BERJAYA

BERJAYA FOOD BERHAD

[Registration No. 200901032946 (876057-U)]



RESILIENCE IN MOTION.
PROGRESS WITH PURPOSE.

ANNUAL REPORT **2026**



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.



17TH ANNUAL GENERAL MEETING

Monday
7 December 2026
10:00am

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

WHAT'S INSIDE



Corporate Profile	2
Corporate Information	6
Profile of Directors	7
Key Senior Management	15
Chairman's Statement	19
Management Discussion & Analysis	23
Group Financial Summary	30
Group Financial Highlights	31
Corporate Structure	32
Sustainability Statement	33
Independent Assurance Opinion Statement	105
Corporate Governance Overview Statement	109
Statement on Risk Management and Internal Control	128
Audit and Risk Management Committee Report	133
Statement of Directors' Responsibility in Respect of the Audited Financial Statements	138
Financial Statements	139
Recurrent Related Party Transactions of a Revenue or Trading Nature	211
Material Contracts	214
Additional Information	214
Shariah Disclosure	215
Material Properties of The Group	217
Statement of Directors' Shareholdings	218
Substantial Shareholders	220
Statistics on Shares and Warrants	221
Notice of Annual General Meeting	225
Form of Proxy	

CORPORATE PROFILE

Berjaya Food Berhad ("BFood") was incorporated in Malaysia on 21 October 2009 and listed on the Main Market of Bursa Malaysia Securities Berhad on 8 March 2011, following its conversion into a public listed company on 3 December 2009. Today, BFood is an established food and beverage group with a portfolio of recognised brands across Malaysia and selected international markets.



BFood's portfolio includes Berjaya Roasters (M) Sdn Bhd ("BRoasters"), the operator of the Kenny Rogers ROASTERS ("KRR") restaurant chain in Malaysia, which became a wholly-owned subsidiary of BFood following its acquisition in January 2011. In 2012, BFood further expanded its portfolio through the acquisition of a 50% equity interest in Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks") from Starbucks Coffee International, Inc. ("SCI") for a cash consideration of RM71.7 million. BFood subsequently acquired the remaining 50% equity interest in BStarbucks from SCI on 18 September 2014 for USD88 million, approximately RM279.52 million at the time, making BStarbucks a wholly-owned subsidiary of BFood.

In October 2013, Berjaya Food (International) Sdn Bhd ("BFI") entered into a Joint Venture Cum Shareholders' Agreement ("JVSA") with Deluxe Daily Food Sdn Bhd ("Deluxe") to establish Berjaya Food Supreme Sdn Bhd ("BFS") in Brunei Darussalam. BFI subscribed for an 80% equity interest in BFS for approximately BND1.20 million, equivalent to RM6.20 million, while Deluxe held the remaining 20% equity interest. BFS was established to operate the Starbucks coffeehouse business in Brunei Darussalam.

On 20 June 2022, BFI entered into a Joint Venture Agreement ("JVA") with Paris Baguette Singapore Pte Ltd ("PBS") for the subscription of a 50% equity interest in Berjaya Paris Baguette Sdn Bhd ("BPBM"), which was incorporated on 21 July 2022 and commenced operations in January 2023. On 29 June 2026, BFood entered into a Share Purchase Agreement ("SPA") with PBS to dispose of its entire 50% equity interest comprising RM20 million ordinary shares in BPBM for a nominal cash consideration of RM1.00. The disposal was completed on 30 June 2026, following the settlement of certain BPBM liabilities amounting to RM3.88 million by BFood. Following completion, BPBM ceased to be a joint venture company of BFood.

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 subsidiary 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 RM28,000). BNDA serves as an investment holding

CORPORATE PROFILE



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 was established to develop and operate Starbucks coffeehouse businesses across the Nordic countries.

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.

In August 2025, BFI entered into a joint venture with Hock Kee F&B Holding Sdn Bhd ("HKFB") to establish BHK Culinary (M) Sdn Bhd ("BHK") in Malaysia. The joint venture aims to develop and operate outlets under the "Hock Kee Kopitiam" brand within Malaysia, with BFI holding a 50% equity interest for a total cash consideration of RM1.5 million.

STARBUCKS COFFEE COMPANY

Since 1971, Starbucks Coffee Company has been committed to ethically sourcing and roasting the world's highest-quality arabica coffee. Today, with more than 40,000 stores across the globe, Starbucks is the world's premier roaster and retailer of coffee. Guided by its mission to be the premier purveyor of the finest coffee in the world, inspiring and nurturing the human spirit one person, one cup and one neighborhood at a time.

BFood is the authorised licensee for Starbucks in Malaysia and Brunei, bringing the globally recognised Starbucks Experience to customers across these markets while adapting to local communities and consumer preferences.

Operated by BStarbucks, Starbucks Malaysia has grown steadily since opening its first store in Kuala Lumpur on 17 December 1998. As at 30 June 2026, the brand operates 247 stores across every state in Malaysia, supported by a passionate workforce dedicated to delivering the distinctive Starbucks Experience through exceptional coffee, personalised customer service, loyalty reward programmes and meaningful community engagement.

Beyond serving premium coffee, Starbucks Malaysia continues to create positive social impact through initiatives that champion inclusion, sustainability and community empowerment. The Company remains a pioneer in inclusive employment through its Starbucks Signing Stores, providing meaningful career opportunities for Deaf employees while fostering an environment where everyone feels welcome and valued.

Complementing its core coffeehouse experience, Starbucks Malaysia continues to elevate coffee craftsmanship through its Starbucks Reserve™ stores, offering customers an enhanced coffee journey featuring rare and distinctive coffees from around the world.

CORPORATE PROFILE

The brand's commitment to operational excellence, customer experience and employee development has earned continued recognition through respected industry accolades, including the Putra Brand Awards and HR Asia Awards, reflecting Starbucks Malaysia's strong brand equity and people-first culture.

Operated by Berjaya Food Supreme ("BFS"), Starbucks Brunei has been serving customers since 2014, when it opened its first store at Mabohai Shopping Complex. As at 30 June 2026, the brand operates two stores in Brunei, continuing to provide customers with premium coffee, handcrafted beverages and the welcoming Starbucks Experience in thoughtfully designed community spaces.

Building on its established presence, Starbucks Brunei remains committed to strengthening customer engagement through product innovation, exceptional service and memorable in-store experiences while supporting the long-term growth of the brand in the market.

Berjaya Coffee Iceland ehf, a wholly-owned subsidiary of Berjaya Food International ("BFI") and a licensed partner of Starbucks Coffee International, achieved a significant milestone with the opening of the first Starbucks store in downtown Reykjavík in July 2025, introducing the iconic Starbucks Experience to Iceland for the first time.

Building on this successful market entry, Berjaya Coffee Iceland ehf further strengthened its presence with the opening of its second Starbucks store at Hafnartorg Gallery, Reykjavík, in August 2025. As at 30 June 2026, the business operated two Starbucks stores in Iceland and continued to focus on establishing the Starbucks brand in the market by delivering the Company's renowned coffee expertise, premium beverage offerings and welcoming Third Place experience.





KENNY ROGERS ROASTERS

For more than three decades, Kenny Rogers ROASTERS ("KRR") has established itself as one of Malaysia's trusted casual dining brands, recognised for its signature rotisserie-roasted chicken and wholesome, hearty meals. Built on a commitment to quality ingredients and balanced dining, the brand continues to offer a diverse menu featuring famously delicious sides, salads, pastas, soups, desserts and its iconic muffins, delivering satisfying meals for individuals, families and groups alike.

As consumer preferences continue to evolve, Kenny Rogers ROASTERS remains focused on enhancing its dining experience through menu innovation and value-driven offerings. During the year, the brand continued to refresh its menu with thoughtfully curated additions, including affordable meal options and local favourites that cater to Malaysian tastes while staying true to KRR's wholesome dining philosophy.

With 24 outlets nationwide as at the end of financial year 2026, Kenny Rogers ROASTERS continues to strengthen its presence across Malaysia, providing customers with a welcoming dining environment and consistently delivering quality meals, excellent service and memorable experiences. Guided by its commitment to innovation,

accessibility and customer satisfaction, the brand remains well-positioned to meet the evolving needs of today's consumers while supporting sustainable long-term growth.

PARIS BAGUETTE

As part of its regional growth strategy, BFI marked Paris Baguette's entry into the Philippines market with the opening of its first bakery café at SM Mall of Asia, Metro Manila, in April 2024.

As at the end of financial year 2026, Paris Baguette Philippines operates seven bakery cafés and three kiosks across 10 locations, steadily building brand awareness and customer affinity within the market. Guided by an innovation-led approach, the brand continues to introduce thoughtfully curated products that combine French-inspired baking traditions with flavours tailored to local tastes. By adapting to evolving consumer preferences while staying true to its heritage of quality and craftsmanship, Paris Baguette remains well-positioned to support its long-term growth ambitions in the Philippines.



HOCK KEE KOPITIAM

Hock Kee Kopitiam is a Malaysian kopitiam brand offering a diverse selection of local and western-inspired food and beverage offerings, including traditional coffee and toast, noodles, rice dishes, and contemporary favourites. The brand places emphasis on ingredient selection, taste and consistency, with its offerings refined through careful product development. Its concept brings together heritage flavours and familiar recipes with the convenience and dining expectations of modern consumers.

BHK opened its first outlet at ANSA Hotel on 12 October 2025, followed by two additional outlets at i-City Shah Alam and The Gardens Mall. As at 30 June 2026, BHK operates three outlets.



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
Non-Independent Non-Executive Director

Dato' (Dr) Mustapha Bin Abd Hamid
Non-Independent Non-Executive Director

Tan Thiam Chai
Non-Independent Non-Executive Director

Vivienne Cheng Chi Fan
Non-Independent Non-Executive Director

Datin Chee Yoke Kuan
Independent Non-Executive Director

Dato' Zuraidah Binti Mohd Said
Independent Non-Executive Director

REGISTERED OFFICE
Lot 13-01, 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

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

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

BOARD COMMITTEES
Audit and Risk Management Committee
- Datin Chee Yoke Kuan (Chairman)
- Dato' Zuraidah Binti Mohd Said (Member)
- Tan Thiam Chai (Member)

Nomination Committee
- Datin Chee Yoke Kuan (Chairman)
- Dato' Zuraidah Binti Mohd Said (Member)
- Tan Thiam Chai (Member)

Remuneration Committee
- Dato' Zuraidah Binti Mohd Said (Chairman)
- Datin Chee Yoke Kuan (Member)
- Tan Thiam Chai (Member)

Sustainability Committee
- Datin Chee Yoke Kuan (Chairman)
- Dato' Sydney Lawrance Quays (Member)
- Dato' (Dr) Mustapha Bin Abd Hamid (Member)
- Tan Thiam Chai (Member)

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)

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 & DOMICILE
Malaysia

WEBSITE ADDRESS
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

Age : 56 years **Gender :** Male **Nationality :** Malaysian

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 graduated with a Bachelor of Arts (BA) in Art, Design and Marketing from Kansas Wesleyan University, United States, in 1994. Prior to this, he pursued his pre-university studies at Kolej Damansara Utama, now known as University of Wollongong Malaysia, from 1988 to 1990. He received his secondary education at Bukit Bintang Boys' Secondary School and completed his primary education at Sekolah Sri Petaling.

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 Trustee's 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

Age : 58 years **Gender :** Male **Nationality :** Malaysian

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 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.

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

Age : 67 years **Gender :** Male **Nationality :** Malaysian

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



Age : 38 years **Gender :** Female **Nationality :** Malaysian

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, she 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, she is an Executive Director of Berjaya Assets Berhad, Berjaya Property Berhad (Formerly known as 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 Property 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 shareholder of the Company.

PROFILE OF DIRECTORS



DATO' (DR) MUSTAPHA BIN ABD HAMID

Non-Independent Non-Executive Director

Age : 73 years **Gender :** Male **Nationality :** Malaysian

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



Age : 53 years **Gender :** Female **Nationality :** Malaysian

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



VIVIENNE CHENG CHI FAN

Non-Independent Non-Executive Director

Age : 67 years

Gender : Female

Nationality : Malaysian

She was appointed to the Board on 9 March 2026 as a Non-Independent Non-Executive Director.

She was graduated with a Bachelor of Economics (Accounting) from Monash University, Australia in 1982 and was subsequently admitted as a member of the Australian Society of Accountants.

She has over 40 years of experience managing Project Financing, Debt & Equity Capital Funding, Corporate and Debt Restructuring, Credit Analysis, Privatisation, Initial Public Offerings and Group Treasury Cash Management in various sectors ranging from Financial Services, Consumer Products & Services, Hotels & Resorts, Property Development, Gaming, Motor Trade & Distribution, Food & Beverage, Environmental & Clean Technology Services, Construction, Education, and Telecommunications.

She was previously a Joint Chief Executive Officer/ Executive Director of Berjaya Corporation Berhad, the ultimate holding company of Berjaya Food Berhad and was responsible for the Money Lending/Leasing and Hire Purchase and Nominees Department. Prior to joining the Treasury Department of Berjaya Group Berhad in 1989, she was attached to Sunway Group of Companies for 6 years and headed its Treasury Division.

Currently, she is a Financial Advisor of the Berjaya Corporation Berhad's group of companies. She is also an Independent Non-Executive Director of Tropicana Corporation Berhad.

PROFILE OF DIRECTORS

DATO' ZURAIDAH BINTI MOHD SAID

Independent Non-Executive Director



Age : 64 years **Gender :** Female **Nationality :** Malaysian

She was appointed to the Board on 22 May 2026 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 holds a Master's degree in Management Information System from the University of Leeds, United Kingdom (1997), and a Bachelor's degree in Computer Science from Ohio University, United States of America.

She has over 36 years of experience in the telecommunications industry, having held key executive positions at Telekom Malaysia Berhad. She has also served on several boards, contributing to strategic innovation, leadership, and sustainable growth. She served as an Adjunct Professor at Universiti Teknologi MARA from 2019 to 2024 and currently continues in the same capacity at the University of Cyberjaya, reflecting her commitment to bridging industry and academia and developing future talent. Previously, she also served as a council member of the Klang Royal City Council, supporting community development and governance.

Her professional experience includes organisational transformation, operational excellence, and the provision of strategic advisory services across both industry and academia. She currently serves as a member and board of governors of University of Cyberjaya, and is also a member of the Board of Trustees of the Malaysian Medical Association Foundation.

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:

1 **DATO' SYDNEY LAWRANCE QUAYS**
Group Chief Executive Officer
- Berjaya Food Berhad

2 **CHIN WAN CHING (LOUISE)**
Chief Financial Officer
- Berjaya Food Berhad

3 **TAN SIU THENG**
Head of Partner Resources & Talent Management
- Berjaya Food Berhad

4 **MOHINDRAN MUNUSAMY**
Director of Store Development
- Berjaya Food Berhad

5 **LUIS DANIEL**
Senior General Manager
- Berjaya Roasters (M) Sdn Bhd

Director/President
- Berjaya Paris Baguette Philippines Inc.

6 **ZAKIAH HANIM BINTI MD ZAKI**
Director of Marketing & Loyalty
- Berjaya Starbucks Coffee Company Sdn Bhd

7 **KOH PEI SHIU (CHEYANNE)**
Director of Category & Coffee Engagement
- Berjaya Starbucks Coffee Company Sdn Bhd

KEY SENIOR MANAGEMENT

CHIN WAN CHING (LOUISE)

Chief Financial Officer

- Berjaya Food Berhad

Age : 56 years

Gender : Female

Nationality : Malaysian

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 Philippines Inc as well as companies in Nordics.

In her current position, Louise oversees the Finance and Accounts in all operating companies, as well as Food Safety and Regulatory Quality Assurance. 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.

TAN SIU THENG

Head of Partner Resources & Talent Management

- Berjaya Food Berhad

Age : 41 years

Gender : Female

Nationality : Malaysian

Tan Siu Theng brings over a decade of extensive experience in human resources, organisational development, and employee engagement. She began her journey with Starbucks Malaysia 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.

KEY SENIOR MANAGEMENT

MOHINDRAN MUNUSAMY

Director of Store Development

- Berjaya Food Berhad

Age : 44 years

Gender : Male

Nationality : Malaysian

Mohindran currently serves as the Director of Store Development for Berjaya Food 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.

LUIS DANIEL

Senior General Manager

- Berjaya Roasters (M) Sdn Bhd

Director/President

- Berjaya Paris Baguette Philippines Inc.

Age : 62 years

Gender : Male

Nationality : Malaysian

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

ZAKIAH HANIM BINTI MD ZAKI

Director of Marketing & Loyalty

- Berjaya Starbucks Coffee Company Sdn Bhd

Age : 48 years

Gender : Female

Nationality : Malaysian

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.

KOH PEI SHIU (CHEYANNE)

Director of Category & Coffee Engagement

- Berjaya Starbucks Coffee Company Sdn Bhd

Age : 48 years

Gender : Female

Nationality : Malaysian

Cheyanne began her career with Starbucks Malaysia in 1999 and has built a distinguished career through progressive leadership roles across operations, food development, learning and development, corporate sales, strategic partnerships, and category management. She also gained valuable regional experience with Starbucks Singapore before returning to Malaysia, bringing a broad understanding of the Starbucks' operations, commercial strategy, customer experience, and brand development.

Bringing over 25 years of leadership experience, Cheyanne was appointed as Director of Category & Coffee Engagement where she oversees the strategic direction of the brand's beverage and merchandise portfolios, category strategy, coffee engagement, licensing collaborations with internationally recognised brands, and supplier partnerships to consistently drive commercial growth. Throughout her time with Starbucks, Cheyanne has led strategic business initiatives, including supporting the brand's expansion into East Malaysia and Brunei while establishing the operations services function to strengthen operational excellence and business capabilities.

Cheyanne holds a Diploma in Hospitality and Tourism Management from KDU College (now known as UOW Malaysia) and a graduate of the Berjaya Accelerated Leaders Program (B.A.L.P.) 2017.

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,

On behalf of the Board of Directors of Berjaya Food Berhad ("BFood" or "the Group"), I am pleased to present the Annual Report and Audited Financial Statements of the Group for the financial year ended 30 June 2026 ("FY2026").

FY2026 was a year of rebuilding, repositioning and renewed momentum for BFood.

REVENUE

RM501.44 million

Following the significant challenges of the previous financial year, we entered FY2026 with a clear focus on strengthening our business fundamentals, improving operational efficiency, sharpening our portfolio and building a stronger platform for sustainable growth.

I am pleased that the decisive actions undertaken during the year have begun to deliver encouraging results. Despite a competitive operating environment and evolving consumer preferences, the Group made meaningful progress in improving operational performance, strengthening cost discipline and enhancing the resilience of our businesses.

The significant reduction in losses, stronger contributions from our continuing businesses and growing contribution from our overseas operations provide encouraging evidence that BFood is moving in the right direction. More importantly, FY2026 was about laying the foundations for a stronger, more focused and more agile Group, with a clear emphasis on sustainable profitability and long-term value creation.

FINANCIAL PERFORMANCE

For FY2026, the Group recorded revenue of RM501.44 million, an increase of 4.6% from RM479.45 million in the previous financial year. Loss before tax narrowed significantly to RM108.53 million, compared with RM278.91 million previously, while loss attributable to owners of the Company reduced to RM105.95 million, from RM286.99 million in FY2025.

The improvement was supported by stronger contributions from Starbucks Malaysia and our overseas operations, despite a smaller domestic store footprint, together with the benefits of cost-saving initiatives, store rationalisation and greater operating discipline.

While the Group remained loss-making for the year, the substantial reduction in quarterly and full-year losses represents meaningful progress in our transformation journey. The improvement reflects a fundamental shift towards greater outlet productivity, cost discipline, customer relevance and capital efficiency.

We recognise that more work remains to achieve consistent and sustainable profitability. Our objective is therefore clear: to convert these operational improvements into stronger recurring earnings, sustainable cash generation and enhanced shareholder value.

CHAIRMAN'S STATEMENT

DIVIDEND

The Board recognises that dividends are an important component of shareholder value. In view of the Group's financial performance and the continued need to strengthen our financial position, the Board did not recommend a dividend for FY2026.

This decision reflects our priority of preserving financial resources to strengthen our core businesses, optimise our operations and support working capital requirements as we enter the next phase of our transformation.

The Board will continue to review the Group's dividend position prudently, taking into consideration financial performance, cash flow generation, capital requirements, investment opportunities and our overall financial position.

As we rebuild our earnings capacity and strengthen cash generation, we remain committed to ensuring that the benefits of our transformation ultimately translate into sustainable and meaningful returns for our shareholders.

BUILDING A STRONGER CORE

Strengthening our core businesses remains central to our strategy.

Starbucks Malaysia continues to be a key pillar of BFood. During FY2026, we focused on improving store productivity and profitability while continuing to enhance the customer experience.

Our strategy is no longer centred simply on expanding our physical footprint. Instead, we are prioritising the quality of locations, store productivity, customer relevance, product innovation and experience.





Encouragingly, Starbucks Malaysia achieved higher revenue despite operating with a reduced number of stores, demonstrating the benefits of a more disciplined and productivity-led approach.

Going forward, we will continue to optimise our store network, strengthen customer engagement, enhance product innovation and leverage digital capabilities to deliver greater convenience and relevance.

Our other businesses will be managed with the same discipline, with investment directed towards areas that demonstrate clear potential for sustainable returns.

A MORE FOCUSED PORTFOLIO

FY2026 reinforced the importance of strategic focus and disciplined capital allocation.

The Group has undertaken a comprehensive review of its portfolio to ensure that capital, management resources and capabilities are directed towards businesses and opportunities where we can create the greatest long-term value.

As part of this approach, the Group completed the disposal of its interest in Berjaya Paris Baguette Sdn Bhd on 30 June 2026.

This enables BFood to focus its resources on businesses and opportunities that are more closely aligned with our strategic priorities and return objectives.

CHAIRMAN'S STATEMENT

For BFood, sustainable growth is not simply about the number of brands, stores or markets in which we operate. It is about the quality of our earnings, strength of our brands, efficiency of our operations and returns generated from our investments.

Our ambition is to build a portfolio that is stronger, more productive and increasingly capable of generating sustainable returns.

INTERNATIONAL GROWTH

While strengthening our domestic foundation remains a priority, we continue to see attractive opportunities beyond Malaysia.

Through Berjaya Food International ("BFI"), our international operations provide diversification of our earnings base and a platform for future growth. Their increasing contribution to Group performance demonstrates the potential of this platform.

We will remain selective and disciplined in our international expansion, focusing on markets with attractive dynamics, strong brand propositions, capable local partners and a clear path towards sustainable returns.

Our focus will remain on quality growth rather than growth at any cost.

INNOVATION AND CUSTOMER-CENTRICITY

The F&B industry continues to evolve rapidly, with consumers increasingly seeking convenience, value, personalisation and meaningful experiences.

BFood is therefore investing in innovation, digitalisation and customer engagement while continuing to develop products and experiences that are relevant to local consumer preferences.

The partnership between Starbucks Malaysia and Tourism Malaysia for Visit Malaysia 2026 is one example. Through specially developed products, merchandise, local flavours and culturally relevant experiences, Starbucks Malaysia is strengthening its connection with Malaysian consumers and international visitors while participating in an important national tourism initiative.

We believe the ability to combine international brand strength with local relevance will remain an important competitive advantage for BFood.



OUTLOOK

As we look ahead to FY2027 and beyond, we do so with renewed confidence and cautious optimism.

Malaysia's resilient domestic consumption, investment and tourism environment, together with Visit Malaysia 2026, provides opportunities for consumer-facing businesses. At the same time, we remain mindful of geopolitical developments, trade policies, foreign exchange movements, input costs and changing consumer spending patterns.

The progress achieved during FY2026, particularly the significant reduction in losses and stronger performance of our continuing businesses, provides a more solid foundation for the next phase of our transformation.

Our priorities are clear: strengthen the profitability of our core businesses; improve store productivity and same-store sales; accelerate digitalisation and customer engagement; pursue international growth selectively; maintain disciplined capital allocation and cost management; and foster a culture of operational excellence, innovation and accountability.

Our journey is not yet complete, but the direction is clear. We are moving from stabilisation and restructuring towards renewal, sustainable growth and, ultimately, a return to profitability.

The Board is encouraged by the progress made and remains confident that the actions undertaken will position BFood for a stronger performance in the years ahead.

CHAIRMAN'S STATEMENT

SUSTAINABILITY AND RESPONSIBLE GROWTH

Sustainability remains integral to our long-term strategy.

As a consumer-facing Group, our responsibilities extend beyond financial performance to product quality and safety, the well-being of our people, responsible business practices, environmental stewardship and community engagement.

During FY2026, our brands continued to support environmental and community initiatives, including Starbucks Malaysia's participation in Earth Hour and programmes promoting responsible consumption and environmental awareness.

We will continue to embed sustainability into our business practices and decision-making, recognising that responsible growth is essential to creating enduring value.

OUR PEOPLE

Our people remain at the heart of BFood.

I extend my sincere appreciation to our management teams and employees across the Group for their resilience, commitment and professionalism throughout FY2026. Their dedication enabled BFood to navigate a challenging period while continuing to serve our customers and strengthen our businesses.

As we enter our next phase of growth, we will continue to invest in leadership, capability and talent development while fostering a performance-driven culture founded on teamwork, respect, diversity and accountability.



APPRECIATION

On behalf of the Board, I express my sincere appreciation to our customers for their continued trust and loyalty.

To our business partners, franchise partners, suppliers, financial institutions and other stakeholders, thank you for your continued support and confidence in BFood.

I also thank our shareholders for your patience, understanding and continued belief in the Group as we undertake this important transformation. We remain committed to rebuilding shareholder value through disciplined execution and sustainable business performance.

Finally, I extend my appreciation to my fellow Board members for their counsel, stewardship and commitment throughout the year.

LOOKING AHEAD WITH CONFIDENCE

FY2026 has demonstrated the resilience of BFood and given us greater clarity about the path forward.

We have taken decisive steps to strengthen our core businesses, improve operating discipline, streamline our portfolio and create a more sustainable platform for growth.

Our ambition is not simply to recover from the challenges of the past, but to emerge as a stronger, more focused and more competitive organisation.

With a stronger core, a more disciplined portfolio, an increasingly diversified international presence and a renewed focus on our customers and people, we believe BFood is well positioned to capture the opportunities ahead.

The Board is encouraged by the progress achieved in FY2026 and looks forward to building on this momentum. With disciplined execution and the continued commitment of our people and partners, we remain confident in BFood's ability to progress towards a more sustainable and profitable future.

On behalf of the Board, I look forward to continuing this journey of building a BFood that is stronger today, ready for tomorrow and capable of creating sustainable long-term value for all our stakeholders.

Thank you.

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

MANAGEMENT DISCUSSION & ANALYSIS

BERJAYA STARBUCKS COFFEE COMPANY SDN BHD

Overview

Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks"), a wholly-owned subsidiary of BFood, continues to be more than just a coffee company. Guided by its mission to be the premier purveyor of the finest coffee in the world, BStarbucks remains focused on building its business through engaging local communities, celebrating cultural diversity and creating meaningful experiences for its customers. As of 30 June 2026, BStarbucks operates 247 stores across Malaysia.

Store Locations by Region

Location	Store Count
Central	**126**
Kuala Lumpur	63
Selangor	61
Putrajaya	2
Northern	**49**
Perak	10
Penang	30
Kedah	8
Perlis	1
Southern	**37**
Negeri Sembilan	4
Melaka	6
Johor	27
East Coast	**10**
Pahang	8
Terengganu	1
Kelantan	1
East Malaysia	**25**
Sarawak	11
Sabah	13
Labuan	1
Grand Total	**247**



Beyond the coffeehouse experience, BStarbucks deepened customer and community engagement through integrated marketing initiatives, locally relevant collaborations, digital engagement, and purpose-driven programmes. The Company placed greater emphasis on rebuilding and deepening customer relationships through its 'Back to Starbucks' campaign, bringing the brand back to its core values of coffee, connection and community while reinforcing the Starbucks Experience. Through these efforts, BStarbucks sought to move beyond transactional engagement by highlighting the role of Starbucks as a place where customers can feel a sense of belonging while reinforcing human connection at the heart of the brand.

BStarbucks reinforced its brand identity within the local community through initiatives that celebrates Malaysian culture, creativity, and talent through initiatives that connect customers with the country's heritage. In support of Visit Malaysia 2026, BStarbucks partnered with Tourism Malaysia on a year-long collaboration featuring locally inspired beverages and food, alongside limited-edition merchandise designed by renowned Malaysian batik artist, Encik Lazim Ismail, providing a platform to showcase Malaysian artistry and craftsmanship while offering both local customers and international visitors a distinctive way to experience the country's culture.

BStarbucks advanced its position as a coffee authority through investment in employee development, coffee education and industry engagement. As the key presenter sponsor of the Malaysian International Food & Beverage Trade Fair 2025 (MIFB), BStarbucks showcased its coffee expertise through a dedicated booth and supported six employees competing across the Malaysia National Coffee Championships. Its coffee talent also gained recognition on regional and international platforms, including a Starbucks representative serving as a National Judge at Thailand Coffee

MANAGEMENT DISCUSSION & ANALYSIS

Events 2025 and the Indonesia Barista Championships 2026, and as a World Judge at the World Barista Championship 2025 in Milan. BStarbucks also achieved its highest results to date at the Malaysia National Coffee Championships, with representatives placing in the Top 5 for both the Malaysia Barista Championships and Latte Art Championships, reflecting the depth of coffee expertise developed within its community.

During the year, BStarbucks introduced a series of exclusive merchandise collaborations featuring globally recognised intellectual properties ("IPS"), including Harry Potter, Miffy and MOLLY | POPMART. The Company also launched Paul Frank and Mr. Men & Little Miss collections exclusively in Malaysia. The collections comprised a range of drinkware, plushies, blind boxes, keychains, bags, and other lifestyle accessories, complementing the Starbucks beverage offering with differentiated and collectible products. These collaborations enabled BStarbucks to engage established fan and collector communities, broaden customer touchpoints and reinforce the brand's relevance across lifestyle segments.

BStarbucks expanded its beverage portfolio into the active lifestyle segment through the 'Your Cup of Passion' campaign, introducing protein-forward beverages including the Iced Chocolate Cream Protein Americano and Iced Vanilla Cream Protein Matcha. The campaign was supported through in-store activations at selected Starbucks stores and amplified through collaborations with fitness and football content creators, extending the campaign to their audiences through relevant lifestyle and sporting content. The campaign was further amplified during the FIFA World Cup season through '*Sorak Piala Dunia*' at KL Festival Park, where 'Your Cup of Passion' activations and Starbucks' Chill Patrol Van (CPV) complemented the live World Cup viewing experience with handcrafted beverages, strengthening the brand's connection with football audiences.

BStarbucks created Kopi Creator Kolektif, a programme that provides emerging musicians and filmmakers with opportunities to be nurtured by professional industry players, while reimagining its spaces as talent incubators where creators can be nurtured and given a stage to grow. The programme is the first of its kind by a brand in Malaysia, reinforcing BStarbucks' commitment to supporting and providing a platform for the next generation of local creative talent.

In line with the growing interest in nutrition and wellness, BStarbucks broadened its range of healthier beverage choices through its participation in the Ministry of Health Malaysia's Healthier Dining Programme and the introduction of its protein beverage range. The range and participation in the Healthier Dining Programme supported greater awareness of nutritional choices across the Starbucks menu.

BStarbucks further enhanced its digital and loyalty ecosystem during the year through the refresh of the Starbucks Rewards programme and mobile application. The refreshed loyalty proposition and enhanced app experience introduced new features and improvements designed to provide a more seamless and personalised customer journey across digital and in-store touchpoints. These enhancements support the Company's efforts to strengthen customer engagement, retention, and frequency while improving convenience and accessibility.

The Company advanced its sustainability and social impact agenda through initiatives spanning inclusion, community well-being, food security, resource conservation and environmental stewardship. BStarbucks continued to support the Deaf and hard-of-hearing community through its Signing Stores, partnerships and Basic Malaysian Sign Language workshops, while community programmes such as Kongsi-EID Forward, which distributed Ramadan Ready-To-Eat ("RTE") packs to delivery riders and children in welfare homes across Malaysia, Zero Hunger and its partnership with Johor Darul Ta'zim Football Club and Yayasan JDT supported communities facing different social needs. Sustainability efforts focused on reducing waste, promoting reuse and responsible consumption, including the repurposing of used coffee grounds and coffee packaging, recycling initiatives, Earth Hour, and community-based sustainability programmes. These efforts were complemented by longer-term projects such as the Sustainable Urban Farm at PPR Beringin, which supported food security and urban farming, and the AquaTower water filtration system in Sabah, which improved access to clean water for an underserved community.

Revenue

In financial year 2026, BStarbucks recorded revenue of RM433.3 million, an increase of RM13.5 million from RM419.8 million in the previous financial year. Revenue improved despite the reduction in the store count from 301 stores in financial year 2025 to 247 stores in financial year 2026, supported by brand recovery initiatives and marketing strategies aimed at improving customer engagement and driving store traffic.

Loss/Profit Before Tax

BStarbucks recorded a loss before tax of RM57.3 million in financial year 2026, compared with a loss before tax of RM230.9 million in the previous financial year, representing a significant improvement of RM173.6 million. The reduced losses were primarily attributable to lower impairment and asset write-offs, higher revenue and cost optimisation measures that generated savings in operating expenses.

The improved performance reflected progress in BStarbucks business recovery efforts. The closure of selected underperforming stores streamlined operations and enabled resources to be directed towards stores with stronger business potential and better prospects for long-term sustainability.

Future Prospects

Looking ahead, BStarbucks will build on its business recovery by deepening customer connections, driving brand relevance and improving customer frequency across its store and digital ecosystem. With better streamlined operations, the Company will remain focused on strengthening the performance of its existing stores, while allocating resources towards initiatives that enhance customer engagement, build brand affinity and support sustainable business growth.

BStarbucks will continue to introduce limited-time offerings and curated brand collaborations that create excitement and encourage customers to discover new products and experience. The brand will also build on its track record of working with globally recognised intellectual properties, introducing exclusive products and merchandise that combine international appeal with local relevance. At the same time, locally developed food and beverages will be further explored to celebrate Malaysian tastes, occasions and cultural moments, while maintaining Starbucks' quality.

Beyond product-led campaigns, BStarbucks will focus on emotionally resonant storytelling and a more localised brand narrative to deepen customer connections and strengthen relevance within the communities it serves. This will be supported by grassroots initiatives, partnerships and purpose-led programmes that build meaningful engagement and demonstrate local impact.

Customer loyalty and retention will remain a key priority, with BStarbucks focused on reactivating lapsed members and customers who continue to make purchases but are not actively transacting through the Starbucks app. The Company will continue to enhance the Starbucks Rewards programme and overall member experience through relevant rewards, targeted benefits and exclusive offerings. The Starbucks app will also be further developed to support customer engagement through features such as daily check-ins, referral programmes and gamification. In parallel, Mobile Order to Pay ("MOP") will be expanded to selected new use cases, including curbside pick-up at hospitals and selected petrol stations, alongside other digital convenience enhancements.

