



**BERJAYA**

**BERJAYA FOOD BERHAD**

[Registration No. 200901032946 (876057-U)]

ANNUAL REPORT 2025

# CONNECTING CULTURES, EXPANDING BORDERS



STARBUCKS





# VISION

To be the leading Food and Beverage organisation with a portfolio of reputable brands that will enhance profitable and sustainable growth and stakeholder returns.



# MISSION

- To ensure we provide a people culture that is performance driven and built on the foundations of personal development, diversity, and mutual respect for each other.
- To ensure total customer satisfaction.
- To generate a profitable rate of return for all our shareholders.
- To carry out our business in ways that are socially and environmentally responsible.



## 16<sup>th</sup> Annual General Meeting



Wednesday  
3 December 2025  
10:00am



Perdana Ballroom, Bukit Jalil Golf & Country  
Resort, Jalan Jalil Perkasa 3, Bukit Jalil  
57000 Kuala Lumpur.

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# CORPORATE PROFILE

**Berjaya Food Berhad ("BFood") was incorporated in Malaysia on 21 October 2009 and subsequently converted into a public listed company on 3 December 2009. It was listed on the Main Market of Bursa Malaysia Securities Berhad on 8 March 2011. Today, BFood is actively involved in the development and expansion of well-known food and beverage brands in Malaysia and internationally.**

As part of The Listing Scheme, Berjaya Roasters (M) Sdn Bhd ("BRoasters") the operator of the Kenny Rogers ROASTERS ("KRR") restaurant chain in Malaysia was acquired in January 2011, becoming a wholly-owned subsidiary of BFood. On 19 July 2012, BFood completed the acquisition of 11,500,000 ordinary shares of RM1.00 each, representing a 50% equity interest in Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks"), for a cash consideration of RM71.7 million. The remaining 50% equity interest was held by Starbucks Coffee International, Inc. ("SCI"). Subsequently, on 9 August 2012, BFood completed a Rights Issue exercise involving 115,081,760 new shares and an equal number of warrants, which were listed on the Main Market of Bursa Malaysia Securities Berhad on 13 August 2012. On 18 September 2014, BFood acquired the remaining 50% equity interest in BStarbucks from SCI for a total cash consideration of USD88 million (approximately RM279.52 million), making BStarbucks a wholly-owned subsidiary of BFood.

On 7 October 2013, Berjaya Food International ("BFI") had entered into a Joint Venture Cum Shareholders' Agreement ("JVSA") with Deluxe Daily Food Sdn Bhd ("Deluxe") for the subscription of an 80% equity interest in Berjaya Food Supreme Sdn Bhd ("BFS"), a Brunei-incorporated entity established to operate the Starbucks Coffee chain in Brunei Darussalam. The investment amounted to approximately BND1.20 million (equivalent to RM6.20 million), while Deluxe subscribed to the remaining 20% equity interest.

On 19 August 2020, BFI entered into a Subscription Cum Shareholders' Agreement for the proposed subscription of a 50% stake in Ser Vegano Sdn Bhd ("Ser Vegano") for a total cash consideration of RM250,000. Ser Vegano operated a Latin-inspired, Tex-Mex, plant-based vegan restaurant under the brand "SALA". Subsequently, on 31 July 2024, BFI entered into a Share Sale Agreement with Mr. Mohammed Fauzi Bin Hussein Nazri for the disposal of 50,100 ordinary shares, representing 50% equity interest in Ser Vegano, for a cash consideration of RM1.00. The disposal was completed on 15 August 2024.

Berjaya Kelava Sdn Bhd ("BKelava") was incorporated in Malaysia on 1 November 2021. On the same date, BFI entered into a Subscription Cum Shareholders' Agreement for the subscription of 51% of BKelava's issued share capital for a total cash consideration of RM200,430. Subsequently, on 4 October 2024, a Share Sale Agreement ("SSA") was executed between BFI and Countryfarm Organics Sdn Bhd ("CFSB"), an indirect subsidiary of Berjaya Corporation Berhad ("BCorporation"), for the disposal of 200,430 ordinary shares (representing 51% equity interest) for a cash consideration of RM1.00, and 3,238,855 of 6% Redeemable Convertible Preference Shares ("RCPS") in BKelava for a cash consideration of RM1.35 million. On 2 December 2024, BFI had completed the disposal of its investment in BKelava and RCPS was transferred to CFSB on 10 February 2025.

On 20 June 2022, BFI entered into a Joint Venture Agreement ("JVA") with Paris Baguette Singapore Pte Ltd, an international bakery operator, for the subscription of a 50% equity interest in Berjaya Paris Baguette Sdn Bhd ("BPBM"). BPBM operates a fast-casual, French-inspired South Korean bakery chain under the brand name "Paris Baguette". On 1 August 2023, BFI entered into a JVSA with Middle Trade, Inc. ("MTI") to incorporate Berjaya Paris Baguette Philippines Inc. ("BPBP") in the Philippines. The joint venture is established to develop and operate the "Paris Baguette" bakery chain in the Philippines. BFI subscribed for 60% equity interest in BPBP for a total cash consideration of approximately PHP89.7 million (equivalent to about RM6.65 million), while MTI subscribed for the remaining 40% equity interest.

On 4 March 2024, BFI established Berjaya Nordic (Denmark) ApS ("BNDA") through the subscription of 5,348 new ordinary shares, representing 95.5% equity interest, for a total consideration of EUR5,348 (approximately



## CORPORATE PROFILE

RM28,000). BNDA serves as an investment holding company. Subsequently, on 18 March 2024, BNDA incorporated Berjaya Coffee Nordic ApS ("BCNA") with a subscription of 5,600 ordinary shares representing 100% equity interest for EUR5,600 (about RM28,500). BCNA is set to operate the Starbucks Coffee chain of cafés in Denmark.

On 27 March 2024, Berjaya Coffee (Iceland) ehf ("BCI"), an Icelandic limited liability company, was incorporated under BNDA via the subscription of 500,000 ordinary shares, representing 100% equity interest, for a paid-up capital of EUR3,327 (approximately RM17,227).

On 22 February 2025, BFI entered into a JVSA with Deluxe Daily Food Sdn Bhd to establish a new subsidiary, Berjaya Paris Baguette (B) Sdn Bhd ("BPBB"), in which BFI holds a 70% equity interest. The principal activities of BPBB are to develop and operate the "Paris Baguette" bakery café in Brunei Darussalam, and to establish franchise stores under the "Paris Baguette" brand.

On 22 April 2025, BFI incorporated a wholly-owned subsidiary, BFood Management Sdn Bhd ("BFM"), with a share capital of RM3,000. The intended principal activities of BFM are to provide consultancy services and to act as an intermediary in the sale of equipment and product transactions, including the collection of commissions or rebates.



Recently on 14 August 2025, BFI entered into a JVSA with Hock Kee F&B Holding Sdn Bhd ("HKFB") to establish a new company, BHK Culinary (M) Sdn Bhd ("BHK") in Malaysia. The joint venture aims to develop and operate coffee shops, cafés, and restaurants under the "Hock Kee Kopitiam" brand within Malaysia. Both BFI and HKFB hold an equal 50% equity interest in BHK.

### STARBUCKS COFFEE COMPANY

Starbucks Coffee in Malaysia, operated by BStarbucks, has grown significantly since its first store opening in Kuala Lumpur on 17 December 1998. Currently, BStarbucks is present in all states and Federal Territories across Malaysia, with a total of 301 stores as of 30 June 2025.

BStarbucks pioneered the drive-thru concept in Malaysia, launching the first such store in Johor Bahru in December 2009. In 2015, BStarbucks introduced the Starbucks Reserve™ concept store to offer a premium coffee experience, featuring some of the finest beans in the world and providing customers with an immersive coffeehouse atmosphere.

Furthermore, BStarbucks is proud to operate the first Starbucks Signing Store globally, which supports the Deaf community by providing meaningful employment and fostering personal development. In December 2024, BStarbucks opened its fourth Signing Store at Permas City in Johor.

In Brunei, BFS opened its first store in Mabohai Shopping Complex on 16 February 2014, featuring an "Experience Bar" where customers can enjoy their favourite coffees through the pour-over brewing method. The first drive-thru Starbucks store in Brunei followed shortly, opening in Beribi on 7 September 2014. As of 30 June 2025, there are three Starbucks stores in Brunei.

In Iceland, BFI opened its first store at Alda Hotel, Reykjavík on 5 July 2025, marking the brand's entry into the Icelandic market. Located along Laugavegur, one of Reykjavík's busiest streets and a popular area for both tourists and locals, the store offers a full range of Starbucks beverages and merchandise tailored to the Icelandic market.

The centrally located store aims to serve as a welcoming spot for travellers exploring the city as well as the local community.

## CORPORATE PROFILE



### PARIS BAGUETTE

Paris Baguette, the renowned global bakery chain, opened its first flagship store in Malaysia at Pavilion Kuala Lumpur on 18 January 2023. The store introduced a unique fusion of French-inspired South Korean pastries, breads, and baked goods, all with a modern twist. In Malaysia, Paris Baguette operates through a joint venture managed by BPBM. As of June 2025, the brand expanded to 16 bakery cafés across the central and northern regions.

On 18 April 2024, BFood introduced Paris Baguette to the Philippines with its first store opening at SM Mall of Asia in Pasay City. Paris Baguette offers a variety of Philippines-exclusive products, demonstrating its commitment to innovation. As at 30 June 2025, there are four Paris Baguette bakery cafés and one kiosk in the Philippines.



### KENNY ROGERS ROASTERS

BFood's holding company, Berjaya Corporation Berhad ("BCorp") has held the worldwide franchise rights for Kenny Rogers ROASTERS ("KRR") since April 2008, following its acquisition of KRR International Corp, USA. Over the years, KRR has become a familiar household name in Malaysia, known for its warm hospitality and consistent delivery of value-driven meals that cater to a wide range of customers.

KRR's menu centres around its signature rotisserie-roasted chicken, which is slow-cooked to tender perfection, offering a healthier alternative. This is complemented by an assortment of hot and cold side dishes, freshly prepared pastas and salads, rich soups, and a delightful variety of beverages. Adding to its appeal are the signature homemade muffins, a long-standing customer favourite. Every KRR restaurant offers full-service dining in a cosy, mid-casual environment, continuing the brand's mission of providing a wholesome and satisfying dining experience for all. As of 30 June 2025, there are a total of 48 KRR outlets nationwide.

# CORPORATE INFORMATION

## BOARD OF DIRECTORS

**Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah**

Chairman/Independent Non-Executive Director

**Dato' Sydney Lawrance Quays**

Director and Group Chief Executive Officer

**Chryseis Tan Sheik Ling**

**Dato' (Dr) Mustapha Bin Abd Hamid**

**Tan Thiam Chai**

Non-Independent Non-Executive Directors

**Datin Chee Yoke Kuan**

**Wan Nor Aida Binti Wan Azmi**

Independent Non-Executive Directors

## AUDIT AND RISK MANAGEMENT COMMITTEE

**Datin Chee Yoke Kuan**

Chairman

**Wan Nor Aida Binti Wan Azmi**

**Tan Thiam Chai**

## NOMINATION COMMITTEE

**Datin Chee Yoke Kuan**

Chairman

**Wan Nor Aida Binti Wan Azmi**

**Tan Thiam Chai**

## REMUNERATION COMMITTEE

**Wan Nor Aida Binti Wan Azmi**

Chairman

**Datin Chee Yoke Kuan**

**Tan Thiam Chai**

## SUSTAINABILITY COMMITTEE

**Datin Chee Yoke Kuan**

Chairman

**Dato' Sydney Lawrance Quays**

**Dato' (Dr) Mustapha Bin Abd Hamid**

**Tan Thiam Chai**

## COMPANY SECRETARIES

**Tham Lai Heng Michelle**

(SSM Practising Certificate No. 202008001622)

(MAICSA No. 7013702)

**Wong Siew Guek**

(SSM Practising Certificate No. 202008001490)

(MAICSA No. 7042922)

**Wong Poo Tyng**

(SSM Practising Certificate No. 202008001580)

(MAICSA No. 7056052)

## SHARE REGISTRAR

Berjaya Registration Services Sdn Bhd  
[Registration No. 199401008064 (293743-X)]  
09-27, Level 9

Berjaya Times Square

No. 1, Jalan Imbi

55100 Kuala Lumpur

Tel : 03-2145 0533

Fax : 03-2145 9702

Email : [shareg@berjayareg.com.my](mailto:shareg@berjayareg.com.my)

## AUDITORS

Ernst & Young PLT

202006000003

(LLP0022760-LCA) & AF 0039

Chartered Accountants

Level 23A, Menara Milenium

Jalan Damanlela

Pusat Bandar Damansara

50490 Kuala Lumpur

Tel : 03-7495 8000

Fax : 03-2095 5332

## REGISTERED OFFICE

Lot 13-01A, Level 13 (East Wing)

Berjaya Times Square

No. 1, Jalan Imbi

55100 Kuala Lumpur

Tel : 03-2149 1999

Fax : 03-2143 1685

Email : [cosec@berjaya.com.my](mailto:cosec@berjaya.com.my)

## PRINCIPAL BANKERS

AmBank (M) Berhad

Malayan Banking Berhad

## STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad

## STOCK SECTOR

Consumer Products & Services

## STOCK NAME

BJFOOD

## STOCK CODE

5196

## PLACE OF INCORPORATION AND DOMICILE

Malaysia

## WEBSITE ADDRESS

[www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/)

## PROFILE OF DIRECTORS

### DULI YANG AMAT MULIA TUNKU SHAZUDDIN ARIFF IBNI AL AMINUL KARIM SULTAN SALLEHUDDIN, TUNKU MAHKOTA KEDAH

Chairman/Independent  
Non-Executive Director

Male

Age  
**55**



He was appointed as the Chairman and Independent Non-Executive Director of Berjaya Food Berhad on 4 December 2017. He was previously on various board committees including the Audit and Risk Management Committee, Nomination Committee and Remuneration Committee from 11 August 2020 to 10 February 2022 and Employees' Share Scheme Committee from 4 December 2017 to 14 August 2023.

He is the Pro-Chancellor of Universiti Utara Malaysia since 2018. Apart from his ceremonial role as Pro-Chancellor, he also contributes to the university's greater achievements in the area of art & design and has been instrumental in developing Batik Kedah fabrics for commercialisation.

He is also known for his active participation in charitable activities, particularly in the state of Kedah. He currently sits on the Board of Trustees of Tabung Amanah Sultan Kedah (TASK), a charitable organisation aimed at alleviating the burden of the needy. Furthermore, he is also the Chairman of "Project 2 million", which is an official green initiative by the state government to plant 2.2 million trees in the Kedah.

He also holds the position of Managing Director in Seri Libana Sdn Bhd, a company that specialises in green energy projects. Through this platform, he has been developing green energy projects and various forms of environmental sustainability programs in the state of Kedah.





## PROFILE OF DIRECTORS

### DATO' SYDNEY LAWRANCE QUAYS

Director and Group Chief Executive Officer

Male

Age  
**57**



He was appointed to the Board on 12 January 2017 as an Executive Director. Subsequently, he was appointed as the Chief Executive Officer ("CEO") of BFood on 1 June 2017 and redesignated as the Group CEO on 15 November 2023. He is a member of the Sustainability Committee.

He graduated with honours from the American Hotel and Lodging Association, United States of America majoring in Hospitality Management and Marketing in 1988. He started his career in the hotel industry, moving through different divisions and subsequently joined the quick service restaurant industry, working for McDonald's Malaysia as a trainee manager in 1989.

He was a pioneer of BStarbucks, holding the position of Marketing and Merchandise Manager when he joined in 1998. Subsequently, he was appointed as Managing Director of BStarbucks on 31 October 2012 and Berjaya Food Supreme Sdn Bhd ("BFood Supreme") on 24 September 2013. He is a multiple-time recipient of the Asia Pacific Entrepreneurship Awards (APEA), where he was named Outstanding Entrepreneur (2014), Entrepreneur of the Year (2016), and Master Entrepreneur (2022 & 2023) in the Food & Beverage category. In 2024, he was also honoured as Personality of the Year (Sustainability Leadership Award) at the Sustainability & CSR Malaysia Awards, recognising his commitment to responsible business growth. Under his wings, BFood and its brands have earned multiple recognitions, including The Edge Billion Ringgit Club Awards (2022 & 2023) for Highest Return to Shareholders over Three Years, alongside repeated wins at the Putra Brand Awards and HR Asia Awards.

Currently, he is overseeing the day-to-day operational decisions for all brands and companies under BFood. He is also responsible for developing the business strategies and directions for business growth and new market expansion as well as preparing and implementing comprehensive



business and marketing plans, bringing new and innovative ideas to build sales and elevate brand status. In addition, he is also responsible for the financial performance, profitability and future prospects of the business.

He is the Managing Director of BFT and is responsible for its growth. BFT operates the fast-moving consumer goods ("FMCG") business overseeing the expansion of the FMCG business into different channels and other retail sections as well as new products implementation.

He is the Chairman and Director of Berjaya Paris Baguette Philippines Inc., Berjaya Coffee Finland Oy and Berjaya Coffee Iceland ehf. Additionally, he is also the CEO of Berjaya Nordic (Denmark) ApS and Berjaya Coffee Nordic ApS and a Director of Berjaya Paris Baguette Sdn Bhd.

He also holds directorships in several other private limited companies in the BFood group of companies and the Berjaya Corporation group of companies.

## PROFILE OF DIRECTORS

### TAN THIAM CHAI

Non-Independent Non-Executive Director

Male

Age  
66



He was appointed to the Board on 20 May 2010 as a Non-Independent Non-Executive Director. He is also a member of the Nomination Committee, Audit and Risk Management Committee, Remuneration Committee and Sustainability Committee.

He graduated with a Diploma in Commerce (Financial Accounting) from Kolej Tunku Abdul Rahman (now known as Tunku Abdul Rahman University of Management and Technology) and also completed The Association of Chartered Certified Accountants (UK) professional course in 1981. He is a Fellow member of the Association of Chartered Certified Accountants (UK) since 1990 and also a member of the Malaysian Institute of Accountants (MIA).

He started work with an accounting firm in Kuala Lumpur for about 2 years and thereafter served in various Finance and Accounting positions with the Hong Leong group of companies in Malaysia as well as in Hong Kong for about 8 years. He joined Berjaya group of companies in early 1991 as a Finance Manager of an operating subsidiary and was promoted to Operation Manager later that year. In 1992, he was transferred to the Corporate Head Office of Berjaya Group Berhad to head the Group Internal Audit function and subsequently in 1993, he was promoted to oversee the Group Accounting function of Berjaya Group Berhad.

He was previously appointed as the Chief Financial Officer of Berjaya Corporation Berhad ("BCorp") on



18 July 2008 until his retirement on 31 December 2018 and he is currently the Financial Adviser of BCorp. He is also a Director of Atlan Holdings Bhd, Indah Corporation Berhad, Cosway Corporation Berhad, Berjaya Vacation Club Berhad, Tioman Island Resort Berhad, Berjaya Starbucks Coffee Company Sdn Bhd, Berjaya Japan Developments Berhad and Cosway Corporation Limited (Hong Kong).

He also holds directorships in several other private limited companies in the Berjaya Corporation group of companies.

## PROFILE OF DIRECTORS

### CHRYSEIS TAN SHEIK LING

Non-Independent Non-Executive Director

Female

Age  
37



She was appointed to the Board on 15 March 2018 as a Non-Independent Non-Executive Director.

She graduated with a Bachelor of Arts in Liberal International Studies from Waseda University, Tokyo in 2012.

Currently, Ms Chryseis Tan is a Director and Chairman of Natural Avenue Sdn Bhd ("NASB"), a subsidiary of Berjaya Assets Berhad since 1 August 2014. NASB is the exclusive agent for Sarawak Turf Club's Special Cash Sweep Number Forecast Lotteries in Sarawak.

Presently, Ms Chryseis Tan is an Executive Director of Berjaya Assets Berhad, Berjaya Land Berhad and Berjaya Corporation Berhad. She is also the Chief Executive Officer of Cosway (M) Sdn Bhd and the Chairman of the Board of Berjaya Hotels Iceland hf., which is part of the Berjaya Hotels and Resorts Division of Berjaya Land Berhad. She also holds directorships in several other private limited companies in the Berjaya Corporation group of companies.

Her father, Tan Sri Dato' Seri Vincent Tan Chee Yioun, is a major shareholder of the Company.





## PROFILE OF DIRECTORS

### DATO' (DR) MUSTAPHA BIN ABD HAMID

Non-Independent Non-Executive Director

Male

Age  
72



He was appointed to the Board on 20 May 2010 as an Independent Non-Executive Director of the Company and was subsequently re-designated as a Non-Independent Non-Executive Director of the Company on 1 June 2023. He is a member of the Sustainability Committee.

He graduated from the Royal Military College in 1972 and went on to obtain a Bachelor Degree (Honours) in Social Science from Universiti Sains Malaysia, Penang in 1977, and a Diploma in Public Management from the National Institute of Public Administration Malaysia (more commonly known as INTAN) in 1978. He started his career as an Administrative and Diplomatic Officer of the Research Division in the Prime Minister's Department and was posted as the First Secretary of the Malaysian Embassy in Paris, France (1982-1985). During his 16 years in the public service sector, he was also the Consul of Consulate General Malaysia in Medan, Indonesia (1990-1993) and the Principal Assistant Director in the Prime Minister's Department (1993-1994). He was appointed as Chancellor of Saito University College in April 2018 until May 2025. He was awarded an Honorary Doctorate in Education by Saito University College.

Currently, he is a Director of Acmar FHP Group Berhad and Lii Hen Industries Bhd. He also holds directorship positions in several other private limited companies.



## PROFILE OF DIRECTORS

### DATIN CHEE YOKE KUAN

Independent Non-Executive Director

Female

Age  
52



She was appointed to the Board on 31 May 2023 as an Independent Non-Executive Director. She is the Chairman of the Audit and Risk Management Committee, Nomination Committee and Sustainability Committee. She is also a member of the Remuneration Committee.

She completed her professional qualification with the Association of Chartered Certified Accountants (ACCA) in year 1996. Currently, she is a member of the Malaysian Institute of Accountants (MIA) and ASEAN Chartered Professional Accountants (ACPA), and a fellow member of the Association of Chartered Certified Accountants (FCCA).

She began her career with one of the Big 5 accounting firms, serving in the auditing and assurance sector for more than 10 years from March 1997 to August 2007. Thereafter, she served as the Technical Director of the MIA from October 2007 to September 2011. During her tenure with MIA, she had provided leadership to technical department of the Institute, responsible for the set up of a formal Standard-Setting Board for Audit and Assurance and Ethics of the Institute as well as the Financial Reporting Standards Implementation Committee. She was also the Technical Advisor to the members of the International Federation of Accountants (IFAC)'s Developing Nations and Small-and-Medium Practices. Subsequently, she joined the ACCA from 2012 to 2023 and had held various senior positions as Head



of Education, ASEAN/ Asia Pacific, Regional Consultant, ASEAN & ANZ and Education Relationships Lead. During her 12 years services, she was responsible to oversee strategies and growth of operations with leadership team in areas such as evaluation of financials, monitoring and risk assessment and develop solution focusing on financial sustainability, driving customer satisfaction and process improvement. She has also participated in World Bank funded capacity building projects in Vietnam to support convergence of IFRS and Laos on advisory for the establishment of an effective structure of a professional accountancy organisation.

## PROFILE OF DIRECTORS

### WAN NOR AIDA BINTI WAN AZMI

Independent Non-Executive Director

Female

Age  
40



She was appointed to the Board on 8 June 2023 as an Independent Non-Executive Director. She is the Chairman of the Remuneration Committee. She is also a member of the Audit and Risk Management Committee and Nomination Committee.

She is a Fellow member of the Association of Chartered Certified Accountants (FCCA, UK). She started her career with a major international accounting firm, Messrs PricewaterhouseCoopers in 2006 as a Senior Associate in audit, specialising in the consumer services industry. Subsequently, she joined Messrs PricewaterhouseCoopers South East Asia Consulting where she led various business transformation and advisory projects. She left the firm as an Associate Director in 2014. From 2014 to 2016, she served as an Expert Consultant with several United Nations agencies based in Malaysia and Bonn, Germany and had demonstrated senior experience in their finance transformation programmes. She then joined Teach For Malaysia as the Director of Growth, Strategy & Operations from 2016 to 2019 and was responsible for providing overall leadership in areas such as Strategy, Finance and Talent /Human Resource. From 2019 to 2021, she was engaged by Arthur D. Little (Middle East) as a Finance Expert Advisor for its consulting services in Saudi Arabia and subsequently joined Messrs Ernst & Young (Middle East) as a Director for Business Consulting based in Bahrain/ Saudi Arabia. During the second half of 2021, she was engaged as an Expert Consultant to United Nations Economic Commission



for Africa based in Ethiopia and led a critical strategic initiative and operational efficiency agenda of the United Nations in the African region. Currently, she is the Joint Managing Director & Partner of PEMANDU Associates and focuses on driving transformation programmes for developing nations and leading the firm's expansion in the African, Middle East and Asian regions.

She also holds directorship in other private limited company.

#### Save as disclosed, none of the Directors have:-

1. any family relationship with any directors and/or major shareholders of the Company;
2. any conflict of interest or potential conflict of interest, including interest in any competing business with the Company and/or its subsidiaries;
3. any conviction for offences within the past 5 years other than traffic offences; and
4. any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



## KEY SENIOR MANAGEMENT

The key senior management team is headed by Dato' Sydney Lawrance Quays. He is assisted by the following senior management team:



**DATO' SYDNEY LAWRENCE QUAYS**

*Group Chief Executive Officer*

- Berjaya Food Berhad

**CHIN WAN CHING (LOUISE)**

*Chief Financial Officer*

- Berjaya Food Berhad

**ZAKIAH HANIM BINTI MD ZAKI**

*Director of Marketing & Loyalty*

- Berjaya Starbucks Coffee Company Sdn Bhd

**STEVEN ANTHONY SOOSAY**

*Director*

- Berjaya Food International Sdn Bhd
- Berjaya Starbucks Sdn Bhd

*Director of Business Development*

- Berjaya Nordic (Denmark) ApS



**LUIS DANIEL**

*Senior General Manager*

- Berjaya Jollibean (M) Sdn Bhd

*Director/President*

- Paris Baguette Philippines

**MOHINDRAN MUNUSAMY**

*Director of Store Development*

- Berjaya Food Berhad
- Berjaya Starbucks Coffee Company
- Berjaya Paris Baguette Sdn Bhd

**TAN SIU THENG**

*Head of Partner Resources & Talent Management*

- Berjaya Food Berhad
- Berjaya Starbucks Coffee Company Sdn Bhd

## KEY SENIOR MANAGEMENT

### CHIN WAN CHING (LOUISE)

*Chief Financial Officer*

• Berjaya Food Berhad

Female

Age  
**55**



### ZAKIAH HANIM BINTI MD ZAKI

*Director of Marketing & Loyalty*

• Berjaya Starbucks Coffee Company Sdn Bhd

Female

Age  
**47**



Louise has more than two decades of robust experience in Accounting and Finance, a highly accomplished Finance Executive with a solid track record across diverse service industries. Her career with the company began as a Financial Analyst and has since progressed steadily through the ranks, culminating in her appointment as Chief Financial Officer of Berjaya Food Berhad on 12 November 2020.

Louise has been integral to the Group's strategic financial direction and expansion plans. Notably, she contributed significantly to the successful launch of Starbucks in Brunei under Berjaya Food Supreme Sdn Bhd. She also played one of the key role starting off and setting up international company incorporation and finance function of many companies not limited to Bestari Food Trading Sdn Bhd, Berjaya Paris Baguette Sdn Bhd as well as companies in Nordics.

In her current position, Louise oversees the Finance and Accounts in all operating companies, as well as Quality Assurance (QA). She has been instrumental in Sustainability and Social Impact ("SSI") function led by the Group's Sustainability Development team.

Louise obtained her Association of Chartered Certified Accountants (ACCA) certification in 1995 and has been a member of the Malaysian Institute of Accountants (MIA) since 2000. Her strategic foresight, coupled with deep financial expertise, continues to support BFood's performance, governance, and operational resilience.

Zakiah has played a pivotal role in shaping the Starbucks brand in Malaysia and Brunei since joining the company in 2004. Rising through the ranks from a part-time barista to Director of Marketing & Loyalty, she now leads a multi-functional team encompassing Marketing, Loyalty & eCommerce, Creative (Graphic Design), and Public Relations & Communications.

Her extensive expertise in product innovation over the years has driven the successful launch of numerous high-performing beverages, food offerings, and merchandise lines. In 2018, she led Starbucks Malaysia's first-ever collaboration with a local designer, an industry-first initiative that catalysed a wave of creative partnerships with celebrated Malaysian talents, elevating their work to international recognition through Starbucks' global platform.

Under her leadership, Starbucks Malaysia also introduced Starbucks Art For Good: The Bearista Art campaign, a meaningful initiative in support of collaborating local artists by showcasing their creativity through limited-edition merchandise. This campaign earned a place in the Malaysian Book of Records for "Most 'Bearista' Art in a Community Project" reinforcing Starbucks Malaysia's commitment to community impact.

Zakiah holds an Executive Diploma in Engineering Business Management from the University of Technology Malaysia, reflecting her ability to combine strategic foresight with operational excellence.

## KEY SENIOR MANAGEMENT

### STEVEN ANTHONY SOOSAY

*Director*

- Berjaya Food International Sdn Bhd
- Berjaya Starbucks Sdn Bhd

*Director of Business Development*

- Berjaya Nordic (Denmark) ApS

Male

Age  
**45**



### LUIS DANIEL

*Senior General Manager*

- Berjaya Jollibean (M) Sdn Bhd

*Director/President*

- Berjaya Paris Baguette  
Philippines

Male

Age  
**61**



Steven began his career with Starbucks Malaysia in 1999 as a part-time barista, marking the start of a remarkable career shaped by dedication, leadership, and a deep passion for Starbucks employees development. Over the years, he has played an instrumental role in driving operational growth and strengthening store performance nationwide, all while upholding the core values of the Starbucks Experience.

In 2003, Steven's commitment to excellence earned him the Manager of the Year award. His promotion to District Manager in 2006 was followed by key leadership roles across various departments, including Compliance and Quality Assurance, Employee and Asset Protection, Information Technology and Supply Chain Operations, demonstrating his multifaceted expertise and cross-functional impact.

Appointed Director of Operations in 2019, Steven now leads Starbucks store operations across Malaysia, Brunei and the Nordics. As a member of the Senior Leadership Team and the Executive Committee, he contributes to shaping the brand's strategic direction and long-term operational success. Under his leadership, the team also celebrated the successful opening of the first Starbucks store in Iceland, a milestone that reflects his ability to execute complex international projects with excellence. He holds a Bachelor's Degree in Business Information Systems, equipping him with a strong foundation at the intersection of business and technology.

Luis Daniel brings over four decades of extensive experience in the Quick Service Restaurant (QSR) industry, having held pivotal leadership roles with iconic brands such as McDonald's, Pizza Hut, and Kenny Rogers ROASTERS. He began his journey with Berjaya Roasters (M) Sdn Bhd in 1994 as one of the founding team members responsible for establishing Kenny Rogers ROASTERS in Malaysia.

His strategic leadership and operational expertise earned him a promotion to General Manager at Roasters Asia Pacific (M) Sdn Bhd, where he was instrumental in expanding the brand's presence globally. In 2019, Luis was appointed Director of Berjaya Jollibean (M) Sdn Bhd, where he continued to influence the Company's growth and performance.

Most recently, Luis was named President of Berjaya Paris Baguette Philippines Inc, leading the setup and launch of the Paris Baguette brand in the Philippines. His career is backed by a solid foundation of management training and qualifications gained through his roles at leading QSR brands, reflecting his enduring commitment to excellence and innovation in the industry.



## KEY SENIOR MANAGEMENT

### MOHINDRAN MUNUSAMY

*Director of Store Development*

- Berjaya Food Berhad
- Berjaya Starbucks Coffee Company Sdn Bhd
- Berjaya Paris Baguette Sdn Bhd

Male

Age  
43



### TAN SIU THENG

*Head of Partner Resources & Talent Management*

- Berjaya Food Berhad
- Berjaya Starbucks Coffee Company Sdn Bhd

Female

Age  
40



Mohindran currently serves as the Director of Store Development for BFood and its affiliated companies, overseeing the planning, design, and execution of new store openings and refurbishments across multiple companies. He began his career with the organisation in 2002 as a Barista, and through dedication, hands-on experience, and strong leadership, rose through the ranks to hold a key management position today. He spent nearly nine years in store operations before taking on the role of Project Manager in 2011, marking his transition into the Store Development team.

He holds a Diploma in Civil Engineering from the Federal Institute of Technology, in collaboration with the University of Northumbria at Newcastle and the University of Sunderland, UK. In recognition of his professional growth and commitment to excellence, Mohindran earned a Quality Manager Certification in 2018.

Throughout his career, he has played a pivotal role in driving operational excellence and ensuring consistency in store standards. Among his achievements are being named District Coffee Master in 2005 and Runner-up District Manager of the Year in 2008 with accomplishments that highlight his deep-rooted understanding of both customer experience and team development.

Outside of his professional role, Mohindran is known for his active and disciplined lifestyle, having been deeply involved in sports such as badminton and football, as well as the Scouts movement, where he participated at both district and state levels. These are experiences that continue to shape his leadership philosophy and team-oriented approach today.

Tan Siu Theng brings over a decade of extensive experience in human resources, organisational development, and employee engagement. She began her journey with BStarbucks in 2014 as an Assistant Manager for Talent Development and has since progressed through multiple leadership roles, culminating in her current position as Head of Partner Resources & Talent Management.

Throughout her tenure, Siu Theng has been instrumental in driving people development strategies that align with the company's growth and expansion goals. She played a key role in supporting business expansion into overseas markets, including Joybean and Paris Baguette in the Philippines and Brunei. Between 2022 and 2023, she also served as Interim Head of Business for Jollibean, where she oversaw operations and strategic planning. Her leadership extends beyond HR functions, having represented the company as the Employer Representative of the Safety & Health Committee in 2024, underscoring her commitment to fostering a safe, inclusive, and high-performing workplace.

Siu Theng holds a Master's in Managerial Psychology from HELP University College and a Bachelor (Hons) in Biomedical Science from Management & Science University (MSU). She also possesses several professional certifications, including the Myers-Briggs Type Indicator (MBTI) Practitioner and Professional Certification in Human Resources from the Australian Human Resources Institute. Her multidisciplinary expertise and people-centric approach continue to strengthen the company's culture, talent pipeline, and organisational resilience.

*Save as disclosed, none of the Key Senior Management have:-*

1. any directorship in public companies and listed issuers;
2. any family relationship with any Directors and/or major shareholders of the Company;
3. any conflict of interest or potential conflict of interest, including interest in any competing business with the Company and/or its subsidiaries;
4. any conviction for offences within the past 5 years other than traffic offences; and
5. any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

# CHAIRMAN'S STATEMENT

Dear Shareholders,

This past year has been very challenging for the Board members and the management team, and we acknowledge the collective effort and perseverance demonstrated in navigating these circumstances. I would like to extend my sincere appreciation to all team members for their dedication and contribution towards stabilising the organisation and sustaining our operations. On behalf of the Board of Directors of Berjaya Food Berhad ("BFood"), I am pleased to present the Annual Report and Financial Statements for the financial year ended 30 June 2025.

## FINANCIAL RESULTS

BFood achieved a revenue of RM479.45 million for the financial year, alongside a pre-tax loss of RM278.91 million, a moderation from the previous year's performance of RM750.70 million in revenue and a pre-tax loss of RM89.06 million. These results were influenced by external factors including the ongoing global market sentiment affected by the Middle East conflict. Despite these challenges, the Group remains optimistic and resilient, leveraging its strong brand portfolio, operational efficiency and strategic initiatives to position itself for sustainable recovery and long-term growth.

## DIVIDEND

Given the unique circumstances of the past year, the Board has decided not to recommend a dividend for the financial year ended 30 June 2025 in contrast to 0.44 sen single-tier dividend per share for the preceding year.

## PROGRESS/TRANSFORMATION

The financial year under review marked a period of strategic consolidation and disciplined execution for BFood.



REVENUE

**RM479.45 million**



## CHAIRMAN'S STATEMENT



In line with our ongoing efforts to strengthen the Group's fundamentals and enhance long-term sustainability, we undertook several key initiatives, including the strategic rationalisation of Starbucks stores to narrow the losses gap and optimise overall efficiency and the divestment of two subsidiaries, Kelava and Ser Vegano, to streamline our business portfolio. Throughout these changes, our commitment to strong governance remained central to building long-term shareholder value. The Board continued to exercise prudent oversight in capital management, risk management, and operational performance to ensure the Group's stability and resilience. Notably, Berjaya Food International ("BFI") achieved a new milestone in its global expansion by opening the first Starbucks store in Iceland. To date, there are two Starbucks stores operating in the market, underscoring our continued ambition to pursue sustainable growth internationally.

### FUTURE PROSPECTS

The economic outlook for the year ahead remains encouraging. According to the International Monetary Fund (IMF), the Malaysian economy is projected to grow by up to 1.0% in 2025. While global uncertainties including evolving trade policies, tariff developments and geopolitical tensions continue to influence sentiment, Malaysia's economy has demonstrated strong underlying resilience. This is supported by favourable labour market conditions and sustained growth in domestically driven sectors such as services and retail.

Against this backdrop, the Group continues to execute strategic initiatives designed to drive sustainable growth and reinforce its market position. Key priorities include enhancing operational efficiency across outlets, expanding product and service offerings to meet evolving consumer preferences and leveraging digital platforms to strengthen customer engagement. These efforts are further supported by continuous investments in talent development, supply chain optimisation and brand-building programmes, collectively positioning BFood to respond proactively to market trends and capture new growth opportunities.

To align with the Company's vision of bringing exceptional F&B experiences to a global audience, Berjaya Food International ("BFI"), the international arm of BFood has entered into a Master Franchise Agreement with Paris Baguette Southeast Asia as part of its strategic expansion within the ASEAN

region. This was further complemented by a partnership with Samaya Food Investments L.L.C in the United Arab Emirates, aimed at the growth potential in the Middle Eastern market.

The Group remains steadfast in upholding the highest standards of quality across its ingredients, services and sustainability initiatives. By staying true to these values, BFood continues to foster customer trust and brand loyalty. At the same time, the Group remains focused on enhancing operational efficiency through cost-optimisation strategies and streamlined production processes, ensuring long-term resilience and sustainable business growth.

### NOTE OF APPRECIATION

On behalf of the Board, I would like to extend my sincere appreciation to our dedicated leaders and employees across all brands, including Starbucks Coffee, Kenny Rogers ROASTERS, Paris Baguette, and others for their unwavering commitment during this challenging period. Your perseverance and dedication have been fundamental to our operations and allow us to consistently deliver exceptional service to our customers.

I would also like to express my heartfelt gratitude to our customers, business partners, and esteemed shareholders for their steadfast support and confidence towards the Group.

Lastly, I would like to convey my sincere appreciation to my fellow Board members for your active participation and invaluable contributions throughout the year. Your commitment and insight have been vital in providing stability and driving our company forward.

Thank you.

**Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah**  
Chairman





# MANAGEMENT DISCUSSION & ANALYSIS



**STARBUCKS®**

Store Locations by Region

Location	Store Count
<b>Central</b>	<b>160</b>
Kuala Lumpur	76
Putrajaya	3
Selangor	81
<b>East Coast</b>	<b>13</b>
Kelantan	1
Pahang	11
Terengganu	1
<b>East Malaysia</b>	<b>27</b>
Labuan	1
Sabah	14
Sarawak	12
<b>Northern</b>	<b>54</b>
Kedah	8
Penang	33
Perak	12
Perlis	1
<b>Southern</b>	<b>47</b>
Johor	33
Melaka	10
N. Sembilan	4
<b>Grand Total</b>	<b>301</b>

## BERJAYA STARBUCKS COFFEE COMPANY SDN BHD

### Overview

Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks"), a wholly owned subsidiary of BFood, is committed to being more than just a coffee company. Rooted in its mission to nurture meaningful connections, BStarbucks continues to build its business around engaging local communities and celebrating cultural diversity. As of 30 June 2025, BStarbucks operates 301 stores in Malaysia, offering inviting spaces where customers can connect, share moments, and enjoy exceptional coffee.

Beyond the coffeehouse experience, BStarbucks invested strategically in media buys, content creators collaborations, and digital activations across biddable, cinema, Over-The-Top (OTT), and TV platforms to strengthen brand visibility. The year also marked the successful conclusion of its 25<sup>th</sup> anniversary campaign with the Starbucks Art For Good: The Bearista Art Project, which the brand contributed RM250,000 in support of collaborating local artists as well as earning recognition from the Malaysia Book of Records for the "Most 'Bearista' Art in a Community Project".

The company continued to deepen its coffee leadership through comprehensive talent development programmes and active participation in national and regional coffee competitions, which serve as key platforms to showcase its employee's craft and expertise. Further strengthening this commitment, BStarbucks introduced the Brewlogy Experience, an exclusive coffee engagement programme designed for their top-tier loyal members. Conducted on a monthly basis at selected Starbucks Reserve stores, the Brewlogy Experience invites members to explore the artistry and science of coffee through immersive, hands-on sessions. These include guided coffee tastings, Paragon pour-over demonstrations, latte art crafting, and mixology beverage showcases all led by Starbucks Coffee Masters, further reinforcing BStarbucks' position as a leader in coffee innovation and experiential engagement.

Starbucks continued its locally developed merchandise collections that celebrate Malaysia's rich heritage,

## MANAGEMENT DISCUSSION & ANALYSIS

beauty, and culture, reflecting local artistry and pride through thoughtfully designed products. Alongside these initiatives, the brand also expanded its global collaborations with beloved franchises such as MIFFY, Peanuts, and Hello Kitty, introducing exclusive, collectible merchandise that resonated strongly with customers and enhanced brand affinity.

Initiatives such as the Little Barista Workshop further strengthened youth engagement by nurturing creativity and coffee education among children. The programme offers a fun and educational platform where young participants can learn about the art of coffee making in a safe, interactive, and family-friendly environment. Beyond inspiring curiosity and confidence, the workshop also serves as an avenue for early brand connection, fostering a sense of belonging and familiarity with Starbucks from a young age contributing to the brand's long-term sustainability and emotional resonance with future generations.

BStarbucks continued to strengthen its digital ecosystem by expanding its e-commerce presence across leading online platforms such as Shopee, TikTok Shop and Lazada. Making its signature coffee, merchandise, and seasonal offerings more accessible to customers nationwide. These platforms not only extend convenience and reach but also enable the brand to engage new audiences through exclusive online promotions and campaigns.

In parallel, BStarbucks enhanced its loyalty ecosystem through strategic initiatives under the Starbucks Rewards programme, Stars For Everyone (SFE), which allows members to earn Starbucks Rewards Stars different payment methods, and Multi-Tier Redemption (MTR) where members can redeem Stars Rewards based on specific tiers, each offering different rewards. The refreshed programme aims to drive stronger customer retention and frequency by offering more personalised rewards, targeted communications, and seamless integration across online and in-store touchpoints. Continuous improvements to the Starbucks app, including User Interface (UI) and User Experience (UX) enhancements, ensure a smoother, more intuitive experience allowing members to discover new products, earn and redeem rewards, and enjoy the Starbucks experience at their fingertips. Together, these efforts reinforce BStarbucks' position as a digitally forward brand committed to customer convenience, engagement, and loyalty growth.

In line with its purpose-driven mission, BStarbucks advanced its CSR efforts with the opening of its fourth Signing Store in Johor. Strengthening its long-standing partnership with Silent Teddies Bakery, a social enterprise run by the Community Service Centre for the Deaf (CSCD), the collaboration continues to empower the Deaf community through meaningful employment and entrepreneurship opportunities. Through the sale of its Jumbo Chocolate Chip Cookies across Starbucks stores nationwide, RM1 from each cookie sold is contributed to the revitalisation of CSCD. As of June 2025, the initiative

raised over RM105,842, underscoring BStarbucks' enduring commitment to diversity, equity, and inclusion, while creating real impact that uplifts and supports the Deaf community across Malaysia.

### Revenue

In the financial year 2025, BStarbucks registered a revenue of RM419.8 million compared to RM676.0 million in the previous financial year. This substantial decrease was mainly due to the adverse impact of the ongoing conflict in the Middle East, which led to fewer stores being in operation. Unlike last year where the conflict affected the performance from quarter two onwards, in this year, the impact persisted throughout the entire year, resulting in a slow recovery.

### Loss/Profit Before Tax

BStarbucks incurred a loss before tax of RM230.9 million in this financial year compared to loss before tax of RM45.1 million in the previous financial year. The company incurred a significantly higher loss before tax for the financial year, primarily due to a substantial decline in revenue following weakened consumer sentiment and reduced foot traffic. In addition, the company recognized impairments and asset write-offs related to the closure of underperforming stores, amounting to RM149.3 million. These factors collectively contributed to the overall decline in financial performance compared to the previous financial year.

### Future Prospects

BStarbucks will continue to spearhead its 'Brand Recovery Program', a strategic initiative designed to rebuild trust and restore emotional connections with customers in the wake of recent challenges. Central to this effort is the strengthening of brand equity through community-focused engagement, localised experiences, and value-driven programmes that resonate deeply with Malaysian customers while reflecting the brand's enduring mission and values. The recovery strategy aims not only to support sales growth and drive footfall to Starbucks stores nationwide but also to enhance customer sentiment by reinforcing positive experiences that reaffirm Starbucks as a trusted and preferred destination.

A key focus will also be on re-engaging lapsed customers through a revitalised Starbucks Rewards programme, offering tailored incentives, personalised communication, and seamless integration across digital touchpoints to encourage return visits and foster lasting loyalty. As part of this enhancement, BStarbucks will rebrand its premium programme into a new Gold Tier programme, providing elevated perks such as early access to limited-edition merchandise, fixed discounted prices on selected items, and additional tier rewards to further strengthen the brand's connection with its most devoted members.

## MANAGEMENT DISCUSSION & ANALYSIS

Concurrently, the Starbucks Malaysia mobile app will undergo a major revamp to elevate user experience and engagement. Key upgrades will include auto-reload functionality, a referral programme to drive member growth, and gamified reward features that make earning incentives more interactive and enjoyable. In line with its digital expansion, BStarbucks is also enhancing its e-commerce presence by onboarding Shopee Digital and ShopeePay, a sub-app ecosystem while developing to host its own e-commerce platform within the Starbucks website and app as a cost-saving initiative. By leveraging data-driven insights, BStarbucks aims to deliver more meaningful and personalised experiences, driving stronger emotional connection, rewarding loyalty, and reinforcing Starbucks as the preferred destination for coffee lovers nationwide.

BStarbucks will continue to strengthen its coffee leadership by introducing innovative offerings and elevating coffee appreciation among customers and employees alike. The brand aims to expand its range of convenient at-home and on-the-go coffee solutions, making it easier for customers to enjoy Starbucks-quality brews anytime, anywhere. To further enhance its position in coffee leadership, BStarbucks' baristas will continue to represent the brand in national coffee championships and mixology challenges reinforcing BStarbucks' reputation for craftsmanship, expertise, and passion for coffee.

BStarbucks will continue to drive excitement and desirability through innovative product development and curated merchandise offerings that cater to evolving consumer lifestyles. The brand plans to introduce more lifestyle-focused and trend-driven items, such as collectible keychains, charms, and blind box concepts, to enhance engagement and create a sense of discovery among customers. Alongside these, Starbucks will continue to roll out seasonal merchandise collections, feature global collaborations that bring international appeal, and develop Malaysia-exclusive designs on a quarterly basis to celebrate local creativity. The introduction of a refreshed City Collection will further engage tourists seeking locally inspired keepsakes. On the food and beverage front, BStarbucks remains committed to innovation and flavour exploration, introducing new and locally inspired creations that cater to the Malaysian palate while maintaining the brand's signature quality and craftsmanship.

Marketing investments will continue across digital media, content creator collaborations, and event activations, aimed at deepening brand engagement and maintaining top-of-mind awareness among Malaysian consumers. These initiatives will focus on delivering integrated, storytelling-led campaigns that highlight Starbucks' premium offerings, local relevance, and community impact. Through a combination of targeted digital advertising, strategic content creator partnerships, experiential pop-ups, and seasonal activations, BStarbucks will continue to strengthen emotional resonance with local audiences.

BStarbucks will also continue to strengthen its brand presence through strategic corporate partnerships and sponsorships across various sectors, including government, sports, culture, tourism, and sustainability. These collaborations aim to reinforce the brand's role in fostering community engagement, promoting inclusivity, and supporting nation-building initiatives. By aligning with impactful platforms and events that celebrate progress and unity, BStarbucks seeks to deepen its connection with diverse audiences while enhancing brand visibility through meaningful partnerships, brand collaborations, and product sponsorships that reflect its purpose-driven values.

Moving forward, BStarbucks remains committed to advancing its sustainability and community-driven initiatives, ensuring that growth is both responsible and inclusive. By combining brand purpose with operational excellence, BStarbucks aims to emerge from this recovery period as a stronger, more resilient, and deeply connected brand.



### BERJAYA FOOD SUPREME SDN BHD

#### Overview

Berjaya Food Supreme Sdn Bhd ("BFS") was incorporated in Brunei in September 2013 and is an 80%-owned subsidiary of Berjaya Food (International) Sdn Bhd ("BFI") Sdn Bhd. The company holds the exclusive rights to operate Starbucks retail stores in Brunei. Since the opening of its first store at the Mabohai Shopping Complex on 16 February 2014, BFS has established itself as a key player in Brunei's premium coffeehouse segment, offering customers the signature Starbucks experience through high-quality coffee, handcrafted beverages, and a warm, welcoming environment.



## MANAGEMENT DISCUSSION & ANALYSIS



As of 30 June 2025, BFS operates three Starbucks stores, including one drive-thru concept store, strategically located in high-traffic and community-centric areas to enhance accessibility and convenience. Each store continues to serve as a gathering place for customers to connect and unwind, while also reflecting Starbucks' commitment to quality, community engagement, and sustainable business practices in the Bruneian market.

### Revenue

For the financial year ended 30 June 2025, BFS recorded revenue of B\$0.929 million compared to B\$1.7 million in the financial year ended 30 June 2024. The decline was primarily attributed to weakening consumer sentiment as consumers became more cautious amid global economic uncertainties. Additionally, the ongoing conflict in the Middle East which further impacted sales performance. Despite these challenges, BFS continues to focus on maintaining operational efficiency, strengthening customer engagement, and introducing innovative food and beverage offerings to drive store traffic and improve sales performance in the coming financial year.

### Loss Before Tax

BFS incurred a loss before tax of B\$1.568 million for the financial year ended 30 June 2025, compared to a loss before tax of B\$0.3 million in the previous year. In addition to the decline in sales, the company recognised impairments and asset write-offs amounting to B\$1.467 million, which significantly impacted its financial performance for the year under review.

### Future Prospects

Moving forward, BFS is committed to enhancing its operational and administrative efficiencies to optimise costs and improve overall performance. The company aims to streamline internal processes and enhance store operations to deliver consistent service excellence. In tandem, BFS plans to revamp its food offerings and limited-time seasonal promotions to attract a wider customer base. The company also intends to launch innovative beverages aligned with evolving consumer preferences and expand its merchandise range to include lifestyle products and exclusive collectibles that resonate with customers. Through these initiatives, BFS seeks to drive sustainable revenue growth, deepen customer engagement, and solidify its position as the leading coffee retail brand in Brunei, offering a distinctive and premium Starbucks experience for every customer.



**BERJAYA ROASTERS (M) SDN BHD**

### Overview

Berjaya Roasters (M) Sdn Bhd ("BRoasters") is a wholly-owned subsidiary of BFood, and the master franchisee of restaurant chain, Kenny Rogers ROASTERS ("KRR") in Malaysia. It offers a mid-casual dining setting with rotisserie-roast chicken as its main menu item complemented by a rich variety of hot and cold side dishes. Other menu items include Kenny's famous home-made muffins, vegetable salads, desserts and beverages served in a friendly and comfortable environment.

## MANAGEMENT DISCUSSION & ANALYSIS



Throughout the year, KRR remained committed to innovation and customer engagement by introducing new lunch sets, seasonal offerings, and value-driven promotions to cater to evolving dining preferences. The brand rolled out their 'Wholesome Treats' promotions to encourage repeat visits, while festive campaigns such as the 'Makan Kaw-Kaw All You Can Eat' initiative celebrated togetherness and appreciation for loyal customers. In addition, content creator collaborations and social media-driven food challenges helped to amplify brand visibility and attract younger audiences. KRR also strengthened its corporate partnerships, collaborating with local businesses and event organisers to participate in exhibitions, community events, and activations, extending its reach and reinforcing its position as a wholesome dining brand.

As of 30 June 2025, BRoasters operates 48 KRR restaurants, including sub-franchisee outlets across Malaysia, continuing its mission to deliver hearty, flavourful meals made with care while fostering connections through and genuine hospitality.

### Revenue

For the financial year ended 30 June 2025, BRoasters recorded a revenue of RM38.9 million, compared to RM55.7 million in the previous financial year. The decline was primarily due to a decline in footfalls and weakened consumer sentiment, influenced by rising living costs and higher interest rates. Despite the challenging environment, BRoasters opened one new outlet while closing 21 underperforming outlets during the year.

### Loss Before Tax

BRoasters registered a loss before tax of RM14.7 million during the financial year ended 30 June 2025, compared to the loss before tax of RM15.8 million in the previous financial year. The reduced losses were mainly attributed to savings in both admin and operating expenses following the outlet closures.

### Future Prospects

Looking ahead, BRoasters will focus on strengthening its operational efficiency and elevating the overall customer experience through continuous improvement in service, menu innovation, and outlet performance. The company plans to introduce more value-driven meal offerings and seasonal promotions to appeal to a broader customer base, particularly price-sensitive consumers seeking affordable yet wholesome dining options.

In parallel, strategic consolidation efforts will be undertaken to streamline operations and optimise resources, ensuring sustainable profitability and stronger brand performance. BRoasters also aims to amplify its digital and social media presence through creative content, content creator collaborations, and targeted campaigns that highlight the brand's warmth, authenticity, and commitment to quality. By integrating these initiatives, the company seeks to boost brand visibility, increase customer engagement, and position Kenny Rogers ROASTERS for long-term, sustainable growth in Malaysia's competitive dining landscape.



### BERJAYA PARIS BAGUETTE PHILIPPINES INC

#### Overview

Berjaya Paris Baguette Philippines Inc. ("BPBP") was incorporated in September 2023 as a joint venture between BFI, and Middle Trade Inc., the parent company of Epicurean Partners Exchange Inc., which operates multiple brands in the Philippines.

As of 30 June 2025, ("BPBP") operates four bakery cafès and one kiosk across key urban and high-traffic locations in the Philippines, strategically positioned to strengthen brand visibility and accessibility among local consumers.

## MANAGEMENT DISCUSSION & ANALYSIS

The company proudly opened its first bakery caf  s in the Philippines on 18 April 2024, at the iconic SM Mall of Asia in Pasay City. The bakery caf   offers a diverse menu featuring freshly baked bread, pastries, cakes, sandwiches, salads, and a wide selection of beverages, from coffee and tea to specialty drinks. Every product is crafted with premium ingredients, maintaining a commitment to authenticity and quality.

### Revenue

For the financial year ended 30 June 2025, BPBP achieved revenue of PHP 193.2 million in its first year of operations, following its grand opening in April 2024. This performance was driven by proactive strategies to boost foot traffic and brand awareness, including the development and launch of several premium and unique products to cater to diverse customer preferences, the promotion of all-day meals and value-for-money offers, the expansion of store network with three new bakery caf  s and one kiosk and strengthened partnerships with aggregators to broaden customer reach.

### Loss Before Tax

BPBP incurred a loss before tax of PHP 72 million for the financial year ended 30 June 2025. The loss was primarily driven by high importation costs, as well as elevated freight and logistics expenses from the central kitchen and warehouse to the outlets, which significantly impacted the cost of goods sold. In addition, high controllable expenses, particularly labor and utilities, further contributed to the loss.

### Future Prospects

For the financial year 2026, BPBP aims to achieve both its sales and profitability targets by driving a 33% year-on-year growth in same-store sales. The company will also strengthen

other business channels by enhancing delivery services through partnerships with delivery aggregators, increasing delivery sales contribution from 3% to 5%, and generating 2% of sales from bulk orders, events, and corporate accounts.

