance achieved.

Key Guidelines and Standards

This Statement was prepared based on all available internal information in accordance with Paragraph 29, Part A of Appendix 9C and Practice Note 9 of Bursa Malaysia Securities Berhad's ("Bursa Securities") Main Market Listing Requirements ("MMLR") relating to sustainability statement and its Sustainability Reporting Guide 3rd Edition, and other international sustainability frameworks or standards as follows:-

Data Quality and Assurance

The Sustainability Statement was carefully reviewed by the Sustainability Committee prior to receiving formal approval from the Board of Directors. This process reflects BCorp's continued commitment to maintaining strong sustainability governance at the leadership level.

To ensure the integrity and reliability of the information presented, the Statement was independently verified by SIRIM QAS International Sdn Bhd. REDtone Digital Berhad was excluded from the scope of this verification. Further details on the assurance scope and outcomes are provided in the Annual Report on page 89 and 90. This assurance exercise enhances transparency and reinforces the credibility of the sustainability disclosures.

The data presented in SS2025 was internally collected, verified, and validated by the respective business units and information owners. BCorp remains committed to continuously improving its data quality and disclosure processes to strengthen accuracy and consistency over time.

Exclusions, Limitations and Disclaimers

BCorp acknowledges the challenges in data collection for certain indicators and is committed to enhancing its systems for more accurate reporting. While this Statement includes forward-looking targets, plans, and performance projections, these are based on current trends and reasonable assumptions. However, due to inherent business risks and uncertainties, actual outcomes may vary.

Statement of Use

The Board of Directors ("the Board") of BCorp, as the Group's highest governing body, acknowledges its responsibility for the contents of this declaration. The information disclosed in BCorp's SS2025 has been carefully compiled in accordance with Bursa Malaysia's Sustainability Reporting framework and the Global Reporting Initiative ("GRI") Standards. This report has been approved pursuant to a resolution passed by the Board on 27-10-2025.

Feedback and Report Availability

The Group values and encourages all feedback and suggestions regarding its sustainability efforts. Please direct any comments through the corporate website's https://www.berjaya.com/contact-us/.

BURSA MALAYSIA	Bursa Malaysia Sustainability Reporting Guide (3rd Edition)	SASB STANDARDS Now part of IFRS Foundation	Sustainability Accounting Standards Board ("SASB") Sector-Specific Disclosures
GRI	Global Reporting Initiative ("GRI") 2021 (Core Option)	SUSTAINABLE DEVELOPMENT GOALS	United Nations Sustainable Development Goals ("UNSDGs")
FTSE4Good	FTSE4Good Bursa Malaysia ("F4GBM") Index	IFRS® International Financial Reporting Standards	IFRS Sustainability Disclosure Standards
TCFD	Task Force on Climate-Related Financial Disclosures ("TCFD")		

LEADERSHIP'S MESSAGE

Dear Shareholders,

FY2025 has been a meaningful year for Berjaya Corporation Berhad, marked by notable progress in our journey towards sustainable and inclusive growth.

As a diversified multinational corporation headquartered in Malaysia with a regional footprint in Southeast Asia - and expanding into Europe, the Middle East, and Asia - we continue to integrate environmental, social, and governance ("ESG") priorities into our business strategy to create shared value for stakeholders and society.

In recognition of the escalating climate crisis and rising stakeholder expectations, we are taking bold strides forward. As a Group and responsible corporate citizen, we are proud to announce the formal endorsement of the Berjaya Group Decarbonisation Roadmap ("BGDR"), a pivotal milestone in our sustainability journey. This roadmap sets clear ambitions: to reduce our Group-wide greenhouse gas ("GHG") emission intensity by 25% by 2030 using 2024 as the baseline year, and to ultimately achieve carbon neutrality by 2050. The BGDR applies across all major subsidiaries, including Berjaya Land Berhad, Sports Toto Berhad, and Berjaya Food Berhad, reflecting our collective resolve to act on climate.

Anchored by our sustainability priorities, we continue to innovate, optimise resource use, and create shared value. In FY2025, we achieved a major milestone by implementing the digitalisation of ESG data collection through an AI-powered platform. This is expected to drive improved environmental performance and operational efficiencies in the years to come. Solar energy usage increased by 2.838%, reaching 2,253,227 kWh in FY2025, up from 76,694 kWh in FY2024. This growth underscores the Group's progress in expanding renewable energy adoption within its total energy mix.

Beyond environmental performance, we remain steadfast in advancing social impact through inclusive employment practices and workforce development. In FY2025, 44.20% of our employees were women, reflecting our ongoing efforts to foster diversity and equity at every level. We also invested in employee training, with 344,593 training hours completed across the Group, underscoring our belief that people are central to sustainable progress.

Governance remains a cornerstone of our operations. We upheld strong ethical standards across the organisation, with zero recorded incidents of non-compliance, corruption, or data breaches - demonstrating our commitment to transparency, accountability, and trust.

Looking forward, we will continue to build on this momentum by embedding sustainability deeper into our culture and operations. We are focused on equipping our people for the future, embracing digital and green innovations, and collaborating with stakeholders to accelerate our collective transition toward a more sustainable, resilient future.

Thank you for your continued confidence in Berjaya Corporation Berhad. Together, let us build a legacy of responsible growth and long-term value creation.

Sincerely,

Ms Nerine Tan Sheik Ping
Joint Chief Executive Officer

KEY HIGHLIGHTS OF THE YEAR

RM0 of total cost of fines, penalties or settlements in relation to corruption

ZERO substantiated complaints concerning breaches of customer privacy and losses of customer data

53.20% proportion of spending on local suppliers

Solar Energy usage increased by **2.838%** amounting to 2,253,227 kWh in FY2025 (76,694 kWh in FY2024)

Total electricity consumption in FY2025 reduced by **17,855,217 KWH**

789.433 tonnes of waste diverted from disposal

38.25 average training hours per employee

ZERO confirmed incidents of human rights violations

44.20% of women representation in **total workforce of 10,454**

ZERO incidents/ fines for environmental and socio-economic non-compliance

ZERO confirmed incidents of corruption

43.08% of operations assessed for corruption-related risks

SUSTAINABILITY STATEMENT

VALUE WE CREATE

Sustainability functions as a strategic imperative at BCorp, which is ingrained across all levels of the Group's operations and business segments. Rather than treating sustainability as a peripheral activity, BCorp integrates it into the core of its organisational strategy, drawing on key enablers such as financial strength, a skilled and agile workforce, and enduring stakeholder partnerships to drive sustainable performance.

KEY INPUTS

Financial Capital

- Strong and diversified financial base supporting business continuity
- Prudent cash flow and capital management practices

Manufactured Capital

- **680 gaming outlets** nationwide
- **19 showrooms** and **16 service centres** in the United Kingdom
- **31 hotels and resorts** locally and internationally
- **5 golf clubs** and **1 equestrian club**
- **5 fleets** owned by Berjaya Aviation
- Prestigious properties locally and internationally

Human Capital

- **9,009** employees

Intellectual Capital

- Leading Number Forecast Operator ("NFO") since 1969
- H.R. Owen remains a luxury car distributor in the prestige and specialist car market
- Developer, Manager and Operator of major Malaysian-based and overseas signature hotels, resorts and clubs

Social and Relationship Capital

- Sustainable Supply Chain
- Supplier Relationship Management

Natural Capital

- **821TJ energy** consumed
- **3,924,080 m³ water** used

SUSTAINABILITY COMMITMENT

Economic

Creating long-term value for shareholders and other stakeholders.

Environmental

Reducing the Group's environmental footprint by improving the efficiency of resources and supporting conservation efforts.

Governance

- Ensuring healthy business practices by being fully compliant with approved policies, standard operating procedures, Malaysian and other governing laws, and local and international standards of corporate behaviour
- Promoting fair engagement, accountability and access to justice, internally and externally

Social

Dealing with customers and communities according to good market practices and regulatory requirements, conducive workplace practices and community engagement through various initiatives involving the Group's monetary and non-monetary resources.

SUSTAINABILITY STATEMENT

The Group's value creation model is underpinned by the six capitals defined by the International Integrated Reporting Council ("IIRC"): financial, manufactured, intellectual, human, social and relationship, and natural. Through sector-specific initiatives, proactive engagement, and a culture of continuous improvement, BCorp enhances economic outcomes, reduces environmental impacts, contributes to societal development, and advances innovation.

PROCESSES

Sustainability interaction

BCorp embeds sustainability principles into its corporate strategy, governance and operations

Sector-specific initiatives

BCorp introduced tailored sustainability initiatives across sectors

Stakeholder engagement

BCorp actively engages with stakeholders to understand their sustainability expectations and needs

Continuous improvement

BCorp continuously evaluates and enhances its sustainability practices through monitoring reporting and feedback mechanisms

KEY OUTPUTS

- **RM9.38 billion**
- Pre-tax loss of **RM388.09 million**
- Reduction in carbon footprint
- Energy improvement
- Increased trust, loyalty and reputation

Generated revenue from various business segments, including Hospitality, Property, Services and Retail

- Zero work-related fatalities and 0.27 Lost Time Incident Rate for employees
- **8,372 employees** trained
- **344,593** Training hours completed
- 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 joint investment by Berjaya Land Berhad and Berjaya Corporation Berhad), honored with One MICHELIN Key
- Mutual and respectful relationships with supply chain partners
- Active involvement in society to enrich communities
- Renewable energy portfolio at several entities under the Hotels and Resorts as well as Retail Segment
- Green development at The Tropika Bukit Jalil, Times Square 2 and Residensi Oak

SUSTAINABILITY STATEMENT

SUSTAINABILITY FRAMEWORK

BERJAYA CORPORATION BERHAD

VISION

1. To nurture profitable and sustainable businesses in line with the Group's diverse business development, value aspirations and interests of all its stakeholders.
2. To maximise the value of human capital through empowerment, growth and a commitment to excellence.

MISSION

We strive to generate profitable returns for our shareholders from investments in core business activities by providing:

- Strategic direction, financial resources, and management support for each operating unit
- Dynamic and innovative management, teamwork and a commitment to excellence
- A cross-functional environment and development with upskilling opportunities for our employees to develop their full potential personally and professionally

OUR BUSINESSES

RETAIL

The Retail segment is the major contributor to the Group's revenue. This segment comprises motor vehicles, consumer products and food & beverage businesses in Malaysia and the United Kingdom.

PROPERTY

The Property segment constitutes a significant part, comprising property development and investment.

HOSPITALITY

The Hospitality segment present in eight countries, encompassing an array of offerings, such as hotels, resorts, air charter services, and recreation clubs.

SERVICES

The Services segment, includes gaming & lottery management, environmental, digital telecommunication & infrastructure, financial, education, and medical, is a key division within the conglomerate.

DIMENSIONS OF 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 reduces 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 focus on growth with the highest level of accountability and integrity

RELATED UNSDGS

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

FTSE4Good Bursa Malaysia Index ("F4GBM")

Berjaya Corporation Berhad is proud to be included in the FTSE4Good Bursa Malaysia Index (F4GBM) for the second consecutive year since 2023. Developed by FTSE Russell, this global benchmark recognises companies that meet internationally recognised standards for ESG practices.

Our latest FTSE4Good ESG score of 3.3/5.0 reflects consistent improvements in sustainability disclosures and governance across the Group. This achievement affirms BCorp's alignment with global best practices and our commitment to driving responsible, transparent, and forward-looking business conduct.

FTSE4Good

SUSTAINABILITY STATEMENT

STAKEHOLDER ENGAGEMENT

BCorp identifies its stakeholders as individuals and organisations whose interests, influence, or activities are closely connected to the Group's operations and strategic direction. Listening actively to stakeholder perspectives is a key aspect of how BCorp navigates its sustainability priorities. Rather than a one-way flow of information, engagement is approached as an ongoing, interactive process-one that strengthens alignment between the Group's actions and the expectations of those it impacts.

To address the varied concerns of its stakeholder base, BCorp applies a differentiated engagement approach. This means designing communication strategies that are context-specific, recognising the unique roles, needs, and influence of each group. By doing so, the organisation cultivates trust, supports transparency, and ensures stakeholder voices contribute meaningfully to its EESG agenda.

Stakeholder Group	Focus Area	BCorp's Commitment	Engagement Method & Frequency	Material Topics
Government and Regulators	Ensure compliance with regulations and responsible business practices, while engaging with relevant authorities in all operating countries	Upholding regulatory compliance and actively engaging in policy development	Ongoing meetings and interactions on policy matters, issues and concerns arising from the changing operating environment and topics related to customers and the public	• Risk Management • Compliance
Customers	Provide high-quality products and services that support customers' business needs, while delivering outstanding experiences through fair pricing, reliable quality, excellent hospitality, and consistent after-sales support	Delivering exceptional customer experiences and continuously improving products and services	• 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 • Make regular outlet and store visits to monitor customer behaviour and satisfaction • Host online reservation/ purchase channels • Disseminate information and updates on products and services through company websites, printed materials and other communication channels	• Integrated Marketing Communication • Customer Engagement • Data Privacy & Security

SUSTAINABILITY STATEMENT

Stakeholder Group	Focus Area	BCorp's Commitment	Engagement Method & Frequency	Material Topics
Employees	Foster a fair, inclusive, and ethical workplace that offers meaningful career paths, competitive wages, open communication with leadership, and strong opportunities for personal and professional development	Prioritising employee well-being and career growth	• Information and updates on products and services • Internal engagement channels such as the intranet and corporate newsletters to communicate information on events, activities, staff promotions and key messages • Orientation for new staff • Training and development programmes • Regular employee engagement program including festive celebrations • Employee commuting surveys	• Occupational Safety & Health • Employee Wellness, Engagement & Satisfaction • Human Rights • Diversity, Inclusion & Talent Development • Community & Society
Contractors, consultants and vendors	Maintain fair procurement practices and transparent processes to build mutually beneficial and sustainable partnerships with suppliers	Promoting ethical and sustainable practices throughout the supply chain	• 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	• Supply Chain Management • Resource Management
Communities, Non-Governmental Organisations ("NGOs") and Industry Groups	Collaborate with communities to improve livelihoods, create job opportunities, support talent development, and generate positive societal and industry impact	Being a responsible corporate citizen and contributing to community welfare	• Focus groups and consultative meetings • Community programmes in collaboration with NGOs and charities	• Community & Society
Investors, shareholders and stock analysts	Drive sustainable growth by delivering long-term profits while addressing EESG considerations and implementing strategies that mitigate current and future business risks	Providing transparent and timely information to foster investors' trust	• 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 when required	• Compliance • Risk Management • Integrated Marketing Communication
Media	Provide timely, transparent, and accurate information through open communication channels to enhance public awareness and support fair, comprehensive reporting on company developments	Maintaining transparent and open communication, ensuring media stakeholders receive consistent and credible updates	• Regular engagement and updates with the mainstream media • Press conferences • Media releases and visits relating to critical business development and corporate social responsibility ("CSR") activities	• Integrated Marketing Communication • Community & Society

SUSTAINABILITY STATEMENT

MEMBERSHIP OF ASSOCIATIONS

BCorp is a member of the following associations/professional bodies:

Retail

- Direct Selling Association Malaysia ("DSAM")
- Ministry of Domestic Trade, Co-operatives and Consumerism ("KPDNKK")

Services

- Malaysia Internet Exchange ("MyIX")
- Malaysian Technical Standards Forum Bhd ("MTSFB")
- Fixed Line Number Portability Industry Working Group
- Association For Tourism Training Institutes Of Malaysia ("ATTIM")
- Institute of Hospitality
- Malaysian Association of Hotels ("MAH")
- International Management Institute Switzerland
- Malaysian Association of Housekeepers ("MAHIR")
- Council for Hospitality Management Education ("CHME")
- Sommelier Association of Malaysia ("SOMLAY")
- Malaysian Association of Convention & Exhibition Organisers & Suppliers ("MACEOS")
- World Association of Chefs' Societies ("WORLDCHEFS")
- International Council on Hotel Restaurant and Institutional Education ("ICHRIE")
- Pacific Asia Travel Association ("PATA") Malaysia Chapter
- Persatuan Penggiat Festival Antarabangsa ("ALIFE")
- Tourism Educators Association of Malaysia ("TEAM")
- Malaysia Retailers Association ("MRA")
- Asia Pacific Centre for Events Management ("APSEM")
- CPA Australia
- Association of Chartered Certified Accountants ("ACCA")
- Chartered Institute of Management Accountants ("CIMA")
- The Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA")
- Malaysia Retailers Association ("MRA")
- Malaysia Retail Chain Association ("MRCA")
- 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 of Malaysia ("WMAM")
- Association of Environmental Consultants and Companies of Malaysia ("AECCOM")
- Malaysia Automotive Recyclers Association ("MAARA")
- Institution of Engineers Malaysia ("IEM")
- World Lottery Association ("WLA")
- Asia Pacific Lottery Association ("APLA")
- Malaysian Employers Federation ("MEF")
- The 30% Club Malaysia
- Malaysia Rail Industry Corporation (MARIC)

Property

- Ministry of Housing and Local Government (Kementerian Perumahan dan Kerajaan Tempatan) ("KPKT")
- Real Estate and Housing Developers' Association Malaysia ("REHDA")
- International Real Estate Federation ("FIABCI") Malaysian Chapter
- Construction Industry Development Board Malaysia ("CIDB")

Hospitality

- Seychelles Hospitality and Tourism Association ("SHTA")
- Malaysian Association of Hotels ("MAH")
- Malaysian Association of Hotel Owners ("MAHO")
- Tourism Malaysia
- Malaysian Golf Association ("MGA")
- Malaysia Association of Golf & Recreational Club Owners Berhad ("MAGRO")

SUSTAINABILITY STATEMENT

ENHANCING SUSTAINABILITY IMPACT WITH MATERIALITY

Identifying and prioritising key sustainability matters is a vital part of how BCorp steers its long-term strategy and builds meaningful stakeholder relationships. In today's dynamic sustainability landscape, focusing on what truly matters, both to the business and to its stakeholders, helps the Group make informed decisions and remain agile in the face of shifting environmental, social, and economic expectations.

Rather than treating materiality solely as a compliance requirement, BCorp views it as a strategic exercise that aligns stakeholder interests with the Group's business direction. This approach ensures that sustainability efforts are targeted, relevant, and integrated into the fabric of a diverse and growing organisation.

Materiality Assessment Process

Building on the groundwork laid in the final quarter of FY2024, BCorp continues leveraging the outcomes of its comprehensive materiality assessment to guide its sustainability strategy in FY2025. This exercise provided valuable insights into key sustainability issues such as environmental impact, social responsibility, governance standards, and economic performance ensuring that the Group's priorities remain aligned with stakeholder expectations.

The FY2024 assessment, conducted in collaboration with an independent consultant to ensure objectivity and confidentiality, involved structured stakeholder engagement and a multi-step evaluation process. It also included direct input from the Board of Directors, whose strategic involvement reinforced the relevance and business significance of the material topics identified. BCorp will continue to apply these insights to inform decision-making and enhance long-term resilience as it navigates the evolving sustainability landscape.

Looking forward, BCorp plans to strengthen its materiality process by incorporating a double materiality lens and expanding stakeholder participation. This enhanced approach will offer a more comprehensive view of how sustainability issues affect BCorp's financial performance, while also assessing the broader social and environmental impacts of its operations.

01

Stakeholder Identification and Engagement

Key stakeholders identified and engaged through surveys and interviews to gather diverse perspectives on material issues.

02

Issue Identification and Prioritisation

BCorp based a comprehensive list of potential material issues on stakeholder feedback and industry analysis. Stakeholders and the Board of Directors ranked the importance of each issue according to its potential impact on stakeholders and its relevance to the business strategy.

03

Validation and Review

The Board of Directors and senior management reviewed and validated the outcome of the materiality exercise, ensuring alignment with the company's strategic goals and sustainability commitments.