BStarbucks will continue to strengthen its coffee leadership by creating more opportunities for customers to appreciate the craft, quality and versatility of coffee. Experiential platforms such as brewing experiences and other educational engagements will be further leveraged to deepen coffee appreciation and create stronger connections between customers, employees, and the Starbucks brand. Reinforcing the role of Starbucks as a destination for quality coffee and distinctive coffee experiences.

BStarbucks will align its marketing investments more closely with business priorities, using consumer insights, cultural trends and key seasonal moments to create stronger reasons for customers to choose and revisit the brand. Campaigns and partnerships will be developed to address different consumer occasions and broaden engagement across customer segments, while extending the brand into relevant areas beyond its core coffee offering. This approach is expected to support customer frequency, strengthen brand affinity and improve the effectiveness of investments by creating greater value across multiple consumer touchpoints.

In parallel, BStarbucks will advance its sustainability and social impact agenda through initiatives that support inclusive communities, environmental responsibility and long-term community well-being. The Company will continue to promote inclusion and accessibility, including opportunities for the Deaf and hard-of-hearing community through its Signing Stores, skills development and community partnerships, while extending support to youth, underserved communities and social causes through targeted outreach and partnerships. Sustainability efforts will focus on practical actions across waste reduction, recycling, responsible consumption, food rescue, and access to clean water, while engaging employees, customers and communities in initiatives that encourage more sustainable practices. These efforts will enable BStarbucks to create broader social and environmental impact while reinforcing sustainability as an integral part of its business and community engagement.

Through these initiatives, BStarbucks aims to build on the progress made during the recovery period and establish a stronger foundation for the next phase of growth. By combining brand relevance, customer loyalty, product innovation, localised engagement, and operational discipline, the Company strives to build a more resilient and sustainable Starbucks business in Malaysia.

MANAGEMENT DISCUSSION & ANALYSIS

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"), a wholly-owned subsidiary of Berjaya Food Berhad. BFS holds the exclusive rights to operate Starbucks stores in Brunei. Since opening its first store at Mabohai Shopping Complex on 16 February 2014, BFS has established a presence in Brunei's premium coffeehouse segment, offering customers the Starbucks Experience through its range of handcrafted beverages, food, and merchandise.

As at 30 June 2026, BFS operates two Starbucks stores in Brunei, including one drive-thru concept store, strategically located to serve customers across key commercial and community areas. The business continues to focus on customer accessibility and convenience while strengthening customer engagement through seasonal offerings and community initiatives. BFS remains focused on maintaining Starbucks' brand presence and delivering a consistent customer experience in Brunei.

Revenue

For the financial year ended 30 June 2026, BFS recorded revenue of BND0.729 million, compared with BND0.929 million in the previous financial year, representing a decline of BND0.200 million. The decrease was primarily attributable to the closure of two stores during the financial year, alongside softer customer demand and cautious consumer spending, which affected sales performance across its remaining outlets. BFS continued to focus on customer engagement through product offerings and the Starbucks Experience in sustaining business performance.

Loss/Profit Before Tax

For the financial year ended 30 June 2026, BFS recorded a loss before tax of BND0.101 million, compared with BND1.568 million in the previous financial year, representing an improvement of BND1.467 million. The significant reduction in loss before tax was primarily attributable to cost management measures and the closure of two underperforming stores during the financial year. These measures helped streamline the cost structure and improve overall business performance, contributing to a narrower loss compared with the previous financial year.

Future Prospects

Moving forward, BFS will continue to focus on operational efficiency while enhancing the Starbucks Experience across its stores. The Company will refresh its food offerings and introduce seasonal promotions and innovative beverages that respond to evolving customer preferences, while expanding its merchandise range through lifestyle products, exclusive collectibles and collaborations featuring global intellectual properties. Through these initiatives, BFS aims to strengthen customer engagement, drive sustainable revenue growth and further reinforce Starbucks' presence in the Bruneian market.

BERJAYA COFFEE ICELAND EHF



Overview

Berjaya Starbucks Iceland ehf was incorporated in Iceland on 27 March 2024 as part of the Group's expansion into the

Nordic market. The Company is wholly-owned by Berjaya Coffee Nordic ApS, which operates under Berjaya Nordic (Denmark) ApS, a 95.5% owned subsidiary of Berjaya Food (International) Sdn Bhd ("BFI"), which in turn is wholly-owned by Berjaya Food Berhad. This structure forms part of BFood's broader Nordic expansion strategy, leveraging a dedicated regional platform to develop and operate Starbucks businesses in selected markets.

BFood entered the Icelandic market with the opening of its first Starbucks store at Laugavegur, Reykjavík, on 5 July 2025. The business subsequently expanded its presence with a second store at Hafnartorg Gallery, bringing its footprint to two stores in Reykjavík as at 30 June 2026. Strategically positioned in central Reykjavík, the stores serve both local customers and international visitors, with the Laugavegur location situated along the city's prominent retail and tourism areas. The business also complements the Starbucks core offering with Iceland-exclusive merchandise, including country-exclusive magnets and tote bags, providing a differentiated offering for both local customers and tourists.

Revenue

For the financial year ended 30 June 2026, Berjaya Coffee Iceland ehf recorded revenue of ISK397.6 million, marking its first full financial year of operations in the Icelandic market. It's two strategically located stores provide access to both local customers and international visitors, particularly within Reykjavík's central retail and tourism areas. As a newly established market, the performance during the year reflects the initial establishment of the Starbucks brand presence in Iceland and provides a foundation for further business development in the market.

Loss/Profit Before Tax

For the financial year ended 30 June 2026, Berjaya Coffee Iceland ehf recorded a loss before tax of ISK134.2 million. As this was the business' first year of operations, the loss reflected the pre-opening costs associated with establishing and operating its Starbucks business in Iceland, including the operating expenses required to support its two-store network. As the business continues to establish its presence in the market, the Company will focus on strengthening store productivity, managing its operating cost base and building customer awareness and loyalty to support the longer-term development of the brand in Iceland.

Future Prospects

Looking ahead, Berjaya Coffee Iceland ehf will focus on strengthening its presence in Iceland through the continued expansion of Starbucks stores across the market. The business plans to open more stores, expanding its presence beyond the central Reykjavík and providing greater accessibility to customers across key retail and lifestyle destinations. The new stores are expected to broaden the Company's customer reach and strengthen brand visibility, while providing additional platforms to build customer awareness, engagement and loyalty in the Icelandic market. In parallel, the business will continue to enhance the Starbucks Experience through locally relevant offerings and Iceland-exclusive merchandise, while maintaining operational efficiency as the market scales.

BERJAYA ROASTERS (M) SDN BHD



Overview

Berjaya Roasters (M) Sdn Bhd ("BRoasters"), a wholly-owned subsidiary of BFood, is the master franchisee of Kenny Rogers ROASTERS ("KRR") in Malaysia. KRR offers a mid-casual dining experience centred on its signature rotisserie-roast chicken, complemented by a variety of hot and cold side dishes, salads, desserts, beverages and Kenny's homemade muffins. During the financial year, KRR

MANAGEMENT DISCUSSION & ANALYSIS

continued to strengthen its position as a family-friendly dining brand by enhancing its menu offerings, experience, and brand presence.

KRR continued to refresh its menu through a range of limited-time offers, responding to evolving customer preferences through a mix of global food trends, local flavours and festive offerings. These included Seoul Daebak Kraze, Golden Butterlicious and the Epic Roast year-end promotion, alongside festive offerings such as Gong Xi Raya and Rasa Tradisi. The brand also expanded its customer touchpoints through collaborations and consumer-facing events, including its partnership with Keretapi Tanah Melayu Berhad ("KTMB") as an onboard food vendor for the MySawasdee KL-Hatyai train service, extending its offering into a new travel dining setting. It also participated in Flame Fit at KL Tower, creating further opportunities to connect with customers beyond its restaurant network.

The Company continued to enhance the overall dining experience through improvements to its restaurant environment, strengthening KRR's brand presence, customer comfort and engagement across its outlets. The introduction of refreshed store concepts further supported a more modern and inviting dining experience. In parallel, KRR continued to support community well-being through its 'Kongsi Rezeki' initiative, reinforcing the brand's commitment to giving back and creating meaningful connections within the communities it serves.

As of 30 June 2026, BRoasters operates 24 KRR restaurants, including sub-franchisee outlets across Malaysia, continuing its mission to deliver hearty, flavourful meals made with care while fostering connections through genuine hospitality.

Revenue

For the financial year ended 30 June 2026, BRoasters recorded revenue of RM28.0 million, compared with RM38.9 million in the previous financial year. The decline in revenue was primarily attributable to a reduction in the store count to 24 outlets, following the continued rationalisation and closure of underperforming locations during the year. Despite the lower overall revenue, BRoasters still recorded positive same-store sales growth, indicating improved sales performance across its existing active outlets.

Loss/Profit Before Tax

BRoasters recorded a loss before tax of RM7.2 million in financial year 2026, compared to RM14.7 million in the previous financial year, representing an improvement of RM7.5 million. Despite the continued decline in revenue, the reduction in loss before tax was mainly attributable to saving in operating expenses following the continued rationalisation and closure of underperforming outlets. The lower operating cost base, together with ongoing cost optimisation measures, contributed to the improvement in BRoasters financial performance during the year.

Future Prospects

Looking ahead, BRoasters will continue to focus on strengthening operational efficiency and improve outlet performance through cost management and ongoing optimisation of its restaurant network. The business will also place greater emphasis on menu innovation, value-driven offerings and seasonal promotions to cater to evolving consumer preferences and provide affordable yet wholesome dining operations. At the same time, BRoasters will continue to enhance the overall customer experience through improvements in food quality, service and selected outlet environments. Through these initiatives, the business aims to strengthen customer engagement, improve the performance of its existing outlets and support more sustainable growth.

BERJAYA PARIS BAGUETTE PHILIPPINES INC



Overview

During financial year 2026, Berjaya Paris Baguette Philippines Inc. ("BPBP") expanded its presence across key commercial, retail and travel destinations with the opening of new bakery cafés at Ninoy Aquino International Airport (NAIA) Terminal 3, Ayala Trinoma and SM Megamall. These openings extended the brand's reach across different customer catchments, including travellers, shoppers and local communities, while providing additional platforms to introduce Paris Baguette's

bakery café concept and product offerings to a broader customer base. As at 30 June 2026, the Company operated seven bakery cafés and three kiosks across 10 locations in the Philippines.

The business continued to drive product innovation through seasonal campaigns and locally relevant offerings developed around key consumer occasions. The Annyeong campaign highlighted Paris Baguette's Korean-inspired identity and product innovation, while the Ube Parmesan Basque Cheesecake combined creamy Basque-style cheesecake with ube and a savoury parmesan finish, reflecting the brand's approach of adapting its French-inspired bakery offering to Filipino tastes. The Sparkling Summer Sips campaign introduced refreshing beverage selections suited to the summer season, while the Valentine Chocolate Collection provided a range of chocolate-based offerings designed around Valentine's Day gifting and sharing occasions. These product initiatives enabled the business to refresh its offering throughout the year while catering to different seasonal occasions and consumer preferences. The Ube Parmesan Basque Cheesecake, in particular, continued to feature among the brand's highlighted products in the Philippines.

BPBP also extended its brand engagement beyond its bakery cafés through external consumer events, including film screenings associated with Avatar and Moana. These engagements provided opportunities for the brand to connect with audiences in entertainment and lifestyle settings, while bringing Paris Baguette products and the bakery café experience to consumers beyond its existing store network. Such activities complemented the Company's in-store marketing efforts by creating additional touchpoints for brand awareness and customer engagement.

Employee development remained an important focus as the business expanded its operations. During the year, BPBP conducted workshops covering Excel, data privacy and values alignment, supporting employees in developing practical capabilities while reinforcing organisational values and responsible data practices. The Company also conducted training in Occupational Safety and Health and Pollution Control, strengthening employee awareness of workplace safety, environmental responsibilities and operational requirements. These initiatives supported capability development across the growing workforce and helped reinforce the operational standards required as the Company expanded its bakery café and kiosk footprint.

Revenue

For the financial year ended 30 June 2026, BPBP recorded revenue of PHP351.2 million, an increase of PHP158.0 million or 81.8% from PHP193.2 million in the previous financial year. The higher revenue was primarily supported by the expansion of its bakery café and kiosk footprint, which increased customer reach and sales contribution across its locations. The business also benefited from continued brand development and customer engagement as it established a stronger presence in the Philippines market.

Loss/Profit Before Tax

BPBP recorded a loss before tax of PHP88.8 million in financial year 2026, compared with PHP72.0 million in the previous financial year, representing an increase in loss before tax of PHP16.8 million. The higher loss reflected the continued investment and operating costs associated with the business expansion, including the establishment and operation of additional bakery cafés and kiosks as the brand continued to build its presence in the Philippines market.

Future Prospects

For the financial year 2027, BPBP will focus on improving profitability, strengthening brand equity and optimising the performance of its existing bakery cafés and kiosks following the management transition in July 2026. The Company expects to end the year with 10 bakery cafés and four kiosks, providing a broader platform to strengthen its presence in the Philippines market while improving the productivity of its existing locations.

The Company will focus on driving customer traffic and sales through targeted marketing initiatives, stronger customer engagement and regional brand campaigns. Product development will remain an important area of focus, with the Company working closely with regional partners to introduce products that cater to local consumer preferences while maintaining the quality and craftsmanship associated with the Paris Baguette brand.

Operational efficiency and cost optimisation will also remain key priorities. As selected raw materials and frozen dough are sourced through regional supply arrangements, the business will continue to work with regional partners to improve procurement and supply chain economics, manage logistics costs and mitigate the impact of foreign exchange movements. These efforts are aimed at improving cost competitiveness and profitability while maintaining product quality and customer satisfaction.

Through a disciplined focus on sales growth, operational efficiency, cost management and brand development, BPBP aims to improve its financial performance and establish a stronger foundation for the continued development of the business in the Philippines.

GROUP FINANCIAL SUMMARY

Description	2026 USD'000	2026 RM'000	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000
Revenue	123,477	501,440	479,452	750,702	1,115,966	997,762
(Loss)/Profit Before Tax	(26,725)	(108,529)	(278,912)	(89,062)	148,734	187,992
(Loss)/Profit After Tax	(26,764)	(108,687)	(288,080)	(87,437)	101,102	122,665
(Loss)/Profit Attributable To Shareholders	(26,090)	(105,950)	(286,994)	(90,922)	103,404	124,776
Share Capital	79,594	323,231	257,920	257,920	257,920	257,920
Reserves	(44,293)	(179,872)	(74,134)	213,581	320,537	275,157
EQUITY FUNDS	**35,301**	**143,359**	**183,786**	**471,501**	**578,457**	**533,077**
Treasury Shares	(19,105)	(77,587)	(77,587)	(77,587)	(85,328)	(45,437)
NET EQUITY FUNDS	**16,196**	**65,772**	**106,199**	**393,914**	**493,129**	**487,640**
Non-controlling Interests	(288)	(1,170)	1,639	(1,457)	(5,460)	(2,968)
TOTAL EQUITY	**15,908**	**64,602**	**107,838**	**392,457**	**487,669**	**484,672**
Long Term Liabilities	38,924	158,070	255,161	393,428	454,303	445,764
Current Liabilities	154,869	628,922	660,592	629,470	504,171	407,898
TOTAL EQUITY AND LIABILITIES	**209,701**	**851,594**	**1,023,591**	**1,415,355**	**1,446,143**	**1,338,334**
Property, Plant & Equipment	38,653	156,966	213,358	316,851	332,121	293,433
Right-of-use Assets	28,182	114,449	181,629	396,487	425,077	381,093
Intangible Assets	107,629	437,081	449,776	458,320	467,293	459,723
Other Non-Current Assets	5,021	20,391	28,445	52,494	53,030	26,096
Current Assets	30,216	122,707	150,383	191,203	168,622	177,989
TOTAL ASSETS	**209,701**	**851,594**	**1,023,591**	**1,415,355**	**1,446,143**	**1,338,334**
Net Assets Per Share (US$/RM)#	0.01	0.03	0.06	0.22	0.28	0.27
Net (Loss)/Earnings Per Share (Cents/Sen)#	(1.44)	(5.85)	(16.20)	(5.15)	5.88	6.93
Dividend Per Share (Cents/Sen)#	-	-	-	0.44	3.50	1.10
Total Net Dividend Amount (USD'000/ RM'000)	-	-	-	7,741	61,398	19,716

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

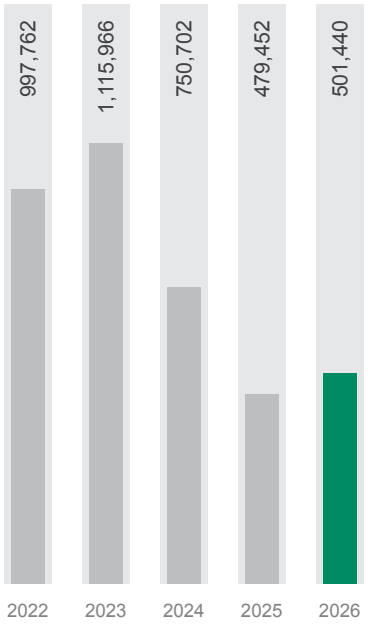
For illustration purposes, the figures for 2022 have been adjusted for the Bonus Issue to reflect a fairer presentation.

Exchange rate as at 30 June 2026: USD1.00 = RM4.0610

GROUP FINANCIAL HIGHLIGHTS

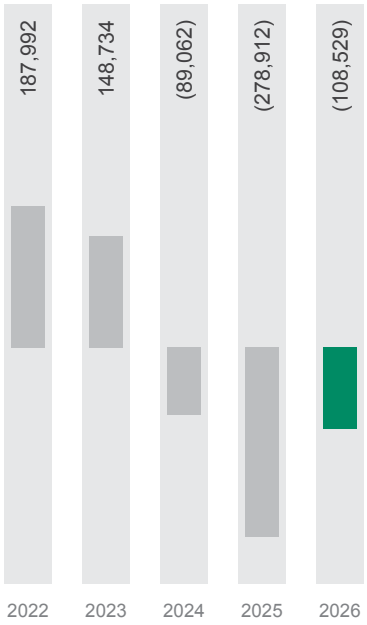
REVENUE (RM'000)

RM501,440



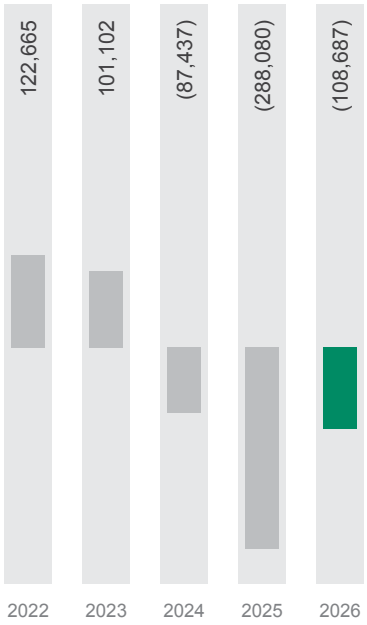
(LOSS)/PROFIT BEFORE TAX (RM'000)

RM(108,529)



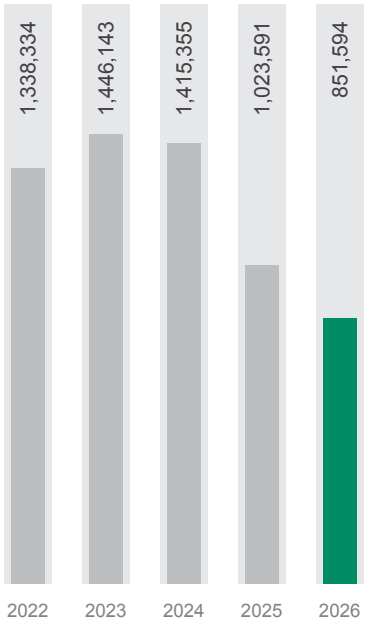
(LOSS)/PROFIT AFTER TAX (RM'000)

RM(108,687)



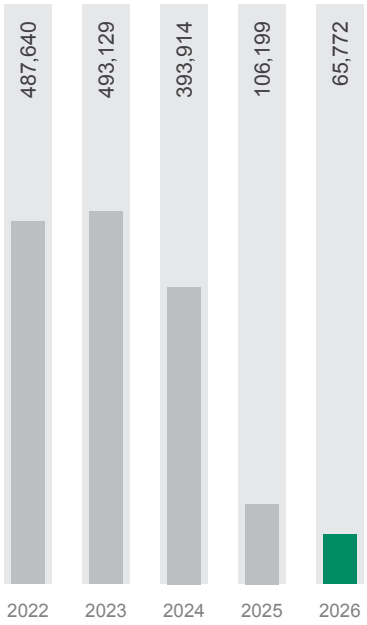
TOTAL ASSETS (RM'000)

RM851,594



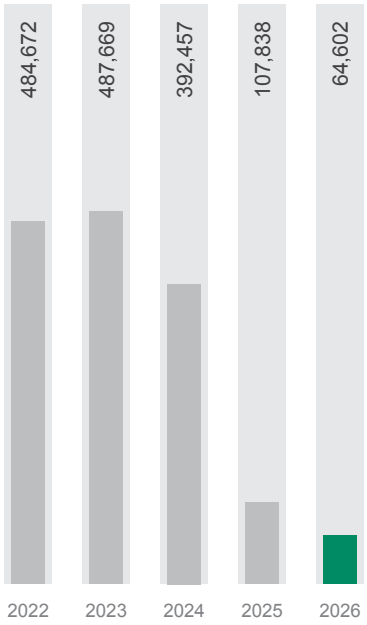
NET EQUITY FUNDS (RM'000)

RM65,772



TOTAL EQUITY (RM'000)

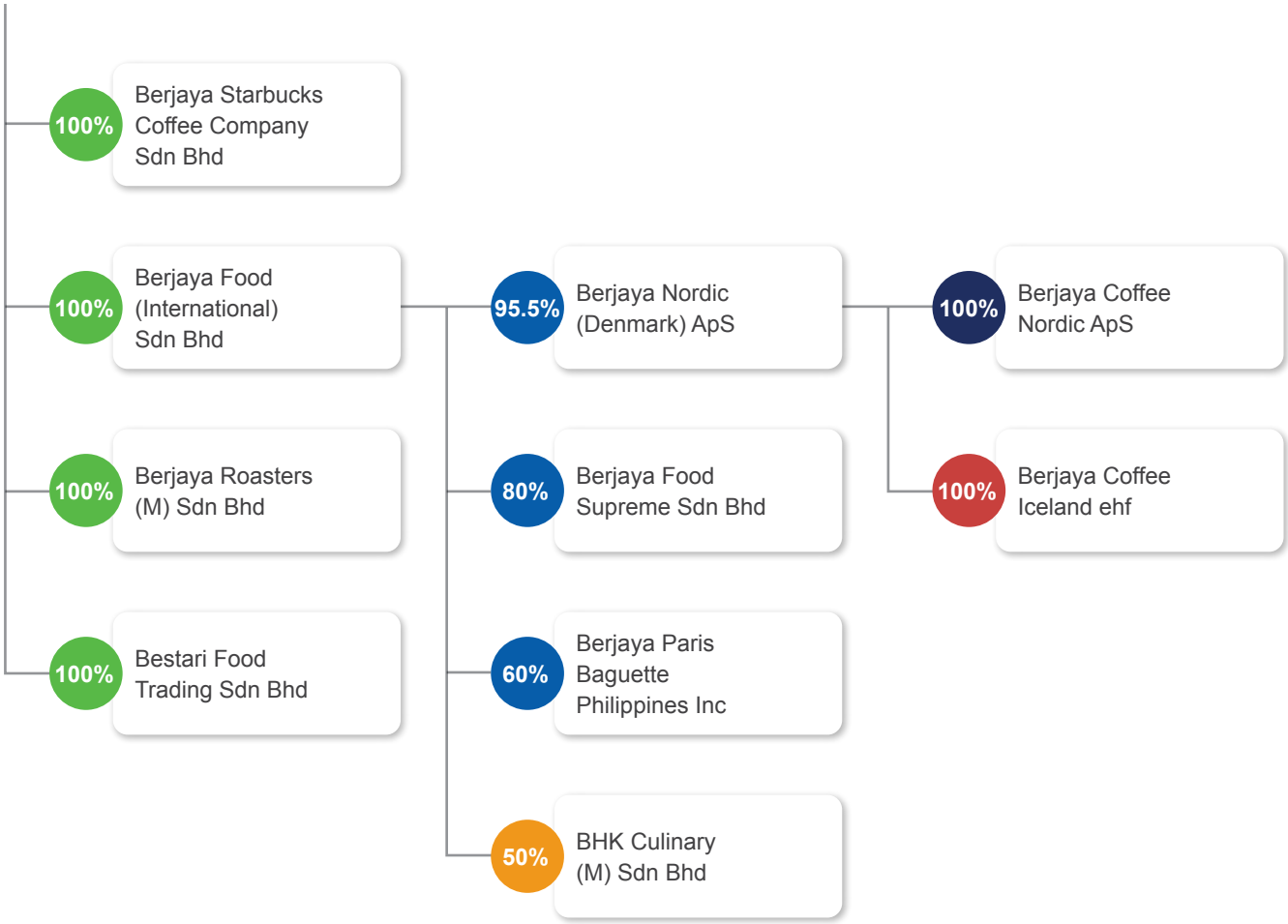
RM64,602



CORPORATE STRUCTURE

Of Operating Companies As At 2 October 2026

BERJAYA FOOD BERHAD
[Registration No. 200901032946 (876057-U)]



Direct Subsidiaries | Indirect Subsidiaries | Ownership Percentage | Joint Venture

SUSTAINABILITY STATEMENT



Berjaya Food Berhad ("BFood" or "the Group") proudly presents its FY2026 Sustainability Statement, reflecting its continued journey towards 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.

SUSTAINABILITY STATEMENT

Serving Up Positive Change

Berjaya Food Berhad ("BFood" or "the Group") presents its Sustainability Statement for the financial year ended 30 June 2026 ("FY2026").

This Statement provides a transparent account of how BFood manages its material sustainability impacts, risks and opportunities. It outlines the Group's performance, progress and priorities across the environmental, social and governance matters most relevant to its businesses and stakeholders.

This annual publication also reflects BFood's continued efforts to strengthen the quality, consistency and decision-usefulness of its sustainability disclosures. Where available, comparative information provides a clearer view of the Group's performance over time.

Reporting Scope and Boundary

This Sustainability Statement covers BFood's principal business activities and operating entities, namely:

- Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks");
- Berjaya Food Supreme Sdn Bhd ("BFS");
- Berjaya Roasters (M) Sdn Bhd ("BRoasters");
- Berjaya Paris Baguette Sdn Bhd ("BPBM"); and
- Bestari Food Trading Sdn Bhd ("BFT").

Where relevant and supported by reliable information, the Statement also includes sustainability information relating to the Group's other subsidiaries and growing international operations.

References to "BFood" or "the Group" collectively refer to Berjaya Food Berhad and the entities covered by this Statement. References to "the Company" refer to the individual entity or brand discussed in the relevant section.

BStarbucks receives proportionately greater coverage due to the scale of its operations and its contribution to the Group's revenue, workforce and store network. BFood continues to broaden its sustainability reporting coverage as its portfolio and geographical presence expand.

Reporting Period

This Statement covers FY2026, from 1 July 2025 to 30 June 2026, unless otherwise stated.

This disclosure includes comparative information from previous reporting periods where available and relevant.

References, Data and Restatement

BFood compiles sustainability information through established management, operational and reporting systems across its brands and business units.

The relevant teams review and validate the information before consolidating it at Group level. The Group continues to strengthen its data collection processes, calculation methods and internal controls to improve the completeness, consistency and traceability of its disclosures.

Where changes in reporting boundaries, methodologies or data availability affect previously reported figures, BFood may restate historical information to support more meaningful comparison. The relevant sections of this Statement explain any material restatements.

A consolidated three-year performance table is presented on pages 94 to 99, bringing together the Group's key sustainability indicators and performance trends.

Reporting Standards and Frameworks

- Global Reporting Initiative ("GRI") Standards;
- Main Market Listing Requirements and Sustainability Reporting Guide issued by Bursa Malaysia Securities Berhad;
- National Sustainability Reporting Framework ("NSRF") including:
  - IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information;
  - IFRS S2 Climate-related Disclosures;
- Sustainability Accounting Standards Board ("SASB") Standards;
- Recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD");
- ISO 26000:2010 Guidance on Social Responsibility;
- United Nations Sustainable Development Goals ("UNSDGs"); and
- FTSE4Good Bursa Malaysia Index and other relevant local and international sustainability benchmarks.

BFood applies these standards and frameworks according to their relevance to the Group's activities, stakeholders and reporting readiness.

References to IFRS S1 and IFRS S2 reflect the Group's preparations for evolving sustainability-related financial disclosure requirements and do not represent full compliance unless expressly stated.

Accuracy and Reliability of Content

The relevant business units and management teams reviewed and validated the sustainability information presented in this Statement.

The Sustainability Committee reviewed the Statement before recommending it to the Board of Directors ("the Board") for approval.

BFood appointed the British Standards Institution ("BSI") to provide independent limited assurance over selected sustainability disclosures and performance indicators. The assurance scope, methodology, and conclusions are presented in the Independent Assurance Opinion Statement on pages 105 to 108.

Feedback

BFood welcomes feedback as it continues to improve its sustainability practices, performance and reporting.

Please direct questions, comments or suggestions concerning this Sustainability Statement or sustainability at BFood to:

Email: enquiries@berjayafood.com

Serving More than Great Nourishments

Serving well goes beyond quality coffee, wholesome meals and freshly baked creations. It also means caring for the people behind every experience, using resources responsibly, strengthening communities and building a business that can grow sustainably over the long-term.

Home to familiar and well-loved brands such as Starbucks, Kenny Rogers ROASTERS and Paris Baguette, BFood operates at the heart of people's daily routines. Its stores are places where customers meet, recharge, celebrate and share memorable experiences. With this reach comes a responsibility to serve more than quality coffee, wholesome meals and freshly baked creations.

BFood reflects sustainability in the everyday decisions behind these experiences, from sourcing ingredients and developing menus to operating stores, supporting people and using resources.

Creating shared value means growing responsibly while delivering positive outcomes for its partners and employees, customers, shareholders, suppliers and communities. This ethos extends from maintaining food quality and safety and strengthening responsible sourcing to reducing waste, using energy and water more efficiently, developing talent and creating welcoming, inclusive spaces.

As BFood expands across brands and markets, long-term success depends not only on the experiences it serves today, but also on the resilience of its supply chains, the strength of its partnerships and its ability to manage its environmental and social impacts.

Through every cup poured, meal prepared and baked creation served, BFood seeks to create experiences that are good for business, meaningful for people and more responsible for the future.

BFood's Foundations for Creating Shared Value

BFood's approach to shared value is grounded in the aspects of its business that matter most to its stakeholders and long-term success.

These foundations guide how the Group develops its sustainability priorities and translates them into action across its brands and markets:

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 well-being, 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

SUSTAINABILITY STATEMENT

Strategic Priorities: Turning Purpose into Progress

BFood's sustainability agenda focuses on areas where it can deliver meaningful and measurable outcomes.

Six core priorities reflect the sustainability matters most closely connected to operations, customer experiences and long-term resilience. They provide a clear structure for setting objectives, implementing initiatives and monitoring performance across the Group.

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.

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

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

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

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

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

BFood Value Creation Model: Creating, Delivering & Sustaining Impact

Capital	Inputs	Outputs	Outcomes	SDGs
Financial Capital	• Revenue generated • Franchise and licensing fees from brand partnerships • Reinvestment into outlet expansion, innovation and digital capabilities	• New stores and expansion across Malaysia • Investment into ready-to-drink and plant-based product lines • Improved retail store formats and technologies	• Sustainable long-term profitability • Diversified income • Increased shareholder value and financial resilience	
Manufactured Capital	• Retail outlets • Central kitchens and food commissaries • Supply chain assets such as storage and delivery fleet • Food and beverage production lines	• Consistent food and beverage delivery across dine-in, takeaway and packaged formats • Accessible products in supermarkets, convenience stores and e-commerce platforms • Branded packaging and marketing materials	• Expanded market presence and brand reach • Seamless integration of retail and packaged goods • High operational efficiency and scalability	
Intellectual Capital	• Exclusive brand rights • R&D for healthier, meat-free and localised menus • Compliance with halal standards and food safety regulations	• Seasonal and signature menu launches • Halal-certified offerings • Providing plant-based milk options	• Strong brand recognition and customer loyalty • Enhanced market differentiation through innovation	

SUSTAINABILITY STATEMENT

Capital	Inputs	Outputs	Outcomes	SDGs
Human Capital	• Skilled workforce of baristas, chefs, store managers and support staff • Training programmes such as Starbucks Coffee Master Certification • Inclusive hiring practices, including Deaf employees in Starbucks Signing stores	• High service quality and customer engagement • Career development opportunities • Inclusive, diverse and empowered teams	• Strong employee retention and motivation • Inclusive workplace culture • Improved service standards and consumer experience	
Social and Relationship Capital	• Engagement with NGOs and community partners • Long-term partnerships with supply chain partners and regulators • Customer engagement through loyalty programmes and events	• Community-focused initiatives • Support towards local SMEs and sustainable suppliers • Customer engagement and feedback mechanisms	• Strong social licence to operate • Brand trust and community goodwill • Strengthened ecosystem of stakeholders and partners	
Natural Capital	• Responsibly sourced ingredients and raw materials • Fresh, meat-free ingredients and offerings • Packaging materials, water and energy resources in stores and production	• Fresh food and coffee served daily • Reduced waste and environmental footprint in operations	• Reduced dependency on animal-based ingredients • Improved energy and water efficiency • Enhanced alignment with environmental and sustainability goals	

Sustainability Governance

Formal terms of reference and governance arrangements define these responsibilities and support the integration of sustainability-related considerations into strategic planning, risk management and major decision-making.

The Board considers the relevant skills and competencies required to oversee sustainability-related and climate-related matters. SC members receive appropriate information and briefings to support the discharge of their responsibilities.

Defined responsibilities, reporting lines and review processes support the flow of sustainability-related information between the operating entities, management, the SC and the Board.

Board of Directors

- Ultimate oversight of material sustainability-related and climate-related risks and opportunities
- Endorses the Group's sustainability strategy, priorities and targets

Board Sustainability Committee ("SC")

- Supports the Board by reviewing material sustainability-related and climate-related risks and opportunities
- Monitors progress against approved priorities and targets
- Recommends appropriate actions
- Meets at least twice a year and reports material developments to the Board

Management & Sustainability Working Group ("SWG")

- Management assesses and manages material risks and opportunities, and implements the Group's approved priorities
- SWG comprises representatives from relevant business units and functions
- SWG coordinates implementation and monitors performance
- Reports material developments to management and the SC

SUSTAINABILITY STATEMENT

Sustainability-Related Risks and Opportunities

BFood identifies, assesses, prioritises and monitors sustainability-related and climate-related risks and opportunities that could reasonably affect the Group's prospects over the short, medium or long-term.