In terms of expansion, the company targets to close the year with at least 10 points of access, including the opening of five new stores and two additional kiosks in strategic locations such as airports and premium malls.

To reinforce its competitive position, BPBP will roll out strong brand, product, and retail strategies. This includes launching at least 10 new product innovations—ranging from breads and pastries to meals, salads, sandwiches, and beverages, while highlighting fusion local and French-inspired creations. Value-for-money promotions and curated product combinations will be introduced to drive transactions, alongside easier ordering options for guests. The company will also leverage seasonal occasions and celebrations with gift sets, catering boxes, party packages, and customised event products. To strengthen brand visibility, the company will expand its social media reach, launch its official website, and introduce a customer loyalty rewards program.

Customer experience will remain a top priority, with the launch of a Hospitality Service Program designed to enhance guest satisfaction and achieve a net promoter score of 96%.

Profitability will be driven by operational efficiency and cost optimisation, with a focus on supply chain improvements in inventory management, logistics, warehouse operations, and lowering importation costs. These initiatives aim to generate savings, improve margins, and ensure operational excellence.

Finally, the company is committed to fostering a collaborative and high-performance culture. People development strategies and employee engagement programs will be implemented to build leadership capability and ensure a strong pipeline of ready talent to support growth objectives.



**BERJAYA**

**BESTARI FOOD TRADING**

**BESTARI FOOD TRADING SDN BHD**

### Overview

Bestari Food Trading Sdn Bhd ("BFT") is a wholly-owned subsidiary of BFood incorporated in Malaysia on 24 July 2013.

The company is engaged in the distribution of premium Consumer Packaged Goods ("CPG"), such as Joybean's



## MANAGEMENT DISCUSSION & ANALYSIS



premium soy milk and Ready-To-Eat ("RTE") products, to key retailers across Malaysia, including Starbucks, Kenny Rogers ROASTERS, Paris Baguette, 7-Eleven, AEON, AEON BIG, Ben's Independent Grocer (B.I.G), BilaBila Mart, eMart24, Mercato, Maxvalu, The Food Merchant, Village Grocer, and others.

In November 2023, BFT diversified its beverage portfolio by introducing STAR Kombucha Ready-To-Drink (RTD) from Vietnam, now distributed through multiple modern trade and convenience channels. Continuing this expansion, on 1 October 2024, BFT pioneered the launch of Saingon RTD Vietnamese Coffee, marking the brand's first entry into Malaysia. The product is currently available in selected convenience stores, modern trade outlets, and petrol marts, reflecting BFT's continued commitment to introducing innovative, regionally sourced beverages tailored to evolving consumer preferences.

As of 30 June 2025, BFT's distribution network had expanded to approximately 5,600 outlets across Malaysia and Brunei, underscoring the company's steady progress in strengthening its market presence and channel reach.

### Revenue

For the financial year ended 30 June 2025, BFT recorded a revenue of RM4.1 million, compared to RM4.6 million in the previous financial year. The decline was primarily attributed to the underperformance of premium beverage products, compounded by a broader shift in consumer spending behaviour. Households increasingly prioritised essential goods over discretionary categories such as premium beverages and snacks amid a more cautious spending environment.

Additionally, intensified competition within the FMCG sector, driven by aggressive promotions and price discounts by larger players, further constrained sales performance in the premium segment. Despite these challenges, BFT successfully maintained its key retail partnerships and extensive distribution footprint, ensuring continued product

visibility and availability across modern and convenience trade channels. This solid market presence positions BFT well for future portfolio expansion and recovery once consumer sentiment improves.

### Loss Before Tax

For the financial year ended 30 June 2025, BFT incurred a loss before tax of RM0.555 million, an improvement from the RM1.7 million loss before tax reported in the previous financial year. The reduced loss reflects the company's ongoing efforts to enhance operational efficiency through tighter cost control measures, improved resource allocation, and disciplined financial management aimed at maintaining competitiveness in a challenging market environment.

### Future Prospects

Looking ahead, BFT plans to diversify its product portfolio by introducing new regional and wellness-oriented offerings, while enhancing its marketing and trade activation strategies to strengthen brand awareness and drive sell-through performance at retail touchpoints.



**BERJAYA JOLLIBEAN (M) SDN BHD**

### Overview

Berjaya Jollibean (M) Sdn Bhd ("BJoybean") is a wholly-owned subsidiary of BFI. Staying true to its holding company's philosophy of offering quality and innovative food and beverage experiences, Joybean continues to serve freshly made soy-based beverages and local snacks that cater to the evolving tastes of Malaysian consumers.

Since October 2022, BJoybean has transitioned from a retail-driven business to a 'Production and Supply' model to strengthen operational efficiency. Under this model, the company focuses on producing and distributing high-quality Joybean soy milk to targeted small food and beverage chains, convenience stores, and 'kopitiam'. This shift enables BJoybean to expand its market reach, optimise resources, and establish a stronger presence within the local ready-to-drink beverage segment while maintaining its commitment to freshness, taste, and nutritional value.

### Revenue

For the financial year ended 30 June 2025, BJoybean recorded a revenue of RM0.61 million, a slight decrease from RM0.65 million in the previous financial year. Despite the marginal decline in revenue, the company made

## MANAGEMENT DISCUSSION & ANALYSIS

steady progress in expanding its distribution footprint, particularly through strengthened partnerships with key retail and convenience channels. Notably, BJoybean began supplying to 7CAFÉs nationwide, marking an important milestone in broadening its brand visibility and accessibility. At the same time, the company continued to optimise its production capacity.

### Loss Before Tax

BJoybean incurred a loss before tax of RM0.98 million for the financial year under review, compared to RM0.60 million in the previous financial year. The increase in losses was mainly attributed to interest charges from BFI on cash advances provided to support BJoybean's working capital needs, as well as royalty charges to BFT.

In addition, the company incurred higher depreciation expenses following the acquisition of new sealing machinery and packaging equipment, alongside asset impairments recognised during the year.

### Future Prospects

As of 15 June 2025, BJoybean has officially ceased operations. The decision to discontinue the business was made following a comprehensive review of its financial performance and long-term sustainability. Moving forward, there will be no further operational activities or expansion plans under BJoybean, as the company focuses on completing all necessary closure processes and fulfilling its remaining obligations in an orderly and efficient manner.

# GROUP FINANCIAL SUMMARY

Description	2025 USD'000	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000	2021 RM'000
Revenue	113,466	479,452	750,702	1,115,966	997,762	717,337
(Loss)/Profit Before Tax	(66,007)	(278,912)	(89,062)	148,734	187,992	74,726
(Loss)/Profit After Tax	(68,177)	(288,080)	(87,437)	101,102	122,665	45,726
(Loss)/Profit Attributable To Shareholders	(67,920)	(286,994)	(90,922)	103,404	124,776	47,112
Share Capital	61,039	257,920	257,920	257,920	257,920	246,774
Reserves	(17,544)	(74,134)	213,581	320,537	275,157	170,184
<b>Equity Funds</b>	<b>43,495</b>	<b>183,786</b>	<b>471,501</b>	<b>578,457</b>	<b>533,077</b>	<b>416,958</b>
Treasury Shares	(18,362)	(77,587)	(77,587)	(85,328)	(45,437)	(41,388)
<b>Net Equity Funds</b>	<b>25,133</b>	<b>106,199</b>	<b>393,914</b>	<b>493,129</b>	<b>487,640</b>	<b>375,570</b>
Non-controlling Interests	388	1,639	(1,457)	(5,460)	(2,968)	(1,030)
<b>Total Equity</b>	<b>25,521</b>	<b>107,838</b>	<b>392,457</b>	<b>487,669</b>	<b>484,672</b>	<b>374,540</b>
Share Application Money	-	-	-	-	-	184
	<b>25,521</b>	<b>107,838</b>	<b>392,457</b>	<b>487,669</b>	<b>484,672</b>	<b>374,724</b>
Long Term Liabilities	60,386	255,161	393,428	454,303	445,764	407,265
Current Liabilities	156,335	660,592	629,470	504,171	407,898	395,663
<b>Total Equity and Liabilities</b>	<b>242,242</b>	<b>1,023,591</b>	<b>1,415,355</b>	<b>1,446,143</b>	<b>1,338,334</b>	<b>1,177,652</b>
Property, Plant & Equipment	50,494	213,358	316,851	332,121	293,433	269,017
Right-of-use Assets	42,984	181,629	396,487	425,077	381,093	325,717
Intangible Assets	106,443	449,776	458,320	467,293	459,723	458,149
Other Non-Current Assets	6,732	28,445	52,494	53,030	26,096	25,627
Current Assets	35,589	150,383	191,203	168,622	177,989	99,142
<b>Total Assets</b>	<b>242,242</b>	<b>1,023,591</b>	<b>1,415,355</b>	<b>1,446,143</b>	<b>1,338,334</b>	<b>1,177,652</b>
Net Assets Per Share (US\$/RM)#	0.01	0.06	0.22	0.28	0.27	0.21
Net (Loss)/Earnings Per Share (Cents/Sen)#	(3.83)	(16.20)	(5.15)	5.88	6.93	2.66
Dividend Per Share (Cents/Sen)#	-	-	0.44	3.50	1.10	0.60
Total Net Dividend Amount (USD'000/RM'000)	-	-	7,741	61,398	19,716	10,680

## Notes:

The (loss)/earnings per share is calculated based on the weighted average number of shares with voting rights in issue.

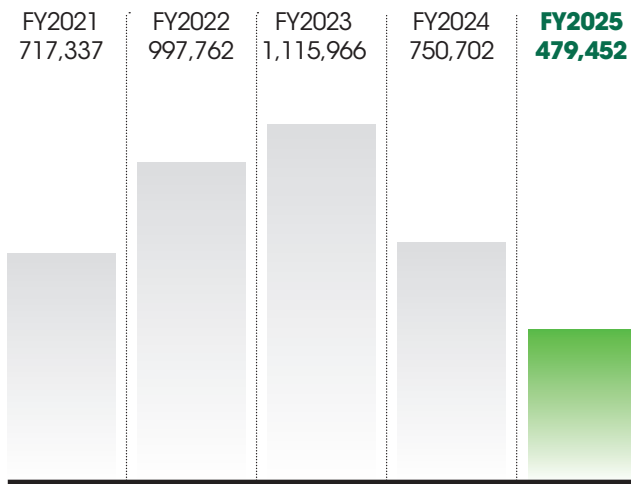
# For illustration purposes, the figures for 2021 to 2022 have been adjusted for the Bonus Issue to reflect a fairer presentation.

Exchange rate: US\$1.00=RM4.2255

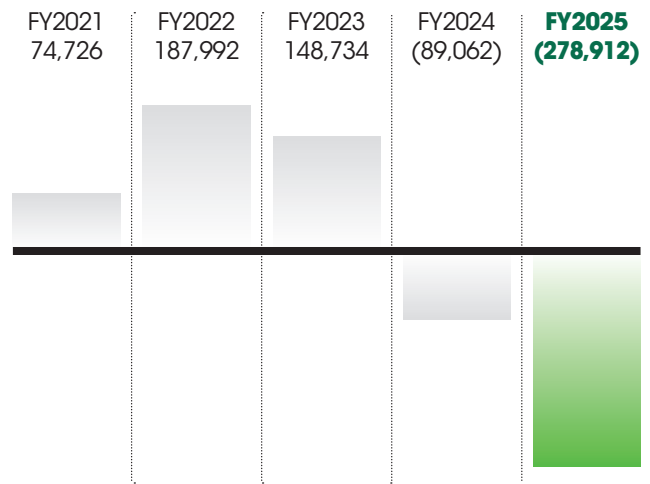


# GROUP FINANCIAL HIGHLIGHTS

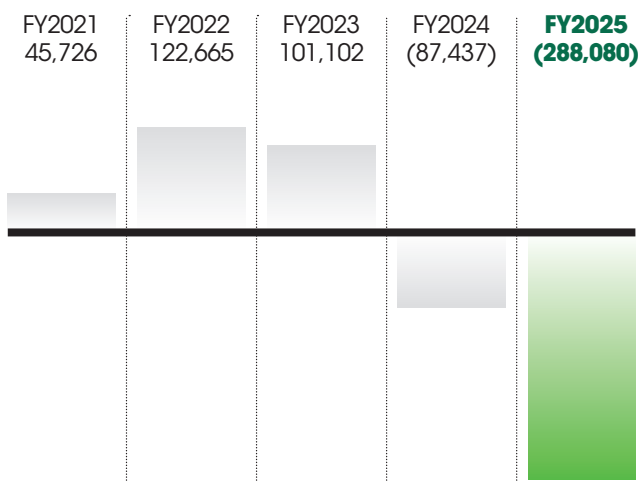
## REVENUE (RM'000)



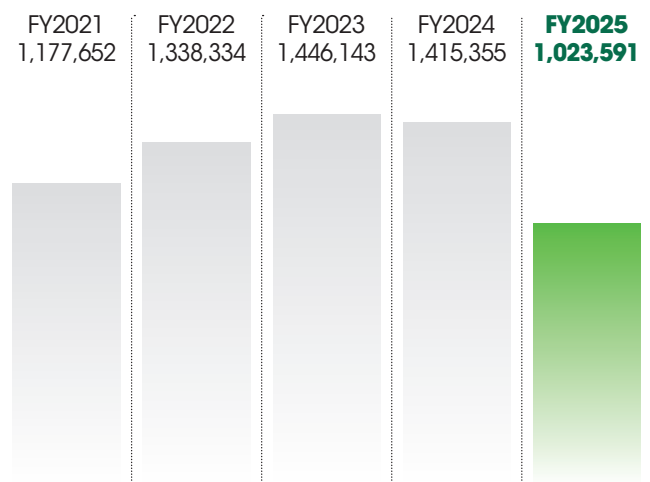
## (LOSS)/PROFIT BEFORE TAX (RM'000)



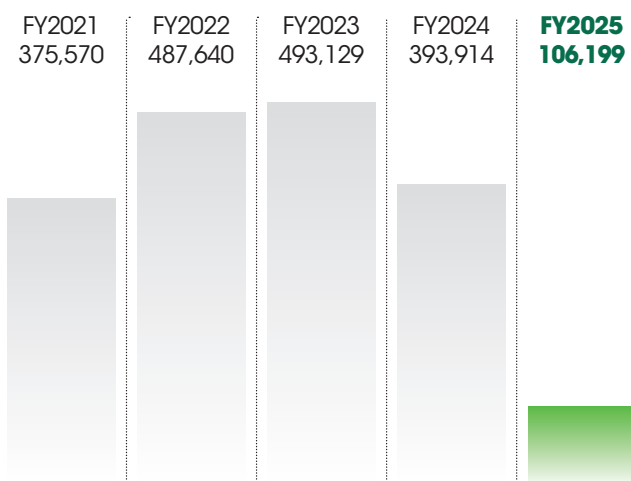
## (LOSS)/PROFIT AFTER TAX (RM'000)



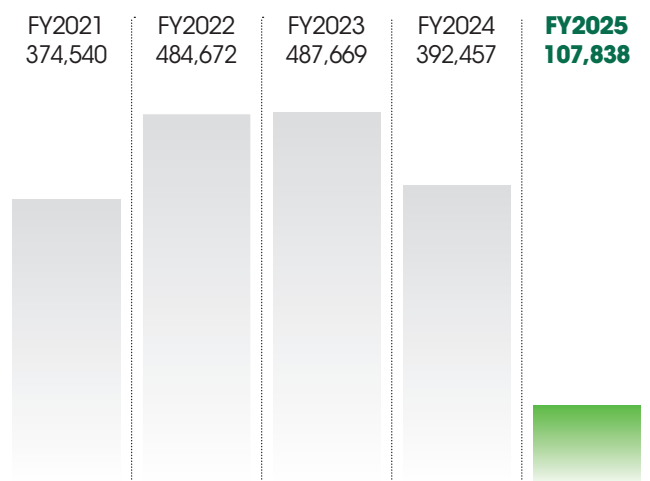
## TOTAL ASSETS (RM'000)



## NET EQUITY FUNDS (RM'000)

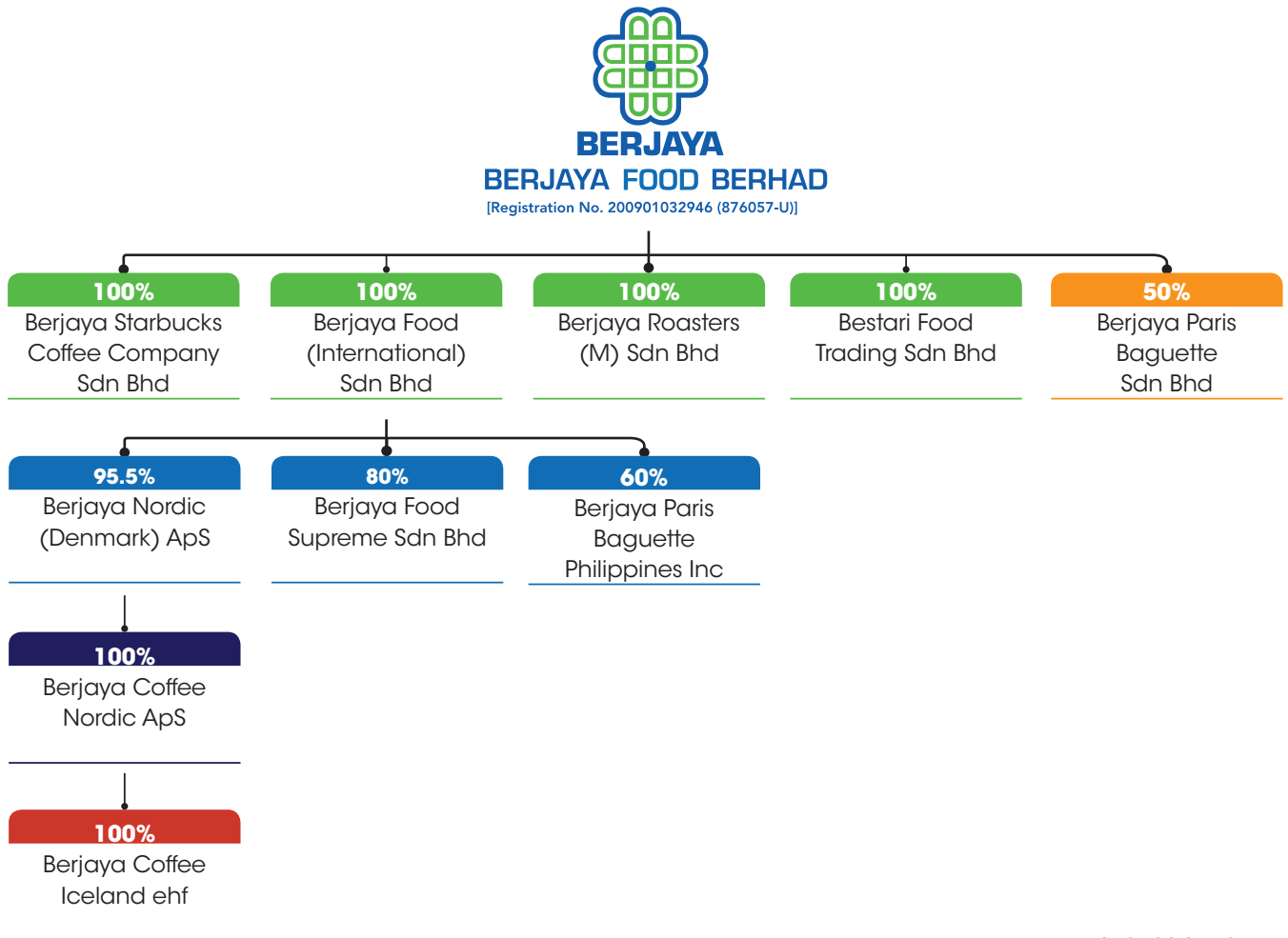


## TOTAL EQUITY (RM'000)



# CORPORATE STRUCTURE

## of Operating Companies As At 2 October 2025



# SUSTAINABILITY STATEMENT



## FRESHLY BREWED WITH PURPOSE: BFOOD'S SUSTAINABILITY JOURNEY REACHES A BOLD NEW CHAPTER

Berjaya Food Berhad ("BFood" or "the Group") proudly presents its FY2025 Sustainability Statement, a testament to its continued journey toward responsible growth and long-term value creation.

This year marks a pivotal shift, with enhanced, structured disclosures that reinforce BFood's commitment to transparency, accountability and ESG excellence. As an early adopter of leading sustainability frameworks, the Group actively aligns with evolving stakeholder expectations and regulatory standards.

Much like the craftsmanship behind each signature beverage or thoughtfully prepared meal, BFood approaches sustainability with intention, precision and purpose. The Group delivers on its commitments through meaningful and measurable actions.

## Our Commitments in Action



Empowering its partners (employees)

Uplifting local communities



Reducing environmental footprint

Creating long-term shareholder value





# SUSTAINABILITY STATEMENT

This Statement provides a clear, data-driven view of how BFood embeds sustainability across its operations and strategy. It reflects a sharpened focus on impact, guided by stakeholder insight and operational excellence across the entire value chain.

## Reporting Scope and Boundary

This Sustainability Statement includes all of BFood's principal business activities, namely: Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks"), Berjaya Roasters (M) Sdn Bhd ("BRoasters"), Berjaya Jollibean (M) Sdn Bhd ("BJoybean"), Bestari Food Trading Sdn Bhd ("BFT"), Berjaya Food Supreme Sdn Bhd ("BFS") and Berjaya Paris Baguette Sdn Bhd ("BPBM").

## References, Data and Restatement

All references to "BFood" or "the Group" collectively refer to Berjaya Food Berhad and its operating companies, while "the Company" denotes the specific brand or entity in context.

This Sustainability Statement places a strong emphasis on Starbucks Malaysia, which accounts for approximately 87% of the Group's gross revenue and workforce. Given its scale, Starbucks Malaysia justifiably receives greater reporting focus and visibility.

To ensure accuracy and reliability, BFood has systematically compiled data through established management control and information systems, enabling effective monitoring of sustainability performance.

In line with its commitment to improving disclosure quality and data consistency, the Group has restated selected historical indicators to reflect improvements in its data tracking capabilities.

For stakeholder clarity, a consolidated three-year performance table appears on pages 81 to 86 of this Statement, providing a clear view of BFood's sustainability progress over time.

## Reporting Scope and Boundary

Financial Year 2025 ("FY2025") from 1 July 2024 to 30 June 2025, unless otherwise stated

## Reporting Guidelines

### Principle Guideline

- Global Reporting Initiative ("GRI") Standards

### Additional Guidelines

- Bursa Malaysia Enhanced Sustainability Reporting Framework
- The United Nations Sustainable Development Goals ("UNSDGs")
- International Organisation for Standardisation ("ISO") 2600:2010 Guidance on Social Responsibility
- Sustainability Accounting Standards Board ("SASB")
- The Taskforce on Climate-Related Financial Disclosures
- IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information)
- IFRS S2 (General Requirements for Climate-related Disclosures)
- FTSE4Good Bursa Malaysia Index and other local and international sustainability ratings

## Accuracy and Reliability of Content

Each business unit's management thoroughly reviewed and validated the data in this report, ensuring its accuracy and reliability before final endorsement by the Board of Directors ("the Board").

SIRIM QAS International Sdn Bhd was engaged to provide independent external assurance. The scope, methodology, and findings of the verification are detailed in the Verification Statement on page 89 to 92 of this Sustainability Statement.

## Accuracy and Reliability of Content

For any questions or comments on this Sustainability Statement or sustainability at BFood, please contact [enquiries@berjayafood.com](mailto:enquiries@berjayafood.com).

# SUSTAINABILITY STATEMENT

## SUSTAINABILITY AT THE HEART OF EVERY SERVE

Sustainability drives the creation of meaningful shared value for partners, customers, shareholders and society. BFood integrates it seamlessly across all aspects of its operations. Through its diverse brands, the Group goes beyond business, acting as a positive force for collective progress, growing alongside the communities it serves and contributing to a more sustainable future.

### BFood's Foundations For Creating Shared Value

#### Environmental Leadership

- Proactively managing climate-related risks and opportunities through targeted carbon reduction, energy optimisation and waste minimisation initiatives that protect natural resources and promote circularity

#### Social Empowerment

- Cultivating an inclusive and supportive culture that prioritises employee wellbeing, diversity and meaningful engagement with the communities where BFood operates

#### Governance and Accountability

- Maintaining high standards of ethical conduct, transparency and risk oversight to foster trust and align with evolving ESG best practices

#### Value Chain Responsibility

- Extending sustainability commitments across the supply chain by promoting sustainability across the value chain

### Strategic Priorities: Driving Impactful, Measurable Progress

BFood's sustainability agenda focuses on delivering tangible outcomes that underpin sustainable growth and long-term resilience.

### BFood's Six Core Priorities

#### Climate Action

- Implement comprehensive strategies to reduce greenhouse gas emissions, improve energy efficiency and strengthen climate-related risk management and reporting.

#### Data Integrity and Transparency

- Enhance systems to ensure accurate, reliable and consistent sustainability disclosures that meet global stakeholder expectations.

#### Innovation and Resource Efficiency

- Leverage technology and process improvements to optimise water, energy and material use while reducing waste across operations.

#### Diversity, Equity and Inclusion

- Create a workplace where all individuals have equal opportunity to thrive and drive innovation and growth.

#### Community Investment





















- Support education, health and economic empowerment in local communities through focused programmes that deliver measurable social impact.

#### Governance Excellence

- Strengthen ESG governance frameworks to reinforce accountability, manage risk and ensure alignment with leading sustainability standards.

# SUSTAINABILITY STATEMENT

## BFood Value Creation Model: Creating, Delivering & Sustaining Impact

Capital	Inputs	Outputs	Outcomes	Relevant UNSDGs
<b>Financial Capital</b> 	<ul style="list-style-type: none"> <li>Revenue generated</li> <li>Franchise and licensing fees from brand partnerships</li> <li>Reinvestment into outlet expansion, innovation and digital capabilities</li> </ul>	<ul style="list-style-type: none"> <li>New stores and expansion across Malaysia and Brunei.</li> <li>Investment into ready-to-drink and plant-based product lines</li> <li>Improved retail store formats and technologies</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable long-term profitability</li> <li>Diversified income</li> <li>Increased shareholder value and financial resilience</li> </ul>	 
<b>Manufactured Capital</b> 	<ul style="list-style-type: none"> <li>Retail outlets</li> <li>Central kitchens and food commissaries</li> <li>Supply chain assets such as storage and delivery fleet</li> <li>Food and beverage production lines</li> </ul>	<ul style="list-style-type: none"> <li>Consistent food and beverage delivery across dine-in, takeaway and packaged formats</li> <li>Accessible products in supermarkets, convenience stores and e-commerce platforms</li> <li>Branded packaging and marketing materials</li> </ul>	<ul style="list-style-type: none"> <li>Expanded market presence and brand reach</li> <li>Seamless integration of retail and packaged goods</li> <li>High operational efficiency and scalability</li> </ul>	 
<b>Intellectual Capital</b> 	<ul style="list-style-type: none"> <li>Exclusive brand rights</li> <li>R&amp;D for healthier, meat-free and localised menus</li> <li>Compliance with halal standards and food safety regulations</li> </ul>	<ul style="list-style-type: none"> <li>Seasonal and signature menu launches</li> <li>Halal-certified offerings</li> <li>Providing plant-based milk options</li> </ul>	<ul style="list-style-type: none"> <li>Strong brand recognition and customer loyalty</li> <li>Enhanced market differentiation through innovation</li> </ul>	 
<b>Human Capital</b> 	<ul style="list-style-type: none"> <li>Skilled workforce of baristas, chefs, store managers and support staff</li> <li>Training programmes such as Starbucks Coffee Master Certification</li> <li>Inclusive hiring practices, including Deaf partners (employees) in Starbucks Signing stores</li> </ul>	<ul style="list-style-type: none"> <li>High service quality and customer engagement</li> <li>Career development opportunities</li> <li>Inclusive, diverse and empowered teams</li> </ul>	<ul style="list-style-type: none"> <li>Strong employee retention and motivation</li> <li>Inclusive workplace culture</li> <li>Improved service standards and consumer experience</li> </ul>	  
<b>Social and Relationship Capital</b> 	<ul style="list-style-type: none"> <li>Engagement with NGOs and community partners</li> <li>Long-term partnerships with supply chain partners and regulators</li> <li>Customer engagement through loyalty programmes and events</li> </ul>	<ul style="list-style-type: none"> <li>Community-focused initiatives</li> <li>Support towards local SMEs and sustainable suppliers</li> <li>Customer engagement and feedback mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Strong social license to operate</li> <li>Brand trust and community goodwill</li> <li>Strengthened ecosystem of stakeholders and partners</li> </ul>	 
<b>Natural Capital</b> 	<ul style="list-style-type: none"> <li>Responsibly sourced ingredients and raw materials</li> <li>Fresh, meat-free ingredients and offerings</li> <li>Packaging materials, water and energy resources in stores and production</li> </ul>	<ul style="list-style-type: none"> <li>Fresh food and coffee served daily</li> <li>Reduced waste and environmental footprint in operations</li> </ul>	<ul style="list-style-type: none"> <li>Reduced dependency on animal-based ingredients</li> <li>Improved energy and water efficiency</li> <li>Enhanced alignment with environmental and sustainability goals</li> </ul>	  



# SUSTAINABILITY STATEMENT

## Sustainability Governance

The Board of Directors retains ultimate oversight and endorses BFood's sustainability strategy, priorities and targets. Formal terms of reference, role descriptions and Board policies outline these responsibilities and define how the Group integrates sustainability-related risks and opportunities into its strategic planning, risk management and key decision-making.

The Board Sustainability Committee ("SC") supports the Board and meets at least twice a year to review material ESG risks and opportunities, monitor progress against targets and recommend actions aligned with BFood's long-term business objectives. The Board appoints SC members based on their expertise in areas of ESG compliance. Members receive regular briefings to ensure they possess the necessary competencies and information to discharge their oversight responsibilities effectively.

The Sustainability Working Group ("SWG"), comprising senior management representatives from brands such as BStarbucks, BRoasters and BPBM, drives the implementation of approved initiatives and translates strategic priorities into measurable operational actions. Heads of operating entities are accountable for:

- Achieving sustainability targets such as waste diversion, energy efficiency in retail operations and responsible sourcing
- Embedding ESG considerations into business decisions. Structured reporting lines, scheduled reviews and cross-functional collaboration maintain oversight.

## Sustainability Governance Structure

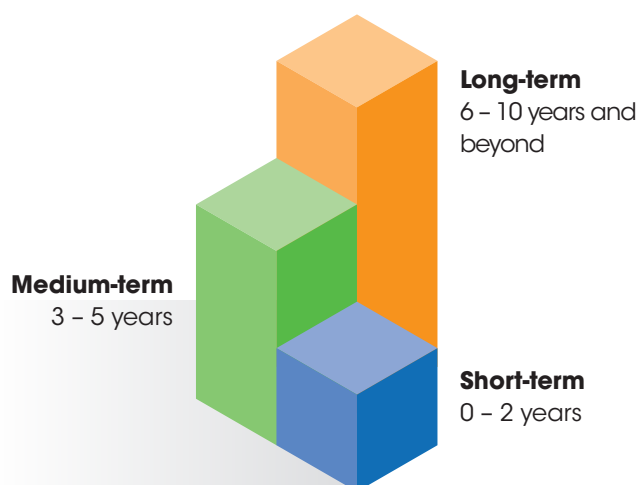


Policies such as the Code of Conduct, Anti-Corruption Policy and Environmental and Occupational Safety and Health ("EOSH") guidelines form the foundation for sustainability compliance and culture across operations. Periodic training and awareness programmes at outlets and corporate offices reinforce these policies. BFood embeds sustainability-related performance in its risk management processes and tracks it through internal audits, compliance reviews and performance assessments. Where applicable, BFood incorporates ESG performance metrics into management remuneration structures to incentivise progress and accountability, particularly in areas such as energy use, waste reduction and community engagement.

## Risk and Opportunity Management

BFood systematically identifies, assesses and prioritises sustainability-related risks and opportunities that could materially affect its multi-brand operations, value chain and stakeholders. These include climate transition risks affecting retail operations energy use, changing consumer expectations around meat-free and dairy-free offerings, regulatory changes related to packaging and labour practices and supply chain vulnerabilities such as ingredient sourcing and logistics. Opportunities include growing demand for plant-based products, greater efficiency in water and electricity use and expansion into low-carbon ready-to-drink products.

BFood assesses each risk or opportunity across defined time horizons, short, medium and long term, aligned with its corporate strategy, store development plans and product innovation cycles.



BFood considers trade-offs, such as the versus long-term reputational and compliance benefits, during strategy development, capital expenditure planning and supply chain evaluation.

# SUSTAINABILITY STATEMENT

## Strategy and Financial Planning

Sustainability forms a core pillar of BFood's value creation strategy. The Group strives to create shared value for its customers, shareholders, employees and communities by embedding ESG considerations into its operating and expansion models.

ESG considerations shape strategic decisions, such as retail operations energy retrofits, partnerships for sustainable coffee sourcing and the launch of dairy-free options. These factors also inform the development of new product lines.

### ESG-Aligned Capital Expenditures

- Retail operation fit-outs
- Equipment upgrades
- Green logistics

### Forecasting Regulatory and Cost Shifts

- Utility costs
- Carbon pricing
- Packaging regulations

### Strategic Investments

- Responsible sourcing programmes
- Green supply chain initiatives

### Scenario-Based Planning

- Product availability
- Customer demand
- Compliance costs

BFood conducts resilience assessments to understand the impact of extreme weather, inflationary pressures on food ingredients and evolving ESG disclosure requirements. These assessments inform long-term investment strategies and business continuity plans.

## Metrics and Targets

BFood monitors a comprehensive set of sustainability metrics, tailored to its operations and aligned with recognised frameworks such as the IFRS Sustainability Disclosure Standards (S1 and S2), GRI, Bursa Malaysia's Sustainability Reporting Guide and the FTSE4Good criteria.

### Environmental and Social Metrics

#### Greenhouse Gas Emissions

- From retail operations energy use and distribution fleet (Scope 1 and 2)

#### Resource Efficiency

- Energy and water usage per store and per customer transaction

#### Waste Management

- Waste diversion rate, including food waste and packaging recovery

#### Workforce Diversity

- Employee diversity across operations and management levels

#### Community Investment

- Initiatives such as Starbucks community projects and local partnerships

# SUSTAINABILITY STATEMENT

## Sustainability Data Assurance and Reporting Flow



### Clear Definition of Metrics

- Each metric is precisely defined to ensure consistency.

### Validation Process

- Metrics undergo internal reviews and third-party assurance by SIRIM QAS International Sdn Bhd.



### Reporting Format

- Data is reported as:
  - Absolute values
  - Intensity metrics (e.g. per outlet)
  - Qualitative indicators



### Transparency Measures

- Disclosure of key assumptions, estimation methods and data sources.



BFood defines each metric clearly, validates it through internal reviews and obtains third-party assurance from SIRIM QAS International Sdn Bhd. It reports data as absolute values, intensity metrics (e.g. per retail operation) or qualitative indicators, depending on the topic. The team discloses key assumptions, estimation methods and data sources.

BFood presents the full performance data table on pages 81 to 86 of this Sustainability Statement.

BFood reviews performance annually, analyses and discloses any deviations from targets and implements corrective measures. The team refines targets to reflect market trends, technological advances and stakeholder input.

## Data Integrity and Judgements

BFood applies robust governance to ensure the integrity and accuracy of its sustainability disclosures. The team regularly updates materiality assessments to reflect regulatory requirements, business context, operational diversity and stakeholders' evolving expectations. Functional teams consolidate data across brands and review it for consistency.

They make key judgements, such as defining Scope 3 boundaries or assessing the relevance of specific GHG

sources, based on global frameworks and internal policies. The team transparently discloses and addresses uncertainties, such as variations in retail operation level energy data or supplier-level emissions, through data triangulation and scenario testing. They make restatements where necessary, in line with IFRS principles.

## Recognised Leadership in ESG and CSR

### BFood Ranks Among Top in FTSE4Good series

BFood ranks among the top in the latest FTSE4Good Index Series results announced in June 2025, achieving a 4-star rating with an ESG score of 4.3. The Group ranks in the 94<sup>th</sup> percentile within the Travel & Leisure subsector, reaffirming its strong performance and commitment to responsible and sustainable business practices.



FTSE4Good

### Starbucks Malaysia All-Star Award

BStarbucks has received the Certificate of Recognition for Excellence in Corporate Social Responsibility ("CSR") – All-Star Category from the American Chamber of Commerce ("AMCHAM") for the seventh consecutive year under the MY AMCHAM CARES programme. This award reflects the Company's consistent commitment to community engagement, social impact and environmental sustainability.

Presented at AMCHAM's annual Thanksgiving luncheon on 26 November 2024 and officiated by U.S. Ambassador Edgard D. Kagan, the award reaffirms Starbucks Malaysia's role in uplifting underserved communities and driving meaningful change. This achievement is made possible through the dedication of its BStarbucks partners (employees) and stakeholders.









# SUSTAINABILITY STATEMENT

## Brewing Sustainable Partnership




The BFood team serves more than what is on the plate or in the cup; it reflects a deep commitment to people, passion and shared experiences. As a brand that connects with communities near and far, BFood recognises that great taste brings people together. Serving well begins with listening, learning and genuinely caring about what matters most to people.

The team roots stakeholder engagement in humility, curiosity and genuine connection. Whether by understanding local tastes, responding to customer preferences or supporting the people behind the scenes—employees and suppliers—BFood fosters open, honest conversations that lead to meaningful action.

The team engages with stakeholders not just to meet expectations, but to build relationships based on trust, shared values and a love for what they do. Through regular dialogue and collaboration, BFood co-creates solutions that drive business growth and deliver positive impact to society and the environment.

Stakeholder Group	Engagement Platforms	Areas of Interest	BFood's Commitment
<b>Government &amp; Regulators</b> 	<ul style="list-style-type: none"> <li>Meetings and interactions with the regulators on policy matters or issues concerning the customers and the general public</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with laws and regulations</li> <li>Consumer protection and safety</li> <li>Environmental impact</li> <li>Market competition</li> <li>Public health and food safety standards</li> </ul>	BFood adheres to all legal requirements, prioritising consumer protection, minimising its environmental footprint and ensuring fair and responsible market practices.
<b>Customers</b> 	<ul style="list-style-type: none"> <li>Continuous efforts to serve customers more effectively using various feedback channels and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Food and beverage quality and safety</li> <li>Transparency in sourcing and nutritional information</li> <li>Menu choices tailored to various dietary preferences</li> <li>Affordability and pricing transparency</li> <li>Exceptional customer experience</li> </ul>	BFood ensures transparent sourcing, clear nutritional information and diverse menu options to meet all dietary needs while maintaining high-quality, safe products.
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Internal engagement channels</li> <li>Training and development programmes</li> <li>Open communication through Town Hall sessions</li> <li>Employee Sustainability Survey</li> </ul>	<ul style="list-style-type: none"> <li>Career development and growth opportunities</li> <li>Work-life balance</li> <li>Competitive compensation and benefits packages</li> <li>Supportive company culture and positive work environment</li> <li>Safe workplace</li> </ul>	BFood supports employees through career growth opportunities, work-life balance and comprehensive benefits while ensuring a safe and supportive work environment.
<b>Contractors, Consultants &amp; Suppliers</b> 	<ul style="list-style-type: none"> <li>Tendering and the procurement process</li> <li>Regular meetings with suppliers to encourage and offer feedback on improving ways of working together</li> </ul>	<ul style="list-style-type: none"> <li>Transparent contracting processes</li> <li>Collaborative working relationships</li> <li>Clear communications on expectations</li> <li>Timely payment and fair compensation</li> <li>Opportunities for long-term collaboration</li> </ul>	BFood fosters strong partnerships with contractors, consultants and suppliers by upholding fairness, transparency and mutual respect in all business interactions.

# SUSTAINABILITY STATEMENT

Stakeholder Group	Engagement Platforms	Areas of Interest	BFood's Commitment
<b>Media</b> 	<ul style="list-style-type: none"> <li>Regular engagement and updates with the mainstream media</li> <li>Media releases relating to crucial business development and CSR activities</li> </ul>	<ul style="list-style-type: none"> <li>Accurate and timely information</li> <li>Transparency and openness</li> <li>Collaboration on content creation</li> <li>Insights into BFood's sustainability initiatives</li> <li>Latest products and innovations</li> </ul>	BFood is committed to providing transparent and accurate information to the media, fostering open communication and building trust through timely and responsible engagement.
<b>Communities, Non-Government Organisations ("NGOs"), Peer Companies &amp; Industry Groups</b> 	<ul style="list-style-type: none"> <li>Consultations with NGOs, peer companies and industry groups for their expert opinions on corporate responsibility areas relevant to the business</li> <li>Volunteering opportunities and charitable events</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement programmes</li> <li>Collaboration opportunities for social impact projects</li> <li>Engagement in initiatives for positive change</li> </ul>	BFood collaborates with NGOs and industry groups to advance shared goals, support community initiatives and drive positive change through sustainable and ethical practices.
<b>Shareholders &amp; Investors</b> 	<ul style="list-style-type: none"> <li>Communications via announcements to Bursa Securities, general meetings and BFood's website</li> <li>Conducting briefings and updates for analysts, fund managers and potential investors as and when required</li> </ul>	<ul style="list-style-type: none"> <li>Financial performance and return on investment</li> <li>Company strategy and future growth prospects</li> <li>Dividend payouts and shareholder value creation</li> <li>Transparency and disclosure of financial information</li> <li>Corporate governance practices</li> </ul>	BFood is committed to delivering long-term value to shareholders and investors through transparent governance, sustainable growth and robust financial performance.

## SUSTAINING SUCCESS THROUGH PRIORITISED IMPACT

### Our Enhanced Approach in FY2025

In FY2025, BFood adopted an enhanced materiality methodology that incorporates the principles of double materiality. This approach evaluates both:

- Financial materiality: the potential financial impact of sustainability issues on the Group's performance, resilience and long-term value creation; and
- Impact materiality: the Group's broader effects on society, the economy and the environment.

To strengthen this analysis, we conducted three surveys:

- Leadership ESG Impact Survey in FY2024
- Stakeholder ESG Impact Survey in FY2024
- Financial Leadership Survey in FY2025

The Financial Leadership Survey assessed the potential financial implications of the same sustainability indicators. By integrating both impact and financial perspectives, the enhanced framework allows BFood to make informed strategic decisions that foster sustainable growth while supporting resilient financial performance.

### The Methodology

BFood's materiality process involves engaging a diverse range of internal and external stakeholders to capture a balanced view of priorities. The process identifies, assesses and prioritises sustainability issues that matter most to both the organisation and its stakeholders.









# SUSTAINABILITY STATEMENT

## Stakeholders Contributing to the Materiality Assessment































## Material Topics and Alignment

BFood ensures its sustainability practices deliver value for local stakeholders while aligning with broader global objectives. The table below illustrates how each material matter aligns with the GRI Standards and the United Nations Sustainable Development Goals ("UNSDGs").

Sustainability Pillars	Focus Areas	Relevance to BFood	GRI Topics	Corresponding UNSDGs
<b>Economic</b> 	<b>Risk management</b>	Managing product, supplier, business and brand risks across the value chain	• Non-GRI topic	 
	<b>Sustainable supply chain</b>	Sourcing materials responsibly and working with supply chain partners to deliver the highest quality food	• Procurement practices • Supplier environmental assessment • Supplier social assessment	  
	<b>Compliance</b>	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 certification and Hazard Analysis and Critical Control Points ("HACCP") requirements	• Anti-competitive behaviour • Anti-corruption • Environmental compliance • Socio-economic compliance	 



# SUSTAINABILITY STATEMENT

Sustainability Pillars	Focus Areas	Relevance to BFood	GRI Topics	Corresponding UNSDGs
<b>Environment</b> 	<b>Energy &amp; climate change management</b>	Introducing strategic measures to optimise energy use, reduce carbon emissions and mitigate environmental impact, ensuring sustainable and responsible business practices	<ul style="list-style-type: none"> <li>Energy</li> <li>Emissions</li> </ul>	      
	<b>Resource management</b>	Conserving natural resources to address issues such as biodiversity, water quality and land preservation to minimise environmental impact and promote ecological balance	<ul style="list-style-type: none"> <li>Water</li> <li>Materials</li> </ul>	 
	<b>Waste management</b>	Systematically handling, collecting, disposing and recycling waste materials to minimise environmental impact, promote sustainability and ensure the responsible and efficient management of resources	<ul style="list-style-type: none"> <li>Effluents and waste</li> </ul>	    
	<b>Water management</b>	Using water efficiently and minimising its consumption throughout operations	<ul style="list-style-type: none"> <li>Water</li> </ul>	 
	<b>Biodiversity</b>	Implementing measures to conserve and sustainably manage ecosystems, species and genetic diversity, safeguarding biodiversity and promoting environmental resilience for future generations	<ul style="list-style-type: none"> <li>Biodiversity</li> </ul>	
	<b>Preventing pollution</b>	Minimising the release of harmful substances into the environment to protect human health and ecosystems for a cleaner and healthier planet	<ul style="list-style-type: none"> <li>Emissions</li> </ul>	  
<b>Social</b> 	<b>Employee wellness, engagement &amp; satisfaction</b>	Prioritising employees' health and well-being through regular engagement to attract and retain the best talent	<ul style="list-style-type: none"> <li>Employment</li> <li>Freedom of association and collective bargaining</li> </ul>	   
	<b>Occupational safety &amp; health</b>	Upholding workplace safety for injury prevention and eliminating workplace health and safety risks through safety assessment at our stores and restaurants	<ul style="list-style-type: none"> <li>Occupational health and safety</li> </ul>	  

# SUSTAINABILITY STATEMENT

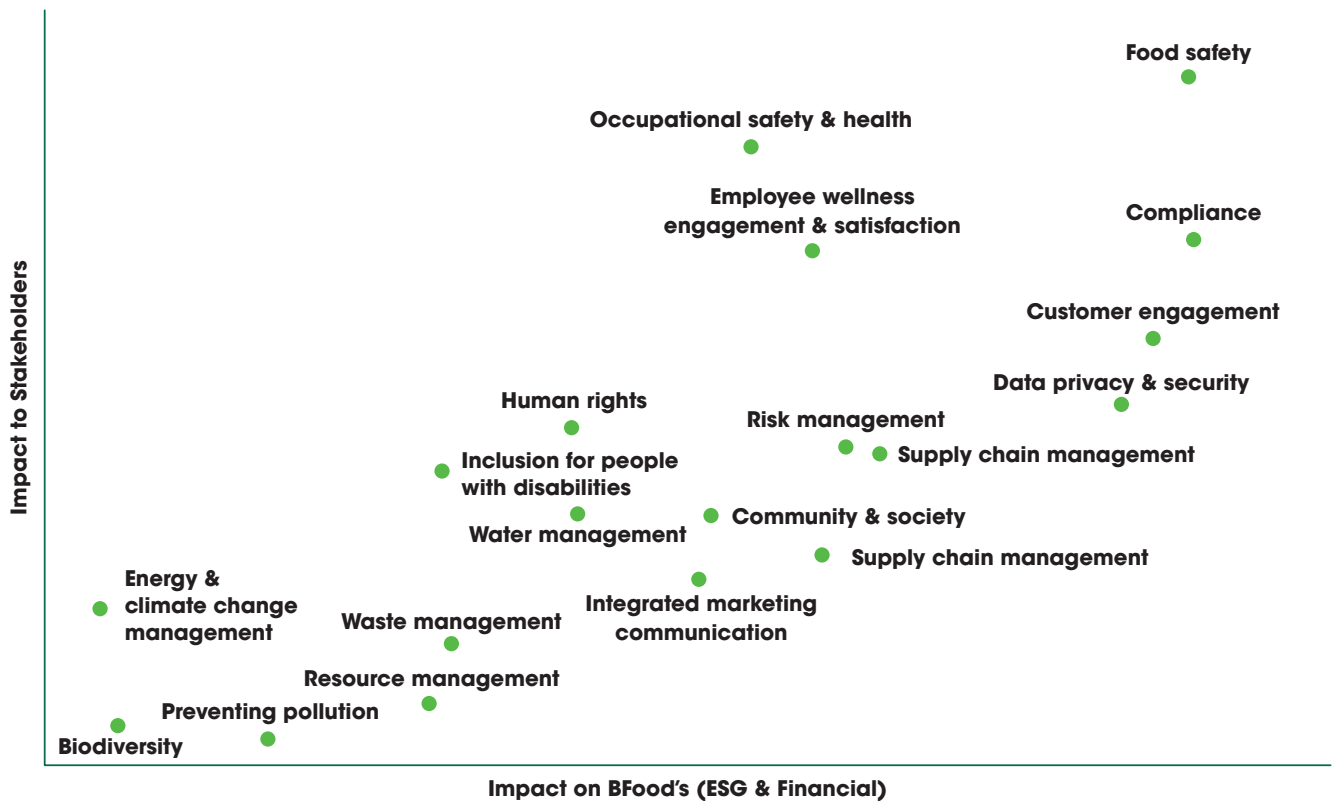
Sustainability Pillars	Focus Areas	Relevance to BFood	GRI Topics	Corresponding UNSDGs
<b>Social</b> 	<b>Diversity, inclusion &amp; talent development</b>	Empowering employees to grow by creating positive working relationships with our diverse employees and providing opportunities for career development	<ul style="list-style-type: none"> <li>Diversity and equal opportunity</li> <li>Non-discrimination</li> <li>Training and education</li> </ul>	   
	<b>Human rights</b>	Protecting the rights of all stakeholders by providing decent conditions for employees, such as eliminating excessive working hours and providing decent accommodation	<ul style="list-style-type: none"> <li>Human rights assessment</li> <li>Rights of indigenous peoples</li> <li>Security practices</li> <li>Child labour</li> <li>Forced labour</li> </ul>	  
	<b>Customer engagement</b>	Training employees regularly to improve customer service levels, rewarding customers through our loyalty programme and assessing their needs to improve satisfaction	<ul style="list-style-type: none"> <li>Non-GRI topic</li> </ul>	
	<b>Integrated marketing communications</b>	Using various promotional methods and channels to convey an honest, transparent and balanced message about BFood's products or services to its target audience	<ul style="list-style-type: none"> <li>Marketing and labelling</li> </ul>	 
	<b>Data privacy &amp; security</b>	Protecting customers and other users' data during all transactions and loyalty schemes	<ul style="list-style-type: none"> <li>Customer privacy</li> </ul>	
	<b>Community &amp; society</b>	Strengthening our local communities by organising multiple corporate social responsibility programmes and collaborating with NGOs to raise awareness	<ul style="list-style-type: none"> <li>Local communities</li> </ul>	 
	<b>Food safety</b>	Implementing practices and measures to prevent contamination, ensuring that food is handled, prepared and stored in a way that minimises the risk to consumers	<ul style="list-style-type: none"> <li>Customer health and safety</li> </ul>	
	<b>Inclusion for people with disabilities</b>	Fostering a welcoming environment that ensures all employees and customers, including individuals with disabilities, can enjoy the BFood experience	<ul style="list-style-type: none"> <li>Diversity and equal opportunity</li> <li>Non-discrimination</li> </ul>	  

## SUSTAINABILITY STATEMENT

In FY2024, BFood conducted a stakeholder survey to capture the views of different stakeholder groups on the importance of each sustainability topic and averaged the results to determine the overall stakeholder score.

To reflect the financial materiality impact, BFood carried out a leadership survey in February 2025 with the management team. The Group incorporated the financial indicators from this assessment into the Impact on BFood axis, which now covers both ESG and Financial aspects.

BFood positioned its final materiality topics by averaging the ESG impact score from stakeholder and leadership assessments with the financial impact score, giving equal weight to sustainability impact and financial relevance in determining its priorities.



# SUSTAINABILITY STATEMENT

## ECONOMIC SUSTAINABILITY

In a rapidly evolving global food industry, BFood remains committed to ensuring the long-term sustainability and profitability of its business while balancing the interests of stakeholders, the economy and the broader food sector. The team focuses on building a resilient business model to navigate current economic challenges and position BFood for sustained future success.

BFood anchors its commitment to economic sustainability in optimising supply chain efficiency, reducing waste and maximising resource use. The team continuously enhances operational practices to improve performance, reduce costs and drive growth.

### Global Impact From Bean To Brew: Hacienda Alsacia and A Sustainable Future

BStarbucks and BFS source coffee from a range of ethically verified farms worldwide. Its commitment to sustainable coffee begins at the source: Hacienda Alsacia, Starbucks' first and only company-operated coffee farm, located on the slopes of Costa Rica's Poás Volcano.



Spanning 240 hectares and home to over 800,000 coffee trees, Hacienda Alsacia serves as Starbucks' global centre for research and development. The farm addresses critical challenges faced by coffee farmers, including climate change, crop disease and ageing farming communities. The team develops resilient coffee varieties, advances water and energy-efficient processing methods and shares best practices with over 280,000 farmers globally.

### Global Impact from Bean to Brew: Key Milestones at Hacienda Alsacia

#### 600+ Hybrid Coffee Varietals Developed

Strengthening resilience to climate change and disease



#### 80% Reduction in Water Use

Through improved coffee processing technologies



#### 50% Reduction in Energy Use

Enhancing efficiency across operations



#### 90 Million Seedlings Distributed Globally

Supporting over 280,000 farmers worldwide



#### Sustainability, Innovation & Learning Lab (2026)

A new global hub to accelerate sustainable coffee practices



These global efforts directly benefit BStarbucks and BFS's supply chain. By strengthening farmer livelihoods, securing long-term coffee quality and reinforcing ethical sourcing, Starbucks ensures that every cup served in Malaysia and Brunei reflects a shared journey toward a more sustainable future for coffee.

### BFood's Influence Throughout The Value Chain

BFood recognises that its vast and complex supply chain can have significant environmental and social impacts. The Group commits to mitigating these effects by embedding sustainable practices at every stage. By optimising efficiency, strengthening partnerships and upholding strict ethical standards, bfood works to build a responsible value chain that delivers long-term benefits for all stakeholders.

### Clear Supplier Expectations Across The Group

Each brand enforces a tailored supplier code of conduct that sets out key principles and behavioural standards. BFood communicates this code globally to support transparent, productive and sustainable business relationships.

#### All current and potential suppliers must comply with:

BFood's Global Human Rights Statements.

- The brand-specific Supplier Code of Conduct

### Monitoring and Performance Assurance

BFood regularly evaluates supplier performance to ensure alignment with quality and sustainability goals.



# SUSTAINABILITY STATEMENT



## Starbucks Coffee Company

- Performs rigorous QA audits for food and non-food suppliers
- Requires suppliers to hold at least Halal certification and a recognised food safety system (e.g. HACCP) as minimum standards, ideally certified under a GFSI-recognised scheme such as FSSC, BRC, SQF or IFS.
- Requires documents for locally sourced food-contact item supplier to ensure they are fit for purpose
- All suppliers must be Halal certified which covers ethical practices including animal welfare

### Supplier Audit Highlights

**7 suppliers completed (BStarbucks and BFS)**



**100% met required quality and safety standards**



**3 vendors (BStarbucks and BFS) completed Supplier Security Assessments**



BFood maintains open two-way communication with its supply chain partners, ensuring transparency and effective collaboration.



BFood is committed to responsible sourcing, with quality and sustainability at the core of its approach. The team prioritises local vendors whenever possible to support the local economy and reduce environmental impact, while maintaining quality as a non-negotiable standard. For example, BStarbucks and BSupreme source coffee beans, cocoa and tea directly from the United States to meet strict quality requirements and ensure consistent flavour experiences worldwide.

For other sourcing that does not compromise product quality, such as packaging, non-core ingredients and general supplies, bfood consistently prioritises local options to strengthen community ties and promote regional growth.

### Aligning Sustainability Targets Across The Value Chain

BFood builds a sustainable value chain by embedding responsible practices throughout its operations. The team integrates social and environmental policies across all supply chain activities to support long-term, ethical and resilient sourcing.