04

Reporting and Integration

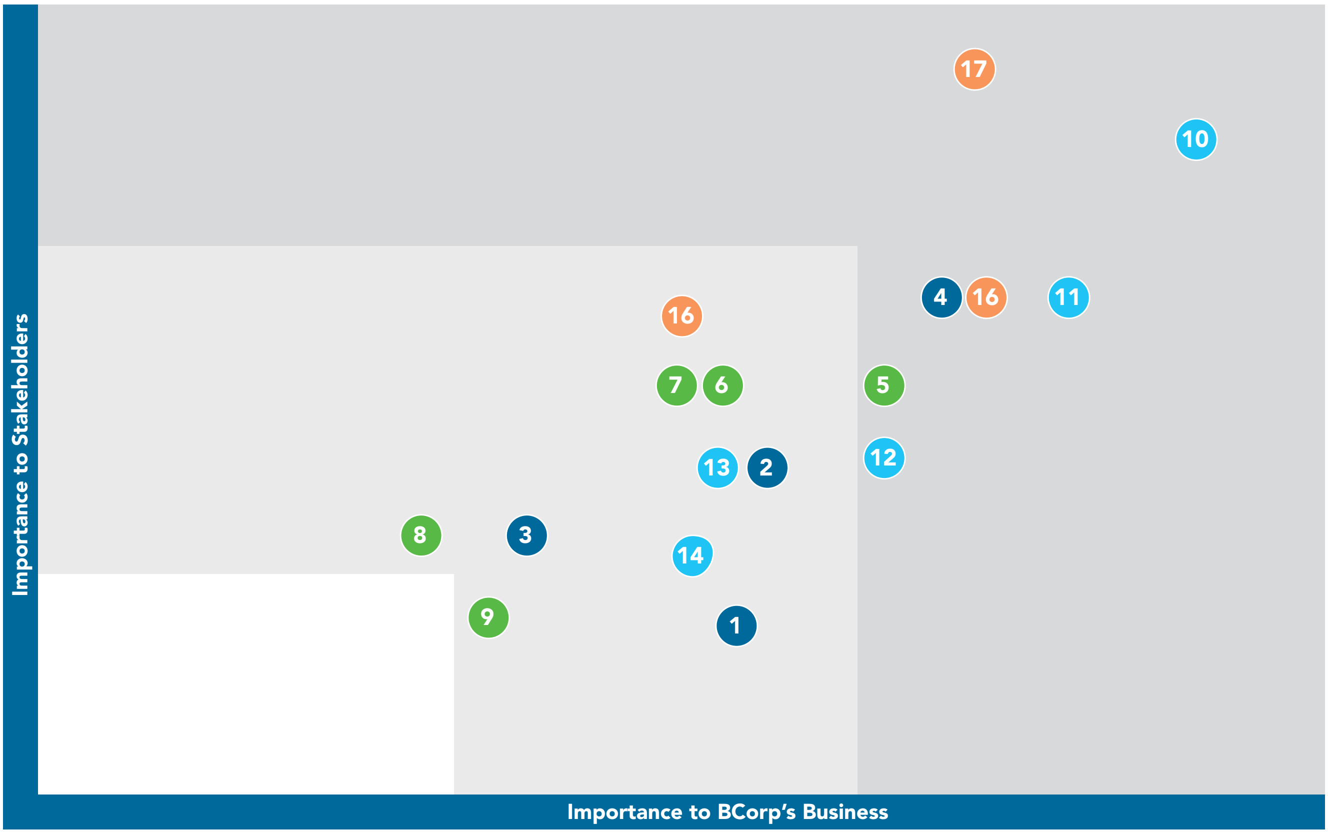
The findings of the materiality assessment form the basis for BCorp's future sustainability agenda, including its strategy and reporting.

Stakeholder Groups Involved in the Materiality Assessment

- Government/Regulatory Authorities
- Local Communities
- Employees
- Industrial Affiliates/Industry & Trade Associations
- Media
- External Goods and Service Providers
- Financial Institutions
- NGOs
- Learning Institutions

SUSTAINABILITY STATEMENT

Materiality Matrix



ECONOMIC

1. Integrated Marketing Communication
2. Supply Chain Management
3. Resource Management
4. Customer Engagement

ENVIRONMENTAL

5. Preventing Pollution
6. Water Management
7. Waste Management
8. Energy & Climate Change Management
9. Biodiversity

SOCIAL

10. Occupational Safety & Health
11. Employee Wellness, Engagement & Satisfaction
12. Human Rights
13. Diversity, Inclusion & Talent Development
14. Community & Society

GOVERNANCE

15. Data Privacy & Security
16. Risk Management
17. Compliance

SUSTAINABILITY STATEMENT

Mapping of Material Sustainability Matters

To demonstrate its commitment to global sustainability priorities, BCorp integrates the UN Sustainable Development Goals ("UNSDGs") into its sustainability approach by linking each key issue with relevant global targets. Alongside this, the Group outlines the specific stakeholders involved and the resources mobilised to effectively respond to each area of concern.

Material Sustainability Matters	Description	Capitals Used	Stakeholders Involved	UNSDG Indicators
Economic				
Risk management	Managing product, supplier, business, environmental, social and brand risks across the value chain	• Financial • Manufactured • Intellectual	• Shareholders/Investors • Customers • Suppliers Employees • Communities, Non-Governmental • Organisations • Peer Companies, Industry Groups	3, 5, 6, 8, 10, 13, 14, 15, 16
Supply chain management	Sourcing materials responsibly and working with supply chain partners to deliver the highest quality products and services			12
Compliance	Complying with legal (e.g. anti-corruption and anti-competition regulations) and other core operational regulations (e.g. environment, labour law, safety and health, Good Manufacturing Practices ("GMP") Halal, and Hazard Analysis and Critical Control Points ("HACCP") requirements			3, 17
Environmental				
Energy & climate change management	Introducing strategic measures to optimise energy use, reduce carbon emissions and mitigate environmental impact, ensuring sustainable and responsible business practices	• Human • Natural • Financial	• Employees • Customers • Government and Regulators • Shareholders/Investors	7, 8, 11, 13
Resource management	Conserving natural resources to address issues such as biodiversity, water quality and land preservation to minimise environmental impact and promote ecological balance			
Waste management	Systematically handling, collecting, disposing and recycling waste materials to minimise environmental impact, promote sustainability and ensure the responsible and efficient management of resources			3, 6, 11, 14, 15
Water management	Using water efficiently and minimising its consumption throughout operations			6

SUSTAINABILITY STATEMENT

Material Sustainability Matters	Description	Stakeholders Involved	UNSDG Indicators	UNSDG Indicators
Environmental				
Biodiversity	Implementing measures to conserve and sustainably manage ecosystems, species and genetic diversity, safeguarding biodiversity and promoting environmental resilience for future generations			6 Clean Water and Sanitation; 14 Life Below Water; 15 Life on Land
Preventing pollution	Minimising the release of harmful substances into the environment to protect human health and ecosystems for a cleaner and healthier planet			7 Affordable and Clean Energy; 13 Climate Action
Social				
Employee wellness, engagement & satisfaction	Prioritising employees' health and well-being through regular engagement to attract and retain the best talent	• Human • Social and Relationship	• Employees • Shareholders/Investors • Government and Regulators • Communities, Non-Governmental Organisations, Peer Companies, Industry Groups	8 Decent Work and Economic Growth
Occupational safety & health	Upholding workplace safety for injury prevention and eliminating workplace health and safety risks through safety assessments and initiatives			3 Good Health and Well-Being; 8 Decent Work and Economic Growth; 16 Peace, Justice and Strong Institutions
Diversity, inclusion & talent development	Empowering employees to grow by creating positive working relationships with our diverse employees and providing opportunities for career development			4 Quality Education; 5 Gender Equality; 8 Decent Work and Economic Growth; 10 Reduced Inequalities
Human rights	Protecting the rights of all stakeholders by providing decent conditions for workers, such as eliminating excessive working hours and providing decent accommodation			2 Zero Hunger; 8 Decent Work and Economic Growth; 16 Peace, Justice and Strong Institutions
Customer engagement	Training staff regularly to improve customer service levels, rewarding customers through our loyalty programme and assessing their needs to improve satisfaction			
Integrated marketing communications	Using various promotional methods and channels to convey an honest, transparent and balanced message about BCorp's products or services to its target audience			11 Sustainable Cities and Communities; 16 Peace, Justice and Strong Institutions
Data privacy & security	Protecting customers and other users' data during all transactions and loyalty schemes			16 Peace, Justice and Strong Institutions
Community and society	Strengthening local communities by organising multiple corporate social responsibility programmes and collaborating with partners to raise awareness			1 No Poverty; 2 Zero Hunger

SUSTAINABILITY STATEMENT

SUSTAINABILITY GOVERNANCE

BCorp integrates sustainability across its diverse portfolio, inserting responsible practices into strategic planning and day-to-day operations. This approach strengthens environmental and social outcomes while creating longstanding value for stakeholders. By driving sustainability initiatives across sectors, BCorp reaffirms its commitment to steadfast growth and impact.

The Group's sustainability strategy underpins its governance framework, ensuring Economic, Environmental, Social, and Governance ("EESG") factors are considered in all decision-making processes. Throughout the year, BCorp formalised and introduced key policies to reinforce this strategy, enhancing its ability to deliver sustainable value in line with its business development goals and stakeholder expectations.

SUSTAINABILITY GOVERNANCE STRUCTURE

Governance Body	Roles & Responsibilities
Board of Directors ("the Board") and Joint CEOs	• Holds primary responsibility for overseeing the Group's sustainability strategies • Establishes the Group's sustainability direction by identifying key EESG priorities, creating action plans, setting measurable goals, and managing stakeholder engagement • Maintains oversight on climate-related and sustainability-related issues • Utilises the combined knowledge and experience of its members to support informed and effective decisions. • Ensures sustainability practices are consistent with leading industry standards and evolving best practices.
Sustainability Committee ("SC")	• Comprises members from BCorp's Board of Directors, Senior Management and Sustainability Team. • Meets at least 2 times a year to discuss on Group Level sustainability strategies and policy implementation. A platform to share regular updates on BCorp's EESG performance, initiatives, and global and local EESG trends to the Board • Provides oversight and guidance to ensure sustainability is embedded in business strategies.
Sustainability Working Group ("SWG")	• Comprises of members from all group-level functions, business units, and operating subsidiaries • Drives consistent and effective implementation of sustainability practices across the organisation, while tracking progress and outcomes • Works closely with the Group Sustainability team to translate sustainability goals into concrete actions.
Operating Entities (Operations & Marketing/Human Resources/Finance/ Information Technology/ Others	• Accountable for their EESG performance, execution and implementation.

Board Diversity

The Board values diversity in age, gender, ethnicity, nationality, and professional background, recognising it as vital to effective governance and balanced decision-making. While boardroom diversity is encouraged, appointments remain grounded in merit - focusing on skills, experience, and expertise.

In FY2025, the Board comprises 8 Directors, including 4 Executive and 4 Non-Executive members, with 3 serving as Independent Non-Executive Directors, aligning with the Main Market Listing Requirements and the Malaysian Code on Corporate Governance. The Group is also dedicated to gender diversity, in line with the MCCG 2021. As a member of 30% Club Malaysia, the Group commits to 30% target for female board representation. As of now, the Board comprises 8 female Directors, accounting for 100% of its composition.

The Corporate Governance Overview Statement within this Annual Report provides further insights into our governance performance, underscoring our unwavering commitment to exemplary corporate governance.

SUSTAINABILITY STATEMENT

Board of Directors by Gender

Year	Male	Female
FY2023	0.00%	100.00%
FY2024	58.0%	41,94%
FY2025	**0.00%**	**100.00%**

Board by Age Group

Year	<30 years old	30-50 years old	>50 years old
FY2023	0.00	62.50%	37.50%
FY2024	0.00	38.71%	61.29%
FY2025	**0.00**	**62.50%**	**37.50%**

RISK MANAGEMENT

Sustainability risk management is an integral component of BCorp's corporate governance framework, underpinning the Group's efforts to create long-term value and resilience in an evolving ESG landscape. The Board of Directors is ultimately accountable for overseeing the effectiveness of the risk management system, which encompasses environmental, social and climate-related risks, in alignment with the Group's strategic objectives.

The Risk Management Committee ("RMC"), established in line with the Malaysian Code of Corporate Governance, is entrusted with reviewing the Group's sustainability risk landscape and ensuring the consistent application of risk management processes across all business units. This includes identifying emerging sustainability risks, evaluating existing controls, and recommending mitigation strategies, with a particular focus on risks related to climate change, resource scarcity, supply chain integrity, and regulatory compliance.

Each business unit is required to periodically assess and update its sustainability risk profile. Risks are evaluated based on their likelihood of occurrence and potential impact on business continuity, stakeholder trust, and long-term profitability. These assessments inform the development of targeted action plans, which are subject to regular monitoring by both Senior Management and the RMC. Significant sustainability-related risks and progress updates are escalated through structured reporting channels and reviewed on a quarterly basis.

To promote consistency and coordination, sustainability risk management will be gradually integrated into the Group's overall enterprise risk management system. Key support functions - including strategy, procurement, and compliance - play a centralised role in reinforcing sustainability governance and internal control practices.

Internal audit reviews serve as additional layers of oversight, providing independent validation of the adequacy and effectiveness of the Group's risk management processes. These efforts are designed to ensure the Group remains agile and responsive to both immediate and long-term ESG challenges.

By embedding sustainability considerations into risk governance, BCorp strengthens its capacity to manage uncertainty, support regulatory alignment, and uphold its commitment to responsible business practices.

ETHICAL BUSINESS CONDUCT

BCorp's strong governance framework is anchored in a robust set of policies, codes, charters, terms of reference ("TOR"), and internal guidelines that guide responsible practices and support effective decision-making. These governance tools uphold the principles of transparency, accountability, and sustainability across the Group's operations. For full access to these documents, please visit https://www.berjaya.com/investor-relations/investor-centre/.

To ensure continued relevance and alignment with current best practices and regulatory expectations, all policies and frameworks are regularly reviewed and updated as needed. This ongoing process reflects BCorp's commitment to maintaining high standards of corporate governance.

- Adequate Procedures to Curb and Prevent Bribery and Corruption - T.R.U.S.T. Concept
- Anti-Child and Forced Labour Policy
- Board Charter
- Board Diversity
- Code of Conduct
- Supplier Code of Conduct
- Directors' Fit and Proper Policy
- Human Rights and Labour Standards Policy
- Diversity Equity and Inclusion Policy
- Occupational Health,Safety and Environmental Policy
- Remuneration Policy
- Sustainability Practices and Policy
- Terms of Reference of The Audit Committee
- Terms of Reference of The Nomination and The Remuneration Committee
- Terms of Reference of The Sustainability Committee
- Terms of Reference of The Risk Management Committee

SUSTAINABILITY STATEMENT

Anti-Bribery and Anti-Corruption

BCorp upholds a zero-tolerance policy towards all forms of bribery, corruption, and unethical practices. This commitment is formalised through the Group's Anti-Bribery and Anti-Corruption Policy, known as the Adequate Procedures to Curb and Prevent Bribery and Corruption ("T.R.U.S.T. Concept"), in alignment with Malaysian Anti-Corruption Commission (MACC) Act 2009.

The Group's stance is reinforced by its Board of Directors, which assumes oversight for the effectiveness of the anti-corruption programme. Corruption and bribery risks are incorporated into the Group's risk register, facilitating regular assessments, proactive mitigation, and continuous monitoring. All employees are required to prevent, counter, and report any suspected instances of bribery or corruption through established whistleblowing channels, reinforcing a culture of accountability and ethical conduct.

To embed these principles from the outset, Anti-Bribery and Anti-Corruption Awareness forms a core component of the onboarding process. Upon commencement of employment, all employees receive a copy of BCorp's **Adequate Procedures to Curb and Prevent Bribery and Corruption ("T.R.U.S.T. Concept")** and sign the Certificate of Acknowledgement and Compliance. Employees are required to attend the Anti-Bribery and Anti-Corruption training to enforce awareness, uphold ethical standards and stay current with evolving regulations and best practices. These sessions equip staff with the knowledge to identify, prevent, and report unethical behaviour, thereby cultivating a culture of transparency, vigilance, and accountability.

Percentage of employees who have received training on anti-corruption (%)	FY2023	FY2024	**FY2025**
Senior management	11.08	6.61	**12.33**
Middle management	8.44	7.24	**32.07**
Junior management	2.32	5.08	**25.04**
Non-executive	4.75	0.51	**7.41**

BCorp extends its ethical expectations beyond internal operations. All suppliers, contractors, agents, and service providers are required to acknowledge the T.R.U.S.T. Concept and sign an Integrity Declaration Form affirming compliance with applicable anti-bribery laws, including cascading these requirements to their subcontractors.

To ensure visibility and accessibility, the T.R.U.S.T. Concept is published on the Group's corporate website, while internal training materials are hosted on the BFamily intranet platform.

Number of confirmed incidents of corruption

FY2025: ZERO

FY2024: zero • FY2023: zero

	FY2023	FY2024	**FY2025**
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	0	0	**0**
Provisions for fines and settlements specified for ESG issues in audited accounts	0	0	**0**
Total costs of environmental fines and penalties	0	0	**0**
Total amount of political contributions (RM)	0	0	**0**

Corruption Risk Assessment

BCorp adopts a targeted approach to corruption risk assessment, recognising that different segments and counterparties may carry varying levels of exposure Operations identified as "high risk", particularly those involving procurement, third-party contracting, or government interactions, undergo enhanced scrutiny.

These assessments are embedded within the Group's enterprise risk management system and are periodically reviewed to reflect evolving regulatory landscapes and operational realities. Comprehensive due diligence is conducted both during onboarding and throughout the lifecycle of the relationship. This includes evaluating the ethical track record of vendors and business associates, identifying red flags, reviewing internal control systems, and ensuring alignment with the Group's anti-corruption expectations.

SUSTAINABILITY STATEMENT

In FY2025, 43.08% of BCorp's operations were assessed for corruption-related risks, reinforcing the Group's commitment to ensuring integrity across its operational and transactional ecosystem. These assessments informed mitigation strategies, supported enhancements in internal control, and underpinned responsible business practices with third parties.

Percentage of operations assessed for corruption-related risks **FY2025: 43.08%**
FY2024: 3.35% • FY2023: 33.33%

Note: FY2025 figures represent operations assessed for corruption risk across Berjaya Corporation Berhad ("BCorp"), Berjaya Land Berhad ("Bland"), and Sports Toto Berhad ("SpToto") only. Data for Berjaya Food Berhad ("BFood") and Redtone Digital Berhad ("Redtone") were unavailable at the time of reporting.

Fair Pricing and Competition

BCorp remains steadfast in upholding fair pricing practices and fostering healthy market competition across its operations. The Group's commitment to transparency and integrity ensures a level playing field for all participants within the markets it serves, in full adherence to applicable competition laws and regulatory frameworks.

In particular, the Retail (Non-Food) segment adheres strictly to the Direct Selling and Anti-Pyramid Scheme Act 1993, and the Price Control and Anti-Profiteering regulations. Cosway, for instance, exemplifies industry best practices through consistent compliance and governance, by maintaining its Direct Sales License from the Ministry of Domestic Trade and Cost of Living (KPDNKSH), with its current approval spanning a 10-year validity period. Routine inspections conducted by relevant authorities at selected Cosway outlets further reaffirm its commitment to regulatory compliance and operational integrity within Malaysia's direct selling landscape.

Whistleblowing

BCorp maintains a robust Whistleblowing Policy and Procedures framework, enabling employees and external parties to confidentially report any suspected or actual misconduct, including bribery, corruption, harassment, bullying, financial irregularities, or other serious violations. This mechanism is aligned with the Malaysian Anti-Corruption Commission Act 2009 and is underpinned by the Whistleblower Protection Act 2010 (Act 711).

The Group is firmly committed to protecting whistleblowers from any form of retaliation, victimisation, or harassment. All reports are treated with strict confidentiality, and whistleblower identities are safeguarded to the fullest extent permitted by law and practicality.

Disclosures may be submitted via email or in writing directly to the Group Internal Audit function, whose personnel are equipped to assess and manage complaints professionally and objectively. Each report is reviewed and investigated accordingly, with appropriate action taken based on the findings.

To ensure continued effectiveness and relevance, the Policy is subject to review by the Board of Directors at least once every three years, or more frequently if deemed necessary. For detailed protocols regarding investigation procedures and remedial actions, please refer to the BCorp's Whistleblowing Policy and Procedures, that is publicly available on BCorp's official website and internally via the Group's Intranet.