The Group also identifies and assesses material sustainability-related and climate-related opportunities and considers them in its strategic and operational decision-making.

The relevant sections of this Statement present further information on BFood's material risks and opportunities, their effects on the Group's strategy and prospects and the related metrics and targets.

Identify	Assess and Prioritise	Integrate and Monitor
• Sustainability-related and climate-related risks and opportunities • Across the business model, operations and value chain • Over the short, medium or long-term	• Nature, likelihood and potential magnitude assessed using relevant information and assumptions • Relative priority determined compared with other risks	• Integrated into overall risk management processes • Management assigns responsibility and monitors changes in exposure and responses • Material developments escalated to the SC and the Board

Recognised for Impact and Excellence



▲ **The Asia Records – Most Community Engagement Programmes among Coffeehouses**

On 13 March 2026, The Asia Records recognised BStarbucks for running the most community engagement programmes among coffeehouses in 2025. The recognition reflects its nationwide efforts in environmental stewardship, social impact and inclusion.



▲ **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 eighth 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 20 November 2025 and officiated by H.E. Edgard D. Kagan, U.S Ambassador to Malaysia and the award reaffirms BStarbucks' role in uplifting underserved communities and driving meaningful change. This achievement is made possible through the dedication of its BStarbucks employees and stakeholders.

FTSE4Good Recognition for ESG Performance

In the FTSE4Good Index Series results announced in June 2026, BFood achieved a four-star rating and an ESG score of 4.5. The Group ranked in the 98th percentile within the Travel & Leisure subsector, reflecting its strong sustainability performance and continued commitment to responsible business practices.

Listening, Learning and Growing Together

BFood has built its brands around everyday connections. Whether over coffee, a rotisserie-roasted meal or freshly baked creations, the people, partners and communities behind it shape each customer experience.

Stakeholder engagement helps BFood understand what matters most to those it serves and works with. Engagement includes listening to customers, supporting partners and employees, working closely with suppliers, and maintaining open dialogue with shareholders, regulators and communities.

These conversations provide valuable insight into changing expectations, local tastes, operational needs and sustainability priorities. They also help identify opportunities to improve products, services, workplace practices and environmental performance.

Engaging stakeholders with openness and care strengthens trust, builds more responsive brands and creates shared value that supports long-term business growth and positive impact.

Stakeholder Group	Engagement Platforms	Key Areas of Interest	How BFood Responds
Government and Regulators 	Meetings, consultations and engagements on regulatory, policy and public interest matters.	Regulatory compliance, consumer protection, food safety, public health, environmental performance, fair market.	BFood monitors and complies with applicable laws, regulations and guidelines, while maintaining responsible operating practices across its stores, kitchens and supply chain.
Customers 	Store-level feedback, customer service channels, digital platforms, loyalty and engagement initiatives, social media interactions.	Food and beverage quality, safe and enjoyable experiences, clear product information, menu variety, affordability, convenience, responsible sourcing.	BFood meets customer expectations by maintaining quality and safety standards, expanding menu choices, improving the service experience and providing relevant product information.
Contractors, Consultants and Suppliers 	Tendering and procurement processes, supplier meetings, performance reviews, operational coordination, feedback sessions.	Fair and transparent procurement, clear expectations, timely payment, product quality, responsible sourcing, long-term collaboration.	BFood works with suppliers and business partners to support quality, reliability, fair dealings and continuous improvement across its value chain.
Media 	Media releases, corporate updates, brand communications, interviews and media engagement, where relevant.	Accurate information, timely updates, business developments, new products, community and sustainability initiatives.	BFood provides timely and accurate information through appropriate communication channels to support responsible public communication and stakeholder awareness.
Communities, NGOs, Peer Companies and Industry Groups 	Community programmes, volunteering activities, charitable initiatives, partnerships, consultations with NGOs and industry groups.	Community support, social impact, inclusion, environmental initiatives, industry collaboration, responsible business practices.	BFood collaborates with community partners, NGOs and industry groups to support meaningful programmes and contribute to positive social and environmental outcomes.

SUSTAINABILITY STATEMENT

Stakeholder Group	Engagement Platforms	Key Areas of Interest	How BFood Responds
Shareholders and Investors	Annual general meetings, Bursa announcements, annual reports, corporate website, investor and analyst briefings, where required.	Financial performance, business strategy, governance, risk management, sustainability performance, long-term value creation.	BFood communicates its strategy, performance and governance practices through formal reporting and engagement channels, supporting transparency and informed decision-making.

More Focused View of What Matters

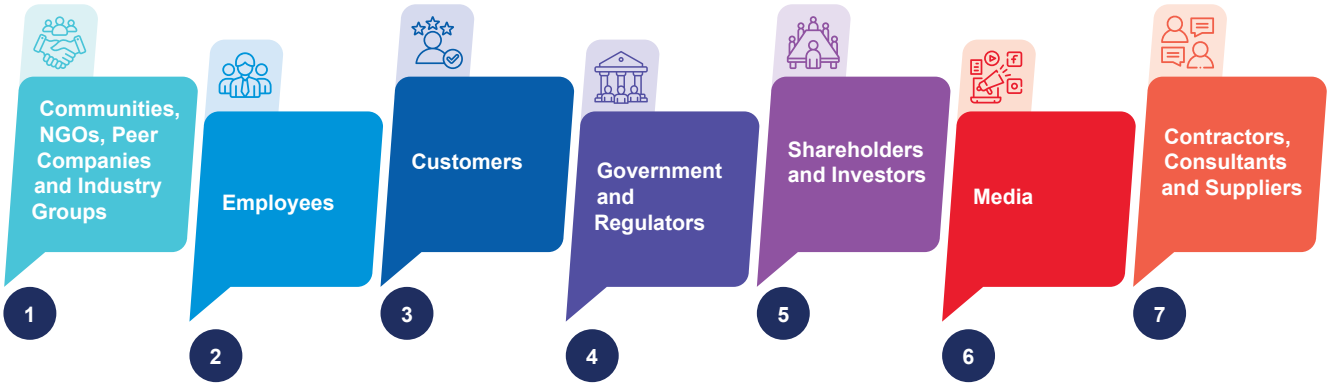
In FY2026, BFood refreshed the double materiality assessment it introduced in FY2025. It scored 18 sustainability matters from two perspectives:

- **Financial materiality:** how sustainability risks and opportunities could affect BFood's financial performance, position and cash flows; and
- **Impact materiality:** how BFood's activities affect people, communities, the economy and the environment.

The Board and management scored both perspectives on a 1–5 scale. A survey of 1,622 stakeholders, mostly employees and customers, informed and tested those scores. A matter is material where either score reaches 4.40.

The results set BFood's sustainability priorities and guide its disclosures, risk management and targets.

Stakeholders Contributing to the Materiality Assessment



Material Topics and Alignment

The table below explains each matter and its link to the UN Sustainable Development Goals ("SDGs").

Material Sustainability Matter	Rationale	Relevance to BFood	Relevance to Stakeholders	Contribution to Global Goals
Economic				
Corporate Governance and Internal Controls	Strong Board oversight, independence, accountability and internal controls that guide responsible decisions and support the long-term resilience of BFood.	Strengthens disciplined decision-making, reporting reliability and accountability across BFood's brands, outlets and operating markets.	Clear governance builds confidence in BFood's ability to manage growth, risks and responsibilities transparently.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

SUSTAINABILITY STATEMENT

Material Sustainability Matter	Rationale	Relevance to BFood	Relevance to Stakeholders	Contribution to Global Goals
Business Ethics and Compliance	Conducting business with integrity and complying with applicable laws, franchise requirements and brand standards, including anti-bribery, anti-corruption and fair competition.	Protects BFood's reputation, licences, franchise relationships and ability to operate in a regulated, customer-facing industry.	Ethical conduct supports trust, fair dealings and confidence in how BFood conducts business.	
Risk Management and Business Resilience	Managing sustainability-related, operational, financial and emerging risks that may affect BFood's brands, stores, restaurants, supply chain and future growth.	Supports business continuity, cost control, supply stability and readiness for operational, market, climate and regulatory disruptions.	Strong resilience supports reliable service, stable operations and confidence in BFood's long-term performance.	
Responsible Sourcing and Sustainable Supply Chain	Sourcing coffee, dairy, poultry, palm oil and other raw materials responsibly and transparently while managing traceability, deforestation, biodiversity, labour standards and supplier environmental practices.	Secures key inputs, protects product quality, reduces supply chain risk and supports responsible brand positioning.	Responsible sourcing strengthens trust in product origin, supplier accountability and ethical and environmental practices.	
Environment				
Energy Management	Using electricity and fuel efficiently across stores, restaurants, kitchens and support operations through energy-saving equipment, improved practices and cleaner energy.	Improves resource efficiency and helps manage operating costs and emissions across energy-intensive store and restaurant operations.	Efficient energy use reduces environmental impact and supports more responsible day-to-day operations.	
Climate Change and Carbon Emissions	Managing Scope 1, Scope 2 and extended Scope 3 emissions while assessing physical and transition risks, climate-related opportunities and business resilience through scenario analysis.	Helps BFood understand climate exposure, reduce emissions where feasible and build resilience across operations and supply chains.	Climate readiness supports confidence that BFood is preparing for physical risks, transition risks and changing disclosure expectations.	
Water Management	Using water responsibly across stores, restaurants, kitchens and support operations through monitoring, conservation and efficient operating practices.	Supports operational continuity, hygiene, cost control and efficient use of a critical resource in food and beverage operations.	Responsible water use supports clean operations, resource efficiency and confidence in BFood's environmental stewardship.	

SUSTAINABILITY STATEMENT

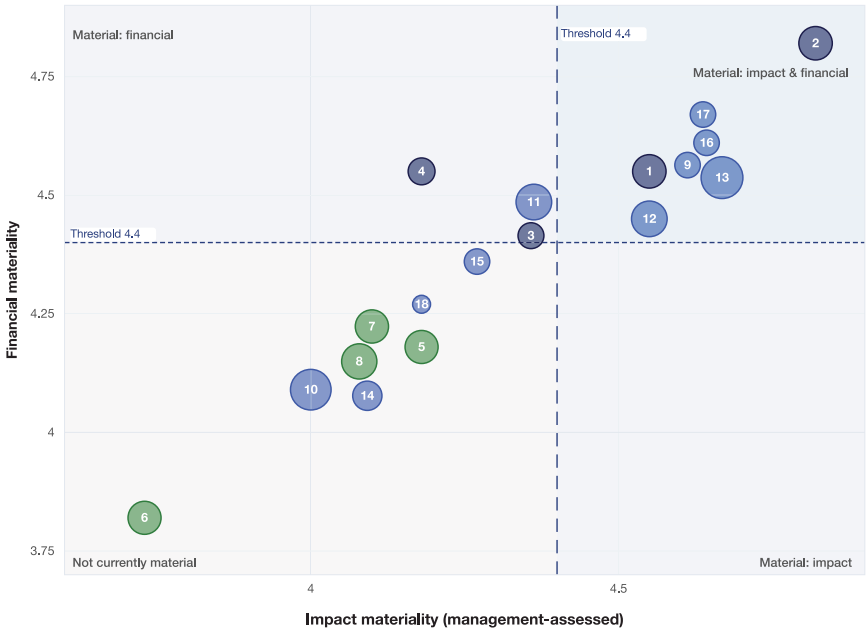
Material Sustainability Matter	Rationale	Relevance to BFood	Relevance to Stakeholders	Contribution to Global Goals
Waste and Pollution Management	Reducing food and packaging waste while managing wastewater, used cooking oil, cleaning chemicals and other potential pollution from stores, restaurants and support operations.	Helps BFood manage compliance, environmental risk and safe handling of operational waste streams.	Proper pollution control supports public health, environmental protection and confidence in responsible operations.	
SOCIAL				
Employee Well-being, Health and Safety	Creating a supportive and safe workplace through meaningful engagement, appropriate working conditions, care for physical and mental well-being and management of job-related hazards.	Supports workforce stability, productivity, retention and safe service delivery across frontline and support operations.	Safe, supportive workplaces strengthen employee confidence and support consistent service quality.	
Diversity, Equity and Inclusion	Creating equal opportunities for people from different backgrounds and abilities, including People with Disabilities ("PwDs"), through inclusive employment and a workplace free from discrimination.	Strengthens workforce diversity, customer connection and BFood's position as an inclusive employer and service provider.	Inclusive employment and accessible service support equal opportunity and reflect the communities BFood serves.	
Talent Development	Building employee capabilities through training, upskilling, career development, leadership opportunities and progression across BFood's brands.	Builds the skills needed for service quality, food safety, operational consistency and future leadership.	Capability-building supports better service, safer operations and stronger career pathways.	
Labour Practices and Human Rights	Promoting fair employment, responsible recruitment, appropriate working conditions and respect for human rights, including the prevention of forced labour, child labour, harassment and exploitation.	Reduces employment and supply chain risks while supporting responsible growth and workforce trust.	Fair labour practices help protect workers, reduce exploitation risks and strengthen responsible business conduct.	
Food Safety and Quality	Serving safe, high-quality food and beverages through stringent assurance monitoring, cold-chain controls and compliance with regulatory, halal and brand requirements.	Protects customer trust, brand reputation, regulatory compliance, Halal assurance and continuity of store and restaurant operations.	Safe, hygienic and consistent products are fundamental to confidence in BFood's brands.	

SUSTAINABILITY STATEMENT

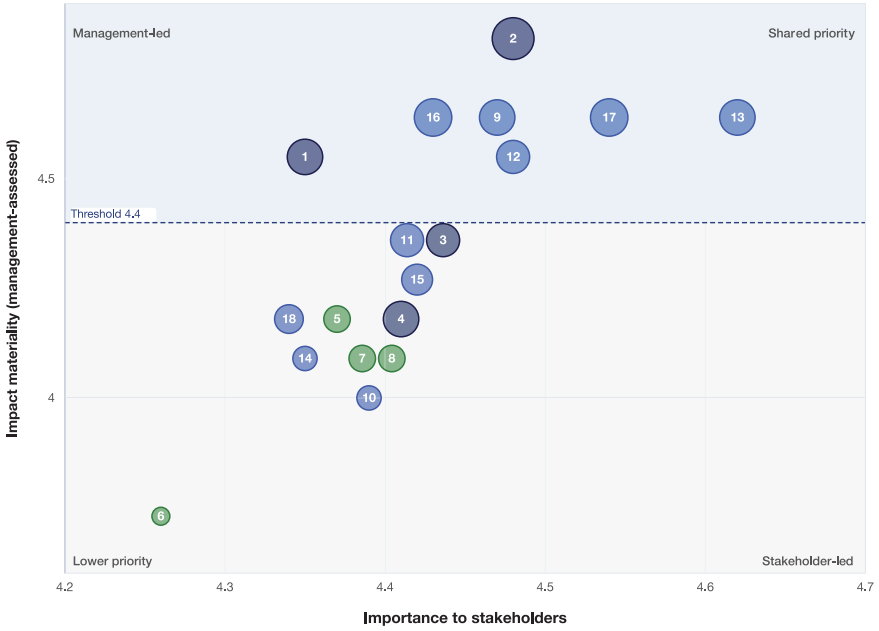
Material Sustainability Matter	Rationale	Relevance to BFood	Relevance to Stakeholders	Contribution to Global Goals
Promoting Healthier Choice	Encouraging balanced, informed consumption through healthier menu choices that meet different nutritional preferences and dietary needs.	Keeps BFood's menus relevant as customer preferences shift towards choice, customisation and nutrition awareness.	Healthier and clearer choices support different dietary needs, lifestyles and more informed consumption.	
Responsible Marketing	Providing clear, accurate and transparent information on ingredients, nutrition, allergens, pricing and promotions.	Protects customer trust and supports responsible communication across menus, packaging, campaigns, apps and store channels.	Accurate product information and responsible claims help customers make informed choices with confidence.	
Customer Engagement and Experience	Building trusted relationships through welcoming store and restaurant experiences, accessible service, loyalty programmes and thoughtful responses to customer and guest feedback.	Strengthens brand loyalty, repeat visits, service improvement, menu relevance and digital engagement.	Listening and responding to feedback supports better experiences, stronger relationships and more relevant offerings.	
Data Privacy, Cybersecurity and Confidentiality	Protecting customer, employee and business information across payment systems, loyalty programmes, applications and digital platforms.	Protects trust in digital channels, loyalty programmes, payment systems, employee records and confidential business information.	Secure data management protects confidence in BFood's digital, payment and operational systems.	
Community and Society	Supporting society through community partnerships, charitable initiatives, local engagement and programmes that create meaningful social impact.	Strengthens BFood's relationship with local communities and supports its role as a responsible, customer-facing business.	Practical community support advances inclusion, food security, youth development, local culture and community well-being.	

SUSTAINABILITY STATEMENT

FY2026 double materiality matrix: impact and financial materiality



FY2026 ESG impact and importance to stakeholders



1. Corporate Governance and Internal Controls
2. Business Ethics and Compliance
3. Risk Management and Business Resilience
4. Responsible Sourcing and Sustainable Supply Chain
5. Energy Management
6. Climate Change and Carbon Emissions
7. Water Management
8. Waste and Pollution Management
9. Employee Well-being, Health and Safety
10. Diversity, Equity and Inclusion
11. Talent Development
12. Labour Practices and Human Rights
13. Food Safety and Quality
14. Promoting Healthier Choice
15. Responsible Marketing
16. Customer Engagement and Experience
17. Data Privacy, Cybersecurity and Confidentiality
18. Community and Society

Ten of the 18 matters are material: seven on both impact and financial grounds, three on financial grounds alone.

- **Impact and financial:** Business Ethics and Compliance, Corporate Governance and Internal Controls, Customer Engagement and Experience, Data Privacy, Cybersecurity and Confidentiality, Employee Well-being, Health and Safety, Food Safety and Quality, Labour Practices and Human Rights.

- **Financial only:** Responsible Sourcing and Sustainable Supply Chain, Risk Management and Business Resilience, Talent Development.

Energy, water and waste scored just below the threshold (4.09 to 4.18); climate change scored 3.73 for impact and 3.82 for financial materiality. BFood continues to manage and report on all four, as required by Bursa Malaysia and IFRS S2.

Economic Resilience and Long-term Value

BFood's approach to economic sustainability centres on preserving value and strengthening resilience in a challenging operating environment. The Group remains focused on disciplined decision-making, operational efficiency and responsible long-term value creation for shareholders, customers, employees, suppliers and communities.

In FY2026, BFood prioritised stabilising its operations, improving cost discipline and reviewing revenue opportunities across its brands. Efforts included continued assessment of store performance, resource use and operating practices to support a more focused and sustainable business model.

During FY2026, the Group made no major new investment as its businesses continued to recover, choosing instead to consolidate operations and to pursue new collaborations centred on healthier lifestyles.

Through these efforts, BFood is building a business that is more responsive to market conditions, more efficient in its use of resources and better positioned to deliver sustainable value over the longer-term.

Strengthening the Core, Expanding the Reach

In FY2026, BRoasters focused on strengthening its business fundamentals while adapting to changing customer behaviour and market conditions.

As part of its portfolio review, the brand rationalised its restaurant network by closing some of its underperfoming outlets, enabling:

- BRoasters to focus resources on locations with stronger commercial potential and improve overall operating efficiency
- The brand to secure tenancy renewals in key trading areas, supporting continued presence in locations that remain important to its customer base

Beyond dine-in operations, BRoasters also expanded its catering business by securing corporate, institutional and community orders. This expansion positioned the brand to reach customers beyond the restaurant setting, while diversifying revenue.

BRoasters also worked with BFood's ancillary teams on monthly food aggregator campaigns to strengthen digital sales and brand visibility. These initiatives expanded customer reach across online channels and kept the brand accessible to customers seeking convenient meal options.

Together, these actions reflect a more disciplined and responsive approach to economic sustainability. By strengthening its core operations, expanding alternative revenue channels and improving customer reach, BRoasters continues to support BFood's broader focus on resilience, value preservation and long-term business sustainability.

From farm-level innovation to the customer experience in store

For BStarbucks and BFS, responsible sourcing begins long before coffee reaches the store. It starts with the farmers, farms and coffee-growing communities that form the foundation of every cup served.

A key part of Starbucks' global coffee sustainability efforts is Hacienda Alsacia, its company-operated coffee farm in Costa Rica. The farm serves as a research and development hub focused on strengthening coffee's future amid challenges such as climate change, crop disease and pressure on farming communities.

Through Hacienda Alsacia, Starbucks develops more resilient coffee varietals, explores more efficient farming and processing methods, and shares practical knowledge with coffee farmers worldwide. These efforts support long-term coffee quality, farmer resilience and the continued availability of ethically sourced coffee.

For BStarbucks and BFS, this global work:

- Reinforces the importance of a responsible and resilient coffee supply chain.
- Ensures that the coffee served locally connects to wider efforts to protect farmer livelihoods, strengthen sourcing practices and support a more sustainable future for coffee.

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

SUSTAINABILITY STATEMENT

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

Sourcing with Care, Serving with Confidence

BFood's supply chain plays an important role in the quality, safety and consistency of the food and beverages served across its brands. From coffee, cocoa and tea to ingredients, packaging, equipment and logistics, the Group works with suppliers that support its operational needs while aligning with its expectations on quality, ethics and responsible business conduct.

BFood recognises that supply chains can create environmental and social impacts. The Group therefore seeks to manage these impacts by setting clear supplier expectations, strengthening oversight and working with suppliers to improve standards across the value chain.

Setting Clear Expectations for Suppliers

BFood's brands apply supplier requirements that reflect their respective operating needs, product categories and customer expectations.

BFood expects all current and potential suppliers to comply with BFood's Human Rights and Labour Standards Policy and relevant brand-level Supplier Codes of Conduct.

BFood also maintains channels for suppliers to raise concerns and communicate with the Group.

Brand-Level Requirements

- Quality
- Food safety
- Halal certification
- Ethical conduct
- Labour standards
- Compliance with applicable laws

Group Policies for All Suppliers

- Human Rights and Labour Standards Policy
- Brand-level Supplier Codes of Conduct
- Relationships built on transparency, accountability and responsible practices

Channels to Raise Concerns

- Regular meetings with the supply chain team
- Supplier feedback channels
- Annual supplier assessments
- Whistleblowing mechanisms

Sourcing Responsibly, Locally Where Possible

BFood prioritises local sourcing where it supports quality, reliability and commercial viability. This approach shortens supply routes, supports local businesses and reduces exposure to logistics disruptions, import duties and cross-border risks.

Quality, however, remains non-negotiable. For certain core products, including coffee beans, cocoa and tea, BStarbucks and BFS continue to source through approved channels to maintain consistent flavour, product quality and brand standards.

In FY2026, BPBM strengthened its local sourcing approach by replacing selected overseas imports with local suppliers. For certain items previously sourced from Korea, local procurement reduced the journey from manufacturing to outlet, improved responsiveness and supported a more efficient procurement model. Shorter transit distances reduced exposure to customs duties, import-related costs, cross-border transport risks and associated Scope 3 transport emissions.

BPBM also adopted direct sourcing from original manufacturers where possible, reducing reliance on brokers and distributors. This improved procurement transparency, removed intermediary mark-ups and supported stronger cost discipline.

Strengthening Supplier Assessment and Assurance

BFood applies supplier onboarding, assessment and audit processes to support quality, food safety and responsible sourcing.

In FY2026, BStarbucks assessed eight suppliers as part of its supplier performance evaluation process. Its quality assurance team also audited 10 suppliers against GFSI standards, and all passed. BPBM audited three suppliers during the year, all of which passed.



BStarbucks also maintained strong warehouse and inventory controls. During the annual stock count at its Maersk-operated warehouse, the brand achieved 100% stock-count accuracy by stock-keeping unit ("SKU"). Its supply chain function also completed both internal and external audits with zero findings. The next annual warehouse stock count is scheduled for the end of June 2027.

During the year, BStarbucks also assessed three vendors under its Supply Chain Security Programme.

Before Appointment

- Suppliers must meet minimum standards
- Halal certification and recognised food safety systems such as HACCP
- GFSI-recognised schemes encouraged: FSSC, BRCGS, SQF and IFS

Ongoing Assessment and Audit

- Self-assessment questionnaires
- Physical inspections
- Supplier audits
- Brand-level quality assurance reviews

Supply Chain Security Programme

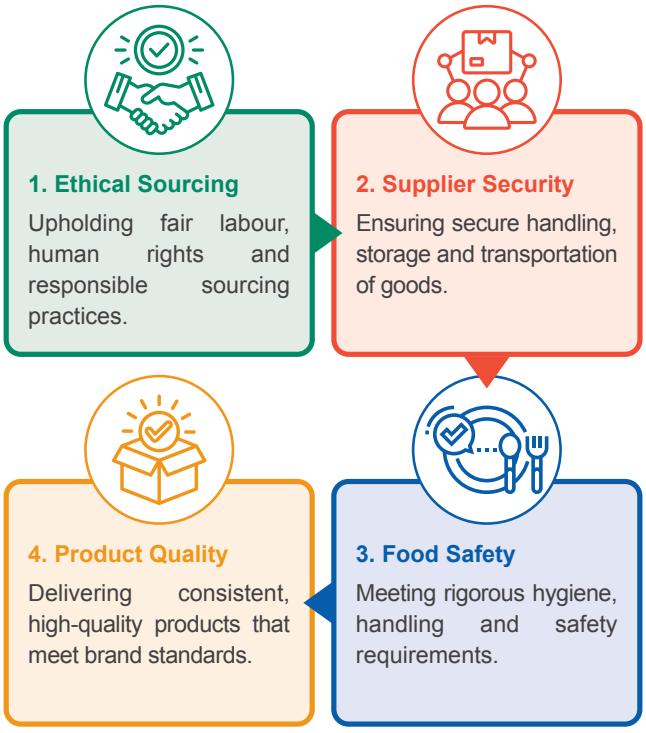
- Physical security and cargo security
- Access controls
- Business continuity at supplier facilities

Supplier Assessment Criteria

BFood assesses suppliers against key criteria that support responsible sourcing, product integrity and customer trust. These criteria help the Group evaluate whether suppliers meet the standards required to support its brands and operations.

Only suppliers that meet the required standards are approved, helping ensure that supplier relationships reflect BFood's expectations on quality, safety, responsibility and trust.

Core Supplier Expectations



SUSTAINABILITY STATEMENT

Improving Efficiency Across Warehousing and Logistics

BFood's supply chain teams continued to improve warehousing and logistics efficiency through better planning, labour optimisation and warehouse layout improvements. These efforts support cost discipline, operational efficiency and more responsible resource use.

In FY2026, BPBM reduced warehouse spending by 30% by lowering stock holding from 2.5 months to one month and reducing delivery frequency from daily deliveries to six days a week. Shorter local lead times also supported a shift towards just-in-time replenishment, freeing storage space and reducing third-party logistics costs.

A leaner warehouse footprint also helps lower indirect utility consumption from lighting, cooling and other warehouse operations, while reducing the risk of excess stock and operational material waste.

BPBM also applied routine market monitoring and multi-vendor competitive bidding to safeguard margins and maintain competitive procurement pricing.

Building Supplier ESG Capability

BFood recognises that a responsible supply chain depends on more than quality, cost and reliability. It also requires suppliers to understand and manage the environmental, social and governance ("ESG") expectations that increasingly shape responsible business practices.

In FY2026, BFood continued to engage suppliers on sustainability expectations, ESG risks and improvement opportunities. On 9 January 2026, BFood invited suppliers to a dedicated training session titled "Building a Sustainable and Responsible Supply Chain", which Berjaya Corporation organised and BFood extended to its suppliers.

The session introduced suppliers to the fundamentals of ESG and encouraged them to embed these principles in their own operations. It covered ESG risk management, compliance requirements and emerging sustainability expectations, including:

Area	Topics Covered
Environmental	Climate-related risks, environmental management and resource considerations
Social	Living conditions, fair dismissal, forced labour, child labour and harassment
Governance	Bribery, corruption, data protection and responsible business conduct

BFood also introduced suppliers to the NSRF and BFood's sustainability roadmap. This engagement familiarised suppliers with the Group's direction, reporting expectations and focus on building a more responsible and resilient value chain.

Through training, regular communication, supplier assessments and ongoing engagement, BFood continues to strengthen supplier capability and encourage continuous improvement across its sourcing network.

Upholding Social Supply Chain Principles

BFood's Supplier Code of Conduct, Ethical Sourcing Programme and Human Rights and Labour Standards Policy set out its social supply chain expectations, including labour practices, human rights and animal welfare. BFood communicates these requirements to suppliers globally and, where appropriate, translates them into relevant languages.

The Group expects major suppliers to comply with Malaysian labour laws and relevant International Labour Organization ("ILO") principles. The following LABOUR principles guide supplier expectations.

BFood embeds these expectations through buyer training, supplier agreements, supplier selection criteria and supplier evaluation processes and considers social standards in day-to-day procurement decisions and supplier relationships.

The Group considers social risks as part of due diligence for potential and existing suppliers, with particular attention to suppliers identified as higher risk. BFood monitors supplier performance through ongoing evaluation and engagement. The Group identified no instances of social non-compliance in FY2026.

LABOUR Principles

BFood's social supply chain expectations

L — **Legal working age compliance**
Preventing child labour by complying with minimum legal working age requirements.



A — **Avoiding forced labour**
Ensuring employment is freely chosen and not subject to coercion, threats or forced labour practices.



B — **Barriers removed to equal opportunity**
Applying non-discrimination in hiring, remuneration, training, promotion, overtime, termination and retirement.



O — **Organising for collective bargaining**
Respecting the right to form or join unions, be represented and engage on employment matters.



U — **Upholding working hours limits**
Complying with local regulations on working hours and overtime, including efforts to reduce excessive working hours.



R — **Respecting wages and safety**
Meeting or exceeding minimum wage requirements and maintaining a safe and healthy workplace.



Managing Environmental Impacts in the Supply Chain

BFood integrates environmental considerations into its procurement and supplier engagement practices through ongoing communication and training for relevant supplier personnel.

BFood assesses environmental risks associated with potential and existing suppliers as part of its due diligence process, with particular attention to suppliers identified as higher risk. BFood also encourages suppliers to improve transparency by monitoring, managing and reporting their environmental impacts, including reducing impacts where possible. These practices support the Group's broader efforts to build a more resilient and sustainable value chain. BFood participates in workshops, industry initiatives and topic-specific collaborations that support responsible environmental practices across its supply chain.

SUSTAINABILITY STATEMENT

The Group is currently finalising a Procurement Policy that incorporates key environmental principles.

BFood also expects 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. The Group conducts periodic supplier site visits and physical inspections as part of its supplier oversight. The Group identified no instances of environmental non-compliance during these activities in FY2026.

Supplier Matters Reviewed

- Energy use
- Greenhouse gas emissions
- Water consumption
- Biodiversity impact
- Waste management
- Pollution control
- Resource efficiency

Procurement Policy Requires

- Compliance with relevant environmental laws
- Good practices on pollution prevention, waste management and resource efficiency
- Minimising environmental impacts across the product life cycle

Procurement Policy Encourages

- Supply chain decarbonisation
- Ethical sourcing
- Take-back or recycling options for products and packaging

Serving with Integrity

BFood's Code of Conduct and supporting policies define the standards of ethical behaviour expected across the Group. These standards guide employees and, where relevant, supply chain partners in acting responsibly, transparently and in the best interests of the business and its stakeholders.

The Group adopts a zero-tolerance stance towards bribery, corruption and unethical conduct. Its Board-endorsed Anti-Bribery and Corruption Policy aligns with the Guidelines on Adequate Procedures to Curb and Prevent Bribery and Corruption under Section 17A of the Malaysian Anti-Corruption Commission Act 2009, including the T.R.U.S.T. principles.

BFood manages corruption risk through risk assessments, internal controls, due diligence, training and clear communication. Each brand maintains a Corporate Risk Register and a Bribery and Corruption Risk Register, with more detailed controls applied to higher-risk functions and activities.

The Group's anti-corruption practices include identifying and managing corruption risks, reinforcing accountability, managing gifts, entertainment and hospitality responsibly, and conducting due diligence on business partners, contractors, subcontractors, agents and other third parties.

Suppliers must acknowledge relevant anti-corruption requirements, including Berjaya's T.R.U.S.T. Concept and Integrity Declaration Form, extending BFood's ethical conduct expectations across the business relationships that support its brands.

In FY2026, BFood delivered anti-corruption and anti-bribery training and refresher sessions for head-office employees across BStarbucks, BRoasters and BPBM. BStarbucks also extended the training to all employees, including operations teams. BFood conducted refresher training on its T.R.U.S.T. Concept across the supply chain, retail, BRoasters and BPBM teams between May 2026 and June 2026.

In FY2026, anti-corruption and anti-bribery training focused on BFood employees, including relevant head-office, brand, supply chain, retail and operations teams. While this year's formal training did not include suppliers and contractors, BFood continued to communicate its expectations through supplier declarations, due diligence and relevant policy requirements.

BFood recorded no significant incidents of bribery, corruption or anti-competitive legal action during FY2026.

BFood's Overall Corruption Target



Zero corruption, bribery and facilitation payments

Speaking Up with Confidence

BFood's Whistleblowing Policy provides a confidential channel for employees, business partners and members of the public to report suspected misconduct. Stakeholders can report bribery, fraud, abuse of power, regulatory non-compliance and other unethical behaviour. The channel also

supports the Company's approach to addressing bullying and harassment by providing employees with a confidential way to report concerns. BFood trains its managers to handle reports and instances of bullying and harassment appropriately.

Employees may submit reports by email or mail to designated senior officers. If a concern involves senior management, employees may direct it to other directors to support independence.

BFood assesses and investigates reports professionally, protects whistleblowers from retaliation and maintains confidentiality unless disclosure is required by law. False or malicious reports may result in disciplinary action.

In FY2026, BFood employees completed the Berjaya Food Berhad Code of Conduct and Conflict of Interest Declaration, reaffirming the Group's shared commitment to ethical, transparent and responsible conduct.

Advancing Industry and Market Progress

BFood supports broader industry and market development through participation in business, retail, employment and food and beverage platforms. These engagements allow the Group to exchange insights, contribute operational experience and stay responsive to emerging market, regulatory and sustainability expectations.

The Group participated in Bursa Malaysia's Public Listed Companies Transformation ("PLCT") Programme, which supported public listed companies in strengthening areas such as transparency, sustainability, governance, investor relations and long-term value creation. BFood continues to monitor relevant market development initiatives, including MY Value Up, which encourages Malaysian public listed companies to strengthen medium- to long-term value creation.

BFood also participates in platforms such as the American Malaysian Chamber of Commerce ("AMCHAM"), Malaysia Retail Chain Association ("MRCA"), Malaysian Employers Consulting Agency ("MECA") and Malaysian Specialty Coffee Association ("MSCA"). Through these memberships, the Group contributes to industry dialogue on shared challenges, responsible business practices, workforce matters and sector development.