The team works closely with key suppliers to address social and environmental challenges in the food and beverage sector. Through collaboration, BFood:

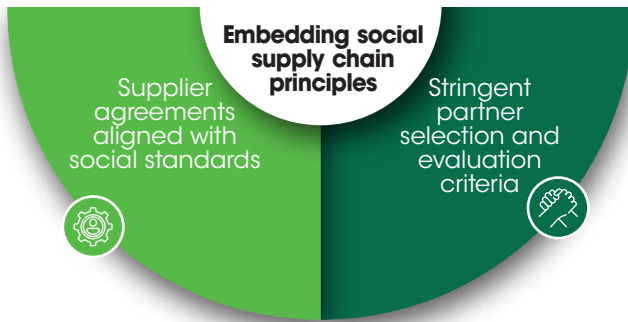
- Promotes continuous improvement
- Ensures alignment with Group-wide sustainability goals

BFood conducts supply chain security assessments for potential vendors and onboarding sessions for new suppliers. As part of its due diligence, the Group evaluates existing, potential and new suppliers through self-assessment questionnaires and physical inspections. During the financial year, periodic audits were conducted for BStarbucks' existing suppliers. The audit frequency is determined based on a Risk Assessment Scorecard, which evaluates both Product Risk and Plant Risk levels. Supplier performance is closely monitored, and audit frequency is reviewed annually. All corrective actions for non-compliances identified during audits are followed up with the respective suppliers. To further reduce the social and environmental impacts of its supply chain, BFood participates in industry initiatives and collaborates with sector peers. Memberships in organisations such as the Malaysia Retail Chain Association ("MRCA") and the American Malaysian Chamber of Commerce ("AMCHAM") enable the Group to contribute to industry-focused, sustainable supply chain solutions.

### Social Supply Chain: Ethical Partnerships That Uplift

BFood's social supply chain reflects the group's strong commitment to ethical conduct and social responsibility. The group's supplier code of conduct and ethical sourcing programme sets clear expectations for fair labour practices, human rights and ethical treatment throughout its sourcing network.

# SUSTAINABILITY STATEMENT



BFood communicates its social supply chain commitments to all suppliers and ensures that major supply chain partners comply with social standards established under Malaysian labour law and the International Labour Organisation ("ILO"). The Group's Supplier Code of Conduct outlines the following labour requirements:

L

## Legal working age compliance:

BFood and all suppliers must comply with Malaysian Labour Law on the minimum legal working age to prevent child labour.

A

## Avoiding forced labour:

Ensure that employment is freely chosen, with no coercion or threat.

B

## Barriers removed to equal opportunity:

Apply non-discrimination in hiring, remuneration, training, promotion, overtime, termination and retirement.

O

## Organising for collective bargaining:

Uphold the right to form or join a union, be represented and engage in discussions with the company on employment matters.

U

## Upholding working hours limits:

Comply with local regulations on working hours and overtime, address maximum limits and reduce excessive hours.

R

## Respecting wages and safety:

Meet or exceed Malaysia's minimum living wage and maintain a safe, healthy workplace through policies, codes and practices in line with local laws.

R

## Respecting wages and safety:

Meet or exceed Malaysia's minimum living wage and maintain a safe, healthy workplace through policies, codes and practices in line with local laws.

## BFood's Social Supply Chain Commitments

### Communicate

the social supply chain policy globally to all suppliers, integrating it into buyer training, purchasing policies and supplier contracts. Make it available in English with translation options when required.



### Set

clear expectations for social conduct among major suppliers through purchasing policies, supplier contracts, training and sharing of best practices.



### Inform

workers of social obligations by encouraging major suppliers to communicate in languages they understand.



### Conduct

social risk assessments for new and existing major suppliers as part of due diligence to ensure compliance with and identify those are high risks.



### Assess

high-risk suppliers both informally and formally through physical inspection audits where required and enforce disciplinary action for any non-compliance.



### Audit

suppliers, noting that seven BStarbucks suppliers were assessed and audited in FY2025, with no incidences of non-compliance recorded.



### Uphold

strong animal welfare principles, exemplified by Halal certification and relevant local laws, which includes strict requirements for humane animal treatment.



# SUSTAINABILITY STATEMENT

## BStarbucks Supplier Assessment Criteria

### Ethical Sourcing

Upholds fair labour, human rights and responsible sourcing practices.



### Supplier Security

Ensures secure handling, storage and transportation of goods.



### Food Safety

Meets rigorous hygiene, handling and safety requirements.



### Product Quality

Delivers consistent, high-quality products that meet brand standards.



Only suppliers who meet these standards receive approval, ensuring every supplier engagement reflects BFood's core values.

To ensure accountability and continuous improvement, BStarbucks conducted audits during the financial year. These assessments, aligned with the Global Food Safety Initiative ("GFSI") standards, reviewed compliance with food safety and quality management systems, reinforcing trust and transparency across the supply chain.

BFood collaborates closely with its suppliers to tackle critical social issues in the food and beverage industry. Through regular engagement, including best-practice sharing sessions, training and mentoring, BFood provides a platform for discussing and addressing challenges within the social supply chain.



BStarbucks achieved a 100% SKU accuracy in the annual stock count in the warehouse as of 30 June 2025.

## Environmental supply chain: driving climate-positive impact

BFood integrates environmental considerations into its sourcing practices. The team reviews suppliers' performance

in areas such as energy use, greenhouse gas ("GHG") emissions, water consumption, biodiversity impact, waste reduction, environmental issues, pollution control and resource efficiency.

BFood also encourages suppliers to improve transparency by monitoring and reporting their environmental impacts and taking steps to reduce them where possible. These practices support the Group's broader climate commitments and efforts to build a more sustainable supply chain. BFood is in the process of finalising a procurement policy that integrates key environmental principles. The policy requires suppliers to comply with relevant environmental laws and best practices on pollution prevention, waste management and resource efficiency, while minimising environmental impacts across the product life cycle. Suppliers are encouraged to support supply chain decarbonisation, ensure ethical sourcing and offer take-back or recycling options for products and packaging. BFood expects its suppliers to optimise resource use, promote environmental awareness through procurement activities, avoid products linked to deforestation or biodiversity loss and declare any hazardous components or materials that require special handling.

## BUSINESS ETHICS AND INTEGRITY

### Ethical Expectations Framework

#### Code of Conduct and Supporting Policies

Define expected ethical behaviour



#### Applies to All

Employees and supply chain partners



## Zero Tolerance Towards Unethical Conduct

BFood demonstrates its firm commitment to combating corruption through a comprehensive Zero Tolerance Policy. Endorsed by the Board of Directors, the policy aligns with the Guidelines on Adequate Procedures under Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

Each individual must complete anti-corruption training and awareness programmes to ensure full compliance.

BFood actively strengthens its internal controls and delivers targeted communication and training initiatives that focus on:

- Identifying and addressing corruption risks
- Upholding ethical conduct
- Managing gifts, entertainment and hospitality responsibly

Policy Applies to all:

- **Directors**
- **Employees**
- **Business partners**

# SUSTAINABILITY STATEMENT

## BFood's Overall Corruption Target

Zero corruption, bribery and facilitation payments



## Clear Target, Strong Governance

### Governance Structure

Each brand maintains:

- Corporate Risk Register
- Bribery and Corruption Risk Register (with granular controls for high-risk departments and operations)

### Risk Identification and Mitigation

- Conducts regular risk assessments across management levels
- Prioritises areas with significant operational or decision-making impact
- Develops preventive strategies and tailored mitigation plan

### Due Diligence on Intermediaries

Assesses new and existing:

- Business partners
- Contractors and subcontractors
- Third parties and agents

### Clear Expectations Across the Value Chain

- Communicates anti-corruption expectations clearly
- Reinforces accountability throughout operations

### Supplier Commitments

Requires all suppliers to:

- Sign anti-corruption agreements
- Acknowledge Berjaya's Trust Concept
- Sign the Integrity Declaration Form

### Training and Compliance Oversight

- BStarbucks and subsidiaries provide training on ethical business practices
- Conduct compliance assessments across selected entities
- Reports zero significant incidents of bribery, corruption or anti-competitive legal action

## Whistleblowing

BFood enforces a Whistleblowing Policy to uphold transparency, integrity and accountability across the organisation. The policy provides a confidential channel for employees, business partners and members of the public to report suspected misconduct, including bribery, fraud, abuse of power and regulatory non-compliance.

Individuals submit reports via email or mail to designated senior officers. If the report involves senior management, they direct it to other directors.

BFood assesses and investigates all reports professionally, taking appropriate action based on the findings. The team protects whistleblowers from retaliation and maintains their confidentiality, unless disclosure is required by law. The Group also takes disciplinary action against false or malicious reports.

This whistleblowing mechanism supports BFood's zero-tolerance stance on corruption and reinforces adherence to its Anti-Bribery and Corruption Policy.

## Driving Industry Progress Through Expertise and Collaboration

As part of Bursa Malaysia's Public Listed Companies Transformation ("PLCT") programme, BFood aligns with national efforts to elevate corporate Malaysia. The group is committed to strengthening financial resilience, enhancing governance and board effectiveness, and embedding sustainability practices to drive long-term value.

BFood also actively contributes its operational expertise and industry insights to advance the broader food and beverage sector. Through meaningful participation in industry associations and collaborative platforms, BFood plays a key role in shaping standards, addressing shared challenges and promoting innovation. By leveraging its experience, the group supports the development of best practices and sustainable solutions that benefit the entire industry. These partnerships not only foster collective progress but also position BFood as a thought leader and proactive force in driving industry-wide improvement.

### Notable Industry Memberships

**American Malaysian  
Chamber of Commerce  
("AMCHAM")**

**Malaysia Retail Chain  
Association ("MRCA")**

**Malaysian Employers  
Consulting Agency  
("MECA")**

**Malaysian Specialty  
Coffee Association  
("MSCA")**

**Bursa Malaysia Public Listed Companies  
Transformation ("PLCT") Programme**



# SUSTAINABILITY STATEMENT

## ADVANCING ENVIRONMENTAL SUSTAINABILITY

BFood recognises that its large-scale operations and complex supply chain have a significant impact on the environment. In response, the team embeds sustainability across the business, from responsible sourcing and energy-efficient transportation to operational optimisation that reduces waste and emissions.

By minimising its environmental footprint at every stage of the value chain, BFood supports long-term ecological balance while meeting consumer and regulatory expectations. Subsidiaries like BStarbucks and BFS lead this effort, targeting a 50% reduction in carbon, water and waste footprints by 2030, with ongoing improvements guided by evolving science and data.

### Ethical Coffee Sourcing

Since 2004, Starbucks Coffee Company has championed ethical sourcing through its Coffee and Farmer Equity (C.A.F.E.) Practices, developed in partnership with Conservation International. This industry-leading programme promotes sustainable, transparent and profitable coffee farming by assessing farms on economic, social and environmental standards. By supporting farmers through C.A.F.E. Practices, Starbucks Coffee Company ensures a long-term supply of high-quality coffee while enhancing the livelihoods of coffee-growing communities.

### Climate Action

BFood recognises the impact of climate change, particularly GHG emissions and is committed to reducing its environmental footprint while improving operational efficiency. BFood aligns its climate disclosures with the Task Force on Climate-related Financial Disclosures ("TCFD") pillars and the IFRS S2, covering governance, strategy, risk management, metrics and targets.

## CLIMATE STRATEGY AND GOVERNANCE

### Driving Low-Carbon Transformation

BFood is accelerating its decarbonisation journey by embedding low-carbon practices across operations and supply chains. The Group targets reductions in greenhouse gas ("GHG") emissions, including Scope 3, through a quantified decarbonisation strategy that addresses primary emission sources. Each action's contribution to overall targets is measured and disclosed.

Investing in energy-efficient equipment and where viable, facing out investments in carbon-intensive assets or products.

Improve operational efficiency and deliver environmentally responsible food and beverage solutions.

### Commitments

Align all future capital expenditures with its long-term GHG reduction targets or the Paris Agreement's 1.5°C goal.

Integrate climate-related risks and opportunities into business strategy, governance and risk management frameworks.

## Board-Level Oversight

The Board embeds climate-related responsibilities in its Board Charter and role descriptions to stay informed about and understand sustainability matters relevant to the Group and its operations, including climate-related risks and opportunities. These responsibilities explicitly cover:

- Oversight of climate-related risks and opportunities.
- Approval of climate strategies.
- Review of performance against climate targets.

## Execution And Expertise

The SWG, reporting directly to the Board Sustainability Committee ("SC"), leads the implementation of strategies to reduce BFood's environmental footprint and strengthen climate resilience. Its responsibilities include:

- Providing briefings to the SC on matters related to energy management and climate risk mitigation
- Informing the SC at least twice yearly, or sooner when significant developments arise, to raise awareness of emerging climate-related risks and opportunities.

In FY2025, BFood invested RM 378,906.60 in climate-related initiatives, including energy-efficient LED lighting, digital menu boards, community boards and sustainable signage across outlets. Over the past three years, BFood has invested a total of RM 7,835,666.44 in such initiatives.

## BFood's Investments in Climate-related Initiatives

FY2025	FY2025	FY2025
RM 378,906.60	RM 3,769,807.84	RM3,686,952

## Strategic Integration

When guiding the Group's strategy and approving key transactions, the Board:

- Is progressively integrating climate-related risks and opportunities into long-term business planning and enterprise risk management
- Seeks to balance short-term financial objectives with long-term climate resilience as BFood continues to develop the Sustainability Roadmap
- Will oversee the establishment of climate-related targets and monitor progress once these are in place
- Plans to evaluate the inclusion of climate-related metrics in executive remuneration frameworks as part of ongoing governance enhancements

## Operational Oversight

The SWG is responsible for managing day-to-day sustainability and climate-related matters, using internal controls and procedures to track and monitor progress, ensuring effective implementation and management across BFood's brands.

# SUSTAINABILITY STATEMENT

## Industry Engagement and Partnerships

BFood actively participates in industry platforms through its membership in associations such as the AMCHAM and PLCT, which promote climate action and sustainability. These engagements help BFood identify and discuss climate-related opportunities, such as new technologies and incentives. The company ensures alignment between its climate change policy and the positions of relevant associations, taking appropriate actions where inconsistencies arise. Internally, BFood considers climate-related opportunities as part of its strategic planning, ESG reviews and risk workshops.

Scenario analysis helps BFood explore how these opportunities may emerge under different climate futures and fosters peer collaboration to address systemic risks, such as environmental compliance, regulatory change and supply chain vulnerabilities.

Through active participation in programmes related to sustainability matters, BFood identifies gaps and explores opportunities for alignment and adoption of best practices between brands under BFood.

Climate-related investment decisions are guided by risk analysis, with substantial funding allocated in FY2025 for low-carbon infrastructure upgrades. BFood is also supporting its transition plan through internal capital allocation, operational budgeting and the reinvestment of efficiency gains.

## IDENTIFICATION AND ASSESSMENT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES

### Comprehensive Risk and Opportunity Mapping

BFood is in the process of identifying a broad range of climate-related risks and opportunities that may influence business prospects, operational continuity and brand reputation. These include regulatory, technological, physical and market-driven factors that have the potential to reshape the business landscape over time.

### Integration Into Enterprise Risk Management ("ERM")

BFood is working towards integrating climate-related risk management into the Group's ERM framework and corporate risk scorecard. BFood prioritises risks alongside financial, operational and reputational factors using a weighted scoring matrix. The Group:

- Continuously identifies, assesses and monitors the nature, magnitude and likelihood of climate-related risks
- Draws on internal data and external sources to strengthen risk insights
- Applies scenario analysis to inform the process
- Has enhanced risk identification criteria since the previous reporting period and now integrates climate risk evaluation into site-level assessments

## ERM Processes For Sustainability Risks

Using ERM processes supported by the corporate risk scorecard, the team:

- Examines factors such as climate scenarios, site-level data and value chain mapping
- Considers potential risks and strategies under different climate conditions

This structured approach enables the identification of potential business impacts and informs strategic responses under varying climate scenarios. For example, under a high-emissions scenario with significant temperature rise, BFood could face:

- Higher refrigeration and cooling costs
- Rising raw material prices due to climate-related agricultural disruptions
- Shifts in consumer demand as extreme weather affects foot traffic

BFood evaluates these risks using both qualitative factors (such as policy and market shifts) and quantitative thresholds (including temperature rise projections). The Group prioritises sustainability-related risks during enterprise risk reviews and monitors progress through regular audits, site inspections and management reviews.

## Identifying Opportunities

BFood identifies, assesses, prioritises and monitors sustainability-related opportunities through strategic planning sessions. Opportunities considered include:

- Potential benefits from regulatory incentives
- Shifts in customer preferences
- Gains from operational efficiencies that align with climate objectives

BFood integrated these processes into the Group's overall risk management framework, aligning climate-related considerations with broader strategic and operational oversight.

## Key Climate-Related Risks

- Physical risks : Temperature extremes and weather volatility that may disrupt operations or reduce asset performance
- Transition risks : Regulatory changes, shifting consumer expectations and emerging carbon pricing mechanisms

BFood expects these risks to occur over short-term, medium-term and long-term horizons, consistent with its strategic and investment cycles. They are likely to reshape the business model and value chain by influencing outlet operations, sourcing strategies, supply logistics and consumer behaviour.

# SUSTAINABILITY STATEMENT

## Impact On Strategy and Business Model

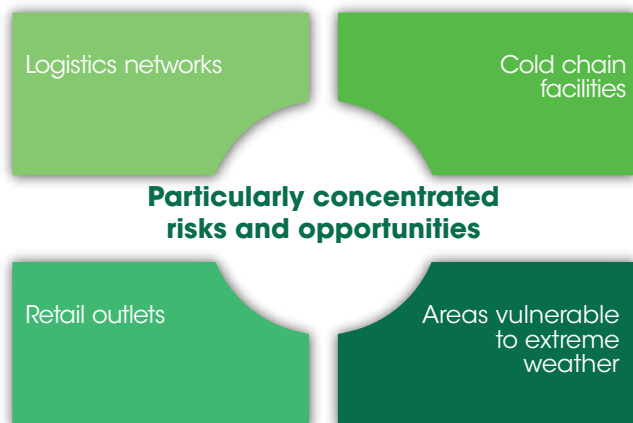
Climate-related risks and opportunities inform the Group's strategic priorities and transition planning, supporting capital allocation decisions and long-term growth. They are defined using internal planning horizons applied in budgeting and strategy development.

BFood anticipates both current and long-term impacts, including:

- Increased OPEX and CAPEX from rising energy prices and compliance requirements
- Adjustments in sourcing strategies to meet sustainability expectations
- Potential logistics disruptions from extreme weather

In response, the Group is adapting retail operation designs, supplier engagement practices and investment priorities to improve resilience and lower emissions across the value chain.

## Geographic And Asset-Level Concentrations



Potential financial impacts include rising utility costs, capital upgrades, operational disruptions and compliance expenses.

## Advancing Measurement Capabilities

BFood is still in progress in developing methods to estimate the percentage of assets exposed to:

- Transition risks
- Physical risks
- Climate-related opportunities

## Climate Resilience and Scenario Analysis

BFood has undertaken a structured climate scenario analysis to assess the resilience of its strategy and operations against multiple climate futures. The study was conducted in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) and IFRS S2 recommendations, referencing the Network for Greening the Financial System (NGFS) Phase III scenarios and IPCC AR6 global warming potential values. This approach ensures consistency with internationally recognised models, carbon budgets and policy pathways.

## Scenarios Considered

BFood modelled three reference scenarios for the 2030 and 2050 horizons:

- **Net Zero 2050 (NZ2050 – orderly transition):** Steady global policy action aligns with the Paris Agreement. Carbon prices rise progressively (~RM 507/t in 2030 and ~RM 1,057/t in 2050).
- **Delayed Transition (DT – disorderly):** Slower near-term action followed by sharper policy corrections. Carbon prices remain moderate in 2030 (~RM 380/t) but rise sharply by 2050 (~RM 1,310/t) as delayed measures take effect.
- **Hot House World (HHW – physical risk):** Limited mitigation keeps carbon prices relatively low (~RM 127/t in 2030 and ~RM 338/t in 2050) while physical climate impacts intensify, with global mean warming exceeding 3 °C by 2050.

## Scope and Boundary

- Emissions boundary: Scope 1 (diesel, petrol and LPG) and Scope 2 (purchased electricity). Scope 3 estimates were modelled separately and are shown in brackets alongside operational values.
- Activity data: Based on company disclosures and available operational data.
- Emission factors: Derived from DEFRA 2025 and IPCC AR6 (100-year GWPs) to ensure alignment with the latest science. Scope 2 emissions are calculated using grid emission factors published by the Energy Commission for Peninsular Malaysia, Sabah and Sarawak (2021–2022), while Brunei references factors from the United for Efficiency Country Assessment.
- Method: Emissions × scenario-specific carbon price (RM/tCO<sub>2</sub>e).
- Exchange rate: 4.226 RM/USD (as at 30 June 2025).
- Pass-through: 50 % assumption used to illustrate potential net-cost exposure.

## Results Overview

The analysis quantified BFood's potential carbon cost exposure under each scenario. Results are presented as operational (Scopes 1 + 2) with total (Scopes 1–3) shown in brackets.

- **2030:**
  - **NZ2050:** RM 16.8 million (RM 23.1 million)
  - **Delayed Transition:** RM 14.2 million (RM 19.6 million)
  - **Hot House World:** RM 6.2 million (RM 8.5 million)
- **2050:**
  - **NZ2050:** RM 7.2 million (RM 9.9 million)
  - **Delayed Transition:** RM 13.1 million (RM 18.0 million)
  - **Hot House World:** RM 18.9 million (RM 25.9 million)

Supporting indicators (as percentages of revenue and OPEX, carbon cost intensity, and emissions intensity) highlight varying financial exposures across the three pathways. Under NZ2050, long-term exposure rises steadily in line with progressively increasing carbon pricing through an orderly transition. The Delayed Transition scenario shows a sharper

## SUSTAINABILITY STATEMENT

short-term increase as policy adjustments take effect. The Hot House World scenario reflects lower near-term carbon costs but escalating long-term physical and supply-chain risks.

### Scenario Drivers

Key drivers embedded in the analysis included:

- Energy mix: NZ2050 renewables share increases from ~45 % in 2030 to ~80 % in 2050; DT rises from 38 % to 75 %; HHW only from 22 % to 35 %.
- Temperature trajectories: HHW exceeds 3.0 °C by 2050, raising the likelihood of extreme weather events, while NZ2050 holds warming close to 1.5 °C and DT around 2 °C.
- Policy pathways: NZ2050 assumes early, coordinated action; DT reflects fragmented, delayed interventions; HHW represents a limited policy response and escalating physical damage

### Internal Carbon Price

For this analysis, BFood adopted an internal carbon price of RM 60/tCO<sub>2</sub>e as a shadow-pricing tool to embed climate costs into decision-making. The Group will:

- Review this benchmark annually to reflect evolving market conditions, policy developments and peer practices.
- Consider expanding its application beyond scenario analysis to procurement, supply chain and investment planning, as well as other operational decision-making areas.
- Use the internal carbon price as a reference point to guide

long-term resilience planning and support engagement with rating agencies

### Management Levers and Resilience

BFood has identified practical measures to build resilience under these scenarios:

- Energy efficiency and procurement: Tariff optimisation, HVAC and kitchen equipment upgrades, exploration of renewable energy contracts.
- Fleet and fuels: Delivery routing improvements, driver training and phased electrification.
- Pricing strategy: Calibrated pass-through to customers supported by elasticity testing.
- Timing and Capex Planning: Prioritisation of projects offering the highest resilience and return under high-price transition scenarios.

### GOVERNANCE AND LIMITATIONS

The Sustainability department oversaw the analysis, with Board oversight, and integrated the findings into budgeting, enterprise risk management, and strategic planning processes. Figures are based on current operational data and published scenario assumptions. Future iterations will incorporate verified DEFRA and IPCC emission factors for non-electricity sources, maintain alignment with Energy Commission grid factors for Scope 2, and apply updated NGFS pathways and validated activity data to enhance accuracy and alignment with IFRS S2 disclosure expectations. The following table summarises BFood's projected carbon-cost exposure under each NGFS scenario

### Scenario Analysis Results: Carbon Cost Exposure

Variable	Unit	NZ2050		Delayed Transition		Hot House World	
		2030	2050	2030	2050	2030	2050
Scope 1+2 emissions	RM	33,189	6,817	37,396	9,972	11,160	55,897
Scope 3 emissions	RM	12,321	2,567	14,081	3,755	3,829	20,751
Total emissions	%	45,510	9,384	51,477	13,727	14,989	76,648
Carbon price	%	507	1,057	380	1,310	1,310	338
Total carbon cost (Op / All)	RM/tCO <sub>2</sub> e	16,830,809 (23,078,916)	7,202,183 (9,914,035)	14,223,282 (19,578,802)	13,064,348 (17,983,492)	6,200,824 (8,502,758)	18,897,750 (25,913,168)
Net carbon cost (50%) (Op / All)	tCO <sub>2</sub> e per RM revenue	8,415,404 (11,539,458)	3,601,091 (4,957,017)	7,111,641 (9,789,401)	6,532,174 (8,991,746)	3,100,412 (4,251,379)	9,448,875 (12,956,584)
% of Revenue (Op / All)	%	1.76% (2.41%)	0.62% (0.85%)	1.48% (2.04%)	1.12% (1.54%)	0.65% (0.89%)	1.62% (2.21%)
% of OPEX (Op / All)	%	1.18% (1.62%)	0.42% (0.57%)	1.00% (1.38%)	0.75% (1.04%)	0.44% (0.60%)	1.09% (1.49%)
Carbon cost intensity (Op / All)	RM/tCO <sub>2</sub> e	254 (254)	528 (528)	190 (190)	655 (655)	63 (63)	169 (169)
Emissions intensity (Op / All)		69.22 (94.92)	11.65 (16.04)	78.00 (107.37)	17.05 (23.46)	102.01 (139.88)	95.55 (131.02)



## SUSTAINABILITY STATEMENT

### Notes

1. Primary values represent operational (Scopes 1 and 2) emissions; bracketed values include Scope 3 emissions.
2. Results are calculated as emissions  $\times$  carbon price (RM/tCO<sub>2</sub>e) under NGFS Phase III assumptions
3. Scenario carbon prices are derived from NGFS Phase III pathways, converted from USD to RM using an exchange rate of RM 4.226 / USD:
  - a. Net Zero 2050 (NZ2050) = RM 507/t (2030), RM 1 056/t (2050)
  - b. Delayed Transition (DT) = RM 380/t (2030), RM 1 310/t (2050)
  - c. Hot House World (HHW) = RM 127/t (2030), RM 338/t (2050)
4. Total carbon cost represents gross exposure; Net carbon cost (50 %) applies a 50 % pass-through assumption to illustrate potential post-mitigation cost exposure.
5. % of Revenue and % of OPEX are based on Net carbon cost (50 %) relative to FY2025 baseline financials.
6. Carbon cost intensity (RM/tCO<sub>2</sub>e) = Total carbon cost  $\div$  emissions (tCO<sub>2</sub>e), equivalent to the scenario carbon price.
7. Emissions intensity (tCO<sub>2</sub>e per RM million revenue) = Emissions (tCO<sub>2</sub>e)  $\div$  (Revenue / 1 000 000); physical ratio, not cost-adjusted.
8. Emission factors are based on DEFRA 2024 and IPCC AR6 (100-year GWPs). Scope 2 emissions are calculated using grid emission factors published by the Energy Commission for Peninsular Malaysia, Sabah and Sarawak (2021–2022), while Brunei references factors from the United for Efficiency Country Assessment.
9. All monetary values are stated in RM unless otherwise indicated. Figures are rounded to the nearest ringgit or two decimals; minor variances may occur due to rounding.

### Climate Transition Plan and Financial Effects

BFood is developing a transition plan to guide its move towards a lower-carbon operating model. The plan takes into account potential increases in energy prices and will consider the availability of low-carbon technologies and supplier alignment. These efforts include reducing Scope 1 and 2 emissions, adopting energy-saving technologies and integrating sustainability criteria in procurement and operations. Indirect adaptation measures include engaging with partners and suppliers to better understand and address shared climate-related risks. BFood also promotes good sustainability practices across its value chain, such as exploring packaging improvements and encouraging energy efficiency among key suppliers.

Progress is tracked using internal monitoring systems and reviewed at both retail operations and corporate levels.

To meet its climate targets, BFood will implement energy-saving retrofits, expand renewable sourcing and optimise operations. The Group is finalising emissions reduction targets, with a draft target to reduce emissions intensity by 25% by 2030, using 2024 as the base year. These targets aim to mitigate GHG emissions in alignment with science-based pathways and national climate commitments. These targets apply Group-wide and are intensity-based. BFood will develop interim milestones to track progress.

BFood's target review and validation process includes periodic internal evaluations, with consideration of alignment to international climate agreements and sectoral decarbonisation pathways. No external third-party validation of targets has been conducted to date. Metrics used to track progress include emissions per outlet and total Scope 1 and 2 tonnes CO<sub>2</sub>e. BFood is committed to disclosing any material revisions to targets, along with the accompanying rationale.

Targets apply to Scope 1 and Scope 2 GHGs and are stated as gross emissions intensity targets. BFood will consider net targets in future phases.

BFood is exploring the potential role of carbon credits as a complementary measure to future emissions reduction efforts. Any consideration of offsets would include disclosure on intended use, level of reliance and assurance approach. Should the Group decide to pursue offsetting in the future, it would evaluate verified schemes such as Verra and ensure transparency on credit type, permanence assumptions and certification criteria.

### Emissions Measurement and Methodology

BFood measures and calculates its GHG emissions using the GHG Protocol methodology, incorporating the most accurate emission factors from DEFRA, IPCC and Exiobase.

Scope 1 and 2 emissions are derived from fuel use and purchased electricity at consolidated operations and are currently not disaggregated by entity. BFood disaggregates emissions into those from the consolidated accounting group and from other investees not consolidated, such as associates or joint ventures. BFood reports Scope 2 emissions using the location-based method. Scope 3 categories include upstream energy use and waste generated in operations. Financed emissions under Category 15 are currently not reported, but the Group plans to include them in future reporting. BFood discloses changes to methodology or assumptions and explains the underlying reasons.

GHG data informs performance reviews and climate-linked decisions. BFood does not currently apply a carbon price but is reviewing feasibility. As of FY2025, BFood began adopting an internal carbon price for its scenario analysis. BFood set a price of RM 60/tCO<sub>2</sub> and is considering using this price in future investment or operational decisions.

Executive remuneration policies are under evaluation for the integration of climate-related metrics. As of FY2025, BFood has not tied a formal percentage of remuneration to climate metrics.

BFood may consider verified carbon credits as a complementary measure in the future, subject to third-party assurance and disclosure of their use and impact.

Financial implications of climate risk are reflected in current operations and long-term planning. These include utility cost increases, capital investment in efficiency technologies and anticipated compliance expenses from emerging regulations.

# SUSTAINABILITY STATEMENT

## Driving Green Innovation Through Eco-Friendly Initiatives

BFood continues to invest in green technology and sustainable infrastructure as part of its long-term environmental stewardship strategy. The Group designed these initiatives to reduce emissions, promote resource efficiency and support the transition toward a low-carbon future. Key examples include:

### Co-Fuelling A Sustainable Future With EV Chargers

To promote sustainable transportation and reduce greenhouse gas emissions, BStarbucks has installed electric vehicle ("EV") chargers at selected drive-through stores. This initiative supports the broader adoption of EVs while minimising local air pollution. BStarbucks has installed a total of 22 AC and 41 DC chargers, covering 63 parking bays across 35 stores to date, demonstrating BFood's commitment to green mobility solutions.

### Starbucks Greener Stores Certification

BStarbucks is aligning with Starbucks' Global Greener Stores New Standards, a comprehensive framework that enhances sustainability across store operations. This framework encompasses enhanced systems for asset management, audits, certification processes, data reporting and sustainable design.

To date, three BStarbucks locations have earned Greener Stores certification, independently verified by SCS Global Services. These stores excel in key areas, including energy efficiency, water stewardship, renewable energy use, waste diversion, responsible material sourcing, employee well-being and community engagement.

## CARBON FOOTPRINT ANALYSIS

### Scope 1&2

#### PERFORMANCE

In FY2025, BFood reports 44,252 tCO<sub>2</sub>e of operational emissions comprising Scope 1 (direct fuel use) and Scope 2 (purchased electricity). This performance reflects the Group's operational footprint across its store network and facilities.

### Scope 3

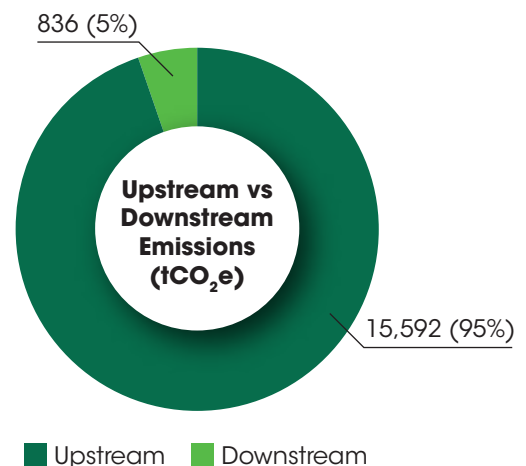
#### BREAKTHROUGH

FY2025 marked a milestone in BFood's climate reporting journey. For the first time, the Group achieved almost complete coverage across 14 Scope 3 categories, closing disclosure gaps and strengthening alignment with international climate reporting standards.

In earlier years, Scope 3 reporting was limited to business travel and employee commuting; in FY2025, BFood expanded coverage to include other upstream and downstream categories and refined calculations for existing categories. For example, the Group broadened business travel to include accommodation and other related expenses to provide a more accurate picture.

## EMISSIONS PROFILE

This year's disclosures show that Scope 3 emissions concentrate in upstream activities, such as purchased goods and services, capital goods and employee commuting. Downstream categories contribute a smaller share from leased assets and franchises.



When comparing operational emissions (Scopes 1 and 2) with value-chain emissions (Scope 3), BFood's operational footprint remains proportionally higher than in many other industries. This reflects the energy-intensive nature of food service operations relative to the comparatively smaller downstream use phase.

## COMMITMENT TO PROGRESS

BFood views the achievement of its Scope 3 coverage not as an endpoint, but as a step in a continuing journey. Each reporting cycle, the Group strengthens its monitoring processes, improves data accuracy and refines methodologies to ensure that disclosures remain transparent and decision-useful. This milestone underscores BFood's commitment to continuous

# SUSTAINABILITY STATEMENT

improvement and demonstrates leadership in sustainability disclosure within the food and beverage sector.

## Powering Efficiency in Every Bite

BFood recognises that efficient energy use is essential not just for cost savings, but for long-term environmental stewardship. The Group built its energy management strategy around the following pillars:

### Clean and Renewable Energy Solutions

These initiatives reduce dependency on conventional energy sources and help lower carbon emissions across food and beverage operations

- **Smart Solar Water Heaters for Kitchens**  
Utilised to preheat water using renewable energy, reducing electricity use in food preparation areas.
- **Solar-Powered Bollards**  
Provide exterior lighting for stores while using solar energy, cutting down on electricity consumption from the grid.
- **Solar Street Lights**  
Enhance visibility and safety around store premises with zero-emission lighting.

### Energy-efficient Technologies

Focused on reducing overall energy usage and operating costs while maintaining optimal store efficiency

#### LED Technology for Store Displays

Energy-saving LED lighting has been adopted for digital menu boards, community displays and signage.

- **92% of BStarbucks stores**
- **34.5% of KRR outlets**
- **100% of BPBM Bakery cafès**

### Inverter Air Conditioners

Installed in selected outlets to improve energy regulation and reduce electricity consumption during peak cooling hours.

## Water Management

Water is essential to everything BFood does, from brewing the perfect cup to preparing high-quality meals. The team treats water stewardship not only as a responsibility but as a strategic priority.

BFood ensures that none of its operations, including restaurants, outlets, production facilities and revenue-generating activities, are located in water-stressed or ecologically sensitive regions. This proactive approach protects local water supplies and reinforces the Group's commitment to sustainable growth that does not compromise environmental integrity.

To manage its water footprint, BFood tracks the following key water indicators every month across all operations:

- Water consumption volume
- Discharge volume and quality
- Efficiency benchmarks by outlet type

These insights allow the team to optimise operations, reduce water waste, improve efficiency and maintain high-quality standards throughout the network.

BStarbucks and BFS stores feature resource-efficient equipment that conserves both water and energy, such as:

- **ENERGY STAR-certified ice machines:** ~20% more water-efficient and 10% more energy-efficient than standard models
- **Efficient dishwashers:** Eliminate hot water pre-heating, reducing HVAC loads and overall utility demand
- **Right-sized water heaters:** Tailored to store enough water to prevent overuse and reduce hot water waste

## Water Stewardship Beyond Operations

BFood extends its water conservation efforts beyond day-to-day operations and throughout the company to cover its supply chain and packaging activities. Recognising that sustainable sourcing is essential to long-term water resilience, the Group drives initiatives that reduce water usage both upstream and downstream.

### Driving Water Stewardship Beyond Operations

#### Expanding Reusable Packaging

Reduces reliance on single-use, water-heavy materials



#### Adopting Eco-Conscious Manufacturing Practices

Minimises water use in packaging production



## POLLUTION MANAGEMENT

### BFood's Commitment to Addressing Pollution and Waste

#### Commitment

- Identifying resource consumption and waste generation
- Minimising their impact while enhancing overall efficiency

#### Acquired by

- Assessing water and energy performance to reduce or eliminate them at the source
- Modifying processes, substituting materials, conserving resources, and promoting recycling and reusing where feasible

BFood's pollution management strategy minimises resource consumption and cuts material costs through daily operations that use fewer resources. The Group is committed to managing its resource use and reducing waste generation to lower the volume and toxicity of waste produced, thereby improving efficiency, reducing impact and enhancing overall environmental sustainability.

# SUSTAINABILITY STATEMENT

## Waste and Pollution Management

BFood generates various types of waste, including food waste, solid waste and packaging materials, all of which contribute to environmental pollution. To address these challenges, BFood has adopted a proactive waste management approach focused on reducing environmental impact.

The Group prioritises waste reduction at the source. By streamlining operational practices, BFood minimises the amount of waste generated during daily operations, including optimising food preparation processes, reducing single-use plastics and using resources efficiently across all production stages.

Recycling plays a vital role in the Group's waste management strategy. BFood sorts and processes recyclables to divert as much waste as possible from landfills. These efforts contribute to the circular economy by repurposing and reusing materials wherever possible.

## BFood's Creative Revolution in Managing Waste



### BStarbucks and BFS

- "Bring Your Own Tumbler" Initiative: Offers RM2/BND2 discount on handcrafted beverages for customers who bring their own tumbler. In FY2025, a total of 929,171 customers in Malaysia and 42,662 customers in Brunei brought their own tumblers under the BYOT programme and other promotional campaigns.
- Eco-Friendly Alternatives: Introduced reusable hot and cold cups, bags and loop straws. Customers are charged nominal fees: RM0.50 (medium paper bag) and RM1 (large paper bag).
- Sustainable Cup Options: Customers can request ceramic mugs for in-store beverages or bring their own reusable cup for any order.
- Vision Statement: Starbucks Coffee Company empowers customers to make environmentally conscious choices in cafés and drive-thrus. Rewarding customers for using reusable cups is a key strategy to reduce single-use waste.



### BRoasters

- Used Cooking Oil Recovery: Sells used cooking oil to a licensed vendor for biodiesel conversion, supporting renewable energy use.
- Packaging Overhaul: As of December 2023, transitioned takeaway and delivery packaging from plastic to paper. Most outlets have adopted paper bags and eco-friendly paper boxes.



### BPBM

- Waste Diversion: Sells used cooking oil to a licensed third party for biodiesel production.

## Towards a More Sustainable Cup

As part of its ongoing commitment to sustainability, Starbucks Coffee Company has introduced the One Rim Standardisation Project for its 100% recycled PET (R-PET) cold cups and corresponding dome and strawless lids. This initiative enables customers to select more environmentally responsible options while enhancing operational efficiency across all stores.



The newly redesigned cold cups now contain less plastic, supporting efforts to reduce overall material use. A key feature of the project is the standardisation of lid sizes across tall, grande and venti cold beverages. To make this possible, the tall cup was re-engineered with a wider mouth and profile while maintaining its 12-ounce capacity. Previously, the tall cup required different lids, whereas grande and venti shared a standard lid size.

## Key Benefits of the One Rim Standardisation Project

### Plastic Reduction

Estimated annual reduction of 136 metric tonnes of plastic



### SKU Rationalisation

One lid size now fits all cold cup sizes (tall, grande and venti)



### Operational Efficiency

Improved in-store processes and inventory management





# SUSTAINABILITY STATEMENT

## EMPOWERED TO SERVE: PEOPLE BEHIND THE FLAVOUR

Across all brands and operations, the Group fosters a workplace culture built on trust, opportunity and care. The team encourages employees to grow, contribute meaningfully and thrive in an environment that champions fairness and respect. This commitment to its people shapes a cohesive, motivated workforce and drives sustained growth and resilience.

### It's Why We're Called Partners



At Starbucks, partners (employees) don't just work, they grow, lead and own the journey together. Since 1991, the groundbreaking Bean Stock programme has given equity to eligible employees, turning them into true partners.

Starbucks continues to lead in employee benefits, ranking highest on Aon's Benefit Index and outperforming more than 50 top U.S. companies, including Fortune 200 and 500 brands.

This deep-rooted commitment to Starbucks' culture of partner (employee) appreciation and shared growth extends well beyond the U.S.; it is deeply embraced in Starbucks Malaysia and Brunei.

### Partner Growth Journey at Starbucks Malaysia

#### Grow with the Brand

- Talent development and career pathing
- Coffee education and continuous learning
- Exposure to a strong culture of excellence

#### Build Expertise

- Coffee Masters certification
- CODEMY centralised learning platform
- Specialised training in latte art and barista skills

#### Achieve Recognition

- Represent Starbucks at national competitions:
  - Malaysia Open Brewers Cup
  - Malaysia National Coffee Championship

At Starbucks Malaysia, as around the world, being a partner means more than just a job, reflecting recognition, growth and coffee mastery working hand in hand.

### Upholding Ethical Labour Practices

BFood upholds robust labour standards across its operations as part of its commitment to responsible and ethical business practices. Berjaya Corporation Berhad's ("BCorp") Code of Conduct, which is communicated globally to employees, outlines clear expectations related to labour rights. The team translates key policies and procedures into appropriate languages to ensure all employees understand their rights, responsibilities and support channels.

The Group demonstrates its commitment to labour standards by aligning with internationally recognised frameworks, including the United Nations Global Compact ("UNGC"), which upholds principles on human rights, labour, environment and anti-corruption. This public commitment ensures that globally accepted labour standards guide all policies, supplier engagements and operational practices.

Beyond internal governance, BFood contributes to the advancement of labour standards across the industry through active participation in workshops and sector-wide collaborations in Malaysia. As part of its ongoing due diligence, the Group periodically monitors the labour practices of both existing and potential business partners and supply chain vendors. While BFood does not currently conduct its own labour practice assessments, suppliers for Starbucks Asia Pacific receive regular briefings from on the Ethical Sourcing Programme. These sessions cover key aspects such as human rights, workplace safety and health, informing suppliers of expectations and standards consistent with ethical business practices. Comprehensive grievance mechanisms are in place to address workplace concerns, including harassment and discrimination. The team encourages employees to resolve issues informally through dialogue with their immediate supervisors and provides a formal grievance process for those who need it. At BStarbucks, the Partner Voice Programme provides a dedicated platform for employees to report concerns related to the work environment, colleague relations, whistleblowing and other matters.

### One Family, Many Faces: Embracing Diversity The Bfood Way

#### Fairness and Inclusion

- Base all employment decisions on merit
- Prohibit discrimination based on gender, race, age, religion, ethnicity, disability, sexual orientation, pregnancy or parental status
- Strictly prohibit any form of body shaming
- Uphold standards through the Code of Conduct and Diversity & Inclusion Policy

# SUSTAINABILITY STATEMENT

## Equal Pay and Opportunity

- Maintain gender pay equity with a 1:1 compensation ratio for equal work
- Promote equal opportunity at every career stage, from recruitment to retirement

## Empowering the Underserved

- Offer apprenticeships and graduate placement programmes
- Support individuals from disadvantaged backgrounds or without formal education
- Contribute to reducing youth unemployment and fostering workforce inclusion

## Unity in Uniqueness

The Starbucks Signing Store, an iconic initiative under BStarbucks, exemplifies the power of inclusion in action. More than just a café, it is a trailblazing concept that elevates the livelihood of the Deaf and Hard of Hearing community, providing not only meaningful employment but also the tools, training and environment necessary for personal and professional growth.

The initiative began modestly, with just one Deaf partner (employees) working at the Berjaya Times Square outlet. Since then, it has flourished into a nationwide movement. Each Signing Store is thoughtfully designed with the Deaf community in mind. From Deaf-friendly touchpoints that facilitate visual communication to open, spacious layouts ideal for community engagement and workshops, every element reflects Starbucks Malaysia's unwavering commitment to inclusivity.

## Key Features of the Signing Store Concept:

- Deaf-friendly design: Visual communication tools, spacious layouts and inclusive touchpoints
- Tailored training: Extended onboarding led by experienced Deaf partners and managers
- Supportive culture: One-on-one coaching, individual learning paths and skills mastery

## Achievements of the Deaf Partner (Employees) Programme:

- 18 Deaf partners (employees) employed across Malaysia
- 10 Coffee Masters certified
- 4 Advanced Coffee Masters
- 5 Deaf partners (employees) promoted to supervisory roles

Starbucks Malaysia's dedication to this initiative extends beyond its stores. The company collaborates closely with Deaf

NGOs to co-develop training materials, offer interpretation services and provide continuous development opportunities.

The Starbucks Signing Store stands as a powerful symbol of what inclusive employment can achieve. By breaking down barriers and creating equitable pathways for the Deaf community, BFood continues to lead by example, demonstrating how sustainability, diversity and human empowerment can thrive together.

## Opening of the Fourth Starbucks Signing Store

Starbucks Malaysia continues to show how business can be a powerful force for good. With the launch of its fourth Signing Store in Permas City, Johor, the brand strengthens its long-standing commitment to inclusivity, reimagining the café experience to highlight the talents of the Deaf and Hard of Hearing community while creating a warm and welcoming space for everyone.

This latest store builds on the success of earlier Signing Stores in Kuala Lumpur, Penang and Sarawak, expanding a proven model that champions empowerment, equal opportunity and cultural appreciation.

As part of its ongoing mission to uplift and celebrate Deaf talent, Starbucks partners with Deaf artists whose work reflects the depth and richness of Deaf culture. The Permas City Signing Store proudly showcases The Colours of Joy, a vibrant original piece by Malaysian Deaf artist Wong Jia Yaw. The painting captures the Deaf community's journey through the transformation of coffee cherries from green to deep red, each stage symbolising resilience, growth and identity.

At the centre of the piece, handshapes spell out "J.O.Y." in Malaysian Sign Language (Bahasa Isyarat Malaysia or BIM), symbolising not only creativity and connection, but also the pride and spirit that define the Malaysian Deaf community.

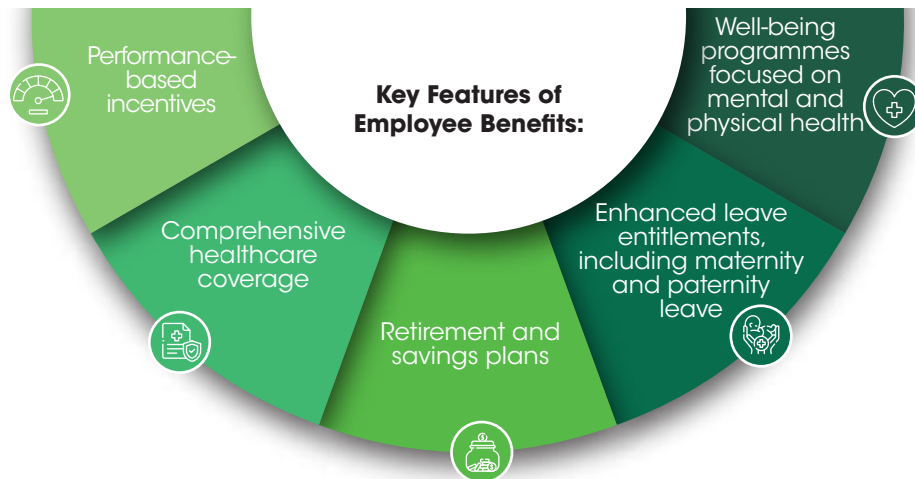
Through thoughtful initiatives like this, Starbucks Malaysia continues to lead with purpose, blending coffee, culture and community into a truly inclusive experience.



# SUSTAINABILITY STATEMENT

## Recognising and Rewarding Our People

BFood is committed to attracting, retaining and supporting a high-performing workforce through competitive and comprehensive benefits. The Group regularly benchmarks its remuneration packages against industry standards to ensure fairness and relevance.



These benefits reflect our ongoing commitment to recognising employee contributions and fostering their long-term growth and welfare within the Group.

BFood values rewards that go beyond monetary incentives, focusing on creating a sense of fulfilment, recognition and appreciation.

## Celebrating Excellence Across Our Brands

BRoasters' Guest Experience Programme recognises outstanding teams who demonstrate exceptional service, operational consistency and positive guest feedback. Winners are honoured during the Celebrating Service Excellence event.

BStarbucks launched its Bari'STAR' of the Month in October 2024. This programme recognises baristas who exemplify Starbucks' Mission and Values through top-tier service and teamwork. Open to full- and part-time baristas with at least six months of service, nominees undergo a review process led by District Managers. Each region selects one winner, who receives:

- A certificate of recognition
- An engraved tumbler
- A pre-loaded Starbucks Card
- A commemorative pin

By celebrating service excellence, BFood fosters a culture of high performance and reinforces the importance of delivering exceptional customer experiences.

## Endless Opportunities To Grow

BFood places employee development at the heart of its success, offering comprehensive training programmes, both internal and external, tailored to the needs of each brand. The Group also provides personal development training, including leadership skills, time management and financial literacy workshops, empowering employees to grow both professionally and personally.

# SUSTAINABILITY STATEMENT

## Brand-Specific Training Highlights

### **BRoasters: Focused on operational excellence through training in:**

- Food handling
- Order management
- Halal practices
- Total quality management
- Employees receive facilitator guides, reference materials and Q&A tools to ensure seamless customer experiences

### **Paris Baguette: Uses the Learning Journal for Service Crew Basics to provide a comprehensive orientation covering:**

- Brand history, vision and mission
- Grooming, safety and hygiene standards
- Customer service techniques such as:
  - W.I.T.F. – Welcome, Introduce, Thank, Farewell
  - L.A.S.T. – Listen, Apologise, Solve, Thank (for service recovery)
  - A.S.U.S. – Ask, Suggest, Upsell, Smile (for enhancing satisfaction)
- Product knowledge and allergen awareness
- Standard packaging and display methods
- Point of Sale (P.O.S.) system handling and cash management

### **Starbucks: Upholds global standards through:**

- Functional learning
- International exposure
- Cross-division programmes
- Training that balances global excellence with adaptation to local tastes and expectations

## Examples of Starbucks Training & Awareness Initiatives in FY2025

### Revamped Manager Trainer Workshop

### 7 Leadership Jingles

### STARista Whizz Challenge

### Global Barista First 30, 90 & 180

### New Operation Manager Training (OMT)

### Revamped Shift Supervisor Virtual Workshop

### Accelerated Development Program (ADP)

### Service 1<sup>st</sup> Campaign Launch

### Coffee Seminar Web Payment System

## Certified Coffee Masters

Coffee is more than a beverage; it is a craft rooted in passion, expertise and connection. To honour this commitment, BFood introduced the Coffee Master programme nearly two decades ago. Represented by the iconic black apron, the title recognises partners (employees) who demonstrate exceptional coffee knowledge and embody the Starbucks Experience.

As of 2025, the brand has cultivated a dedicated community of 1,198 Certified Coffee Masters: 1,190 from BStarbucks and eight from BFS. These partners have undergone rigorous and engaging training, earning certifications in six core brewing methods: Latte Art, Pour Over, Chemex, Siphon, Clover and Black Eagle.

More than just a title, being a Coffee Master reflects a partner's dedication to quality, consistency and the art of coffee, enhancing every customer interaction and reinforcing Starbucks's global standards.

## Starburst: The Starbucks Experience Apprenticeship Programme

The Starburst Programme is an apprenticeship initiative developed by BStarbucks in partnership with Hospitality Specialists. It elevates the in-store customer experience by focusing on key elements of customer service excellence, partners engagement and the fine line between service and genuine hospitality.





# SUSTAINABILITY STATEMENT

## Phase 1

### Refresh & Evaluate

- Partner (Employee) grooming & emotion
- Partner (Employee) behaviour & knowledge
- Building rapport & selling skills
- Service vs hospitality
- Handling difficult customer situations

## Phase 2

### Starburst Meet

- How to make the best first impression
- How to counter difficult customers
- Building rapport & being sophisticated

## Phase 3

### Observe, Coach & Visit

- In-store visits alongside the Regional Operations Manager or District Manager
- Real-time observation of partner (employee)-customer interactions
- Personal coaching and feedback sessions with baristas

## Prioritising Safety Across The Group

At BFood, safety is not just a policy; it is a core value embedded across all brands and operations. Recognising the unique risks inherent in the food and beverage industry, each brand under the Group has established its own safety guidelines and formalised safety policies, where applicable. These tailored guidelines address distinct operational risks and ensure that safety practices are practical and relevant.

Each entity identifies its specific risk areas and implements targeted mitigation strategies to address these risks. Whether it involves kitchen hazards, food handling procedures, or front-of-house concerns, the goal remains the same: to provide a safe and secure environment for both employees and customers.

## Governance and Oversight

BFood upholds safety governance through structured committees and strong leadership.

## Governance Structure

### Group-Level Leadership

Led by Dato' Sydney Quays, Group CEO, Managing Director and Board Member

Oversees the Group's safety and health governance framework

Ensures accountability and strategic oversight

### Brand-Specific Committees

Each brand maintains its own Safety & Health Committee

Defines brand-specific priorities and focus areas such as:

- Kitchen safety
- Customer incident prevention
- Food handling practices
- Delivery and logistics protocols

### Entity-Level Oversight

Safety & Health Committees and Emergency Response Teams at each BFood entity

Monitor, manage and respond to potential hazards and emergencies

This decentralised yet coordinated model drives proactive risk management, quick incident response and continuous improvement while maintaining strong Group-wide oversight and support.

BFood remains fully compliant with all relevant occupational safety regulations and continually pursues improvement through licensing.

## Practical Safety Measures In Daily Operations

BFood adopts a proactive approach to workplace safety through regular safety audits and comprehensive risk assessments. The Group places special emphasis on the use of personal protective equipment ("PPE") and hazard-specific safeguards, particularly within food preparation and kitchen environments where operational risks are more pronounced.

# SUSTAINABILITY STATEMENT

## Targeted Safety Initiatives

### Nitrile gloves

- Ensure safe handling of cleaning chemicals and hazardous materials.

### Upgraded first-aid kits

- Include triangular bandages, gauze swabs and bandage scissors for improved emergency preparedness

### Overhead cabinet warning labels

- Prevent overloading-related falls at store manager workstations (scheduled for implementation)

### PPE

- Such as safety shoes, aprons, gloves and hair nets to prevent injuries and contamination risks, with PPE requirements varying by operation

These measures reflect BFood's unwavering commitment to maintaining a safe, hygienic and responsive working environment for all partners and customers.

## Safety Training

BFood is committed to equipping employees with the knowledge and skills necessary to maintain a safe and healthy workplace. Safety training is customised for each brand, addressing the specific risks and requirements of individual operations. For example, BPBM has implemented specialised training programmes such as the Occupational Safety and Health Coordinator ("OSH-C") Training and Service Crew Basics Training. These initiatives ensure employees are well-prepared to manage workplace hazards and adhere to safety protocols, fostering a culture of safety across all levels of the organisation.

Highlights from FY2025:

- Occupational Safety and Health Coordinator (OSH-C) Training: Built internal capacity to oversee and enforce workplace safety standards
- Service Crew Basics Training: Strengthened day-to-day operational safety, hygiene and customer service

## Health and Safety In The Supply Chain

BFood enforces rigorous health and safety standards not only within its operations but also across its entire supply chain. The Group expects all suppliers to uphold the same level of commitment to safety, compliance and worker well-being as practised internally.