MOU signing ceremony where Cosway formalised strategic partnerships with leading international industry players

SUSTAINABILITY STATEMENT

ECONOMIC SUSTAINABILITY

DIRECT ECONOMIC IMPACTS

Our direct economic impacts are the immediate, measurable financial and operational contributions made by BCorp and our various segments to the economy.

Talent Development and Employment Generation

- Berjaya University College ("BUC"), under BCorp's Services Segment are directly nurturing skilled professionals. For FY2025, these institutions will continue to offer diverse programs from Foundation to PhD levels and Skill Certificates to Diplomas, ensuring a pipeline of talent for various industries.
- The BERJAYA Immersion Methodology and involvement of industry leaders from BCorp group of companies and corporate partners directly enhance the curriculum, leading to high market employability for graduates.
- Direct job placements and internships within the BCorp group illustrate immediate employment opportunities, fulfilling industry demands in hospitality and culinary arts.
- Internationalisation efforts, such as BUC's participation in Erasmus+ projects from the EU, directly facilitate student and staff exchanges, boosting global exposure and potentially attracting international talent or business opportunities for Malaysia.

Property Development and Housing Affordability

- BCorp's Property Segment directly contributes to the economy through tailored projects like Bayu Timur condominiums in Berjaya Park, Shah Alam, and affordable homes in Subang Heights.
- These projects directly stimulate the construction industry, creating significant job opportunities within that sector and supporting a network of local businesses involved in building materials, logistics, etc.
- By addressing housing affordability, BCorp's initiatives directly improve residents' financial stability, freeing up disposable income that can further circulate in the economy.

Customer-Centric Innovation and Sales

- Berjaya Krispy Kreme Doughnuts directly drives sales and revenue through innovative campaigns.
- Strategic partnerships with food delivery aggregators (Food Panda, Grabfood) and collaborations with telecom and banking giants directly expand market reach and enhance customer convenience, translating into increased transactions and revenue.
- Capitalising on influencer partnerships, expanding through pop-up stores and Joy Patrol Food Trucks, and exploring Delivery Fresh Daily ("DFD") business with hypermarkets are direct strategies to maintain momentum and appeal to a discerning customer base, boosting sales volume.

Tourism Resurgence and Strategic Hospitality

- BCorp's Hospitality Segment directly benefits from the resurgence of tourism, as seen by increased sales at Berjaya Langkawi Resort due to visa exemptions and currency advantages.
- Strategic developments like the completion of Gurney Bay Phase 1 (and future Phase 2 progress) set the stage for direct growth at Berjaya Penang Hotel, attracting more tourists and increasing revenue.
- The approved extension of the airport runway for Tioman Island directly impacts Berjaya Tioman Resort by enabling larger aircraft and direct international flights, boosting tourism arrivals and resort revenue.
- Expansion into international markets with ventures like the Four Seasons Resort and Private Residences Okinawa directly contribute to BCorp's global revenue and asset base, with a substantial gross development value.
- Berjaya Air directly contributes by providing personalised flying experiences that seamlessly connect guests to BCorp's resorts and hotels. Its expansion of direct routes (e.g., Seletar Airport in Singapore to Redang Airport for The Taaras Beach & Spa Resort) directly enhances accessibility and luxury, supporting the hospitality segment's revenue.

Digital Connectivity and Infrastructure

- REDtone directly supports government initiatives by providing communication access to underserved areas through participation in projects like JENDELA, Time-3, and Pusat Ekonomi Digital Keluarga Malaysia (PEDi). This directly enhances digital connectivity and fosters a knowledge-based economy.
- The provision of essential services (e.g., e-banking, telco top-ups) to rural communities and internet access for students directly improves their lives and potentially increases digital transactions within these communities.
- Direct infrastructure improvements, such as REDtone repairing roads in Kampung Pulau Layak and Ulu Bertam, directly provide access for telecommunication towers and improve connectivity, facilitating economic activity.

Smart Farming and Agricultural Modernisation

- REDtone's Smart Farming technology directly increases crop growth and yield, reduces labour costs, and ensures sustainability. Pilot projects with bodies like MDEC have demonstrated significant yield increases and reduced operational costs and crop damage rates.
- This direct application of technology empowers farm owners, smallholders, and youth, leading to more efficient agricultural practices and contributing directly to food security and economic output in the agricultural sector.

SUSTAINABILITY STATEMENT

INDIRECT ECONOMIC IMPACTS

Our indirect impacts are the broader, often catalytic effects that the Group's operations have on the wider economy and society.

Broader Socioeconomic Advancement and Community Resilience

- BCorp's overall commitment to job creation and local development, exemplified by the establishment of Redang Island Resort (dating back to 1995) and The Taaras Beach & Spa Resort (1996), and Berjaya Penang Hotel (1996), has indirectly led to substantial infrastructure improvements and significant employment opportunities for residents in those regions.
- Our long-term presence indirectly enhances local and national economies, improving overall well-being and quality of life by fostering thriving communities, beyond just direct employment.
- Investment in human capital through training and career advancement (e.g., for hospitality staff) indirectly strengthens the local workforce and contributes to the region's long-term socio-economic resilience.

Market Growth and Supporting Local Suppliers

- BCorp's push for affordable housing indirectly stimulates broader economic activity by empowering residents, who then have more disposable income to spend on other goods and services, thus supporting a wider array of local businesses.
- Successful campaigns by Berjaya Krispy Kreme Doughnuts that increase sales indirectly lead to increased demand within their supply chain, benefiting local suppliers of ingredients, packaging, and logistics.
- The resurgence of tourism boosted by Berjaya Hotels & Resorts indirectly creates opportunities for ancillary services like local transport, tour operators, craft vendors, and F&B establishments outside of BCorp's direct operations.

Enhancing Digital Literacy and Entrepreneurship

- REDtone's involvement in projects like JENDELA not only provides connectivity but indirectly enables local businesses (e.g., homestays) to gain visibility through digital advertising, increasing exposure and economic opportunities beyond physical reach.
- Training programs implemented by REDtone, as part of initiatives like NADI (National Information Dissemination Centre), indirectly enhance the skills of local communities, improving their living standards and fostering sustainable development by enabling them to participate in the digital economy.

Innovation Diffusion and Future Economic

- The adoption of smart farming technology by REDtone, in collaboration with government bodies (e.g., Ministry of Agriculture and Food Security, MDEC) and universities (e.g., Universiti Teknologi Malaysia), indirectly promotes digitalisation across the agricultural sector. This can lead to widespread adoption of efficient practices and foster new agritech ventures.
- REDtone's plans to extend IoT solutions to smart forestry, smart manufacturing, smart building management, and smart healthcare indirectly signal the development of new, high-value economic sectors. These initiatives, including future integration of GIS data, Machine Learning, and AI, pave the way for long-term economic diversification and technological advancement.

Collaborative Industry Advancement

- BCorp's strategy of all Group companies advancing their respective industries through strategic partnerships with membership organisations (spanning public and private sectors) indirectly facilitates the exchange of innovative ideas and initiatives. This collective knowledge and capability are crucial for driving sustainability and overall advancement across various industries in Malaysia, benefiting the entire economic landscape.

Majlis SIRIM Industri Event 2024

SUSTAINABILITY STATEMENT

SUPPLY CHAIN MANAGEMENT

BCorp's supplier policy is designed to ensure that our partners align with both environmental and social standards. We communicate these expectations to major suppliers through our purchasing policy, new supplier contracts, and regular engagement like emails and meetings. BCorp continues to invest in training and capacity building to help our suppliers improve performance.

BCorp is committed to sustainable practices across our entire supply chain. We work closely with our wide range of suppliers to ensure they uphold these standards:

Supplier Trust and Compliance

- Collaborating with a wide array of suppliers who must formally acknowledge BCorp's Trust Concept.
- Strictly adhering to Anti-Bribery and Anti-Corruption Laws by signing an Integrity Declaration Form, a requirement that also extends to their subcontractors.

Adherence to Global Standards

- Ensuring supply chain operations consistently align with the United Nations Global Compact ("UNGC") principles.
- Focusing on vital areas like labour and human rights, safety, ethics, and environmental considerations.

Clear Environmental Expectations

- Communicating Environmental Principles, Codes, and Expectations via regular channels, purchasing policies, and new contracts.
- Guiding supplier sourcing assessments to include elements such as:
  - Energy and water use.
  - Climate change impact (including greenhouse gas emissions).
  - Biodiversity.
  - Pollution.
  - Waste reduction and resource efficiency.
- Working closely with suppliers to encourage reporting and action on environmental impact reduction, often through physical inspections and visits.
- Promoting the adoption of eco-friendly products and practices (e.g., biodegradable packaging, traceable and sustainably sourced ingredients, like those at The Taaras Beach & Spa Resort and Country Farm's partnership in the GreenCane Project).

Strong Social Expectations

- Ensuring supply chain partners adhere to Malaysian Labour Law and International Labour Organisation ("ILO") standards.
- Preventing child and forced labour.
- Promoting equal opportunities and non-discrimination.
- Upholding freedom of association and the right to collective bargaining.
- Ensuring a safe and healthy workplace.
- Eliminating excessive working hours by offering overtime pay and limiting working hours.
- Meeting national minimum wage and minimum legal working age requirements.

Capacity Building and Continuous Improvement

- Investing in training and capacity building for the supply chain to improve collective social and environmental performance.
- Engaging with major suppliers to build capacity in social and environmental areas, sharing best practices from other industry players.

Rigorous Vetting and Auditing by Segment

- Retail (Food) Segment: Scrutinising Halal availability and adherence to animal welfare principles, alongside product specifications.
- Services (Gaming) Segment: Requiring suppliers (e.g., thermal paper) to hold certifications like ISO 9001, ISO 13485, ISO 14001:2015, and Forest Stewardship Council (FSC) Chain of Custody certification.
- Organic & Wellness Industry (e.g., Country Farm): Prioritising environmental protection by ensuring organic produce is free from GMOs, pesticides, herbicides, and other synthetic chemicals, and supporting fair trade practices.
- Hospitality (Aviation) Segment (e.g., Berjaya Air): Requiring vendors to obtain approval from the Civil Aviation Authority of Malaysia (CAAM), with recent audits confirming compliance with Civil Aviation Directives (CADs) and Civil Aviation Guidance Material (CAGMs) across critical areas.
- Retail (Non-Food) Segment: Conducting comprehensive physical inspection audits and on-site assessments covering raw/packaging material specifications, QA processes, pest control, cleaning/sanitation, premises cleanliness, personal hygiene, and maintenance practices.
- Verifying essential certifications and licenses such as GMP, Halal, HACCP, and MESTI.

SUSTAINABILITY STATEMENT

LOCAL PROCUREMENT

BCorp prioritises local hiring and sourcing whenever possible, ensuring our suppliers meet strict standards for product quality, price, and sustainability. Most of our businesses rely heavily on local supplies, with some segments sourcing entirely within Malaysia. For example, our Retail (Non-Food) Segment's Country Farms Sdn Bhd actively supports local organic farmers by facilitating direct sales from farms to retailers, which boosts community support and promotes sustainable farming.

However, when our operations require specialised materials unavailable locally, we source them internationally. This includes items like golf buggies and spare parts for Hospitality (Clubs and Recreation), specific terminal components for Services (Gaming), aircraft parts for Hospitality (Aviation), unique ingredients from the United States for Retail (Food), and advanced equipment and sensors for IoT smart farming solutions in our Services (Digital) Segment. This balanced procurement strategy highlights BCorp's dedication to supporting local economies while ensuring operational efficiency and meeting global business demands with cutting-edge solutions.

	FY2023	FY2024	**FY2025**
Total Procurement Spending (RM mil)	-	-	**3,715.73**
Total Local Procurement Spending (RM mil)	-	-	**1,976.76**
Proportion Of Spending on Local Suppliers (%)	76.06%	59.80%	**53.20%**

PRODUCT QUALITY AND CUSTOMER SATISFACTION

BCorp's approach to customer experience is built on fostering satisfaction and strong relationships, driven by a commitment to exceeding expectations and generating positive word-of-mouth.

Key initiatives include:

Comprehensive Satisfaction Monitoring

- Utilising platforms like the TrustYou App, customer feedback forms, and Google reviews to continuously track guest satisfaction.

Proactive Multi-Channel Communication

- The Aviation Segment promptly informs customers via email notifications about travel changes such as schedule adjustments, maintenance issues, or weather-related delays.
- Other segments maintain customer engagement through diverse channels including newsletters, e-newsletters, social media, the company website, customer hotlines, and on-ground activities.

Dedicated Hospitality Service Management

- In the Hotels & Resorts Segment, a Guest Service Manager or Resort Manager oversees guest satisfaction.
- They ensure a courtesy call within 30 minutes of check-in to address immediate needs.
- Guest Departure Surveys are facilitated upon check-out to gather final feedback.

Member Engagement in Recreation Clubs

- A Liaison Committee serves as a vital link between club members and management, addressing member welfare, feedback, and grievances.
- Club managers regularly attend meetings with the Committee to ensure effective communication and responsive action to member needs.

The "10/5 Rule" in Hospitality

- This core principle guides staff interactions so when staff are within ten feet of a guest, staff must make eye contact and warmly smile to acknowledge them.
- As they approach within five feet, this gesture is accompanied by a sincere greeting or friendly acknowledgment, reinforcing a welcoming atmosphere.

Commitment to Inclusivity and Accessibility

- BCorp ensures its hotels, resorts, and recreation clubs prioritise accessibility and comfort for all guests.
- Facilities feature specially designed rooms with wheelchair-accessible amenities like widened doorframes, ramps, designated parking spaces, and spacious washrooms.
- Disabled chair ramps are available throughout all these locations.
- The Retail (Food) Segment, through BStarbucks, is committed to inclusivity, notably with its Signing Stores designed for the Deaf and Hard of Hearing community. These stores employ Deaf and Hard of Hearing partners and provide specialised on-the-job training.

SUSTAINABILITY STATEMENT

Product Quality, Safety, and Customization

- BCorp Retail (Food) ensures all food products comply with safety regulations and rigorously verifies product specifications, ingredients, and nutritional information against Malaysia's Food Regulations.
- Cosway, under the Retail (Non-Food) Group, ensures products are formulated without artificial flavoring and coloring.
- The Group considers the needs of vulnerable groups (children, elderly, individuals with allergies, special dietary requirements).
- Innovative ingredient enhancements allow for customisation and personalisation of beverages, such as adjustable sweetness levels ("not sweet," "less sweet," or "regular") at Starbucks, promoting healthier choices and a tailored experience.

BCorp is deeply committed to data transformation and secure data handling, recognising their critical importance in today's digital landscape. Our initiatives encompass two main areas - Data Handling and Cybersecurity, and Data Transformation for Enhanced Customer Experience.

The Group maintains a robust framework of policies, practices, and technologies to safeguard sensitive information and ensure data integrity and confidentiality. This involves:

- **Comprehensive Network Security Policy:** Managing digital risks through a policy aligned with industry standards like CIS and NIST frameworks, involving rigorous risk assessment and robust security controls.
- **Multi-layered Protocols:** Deploying a comprehensive suite of cybersecurity measures, including firewalls, intrusion detection systems, and encryption technologies, to protect digital assets and sensitive information from cyber threats.
- **Continuous Monitoring and Threat Intelligence:** Regularly monitoring digital infrastructure and networks to promptly detect potential vulnerabilities or suspicious activities, effectively mitigating risks proactively.
- **Collaboration:** Working closely with industry partners, cybersecurity experts, and regulatory bodies to stay abreast of the latest cyber threats, trends, and regulatory requirements, ensuring adaptive and resilient defences.
- **Compliance with Data Protection Frameworks:** Adhering rigorously to stringent data protection standards and regulations such as the Personal Data Protection Act ("PDPA") and General Data Protection Regulation ("GDPR").
- **Regular Audits and Assessments:** Conducting frequent security audits and vulnerability assessments, including internal and third-party audits, to identify and mitigate potential risks.

We also actively leverage digital innovation to elevate guest and customer experiences across our properties, aiming for improved efficiency and reduced paper waste.

Our key initiatives include:

- **Digital Menus and Information Interfaces:** Hotels and resorts have introduced digital menus and provide hotel information directly through in-room TV interfaces. Similarly, BStarbucks has adopted digital menus, offering a seamless and interactive experience for customers.
- **Strategic Digital Booking Platforms:** KDE Recreation Berhad, a recreation club, has formed a strategic collaboration with Deemples, an online booking platform for golf facilities. This partnership broadens the reach to a wider demographic of local and international golf enthusiasts, expanding revenue streams and fortifying financial resilience.

	FY2023	FY2024	**FY2025**
Substantiated complaints concerning breaches of customer privacy and loss of customer data	0	0	**0**

Network Security Awareness Session

SUSTAINABILITY STATEMENT

ENVIRONMENTAL STEWARDSHIP

BCorp is committed to advancing environmental sustainability across all areas of its operations. Guided by a Group-wide approach, we aim to minimise our environmental footprint, manage natural resources responsibly, and contribute to the global transition towards a low-carbon, circular economy.

Our environmental initiatives are underpinned by strategic goals and performance indicators in areas such as climate-related disclosures, energy and emissions management, waste and materials stewardship, water conservation, and biodiversity preservation.

Recognising the environmental impacts and dependencies inherent in our diverse business segments - from hospitality and retail to food services and property - we prioritise tailored, scalable solutions that drive both environmental and business value. Our commitment is further reinforced through cross-functional collaboration, stakeholder engagement, and alignment with global frameworks and national regulatory developments.

CLIMATE-RELATED STRATEGIC DISCLOSURES

BCorp recognises climate change as a material issue from both financial and impact perspectives. Consequently, the Group remains dedicated to prioritising and mitigating climate-related risks and leveraging opportunities, while actively steering our business operations towards achievement of our climate goals in accordance with both local and international standards.

In anticipation of the National Sustainability Reporting Framework mandating climate-related disclosures by FY2026, BCorp remains steadfast in its commitment to providing strategic climate-related disclosures. Our approach is in alignment with Taskforce on Climate-related Financial Disclosures ("TCFD"), foundational to the adoption of the International Financial Reporting Standards ("IFRS") S2. The disclosures are structured around four core pillars: Governance, Strategy, Risk Management, and Metrics and Targets. Moving forward, the Group aims to conduct a thorough identification, quantification, and management of both physical and transition climate risks, and achieving comprehensive disclosures in future reporting.

In FY2025, the Group launched the Berjaya Group Decarbonisation Roadmap ("BGDR"), setting clear ambitions to reduce carbon emission intensity by 25% by 2030 and achieve carbon neutrality by 2050. BCorp acknowledges that meaningful decarbonisation requires a collective, Group-wide effort to enhance energy efficiency and harness technology and innovation across its diverse operating entities.

Governance

Good governance is essential for effectively managing climate risks and achieving our climate-related goals. This involves comprehensive oversight, strong internal processes and controls, and consistent communication from the Board of Directors down to all operational levels. BCorp's governance framework is designed to be adaptable and transparent, ensuring sustainability is integrated into all business operations to navigate the evolving landscape and deliver long-term stakeholder value.

The Board of Directors is in charge of the Group's sustainability strategy. This includes handling important environmental, economic, social, and governance ("EESG") issues, including climate-related matters, creating action plans, setting performance goals, and managing communications about sustainability.

They are supported by the Sustainability Committee ("SC"), which keeps them informed on BCorp's EESG performance, initiatives, and both global and local EESG trends. Dato' Sri Leong Kwei Chun is the Chairman of the SC, and the other members of the SC include Nerine Tan Sheik Ping, Penelope Gan Paik Ling, and Nor Afida Binti Abdul Ali.

The Board's role extends beyond just oversight – where relevant, the Board (with the guidance of the Sustainability Committee) also considers how sustainability matters, including climate risks and impacts, may impact value creation over the short, medium, and long-term horizons.

While the Board and SC handle top-level oversight, the Sustainability Working Group ("SWG") is responsible for developing strategic information. This includes identifying climate risks and opportunities, implementing mitigation strategies, and preparing necessary reporting disclosures.