Notable Industry Memberships

Bursa Malaysia's Public Listed Companies Transformation ("PLCT") Programme

American Malaysian Chamber of Commerce ("AMCHAM")

Malaysia Retail Chain Association ("MRCA")

Malaysian Specialty Coffee Association ("MSCA")

Malaysian Employers Consulting Agency ("MECA")

Connecting Brand Growth with Local Economic Value



Kopi Creator Kolektif: Nurturing Malaysia's Creative Economy

BStarbucks continued to support emerging local talent through the Kopi Creator Kolektif ("KCK"), a platform designed to nurture Malaysian musicians and filmmakers.

The initiative began in late 2025 with intimate acoustic store sessions called House Blends and later evolved into a structured development platform. On World Creativity and Innovation Day on 21 April 2026, BStarbucks unveiled the KCK Class of 2026.

In collaboration with Breaking Music and local independent film directors, KCK provides selected creators with access to masterclasses, studio equipment, financial support and Starbucks Reserve locations as creative testing spaces.

SUSTAINABILITY STATEMENT

By opening its stores and brand platform to emerging creatives, BStarbucks supports local talent development while strengthening the connection between retail spaces, community engagement and Malaysia's creative economy.

Celebrating Malaysia Through Visit Malaysia 2026



In late 2025, BFood entered a strategic corporate alliance with Tourism Malaysia to support the Visit Malaysia 2026 ("VM2026") campaign. Through BStarbucks, the partnership brought Malaysian culture, flavours and travel storytelling into selected customer touchpoints.

As a strategic partner, BStarbucks introduced localised packaging concepts, featured official VM2026 campaign imagery and incorporated local cultural motifs at selected high-footfall tourist and airport locations. The initiative helped position Starbucks stores as accessible cultural touchpoints for both local customers and international visitors.

To mark the partnership, BStarbucks launched two locally inspired beverages with Tourism Malaysia from 1 October 2025: Kopi Kaw Latte, inspired by Malaysia's bold and familiar kopi kaw, and Ais Kepal Frappuccino, a Starbucks interpretation of the nostalgic local street dessert.

Through this collaboration, BFood supported national tourism promotion while celebrating Malaysia's food culture, local identity and creative storytelling through everyday customer experiences.

Managing Our Environmental Footprint

The Group focuses on practical measures to use resources more efficiently, reduce waste and support more responsible operations.

Through its brands, including Starbucks, the Group continues to support the ambition to reduce carbon, water and waste footprints by 50% by 2030. Ongoing improvements across operations, sourcing and resource management support this progress.

Ethical Coffee Sourcing

Responsible coffee sourcing is central to Starbucks' supply chain. Since 2004, Starbucks has sourced coffee through its Coffee and Farmer Equity ("C.A.F.E.") Practices, developed with Conservation International to promote quality, economic transparency, social responsibility and environmental leadership in coffee farming.

C.A.F.E. Practices is a verification programme rather than a one-time certification. It assesses farms, mills and supply chains against more than 200 economic, social and environmental indicators, with third-party verification overseen by SCS Global Services. The programme also supports supply chain visibility across more than 30 coffee-producing countries, helping Starbucks understand farmer and supplier challenges and drive continuous improvement.

Starbucks has zero tolerance and takes immediate action when identifying violations. Responses may include investigation, suspension of the commercial relationship, corrective action plans and re-evaluation by an approved third-party verification organisation before Starbucks considers the matter resolved.

As of Starbucks' fiscal year 2025, nearly 400,000 coffee farms are part of supply chains third-party verified against C.A.F.E. Practices standards.

For BStarbucks and BFS, C.A.F.E. Practices supports a more reliable and responsible coffee supply chain. It helps protect coffee quality, strengthen farmer livelihoods and connect every cup served locally to broader efforts to build a more sustainable future for coffee.

SUSTAINABILITY STATEMENT

Where the Impact Arises

- Stores
- Ingredients
- Packaging
- Logistics
- Waste

How It Is Managed

- Responsible sourcing
- Energy and water management
- Waste reduction
- Operational efficiency
- Supplier engagement

Oversight

- Board Sustainability Committee
- Sustainability Working Group
- Part of BFood's wider sustainability governance structure

According to its latest available global sustainability disclosures, Starbucks sources more than **99%** of its coffee from farms and supply chains that meet C.A.F.E. Practices standards. Starbucks has also invested more than **USD 150 million** to increase the prosperity and resilience of coffee farmers and workers worldwide, including through farmer loans, open-source agronomy work, farmer support centres and coffee tree donations.



Climate Resilience in Everyday Operations

Climate change affects BFood through its retail outlets, supply chain and operating costs. Higher temperatures may increase cooling and refrigeration needs, while extreme weather may disrupt store operations, logistics and customer footfall. Climate-related impacts on agriculture may also affect the cost and availability of key ingredients.

BFood aims to manage the impacts of energy use and climate change by reducing greenhouse gas emissions, improving operational efficiency and strengthening business resilience. The Group pursues these objectives through energy management, more efficient equipment, waste reduction, supplier engagement and more resilient operating practices. BFood also engages in relevant industry discussions to help develop public policies and regulations that address climate and environmental issues.

Governance and Oversight

The Board oversees sustainability matters, including climate-related risks and opportunities, through the Board Sustainability Committee. The Sustainability Working Group coordinates implementation at management level, working with relevant brands and functions to monitor sustainability initiatives and operational improvements.

The Board Sustainability Committee receives climate-related updates at least twice a year, or earlier if significant developments arise.

Managing Climate-Related Risks

BFood is progressively identifying climate-related risks across its operations and value chain.

The Group considers both physical and transition risks.

These risks are considered alongside broader business, operational, financial and reputational risks as BFood continues to strengthen its enterprise risk management approach.

Practical Climate Actions

BFood's current climate priorities include both mitigation and adaptation measures relevant to its food and beverage operations. The Group focuses on improving energy efficiency, reviewing equipment and store operating practices, reducing waste, engaging suppliers, improving data quality and strengthening operational resilience to climate-related disruption.

Adaptation measures include reviewing store and operational practices in response to higher temperatures and extreme weather, maintaining cooling and refrigeration performance, strengthening business continuity arrangements and considering supply chain resilience where climate-related events may affect the availability or cost of key ingredients.

SUSTAINABILITY STATEMENT

Exposure Across the Value Chain

- Retail outlets
- Logistics routes
- Cold chain facilities
- Energy use, packaging and sourcing
- Locations vulnerable to extreme weather

Physical Risks

- Higher temperatures
- Flooding
- Weather volatility

Transition Risks

- Energy cost increases
- Regulatory developments
- Packaging requirements
- Potential carbon pricing
- Changing expectations from customers, investors and business partners

In FY2026 , BFood invested RM 164,992 in climate-related initiatives, including energy-efficient LED lighting, digital menu boards, community boards and sustainable signage across outlets. These initiatives support more efficient store operations and lower-impact infrastructure. Since FY2023, BFood has invested a total of RM 8,000,658.44 in such initiatives.

BFood's Investments in Climate-related Initiatives

FY2026	FY2025	FY2024
RM 164,992.00	RM 378,906.60	RM 3,769,807.84

Measurement and Next Steps

BFood monitors environmental indicators such as energy use, emissions, water consumption and waste where data is available. The Group is working to improve the consistency and completeness of climate-related data across its brands.

BFood is also developing its ability to assess asset and operational exposure to climate-related risks and opportunities. As its reporting systems mature, the Group intends to strengthen the link between climate data, risk assessment, financial planning and operational decision-making.

Climate Resilience and Scenario Analysis

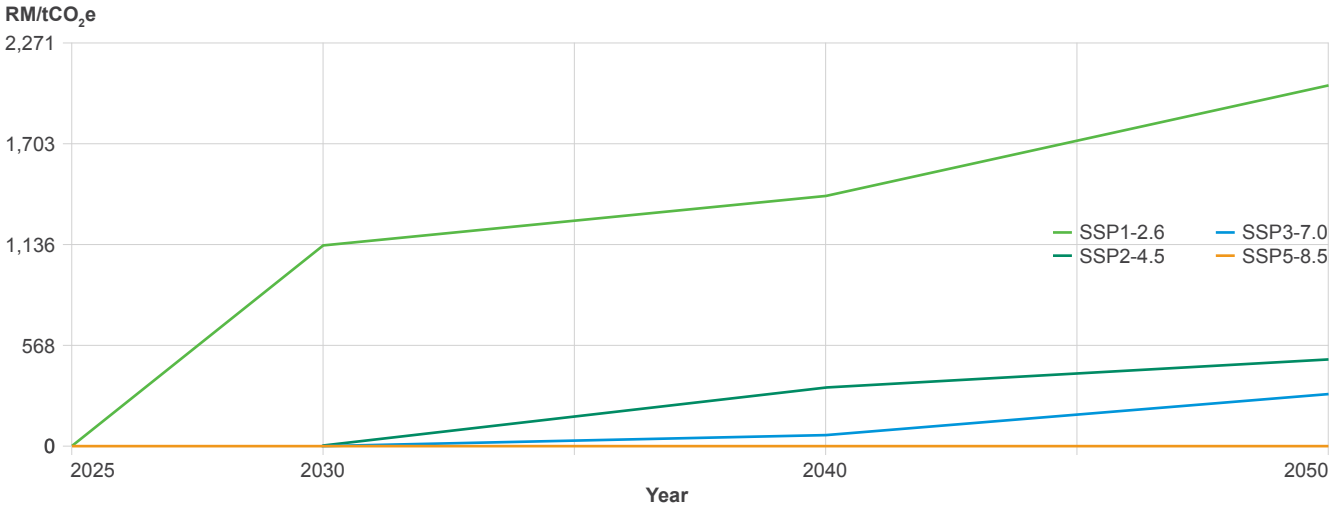
BFood tested its strategy against four climate futures from the Network for Greening the Financial System (NGFS Phase 5, version 5.1), in line with IFRS S2. This section covers transition risk; Managing Climate-Related Risks covers physical risk.

Scenarios Considered

BFood modelled each scenario to 2030 and 2050. NGFS states carbon prices in constant 2010 US dollars; BFood converts them at RM4.4025 per USD, the FY2025 average.

- **Net Zero 2050 (orderly transition):** immediate, coordinated policy; carbon prices of RM 1,130/t in 2030 and RM 2,028/t in 2050.
- **Delayed Transition (disorderly):** little action until 2030 (RM 11/t), then a sharp rise to RM 489/t by 2050.
- **Fragmented World (too little, too late):** uneven policy across regions; carbon prices stay at RM 11/t to 2030 and reach RM 292/t by 2050, and warming is not limited.
- **Current Policies (hot house world):** existing policies only; carbon prices stay at RM 11/t to RM 18/t while physical impacts intensify.

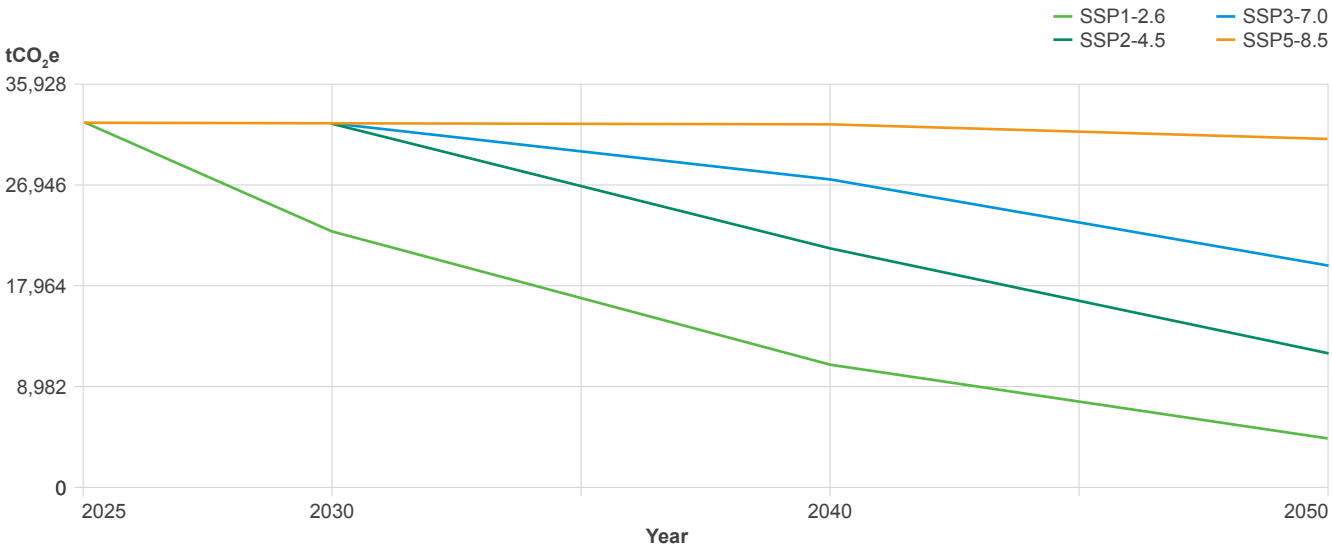
The charts label each scenario by its matched climate pathway: SSP1-2.6 (Net Zero 2050), SSP2-4.5 (Delayed Transition), SSP3-7.0 (Fragmented World) and SSP5-8.5 (Current Policies).



Modelled carbon price by scenario pathway (RM/tCO_2e).

Scope and Boundary

- **Boundary:** Scope 1 and Scope 2; BFood does not model Scope 3.
- **Baseline:** FY2025 restated emissions of 32,546 tCO_2e (Scope 1: 73; Scope 2: 32,473).
- **Pathway:** baseline emissions follow each scenario's global NGFS CO_2 trajectory, indexed to 2025. BFood does not net off its own reduction plans.
- **Priced share:** 100% of Scope 1 and 60% of Scope 2, consistent with other Berjaya group companies.
- **Cost:** priced emissions × carbon price; net cost assumes BFood passes half to customers.



Projected Scope 1 and 2 emissions by pathway (tCO_2e).

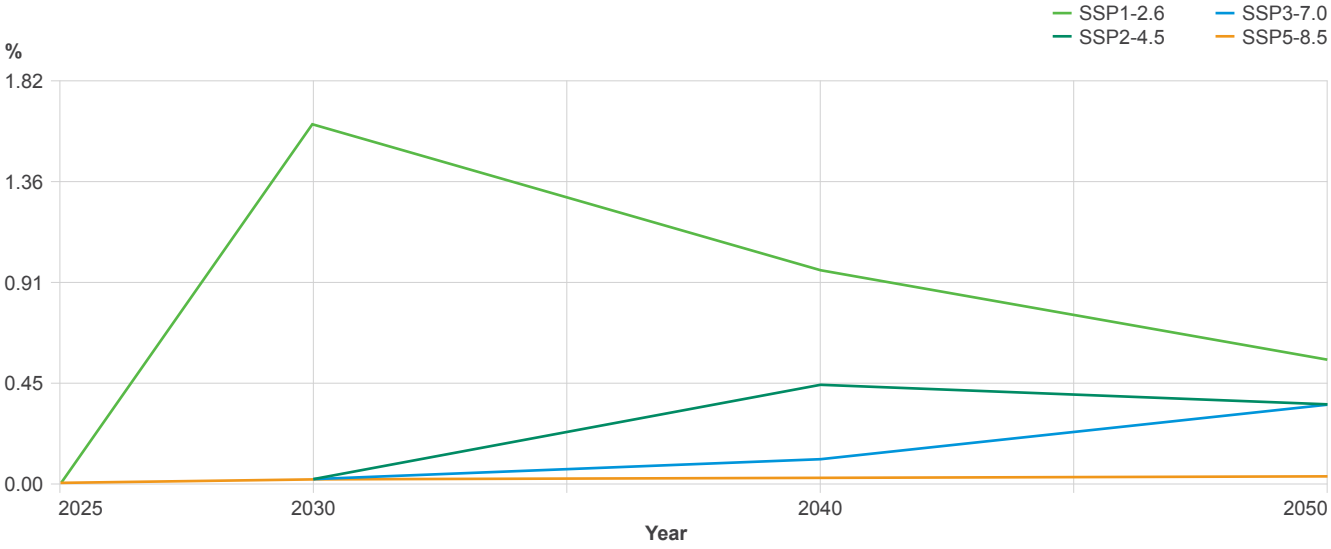
SUSTAINABILITY STATEMENT

Results Overview

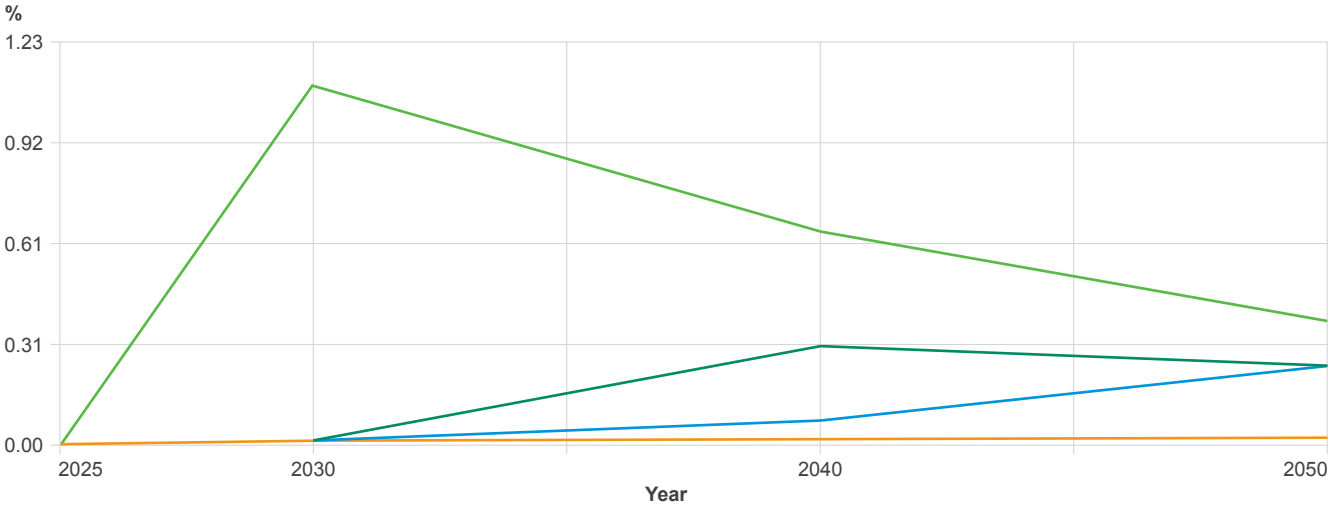
Net carbon cost on a Scope 1 and 2 basis:

Scenario	Net carbon cost 2030	Net carbon cost 2050
Net Zero 2050	RM 7.8 million	RM 2.7 million
Delayed Transition	RM 0.1 million	RM 1.7 million
Fragmented World	RM 0.1 million	RM 1.7 million
Current Policies ("Hot House World")	RM 0.1 million	RM 0.2 million

Exposure is highest under Net Zero 2050: RM 7.8 million in 2030 (1.6% of FY2025 revenue; 1.1% of operating expenditure), falling to RM 2.7 million by 2050 as emissions decline. Delayed Transition and Fragmented World stay negligible to 2030, then rise to RM 1.7 million by 2050. Current Policies carry the least transition cost but the most physical risk, which these figures exclude.



Carbon cost as a percentage of FY2025 revenue.



Carbon cost as a percentage of FY2025 operating expenditure.

Notes:

1. *Scope 1 and 2 only, on the FY2025 restated baseline (BRoasters LPG recalculated on a gas basis).*
2. *NGFS Phase 5 (V5.1), Price|Carbon, World, converted at RM 4.4025/USD (mean of 255 daily ECB rates, July 2024 to June 2025).*
3. *Ratios use FY2025 audited Group revenue (RM 479.5 million, AR2025) and operating expenditure (RM 711.5 million). FY2025 was a loss-making year; read the ratios in that context.*
4. *NGFS sets 2025 carbon prices at zero, so the results show no baseline cost.*
5. *Figures are rounded.*

Management Levers and Resilience

BFood's levers to build resilience:

- **Energy:** tariff optimisation, efficient air conditioning and kitchen equipment, renewable energy contracts.
- **Fleet:** better delivery routing, driver training, phased electrification.
- **Pricing:** calibrated pass-through, tested for price sensitivity.
- **Capital:** priority for projects that perform best under high carbon prices.

Governance and Limitations

The Sustainability function ran the analysis under Board oversight and feeds the results into budgeting, risk management and planning. Limits: the analysis excludes Scope 3, holds revenue and operating expenditure at FY2025 levels, and keeps carbon prices in 2010 dollars at a single exchange rate. Future updates will add material Scope 3 categories and new NGFS vintages.

Climate Transition Planning and Financial Effects

BFood is developing its transition planning approach to support a more efficient and lower-carbon operating model. The Group currently focuses on practical measures relevant to its food and beverage operations, including energy efficiency, equipment upgrades, improved store practices, supplier engagement and better environmental data tracking.

The Group considers climate-related financial effects mainly through potential changes in energy costs, equipment and store upgrade requirements, sourcing costs, packaging expectations, logistics resilience and emerging regulatory requirements. These factors may affect operating expenditure, capital expenditure and procurement decisions over time.

BFood's near-term priorities include reducing energy use, improving operational efficiency and strengthening Scope 1 and Scope 2 emissions monitoring. The Group is also working with suppliers and business partners to better understand shared climate-related risks, including packaging, logistics and resource efficiency.

The Berjaya Group Decarbonisation Roadmap ("BGDR") guides BFood's emissions reduction direction and applies across Berjaya Corporation Berhad and its subsidiaries, including BFood. The roadmap sets a Group-level target to reduce greenhouse gas emissions intensity by 25% by 2030 against a 2024 baseline and to work towards carbon neutrality by 2050.

Progress towards the BGDR

Berjaya Corporation designated 2025 as a preparation year, with each listed subsidiary reporting its progress towards the BGDR targets from FY2026. BFood tracks its contribution to these targets by measuring Scope 1 and 2 emissions against FY2024, the BGDR base year.

In FY2026, BFood recorded operational emissions of 27,226 tCO_2e, a 24% reduction from 35,674 tCO_2e in FY2024. Store closures and energy-efficiency measures reduced electricity consumption, while BRoasters' transition from gas to electric cooking further cut direct emissions.

However, emissions intensity increased from 47.5 tCO_2e per RM million of revenue in FY2024 to 54.3 tCO_2e per RM million in FY2026, as revenue declined faster than emissions. BFood has therefore not yet made progress towards the BGDR's 25% emissions intensity reduction target.

Looking ahead, BFood will establish interim milestones towards the 2030 target and prioritise store energy efficiency, equipment upgrades and renewable electricity options, supported by guidance and workshops from the Group Sustainability Department.

Through Starbucks, BFood also supports Starbucks' wider ambition to become a resource-positive company by 2030, including efforts to reduce its carbon, water and landfill waste footprints.

Topic	Current position	Future intent
Internal carbon price	Not applied for investment or operational decision-making. BFood has set an indicative internal carbon price of RM60/tCO_2e but has not used it in its climate scenario analysis, which applies NGFS carbon prices.	May consider using it in evaluating climate-related risks, opportunities or business decisions.
Executive remuneration	Not formally linked to climate-related metrics.	May evaluate using climate-related performance indicators in remuneration frameworks as climate governance, targets and data systems mature.
Carbon credits	Not currently a primary part of BFood's emissions reduction approach.	May consider verified carbon credits as a complementary measure, subject to clear disclosure on the type of credits used, level of reliance, certification basis and assurance approach.

SUSTAINABILITY STATEMENT

Emissions Measurement and Methodology

BFood measures greenhouse gas (GHG) emissions under the GHG Protocol Corporate Standard and Scope 3 Standard, using the operational control approach. It reports tonnes of CO_2 equivalent (tCO_2e) using IPCC AR6 100-year global warming potentials.

Scope 1 and 2 cover the consolidated group: BStarbucks, BFS, BRoasters, BPBM and BFT. They exclude associates and joint ventures.

Emission Scope	Current Reporting Scope
Scope 1	Fuel for company vehicles and kitchens (petrol, diesel, LPG), using IPCC 2006 factors. BFood does not yet measure refrigerant losses.
Scope 2	Purchased electricity, location-based, using the Energy Commission's 2022 grid factors (Peninsular Malaysia, Sabah, Sarawak) and the U4E factor for Brunei. BFood buys no renewable electricity or certificates, so market-based equals location-based.
Scope 3	Twelve of 15 categories. Open CEDA 2023, adjusted for import origins, prices spend (categories 1, 2, 4 and 8); DEFRA 2026, US EPA and IPCC factors price activity data. BFood reports categories 10 and 12 as nil and does not report 11, 14 or 15.

Changes in FY2026: Brunei's grid factor moved from 0.62 to 0.75 tCO_2e/MWh (U4E, 2022); BFood has not restated FY2025 for this. BFood has otherwise restated FY2025, so both years use the same method (see Restatements).

Carbon Footprint Analysis

Scope 1 and 2 Performance

Operational emissions fell 16% to 27,226 tCO_2e (FY2025 restated: 32,546), with 15% less electricity. Scope 2 makes up over 99% of the total. Scope 1 halved to 37 tCO_2e after BRoasters moved from gas to electric cooking. Intensity fell from 67.9 to 54.3 tCO_2e per RM million of revenue.

Scope 3 Emissions

Scope 3 emissions fell 4% to 35,054 tCO_2e (FY2025 restated: 36,583). Purchased goods and services make up 60%.

Category	FY2025 (restated)	FY2026	Method
1. Purchased goods and services	19,618	20,888	Spend
2. Capital goods	7,200	4,733	Spend
3. Fuel- and energy-related activities	811	484	Activity
4. Upstream transportation and distribution	4,899	4,460	Spend and activity
5. Waste generated in operations	934	767	Activity
6. Business travel	336	193	Activity and spend
7. Employee commuting	1,925	2,534	Survey
8. Upstream leased assets	152	108	Spend
9. Downstream transportation and distribution	162	188	Activity
10. Processing of sold products	0	0	Not applicable
11. Use of sold products	NA	NA	Not reported
12. End-of-life treatment of sold products	0	0	Immaterial
13. Downstream leased assets	547	701	Activity
14. Franchises	NA	NA	Not reported
15. Investments	NA	NA	Not reported
Total Scope 3 (tCO_2e)	**36,583**	**35,054**	

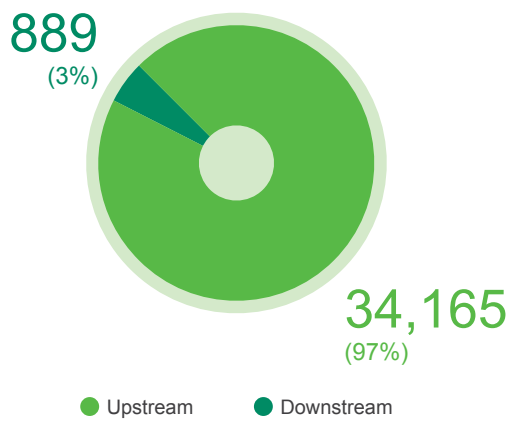
Restatements: BFood restated FY2025 so both years are comparable. Scope 1 fell from 11,779 to 73 tCO_2e after BFood recalculated BRoasters' LPG on a gas basis. Scope 3 rose from 16,428 to 36,583 tCO_2e after BFood moved spend from EXIOBASE to Open CEDA adjusted for import origins, added omitted calculation blocks and removed categories 11 and 14, which held placeholder data.

Emissions Profile

Value chain emissions now exceed operational emissions by 29%: Scope 3 is 56% of BFood's total footprint of 62,280 tCO_2e. Upstream categories make up 97% of Scope 3.

SUSTAINABILITY STATEMENT

Upstream vs Downstream Emissions (tCO_2e)



Estimates and Data Quality

BFood used estimates for certain FY2026 Scope 3 emissions calculations due to gaps in activity data. For upstream transportation and distribution (Category 4), BFood carried forward FY2025 freight activity data for BStarbucks and BPBM, as neither provided FY2026 trip records. BRoasters and BFT, however, used FY2026 delivery records.

For downstream leased assets (Category 13), BFood accounted for 50% of the electricity consumed by EV chargers at BStarbucks drive-thru locations, reflecting its share under the agreement with the operator.

Other data limitations included incomplete supplier information from KRR, an estimated 30 km delivery distance for BFT's new route to the 7-Eleven warehouse and the use of FY2025 electricity meter readings for one leased site under Category 13.

BFood will progressively replace these estimates with actual activity data as data availability and quality improve.

GREEN INITIATIVES IN ACTION

BFood continues to support lower-impact operations through practical initiatives that improve store efficiency, reduce energy consumption and support greener mobility.

Greener Stores

BFood continues to advance the Starbucks Greener Stores programme, with three BStarbucks stores certified as Greener Stores to date. After closing the Taman Desa outlet in November 2025, two certified Greener Stores remain in operation at Petron Sekinchan Drive-Thru and Kuchai Lama.

The Greener Stores framework covers areas such as energy efficiency, water stewardship, waste diversion, responsible materials, employee well-being and community engagement. SCS Global Services independently verifies the certification.

Energy Efficiency

BFood continues to improve energy efficiency across its brands through energy-efficient technologies, renewable energy solutions and responsible operating practices.

Energy-Efficient Technologies

Across the Group, BStarbucks, BRoasters and BPBM continue to invest in technologies that reduce electricity consumption while maintaining efficient store operations.

The Group has installed energy-saving LED lighting for digital menu boards, community displays and signage. As at FY2026, LED technology had been adopted by:

- 97% of BStarbucks stores
- 34.5% of BRoasters restaurants
- 100% of BPBM stores

Selected outlets also use inverter air conditioners to improve cooling efficiency and reduce electricity consumption during peak operating hours.

Renewable Energy Solutions

Selected stores have introduced renewable energy solutions to reduce reliance on conventional electricity for specific applications.

- Kitchens use smart solar water heaters to preheat water with solar energy, reducing electricity use during food preparation.
- Solar-powered bollards provide exterior lighting while reducing grid electricity use.
- Solar streetlights improve visibility and safety around store premises using renewable energy.

Everyday Energy Management

BFood also manages energy consumption through practical operating practices, such as switching off lights and equipment when not in use.

BFood has not yet set short- or long-term energy reduction targets. The Group will consider developing formal targets as its energy data systems and monitoring capabilities mature.

Green Mobility

BStarbucks continues to support EV adoption by installing chargers at selected drive-thru stores. To date, BStarbucks has installed 22 AC chargers and 41 DC chargers, covering 63 parking bays across 35 outlets.

SUSTAINABILITY STATEMENT

Water Management

BFood uses water across its operations for beverage preparation, cooking, cleaning, sanitation and customer facilities. Efficient water management supports operational continuity, cost control, food safety and responsible resource use.

BFood manages water consumption through operational controls and water management practices suited to its activities and operating locations. These include monitoring water use, identifying efficiency opportunities and adopting water-saving measures where practical.

BFood's restaurants, stores, production facilities and other revenue-generating activities are not located in water-stressed, water-scarce or ecologically sensitive areas. Accordingly, stakeholder engagement specifically concerning water-stressed sites is not applicable. While BFood does not currently consider water-related risks a significant operational constraint, the Group continues to monitor water use and improve efficiency across its network.

Monitoring Water Use

BFood tracks water-related indicators across its operations on a monthly basis, including:

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

These indicators help BFood monitor usage patterns, identify unusually high consumption and support more efficient day-to-day operations.

Water-Efficient Equipment and Store Design

BStarbucks and BFS outlets use selected equipment and design features that support both water and energy efficiency. These include the following:-

Initiative	Water Management Benefit
ENERGY STAR-certified ice machines	Approximately 20% more water-efficient and 10% more energy-efficient than standard models.
Efficient dishwashers	Reduce the need for hot-water pre-heating, lowering water and energy demand.
Right-sized water heaters	Store the right water volumes for operational needs, reducing excess hot-water use and waste.
Rainwater harvesting at selected standalone drive-thru stores	Captures rainwater for selected non-potable applications, reducing reliance on treated water where feasible.
Dual-flush toilets	Reduce water use in customer and employee facilities.
Sensor-enabled taps	Help minimise unnecessary water flow.
Scheduled maintenance	Supports leak prevention and efficient operation of water-using equipment.

From Value Chain to Community, Turning Water Stewardship Into Local Impact

BFood's water impact extends beyond its direct operations, particularly through sourcing, packaging and other supply-chain activities. Through the Starbucks network, this broader approach to water stewardship includes supporting access to clean water, sanitation and hygiene in value-chain-connected communities, alongside initiatives that promote more resource-efficient packaging and production practices.

Global Water Progress: Starbucks

USD50
million invested
Across two WaterEquity funds.

700,000+ people reached
Access to clean water, sanitation and hygiene services in supply-chain communities, through partners such as Water.org, WaterEquity and WaterAid.

5 million people by 2030
Target to empower through water, sanitation and hygiene ("WASH") solutions.

BFood also supports water efficiency indirectly through packaging-related initiatives, including:

Initiative	Water-related Relevance
Expanding reusable packaging	Reduces reliance on single-use materials, which may require water in production and processing.
Eco-conscious manufacturing practices	Supports reduced water use in packaging production and related upstream activities.

Bringing Water Stewardship Closer to Home



In Malaysia, a community initiative in Sabah reflected BFood's wider commitment to water stewardship. On 29 January 2026, BStarbucks employees volunteered with Planet Water Foundation to support the installation of an AquaTower water filtration system at ALC Kinarut School in Kota Kinabalu, Sabah.

The installation marked the 99th AquaTower globally under the long-standing partnership between Planet Water Foundation and The Starbucks Foundation, established in 2011. The gravity-based filtration system operates without electricity and provides safe drinking water and handwashing facilities for approximately 200 students from underserved communities.

Ten Starbucks employees from Sabah contributed 70 community service hours to help assemble and install the AquaTower. They also engaged students and teachers through Planet Water Foundation's water health and hygiene education programme, using games, storytelling and hands-on demonstrations to strengthen awareness of safe water, sanitation and hygiene practices.

The initiative demonstrates how BFood's water stewardship extends from broader value-chain considerations to practical action within local communities, combining access to safe water with education and employee volunteerism.

BFood translates water stewardship into local action through safe water, education and employee volunteerism.

Targets and Next Steps

BFood has not yet established quantified or unquantified water-reduction targets and does not currently participate in external water-stewardship collaborations at the Group level.

In the interim, the Group will continue to manage water use through monthly monitoring, efficient equipment, conservation practices, store-level design features and maintenance controls. BFood will consider developing water-related targets as its data systems and monitoring capabilities mature.

BFood's Commitment to Addressing Pollution and Waste

Commitment

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

Achieved by

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

Waste and Pollution Management

BFood addresses waste and pollution by improving efficiency, reducing resource use, extending the life of materials and assets, and increasing reuse, recycling and recovery where practicable. These efforts help lower material costs, reduce waste sent to landfill and limit the environmental impact of daily operations.

The Group generates several waste streams, including food waste, general solid waste, used cooking oil and packaging

SUSTAINABILITY STATEMENT

materials. The Group mainly generates waste through food preparation, store operations, customer packaging and back-of-house activities. Local municipal councils collect most general solid waste and dispose of it at licensed sanitary landfills.