All suppliers are required to adhere to BFood's Supplier Code of Conduct, which outlines clear expectations for

ethical and responsible conduct in the provision of goods and services. The Code mandates that suppliers:

- Maintain safe, humane and fair working conditions
- Provide adequate safety training to all employees
- Ensure access to PPE and sanitary facilities for proper food storage and handling

Suppliers must construct and maintain their facilities in full compliance with relevant health, safety and labour laws.

## A Culture That Celebrates People

BFood is deeply committed to cultivating an inclusive and energising culture where every individual feels valued, every milestone is honoured and every voice is heard.

From birthdays and festive gatherings to team victories and personal achievements, the Group makes celebration an integral part of its DNA, strengthening unity, boosting morale and creating shared moments that connect employees across every brand.

BFood has specific structures to facilitate employee engagement. In FY2025, BStarbucks kept the spirit alive with an array of partner engagement activities, including:

- Aromatherapy sessions, monthly gatherings and birthday celebrations
- Spring cleaning, garage sales and anniversary events
- The BStarbucks Mini Health Fair: a standout highlight featuring:
  - Complimentary services such as body composition and facial skin analysis, dietitian consultations, basic blood tests, dental checkups and eye examinations
  - Exclusive promotions for health screenings, dental treatments and comprehensive eye care

By blending fun, connection and well-being, BFood ensures its workplace is more than just a place to work; it is a community where people grow, thrive and celebrate together.

## RESPECTING HUMAN RIGHTS

BFood respects the human rights, dignity and well-being of all individuals connected to its operations, including employees (partners), supply chains and local communities. It aligns its human rights practices with international standards, including the United Nations Guiding Principles on Business and Human Rights ("UNGPR"), the International Bill of Human Rights and the Group's Code of Conduct.

The Group complies with all relevant employment and human rights regulations in its operational regions and expects its suppliers to do the same. All BFood entities, contractors and suppliers must uphold these principles in their business activities.

BFood fosters an inclusive culture, ensuring that recruitment, training, promotion and career development remain

## SUSTAINABILITY STATEMENT

free from discrimination based on race, gender, sexual orientation or age. This commitment drives the Group's ongoing efforts to create a diverse, equitable and supportive environment for everyone in the organisation.

### Principles, Codes and Actions In Addressing Human Rights Salient Risks In The Food and Beverage Industry

BFood's human rights approach is anchored in internationally recognised standards, including the United Nations Guiding Principles on Business and Human Rights, the International Bill of Human Rights. The Group integrates these principles into every part of its operations and supply chain through the following actions.

#### Child Labour and Access to Education

- Prevents child labour in strict compliance with local laws
- No employment of minor throughout our operations and supply chain
- Maintains robust internal monitoring to ensure all employees, including those in supplier networks, meet the legal recruitment age

#### Forced Labour and Responsible Recruitment

- Upholds the highest ethical standards in labour practices
- Complies fully with local labour and immigration laws when hiring foreign or migrant workers
- Ensures responsible recruitment processes across all operations

#### Local and Fair Employment

- Prioritises hiring local talent to drive community economic growth
- Creates sustainable employment opportunities in the regions where it operates
- Fair pay and compensation
- Conducts regular market pay research to ensure wages meet or exceed the living wage
- Complies with local law on working hours and commits to reducing excessive working hours by monitoring overtime
- Regulates overtime to promote a healthy work-life balance
- Applies the principle of equal pay for equal work in line with local regulations

#### Equality, Non-discrimination and Non-harassment

- Prohibits discrimination based on gender, race, religion, age, disability, sexual orientation or nationality
- Enforces Anti-Sexual Harassment and Discrimination Policy
- Maintains a zero-tolerance policy towards harassment
- Strengthens diversity through targeted training, inclusive hiring practices and equal opportunity policies

- The Group has taken action to improve workforce diversity and equal opportunities and reduce discrimination, including those based on the following:
  - Race and Traits: Recruitment forms do not request information regarding an individual's race and background, including sexual orientation and nationality.
  - Religion: Designated prayer rooms at the workplace accommodate various religious practices.
  - Gender: A breastfeeding room in the workplace supports nursing mothers.
  - Age: Training, promotion and appraisal opportunities for employees regardless of age.
  - Disabilities: BFood eliminates discrimination in disability hiring and provides feasible assistance and an inclusive work environment. Starbucks Signing Stores exemplify this commitment by creating opportunities and empowering the Deaf and hard-of-hearing community.

#### Safety and Health at Work

- Maintains comprehensive safety protocols to protect physical and mental health
- Implements wellness programmes to enhance well-being, satisfaction and productivity

#### Freedom of Association and Collective Bargaining

- Fully complies with local laws, the Industrial Relations Act 1967 and ILO standards
- Respects employees' rights to freedom of association
- Supports open dialogue and collective bargaining to address concerns, in accordance with local laws

#### Grievance Mechanism and Outcomes

##### Accessible Reporting Channels

- Speak-up channel for employees and their representatives, suppliers, contractors and other stakeholders to engage directly with management
- Option for anonymous reporting

##### Dedicated Whistleblowing Process

- Open to internal and external stakeholders
- Guarantees anonymity and confidentiality
- Supports a full remediation process for any adverse human rights impacts caused or contributed to by the Group
- Also addresses bullying and harassment incidents

## SUSTAINABILITY STATEMENT

### Manager Training

- All managers trained to handle reports of bullying, harassment, bribery, financial irregularities and other offences
- Ensures consistent, fair and timely handling of grievances

### Results for FY2025

- Zero recorded human rights incidents during the reporting period
- All reports tracked, addressed promptly and used to improve policies and practices

### COLLECTIVE IMPACT FOR THE COMMUNITY

BFood places people at the centre of everything it does, driven by the belief in the boundless potential of human connection. Guided by a vision that puts human values at the heart of its operations, the Group strives to be a transformative leader. This commitment shapes its efforts to make a positive impact in every community it serves.

### Culture of Connection

As stated in Starbucks' mission: To be the premier purveyor of the finest coffee in the world, while inspiring and nurturing the human spirit — one person, one cup, and one neighbourhood at a time.

BFood carefully designs community programmes with a focus on societal and environmental impact. The Group builds on its reputation as a caring brand by aligning its community investments with the Group's overall strategy. BFood's community investment focus areas include community partnerships, nutrition education, food access, youth development, research and advocacy, disaster relief and fostering healthier, more resilient communities.

The Group also recognises volunteering as a valuable way to give back, enabling employees to participate in corporate responsibility initiatives during work hours, without the expectation of using their weekends or personal time. BStarbucks partners (employees) can contribute their skills and energy to meaningful causes that strengthen communities and create lasting positive change.






Programme	Programme Description	Impact
<b>Empowering the Deaf Community</b>		
SEMARAK FSD: Federation School for the Deaf 70 <sup>th</sup> Anniversary	On 27 July 2024, Starbucks supported SEMARAK FSD, celebrating the Federation School for the Deaf's 70 <sup>th</sup> anniversary with a charity run, carnival and Platinum Jubilee Dinner. Twenty-seven BStarbucks partners (employees) participated in the 5-km run, contributing a total of 54 service hours.	Celebrating the 70 <sup>th</sup> anniversary of the Federation School for the Deaf (FSD), strengthening inclusion through charity events and community participation, including Starbucks partners (employees).





## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Empowering the Deaf Community (cont'd)</b>		
Pop The Bubble: First Short Film Festival for the Deaf	On 3 August 2024, Starbucks supported Pop The Bubble, the first short film festival for the Deaf, organised by KaryaOneMY and the Malaysian Federation for the Deaf. Held in Petaling Jaya, the event used storytelling to bridge communication gaps and promote inclusion. The festival celebrated shared human experiences, fostering unity and understanding between Deaf and hearing communities.	Promoted understanding between Deaf and hearing communities through inclusive storytelling
 		
Charity Fun Walk Day: International Day of Sign Language	On 15 September 2024, Starbucks Malaysia supported the Charity Fun Walk Day at Youth Park, Penang, held in conjunction with the International Day of Sign Language. Organised by YMCA Pulau Pinang, five BStarbucks partners (employees) took part in the walk and contributed 20 community service hours with another 165 public participants.	Raised funds to sponsor Deaf students and promoted Deaf inclusion
		

## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Empowering the Deaf Community (cont'd)</b>		
Malaysian Sign Language Workshop: International Week of the Deaf	On 21 September 2024, Starbucks Malaysia hosted Malaysian Sign Language (Bahasa Isyarat Malaysia -BIM) workshops at its Signing Stores in Kuala Lumpur, Penang and Sarawak, welcoming 88 participants. Conducted with Deaf NGO partners, the sessions taught basic BIM and fingerspelling, fostering confidence and bridging communication gaps.	Built confidence and skills in BIM and bridged communication gaps
Deaf Festival @YMCA KL	On 22 September 2024, Starbucks Malaysia supported the Deaf Festival, organised by YMCA Kuala Lumpur, in conjunction with the International Week for the Deaf. The event gathered over 200 attendees for talks, seminars and celebrations, promoting awareness and empowerment.	Celebrate and raise awareness about the Deaf through education, empowerment and connection, featuring various activities that are relevant to the Deaf community.
BIM Carnival & JSDeaf's Anniversary	From 27 to 29 September 2024, Starbucks participated in the BIM Carnival at Sunway Big Box, Johor, organised by Persatuan Sukan Orang Pekak Johor ("JSDeaf") to raise awareness about Deafness. BStarbucks supported the event with its Chilled Petrol Van and 20 Starbucks partners (employees) who contributed 100 service hours. The event raised RM90,000 to support Deaf athletes and JSDeaf's operations.	Raise awareness about the Deaf community through various activities and raised approximately RM90,000 to help JSDeaf cover operational costs and support Deaf athletes in district and state-level competitions.





## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Empowering the Deaf Community (cont'd)</b>		
Colourful Run 7.0	On 6 October 2024, Starbucks Malaysia supported the Colourful Run 7.0 for the sixth consecutive year. With 28 BStarbucks partners (employees) contributing 112 service hours, the event brought together nearly 1,000 Deaf and hearing participants, reinforcing Starbucks' commitment to inclusion and community impact.	Raised RM46,590.00 to support Penang Deaf Association's ("PDA") ongoing effort in education and development for the Deaf community in Penang.



### Silent Run 4.0: Kuching Edition

On 24 November 2024, Starbucks Malaysia supported a charity run by Sarawak Deaf Sports Association ("SSDeaf") at Majlis Bandaraya Kuching Selatan ("MBKS") foyer. The event drew 1,030 participants and featured five BStarbucks partners (employees), including those from the Signing Store at Vivacity Megamall. Contributing 15 service hours demonstrated Starbucks' ongoing commitment to inclusion, accessibility and community empowerment.

Raised RM44,270 to fund Deaf athletes and demonstrated commitment to inclusion





## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Empowering the Deaf Community (cont'd)</b>		
National Seminar of Sign Language Interpreter (NASLI 2.0) & ASEAN Invitation	From 14 to 16 May 2025, Starbucks Malaysia supported the National Seminar of Sign Language Interpreter ("NASLI 2.0) and ASEAN Invitation, organised by the Malaysian Association of Sign Language Interpreters ("MyASLI") in Pulau Pinang. At the opening ceremony, BStarbucks partners (employees) from the Starbucks Signing Store Burma Road hosted a coffee tasting and shared cookies baked by Deaf bakers from Silent Teddies. Starbucks also showcased its Signing Store initiative, reinforcing its commitment to inclusion and the empowerment of the Deaf community.	Highlighted the current landscape and best practices of Sign Language interpreting in Malaysia and the wider ASEAN region, reinforcing BStarbucks' long-standing support for the Deaf and Hard of Hearing community through inclusive business practice.



Hands Together: Promoting Deaf Culture Awareness	<p>From August 2024 to May 2025, Starbucks Malaysia organised a series of Malaysian Sign Language (Bahasa Isyarat Malaysia - BIM workshop) to promote inclusion and bridge the communication gap between the Deaf and hearing communities.</p> <p>Starbucks held this workshop at three Klang Valley stores: Danau Kota Drive-Thru on 24 August; KL East Mall on 21 November and Ampang Drive-Thru on 21 December. The workshop introduced 75 customers and BStarbucks partners (employees) to the basics of BIM and helped them gain a better understanding of Deaf culture.</p> <p>A session on 6 May 2025 at the Starbucks Signing Store in Permas City, Johor, further strengthened internal engagement. Fourteen BStarbucks partners (employees) participated in a coffee tasting session entirely in sign language, followed by an introductory BIM session.</p>	Enhanced customer engagement with the Deaf, fostering an inclusive service culture
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## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Empowering the Deaf Community (cont'd)</b>		
SOPMA Baton Run 2025 @ Kuching	Starbucks Malaysia supported Sukan Orang Pekak Malaysia ("SOPMA") Baton Run 2025, held across four Sarawak cities in May and June to unite Deaf and hearing communities and raise funds for Deaf athletes. The event attracted 2,005 registered participants. Fifteen BStarbucks partners (employees) volunteered in the Kuching run, contributing a total of 37.5 service hours. This initiative reflected Starbucks' ongoing commitment to inclusion and support for the Deaf community.	Raised RM57,982.50 for 32 Deaf athletes and promoted sports inclusion



### Sustainability and Environmental Action

Collaboration with YWCA KL: Upcycled Flavorlock™ Project	Starbucks Malaysia deepened its commitment to sustainability and community development through the ongoing Starbucks Upcycled Flavorlock™ Project in collaboration with YWCA Kuala Lumpur. Used Flavorlock™ Whole Bean coffee bags were transformed into reusable pouches and tote bags sewn by women from B40 communities, supporting both income generation and waste reduction.	Empowered B40 women and supported income generation and vocational training while reducing our carbon footprint and the environmental impact associated with BStarbucks' business
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In FY2025, 2,620 upcycled items were sold, with RM1 from each item channelled to YWCA KL's Vocational Training Opportunity Centre ("VTOC") for the empowerment of young girls and women. In this financial year, four volunteering sessions involving a total of 94 BStarbucks partners (employees) and customer volunteers contributed a total of 260 community service hours across various stages of the upcycling process. BStarbucks partners (employees) also donated 258 kg of used coffee grounds to YWCA KL's urban garden for composting, supporting sustainable gardening and enriching the soil for produce used in VTOC's culinary training programme.



## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Sustainability and Environmental Action (cont'd)</b>		
KK Clean Up Day 3.0 @ Tanjung Aru	On 22 September 2024, nine Starbucks partners (employees) in Sabah participated in KK Clean Up Day 3.0 at Tanjung Aru, contributing a total of 36 service hours, which was organised by Dewan Bandaraya Kota Kinabalu ("DBKK").	Raised awareness on waste management and supported environmental collaboration
		
KK Clean Up Day 1.0 @ Bandaraya Kota Kinabalu	On 11 January 2025, nine BStarbucks partners (employees) contributed 36 service hours during KK Cleanup Day 1.0 at Segama Waterfront. Organised by Dewan Bandaraya Kota Kinabalu, the event brought together local authorities, organisations and volunteers to promote environmental responsibility and support community well-being.	Promoted environmental responsibility and local engagement
		
Celebrate Earth Hour 2025	On 22 March 2025, BStarbucks marked Earth Hour by dimming the lights across its stores in Malaysia and Brunei from 8:30 pm to 9:30 pm, continuing its 18 <sup>th</sup> and 11 <sup>th</sup> years of participation, respectively. To extend its impact, Starbucks collaborated with Paradigm Mall, Johor Bahru, to host "Beyond the Cup: Brewing Kindness & Sustainability for a Better Tomorrow", featuring educational activities that utilised recycled materials. The initiative reflects Starbucks' ongoing commitment to environmental awareness and collective action.	Encouraged environmental action through symbolic and hands-on initiatives
		



## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Sustainability and Environmental Action (cont'd)</b>		
Reduce, Reuse, Recycle: Merchandise Sales & Donation Drives	<p>In FY2025, Starbucks Malaysia organised three internal engagement events to foster partners (employees) connection while supporting sustainability and community causes. Held from 26 to 28 November 2024, 24 January 2025 and 9 May 2025, the events coincided with Year-End, Chinese New Year and Mother's Day, respectively.</p> <p>The November event featured a spring-cleaning drive that collected 120.9 kg of recyclable materials, along with a "Treasure Box" corner where pre-loved items were shared among colleagues. The January and May events focused on giving, collecting 135.9 kg of clothing for recycling and 77 books for sharing among BStarbucks partners (employees).</p> <p>All three events included sales of rescued Starbucks merchandise with 100% of proceeds channelled into the Starbucks CSR Fund to support community programmes.</p>	Raised RM19,198.65 and encouraged recycling and donation culture among partners



GMOG: Sustainable Urban Farm @ PPR Beringin

On 19 April 2025, Starbucks Malaysia, through its Global Month of Good ("GMOG"), presented the Global Community Impact grant, funded by The Starbucks Foundation, amounting to RM91,500, to HOPE Worldwide Malaysia to support a sustainable urban farm at Projek Perumahan Rakyat ("PPR") Beringin, Kuala Lumpur. The initiative transforms unused urban land into productive green space to combat food insecurity and promote community well-being. Across two planting cycles in FY2025, 83 BStarbucks partners (employees) contributed 191 service hours, harvesting 173 kg of vegetables. Produce is sold at low cost or donated, with proceeds reinvested to sustain the farm.

Boosted food security and environmental awareness and engaged BStarbucks partners (employees) in sustainable farming



# SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Emergency Relief &amp; Social Support</b>		
Zero Hunger Campaign 2024	In conjunction with World Food Day 2024, Starbucks Malaysia organised its sixth Zero Hunger campaign with HOPE Worldwide Malaysia. From 7 to 12 October 2024, BFood employees donated essential groceries for 50 families in PPR Beringin, Kuala Lumpur. A total of 36 BFood employees volunteered and contributed 115 community service hours through the campaign. BStarbucks also co-hosted a food rescue webinar with What A Waste, highlighting their ongoing collaboration to reduce food waste and support vulnerable communities.	Delivered essential groceries to 50 vulnerable families and raised food sustainability awareness



Helping Vulnerable Communities: Food Rescue & Distribution (WaW)	From February 2024 until November 2024, BStarbucks and What A Waste repurposed 796 kg of surplus food into over 10,000 meals, reaching 2,500 beneficiaries across Klang Valley. Supported by an RM136,293 Global Community Impact grant funded by The Starbucks Foundation with 367 customers and BFood employees volunteered and contributed over 2,000 service hours, the programme delivered real impact on food security, waste reduction and community well-being.	Fed over 2,500 people, avoided 1,990 kg CO <sub>2</sub> e and showcased practical food sustainability that delivers meaningful change for communities and the environment
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## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Emergency Relief &amp; Social Support (cont'd)</b>		
Kelantan Flood Donation	On 29 December 2024, BStarbucks and Pertubuhan Ukhwah dan Kebajikan Anak Kelantan ("Ukhwatan Malaysia") provided flood relief to 100 families in Kelantan, distributing essential food and beverages. The effort was supported by BStarbucks partners (employees), with nine volunteers contributing a total of 47 service hours.	Assisted 100 flood-affected families and provided essential relief



### Inclusive Community Engagement

RM1 Contribution for Starbucks Jumbo Chocolate Chip Cookies (Silent Teddies)	Since 2018, Starbucks Malaysia has partnered with Silent Teddies Bakery, contributing RM1 from the sale of each Jumbo Chocolate Chip Cookie to support the Deaf community. The initiative raised RM105,842 through sales of Starbucks Jumbo Cookies from 2018 to 2024, with the amount presented in a mock cheque at a ceremony held in April 2025 at the Community Service Centre for the Deaf (CSCD). The funds will help renovate the CSCD building and establish a learning centre, café and event space to enhance education and vocational opportunities for the Deaf. BStarbucks also contributed furniture to support the refurbishment.	Raised RM105,842 to support CSCD renovations and Deaf education
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## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Inclusive Community Engagement</b>		
Autism Fundraising Food Fair	On 14 July 2024, Starbucks Malaysia supported the Autism Fundraising Food Fair organised by the Kuching Autistic Association ("KAA") to raise funds for KAA's operations, enabling the continuation of its special education and training programmes for autistic children and adults. As a gesture of appreciation, KAA and its students visited the Starbucks Signing Store at Vivacity Megamall, engaging in a meaningful exchange with BStarbucks Deaf partners (employees).	Raised RM350,000 for the education of autistic individuals and promoted inclusivity



AFT Sports Fitness Festival: Move8 Walk-A-Hunt @ Merdeka 118	On 18 January 2025, Starbucks Malaysia joined the AFT International Sports Fitness Festival: Move8 Walk-a-Hunt @ Merdeka 118, promoting inclusivity and community engagement. As a corporate sponsor, BStarbucks together with organisations such as the Malaysia Blind Association ("MAB"), the Malaysian Federation for the Deaf ("MFD") and the Young Women's Christian Association of Kuala Lumpur ("YWCA KL"). 27 BStarbucks partners (employees) volunteered, contributing 108 service hours and reinforcing Starbucks' commitment to building an inclusive society.	Engaged diverse groups and promoted accessibility and heritage appreciation
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## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Inclusive Community Engagement (cont'd)</b>		
Sharing Blessings, Spreading Joy	<p>During Ramadan and Eid 2025, BStarbucks partners (employees) across Malaysia embraced the spirit of giving through meaningful community initiatives that supported underserved groups and strengthened community ties.</p> <p>In Kuala Lumpur, 61 BStarbucks partners (employees) led a self-initiated Infaq Kasih Ramadan event on 19 March at Masjid Gombak Utara. They prepared and distributed 500 bowls of bubur lambuk and cleaned the mosque surroundings, contributing a total of 549 hours of community service.</p> <p>On 23 March 2025 in Johor, eight BStarbucks partners (employees) joined the Bubur Lambuk Ramadan programme at Paradigm Mall Johor Bahru, in collaboration with Masjid Jamek Al-Mizan, university students and mall tenants. Together, they helped prepare and distribute 2,000 packs of bubur lambuk, contributing 32 service hours.</p> <p>In the Northern region, on 26 and 27 March 2025, 61 BStarbucks partners (employees) led conducted a voluntary donation drive for Pertubuhan Kebajikan AlTaqwa (Kedah) and Yayasan Makumma Darul Hadis Malaysia (Perak). 16 BStarbucks partners (employees) visited the beneficiaries and contributed 83 hours to ensure residents received essential supplies during the festive season.</p>	Distributed over 2,500 meals and aid packs and strengthened community ties



## SUSTAINABILITY STATEMENT

Programme	Programme Description	Impact
<b>Inclusive Community Engagement (cont'd)</b>		
JDT CSR Engagement	During Ramadan 2025, BStarbucks partners (employees) partnered with Johor Darul Takzim ("JDT") FC and Yayasan JDT to hold four charity events across Johor, supporting different groups in need, including <i>asnaf</i> families and children with disabilities. Activities included house-to-house donations, an iftar gathering at Starbucks Stadium Sultan Ibrahim and gift distributions of groceries, Raya cookies, hampers and back-to-school vouchers. The initiative fostered meaningful connections and highlighted the spirit of giving during the holy month.	Supported more than 150 beneficiaries and reinforced the spirit of giving and community support during the festive season
Good Earth Run 2024	On 8 September 2024, Starbucks Malaysia supported the Good Earth Run by HOPE worldwide ("HOPEww") Malaysia, to raise funds for sustainable agriculture and food security programmes. 89 BFood employees and their families contributed 356 service hours, joining over 800 participants in the 3-km walk and 10-km run.	Raised RM80,000 to support HOPEww's mission to sustain and develop food security and sustainable agriculture initiatives that empower low-income families.





## SUSTAINABILITY STATEMENT

### Brewed For Impact

The Starbucks Foundation supports thriving communities through grants to nonprofit organisations, from coffee and tea-growing communities around the world to its hometown in Seattle and neighbourhoods across the country.

Since 2018, the Starbucks Foundation has awarded 40 grants totalling \$14 million to nonprofit organisations. These grants support women's leadership, economic empowerment and access to clean water, sanitation and hygiene (WASH) in coffee-, tea- and cocoa-growing communities across 17 countries.

Starbucks Malaysia proudly contributes to this global effort, with one grant recipient selected under The Starbucks Foundation's global grant programme. This local partnership supports a nonprofit organisation that addresses social challenges and promotes equity, opportunity and well-being in communities that need it most.

Through this initiative, Starbucks Malaysia strengthens communities not only through the beverages it serves, but also through a meaningful and measurable impact. Its connection to The Starbucks Foundation enables support where it matters most, ensuring that the journey of coffee, from bean to cup, uplifts everyone along the way.

Together with The Starbucks Foundation, Starbucks Malaysia ensures that every cup of coffee represents shared progress, for farmers, families and communities globally and across Malaysia.

### Starbucks Brewing Art For Good

The Starbucks Bearista Project turned art into a force for connection, creativity and inclusion. Launched in celebration of Starbucks Malaysia's 25<sup>th</sup> anniversary, this vibrant initiative united the talents of underrepresented communities, empowering Deaf, autistic and student artists to share their unique visions with the world.

Across selected stores, 25 life-sized Bearista Bears greeted customers, each transformed into a one-of-a-kind masterpiece. More than an art display, the Bearista Project was a living expression of Starbucks' commitment to Diversity, Equity and Inclusion ("DEI"), a celebration of diverse voices and a catalyst for meaningful engagement that brought people together through art, creativity and empathy.

From 22 to 24 February 2025, the grand finale at Pavilion Bukit Jalil brought the journey full circle, honouring more than 60 Malaysian artists from the Deaf, autistic and student communities. This showcase of talent, courage and creativity was proof that inclusion can be as inspiring as it is impactful.

Starbucks Malaysia matched the celebration with tangible support, awarding RM250,000 for talent recognition. The project also earned a place in the Malaysia Book of Records for the 'Most Bearista Art in Community Project', cementing its legacy as a landmark moment in Starbucks Malaysia's journey to inspire, empower and unite communities through the power of art.

The Bearista Project exemplifies Starbucks Malaysia's dedication to building a more inclusive and compassionate community, where diversity is celebrated, creativity is nurtured and art becomes a vehicle for change.

### About The Artist

Luqman, an autistic illustrator, discovered his passion for drawing at an early age. As a hyperactive child, his parents recognised his keen interest in art and always carried pen and paper so he could sketch whenever they were in public.

Struggling to fit into society, Luqman received unforgettable advice from his mother: *"Don't try to fit in. Just sit and draw. Focus on your thing."* Those words became a turning point, inspiring him to transform his passion into a successful career 11 years later.

Despite facing discrimination and a challenging childhood, Luqman channelled his experiences into his art. He developed a distinctive focus on capturing dynamic human facial expressions, particularly those of people in moments of desperate struggle, to highlight resilience and the fight for one's beliefs.

Working primarily in ink on paper and digital mediums, Luqman uses his art to tell powerful stories of struggle, perseverance and the human spirit.

### INSPIRING THE NEXT GENERATION THROUGH STARBUCKS LITTLE BARISTA WORKSHOP

BFood supports children's rights in line with the Children's Rights and Business Principles, advocating fun and learning through dedicated programmes. The Starbucks Little Barista Workshop introduces children aged 4-10 to the world of coffee and sustainability through engaging, hands-on learning. Young participants step into the shoes of a barista, discovering the craft behind their favourite beverages while embracing the values of sustainability, teamwork and creativity.

#### Activities

- Sensory Beans Activity: exploring coffee's aroma and texture
- Coffee Painting: creating art with coffee as the medium
- Decorate Your Own Beverage: adding personal flair to their drinks

# SUSTAINABILITY STATEMENT

## Highlights

- Personalised certificate for each participant
- Food and beverage provided
- Exclusive store discounts
- Fun, memorable and educational experience

## SAVORING SUSTAINABLY: CULINARY EXCELLENCE WITH PURPOSE

At BFood, culinary excellence thrives through a commitment to serving fresh, high-quality food and beverages that deliver an enjoyable experience for every customer. The Group offers a diverse and creative menu, catering to a wide range of dietary needs, preferences and concerns, ensuring there is something for everyone.

A thoughtfully curated selection of healthier choices that promote responsible consumption reflects the Group's focus on better nutrition. By continually innovating and expanding its offerings, BFood meets the evolving needs of customers while contributing to a sustainable and balanced food system.

### Crafting Quality, Safety, Every Time

At Starbucks Malaysia, food safety remains a cornerstone of operations. Over the past year, we have implemented several key initiatives aimed at enhancing food safety awareness, providing ongoing training and recognising exceptional performance across our stores and suppliers. These initiatives have helped maintain the highest standards of food safety across operations and the supply chain.

#### Food Safety Awareness Month

In September 2024, BStarbucks hosted Food Safety Awareness Month, engaging Starbucks Support Centre ("SSC") and Retail Store Partners in activities designed to raise awareness and strengthen food safety knowledge across all levels of the business.

#### Food Safety Refresher Training

Food Safety Refresher Training was held with CODEMY for store management teams, ensuring that our leaders stay updated on food safety protocols and best practices.

#### Recognising Excellence in Food Safety

BStarbucks recognised excellence in food safety through the Food Safety Recognition Programme and Regional Supplier Awards. The Programme honoured the best-performing district, alongside three top districts and one store for the greatest improvement in food safety practices. Suppliers were also celebrated for their exceptional food safety measures, particularly in foreign object control.

## Commitment To Star Quality and Jolly Consumption

### Step 1

#### Unwavering Standards

Maintain the highest food safety and quality standards across all brands.

Fully comply with Malaysia's Food Regulations.

Rigorously review and verify product specifications, ingredients and nutritional information.

### Step 2

#### Core Safety Principles

Source all ingredients from GMO-free materials.

Exclude artificial trans fats, including partially hydrogenated fats and oils.

Prohibit artificial colours and flavours.

### Step 3

#### Strengthened Protocols in FY2025

Enhanced Product Safety Review: Stricter requirements with robust shelf-life validation to ensure integrity throughout the lifecycle.

Cold Chain Stress Testing: Mandatory microbiological stress tests before launch to confirm resilience in real-world supply chain conditions.

## Global Alignment

- BStarbucks operations align with Starbucks' Global Food Safety, Quality and Regulatory ("GFSQR") standards under the Global Licensing Framework ("GLF").
- Guarantees consistency and excellence in food safety and quality worldwide.

Similarly, BJoybean maintains the same high standards of food safety and quality. By employing high-pressure soy milk extraction machines and sourcing premium soybeans, BJoybean ensures the consistent production of fresh, high-quality soy milk, delivering excellence with every cup.

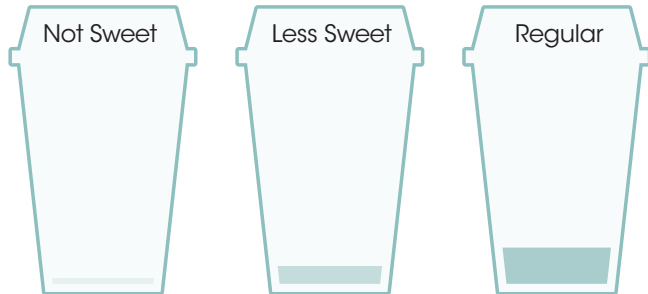
## Food For Everyone: Catering To Diverse Needs

BFood places strong emphasis on meeting the dietary needs of vulnerable groups, including children, the elderly, individuals with allergies and those with specific nutritional requirements. Through innovative ingredient enhancements, the Group offers greater flexibility in beverage preparation to cater to these needs.

## SUSTAINABILITY STATEMENT

For example, BStarbucks customers can now adjust sweetness levels without compromising flavour.

### Sweetness levels:



This initiative underscores BFood's commitment to promoting healthier choices and reducing the negative impact of product intake while ensuring every customer enjoys a beverage tailored to their preferences. The Group actively advances this commitment by:

- Offering and attractively pricing products with a lower negative impact
- Investing in targeted research and development to enhance the menu and deliver health benefits

Across all brands, food safety, quality and customer satisfaction remain top priorities, ensuring that every product is delicious, safe, nutritious and designed to meet diverse customer needs.

### Evolving Our Menu: Nourishing Health With Every Bite

As part of its ongoing commitment to promoting healthier dietary choices, BFood is expanding its menu to include environmentally and socially responsible food and beverage options while maintaining an attractively priced selection. By prioritising responsible sourcing, preparation and service from farm to table, BFood does not market, manufacture, sell, offer or advertise processed foods and drinks, ensuring that all offerings remain free from such products and have no negative impact. Establishing a clear strategic plan with defined targets and goals that aim to improve access to better nutrition further supports this initiative.

#### BFood's Strategic Plan to Tackle Poor Nutrition

Raising awareness of healthy eating

Creating a healthy options section on the menu

Promoting meals with less salt

Practising responsible advertising, marketing and labelling by being transparent on food and drinks content, source and dietary requirements

### Progress Against Goal on Better Nutrition Strategy

BFood hits the mark by introducing at least one innovative meat-free menu option each year.

BStarbucks continues to raise the bar with the introduction of innovative menu creations such as the Tiramisu King Brioche and Garlic Cheesy Melt, delivering fresh, wholesome and flavourful options that appeal to today's health-conscious customers. In the same spirit of innovation, BFood subsidiary BFT broadened its consumer packaged goods portfolio with the launch of VITAday, a refreshing vitamin water and Instant Vietnamese Coffee, offering healthier and more diverse choices to meet evolving lifestyles. Complementing this, BJoybean delighted customers with new flavours, Sirap Bandung and Taro Soy Pudding, expanding its range of nutritious soy-based beverages and desserts.

### Discover The Joy of Indulgent Exploration

Starbucks crafts every sip to spark joy, creativity and curiosity. These new Starbucks Reserve creations go beyond delighting the taste buds, elevating each café moment into something truly memorable. Whether customers seek bold flavour combinations or mindful indulgence, the lineup offers something special for every coffee lover.

#### Reserve Strawberry Tonic

*A playful twist on your usual espresso!*

- Sparkling water blended with a naturally sweet strawberry base and sugar cane syrup.
- Layered with a bold Starbucks Reserve Espresso.
- Garnished with a premium dried strawberry slice.
- **Vibe:** Vibrant, fruity, fizzy, perfect for curious coffee explorers.

#### Cold Brew Malt

*Cold brew like you've never had before!*

- Small-hot cold brew blended with creamy ice cream and malt.
- Smooth, rich, nostalgic yet sophisticated.
- **Vibe:** Comfort meets craft in every sip.

#### Chocolate Malt

*An elevated chocolate experience with a Reserve twist!*

- Vanilla ice cream, dark cocoa powder, chocolate chips and malt.
- Full-bodied, textured and layered with flavour.
- **Vibe:** Pure indulgence for chocolate lovers.



# SUSTAINABILITY STATEMENT

## Classic Affogato

*Simplicity at its finest!*

- Two bold shots of Starbucks Espresso over vanilla ice cream.
- Warm meets cold, bitter meets sweet.
- **Vibe:** Minimalism with maximum flavour.

## Join The Coffee Journey: Learn, Grow And Make A Difference

Starbucks Global Academy ("SGA") opens the door to a world of learning, offering free, self-paced courses to Starbucks partners, customers and communities worldwide. Accessible anywhere, the platform fuels expertise, inspires curiosity and empowers people to drive positive change.

### SGA Focus Areas

- Passion for Coffee: Cultivating knowledge from bean to cup
- Environmental Stewardship: Championing sustainable practices
- Community Well-being: Strengthening and supporting local communities
- Inclusive Spaces: Creating environments where everyone can thrive

### Beyond SGA

- Coffee Meet
- Coffee Chat
- Coffee Seminar
- Latte Art Immersion

## Trust in Every Cup We Serve: BStarbucks' Commitment To Halal

BStarbucks is deeply committed to upholding the highest standards of Halal integrity, not only to comply with regulations but also as part of its responsibility to customers and the communities it serves. Embedding this ethos into every aspect of operations, from sourcing to service, ensures the business maintains ethical and sustainable practices at all times.

### Governance: Strengthening Halal Assurance

To ensure robust oversight and continuous improvement of our Halal practices, BStarbucks has established a dedicated Halal Committee, led by a Chairman and Executives with Malaysia Halal Certification. This team oversees the compliance and enhancement of BStarbucks' Halal Assurance System (HAS), which aligns with key standards, including MPPHM 2020, MHMS 2020 and MS 1500:2019. Key components of Halal governance include:

- Halal Certification: 291 out of 300 (97%) of BStarbucks stores are JAKIM certified
- Internal Audits: Routine audits ensure compliance in sourcing, handling and storage

- Halal Assurance System ("HAS"): The end-to-end system identifies and mitigates Halal risks
- Industry Engagement: Active participation in Sesi Libat Urus Bersama Industri Pemegang Sijil Halal Malaysia reflects strong leadership in Halal development

All BStarbucks partners (employees) stores in Brunei are 100% Halal-certified by the Majlis Ugama Islam Brunei ("MUIB") under the Halal Certificate and Halal Label Order of 2005. Certification covers ingredients, storage, preparation and hygiene. Each store has a certified Halal Food Supervisor and at least two Muslim partners who are responsible for ensuring Halal compliance. A corporate Halal Executive oversees compliance while each store maintains an Internal Halal File to ensure traceability and audit readiness.

### People and Culture

- Training: BStarbucks partners (employees) receive Halal training on joining, with refresher courses every three years via STARBUCKS CODEMY
- Halal Committee Training: All members undergo formal Halal Competency Training
- Transparency: QR-linked Halal Policy at store entrances promotes awareness among customers and staff

### Ethical Operations and Clean Sourcing

- Certified Suppliers: BFood sources ingredients exclusively from Halal-certified vendors.
- Cross-Contamination Prevention: Halal Control Points ("HCPs") are implemented in daily operations
- Halal Risk Management: SOPs and internal audits help monitor Halal compliance

## Transparent Communication through Informed Choices

BFood takes pride in its diverse culinary offerings, delivering food and beverages that reflect quality, variety and excellence. Customers are encouraged to share that same pride, trust and confidence in their choices. BFood is committed to educating and empowering customers through transparent labelling, product information and marketing communications, enabling them to make informed decisions with clarity and confidence.

### Training & Awareness

- All employees and business partners receive training on responsible advertising and transparent communication.



### Product Knowledge Checks

- Management conducts random staff checks to ensure front-line employees can assist customers effectively.



# SUSTAINABILITY STATEMENT

## Ethical Marketing

- Marketing messages are developed with integrity, ensuring claims are accurate, evidence-based and compliant with regulatory guidelines.



All brands provide comprehensive information on product quality and safety. Whether customers are dining in, ordering takeaway or purchasing packaged food, they receive clear, honest and accessible details on ingredients, nutritional content, and suitability for their dietary needs.

This approach aligns with the Malaysian Code of Advertising, a self-regulatory framework overseen by the Malaysian Communications and Multimedia Commission ("MCMC"), as well as the latest Guideline on Labelling Requirements under the Food Act 1983 issued by the Ministry of Health ("MOH"), both of which promote ethical and responsible advertising across all platforms.

## Evaluating the BFood Experience

Great experiences begin with listening. BFood actively collect feedback across multiple channels, including phone calls, emails, social media platforms and in-person interactions. This multi-touchpoint approach provides a broad spectrum of insights, enabling BFood to understand customer preferences, address concerns promptly and continuously refine its offerings, making every customer interaction more personalised and rewarding.

In FY2025, 22 BStarbucks stores were recognised as VOC (Voice of Customer) Winners for achieving 365 consecutive days without a single customer complaint.

## Tap & Go: Redefining Convenience at BStarbucks

As of FY2025, 160 BStarbucks stores, representing 53.16% of all outlets, operate as cashless locations, accepting only e-payments such as Starbucks Cards and mobile apps, as well as credit and debit cards, e-wallets and other digital payment methods. This shift streamlines operations, speeds up the checkout process and enhances the overall customer experience. By reducing wait times, simplifying transactions and enhancing payment traceability, cashless stores improve service efficiency, convenience and overall store performance.

## Safeguarding Customer Privacy And Data Security

BFood's comprehensive privacy policy is fully aligned with the Personal Data Protection Act ("PDPA") and reflects industry best practices in data governance and protection. The Group's approach to cybersecurity focuses on maintaining the confidentiality, integrity and availability of customer data through a multi-layered defence strategy built on global standards.

By integrating these robust measures, BFood ensures customer data is protected at every touchpoint, reinforcing trust in BFood brands and delivering secure, seamless experiences.

## Advanced network security infrastructure

- firewalls, intrusion detection and prevention systems (IDPS) to block unauthorised access and malicious threats



## Strict access controls

- role-based permissions and two-factor authentication (2FA) to ensure only authorised personnel can access data



## End-to-end data encryption

- both in transit and at rest, protecting sensitive information across all digital platforms



## Regular penetration testing and security audits

- proactively identifying vulnerabilities and strengthening system resilience



## Secure data handling procedures

- covering collection, storage and disposal in compliance with regulatory standards



## Continuous employee training

- fostering a strong culture of cybersecurity responsibility across all levels



# DATA PERFORMANCE

Indicator	Unit	FY2023	FY2024	FY2025
<b>Economic</b>				
<b>Supply Chain</b>				
Proportion of spending on local suppliers (only covers operations in Malaysia and Brunei)	%	61.74%	68.37%	50.15%
<b>Corruption</b>				
Total cost of fines, penalties or settlements in relation to corruption	RM	0	0	0
Total amount of political contributions	RM	0	0	0
Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy	No.	0	0	0
Provisions for fines and settlements specified for ESG issues in audited accounts	RM	0	0	0
Total costs of environmental fines and penalties	RM	0	0	0
Total employees who have received training on anti-corruption	No. (%)	NA	27 (0.75%)	190 (6.45%)
Total non-executive employees who have received training on anti-corruption	No. (%)	NA	0 (0.00%)	5 (0.19%)
Total junior management who have received training on anti-corruption	No. (%)	NA	1 (0.41%)	117 (67.63%)
Total middle management who have received training on anti-corruption	No. (%)	NA	18 (21.95%)	64 (71.11%)
Total senior management who have received training on anti-corruption	No. (%)	NA	8 (42.11%)	4 (28.57%)
Total confirmed incidents of corruption	No.	0	0	0
Percentage of operations assessed for corruption-related risks	%	0.00%	0.00%	1.09%
<b>Environment</b>				
<b>Energy</b>				
Indirect energy (electricity)	kWh	40,454,002	47,031,465	43,101,729
Direct Energy *	GJ	2,075	339	186,143
Indirect Energy	GJ	145,634	169,313	155,166
Total energy *	GJ	147,710	169,653	341,310
Energy Intensity	GJ/ft <sup>2</sup> GFA	NA	NA	0.34
Energy Intensity	GJ/Revenue (RM mil.)	NA	NA	652
* Energy conversion coefficients are derived from the IPCC Guidelines for National Greenhouse Gas Inventories. The increase in direct energy consumption reflects improved monitoring processes, which now capture BRoasters' LPG usage.				
<b>Water and effluent</b>				
Total municipal water consumption *	m <sup>3</sup>	1,052,744	1,047,358	371,825
Total surface water from rivers, lakes and natural ponds	m <sup>3</sup>	0	0	0
Total groundwater from wells, boreholes	m <sup>3</sup>	0	0	0
Total water consumption *	m <sup>3</sup>	1,052,744	1,047,358	371,825
* FY2023 estimated based on store expansion of the number of stores. The decrease in FY2025 reflects lower revenue and a reduction in the number of operating stores.				
<b>Materials</b>				
Nitrogen	m <sup>3</sup>	NA	NA	318
* Nitrogen consumption is limited to Starbucks Malaysia where it is used for Nitro Cold Brew preparation.				



## DATA PERFORMANCE

Indicator	Unit	FY2023	FY2024	FY2025
<b>Waste *</b>				
Total solid waste disposed	kg	31,804	31,133	1,791,273
Non-recyclable waste	kg	0	0	1,762,060
Total recycled waste	kg	31,804	31,133	29,213
Total scheduled waste	kg	0	0	0
* Total waste directed to disposal comprises general waste generated across Starbucks operations, based on extrapolated baseline estimates. Recycled waste includes used cooking oil sold for recovery, food waste recycled through the WISE programme, and upcycled Flavorlock™ bags. Solid waste coverage is currently limited to Starbucks, with figures for Starbucks Malaysia and Brunei estimated using a baseline study.				
<b>Carbon emissions</b>				
Scope 1 *				
CO <sub>2</sub>	tCO <sub>2</sub> e	144	24	11,748
CH <sub>4</sub>	tCO <sub>2</sub> e	0.58	0.09	26.01
N <sub>2</sub> O	tCO <sub>2</sub> e	0.34	0.06	5.13
CO <sub>2</sub> e †	tCO <sub>2</sub> e	145	24	11,779
* The increase in direct energy consumption reflects improved monitoring processes, which now capture BRoasters' LPG usage				
Scope 2 emissions **	tCO <sub>2</sub> e	30,664	35,650	32,473
Total operational emissions	tCO <sub>2</sub> e	30,809	35,674	44,252
Emissions intensity	kgCO <sub>2</sub> e/ft <sup>2</sup> GFA	NA	NA	44
Emissions intensity	tCO <sub>2</sub> e/Revenue (RM mil.)	NA	NA	85
Scope 3				
1: Purchased Goods and Services				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	7,817.12
CO <sub>2</sub> biogenic	tCO <sub>2</sub> e	NA	NA	3,321.83
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	52.67
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	5.71
HFC	tCO <sub>2</sub> e	NA	NA	310.65
PFC	tCO <sub>2</sub> e	NA	NA	16.80
SF <sub>6</sub>	tCO <sub>2</sub> e	NA	NA	0.00
Total (fossil only)	tCO <sub>2</sub> e	NA	NA	8,202.97
2: Capital Goods				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	1,336.20
CO <sub>2</sub> biogenic	tCO <sub>2</sub> e	NA	NA	544.05
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	1.00
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	0.03
HFC	tCO <sub>2</sub> e	NA	NA	13.12
PFC	tCO <sub>2</sub> e	NA	NA	2.47
SF <sub>6</sub>	tCO <sub>2</sub> e	NA	NA	0.00
Total (fossil only)	tCO <sub>2</sub> e	NA	NA	1,352.81
3. Fuel- and energy-related activities				
Total emissions	tCO <sub>2</sub> e	NA	NA	2,154.39
4. Upstream transportation and distribution				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	661.09
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	0.18
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	9.96
Total emissions	tCO <sub>2</sub> e	NA	NA	671.23
5. Waste generated in operations				
Total emissions	tCO <sub>2</sub> e	NA	NA	932.93

## DATA PERFORMANCE

Indicator	Unit	FY2023	FY2024	FY2025
6. Business travel				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	273.63
CO <sub>2</sub> biogenic	tCO <sub>2</sub> e	NA	NA	0.09
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	0.55
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	2.17
HFC	tCO <sub>2</sub> e	NA	NA	0.32
PFC	tCO <sub>2</sub> e	NA	NA	0.01
SF <sub>6</sub>	tCO <sub>2</sub> e	NA	NA	0.00
Total (fossil only)	tCO <sub>2</sub> e	NA	NA	276.69
7. Employee commuting				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	1,904.95
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	12.52
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	7.22
Total emissions	tCO <sub>2</sub> e	NA	NA	1,924.69
8. Upstream leased assets				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	74.52
CO <sub>2</sub> biogenic	tCO <sub>2</sub> e	NA	NA	23.20
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	1.26
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	0.05
HFC	tCO <sub>2</sub> e	NA	NA	0.30
PFC	tCO <sub>2</sub> e	NA	NA	0.01
SF <sub>6</sub>	tCO <sub>2</sub> e	NA	NA	0.00
Total emissions	tCO <sub>2</sub> e	NA	NA	76.15
9. Downstream transportation and distribution				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	157.70
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	3.41
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	0.97
Total emissions	tCO <sub>2</sub> e	NA	NA	162.08
10. Processing of sold products				
Total emissions	tCO <sub>2</sub> e	NA	NA	0.00
11. Use of sold products				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	27.77
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	0.01
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	0.09
Total emissions	tCO <sub>2</sub> e	NA	NA	27.86
12. End-of-life treatment of sold products*				
Total emissions	tCO <sub>2</sub> e	NA	NA	0.00
* Covers post-consumer disposal of packaged retail products. As the Group's core products are intended for immediate consumption and packaging-related emissions are already captured under Purchased Goods and Services (Category 1, end-of-life emissions are considered immaterial and reported as zero.				
13. Downstream leased assets				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	545.13
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	0.17
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	1.72
Total emissions	tCO <sub>2</sub> e	NA	NA	547.02

## DATA PERFORMANCE

Indicator	Unit	FY2023	FY2024	FY2025
14. Franchises				
CO <sub>2</sub>	tCO <sub>2</sub> e	NA	NA	98.53
CH <sub>4</sub>	tCO <sub>2</sub> e	NA	NA	0.04
N <sub>2</sub> O	tCO <sub>2</sub> e	NA	NA	0.29
Total emissions	tCO <sub>2</sub> e	NA	NA	98.87
15. Investments				
Total emissions	tCO <sub>2</sub> e	NA	NA	NA

**Scope 1:** Direct CO<sub>2</sub> emissions from fuel consumption calculated using emission factors from the IPCC Guidelines for National Greenhouse Gas Inventories.

**Scope 2:** Indirect emissions from purchased electricity calculated using grid emission factors published by the Energy Commission for Peninsular Malaysia, Sabah and Sarawak (2021–2022). For Brunei, factors were referenced from the United for Efficiency Country Assessment.

**Scope 3:**

- Purchased Goods and Services; Capital Goods; Upstream Transport; Upstream Leased Assets: EXIOBASE emission factors, selected by activity, country and region, adjusted for inflation and foreign exchange.
- Fuel- and Energy-Related Activities; Business Travel; Employee Commuting; Downstream Distribution: DEFRA 2025 emission factors (Greenhouse Gas Reporting Conversion Factors 2025).
- Waste Generated in Operations: U.S. EPA WARM factors.
- Processing of Sold Products; End-of-Life Treatment of Sold Products: Reported as zero (no material impact).
- Use of Sold Products; Downstream Leased Assets; Franchises; Investments: Calculated using grid emission factors published by the Energy Commission (2022). As only CO<sub>2</sub>e values were provided, CH<sub>4</sub> and N<sub>2</sub>O components were extrapolated from the national energy mix to align with reporting norms. For franchises, Scope 1 and 2 data were combined with IPCC and grid factors.

### Additional Notes

- Where available, emissions were reported by gas (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>), with biogenic CO<sub>2</sub> disclosed separately and excluded from consolidated totals.
- Estimations were applied transparently where emission factors only reported CO<sub>2</sub>e, strengthening alignment with GHG Protocol and IFRS S2 requirements.
- EXIOBASE factors were refined for activity, country and regional specificity, incorporating inflationary and foreign exchange adjustments to enhance accuracy.