The SWG is made up of representatives from all group functions, business segments, and operating companies. It is responsible for integrating sustainability across the entire Group and monitoring performance, and each operating entity is accountable for its EESG performance, execution, and implementation.

Strategy

The Board and Management of BCorp acknowledge the significant potential impact of climate-related risks on the Group's financials, business, and operations ("FBO"). This includes the risk of losing access to financing from investors and lenders, as ESG and climate-risk considerations become increasingly integrated into investment and business decisions. In response, the Group is committed to systematically and strategically addressing all sustainability-related risks and opportunities to mitigate their potential impact on the Group's financial performance.

SUSTAINABILITY STATEMENT

While initial assessments have been conducted in FY2024, BCorp continues to refine its understanding of the potential financial and operational consequences across its diverse business segments.

	Risk	Description
Physical risks Refers to the acute and chronic impacts of climate change on assets, operations, and the value chain.	Extreme Weather Events	Landslides and thunderstorms pose significant safety and infrastructure risks across our Resorts, threatening essential services such as electricity, internet, and water. Torrential rainfall can increase the risk of fallen trees and slope failure, with implications for guest safety and property damage.
	Coastal Hazards and Sea Level Rise	Coastal resorts are exposed to rising sea levels and coastal erosion, which may damage shoreline roads, sewerage systems, and tourism infrastructure.
	Droughts and Water Scarcity	At Berjaya Hartanah's golf course, reliance on river water for turf maintenance poses a vulnerability. In prolonged dry periods, the cost of restoring greens is substantial and may reduce golf revenue. Water shortages can also affect food manufacturing and hospitality operations, compromising hygiene standards, product quality, and production efficiency.
	Rising Temperatures and Heatwaves	Heatwaves may reduce outdoor tourist engagement and escalate cooling demands across assets, increasing electricity usage and operational costs. Prolonged heat exposure also impacts employee wellbeing, potentially causing heat-related illnesses, stress, or fatigue. Rising temperatures pose quality control risks in food retail, as ambient storage conditions may compromise product shelf life and safety.
Transition risks Arises from the policy, market, legal, and reputational shifts linked to the transition to a low-carbon economy	Increased Regulatory Demands	BCorp and its listed subsidiaries are subject to evolving sustainability reporting regulations, including Bursa Malaysia's enhanced framework and the anticipated requirements of the NSRF by FY2026. Separately, Iceland Hotel Collection by Berjaya operate under stricter climate regulations, including the EU Emissions Trading System (EU ETS) and the Icelandic Climate Act, which mandate GHG reductions in line with the Paris Agreement, targeting national carbon neutrality by 2040.
	Changes in Government Policies	Malaysia's revised Nationally Determined Contribution ("NDC") outlines a 45% GHG emissions intensity reduction by 2030 (relative to 2005 levels), with expected rollouts of carbon tax and carbon border adjustment mechanisms. Companies lacking preparedness may face disqualification from government tenders and diminished ESG ratings.
	Market Shifts	Increasing demand for sustainable tourism is prompting hotels to adopt environmentally conscious practices - such as renewable energy use, waste reduction, and sourcing of local produce - to attract eco-conscious travellers. Properties lagging in this transition risk may fall behind in market competitiveness.
	Reputational and Litigation Risks	Rising stakeholder scrutiny on ESG performance amplifies the risk of greenwashing accusations, which may lead to reputational harm, stakeholder disengagement, and potential legal action from climate watchdog groups.

In tandem with risk mitigation, BCorp recognises climate-related opportunities that can support value creation, brand enhancement, and stakeholder trust.

SUSTAINABILITY STATEMENT

1

Access to Green Financing

Access to Green Financing BCorp actively monitors financial offerings such as Sustainability-Linked Loans and Green Technology Financing Scheme (GTFS 4.0), which present favourable terms for low-carbon CAPEX and OPEX.

2

Enhanced Investor Credibility

Transparent climate-related disclosures and improved ESG ratings - e.g., FTSE4Good - enhance investor confidence and increase access to sustainable capital markets.

3

Talent Attraction and Retention

Purpose-driven job seekers increasingly prioritise working for companies that align with their environmental values. Demonstrated leadership in sustainability boosts BCorp's employer value proposition and helps build internal capacity in green innovation and resilience.

The risks highlighted to be more relevant to BCorp include the physical risk of flooding and typhoons, with the potential to cause extensive damage to company vehicles, properties, and other assets. Furthermore, the Group faces transition risks related to shifting climate policies. Changes designed to achieve net-zero emissions, such as higher fuel prices and the introduction of a carbon tax, could directly increase operational costs and require adjustments to our business strategy. Proactive steps must be taken to prevent future financial and operational disruptions.

In advancing our climate strategy, BCorp intends to progressively undertake detailed climate assessments across defined time horizons. This includes scenario analysis assessing operational resilience under various climate pathways, quantification of potential financial impacts, and the establishment of targeted climate adaptation and mitigation strategies to ensure a well-informed, future-ready response to climate change.

Risk Management

BCorp recognises that climate change presents both risks and opportunities integral to its operations, including physical and transitional risks stemming from climate impacts and environmental management practices. To address this, we reviewed the existing risk mitigation measures and identified additional control measures to be implemented, where necessary.

BCorp is in the direction to integrate climate-related risk management into our company risk scorecard, laying the groundwork for strategic business decisions and future investments in research and development ("R&D") and technology. This holistic approach encompasses efforts to curb greenhouse gas emissions, delve into climate engineering solutions, and improve its grasp of climate systems.

In the near future, specific methodologies will be applied to identifying risks which include the use of climate scenarios, as well as development of a severity vs likelihood matrix and further perspective based on short, medium, and long-term horizons (i.e. short term (5 years), medium term (10 years), and long term (20 years). These findings allow for data-backed strategic planning and more accurate assessment of the financial implications from potential disruptions.

This strategy also involves the integration of climate-related risks into BCorp's Risk Register, which undergoes systematic review and updates to stay current with evolving risks. From this, implementation of mitigation measures can be put in motion and strengthens our overall operational resilience.

Metrics and Targets

Our disclosures include our measurement, monitoring, and reporting of key metrics, applies the operational control approach in alignment with global best practices including the GHG Protocol Corporate Standard and Corporate Value Chain. By managing Scopes, 1, 2, and 3 emissions across our business operations, we are able to track progress on achieving our climate-related goals while identifying opportunities for improvement across our value chain.

The emission factor and Global Warming Potential ("GWP") values for Scope 1 emission calculations are retrieved from the Intergovernmental Panel on Climate Change ("IPCC") database. The emission factor used for grid electricity is based on the Malaysian emission factor published by the Energy Commission Grid for Peninsular Malaysia 2022.

BCorp has and continues to develop other metrics, including financial metrics, based on the following:

- **Commercial Impacts and Cost Savings –** Metrics to quantify financial performance improvements due to climate-related initiatives.
- **Impairments and Provisions –** Calculations related to potential impairments or provisions required for mitigating climate-related risks and impacts.

See pages 60 to 64 for more information on our climate-related and energy-related data.

SUSTAINABILITY STATEMENT

The GHG emissions data collected and reported by scope within the organisational boundary are as follows (in tCO_2e):

Emission Scopes	FY2023	FY2024	FY2025
Direct GHG Emissions (Scope 1)	9,914	13,637	**28,321.88**
Market-based GHG Emissions (Scope 2)	78,944	73,936	**78,222.98**
Other Relevant Indirect GHG Emissions (Scope 3)	17,967	11,262	**25,130.18**

Our climate targets were established to work towards an organisational reduction in GHG emissions, covering 100% of our local operations. This aligns with both national and global goals, such as Malaysia's Nationally Determined Contribution ("NDC"), National Energy Transition Roadmap ("NETR"), and the Paris Agreement. Regular monitoring and evaluation of our climate-related performance and GHG emissions is necessary to ensure alignment with these targets.

ENERGY MANAGEMENT

BCorp's commitment to sustainability drives its focus on effective energy management. By optimising energy use across all operations, we aim to minimise our overall environmental impact and boost efficiency. Understanding our diverse energy consumption patterns is key to implementing targeted strategies that reduce reliance on conventional sources and promote renewable alternatives.

BCorp's energy consumption is largely driven by purchased electricity, which is vital for all operational needs, from lighting and climate control to powering machinery. We also use petrol and diesel for backup generators, other essential machinery, and our company vehicles, ensuring uninterrupted service. Additionally, petrol powers BCorp's broader vehicle fleet, while natural gas and LPG meet other specialised operational demands.

In FY2025, renewable energy - primarily solar-generated electricity accounted for 0.99% at 2,253,227 kWh of BCorp's total electricity mix. This reflects the Group's continued efforts to diversify its energy sources and reduce reliance on grid electricity derived from fossil fuels. The share of renewable energy is expected to grow as more on-site solar systems are implemented across key assets.

Electricity Consumption (kWh)	FY2023	FY2024	FY2025
Solar-generated electricity	0	76,694	**2,253,227**
Grid electricity	115,996,880	109,597,979	**89,566,229**
Total electricity consumption	115,996,880	109,674,673	**91,819,456**

In FY2025, BCorp's total energy consumption stood at 821 TJ, a 50.64% increase compared to the previous year. Direct energy consumption contributed to 364 TJ, while indirect accounted for 483 TJ.

Energy Profile (TJ)	FY2023	FY2024	FY2025
Direct energy	138	150	**364**
Indirect energy	418	395	**457**
Total energy consumption	556	545	**821**

Our key energy conservation initiatives include:

LED Lighting Upgrades & Smart Controls

Widespread transition to energy-efficient LED lighting, coupled with policies to power down lights and air conditioning in unoccupied areas (e.g., ballrooms, back offices) and the use of lighting timers in designated areas.

Renewable Energy Adoption

Significant embrace of solar energy, with Berjaya Langkawi Resort installing solar water heaters and converting diesel shuttles to electric. Several group entities like Berjaya Tioman Resort, The Taaras Beach & Spa Resort, utilise solar for garden, pole, perimeter lighting, and water heating. H.R. Owen's Hatfield site generates a substantial portion of its electricity (around 7%) from its photovoltaic system. Overseas hospitality operations are also experimenting with solar lighting and turning off central boilers/radiators in summer.

SUSTAINABILITY STATEMENT

Efficient Equipment & Practices

- Replacing large air conditioners with smaller, more efficient units, and implementing controls for lighting and appliances in Recreation Clubs.
- In sports facilities, energy waste is minimised through regulated lighting and solar spotlights outdoors.
- Personal desktop printers have been reduced and replaced with shared centralised units, effectively lowering the standby energy load and encouraging responsible printing practices.
- Energy-saving modes have been enabled on computers, monitors and printers allowing devices to enter sleep mode during periods of inactivity, thereby minimising unnecessary energy usage.
- In BCorp HQ building, regular servicing of air-conditioning units has been carried out to ensure optimal performance and to reduce power usage by enhancing cooling efficiency

Fleet & Warehouse Electrification

- Cosway's warehouse operations have transitioned all trucks and forklifts from diesel to cleaner battery-operated electric alternatives.

Operational Policies & Maintenance

- Implementing engine shutdown policies for arriving lorry vehicles and conducting periodic maintenance for office air conditioners and chill rooms to further save energy.
- The Retail (Non-Food) segment also prioritizes energy-saving products when purchasing new electronics.

EMISSIONS MANAGEMENT

BCorp measures and manages its carbon emissions by following the Greenhouse Gas ("GHG") Protocol. This protocol, established by the World Business Council for Sustainable Development ("WBCSD") and the World Resources Institute ("WRI"), guides the Group's accounting of both direct and indirect emissions, which include:

Scope 1	BCorp's vehicles and machinery run on petrol, diesel, LPG, and natural gas. Generators require a small amount of diesel, and jet kerosene fuels our aviation activities. We calculate the resulting CO_2 emissions from fuel consumption using the emission factors outlined in the IPCC Guidelines for National Greenhouse Gas Inventories.
	For our UK operations, we use the UK Government GHG Conversion Factors for Company Reporting to account for natural gas, refrigerants, and other fugitive emissions.

Scope 2	BCorp operations consume a significant amount of electricity, and our resulting emissions are calculated using the following methods.	
	Malaysia	Emission factor published by the Energy Commission for the Peninsular Grid 2022
	The Philippines	Combined margin emission factor published by the DOE for the Luzon-Visayas Grid 2015-2017
	United Kingdom	The UK Government GHG Conversion Factors for Company Reporting
	Seychelles	The International Financial Institutions Technical Working Group on Greenhouse Gas Accounting [IFI] in 2021
	Sri Lanka	The Sustainable Energy Authority in Sri Lanka Energy Balance 2018
	Japan	The Operating Margin Grid Emission Factor by JICA Climate-FIT Version
	Iceland	The total CO_2 intensity/ electricity produced and distributed by Reykjavik Energy
	China	The emission factor for China by Enerdata, 2021

In FY2025, BCorp recorded total operational emissions of 106,544.86 tonnes CO_2e, encompassing both Scope 1 and Scope 2 emissions. This represents a 21.66% increase from the previous year, primarily driven by higher Scope 1 emissions resulting from the resumption of full operational activities following post-pandemic recovery and the expanded reporting coverage across several subsidiaries within the Group.

Emission Profile (tCO_2e)	FY2023	FY2024	FY2025
Scope 1	9,914	13,637	**28,321.88**
Scope 2	78,944	73,936	**78,222.98**
Operational Emissions	88,858	87,573	**106,544.86**

SUSTAINABILITY STATEMENT

In FY2025, BCorp's Scope 3 emissions reporting covering four principal categories: employee commuting, business travel, waste generated from operations, and fuel- and energy-related activities, amounting to 13,991.20 tCO_2e, which represented 55.67% of total Scope 3 emissions.

To quantify emissions from employee commuting and business travel, we applied emission factors for transport vehicle distance which can be found in the WRI Greenhouse Gas Protocol's cross-sector tools (distance-based calculation method).

With the ongoing enhancement of Berjaya Food Berhad's inaugural tracking and reporting of additional Scope 3 categories beyond these four areas, the Group's total Scope 3 emissions increased to 25,130.18 tCO_2e. This marks an important step toward progressively broadening BCorp's Scope 3 boundary and strengthening the completeness and transparency of value-chain emissions disclosure across all subsidiaries.

Scope 3 (tCO_2e)	FY2023	FY2024	FY2025
Business travel	1,306	415	**766.29**
Employee travel	16,661	10,847	**2,471.59**
Fuel and energy related activities	-	-	**9,430.45**
Waste generated in operations	-	-	**1,322.86**
Purchased goods and services*	-	-	**8,202.97**
Capital goods*	-	-	**1,352.81**
Upstream transportation and distribution*	-	-	**671.23**
Upstream leased assets*	-	-	**76.15**
Downstream transportation and distribution*	-	-	**162.08**
Use of sold products*	-	-	**27.86**
Downstream leased assets*	-	-	**547.02**
Franchises*	-	-	**98.87**
Total Scope 3	**17,967**	**11,262**	**25,130.18**

* *The disclosures for the indicated Scope 3 categories currently encompass data from Berjaya Food Berhad (BFood) only, representing an initial expansion of the Group's Scope 3 boundary. BCorp is progressively working towards extending similar disclosures across other subsidiaries to ensure comprehensive coverage of value-chain emissions in future reporting cycles.*

WASTE MANAGEMENT

BCorp's waste management strategy aims to reduce landfill waste and improve operational efficiency. By prioritising waste reduction, recycling, and efficient disposal, we actively minimise our environmental footprint across all business segments. Furthermore, the Group works in close collaboration with waste management partners and local authorities to discover and implement advanced technologies and practices.

Our key initiatives across our business segments include:

Promoting a Recycling Culture

- Fostering recycling among employees, customers, guests, and the public.
- Organising ESG Month for employees with workshops on waste management, sustainability quizzes (3Rs: Reduce, Reuse, Recycle), upcycled vendor exhibitions, and recycling activities.
- Conducting regular e-waste collection drives for employees based in headquarters.
- Allocating space to the Tzu Chi Recycling Centre to support domestic waste recycling within the surrounding township.
- Promoting internal recycling practices among employees.

Waste Reduction at Source

- Implementing paperless processes for check-ins, menus, and feedback forms.
- Eliminating single-use plastic straws at all hotels and resorts.
- Reducing ticket sizes and encouraging advance draws for lottery tickets to minimise receipt printing.
- Gifting jute and non-woven bags to customers to discourage single-use plastic bag use.
- Cosway uses 30% recyclable materials for its product bottles.
- H.R. Owen has eliminated single-use plastic bags in retail, replacing them with paper bags in compliance with UK regulations.

Recycling and Repurposing

- Repurposing old linen, towels, and curtain fabric as rags, floor mats, or for staff quarters.
- Recycling stained linen for cleaning, used tires for planting, spent lubricating oil, and used cooking oil.
- Recycling bins are placed in common areas.
- Most non-hazardous construction waste is sorted and sent to recycling facilities or designated landfills.

SUSTAINABILITY STATEMENT

Composting and Food Waste Management

- Directing food waste to composting machines for fertiliser production (e.g., for organic farms) or sending it to food waste collectors for animal feed.
- Berjaya Praslin Resort specifically facilitates daily food waste collection by local animal farmers.

Sustainable Amenities & Practices

- Complementing in-room water bottles with dispensers, using recycled paper wrapping for amenities, and utilising glass bottles at cafes.
- Key tags are used in rooms to encourage energy saving.

Hazardous Waste Management

- Strict management and disposal of hazardous waste (e.g., paint, motor oil, batteries, polish, wax, contaminated rags) through approved disposal companies.
- Berjaya Hotel Colombo obtained a license for laundry water disposal to the main drainage system.

Riverine Waste Collection

- Landasan Lumayan Berjaya Sdn Bhd ("LLBSB") actively collects river waste using log booms , channelling it to a landfill, with future plans for waste sorting and segregation at Sg. Kandis.

Digital Transformation

- Migrating to cloud-based storage and electronic document management systems to reduce paper use.

Biodegradable Materials

- Transitioning to biodegradable plastics in various applications.

In FY2025, BCorp generated a total of 3,577.878 tonnes of waste, of which 22.06% was successfully diverted from disposal through recycling initiatives. This reflects the Group's continued focus on enhancing circularity across its operations by maximising resource recovery and minimising landfill contributions.

	FY2023	FY2024	**FY2025**
Total recycled waste (tonnes)	508.927	699.700	**789.433**
Non-recyclable waste (tonnes)	17,005.327	1,325.814	**2,652.223**
Total solid waste disposed (tonnes)	**17,739.276**	**2,498.631**	**3,577.878**

Note: *The total waste figure may not reconcile to the sum of scheduled, non-recyclable, and recyclable waste as certain subsidiaries have yet to implement a proper waste segregation. BCorp has disclosed values which reflect the best available data at the time of reporting in the interest of transparency, and will continue to enhance its waste segregation and waste management strategies.*

WATER MANAGEMENT

BCorp is committed to responsible water management, implementing policies and initiatives to optimise water use and improve efficiency across all our operations. While the Group doesn't operate in water-stressed areas, we acknowledge our impact on natural water resources and has put in place strong water conservation and reduction measures. Key initiatives include:

- **Awareness and Signage:** Promoting water-saving practices to employees, customers, guests, and the public through visible signage.
- **Monitoring and Leak Repair:** Frequent monitoring of water usage and prompt repair of leaks to prevent waste.
- **Water-Saving Technologies:** Installation of water-saving technologies such as dual flush toilets, sensor taps, and water aerators on guest room basin taps.
- **Diversifying On-Site Water Sources:**
  - The Taaras Beach & Spa Resort (TTR) has invested in sustainable sources like tube well drilling and drawing surface water from hill waterfalls, with plans to install water meters for reporting to local authorities.
  - Berjaya Langkawi Resort uses river water from mobile tanks for tree irrigation.
  - Berjaya Tioman Resort and recreation clubs (e.g., Bukit Kiara Resort Berhad, Staffield Country Resort, Bukit Banang Golf & Country Club) collect rainwater in catchment ponds and reservoirs for irrigation and other uses.
  - Bukit Jalil Golf & Country Resort utilises river water for irrigation.
- **Overseas operations like Berjaya Praslin Resort and Berjaya Hotel Colombo use well water.**
- **Technological Solutions:** BCorp's Services (Digital) Segment develops smart IoT solutions for Malaysian farmers, using sensors and monitoring systems to optimise water use, automate irrigation, and enhance crop management for improved productivity and sustainability.