BFood's waste management approach follows the waste hierarchy, prioritising reduction at source before reuse, food rescue, recovery, recycling and responsible disposal. The following diagram summarises the key initiatives across BStarbucks, BRoasters and BPBM.

BFood Waste Hierarchy in Action

BFood prioritises reducing waste at source, followed by reuse, rescue, recovery and recycling, while minimising disposal to landfill whenever possible.

What it Means		BFood Examples
1 **REDUCE** Prevent waste at source	**BStarbucks**	One Rim Cup project reduces plastic use in cold cup packaging Paper bag charges encourage more mindful use of takeaway packaging Better food preparation and inventory control reduce excess food waste
	BPBM	Dine-in options reduce the need for single-use takeaway packaging
	BRoasters	Dine-in options reduce the need for single-use takeaway packaging
2 **REUSE** Extend the life of products and materials	**BStarbucks**	Reuse of signage, digital screens and equipment from closed stores Customers may use ceramic mugs for dine-in beverages Reusable cups, bags and loop straws are offered Customers may bring their own tumbler or reusable cup
3 **RESCUE/ REDISTRIBUTE** Recover value from usable surplus food	**BRoasters**	Value Food surplus food pilot (joined 8 June 2026) Surplus food sold through discounted surprise bags
	BPBM	Value Food surplus food pilot Surplus food sold through discounted surprise bags
4 **RECOVER** Extract useful value from waste streams	**BRoasters**	Used cooking oil sold to a licensed vendor for biodiesel conversion
	BPBM	Used cooking oil sold to a licensed third party for biodiesel production
	BStarbucks	Sale of surplus equipment to third parties up to net book value
5 **RECYCLE/UPCYCLE** Divert materials from landfill through recycling or repurposing	**BStarbucks**	Upcycling of used Flavorlock coffee bags
	Across Brands	Recyclable materials are sorted and processed where facilities are available Packaging initiatives support greater material recovery
6 **DISPOSE** Responsible final disposal where no higher option is feasible	**All Brands**	General waste is collected by local municipal councils Waste is disposed of at licensed sanitary landfills BFood aims to minimise the amount sent to landfill through higher-order actions above

SUSTAINABILITY STATEMENT

FY2026 Focus

BFood continues to expand practical waste reduction, reuse, food rescue and recovery initiatives across its brands while building the waste baseline data needed to support future target-setting.

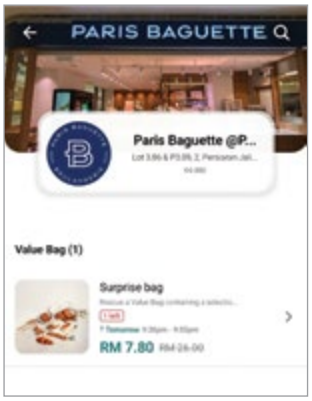
Waste Reduction and Material Recovery

BFood's waste management approach focuses on reducing waste at source, extending the useful life of materials and recovering value from waste streams where practicable. This comprehensive approach supports more efficient resource use while reducing the amount of waste requiring final disposal.

Across its store network, BFood continues to reuse and recover assets and materials that it would otherwise discard. BStarbucks redeploys signage, digital screens and equipment recovered from closed stores as replacement units in other outlets where suitable. The Group may also sell surplus equipment to third parties up to its net book value, recovering value while avoiding unnecessary disposal.

BFood also manages selected waste streams through recovery and upcycling. BFood upcycles used Flavorlock coffee bags from BStarbucks, while selling used cooking oil from BRoasters and BPBM to licensed third parties for recovery, including biodiesel production. The Starbucks One Rim Cup project also supports material reduction by reducing plastic use in cold beverage packaging.

Food Waste and Surplus Food Rescue





Food waste remains an important operational waste stream for BFood's food and beverage brands. The Group manages this through food preparation controls, closer monitoring and selected food-rescue initiatives.

In FY2026, BRoasters and BPBM piloted a collaboration with Value Food, an online platform that helps businesses reduce surplus food by selling surplus food through discounted surprise bags. BRoasters joined the platform on 8 June 2026 to help reduce food waste, recover value from unsold food and reach new customer segments.

BFood is also building on the waste baseline estimation work started in FY2025. This expansion will help the Group better understand waste patterns across its operations and identify further opportunities for reduction, recovery and diversion.

Reusable and Lower-Impact Packaging

Packaging is a significant source of operational waste in the food and beverage sector, particularly for takeaway and delivery channels. BFood continues to reduce reliance on single-use packaging where operationally feasible, while encouraging customers to choose reusable and dine-in options.

BStarbucks' Bring Your Own Tumbler ("BYOT") programme offers customers a discount on handcrafted beverages when they bring their own tumbler. In FY2026, 1,126,426 customers in Malaysia and 2,057 customers in Brunei brought their own tumblers through the BYOT programme and other promotional campaigns.

BStarbucks also provides reusable hot and cold cups, bags and loop straws. Customers may request ceramic mugs for in-store beverages or bring their own reusable cup for any order. Since November 2025, customers may also bring their own Starbucks mugs.

To encourage more mindful packaging use, BStarbucks charges nominal fees for paper bags, including RM0.50 for a medium paper bag and RM1.00 for a large paper bag.

BRoasters and BPBM also encourage dine-in options to reduce the need for single-use takeaway packaging. BRoasters transitioned its takeaway and delivery packaging from plastic to paper in December 2023, with all stores adopting paper bags and eco-friendly paper boxes under the i-care initiative.

SUSTAINABILITY STATEMENT

Targets and Next Steps

BFood has not yet set quantified targets to reduce waste and resource use. The Group continues to build its waste baseline data to support future target-setting.

In the interim, BFood will continue to expand practical waste-reduction, reuse, recycling, recovery, food-rescue and packaging-reduction initiatives across its brands.



People Who Shape Every Experience

People across BFood bring together the skills, service and operational discipline needed to support the Group's stores, kitchens, offices, logistics and other functions. Their work is essential to maintaining service quality, food safety, brand standards and business continuity across the Group's brands.

The Group focuses on providing a fair, safe and respectful workplace, supported by training, career development, employee well-being and responsible labour practices.

Upholding Ethical Labour Practices

BFood supports fair and responsible labour practices across its operations. The Berjaya Group Code of Conduct sets clear expectations for labour standards and communicates them to employees globally. Key policies and procedures are translated into relevant languages so employees can understand their rights, responsibilities and available support channels.

The Group follows internationally recognised principles, including the United Nations Global Compact, which covers human rights, labour, environment and anti-corruption. These principles support BFood's internal policies, supplier expectations and day-to-day operating practices.

BFood also participates in workshops and industry collaborations in Malaysia to stay informed on labour standards and good practices. As part of ongoing due diligence, the Group periodically monitors the labour practices of existing and potential business partners and supply chain vendors.

SUSTAINABILITY STATEMENT

While BFood does not currently conduct its own labour practice assessments, suppliers receive regular briefings from Starbucks Asia Pacific on the Ethical Sourcing Programme. These briefings cover human rights, workplace safety and health, and supplier expectations consistent with ethical business practices.

BFood provides grievance channels for employees to raise workplace concerns, including harassment and discrimination. Employees are encouraged to resolve issues through dialogue with their immediate supervisors where appropriate, with a formal grievance process available when needed. BStarbucks' Partner ("Employee") Voice Programme provides a dedicated platform for employees to report concerns relating to the work environment, colleague relations, whistleblowing and other workplace matters.

One Family, Many Faces: Embracing Diversity and Inclusion

BFood's brands serve diverse customers across different communities, and the Group aims to reflect that same inclusiveness within its workplace. Its approach focuses on fair employment, accessible opportunities, respectful workplace practices and support for employees across different backgrounds, abilities and life stages, while prioritising local hiring and sourcing where practicable.

Equal Opportunity in Action

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

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



Pathways to Inclusive Employment

In FY2026, BStarbucks joined 1 Utama Shopping Centre's Amaze Work Programme as an Inclusive Retail Champion, supporting a first-of-its-kind initiative in a Malaysian shopping mall to create paid employment pathways for autistic young adults.

SUSTAINABILITY STATEMENT

Launched under the As I Am – Celebrating Differences campaign, the programme offers participants a three-month paid orientation, with job coaching to build confidence, learn workplace routines and grow into their roles. In May 2026, the programme placed five candidates with participating retailers, including Starbucks Malaysia, Aeon and Nando's.



BStarbucks also contributed to wider efforts to advance inclusive employment in Malaysia. Invited by the United Nations Country Team and Bursa Malaysia, the brand joined the MINE Playbook CEO Roundtable, a practical reference developed to support employment opportunities for Person with Disabilities ("PwDs"). Stakeholder consultations were held between May and July 2026, ahead of the Playbook's planned public launch between October and November 2026.

BFood also supports inclusion through workplace facilities and employment practices. The Support Centre provides a *surau* for Muslim employees and a breastfeeding room for working parents; BStarbucks' Green Bean and VIP programmes create opportunities for employees across different life stages.

Coffee, Connection and Inclusion

The Starbucks Signing Stores are among BFood's most visible examples of inclusion in action. They provide meaningful employment, training and career development opportunities for Deaf and Hard of Hearing employees.

The initiative began with one Deaf employee at the Berjaya Times Square outlet and has since grown into four Signing Stores across Malaysia by FY2026, with plans to open more in the year ahead. Each store is designed with the Deaf community in mind, featuring Deaf-friendly touchpoints, visual communication elements and open layouts that support community engagement and workshops.



BStarbucks also works closely with Deaf NGOs to co-develop training materials, provide interpretation services and support continuous development opportunities. Hearing employees are trained in basic Bahasa Isyarat Malaysia ("BIM") to help them communicate more effectively with Deaf employees.

Beyond the workplace, the Signing Stores help raise public awareness by hosting basic BIM workshops for customers and the wider community. Through this initiative, BFood continues to show how inclusive employment can break down barriers, create equitable pathways and build a more confident, connected workforce.

Key Features of the Starbucks Signing Store Concept

Deaf-friendly design
Visual communication tools, spacious layouts and inclusive touchpoints

Tailored training
Extended onboarding led by experienced Deaf employees and managers

Supportive culture
One-on-one coaching, individual learning paths and skills mastery

Achievements of the Starbucks Signing Store

20 **Deaf employees** employed across Malaysia

9 **Deaf Coffee Masters** certified

3 **Advanced Deaf Coffee Masters**

5 **Deaf employees** promoted to supervisory roles

Benefits, Protection and Everyday Support

Benefits that Work for BFood's People

Recognising, Rewarding, Supporting Every Day

Key Features of Employee Benefits

Performance-based incentives
Rewarding contributions and performance.

Comprehensive healthcare coverage
Taking care of employees and their families.

Retirement and savings plans
Building financial security for the future.

Enhanced leave entitlements
Including maternity and paternity leave.

Well-being programmes
Supporting a healthy mind and body.

FY2026 Highlights

Commuting Accident Protection

Covered under PERKESO Employment Injury Scheme:

- Travel between home and work
- Work-related journeys
- Travel to meals during authorised breaks

Seek treatment at a panel clinic or hospital and lodge a police report within 24 hours. Managers escalate cases to the relevant teams.

Greater Protection, Greater Peace of Mind

Extended social protection under PERKESO's LINDUNG 24 JAM initiative, broadening accident coverage for both full-time and part-time employees.

Wellness Privileges

Through the Employee Privilege Programme, employees enjoy dental and optical cover.

Referral Programme Refreshed

BStarbucks refreshed its Employee Referral Programme, which rewards employees for recommending friends and family who join the company. The programme helps BStarbucks attract new talent and grow its team.

More than benefits. It's how we show we care.

SUSTAINABILITY STATEMENT

BFood supports its people through practical, relevant remuneration, benefits and protection programmes. The Group regularly benchmarks its remuneration packages against industry standards to maintain fairness and competitiveness.

In FY2026, BFood strengthened its benefits coverage by reinstating optical and vision support, refreshing its Partner ("Employee") Referral Programme and extending social protection under PERKESO's LINDUNG 24 JAM initiative. These updates broadened support for both full-time and part-time partners, covering everyday well-being, workplace protection and accident coverage.

BFood also reinforced awareness of commuting-accident protection under PERKESO's Employment Injury Scheme. Partners are guided on treatment, reporting and escalation procedures, with store managers, District Managers, Safety & Security and Employee Welfare teams supporting cases.

Beyond core benefits, BFood recognises everyday contribution through employee privileges, including selected merchandise discounts for eligible Support Centre and operations management employees. Starbucks employees can also access wellness-related benefits through the Employee Privilege Programme.

Supporting Families Beyond Work

BFood's support for employees extends beyond the workplace to the people who matter most to them. Through the CUP Fund Fun Learning Voucher initiative, the Group supports employees with school-going children aged 7 to 17, helping ease back-to-school expenses.

The initiative gives eligible employees a choice of Popular Bookstore or Bata Malaysia vouchers valued at RM100, in the form of two RM50 vouchers. A dedicated CUP Fund Committee oversees the CUP Fund, which supports employees welfare as well as selected community causes.

Celebrating Excellence Across Our Brands

Great customer experiences depend on people who show up with consistency, care and pride in their work. Across BFood's brands, recognition programmes help celebrate teams and employees who deliver strong service, uphold brand standards and create positive guest experiences.

BStarbucks continued to recognise everyday excellence through the Bari'STAR of the Month programme, launched in October 2024. The programme celebrates full- and part-time baristas with at least six months of service who reflect Starbucks' Mission and Values through service, teamwork and customer connection.



During the year, BStarbucks further strengthened its service culture through programmes that recognise both frontline service and store leadership. The Service 1st Campaign recognises partners and shifts that deliver outstanding customer service through quarterly awards, while the Store Manager 100 ("SM100") programme supports store leaders in raising operational and service standards across the network. BStarbucks also introduced the Ultimate Star of the Shift, recognising shift leaders who go above and beyond to lead their teams, drive business results and foster a culture of connection, accountability and care. Winners receive an engraved tumbler, a pre-loaded Starbucks Card, a certificate and pin, and an embroidered apron. BStarbucks presented the first award in the third quarter of FY2026.

Meanwhile, BRoasters continued its Guest Experience Programme, recognising teams that demonstrate strong service delivery, operational consistency and positive guest feedback. BFood celebrates winners through its Celebrating Service Excellence event.

Together, these initiatives reinforce a culture that notices good service, celebrates strong teams and equips leaders to keep improving the customer experience.

Endless Opportunities to Grow

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

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

BStarbucks: Upholds global standards through

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

BPBM: 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

Developing Skills for Every Role

BFood's training approach is tailored to different roles, from frontline teams and shift leaders to store managers, trainers and office-based employees. These programmes build practical skills, strengthen leadership capability and support career growth across the Group's brands.

In FY2026, BStarbucks strengthened its store leadership pathway by launching SM100, its first major refresh of the Store Manager curriculum since 2019. Delivered through the CODEMY platform, SM100 combines self-paced modules, practice activities and coaching over a 30-day learning journey. The programme covers 59.75 training hours, including eight hours of self-paced learning.

To support consistent delivery, BStarbucks also refreshed the Store Manager Trainer learning journey for Regional Business Managers, District Managers and trainers. The programme comprises 5.5 hours of learning over 14 days and was assigned to existing trainers for completion by 31 January 2026.

Beyond formal training, BFood continues to build capability through hands-on learning. BRoasters practises structured job rotation within restaurant operations, moving team members across service and kitchen workstations once they have demonstrated competency. This rotation builds multi-skilled teams, improves operational flexibility and supports career progression.

BFood also hosts internships at its offices, giving students practical exposure to the Group's operations, while BStarbucks convened the virtual Starbucks Leadership Conference 2025 to align leaders on strategy, share best practices and strengthen leadership capability across the network.

The Black Apron Standard

Coffee is central to the Starbucks Experience, and the Coffee Master programme recognises employees who bring deeper knowledge, skill and passion to every customer interaction.

SUSTAINABILITY STATEMENT

Introduced nearly two decades ago, the iconic black apron represents the programme. It recognises employees who demonstrate strong coffee expertise and complete certification across six brewing methods: Latte Art, Pour Over, Chemex, Siphon, Clover and Black Eagle.

As of 2026, BStarbucks and BFS have developed a community of 1,216 Certified Coffee Masters. These employees help uphold coffee quality, consistency and Starbucks' global standards while sharing the craft of coffee with customers.

Celebrating Coffee Craft and Excellence

BStarbucks employees continued to demonstrate their coffee knowledge, technical skills and creativity through national and regional coffee competitions during FY2026.



In August 2025, Shift Manager Muhammad Haqeem emerged as champion of the Pesta Kopi Latte Art Throwdown, while Store Manager Kent Hogan Jaiden won the Coffee Mixology Challenge – Zero Proof 2025 at Food & Hospitality Malaysia, showcasing innovative coffee creations inspired by local flavours.

BStarbucks employees also participated in sensory and professional coffee competitions, including the Taste Bud Adventure Cup Tasters and the Malaysia National Coffee Championship. At the 2026 Malaysia Barista Championship, Kent Hogan Jaiden finished fifth overall.



Beyond competing, BStarbucks also contributed to the wider coffee community. Ikhwan Ajwad achieved world-level technical judging certification for the World Barista Championship 2025 in Milan, while BStarbucks employees represented Malaysia at the ASEAN Barista Team Championship 2026.

These achievements reflect the passion, skills and coffee craftsmanship of BStarbucks employees and give them opportunities to develop and demonstrate their expertise beyond the store environment.

Safety in Every Shift

Safety is part of how BFood operates every day, from kitchens and food preparation areas to front-of-house service, offices and supply chain activities. Each brand manages safety based on its operating environment, with guidelines and policies tailored to its business risks.

Across the Group, safety practices focus on protecting employees and customers and ensuring business continuity. Practices include managing kitchen hazards, food handling risks, chemical handling, customer-facing incidents, emergency preparedness and safe working conditions.

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 Group brand has established its own safety guidelines and, where applicable, formalised safety policies. 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. Whether it involves kitchen hazards, food-handling procedures or front-of-house concerns, the goal remains the same: provide a safe and secure environment for both employees and customers.

Safety Governance and Oversight

BFood's safety governance is led at Group level by the Managing Director and Board member, providing oversight of the Group's safety and health framework, accountability and strategic direction.

At the brand level, each brand maintains its own Safety and Health Committee to define priorities that reflect its operating risks. These may include kitchen safety, customer incident prevention, food handling practices and other brand-specific safety matters.

For BStarbucks and BFS, each Safety and Health Committee comprises one Chairman, one Secretary, eight employer representatives and eight employee representatives, ensuring balanced representation between management and employees.

At selected entities, Safety and Health Committees and Emergency Response Teams monitor hazards, support incident response and coordinate emergency preparedness. This structure keeps safety close to daily operations while maintaining Group-level oversight.

Governance Structure

Group-level Leadership

- Managing Director and Board member oversee the safety and health governance framework

Brand-specific Committees

- Each brand sets safety priorities based on operational risks such as kitchen safety, customer incidents and food handling

Entity-level Oversight

- Safety and Health Committees and Emergency Response Teams monitor hazards and support emergency response

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

Safety Training

Customised safety training by brand and role ensures employees receive guidance relevant to their work environment. Training covers operational risks such as food handling, hygiene, chemical handling, emergency response and safe work practices.

At BPBM, specialised training includes Occupational Safety and Health Coordinator ("OSH-C") Training and Service Crew Basics Training, helping employees understand workplace hazards and follow required safety procedures.

FY2026 Safety Actions

In FY2026, BFood continued to strengthen workplace safety through assessments, drills and targeted training.

The Group conducted 187 safety assessments as part of its annual Partner (Employee) and Asset Protection Audit and will confirm the final figure upon completion of the audit cycle. Common findings included outdated emergency evacuation kits, particularly emergency contact lists and employee schedules that required updating.

BFood also conducted annual fire drills with the Fire and Rescue Department of Malaysia ("BOMBA"), including a building-wide fire evacuation drill at Berjaya Times Square covering all BFood brands. Support Centre employees also deliver chemical handling training.

BFood remains compliant with relevant occupational safety regulations and continues to improve safety practices through appropriate certifications, licensing and internal controls.

Safety in Daily Operations

BFood applies safety controls where risks occur most often: in food preparation, beverage service, kitchens, bakeries, customer areas, storage spaces and back-of-house operations. Regular audits, risk assessments, PPE, safe work procedures and emergency preparedness support these controls.

SUSTAINABILITY STATEMENT

Focus Area	Practical Controls
Food Safety	Food handling procedures, hygiene controls, PPE and sanitation practices
Coffee and Beverage Safety	Safe handling of hot beverages, steam, coffee machines and cleaning chemicals
Kitchen and Rotisserie Safety	Heat protection, knife safety, equipment handling and burn prevention
Bakery Safety	Oven safety, slicer controls, hygiene practices and PPE
Customer and Store Safety	Spill management, slip-and-fall prevention, clear walkways and customer incident response
Emergency Readiness	Fire drills, evacuation kits, updated contact lists and first-aid kits
Workstation and Storage Safety	Overhead cabinet warning labels, safe storage and falling-object prevention
Equipment Safety	Maintenance checks for coffee machines, ovens, chillers, rotisserie equipment and kitchen appliances

Health and Safety in the Supply Chain

BFood extends its health and safety standards beyond its own operations to the suppliers that support its brands. All suppliers must comply with the Berjaya Group Supplier Code of Conduct, which sets clear expectations for ethical conduct, safe working conditions and the responsible provision of goods and services.

Under the Code, suppliers must maintain safe, humane and fair workplaces; provide adequate safety training to their employees; ensure access to PPE and sanitary facilities for proper food storage and handling; and operate facilities that comply with applicable health, safety and labour laws.

These measures help BFood reinforce safety across its wider value chain, from sourcing and preparation to the products and services delivered to customers.

Targets and Next Steps

BFood has not yet established time-bound workplace safety targets. The Group will consider setting formal targets as its safety data and management systems mature.

In the interim, BFood will continue to strengthen safety through audits, risk assessments, emergency preparedness, training, PPE and supplier expectations.

Operational Standards and Continuous Improvement

BFood prioritises the health, safety, security and operational integrity of its retail employees, customers and assets across its operations in Malaysia and Brunei. The Group's Safety and Security team supports these priorities by equipping retail stores with standardised operational materials, internal controls and visible safety signage to minimise risks.

To maintain a safe working environment, BFood implements physical safety controls in line with applicable workplace safety standards. Stores display warning signs in chemical storage areas to alert employees and others to potential hazards. Designated emergency eyewash stations in back-of-house washing areas provide immediate access to first aid in the event of chemical splashes. Warning decals on storage cabinets also remind employees to store only lightweight files and documents, reducing the risk of overloading and falling objects.

Beyond workplace safety, BFood maintains internal controls to safeguard financial integrity and protect assets. The Group displays 'No Till Sharing' reminders at point-of-sale terminals to reinforce individual accountability and maintain accurate audit trails. BFood treats cash register sharing as a major operational misconduct and requires stores to conduct daily, end-of-shift and unannounced cash audits. The Safety and Security team monitors audit records and conducts follow-ups to address non-compliance and reinforce operational standards.

BFood requires all employees to comply with its safety, security and asset protection procedures. The Group reviews reported breaches and applies disciplinary measures in accordance with applicable policies and laws. Depending on the breach's severity, consequences may include termination of employment or referral to the relevant authorities for legal action.

Good Vibes, Stronger Team

Everyday moments and larger shared experiences shape a thriving workplace. BFood has a structured approach to support employee engagement. Across the Support Centre and operations, BFood creates opportunities for employees to connect, celebrate milestones, recharge and build relationships beyond their day-to-day roles.

In FY2026, daily and team-level activities such as birthdays, festive celebrations, departmental catch-ups and informal gatherings, as well as larger engagement events across the Group, reflect this culture of connection.

BFood also organised purpose-led and well-being activities, including Food Safety Awareness Month, Zero Hunger 2025 and the Starbucks Mini Health Fair 2026. Together, these initiatives support employee well-being and a stronger sense of belonging across the Group.







SUSTAINABILITY STATEMENT

Moments that Bring Us Together

Across the Support Centre and operations, BFood creates everyday opportunities for people to connect, celebrate and recharge.

Everyday Connection

- Birthdays and team celebrations
- Group Highlights
- Departmental catch-ups
- Informal gatherings

Group Highlights in FY2026

- Quarterly BFood gatherings
- Starbucks Support Centre Cup Tasters Competition
- Starbucks x Christy Ng Pickleball Showdown
- Jom Makan Fest

Well-being and Purpose

- Food Safety Awareness Month
- Zero Hunger 2025
- BFood Mini Health Fair 2026

Together, these moments help build a workplace culture where people feel connected, appreciated and part of the wider BFood family.

Celebrating Partner Creativity

BStarbucks celebrated partner creativity through the Win Holiday – Cup It Up! campaign, an internal cup-design challenge introduced by Starbucks Coffee Asia Pacific Operations, Coffee & Partner Engagement.

Partners decorated Starbucks paper cups with festive themes and elements linked to Starbucks values. Asia Pacific selected two BStarbucks employees, Sherrie and Siti Zhuraidah, as two of the Top 50 winners region-wide.

Respecting Human Rights

BFood respects the rights and dignity of people connected to its business, including employees, suppliers, contractors and local communities. Its approach follows the United Nations Guiding Principles on Business and Human Rights ("UNGP"), the International Bill of Human Rights and the Berjaya Group Code of Conduct.

The Group complies with employment and human rights laws in the markets where it operates and expects suppliers and business partners to uphold the same standards.

During FY2026, BFood participated in UNDP Malaysia's Promoting Responsible Business in Climate Change and Biodiversity – A Business & Human Rights Playbook workshop. The programme covered business and human rights, human rights due diligence, stakeholder and rightsholder engagement and the links between human rights, climate change and biodiversity.

BFood also applies fair employment practices across recruitment, training, promotion and career development. The Group makes decisions without discrimination based on race, gender, sexual orientation, age or other protected characteristics.

Human Rights in the Value Chain

In the food and beverage sector, human rights risks may arise in daily operations, supplier facilities and sourcing activities. BFood manages these risks through internal policies, supplier requirements, responsible sourcing practices and grievance channels.

At the global level, Starbucks' Global Human Rights Statement sets out its commitment to respecting human rights. Its due diligence approach references the UNGP and OECD guidance, supporting stronger oversight of labour and workplace practices across its supply chain.

Principles and Codes 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 and the International Bill of Human Rights.

The Group integrates these principles across 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 minors throughout operations and supply chain
- Maintains robust internal monitoring to ensure all employees, including those in supplier networks, meet the legal recruitment age

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 laws on working hours and commits to reducing excessive working hours
- Regulates overtime to promote a healthy work-life balance
- Applies the principle of equal pay for equal work in line with local regulations

Safety and Health at Work

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

Freedom of Association

- 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

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

Equality, Non-discrimination and Non-harassment

- Prohibits discrimination based on gender, race, religion, age, disability and sexual orientation
- Enforces Anti-Sexual Harassment and Discrimination Policy
- 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: Does 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.

SUSTAINABILITY STATEMENT

Collective Impact for the Community

BFood directs its community investments towards defined focus areas, including inclusion, community support, environmental action and programmes that combine social and environmental benefits. These focus areas align with the Group's broader sustainability priorities and business strategies while supporting positive outcomes for the communities connected to its operations.

The Group encourages employee volunteering during work hours, allowing employees to contribute their time, skills and energy to meaningful causes without relying on weekends or personal time. The programme runs voluntarily year-round. Participation is not compensated or linked to performance appraisal. BFood recognises volunteer contributions through internal appreciation and storytelling, while keeping volunteering a personal choice driven by community impact.

Inclusion and Community Upliftment



Together: We Care 2025 – Special Needs Fun Walk

On 27 July 2025, BStarbucks supported the "Together: We Care 2025" Special Needs Fun Walk for the second consecutive year. Organised by Pusat Khidmat Ahli Parlimen Tanjong, the event took place along Beach Street, George Town, Penang, and raised awareness of inclusion for individuals with special needs, including those with Down syndrome, autism, cerebral palsy, learning disabilities and the Deaf community.

A total of 20 employees participated in the 2 km walk, contributing 70 community service hours alongside families, caregivers, advocates and other community members.

1st World Association of Sign Language Interpreters Asia 2025 Conference

From 31 July to 3 August 2025, BStarbucks supported the 1st World Association of Sign Language Interpreters ("WASLI") Asia 2025 Conference at Cititel Mid Valley Hotel, Kuala Lumpur. The conference gathered 187 participants, including sign language interpreters, Deaf professionals and stakeholders from across Asia.

The Interpreters and Translators Association for Selangor and Kuala Lumpur Deaf Community ("JUPEBIM") organised the conference in collaboration with WASLI Asia. Sessions covered mentorship, cultural competence, professional development, complex interpreting contexts and the role of Deaf interpreters.



Deaf employees from Starbucks Signing Store Bangsar Village II hosted a coffee tasting session for attendees, complemented by Jumbo Chocolate Chip Cookies baked by Deaf bakers from Silent Teddies Bakery. BStarbucks later held a Partners' Appreciation Workshop on 23 September 2025 at the Signing Store to recognise sponsors and supporting partners.

BIM Run Edition 2025

On 28 September 2025, BStarbucks supported the Malaysian Federation of the Deaf ("MFD") through BIM Run Edition 2025 in conjunction with the International Week of Deaf People. The initiative promoted Malaysian Sign Language ("BIM") and accessible communication.



YB Senator Tuan Isaiah A/L D Jacob officiated the run, held at Bandar Kinrara, Puchong. It brought together the Deaf community, hearing participants and individuals with other disabilities. A total of 28 employees, including Deaf partners from Starbucks Signing Store Bangsar Village II, volunteered in the 5 km run and contributed 140 community service hours.

The Colourful Run 8.0



On 5 October 2025, BStarbucks participated in The Colourful Run 8.0, organised by the Penang Deaf Association ("PDA"). Held in conjunction with the International Week of Deaf People, the annual charity run raised funds for education, skills development and empowerment programmes for Deaf individuals across Pulau Pinang.

FY2026 marked BStarbucks' seventh consecutive year supporting the event through in-kind sponsorship and employee involvement. A total of 30 employees joined the 5 km run, contributing 120 community service hours.

Bolathon Charity Fun Run & Masquerade Walk 2026



BStarbucks supported Bolathon 2026, organised by HOPE "Worldwide" Malaysia on 28 June 2026 at Taman Tasik Permaisuri, Cheras. Held once every four years, the fundraising event supports community programmes focused on health, well-being and access to healthcare for underserved communities. This was the fifth time BStarbucks supported the initiative.

Approximately 600 participants took part in the 10 km Fun Run, 3 km Masquerade Walk and Corporate Football Match. Funds raised are expected to benefit around 360 individuals from the B40 community.

A total of 56 employees from BStarbucks, BRoasters and BPBM participated, contributing 280 community service hours.

ASEAN Disability Forum 2025



On 3 and 4 December 2025, BStarbucks supported the ASEAN Disability Forum 2025 in Kuala Lumpur. The forum serves as a regional platform for organisations representing persons with disabilities across Southeast Asia to engage in policy dialogue and advance inclusion.

Organised by the Malaysian Federation of the Deaf ("MFD"), with support from the ASEAN Intergovernmental Commission on Human Rights and the United Nations, the event brought together regional and local disability advocates. YB Dato' Sri Hajah Nancy Shukri, Minister of Women, Family and Community Development, officiated the event.

As a corporate sponsor, BStarbucks showcased its Signing Store initiative, which supports Deaf employees through meaningful employment, skills development and inclusive workplace practices.

Malaysian Sign Language Workshop

From September 2025 to June 2026, BStarbucks hosted Basic Malaysian Sign Language ("BIM") workshops across its Signing Stores in Malaysia. BStarbucks held the first workshops on 20 and 21 September 2025 in conjunction with the International Day of Sign Languages.



SUSTAINABILITY STATEMENT





Led by Starbucks Signing Store employees, the workshops introduced customers to basic BIM vocabulary, fingerspelling, Deaf culture and inclusive communication. Following a positive response, Starbucks Signing Store Bangsar Village II began monthly Basic BIM workshops in October 2025. More than 100 customers had participated across 10 sessions by June 2026.

Building Social Impact Beyond the Store



Corporate Social Responsibility Johor Darul Ta'zim Ramadan 2026

From January to March 2026, BStarbucks partnered with Johor Darul Ta'zim Football Club ("JDT FC") and Yayasan JDT for the second consecutive year to support communities across Johor during Ramadan.



The collaboration included visits to KPJ Johor Specialist Hospital, where JDT players and BStarbucks employees spent time with patients across multiple wards, including children and women. The team also carried out a house-to-house donation drive in Pontian, Johor, reaching underserved families with essential supplies and Starbucks Ready-to-Eat packs.

Starbucks also welcomed members of the Deaf community in Johor for a special engagement session with JDT players. During the visit, the players learned Malaysian Sign Language from Starbucks Signing Store Permas City Deaf employees and experienced life behind the bar as baristas, including interacting with and taking orders from Deaf customers.



Starbucks x World Food Programme Holiday Hunger Relief Campaign

During the festive season, BStarbucks and BFS joined the Starbucks x World Food Programme Holiday Hunger Relief Campaign to support children and families facing food insecurity. The campaign ran from 2 to 23 December 2025 and brought together customers and employees across 32

Starbucks markets worldwide to support a global goal of donating up to 12 million meals to children facing hunger.

For every sandwich or savoury item sold during the campaign, BStarbucks and BFS pledged one school meal. Through this effort, the markets contributed 78,592 school meals.

Zakat Awareness and Program Mesra Majikan



BFood also channelled employee generosity through zakat by partnering with Pusat Pungutan Zakat-Majlis Agama Islam Wilayah Persekutuan ("PPZ-MAIWP") under the Program Mesra Majikan.

Through the voluntary monthly salary-deduction scheme, partners may contribute zakat directly, with eligible contributions qualifying for an individual income tax rebate under the Income Tax Act 1967. BStarbucks also raised awareness through a Zakat Awareness Talk and Zakat Fitrah Counter during Ramadan in March 2026. In June 2026, it hosted a Program Mesra Majikan sharing session featuring PU Amin.

Soroptimist International South East Asia Pacific Conference of Clubs 2026



From 1 to 3 May 2026, the Soroptimist International South East Asia Pacific ("SISEAP") Conference of Clubs 2026 was held at the Pacific Sutera Hotel in Kota Kinabalu, Sabah. The conference brought together participants from across the Southeast Asia Pacific region to exchange insights on women's empowerment, community development and sustainability.

Under the theme "Empowering Communities, Embracing Sustainability", the conference served as a regional platform for dialogue and knowledge sharing. A key highlight was the Food Security Plenary Session, which featured the Kampung Tegudon community project in Sabah, supported by The Starbucks Foundation. The session showed how partnerships can support food security, community empowerment and sustainable livelihoods.

Mobilising Environmental Action Across Communities

Hari Cuci Malaysia Peringkat Bandaraya Kota Kinabalu



On 27 September 2025, in conjunction with World Clean Up Day 2025, Dewan Bandaraya Kota Kinabalu organised Hari Cuci Malaysia Peringkat Bandaraya Kota Kinabalu. YBhg. Dato' Sri Dr. Haji Sabin bin Samitah, JP, Mayor of Kota Kinabalu, officiated the campaign.