Indicator	Unit	FY2023	FY2024	FY2025
<b>Social</b>				
<b>Diversity, Equality &amp; Inclusion</b>				
Total number of employees	No.	6,384	3,624	2,946
Number of full time employees	No. (%)	4,458 (69.83%)	2,721 (75.08%)	2,176 (73.86%)
Number of contractors/temporary staff	No. (%)	1,926 (30.17%)	903 (24.92%)	770 (26.14%)
Number of new hire employees	No.	2,231	1,066	1,913
<u>Employees by nationality</u>				
Total Malaysian Staff	No. (%)	6,384 (100.00%)	3,595 (99.20%)	2,920 (99.12%)
Total Non-Malaysian Staff	No. (%)	0 (0.00%)	29 (0.80%)	26 (0.88%)
<u>Employees by gender</u>				
Female	No. (%)	3,381 (52.96%)	1,923 (53.06%)	1,567 (53.19%)
Male	No. (%)	3,003 (47.04%)	1,701 (46.94%)	1,379 (46.81%)
<u>Employees by age group</u>				
<30	No. (%)	5,325 (83.41%)	2,726 (75.22%)	2,120 (71.96%)
30-50	No. (%)	1,002 (15.70%)	848 (23.40%)	782 (26.54%)
>50	No. (%)	57 (0.89%)	50 (1.38%)	44 (1.49%)



## DATA PERFORMANCE

Indicator	Unit	FY2023	FY2024	FY2025
<u>Employees by category*</u>				
Non-executive employees	No. (%)	5,947 (93.15%)	3,282 (90.56%)	2,669 (90.60%)
Junior management	No. (%)	323 (5.06%)	241 (6.65%)	173 (5.87%)
Middle management	No. (%)	98 (1.54%)	82 (2.26%)	90 (3.05%)
Senior management	No. (%)	16 (0.25%)	19 (0.52%)	14 (0.48%)
* Restated to reflect the classification of executive employees as junior management.				
<u>Gender by Category*</u>				
Non-executive: Female	No. (%)	3,075 (51.71%)	1,688 (51.43%)	1,382 (51.78%)
Non-executive: Male	No. (%)	2,872 (48.29%)	1,594 (48.57%)	1,287 (48.22%)
Junior management: Female	No. (%)	235 (72.76%)	176 (73.03%)	118 (68.21%)
Junior management: Male	No. (%)	88 (27.24%)	65 (26.97%)	55 (31.79%)
Middle management: Female	No. (%)	62 (63.27%)	50 (60.98%)	59 (65.56%)
Middle management: Male	No. (%)	36 (36.73%)	32 (39.02%)	31 (34.44%)
Senior management: Female	No. (%)	9 (56.25%)	9 (47.37%)	8 (57.14%)
Senior management: Male	No. (%)	7 (43.75%)	10 (52.63%)	6 (42.86%)
* Restated to reflect the classification of executive employees as junior management.				
<u>Age by Category*</u>				
Non-executive: <30	No. (%)	5,205 (87.52%)	2,652 (80.80%)	2,060 (77.18%)
Non-executive: 30-50	No. (%)	710 (11.94%)	604 (18.40%)	586 (21.96%)
Non-executive: >50	No. (%)	32 (0.54%)	26 (0.79%)	23 (0.86%)
Junior management: <30	No. (%)	118 (36.53%)	72 (29.88%)	54 (31.21%)
Junior management: 30-50	No. (%)	197 (60.99%)	163 (67.63%)	114 (65.90%)
Junior management: >50	No. (%)	8 (2.48%)	6 (2.49%)	5 (2.89%)
Middle management: <30	No. (%)	2 (2.04%)	2 (2.44%)	6 (6.67%)
Middle management: 30-50	No. (%)	89 (90.82%)	72 (87.80%)	75 (83.33%)
Middle management: >50	No. (%)	7 (7.14%)	8 (9.76%)	9 (10.00%)
Senior management: <30	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Senior management: 30-50	No. (%)	6 (37.50%)	9 (47.37%)	7 (50.00%)
Senior management: >50	No. (%)	10 (62.50%)	10 (52.63%)	7 (50.00%)
* Restated to reflect the classification of Executive employees as Junior Management				
<b>Disability</b>				
Total Number of disabled staff	No. (%)	25 (0.39%)	27 (0.75%)	29 (0.98%)
<b>Employee Turnover Rates *</b>				
Total Turnover	No. (rate)	3,688 (58.67%)	2,085 (41.67%)	1,507 (45.88%)
<u>By gender</u>				
Female	No. (rate)	1,836 (54.93%)	1,061 (40.01%)	791 (45.33%)
Male	No. (rate)	1,852 (62.93%)	1,024 (43.54%)	716 (46.49%)
<u>By age Group</u>				
<30	No. (rate)	3,208 (61.05%)	1,829 (45.44%)	1,175 (48.49%)
30-50	No. (rate)	472 (48.29%)	249 (26.92%)	317 (38.90%)
>50	No. (rate)	8 (14.95%)	7 (13.08%)	15 (31.91%)
<u>By employment category*</u>				
Non-executive employees	No. (rate)	3,612 (61.52%)	1,997 (43.28%)	1,420 (47.72%)
Junior management	No. (rate)	55 (17.68%)	75 (26.60%)	69 (33.33%)
Middle management	No. (rate)	19 (22.09%)	12 (13.33%)	14 (16.28%)
Senior management	No. (rate)	2 (11.76%)	1 (5.71%)	4 (24.24%)
* Turnover rates are calculated as the number of employees who left during the year divided by the average number of employees in each category. Figures have been restated to reflect the reclassification of Executive Employees as Junior Management.				
Total voluntary turnover (full time staff)	No. (%)	307 (8.32%)	1,951 (93.57%)	1,422 (94.36%)
Total involuntary turnover (full time staff)	No. (%)	3,332 (90.35%)	117 (5.61%)	85 (5.64%)

## DATA PERFORMANCE

Indicator	Unit	FY2023	FY2024	FY2025
<b>Women representatives in the management</b>				
Female employees in management	No. (%)	138 (61.06%)	131 (66.16%)	109 (66.46%)
Female employees in top management	No. (%)	9 (56.25%)	9 (50.00%)	8 (57.14%)
<b>Director Diversity</b>				
<u>Directors by gender</u>				
Female	No. (%)	3 (42.86%)	3 (42.86%)	3 (42.86%)
Male	No. (%)	4 (57.14%)	4 (57.14%)	4 (57.14%)
<u>Directors by Age Group</u>				
<30	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
30-50	No. (%)	3 (42.86%)	2 (28.57%)	2 (28.57%)
>50	No. (%)	4 (57.14%)	5 (71.43%)	5 (71.43%)
<b>Training &amp; Development</b>				
Total number of employees attending training	No.	2,043	6,661	2,884
Total number of hours spent on employee development training to enhance knowledge or individual skills	Hrs.	11,259	321,882	252,656
	Hrs.	633,781	311,357	246,253
Total number of hours spent on employee development training for non-executive employees	Hrs.	4,626	7,975	3,930
Total number of hours spent on employee development training for junior management	Hrs.	4,531	2,382	2,237
Total number of hours spent on employee development training for middle management	Hrs.	96	177	236
Total number of hours spent on employee development training for senior management	Hrs.	6	89	86
Average training hours per employee	Days	0.8	11.1	10.7
Average training days per employee				
<b>Community</b>				
Total Amount of corporate or group donations/community investments made to registered not-forprofit organisations	RM	302,955	1,288,335	881,124
Total beneficiaries of the investment in communities	No.	203	11,441	12,372
<b>Health and safety</b>				
Fatalities (employees)	No.	0	0	0
Fatalities (third-party contractors)	No.	0	0	0
Lost time incident rate (employees)	LTIR *	NA	0.87	0.24
Employees trained on health and safety standards	No.	0	0	14
Employees receiving general training which includes safety	No.	6,273	6,293	1,356
* LTIR = number of lost time injuries in the reporting period / total number of hours worked in the reporting period x 1,000,000				
<b>Human Rights</b>				
Number of substantiated complaints concerning human rights violations	No.	0	0	0
<b>Data privacy and security</b>				
Total substantiated complaints concerning breaches of customer privacy and losses of customer data	No.	0	0	0
<b>Certification *</b>				
Percentage of sites covered by recognised environmental management systems such as ISO14001 or EM	%	0	0	0
Percentage of sites with OHSAS 18001 certification		0	0	0
* Not necessary due to nature of operations				

# BURSA STATEMENT

Indicator	Measurement Unit	2024	2025
<b>Bursa (Anti-corruption)</b>			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Senior management	Percentage	42.11	28.57
Middle management	Percentage	21.95	71.11 *
Junior management	Percentage	0.41	67.63 *
Non-executive	Percentage	0.00	0.19
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0.00	1.09
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
<b>Bursa (Community/Society)</b>			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,288,335.23	881,124.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	11,441	12,372
<b>Bursa (Diversity)</b>			
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	0.00	0.00
Senior management Between 30-50	Percentage	47.37	50.00
Senior management Above 50	Percentage	52.63	50.00
Middle management Under 30	Percentage	2.44	6.67
Middle management Between 30-50	Percentage	87.80	83.33
Middle management Above 50	Percentage	9.76	10.00
Junior management Under 30	Percentage	29.88 *	31.21 *
Junior management Between 30-50	Percentage	67.63 *	65.90 *
Junior management Above 50	Percentage	2.49 *	2.89 *
Non-executive Under 30	Percentage	80.80	77.18
Non-executive Between 30-50	Percentage	18.40	21.96
Non-executive Above 50	Percentage	0.79	0.86
Gender Group by Employee Category			
Senior management Male	Percentage	52.63	42.86
Senior management Female	Percentage	47.37	57.14
Middle management Male	Percentage	39.02	34.44
Middle management Female	Percentage	60.98	65.56
Junior management Male	Percentage	26.97 *	31.79 *
Junior management Female	Percentage	73.03 *	68.21 *
Non-executive Male	Percentage	48.57	48.22
Non-executive Female	Percentage	51.43	51.78
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	57.14	57.14
Female	Percentage	42.86	42.86
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	28.57	28.57
Above 50	Percentage	71.43	71.43



# BURSA MALAYSIA SUSTAINABILITY PERFORMANCE REPORT

Indicator	Measurement Unit	2024	2025
<b>Bursa (Energy management)</b>			
Bursa C4(a) Total energy consumption	**Megawatt	47,125.72	94,808.00 *
<b>Bursa (Health and safety)</b>			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.17	0.05
Bursa C5(c) Number of employees trained on health and safety standards	Number	0	14
<b>Bursa (Labour practices and standards)</b>			
Bursa C6(a) Total hours of training by employee category			
Senior management	Hours	177	236
Middle management	Hours	2,382	2,237
Junior management	Hours	7,975	3,930
Non-executive	Hours	311,357	246,253
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	24.92	26.14
Bursa C6(c) Total number of employee turnover by employee category			
Senior management	Number	1	4
Middle management	Number	12	14
Junior management	Number	75	69
Non-executive	Number	1,997	1,420
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
<b>Bursa (Supply chain management)</b>			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	68.37	50.15
<b>Bursa (Data privacy and security)</b>			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
<b>Bursa (Water)</b>			
Bursa C9(a) Total volume of water used	Megalitres	1,047.358095	371.825484
<b>Bursa (Waste management)</b>			
Bursa C10(a) Total waste generated	Metric tonnes	31,133.00	1,791,273.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	31,133.00	29,213.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	0.00	1,762,060.00
<b>Bursa (Emissions management)</b>			
Bursa C11(a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	24.00	11,779.00
Bursa C11(b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	35,650.00	32,473.00
Bursa C11(c) Scope 3 emissions in tonnes of CO <sub>2</sub> e (at least for the categories of business travel and employee commuting)	Metric tonnes	0.00	16,428.00 *

# SIRIM ASSURANCE STATEMENT

## To Board of Directors, Stakeholders, and Interested Parties,

SIRIM QAS International Sdn. Bhd. was engaged by Berjaya Food Berhad (hereafter referred to as BFood) to perform an independent verification and provide assurance of BFood Sustainability Statement FY2025. The main objective of the verification process is to provide assurance to BFood 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 BFood Sustainability Statement FY2025.

The management of BFood 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 BFood 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 Sustainability, Advancing Environmental Sustainability, Empowered to Serve: People Behind the Flavour, Respecting Human Rights, and Collective Impact for the Community. 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 assurance excluded all topics under Food Safety, those between Climate Resilience and Scenario Analysis and Emissions Measurement and Methodology, as well as Emissions Management.

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 BFood'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 BFood'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 BFood 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 BFood. 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 BFood 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 Food Berhad.

## SIRIM ASSURANCE STATEMENT

### List of Assessors.

- |                                   |               |
|-----------------------------------|---------------|
| 1) Ms. Aernida Abdul Kadir        | : Team Leader |
| 2) Ms. Kamini Sooriamoorthy       | : Team Member |
| 3) Ms. Hazwani Yob                | : Team Member |
| 4) Ms. Suzalina Kamaralrifin      | : Team Member |
| 5) Ms. Aine Jamaliah Mohamad Zain | : Team Member |
| 6) 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: 27 October 2025



# SIRIM ASSURANCE STATEMENT

Appendix 1: Performance Data Table - BURSA Malaysia Indicator	Measurement Unit	2025
<b>Bursa (Anti-corruption)</b>		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Senior management	Percentage	28.57
Middle management	Percentage	71.11
Junior management	Percentage	67.63
Non-executive	Percentage	0.19
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	1.09
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
<b>Bursa (Community/Society)</b>		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	881,124
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	12,372
<b>Bursa (Diversity)</b>		
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	0.00
Senior management Between 30-50	Percentage	50.00
Senior management Above 50	Percentage	50.00
Middle management Under 30	Percentage	6.67
Middle management Between 30-50	Percentage	83.33
Middle management Above 50	Percentage	10.00
Non-executive Under 30	Percentage	77.18
Non-executive Between 30-50	Percentage	21.96
Non-executive Above 50	Percentage	0.86
Gender Group by Employee Category		
Senior management Male	Percentage	42.86
Senior management Female	Percentage	57.14
Middle management Male	Percentage	34.44
Middle management Female	Percentage	65.56
Non-executive Male	Percentage	48.22
Non-executive Female	Percentage	51.78
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	57.14
Female	Percentage	42.86
Under 30	Percentage	0.00
Between 30-50	Percentage	28.57
Above 50	Percentage	71.43

## SIRIM ASSURANCE STATEMENT

<b>Bursa (Health and safety)</b>		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.05
Bursa C5(c) Number of employees trained on health and safety standards	Number	14
<b>Bursa (Labour practices and standards)</b>		
Bursa C6(a) Total hours of training by employee category		
Senior management	Hours	236
Middle management	Hours	2,237
Junior management	Hours	3,930
Non-executive	Hours	246,253
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	26.14
Bursa C6(c) Total number of employee turnover by employee category		
Senior management	Number	4
Middle management	Number	14
Junior management	Number	69
Non-executive	Number	1,420
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
<b>Bursa (Supply chain management)</b>		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	50.15
<b>Bursa (Data privacy and security)</b>		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
<b>Bursa (Water)</b>		
Bursa C9(a) Total volume of water used	Megalitres	371.83
<b>Bursa (Waste management)</b>		
Bursa C10(a) Total waste generated	Metric tonnes	1,791,273
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	29,213
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	1,762,060
<b>Bursa (Emissions management)</b>		
Bursa C11(a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	11,779
Bursa C11(b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	32,473

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("Board") of Berjaya Food Berhad ("the Company") recognises the importance of corporate governance ("CG") towards promoting business growth and corporate accountability to protect and enhance shareholders' value as well as the interest of the Company.

The Board is committed in ensuring that the Company and its subsidiaries (collectively "the Group") carries out its business operations within the required standards of CG as set out in the Malaysian Code on Corporate Governance 2021 ("MCCG").

The Board is pleased to provide an overview of the Company's CG practices during the financial year ended 30 June 2025 ("FYE 2025") and where applicable, up to the date of this CG Overview Statement with reference to the three (3) key CG principles as set out in the MCCG as follows:-



This CG Overview Statement is also in compliance with Paragraph 15.25 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") and should be read in conjunction with the Company's Corporate Governance Report 2025 ("CG Report"), which is available on its website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/) and on Bursa Securities' website at [www.bursamalaysia.com](http://www.bursamalaysia.com).

The CG Report sets out the various practices under the MCCG which provides details on how the Company has applied each Practice, any departures thereof and the alternative measures being in place within the Company during the FYE 2025. The Board is satisfied that the Company has substantially complied with the MCCG throughout the FYE 2025 save for the exceptions which are fully described in the CG Report.

## PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

### Board Responsibilities

The Board is responsible for the performance and affairs of the Group and to provide leadership as well as guidance for setting strategic direction for the Group. The roles and responsibilities of the Board in discharging its fiduciary and leadership function has been formalised in the Board Charter.

### Chairman and Group Chief Executive Officer ("Group CEO")

During FYE 2025, the Board was led by the Chairman, Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah, an Independent Non-Executive Director of the Company. The Chairman is responsible for providing leadership as well as to ensure the smooth and effective functioning of the Board. The Chairman will preside at all Board and general meetings of the Company and always ensure that procedural rules are followed in the conduct of meetings and that all decisions made are formally recorded and adopted.

The Board has delegated the day-to-day management of the Group's affairs and business to the Group CEO of the Company, Dato' Sydney Lawrance Quays. The Group CEO holds the primary executive responsibility for the Group's business performance and to manage the Group in accordance with the strategies and policies approved by the Board. The Group CEO will focus on the business and leads the Senior Management of the Group in making and implementing the day-to-day decisions on the business operations, managing resources and associated risks involved while pursuing the corporate objectives of the Group. The Group CEO may delegate appropriate functions to any member of the Senior Management reporting to the Group CEO.

The Group CEO and Management meet regularly to review and monitor the performance of the Group's operating divisions. The Group CEO briefs the Board on the Group's business operations and Management's initiatives during the quarterly Board Meetings.

### Separation of Positions of the Chairman and Group CEO

The positions of the Chairman and the Group CEO are held by two different individuals. The distinct and separate roles of the Chairman and Group CEO with clear division of responsibilities have ensured the balance of the power and authority and that no one has unfettered control of the Board. The roles and responsibilities of the Chairman and Group CEO have been formalised in the Board Charter of the Company.

# CORPORATE GOVERNANCE OVERVIEW STATEMENT

## Non-Executive Directors

The Non-Executive Directors are not involved in the day-to-day management of the Group but contribute their own particular expertise and experience in the development of the business strategy of the Group and to make insightful contribution during the Board's deliberation. They also assist and ensure the Board adopts a good CG practice within the Group.

The presence of three (3) Independent Non-Executive Directors is sufficient to provide the required checks and balances on the decision making process of the Board. The Independent Non-Executive Directors are essential in providing unbiased and impartial opinion, advice and judgment to ensure the interests of the Group, shareholders, employees, customers and other stakeholders in which the Group conducts its businesses are well represented and taken into account. The significant contributions of the Independent Directors in the decision making process is evidenced in their participation as members of the various committees of the Board.

In addition, the three (3) Non-Independent Non-Executive Directors on the Board also help to provide views and contributions from a different perspective as they are not involved in the day-to-day operations of the Group.

## Board Committees

The Board has established the following Board Committees which consist of a majority of Non-Executive Directors to support the Board in discharging its oversight function and to ensure that there are appropriate checks and balances in place:-

- (i) Audit and Risk Management Committee;
- (ii) Nomination Committee;
- (iii) Remuneration Committee; and
- (iv) Sustainability Committee.

The Chairman of the Board is not a member of the Audit and Risk Management Committee, Nomination Committee or Remuneration Committee which is aligned with the recommendation of the MCCG.

Each of the Board Committee operates within its respective terms of reference ("TOR") that also clearly define its respective functions and authorities. The TOR of the respective Board Committees are periodically reviewed by the Board Committees and approved by the Board to ensure that the TOR remains relevant and adequate in governing the responsibilities of the Committees and to reflect the latest developments in the Main Market Listing Requirements of Bursa Securities and the MCCG. These Board Committees have the authority to report to the Board with their recommendations. However, the ultimate responsibility for the final decision on all matters still lies with the Board.

The TORs of each the Board Committees are available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

## Company Secretaries

The Board is supported by the qualified and experienced Company Secretaries, who are members of the professional body namely, Malaysian Institute of Chartered Secretaries and Administrators and they are also qualified Company Secretaries as per Section 235(2)(a) of the Companies Act 2016 registered with the Companies Commission of Malaysia. The Company Secretaries play an important role in facilitating the overall compliance with the Companies Act 2016, the Main Market Listing Requirements of Bursa Securities and other relevant laws and regulations. The Company Secretaries also advised the Board on adoption of CG best practices as recommended under the MCCG. The Company Secretaries also assist the Board and Board Committees to function effectively and in accordance with their respective TOR and best practices and ensuring adherence to the existing Board policies and procedures.

The roles and responsibilities of the Company Secretaries have been formalised in the Board Charter of the Company which provides reference for Company Secretaries in the discharge of their duties.

The Company Secretaries have also been continuously attending the relevant training programmes, conferences, seminars, webinars and/or forums so as to keep themselves abreast with the current regulatory changes in laws, regulatory requirements and CG that are relevant to their profession and enabling them to provide the necessary advisory role to the Board.

## Board Meetings and Meeting Materials

In order to discharge their responsibilities effectively, the Board meets regularly on a quarterly basis. Other than quarterly Board Meetings, additional Board and/or Board Committee Meetings may be convened as and when necessary to consider and deliberate on any urgent proposals or matters under their purview and which requires the Board's expeditious review, consideration and approval. Such meetings will enable the Board members to effectively assess the viability of the business and corporate proposals and the principal risks that may have significant impact on the Group's business or on its financial position and the mitigating factors. All Board and/or Board Committee approvals sought are supported with all the relevant information and explanations required for an informed decision to be made.

In the intervals between Board and/or Board Committee Meetings, any matters requiring urgent Board and/or Board Committee recommendations, decisions or approvals will be sought via circular resolutions to the Board and/or Board Committee members and these are supported with



# CORPORATE GOVERNANCE OVERVIEW STATEMENT

all the relevant information and/or explanations required for an informed decision to be made.

For predetermined Board Meeting and/or Board Committee Meetings, the Directors will be provided with the relevant agenda and Board papers at least five (5) business days' notice except for meetings called on an ad-hoc basis for special matters or urgent proposal, reasonable notice for such meetings shall be sufficient. This enables the Board to have an overview of matters to be discussed or reviewed at the meetings and to seek further clarifications, if any. The Board papers provide, among others, the minutes of preceding meetings of the Board and Committees, summary of dealings in shares by the directors or affected persons and directors' circular resolutions, reports on the Group's financial statements, operations, any relevant corporate developments and proposals.

In addition, there is also a schedule of matters reserved for Board's deliberations and decisions, which include among others, the review, evaluation, adoption and approval of the Company and the Group's policies and strategic plans. This is to ensure that the strategic plan of the Company and the Group supports long-term value creation, including strategies on economic, environmental and social considerations underpinning sustainability. It also includes the review, evaluation and approval for any material acquisition and/or disposal of undertakings or assets and any new major ventures in the Group.

## Access to information and advice

The Directors have unrestricted access to the advice and services of the Company Secretaries and Senior Management staff in the Group to assist them in carrying out their duties. They may also obtain independent professional advice at the Company's expense in furtherance of their duties whenever the need arises.

## Board Charter, Ethical Standards through Code of Ethics, Code of Conduct, Directors' Fit and Proper Policy, Whistleblowing Policy and Procedures, T.R.U.S.T Concept and Conflict of Interest Policy

The Board has the following in place:-

### (a) Board Charter

The Board has adopted a Board Charter to promote the standards of CG and clarifies, among others, the roles and responsibilities of the Board, Board Committees and individual Director.

The Board Charter is subject to review by the Board periodically to ensure that it remains consistent with the Board's roles and responsibilities as well as the prevailing legislation and practices. A copy is available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

### (b) Code of Ethics for Directors

The Board has also adopted a Code of Ethics for Directors ("Code") which is incorporated in the Board Charter. The Code was formulated to enhance the standard of CG and to promote ethical conduct of the Directors.

### (c) Directors' Fit and Proper Policy

The Group has adopted a Directors' Fit and Proper Policy which set out the fit and proper criteria for the appointment and re-election of director onto the Board of the Company and the Group.

The Policy serves as a guide to the Nomination Committee and the Board in their review and assessment of candidates that are proposed to be appointed onto the Board as well as directors who are seeking for re-election.

The Directors' Fit and Proper Policy is subject to review by the Board periodically to ensure that it remains effective and relevant and a copy of the Directors' Fit and Proper Policy is available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

### (d) Code of Conduct and Business Ethics

The Group has adopted a Code of Conduct covering business ethics, workplace safety and employees' personal conduct for all employees of the Company and all of its subsidiaries and associates. This is to ensure that all employees and Directors maintain and enforce the highest standards of ethics and professional conduct in the performance of their duties and responsibilities throughout the organisation.

All employees and Directors of the Company are required to declare that they have received, read and understood the provisions of the Code of Conduct and agreed to comply with its terms throughout their employment or tenure with the Company.

The Board will periodically review the Code of Conduct. The Code of Conduct is available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

### (e) Whistleblowing Policy and Procedures

The Group acknowledges the importance of lawful and ethical behaviours in all its business activities and is committed to adhere to the values of transparency, integrity, impartiality and accountability in the conduct of its business and affairs in its workplace.

The Group has in place a Whistleblowing Policy and Procedures which provides an avenue for employees,

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

the Group's third party service providers, independent contractors, vendors and suppliers and members of the public to raise genuine concerns and to disclose alleged, suspected or actual wrongdoings or known improper conduct on a confidential basis, without fear of any form of victimisation, harassment, retribution or retaliation.

The Whistleblowing Policy and Procedures also serves as an avenue to safeguard against the acts of bribery and corruption pursuant to Section 17A of the Malaysian Anti-Corruption Commission Act 2009. The Whistleblowing Policy and Procedures, underlining its protection and reporting channels, can be accessed on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

### (f) Adequate Procedures to Curb and Prevent Bribery and Corruption - T.R.U.S.T Concept

The Board has adopted a T.R.U.S.T Concept which form the ethos and philosophy of the top management in respect of the Group's fight against bribery and corruption in all its business dealings, transactions and such other related activities.

The T.R.U.S.T Concept was formulated to set out the guidelines on adequate procedures to curb and prevent bribery and corruption and the procedures are guided by the following five (5) principles:-

- Principle I: **T**op Level Commitment (Berjaya's Ethos and Commitment);
- Principle II: **R**isk Management Assessment;
- Principle III: **U**ndertake Control Measures;
- Principle IV: **S**ystematic Review, Monitoring and Enforcement; and
- Principle V: **T**raining and Communication.

(Collectively known as T.R.U.S.T Concept)

The T.R.U.S.T Concept demonstrates the Group's zero-tolerance approach against all forms of bribery and corruption in its daily operations and the Group takes a strong stance against such acts. The Group will take all reasonable and appropriate measures to ensure that all its directors and employees are committed to act professionally and with integrity in all their business dealings and not participate in any corrupt activities for its advantage or benefit.

The T.R.U.S.T Concept can be accessed on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

### (g) Conflict of Interest Policy

The Board has established and adopted a Conflict of Interest ("COI") Policy that outlines the processes and procedures that the Directors and Key Senior Management within the Group must adhere to and address circumstances that may potentially lead to a COI, whether they are actual, apparent or potential in nature.

The COI Policy serves as a guide to the Audit and Risk Management Committee and the Board in identifying, evaluating, approving, reporting and monitoring of COI situations.

All the Directors and Key Senior Management are required to declare that they have acknowledged, received and read the COI Policy and agreed to comply with its provisions in the COI Policy.

### Sustainability Strategies

The Board views the commitment to promote sustainability strategies in the environment, social and governance aspects as part of its broader responsibility to all its various stakeholders and the communities in which it operates.

The Group strives to achieve a long-term sustainability balance between meeting its business goals, preserving the environment to sustain the ecosystem and improving the welfare of its employees and the communities in which it operates. The Group works closely with its supply chain partners and other industry players to address sustainability issues relevant to the food and beverage industry. The Group's sustainability journey including strategies, priorities, progress, and targets are communicated to its stakeholders, internal or external, through regular engagement with each of the stakeholder groups.

The Group's efforts to promote sustainability initiatives for the environment, the communities in which it operates and its employees have been set out in the Sustainability Statement in this Annual Report.

### Board Composition

The Board composition of the Company represents a mix of knowledge, skills, and expertise which assist the Board in effectively discharging its stewardship and responsibilities. The Board currently has seven (7) members comprising three (3) Independent Non-Executive Directors (including the Chairman), the Group CEO and three (3) Non-Independent Non-Executive Directors. The profiles of each Directors of the Company are set out in the Profile of Directors section in this Annual Report.

The present composition of the Board is in compliance with Paragraph 15.02 of the Main Market Listing Requirements

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of Bursa Securities which requires at least one third (1/3) of its members to be Independent Directors. However, the Company is not in compliance with Practice 5.2 of the MCCG as the Board does not have a composition which comprises 50% Independent Directors.

The presence of the Independent Directors, though not forming half (50%) of the Board members, is sufficient to provide the necessary checks and balances on the decision-making process of the Board. They are able to contribute their particular expertise and experience to the Board and to carry out their duties and responsibilities with unfettered and unbiased independent judgement.

### Boardroom Diversity

The Board acknowledges the importance of boardroom diversity in terms of age, gender, nationality, ethnicity and recognises the benefits of this diversity.

The Board also recognises that having a range of different skills, backgrounds, experience and diversity is essential to ensure a broad range of viewpoints to facilitate optimal decision making and effective governance.

The Board is of the view that whilst promoting boardroom diversity is essential, the normal selection criteria of a Director, based on an effective blend of competencies, skills, extensive experience and knowledge to strengthen the Board, should remain a priority. The Board will continuously strive to meet the targets for gender diversity requirement and will actively take the necessary measures

towards promoting a corporate culture that embraces gender diversity in the Boardroom.

The Company takes diversity not only in the Boardroom but also in the workplace as it is an essential measure of good governance, critically attributing to a well-functioning organisation and sustainable development of the Company.

The Company is committed to maintaining an environment of respect for people regardless of their gender in all business dealings and achieving a workplace environment free of harassment and discrimination on the basis of gender, physical or mental state, ethnicity, nationality, religion, age or family status. The same principle is applied to the selection of potential candidates for appointment to the Board.

Currently, the Board has three (3) female Directors namely, Datin Chee Yoke Kuan, Wan Nor Aida Binti Wan Azmi and Ms Chryseis Tan Sheik Ling and they represent about 43% ratio of the full Board of seven (7) members. They are part of the Board's gender diversity and have brought value to Board discussions from different perspectives and approaches. The Board has complied with Paragraph 15.02(1)(b) of the Main Market Listing Requirements of Bursa Securities and has also fulfilled the requirement of Practice 5.9 of the MCCG.

The Board has in place a Diversity Policy, a copy of which is available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

### Time Commitment

The Board is satisfied with the level of time commitment given by the Directors and members of the Board Committees towards fulfilling their roles and responsibilities as Directors and members of the Board Committees of the Company. During the FYE 2025, the number of meetings held and attended by the Directors and Committee Members were as follows:-

Name of Directors/Designations	No. of Meeting Attended/Meetings held in FYE 2025				
	BOARD	ARMC	NC	RC	SC
<b>Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah</b> (Chairman/Independent Non-Executive Director)	5/5	-	-	-	-
<b>Dato' Sydney Lawrance Quays</b> (Group Chief Executive Officer)	5/5	-	-	-	2/2
<b>Dato' (Dr) Mustapha Bin Abd Hamid</b> (Non-Independent Non-Executive Director)	5/5	-	-	-	2/2
<b>Chryseis Tan Sheik Ling</b> (Non-Independent Non-Executive Director)	3/5	-	-	-	-
<b>Tan Thiam Chai</b> (Non-Independent Non-Executive Director)	5/5	5/5	1/1	1/1	2/2

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Name of Directors/Designations	No. of Meeting Attended/Meetings held in FYE 2025				
	BOARD	ARMC	NC	RC	SC
<b>Datin Chee Yoke Kuan</b> (Independent Non-Executive Director)	5/5	5/5	1/1	1/1	2/2
<b>Wan Nor Aida Binti Wan Azmi</b> (Independent Non-Executive Director)	5/5	5/5	1/1	1/1	-

Notes:

BOARD: Board Meeting

ARMC: Audit and Risk Management Committee Meeting

NC: Nomination Committee Meeting

RC: Remuneration Committee Meeting

SC: Sustainability Committee Meeting

All the Directors of the Company have confirmed that they do not hold more than five (5) directorships in listed issuers pursuant to Paragraph 15.06 of the Main Market Listing Requirements of Bursa Securities. They are required to notify the Chairman of the Board before accepting any new directorships outside the Group and indicating the time that will be spent on the new directorship. Similarly, the Chairman of the Board shall also do likewise before taking up any additional appointment of directorships.

### Directors' Training

All the Directors of the Company have completed the Mandatory Accreditation Programme ("MAP") Part I and Part II as required by Bursa Securities as at the date of this CG Overview Statement.

The Board and/or the Directors individually will on a continuous basis, evaluate and determine the relevant programmes, seminars, briefings or dialogues available that would best enable them to enhance their knowledge and contributions to the Board.

The Board believes that continuous training for Directors is vital for the Board members to evaluate their skills and knowledge and to enable them to discharge their duties effectively. As such, the Directors will attend the necessary training programmes, conferences, seminars and/or forums so as to keep themselves abreast with the latest economic and corporate developments as well as new regulations and statutory requirements.

The Board is also regularly updated by the Company Secretaries on the latest update/amendments to the relevant regulatory requirements, corporate governance and sustainability relating to the discharge of the Directors' duties and responsibilities.

During the FYE 2025, the training programmes, seminars, conferences and webinars attended by the Directors were as follows:-

Directors	Title of Training Programmes/ Seminars/Conferences/Forum/ Webinars
<b>Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah</b>	<ul style="list-style-type: none"> <li>- Mandatory Accreditation Programme Part II : Leading for Impact (LIP)</li> <li>- Looking Ahead in 2025: Latest trends on Artificial Intelligence ("AI"), amendments to Personal Data Protection Act ("PDPA") and Tax Issues for Berjaya Group of Companies</li> </ul>
<b>Dato' Sydney Lawrance Quays</b>	<ul style="list-style-type: none"> <li>- Looking Ahead in 2025: Latest trends on AI, amendments to PDPA and Tax Issues for Berjaya Group of Companies</li> <li>- Mandatory Accreditation Programme Part II : Leading for Impact (LIP)</li> <li>- Anti-Bribery and Corruption in the Workplace Part One: Corruption in the Workplace</li> <li>- Anti-Bribery and Corruption in the Workplace Part Two: Corporate Liability</li> </ul>
<b>Tan Thiam Chai</b>	<ul style="list-style-type: none"> <li>- Looking Ahead in 2025: Latest trends on AI, amendments to PDPA and Tax Issues for Berjaya Group of Companies</li> <li>- Mandatory Accreditation Programme Part II : Leading for Impact (LIP)</li> </ul>
<b>Chryseis Tan Sheik Ling</b>	<ul style="list-style-type: none"> <li>- Looking Ahead in 2025: Latest trends on AI, amendments to PDPA and Tax Issues for Berjaya Group of Companies</li> </ul>



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Directors	Title of Training Programmes/ Seminars/Conferences/Forum/ Webinars
<b>Dato' (Dr) Mustapha Bin Abd Hamid</b>	<ul style="list-style-type: none"> <li>- Pengenalan kepada Undang-Undang Pencegahan Rasuah di Malaysia</li> <li>- Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> <li>- Looking Ahead in 2025: Latest trends on AI, amendments to PDPA and Tax Issues for Berjaya Group of Companies</li> <li>- Anti-Bribery and Corruption in the Workplace Part One: Corruption in the Workplace</li> <li>- Anti-Bribery and Corruption in the Workplace Part Two : Corporate Liability</li> </ul>
<b>Datin Chee Yoke Kuan</b>	<ul style="list-style-type: none"> <li>- Insights Across Borders: Thriving in the Bermuda Triangle of Technology, Risk and Talent</li> <li>- Building Sustainable Credibility: Assurance, Greenwashing and the Rise of Green-Hushing</li> <li>- Navigating Recent Developments in Sustainability Reporting and the Continued Relevance of Integrated Thinking and Reporting</li> <li>- Chief Financial Officer Circle Webinar: Strategic Leadership in the Age of AI and Robotic Process Automation: Driving Purpose and Innovation</li> <li>- MIA International Accountants Conference</li> <li>- International Sustainability Standards Board Preparer Readiness Training</li> <li>- Anti-Bribery and Corruption in the Workplace Part One: Corruption in the Workplace</li> <li>- Anti-Bribery and Corruption in the Workplace Part Two: Corporate Liability</li> </ul>
<b>Wan Nor Aida Binti Wan Azmi</b>	<ul style="list-style-type: none"> <li>- Bursa Academy: Conflict of Interest ("COI") and Governance of COI</li> <li>- Mandatory Accreditation Programme Part II: Leading for Impact (LIP)</li> </ul>

## Appointment to the Board

The members of the Nomination Committee, which comprises exclusively Non-Executive Directors with a majority of them being Independent Directors are as follows:-

Datin Chee Yoke Kuan - Chairman/Independent Non-Executive Director
Wan Nor Aida Binti Wan Azmi - Member/Independent Non-Executive Director
Tan Thiam Chai - Member/Non-Independent Non-Executive Director

The Chairman of the Nomination Committee, Datin Chee Yoke Kuan is an Independent Director and this composition is aligned with the recommendation of Practice 5.8 of the MCCG.

The composition, authority as well as the duties and responsibilities of the Nomination Committee are set out in its TOR, which is available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

The Board delegates to the Nomination Committee the responsibility of making recommendations on any potential candidate for the appointment as a new Director. The Nomination Committee is responsible to ensure that the procedures for appointing new Directors are transparent, rigorous and are made based on merits and in the best interest of the Company.

In compliance with the Listing Requirements of Bursa Securities, the Company has in place a Directors' Fit and Proper Policy which sets out the selection criteria that Nomination Committee use as part of its assessment for the appointment and/or re-election of Directors.

The process for the appointment of a new Director is summarised in the sequence as follows:-

1. The candidate identified upon the recommendation by the existing Directors' network and referrals from incumbent Directors and business associates, senior management or major shareholders, independent search firms and/or other independent sources;
2. In evaluating the suitability of a candidate for appointment to the Board, the Nomination Committee considers, inter-alia, the competency, experience, commitment, contribution and integrity of the candidate, and in the case of a candidate proposed for appointment as Independent Non-Executive Director, the candidate's independence;
3. Potential candidate is required to undertake the fit and proper assessment and declaration of conflict of interest prior to the appointment;

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

4. Recommendation shall then be made by Nomination Committee to the Board. This also includes recommendation for appointment as a member of the various Board Committees, where necessary; and
5. Decision to be made by the Board on the proposed new appointment, including appointment to the various Board Committees as recommended by the Nomination Committee.

### Annual Assessment

The Nomination Committee reviews annually, the effectiveness of the Board and Board Committees as well as the performance of individual Directors. The annual evaluation involves individual Directors and Committee members completing separate evaluation questionnaires regarding the processes of the Board and its Committees, their effectiveness and areas where improvements could be considered. The criteria for the evaluation are guided by the CG Guide issued by Bursa Malaysia Berhad. The evaluation process also involved a peer and self-review assessment, where each Director will assess their own performance and that of their fellow Directors. The outcome of the assessments and comments by all Directors were summarised and discussed at the Nomination Committee meeting and were then reported to the Board at the Board Meeting held thereafter. All assessments and evaluations carried out by the Nomination Committee in the discharge of its duties are properly documented.

During the FYE 2025, the Nomination Committee has carried out the following activities:-

- (i) Reviewed and assessed the mix of skills, expertise, composition, size and experience of the Board;
- (ii) Reviewed and assessed the performance of each individual Director, independence of the Independent Directors, effectiveness of the Board and Board Committees;
- (iii) Reviewed the performance of the Audit and Risk Management Committee and its members;
- (iv) Reviewed the financial literacy assessment for each of the Audit and Risk Management Committee members;
- (v) Recommended to the Board the re-election of Directors who are due for retirement by rotation for shareholders' approval at the Annual General Meeting ("AGM"); and
- (vi) Reviewed and recommended to the Board for approval the revised TOR of Nomination Committee.

### Re-election of Directors

Clause 117 of the Company's Constitution provides that at least one-third (1/3) of the Directors shall retire by rotation and they are eligible to seek re-election at each AGM and that each Director shall submit himself/herself for re-election once every three (3) years.

At the forthcoming Sixteenth AGM, the following Directors ("Retiring Directors") are due for retirement and are eligible for re-election pursuant to Clause 117 of the Company's Constitution:-

Directors	Retiring Pursuant to
1) Dato' (Dr) Mustapha Bin Abd Hamid	Clause 117
2) Tan Thiam Chai	Clause 117

The Board through the Nomination Committee had undertaken an annual assessment evaluation as well as fit and proper assessment on the Retiring Directors in accordance with the provisions of the Companies Act 2016, the Constitution and the Directors' Fit and Proper Policy of the Company.

All the Retiring Directors have completed their respective declaration on the fitness and propriety, contribution and performance and calibre and personality in accordance with the Directors' Fit and Proper Policy of the Company.

Based on the results of the assessment conducted, the Nomination Committee was satisfied with the favourable evaluation of the overall performance and contributions of the Retiring Directors and the Retiring Directors have fulfilled the fit and proper criteria in accordance to the Fit and Proper Policy of the Company. Accordingly, Nomination Committee recommended to the Board for re-election of the Retiring Directors. The Board has deliberated and endorsed the Nomination Committee's recommendation and supports the re-election of Retiring Directors for approval by the shareholders at the forthcoming Sixteenth AGM. The Retiring Directors had abstained from deliberations and decisions on their re-election at the Board Meeting.

The profiles of the Retiring Directors are set out on in the Profile of Directors in the Company's 2025 Annual Report.

### Tenure of Independent Directors

Pursuant to Practice 5.3 of the MCCG, the tenure of an Independent Director does not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years, an Independent Director may continue to serve on the Board subject to the Directors' re-designation as a Non-Independent Director. The MCCG also sets out a recommendation that the Board must justify and seek shareholders' approval through a two-tier voting in the event it retains an Independent Director who has served in that capacity beyond nine (9) years.

The Board is of the view that the independence of the Independent Directors should not be determined solely or arbitrarily by their tenure of service. The Board believes that continued contribution will provide stability and benefits to the Board and the Company as a whole,

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especially their invaluable knowledge of the Group and its operations gained through the years.

The calibre, qualification, experience and personal qualities, particularly of the Director's integrity and objectivity in discharging his/her responsibilities in the best interest of the Company should be the predominant factors to determine the ability of a Director to serve effectively as an Independent Director.

The Board is also confident that the Independent Directors themselves, after having provided all the relevant confirmations on their independence, will be able to determine if they can continue to bring independent and objective judgment during Board deliberations and decision making.

As at 30 June 2025, none of the Independent Directors of the Company has served the Board for a cumulative term of more than nine (9) years.

### Annual Assessment of Independence

The Board recognises the importance of independence and objectivity in its decision-making process. The presence of the Independent Non-Executive Directors is essential in providing unbiased and impartial opinion, advice and judgment to ensure the interests of the Group, shareholders, employees, customers and other stakeholders in which the Group conducts its businesses are well represented and taken into account.

The Board, through the Nomination Committee, has assessed the independence of its Independent Non-Executive Directors on an annual basis based on the criteria set out in the Main Market Listing Requirements of Bursa Securities.

The current Independent Directors of the Company namely, Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah, Datin Chee Yoke Kuan and Wan Nor Aida Binti Wan Azmi have fulfilled the criteria of "independence" as prescribed under Chapter 1 of the Main Market Listing Requirements of Bursa Securities.

### Remuneration Policies and Procedures

The members of the Remuneration Committee, which comprises exclusively Non-Executive Directors with a majority of them being Independent Directors are as follows:-

Wan Nor Aida Binti Wan Azmi - Chairman/Independent Non-Executive Director
Datin Chee Yoke Kuan - Member/Independent Non-Executive Director
Tan Thiam Chai - Member/Non-Independent Non-Executive Director

The composition, authority as well as the duties and responsibilities of the Remuneration Committee are set out in its TOR which is available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

The Board has adopted a Remuneration Policy to support the Directors and Key Senior Management in carrying out their responsibilities and fiduciary duties in steering the Group to achieve its long-term goals and enhance shareholders' value. The Board's objective in this respect is to offer a competitive remuneration package in order to attract, motivate, retain and reward Directors and Key Senior Management who will manage and drive the Company's success.

The Board has delegated to the Remuneration Committee to implement its Remuneration Policy. The primary function of the Remuneration Committee is to set up the policy framework and to recommend to the Board on remuneration packages and other terms of employment of the Executive Directors. The remuneration of Executive Directors is determined at levels which enables the Company to attract and retain Directors with the relevant experience and expertise to manage the business of the Group effectively.

The remuneration of Key Senior Management is determined at a level which enables the Company to attract, develop and retain high performing and talented individual with the relevant experience, level of expertise and level of responsibilities.

Both the remuneration of Executive Directors and Key Senior Management are structured to link rewards to the achievement of individual and corporate performance.

The Remuneration Committee is also responsible to review the remuneration packages of the Non-Executive Directors of the Company and thereafter recommend to the Board for their consideration with the Director concerned abstaining from deliberations and voting on decision in respect of his/her individual remuneration package. The Board recommended that the level of remuneration should reflect the experience and the level of responsibilities undertaken by each Non-Executive Director. The Board will then recommend the payment of the yearly Directors' fees and other benefits payable to Non-Executive Directors to the shareholders for approval at the AGM in accordance with Section 230(1) of the Companies Act 2016.

The Board will periodically review the Remuneration Policy and a copy is available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

Details of the Directors' remuneration paid or payable to all Directors of the Company (both the Company and the Group) and categorised into appropriate components for the FYE 2025 are as follows:-

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### (a) Individual Directors on a named basis

#### Company

	← RM →						
	Fees	Allowance	Salaries	Bonus	Benefits in-kind	Other Emoluments	Total
<b>Executive Director</b>							
Dato' Sydney Lawrance Quays	-	-	120,000	37,500	-	19,770	177,270
<b>Non-Executive Directors</b>							
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah	60,000	307,400	-	-	-	37,334	404,734
Dato' (Dr) Mustapha Bin Abd Hamid	60,000	6,800	-	-	-	-	66,800
Datin Chee Yoke Kuan	60,000	13,400	-	-	-	-	73,400
Wan Nor Aida Binti Wan Azmi	60,000	10,100	-	-	-	-	70,100
Tan Thiam Chai	-	-	-	-	-	-	-
Chryseis Tan Sheik Ling	-	-	-	-	-	-	-
	<b>240,000</b>	<b>337,700</b>	<b>120,000</b>	<b>37,500</b>	<b>-</b>	<b>57,104</b>	<b>792,304</b>

#### Group

	← RM →						
	Fees	Allowance	Salaries	Bonus	Benefits in-kind	Other Emoluments	Total
<b>Executive Director</b>							
Dato' Sydney Lawrance Quays	22,420	-	1,760,000	400,000	43,700	263,144	2,489,264
<b>Non-Executive Directors</b>							
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah	60,000	307,400	-	-	-	37,334	404,734
Dato' (Dr) Mustapha Bin Abd Hamid	60,000	6,800	-	-	-	-	66,800
Datin Chee Yoke Kuan	60,000	13,400	-	-	-	-	73,400
Wan Nor Aida Binti Wan Azmi	60,000	10,100	-	-	-	-	70,100
Tan Thiam Chai	-	-	-	-	-	-	-
Chryseis Tan Sheik Ling	-	-	-	-	-	-	-
	<b>262,420</b>	<b>337,700</b>	<b>1,760,000</b>	<b>400,000</b>	<b>43,700</b>	<b>300,478</b>	<b>3,104,298</b>



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### (b) The Remuneration of top five (5) Senior Management in bands of RM50,000 on an aggregate basis

The number of top five (5) Senior Management and their total remuneration from the Group categorised into the various bands are as follows:-

	Number of Senior Management
RM350,001 - RM400,000	1
RM400,001 - RM450,000	1
RM450,001 - RM500,000	2
RM900,001 - RM950,000	1
	5

Although the MCCG has stipulated that the Company should disclose the detailed remuneration of the top five (5) Senior Management on a named basis, the Board has opined that it is not in the best interest of the Company to make such disclosures on the remuneration of the Senior Management due to the sensitivity of their remuneration package, privacy, competition and issue of staff poaching.

### PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

#### Audit and Risk Management Committee

The Audit Committee was renamed as the Audit and Risk Management Committee ("ARMC") with effect from 3 March 2011. The ARMC of the Company comprises three (3) members, all of whom are Non-Executive Directors with a majority of them being Independent Directors. The members are as follows:-

Datin Chee Yoke Kuan - Chairman/Independent Non-Executive Director
Wan Nor Aida Binti Wan Azmi - Member/Independent Non-Executive Director
Tan Thiam Chai - Member/Non-Independent Non-Executive Director

The Chairman of the ARMC is appointed by the Board and is not the Chairman of the Board. The composition, authority as well as the duties and responsibilities of the ARMC are set out in its TOR and a copy is available on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

The members of the ARMC possess a mix of skill, knowledge and appropriate level of expertise and experience to enable them to discharge their duties and responsibilities pursuant to the TOR of the ARMC. In addition, the ARMC members are financially literate and are able to understand, analyse and challenge matters under purview of the ARMC including the financial reporting process.

The Board is responsible to ensure the annual financial statements are prepared in accordance with the provisions of the Companies Act 2016 and the applicable financial reporting standards in Malaysia. In presenting the annual financial statements and quarterly announcement of results, the Board seeks to provide shareholders with a clear, balanced and understandable assessment of the Group's financial position and prospects. The ARMC assists the Board to discharge its duties in financial reporting by ensuring the reliability and integrity of the Group's accounting and financial reporting process and to ensure the financial statements give a true and fair view in accordance with the provisions of the Companies Act 2016 and the applicable financial reporting standards in Malaysia. In addition, the ARMC reviews the annual financial statements and quarterly financial results before they are recommended to the Board for approval.

Besides overseeing the Group's accounting and financial reporting process, ARMC is also responsible to assist the Board to review the nature, scope and results of the external audit, its cost effectiveness and the independence and objectivity of the External Auditors, to oversee and monitor the Group internal audit functions, oversees recurrent related party transactions, risk management activities and other activities such as governance matters. A summary of the activities undertaken by the ARMC during the financial year are set out in the ARMC Report in this Annual Report.

The performance of the ARMC is reviewed annually by the Nomination Committee. Based on the evaluation, the Nomination Committee concluded that the ARMC has been effective in its performance and has carried out its duties in accordance with its TOR during the FYE 2025.

#### Assessment of External Auditors

The Board maintains a transparent and professional relationship with the External Auditors through the ARMC. Under the existing practice, the ARMC invites External Auditors to attend its meetings at least twice a year to discuss their audit plan and their audit findings on the Company's annual financial statements. In addition, the ARMC will also have private meetings with the External Auditors without the presence of the Group CEO and Senior Management to enable exchange of views on issues requiring attention.

The ARMC has put in place an External Auditors Policy ("EA Policy") which outlines the policies and procedures for the ARMC to govern the assessment and to monitor the External Auditors. The EA Policy covers, among others, the appointment of External Auditors, assessment of External Auditors, independence of External Auditors, non-audit services including the need to obtain approvals from the Group Chief Financial Officer (if any) / Executive Director / Head of Group Accounts or the ARMC for non-audit work up to a certain threshold and the annual reporting and rotation of the External Audit Engagement Partner. In

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

addition, the EA policy also included a requirement for a former audit partner to observe a cooling-off period of at least three (3) years before they can be considered for appointment as a member of the ARMC and/or the Board.

The Board has delegated to the ARMC to perform an annual assessment on the quality of the audit which encompassed the performance and calibre of the External Auditors and their independence, objectivity and professionalism. The assessment process involves identifying the areas of assessment, setting the minimum standards and devising tools to obtain the relevant data. The areas of assessment include among others, the calibre of the audit firm, quality processes/performance, audit team, independence and objectivity, audit scope and planning, audit communications and audit fees of the External Auditors. Assessment questionnaires were used as a tool to obtain input from the Company's personnel who had constant contact with the external audit team throughout the year.

To support the ARMC's assessment of their independence, the External Auditors will provide the ARMC with a written assurance confirming their independence throughout the conduct of the audit engagement in accordance with the relevant professional and regulatory requirements. The External Auditors are required to declare their independence annually to the ARMC as specified in the By-Laws issued by the Malaysian Institute of Accountants and the International Code of Ethics for Professional Accountants. The External Auditors have included such declaration in their presentation of the annual audit plan to the ARMC of the Company.

The ARMC also ensures that the External Auditors are independent of the activities they audit and will review the contracts for provision of non-audit services by the External Auditors. The recurring non-audit services were in respect of tax compliance and the annual review of the Statement on Risk Management and Internal Control.

During the FYE 2025, the amount of non-audit fees paid/payable to the External Auditors and its affiliates by the Company and the Group respectively for the FYE 2025 were as follows:-

	Company		Group	
	FYE 2025 RM	FYE 2024 RM	FYE 2025 RM	FYE 2024 RM
<b>Statutory audit fees paid/payable to:-</b>				
-Ernst & Young ("EY") Malaysia	194,000	181,000	625,000	569,600
-Affiliates of EY Malaysia	-	-	30,000	26,000
<b>Total (a)</b>	<b>194,000</b>	<b>181,000</b>	<b>655,000</b>	<b>595,600</b>

	Company		Group	
	FYE 2025 RM	FYE 2024 RM	FYE 2025 RM	FYE 2024 RM
<b>Non-audit fees paid/payable to:-</b>				
-EY Malaysia	59,000	17,200	132,000	88,029
-Affiliates of EY Malaysia	-	-	7,000	10,390
<b>Total (b)</b>	<b>59,000</b>	<b>17,200</b>	<b>139,000</b>	<b>98,419</b>
<b>% of non-audit fees (b/a)</b>	<b>30%</b>	<b>10%</b>	<b>21%</b>	<b>17%</b>
<b>Non recurring non-audit fees</b>	<b>151,750</b>	<b>172,087</b>	<b>151,750</b>	<b>172,087</b>

In considering the nature and scope of non-audit fees, the ARMC was satisfied that they were not likely to create any conflict or impair the independence and objectivity of the External Auditors.

Upon completion of the assessment, the ARMC will make recommendation for re-appointment of the External Auditors to the Board for its deliberation and approval. The Board concurred with the ARMC's recommendation and agreed to table the proposed re-appointment of the External Auditors to the shareholders for approval at the Company's forthcoming AGM.

### Risk Management and Internal Control

The Board has delegated and entrusted the ARMC which comprises a majority of Independent Directors, with the overall responsibility to regularly review and monitor risk management activities of the Group and all internal controls and to approve appropriate risk management procedures and measurement methodologies.

The key aspects of the Risk Management process are as follows:-

- The business units are required to identify the risks relevant to their business;
- The risks are then assessed based on the probability of their occurrence and are evaluated as low, medium or high. The level of residual risk is determined after evaluating the effectiveness of controls and mitigating measures;
- The business units develop control procedures or actions plans to either prevent the occurrence or reduce the impact upon its occurrence;
- The business units are required to update their risk profiles and review their processes in monitoring the risks periodically; and
- On a quarterly basis, the business units are required to prepare a report summarising the significant risks

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

and status of action plan. Selected reports will be submitted to the ARMC for review and deliberation.

The Company continues to maintain and review its risk management and internal control procedures to ensure, as far as possible, the protection of its assets and its shareholders' investments.

The details of the risk management and system of internal control of the Company are set out in the Statement on Risk Management and Internal Control of this Annual Report.

### Internal Audit Function

The Board acknowledges its overall responsibility for the Group's system of internal control and its effectiveness as well as reviewing its adequacy and integrity to safeguard the Group's assets and the shareholders' investments.

The internal audit function of the Company is outsourced to the Group Internal Audit Division of the ultimate holding company, Berjaya Corporation Berhad and they are free from any relationships or conflict of interest that could impair their objectivity and independence. The Internal Auditors reports directly to the ARMC and carries out their internal audit based on the audit plans approved by the ARMC. The Internal Auditors assist the Board in providing independent assessment on the adequacy and effectiveness of the governance, risk management and internal control processes for the purposes of safeguarding the Group's assets and the shareholders' investments.

The Internal Auditors are responsible for preparing and tabling the Internal Audit Reports on a quarterly basis to the ARMC and to highlight areas for improvement for each of the operating units within the Group. The Internal Auditors will follow up closely on the areas highlighted to determine the extent of the implementation of their recommendation and to ensure that they are satisfactorily resolved by the Management.

The summary of the activities undertaken by the Internal Auditors during the FYE 2025 is set out in the ARMC Report.

### PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

#### Communication with Stakeholders

The Company strives to maintain an open transparent channel of communication with its stakeholders such as shareholders, institutional investors, analysts and the public at large with the objective of providing as clear and complete picture of the Group's performance and financial position as possible. The provision of timely information is of paramount importance to assist the

shareholders and investors to make an informed decision on their investments. However, whilst the Company endeavours to provide as much information as possible to its shareholders, it is mindful of the legal and regulatory framework governing the release of material and price-sensitive information.

The various channels of communications with stakeholders are through the following: -

- (i) the quarterly announcements on financial results and other periodical or relevant announcement to Bursa Securities;
- (ii) circulars and annual reports;
- (iii) general meetings of shareholders;
- (iv) meetings with investors, analysts and fund managers and briefings where appropriate; and
- (v) the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/) where shareholders can have easy access to the Company's corporate information such as the Board Charter, TOR of the Board Committees, Company Policies, press releases, financial information, Company announcements and others.

The above channels of communication will help to enhance stakeholders' understanding of the business and operations of the Group and to make informed investment decisions.

#### Conduct of General Meetings

The Company regards the AGM and Extraordinary General Meeting ("EGM") as the principal forum for dialogue and interactions with private and institutional shareholders and aims to ensure that the AGM and EGM provide an important opportunity for effective communication with and constructive feedback from the Company's shareholders. At each AGM, the Board presents the progress and performance of the Company's businesses and shareholders are encouraged to participate in the proceedings and question and answer session and thereafter to vote on all resolutions. The External Auditors will also be present to provide professional and independent clarification on issues and concerns raised by the shareholders in connection with the Audited Financial Statements. As for the EGM, the Principal Adviser will brief the shareholders and proxies on the detailed of the proposed resolution.

The Chairman, Group CEO and other Directors present will respond to questions posed by the shareholders and proxies at the AGM and/or EGM.

The Company despatches a Notification to its Shareholders in respect of Fifteenth AGM and the recent EGM held on 28 October 2024 and 18 September 2025 respectively to notify them that the following documents can be viewed and downloaded from the Company's website and Bursa Securities at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/) and [www.bursamalaysia.com](http://www.bursamalaysia.com) respectively:-

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

- (a) Annual Report for AGM;
- (b) Notice of AGM/EGM, Form of Proxy and Administrative Guide; and
- (c) Circular/Statement to Shareholders.

The notice of AGM was issued to the shareholders of the Company at least twenty-eight (28) days before the AGM whereas the notice for the EGM was issued with at least fourteen (14) days' notice. The additional time given to shareholders allows them to make the necessary arrangements to attend and participate in person or through corporate representatives, proxy or attorneys. More importantly, it enables the shareholders to consider the resolutions and make an informed decision in exercising their voting rights at the general meeting. Each item of special business included in the Notice of AGM is accompanied by a brief explanatory statement on the proposed resolution to facilitate a better understanding and evaluation of issues involved.

The shareholders are allowed to submit the questions prior to the AGM and EGM via email to the poll administrator and they are given sufficient time and opportunity to participate in the questions and answers sessions with regard to the proposed resolutions, the Group's financial performance and operations at AGM and/or EGM.

### Poll Voting

Pursuant to Clause 82 of the Constitution of the Company and Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Securities, the Company is required to ensure that all resolutions set out in the notice of general meetings are voted by poll.

At the Company's previous Fifteenth AGM held on 11 December 2024 and the recent EGM on 3 October 2025, all the resolutions passed by the shareholders at the said AGM and EGM were voted by way of a poll.

In providing a more efficient and wide-spread of remote shareholders' participation at general meetings, the

Company had conducted its Fifteenth AGM virtually through live streaming from broadcast venue and online remote voting via Remote Participation and Voting facilities ("RPV Facilities") provided by the Poll Administrator of the Company, SS E Solutions Sdn Bhd via Securities Services e-Portal's platform at <https://sshsb.net.my/>. Shareholders who registered for remote participation via Securities Services e-Portal joined the live streaming of the proceeding of the AGM and posed questions to the Board via real time submission of typed texts and also casted their votes online via RPV Facilities at the AGM.

At the recent EGM, the Company held the meeting physically pursuant to the Main Market Listing Requirements of Bursa Securities.

The Administrative Guide for the AGM and EGM with detailed registration and voting procedures were made available and can be viewed and downloaded from the website of the Company and Bursa Securities at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/) and [www.bursamalaysia.com](http://www.bursamalaysia.com) respectively. At the AGM, the Company has appointed SS E Solutions Sdn Bhd as poll administrators to conduct the polling process on all resolutions tabled at the AGM and Commercial Quest Sdn Bhd as the independent scrutineers to verify the poll results, whereas for the EGM, the Company has appointed Berjaya Registration Services Sdn Bhd as the poll administrator and Symphony Corporate Services Sdn Bhd as the independent scrutineer. The independent scrutineers announced the poll results of the AGM and EGM with details on the number of votes cast for and against for each resolution together with the respective percentages which were simultaneously displayed on the screen. The poll results were also announced to Bursa Securities on the same day by the Company. The minutes of the Fifteenth AGM, after it has been confirmed and signed by the Chairman, was made available on the Company's website after the AGM.