In FY2025, BCorp's total water consumption amounted to 3,924,080 m³, reflecting an 6.56% increase compared to FY2024. This variation was primarily driven by a higher proportion of surface water use to meet operational needs, following a reduction in municipal water consumption and groundwater extraction. While the Group continues to rely predominantly on municipal supply, certain entities supplement this with alternative sources such as natural catchment systems .

SUSTAINABILITY STATEMENT

BCorp remains committed to responsible water stewardship and is actively exploring opportunities to scale up water reuse systems and strengthen monitoring mechanisms, particularly across high-consumption and high-risk sites.

Water Use Profile (m3)	FY2023	FY2024	FY2025
Municipal water consumption	2,535,649	3,293,966	**2,940,787**
Surface water	1,313,677	235,992	**983,293**
Groundwater	98,233	152,525	**0**
Total water consumption	**3,947,559**	**3,682,483**	**3,924,080**
Effluent discharge (m3)	**10,405**	**155,390**	**299,539**

MATERIALS AND RESOURCE MANAGEMENT

BCorp enhances its construction sustainability by opting for green concrete. This innovative material minimises environmental impact by consuming less energy during production and incorporating recycled elements such as fly ash and various industrial waste, leading to a substantial reduction in carbon dioxide emissions. Furthermore, green concrete offers superior durability and is more cost-effective than traditional alternatives.

BCorp also offers a variety of green products and services across its segments, focusing on plant-based food, sustainable packaging, and eco-friendly personal care items.

Key Green Product Initiatives:

Plant-Based Food and Beverages

- Berjaya Starbucks Coffee Company ("BStarbucks"): Provides plant-based milk options (almond, soy, oat, macadamia).
- Berjaya Roasters ("BRoasters"): Offers plant-based versions of classic dishes using OmniMeat (a plant-based meat alternative made from pea, non-GMO soy, shiitake mushroom, and rice protein).
- Joybean: Specialises in 100% plant-based soymilk and pudding made daily from Grade A, non-GMO Canadian soybeans.
- Berjaya Paris Baguette ("BPB"): Offers soy and almond milk as plant-based alternatives for beverages.
- SALA: Features a 100% plant-based menu that is lower in calories and cholesterol, and higher in clean protein.
- Kelava: Produces premium, handcrafted, entirely plant-based ice creams.

Sustainable Packaging and Materials

- Cosway: Uses 30% recyclable PETG labels on its Ecomax liquid detergents, which are 100% recyclable.
- Cosway's Nn Hibernite: Health beverage launched with recycled packaging materials.
- STM Lottery Sdn Bhd: Prioritises sustainable thermal ticket rolls made from premium, wholly recycled, wood-free materials from renewable fibres. They also use recycled paper for bet slips.

BCorp city clean up activity

SUSTAINABILITY STATEMENT

Eco-Friendly Personal Care

- Beauty face towels: Made from plant-based Eucalyptus fibres, making them biodegradable and environmentally friendly.
- Xylin eco-green toothbrush: Features a handle made from 100% compostable materials.

BIODIVERSITY MANAGEMENT

As part of our due diligence, BCorp conducts biodiversity risk assessments to evaluate both new operations under consideration and current projects.

BCorp demonstrates a strong commitment to environmental conservation and biodiversity across our diverse operations, particularly within our Hospitality and Property segments.

Key biodiversity initiatives include:

Nature-Based Education & Engagement (Hospitality - Hotels & Resorts)

- Berjaya Langkawi Resort offers "Nature Walk" programs led by naturalists to educate guests on local flora and fauna.
- Guests at Berjaya Langkawi Resort engage in crafting organic products from natural ingredients, fostering environmental appreciation.

Waste Management & Cleanup Efforts

- Beach Cleaning Activities: Berjaya Praslin Resort and The Taaras Beach & Spa Resort organise regular beach clean-ups with guests and tenants, collecting significant amounts of marine debris to protect coastal and marine ecosystems.

Underwater Clean-Up Missions

- The Taaras Beach & Spa Resort conducts dives to remove ghost nets and other debris from shipwrecks and various bay areas.

Marine Ecosystem Protection & Restoration

- The Taaras Beach & Spa Resort actively preserves marine ecosystems within a Gazetted Marine Park (regulated by the Fishery Act 1985).
- The resort promotes marine conservation on Redang Island through its Artificial Coral Reef Project, including cleaning and repairing reef structures and planting coral.
- The Taaras Beach & Spa Resort also supports the Terengganu Turtle Conservation Fund with donations, aiding ecotourism, environmental resource protection, biodiversity preservation, and local community livelihoods.

Terrestrial Biodiversity Enhancement (Recreation Clubs)

- Eco-friendly Fertilization: Bukit Banang Golf & Country Club uses decomposed plant material from tree trimming as fertiliser to reduce waste and enrich soil for healthier ecosystems.

Tree Planting Activities

- Bukit Jalil Golf & Country Club actively plants trees (e.g., 225 paulownia seedlings in 2022-2023) to enhance habitat value and biodiversity.

River Rehabilitation (Property Development - Selangor Maritime Gateway Project)

- LLBSB spearheads the Selangor Maritime Gateway ("SMG") project to transform the Klang River.

River Monitoring and Data Collection

- LLBSB utilises advanced sensors to provide real-time data on water levels (for flood prevention and resource management) and continuously monitor water quality to meet environmental standards.

Water Quality Improvement

- Efforts to clean and rehabilitate the Klang River have significantly improved its Water Quality Index ("WQI") from Class V (contaminated) to Class III (moderately good).

ENVIRONMENTAL COMPLIANCE

Due to its varied business operations, BCorp maintains decentralised Sustainability Committees. Each committee, operating at the subsidiary level, is tasked with reviewing environmental policies and activities, ensuring adherence to all applicable laws, including the Environmental Quality Act 1974, Department of Environment ("DOE") standards, and the specific requirements outlined in Environmental Impact Assessments ("EIA") and Environmental Management Plans ("EMP"). BCorp also empowers key business units to comprehensively identify, manage, monitor, and control environmental issues. This commitment ensures that robust environmental management processes are integrated across all of our operations.

The Group's various segments bring in consultants to get expert advice on projects specific to their operations. These projects often involve critical areas such as environmental monitoring, routine water analysis, climate related initiatives, and renewable energy solutions.

Environmental matters are a recurring topic in management discussions. They also constitute an essential agenda item for Board meetings, where the Board receives comprehensive updates regarding the Group's environmental progress, strategic plans, and ongoing challenges.

SUSTAINABILITY STATEMENT

EMPOWERING WORKFORCE, WELLBEING & COMMUNITY

As a diverse conglomerate operating across multiple segments, BCorp recognises that labour and human rights, societal responsibility, and workforce wellbeing and empowerment are not isolated considerations but deeply interconnected priorities. These elements form the core of BCorp's operational ethos, guiding practices both internally and externally.

BCorp is committed to fostering a strategic and dynamic environment that safeguards human rights, uplifts communities, and empowers its workforce across its various businesses and geographies.

DIVERSITY, EQUITY, AND INCLUSION

BCorp champions people management by fostering a safe, inclusive, and equitable workplace where individuals thrive. The Group embraces diversity in all its forms, including race, ethnicity, religion, nationality, culture, gender, age, disability, and sexual orientation, ensuring that every individual, regardless of background, has an equitable opportunity to contribute meaningfully to the Group's success.

The Group's Diversity, Equity and Inclusion ("DEI") Policy, available in common local languages like English and Malay, is implemented across all entities, providing the foundation for a workplace environment grounded in mutual respect, trust, openness, inclusivity, and safety. The six (6) guiding principles within the DEI Policy provides guideline for expected behaviour and decision-making for employees, supervisors and management team to create a conducive working environment that recognises the value of diverse voices and inclusivity.

01 Empowerment	02 Collective Synergy	03 Respect
Empowerment Through Responsibilities	Strength Through Diversity	Treat Everyone with Dignity
04 Openness	**05 Resilience**	**06 Inclusivity**
Open to Every Possibility	Rise Above Adversity	Create Opportunities and Celebrate Excellence

These principles are equally embedded in the Group's Human Rights and Labour Standards Policy. Both policies are publicly accessible on BCorp's official website and the Group's Intranet. New employees are briefed on the DEI Policy during the New Employee Onboarding ("NEO") programme to ensure early alignment and understanding.

In FY2025, BCorp's DEI efforts are anchored by a strong and diverse workforce of 9,009 employees, of which 76.09% were permanent, reflecting the Group's long-term approach to talent retention and professional development.

	FY2023	FY2024	**FY2025**
Total Workforce	13,007	11,573	**10,454**
Female	5,933 (45.61%)	5,193 (44.87%)	**3,982 (44.20%)**
Male	7,074 (54.39%)	6,380 (55.13%)	**5,027 (55.80%)**
<30	6,925 (53.24%)	5,621 (48.57%)	**4,073 (45.21%)**
30 – 50	4,597 (35.34%)	4,431 (38.29%)	**3,829 (42.50%)**
>50	1,485 (11.42%)	1,521 (13.14%)	**1,107 (12.29%)**
Number of Permanent Employees	9,704 (74.61%)	8,816 (76.18%)	**6,855 (76.09%)**
Number of Contractors/ Temporary Employees	3,303 (25.39%)	2,757 (23.82%)	**2,154 (23.91%)**

Employee by Category	FY2023	FY2024	**FY2025**
Senior management	397 (3.05%)	333 (2.88%)	**260 (2.89%)**
Middle management	995 (7.65%)	925 (7.99%)	**735 (8.16%)**
Junior management	1,894 (14.56%)	1,812 (15.66%)	**1,794 (19.91%)**
Non-executive employees	9,721 (74.74%)	8,503 (73.47%)	**6,220 (69.04%)**

SUSTAINABILITY STATEMENT

The breadth of BCorp's workforce diversity is evident across multiple dimensions, each contributing to a more inclusive, resilient, and representative organisation:

Nationality, Race, and Ethnicity

BCorp ensures all recruitment, promotion, and recognition processes are conducted impartially, with candidates assessed solely based on merit, namely experience, qualifications, and skills. Racial information is neither requested nor considered, reinforcing the Group's merit-based hiring approach.

In FY2025, 82.35% (7,419) of BCorp's workforce comprised local talent. This strong representation of the local workforce reflects the Group's long-standing prioritisation of local hiring and its commitment to contributing to national economic development through inclusive employment practices.

FY2024: 9,264 (80.05%)
FY2023: 10,516 (80.85%)

Religion and Culture

BCorp respects and accommodates diverse religious practices. Prayer rooms are provided across all entities, while Muslim employees are granted flexibility to leave work an hour early during Ramadan. The Group also observes religious holidays, enabling employees to celebrate their religious and cultural traditions meaningfully, as the Group strives to create an environment where everyone feels respected and valued in their beliefs.

BCorp also encourages a culture of celebration and togetherness by honouring festive events across its operations, contributing to a more connected and culturally inclusive work environment.

Gender

Gender equality is promoted through equal access to growth opportunities and leadership roles. Thoughtful support systems such as dedicated breastfeeding rooms for nursing mothers further reinforces BCorp's advocacy for gender equality.

In FY2025, 44.20% of the workforce were women, with 50.08% holding management roles, advancing gender equality across leadership levels.
(FY2024: 49.77%; FY2023: 49.50%)

The Group continues to advocate gender equity in all facets of work.

Age

With a strong belief in the value of a multi-generational workforce, BCorp designs its training and career development programmes to support employees across all life stages, ensuring continuous growth regardless of age.

Notably, employees under the age of 30 continue to make up a significant portion of the workforce at 45.21%.

This underscores BCorp's continued appeal among younger talent and the importance of future-proofing its people strategy through inclusivity and adaptability.

Sexual Orientation

BCorp upholds a strict non-discrimination stance inclusive of sexual orientation and gender identity. Every employee is guaranteed equal rights, opportunities, and protection from any form of bias or marginalisation.

Disabilities

The Group actively seeks to integrate individuals with disabilities or from underprivileged groups into its talent pool. Through barrier-free workplaces and support structure, the Group ensures that all employees are respected and given the opportunity to contribute.

Number of employees with disabilities

FY2025: 34 (0.38%)

FY2024: 27 (0.23%)
FY2023: 20 (0.15%)

SUSTAINABILITY STATEMENT

Employee category by gender		FY2023	FY2024	FY2025
Non-executive	Female	4,297 (44.20%)	3,665 (43.10%)	**2,659 (42.75%)**
	Male	5,423 (55.79%)	4,838 (56.90%)	**3,561 (57.25%)**
Junior management	Female	986 (52.06%)	931 (51.38%)	**899 (50.11%)**
	Male	908 (47.94%)	881 (48.62%)	**895 (49.89%)**
Middle management	Female	497 (49.95%)	463 (50.05%)	**364 (49.52%)**
	Male	498 (50.05%)	462 (49.95%)	**371 (50.48%)**
Senior management	Female	150 (37.78%)	134 (40.24%)	**108 (41.54%)**
	Male	248 (62.47%)	199 (59.76%)	**152 (58.46%)**

Employee category by age		FY2023	FY2024	FY2025
Non-executive	< 30	6,348 (65.30%)	5,128 (60.31%)	**3,546 (57.01%)**
	30 - 50	2,618 (26.93%)	2,595 (30.52%)	**2,214 (35.59%)**
	> 50	758 (7.80%)	780 (9.17%)	**460 (7.40%)**
Junior management	< 30	506 (26.72%)	451 (24.89%)	**501 (27.93%)**
	30 - 50	1,112 (58.71%)	1,062 (58.61%)	**1,031 (57.47%)**
	> 50	269 (14.20%)	299 (16.50%)	**262 (14.60%)**
Middle management	< 30	66 (6.63%)	42 (4.54%)	**28 (3.81%)**
	30 - 50	689 (69.25%)	641 (69.30%)	**516 (70.20%)**
	> 50	244 (24.52%)	242 (26.16%)	**191 (25.99%)**
Senior management	< 30	4 (1.01%)	2 (0.60%)	**0 (0.00%)**
	30 - 50	176 (44.33%)	133 (39.94%)	**110 (42.31%)**
	> 50	217 (54.66%)	198 (59.46%)	**150 (57.69%)**

Grievance and Whistleblowing Mechanisms

To uphold a respectful, transparent, and inclusive work culture, BCorp has established comprehensive grievance reporting mechanisms that provide both informal and formal channels for employees to raise workplace concerns in a safe, structured, and responsive manner.

Whenever possible, the Group encourages grievances to be resolved amicably and promptly through informal discussions between employees and their immediate supervisors, supported by the Human Resource Department. This approach helps foster open communication and mutual understanding while preserving workplace harmony.

However, in cases where informal resolution proves inadequate, particularly for more serious matters, employees are encouraged to lodge formal written complaints, accompanied by relevant evidence. A formal escalation framework is in place to ensure timely review and resolution at the appropriate level of management.

To enhance procedural integrity and accountability, BCorp sets forth a Grievance Handling Standard Operating Procedures ("SOP") to ensure appropriate handling of grievances related to bullying, harassment, and other forms of misconduct. The SOP is available via the DEI Resource Centre on the Group's internal portal (BFamily).

For more sensitive or serious concerns, such as allegations of misconduct, unethical behaviour, or breaches of integrity, employees are encouraged to utilise the Group's whistleblowing mechanism. This avenue ensures confidentiality and protects whistleblowers from any form of retaliation, victimisation, or harassment. The Whistleblowing Policy is publicly accessible on BCorp's official website and internal portal, and its availability was re-affirmed through a company-wide memo circulated on 21 March 2024 to reinforce awareness and access.

BCorp maintains a zero-tolerance approach to discrimination, with strict safeguards embedded in its policies and people practices. In FY2025, the Group recorded zero incidents of discrimination, highlighting the effectiveness of its inclusive policies and its sustained commitment to fostering a fair, respectful, and grievance-responsive workplace.

Number of confirmed incidents of discrimination

FY2025: 0

FY2024: 0
FY2023: 0

Measures to Address and Prevent Bullying

- Grievance Channel
- Investigation and Resolution
- Support Systems
- Preventive Measures
- New employee Orientation Briefing on Prohibition of Harrassment
- Leadership Commitment
- Continuous Improvement

SUSTAINABILITY STATEMENT

TALENT DEVELOPMENT AND MANAGEMENT

Across its diverse business verticals, BCorp adopts a strategic and holistic approach to talent development and management, one that nurtures capabilities, facilitates career progression, and places employee wellbeing at the forefront. By embedding inclusive and future-ready people practices, the Group aims to build a high-performing workforce that is agile, engaged, and resilient in the face of a rapidly evolving business landscape.

This commitment is reflected through sustained investments in upskilling, employee engagement, and competitive remuneration frameworks. As a testament to these efforts, BCorp was named one of the Graduates' Choice of Employer to Work For at the Graduates' Choice Awards 2024, reinforcing its position as an employer of choice, particularly among Malaysia's emerging talent. Berjaya Hills Berhad was also recognised as the 'Best Employer 2023 - 2024' by the Employees' Provident Fund ("EPF").

BCorp receiving Graduate Choice Awards 2024

In FY2025, the Group recorded 3,809 new hires, representing 42.28% of its total workforce. This signifies a continued renewal of talent across the organisation, reflecting the Group's strong market reputation as an employer of choice and its strategic focus on sustaining workforce vitality to support future growth. As part of its future-readiness strategy, BCorp also offers internship opportunities, underscoring its ongoing commitment to youth empowerment and cultivating a robust pipeline of future leaders.

	FY2023	FY2024	**FY2025**
Total New Hires	7,213	4,954	**3,809**

Training and Development

BCorp views continuous learning as a foundation of sustainable business growth and remains committed to building a capable, future-ready workforce through targeted training programmes that cultivate professional competencies, leadership acumen, and personal wellbeing. Prioritising lifelong learning, including personal growth, the conglomerate allocates resources to bridge skill gaps through in-house learning and personalised development programmes. With diverse businesses under its umbrella, BCorp offers employees opportunities to gain cross-functional expertise and broaden their professional horizons.

This commitment earned BCorp recognition as First Runner-Up for the 'Excellence Awards in Learning and Development Team of the Year' at Malaysia's premier Human Resource Development ("HRD") Awards, underscoring its strategic and impactful approach to people development.

Human Resource Development Award 2024

The Group's flagship Berjaya Leadership Development Programme brought together 23 managers and 25 executives from 13 key subsidiaries for a transformative learning experience. Anchored in a future-focused curriculum, the programme was meticulously crafted to elevate leadership capabilities and strengthen strategic influence across the organisation. Participants from Berjaya Manager Development Programme explored emerging workplace trends, including the evolving role of artificial intelligence ("AI"), while drawing valuable insights from prominent Malaysian leaders. Upon completion, participants earned a UK-accredited leadership certification, a globally benchmarked credential that affirms their readiness to lead with agility, resilience and vision in today's rapidly changing landscape.

To further support holistic growth, BCorp introduced the Workplace Wellbeing Training Programme, a three-day immersive experience covering emotional intelligence, growth mindsets, workplace mindfulness, and interpersonal communication. This is complemented by the Lunch and Learn Series, which delivers concise and engaging sessions on lifestyle balance, ergonomics, and self-care.

SUSTAINABILITY STATEMENT

Subsidiaries across the Group play an essential role in translating BCorp's training strategy into targeted, business-specific interventions. These initiatives not only enhance functional excellence but also cultivate leadership, innovation, and compliance readiness across diverse business environments.

Future-readiness and Digital Capability	Operational and Quality Excellence
In advancing digital adoption across operations, Cosway led with training programmes on AI and ChatGPT applications, ranging from content strategy and workflow automation to cybersecurity and data analytics. These sessions aimed to build digital agility and equip employees for an evolving tech-driven business environment.	Kimia Suchi ran a comprehensive set of quality procedure trainings aligned with ISO 9001:2015 standards, covering internal audits, corrective actions, risk management, and supplier evaluation protocols.
Food Safety, Halal, and Industry Standards	**Leadership Development**
Krispy Kreme and Country Farms prioritised food safety and halal integrity through dedicated training on HACCP, halal awareness, certified halal executive modules, allergen management, and organic product standards, safeguarding product quality and consumer trust.	Leadership and communication training, such as the Berjaya Executive Development Programme ("BEDP") and Berjaya Management Development Programme ("BMDP") supports internal succession planning.