Eight employees volunteered alongside Berjaya Land, local agencies and members of the public to clean public spaces across the city, contributing 48 community service hours.

Support Centre Spring Cleaning, Recycling and Garage Sales 2026

From 9 to 15 January 2026, BFood organised the Support Centre Spring Cleaning, Recycling and Garage Sales 2026. Employees cleaned common areas, workstations and department storage spaces, while also supporting recycling, reuse and responsible disposal.

Employees donated pre-loved items such as clothes, shoes and small household appliances, and collected and sorted recyclable materials. Recycling contributions and garage sale activities also raised funds.

SUSTAINABILITY STATEMENT



A "Treasure Box" initiative allowed employees to take usable items for free, giving pre-loved items a second life and reducing unnecessary waste.

In total, **202.7 kg** of recyclable items, including carton boxes, paper, metal and clothing, were collected.



Earth Hour 2026

On 28 March 2026, Starbucks stores across Malaysia and Brunei participated in Earth Hour by switching off non-essential lights. Essential lighting, including the Starbucks wordmark, logo disc and bar area, remained on for safety and visibility.

FY2026 marked BStarbucks' 19th year and BFS's 12th year of participation. The Berjaya Food Support Centre also joined by switching off the lights one hour earlier during lunch.

Brew-to-Bloom: DIY Self-Watering Plant Workshop



On 22 April 2026, in conjunction with Earth Day, Starbucks collaborated with Genting World Resort and First World Hotel to organise the Brew-to-Bloom: DIY Self-Watering Plant Workshop at Starbucks Genting 1.

The workshop showed participants how to repurpose single-use plastic bottles and used coffee grounds into self-watering mint planters. Participants also joined a Starbucks coffee tasting session and learned about Starbucks sustainability initiatives and the environmental benefits of reusing coffee grounds.

A total of 20 participants took part in the hands-on planting activity. Each participant brought home a self-watering mint plant as a practical reminder of waste reduction and sustainable living.

SUSTAINABILITY STATEMENT

Food Security and Community Resilience

Zero Hunger 2025

In October 2025, BStarbucks continued its annual Zero Hunger programme, an employee-driven initiative supporting vulnerable communities. In its seventh year, the 2025 edition partnered again with The Lost Food Project ("TLFP"). Over the years, the programme has provided aid worth more than RM30,000 and contributed hundreds of volunteer hours.











Employees from BStarbucks, BRoasters and BPBM worked together under Berjaya Food to expand the programme's impact. During the week-long donation drive, 16 volunteers collected and packed 50 sets of groceries, contributing 24 community service hours.

Separately, 28 employees volunteered at TLFP's warehouse, sorting and packing vegetables and essential supplies for 34 charity homes, reaching an estimated 5,700 beneficiaries and contributing 44 community service hours.

This effort rescued 6,149 kg of vegetables, equivalent to 17,570 meals, prevented 15,374 kg of greenhouse gas emissions and created 167 kg of compost potential.

Sustainable Urban Farm at Program Perumahan Rakyat Beringin, Kuala Lumpur

The Sustainable Urban Farm at Program Perumahan Rakyat ("PPR") Beringin, Kuala Lumpur, supported by a RM91,500 grant from The Starbucks Foundation, concluded in November 2025.



SUSTAINABILITY STATEMENT





Launched in November 2024, the farm provided residents with access to fresh produce, practical skills and sustainable practices. It enhanced food security by offering affordable, nutritious vegetables while teaching urban farming techniques.

Across eight volunteering sessions, 112 employees contributed 204 volunteer hours, supporting four cycles of transplanting and harvesting. Volunteers used 57.3 kg of used coffee grounds to enrich the soil and supported sustainable cultivation.

Circularity, Upcycling and Green Community Action

Good Earth Run 2025





On 28 September 2025, BStarbucks supported the Good Earth Run organised by HOPE Worldwide Malaysia, a non-profit organisation that supports low-income families and marginalised communities through food security, education and mental wellness initiatives.

Held at MAEPS Serdang, Selangor, the run raised funds for HOPE Worldwide Malaysia's Sustainable Green and Mental Wellness Programmes.

The run attracted **835 participants; 54 employees** volunteered, contributing **324 community service hours.**

The event also transformed 350 upcycled T-shirts into tote bags, replaced 900 metal medals with potted plants and encouraged all 835 participants to bring their own bottles to reduce single-use waste.

Brew to Grow: Plant Love, Grow Prosperity

On 7 and 8 February 2026, BStarbucks collaborated with Gamuda Land for the Brew to Grow: Plant Love, Grow Prosperity programme at Bukit Bantayan Residence, Kota Kinabalu.



SUSTAINABILITY STATEMENT



The programme combined hands-on planting workshops with the upcycling of used Starbucks coffee grounds. A total of 127 participants joined three interactive planting workshops, learning how to repurpose used coffee grounds as a soil enhancer, reduce organic waste sent to landfill and grow beginner-friendly plants such as herbs, edible plants and flowers.

In total, participants repurposed and distributed 30 kg of used coffee grounds for home use, and they took home 135 saplings. BStarbucks representatives also shared insights through a Green Living and Sustainability Awareness Talk.

Quarterly Volunteering Session at Young Women's Christian Association Kuala Lumpur



In FY2026, BStarbucks continued its partnership with the Young Women's Christian Association ("YWCA") Kuala Lumpur through quarterly volunteering and sustainability initiatives. The three volunteering sessions, held on 13 August 2025, 20 November 2025 and 15 May 2026, brought together 65 employees who contributed 130 community service hours.

BStarbucks employees supported upcycling initiatives that transformed used Starbucks whole bean packaging into Starbucks Upcycled Flavorlock Pouches and Tote Bags. These initiatives gave the materials a second life while creating income-generating opportunities for women from B40 communities. The collaboration also supports YWCA Kuala Lumpur's Vocational Training Opportunity Centre, which empowers young girls and women through skills development and vocational training.

For every Upcycled Flavorlock Pouch or Tote Bag purchased at Starbucks stores, BStarbucks channels RM1 to YWCA Kuala Lumpur. Starbucks employees also donated 203.7 kg of used coffee grounds from stores to YWCA Kuala Lumpur's edible garden, helping enrich the soil and further extending the environmental benefits of the collaboration.

Inspiring the Next Generation Through Starbucks Little Barista Workshop





BFood supports children's rights in line with the Children's Rights and Business Principles by creating fun and meaningful learning opportunities for children.

BFood supports children's learning and development through age-appropriate, family-oriented programmes. The Starbucks Little Barista Workshop introduces children aged 4 to 10 to coffee, creativity and sustainability in a fun, safe and interactive setting.

Led by the Hospitality team, the programme lets young participants experience the role of a barista through guided, hands-on activities. Children learn through sensory exploration, teamwork and creative tasks, helping build confidence and curiosity.

SUSTAINABILITY STATEMENT

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

Highlights

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

The workshop creates memorable moments for children and families, while strengthening Starbucks' role as a welcoming space for the communities it serves.

Savouring Sustainably: Culinary Excellence with Purpose

Across its brands, BFood serves products that are part of customers' everyday moments, from coffee and handcrafted beverages to fresh bakery items and rotisserie meals. The Group focuses on keeping these products safe, consistent, enjoyable and accessible.

BFood develops menus that offer familiar favourites, new seasonal choices and selected healthier options, while considering taste, nutrition, affordability and store-level practicality. The Group provides variety for different customers, occasions and lifestyles without compromising the quality expected from its brands.

Quality in Every Serve

BFood manages product quality through daily controls, regular checks and clear operating standards. Across BStarbucks and BRoasters, the focus is on keeping food and beverages safe, consistent and prepared to brand requirements.

BStarbucks: Food Safety From Product Review to Store Practice

At BStarbucks, food safety starts before products reach the store.

BStarbucks also strengthened its food safety culture through Food Safety Awareness Month in September 2025, engaging Support Centre and retail store employees with activities that raised awareness across the business. During the year, Starbucks Malaysia received the Starbucks Asia Pacific Food Safety Awareness Month Best Organiser Award, as well as a Bronze Prize and a Copper Prize in the Asia Pacific Short Video Competition.

In June 2026, BStarbucks achieved Healthier Dining Programme ("HDP") certification for selected beverage offerings. HDP is a Ministry of Health Malaysia initiative that helps consumers identify freshly prepared beverages and food that meet nutrient criteria aligned with national dietary guidelines.

Before the Store

- All food and food-contact products undergo Product Safety Reviews
- Safe by design and suitable for their intended use
- Supported by controls across the supply chain and store operations

In Store: Food Safety Assessment ("FSA")

- Conducted at least once a year at every BStarbucks store
- Covers personal hygiene, temperature control, pest management and contamination prevention
- 70% of stores achieved zero critical non-conformances in FY2026

Recognition

- Retail Food Safety Recognition Programme awards stores and districts excelling in FSA performance
- Supplier Recognition Awards recognise suppliers with strong food safety practices

BRoasters: Quality Checks Built into Daily Operations

At BRoasters, routine restaurant controls manage product quality. Teams conduct line checks four times daily to verify product temperature, taste and appearance, helping ensure products meet approved quality standards.

SUSTAINABILITY STATEMENT

BRoasters maintains food safety practices in accordance with Ministry of Health Malaysia guidelines, covering food handling, storage, hygiene, cleanliness and operational compliance across restaurants. During the year, BRoasters Aman Central maintained the Ministry of Health Malaysia's BeSS, or Bersih dan Selamat, Certification, recognising compliance with food safety, cleanliness, hygiene and safe food handling standards.

BRoasters also continued its Guest Feedback Programme ("GFP") to monitor and improve food quality, service standards and guest experience.

Preparation Controls

- Product par levels established and monitored at restaurant level
- Preparation based on demand, minimising overproduction
- Prevents products exceeding approved holding times

Manager Verification

- Product Preparation Verification keeps managers competent and accountable
- Covers line checks, product quality, food safety and presentation standards

Monthly Audits

- Operations Excellence Restaurant Audits ("OERA") by Restaurant and Area Managers assess operational compliance
- Corrective action plans implemented and monitored
- Learning Audits assess employees' skills, knowledge and operational competency

Commitment to Star Quality and Wholesome 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

- 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.

Choices that Fit Everyday Life

BFood continues to expand its menus with choices that reflect how customers eat, drink and live today. Across its brands, the Group focuses on products that are enjoyable, accessible and responsibly developed, while providing selected options that support healthier dietary preferences.

As part of this approach, BFood is mindful of product formulation, ingredient selection, preparation methods and responsible sourcing from farm to table. The Group does not intentionally market, manufacture, sell, offer or advertise processed foods and drinks as part of a strategy to promote unhealthy consumption. Instead, menu development focuses on food and beverage options that balance taste, quality, nutrition, affordability and customer choice.

BFood also recognises the importance of improving access to better nutrition. The Group will continue to strengthen its approach to improving access to nutrition through clearer menu planning, product innovation and more defined goals over time, while maintaining food safety, product quality and the brand experience customers expect.

SUSTAINABILITY STATEMENT



BFood's Strategic Plan to Tackle Poor Nutrition

- **Raising awareness of healthy eating**
- **Providing 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
BFood hits the mark by introducing at least one innovative meat-free menu option each year.

Beverage Customisation and Dairy Alternatives

At BStarbucks, customers can personalise beverages by adjusting sweetness levels, choosing fewer pumps of syrup or sauce, selecting less whip or no whip, and opting for decaffeinated coffee or herbal infusions. They can also choose between full-cream milk, low-fat milk and non-dairy alternatives such as soy, coconut, almond and oat milk.

These options provide greater flexibility for vulnerable groups, particularly those with specific dietary requirements, as well as customers who may wish to moderate their intake of sugar, caffeine or dairy products. Relevant alternatives are available as part of the regular menu offering rather than being limited to specific customer groups.

Product and menu development focuses on offerings through BFood's respective brands, including alternative ingredients and customisation options where appropriate.

Seasonal launches also reflect changing customer preferences. During the Autumn launch, BStarbucks and BFS introduced the Maple Cocoa Nibs Oatmilk Latte and Honey Glazed Walnut Oatmilk Latte, giving customers more oatmilk-based choices.

Healthier Dining Programme

In June 2026, BStarbucks obtained HDP certification from the Ministry of Health Malaysia for 15 beverage offerings. HDP helps customers identify freshly prepared beverages and food that meet nutrient criteria aligned with national dietary guidelines.

The certified beverages meet the total sugar criterion of 5 g or less per 100 ml. They include Freshly Brewed Coffee, Cold Brew, Caffè Americano, Caffè Latte, Cappuccino, Flat White, Nitro Cold Brew, Freshly Brewed Tea and selected Starbucks Reserve beverages.

Displaying HDP indicators on menu boards across BStarbucks stores makes these options easier to identify.

SUSTAINABILITY STATEMENT

Protein and Functional Choices



BStarbucks launched Protein Cold Foam on 11 June 2026 as part of a wider Asia Pacific roll-out. The product contains whey protein concentrate and low-fat milk.

Each Grande beverage topped with Protein Cold Foam adds about 15 g to 17 g of protein, giving customers a simple way to boost their favourite iced drinks. The launch included the Iced Chocolate Cream Protein Americano and Iced Vanilla Cream Protein Matcha, supported by the Your Cup of Passion campaign and the Starbucks Bearista Cup.

Ready-to-Drink, Ready-to-Eat and Snack Choices



BStarbucks continued to broaden its Pick-Me-Up Power Pack with ready-to-drink and ready-to-eat options. The refreshed selection includes Joybean snack ranges, Star Kombucha, Manuka Honey Beverage, Salted Egg Cashew, Honey Sesame Walnut and Truffle Cashew.

BStarbucks also introduced a bottled juice range comprising Orange Juice, Green Fusion (made with celery, guava and apple) and Pink Maiden (made with orange, pink guava and strawberry).

Meat-Free and Lighter Food Choices



Beyond beverages, BStarbucks also offers meat-free food options. These provide additional choice for customers seeking alternatives to meat-based meals.

At BRoasters, healthier preparation is part of the product approach. Fresh chickens are marinated with citrus, herbs and spices, then slowly cooked over a rotisserie fire, allowing fat to drip away while retaining flavour. BRoasters also offers OMG Unfried Fried Chicken, prepared with less oil, as well as Roast Boost options and nasi lemak prepared with virgin coconut oil.

Encouraging Active Lifestyles



BStarbucks also supported healthier lifestyles through wellness-led promotions and community activities. Under the Sihat Malaysia promotion, customers who showed a 5,000-step record on their fitness app or tracker received 50% off any handcrafted beverage every weekend from opening until 11:00 am at Malaysian stores, excluding Genting Highlands.

SUSTAINABILITY STATEMENT



BStarbucks also supported nationwide running and pickleball events, including the Brew + Run series and events such as the IJM Half Marathon, CIMB ASEAN Cultural Night Run, TARCIAN Run, Kwong Wah Yit Poh City Run, GARMIN Run and Perlis International Marathon.

As Official Refreshment and Brew Partner, Starbucks also supported the AmBank Malaysia Pickleball Championship, The Great Malaysia Pickleball Cup, the WPC Asia Pickleball Grand Slam and the Asia Pickleball Summit.

Seasonal Treats and Big Flavour Moments



BFood keeps its menus lively with seasonal launches, festive favourites and limited-time offerings that give customers something new to enjoy year-round. Across BStarbucks and BRoasters, these offerings bring together flavour, celebration, creativity and customer connection.

At BStarbucks, festive menus marked key celebrations throughout the year, including Chinese New Year, Hari Raya, Deepavali, Christmas and Gawai in East Malaysia. Ramadan offerings included the ondeh-ondeh muffin, Nyonya laksa pie, pandan ribbon croissant and Pandan Gula Melaka Velvet Cake, bringing familiar local flavours into the Starbucks Experience.

During Ramadan, BStarbucks also ran the Kongsi-EID Forward campaign from 19 February to 20 March 2026. The campaign encouraged customers to pay forward a ready-to-eat pack or beverage with a handwritten greeting. These Ramadan packs and beverages were channelled to asnaf recipients and children in orphanage care across Malaysia and Brunei.



BStarbucks also introduced new Starbucks Reserve creations, giving customers more ways to explore bold flavour combinations and premium café experiences. These launches added menu variety and gave customers more reasons to discover something new in-store.

BRoasters also kept its menu active with limited-time offers pairing the brand's signature roasted chicken with Korean, festive and local flavours. FY2026 launches included Seoul Daebak Kraze on 14 July 2025, Golden Butterlicious on 21 October 2025, the Epic Roast year-end promotion, Gong Xi Raya on 14 February 2026 and Rasa Tradisi on 23 February 2026.



In April 2026, BRoasters expanded beyond its restaurants by joining the Keretapi Tanah Melayu Berhad ("KTMB") MySawasdee Kuala Lumpur–Hat Yai train service as an onboard food vendor from 10 to 13 April 2026. The brand introduced onboard products such as Wanpaku sandwiches, roti bakar and kopitiam-style beverages, bringing BRoasters into a new travel dining setting.

Celebrating the Craft Behind Every Cup





In October 2025, BStarbucks celebrated the Global Month of Coffee under the theme "Bold Coffee. Big Impact", turning coffee appreciation into a shared experience for partners and customers.

The month brought coffee craft to life through tastings, seminars and in-store activities that explored flavour, origin and the stories behind each bean. On 16 October 2025, stores nationwide joined a simultaneous coffee tasting featuring Sumatra whole beans, including Single-Origin Sumatra and Aged Sumatra Dua Kali, spotlighting the depth, character and heritage of one of Starbucks' signature coffee origins.

Committed to Halal Integrity

Halal assurance is an important part of product responsibility at BFood, supporting customer trust, regulatory compliance and responsible operations across its brands.

Strengthening Halal Assurance

Governance

BStarbucks maintains a dedicated halal governance structure for robust oversight and continuous improvement of halal practices.

- **Dedicated Halal Committee** led by a Halal Chairman and certified Halal Executives
- **Halal Assurance System (HAS)** aligned with MPPHM 2020, MHMS 2020 and MS 1500:2019
- **Halal Certification:** 242 out of 247 BStarbucks stores (98%) are JAKIM-certified
- **Internal audits** support compliance in sourcing, handling and storage
- **Industry engagement** through Sesi Libat Urus Bersama Industri Pemegang Sijil Halal Malaysia

BFS stores are Halal-certified by 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 employees
- A corporate Halal Executive oversees compliance, and each store maintains an Internal Halal File for traceability and audit readiness

People and Culture

- Employees receive halal training on joining, with refresher training every three years via **STARBUCKS CODEMY**
- All Halal Committee members undergo formal **Halal Competency Training**
- A QR-linked **Halal Policy** at store entrances promotes awareness among customers and staff

SUSTAINABILITY STATEMENT

Ethical Operations and Clean Sourcing

- BFood sources ingredients exclusively from **halal-certified vendors**
- Halal Control Points ("HCPs") in daily operations, SOPs and internal audits support halal risk management and ongoing compliance

What Supports Trust



BStarbucks manages halal assurance through a structured Halal Assurance System ("HAS") aligned with the Malaysian Halal Certification Scheme. As of FY2026, 242 BStarbucks stores held halal certification from the Department of Islamic Development Malaysia ("JAKIM").

During the year, BStarbucks strengthened halal governance through continuous monitoring, regulatory engagement and cross-functional collaboration among its Regulatory and Compliance, Operations, Supply Chain, Quality Assurance and Store Leadership teams. The Group regularly shared regulatory updates, certification requirements and emerging halal developments to integrate halal considerations into day-to-day operations.

BStarbucks also participated in a pilot project to digitalise Malaysian Halal certification applications through the MyHalalIngredients ("MHI") platform. Through this initiative, BStarbucks contributed industry and operational insights to support greater efficiency, transparency and traceability in the Halal certification process.

To stay ahead of emerging requirements, BStarbucks engaged with JAKIM on Halal considerations relating to capsule products, gelatin- and collagen-based products, and marshmallows. BStarbucks also underwent 47 JAKIM surveillance audits in FY2026, covering ingredient sourcing, operational practices, documentation, hygiene controls and HAS implementation. BStarbucks reviews the findings and addresses the recommendations through continuous improvement actions.

BRoasters also maintained halal certification compliance across its operating restaurants. The brand conducted monthly Internal Halal Audits to verify compliance with halal requirements and strengthen halal assurance practices. BRoasters also conducted monthly Learning Audits to assess employees' skills, knowledge and operational competency.

Moving forward, BFood will continue to strengthen halal governance through regulatory engagement, digital certification initiatives, internal audits and organisational capability-building.

Supporting Smoke-Free Store Environments

BStarbucks maintains smoke-free and vape-free store environments across its Malaysian retail network, in line with the Ministry of Health Malaysia's requirements. Smoking and vaping are prohibited within store premises, including front-of-house, back-of-house, indoor café areas and outdoor dining spaces, as well as within the required perimeter outside food premises.

To support public awareness, Malaysian stores display approved no-smoking signage. Store managers check the visibility and condition of this signage as part of daily operational safety checks.

BStarbucks also trains retail partners to observe store surroundings and respond politely when customers or members of the public do not comply with smoke-free requirements. Standard communication scripts support consistent and respectful intervention.

These practices help BStarbucks maintain regulatory compliance, reduce public health and reputational risk, and provide a safer store environment for customers, partners and surrounding communities.

Responsible Communication, Informed Choices

BFood takes pride in offering food and beverages that reflect quality, variety and care. Across its brands, the Group supports customer trust by providing clear product information, transparent labelling and responsible marketing communications.

All brands provide accessible information on product quality, safety, ingredients, nutritional content and dietary suitability across dine-in, takeaway and packaged food channels. This information helps customers make informed choices with greater confidence.

BFood trains employees on responsible advertising and transparent communication. The Group checks marketing claims to ensure they are accurate, evidence-based and aligned with regulatory guidelines.Feedback helps BFood better understand customers and continuously improve its products, services and store experience.

BFood follows applicable requirements and responsible advertising principles, including the Malaysian Code of Advertising, a self-regulatory framework overseen by the Malaysian Communications and Multimedia Commission ("MCMC"), and the Guideline on Labelling Requirements under the Food Act 1983 issued by the Ministry of Health ("MOH").

Responsible Communication in Practice

Train

BFood trains employees on responsible advertising and transparent communication.

Inform

Teams receive product knowledge guides and weekly updates on menu and product changes.

Market Responsibility

The Group checks marketing claims to ensure they are accurate, evidence-based and aligned with regulatory guidelines.

Turning Customer Connection into Better Experiences

BFood listens to customers through phone calls, emails, social media, in-person feedback and brand-specific surveys. These channels help the Group understand customer preferences, respond to concerns and improve products, service and store experience.

Listening and Improving Service

At BStarbucks, the monthly Service 1st Campaign, first launched in April 2025, shifted its focus from accumulated points to service satisfaction in January 2026. BStarbucks now measures store performance based on service satisfaction, targeting a Highly Satisfied score of 90%.

At BPBM, the brand launched a monthly customer feedback survey in October 2025 to monitor customer views and service experiences more consistently.

At BRoasters, the Guest Feedback Programme uses QR-code surveys to measure food quality, food appearance, service, ambience and value for money. In FY2026, BRoasters collected more than 100,000 responses and maintained customer satisfaction scores above 90% across all key categories. The programme consistently exceeded its daily response target, including around 7,500 responses in January 2026. In the latest cycle, 73% of guests said they would recommend BRoasters to others, with many highlighting the brand's healthier food options.

Customer Feedback at a Glance

How BFood's brands listen, learn and improve

BStarbucks

Monthly Service 1st Campaign
Measures service satisfaction

Launched:
April 2025

Recalibrated:
January 2026

Service satisfaction target:
Highly Satisfied 90%

SUSTAINABILITY STATEMENT

BPBM

- **Monthly** customer feedback survey
- **Launched:** October 2025
- **Purpose:** track customer views and service experience

BRoasters

- Guest Feedback Programme
- QR-code surveys
- **Measures:** food quality, food appearance, service, ambience and value for money
- **>100,000** responses in FY2026
- Around **7,500** responses in January 2026, exceeding daily target
- **73%** of guests would **recommend BRoasters** to others
- Customer satisfaction **above 90%** across all key categories

Feedback helps BFood better understand customers and continuously improve its products, services and store experience.

Rewards and Digital Experience

In May 2026, BStarbucks enhanced its Starbucks Rewards programme and refreshed its mobile app from version 4.0 to 5.0. The update introduced Quick-Pay, which lets customers pay with a linked credit card when their Starbucks Card balance is low, along with Auto-Reload, Refer-A-Friend rewards, promo codes and an enhanced in-app experience for Gold Tier members, previously known as Star Luxe.

Effective 5 May 2026, the refreshed app also introduced Daily Check-In, which rewards Stars for daily check-ins, with seven consecutive days unlocking a mystery reward. The update also improved the Mobile Order & Pay experience while keeping existing member benefits unchanged.

Raising Service Standards Through Store Rush



BStarbucks also used partner competitions to strengthen service quality, beverage standards and coffee knowledge. In February 2026, it held the Store Rush coffee competition, where eight regional ambassadors prepared espresso-based beverages against the clock.

The competition tested speed, order accuracy, beverage quality, coffee knowledge and customer service, with each barista preparing 10 espresso-based beverages within 10 minutes. Ariff of the Dhillon Region was named Regional Coffee Ambassador Champion at the event on 11 February 2026 at Starbucks Reserve – Hyatt Place.

Spreading Good Vibes with Customers

Through the Pass On Good Vibes campaign, BStarbucks invited customers to share handwritten messages, affirmations and sketches using Starbucks Cup Cards. The campaign ran from 1 November to 31 December 2025, encouraging customers to spread kindness and connection through simple personal messages.

The campaign also included employee engagement through the MYSiren App, where employee could create personalised Good Vibes posters and share handwritten notes in a digital gallery. Customer prizes included a grand prize of a four-day, three-night trip for two to the Starbucks Reserve Roastery in Tokyo.

SUSTAINABILITY STATEMENT



Safeguarding Customer Privacy and Data Security

BFood's comprehensive privacy policy aligns with the Personal Data Protection Act ("PDPA") and reflects industry best practices in data governance and protection. The Group's cybersecurity approach 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 protects customer data at every touchpoint, reinforcing trust in BFood's brands and delivering secure, seamless experiences.

Advanced network security infrastructure

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

End-to-end data encryption

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

Strict access controls

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

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

SUSTAINABILITY STATEMENT

ESG Data Performance

Indicator	Unit	FY2024	FY2025	FY2026
Economic				
Business profile				
Total sales revenue	RM	750,702,000	479,452,000	501,440,000
Total outlets	No.	487	365	289
Company-owned outlets	No.	NA	365	289
Indoor gross floor area	ft²	NA	1,016,912	1,022,282
Outlets: BStarbucks, BFS, BRoasters and BPBM only. FY2025 and FY2026 count outlets operating at year end.				
Board and governance				
Directors, female	No. (%)	3 (42.86%)	3 (42.86%)	4 (50.00%)
Directors, male	No. (%)	4 (57.14%)	4 (57.14%)	4 (50.00%)
Directors, under 30	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Directors, 30 to 50	No. (%)	2 (28.57%)	2 (28.57%)	1 (12.50%)
Directors, over 50	No. (%)	5 (71.43%)	5 (71.43%)	7 (87.50%)
Board meetings held	No.	5	5	6
Board meeting attendance rate	No. (%)	34 (97.14%)	33 (94.29%)	42 (97.67%)
Anti-corruption and ethics				
Trained on anti-corruption, non-executive employees	No. (%)	0 (0.00%)	5 (0.19%)	2,377 (72.71%)
Trained on anti-corruption, junior management	No. (%)	1 (0.41%)	117 (67.63%)	108 (75.00%)
Trained on anti-corruption, middle management	No. (%)	18 (21.95%)	64 (71.11%)	49 (81.67%)
Trained on anti-corruption, senior management	No. (%)	8 (42.11%)	4 (28.57%)	7 (70.00%)
Trained on anti-corruption, all employees	No. (%)	27 (0.75%)	190 (6.45%)	2,541 (72.95%)
Operations assessed for corruption-related risks	No. (%)	0 (0.00%)	4 (80.00%)	4 (80.00%)
Confirmed incidents of corruption	No.	0	0	0
Political contributions	RM	0	0	0
Fines, penalties or settlements for corruption	RM	0	0	0
Staff disciplined or dismissed for anti-corruption breaches	No.	0	0	0
Provisions for ESG fines and settlements in audited accounts	RM	0	0	0
Operations assessed for corruption-related risks: restated to count entities (FY2024 0 of 6, FY2025 4 of 5, FY2026 4 of 5), as BFood now counts operations per entity; AR2025 counted stores (FY2025: 4 of 368 sites, 1.09%).				
Supply chain and procurement				
Proportion of spending on local suppliers	%	68.37%	50.15%	67.47%
Environment				
Energy				
Electricity consumption	kWh	47,031,465	43,101,729	36,642,536
Grid electricity	%	NA	100.00%	100.00%
Renewable electricity	%	NA	0.00%	0.00%
Direct energy *	GJ	339	1,124	536
Indirect energy	GJ	169,313	155,166	131,913

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2024	FY2025	FY2026
Total energy consumption *	GJ	169,653	156,291	132,449
Energy intensity	GJ/ft²	NA	0.15	0.13
Energy intensity	GJ/RM mil	225.99	325.98	264.14
* *FY2025 restated: BRoasters' metered LPG is now measured as gas, as in FY2026, where AR2025 treated it as liquid (published: direct energy 186,143 GJ; total 341,310 GJ). Conversion factors from the IPCC Guidelines for National Greenhouse Gas Inventories.*				
Water				
Municipal water withdrawn	m³	1,047,358	371,825	304,311
Surface water withdrawn	m³	0	0	0
Groundwater withdrawn	m³	0	0	0
Total water consumption	m³	1,047,358	371,825	304,311
Water consumed	m³	1,047,358	371,825	304,311
Water intensity	m³/ft²	NA	0.37	0.30
Water intensity	m³/RM mil	1,395.17	775.52	606.88
FY2026 BPBM water includes two stores converted from billed amounts (RM) to m³ at the Air Selangor tariff.				
Waste				
Total waste generated	kg	31,133	1,791,273	1,468,648
Waste diverted from disposal	kg	31,133	29,213	21,181
Waste directed to disposal	kg	NA	1,762,060	1,447,467
Scheduled waste disposed	kg	0	0	0
Waste diverted from disposal	%	NA	1.63%	1.44%
Waste directed to disposal is general waste for BStarbucks and BFS, modelled from a baseline study. Diverted waste covers every brand: used cooking oil, WISE food waste, Flavorlock bags, used coffee grounds and support centre recycling. BFood did not track general waste sent to landfill in FY2024, so the FY2024 totals cover recycled waste only and the diversion rate is not shown.				
Materials				
Nitrogen (Nitro Cold Brew)	m³	NA	317.80	268.80
Nitrogen consumption is limited to BStarbucks, where it is used to prepare Nitro Cold Brew.				
Emissions				
Scope 1, CO_2	tCO_2e	23.52	73.21	37.12
Scope 1, CH_4	tCO_2e	0.09	0.20	0.13
Scope 1, N_2O	tCO_2e	0.06	0.08	0.07
Scope 1 emissions *	tCO_2e	23.67	73.49	37.31
Scope 2 emissions, location based	tCO_2e	35,649.85	32,472.95	27,188.85
Scope 2 emissions, market based	tCO_2e	35,649.85	32,472.95	27,188.85
Total operational emissions *	**tCO_2e**	**35,673.52**	**32,546.44**	**27,226.17**
Scope 3 emissions †	tCO_2e	3,553.00	36,583.04	35,053.71
Emissions intensity	$kgCO_2e/ft^2$	NA	32.01	26.63
Emissions intensity	tCO_2e/RM mil	47.52	67.88	54.30
* *FY2025 restated with BRoasters' LPG on a gas basis (published: Scope 1 11,779 tCO_2e; Scope 1 and 2 44,252 tCO_2e). Scope 2: Energy Commission 2022 grid factors for Peninsular Malaysia, Sabah and Sarawak; U4E factor for Brunei (0.62 tCO_2e/MWh in FY2025, 0.75 in FY2026). Market-based equals location-based: BFood buys no renewable electricity or certificates.*				
Scope 3 by category †				
Scope 3 category 1, Purchased goods and services	tCO_2e	NA	19,618.29	20,887.82
Scope 3 category 2, Capital goods	tCO_2e	NA	7,199.61	4,732.50

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2024	FY2025	FY2026
Scope 3 category 3, Fuel- and energy-related activities	tCO_2e	NA	810.70	483.87
Scope 3 category 4, Upstream transportation and distribution	tCO_2e	NA	4,898.76	4,459.50
Scope 3 category 5, Waste generated in operations	tCO_2e	NA	933.67	766.97
Scope 3 category 6, Business travel	tCO_2e	148.00	336.41	192.90
Scope 3 category 7, Employee commuting	tCO_2e	3,405.00	1,924.69	2,533.56
Scope 3 category 8, Upstream leased assets	tCO_2e	NA	151.80	107.73
Scope 3 category 9, Downstream transportation and distribution	tCO_2e	NA	162.08	188.15
Scope 3 category 10, Processing of sold products	tCO_2e	NA	0.00	0.00
Scope 3 category 11, Use of sold products	tCO_2e	NA	NA	NA
Scope 3 category 12, End-of-life treatment of sold products	tCO_2e	NA	0.00	0.00
Scope 3 category 13, Downstream leased assets	tCO_2e	NA	547.02	700.71
Scope 3 category 14, Franchises	tCO_2e	NA	NA	NA
Scope 3 category 15, Investments	tCO_2e	NA	NA	NA
Scope 3, total upstream	tCO_2e	3,553.00	35,873.93	34,164.85
Scope 3, total downstream	tCO_2e	NA	709.11	888.86
Scope 3 by gas †				
Scope 3, CO_2	tCO_2e	NA	30,807.36	30,521.64
Scope 3, CH_4	tCO_2e	NA	304.33	239.99
Scope 3, N_2O	tCO_2e	NA	240.22	232.96
Scope 3, HFC, hydrofluorocarbons	tCO_2e	NA	1,368.13	1,068.52
Scope 3, PFC, perfluorocarbons	tCO_2e	NA	160.38	132.32
Scope 3, SF_6, sulfur hexafluoride	tCO_2e	NA	35.20	27.55
Scope 3, Other F-gases, not split	tCO_2e	NA	1,252.55	974.88
Scope 3, CO_2e, not split by gas	tCO_2e	NA	2,414.87	1,855.84
Scope 3, CO_2, biogenic	tCO_2e	NA	NA	NA
Criteria air pollutants				
NO_x	kg	NA	14,476	15,287
SO_2	kg	NA	2,326	3,106
CO	kg	NA	25,735	25,889
$PM_{2.5}$	kg	NA	1,696	1,581
PM_{10}	kg	NA	3,335	2,724
VOC (aggregate)	kg	NA	4,779	4,821
NH_3	kg	NA	1,390	1,537
Total criteria air pollutants	kg	NA	53,736	54,944