This CG Overview Statement was approved by the Board of the Company on 21 October 2025.



# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

## INTRODUCTION

The Board of Directors ("the Board") of Berjaya Food Berhad ("BFood" or "the Group") is committed to maintaining a sound system of risk management and internal controls to provide for a platform for Group's business objectives to be achieved. The Board sets out below the nature and scope of the risk management and internal controls of the Group.

## RESPONSIBILITY

The Board of BFood recognises that the Board is responsible for the Group's system of internal control and for reviewing its adequacy and integrity. The Board's responsibility in relation to the system of internal control extends to all subsidiaries of the Group.

The Group's system of internal control is designed to manage the principal business risks that may impede the Group from achieving its business objectives. Due to the limitations that are inherent in any system of internal control, the Group's internal control system cannot completely eliminate the risk of failure to achieve its business objectives. The system can only provide reasonable assurance against material misstatement or loss.

The Board has undertaken a review of the adequacy and effectiveness of the risk management and internal control system and concluded that the risk management and internal control system is adequate and effective. Further, the Board has obtained assurance from the Group Chief Executive Officer ("CEO") and Chief Financial Officer ("CFO") that the Group's governance, risk management and internal control system is operating adequately and effectively, in all material aspects.

## MANAGEMENT STYLE AND CONTROL CONSCIOUSNESS

The Group is involved in various food related businesses. These business interests are operated by the subsidiaries of the Group. Management of the day-to-day affairs of the Group's various subsidiaries are assigned to local management who are accountable for the conduct and performance of their subsidiaries within agreed business strategies. The Group CEO and CFO attend various scheduled management meetings as well as conducting regular reviews of financial and operational reports. These provide the platform for timely identification of the Group's risks and development of systems to manage those risks. The Group CEO and CFO regularly updates the Boards on any significant matters.

## INTERNAL CONTROL PROCESSES

The key aspects of the internal control process are as follows:

- The business units identify the areas of control relevant to their business, design the internal control procedures and document the procedures in manuals.
- The internal auditors of the Group establish the annual audit plan and table the plan to the Audit and Risk Management Committee ("ARMC") for review and approval.
- The internal auditors perform the audit and present their audit reports to the ARMC, highlighting any shortcomings by the business units in implementing the controls and the remedial procedures required to be implemented by the business units.

## ASSURANCE MECHANISM

The Board has assigned the ARMC with the duty of reviewing and monitoring the effectiveness of the Group's system of internal control. The internal auditors furnish the ARMC with reports from visits conducted at various subsidiaries, as well as from the external auditors on areas for improvement identified during the course of their statutory audit.

The Board also reviews the minutes of the meetings of the ARMC. The Report of the ARMC is set out on pages 110 - 113 of the Annual Report.

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

## KEY FEATURES OF THE INTERNAL CONTROL SYSTEM

The Group has an extensive system of internal control that enables the management to ensure that established policies, guidelines and procedures are followed and complied with. Some key features of BFood's system of internal control, include:

1. Clear organisation structure with delineated reporting lines
2. Defined levels of authority
3. Capable workforce with ongoing training efforts
4. Centralised human resource function which outlines procedures for recruitment, training, appraisal and the reward system
5. Timely financial and operations reports
6. Scheduled operations and management meetings
7. Centralised procurement function that ensures approval procedures are adhered to, as well as to leverage on the Group's purchasing power
8. Payment functions controlled at Head office
9. Regular visits to the operating units of the Group's businesses by the Group CEO and senior management personnel
10. Independent assurance on the system of internal control from regular internal audit visits

## INTERNAL CONTROL FUNCTION

The Board recognises that effective monitoring on a continuous basis is a vital component of a sound internal control system. In this respect, the ARMC provides oversight of the internal audit function to monitor and assess the effectiveness of the internal control system. Observations from internal audits were presented to the ARMC together with management's response and proposed action plans for its review. The action plans were then followed up during subsequent internal audits with implementation status reported to the ARMC.

The internal audit function is outsourced to the Group Internal Audit Division of Berjaya Corporation Berhad, which reports directly to the ARMC. The scope of work covered by the internal audit function is determined by the ARMC after careful consideration and discussion of the audit plan with the Board.

## WHISTLEBLOWING POLICY

The Group has a whistleblowing policy, which provides an avenue for employees, third party service providers, independent contractors, vendors and suppliers and members of the public to raise genuine concerns, disclose alleged, suspected or actual wrongdoings or known improper conduct on a confidential basis without fear of any form of victimisation, harassment, retribution or retaliation. The whistleblowing policy is published on the Company's website.

## ANTI-BRIBERY AND CORRUPTION POLICY

In response to Section 17A of the Malaysian Anti-Corruption Commission Act 2009, the Group has established its Anti-Bribery and Corruption Policy, titled Adequate Procedures To Curb and Prevent Bribery and Corruption - T.R.U.S.T. Concept. The Group and affiliated companies strictly adopt a zero-tolerance policy approach against all forms of bribery and corruption in its daily operations, and take all reasonable and appropriate measures to ensure that all its directors and employees are committed to act professionally and with integrity in all their business dealings and not participate in any corrupt activities for its advantage or benefit.

The Adequate Procedures to Curb and Prevent Bribery and Corruption - T.R.U.S.T. Concept is published on the Company's website.

# STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

## RISK MANAGEMENT

In line with the Malaysian Code of Corporate Governance, and as part of the Company's plans to further enhance the Group's system of internal control, it has established a risk management system. The Board entrusts the ARMC with the overall responsibility to regularly review and monitor the risk management activities of the Group, in accordance with the Internal Control Guidance, and to approve appropriate risk management procedures and measurement methodologies.

## RISK MANAGEMENT PROCESS

The key aspects of the risk management process are as follows:

- The business units are required to identify the risks relevant to their businesses.
- The risks are then assessed based on the probability of their occurrence and are evaluated as Low, Medium or High. The level of residual risk is determined after evaluating the effectiveness of controls and mitigating measures.
- The business units develop control procedures or action plans to either prevent the occurrence or reduce the impact upon its occurrence.
- The business units are required to update their risk profiles and review their processes in monitoring the risks periodically.
- On a quarterly basis, the business units are required to prepare a report summarising the significant risks and status of action plan. Selected reports will be submitted to the ARMC for review and deliberation.

For the financial year ended 30 June 2025, the ARMC held (4) meetings where it reviewed and evaluated the adequacy of risk management activities of various unlisted operating subsidiary companies (i.e. Berjaya Roasters (M) Sdn Bhd, Berjaya Jollibean (M) Sdn Bhd, Bestari Food Trading Sdn Bhd, Berjaya Starbucks Coffee Company Sdn Bhd and Berjaya Food Supreme Sdn Bhd) and recommended certain measures to be adopted to mitigate their business risk exposures.

## REVIEW BY EXTERNAL AUDITORS

The external auditors have performed limited assurance procedures on the Statement on Risk Management and Internal Control ("SRMIC") pursuant to the scope set out in Audit and Assurance Practice Guide ("AAPG") 3 (previously the Recommended Practice Guide 5 (Revised 2015), Guidance for Auditors on Engagements to Report on the SRMIC included in the Annual Report issued by the Malaysian Institute of Accountants), for the year ended 30 June 2025, and reported to the Board that nothing has come to their attention that causes them to believe the SRMIC intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the SRMIC: Guidelines for Directors of Listed Issuers, nor is the SRMIC factually inaccurate. AAPG 3 does not require the auditors to consider whether the Directors' SRMIC covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Directors and management thereon. The report from the external auditors was made solely to the Board in connection with their compliance with the Listing Requirements of Bursa Malaysia Securities Berhad and for no other purposes or parties. The external auditors do not assume responsibility to any person other than the Board in respect of any aspect of this report.

## CONCLUSION

The Board remains committed towards operating a sound system of internal control and recognises the need for the system to continuously evolve to support the types of businesses and size of operations of the Group. The Board, in striving for continuous improvement will put in place appropriate action plans, when necessary, to further enhance the Group's system of internal control.

The system of internal control was satisfactory and has not resulted in any material losses, contingencies or uncertainties that would require disclosure in the Group's Annual Report.

# AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Board of Directors of Berjaya Food Berhad ("BFood") is pleased to present the report of the Audit and Risk Management Committee ("ARMC") for the financial year ended 30 June 2025.

## COMPOSITION OF ARMC

The members of the ARMC are as follows:-

### Datin Chee Yoke Kuan

- Chairman/Independent Non-Executive Director

### Wan Nor Aida Binti Wan Azmi

-Independent Non-Executive Director

### Tan Thiam Chai

- Non-Independent Non-Executive Director

The ARMC comprises three (3) members and all of them are Non-Executive Directors with a majority of them being independent directors. The Chairman of the ARMC is a member of the Malaysian Institute of Accountants ("MIA") and a fellow member of the Association of Chartered Certified Accountants. Mr Tan Thiam Chai and Wan Nor Aida Binti Wan Azmi are also members of the MIA and fellow members of the Association of Chartered Certified Accountants. None of the ARMC members is an alternate director. Accordingly, the composition of the ARMC has complied with Paragraph 15.09 (1) and (2) of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

The Chairman of the ARMC is an Independent Non-Executive Director of the Company and she is not the Chairman of the Board. This composition has complied with Paragraph 15.10 of the MMLR of Bursa Securities and also in line with Practice 9.1 of the Malaysian Code on Corporate Governance.

## MEETINGS

The ARMC held five (5) meetings during the financial year ended 30 June 2025. The details of attendance of the ARMC members are as follows:-

Name	Attendance
Tan Thiam Chai	5/5
Datin Chee Yoke Kuan	5/5
Wan Nor Aida Binti Wan Azmi	5/5

The ARMC meetings were convened with proper notices and agenda and these were distributed to all members of the ARMC with sufficient notification. The minutes of each of the ARMC meetings were recorded and tabled for confirmation at the next ARMC meeting and thereafter tabled at the Board Meeting for the Directors' review and notation.

The Group Chief Executive Officer was invited to attend all the ARMC meetings to report on the overall operations of the Company and its subsidiaries ("the Group") while the senior management of the relevant operations was invited to provide clarification on the audit and risk related issues of their respective operations. The Chief Financial Officer of the Company and Berjaya Corporation Berhad as well as the General Manager of Group Internal Audit were also invited to attend the ARMC meetings. The External Auditors were invited to attend three (3) of these meetings.

## SUMMARY OF ACTIVITIES AND WORK OF THE AUDIT AND RISK MANAGEMENT COMMITTEE

The duties and responsibilities of the Audit and Risk Management Committee ("ARMC") are set out in its Terms of Reference, a copy of which is available at the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

In discharging its duties and responsibilities, the ARMC had undertaken the following activities and work during the financial year ended 30 June 2025:-

### Financial Reporting

- (a) Reviewed the quarterly financial results including the draft announcements pertaining thereto and made recommendations to the Board for approval of the same as follows:-

Date of Meetings	Review of Quarterly Financial Results
27 August 2024	Fourth quarter results as well as the unaudited results of the Group for the financial year ended 30 June 2024
14 November 2024	First quarter results for financial year ended 30 June 2025
20 February 2025	Second quarter results for financial year ended 30 June 2025
8 May 2025	Third quarter results for financial year ended 30 June 2025

The above review is to ensure that the Company's quarterly financial reporting and disclosures present a true and fair view of the Group's financial position and performance and are in compliance with the Malaysian Financial Reporting Standard ("MFRS") 134- Interim Financial Reporting Standards in Malaysia and International Accounting Standard 34- Interim Financial Reporting as well as the applicable disclosure provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

- (b) Reviewed and made recommendations to the Board in respect of the audited financial statements of the Company and the Group for the financial year ended



# AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

30 June 2024 at its meeting held on 16 October 2024 and to ensure that it presented a true and fair view of the Company's financial position and performance for the year and it is in compliance with regulatory requirements. Prior to that, the ARMC had reviewed the status report on the Audit Plan for the financial year ended 30 June 2024 prepared by the External Auditors at the meeting held on 27 August 2024.

## External Audit

- (a) Evaluated the performance of the External Auditors for the financial year ended 30 June 2024, covering areas such as the calibre of the external audit firm, quality of processes and performance, audit team, independence and objectivity, audit scope and planning, audit communications and audit fees of the External Auditors. The ARMC, having been satisfied with the independence, suitability and performance of Messrs Ernst & Young PLT ("EY"), had recommended to the Board for approval of the re-appointment of EY as External Auditors for the financial year ended 30 June 2025 at its meeting held on 16 October 2024.
- (b) Discussed and considered the significant accounting adjustments and auditing issues arising from the interim audit as well as the final audit with the External Auditors, including the key audit matters which were raised in the external auditors' report for the financial year ended 30 June 2024.

The ARMC also held private discussions with the External Auditors on 27 August 2024, 16 October 2024 and 8 May 2025, without the presence of Management during the review of the audited financial statements for the year ended 30 June 2024 and also the audit plan for the financial year ended 30 June 2025 to discuss any problems/issues arising from the audits and the level of assistance given by the employees during the course of audit by the External Auditors. During these private sessions, several issues were raised including the Company's future performance outlook, impairment assessments, assumptions in cash flow projections and liquidity management.

- (c) Reviewed with the External Auditors at the meeting held on 8 May 2025, their audit plan for the financial year ended 30 June 2025, outlining the EY client service team, audit emphasis areas, audit quality and auditors' independence. It also covered digital audit approach, audit timeline, digital roadmap, materiality in planning and performing the audit, assessment of internal control environment, fraud considerations and the risk of management override of controls, group audit scoping, management's expert, integration of a technology risk based approach into the overall audit strategy as well as updates on Environmental,

Social and Governance matters, financial reporting developments and tax developments.

## Internal Audit

- (a) Reviewed the Internal Audit Reports on the Company's subsidiaries namely, Berjaya Roasters (M) Sdn Bhd ("BRoasters"), Berjaya Jollibean (M) Sdn Bhd ("BJollibean"), Bestari Food Trading Sdn Bhd ("BFT"), Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks") and Berjaya Food Supreme Sdn Bhd ("BFood Supreme") during the financial year under review. The ARMC also reviewed the audit findings, Internal Auditors' recommendations to improve any weaknesses or non-compliance together with the Management's responses from the respective business units and the timeline taken by Management to ensure the deficiencies are addressed promptly. The Internal Auditors monitored the implementation of Management's action plan on outstanding issues through follow up reports to ensure that all key risks and control weaknesses are being properly addressed.
- (b) Reviewed and approved the Internal Audit Plan for the financial year ending 30 June 2026 to ensure that the scope and coverage of the internal audit on the operations of the BFood Group is adequate, comprehensive and that all the risk areas are audited annually.
- (c) Assessed the adequacy of the scope, competency and performance of internal audit function and its effectiveness of the audit processes for the financial year ended 30 June 2024.

## Recurrent Related Party Transactions

- (a) Reviewed the 2024 Circular to Shareholders in connection with the Recurrent Related Party Transactions ("RRPT") that arose within the Group to ensure that the transactions are fair and reasonable to, and are not to the detriment of, the minority shareholders.

The framework set up for identifying and monitoring the RRPT includes inter-alia, the following:-

- (i) The transaction prices are based on prevailing market rates/prices that are agreed upon under similar commercial terms for transactions with third parties, business practices and policies and on terms which are generally in line with industry norms;
- (ii) The related parties and interested Directors will be notified of the method and/or procedures of the RRPT for the BFood Group;

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

- (iii) Records of RRPT will be retained and compiled by the Group accountant for submission to the ARMC for review;
- (iv) The ARMC is to provide a statement that it has reviewed the terms of the RRPT to ensure that such transactions are undertaken based on terms not more favourable to the related parties than those generally available to the public, are not detrimental to the minority shareholders and are in the best interest of the BFood Group;
- (v) The ARMC also reviewed the procedures and processes with regards to the RRPT on a half yearly basis to ensure that the transactions are within the approved mandate;
- (vi) Directors who have any interest in any RRPT shall abstain from Board deliberations and voting and will ensure that they and any person connected with them will also abstain from voting on the resolution(s) at the Extraordinary General Meeting or Annual General Meeting to be convened for the purpose; and
- (vii) Disclosures will be made in the annual report on the breakdown of the aggregate value of the RRPT during the financial year, among others, based on the following information:-
  - (a) the type of the RRPT made; and
  - (b) the names of the related parties involved in each type of the RRPT made and their relationships with the BFood Group.

### **Related Party Transactions**

The ARMC also reviewed transactions with related parties and/or interested persons to ensure that such transactions are undertaken on an arm's length basis, under normal commercial terms consistent with the Company's business practices and policies, not prejudicial to the interests of the Company and its minority shareholders and on terms which are generally no more favourable to the related parties and/or interested persons pursuant to Chapter 10 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

During the financial year ended 30 June 2025, the ARMC had reviewed the following related party transactions, prior to their recommendation to the Board for approval and for the relevant announcements:-

- (a) The proposed disposal of 200,430 ordinary shares and 3,238,855 6% redeemable convertible preference shares ("RCPS") representing 51% equity interest and 100% of the 6% RCPS in Berjaya Kelava Sdn Bhd by

Berjaya Food (International) Sdn Bhd to Countryfarm Organics Sdn Bhd for a total cash consideration of approximately RM1.35 million; and

- (b) The proposed disposal of up to 9.80 million ordinary shares in 7-Eleven Malaysia Holdings Berhad ("SEM") by Berjaya Food (International) Sdn Bhd to Berjaya Corporation Berhad via direct business transactions, based on the prevailing market prices of SEM shares at the time of transactions, for a total cash consideration of up to RM19.60 million or not exceeding RM2.00 per SEM share.

### **Risk Management Activities**

- (a) Reviewed the risk management activities on the Company's subsidiaries namely, BRoasters, BJollibean, BFT, BStarbucks and BFood Supreme including the risk descriptions, risk mitigation strategies and controls and its existing controls to ensure the business activities and risk areas are re-aligned and enhanced on an on-going basis.
- (b) Reviewed the summary of the risk register covering areas such as the likelihood of occurrence, the impact of the risks, risk score, risk treatment, risk owner and control effectiveness to ensure that the management of the relevant risks is appropriately placed within the Group.

### **Other Activities**

- (a) Reviewed and recommended to the Board for approval, the ARMC Report, Corporate Governance Report, Corporate Governance Overview Statement and Statement on Risk Management and Internal Control for inclusion in the 2024 Annual Report.
- (b) Reviewed and assessed the financial literacy of the ARMC members for the financial year ended 30 June 2024.

### **Conflict of Interest/Potential Conflict of Interest**

On 20 February 2025 and 27 August 2025, the ARMC has reviewed the declaration of conflict of interest and potential conflict of interest of Directors and Key Senior Management of the Company and its subsidiaries ("the Group") on a half-yearly basis. There were no conflict of interest or potential conflict of interest being declared by any Director or Key Senior Management of the Group for the financial year ended 30 June 2025.

### **Training**

In order to effectively discharge their duties and responsibilities, the ARMC members had undertaken continuous professional development by attending various

## AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

seminars, training programmes and conferences during the financial year. They were also briefed by the External Auditors on the latest accounting and audit standards applicable to the Group. The list of training attended is disclosed in the Corporate Governance Overview Statement as set out in this Annual Report.

### SUMMARY OF WORK OF THE INTERNAL AUDIT FUNCTION

The Internal Audit Division of Berjaya Corporation Berhad was engaged to undertake the internal audit function that would enable the Audit and Risk Management Committee ("ARMC") to discharge its duties and responsibilities. Their role is to provide the ARMC with independent and objective reports on the state of the governance, risk management, and internal controls of the operating units within the Group and the extent of compliance with the Group's established policies, procedures and statutory requirements.

The activities of Internal Audit are guided by Internal Audit Charter and the Internal Audit Division adopts a risk-based approach focusing on high risk areas. All high risk activities in each auditable area are audited annually.

For the financial year under review, the Internal Audit Division conducted audit assignments on the operating unit of the Group involved in the development and operation of the "Kenny Rogers Roasters" restaurants in Malaysia, "Starbucks Coffee" cafe/retail stores in Malaysia & Brunei, "Paris Baguette" bakery & retail stores in Malaysia, production & distribution of "Joybean" soya milk & soy puddings, and sales & distribution of premium "Consumer Packaged Goods".

The activities undertaken by the Internal Audit Division during the financial year ended 30 June 2025 included the following:

1. Tabled Internal Audit Plan for the ARMC's review and endorsement.
2. Reviewed the existing systems, controls and governance processes of the operating unit within the Group.
3. Conducted audit reviews and evaluated risk exposures relating to the Group's governance process and system of internal controls on reliability and integrity of financial and operational information, safeguarding of assets, efficiency of operations, compliance with established policies and procedures and statutory requirements.
4. Provided recommendations to assist the operating unit and the Group in accomplishing its internal control requirements by suggesting improvements to the control processes.
5. Issued internal audit reports with opinion on the adequacy and operation effectiveness of the operating unit's governance, risk management and internal control processes, incorporating audit recommendations and Management's responses in relation to audit findings on weaknesses in the systems and controls to the ARMC and the management of the respective operations.
6. Presented internal audit reports to the ARMC for review.
7. Followed up review to ensure that the agreed internal audit recommendations are effectively implemented.

The cost incurred for the Internal Audit function in respect of the financial year ended 30 June 2025 was approximately RM285,300.00.

### PERFORMANCE OF AUDIT AND RISK MANAGEMENT COMMITTEE

The Board assessed and evaluated the performance of the Audit and Risk Management Committee ("ARMC") and its members through Nomination Committee for the financial year ended 30 June 2025. Based on the outcome of the annual assessment, the Board was satisfied with the performance of the ARMC and its members and concluded that they have effectively discharged their functions, duties and responsibilities in accordance with the Terms of Reference of the ARMC.

The latest Terms of Reference of the ARMC can be viewed on the Company's website at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/).

## STATEMENT OF DIRECTORS' RESPONSIBILITY IN RESPECT OF THE AUDITED FINANCIAL STATEMENTS

The directors are required by the Companies Act 2016 to prepare financial statements which give a true and fair view of the state of affairs of the Group and the Company at the end of each financial year and of their results and cash flows for the financial year then ended.

In preparing the financial statements, the directors have:

- adopted appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable;
- ensured that applicable accounting standards have been complied with; and
- applied the going concern basis.

The directors are responsible for ensuring that the Group and the Company keep proper accounting records, which disclose with reasonable accuracy on the financial position of the Group and of the Company, and which enable them to ensure that the financial statements comply with the provisions of the Companies Act 2016.

The directors are responsible for taking reasonable steps to safeguard the assets of the Group and the Company and to prevent and detect other irregularities.



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## DIRECTORS' REPORT

The directors hereby present their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2025.

### PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of the subsidiary companies are the development and operation of restaurant and café chains and retail outlets, in Malaysia, other South-East Asian countries and Nordic countries, and investment holding.

### RESULTS

	<u>Group</u> RM'000	<u>Company</u> RM'000
Loss for the year	<u>(288,080)</u>	<u>(220,099)</u>
Attributable to:		
- Owners of the parent	(286,994)	(220,099)
- Non-controlling interests	<u>(1,086)</u>	<u>-</u>
	<u>(288,080)</u>	<u>(220,099)</u>

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature other than those disclosed in Note 25 to the financial statements.

### DIVIDEND

No dividend has been paid or declared by the Company since the end of the previous financial year.

The directors do not recommend any final dividend for the current financial year ended 30 June 2025.

## DIRECTORS' REPORT

### DIRECTORS

The names of the directors of the Company in office during the financial year and from the end of the financial year to the date of this report are:

Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah  
 Dato' Sydney Lawrance Quays  
 Dato' (Dr) Mustapha Bin Abd Hamid  
 Tan Thiam Chai  
 Chryseis Tan Sheik Ling  
 Datin Chee Yoke Kuan  
 Wan Nor Aida Binti Wan Azmi

The names of directors of the Company's subsidiaries in office during the financial year and from the end of the financial year to the date of this report excluding those who are also the directors of the Company are:

Azlan Shah Bin Alladin\*  
 Chin Wan Ching  
 Dato' Lee Kok Chuan  
 Dato' Sri Robin Tan Yeong Ching  
 Lim Sing Pheng  
 Luis A/L Daniel  
 YAM Pengiran Muda Abdul Qawi  
 Tong Mee Theng  
 Frederick T. Siy  
 Noman Junne T.Raquel  
 Norazman Chung Chiew Mon Abdullah  
 Steven Anthony Soosay  
 Soh Siew Wan (Appointed on 22.4.2025)  
 Tengku Ferry Wiclayat Bin T. Rizal (Appointed on 22.2.2025)  
 Chuah Pak Nee (Appointed on 22.2.2025 and resigned on 8.9.2025)  
 How Seng Huat (Resigned on 30.6.2025)

\* Berjaya Kelava Sdn Bhd ceased as a subsidiary of the Group on 2 December 2024.

### DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amounts of emoluments received or due and receivable by the directors as shown in Note 26 to the financial statements) by reason of a contract made by the Company or a related corporation with any director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

The Company maintained a Directors' and Officers' Liability Insurance in respect of any legal action taken against the directors and officers in the discharge of their duties while holding office for the Company and the Group. The total amount of insurance premium as at the financial year end effected for any director and officer of the Company was RM35,099. The directors and officers shall not be indemnified by such insurance for any deliberate negligence, fraud, intentional breach of law or breach of trust proven against them.

## DIRECTORS' REPORT

### DIRECTORS' INTERESTS

According to the register of directors' shareholdings, the interests of directors in office at the end of the financial year in shares, options and debentures of the Company and its related corporations during the financial year were as follows:

	Number of ordinary shares			
	At 1.7.2024	Acquired	Disposed	At 30.6.2025
<b>The Company</b>				
Duli Yang Amat Mulia Tunku Shazuddin				
Ariff Ibni Al Aminul Karim Sultan				
Sallehuddin, Tunku Mahkota Kedah	585,800	-	-	585,800
Dato' Sydney Lawrance Quays	4,282,400	-	-	4,282,400
(a)	50,500	-	-	50,500
Dato' (Dr) Mustapha bin Abd Hamid	813,050	-	-	813,050
Tan Thiam Chai	2,043,735	-	-	2,043,735

### Subsidiary companies:

	Number of ordinary shares			
	At 1.7.2024	Acquired	Disposed	At 30.6.2025
<b>Berjaya Paris Baguette Philippines Inc.</b>				
Dato' Sydney Lawrance Quays	1,000	-	-	1,000

	Number of ordinary shares			
	At 1.7.2024	Acquired	Disposed	At 30.6.2025
<b>Berjaya Nordic (Denmark) ApS</b>				
Dato' Sydney Lawrance Quays	252	-	-	252

### Ultimate holding company:

		Number of ordinary shares			
		At 1.7.2024	Acquired	Disposed	At 30.6.2025
<b>Berjaya Corporation Berhad</b>					
	Dato' Sydney Lawrance Quays	27	-	-	27
	Tan Thiam Chai	161,831	-	-	161,831
	(a)	136,717	-	-	136,717
	Chryseis Tan Sheik Ling	515,187	-	-	515,187
	(a)	54,928,700	-	(35,066,200)	19,862,500

### Number of 2% Irredeemable Convertible Unsecured Loan Stocks 2016/2026 of RM1.00 nominal value each

	At 1.7.2024	Acquired	Disposed	At 30.6.2025
Tan Thiam Chai	1,000	-	-	1,000

### Number of warrants 2016/2026

	At 1.7.2024	Acquired	Disposed	At 30.6.2025
Tan Thiam Chai	1,000	-	-	1,000



## DIRECTORS' REPORT

### Related companies:

	Number of ordinary shares			
	At 1.7.2024	Acquired	Disposed	At 30.6.2025
<b>Berjaya Land Berhad</b>				
Tan Thiam Chai	40,000	-	-	40,000
Chryseis Tan Sheik Ling	5,000,000	-	-	5,000,000

	Number of ordinary shares			
	At 1.7.2024	Acquired	Disposed	At 30.6.2025
<b>Sports Toto Berhad</b>				
Tan Thiam Chai	178,965	-	-	178,965
(a)	138,327	-	-	138,327
Chryseis Tan Sheik Ling	-	720,000	-	720,000
Datin Chee Yoke Kuan	-	1,000	-	1,000

	Number of ordinary shares			
	At 1.7.2024	Acquired	Disposed	At 30.6.2025
<b>Berjaya Burger Sdn Bhd</b>				
Dato' Sydney Lawrance Quays	780,000	-	-	780,000

	Number of ordinary shares			
	At 1.7.2024	Acquired	Disposed	At 30.6.2025
<b>Berjaya Kelava Sdn Bhd</b>				
Dato' Sydney Lawrance Quays	15,720	-	(15,720)	-

Note:

(a) Indirect interests pursuant to Section 59(11)(c) of the Companies Act 2016.

### SHARE CAPITAL AND TREASURY SHARES

The number and carrying amount of treasury shares as at 30 June 2025 were as follows:

	Average price per share RM	Number of shares '000	Amount RM'000
At beginning and the end of the financial year	0.44	175,822	77,587

As at 30 June 2025, the issued ordinary share capital of the Company with voting rights was 1,771,811,124 (2024: 1,771,811,124) ordinary shares.

## DIRECTORS' REPORT

### OTHER STATUTORY INFORMATION

- (a) Before the financial statements of the Group and of the Company were made out, the directors took reasonable steps:
- (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that there were no known bad debts and that no allowance for doubtful debts was necessary; and
  - (ii) to ensure that any current asset which was unlikely to realise its value as shown in the accounting records in the ordinary course of business had been written down to an amount which it might be expected so to realise.
- (b) At the date of this report, the directors are not aware of any circumstances which would render:
- (i) it necessary to write off any bad debts or to make any allowance for doubtful debts in respect of the financial statements of the Group and of the Company; and
  - (ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:
- (i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - (ii) any contingent liability of the Group or of the Company which has arisen since the end of the financial year.
- (f) Save as disclosed in Note 2 to the financial statements, in the opinion of the directors:
- (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and
  - (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

## DIRECTORS' REPORT

### SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

Significant events during the financial year are disclosed in Note 39 to the financial statements.

### SIGNIFICANT EVENTS SUBSEQUENT TO THE FINANCIAL YEAR

Significant events subsequent to the financial year is disclosed in Note 40 to the financial statements.

### AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

The remuneration of the auditors of the Group is disclosed in Note 25 to the financial statements.

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit. No payment has been made to indemnify Ernst & Young PLT during the financial year and since the end of the financial year.

Signed on behalf of the Board in accordance with a resolution of the directors dated 21 October 2025

Dato' Sydney Lawrance Quays

Tan Thiam Chai

## STATEMENT BY DIRECTORS

(Pursuant to Section 251(2) of the Companies Act 2016)

We, Dato' Sydney Lawrance Quays and Tan Thiam Chai, being two of the directors of BERJAYA FOOD BERHAD, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 123 to 180 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025 and of the results and the cash flows of the Group and of the Company for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors 21 October 2025

Dato' Sydney Lawrance Quays

Tan Thiam Chai

## STATUTORY DECLARATION

(Pursuant to Section 251(1)(b) of the Companies Act 2016)

I, Chin Wan Ching, the officer primarily responsible for the financial management of BERJAYA FOOD BERHAD, do solemnly and sincerely declare that the accompanying financial statements set out on pages 123 to 180 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the abovenamed  
Chin Wan Ching at Kuala Lumpur in the Federal Territory)  
on 21 October 2025

) Chin Wan Ching  
MIA No: 16228

Before me:

Y.M TENGKU NUR ATHIYA TENGKU FARIDDUDIN (W881)  
Commissioner for Oaths

Kuala Lumpur



# STATEMENTS OF FINANCIAL POSITION

As At 30 June 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Non-current assets</b>					
Property, plant and equipment	5	213,358	316,851	3	8
Right-of-use assets	6	181,629	396,487	-	-
Subsidiary companies	7	-	-	193,589	377,849
Joint venture	8	8,049	8,483	15,000	10,000
Other investment	9	5,457	23,384	-	-
Intangible assets	10	449,776	458,320	-	-
Other receivables	12	14,939	10,777	25,453	-
Deferred tax assets	18	-	9,850	-	-
		873,208	1,224,152	234,045	387,857
<b>Current assets</b>					
Inventories	11	60,454	71,903	-	-
Trade and other receivables	12	36,914	39,537	28,610	35,306
Tax recoverable		32,234	53,838	384	-
Deposits with financial institutions	13	3,303	268	3,028	-
Cash and bank balances		17,478	25,657	849	6,039
		150,383	191,203	32,871	41,345
<b>TOTAL ASSETS</b>		1,023,591	1,415,355	266,916	429,202
<b>EQUITY AND LIABILITIES</b>					
<b>Equity attributable to equity holders of the Company</b>					
Share capital	14	257,920	257,920	257,920	257,920
Reserves	15	(74,134)	213,581	(62,986)	157,113
		183,786	471,501	194,934	415,033
Treasury shares	16	(77,587)	(77,587)	(77,587)	(77,587)
		106,199	393,914	117,347	337,446
Non-controlling interests		1,639	(1,457)	-	-
<b>Total equity</b>		107,838	392,457	117,347	337,446
<b>Non-current liabilities</b>					
Long term borrowings	17	18,664	5,666	14,750	-
Lease liabilities	6	224,869	371,499	-	-
Deferred tax liabilities	18	-	-	-	-
Provision	19	11,628	16,263	-	-
		255,161	393,428	14,750	-
<b>Current liabilities</b>					
Trade and other payables	20	232,804	180,603	67,501	14,616
Provision	19	5,656	3,865	-	-
Short term borrowings	21	281,746	299,296	67,318	76,995
Lease liabilities	6	58,307	65,868	-	-
Taxation		-	145	-	145
Contract liabilities	22	82,079	79,693	-	-
		660,592	629,470	134,819	91,756
<b>Total liabilities</b>		915,753	1,022,898	149,569	91,756
<b>TOTAL EQUITY AND LIABILITIES</b>		1,023,591	1,415,355	266,916	429,202

The accompanying notes form an integral part of the financial statements.

# STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

## For The Year Ended 30 June 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	23	479,452	750,702	-	13,110
Cost of sales		(317,832)	(467,328)	-	-
<b>Gross profit</b>		161,620	283,374	-	13,110
Other income		28,360	13,943	1,883	2,674
Administrative expenses		(236,803)	(274,461)	(2,735)	(3,137)
Selling and distribution expenses		(20,444)	(25,347)	-	-
Other expenses		(164,800)	(48,976)	(209,260)	(62,231)
		(232,067)	(51,467)	(210,112)	(49,584)
Finance costs	24	(41,411)	(36,428)	(9,987)	(5,222)
Share of results of joint venture		(5,434)	(1,167)	-	-
<b>Loss before tax</b>	25	(278,912)	(89,062)	(220,099)	(54,806)
Taxation	27	(9,168)	1,625	-	(471)
<b>Loss for the year</b>		(288,080)	(87,437)	(220,099)	(55,277)
Other comprehensive income:					
<u>Items that may be reclassified</u>					
<u>subsequent to profit or loss</u>					
- Foreign currency translation		(2,102)	(152)	-	-
- Foreign currency reserve transferred to profit or loss due to disposal of a subsidiary company		-	796	-	-
<u>Item that will not be reclassified</u>					
<u>subsequently to profit or loss:</u>					
- Net changes in fair value of investments at fair value through other comprehensive income ("FVTOCI")		273	(237)	-	-
<b>Total comprehensive income for the year</b>		(289,909)	(87,030)	(220,099)	(55,277)
<b>Loss attributable to:</b>					
- Owners of the parent		(286,994)	(90,922)	(220,099)	(55,277)
- Non-controlling interests		(1,086)	3,485	-	-
		(288,080)	(87,437)	(220,099)	(55,277)
<b>Total comprehensive income attributable to:</b>					
- Owners of the parent		(288,068)	(90,444)	(220,099)	(55,277)
- Non-controlling interests		(1,841)	3,414	-	-
		(289,909)	(87,030)	(220,099)	(55,277)
<b>Loss per share (sen) - Basic</b>	28	(16.20)	(5.15)		

The accompanying notes form an integral part of the financial statements.

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

## For The Year Ended 30 June 2025

GROUP	Attributable to the equity holders of the Company									
	Non-distributable					Retained earnings/ (Accumulated losses)	Treasury shares	Total	Non-controlling interests	Total equity
	Share capital	FVTOCI reserve	Conso- lidation reserve	Exchange reserve	Merger deficit					
	RM'000	RM'000	RM'000	RM'000	RM'000					
At 1 July 2023	257,920	1,626	729	961	(55,087)	372,308	(85,328)	493,129	(5,460)	487,669
Loss for the year	-	-	-	-	-	(90,922)	-	(90,922)	3,485	(87,437)
Other comprehensive income	-	(237)	-	715	-	-	-	478	(71)	407
Total comprehensive income for the year	-	(237)	-	715	-	(90,922)	-	(90,444)	3,414	(87,030)
Transactions with owners										
Arising from disposal of a subsidiary company	-	-	-	-	-	-	-	-	(396)	(396)
Arising from acquisition of a subsidiary company	-	-	-	-	-	-	-	-	1,338	1,338
Transfer between reserves	-	-	(729)	-	-	729	-	-	-	-
Dividends (Note 29)	-	-	-	-	-	(8,771)	-	(8,771)	-	(8,771)
Distribution of share dividend (Note 29)	-	-	-	-	-	(7,741)	7,741	-	-	-
Dividend paid to non-controlling interests	-	-	-	-	-	-	-	-	(353)	(353)
	-	-	(729)	-	-	(15,783)	7,741	(8,771)	589	(8,182)
At 30 June 2024/1 July 2024	257,920	1,389	-	1,676	(55,087)	265,603	(77,587)	393,914	(1,457)	392,457
Loss for the year	-	-	-	-	-	(286,994)	-	(286,994)	(1,086)	(288,080)
Other comprehensive income	-	273	-	(1,347)	-	-	-	(1,074)	(755)	(1,829)
Total comprehensive income for the year	-	273	-	(1,347)	-	(286,994)	-	(288,068)	(1,841)	(289,909)
Effects arising from the disposal of FVTOCI investment	-	(1,338)	-	-	-	1,338	-	-	-	-
Transactions with owners										
Arising from disposal of a subsidiary company	-	-	-	-	-	-	-	-	1,017	1,017
Adjustment from increase in equity in a subsidiary company	-	-	353	-	-	-	-	353	-	353
Capital contribution from non-controlling interests	-	-	-	-	-	-	-	-	4,059	4,059
Dividend paid to non-controlling interests	-	-	-	-	-	-	-	-	(139)	(139)
	-	-	353	-	-	-	-	353	4,937	5,290
At 30 June 2025	257,920	324	353	329	(55,087)	(20,053)	(77,587)	106,199	1,639	107,838

The accompanying notes form an integral part of the financial statements.

# STATEMENT OF CHANGES IN EQUITY

## For The Year Ended 30 June 2025

	Share capital RM'000	Retained earnings/ (Accumulated losses) RM'000	Treasury shares RM'000	Total equity RM'000
<b>COMPANY</b>				
At 1 July 2023	257,920	228,902	(85,328)	401,494
Total comprehensive income for the year	-	(55,277)	-	(55,277)
<b>Transactions with owners</b>				
Dividends (Note 29)	-	(8,771)	-	(8,771)
Distribution of share dividend (Note 29)	-	(7,741)	7,741	-
	-	(16,512)	7,741	(8,771)
At 30 June 2024/1 July 2024	257,920	157,113	(77,587)	337,446
Total comprehensive income for the year	-	(220,099)	-	(220,099)
At 30 June 2025	257,920	(62,986)	(77,587)	117,347

The accompanying notes form an integral part of the financial statements.



# STATEMENTS OF CASH FLOWS

## For The Year Ended 30 June 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Receipts from customers	487,396	724,022	-	-
Payment to suppliers and operating expenses	(433,445)	(613,474)	(2,666)	(2,818)
Refund of taxes	23,713	133	-	7
Payment of taxes	(1,572)	(29,649)	(529)	(528)
Other receipts	-	144	-	-
Net cash flow generated from/(used in) operating activities	76,092	81,176	(3,195)	(3,339)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Sales of property, plant and equipment	517	280	-	-
Disposal of investment in subsidiary companies (Note a)	(56)	1,915	-	-
Disposal of other investment and short term investments	19,550	2,664	-	-
Acquisition of property, plant and equipment (Note b)	(34,603)	(47,570)	-	(11)
Acquisition of intangible assets	(3,524)	(5,770)	-	-
Acquisition of investment in subsidiary companies (Note c)	-	(630)	-	-
Acquisition of investment in joint venture	(5,000)	(5,000)	(5,000)	(5,000)
Interest received	122	291	82	144
Dividend received	320	320	-	13,308
Net advance to subsidiary companies	-	-	(41,961)	(1,238)
Other receipts arising from investments	-	1,929	-	-
Net cash flow (used in)/generated from investing activities	(22,674)	(51,571)	(46,879)	7,203
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Issuance of share capital to non-controlling interest of a subsidiary company	4,059	-	-	-
Drawdown of bank and other borrowings	94,056	168,208	20,068	25,000
Repayment of bank borrowings	(96,462)	(108,621)	(15,000)	(15,000)
Payment of hire purchase	(1,993)	(1,909)	-	-
Payment of principal portion of lease liabilities	(71,891)	(74,793)	-	-
Interest paid	(41,185)	(36,084)	(6,729)	(3,746)
Dividends paid	-	(8,771)	-	(8,771)
Dividend paid to non-controlling interests of subsidiary company	(139)	(363)	-	-
Net (repayment to)/advance from subsidiary company	-	-	(4,867)	2,223
Net advance from related companies	1,472	-	-	-
Net advance from/(repayment to) immediate holding company	54,440	7,829	54,440	(7,614)
Net cash flow (used in)/generated from financing activities	(57,643)	(54,504)	47,912	(7,908)
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	(4,225)	(24,899)	(2,162)	(4,044)
<b>EFFECT OF EXCHANGE RATE CHANGES</b>	(637)	(92)	-	-
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>	25,085	50,076	6,039	10,083
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	20,223	25,085	3,877	6,039

# STATEMENTS OF CASH FLOWS

For The Year Ended 30 June 2025

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>CASH AND CASH EQUIVALENTS</b>				
The closing cash and cash equivalents comprise of the following:				
Cash and bank balances	17,478	25,657	849	6,039
Deposits with financial institutions	3,303	268	3,028	-
Bank overdrafts (Note 21)	(558)	(840)	-	-
	<u>20,223</u>	<u>25,085</u>	<u>3,877</u>	<u>6,039</u>

Notes:

a) Analysis of the effects of subsidiary companies disposed:

	Group	
	2025 RM'000	2024 RM'000
Property, plant and equipment (Note 5)	1,632	780
Right-of-use assets (Note 6)	381	8,769
Trademark (Note 10)	-	7,646
Lease liabilities (Note 6)	(490)	(9,525)
Net other (liabilities)/assets disposed	(3,777)	1,793
Non-controlling interests	1,017	(396)
Goodwill (Note 10)	309	3,642
Net (liabilities)/assets disposed	(928)	12,709
Excluding: Cash and cash equivalents of subsidiary companies disposed	(56)	(295)
Net gain/(loss) arising from disposal	928	(10,499)
Cash flow on disposal (net of cash in subsidiary companies disposed)	<u>(56)</u>	<u>1,915</u>

b) Analysis of the payment for acquisition of property, plant and equipment:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Payment for current year acquisition (Note 5)	15,629	38,645	-	11
Payment for previous year acquisition	18,974	8,925	-	-
	<u>34,603</u>	<u>47,570</u>	<u>-</u>	<u>11</u>

# STATEMENTS OF CASH FLOWS

## For The Year Ended 30 June 2025

c) Analysis of the effects of subsidiary company acquired:

	Group	
	2025	2024
	RM'000	RM'000
Net assets acquired	-	1,968
Non-controlling interests	-	(1,338)
Cash flow on acquisition	-	630

d) Changes in liabilities arising from financing activities:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<u>Total borrowings (exclude bank overdrafts)</u>				
At beginning of the year	304,122	240,805	76,995	66,884
Drawdown of bank and other borrowings	94,056	168,208	20,068	25,000
Additional hire purchase	158	5,760	-	-
Repayment of bank borrowings and hire purchase	(98,455)	(110,530)	(15,000)	(15,000)
Charge out of deferred transaction costs (Note 24)	5	111	5	111
Disposal of subsidiary companies	(34)	(262)	-	-
Exchange differences	-	30	-	-
At end of the year	299,852	304,122	82,068	76,995

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<u>Due to subsidiary, related companies and immediate company</u>				
At beginning of the year	7,894	65	13,131	17,389
Net (repayment to)/advance from subsidiary company	-	-	(4,867)	2,223
Net advance from related companies	1,472	-	-	-
Net advance from/(repayment to) immediate holding company	54,440	7,829	54,440	(7,614)
Interest charged by subsidiary company	-	-	1,027	1,133
Interest charged by immediate holding company	2,005	-	2,005	-
At end of the year	65,811	7,894	65,736	13,131

# STATEMENTS OF CASH FLOWS

For The Year Ended 30 June 2025

e) The total cash outflows for leases were as follows:

Total cash outflow for leases:

- payment for principal portion of lease liabilities
- interest paid on lease liabilities
- payment of expenses relating to short term leases
- payment of expenses relating to leases of low-value assets
- variable payments for leases

Group	
2025	2024
RM'000	RM'000
71,891	74,793
19,834	21,894
2,588	5,672
19	26
15,098	27,196
<b>109,430</b>	<b>129,581</b>

The accompanying notes form an integral part of the financial statements.



# NOTES TO THE FINANCIAL STATEMENTS

## 30 June 2025

### 1. CORPORATE INFORMATION

The principal activity of the Company is investment holding.

The principal activities of the subsidiary companies consist of the development and operation of restaurant and café chains and retail outlets, in Malaysia, other South-East Asian countries and Nordic countries, and investment holding.

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office of the Company is located at Lot 13-01A, Level 13 (East Wing), Berjaya Times Square, No.1 Jalan Imbi, 55100 Kuala Lumpur.

The immediate holding company is Berjaya Group Berhad ("BGroup") and the ultimate holding company is Berjaya Corporation Berhad ("BCorp"), both of which are incorporated in Malaysia.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 21 October 2025.

### 2. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared under the historical cost convention unless otherwise indicated in the accounting policies below and in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements are presented in Ringgit Malaysia ("RM") and all values/units are rounded to the nearest thousand ("RM'000")/('000) except when otherwise indicated.

The Group and the Company reported a net loss after tax of RM288,080,000 (2024: RM87,437,000) and RM220,099,000 (2024: RM55,277,000) respectively for the financial year ended 30 June 2025. As at 30 June 2025, the Group's and the Company's current liabilities exceeded the current assets by RM510,209,000 (2024: RM438,267,000) and RM101,948,000 (2024: RM50,411,000) respectively.

However, the directors are of the opinion that there is no material uncertainty on the Group's and on the Company's ability to continue as going concern and accordingly it is still appropriate to prepare the financial statements of the Group and of the Company on a going concern basis as:

1. The Group expects to generate operating profits and cash flow from their ongoing business strategies which include the consolidation of its restaurant and café chain and retail outlets in the local market in Malaysia to strengthen core operations, embarking on various brand recovery initiatives through innovation, digital transformation and stronger customer engagement and at the same time diversifying into overseas markets;
2. The Group expects to continue receiving support from their existing bankers in the form of renewal of existing borrowings i.e revolving credits ("RCs"); and
3. The Group and Company have received a commitment from its ultimate holding company to provide continuous financial support up to an agreed amount that enables the Group and the Company to meet their projected obligations and liabilities over the next 18 months period from the reporting date. The ultimate holding company has also agreed not to demand repayment for the outstanding amount owing by the Group at least for the next 18 months in so far as the funds of the Group permit repayment and such repayment will not adversely affect the ability of the Group to meet its liabilities as and when they fall due.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION

### 3.1 Subsidiaries and basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and its subsidiary companies, which are prepared up to the end of the same financial year.

Subsidiary companies are consolidated using the acquisition method of accounting except for the business combination with BRoasters, which was accounted for under the pooling of interests method as the business combination of this subsidiary company involved an entity under common control.

Under the pooling of interests method of accounting, the results of the entities under common control are presented as if the entities had been combined throughout the current and previous financial years. The difference between the cost of acquisition and the nominal value of the share capital and reserves acquired are reflected within equity as merger reserve or merger deficit as the case may be.

Under the acquisition method of accounting, subsidiary companies are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until that date such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance.

Non-controlling interests represent the equity in subsidiary companies not attributable, direct or indirectly, to the Group which consist of the amount of those non-controlling interests at the date of original combination, and the non-controlling interests' share of changes in the equity since the date of the combination.

When there is share buyback by a subsidiary company, the accretion of the Group's interest is recognised as a deemed acquisition of additional equity interest in the subsidiary company. When there is resale and reissuance of treasury shares by a subsidiary company, the dilution of the Group's interest is recognised as a deemed reduction of equity interest in the subsidiary company. The Group's equity remains unchanged on the cancellation and distribution of treasury shares as share dividend by a subsidiary company.

Changes in the Group's ownership interest in a subsidiary company that do not result in the Group losing control over the subsidiary company are accounted for as equity transactions. The carrying amounts of the Group's interest and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary companies. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of consideration paid or received is recognised directly in equity as effect arising from changes in equity interest attributed to the owners of the parent.

In the Company's separate financial statements, investments in subsidiary companies are stated at cost less impairment losses.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.2 Joint venture

Investments in joint venture is accounted for in the consolidated financial statements using the equity method of accounting based on the latest audited financial statements and supplemented by management financial statements of the joint venture made up to the Group's financial year end.

Investment in unquoted joint venture which has different reporting date from the Group is accounted for in the consolidated financial statements using the equity method of accounting based on the latest audited financial statements and supplemented by management financial statements of the joint venture made up to the Group's financial year end.

In the Company's separate financial statements, investments in joint venture is stated at cost less impairment losses.

### 3.3 Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. Subsequent to initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Capital work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

Depreciation of property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Buildings	2%
Office equipment, smallwares and motor vehicles	20% - 33%
Computers	20% - 40%
Plant, machinery, kitchen equipment, furniture and fittings	10% - 33%
Renovation and restoration	Based on lease term

### 3.4 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the weighted average basis. Cost represents cost of food, beverages and materials purchased plus incidental expenses. Net realisable value represents the estimated selling price in the ordinary course of business less all estimated costs to completion and the estimated costs necessary to make the sale.

Goods on consignment are included in inventories when substantially all of the principal benefits and inherent risks rest with the Group.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.5 Intangible assets

#### (i) Goodwill

Goodwill acquired in a business combination is initially measured at cost being the excess of the cost of business combination over the Group's interest in the net fair value of the identifiable assets acquired and liabilities assumed. Following the initial recognition, goodwill is measured at cost less any accumulated impairment losses.

#### (ii) Trademarks

The cost of trademarks acquired represents its fair value as at the date of acquisition. Following initial recognition, trademarks are carried at cost less any accumulated impairment losses. Trademarks, which are considered to have indefinite useful lives, are not amortised but tested for impairment, annually or more frequently when indicators of impairment are identified. The useful lives of trademarks are reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

#### (iii) Development right fees and licence fees

Development right fees are required to be paid for the rights to develop the franchise business in the respective countries. The development right fees are capitalised and amortised over the year of the development agreement from the date the operation commences.

Licences fees are required to be paid in respect of the opening of new outlets in the respective countries. The licence fees paid are capitalised and amortised over the remaining year of the development agreement. The licence fees are amortised from the date when the respective outlet commences operations.

#### (iv) Computer software

Computer software acquired separately are measured on initial recognition at cost.

Following initial recognition, computer software are carried at cost less any accumulated amortisation and any accumulated impairment losses. Computer software are amortised on a straight-line basis over its estimated economic useful lives of 4 years and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for a computer software are reviewed at each reporting date.

#### (v) Computer software development cost

Computer software development cost included in intangible asset are not amortised as these assets are not yet available for use.



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.6 Financial instruments

#### (1) Financial assets

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost, fair value through other comprehensive income, and fair value through profit or loss.

Subsequent measurement of a financial asset depends on its classification, as described below:

##### (a) Amortised cost

Subsequent to initial recognition, the amortised cost of a financial asset is the amount at initial recognition minus principal repayments plus cumulative amortisation using the effective interest method and reduced by any impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Gain or loss is recognised in profit or loss when the asset is derecognised, modified or impaired.

##### (b) Fair value through other comprehensive income ("FVTOCI")

###### Debt instrument

Interest income calculated using the effective interest rate method, foreign exchange gains and losses and impairment loss or reversal are recognised in profit or loss. Fair value change is recognised in other comprehensive income.

On derecognition of a financial asset, the fair value changes accumulated in other comprehensive income are recycled to profit or loss.

###### Equity instrument

Dividend is recognised as income in profit or loss unless the dividend clearly represents part recovery of the cost of investment. Other net gains and losses are recognised in other comprehensive income.

On derecognition of a financial asset, fair value changes and other net gains and losses accumulated in other comprehensive income are not recycled to profit or loss.

##### (c) Fair value through profit or loss ("FVTPL")

All financial assets not classified as amortised cost or FVTOCI as described above are classified as FVTPL. This includes derivative financial assets (except for derivatives that are designated as effective hedging instruments).

Financial assets at FVTPL are carried in the statements of financial position at fair value with net changes in fair value recognised in profit or loss. Other net gains or losses, including any interest or dividend income, are also recognised in profit or loss.

All financial assets, except for those measured at FVTPL and equity investments measured at FVTOCI, are subject to impairment assessment.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.6 Financial instruments (continued)

#### (2) Financial liabilities

Financial liabilities are classified, at initial recognition, as financial liabilities at amortised cost or financial liabilities at FVTPL.

The Group initially measures a financial liability at its fair value minus, in the case of a financial liability not at FVTPL, transaction costs that are directly attributable to the issue of the financial liability.

Subsequent measurement of a financial liability measured at amortised cost using the effective interest rate method, which allocates interest expenses at a constant rate over the term of the financial liability.

Subsequent to initial recognition, the amortised cost of a financial liability is the amount at initial recognition minus repayments, plus the cumulative amortisation using the effective interest rate method. Gain or loss is recognised in profit or loss when the liability is derecognised as well as through the effective interest rate amortisation process.

### 3.7 Impairment of financial assets

The Group recognises loss allowances for expected credit losses ("ECLs") on financial assets measured at amortised cost, debt instruments measured at FVTOCI, contract assets and lease receivables.

For trade receivables, the Group applies the simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

The Group recognises impairment loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

In certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

### 3.8 Cash and cash equivalents

Cash comprises cash in hand, at bank and short term deposits with a maturity of three months or less. Cash equivalents, which are short term, highly liquid investments that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value, against which the bank overdrafts, if any, are deducted.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.9 Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets, other than inventories, deferred tax assets and non-current assets (or disposal groups) held for sale, are reviewed at each reporting date to determine whether there is an indication of impairment. If any such impairment exists, the asset's recoverable amount is estimated to determine the amount of impairment loss.

For goodwill, intangible assets that have indefinite useful lives and intangible assets that are not yet available for use, the recoverable amount is estimated at each reporting date or more frequently when there is any indication of impairment.

For the purpose of impairment testing of these assets, recoverable amount is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. If this is the case, recoverable amount is determined for the cash generating unit ("CGU") to which the asset belongs to. Goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's CGUs, or groups of CGUs, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use ("VIU"). In assessing VIU, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

An impairment loss is recognised in profit or loss in the period in which it arises, unless the asset is carried at a revalued amount, in which case the impairment loss is accounted for as a revaluation decrease to the extent that the impairment loss does not exceed the amount held in the fair value reserve for the same asset.

Impairment loss on goodwill is not reversed in a subsequent period. An impairment loss for an asset other than goodwill is reversed if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of an asset other than goodwill is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset in prior years. A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.10 Leases

#### (1) Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use ("ROU") assets representing the right to use the underlying assets.

##### (a) ROU assets

The Group recognises ROU assets at the commencement date of the lease i.e. the date the underlying asset is available for use. ROU assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

ROU assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets. The depreciation periods are as follows:

Properties	2 to 27 years
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##### (b) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

##### (c) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of asset (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low-value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

#### (2) Group as a lessor

As a lessor, the Group determines at lease inception whether each lease is a finance lease or an operating lease. To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to the lessee.

##### Operating lease

Leases in which the Group retains substantially all the risks and rewards incidental to ownership of the underlying asset are classified as operating leases. Lease income from operating lease is accounted for on a straight-line basis or another systematic basis if another systematic basis is more representative of the pattern of benefit received.