The extensive and comprehensive people skills development and capabilities mastery training programmes implemented across BCorp's diverse business segments were actively participated by over a total of 8,372 employees, culminating in 344,593 total training hours in FY2025. This reflects the Group's commitment to nurturing agile, empowered talent equipped with the essential skills to thrive in an evolving business landscape driven by digital transformation, innovation and human-centric leadership.

To support structured capacity building and alleviate the financial resources on training and development, BCorp strategically leverages the Human Resource Development Fund ("HRDF") for all eligible external training programmes.

As a contributor to the national HRD Corporation, the Group ensures that employee upskilling remains accessible and continuous across all subsidiaries. In FY2025, BCorp allocated a total training expenditure of RM 522,870.70 resulting in 344,593 total training hours, translating to an average of 38.25 training hours per employee, reinforcing its commitment to investing in human capital to cultivate long-term growth.

Number of employees attended training

FY2025: 8,372

FY2024: 10,717
FY2023: 4,416

Total training hours

FY2025: 344,593

FY2024: 349,480
FY2023: 24,417

Total training expenditure

FY2025: RM522,870.70

Training hours by employee category	FY2023	FY2024	**FY2025**
Senior management	1,318	2,014	**5,810**
Middle management	4,968	10,238	**15,808**
Junior management	7,198	20,973	**27,547**
Non-executives	10,038	316,248	**297,622**
Average Training Hours Per Employee	1.88	30.20	**38.25**
Average Training Days Per Employee	0.23	3.77	**4.78**

SUSTAINABILITY STATEMENT

Employee Wellness and Engagement

Employee wellbeing is central to BCorp's organisational resilience and long-term performance. Each Group entity maintains mechanism for effective employee engagement and open communication with management, fostering a supportive and inclusive workplace culture.

On the professional front, annual performance appraisals are integral to aligning individual development with strategic business goals. Guided by the Balanced Scorecard framework, the appraisal process facilitates meaningful two-way dialogue between employees and managers, offering a structured platform for constructive feedback, recognition, and career progression planning.

Complementing professional development, BCorp is equally committed to nurturing the personal wellbeing of its people, recognising that a thriving workforce is built on a foundation of both personal fulfilment and professional achievement.

BCorp celebrates achievements and fosters unity through birthday celebrations, town hall meetings, festive and cultural gatherings, sports tournaments and friendly matches, communal meals and religious observances like Majlis Bacaan Yasin & Doa Selamat and Ramadhan Iftar.

Berjaya Fruit Distribution Programme was launched in February 2025 to promote healthy eating habits among its Corporate Office employees.

Approximately 339 employees benefit weekly from this initiative, highlighting the Group's emphasis on employee care and lifestyle wellness.

Within the Education segment, employees also gain access to global exposure through initiatives such as the ERASMUS Programme, enabling international exchanges and study trips for selected staff under full sponsorship, broadening both personal and professional horizons.

Employees in selected business segments are supported by formal labour unions. For instance, within the Hospitality Segment, the National Union of Hotel, Bar & Restaurant Workers and the 'Kesatuan Pekerja-Pekerja Kelab Semenanjung Malaysia (Club Employee Union Peninsular Malaysia)', represent employees from Hotel & Resorts and Recreation Clubs, respectively. Collectively, these unions represented 13.68% of total workforce in FY2025.

Through union memberships, employees are empowered to engage in collective bargaining and participate in structured dialogue with management, ensuring fair representation in matters related to rights, benefits, and workplace conditions.

Competitive Remuneration and Benefits

Fair compensation and competitive benefits are critical drivers of employee satisfaction, motivation, and retention. Anchored in the principle of fair compensation, the Group's remuneration framework is designed to reward performance, promote equity, and uphold decent work standards. BCorp supports the right of minimum wage and remains committed to complying statutory minimum wage requirements across all operating locations.

In compliance with the Employment Act 1955, all full-time employees are entitled to statutory contributions that safeguard their long-term welfare. These include contributions to the Employees Provident Fund ("EPF") and the Social Security Organisation ("SOCSO"). The detailed expenditure on staff salaries, bonuses, benefits, payments in medical insurance and statutory retirement contributions are disclosed in the staff costs section of the BCorp's Annual Report, Financial Statement.

BCorp also monitors gender pay parity to ensure fair compensation regardless of gender. All confirmed full-time employees are entitled to a comprehensive suite of benefits tailored to support work-life balance, wellbeing, and long-term security.

- B-Infinite Card
- Berjaya Hotels Discounts
- Group Hospitalisation & Surgical Insurance ("GHS")
- Group Term Life ("GTL")
- Group Personal Accident Insurance ("GPA")
- Flexi Benefits Scheme
- Staff Purchase Privileges
- Ongoing Training Opportunities
- Dental Claims
- Increments
- Sick Leave Without Medical Certifcate
- Yearly Bonuses
- Car or Car Allowance for Senior Management

Note: The illustration above outlines the common benefits extended to our employees. Eligibility may vary depending on job grade or employment category.

SUSTAINABILITY STATEMENT

What sets BCorp apart?

The trust-based policy environment.

Corporate Office employees and selected subsidiaries are eligible for two days of Sick Leave Without Medical Certificate per calendar year, a benefit that underscores the Group's confidence in its people and commitment to enhancing employee welfare through progressive, empathetic policies.

Where applicable, employees within selected business segments are also eligible for additional allowances, including:

01	02	03	04
Hardship allowance	Night shift allowance	Additional duty allowance	Secondment allowance

BCorp also offers a subsidised gym membership programme for all employees at a designated gym located in Berjaya Times Square. This initiative encourages physical fitness, supports mental resilience, and promotes healthy lifestyle habits that positively influence both personal wellbeing and professional performance.

To further advance gender equality and promote work-life balance, parental leave is granted to eligible employees across BCorp's operating companies. This policy reflects the Group's recognition of the importance of shared caregiving responsibilities and the need to support employees through major life transitions. BCorp ensures a smooth reintegration process post-leave, with supportive policies in place to uphold career continuity and reduce stress for working parents, such as Staggered Working Hours Arrangement.

In FY2025, BCorp conducted a review of the existing Flexi Benefits scheme to enhance employee benefits and wellbeing. The expanded Flexi Benefits scheme will take effect in July 2025 with additional categories covering Traditional Chinese Medicine ("TCM") treatments and medication or consultation for treatment of mental health and/or well-being which will benefit all employees, especially working parents.BCorp values employee voice to drive continuous improvement. The Group actively gathers feedback through mechanisms such as the Employee Opinion Survey ("EOS"), conducted biennially at the Corporate Office to assess employee satisfaction, engagement, and areas for improvement. The most recent EOS conducted in November 2024 achieved a response rate of 77%, with key insights used to refine internal policies, benefits, and workplace culture. This feedback loop ensures that BCorp's people strategies remain responsive, inclusive, and aligned with evolving workforce priorities.

Nevertheless, workforce mobility remains an ongoing consideration. Employees transitioning out of the Group are required to serve a notice period between 1 to 3 months to ensure proper handover and business continuity. BCorp also conducts exit interviews to assess motivations behind resignations and refine its retention strategies accordingly.

In FY2025, BCorp recorded a total of 3,116 employee exits, with a voluntary turnover rate of 29.76%. The Group continues to monitor retention trends closely and strengthen its employee engagement, career development, and reward frameworks to enhance workforce stability.

		FY2023	FY2024	**FY2025**
Total Turnover		4,097	4,307	**3,116**
Voluntary turnover rate (%)		-	-	**29.76%***
Gender	Female	1,953	2,132	**1,543**
	Male	2,144	2,175	**1,573**
Age group	< 30	2,799	3,114	**1,994**
	30 – 50	1,087	976	**953**
	> 50	211	217	**169**
Employee category	Non-executive	3,423	3,692	**2,571**
	Junior management	413	390	**390**
	Middle management	213	185	**124**
	Senior management	48	40	**31**

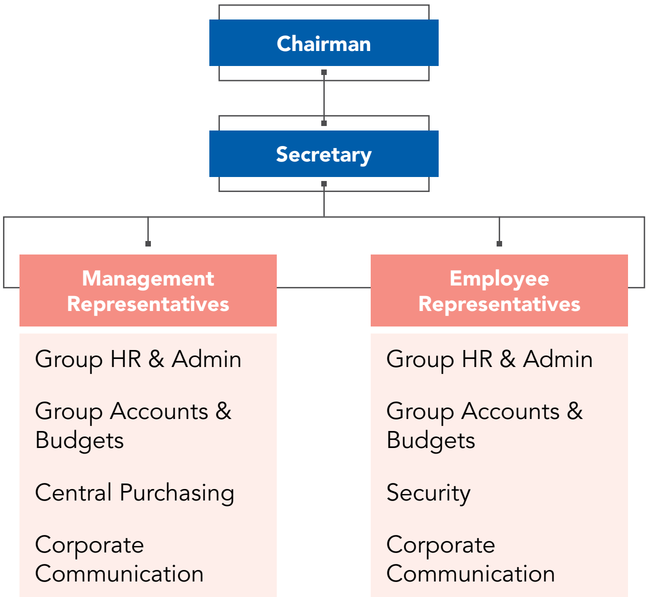
* *The voluntary turnover rate disclosed for FY2025 represents an amalgamated figure encompassing BCorp and its principal subsidiaries, namely Berjaya Food Berhad ("BFood"), Sports Toto Berhad ("SPToto"), and Berjaya Land Berhad ("BLand").*

SUSTAINABILITY STATEMENT

WORKPLACE HEALTH AND SAFETY

BCorp maintains an unwavering commitment to protecting the health, safety, and wellbeing of its workforce across all business segments. The Group's approach to Occupational Safety and Health ("OSH") is guided by a proactive, preventive philosophy, integrating compliance, training, and stakeholder engagement to create a resilient, safety-first culture.

The Group's OSH efforts are governed by a formal Occupational Health, Safety and Environmental ("OHSE") Committee, chaired by Ms Yong Chai Ming, General Manager of Human Resource and Administration. The committee includes equal representation from management and employee groups, enabling joint decision-making and greater accountability. The Committee convenes quarterly to review performance indicators, evaluate workplace incidents, and implement targeted safety improvements.



This is reflected across all subsidiaries, each of which maintains its own OSH governance structure aligned with Group-wide policies, enabling effective oversight tailored to their operational environments.

BCorp's OSH Policy also extends beyond employees to third-party contractors and relevant stakeholders and complies with the Occupational Safety and Health Act 1994 (OSHA), Factories and Machinery Act 1967 (FMA), Environmental Quality Act 1974 (EQA), and other applicable standards set by DOSH.

Health and safety risk assessments are embedded into both new and existing operations as part of the Group's due diligence protocols. These include rigorous processes for hazard identification, risk assessment, and control, measures that are foundational across all business lines. Each segment aligns its practices with national safety regulations and industry standards to ensure consistently safe operations.

BCorp closely tracks safety performance indicators and investigates all reported incidents. In FY2025, the Group maintains zero work-related fatalities for both employees and contractors. While injury cases resulting in an LTIR of 0.30 for employees were recorded during the year, each incident was thoroughly investigated, with root-cause analyses conducted and findings reviewed by the OHSE Committee.

Year	Total manhours worked	No. of work-related fatalities			Lost time incident rate ("LTIR")*	
	Employees	Third-party contractors	Employees	Third-party contractors	Employees	Third-party contractors
FY2023	-	-	0	0	-	0.00
FY2024	-	-	0	0	0.29	0.00
FY2025	23,409,305.50	18,578.63	0	0	0.27	0.00

* *The lost time incident rate ("LTIR") is calculated based on the number of lost time injuries per 200,000 hours worked by employees.*

BCorp also addresses global health issues by implementing vector-borne disease control measures such as routine fogging at construction sites, employee housing areas, and facility perimeters to minimise exposure to threats like dengue and malaria.

Customised safety training addresses specific risks and hazards related to each business segment, while baseline mandatory training in safety protocols is standardised across all operations. These core programmes encompass office safety, forklift handling, hearing conservation, and the roles and functions of Safety and Health Committee members. Emergency response plans, which include evacuation drills, fire safety, fire prevention, and first aid, are also implemented to ensure employees are well-prepared to respond effectively during emergencies.

SUSTAINABILITY STATEMENT

BCorp actively collaborates with reputable third-party experts to deliver these programmes. Notably, in FY2025, the Group partnered with St. John Ambulance Malaysia to deliver a comprehensive Certified First Aid Training. This two-day programme was designed to equip designated First Aiders across BCorp's business units with critical life-saving skills, including Cardiopulmonary Resuscitation ("CPR") and the use of Automated External Defibrillators ("AEDs"), enabling employees' rapid response techniques in high-pressure scenarios.

In parallel, BCorp continues to promote a culture of holistic wellbeing that addresses both physical and mental health. Programmes include:

- Workplace Ergonomic Talks, conducted through the "Lunch and Learn" series, focusing on posture, movement, and injury prevention
- Health Screening Programme, offering basic medical checks for early detection and timely intervention
- 3-day Workplace Wellbeing Workshop, designed to raise awareness and equip employees with mental health strategies

In FY2025, a total of 2,219 employees participated in safety-related training programmes across the Group, embedding safety knowledge and capabilities at all levels of the workforce.

	FY2023	FY2024	**FY2025**
Employees trained on health and safety standards	1,941	262	**2,219**
Employees receiving general training which includes safety	3,180	6,802	**6,062**

UPHOLDING LABOUR AND HUMAN RIGHTS

BCorp is steadfast in its commitment to upholding human rights and ethical labour practices across all operations and supply chains. The Group's approach is anchored in its Human Rights and Labour Standards Policy, which is guided by international frameworks:

- United Nations Universal Declaration of Human Rights
- International Labour Organization's ("ILO") Declaration on Fundamental Principles and Rights at Work

These principles are embedded into BCorp's core business practices, ensuring that human dignity, equality, and fairness are upheld at every level.

BCorp's commitment is institutionalised through key policies, including the Code of Conduct, Anti-Child and Forced Labour Policy, and a formal Social Charter, which collectively articulate the Group's standards on ethical conduct, non-discrimination, and the promotion of a healthy workplace. These policies are communicated to all employees and new hires as part of the onboarding processes.

Oversight of human rights matters is supported by the Board of Directors, with operational responsibilities executed by the Group's Internal Audit Team and Human Resources Department.

To embed these human rights commitments into daily business practices, all employees receive a copy of the Group's Human Rights and Labour Standards Policy as part of onboarding. Formal grievance mechanisms are in place to address human rights concerns and are accessible to both internal and external stakeholders. These mechanisms guarantee confidentiality, ensuring that individuals can raise concerns without fear of retaliation, supporting a culture of openness, accountability, and continuous improvement.

BCorp maintains zero tolerance for any violations of labour standards. The Group complies with all applicable labour laws and upholds the following principles:

01 Prevention of Child Labour

The Group does not employ individuals under the age of 18. All recruitment processes involve thorough screening of legal documentation to ensure compliance with minimum age requirements.

02 Prevention of Forced Labour

Within the Education segment, employees also Forced, bonded, or involuntary labour is strictly prohibited. BCorp ensures that all employment relationships are voluntary and free from coercion or deception.

03 Elimination of Excessive Working Hours

The Group actively monitors work schedules to ensure compliance with working hour regulations. All overtime work is subject to approval from the respective division head, ensuring that additional hours are justified and managed responsibly.

SUSTAINABILITY STATEMENT

04 Fair Compensation and Living Wage Support

Employees receive remuneration based on qualifications, experience, and performance. The Group strictly complies with minimum wage laws and provides fair overtime pay, in accordance with statutory provision. To maintain competitiveness and equity,wages are regularly benchmarked against industry standards. These efforts collectively support the provision of a living wage while promoting sustainable livelihoods through equitable pay structures and benefits.

05 Humane Treatment

Employees are treated with respect and dignity. BCorp prohibits all forms of abuse and harassment.

06 Freedom of Association

BCorp respects employees' rights to join trade unions and participate in collective bargaining, in line with ILO Core Conventions and national laws. Open-door communication is encouraged to ensure that employees can voice concerns without fear of reprisal.

07 Equality and Non-discrimination

Recruitment and employment practices safeguard against discrimination based on race, religion, age, gender, sexual orientation, ethnicity or nationality, disability, pregnancy, union membership, or marital status.

Despite ongoing efforts to prioritise local employment, the seasonal nature and specialised demands of the hospitality industry continue to necessitate the recruitment of foreign workers. In response, BCorp ensures that all foreign employees are provided with safe, clean, and dignified living conditions in accordance with the Employees' Minimum Standards of Housing, Accommodations, and Amenities Act 1990 (Act 446).

In FY2025, zero substantiated complaints concerning human rights violations were reported across BCorp's operations, reflecting its strong compliance culture and preventive measures.

Number of substantiated complaints concerning human rights violations

FY2025: 0

FY2024: 0
FY2023: 0

Salient Human Rights Issues

As part of its commitment to ongoing due diligence, BCorp actively identifies and addresses the most salient human rights issues across its value chain. These include:

- **Right to Life:** BCorp prioritises the safety and health of its employees, implementing robust safety protocols and health measures to protect lives.
- **Right to Freedom of Movement:** The Group respects the freedom of movement, ensuring that employees can travel and relocate without undue restriction, in alignment with legal and ethical standards.
- **Right to Work:** BCorp fosters an inclusive work environment, offering fair employment opportunities and combating discrimination to ensure everyone has the right to work.
- **Right to an Adequate Standard of Living:** The Group strives to provide its employees with fair compensation and benefits, promoting an adequate standard of living through comprehensive remuneration packages and support systems.
- **Right to Health:** BCorp implements health and wellness programmes, providing access to medical care, mental health support and safe working conditions to ensure the overall well-being of its workforce.
- **Right to Enjoy Just and Favourable Conditions of Work:** The Group is committed to creating a safe, respectful and equitable workplace where employees enjoy fair treatment, reasonable working hours and fair compensation.
- **Right to Participate in Public Life:** BCorp neither discourage or restrict employee engagement and participation in public life, fostering a culture of involvement and contribution to societal development.
- **Right to Social Security, including Social Insurance:** The Group provides social security benefits, including social insurance, to safeguard employees' financial security and support them in times of need.

PARTNERING WITH COMMUNITIES: THROUGH OUR PEOPLE AND PURPOSE

At BCorp, we believe that building a better society begins with our people. Our commitment to social responsibility is not only embedded in our business strategy but brought to life through the actions of our employees and the initiatives we support as a Group.

Employee volunteerism is a key part of this philosophy. Through the Berjaya Cares Foundation, employees are encouraged and empowered to participate in charitable programmes and community initiatives. The Foundation serves as a central platform to empower indviduals and communities through various initiatives and as first point of contact for organisation driven charity and outreach efforts.

SUSTAINABILITY STATEMENT

Through the foundation, the organisation also engages with NGO's through various partnerships forged by their respective business units or faculties, extending the reach of our impact through professional networks and industry collaborations.

Beyond individual efforts, BCorp maintains a strong legacy of community investment since its establishment in 1984. Across its subsidiaries, the Group has supported the underprivileged, invested in youth development, promoted environmental conservation, and mobilised aid during times of need. Each business segment tailors its approach to align with community needs and its operational context, ensuring relevant and targeted impact.

BCorp leaders joining an aspiring talk organised by The 30% Club Malaysia and The Star Media Group

BCorp HR department organizing a lunch and learn health talk for employees

Our core areas of community investment include:

- **Caring for the Underprivileged**: Supporting marginalised and underserved groups through essential aid and upliftment programmes.
- **Education and Talent Development**: Advancing access to education, scholarships, and youth empowerment initiatives.
- **Environmental Protection**: Promoting sustainable practices and conservation efforts across ecosystems.
- **Partnering for Societal Impact**: Collaborating with NGOs, institutions, and grassroots organisations for broader community resilience.

In FY2025, BCorp contributed RM53.29 million to non-profit organisations, benefitting over 55,868 individuals to support various worthy causes, reinforcing its commitment to meaningful, long-term impact within the communities we serve.