† *FY2025 restated on Open CEDA in ESGProof (published: 16,428 tCO_2e on EXIOBASE); categories 11 and 14 removed. Spend (categories 1, 2, 4 and 8): Open CEDA 2023 factors, adjusted for import origins with OECD ICIO 2022 trade data, with the USEEIO gas split. Activity data: DEFRA 2025 (FY2025) and DEFRA 2026 (FY2026), US EPA waste factors, IPCC fuel factors and the Energy Commission grid factor. "Other F-gases, not split" are fluorinated gases CEDA does not assign to HFC, PFC or SF_6; "CO_2e, not split by gas" are activity factors published as CO_2e only. FY2026 estimates: category 4 repeats FY2025 freight activity for BStarbucks and BPBM; category 13 counts BFood's 50% share of EV charger electricity.*

Indicator	Unit	FY2024	FY2025	FY2026
Ozone-depleting substances (ODS)				
1,1,1-trichloroethane	kg	NA	25.08	3.94
Carbon tetrachloride	kg	NA	0.01	0.00
Methyl bromide	kg	NA	4.30	3.99
Total operational ODS	kg	**NA**	**29.39**	**7.93**
1,1,1-trichloroethane	kg CFC-11e	NA	2.51	0.39
Carbon tetrachloride	kg CFC-11e	NA	0.01	0.00
Methyl bromide	kg CFC-11e	NA	2.58	2.39
Total ODP-weighted	kg CFC-11e	NA	5.10	2.79
Other non-GHG pollution				
Acid and reactive gases	kg	NA	73	80
Heavy metals	kg	NA	2	2
Hazardous organic pollutants	kg	NA	821	712
Other air pollutants	kg	NA	313	291
Non-GHG air emissions are modelled from supplier spend using USEEIO pollutant factors (US EPA) and are not measured. ODS mass is shown first, then weighted by ozone depletion potential (kg CFC-11 equivalent).				
Climate-related financial data				
Indicative internal carbon price	RM/tCO_2e	NA	60	60
Environmental compliance				
Environmental fines and penalties	RM	0	0	0
Sites covered by ISO 14001 or EMAS	%	0.00%	0.00%	0.00%
Sites covered by ISO 45001 or OHSAS 18001	%	0.00%	0.00%	0.00%
Social				
Workforce				
Total employees	No.	3,624	2,946	3,483
Full time employees	No. (%)	2,721 (75.08%)	2,176 (73.86%)	2,198 (63.11%)
Contractors and temporary staff	No. (%)	903 (24.92%)	770 (26.14%)	1,285 (36.89%)
New hires	No.	1,066	1,913	1,675
Malaysian staff	No. (%)	3,595 (99.20%)	2,920 (99.12%)	3,481 (99.94%)
Non-Malaysian staff	No. (%)	29 (0.80%)	26 (0.88%)	2 (0.06%)
Workforce, female	No. (%)	1,923 (53.06%)	1,567 (53.19%)	1,729 (49.64%)
Workforce, male	No. (%)	1,701 (46.94%)	1,379 (46.81%)	1,754 (50.36%)
Workforce, under 30	No. (%)	2,726 (75.22%)	2,120 (71.96%)	2,717 (78.01%)
Workforce, 30 to 50	No. (%)	848 (23.40%)	782 (26.54%)	725 (20.82%)
Workforce, over 50	No. (%)	50 (1.38%)	44 (1.49%)	41 (1.18%)
Workforce, non-executive employees	No. (%)	3,282 (90.56%)	2,669 (90.60%)	3,269 (93.86%)
Workforce, junior management	No. (%)	241 (6.65%)	173 (5.87%)	144 (4.13%)
Workforce, middle management	No. (%)	82 (2.26%)	90 (3.05%)	60 (1.72%)
Workforce, senior management	No. (%)	19 (0.52%)	14 (0.48%)	10 (0.29%)
Gender and age by employee category				
Non-executive, female	No. (%)	1,688 (51.43%)	1,382 (51.78%)	1,597 (48.85%)
Non-executive, male	No. (%)	1,594 (48.57%)	1,287 (48.22%)	1,672 (51.15%)

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2024	FY2025	FY2026
Junior management, female	No. (%)	176 (73.03%)	118 (68.21%)	92 (63.89%)
Junior management, male	No. (%)	65 (26.97%)	55 (31.79%)	52 (36.11%)
Middle management, female	No. (%)	50 (60.98%)	59 (65.56%)	32 (53.33%)
Middle management, male	No. (%)	32 (39.02%)	31 (34.44%)	28 (46.67%)
Senior management, female	No. (%)	9 (47.37%)	8 (57.14%)	8 (80.00%)
Senior management, male	No. (%)	10 (52.63%)	6 (42.86%)	2 (20.00%)
Non-executive, under 30	No. (%)	2,652 (80.80%)	2,060 (77.18%)	2,674 (81.80%)
Non-executive, 30 to 50	No. (%)	604 (18.40%)	586 (21.96%)	568 (17.38%)
Non-executive, over 50	No. (%)	26 (0.79%)	23 (0.86%)	27 (0.83%)
Junior management, under 30	No. (%)	72 (29.88%)	54 (31.21%)	43 (29.86%)
Junior management, 30 to 50	No. (%)	163 (67.63%)	114 (65.90%)	97 (67.36%)
Junior management, over 50	No. (%)	6 (2.49%)	5 (2.89%)	4 (2.78%)
Middle management, under 30	No. (%)	2 (2.44%)	6 (6.67%)	0 (0.00%)
Middle management, 30 to 50	No. (%)	72 (87.80%)	75 (83.33%)	55 (91.67%)
Middle management, over 50	No. (%)	8 (9.76%)	9 (10.00%)	5 (8.33%)
Senior management, under 30	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Senior management, 30 to 50	No. (%)	9 (47.37%)	7 (50.00%)	5 (50.00%)
Senior management, over 50	No. (%)	10 (52.63%)	7 (50.00%)	5 (50.00%)
Diversity and inclusion				
Women in management	No. (%)	131 (66.16%)	109 (66.46%)	64 (55.17%)
Women in top management	No. (%)	9 (50.00%)	8 (57.14%)	4 (50.00%)
Union members	No. (%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Employees with a disability	No. (%)	27 (0.75%)	29 (0.98%)	30 (0.86%)
Turnover				
Turnover rate	No. (%)	2,085 (41.67%)	1,507 (45.88%)	3,028 (94.20%)
Voluntary turnover	No. (%)	1,951 (93.57%)	1,422 (94.36%)	2,757 (91.05%)
Involuntary turnover	No. (%)	117 (5.61%)	85 (5.64%)	271 (8.95%)
Turnover rate, female	No. (%)	1,061 (40.01%)	791 (45.33%)	1,516 (91.99%)
Turnover rate, male	No. (%)	1,024 (43.54%)	716 (46.49%)	1,512 (96.52%)
Turnover rate, under 30	No. (%)	1,829 (45.44%)	1,175 (48.49%)	2,618 (108.25%)
Turnover rate, 30 to 50	No. (%)	249 (26.92%)	317 (38.90%)	389 (51.63%)
Turnover rate, over 50	No. (%)	7 (13.08%)	15 (31.91%)	21 (49.41%)
Turnover rate, non-executive employees	No. (%)	1,997 (43.28%)	1,420 (47.72%)	2,918 (98.28%)
Turnover rate, junior management	No. (%)	75 (26.60%)	69 (33.33%)	63 (39.75%)
Turnover rate, middle management	No. (%)	12 (13.33%)	14 (16.28%)	40 (53.33%)
Turnover rate, senior management	No. (%)	1 (5.71%)	4 (24.24%)	7 (58.33%)

Turnover rate = employees leaving / average number of employees in each category.

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2024	FY2025	FY2026
Training and development				
Total training hours	Hours	321,882	252,656	344,339
Training hours, non-executive employees	Hours	311,357	246,253	327,680
Training hours, junior management	Hours	7,975	3,930	12,780
Training hours, middle management	Hours	2,382	2,237	3,376
Training hours, senior management	Hours	177	236	559
Employees attending training	No.	6,661	2,884	3,375
Average training hours per employee	Hours	89	86	99
Average training days per employee	Days	11.1	10.7	12.4
Health and safety				
Work-related fatalities, employees	No.	0	0	0
Work-related fatalities, contractors	No.	0	0	0
Lost time incident rate, employees	Per 200,000 hours	0.17	0.05	0.03
Lost time incident rate, employees	Per 1,000,000 hours	0.87	0.24	0.14
Employees trained on health and safety standards	No.	0	14	0
Employees receiving general training that includes safety	No.	6,293	1,356	1,675
LTIR = lost time injuries in the period / total hours worked in the period x 200,000 (Bursa C5(b)), or x 1,000,000 (as in AR2025's performance data table).				
Human rights and community				
Substantiated complaints of human rights violations	No.	0	0	1
Human rights: the FY2026 case was a small oversight in a former employee's final wages, which BFood resolved quickly.				
Community investment	RM	1,288,335	881,124	227,270
Beneficiaries of community investment	No.	11,441	12,372	12,131
Customer and product responsibility				
Recalls issued for health and safety reasons	No.	0	0	0
Units recalled for health and safety reasons	No.	0	0	0
Food product recalled	kg	0	0	0
Product and service categories assessed for health and safety	%	0.00%	0.00%	0.00%
Incidents of non-compliance with labelling codes	No.	0	0	0
Substantiated complaints of customer privacy breaches	No.	0	0	0

BERJAYA FOOD BERHAD

BMLR Transition Period

Date & Time: 2026-10-28_09:40:53

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-corruption	Employees trained on anti-corruption, non-executive employees	Percentage	0.19	72.71	—	External (Limited)
Anti-corruption	Employees trained on anti-corruption, junior management	Percentage	67.63	75.00	—	External (Limited)
Anti-corruption	Employees trained on anti-corruption, middle management	Percentage	71.11	81.67	—	External (Limited)
Anti-corruption	Employees trained on anti-corruption, senior management	Percentage	28.57	70.00	—	External (Limited)
Anti-corruption	Operations assessed for corruption-related risks	Percentage	80.00	80.00	—	External (Limited)
Anti-corruption	Confirmed incidents of corruption and action taken	Number	0	0	—	External (Limited)
Community and society	Total amount invested in the community	MYR	881,124	227,270	—	External (Limited)
Community and society	Total beneficiaries of community investment	Number	12,372	12,131	—	External (Limited)
Diversity	Non-executive employees, female	Percentage	51.78	48.85	—	External (Limited)
Diversity	Non-executive employees, male	Percentage	48.22	51.15	—	External (Limited)
Diversity	Junior management, female	Percentage	68.21	63.89	—	External (Limited)
Diversity	Junior management, male	Percentage	31.79	36.11	—	External (Limited)
Diversity	Middle management, female	Percentage	65.56	53.33	—	External (Limited)
Diversity	Middle management, male	Percentage	34.44	46.67	—	External (Limited)

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Senior management, female	Percentage	57.14	80.00	—	External (Limited)
Diversity	Senior management, male	Percentage	42.86	20.00	—	External (Limited)
Diversity	Non-executive employees, under 30	Percentage	77.18	81.80	—	External (Limited)
Diversity	Non-executive employees, 30 to 50	Percentage	21.96	17.38	—	External (Limited)
Diversity	Non-executive employees, over 50	Percentage	0.86	0.83	—	External (Limited)
Diversity	Junior management, under 30	Percentage	31.21	29.86	—	External (Limited)
Diversity	Junior management, 30 to 50	Percentage	65.90	67.36	—	External (Limited)
Diversity	Junior management, over 50	Percentage	2.89	2.78	—	External (Limited)
Diversity	Middle management, under 30	Percentage	6.67	0.00	—	External (Limited)
Diversity	Middle management, 30 to 50	Percentage	83.33	91.67	—	External (Limited)
Diversity	Middle management, over 50	Percentage	10.00	8.33	—	External (Limited)
Diversity	Senior management, under 30	Percentage	0.00	0.00	—	External (Limited)
Diversity	Senior management, 30 to 50	Percentage	50.00	50.00	—	External (Limited)
Diversity	Senior management, over 50	Percentage	50.00	50.00	—	External (Limited)
Diversity	Directors, female	Percentage	42.86	50.00	—	External (Limited)
Diversity	Directors, male	Percentage	57.14	50.00	—	External (Limited)
Diversity	Directors, under 30	Percentage	0.00	0.00	—	External (Limited)
Diversity	Directors, 30 to 50	Percentage	28.57	12.50	—	External (Limited)

BERJAYA FOOD BERHAD

BMLR Transition Period

Date & Time: 2026-10-28_09:40:53

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Directors, over 50	Percentage	71.43	87.50	—	External (Limited)
Energy management	Total energy consumption	GJ	156,291	132,449	—	External (Limited)
Health and safety	Work-related fatalities, employees	Number	0	0	—	External (Limited)
Health and safety	Work-related fatalities, third-party contractors	Number	0	0	—	External (Limited)
Health and safety	Lost time incident rate, employees	Per 200,000 hours	0.05	0.03	—	External (Limited)
Health and safety	Employees trained on health and safety standards	Number	14	0	—	External (Limited)
Health and safety	Employees receiving training that includes safety	Number	1,356	1,675	—	External (Limited)
Labour practices and standards	Training hours, non-executive employees	Hours	246,253	327,680	—	External (Limited)
Labour practices and standards	Training hours, junior management	Hours	3,930	12,780	—	External (Limited)
Labour practices and standards	Training hours, middle management	Hours	2,237	3,376	—	External (Limited)
Labour practices and standards	Training hours, senior management	Hours	236	559	—	External (Limited)
Labour practices and standards	Employees that are contractors or temporary staff	Percentage	26.14	36.89	—	External (Limited)
Labour practices and standards	Employee turnover, non-executive employees	Number	1,420	2,918	—	External (Limited)
Labour practices and standards	Employee turnover, junior management	Number	69	63	—	External (Limited)
Labour practices and standards	Employee turnover, middle management	Number	14	40	—	External (Limited)

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour practices and standards	Employee turnover, senior management	Number	4	7	—	External (Limited)
Labour practices and standards	Substantiated complaints concerning human rights violations	Number	0	1	—	External (Limited)
Supply chain management	Proportion of spending on local suppliers	Percentage	50.15	67.47	—	Internal
Data privacy and security	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	External (Limited)
Water	Total volume of water used	Megalitres	372	304	—	External (Limited)
Waste management	Total waste generated	Metric tonnes	1,791	1,469	—	External (Limited)
Waste management	Total waste diverted from disposal	Metric tonnes	29	21	—	External (Limited)
Waste management	Total waste directed to disposal	Metric tonnes	1,762	1,447	—	External (Limited)
Emissions management	Scope 1 emissions	Metric tonnes CO_2e	73.49	37.31	—	External (Limited)
Emissions management	Scope 2 emissions	Metric tonnes CO_2e	32,472.95	27,188.85	—	External (Limited)
Emissions management	Scope 3 emissions (Business Travel and Employee Commuting only)	Metric tonnes CO_2e	2,261.10	2,726.46	—	External (Limited)
Emissions management	Scope 3 emissions	Metric tonnes CO_2e	36,583.04	35,053.71	—	No assurance
Consumer Products and Services sector indicators	Recalls issued for health and safety reasons	Number	0	0	—	Internal
Consumer Products and Services sector indicators	Units recalled for health and safety reasons	Number	0	0	—	Internal

BERJAYA FOOD BERHAD

BMLR Transition Period

Date & Time: 2026-10-28_09:40:53

Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Consumer Products and Services sector indicators	Product and service categories assessed for health and safety	Percentage	0	0	—	Internal
Consumer Products and Services sector indicators	Incidents of non-compliance with labelling codes	Number	0	0	—	Internal

INDEPENDENT ASSURANCE OPINION STATEMENT

INDEPENDENT ASSURANCE OPINION STATEMENT

By Royal Charter

To the Directors of Berjaya Food Berhad,

Holds Statement No.: SRA 842524

The British Standards Institution **(BSI)** has conducted a **limited assurance** engagement on the sustainability information (described in the "Scope") in the Sustainability Statement FY2026 of Berjaya Food Berhad.

Scope

The scope of engagement agreed upon with Berjaya Food Berhad includes the following:

The assurance covers the information of the following subject matters in the Berjaya Food Berhad Sustainability Statement for FY2026 (Financial Year: 1 July 2025 to 30 June 2026), covering the entities as presented in Appendix A.

1) Anti-Corruption
2) Community / Society
3) Diversity
4) Energy Management
5) Health and Safety
6) Labour Practices and Standards
7) Supply Chain Management
8) Data Privacy and Security
9) Water
10) Waste Management
11) Emission Management: Scope 1, 2 ,3 (Business Travel and Employee Commuting)
12) Materiality assessment and stakeholder engagement
13) Sustainability governance

Opinion Statement

We have conducted a **limited assurance** engagement on the sustainability information described in the "Scope" above. Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the accompanying Sustainability Information is not prepared, in all material respects, in accordance with ISAE 3000 (Revised) and ISO 14064-3:2019 (for GHG Statement).

Your partner in progress

INDEPENDENT ASSURANCE OPINION STATEMENT

INDEPENDENT ASSURANCE OPINION STATEMENT

Methodology

Our assurance engagements were carried out in accordance with ISAE3000 (Revised) and ISO 14064-3:2019 for GHG statement. Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- A top-level review of issues raised by external parties that could be relevant to Berjaya Food Berhad policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staff on Berjaya Food Berhad approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- Interviews with staff involved in sustainability management, report preparation and provision of report information were carried out.
- Document review of relevant systems, policies, and procedures where available.
- Review of the findings of internal assurances.
- Review of supporting evidence for claims made in the Sustainability Statement.
- Visit to the Headquarters of Berjaya Food Berhad to confirm the data collection processes, record management and practices.

Responsibility

Berjaya Food Berhad is responsible for the preparation and fair presentation of the sustainability information and reports in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement to stakeholders, giving our professional opinion based on the scope and methodology described.

Independence, Quality Control and Competence

BSI is independent of Berjaya Food Berhad and has no financial interest in the operation of Berjaya Food Berhad other than for the assurance of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of Berjaya Food Berhad only for the purposes of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the Scope above.

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by Berjaya Food Berhad. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by Berjaya Food Berhad is true, accurate, and complete. BSI accepts no liability to any third party who place reliance on this statement.

Your partner in progress

INDEPENDENT ASSURANCE OPINION STATEMENT

INDEPENDENT ASSURANCE OPINION STATEMENT

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting assurance over environmental, social and governance (ESG), and GHG inventory and management systems and processes.

Issue Date: 19th October 2026

For and on Behalf of BSI:

Shaiful Rahman, Lead Assurer

Evelyn Chye, Managing Director BSI Malaysia

BSI Malaysia Suite 29.01, Level 29, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia

INDEPENDENT ASSURANCE OPINION STATEMENT

INDEPENDENT ASSURANCE OPINION STATEMENT

By Royal Charter

Appendix A

No.	Entity
1	Berjaya Starbucks Coffee Company Sdn Bhd
2	Berjaya Food Supreme Sdn Bhd
3	Berjaya Roasters(M) Sdn Bhd
4	Berjaya Paris Baguette Sdn Bhd
5	Bestari Food Trading Sdn Bhd

Your partner in progress

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 2026 ("FYE 2026") 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 2026 ("CG Report"), which is available on its website at www.berjaya.com/berjaya-food/ and on Bursa Securities' website at 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 2026. The Board is satisfied that the Company has substantially complied with the MCCG throughout the FYE 2026 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 2026, 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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.

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 by their participation as members of the various committees of the Board.

In addition, the four (4) 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The TORs of each the Board Committees are available on the Company's website at 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, Chartered Governance Institute of Malaysia (Formerly known as 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 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 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 include, among others, the minutes of preceding meetings of the Board and Committees, summary of dealings in shares by the directors or affected persons, directors' circular resolutions, reports on the Group's financial statements, operations and 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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/.

(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/.

(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 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/.

(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, 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 was recently reviewed, updated and approved by the Board on 24 August 2026 so as to enhance the reporting procedures to safeguard against the acts of bribery and corruption pursuant to Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

The revised and updated Whistleblowing Policy and Procedures, underlining its protection and reporting channels, can be accessed on the Company's website at 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 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 was recently reviewed, updated and approved by the Board on 24 August 2026 and can be accessed on the Company's website at 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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 Board, supported by the Sustainability Committee ("SC"), oversees the governance of sustainability, including the implementation of the Group's sustainability strategy and the review of material sustainability matters. Strategic management of material sustainability matters is driven by Key Senior Management through the SC and Sustainability Working Group, which support the implementation of sustainability priorities across the Group.

During the FYE 2026, the Group refreshed its double materiality assessment and continued to strengthen its sustainability data collection and reporting processes in preparation for the National Sustainability Reporting Framework.

The Group's efforts to promote sustainability initiatives 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. As at 30 June 2026, following the resignation of Wan Nor Aida Binti Wan Azmi and appointment of Vivienne Cheng Chi Fan and Dato' Zuraidah Binti Mohd Said during the financial year under review, the Board consists of eight (8) Directors, comprising three (3) Independent Non-Executive Directors (including the Chairman), the Group CEO and four (4) 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 of Bursa Securities which requires at least two (2) or one third (1/3) of its Board members, whichever is higher, 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Currently, the Board has four (4) female Directors namely, Datin Chee Yoke Kuan, Dato' Zuraidah Binti Mohd Said, Vivienne Cheng Chi Fan and Chryseis Tan Sheik Ling and they represent 50% of the full Board of eight (8) 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 also aligned with the recommendation under 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/.

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 2026, the number of meetings held and attended by the Directors and Committee Members were as follows:-

	No. of Meeting Attended/ Meetings held in FYE 2026				
Name of Directors/Designations	**BOARD**	**ARMC**	**NC**	**RC**	**SC**
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah *(Chairman/Independent Non-Executive Director)*	6/6	-	-	-	-
Dato' Sydney Lawrance Quays *(Group Chief Executive Officer)*	6/6	-	-	-	2/2
Dato' (Dr) Mustapha Bin Abd Hamid *(Non-Independent Non-Executive Director)*	6/6	-	-	-	2/2
Chryseis Tan Sheik Ling *(Non-Independent Non-Executive Director)*	5/6	-	-	-	-
Tan Thiam Chai *(Non-Independent Non-Executive Director)*	6/6	5/5	2/2	1/1	2/2
Datin Chee Yoke Kuan *(Independent Non-Executive Director)*	6/6	5/5	2/2	1/1	2/2
Wan Nor Aida Binti Wan Azmi* *(Independent Non-Executive Director)*	6/6	5/5	2/2	1/1	-
Vivienne Cheng Chi Fan** *(Non-Independent Non-Executive Director)*	1/1#	-	-	-	-
Dato' Zuraidah Binti Mohd Said*** *(Independent Non-Executive Director)*	@	@	@	@	-

Notes:
BOARD : Board Meeting
ARMC : Audit and Risk Management Committee Meeting
NC : Nomination Committee Meeting
RC : Remuneration Committee Meeting
SC : Sustainability Committee Meeting

* *During the financial year, Wan Nor Aida Binti Wan Azmi has resigned as an Independent Non-Executive Director of the Company on 25 May 2026 and accordingly ceased to be the Chairman of RC, members of ARMC and NC on the even date.*

** *During the financial year, Vivienne Cheng Chi Fan was appointed as a Non-Independent Non-Executive Director of the Company on 9 March 2026.*

*** *During the financial year, Dato' Zuraidah Binti Mohd Said was appointed as an Independent Non-Executive Director of the Company on 22 May 2026 and as the Chairman of RC, members of ARMC and NC on 25 May 2026.*

@ *There was no meeting held subsequent to the date of her appointment up to 30 June 2026.*

\# *Reflects the attendance and the number of meetings held during the financial year since the Director held office.*

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

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

As for MAP II, all directors have completed the programme, except Dato' Zuraidah Binti Mohd Said, who was appointed as a Director during the financial year and will attend MAP II within the prescribed timeframe.

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 2026, the training programmes, seminars, conferences and webinars attended by the Directors were as follows:-

Directors	Title of Training Programmes/Seminars/Conferences/Forum/Webinars
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah	- The Chairpersons' Circle session
Dato' Sydney Lawrance Quays	- Common Offences under Companies Act 2016 - Harnessing the Value of Board – Management Relationship - Navigating Trade-Based Money Laundering: Fundamentals in AML/CFT (Anti-Money Laundering or Countering the Financing of Terrorism) Compliance
Tan Thiam Chai	- Audit Oversight Board Conversation with Audit Committees - IFRS Sustainability Disclosure Standards Awareness: Gearing Up the Board of Directors
Chryseis Tan Sheik Ling	- How Would AI impact Future Finance Professionals?
Dato' (Dr) Mustapha Bin Abd Hamid	- Introduction to New Disclosure Requirements for Shariah Screening
Datin Chee Yoke Kuan	- Decoding Budget 2026: Capital Market and Business Outlook - Audit Oversight Board Conversation with Audit Committees - IFRS Sustainability Disclosure Standards Awareness: Gearing Up the Board of Directors - Carbon tax update
Vivienne Cheng Chi Fan	- Invest Malaysia 2026 – From Reform to Execution: Malaysia's Next Leap
Dato' Zuraidah Binti Mohd Said	- Mandatory Accreditation Programme – Part I**

Note:

*** Subsequent to the FYE 2026, Dato' Zuraidah Binti Mohd Said, who was appointed as a Director of the Company on 22 May 2026, has attended and completed the MAP Part I in relation to a Director's roles, duties and liabilities for Director of Public Listed Companies from 8 July 2026 to 9 July 2026.*

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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
Dato' Zuraidah Binti Mohd Said	- Member/Independent Non-Executive Director
Tan Thiam Chai	- Member/Non-Independent Non-Executive Director

During the FYE 2026, Wan Nor Aida Binti Wan Azmi has ceased as the member of the Nomination Committee following her resignation as an Independent Director of the Company on 25 May 2026 while Dato' Zuraidah Binti Mohd Said was appointed as a member of Nomination Committee on 25 May 2026.

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/.

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;

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.

During the FYE 2026, Vivienne Cheng Chi Fan ("Vivienne Cheng") and Dato' Zuraidah Binti Mohd Said ("Dato' Zuraidah"), were identified as potential candidates for appointment as Directors. The Nomination Committee reviewed their profiles, qualifications and experiences and assessed their suitability against the fit and proper criteria in accordance with the Company's Fit and Proper Policy. The Nomination Committee also assessed Dato' Zuraidah's independence prior to her appointment to the Board and various Board Committees. Following the assessment, the Nomination Committee was satisfied with their fitness and propriety and had accordingly recommended to the Board the appointment of Vivienne Cheng as a Non-Independent Non-Executive Director and Dato' Zuraidah as an Independent Non-Executive Director of the Company as well as Dato'

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Zuraidah's appointment as the Chairman and members of various Board Committees. Upon the recommendation of the Nomination Committee, the Board approved the new appointments.

Following their appointments as new Directors of the Company, they have been briefed on the relevant disclosure and compliance requirements by Bursa Securities, the Securities Commission and Companies Act 2016 to ensure understanding of their duties, responsibilities as Directors of the Company.

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 2026, 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 the changes to the Board composition and reconstitution of various Board Committees.

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 for re-election at the AGM and that each Director shall submit himself/herself for re-election once in every three (3) years. In addition, Clause 107 of the Company's Constitution also provides that a Director who was appointed during the year shall retire and to seek shareholders' approval for re-election at the following AGM immediately after his/her appointment.

At the forthcoming Seventeenth AGM, the following Directors ("Retiring Directors") are due for retirement and are eligible for re-election pursuant to Clause 117 and Clause 107 of the Company's Constitution:-

Directors	Retiring Pursuant to
1) Datin Chee Yoke Kuan	Clause 117
2) Dato' Sydney Lawrance Quays	Clause 117
3) Vivienne Cheng Chi Fan	Clause 107
4) Dato' Zuraidah Binti Mohd Said	Clause 107

The Board and Nomination Committee have reviewed the profile of Dato' Zuraidah Binti Mohd Said and assessed her suitability against the fit and proper criteria prior to her appointment as an Independent Director of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board, through the Nomination Committee, had also undertaken an annual assessment and 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 declarations on 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 that Datin Chee Yoke Kuan and Dato' Zuraidah Binti Mohd Said, who are Independent Directors, have complied with the independence criteria as set out in the Listing Requirements of Bursa Securities. The Nomination Committee also 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, the Nomination Committee recommended to the Board the re-election of the Retiring Directors. The Board has deliberated and endorsed the Nomination Committee's recommendation and supports the re-election of the Retiring Directors for approval by the shareholders at the forthcoming Seventeenth AGM. The Retiring Directors had abstained from deliberations and decisions on their respective re-elections at the Board Meeting.

The profiles of the Retiring Directors are set out on in the Profile of Directors in the Company's 2026 Annual Report.

Tenure of Independent Directors

Pursuant to Practice 5.3 of the MCCG, the tenure of an Independent Director shall not exceed a cumulative term of nine (9) years. Upon completion of 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 process 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, 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 2026, none of the Independent Directors of the Company has served the Board for a cumulative term of more than nine (9) years.

However, subsequent to the FYE 2026, Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah, ("Dato' Tunku Shazuddin") who was appointed as an Independent Non-Executive Director of the Company on 4 December 2017 will exceed the cumulative term limit of nine (9) years by the forthcoming AGM.

The Board takes cognisance of the recommendation of the MCCG which states that if the Board continues to retain an Independent Director beyond nine (9) years, the Board should seek annual shareholders' approval through a two-tier voting process.

However, the Company will seek shareholders' approval through a single tier voting process for the ordinary resolution to retain Dato' Tunku Shazuddin as an Independent Non-Executive Director of the Company at the forthcoming AGM. This approach is in line with the general rule on voting as provided under the Companies Act 2016, which states that every

CORPORATE GOVERNANCE OVERVIEW STATEMENT

shareholder is entitled to one (1) vote for every share held and resolutions are to be passed by a simple majority for ordinary resolution through a single tier voting process.

Following the recommendation by the Nomination Committee, the Board (save for Dato' Tunku Shazuddin) will be seeking shareholders' approval to retain Dato' Tunku Shazuddin, who has served the Company for a cumulative term of more than nine (9) years as an Independent Director at the forthcoming AGM of the Company, based on the following justifications:-

(i) He has fulfilled the criteria under the definition of Independent Director as stated in the Main Market Listing Requirements of Bursa Securities, and being independent, he would be able to function as a check and balance, bringing an element of objectivity to the Board;

(ii) Having served on the Board for nine (9) years, he possesses in-depth knowledge and understanding of the Company's food and beverage business, operations and strategic direction. His extensive experience and institutional knowledge enable him to provide valuable insights and contribute effectively to the Board's deliberations, while supporting continuity in the oversight of the Group business;

(iii) He has remains objective and independent in expressing his views and participating in deliberations and decision-making process of the Board. The length of his services on the Board does not in any way interfere with his exercise of independent judgment and ability to act in good faith and in the best interests of the Company and shareholders; and

(iv) He has exercised due care during his tenure as the Chairman/ Independent Non-Executive Director of the Company. He has carried out his professional duties proficiently in the interests of the Company and the shareholders.

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 Dato' Zuraidah Binti Mohd Said 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:-

Dato' Zuraidah Binti Mohd Said	- Chairman/Independent Non-Executive Director
Datin Chee Yoke Kuan	- Member/Independent Non-Executive Director
Tan Thiam Chai	- Member/Non-Independent Non-Executive Director

During the FYE 2026, Wan Nor Aida Binti Wan Azmi has ceased as the Chairman of the Remuneration Committee following her resignation as an Independent Director of the Company on 25 May 2026 while Dato' Zuraidah Binti Mohd Said was appointed as the Chairman of the Remuneration Committee on 25 May 2026.

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/.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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/.

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 2026 are as follows:-

(a) Individual Directors on a named basis

Company

	RM						
	Fees	Allowance	Salaries	Bonus	Benefits in-kind	Other Emoluments	Total
Executive Director							
Dato' Sydney Lawrance Quays	-	-	-	-	-	-	-
Non-Executive Directors							
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah	60,000	309,600	-	-	-	37,393	406,993
Dato' (Dr) Mustapha Bin Abd Hamid	60,000	8,400	-	-	-	-	68,400
Vivienne Cheng Chi Fan (Appointed on 9 March 2026)	18,740	1,000	-	-	-	-	19,740
Balance c/f	138,740	319,000	-	-	-	37,393	495,133

CORPORATE GOVERNANCE OVERVIEW STATEMENT

	RM						
	Fees	Allowance	Salaries	Bonus	Benefits in-kind	Other Emoluments	Total
Balance b/f	138,740	319,000	-	-	-	37,393	495,133
Datin Chee Yoke Kuan	60,000	15,900	-	-	-	-	75,900
Wan Nor Aida Binti Wan Azmi (Resigned on 25 May 2026)	54,082	12,300	-	-	-	-	66,382
Dato' Zuraidah Binti Mohd Said (Appointed on 22 May 2026)	6,575	-	-	-	-	-	6,575
Tan Thiam Chai	-	-	-	-	-	-	-
Chryseis Tan Sheik Ling	-	-	-	-	-	-	-
	259,397	**347,200**	**-**	**-**	**-**	**37,393**	**643,990**

Group

	RM						
	Fees	Allowance	Salaries	Bonus	Benefits in-kind	Other Emoluments	Total
Executive Director							
Dato' Sydney Lawrance Quays	20,937	-	1,440,000	-	70,300	174,193	1,705,430
Non-Executive Directors							
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah	60,000	309,600	-	-	-	37,393	406,993
Dato' (Dr) Mustapha Bin Abd Hamid	60,000	8,400	-	-	-	-	68,400
Vivienne Cheng Chi Fan (Appointed on 9 March 2026)	18,740	1,000	-	-	-	-	19,740
Datin Chee Yoke Kuan	60,000	15,900	-	-	-	-	75,900
Wan Nor Aida Binti Wan Azmi (Resigned on 25 May 2026)	54,082	12,300	-	-	-	-	66,382
Dato' Zuraidah Binti Mohd Said (Appointed on 22 May 2026)	6,575	-	-	-	-	-	6,575
Tan Thiam Chai	-	-	-	-	-	-	-
Chryseis Tan Sheik Ling	-	-	-	-	-	-	-
	280,334	**347,200**	**1,440,000**	**-**	**70,300**	**211,586**	**2,349,420**

(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 Key Senior Management
RM200,001 - RM250,000	1
RM250,001 - RM300,000	2
RM300,001 - RM350,000	1
RM750,001 - RM800,000	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
Dato' Zuraidah Binti Mohd Said	- Member/Independent Non-Executive Director
Tan Thiam Chai	- Member/Non-Independent Non-Executive Director

During the FYE 2026, Wan Nor Aida Binti Wan Azmi has ceased as a member of the ARMC following her resignation as an Independent Director of the Company on 25 May 2026 while Dato' Zuraidah Binti Mohd Said was appointed as a member of the ARMC on 25 May 2026.