Contingent rents are recognised in profit or loss in the period in which they are earned.



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.11 Equity instruments

Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are approved for payment.

The transaction costs of an equity transaction are accounted for as a deduction from equity.

The consideration paid, including attributable transaction costs on repurchased ordinary shares of the Company that have not been cancelled, are classified as treasury shares and presented as a deduction from equity. No gain or loss is recognised in profit or loss on the sale, reissuance or cancellation of treasury shares. Consideration paid or received is recognised directly in equity.

### 3.12 Revenue recognition

#### (1) Revenue from contracts with customers

##### (a) Sales of food and beverages and others

Revenue is recognised at a point in time upon delivery of products or performance of services, and customer acceptance, if any.

The revenue is net of discount and/or any portion that are allocated to the free food, beverage or merchandise to be rewarded under the customer loyalty programmes.

##### (b) Customer loyalty programme

Certain subsidiary companies of the Group operate customer loyalty programmes which allow customers to redeem free food, beverage or merchandise after a specific number of purchases using the stored value cards. This gives rise to a separate performance obligation as it provides a right of redemption to the customer.

A portion of the transaction price is allocated to the purchases by customers based on relative stand-alone selling price of the free food, beverage or merchandise to be rewarded, and recognised as a contract liability. Revenue is recognised upon redemption by customers

#### (2) Revenue from other sources

##### (a) Dividend income

Dividend income is recognised when the shareholders' rights to receive the dividend payment are established.

##### (b) Interest income

Interest income is recognised on an accrual basis using the effective interest rate method unless recoverability is in doubt, or where a loan is considered to be non-performing in which case the recognition of interest is suspended. Subsequent to suspension, interest is recognised on receipt basis until all arrears have been paid except for margin accounts where interest is suspended until the account is reclassified as performing.

##### (c) Other income

All other income is recognised on accrual basis.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.13 Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates (i.e. functional currency). The financial statements are presented in RM, which is also the Company's functional currency.

### 3.14 Taxes

#### Indirect taxes

Indirect taxes include Sales Tax, Service Tax, and Goods and Services Tax (also known as Value Added Tax).

The amount of indirect taxes payable to taxation authority is included as part of payables in the statements of financial position.

Indirect taxes incurred on the purchase of assets or services which cannot be recovered from the respective tax authorities are recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable.

The difference between output and input Goods and Services tax, being the amount payable to or receivable from the respective taxation authorities at the reporting date, is included in other payables or other receivables respectively in the statements of financial position.

### 3.15 Segmental information

For management purposes, the Group is organised into operating segments based on the geographical locations which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Group who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance.

Segment revenues and expenses are those directly attributable to the segments and include any joint revenue and expenses where a reasonable basis of allocation exists. Revenue and expenses do not include items arising on investing or financing activities. Revenue is attributed to geographical segments based on location where the sales are transacted. Segment assets include all operating assets used by a segment and do not include items arising on investing or financing activities. Assets are allocated to a geographical segment based on location of assets. Segment liabilities comprise operating liabilities and do not include liabilities arising on investing or financing activities such as bank borrowings.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 3.16 Changes in accounting policies

During the financial year, the Group and the Company adopted the following pronouncements that have been issued by the Malaysian Accounting Standards Board ("MASB"), which are effective for financial periods beginning on or after 1 January 2024:

- Amendments to MFRS 16: Leases – Lease Liability in a Sale and Leaseback
- Amendments to MFRS 101: Presentation of Financial Statements – Classification of Liabilities as Current or Non-current
- Amendments to MFRS 101: Presentation of Financial Statements – Non-current Liabilities with Covenants
- Amendments to MFRS 107: Statement of Cash Flows and MFRS 7: Disclosure of Financial Instruments – Supplier Finance Arrangements

The adoption of the above pronouncements did not have any material impact on the financial statements of the Group and of the Company.

### 3.17 Standards issued but not yet effective

At the date of authorisation of these financial statements, the following pronouncements have been issued by the MASB, will become effective in future financial periods and have not been adopted by the Group and the Company:

#### **Effective for financial periods beginning on or after 1 January 2025:**

- Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability

#### **Effective for financial periods beginning on or after 1 January 2026:**

- Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107: Annual Improvements to MFRS Accounting Standards – Volume 11
- Amendments to MFRS 9: Financial Instruments and MFRS 7: Disclosure of Financial Instruments – Amendments to the Classification and Measurement of Financial Instruments
- Amendments to MFRS 9: Financial Instruments and MFRS 7: Disclosure of Financial Instruments – Contracts Referencing Nature-dependent Electricity

#### **Effective for financial periods beginning on or after 1 January 2027:**

- MFRS 18: Presentation and Disclosure in Financial Statements
- MFRS 19: Subsidiaries without Public Accountability: Disclosures

#### **Effective date yet to be determined:**

- Amendments to MFRS 10: Consolidated Financial Statements and MFRS 128: Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Deferred)

The Group and the Company are expected to apply the abovementioned pronouncements beginning from the respective dates the pronouncements become effective. The initial application of the abovementioned pronouncements is not expected to have any material impact on the financial statements of the Group and of the Company, except for the presentation and disclosure required by MFRS 18 which introduces new categories and subtotals in the statements of profit or loss and other comprehensive income. It also requires disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of financial information.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 4. ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

(a) Critical judgement made in applying accounting policies

The following are the judgements made by management in the process of applying the Group's accounting policies that have the most significant effect on the amount recognised in the financial statements:

(i) Determining the lease term of contracts with renewal and termination options as lessee.

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably not to be exercised.

The Group assesses, by applying judgement at lease commencement date, whether it is reasonably certain to exercise the extension options. Group entities consider all facts and circumstances including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help them determine the lease term. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate it (e.g., construction of significant leasehold improvements).

(b) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Impairment assessment of goodwill

The Group performs an impairment test on its goodwill at least annually or when there is indication of impairment. This requires an estimation of the VIU of the CGU to which goodwill is allocated. Estimating a VIU amount requires management to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows. Details of assumptions used for VIU computation are disclosed in Note 10.1.

(ii) Impairment of investment in subsidiaries

The Company carried out the impairment test based on estimation of the VIU of the CGU of the subsidiary. Estimating the VIU requires the Company to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows. Further details are disclosed in Note 7.



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 4. ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

### (b) Key sources of estimation uncertainty (continued)

#### (iii) Impairment of non-financial assets

The Group carried out the impairment test based on the variety of estimation including the VIU of the CGU to which the property, plant and equipment and right-of-use assets are allocated. Estimating the VIU requires the Group to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows. Further details of the impairment losses recognised are disclosed in Note 5 and Note 6(a).

#### (iv) Contract liabilities

Contract liabilities represent the cash balances in the stored value cards and the deferral in the recognition of revenue relating to the customer loyalty programmes based on the estimated fair value of the free food, beverage or merchandise that is expected to be redeemed. It also represents the aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied (or partially unsatisfied) as at the end of the reporting period. The amount of sale proceeds apportioned to contract liabilities is measured at the fair value of food and beverage to be rewarded, which is estimated based on the historical redemption pattern. Details of contract liabilities are disclosed in Note 22.

# NOTES TO THE FINANCIAL STATEMENTS

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## 5. PROPERTY, PLANT AND EQUIPMENT

### GROUP

	Buildings	Office equipment, furniture and motor vehicles	Computers	Plant, machinery, kitchen equipment and smallwares	Renovations and restoration	Capital work-in- progress	Total
2025	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Net carrying amount							
At beginning of year	42,396	24,839	8,838	76,440	157,292	7,046	316,851
Additions	-	3,854	991	3,340	12,858	266	21,309
Disposals	-	(133)	-	(494)	(94)	-	(721)
Depreciation charge	(948)	(5,280)	(2,514)	(10,461)	(26,236)	-	(45,439)
Write off	-	(1,795)	(37)	(3,116)	(15,798)	(2,928)	(23,674)
Impairment	-	(2,400)	(1,122)	(9,488)	(39,883)	-	(52,893)
Disposal of subsidiaries	-	(125)	(3)	(618)	(886)	-	(1,632)
Exchange differences	-	(28)	(2)	(101)	(312)	-	(443)
Reclassification	-	243	-	(243)	1,882	(1,882)	-
At end of year	41,448	19,175	6,151	55,259	88,823	2,502	213,358

### As at 30 June 2025

Cost	47,382	74,211	24,739	148,531	342,929	2,502	640,294
Accumulated depreciation	(5,934)	(51,787)	(17,379)	(80,969)	(193,149)	-	(349,218)
Accumulated impairment	-	(3,249)	(1,209)	(12,303)	(60,957)	-	(77,718)
Net carrying amount	41,448	19,175	6,151	55,259	88,823	2,502	213,358

### 2024

Net carrying amount							
At beginning of year	43,344	25,188	8,137	75,598	167,052	12,802	332,121
Additions	-	4,593	2,626	19,559	24,425	13,202	64,405
Disposals	-	(63)	(8)	(275)	(235)	-	(581)
Depreciation charge	(948)	(6,168)	(2,949)	(12,368)	(29,187)	-	(51,620)
Write off	-	(1,007)	(121)	(3,303)	(11,041)	-	(15,472)
Impairment	-	-	-	-	(11,255)	-	(11,255)
Impairment reversal	-	1	-	5	-	-	6
Disposal of subsidiary	-	(474)	-	(87)	(219)	-	(780)
Exchange differences	-	6	-	1	20	-	27
Reclassification	-	2,763	1,153	(2,690)	17,732	(18,958)	-
At end of year	42,396	24,839	8,838	76,440	157,292	7,046	316,851

### As at 30 June 2024

Cost	47,382	78,843	25,880	154,102	372,340	7,046	685,593
Accumulated depreciation	(4,986)	(53,759)	(17,037)	(77,146)	(200,814)	-	(353,742)
Accumulated impairment	-	(245)	(5)	(516)	(14,234)	-	(15,000)
Net carrying amount	42,396	24,839	8,838	76,440	157,292	7,046	316,851

Included in property, plant and equipment of the Group are fully depreciated assets which are still in use costing about RM195,581,000 (2024: RM137,745,000).

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

### COMPANY

#### 2025

Net carrying amount

At beginning of year

Depreciation charge

At end of year

Furniture and fittings	Computer	Total
RM'000	RM'000	RM'000
-	8	8
-	(5)	(5)
-	3	3

#### As at 30 June 2025

Cost

Accumulated depreciation

Net carrying amount

1	26	27
(1)	(23)	(24)
-	3	3

#### 2024

Net carrying amount

At beginning of year

Additions

Depreciation charge

At end of year

-	-	-
-	11	11
-	(3)	(3)
-	8	8

#### As at 30 June 2024

Cost

Accumulated depreciation

Net carrying amount

1	26	27
(1)	(18)	(19)
-	8	8

The additions in property, plant and equipment are analysed as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Hire purchase	158	5,760	-	-
Cash	15,629	38,645	-	11
Amounts due to suppliers	5,442	18,974	-	-
Provision for restoration cost	80	1,026	-	-
	21,309	64,405	-	11

Certain furniture and fittings, office equipment, motor vehicles and renovation with carrying amounts of RM4,161,000 (2024: RM5,551,000) are under hire purchase arrangements.

During the financial year, the Group performed an impairment assessment of certain property, plant and equipment and right-of-use assets relating to restaurant and cafe chains and retail outlets in Malaysia. The assessment has led to the recognition of impairment losses of RM52,893,000 (2024: RM11,255,000) on property, plant and equipment and RM74,829,000 (2024: RM10,601,000) on right-of-use assets as disclosed in Note 6(a) based on an aggregate recoverable amounts of RM60,800,000 for a number of restaurant and cafe chains and retail outlets in Malaysia. The impairment losses which were recorded in other expenses were mainly attributed to the prolonged impact of the ongoing sentiment related to the Middle East conflict, which affected market dynamics and influenced customers' spending patterns.

The recoverable amounts have been determined by VIU calculation using cash flow projections based on financial budgets approved by the management, with a discount rate of 11.00% (2024: 12.50%). The key assumptions used to determine the recoverable amounts include revenue growth rate and discount rate.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

### (a) Right-of-use assets

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the financial year.

GROUP	PROPERTIES	
	2025 RM'000	2024 RM'000
<u>Net carrying amount</u>		
At beginning of year	396,487	425,077
Additions	23,059	98,024
Depreciation charge	(78,376)	(80,004)
Reassessment	(1,746)	4,609
Modification	(82,743)	(31,989)
Impairment reversal	653	-
Impairment	(74,829)	(10,601)
Disposal of subsidiary companies	(381)	(8,769)
Exchange differences	(495)	140
At end of year	181,629	396,487
Cost	671,133	742,860
Accumulated depreciation	(412,671)	(333,659)
Accumulated impairment	(76,833)	(12,714)
Net carrying amount	181,629	396,487

The right-of-use assets are in respect of lease contracts for the cafes, restaurants, warehouse and offices.

Details of the impairment recorded during the current financial year are disclosed in Note 5.



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 6. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTINUED)

### (b) Lease liabilities

Set out below are the carrying amounts of lease liabilities recognised and the movements during the financial year:

	Group	
	2025 RM'000	2024 RM'000
At beginning of year	437,367	455,283
Additions	23,059	98,024
Accretion of interest (Note 24)	19,834	21,894
Lease payments	(91,725)	(96,687)
Reassessment	(1,746)	4,609
Modification	(102,532)	(36,409)
Disposal of subsidiary companies	(490)	(9,525)
Exchange difference	(591)	178
At end of financial year	283,176	437,367
Disclosed as:		
- Current	58,307	65,868
- Non-current	224,869	371,499
	283,176	437,367

## 7. SUBSIDIARY COMPANIES

	Company	
	2025 RM'000	2024 RM'000
Unquoted shares in Malaysia, at cost	500,927	475,927
ESS granted to employees of subsidiary companies	7,630	7,630
	508,557	483,557
Less: Accumulated impairment	(314,968)	(105,708)
	193,589	377,849

During the financial year, the Company has conducted a review of the recoverable amounts of its investments in subsidiary companies and the review led to the recognition of impairment losses of RM209,260,000 (2024: RM62,231,000) as disclosed in other expenses were mainly attributed to the prolonged impact of the ongoing sentiment related to the Middle East conflict, which affected market dynamics and influenced customers' spending patterns. The recoverable amount of RM193,589,000 (2024: RM377,849,000) is estimated based on value in use with discount rate from 11.00% to 12.00% (2024: 11.50% to 12.50%).

During the current financial year, the Company increased its capital contribution in a subsidiary company by RM25,000,000 via capitalisation of its amount owing by the subsidiary company.

Unquoted shares costing RM384,615,000 (2024: RM359,615,000) have been pledged to a financial institution for credit facility granted to the Company.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 7. SUBSIDIARY COMPANIES (CONTINUED)

The Group's effective equity interest in the subsidiary companies, their respective activities and countries of incorporation are shown below:

Name					Country of incorporation	Principal activities	% of ownership interest held by the Group	
							2025	2024
Held by the Company:								
Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks")				Malaysia	Development and operation of the "Starbucks Coffee" chain of cafes and retail outlets in Malaysia.		100	100
Berjaya Roasters (M) Sdn Bhd ("BRoasters")					Malaysia	Development and operation of the "Kenny Rogers Roasters" chain of restaurants in Malaysia.	100	100
Berjaya Food (International) Sdn Bhd ("BFI")					Malaysia	Investment holding, consultancy services for food audit and certification; and training services for food handler.	100	100
Bestari Food Trading Sdn Bhd ("BFT")					Malaysia	Sale and distribution of food and beverage in Malaysia.	100	100
Subsidiaries of BFI								
Berjaya Food Supreme Sdn Bhd ("BFSSB")#					Brunei	Development and operation of the "Starbucks Coffee" chain of cafes and retail stores in Brunei.	80	80
Ser Vegano Sdn Bhd ("SER")*&					Malaysia	Operates Latin-inspired, Tex-Mex, plant-based vegan restaurants under the name "Sala".	-	50
Berjaya Kelava Sdn Bhd ("BKelava")*^					Malaysia	Carry on business of manufacturing and trading, producing vegan ice cream under the brand name of "Kelava".	-	51
Berjaya Jollibean (M) Sdn Bhd ("BJM")					Malaysia	Production and distribution of food and beverages in Malaysia.	100	100

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 7. SUBSIDIARY COMPANIES (CONTINUED)

Name	Country of incorporation	Principal activities	% of ownership interest held by the Group	
			2025	2024
Subsidiaries of BFI (continued)				
Berjaya Paris Baguette Philippines Inc (“BPBP”)*	Philippines	Producing, packaging and dealing with baked goods under the name of “Paris Baguette”.	60	60
Berjaya Nordic (Denmark) ApS (“BND”)*	Denmark	Investment holding.	95.5	95.5
Berjaya Paris Baguette (B) Sdn Bhd (“BPBB”)*	Brunei	Develop and operate chain of bakeries business and establish of franchise stores under the name of “Paris Baguette”.	70	-
BFood Management Sdn Bhd (“BFM”)	Malaysia	Consultancy services and collecting commissions or rebates as intermediary in sale of equipment and products.	100	-
Subsidiary of BNDA				
Berjaya Coffee Nordic ApS (“BCNA”)*	Denmark	Operation of food and beverage in Denmark.	100	100
Subsidiaries of BCNA				
Berjaya Coffee Iceland ehf.*	Iceland	Operation of food and beverage in Iceland.	100	100
Berjaya Coffee Finland Oy*	Finland	Operation of food and beverage in Finland.	100	100

Notes:

# audited by other member firm of Ernst & Young Global.

\* audited by other firms of chartered accountants.

& Subsidiary company disposed of on 15.8.2024.

^ Subsidiary company disposed of on 2.12.2024.

### 7.1 Disposal of subsidiary companies

During the current financial year, the Group completed the disposal of the following subsidiary companies:

- the Group disposed of its entire equity in SER for a total consideration of RM1.00 (Note 39(1)); and
- the Group disposed of its entire equity in BKelava together with 100% of the Redeemable Convertible Preference Shares for a total consideration of RM1.35 million (Note 39(2)).

The effects of the disposal on the financial statements of the Group are disclosed in the Statements of Cash Flows Note (a).

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 7. SUBSIDIARY COMPANIES (CONTINUED)

### 7.2 Subsidiary company with material non-controlling interests

Summarised financial information of the subsidiary companies which have non-controlling interests that are material to the Group is set out below. The summarised financial information presented below is that of the amounts before inter-company elimination.

	BPBP		BFSSB		Total	
	2025	2024	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Non-current assets	16,279	4,250	948	14,646	17,227	18,896
Current assets	15,466	10,104	5,630	7,363	21,096	17,467
Non-current liabilities	(4,126)	-	(2,855)	(12,128)	(6,981)	(12,128)
Current liabilities	(24,216)	(13,915)	(1,551)	(1,431)	(25,767)	(15,346)
Net assets	3,403	439	2,172	8,450	5,575	8,889
Equity attributable to the owners of the parent	2,042	263	1,738	6,760	3,780	7,023
Non-controlling interests	1,361	176	434	1,690	1,795	1,866
	3,403	439	2,172	8,450	5,575	8,889
Revenue	14,720	2,097	3,066	6,037	17,786	8,134
Loss for the year	(5,490)	(2,679)	(5,175)	(887)	(10,665)	(3,566)
Other comprehensive income	(1,536)	(159)	(414)	62	(1,950)	(97)
Total comprehensive income for the year	(7,026)	(2,838)	(5,589)	(825)	(12,615)	(3,663)
Loss attributable to the:						
- Owners of the parent	(3,294)	(1,607)	(4,140)	(710)	(7,434)	(2,317)
- Non-controlling interests	(2,196)	(1,072)	(1,035)	(177)	(3,231)	(1,249)
Loss for the year	(5,490)	(2,679)	(5,175)	(887)	(10,665)	(3,566)
Total comprehensive income attributable to:						
- Owners of the parent	(4,216)	(1,703)	(4,471)	(660)	(8,687)	(2,363)
- Non-controlling interests	(2,810)	(1,135)	(1,118)	(165)	(3,928)	(1,300)
Total comprehensive income for the year	(7,026)	(2,838)	(5,589)	(825)	(12,615)	(3,663)
Net cash generated from/(used in):						
- Operating activities	1,061	(2,386)	694	(2,072)	1,755	(4,458)
- Investing activities	(8,387)	(1,049)	(634)	(1,023)	(9,021)	(2,072)
Net change in cash and cash equivalents	(7,326)	(3,435)	60	(3,095)	(7,266)	(6,530)



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 8. JOINT VENTURE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cost of investment	15,000	10,000	15,000	10,000
Share of post-acquisition reserves	(6,951)	(1,517)	-	-
	<u>8,049</u>	<u>8,483</u>	<u>15,000</u>	<u>10,000</u>

The Group's effective equity interest in the joint venture company, its principal activity and country of incorporation are shown below:

Name	Country of incorporation	Principal activities	% of ownership interest held by the Group	
			2025	2024
Held by the Company:				
Berjaya Paris Baguette Sdn Bhd (“BPB”)	Malaysia	Development and operation of the “Paris Baguette” chain of bakery and retail stores in Malaysia.	50	50

Summarised financial information in respect of BPB is set out below. The summarised financial information represents the amounts in the financial statements of the joint venture and not the Group's share of those amounts.

	BPB	
	2025 RM'000	2024 RM'000
Non-current assets	88,165	37,839
Current assets	9,593	10,888
Non-current liabilities	(51,522)	(24,189)
Current liabilities	(30,139)	(7,573)
Net assets	<u>16,097</u>	<u>16,965</u>
The amounts of assets and liabilities above include the following:		
Cash and cash equivalents	756	2,541
Non-current financial liabilities (excluding trade and other payables and provision)	<u>(50,809)</u>	<u>(23,919)</u>

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 8. JOINT VENTURE (CONTINUED)

	BPB	
	2025 RM'000	2024 RM'000
Revenue	43,467	27,698
Loss for the year, representing total comprehensive income for the year	(10,868)	(2,334)
Loss for the year included the following:		
Depreciation	9,127	4,500
Finance costs	3,120	519

Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in joint venture:

	BPB	
	2025 RM'000	2024 RM'000
Net assets as at beginning of year	16,965	9,299
Loss for the year	(10,868)	(2,334)
Increase in share capital	10,000	10,000
Net assets as at end of year	16,097	16,965
Group's equity interest	50%	50%
Carrying value of Group's interest in joint venture	8,049	8,483

## 9. OTHER INVESTMENT

	Group	
	2025 RM'000	2024 RM'000
At fair value through other comprehensive income:		
- Quoted shares in Malaysia	5,457	23,384

During the financial year, the Group has partially disposed of quoted shares to ultimate holding company for a total cash consideration RM13,200,000.

Further details on the value hierarchy and classification of equity investments are disclosed in Notes 35 and 36 respectively.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 10. INTANGIBLE ASSETS

### GROUP

	Goodwill	Trademark	Licence fees	Development right fees	Computer software	Computer software development cost	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>2025</b>							
<u>Net carrying amount</u>							
At beginning of year	422,314	-	25,600	1	3,812	6,593	458,320
Additions	-	-	115	4,394	1,309	-	5,818
Amortisation	-	-	(1,281)	(66)	(1,512)	-	(2,859)
Disposal of subsidiaries	(309)	-	-	-	-	-	(309)
Write off	-	-	(11,187)	-	-	-	(11,187)
Exchange differences	-	-	(2)	-	(5)	-	(7)
At end of year	422,005	-	13,245	4,329	3,604	6,593	449,776
<b>As at 30 June 2025</b>							
Cost	422,005	-	21,560	4,508	17,784	6,593	472,450
Accumulated amortisation	-	-	(8,315)	(179)	(14,180)	-	(22,674)
Net carrying amount	422,005	-	13,245	4,329	3,604	6,593	449,776
<b>2024</b>							
<u>Net carrying amount</u>							
At beginning of year	426,674	7,646	24,242	10	2,467	6,254	467,293
Additions	-	-	2,875	-	2,556	339	5,770
Amortisation	-	-	(1,521)	(9)	(1,207)	-	(2,737)
Impairment	(718)	-	-	-	-	-	(718)
Disposal of subsidiary	(3,642)	(7,646)	-	-	-	-	(11,288)
Exchange differences	-	-	4	-	(4)	-	-
At end of year	422,314	-	25,600	1	3,812	6,593	458,320
<b>As at 30 June 2024</b>							
Cost	423,571	-	37,834	114	16,482	6,593	484,594
Accumulated amortisation	-	-	(12,234)	(113)	(12,670)	-	(25,017)
Accumulated impairment	(1,257)	-	-	-	-	-	(1,257)
Net carrying amount	422,314	-	25,600	1	3,812	6,593	458,320

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 10. INTANGIBLE ASSETS (CONTINUED)

### 10.1 Impairment testing on goodwill

#### (1) Allocation of goodwill

Goodwill has been allocated to the Group's CGUs identified within the geographical segments as follows:

	Group	
	2025 RM'000	2024 RM'000
Malaysia		
- Café chain	422,005	422,005
- Restaurant	-	177
- Other	-	132
	<u>422,005</u>	<u>422,314</u>

#### (2) Impairment

During the current financial year, the Group carried out impairment assessments and concluded that no impairment was necessary in respect of goodwill allocated to Malaysia segment for café chain as the recoverable amount of the CGU, which was determined based on VIU, was higher than its carrying amount. In the previous financial year, the Group recognised an impairment of RM718,000 in respect of goodwill allocated to Malaysia segment for restaurant (as disclosed in Note 25(b)).

#### (3) Key assumptions used in VIU calculations in respect of Malaysia segment for Café chain

The recoverable amount of the CGU is determined based on VIU calculation using cash flow projections based on financial budgets covering a five-year period. The key assumptions used for VIU calculations are:

##### (a) Budgeted gross margin and growth rate

The basis used to determine the value assigned to the budgeted gross margins and growth rate takes into consideration the average gross margin and average growth rate achieved in prior years, expected efficiency improvements and market outlook including the expected period of recovery from the impact arising from the Middle Eastern conflict which affected market dynamics and influenced customers' spending patterns, with terminal growth rate of 1.50% (2024: 1.50%).

##### (b) Discount rate

The discount rates used reflects specific risks relating to the CGU. The discount rate applied to cash flows is 12.00% (2024: 12.50%).

#### (4) Sensitivity to changes in assumptions

Should the discount rate increased by 1.00% with all other variables held constant, the carrying amount of the goodwill allocated to Malaysia segment for Café chain is expected to be impaired by approximately RM62,198,000 (2024: RM15,030,000).



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 11. INVENTORIES

	Group	
	2025 RM'000	2024 RM'000
<b>At cost</b>		
Food and beverages	12,232	19,912
Inventories for resale	27,329	27,027
Spares and other supplies	20,893	24,964
	<u>60,454</u>	<u>71,903</u>

The cost of inventories recognised as an expense during the financial year of the Group amounted to RM152,375,000 (2024: RM235,193,000).

## 12. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b><u>Current</u></b>				
<b>Trade receivables</b>				
- external parties	6,876	9,017	-	-
- related companies	-	544	-	-
	<u>6,876</u>	<u>9,561</u>	<u>-</u>	<u>-</u>
<b>Other receivables</b>				
Sundry receivables	7,384	4,073	4	1
Deposits	12,287	18,638	-	-
Amounts owing by related company	2,464	-	-	-
Amounts owing by subsidiary companies	-	-	28,583	35,275
	<u>22,135</u>	<u>22,711</u>	<u>28,587</u>	<u>35,276</u>
<b>Other current assets</b>				
Prepayments	4,167	6,307	23	30
Indirect tax recoverable	3,736	958	-	-
	<u>7,903</u>	<u>7,265</u>	<u>23</u>	<u>30</u>
Total current receivables	<u>36,914</u>	<u>39,537</u>	<u>28,610</u>	<u>35,306</u>
<b><u>Non-current</u></b>				
<b>Other receivables</b>				
Deposits	14,939	10,777	-	-
Amounts owing by subsidiary company	-	-	25,453	-
Total non-current receivables	<u>14,939</u>	<u>10,777</u>	<u>25,453</u>	<u>-</u>
Total trade and other receivables	<u>51,853</u>	<u>50,314</u>	<u>54,063</u>	<u>35,306</u>

(a) Trade receivables

The trade receivables are corporate customers and credit card companies which are generally on 6 - 90 (2024: 6 - 90) days term.

(b) Amounts owing by subsidiary companies

The amounts owing by subsidiary companies are unsecured, repayable on demand and interest bearing. An amount of RM25,453,000 owing from a subsidiary has been classified as non current as the Company does not expect the repayment in the next 12 months.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 12. TRADE AND OTHER RECEIVABLES (CONTINUED)

(c) Amounts owing by related companies

The amounts owing by related companies are unsecured, repayable on demand and non-interest bearing.

## 13. DEPOSITS WITH FINANCIAL INSTITUTIONS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Deposits with:				
Licensed banks	3,028	-	3,028	-
Other financial institutions	275	268	-	-
	<u>3,303</u>	<u>268</u>	<u>3,028</u>	<u>-</u>

The interest rates per annum and maturities of deposits as at reporting date were as follows:

	Group		Company	
	2025	2024	2025	2024
Interest rates per annum (%)				
- Licensed banks	2.75	-	2.75	-
- Other financial institutions	2.08	2.18	-	-
Maturities (days)				
- Licensed banks	17 - 28	-	17 - 28	-
- Other financial institutions	9 - 17	9 - 17	-	-

Included in deposits of the Group and of the Company are monies held in debt service reserve accounts amounting to RM3,303,000 (2024: RM268,000) and RM3,028,000 (2024: Nil) respectively.

## 14. SHARE CAPITAL

	Group and Company			
	Number of shares		Amount	
	2025	2024	2025	2024
	'000	'000	RM'000	RM'000
<b>Issued and fully paid</b>				
At beginning and				
the end of the financial year	<u>1,947,632</u>	<u>1,947,632</u>	<u>257,920</u>	<u>257,920</u>

	Group and Company	
	Number of shares	
	2025	2024
	'000	'000
<b>Issued ordinary shares with voting rights</b>		
Total number of issued ordinary shares	1,947,632	1,947,632
Less: Total number of ordinary shares held as treasury shares (Note 16)	(175,821)	(175,821)
	<u>1,771,811</u>	<u>1,771,811</u>

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 14. SHARE CAPITAL (CONTINUED)

The holders of ordinary shares (other than treasury shares) are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All the ordinary shares (other than treasury shares) rank equally with regard to the Company's residual assets. The ordinary shares have no par value.

## 15. RESERVES

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Merger deficit (Note a)	(55,087)	(55,087)	-	-
FVTOCI reserve (Note b)	324	1,389	-	-
Consolidation reserve (Note c)	353	-	-	-
Exchange reserves (Note d)	329	1,676	-	-
	(54,081)	(52,022)	-	-
(Accumulated losses)/retained earnings	(20,053)	265,603	(62,986)	157,113
	(74,134)	213,581	(62,986)	157,113

Notes:

(a) Merger deficit

Merger deficit represents the difference between the Company's cost of investment in a subsidiary company and the nominal value of share capital of the subsidiary company acquired in prior years.

(b) FVTOCI reserve

The FVTOCI reserve represents the cumulative fair value changes, net of tax, if applicable, of FVTOCI financial assets until they are disposed of.

(c) Consolidation reserve

The consolidation reserve comprises the consolidation effects of change in the Group's equity interest in a subsidiary company. If the change in the Group's equity interest results in a loss of control of a subsidiary company, all the consolidation reserve relating to this subsidiary company will be transferred to accumulated losses.

(d) Exchange reserves

This reserve represents the foreign currency translation differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the Group's presentation currency.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 16. TREASURY SHARES

	Group and Company Ordinary shares			
	2025 No. of shares '000	2024 No. of shares '000	2025 Amount RM'000	2024 Amount RM'000
At beginning and the end of the financial year	175,821	175,821	77,587	77,587

Pursuant to an Annual General Meeting held on 10 October 2013, the Company obtained a shareholders' mandate to undertake the purchase of up to 10% of the issued and paid-up share capital of the Company at the time of purchase.

The renewal of the Company's mandate relating to the share buyback of up to 10% of the existing total paid-up share capital, inclusive of all treasury shares that have been bought back, was approved by the shareholders of the Company at the Annual General Meeting held on 11 December 2024.

During the financial year, the Company did not buy back any of its shares from the open market.

## 17. LONG TERM BORROWINGS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Secured</b>				
Term loan (Note a)	37,000	51,995	37,000	51,995
Portion repayable within 12 months included under short term borrowings (Note 21)	(22,250)	(51,995)	(22,250)	(51,995)
	14,750	-	14,750	-
Hire purchase payable (Note b)	6,523	8,392	-	-
Portion repayable within 12 months included under short term borrowings (Note 21)	(2,609)	(2,726)	-	-
	3,914	5,666	-	-
	18,664	5,666	14,750	-

Details of the long term borrowings outstanding are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Amounts repayable:				
More than one year				
but not later than two years	16,321	1,797	14,750	-
More than two years				
but not later than five years	2,343	3,869	-	-
	18,664	5,666	14,750	-

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 17. LONG TERM BORROWINGS (CONTINUED)

Notes:

- (a) The secured term loan is secured by way of a fixed charge on the shares of a subsidiary company as disclosed in Note 7 and further secured by monies held by debt service reserve accounts as disclosed in Note 13.

The interest rate per annum at the reporting date for the term loan was 5.68% (2024: 5.62%).

- (b) The Group's hire purchase payable bore effective interest rate of 4.75% to 5.35% (2024: 2.70% to 5.35%) per annum.

## 18. DEFERRED TAX

	Group	
	2025 RM'000	2024 RM'000
At beginning of the year	(9,850)	(8,040)
Recognised in profit or loss	9,850	(1,810)
At end of the year	-	(9,850)

Presented after appropriate offsetting as follows:

	Group	
	2025 RM'000	2024 RM'000
Deferred tax assets	-	(9,850)
Deferred tax liabilities	-	-
	-	(9,850)

The components and movements of deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

GROUP	Contract liabilities RM'000	Unabsorbed capital allowances RM'000	Others RM'000	Total RM'000
<b>Deferred Tax Assets</b>				
<b>2025</b>				
At beginning of the year	(19,084)	(179)	(12,707)	(31,970)
Recognised in profit or loss	19,352	179	(9,409)	10,122
At end of the year	268	-	(22,116)	(21,848)
Set-off against deferred tax liabilities				21,848
				-
<b>2024</b>				
At beginning of the year	(21,743)	(975)	(8,848)	(31,566)
Recognised in profit or loss	2,659	796	(3,859)	(404)
At end of the year	(19,084)	(179)	(12,707)	(31,970)
Set-off against deferred tax liabilities				22,120
				(9,850)



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 18. DEFERRED TAX (CONTINUED)

### GROUP

#### Deferred Tax Liabilities

#### 2025

At beginning of the year  
Recognised in profit or loss  
At end of the year  
Set-off against deferred tax assets

Property, plant and equipment	Total
RM'000	RM'000
22,120	22,120
(272)	(272)
21,848	21,848
	(21,848)
	-

#### 2024

At beginning of the year  
Recognised in profit or loss  
At end of the year  
Set-off against deferred tax assets

23,526	23,526
(1,406)	(1,406)
22,120	22,120
	(22,120)
	-

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2025	2024
	RM'000	RM'000
Unutilised tax losses	53,643	8,597
Unabsorbed capital allowances	23,593	4,687
Other deductible temporary difference	92,868	650
	170,104	13,934

Deferred tax assets have not been recognised in respect of the items above as it is not probable that future taxable profits will be available against which the items above can be utilised.

The Malaysia Finance Act 2018 gazetted on 27 December 2018 imposed a time limitation to restrict the carry forward of the unutilised tax losses to a maximum period of 7 consecutive Year of Assessment ("YA"), effective YA 2019. Based on the latest Malaysia Finance Act 2021, gazetted on 31 December 2021, the time limit for the carry forward of the unutilised tax losses has been extended from 7 years to 10 years. As a result of this change, the unutilised tax losses accumulated up to the YA 2018 are allowed to be carried forward for 10 consecutive years of assessment (i.e. from YA 2019 to 2028). Any balance of the unutilised tax losses thereafter shall be disregarded.

The foreign unutilised tax losses and unabsorbed capital allowance applicable to foreign incorporated subsidiary companies are pre-determined by and subject to the tax legislation of the respective countries.

Pursuant to the relevant tax regulations, the unutilised tax losses and unabsorbed capital allowance at the end of the reporting period will expire as follows:

	Group	
	2025	2024
	RM'000	RM'000
With no expiry	23,593	4,687
More than 12 months	53,643	8,597
	77,236	13,284

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 19. PROVISION

	Group	
	2025 RM'000	2024 RM'000
At beginning of year	20,128	20,664
Provision for the year	80	1,026
Utilisation of provision	(2,844)	(912)
Disposal of subsidiary companies	(49)	(653)
Exchange differences	(31)	3
At end of year	17,284	20,128
<b>At 30 June</b>		
Current	5,656	3,865
Non-current	11,628	16,263
	17,284	20,128

Provision for restoration costs is made based on the estimated cost of restoring the rented premises, arising from the use of such premises and in accordance to the stipulations in the tenancy agreements. The estimated costs of such restoration are included in the cost of property, plant and equipment.

The estimated restoration costs are reviewed and updated annually based on the latest cost of restoring a premise.

Provision for restoration costs is classified as non-current liabilities unless the tenancy agreement, for which the restoration is required, expires within 12 months after the reporting date.

## 20. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Trade payables</b>	47,911	48,015	-	-
<b>Other payables</b>				
Sundry payables	66,595	67,712	-	-
Accruals	46,324	51,574	1,765	1,485
Refundable deposit	1,825	1,291	-	-
Amounts owing to				
- related companies	1,756	284	4	4
- subsidiary company	-	-	1,677	5,517
- immediate holding company	64,055	7,610	64,055	7,610
	180,555	128,471	67,501	14,616
<b>Other current liability</b>				
Indirect tax payable	4,338	4,117	-	-
	232,804	180,603	67,501	14,616

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 20. TRADE AND OTHER PAYABLES (CONTINUED)

(a) Trade payables

These amounts are non-interest bearing. Trade payables are normally settled on 30 - 120 days (2024: 30 - 120 days) term.

(b) Sundry payables

These amounts are non-interest bearing. Sundry payables are normally settled on 30 - 180 days (2024: 30 - 180 days) term.

(c) Accruals

Included in accruals of the Group are accrued royalty expenses, accrual of rental, accrual for utilities and retention sums in relation to renovation works for outlets and restaurants.

(d) The amounts owing to related companies

The amounts owing to related companies are unsecured, non-interest bearing and repayable on demand.

(e) The amounts owing to subsidiary companies

The amounts owing to subsidiary companies are unsecured, repayable on demand and interest bearing.

(f) The amount owing to immediate holding company

The amount owing to immediate holding company is unsecured, repayable on demand and interest bearing.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 21. SHORT TERM BORROWINGS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<b>Secured</b>				
Long term loan - portion repayable within 12 months (Note 17)	22,250	51,995	22,250	51,995
Bank overdrafts	558	840	-	-
Short term loan	3,740	-	-	-
Revolving credits	203,000	213,000	-	-
Bankers acceptance	4,521	5,735	-	-
Hire purchase payable - portion repayable within 12 months (Note 17)	2,609	2,726	-	-
	236,678	274,296	22,250	51,995
<b>Unsecured</b>				
Other borrowing (Note b)	45,068	25,000	45,068	25,000
	281,746	299,296	67,318	76,995

Notes:

- (a) The short term loan, revolving credits and bankers acceptance of the Group are secured by corporate guarantees provided by the Company. A short term loan is further secured by monies held by debt service reserve accounts as disclosed in Note 13.
- (b) The Company entered into a loan agreement with its related company, Berjaya IPS Credits Sdn Bhd (formerly known as: Inter-Pacific Credits Sdn Bhd). The loan obtained by the Company are RM20,068,000 (2024: RM25,000,000), unsecured and with a maturity date of 12 months from the respective date of the agreement and for loan obtained last year has successfully rollover for 1 more year.

The range of interest rates per annum at the reporting date for borrowings was as follows:

	Group		Company	
	2025	2024	2025	2024
	%	%	%	%
<b>Secured</b>				
Bank overdrafts	8.62 - 8.70	8.60 - 8.65	-	-
Revolving credits	4.71 - 5.36	4.65 - 5.41	-	-
Bankers acceptance	4.69 - 4.70	4.58 - 4.80	-	-
<b>Unsecured</b>				
Other borrowing	10.00	10.00	10.00	10.00

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 22. CONTRACT LIABILITIES

Contract liabilities represent the cash balances in the stored value cards and the deferral in the recognition of revenue relating to the customer loyalty programmes based on the estimated fair value of the free food, beverage or merchandise that is expected to be redeemed. It also represents the aggregate amount of the transaction price allocated to the performance obligations that are unsatisfied (or partially unsatisfied) as at the end of the reporting period. The contract liabilities will only be recognised when the cash balances are used for purchases or when redemption occurs or upon expiry of the redemption period, and hence the Group applies the practical expedient not to disclose the information pertaining to the timing of revenue recognition from the remaining performance obligations.

	Group	
	2025 RM'000	2024 RM'000
At beginning of year	79,693	90,310
Deferred during the year	194,831	343,627
Recognised during the year	(192,445)	(353,823)
Disposal of subsidiary	-	(421)
At end of year	82,079	79,693

## 23. REVENUE

Revenue consists of the following:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contract with customers:				
Sale of food, beverages and merchandises	479,452	750,702	-	-
Other revenue:				
Dividend income from subsidiary company	-	-	-	13,110
	479,452	750,702	-	13,110
Timing of revenue recognition				
- at a point in time	479,452	750,702		

## 24. FINANCE COSTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Interest expenses on				
- Bank borrowings	14,545	13,456	2,570	3,601
- Amount due to:				
- subsidiary company	-	-	1,027	1,133
- immediate holding company	2,005	-	2,005	-
- Other borrowing	4,380	377	4,380	377
- Hire purchase	642	590	-	-
- Lease liabilities (Note 6(b))	19,834	21,894	-	-
Charge out of deferred transaction costs	5	111	5	111
	41,411	36,428	9,987	5,222



# NOTES TO THE FINANCIAL STATEMENTS

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## 25. LOSS BEFORE TAX

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<b>Loss before tax</b>				
<b>is arrived at after charging:</b>				
Auditors' remuneration				
<u>Auditors of the Company (Ernst &amp; Young PLT)</u>				
- statutory audit fee	605	578	178	162
- underprovision in prior years	50	57	16	43
- others services	290	271	209	190
<u>Other auditors other than Ernst &amp; Young PLT</u>				
- statutory audit fee	34	15	-	-
- others services	137	129	-	-
Depreciation of:				
- property, plant and equipment	45,439	51,620	5	3
- right-of-use assets	78,376	80,004	-	-
Amortisation of intangible assets	2,859	2,737	-	-
Royalty expense payable to				
- related company	147	167	-	-
- third party	26,457	34,890	-	-
Staff costs (Note a)	147,693	188,810	592	728
Expenses relating to leases:				
- short-term leases	2,588	5,672	-	-
- leases of low-value assets	19	26	-	-
- relating to variable leases				
payments not included in the				
measurement of lease liabilities	15,098	27,196	-	-
Loss on foreign exchange	30	569	-	-
Other expenses (Note b)	164,800	48,976	209,260	62,231
<b>and crediting:</b>				
Gain on foreign exchange	1,517	81	-	-
Other income (Note c)	28,360	13,943	1,883	2,674

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 25. LOSS BEFORE TAX (CONTINUED)

(a) Staff costs consist of the following:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Wages, salaries and allowances	115,575	146,804	452	598
Social security costs and employees insurance	2,090	2,781	7	9
Bonuses	3,230	2,514	50	28
Pension costs				
- defined contribution plans	13,693	18,461	61	78
Other staff related expenses	13,105	18,250	22	15
	<u>147,693</u>	<u>188,810</u>	<u>592</u>	<u>728</u>

Staff costs exclude remuneration of directors which are disclosed in Note 26.

(b) Other expenses

Included in other expenses are the following:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Impairment in value of:				
- investment in subsidiaries	-	-	209,260	62,231
- goodwill	-	718	-	-
- property, plant and equipment	52,893	11,255	-	-
- right-of-use-assets	74,829	10,601	-	-
Loss on disposal of a subsidiary company	124	10,499	-	-
Loss on disposal of property, plant and equipment	204	431	-	-
Fair value loss of FVTPL equity investment unquoted in Malaysia	1,889	-	-	-
Intangible assets written off	11,187	-	-	-
Property, plant and equipment written off	<u>23,674</u>	<u>15,472</u>	<u>-</u>	<u>-</u>

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 25. LOSS BEFORE TAX (CONTINUED)

### (c) Other income

Included in other income are the following:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Interest income				
- subsidiary company	-	-	1,801	2,486
- financial institutions	122	291	82	188
Gross dividends from other investment				
- quoted in Malaysia	320	320	-	-
Royalty fee income				
from a related company	197	240	-	-
Gain on disposal of property, plant and equipment	-	130	-	-
Gain on disposal of a subsidiary company	1,052	-	-	-
Reversal of impairment in value of:				
- property, plant and equipment	-	6	-	-
- right-of-use-assets	653	-	-	-
Gain on lease modification	19,789	4,420	-	-
Fair value gain on FVTPL equity instruments quoted in Malaysia	-	489	-	-
Foreign currency reserve transferred to profit or loss due to disposal of a subsidiary company	-	796	-	-
Investment income	-	20	-	-
Service charge income	3,086	4,309	-	-

## 26. DIRECTORS' REMUNERATION

The aggregate remuneration paid and payable by the Group and by the Company to the directors of the Company are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<b>Directors of the Company</b>				
Executive				
- Fees	22	49	-	-
- Salaries and other emoluments	2,023	2,170	141	195
- Bonus	400	462	37	40
- Benefit-in-kind	44	10	-	-
	2,489	2,691	178	235
Non-executive				
- Fees	240	240	240	240
- Other emoluments	375	378	375	378
	615	618	615	618
Total directors' remuneration	3,104	3,309	793	853

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 27. TAXATION

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current income tax				
- Malaysian tax	13	1,390	-	472
Over provision in prior years				
- Malaysian tax	(695)	(1,132)	-	(1)
- Foreign tax	-	(73)	-	-
	(695)	(1,205)	-	(1)
	(682)	185	-	471
Deferred tax				
- Relating to origination and reversal of temporary differences	9,439	(672)	-	-
- Under/(over) provision in prior years	411	(1,138)	-	-
	9,850	(1,810)	-	-
Taxation	9,168	(1,625)	-	471

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2024: 24%) of the estimated assessable loss for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

As at reporting date, the ultimate holding company ("UHC") and its subsidiaries ("UHC Group") of which the Group is part of, has performed an assessment of its exposure to Pillar Two income taxes and the UHC Group satisfied the requirements of the Transitional Country-by-Country Reporting Safe Harbour test. Accordingly, no top-up tax was required for the current financial year.

The UHC Group will continue to monitor Pillar Two legislative developments and evaluate the potential future exposure to top-up tax.

# NOTES TO THE FINANCIAL STATEMENTS

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## 27. TAXATION (CONTINUED)

A reconciliation of taxation applicable to loss before tax at the statutory income tax rate to taxation at the effective tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Loss before tax	(278,912)	(89,062)	(220,099)	(54,806)
Applicable tax rate (%)	24	24	24	24
Taxation at applicable tax rate	(66,939)	(21,375)	(52,824)	(13,153)
Income not subject to tax	(239)	(91)	-	(3,146)
Expenses not deductible under tax legislation	37,874	19,296	52,824	16,771
Effect of share of results of joint venture	1,304	280	-	-
Effect of different tax rate in other countries	(29)	157	-	-
Effect of withholding tax	-	4	-	-
Deferred tax assets not recognised during the financial year	37,481	2,447	-	-
Over provision of income tax in prior years	(695)	(1,205)	-	(1)
Under/(over) provision of deferred tax in prior years	411	(1,138)	-	-
Taxation	9,168	(1,625)	-	471

## 28. LOSS PER SHARE

Basic loss per share is calculated by dividing loss for the year attributable to ordinary equity holders of the Company by the weighted average number of ordinary shares with voting rights in issue during the financial year.

	Group	
	2025 RM'000	2024 RM'000
Loss attributable to equity holders	(286,994)	(90,922)
Weighted average number of ordinary shares with voting rights in issue ('000)	1,771,811	1,763,807
Basic loss per share (sen)	(16.20)	(5.15)

Diluted loss per share is not presented as there were no potential dilutive ordinary shares during the financial year.



# NOTES TO THE FINANCIAL STATEMENTS

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## 29. DIVIDENDS

	Company			
	2025 Dividend per share Sen	2025 Dividend RM'000	2024 Dividend per share Sen	2024 Dividend RM'000
<b>Recognised during the year:</b>				
<u>in respect of preceding financial year</u>				
- 4th interim dividend of 0.50 sen single-tier dividend	-	-	0.50	8,771
<u>in respect of current financial year</u>				
- 1st interim dividend of 0.44 sen single-tier dividend	-	-	0.44	7,741
	-	-	0.94	16,512

## 30. SEGMENTAL INFORMATION

The Group operates predominantly in one business segment in Malaysia and outside Malaysia. The primary format, geographical segments, is based on the Group's management and internal reporting structure.

Unallocated assets include items relating to investing and financing activities and items that cannot be reasonably allocated to individual segments.

	Group	
	2025 RM'000	2024 RM'000
<b>Results</b>		
Malaysia	(218,884)	(28,070)
Other South-East Asian countries	(4,896)	(4,298)
Nordic countries	(3,522)	-
	(227,302)	(32,368)
Unallocated corporate expenses	(4,246)	(9,002)
	(231,548)	(41,370)
Investment related income	1,494	1,120
Investment related expenses	(2,013)	(11,217)
	(232,067)	(51,467)
Finance costs	(41,411)	(36,428)
Share of results of joint venture	(5,434)	(1,167)
Loss before tax	(278,912)	(89,062)
Taxation	(9,168)	1,625
Loss for the year	(288,080)	(87,437)

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 30. SEGMENTAL INFORMATION (CONTINUED)

	Revenue	Capital expenditure	Assets	Liabilities
	RM'000	RM'000	RM'000	RM'000
<b>2025</b>				
Malaysia	461,666	27,596	522,780	566,241
Other South-East Asian countries	17,786	14,760	38,322	32,747
Nordic countries	-	7,830	12,713	16,355
	479,452	50,186	573,815	615,343
Unallocated items	-	-	449,776	300,410
<b>Total</b>	<b>479,452</b>	<b>50,186</b>	<b>1,023,591</b>	<b>915,753</b>
<b>2024</b>				
Malaysia	736,027	163,095	909,608	690,447
Other South-East Asian countries	14,675	5,104	37,498	27,474
Nordic countries	-	-	79	15
	750,702	168,199	947,185	717,936
Unallocated items	-	-	468,170	304,962
<b>Total</b>	<b>750,702</b>	<b>168,199</b>	<b>1,415,355</b>	<b>1,022,898</b>

## 31. SIGNIFICANT RELATED PARTY TRANSACTIONS

In addition to the transactions detailed in Notes 21 and 25, and Statements of Cash Flows, the Group and the Company had the following transactions with related parties during the financial year:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<b>Transactions with:</b>				
<b>Ultimate holding company</b>				
- Management fees payable	300	300	300	300
<b>Subsidiaries of ultimate holding company</b>				
- Purchase of cleaning material	50	170	-	-
- Rental payable	1,073	1,612	-	-
- Security guard services	93	306	-	-
- Leasing and hire purchase services	14	4,295	-	-
<b>Companies related to a major shareholder of the ultimate holding company</b>				
- Promotion and advertising expenses	53	69	53	69
- Rental payable	509	686	-	-
- Income from selling food and beverage products	(1,362)	(2,043)	-	-
- Procurement of advertising services	444	876	-	-

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 32. KEY MANAGEMENT PERSONNEL COMPENSATION

The compensation of the key management personnel which comprises persons (including the Directors of the Company) having authority and responsibility for planning, directing and controlling the activities of the Group and the Company directly or indirectly is as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Short-term benefits	3,626	3,764	876	919
Post-employment benefits	389	409	71	76
	<u>4,015</u>	<u>4,173</u>	<u>947</u>	<u>995</u>

## 33. COMMITMENTS

	Group	
	2025 RM'000	2024 RM'000
Capital expenditure		
Property, plant and equipment		
- approved and contracted for	2,860	4,649
- others	748	115
	<u>3,608</u>	<u>4,764</u>
Share subscription in		
- joint venture	8,000	5,000
	<u>11,608</u>	<u>9,764</u>

## 34. FINANCIAL GUARANTEES

The Company provided corporate guarantees to certain financial institutions for credit facilities granted to its subsidiary companies. The Company has assessed and regarded that the credit enhancements provided by these guarantees are minimal. As such, the Company did not ascribe any values to these corporate guarantees.

## 35. FAIR VALUE MEASUREMENT

The Group and the Company measure fair values using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements:

- Level 1 Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 35. FAIR VALUE MEASUREMENT (CONTINUED)

### 35.1 Financial Instruments that are measured at fair value

The table below analyses the financial instruments measured at fair value at the reporting date, according to the level in the fair value hierarchy:

	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
<b>2025</b>				
<b>Financial assets</b>				
Other investment	5,457	-	-	5,457
<b>2024</b>				
<b>Financial assets</b>				
Other investment	23,384	-	-	23,384

There is no transfer of valuation technique between Level 1, 2 and 3 during the financial year.

## 36. FINANCIAL INSTRUMENTS

### 36.1 Classification of financial instruments

The following table analyses the financial assets and financial liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
<b>Financial assets</b>				
<u>FVTOCI</u>				
Other investment	5,457	23,384	-	-
<u>Amortised costs</u>				
Trade and other receivables	43,950	43,049	54,040	35,276
Deposits with financial institutions	3,303	268	3,028	-
Cash and bank balances	17,478	25,657	849	6,039
	64,731	68,974	57,917	41,315
Total financial assets	70,188	92,358	57,917	41,315
<b>Financial liabilities</b>				
<u>Amortised costs</u>				
Trade and other payables	228,466	176,486	67,501	14,616
Lease liabilities	283,176	437,367	-	-
Long term borrowings	18,664	5,666	14,750	-
Short term borrowings	281,746	299,296	67,318	76,995
Total financial liabilities	812,052	918,815	149,569	91,611

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 36. FINANCIAL INSTRUMENTS (CONTINUED)

### 36.2 Determination of fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair values:

	<u>Note</u>
Trade and other receivables	12
Long term borrowings	17
Trade and other payables	20
Short term borrowings	21

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's business whilst managing its market risk (including interest rate risk and foreign exchange risk), liquidity risk and credit risk. The Group operates within clearly defined guidelines and the Group's policy is not to engage in speculative transactions.

### 37.1 Market risk

#### (1) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates.

The Group manages the interest rate risks of its deposits with licensed financial institutions by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank. The Group also ensures that the rates contracted for its interest bearing receivables are reflective of the prevailing market rates.

The Group manages its interest rate risk exposure by actively reviewing its debt portfolio, taking into account the investment holding period and nature of its assets. This strategy allows it to capitalise on cheaper funding in a low interest rate environment and achieve a certain level of protection against rate hikes. The Group does not utilise interest swap contracts or other derivatives instruments for trading or speculation purposes.

The information on maturity dates and effective interest rates of financial assets and liabilities are disclosed in their respective notes.



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

### 37.1 Market risk (continued)

#### (1) Interest rate risk (continued)

At the reporting date, the interest rate profile of the interest-bearing financial instruments were:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<u>Fixed rate instruments</u>				
Financial assets	3,303	268	57,064	35,274
Financial liabilities	6,523	8,392	1,677	5,517
<u>Floating rate instruments</u>				
Financial liabilities	293,887	296,570	82,068	76,995

#### Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not measure any fixed rate instruments at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect the statement of profit or loss and other comprehensive income.