	FY2023	FY2024	**FY2025**
Total Amount of corporate or group donations/community investments made to registered not-for-profit organisations (RM'000)	38,711.42	47,194.73	**53,290.02**
Total beneficiaries of the investment in communities	20,015	59,061	**55,868**

Caring for the Underprivileged

BCorp strives to improve the lives of the marginalised, vulnerable, and underserved by supporting welfare homes, the elderly, people with disabilities, and communities affected by crises.

'A Night for Fighters' Charity Dinner

BCorp served as Gold Sponsor for this fundraising event hosted by the Tunku Laksamana Johor Cancer Foundation ("TLJCF") in support of cancer research. A donation of RM100,000 BCorp's donation was channelled to further the Foundation's mission to aid cancer patients and advance medical research.

Flood Relief 2024

In response to the northeast monsoon floods in early 2024, BCorp supported relief efforts and provide necessities to flood victims across Malaysia 2,000,000 through the Ihsan MADANI Donations initiative.

SUSTAINABILITY STATEMENT

Cosway's Ramadan In-Kind Sponsorships

Cosway supported the NasionalFM CSR-Ramadan event at Dorsett Hotel, Putrajaya by sponsoring goodie bags valued at RM50 each for 50 recipients, totalling RM2,500.

CSR Program on Ramadan Celebration

During a Berbuka Puasa programme for orphans, underprivileged children and persons with disabilities ("OKU") held at Berjaya Times Square Hotel, Cosway contributed 40 goodie bags worth RM50 each, totalling RM2,000.

Majlis Amal Berbuka Puasa at Berjaya Times Square Hotel, Kuala Lumpur

Sports Toto Malaysia's Deepavali Outreach

Sports Toto Malaysia, through STM Lottery Sdn Bhd, partnered with Kelab Bell Belia Tamil Bukit Beruang to bring festive cheer to 50 underprivileged families in Melaka.

STM Lottery donated RM9,000 in cash to support the purchase of household items and also provided festive hampers containing assorted food items and treats.

Berjaya Philippines Inc. Housing Initiative

Berjaya Philippines Inc. donated four additional homes to families in the Berjaya GK Village in Dasmariñas, Cavite, through its ongoing partnership with Gawad Kalinga.

This effort builds on BPI's cumulative funding of 1,364 houses nationwide, providing permanent shelter and livelihood proximity for vulnerable communities.

Talent Empowerment

BCorp recognises the transformative power of education in fostering long-term societal progress. In line with this, the Group invests in initiatives that support inclusive learning, youth development, and leadership empowerment. These efforts go beyond internal talent pipelines to uplift underserved communities and expand access to quality education and skills training.

In FY2025, BCorp served as the Gold Sponsor for the Selangor Crown Prince Golf Charity Cup 2024, co-organised by Selangor Youth Community (SAY), Titijaya Land Berhad and Selangor FC. Proceeds from the event were channelled to the TEAM Programme, an initiative dedicated to empowering at-risk youths through holistic personal and professional development.

Support for the TEAM Programme via Selangor Youth Community

Fundraising for 'Huazong-Carlsberg Education Fund'

SUSTAINABILITY STATEMENT

The Group also supported gender equity and leadership development through its role as Gold Sponsor of the World Women Economic & Business Summit (WWEBS) 2024. The summit aimed to advance women's empowerment and foster inclusive economic participation through high-level dialogue and actionable partnerships.

Contribution to the World Women Economic & Business Summit (WWEBS) 2024

BCorp also contributed RM50,000 to the 2024 Huazong-Top Ten Charity Campaign dinner, organised by the Federation of Chinese Associations Malaysia (Huazong). The event aimed to raise awareness on environmental sustainability and fundraise for the Huazong-Carlsberg Education Fund, which supports educational advancement within the community.

Environmental Protection

Across its resorts, subsidiaries, and collaborative partners, the Group champions initiatives that reduce environmental degradation, promote marine and terrestrial conservation, and raise awareness on sustainable living practices.

In conjunction with the Group's ESG Month, 20 BCorp volunteers participated in a clean-up at the People's Housing Programme Flats in Lembah Subang. In collaboration with Upcycled by Fuze Ecooter, the team collected 22.5 kg of recyclables including plastics, clothing, electronics, and glass.

The Taaras Beach & Spa Resort

- **Marine Clean-Up with Tourism Malaysia**: As part of the Kita Jaga Laut CSR campaign, the Resort removed 230 kg of marine debris from Bahagia Wreck and Gua Kokang, with participation from local communities, staff, and guests.
- **Sea Turtle Conservation – Kem Si Penyu**: The resort supported SEATRU in organising a marine awareness camp for students from Sekolah Kebangsaan Pulau Redang.

Berjaya Tioman Resort

- **Tioman Beach Clean-Up**: Employees collected approximately 3,758 kg of waste-including plastic bottles, fishing nets, and mooring floats-demonstrating the resort's continued commitment to preserving the island's natural beauty for future generations.

Berjaya Langkawi Resort

- **World Clean-Up Day Initiative**: The resort rallied 38 volunteers to remove litter from Langkawi's beaches and marine environments, highlighting the importance of collective action in tackling marine pollution.

Partnering for Societal Impact

BCorp continues to forge impactful partnerships with like-minded organisations to extend its positive reach across society. Through strategic collaborations, sponsorships, and in-kind contributions, the Group supports public events, strengthens community ties, and advances causes aligned with its values.

Starbucks Malaysia continued to lead by example in championing inclusion and empowerment of the Deaf community through a series of impactful initiatives such as SEMARAK FSD: Federation School for the Deaf 70th Anniversary, the Pop the Bubble Film Festival for the Deaf, and the BIM Carnival 2024. These programmes deepened public understanding of Deaf culture, celebrated the achievements of the Deaf community, and promoted social participation through education, sports, and the arts. Beyond raising awareness

Complementing these outreach efforts, Starbucks Malaysia's Signing Store model continues to serve as a cornerstone of inclusive employment, providing sustainable job opportunities, leadership pathways, and training for Deaf partners (employees). This model, unique in Malaysia's retail landscape, demonstrates how business innovation can drive meaningful social impact, bridging communication gaps, fostering empathy, and redefining accessibility in the workplace.

Together, these initiatives reflect the Group's broader purpose of building inclusive and resilient communities, where every individual, regardless of ability, is empowered to participate, thrive, and contribute to society.

SUSTAINABILITY STATEMENT

RESPONSIBLE OPERATIONS

BCorp's pursuit of excellence is grounded in ethical business conduct, sustainability, and a strong sense of responsibility toward the environment and society. The Group prioritises high operational standards through strict quality assurance protocols and a culture of continuous improvement. By embedding innovation and integrity into its practices, BCorp reinforces its reputation as a forward-looking industry leader committed to long-term, responsible growth.

RESPONSIBLE OPERATIONS AND QUALITY MANAGEMENT

BCorp maintains a strong commitment to operational excellence across its Hospitality, Retail, Services, and Property segments. Each business unit operates under structured and well-defined Standard Operating Procedures ("SOPs") that reinforce accountability, safety, and consistency in service delivery. Emphasis is placed on quality assurance at every stage, with regular reviews and improvements built into operational frameworks. This disciplined approach ensures that all business functions are executed responsibly, aligning with the Group's commitment to sustainable and ethical practices.

Berjaya University College

Berjaya University College ("BUC") upholds its commitment to responsible operations by prioritising public safety, accessibility, and rigorous quality assurance across its campus environment.

To ensure the safety of students, staff, and visitors, BUC provides 24/7 security guard services, including coverage during weekends and public holidays, as well as after operating hours. These proactive measures support a secure learning environment and demonstrate BUC's vigilance in safeguarding its premises.

Accessibility remains a key operational consideration. Strategically located within Berjaya Times Square, BUC is highly accessible by public transport - directly connected to the monorail system and within walking distance from both Hang Tuah LRT and Bukit Bintang MRT stations. The university's main lobby is also designed to be wheelchair-friendly, reflecting its commitment to inclusivity and equal access for all.

BUC's approach to quality management is guided by a continuous improvement mindset. The institution conducts regular internal audits of its Quality Management System, complemented by annual external audits to maintain its ISO 9001:2015 certification. These practices ensure that academic and administrative functions meet established standards of excellence and integrity.

Cosway (M) Sdn Bhd

Cosway (M) Sdn Bhd ("Cosway") places a strong emphasis on operational safety, regulatory compliance, and quality assurance throughout its supply chain and logistics functions.

Public safety is prioritised at all warehouse locations through strict access control and comprehensive safety protocols. Entry and exit are managed via a gate registration system requiring gate passes, with prior appointment procedures in place for non-routine visits to ensure security clearance. Within the warehouse, personal protective equipment (including safety vests, masks, and footwear) is mandatory, while evacuation plans and fire extinguishers are visibly in place and maintained to support emergency readiness.

Cosway employs rigorous monitoring mechanisms across all operational stages. This includes inbound goods inspection and inventory accuracy cross check by the Quality Assurance ("QA") team. Additionally, firefighting equipment undergoes annual inspection by Bomba or certified agencies, and all material handling equipment is subject to routine inspection and servicing.

Kimia Suchi Sdn Bhd

To maintain safety at its facilities, Kimia Suchi Sdn Bhd ("Kimia Suchi") enforces strict access control by requiring all visitors to be accompanied by staff. Safety is further reinforced through clear signage, hazard warnings, physical barriers such as fences and barricades, and designated pedestrian walkways. Emergency evacuation plans are clearly displayed in all operational areas, while environmental controls are in place to minimise dust, noise, and emissions.

Quality control is embedded throughout the production process. All raw and packaging materials are sourced exclusively from approved suppliers and are subjected to incoming inspections. Quality checks are conducted during production and upon completion, ensuring finished goods meet required standards. Non-conforming items ("NCI") and non-confirming outputs ("NCO") are systematically identified and managed, while internal audits and a risk management plan help sustain compliance and continuous improvement.

Country Farms Sdn Bhd

Country Farms Sdn Bhd ("Country Farms") implements a structured quality control process to ensure the safety and integrity of its food products. Quality inspections are carried out upon the receipt of raw materials, followed by daily checks during the production and packing stages to maintain consistent product standards.

To safeguard food safety, Country Farms requires comprehensive documentation prior to the purchase of any new product. Additionally, a certificate of analysis ("COA") is mandated for each shipment or delivery, allowing for traceability and verification of quality before materials enter the production process.

SUSTAINABILITY STATEMENT

Berjaya Krispy Kreme Doughnuts Sdn Bhd

Berjaya Krispy Kreme Doughnuts Sdn Bhd ("KKD") maintains strict adherence to internal quality protocols outlined in its Doughnuts Guide, which governs every stage of the production process. This guide serves as the foundation for maintaining product consistency, safety, and compliance with food quality standards.

Through standardised procedures and routine checks, KKD ensures that raw ingredients, preparation methods, and final products meet the brand's global quality expectations. The company's commitment to maintaining excellence in every batch underscores its dedication to product integrity and operational discipline.

Veggie Nature Pesticide Free Farming

Veggie Nature is a division of Berjaya Hills Resort, a subsidiary of Berjaya Corporation Berhad. Dedicated to sourcing and selling only the freshest, pesticide-free vegetables, ensuring that every bite is not only delicious but also contributes to the overall well – being of our customers. Through our relentless pursuit of excellence, we aim to educate and inspire individuals to make healthier food choices, ultimately improving their quality of life. Nestled in Berjaya Hills, veggie nature is strategically located at an elevated location that provides the optimal humidity and temperature to grow high quality crops. By adopting sustainable farming techniques, Veggie Nature eliminates the use of harmful chemicals and preserve the health of our ecosystems. This, in turn, ensures the long-term sustainability of our food production systems.

Berjaya Food Berhad ("BFood")

BFood demonstrates responsible operations through its commitment to food safety, quality assurance, and ethical sourcing. Suppliers are required to meet stringent standards aligned with international benchmarks to ensure product integrity and consumer trust.

During the year, Starbucks Malaysia ("BStarbucks") conducted comprehensive audits in line with Global Food Safety Initiative (GFSI) standards, covering supplier hygiene, ingredient traceability, and product specifications. The brand also achieved a 98.5% SKU accuracy rate in its annual warehouse stock count, underscoring operational discipline and robust inventory control.

Veggie Nature

To promote responsible consumption, BStarbucks continued to innovate through plantbased and low-sugar options catering to diverse dietary needs. Meanwhile, BJoybean maintained its focus on food safety and product quality through advanced soy extraction technology and the use of premium soybeans, ensuring consistent freshness and excellence across its offerings.

Sports Toto Berhad ("SPToto")

SPToto continues to uphold responsible operations through its compliance with the World Lottery Association ("WLA") Level 3 Responsible Gaming Framework and ISO/IEC 27001:2022 Information Security Management certification. These standards ensure that all draw processes remain transparent, secure, and independently audited.

In addition, SPToto integrates responsible gaming principles across its operations by promoting player education, offering customer support channels, and partnering with rehabilitation and counselling organisations to encourage safe and informed participation. Through these measures, SPToto reinforces Berjaya Group's broader commitment to ethical governance, player protection, and long-term business integrity.

BLand Hospitality (Hotels & Resorts)

The Group's Hospitality Segment upholds strict internal service quality standards across all aspects of guest experience, from room cleanliness and dining to safety, facility maintenance, and tenant services. Guest satisfaction is continuously monitored through multiple feedback platforms, including the TrustYou App, customer feedback forms, and Google reviews.

In FY2025, BLand Hospitality (Hotels & Resorts) achieved an average TrustYou score of

88.41

Inclusivity and accessibility also remain integral to quality service delivery. All hotels, resorts, and recreation clubs feature disabled-friendly designs and amenities, including wheelchair-accessible facilities, widened doorframes, ramps, and bathrooms with minimum circulation spaces of 150 cm. Berjaya Langkawi Resort recently underwent refurbishments to upgrade rooms, suites, and public facilities, further enhancing comfort and accessibility. The resort's efforts were recognised at the Travel Excellence Awards 2024 by TripZilla (awarded the Resort Star) and in the Best Family Resorts Awards 2024 by Holidays with Kids magazine, where it secured 5th place.

All hospitality assets are also strategically located for optimal accessibility and convenience. ANSA Hotel Kuala Lumpur and Berjaya Times Square Hotel Kuala Lumpur enjoy a prime location within walking distance of monorail and/or MRT stations. To further enhance connectivity, several establishments offer shuttle services tailored to guest needs. This includes BHills and Berjaya Beau Vallon Bay Resort & Casino, which offer return services to the capital city; Berjaya Tioman Resort and The Taaras Beach & Spa Resort which provide transfers to and from the jetty; and Berjaya Penang Hotel, that provides complimentary shuttle services to and from major hospitals.

SUSTAINABILITY STATEMENT

RESPONSIBLE MARKETING AND COMMUNICATION

BCorp is committed to maintaining high standards of responsible marketing and communication by ensuring that all published content is accurate, transparent, and consistent across its business segments. Whether through official websites, promotional materials, or social media channels, BCorp delivers trustworthy and verifiable information about its products, services, and initiatives. This approach strengthens stakeholder confidence and supports informed decision-making.

Particularly within its Food and Retail segment, BCorp places strong emphasis on accurate labelling and ethical advertising practices. All product claims, ingredient disclosures, and dosage information undergo thorough internal review to comply with relevant advertising and labelling regulations. This careful vetting process helps ensure that consumer-facing communications are both compliant and credible, reinforcing the Group's accountability in upholding public health and safety standards.

Berjaya University College

Berjaya University College ("BUC") is committed to transparent, ethical, and accurate communication across all its public-facing platforms. The institution ensures that marketing messages are clear, consistent, and grounded in factual representation, in line with responsible promotional practices.

BUC supports its social media content with verifiable information, such as post-event write-ups accompanied by photographs that accurately reflect activities and campus life. All promotional materials, including brochures and the official website, are regularly reviewed to ensure consistency and accuracy of information, particularly around programme offerings, campus features, and student services. This includes detailed descriptions of facilities and amenities, allowing prospective students and stakeholders to make well-informed decisions.

Cosway (M) Sdn Bhd

Cosway, operating under BCorp's Retail (Non-Food) segment, is firmly committed to transparent and compliant communication practices, particularly in the promotion of its health and wellness products. All health supplement write-ups intended for publication, including those featured in newsletters and marketing collateral, are submitted for approval by the Medicines Advertisement Board to ensure that content meets regulatory and ethical advertising standards.

To further uphold public trust, Cosway subjects its product labels, especially for food and health supplements, to screening by the Ministry of Health Malaysia. This process ensures that all ingredient lists, nutrition facts, and health claims are accurate, permissible, and aligned with prevailing food and drug regulations.

Additionally, in markets such as Singapore, Cosway complies with the NutriGrade Beverage Labelling system. This framework assigns beverages a grade from A to D based on sugar and fat content, helping consumers make informed dietary choices.

BCorp Services (Gaming) Segment

Within the Services (Gaming) segment, BCorp maintains strict compliance with national laws and ethical advertising standards to ensure that all marketing activities are conducted responsibly. All promotional efforts are guided by the provisions of the Communication and Multimedia Act 1998, the Common Gaming Houses Act 1953, the Betting Act 1953, and other relevant legislation governing the gaming industry. This includes:

- Sensitivity to religious and age considerations, avoiding promotion to Muslims or minors
- Avoiding appeals to persons under 21 or targeting specific ethnic groups
- Ensuring no false or misleading claims that violate gaming laws
- Not misrepresenting the probability of winning
- Avoiding the promotion of gambling as an alternative to work or a reasonable financial strategy

Berjaya Food Berhad ("BFood")

Furthermore, BCorp upholds responsible business practices across all its subsidiaries, ensuring that operations are guided by integrity, transparency, and customer trust. BFood exemplifies this commitment by delivering diverse, high-quality food and beverage offerings that reflect excellence and authenticity. The company empowers customers to make informed choices through transparent labelling, accurate product information, and responsible marketing communications.

Clear details on ingredients, nutritional content, and dietary suitability are consistently provided across all brands and touchpoints, whether for dine-in, takeaway, or packaged products. These efforts are aligned with the Malaysian Code of Advertising, overseen by the Malaysian Communications and Multimedia Commission ("MCMC"), and the Ministry of Health's ("MOH") Food Act 1983 labelling guidelines, reinforcing BFood's dedication to ethical and responsible consumer engagement.

SPToto

Similarly, SPToto is steadfast in its commitment to responsible gaming, ensuring that customers enjoy a safe and well-informed experience. The company promotes awareness through easily accessible educational materials available at outlets, on social media, and via its website. Its on-ground Responsible Gaming Week in September 2024 reached around 500 customers across three outlets, fostering understanding of responsible play.

A dedicated helpdesk provides ongoing support, while partnerships with local rehabilitation centres strengthen assistance for individuals facing gambling-related challenges. SPToto also enforces strict measures against underage betting and illegal operators and upholds a no-smoking policy across all gaming locations. Through online tools like the Game Calculator and Self-Assessment Tool, players are encouraged to monitor their gaming habits and manage spending. By maintaining a single, controlled access point where purchases can only be made at authorised outlets, SPToto continues to create a responsible gaming environment that prioritises safety and harm prevention.

SUSTAINABILITY STATEMENT

BURSA SUSTAINABILITY PERFORMANCE TABLE

Indicator	Measurement Unit	2023	2024	2025
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Senior management	Percentage	11.08	6.61	12.33
Middle management	Percentage	8.44	7.24	31.07
Junior management	Percentage	2.32	5.08	25.04
Non-executive	Percentage	4.75	0.51	7.41
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	33.33	3.35	43.08
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	38,711,420.00	47,194,725.00	53,290,020.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	20,015	59,061	55,868
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior management Under 30	Percentage	1.01	0.60	0.00
Senior management Between 30-50	Percentage	44.33	39.94	42.31
Senior management Above 50	Percentage	54.66	59.46	57.69
Middle management Under 30	Percentage	6.63	4.54	3.81
Middle management Between 30-50	Percentage	69.25	69.30	70.20
Middle management Above 50	Percentage	24.52	26.16	25.99
Junior management Under 30	Percentage	26.72	24.89	27.93
Junior management Between 30-50	Percentage	58.71	58.61	57.47
Junior management Above 50	Percentage	14.20	16.50	14.60
Non-executive Under 30	Percentage	65.30	60.31	57.01
Non-executive Between 30-50	Percentage	26.93	30.52	35.59
Non-executive Above 50	Percentage	7.08	9.17	7.40
Gender Group by Employee Category				
Senior management Male	Percentage	62.47	59.76	50.46
Senior management Female	Percentage	37.78	40.24	41.54
Middle management Male	Percentage	50.05	49.95	50.48
Middle management Female	Percentage	49.95	50.05	49.52
Junior management Male	Percentage	47.94	48.62	49.89
Junior management Female	Percentage	52.06	51.38	50.11
Non-executive Male	Percentage	55.79	56.90	57.25
Non-executive Female	Percentage	44.20	43.10	42.75
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	0.00	0.00	0.00
Female	Percentage	100.00	100.00	100.00
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	62.50	38.71	62.50
Above 50	Percentage	37.50	61.29	37.50

Internal assurance External assurance No assurance (*)Restated

SUSTAINABILITY STATEMENT

Indicator	Measurement Unit	2023	2024	2025
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	Megawatt	154,396.68	151,332.36	228,055.56
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	-	0.29	0.27
Bursa C5(c) Number of employees trained on health and safety standards	Number	1,941	1,341	2,219
Bursa (Labour practices and standards)				
Bursa C6(a) Total hours of training by employee category				
Senior management	Hours	1,318	2,014	5,811
Middle management	Hours	4,968	10,238	15,808
Junior management	Hours	7,198	20,973	27,547
Non-executive	Hours	10,038	316,248	297,622
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	25.39	23.82	23.91
Bursa C6(c) Total number of employee turnover by employee category				
Senior management	Number	48	40	31
Middle management	Number	213	185	124
Junior management	Number	413	390	390
Non-executive	Number	3,423	3,692	2,571
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	79.06	59.79	53.20
Bursa (Data privacy and security)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	3,947.560000	3,682.480000	3,990.058000
Bursa (Waste management)				
Bursa C10(a) Total waste generated	Metric tonnes	-	-	3,557.878
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	-	789.433
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	-	2,652.223
Bursa (Emissions management)				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	-	28,321.88
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	-	78,222.98
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	-	25,130.18

Internal assurance External assurance No assurance (*)Restated

SUSTAINABILITY STATEMENT

STATEMENT OF USE:
Berjaya Corporation Berhad has reported the information cited in this GRI content index for the period 1 July 2024 - 30 June 2025 with reference to the GRI Standards.

GRI 1 USED:
GRI 1: Foundation 2021

Pillar	GRI Standard	GRI Code	GRI Disclosure	BURSA SRG3 Alignment	F4GBM Alignment	SASB Alignment	UNSDG Alignment	UNGC Alignment	Page Reference
ORGANISATIONAL OVERVIEW	GRI 2: General Disclosures 2021	2-1	Organizational details	–	–	–	–	–	Corporate Structure (pages 32-33) Corporate Information (page 2)
		2-2	Entities included in the organization's sustainability reporting	Scope and Basis of Scope					Reporting Scope and Boundary (page 36)
		2-3	Reporting period, frequency and contact point						
		2-4	Restatements of information						N/A
		2-5	External assurance	Assurance					SIRIM QAS International Sdn Bhd Independent Assurance Statement (page 89)
		2-6	Activities, value chain and other business relationships	–					Value We Create (page 38)
		2-7	Employees	Labour Practices & Standards C6(b)	Labour Standards	FB-RN-000.B	SDG5, 8	Principle 6	Diversity, Equity, and Inclusion (page 66)
		2-8	Workers who are not employees						
SUSTAINABILITY GOVERNANCE		2-9	Governance structure and composition	Sustainability Governance	Corporate Governance	–	SDG 16, 17	Principle 10	Sustainability Governance (page 48)
		2-10	Nomination and selection of the highest governance body						
		2-11	Chair of the highest governance body						
		2-12	Role of the highest governance body in overseeing the management of impacts						
		2-13	Delegation of responsibility for managing impacts						
		2-14	Role of the highest governance body in sustainability reporting						
		2-15	Conflicts of interest						Profile of Directors (page 3) Corporate Governance Overview Statement (pages 91-105) Board Diversity (page 48)
		2-16	Communication of critical concerns						Whistblowing (page 51)
		2-17	Collective knowledge of the highest governance body						Profile of Directors (page 3) Corporate Governance Overview Statement (pages 91-105) Board Diversity (page 48)
		2-18	Evaluation of the performance of the highest governance body						Corporate Governance Overview Statement (pages 91-105)
		2-19	Remuneration policies						
		2-20	Process to determine remuneration						
		2-21	Annual total compensation ratio						
		2-22	Statement on sustainable development strategy		Risk Management; Human Rights & Community			Principle 1, 2, 3, 7, 10	Value We Create (page 38) Leadership Statement (page 37)
		2-23	Policy commitments						
		2-24	Embedding policy commitments						Whistleblowing (page 51)
		2-25	Processes to remediate negative impacts						
		2-26	Mechanisms for seeking advice and raising concerns						
		2-27	Compliance with laws and regulations						Ethical Business Conduct (page 49)

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Pillar	GRI Standard	GRI Code	GRI Disclosure	BURSA SRG3 Alignment	F4GBM Alignment	SASB Alignment	UNSDG Alignment	UNGC Alignment	Page Reference
STAKEHOLDER		2-28	Membership associations						Membership Of Associations (page 43)
		2-29	Approach to stakeholder engagement						Stakeholder Engagement (page 41)
		2-30	Collective bargaining agreements		Labour Standards	IF-WM-310a.1			Supply Chain Management (page 54) Employee Wellness and Engagement (page 71) Upholding Labour and Human Rights (page 74)
MATERIALITY	GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	–	–	–	–	Enhancing Sustainability Impact with Materiality (page 44)
		3-2	List of material topics						
		3-3	Management of material topics	Management Approach					
ECONOMIC	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	–	–	CG-MR-410a.1 FB-RN-000.A	SDG 1, 8, 10, 13		Direct Economic Impacts (page 52)
		201-2	Financial implications and other risks and opportunities due to climate change	TCFD Aligned Disclosure					Climate-Related Strategic Disclosures (page 57)
		201-3	Defined benefit plan obligations and other retirement plans	–					Competitive Remuneration and Benefits (page 71)
		201-4	Financial assistance received from government	–					N/A
	GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	–	Human Rights & Community	–	SDG 5, 8, 10	Principle 6	N/A
		202-2	Proportion of senior management hired from the local community						Diversity, Equity, and Inclusion (page 66)
	GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	–	Human Rights & Community	–	SDG 9, 11	–	Indirect Economic Impact (page 53)
		203-2	Significant indirect economic impacts						
	GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain Management C7(a)	Human Rights & Community	FB-RN-430a.1 FB-RN-430a.2 FB-RN-430a.3	SDG 8 SDG 17		Supply Chain Management (page 54) Local Procurement (page 55)
GOVERNANCE	GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Anti-Corruption C1(a) C1(b) C1(c)	Anti-Corruption	SV-CA-510a.1 SV-CA-510a.2	SDG 4 SDG 16	Principle 10	Anti-Bribery and Anti-Corruption (page 50)
		205-2	Communication and training about anti-corruption policies and procedures						
		205-3	Confirmed incidents of corruption and actions taken						
	GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	–	–		SDG 8, 10, 16	Principle 10	N/A
	GRI 207: Tax 2019	207-1	Approach to tax	–	Tax Transparency	–	SDG 10, 16, 17	–	N/A
		207-2	Tax governance, control, and risk management						
		207-3	Stakeholder engagement and management of concerns related to tax						
		207-4	Country-by-country reporting						

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Pillar	GRI Standard	GRI Code	GRI Disclosure	BURSA SRG3 Alignment	F4GBM Alignment	SASB Alignment	UNSDG Alignment	UNGC Alignment	Page Reference
ENVIRONMENTAL	GRI 301: Materials 2016	301-1	Materials used by weight or volume	Materials S5(a)	Pollution & Resources	–	SDG 12	Principle 7, 8, 9	Materials and Resource Management (page 64)
		301-2	Recycled input materials used						
		301-3	Reclaimed products and their packaging materials			CG-MR-410a.2 CG-MR-410a.3 FB-RN-150a.2			
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Management C4(a)	Climate Change	SV-CA-130a.1 CG-MR-130a.1 IF-WM-110b.1 IF-WM-110b.2 SV-HL-130a.1 FB-RN-130a.1	SDG 7, 12, 13	Principle 7, 8, 9	Energy Management (page 60)
		302-2	Energy consumption outside of the organization						
		302-3	Energy intensity						
		302-4	Reduction of energy consumption						
		302-5	Reductions in energy requirements of products and services						
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water C9(a) Effluents S8(a)	Water Use Pollution & Resources	–	SDG 6, 12	Principle 7, 8, 9	Water Management (page 63)
		303-2	Management of water discharge-related impacts			IF-WM-150a.1 IF-WM-150a.2 IF-WM-150a.3			
		303-3	Water withdrawal			SV-HL-140a.1			
		303-4	Water discharge			–			
		303-5	Water consumption			FB-RN-140a.1			
	GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity S1(a) S1(b) S1(c)	Biodiversity	SV-HL-160a.1 SV-HL-160a.2	SDG 14, 15	Principle 7, 8, 9	Biodiversity Management (page 65)
		304-2	Significant impacts of activities, products and services on biodiversity						
		304-3	Habitats protected or restored						
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations						
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Emissions Management C11(a) C11(b) C11(c)	Climate Change	IF-WM-110a.1 IF-WM-110a.2 IF-WM-110a.3	SDG 7, 12, 13	Principle 7, 8, 9	Emissions Management (page 61)
		305-2	Energy indirect (Scope 2) GHG emissions						
		305-3	Other indirect (Scope 3) GHG emissions						
		305-4	GHG emissions intensity						
		305-5	Reduction of GHG emissions						
		305-6	Emissions of ozone-depleting substances (ODS)	Emissions - Air Quality/Pollution S4(a)	Pollution & Resources	IF-WM-120a.1 IF-WM-120a.3			
		305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions						
	GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Management C10(a) C10(a)(i) C10(a)(ii)	Pollution & Resources	IF-WM-420a.1 IF-WM-420a.2 IF-WM-420a.3 IF-WM-420a.4 FB-RN-150a.1 FB-RN-150a.2	SDG 6, 12	Principle 7, 8, 9	Waste Management (page 62)
		306-2	Management of significant waste-related impacts						
		306-3	Waste generated						
		306-4	Waste diverted from disposal						
		306-5	Waste directed to disposal						
	GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Supply Chain (Environment) S6(a) S6(b)	Supply Chain (Environment)	FB-RN-430a.1 FB-RN-430a.2 FB-RN-430a.3	SDG 8, 11, 12, 16	Principle 7, 8	Supply Chain Management (page 54)
		308-2	Negative environmental impacts in the supply chain and actions taken						

SUSTAINABILITY STATEMENT

Pillar	GRI Standard	GRI Code	GRI Disclosure	BURSA SRG3 Alignment	F4GBM Alignment	SASB Alignment	UNSDG Alignment	UNGC Alignment	Page Reference
SOCIAL (continued)	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Labour Practices and Standards C6(c)	Labour Standards	CG-MR-310a.2 SV-HL-310a.1 FB-RN-310a.1	SDG 5, 8	Principle 6	Talent Development and Management (page 69)
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees			–			Competitive Remuneration and Benefits (page 71)
		401-3	Parental leave						
	GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	–	–	–	SDG 8	—	Competitive Remuneration and Benefits (page 71)
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health and Safety C5(a) C5(b) C5(c)	Health & Safety	–	SDG 3, 4, 8	–	Workplace Health and Safety (page 73)
		403-2	Hazard identification, risk assessment, and incident investigation						
		403-3	Occupational health services						
		403-4	Worker participation, consultation, and communication on occupational health and safety						
		403-5	Worker training on occupational health and safety						
		403-6	Promotion of worker health			SV-CA-320a.2			
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships						
		403-8	Workers covered by an occupational health and safety management system			–			
		403-9	Work-related injuries			IF-WM-320a.1 IF-WM-320a.3			
		403-10	Work-related ill health			–			
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Labour Practices and Standards C6(a)	Labour Standards	–	SDG 4, 5, 8	–	Training and Development (page 69)
		404-2	Programs for upgrading employee skills and transition assistance programs						
		404-3	Percentage of employees receiving regular performance and career development reviews						
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diversity C3(a) C3(b)	Labour Standards	CG-MR-330a.1	SDG 5, 8, 10	Principle 6	Diversity, Equity, and Inclusion (page 66) Board Diversity (page 48) Profile of Directors (page 3)
		405-2	Ratio of basic salary and remuneration of women to men			–			N/A
	GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	–	Labour Standards	CG-MR-330a.2 SV-HL-310a.4 FB-RN-310a.3	SDG 5, 8, 10, 16	Principle 6	Grievance and Whistleblowing Mechanisms (page 68)
	GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	–	Labour Standards	–	SDG 8, 10, 16	Principle 1, 2, 3	Supply Chain Management (page 54) Upholding Labour and Human Rights (page 74)
	GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	–	Labour Standards	CG-MR-310a.3 SV-HL-310a.2 FB-RN-310a.3	SDG 8, 10, 16	Principle 1, 2, 5	Upholding Labour and Human Rights (page 74)

SUSTAINABILITY STATEMENT

Pillar	GRI Standard	GRI Code	GRI Disclosure	BURSA SRG3 Alignment	F4GBM Alignment	SASB Alignment	UNSDG Alignment	UNGC Alignment	Page Reference
SOCIAL (continued)	GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	–	Labour Standards	–	SDG 8, 10, 16	Principle 1, 2, 4	Upholding Labour and Human Rights (page 74)
	GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	–	–	–	SDG 4, 16	Principle 1, 2	N/A
	GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	–	Human Rights & Community	–	SDG 10, 16	Principle 1, 2	N/A
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community/ Society C2(a) C2(b)	Human Rights & Community	–	SDG 11, 16, 17	–	Partnering with Communities: Through Our People and Purpose (page 75)
		413-2	Operations with significant actual and potential negative impacts on local communities						
	GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain (Social) S7(a) S7(b)	Supply Chain (Social)	FB-RN-430a.1 FB-RN-430a.2 FB-RN-430a.3	SDG 8, 10, 11, 16	Principle 1, 2	Supply Chain Management (page 54)
		414-2	Negative social impacts in the supply chain and actions taken						
	GRI 415: Public Policy 2016	415-1	Political contributions	–	Anti-Corruption	–	SDG 16	Principle 10	Ethical Business Conduct (page 49)
	GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Customer Health & Safety/ Product Responsibility S3(a) S3(b) S3(c)	Customer Responsibility	SV-CA-260a.1 SV-CA-260a.2 SV-CA-320a.1 FB-RN-250a.1 FB-RN-250a.2 FB-RN-250a.3	SDG 3, 16	–	Responsible Operations and Quality Management (page 79) Responsible Marketing and Communications (page 81)
		416-2	Incidents of non-compliance concerning the health and safety impacts of products and services						
	GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	–	Customer Responsibility	FB-RN-260a.3	SDG 16	–	Responsible Operations and Quality Management (page 79) Responsible Marketing and Communications (page 81)
		417-2	Incidents of non-compliance concerning product and service information and labeling						
		417-3	Incidents of non-compliance concerning marketing communications						
	GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security C8(a)	Human Rights & Community	CG-MR-230a.1 CG-MR-230a.2	SDG 16	–	Product Quality and Customer Satisfaction (page 55)

SIRIM QAS INTERNATIONAL SDN BHD INDEPENDENT ASSURANCE STATEMENT

To Board of Directors, Stakeholders, and Interested Parties,

SIRIM QAS International Sdn. Bhd. was engaged by Berjaya Corporation Berhad (hereafter referred to as BCorp) to perform an independent verification and provide assurance of BCorp Sustainability Statement FY2025. The main objective of the verification process is to provide assurance to BCorp and its stakeholders on the accuracy and reliability of the information as presented in this statement. The verification by SIRIM QAS International pertains to all sustainability performance information (subject matter) as listed below, within the assurance scope which is included in BCorp Sustainability Statement FY2025. The content disclosed in this Sustainability Statement includes BCorp and its four core business segments: Retail, Services, Property Development and Hospitality. However, it is to note that this assurance statement excludes information reported for REDtone Digital Berhad.

The management of BCorp was responsible for the preparation of the Sustainability Statement FY2025. The objective and impartiality of this statement is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of the BCorp Sustainability Statement and the Annual Report 2025.

The assurance engagement was designed to provide limited assurance in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, and BURSA Sustainability Reporting Guide, irrespective of the organization's ability to achieve its objectives, targets or expectations on their subject matter and sustainability-related issues. The assurance process covers the verification of material matters presented in the Sustainability Statement under the following sustainability framework pillars: Economic Prosperity, Advancing Environmental Stewardship, Operating Responsibly, Empowering People and Communities. In addition, the sustainability indicators outlined by Bursa Malaysia were reviewed and verified to ensure the accuracy, completeness, and reliability of the reported information. The results of this verification are systematically presented in Appendix 1 and the Report to Management, with further details provided therein.

The verification was carried out by SIRIM QAS International between September and October 2025, with the following methodologies:

- Reviewing and verifying the traceability, consistency and accuracy of information collected from various sources; internal and external documentation made available during the assessment.
- Verification of the data presented in the Sustainability Statement, which includes a detailed review of the sampled data.
- Interviewing key personnel responsible for collating information and developing various sections of the report to substantiate the veracity of the claims.

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of other information reported in BCorp's Annual Report 2025.
- The review excluded all financial-related data, as these are subjected to the company's financial audit.

- As part of this assurance engagement, the verification team visited the corporate office at Berjaya Times Square, Kuala Lumpur. However, the verification process did not include physical inspections of any of BCorp's operations and assets.
- The verification team did not assess or verify any data related to contractors or third parties.

Conclusion

SIRIM QAS International, a Conformity Assessment Body in Malaysia, is accredited to both ISO 17021-1:2015 and ISO 17065:2012 covering all our operational activities. The appointed assessors performing the assurance engagement were selected appropriately based on our internal qualifications, training and experience. The verification process is reviewed by management to ensure that the approach and assurance are strictly followed and operated transparently. During the verification process, issues were raised, and clarifications were sought from the management of BCorp relating to the accuracy of some of the information contained in the statement. In response to the findings, the Sustainability Statement was subsequently reviewed and revised by BCorp. It is confirmed that changes that have been incorporated into the final version of the statement have addressed all issues. Based on the scope of the assessment process and evidence obtained, the following represents SIRIM QAS International's opinion:

- The level of data accuracy included in BCorp Sustainability Statement FY2025 is fairly stated;
- The level of disclosure of the specific sustainability performance information presented in the statement was found to be properly prepared;
- The personnel responsible were able to demonstrate the origin(s) and interpretation of data contained in the statement;
- The Sustainability Statement FY2025 provides a reasonable and balanced presentation of the sustainability performance of Berjaya Corporation Berhad.

List of Assessors.

1)	Ms. Aernida Abdul Kadir	:	Team Leader
2)	Ms. Kamini Sooriamoorthy	:	Team Member
3)	Ms. Suzalina Kamaralrifin	:	Team Member
4)	Ms. Aine Jamaliah Mohamad Zain	:	Team Member
5)	Ms. Farhanah Ahmad Shah	:	Team Member

Statement Prepared by:

AERNIDA BINTI ABDUL KADIR

Team Leader
Management System Certification Department
SIRIM QAS International Sdn. Bhd.

Date: 24 October 2025

Statement Approved by:

WAN SHAHIMA BINTI MIOR AHMED SHAHIMI

General Manager
Management System Certification Department
SIRIM QAS International Sdn. Bhd

Date: 28 October 2025

Note: This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd does not express an opinion on, nor guarantee the integrity and/or accuracy of the information provided with the view that the conclusion was conducted post verification assessment, hence not verified. SIRIM QAS International shall not be responsible for any changes or additions made after the referred date (24 October 2025).