#### Sensitivity analysis for interest rate risk

A change of 25 basis points in interest rates at the reporting date would result in change in profit or loss before tax of the Group and of the Company to be higher/lower by RM735,000 (2024: RM741,000) and by RM205,000 (2024: RM192,000), respectively. This analysis assumes that all the other variables remain constant.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

### 37.1 Market risk (continued)

#### (2) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group is mainly exposed to United States Dollar ("USD"). The net significant unhedged financial liabilities of the Group that are denominated in USD are as follows:

	Group	
	2025 RM'000	2024 RM'000
<b><u>Functional Currency of Group companies</u></b>		
Trade and other payables	22,973	21,007

#### Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's loss net of tax to a reasonably possible change in those foreign currencies and RM exchange rates, against the respective functional currencies of the Group entities, with all other variables remain constant:

	Group	
	2025 RM'000	2024 RM'000
<b><u>Increase/(decrease)</u></b>		
USD/RM - strengthened 10%	1,746	1,597
- weakened 10%	(1,746)	(1,597)

### 37.2 Credit risk

The Group's credit risk is primarily attributable to credit card sales. The Group trades only with recognised and creditworthy card centres.

The Group does not have any significant exposure to any individual customer or counter party nor does it have any major concentration of credit risk related to any financial instrument.

At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

#### **Trade receivables**

The Group's sales are mainly on cash basis, as such, it is not exposed to significant credit risks in relation to its sales. Credit risks, or the risk of counterparties defaulting are minimised and monitored via strictly limiting the Group's associations to business partners with high creditworthiness.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

### 37.2 Credit risk (continued)

The ageing analysis of the trade receivables using simplified approach is as follows:

	Group	
	2025 RM'000	2024 RM'000
Current	2,793	4,874
1 to 30 days	285	771
31 to 60 days	370	2,713
61 to 90 days	372	123
More than 90 days	3,056	1,080
	4,083	4,687
	6,876	9,561

Impairment for trade receivables are recognised based on the simplified approach. Impairment is recognised against trade receivables over their credit period based on estimated amounts determined by reference to past default experience of the counterparty and an analysis of the counterparty's current financial position. The Group's trade receivables are credit card companies and corporate customers. The Group considers the credit card companies have low credit risk, and there was no default payment record for the corporate customers, hence no impairment was provided on the trade receivables.

#### Other receivables

Other receivables are also subject to the impairment requirement of MFRS. The Group and the Company's other receivables are mainly sundry deposits. The Group and the Company considers that the sundry deposits have minimal credit risk, hence no impairment was provided on the other receivables.

#### Amounts owing by subsidiary companies

The Company applied the 3-stage general approach to measuring expected credit losses for amounts owing by subsidiary companies. Generally, the Company considers loans and advances to subsidiaries have low credit risks. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the subsidiaries' loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded.

The Company determines the probability of default for these loans and advances individually using internal information available.

### 37.3 Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group actively manages its debt maturity profile, operating cash flows and the availability of funds so as to ensure that all refinancing, repayment and funding needs are met. As part of the Group's liquidity management, it maintains sufficient levels of cash and seeks co-operation and support from its suppliers and vendors to meet its working capital requirements.

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

### 37.3 Liquidity risk (continued)

As at 30 June 2025, the net current liabilities of the Group were RM510,209,000 (2024: RM438,267,000). Despite the net current liabilities position of the Group, the directors believe that the Group will be able to meet its obligations as and when they fall due based on the plans as disclosed in Note 2.

#### Analysis of financial instruments by remaining contractual maturities

Group	On demand or within one year	One to five years	More than five years	Total
	RM'000	RM'000	RM'000	RM'000
2025				
Financial liabilities				
Trade and other payables	228,466	-	-	228,466
Lease liabilities	70,072	176,000	83,845	329,917
Borrowings	295,817	19,367	-	315,184
	<u>594,355</u>	<u>195,367</u>	<u>83,845</u>	<u>873,567</u>
2024				
Financial liabilities				
Trade and other payables	176,486	-	-	176,486
Lease liabilities	84,397	241,110	203,196	528,703
Borrowings	305,742	7,126	-	312,868
	<u>566,625</u>	<u>248,236</u>	<u>203,196</u>	<u>1,018,057</u>
Company				
	On demand or within one year	One to five years	Total	
	RM'000	RM'000	RM'000	
2025				
Financial liabilities				
Trade and other payables	67,501	-	67,501	
Borrowings	68,985	15,023	84,008	
	<u>136,486</u>	<u>15,023</u>	<u>151,509</u>	
2024				
Financial liabilities				
Trade and other payables	14,616	-	14,616	
Borrowings	79,488	-	79,488	
	<u>94,104</u>	<u>-</u>	<u>94,104</u>	

# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 38. CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to maintain an optimal capital structure in order to support its business and maximise shareholders' value. The Group manages its capital structure and makes adjustments to it, in light of changes in economic condition. To maintain or adjust its capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The Group monitors capital using a gearing ratio, which is total debt divided by total equity. Total equity represents net equity attributable to the owners of the parent plus non-controlling interests.

	Group	
	2025 RM'000	2024 RM'000
Long term borrowings	18,664	5,666
Short term borrowings	281,746	299,296
Total debt	300,410	304,962
Total equity	107,838	392,457
Gearing ratio	278.58%	77.71%

The gearing ratio is not governed by MFRS and its definition and calculation may vary from one Group/Company to another.

## 39. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

- 1) On 15 August 2024, BFI had completed the disposal of its 50%-owned subsidiary company, SER, for a total consideration of RM1.00.
- 2) On 2 December 2024 and 10 February 2025, BFI had completed the disposal of the entire 51% stake together with 100% of the redeemable convertible preference shares in BKelava for a total cash consideration of RM1.35 million.
- 3) On 22 February 2025, BFI entered into a joint venture cum shareholders agreement with Deluxe Daily Food Sdn Bhd to incorporate a 70%-owned subsidiary company namely Berjaya Paris Baguette (B) Sdn Bhd ("BPBB"). The principal activities of BPBB are to develop and operate the "Paris Baguette" chain of bakeries business in Brunei Darussalam and to establish franchise stores under the name of "Paris Baguette".
- 4) On 22 April 2025, BFI had incorporated a wholly-owned subsidiary company, BFM with a share capital of RM3,000. The intended principal activity of BFM is consultancy services and collecting commissions or rebates as intermediary in sale of equipment and products transactions.



# NOTES TO THE FINANCIAL STATEMENTS

30 June 2025

## 40. SIGNIFICANT EVENTS SUBSEQUENT TO THE FINANCIAL YEAR

- 1) On 28 July 2025, the Company proposed to undertake a bonus issue of up to 885,905,562 new free warrants ("Warrants") on the basis of one (1) Warrant for every two (2) existing ordinary shares in BFood held on an entitlement date on 21 October 2025.

On 3 October 2025, the Warrants has been approved by shareholders during the Extraordinary General Meeting.

On 6 October 2025, the Company announced that the exercise price of the Warrants has been fixed at RM0.35 per warrant.

- 2) On 14 August 2025, BFI, a wholly-owned subsidiary of the Company had incorporated a 50% owned joint venture company, BHK Culinary (M) Sdn Bhd with Hock Kee F&B Holding Sdn Bhd. The principal activity is to deal in food and beverages.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERJAYA FOOD BERHAD

(Incorporated in Malaysia)

## Report on the audit of the financial statements

### *Opinion*

We have audited the financial statements of Berjaya Food Berhad, which comprise the statements of financial position as at 30 June 2025 of the Group and of the Company, and statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 123 to 180.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 June 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

### *Basis for opinion*

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

### *Key audit matters*

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. The key audit matters for the audit of the financial statements of the Group and of the Company are described below. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter. For each matter below, our description of how our audit addressed the matter is provided in that content.

We have fulfilled the responsibilities described in the Auditors' responsibilities for the audit of the financial statements section of our report, including in relation to this matter. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matter below, provide the basis of our audit opinion on the accompanying financial statements.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERJAYA FOOD BERHAD

(Incorporated in Malaysia)

## Report on the audit of the financial statements (cont'd)

### Key audit matters (cont'd)

#### 1. Assessment of the Group's and of the Company's liquidity position to meet short-term obligations

(refer to Note 2 to the financial statements)

The Group and the Company reported a net loss after tax of RM288,080,000 (2024: RM87,437,000) and RM220,099,000 (2024: RM55,277,000) respectively for the financial year ended 30 June 2025. As at 30 June 2025, the Group's and the Company's current liabilities exceeded the current assets by RM510,209,000 (2024: RM438,267,000) and RM101,948,000 (2024: RM50,411,000) respectively.

Nevertheless, the Directors are of the view that the preparation of the Group's and of the Company's financial statements on a going concern basis is appropriate as disclosed in Note 2 to the financial statements.

We consider this to be an area of focus due to the inherent complexity and the significant judgement and estimates involved regarding the Group's and the Company's ability to generate net cash inflows from their operating activities, continuous support from their existing bankers for certain borrowing facilities and financial support from their ultimate holding company.

Our procedures to address this area of focus include, amongst others, the following:

- Obtained an understanding and evaluated the basis of the cash flow forecast prepared by management vis-à-vis the Group's and the Company's business plans and strategies, including meeting the short-term obligations over the next 18 months after the reporting date;
- Assessed the estimates of revenue and major operating costs, compared them against the Group's business plans and historical performance, taking into consideration the current and expected economic outlook in Malaysia;
- Assessed the likelihood of the renewal of existing borrowing facilities of the Group based on historical and current year's trends; and
- Assessed the viability of the financial support from the ultimate holding company through discussion, examining of key documents and review of the nature, extent and timing of the procedures performed by the auditors of the ultimate holding company on the availability of sources of funds and its intention to provide financial support to the Group and to the Company.

We have also evaluated the adequacy of the disclosures in relation to this matter which are included in Note 2 to the financial statements.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERJAYA FOOD BERHAD

(Incorporated in Malaysia)

## Report on the audit of the financial statements (cont'd)

### Key audit matters (cont'd)

#### 2. Impairment of Goodwill relating to café chain segment and Property Plant and Equipment (PPE) and Right of Use Assets (ROU) relating to the Malaysia segment

(refer to Note 4(b)(i), Note 4(b)(iii), Note 5, Note 6 and Note 10 to the financial statements)

Goodwill relating to the café chain segment, PPE and ROU relating to the Malaysia segment amounting to RM422,005,000, RM202,181,000 and RM178,066,000 formed 41%, 20% and 17% of total assets of the Group as at 30 June 2025, respectively.

Goodwill is subject to an annual impairment test whereas PPE and ROU are tested when there is indication of impairment. The Group estimates the recoverable amount of the cash generating unit ("CGU") based on value-in-use ("VIU"). Estimating the VIU of the CGU involves assumptions made by the management relating to the future cash inflows and outflows that will be derived from the CGU and discounting them at an appropriate rate. The cash flow forecasts, which have been approved by the Board of Directors, contain a number of significant judgements and estimates including estimates on budgeted gross margin, revenue growth rate and discount rate.

Arising from the assessment, the Group recorded an impairment loss of RM52,893,000 and RM74,829,000 relating to PPE and ROU respectively in the current financial year.

We consider this to be an area of focus for our audit as the amount involved is significant and the impairment assessment is complex and involves significant judgements about future market and economic conditions. Our procedures to address this area of focus include, amongst others, the following:

- Obtained an understanding of the relevant internal controls over the process of estimating the recoverable amounts of the CGU;
- Obtained the board approved cash flow forecasts and budgets used by management for impairment assessment;
- Evaluated the appropriateness of the methodology and approach applied, and considered whether it is commonly used in the industry;
- Evaluated the basis of preparing the cash flow forecasts by taking into consideration the assessment of management's historical budgeting accuracy;
- Challenged whether key assumptions relating to budgeted gross margin and revenue growth rate are reasonable by making comparisons to historical trends, taking into consideration the current and expected outlook of economic growth in Malaysia;
- Involved our internal valuation specialists to evaluate whether the rate used in discounting the future cash flows to its present value was appropriate; and
- Analysed the sensitivity of the key assumptions by assessing the impact of changes to the key assumptions to the recoverable amount.

We have also evaluated the adequacy of the disclosures concerning those key assumptions to which the outcome of the impairment test is most sensitive. The disclosures on key assumptions and sensitivities are included in Note 5, Note 6 and Note 10 to the financial statements.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERJAYA FOOD BERHAD

(Incorporated in Malaysia)

## Report on the audit of the financial statements (cont'd)

### Key audit matters (cont'd)

#### 3. Revenue from contracts with customers relating to the Malaysia segment

(refer to Note 3.12 and Note 23 to the financial statements)

Revenue from contracts with customers relating to the Malaysia segment amounting to RM461,666,000 formed 96% of revenue of the Group for the financial year ended 30 June 2025.

The processing and recording of revenue from sale of food and beverages and merchandise goods relies heavily on information technology systems. The information technology systems process large volumes of data which consists of individually low value transactions.

We consider this to be an area of focus for our audit as the magnitude and the high volume of transactions may give rise to a higher risk of material misstatement relating to timing and the amount of revenue recognised.

Our procedures to address this area of focus include, amongst others, the following:

- Obtained an understanding of the relevant internal controls over the revenue recognition process;
- Involved our information technology specialists to test the operating effectiveness of the automated controls of Point of Sales system;
- Tested the data interface between the Point of Sales system and the general ledger, including the updating of approved product price changes in the system;
- Tested the relevant information technology-dependent manual controls in place to ensure the completeness and accuracy of revenue recognised;
- Obtained reports on the service organisation's controls performed in accordance with International Standard on Assurance Engagements 3402 'Assurance Reports on Controls at a Service Organisation' to understand the controls that have been designed and implemented by the service organisation;
- Performed a three-way correlation between revenue, receivables, deferred revenue and cash and bank balances using data analytics including cash anchor testing; and
- Performed cut-off procedures to determine if revenue is recorded in the correct accounting period.

We have also evaluated the adequacy of the disclosures in relation to revenue recognised which are included in Note 23 to the financial statements.



# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERJAYA FOOD BERHAD

(Incorporated in Malaysia)

## Report on the audit of the financial statements (cont'd)

*Key audit matters (cont'd)*

### 4. Impairment of investment in subsidiary companies

(refer to Note 4(b)(ii) and Note 7 to the financial statements)

As at 30 June 2025, the carrying amount of the investment in subsidiary companies amounted to RM193,589,000, representing 83% and 73% of the Company's total non-current assets and total assets respectively. Included in this amount is accumulated impairment of RM314,968,000 (2024: RM105,708,000) on certain subsidiary companies.

The Company reviews its investment for potential impairment of investment due to worsen performance and profitability of the subsidiary companies mentioned above. For this purpose, the Company performs an assessment to determine the recoverable amounts of such investments. The Company estimates the recoverable amounts of the respective subsidiaries' CGUs based on the higher of their fair values less cost to sell and their respective VIU. Estimating the VIU of the CGUs involved estimates made by management relating to the future cash inflows and outflows that will be derived from the CGUs, and discounting them at an appropriate rate.

The cash flow forecasts, which have been approved by the Board of Directors, contain a number of significant judgements and estimates such as the growth rate, margin and discount rate. Arising from the assessment, the Company recorded an impairment loss of RM209,260,000 in the current financial year.

We consider this to be an area of focus for our audit as the amounts involved are significant and the impairment assessment is complex and involves significant judgements about future market and economic conditions.

Our procedures to address this area of focus included, amongst others, the following:

- Obtained an understanding of the relevant internal controls over the process of estimating the recoverable amounts of the CGUs;
- Obtained the board approved cash flow forecast and budget used by management for impairment assessment;
- Evaluated the appropriateness of the methodology and approach applied, and considered whether it is commonly used in the industry;
- Evaluated the basis of preparing the cash flow forecasts by taking into consideration the assessment of management's historical budgeting accuracy;
- Challenged whether key assumptions relating to budgeted gross margin and revenue growth rate were reasonable by making comparisons to historical trends, taking into consideration the current and expected outlook of the economic growth;

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERJAYA FOOD BERHAD

(Incorporated in Malaysia)

## Report on the audit of the financial statements (cont'd)

### *Key audit matters (cont'd)*

#### 4. Impairment of investment in subsidiary companies (cont'd.)

Our procedures to address this area of focus included, amongst others, the following: (cont'd.)

- Involved our internal valuation specialists to evaluate whether the rate used in discounting the future cash flows to its present value was appropriate; and
- Analysed the sensitivity of the key assumptions by assessing the impact of changes to the key assumptions to the recoverable amount.

We have also evaluated the adequacy of the disclosures concerning the impairment assessment which are included in Note 7 of the financial statements.

### *Information other than the financial statements and auditors' report thereon*

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the annual report, which is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### *Responsibilities of the directors for the financial statements*

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERJAYA FOOD BERHAD

(Incorporated in Malaysia)

## Report on the audit of the financial statements (cont'd)

### *Auditors' responsibilities for the audit of the financial statements*

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF BERJAYA FOOD BERHAD

(Incorporated in Malaysia)

## Report on the audit of the financial statements (cont'd)

### *Auditors' responsibilities for the audit of the financial statements (cont'd.)*

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on other legal and regulatory requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 7 to the financial statements.

## Other matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT  
202006000003 (LLP0022760-LCA) & AF 0039  
Chartered Accountants

Kuala Lumpur, Malaysia  
21 October 2025

Chong Tse Heng  
No. 03179/05/2027 J  
Chartered Accountant

# RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

For The Financial Year Ended 30 June 2025

Berjaya Food Berhad ("BFood") Group with the following Related Parties	Nature of Transactions undertaken by BFood and / or its unlisted subsidiary companies	Amount transacted from 1/7/2024 - 30/6/2025 (RM'000)
<b>Berjaya Corporation Berhad ("BCorp") and its unlisted subsidiary companies</b>		
BCorp	Management fees payable by BFood for services rendered that include, among others, the provision of finance, secretarial, internal audit and general administrative services	300
BCorp and its subsidiaries	Income receivable by Bestari Food Trading Sdn Bhd (Formerly known as Berjaya Food Trading Sdn Bhd) ("BFT") from sale of bottled beverages and consumable products	4
Berjaya Krispy Kreme Doughnuts Sdn Bhd	Income receivable by Berjaya Jollibean (M) Sdn Bhd from sale of food and beverages products	11
	Receipt of food handler training and quality assurance food store audit services by Berjaya Food (Internation) Sdn Bhd ("BFI")	18
BLoyalty Sdn Bhd	Loyalty reward charges payable by the BFood Group for managing the loyalty card programme	53
Berjaya Registration Services Sdn Bhd	Receipt of share registration services and other related services by BFood	57
Kimia Suchi Marketing Sdn Bhd	Purchase of cleaning chemical products by the BFood Group	50
Prime Credit Leasing Berhad	Receipt of leasing and hire purchase facilities by BFood Group	14
Securexpress Services Sdn Bhd	Receipt of transportation services by the BFood Group	11
E.V.A. Management Sdn Bhd	Receipt of human resource management services by the BFood Group	4
Regal Class Residence Sdn Bhd	Rental payable by Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks") at RM19,098 per month or based on 15% of monthly gross sales generated, whichever is higher, for renting of shoplot at Lot 1-1-1A, Menara Bangkok Bank, Laman Sentral Berjaya, Jalan Ampang, Kuala Lumpur. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	229
Berjaya Roasters Pte Ltd	Royalty fee payable by BRoasters in respect of receipt of ongoing training and support services provided	126
MyInvoice2U Sdn Bhd	Procurement of e-invoicing system software and related services by BFood Group	63
<b>Total</b>		<b>940</b>
<b>Berjaya Land Berhad ("BLand") and its unlisted subsidiary companies</b>		
Berjaya Guard Services Sdn Bhd	Receipt of security guard services by BStarbucks	93
Nural Enterprise Sdn Bhd	Rental payable by BStarbucks at RM4,456 per month for renting of office at Lots 1.07 & 1.08, Podium Block, Plaza Berjaya, Jalan Imbi, Kuala Lumpur. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	49
ANSA Hotel KL Sdn Bhd	Rental payable by BStarbucks at:-	
	1. RM98,601 per month for renting of shoplot at Lot 03, Ground Floor, ANSA Hotel KL, Jalan Bukit Bintang, Kuala Lumpur. Tenure of the rental agreement is for a period of 7 months and renewable thereafter	461
	2. RM982 per month for renting of storage space at Lot B-05, Basement, ANSA Hotel KL, Jalan Bukit Bintang, Kuala Lumpur. Tenure of the rental agreement is for a period of 7 months and renewable thereafter	11



# RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

For The Financial Year Ended 30 June 2025

Berjaya Food Berhad ("BFood") Group with the following Related Parties	Nature of Transactions undertaken by BFood and / or its unlisted subsidiary companies	Amount transacted from 1/7/2024 - 30/6/2025 (RM'000)
<b>Berjaya Land Berhad ("BLand") and its unlisted subsidiary companies</b>		
BLand and its subsidiaries	Income receivable by BFT from sale of bottled beverages and consumable products	604
Berjaya Hartanah Berhad	Rental payable by BStarbucks at RM8,290 per month for renting of shoplot at Lot G-05, Ground Floor, Tropika Bukit Jalil, Jalan Jalil Perkasa 3, Kuala Lumpur. Tenure of the rental is for a period of 3 years and renewable thereafter	99
Cempaka Properties Sdn Bhd	Rental payable by BRoasters at RM6,730 per month for renting of shoplot at Lot G.83, Ground Floor, Berjaya Megamall, Jalan Tun Ismail, Kuantan, Pahang. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	81
	Rental payable by BStarbucks at:-  1. RM12,397 per month or based on 10% of monthly gross sales generated, whichever is higher, for renting of shoplot and RM1,650 per month for renting of outdoor seating at Lot G.15, Ground Floor, Berjaya Megamall, Jalan Tun Ismail, Kuantan, Pahang. Tenure of the rental agreement for shoplot is for a period of 3 years and the tenure of the rental agreement for the outdoor seating is for a period of 3 years and renewable thereafter	140
	2. RM300 per month for renting of storage space at Lot S2.B, 2nd Floor, Berjaya Megamall, Jalan Tun Ismail, Kuantan, Pahang. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	3
<b>Total</b>		<b>1,541</b>
<b>Berjaya Assets Berhad ("BAssets") and its subsidiary companies</b>		
BTS Car Park Sdn Bhd	Parking charges payable monthly by the BFood Group for leasing of parking bays at Berjaya Times Square, Jalan Imbi, Kuala Lumpur	144
Berjaya Times Square Sdn Bhd	Rental payable by BRoasters at RM18,941 per month for renting of office at Lots 09-07 to 09-13, 9th Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	227
	Rental payable by BStarbucks at:-  1. RM12,908 per month for renting of walkway area adjacent to Lots G-09C, G-09D, G-09E and G-09G, Ground Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	92
	2. RM1,848 per month for renting of storage space at Lot 10-05, 10th Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	22
	3. RM1,212 per month for renting of premises as call centre at Lot 10-01G, 10th Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	14
<b>Total</b>		<b>499</b>

# RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

For The Financial Year Ended 30 June 2025

Berjaya Food Berhad ("BFood") Group with the following Related Parties	Nature of Transactions undertaken by BFood and / or its unlisted subsidiary companies	Amount transacted from 1/7/2024 - 30/6/2025 (RM'000)
<b>7-Eleven Malaysia Holdings Berhad and its subsidiary company</b>		
7-Eleven Malaysia Sdn Bhd	Income receivable by BFT from sale of bottled beverages and consumable products	1,362
	Procurement of advertising services payable by BFT	444
	Income receivable by Berjaya Jollibean (M) Sdn Bhd from sale of beverages and consumable products	624
<b>Total</b>		<b>2,430</b>
<b>Other related parties</b>		
Sun Media Corporation Sdn Bhd	Procurement of advertising and publishing services by the BFood Group	53
Qinetics MSP Sdn Bhd (a)	Purchase of hardware, software and network equipment by the BFood Group	1
<b>Total</b>		<b>54</b>
<b>Grand Total</b>		<b>5,464</b>

Note:

- (a) Qinetics MSP Sdn Bhd is a 100%-owned subsidiary of Qinetics Solutions Sdn Bhd which in turn is a 73%-owned subsidiary of MOL.com Sdn Bhd. TSVT is a deemed major shareholder of Qinetics MSP Sdn Bhd by virtue of his 81.17% direct interest in MOL.com Sdn Bhd.

## OTHER INFORMATION

### Material Contracts

Other than as disclosed in Notes 12, 21, 23, 25, 31 and 33 to the financial statements for the financial year ended 30 June 2025, there were no other material contracts entered into by Berjaya Food Berhad and its subsidiary companies involving Directors and major shareholders.

### Additional Information

The amount of non-audit fees incurred for services rendered to the Group for the financial year ended 30 June 2025 amounted to RM427,000 (2024: RM400,000).

# MATERIAL PROPERTIES OF THE GROUP

As At 30 June 2025

Location	Tenure	Size	Estimated age of building	Date of acquisition	Net book value (RM'000)
No. G-09A, Ground Floor, Berjaya Times Square, No.1, Jalan Imbi, 55100 Kuala Lumpur	Freehold	161 sq.m.	22 years	2/9/2016	15,078
No. G-09B, Ground Floor, Berjaya Times Square, No.1, Jalan Imbi, 55100 Kuala Lumpur	Freehold	77 sq.m.	22 years	31/07/2018	11,182
Lot 10-01E, 10-01F and balance lot Level 10, Berjaya Times Square, No.1, Jalan Imbi, 55100 Kuala Lumpur	Freehold	7,732 sq.ft.	22 years	22/12/2021	4,694
Lot 10-02, 10-02A, 10-02B & 10-02C and balance lot Level 10, Berjaya Times Square, No.1, Jalan Imbi, 55100 Kuala Lumpur	Freehold	16,383 sq.ft.	22 years	22/12/2021	10,494

# STATEMENT OF DIRECTORS' SHAREHOLDINGS

As At 2 October 2025

The Company	Number of ordinary shares			
	Direct Interest	%	Deemed Interest	%
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibrni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah	585,800	0.03	-	-
Dato' Sydney Lawrance Quays	4,282,400	0.24	50,500#	0.00
Tan Thiam Chai	2,043,735	0.12	-	-
Dato' (Dr) Mustapha Bin Abd Hamid	813,050	0.05	-	-

Subsidiary companies:

Berjaya Paris Baguette Philippines Inc.	Number of ordinary shares			
	Direct Interest	%	Deemed Interest	%
Dato' Sydney Lawrance Quays	1,000	0.07	-	-

Berjaya Nordic (Denmark) ApS	Number of ordinary shares			
	Direct Interest	%	Deemed Interest	%
Dato' Sydney Lawrance Quays	252	4.50	-	-

Ultimate holding company:

Berjaya Corporation Berhad	Number of ordinary shares			
	Direct Interest	%	Deemed Interest	%
Dato' Sydney Lawrance Quays	27	0.00	-	-
Tan Thiam Chai	161,831	0.00	136,717#	0.00
Chryseis Tan Sheik Ling	515,187	0.01	-	-

	Number of 2% Irredeemable Convertible Unsecured Loan Stocks 2016/2026 of RM1.00 nominal value each			
	Direct Interest	%	Deemed Interest	%
Tan Thiam Chai	1,000	0.00	-	-

	Number of Warrants 2016/2026			
	Direct Interest	%	Deemed Interest	%
Tan Thiam Chai	1,000	0.00	-	-

Related companies:

Berjaya Land Berhad	Number of ordinary shares			
	Direct Interest	%	Deemed Interest	%
Tan Thiam Chai	40,000	0.00	-	-
Chryseis Tan Sheik Ling	5,000,000	0.10	-	-

Sports Toto Berhad	Number of ordinary shares			
	Direct Interest	%	Deemed Interest	%
Tan Thiam Chai	178,965	0.01	138,327#	0.01
Chryseis Tan Sheik Ling	720,000	0.05	-	-
Datin Chee Yoke Kuan	1,000	0.00	-	-

# Denotes indirect interest pursuant to Section 59 (11) (c) of the Companies Act 2016.

Save as disclosed, none of the other Directors of the Company had any interest in the shares, warrants and debentures of the Company or its related corporations as at 2 October 2025.



# SUBSTANTIAL SHAREHOLDERS

As At 2 October 2025

The Company	Number of ordinary shares			
	Direct Interest	%	Deemed Interest	%
Tan Sri Dato' Seri Vincent Tan Chee Yioun	95,632,451	5.40	1,126,434,995 <sup>(a)</sup>	63.58
Berjaya Corporation Berhad	100,986,307	5.70	1,007,773,688 <sup>(b)</sup>	56.88
Berjaya Group Berhad	662,108,601	37.37	345,665,087 <sup>(c)</sup>	19.51
Juara Sejati Sdn Bhd	107,308,000	6.06	172,158,152 <sup>(d)</sup>	9.72
Teras Mewah Sdn Bhd	66,155,000	3.73	42,571,736 <sup>(e)</sup>	2.40

(a) Deemed interested by virtue of his interests in Berjaya Corporation Berhad, 7-Eleven Malaysia Holdings Berhad (the holding company of Convenience Shopping (Sabah) Sdn Bhd), Hotel Resort Enterprise Sdn Bhd and his deemed interest in Berjaya Infrastructure Sdn Bhd.

(b) Deemed interested by virtue of its 100% interest in Berjaya Group Berhad.

(c) Deemed interested by virtue of its 100% interests in Country Farms Sdn Bhd, Juara Sejati Sdn Bhd and Teras Mewah Sdn Bhd.

(d) Deemed interested by virtue of its interests in Berjaya Land Berhad, REDtone Digital Berhad, Berjaya IPS Equity Sdn Bhd (Formerly known as Inter-Pacific Capital Sdn Bhd), Berjaya Securities Sdn Bhd (Formerly known as Inter-Pacific Securities Sdn Bhd), Berjaya IPS Credits Sdn Bhd (Formerly known as Inter-Pacific Credits Sdn Bhd) and Sports Toto Berhad (the holding company of Magna Mahsuri Sdn Bhd).

(e) Deemed interested by virtue of its interests in Berjaya Land Berhad and Sports Toto Berhad (the holding company of Magna Mahsuri Sdn Bhd).

# STATISTICS ON SHARES

As At 2 October 2025

## ANALYSIS OF SHAREHOLDINGS

Total Number of Issued Shares : 1,771,811,124 (excluding 175,821,661 Treasury Shares)

Class of Shares : Ordinary Shares

Voting Rights : One (1) vote per ordinary share

Size of Shareholdings	No. of Shareholders	%	No. of Ordinary Shares	%
less than 100	1,735	22.36	38,563	0.00
100 - 1,000	1,418	18.27	555,327	0.03
1,001 - 10,000	2,413	31.10	10,771,391	0.61
10,001 - 100,000	1,846	23.79	55,481,790	3.13
100,001 - 88,590,556	345	4.45	1,462,347,746	82.54
88,590,557* and above	2	0.03	242,616,307	13.69
<b>Total</b>	<b>7,759</b>	<b>100.00</b>	<b>1,771,811,124</b>	<b>100.00</b>

\* Denotes 5% of the total number of issued shares with voting rights.

## THIRTY (30) LARGEST SHAREHOLDERS

	Name of Shareholders	No. of Ordinary Shares Held	%
1	<b>Maybank Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Berjaya Group Berhad	141,630,000	7.99
2	<b>Amsec Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account - Ambank (M) Berhad For Berjaya Corporation Berhad	100,986,307	5.70
3	<b>HLIB Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Berjaya Group Berhad	87,255,000	4.93
4	<b>Berjaya Group Berhad</b>	86,292,076	4.87
5	<b>Berjaya Equity Nominees (Tempatan) Sdn Bhd (Formerly known as Inter-Pacific Equity Nominees (Tempatan) Sdn Bhd)</b> Berjaya Mutual Berhad For Amanah Raya Berhad For Common Fund	86,000,000	4.85
6	<b>Amsec Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account - Ambank (M) Berhad For Berjaya Group Berhad (BX1280)	68,089,000	3.84
7	<b>CIMB Group Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Berjaya Group Berhad (BCB CBM-C2-SBLC)	67,521,025	3.81
8	<b>RHB Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Berjaya Group Berhad	67,000,000	3.78
9	<b>CGS International Nominees Malaysia (Tempatan) Sdn Bhd</b> Pledged Securities Account For Tan Sri Dato' Seri Vincent Tan Chee YOUNG (MY3309)	61,746,650	3.49
10	<b>RHB Nominees (Tempatan) Sdn Bhd</b> OSK Capital Sdn Bhd For Detik Ria Sdn Bhd	55,945,400	3.16
11	<b>Berjaya Equity Nominees (Tempatan) Sdn Bhd (Formerly known as Inter-Pacific Equity Nominees (Tempatan) Sdn Bhd)</b> Berjaya IPS Credits Sdn Bhd (Formerly known as Inter-Pacific Credits Sdn Bhd)	51,862,000	2.93
12	<b>Pertubuhan Keselamatan Sosial</b>	48,480,000	2.74

# STATISTICS ON SHARES

As At 2 October 2025

	Name of Shareholders	No. of Ordinary Shares Held	%
13	<b>Ifast Nominees (Tempatan) Sdn Bhd</b> Global Success Network Sdn Bhd	46,961,600	2.65
14	<b>REDtone Digital Berhad</b>	46,827,416	2.64
15	<b>Amsec Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account - Ambank (M) Berhad For Teras Mewah Sdn Bhd	43,430,000	2.45
16	<b>Amsec Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account - Ambank (M) Berhad For Berjaya Group Berhad	35,350,000	2.00
17	<b>Magna Mahsuri Sdn Bhd</b>	34,239,236	1.93
18	<b>Affin Hwang Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Berjaya Group Berhad	31,562,500	1.78
19	<b>Alliancegroup Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Tan Sri Dato' Seri Vincent Tan Chee Yioun (8087489)	31,500,000	1.78
20	<b>Phillip Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Juara Sejati Sdn Bhd	30,300,000	1.71
21	<b>CGS International Nominees Malaysia (Tempatan) Sdn Bhd</b> Pledged Securities Account For Berjaya Group Berhad (M4143B)	27,897,000	1.57
22	<b>RHB Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Juara Sejati Sdn Bhd	26,984,900	1.52
23	<b>Lim Boon Liat</b>	23,230,000	1.31
24	<b>MBSB Investment Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Berjaya Group Berhad (MGN - TMS0004M)	23,000,000	1.30
25	<b>Kebawah Duli Yang Maha Mulia Seri Paduka Baginda Yang Di-Pertuan Agong Sultan Ibrahim</b>	22,725,000	1.28
26	<b>CGS International Nominees Malaysia (Tempatan) Sdn Bhd</b> Pledged Securities Account For Juara Sejati Sdn Bhd (MY4143)	21,866,500	1.23
27	<b>Salcon Berhad</b>	20,500,000	1.16
28	<b>Lim Leng Bung</b>	20,000,000	1.13
29	<b>MBSB Investment Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Teras Mewah Sdn Bhd (MGN - TMS0004M)	19,995,000	1.13
30	<b>BBL Nominees (Tempatan) Sdn Bhd</b> Pledged Securities Account For Berjaya Securities Sdn Bhd (Formerly known as Inter-Pacific Securities Sdn Bhd)	18,000,000	1.02
		<b>1,447,176,610</b>	<b>81.68</b>

# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN THAT** the Sixteenth Annual General Meeting ("16th AGM") of Berjaya Food Berhad will be held at Perdana Ballroom, Bukit Jalil Golf & Country Resort, Jalan Jalil Perkasa 3, Bukit Jalil, 57000 Kuala Lumpur on Wednesday, 3 December 2025 at 10.00 a.m. for the following purposes:-

## AGENDA

### As Ordinary Business

- |   |   |
|---|---|
| 1. To receive the audited financial statements for the financial year ended 30 June 2025 and the Directors' and Auditors' Reports thereon.  | <b>(Please refer to the Explanatory Note 1)</b> |
| 2. To approve the payment of Directors' fees amounting to RM240,000.00 to the Non-Executive Directors of the Company for the financial year ended 30 June 2025.   | <b>Resolution 1</b>                             |
| 3. To approve the payment of Directors' Benefits (excluding Directors' fees) to the Non-Executive Directors of the Company up to an amount of RM600,000.00 for the period from 4 December 2025 until the next Annual General Meeting of the Company to be held in 2026. | <b>Resolution 2</b>                             |
| 4. To re-elect the following Directors who retire pursuant to Clause 117 of the Company's Constitution:-  |   |
| (a) Dato' (Dr) Mustapha Bin Abd Hamid   | <b>Resolution 3</b>                             |
| (b) Tan Thiam Chai  | <b>Resolution 4</b>                             |
| 5. To re-appoint Messrs Ernst & Young PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.  | <b>Resolution 5</b>                             |

### As Special Business

6. To consider and, if thought fit, pass the following Ordinary Resolutions:-

**(i) Authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016**

"THAT subject always to the Companies Act 2016, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the Constitution of the Company and the approvals of the relevant governmental/ regulatory authorities, the Directors be and are hereby empowered, pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot shares in the Company from time to time at such price and upon such terms and conditions and for such purposes as the Directors may deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being AND THAT the Directors be and are also empowered to obtain the approval from Bursa Malaysia Securities Berhad for the listing and quotation for the additional shares so issued AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.

AND THAT pursuant to Section 85 of the Companies Act 2016 to be read together with Clause 60 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the Company to be offered new shares ranking pari passu in all respects with the existing ordinary shares arising from the issuance and allotment of the shares pursuant to Sections 75 and 76 of the Companies Act 2016."

**Resolution 6**

## NOTICE OF ANNUAL GENERAL MEETING

### (ii) Proposed Renewal of and new Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

"THAT subject to the provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given for the Company and its subsidiary companies, to enter into recurrent related party transactions of a revenue or trading nature with the related parties as specified in Section 2.3 of Part A of the Circular to Shareholders dated 28 October 2025 ("Proposed Mandate") which are necessary for the day-to-day operations and/or in the ordinary course of business of the Company and its subsidiary companies on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company and that such approval shall continue to be in force until:-

- (a) the conclusion of the next Annual General Meeting ("AGM") of the Company following the AGM at which such ordinary resolution for the Proposed Mandate was passed, at which time it will lapse, unless by ordinary resolution passed at that general meeting, the authority is renewed;
- (b) the expiration of the period within which the next AGM after the date it is required to be held pursuant to Section 340(2) of the Companies Act 2016 (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Companies Act 2016); or
- (c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever is the earlier;

AND FURTHER THAT authority be and is hereby given to the Directors of the Company and its subsidiary companies to complete and do all such acts and things (including executing such documents as may be required) to give effect to such transactions as authorised by this Ordinary Resolution."

**Resolution 7**

### (iii) Proposed Renewal of Authority for the Company to Purchase its Own Shares

"THAT subject always to the Companies Act 2016 ("Act"), rules, regulations and orders made pursuant to the Act, provisions of the Company's Constitution, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Exchange") and the requirements of any other relevant authority, the Directors of the Company be and are hereby authorised to purchase such number of ordinary shares in the Company ("BFood Shares") through the Exchange and to take all such steps as are necessary (including the opening and maintaining of a central depositories account under the Securities Industry (Central Depositories) Act, 1991) and enter into any agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time and to do all such acts and things in the best interests of the Company, subject further to the following:-

1. the maximum number of ordinary shares which may be purchased and held by the Company shall be equivalent to ten per centum (10%) of the total number of issued shares of the Company;
2. the maximum funds to be allocated by the Company for the purpose of purchasing the ordinary shares shall not exceed the total retained profits of the Company;



## NOTICE OF ANNUAL GENERAL MEETING

3. the authority shall commence immediately upon passing of this ordinary resolution until:-
- (a) the conclusion of the next Annual General Meeting ("AGM") of the Company following the AGM at which such ordinary resolution was passed, at which time it will lapse, unless by ordinary resolution passed at that general meeting, the authority is renewed, either unconditionally or subject to conditions; or
  - (b) the expiration of the period within which the next AGM after that date it is required by law to be held; or
  - (c) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

whichever occurs first;

AND THAT upon completion of the purchase(s) of the BFood Shares or any part thereof by the Company, the Directors of the Company be and are hereby authorised to deal with any BFood Shares so purchased by the Company in the following manner:-

- (a) cancel all the BFood Shares so purchased; or
- (b) retain all the BFood Shares as treasury shares (of which may be dealt with in accordance with Section 127(7) of the Act); or
- (c) retain part thereof as treasury shares and subsequently cancelling the balance; or
- (d) in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act and the requirements of the Exchange and any other relevant authority for the time being in force."

### Resolution 8

7. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

By Order of the Board

### THAM LAI HENG MICHELLE

(MAICSA 7013702)

(SSM Practising Certificate No. 202008001622)

Secretary

Kuala Lumpur  
28 October 2025

# NOTICE OF ANNUAL GENERAL MEETING

## NOTES:

### 1. Audited Financial Statements

The Audited Financial Statements are meant for discussion only as it does not require shareholders' approval pursuant to the provisions of Section 340(1)(a) of the Companies Act 2016. Hence, this item on the Agenda is not put forward for voting.

### 2. Directors' Fees

The quantum of the Directors' fees for each of the Non-Executive Directors for the financial year ended 30 June 2025 is the same as the previous financial year ended 30 June 2024.

### 3. Directors' Benefits (excluding Directors' Fees)

Section 230(1) of the Companies Act 2016 provides that the "fees" of the Directors and "any benefits" payable to the Directors of a listed company and its subsidiaries shall be approved at a general meeting. Pursuant thereto, shareholders' approval shall be sought at this Annual General Meeting ("AGM") for the payment of Directors' Benefits (excluding Directors' fees) payable to the Non-Executive Directors of the Company.

Resolution 2 is to seek shareholders' approval at the 16th AGM for the payment of Directors' Benefits (excluding Directors' fees) payable to the Non-Executive Directors of the Company for the period from 4 December 2025 until the next AGM of the Company to be held in 2026.

The current Directors' Benefits (excluding Directors' fees) payable to the Non-Executive Directors of the Company comprises of chairman allowances, other emoluments and meeting allowances.

In determining the estimated amount of benefits payable to the Non-Executive Directors, the Board considered various factors including the number of scheduled meetings for the Board of Directors ("Board"), Board Committees and general meetings of the Company as well as the number of Non-Executive Directors involved in these meetings.

In the event where the payment of Directors' Benefits (excluding Directors' fees) payable during the above period exceeded the estimated amount sought at the 16th AGM, a shareholders' approval will be sought at the next AGM for the shortfall.

### 4. Re-election of Directors

Pursuant to Clause 117 of the Company's Constitution, one third (1/3) of the Directors shall retire from office at least once in every three (3) years at each AGM of the Company and the retiring Directors can offer themselves for re-election.

Resolution 3 to Resolution 4 are to seek shareholders' approval at the 16th AGM for the re-election of Directors who retire by rotation pursuant to Clause 117 of the Company's Constitution.

Dato' (Dr) Mustapha Bin Abd Hamid and Tan Thiam Chai ("Retiring Directors") have completed their respective declaration on the fitness and propriety, contribution and performance and calibre and personality in accordance with the Directors' Fit and Proper Policy of the Company.

The Board through the Nomination Committee ("NC") had undertaken an annual assessment evaluation and fit and proper assessment on the Retiring Directors who are seeking for re-election as Directors of the Company pursuant to Clause 117 of the Company's Constitution.

Based on the results of the assessment conducted, the NC was satisfied with the favourable evaluation of the overall performance and contributions of the Retiring Directors and the Retiring Directors have fulfilled the fit and proper criteria in accordance to the Directors' Fit and Proper Policy of the Company. Accordingly, NC recommended to the Board for re-election of the Retiring Directors. The Board has deliberated and endorsed the NC's recommendation and supports the re-election of Retiring Directors and recommended the re-election

# NOTICE OF ANNUAL GENERAL MEETING

of Retiring Directors for approval by the shareholders at the forthcoming 16th AGM. The Retiring Directors had abstained from deliberations and decisions on their re-election at the Board Meeting.

The profiles of the Retiring Directors are set out in the Profile of Directors in the Company's 2025 Annual Report.

## 5. Re-appointment of Auditors

Resolution 5 is to seek shareholders' approval at the 16th AGM for the re-appointment of Messrs Ernst & Young PLT ("EY") as Auditors of the Company until the conclusion of the next AGM of the Company and to authorise the Directors to fix their remuneration.

The Audit and Risk Management Committee ("ARMC") has considered and recommended to the Board on the re-appointment of EY as Auditors of the Company based on the results of the External Auditors Evaluation for the financial year ended 30 June 2025 wherein EY has satisfactorily performed their audit and discharged their professional responsibilities in accordance with its rules on professional conduct and ethics and the By-Laws (on Professional Ethics, Conducts and Practice) issued by the Malaysian Institute of Accountants.

The Board has deliberated on the ARMC's recommendation and recommended the re-appointment of EY as Auditors of the Company for shareholders' approval at the forthcoming 16th AGM.

## 6. Authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016

Resolution 6 is proposed for the purpose of granting a renewed general mandate ("General Mandate") and empowering the Directors of the Company, pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot new shares in the Company from time to time at such price provided that the aggregate number of shares issued pursuant to the General Mandate does not exceed 10% of the total number of issued shares of the Company for the time being. The General Mandate, unless revoked or varied by the Company in general meeting, will expire at the conclusion of the next AGM of the Company.

Resolution 6, if passed, will exclude shareholder's pre-emptive right to be offered such new shares and/or convertible securities to be issued by the Company pursuant to the resolution.

As at the date of this Notice, no new shares in the Company were issued pursuant to the mandate granted to the Directors at the 15th AGM held on 11 December 2024 and which will lapse at the conclusion of the 16th AGM.

The General Mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for purpose of funding current and/or future investment project(s), working capital and/or acquisitions or issuance of shares for such other application(s) as the Directors may deem fit and in the best interest of the Company.

## 7. Proposed Renewal of and new Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

Resolution 7, if passed, will allow the Company and its subsidiaries to enter into Recurrent Related Party Transactions in accordance with Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Proposed Shareholders' Mandate"). Detailed information on the Proposed Shareholders' Mandate is set out under Part A of the Circular to Shareholders dated 28 October 2025 which can be viewed and downloaded from the website of the Company at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/) and/or Bursa Malaysia Securities Berhad at [www.bursamalaysia.com](http://www.bursamalaysia.com).

## 8. Proposed Renewal of Authority for the Company to Purchase its Own Shares

Resolution 8, if passed, will provide the mandate for the Company to buy back its own shares up to a limit of 10% of the total number of issued shares of the Company ("Proposed Share Buy-Back Renewal"). Detailed information on the Proposed Share Buy-Back Renewal is set out under Part B of the Circular/Statement to Shareholders dated 28 October 2025 which can be viewed and downloaded from the website of the Company at [www.berjaya.com/berjaya-food/](http://www.berjaya.com/berjaya-food/) and/or Bursa Malaysia Securities Berhad at [www.bursamalaysia.com](http://www.bursamalaysia.com).

# NOTICE OF ANNUAL GENERAL MEETING

## 9. Proxy and Entitlement of Attendance

- (i) A member of the Company who is entitled to attend, participate, speak and vote at the AGM is entitled to appoint a proxy to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead. A proxy may but need not be a member of the Company.
- (ii) A member, other than an authorised nominee or an exempt authorised nominee, may appoint only one (1) proxy.
- (iii) An authorised nominee, as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), may appoint one (1) proxy in respect of each securities account.
- (iv) An exempt authorised nominee, as defined under the SICDA, and holding ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), may appoint multiple proxies in respect of each of its Omnibus Account.
- (v) An individual member who appoints a proxy must sign the Form of Proxy personally or by his attorney duly authorised in writing. A corporate member who appoints a proxy must execute the Form of Proxy under seal or under the hand of its officer or attorney duly authorised.
- (vi) The Form of Proxy shall be executed and deposited at the Company's Registered Office at Lot 13-01A, Level 13 (East Wing), Berjaya Times Square, No. 1 Jalan Imbi, 55100 Kuala Lumpur OR alternatively, the Form of Proxy may be submitted electronically via Berjaya Registration Portal at <https://www.berjayaregistration.com.my> not less than forty-eight (48) hours before the time appointed for holding the meeting, i.e. **latest by Monday, 1 December 2025 at 10.00 a.m.** Please refer to the Administrative Guide for further information on electronic submission of Form of Proxy.
- (vii) Only members whose names appear in the Record of Depositors of the Company as at 26 November 2025 shall be entitled to participate and/or vote at the AGM or appoint a proxy to participate and/or vote in his/her stead.

## 10. Poll Voting

Pursuant to Clause 82 of the Constitution of the Company and Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the Resolutions set out in this Notice will be put to vote by way of poll. The Company has appointed Poll Administrator and Independent Scrutineers to conduct the polling process and verify the results of the poll respectively.

### PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company:-

- (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxy and representative(s) appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes");
- (ii) warrants that where the member discloses the personal data of the member's proxy and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy and/or representative(s) for the Purposes; and
- (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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# FORM OF PROXY



**BERJAYA**

**BERJAYA FOOD BERHAD**

[Registration No. 200901032946 (876057-U)]  
(Incorporated in Malaysia)

I/We \_\_\_\_\_  
(Name in full)

I.C. or Company No. \_\_\_\_\_ CDS Account No. \_\_\_\_\_  
(New and Old I.C. Nos.)

of \_\_\_\_\_  
(Address)

being a member/members of BERJAYA FOOD BERHAD

hereby appoint \_\_\_\_\_ I.C No. \_\_\_\_\_ of  
(Name in full) (New and Old I.C. Nos.)

\_\_\_\_\_  
(Address)

or failing him/her, the CHAIRMAN OF THE MEETING as my/our proxy to vote for me/us on my/our behalf, at the Sixteenth Annual General Meeting of the Company to be held at Perdana Ballroom, Bukit Jalil Golf & Country Resort, Jalan Jalil Perkasa 3, Bukit Jalil, 57000 Kuala Lumpur on Wednesday, 3 December 2025 at 10.00 a.m. and at any adjournment thereof.

This proxy is to vote on the Resolutions set out in the Notice of the Meeting as indicated with an "X" in the appropriate spaces. If no specific direction as to voting is given, the proxy will vote or abstain from voting at his/her discretion.

		FOR	AGAINST
RESOLUTION 1	To approve payment of Directors' fees.		
RESOLUTION 2	To approve payment of Directors' Benefits (excluding Directors' Fees) for the period from 4 December 2025 until the next Annual General Meeting of the Company in 2026.		
RESOLUTION 3	To re-elect Dato' (Dr) Mustapha Bin Abd Hamid as Director.		
RESOLUTION 4	To re-elect Tan Thiam Chai as Director.		
RESOLUTION 5	To re-appoint Messrs Ernst & Young PLT as Auditors.		
RESOLUTION 6	To approve authority to issue and allot shares.		
RESOLUTION 7	To renew shareholders' mandate for Recurrent Related Party Transactions.		
RESOLUTION 8	To renew authority for the Company to purchase its own shares.		

\_\_\_\_\_  
Signature(s) / Common Seal of Member(s)

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

NO. OF SHARES HELD

## Notes:

- A member of the Company who is entitled to attend, participate, speak and vote at the AGM is entitled to appoint a proxy to exercise all or any of his/her rights to attend, participate, speak and vote in his/her stead. A proxy may but need not be a member of the Company.
- A member, other than an authorised nominee or an exempt authorised nominee, may appoint only one (1) proxy.
- An authorised nominee, as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), may appoint one (1) proxy in respect of each securities account.
- An exempt authorised nominee, as defined under the SICDA, and holding ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), may appoint multiple proxies in respect of each of its Omnibus Account.
- An individual member who appoints a proxy must sign the Form of Proxy personally or by his attorney duly authorised in writing. A corporate member who appoints a proxy must execute the Form of Proxy under seal or under the hand of its officer or attorney duly authorised.
- The Form of Proxy shall be executed and deposited at the Company's Registered Office at Lot 13-01A, Level 13 (East Wing), Berjaya Times

Square, No. 1 Jalan Imbi, 55100 Kuala Lumpur OR alternatively, the Form of Proxy may be submitted electronically via Berjaya Registration Portal at <https://www.berjayaregistration.com.my> not less than forty-eight (48) hours before the time appointed for holding the meeting, i.e. **latest by Monday, 1 December 2025 at 10.00 a.m.** Please refer to the Administrative Guide for further information on electronic submission of Form of Proxy.

- Only members whose names appear in the Record of Depositors of the Company as at 26 November 2025 shall be entitled to participate and/or vote at the AGM or appoint a proxy to participate and/or vote in his/her stead.
- Pursuant to Clause 82 of the Constitution of the Company and Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the Resolutions set out in this Notice will be put to vote by way of poll. The Company has appointed Poll Administrator and Independent Scrutineers to conduct the polling process and verify the results of the poll respectively.

## Personal data privacy:

By submitting an instrument appointing proxy and/or representative(s), the member and his/her proxy consent to the Company and/or its agents/service providers to collect, use and disclose the personal data therein in accordance with the Personal Data Protection Act 2010, for the purpose of the 16th AGM of the Company and any adjournment thereof.

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AFFIX STAMP

THE COMPANY SECRETARY  
**BERJAYA FOOD BERHAD**  
LOT 13-01A, LEVEL 13 (EAST WING)  
BERJAYA TIMES SQUARE  
NO. 1, JALAN IMBI  
55100 KUALA LUMPUR

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# GROUP ADDRESSES

## BERJAYA FOOD BERHAD

Lot 13-01A, Level 13 (East Wing)  
Berjaya Times Square  
No. 1, Jalan Imbi  
55100 Kuala Lumpur  
Tel : 03-2149 1999  
www.berjaya.com

## BERJAYA ROASTERS (M) SDN BHD

Lot 10-04, Level 10 (West Wing)  
Berjaya Times Square  
No. 1, Jalan Imbi  
55100 Kuala Lumpur  
Tel : 03-2052 5888

## BERJAYA STARBUCKS COFFEE COMPANY SDN BHD

Lot 10-04, Level 10 (West Wing)  
Berjaya Times Square  
No. 1, Jalan Imbi  
55100 Kuala Lumpur  
Tel : 03-2052 5888

## BERJAYA FOOD (INTERNATIONAL) SDN BHD

Lot 10-04, Level 10 (West Wing)  
Berjaya Times Square  
No. 1, Jalan Imbi  
55100 Kuala Lumpur  
Tel : 03-2052 5888

## BERJAYA COFFEE NORDIC APS

c/o TMF Denmark A/S, H.C Andersens Boulevard  
38, . th, 1553 København V  
Tel : 03-2052 5888

## BESTARI FOOD TRADING SDN BHD

Lot 10-04, Level 10 (West Wing)  
Berjaya Times Square  
No. 1, Jalan Imbi  
55100 Kuala Lumpur  
Tel : 03-2052 5888

## BERJAYA JOLLIBEAN (M) SDN BHD

Lot 10-04, Level 10 (West Wing)  
Berjaya Times Square  
No. 1, Jalan Imbi  
55100 Kuala Lumpur  
Tel : 03-2052 5888

## BERJAYA FOOD SUPREME SDN BHD

Unit 202, 2<sup>nd</sup> Floor, Mabohai Shopping Complex  
Jalan Kebangsaan (Mabohai)  
Bandar Seri Begawan BA1111  
Brunei Darussalam  
Tel : 03-2052 5888

## BERJAYA NORDIC (DENMARK) APS

c/o TMF Denmark A/S, H.C Andersens Boulevard  
38, . th, 1553 København V  
Tel : 03-2052 5888

## BERJAYA COFFEE ICELAND EHF

Nauthólsvegur 52, 102 Reykjavik, Iceland  
Tel : 03-2052 5888

## BERJAYA COFFEE FINLAND OY

c/o Asianajotoimisto Krogerus Oy,  
Fabianinkatu 9, 00130 Helsinki

## BERJAYA PARIS BAGUETTE PHILIPPINES INC

19<sup>th</sup> Floor Lepanto Building, 8747 Paseo De Roxas  
Street, Salcedo Village, Brgy. Bel Air, Makati City  
Tel : 03-2052 5888

## THE COMPANY SECRETARY

Lot 13-01A, Level 13 (East Wing)  
Berjaya Times Square,  
No. 1, Jalan Imbi, 55100 Kuala Lumpur  
Tel : 03-2149 1999  
Fax : 03-2143 1685

## BFood Management Sdn Bhd

Lot 10-04, Level 10 (West Wing), Berjaya Times  
Square, No.1, Jalan Imbi, 55100 Kuala Lumpur



**BERJAYA FOOD BERHAD**

[Registration No. 200901032946 (876057-U)]

Lot 13-01A, Level 13 (East Wing),  
Berjaya Times Square, No. 1, Jalan Imbi, 55100 Kuala Lumpur.  
Tel : 03-2149 1999  
Fax : 03-2143 1685

[www.berjaya.com](http://www.berjaya.com)