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/.

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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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 2026.

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 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

During the FYE 2026, 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 2026 were as follows:-

	Company		Group	
	FYE 2026	FYE 2025	FYE 2026	FYE 2025
	RM	RM	RM	RM
Statutory audit fees paid/payable to:-				
- Ernst & Young ("EY") Malaysia	243,000	194,000	718,000	625,000
- Affiliates of EY Malaysia	-	-	20,000	30,000
Total (a)	243,000	194,000	738,000	655,000
Non-audit fees paid/payable to:-				
- EY Malaysia	25,000	59,000	94,000	132,000
- Affiliates of EY Malaysia	-	-	7,000	7,000
Total (b)	25,000	59,000	101,000	139,000
% of non-audit fees (b/a)	10%	30%	14%	21%
Non recurring non-audit fees	-	151,750	-	151,750

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:-

(i) The business units are required to identify the risks relevant to their business;

(ii) 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;

(iii) The business units develop control procedures or actions plans to either prevent the occurrence or reduce the impact upon its occurrence;

(iv) The business units are required to update their risk profiles and review their processes in monitoring the risks periodically; and

(v) 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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 2026 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/ 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Conduct of General Meetings

The Company regards the Annual General Meeting ("AGM") as the principal forum for dialogue and interactions with private and institutional shareholders and aims to ensure that the AGM provides an important avenue for effective communication and constructive feedback between the shareholders and the Company. At each AGM, the Board presents the progress and performance of the Company's businesses for the financial year concerned 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.

The Chairman, Group CEO and other Directors present will respond to questions posed by the shareholders and proxies at the AGM.

The Company despatches a Notification to Shareholders in respect of the Sixteenth AGM to the shareholders of the Company to notify them that the following documents can be viewed and downloaded from the website of the Company and Bursa Securities at www.berjaya.com/berjaya-food/ and www.bursamalaysia.com respectively:-

(a) Annual Report for AGM;
(b) Notice of AGM, 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. The additional time given to shareholders allows them to make the necessary arrangements to attend and participate in person or through corporate representatives, proxies or attorneys. More importantly, it enables the shareholders to have sufficient time to consider the resolutions and make an informed decision in exercising their voting rights at the AGM. 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 were encouraged to submit questions in advance through email at shareg@berjayareg.com.my or the online platform administered by the Poll Administrator, Berjaya Registration Services Sdn Bhd via their portal at https://www.berjayaregistration.com.my. Individual shareholder may register as users with Berjaya Registration Services Sdn Bhd portal and submit their proxy forms electronically.

Poll Voting

Pursuant to Clause 82 of the Constitution of the Company and Paragraph 8.29A(1) of the 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.

The Company conducted its Sixteenth AGM physically on 3 December 2025. All the resolutions passed by the shareholders at the said AGM were voted by way of a poll via electronic voting device. The shareholders were briefed on the voting procedures at the AGM by the appointed Poll Administrator of the Company, Berjaya Registration Services Sdn Bhd. Counting of the poll voting was conducted entirely via electronic means and results of the poll were verified by an independent scrutineer, Symphony Corporate Services Sdn Bhd. Details on the number of votes cast for and against for each resolution together with the respective percentages were displayed on the screen for the shareholders' information.

The Administrative Guide for the AGM 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/ and www.bursamalaysia.com respectively.

The poll results were also announced to Bursa Securities on the same day by the Company. The minutes of the AGM, confirmed and signed by the Chairman, was made available on the Company's website at www.berjaya.com/berjaya-food/.

This CG Overview Statement was approved by the Board of the Company on 22 October 2026 .

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("the Board") of Berjaya Food Berhad ("BFood") and its subsidiaries ("the Group") is pleased to present the Statement on Risk Management and Internal Control for the financial year ended 30 June 2026.

This Statement sets out below the nature and scope of the risk management and internal controls of the Group and is prepared in accordance with Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and is guided by the Statement on Risk Management and Internal Control: Guidelines ("SORMIC Guide 2025") for Directors of Listed Companies.

RESPONSIBILITIES OF THE BOARD

The Board 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.

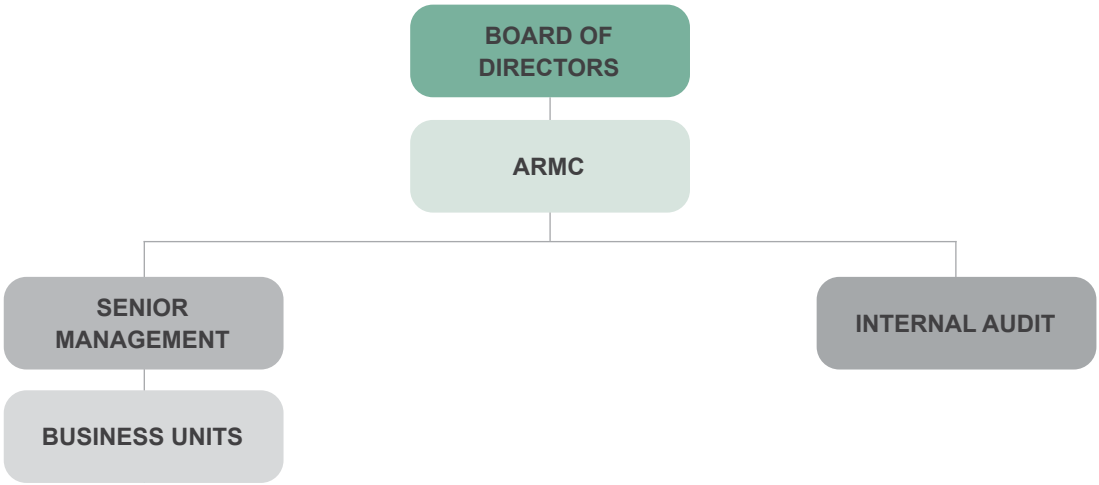
The Board's primary objective and direction in managing the Group's principal business risks are to enhance the Group's ability to achieve its business objectives. In order to achieve these objectives, the Board has identified, evaluated and managed the significant risks being faced by the Group.

The Board has established an Audit and Risk Management Committee ("ARMC"), comprising a majority of independent directors, to provide oversight of the Group's risk management framework and to review and monitor the effectiveness of the Group's internal control system, in line with the Malaysian Code on Corporate Governance.

The Board recognises that it 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 the subsidiaries of the Group. In view of the limitations that are inherent in any system of internal control, the Group's internal control system is designed to manage and achieve business objectives. As such, the system can only provide reasonable assurance against material misstatement or loss.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Overview of Risk Management and Internal Control Governance



The Group's risk management and internal control governance framework is aligned with the Three Lines Model, ensuring clear allocation of roles and responsibilities to strengthen governance, accountability, and effective oversight.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

First Line

The management of the Group as a whole is assigned to the Group Chief Executive Officer and the senior management who will lead the management teams. The senior management and their respective management teams of the Group's business units are accountable for the conduct and performance of their businesses within the agreed business strategy, risk management and internal control framework.

The management teams form the first line of defence and are responsible for identifying, assessing, managing and monitoring risks arising from their day-to-day operations, as well as implementing appropriate controls and risk mitigation measures.

Risk registers which outline the risk policies including the procedures of risk identification, risk tolerance and the evaluation and managing process are maintained.

The key aspects of the risk management process by the business units 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.

Second Line

The ARMC serves as the second line of defence by overseeing risk management activities, monitoring significant risks, and ensuring appropriate controls and mitigation measures are implemented across the Group.

Third Line

The Internal Audit function serves as the third line of defence by providing independent and objective assurance to the Board, ARMC on the adequacy and effectiveness of the Group's governance, risk management and internal control processes.

The Internal Audit function furnishes the ARMC with independent and objective reports from visits conducted at various business units. The reports comprise the observations from internal audits on internal control and risk management systems together with management's responses and proposed action plans. The action plans are 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.

Details of the Internal Audit function and activities are presented in the Audit Committee Report as set out in this Annual Report.

RISK MANAGEMENT PROCESS

The Group has established a structured risk management process across its business units to ensure that significant risks affecting the achievement of its business objectives are identified, assessed, monitored, and managed on an ongoing basis.

The Terms of Reference of ARMC, include, among others, the following:-

- To ensure that the strategic context of the Group's risk management framework is comprehensive and aligned with its business objectives.
- To oversee and determine the overall risk management processes of the Group.
- To ensure that the Group's short-term and long-term risk management strategies, framework, and methodologies are effectively implemented and consistently applied across all business units.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- To ensure that risk management processes are integrated into the Group's key business and operational processes.
- To establish and oversee an effective risk reporting mechanism.
- To ensure alignment and coordination of assurance activities across the Group.
- To act as the steering committee for the Group-Wide Risk Management Programme.

For the financial year ended 30 June 2026, the ARMC held four meetings where it reviewed the risk management reports of several business units (i.e. Berjaya Paris Baguette Philippines Inc., Berjaya Roasters (M) Sdn Bhd, Berjaya Starbucks Coffee Company Sdn Bhd and Joint Venture Company (i.e. Berjaya Paris Baguette Sdn Bhd) and recommended certain measures to be adopted to mitigate their business risks.

Key Risks of the Group

The Group has identified the following key risk categories that may impact the achievement of its strategic and operational objectives:-

- Strategy Risk
  The Board recognises that strategic risk arises from decisions concerning the Group's objectives and strategic direction. Inappropriate strategic choices or ineffective execution of approved strategies may adversely affect the Group's ability to achieve its business objectives and create long-term value.

- Business Risk
  The Board recognises that business risks arising from amongst others, economic and political conditions, regulatory changes, market competition and technology disruption may adversely affect the Group's performance and returns.

- Operational Risk
  Operational risk arises when there are inadequacies in the Group's internal systems, resources, processes, and human capital management that may adversely affect the Group's operations, financial performance, and ability to achieve its objectives.

- Finance Risk
  Financial risk refers to the risk of adverse financial impact arising from fluctuations in market variables, liquidity constraints, credit exposures, and funding requirements, which may affect the Group's profitability, cash flows, financial position, and ability to achieve its business objectives.

- Cybersecurity Risk
  Risk of unauthorised access, cyber-attacks, data breaches may disrupt operations and cause substantial financial consequences.

- Compliance Risk
  Compliance risk is the risk of legal or regulatory penalties, financial loss, or reputational harm arising from the Group's failure to adhere to applicable laws, regulations, regulatory requirements, codes of conduct, and internal policies relevant to its operations.

- Climate Risk
  The Board recognises that climate-related risks, arising from the physical effects of climate change and the transition to a lower-carbon economy, may adversely affect the Group's assets, operations, financing and returns.

The Board remains committed to continuously reviewing and strengthening the Group's risk management process to ensure its ongoing relevance and responsiveness to evolving business, economic, and regulatory environments. The risk management processes are in place for the financial year under review and up to the approval date of this statement.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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 ARMC for 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 implemented by the business units.

Key features of the internal control system
Some of the identified key features of the Group's system of internal control include:-

- Clear organisation structure and delineated reporting lines
- Defined levels of authority
- Monitoring mechanisms in the form of timely financial and operations reports, and scheduled management meetings
- Capable workforce with ongoing training
- Centralised human resource function which outlines procedures for recruitment, training, appraisal, the reward system and succession planning
- Centralised procurement function that ensures approval procedures are adhered to, as well as to leverage on the Group's purchasing power
- Regular visits to the business units of the Group by the Group CEO and senior management personnel
- Independent assurance on the system of internal control from regular internal audit visits
- Physical security and systems access controls
- Business continuity planning

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 provides for reports to be channeled through a dedicated reporting mechanism independent of Management, ensuring confidentiality and protecting whistleblowers from undue influence or retaliation. The Whistleblowing Policy is available on BFood's website at www.berjaya.com/berjaya-food/.

ANTI-BRIBERY AND CORRUPTION POLICY

In response to Section 17A of the Malaysian Anti-Corruption Commission Act 2009, the Group has adopted its Anti-Bribery and Corruption Policy, titled Adequate Procedures To Curb and Prevent Bribery and Corruption - T.R.U.S.T. Concept. The Group 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 available on BFood's website at www.berjaya.com/berjaya-food/.

ASSURANCE FROM MANAGEMENT

The Board has received assurance from the Group Chief Executive Officer and the Chief Financial Officer primarily responsible for the financial management of the Group and is of the view that the Group's governance, risk management and internal control systems are operating adequately and effectively, in all material aspects.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

REVIEW BY EXTERNAL AUDITORS

The external auditors have performed limited assurance procedures on the Statement on Risk Management and Internal Control ("SORMIC") pursuant to the scope set out in Audit and Assurance Practice Guide (“AAPG”) 3, Guidance for Auditors on Engagements to Report on the SORMIC included in the Annual Report issued by the Malaysian Institute of Accountants, for the financial year ended 30 June 2026, and reported to the Board that nothing has come to their attention that causes them to believe the SORMIC intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025: Guidelines for Directors of Listed Companies, nor is the SORMIC factually inaccurate. AAPG 3 does not require the auditors to consider whether the Directors' SORMIC 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 Main Market 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 risk management and internal control and therefore recognises that the system must continuously evolve to support the type of business 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 2026.

COMPOSITION OF ARMC

The members of the ARMC are as follows:-

Datin Chee Yoke Kuan
- Chairman/Independent Non-Executive Director

Dato' Zuraidah Binti Mohd Said
- 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 is also a member of the MIA and a fellow member 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 aligned with the recommendation of Practice 9.1 of the Malaysian Code on Corporate Governance.

MEETINGS

The ARMC held five (5) meetings during the financial year ended 30 June 2026. The details of attendance of the ARMC members are as follows:-

Name	Attendance
Datin Chee Yoke Kuan	5/5
Tan Thiam Chai	5/5
Wan Nor Aida Binti Wan Azmi#	5/5^
Dato' Zuraidah Binti Mohd Said*	-

Notes:
During the financial year, Wan Nor Aida Binti Wan Azmi has ceased as a member of ARMC following her resignation as an Independent Director of the Company on 25 May 2026.
* *During the financial year, Dato' Zuraidah Binti Mohd Said was appointed as a member of ARMC on 25 May 2026. There was no ARMC meeting held subsequent to the date of her appointment up to 30 June 2026.*
^ *Reflects the attendance and the number of meetings held during the financial year since the Director held office.*

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.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

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/.

In discharging its duties and responsibilities, the ARMC had undertaken the following activities and work during the financial year ended 30 June 2026:-

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 2025	Fourth quarter results as well as the unaudited results of the Group for the financial year ended 30 June 2025
24 November 2025	First quarter results for financial year ended 30 June 2026
5 February 2026	Second quarter results for financial year ended 30 June 2026
22 May 2026	Third quarter results for financial year ended 30 June 2026

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 30 June 2025 at its meeting held on 21 October 2025 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 2025 prepared by the External Auditors at the meeting held on 27 August 2025.

External Audit

(a) Evaluated the performance of the External Auditors for the financial year ended 30 June 2025, 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 2026 at its meeting held on 21 October 2025 .

(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 2025.

The ARMC also held private discussions with the External Auditors on 27 August 2025, 21 October 2025 and 22 May 2026, without the presence of Management during the review of the audited financial statements for the year ended 30 June 2025 and also the audit plan for the financial year ended 30 June 2026 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 key issues were discussed, among others, the Group's turnaround and diversification strategies, assessment of the Group's liquidity position and impairment considerations for goodwill and long term assets.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

(c) Reviewed with the External Auditors at the meeting held on 22 May 2026, their audit plan for the financial year ended 30 June 2026, 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 Paris Baguette Sdn Bhd ("BPB"), Berjaya Paris Baguette Philippines Inc. ("BPBP"), Berjaya Roasters (M) Sdn Bhd ("BRoasters") and Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks") 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 2027 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 2025.

Recurrent Related Party Transactions

(a) Reviewed the 2025 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;

(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

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

(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.

Risk Management Activities

(a) Reviewed the risk management activities on the Company's subsidiaries namely, BPB, BPBP, BRoasters and BStarbucks 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 2025 Annual Report.

(b) Reviewed and assessed the financial literacy of the ARMC members for the financial year ended 30 June 2025.

Conflict of Interest/Potential Conflict of Interest

On 5 February 2026 and 24 August 2026, 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 2026.

Training

In order to effectively discharge their duties and responsibilities, the ARMC members had undertaken continuous professional development by attending various 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.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

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 "Starbucks Coffee" cafe/retail stores in Malaysia, "Kenny Rogers Roasters" restaurants in Malaysia, and "Paris Baguette" bakery & retail stores in Malaysia & the Philippines.

The activities undertaken by the Internal Audit Division during the financial year ended 30 June 2026 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 2026 was approximately RM276,000.00.

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 2026. 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/.

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.

FINANCIAL STATEMENTS

Directors' Report	**140**
Statement by Directors	**147**
Statutory Declaration	**147**
Statements of Financial Position	**148**
Statements of Profit or Loss and Other Comprehensive Income	**149**
Consolidated Statement of Changes in Equity	**150**
Statement of Changes in Equity	**151**
Statements of Cash Flows	**152**
Notes to the Financial Statements	**155**
Independent Auditors' Report	**204**

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 2026.

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

	Group	Company
	RM'000	RM'000
Loss for the year	(108,687)	(88,537)
Attributable to:		
- Owners of the parent	(105,950)	(88,537)
- Non-controlling interests	(2,737)	-
	(108,687)	(88,537)

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 impairment of non-current assets as disclosed in Note 25(b) 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 2026.

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	
Dato' Zuraidah Binti Mohd Said	(Appointed on 22.5.2026)
Vivienne Cheng Chi Fan	(Appointed on 9.3.2026)
Wan Nor Aida Binti Wan Azmi	(Resigned on 25.5.2026)

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:

Dato' Sri Robin Tan Yeong Ching	
Dato' Sri Lee Kok Chuan	
Chin Wan 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	
Tengku Ferry Widayat Bin T. Rizal	
Daniel Kari Stefansson	(Appointed on 25.6.2026)
Chuah Pak Nee	(Resigned on 8.9.2025)
Soh Siew Wan	(Resigned on 31.12.2025)
Steven Anthony Soosay	(Resigned on 22.6.2026)

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 RM32,490. 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 1.7.2025	Acquired	Disposed	At 30.6.2026
The Company ("BFood")					
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	-	(807,200)	3,475,200
	(a)	50,500	-	-	50,500
Dato' (Dr) Mustapha bin Abd Hamid		813,050	-	-	813,050
Tan Thiam Chai		2,043,735	-	-	2,043,735

		Number of warrants 2025/2035			
		At 1.7.2025	Acquired	Disposed	At 30.6.2026
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah		-	292,900 #	-	292,900
Dato' Sydney Lawrance Quays		-	2,141,200 #	-	2,141,200
	(a)	-	25,250 #	-	25,250
Dato' (Dr) Mustapha bin Abd Hamid		-	406,525 #	-	406,525
Tan Thiam Chai		-	1,021,867 #	-	1,021,867

Subsidiary companies:

	Number of ordinary shares			
	At 1.7.2025	Acquired	Disposed	At 30.6.2026
Berjaya Paris Baguette Philippines Inc.				
Dato' Sydney Lawrance Quays	1,000	-	-	1,000

	Number of ordinary shares			
	At 1.7.2025	Acquired	Disposed	At 30.6.2026
Berjaya Nordic (Denmark) ApS				
Dato' Sydney Lawrance Quays	252	-	-	252

Ultimate holding company:

		Number of ordinary shares			
		At 1.7.25/ Date of appointment	Acquired	Disposed	At 30.6.26
Berjaya Corporation Berhad ("BCorp")					
Dato' Sydney Lawrance Quays		27	-	-	27
Tan Thiam Chai		161,831	1,000	-	162,831
	(a)	136,717	-	-	136,717
Chryseis Tan Sheik Ling		515,187	-	-	515,187
	(a)	19,862,500	-	(19,862,500)	-
Vivienne Cheng Chi Fan		15,745	-	-	15,745

	Number of 2% Irredeemable Convertible Unsecured Loan Stocks 2016/2026 of RM1.00 nominal value each ("ICULS")			
	At 1.7.2025	Acquired	Disposed	At 30.6.2026
Tan Thiam Chai	1,000	-	(1,000) ^	-

	Number of warrants 2016/2026			
	At 1.7.2025	Acquired	Disposed	At 30.6.2026
Tan Thiam Chai	1,000	-	(1,000) &	-

		Number of warrants 2026/2031			
		At 1.7.25/ Date of appointment	Acquired	Disposed	At 30.6.2026
Dato' Sydney Lawrance Quays		-	8 *	-	8
Tan Thiam Chai		-	53,404 *	-	53,404
	(a)	-	45,116 *	-	45,116
Vivienne Cheng Chi Fan		5,195 *	-	-	5,195
Chryseis Tan Sheik Ling		-	170,011 *	-	170,011

Related companies:

	Number of ordinary shares			
	At 1.7.2025	Acquired	Disposed	At 30.6.2026
Berjaya Property Berhad (Formerly known as Berjaya Land Berhad)				
Tan Thiam Chai	40,000	-	-	40,000
Chryseis Tan Sheik Ling	5,000,000	-	-	5,000,000

DIRECTORS' REPORT

		Number of ordinary shares			
		At 1.7.2025	Acquired	Disposed	At 30.6.2026
Sports Toto Berhad					
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 1.7.2025	Acquired	Disposed	At 30.6.2026
Berjaya Burger Sdn Bhd				
Dato' Sydney Lawrance Quays	780,000	-	(780,000)	-

Notes:
(a) Indirect interests pursuant to Section 59(11)(c) of the Companies Act 2016.
Bonus issue of warrants in BFood on the basis of one (1) new warrant for every two (2) existing ordinary shares on 23 October 2025.
^ BCorp 2% ICULS had been automatically converted into ordinary shares upon its maturity on 29 May 2026.
& BCorp warrants 2016/2026 had been expired on 29 May 2026.
* Bonus issue of warrants in BCorp on the basis of thirty-three (33) new warrants for every one hundred (100) existing ordinary shares on 7 January 2026.

SHARE CAPITAL

During the financial year, the Company increased its share capital from RM257,920,251 to RM323,231,001 by way of issuance of 186,602,143 new ordinary shares at an issue price of RM0.35 per share pursuant to the exercise of warrants.

As at 30 June 2026, the total number of warrants that have not been exercised was 699,302,513.

TREASURY SHARES

The number and carrying amount of treasury shares as at 30 June 2026 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	175,821	77,587

As at 30 June 2026, the issued ordinary share capital of the Company with voting rights was 1,958,413,267 (2025: 1,771,811,124) ordinary shares.

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 all known bad debts have been written off and that adequate provision had been made for doubtful debts; 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) The amount written off for bad debts or the amount of provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extend; 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.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

Significant events during the financial year are disclosed in Note 38 to the financial statements.

DIRECTORS' REPORT

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 29 October 2026

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 148 to 203 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 2026 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 dated 29 October 2026

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 148 to 203 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 29 October 2026)
)

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 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Non-current assets					
Property, plant and equipment	5	156,966	213,358	-	3
Right-of-use assets	6	114,449	181,629	-	-
Subsidiary companies	7	-	-	263,270	193,589
Joint venture	8	1,607	8,049	-	15,000
Other investment	9	5,485	5,457	-	-
Intangible assets	10	437,081	449,776	-	-
Other receivables	12	13,299	14,939	36,061	25,453
Deferred tax assets	18	-	-	-	-
		728,887	873,208	299,331	234,045
Current assets					
Inventories	11	44,886	60,454	-	-
Trade and other receivables	12	32,233	36,914	30	28,610
Tax recoverable		26,186	32,234	382	384
Deposits with financial institutions	13	5,120	3,303	5,120	3,028
Cash and bank balances		14,282	17,478	1,128	849
		122,707	150,383	6,660	32,871
TOTAL ASSETS		851,594	1,023,591	305,991	266,916
EQUITY AND LIABILITIES					
Equity attributable to equity holders of the Company					
Share capital	14	323,231	257,920	323,231	257,920
Reserves	15	(179,872)	(74,134)	(151,523)	(62,986)
		143,359	183,786	171,708	194,934
Treasury shares	16	(77,587)	(77,587)	(77,587)	(77,587)
		65,772	106,199	94,121	117,347
Non-controlling interests		(1,170)	1,639	-	-
Total equity		64,602	107,838	94,121	117,347
Non-current liabilities					
Long term borrowings	17	2,343	18,664	-	14,750
Lease liabilities	6	145,778	224,869	-	-
Deferred tax liabilities	18	-	-	-	-
Provision	19	9,949	11,628	-	-
		158,070	255,161	-	14,750
Current liabilities					
Trade and other payables	20	320,488	232,804	172,120	67,501
Provision	19	3,512	5,656	-	-
Short term borrowings	21	199,541	281,746	39,750	67,318
Lease liabilities	6	44,726	58,307	-	-
Taxation		11	-	-	-
Contract liabilities	22	60,644	82,079	-	-
		628,922	660,592	211,870	134,819
Total liabilities		786,992	915,753	211,870	149,569
TOTAL EQUITY AND LIABILITIES		851,594	1,023,591	305,991	266,916

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 2026

	Note	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Revenue	23	501,440	479,452	-	-
Cost of sales		(313,818)	(317,832)	-	-
Gross profit		187,622	161,620	-	-
Other income		36,597	28,360	2,765	1,883
Administrative expenses		(185,433)	(236,803)	(3,263)	(2,735)
Selling and distribution expenses		(20,074)	(20,444)	-	-
Other expenses		(78,386)	(164,800)	(74,478)	(209,260)
		(59,674)	(232,067)	(74,976)	(210,112)
Finance costs	24	(35,913)	(41,411)	(13,561)	(9,987)
Share of results of joint venture		(12,942)	(5,434)	-	-
Loss before tax	25	(108,529)	(278,912)	(88,537)	(220,099)
Taxation	27	(158)	(9,168)	-	-
Loss for the year		(108,687)	(288,080)	(88,537)	(220,099)
Other comprehensive income:					
Item that may be reclassified subsequent to profit or loss					
- Foreign currency translation		112	(2,102)	-	-
Item that will not be reclassified subsequent to profit or loss:					
- Net changes in fair value of investments at fair value through other comprehensive income ("FVTOCI")		28	273	-	-
Total comprehensive income for the year		(108,547)	(289,909)	(88,537)	(220,099)
Loss attributable to:					
- Owners of the parent		(105,950)	(286,994)	(88,537)	(220,099)
- Non-controlling interests		(2,737)	(1,086)	-	-
		(108,687)	(288,080)	(88,537)	(220,099)
Total comprehensive income attributable to:					
- Owners of the parent		(105,738)	(288,068)	(88,537)	(220,099)
- Non-controlling interests		(2,809)	(1,841)	-	-
		(108,547)	(289,909)	(88,537)	(220,099)
Loss per share (sen) - Basic	28	(5.85)	(16.20)		

The accompanying notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For The Year Ended 30 June 2026

	Attributable to the equity holders of the Company									
		Non-distributable								
	Share capital	FVTOCI reserve	Consolidation reserve	Exchange reserve	Merger deficit	Retained earnings/ (Accumulated losses)	Treasury shares	Total	Non-controlling interests	Total equity
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
GROUP										
At 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 2025/1 July 2025	257,920	324	353	329	(55,087)	(20,053)	(77,587)	106,199	1,639	107,838
Loss for the year	-	-	-	-	-	(105,950)	-	(105,950)	(2,737)	(108,687)
Other comprehensive income	-	28	-	184	-	-	-	212	(72)	140
Total comprehensive income for the year	-	28	-	184	-	(105,950)	-	(105,738)	(2,809)	(108,547)
Transaction with owners										
Exercise of warrants	65,311	-	-	-	-	-	-	65,311	-	65,311
At 30 June 2026	323,231	352	353	513	(55,087)	(126,003)	(77,587)	65,772	(1,170)	64,602

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

For The Year Ended 30 June 2026

	Share capital	Retained earnings/ (Accumulated losses)	Treasury shares	Total equity
	RM'000	RM'000	RM'000	RM'000
COMPANY				
At 1 July 2024	257,920	157,113	(77,587)	337,446
Total comprehensive income for the year	-	(220,099)	-	(220,099)
At 30 June 2025/1 July 2025	257,920	(62,986)	(77,587)	117,347
Total comprehensive income for the year	-	(88,537)	-	(88,537)
Transaction with owners				
Exercise of warrants	65,311	-	-	65,311
At 30 June 2026	323,231	(151,523)	(77,587)	94,121

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

For The Year Ended 30 June 2026

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Receipts from customers	482,571	487,396	-	-
Payment to suppliers and operating expenses	(446,074)	(433,445)	(3,229)	(2,666)
Refund of taxes	6,078	23,713	2	-
Payment of taxes	(179)	(1,572)	-	(529)
Net cash generated from/(used in) operating activities	42,396	76,092	(3,227)	(3,195)
CASH FLOWS FROM INVESTING ACTIVITIES				
Disposal of property, plant and equipment	1,660	517	-	-
Disposal of investment in subsidiary companies (Note a)	-	(56)	-	-
Disposal of other investment and short term investments	-	19,550	-	-
Acquisition of property, plant and equipment (Note b)	(11,784)	(34,603)	-	-
Acquisition of intangible assets	(316)	(3,524)	-	-
Acquisition of investment in joint venture	(6,500)	(5,000)	(5,000)	(5,000)
Interest received	122	122	107	82
Dividend received	37	320	-	-
Net advance to subsidiary companies	-	-	(99,644)	(41,961)
Other payment arising from disposal of joint venture	(3,708)	-	(3,708)	-
Net cash used in investing activities	(20,489)	(22,674)	(108,245)	(46,879)
CASH FLOWS FROM FINANCING ACTIVITIES				
Issuance of share capital	65,311	-	65,311	-
Issuance of share capital to non-controlling interest of a subsidiary company	-	4,059	-	-
Drawdown of bank and other borrowings	3,503	94,056	-	20,068
Repayment of bank borrowings	(99,318)	(96,462)	(42,318)	(15,000)
Payment of hire purchase	(2,609)	(1,993)	-	-
Payment of principal portion of lease liabilities	(59,810)	(71,891)	-	-
Interest paid	(27,117)	(41,185)	(5,890)	(6,729)
Dividend paid to non-controlling interests of subsidiary company	-	(139)	-	-
Net repayment to subsidiary company	-	-	(1,677)	(4,867)
Net (repayment to)/advance from related companies	(1,663)	1,472	-	-
Net advance from immediate holding company	98,417	54,440	98,417	54,440
Net cash (used in)/generated from financing activities	(23,286)	(57,643)	113,843	47,912
NET CHANGE IN CASH AND CASH EQUIVALENTS	(1,379)	(4,225)	2,371	(2,162)
EFFECT OF EXCHANGE RATE CHANGES	(316)	(637)	-	-
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	20,223	25,085	3,877	6,039
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	18,528	20,223	6,248	3,877

STATEMENTS OF CASH FLOWS
For The Year Ended 30 June 2026

CASH AND CASH EQUIVALENTS	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
The closing cash and cash equivalents comprise of the following:				
Cash and bank balances	14,282	17,478	1,128	849
Deposits with financial institutions	5,120	3,303	5,120	3,028
Bank overdrafts (Note 21)	(874)	(558)	-	-
	18,528	20,223	6,248	3,877

Notes:

a) Analysis of the effects of subsidiary companies disposed:

	Group 2026 RM'000	Group 2025 RM'000
Property, plant and equipment (Note 5)	-	1,632
Right-of-use assets (Note 6)	-	381
Lease liabilities (Note 6)	-	(490)
Net other liabilities disposed	-	(3,777)
Non-controlling interests	-	1,017
Goodwill (Note 10)	-	309
Net liabilities disposed	-	(928)
Excluding: Cash and cash equivalents of subsidiary companies disposed	-	(56)
Net gain arising from disposal	-	928
Cash flow on disposal (net of cash in subsidiary companies disposed)	-	(56)

b) Analysis of the payment for acquisition of property, plant and equipment:

	Group 2026 RM'000	Group 2025 RM'000	Company 2026 RM'000	Company 2025 RM'000
Payment for current year acquisition (Note 5)	6,342	15,629	-	-
Payment for previous year acquisition	5,442	18,974	-	-
	11,784	34,603	-	-

STATEMENTS OF CASH FLOWS
For The Year Ended 30 June 2026

c) Changes in liabilities arising from financing activities:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Total borrowings (exclude bank overdrafts)				
At beginning of the year	299,852	304,122	82,068	76,995
Drawdown of bank and other borrowings	3,503	94,056	-	20,068
Additional hire purchase	-	158	-	-
Repayment of bank borrowings and hire purchase	(101,927)	(98,455)	(42,318)	(15,000)
Charge out of deferred transaction costs (Note 24)	-	5	-	5
Disposal of subsidiary companies	-	(34)	-	-
Exchange differences	(418)	-	-	-
At end of the year	201,010	299,852	39,750	82,068

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Due to subsidiary, related companies and immediate holding company				
At beginning of the year	65,811	7,894	65,736	13,131
Net (repayment to)/advance from:				
- subsidiary company	-	-	(1,677)	(4,867)
- related companies	(1,663)	1,472	-	-
- immediate holding company	98,417	54,440	98,417	54,440
Interest charged by:				
- subsidiary company	-	-	-	1,027
- immediate holding company	8,282	2,005	8,282	2,005
At end of the year	170,847	65,811	170,758	65,736

d) The total cash outflows for leases were as follows:

	Group	
	2026 RM'000	2025 RM'000
Total cash outflow for leases:		
- payment for principal portion of lease liabilities	59,810	71,891
- interest paid on lease liabilities	13,012	19,834
- payment of expenses relating to short term leases	2,567	2,588
- payment of expenses relating to leases of low-value assets	-	19
- variable payments for leases	23,348	15,098
	98,737	109,430

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

30 June 2026

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 29 October 2026.

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 RM108,687,000 (2025: RM288,080,000) and RM88,537,000 (2025: RM220,099,000) respectively for the financial year ended 30 June 2026. As at 30 June 2026, the Group's and the Company's current liabilities exceeded the current assets by RM506,215,000 (2025: RM510,209,000) and RM205,210,000 (2025: RM101,948,000) 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 and the 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;

2. The Group expects to continue generating operating profits and positive cash flows from its ongoing business strategies which include the consolidation and various cost optimization measures of its restaurant and café chains 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; and

3. The Group expects to continue receiving support from their existing bankers in the form of renewal of existing borrowings i.e. revolving credits.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

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 Berjaya Roasters (M) Sdn Bhd ("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.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.2 Joint venture

Investment 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.

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, furniture and fittings and motor vehicles	10% - 33%
Computers	20%
Plant, machinery, kitchen equipment and smallwares	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.

3.5 Warrants

Warrants issued to the shareholders of the Company by way of a bonus issue are distributed at no consideration. As such, no warrant reserve or other amount is recognised in equity on issuance of the warrants.

The issuance of ordinary shares upon the exercise of the warrants is treated as a new subscription of ordinary shares issued at a consideration equivalent to the exercise price of the warrants.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.6 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) 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.

(iii) 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.

(iv) Computer software development cost

Computer software development cost included in intangible asset are not amortised as these assets are not yet available for use.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.7 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.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.7 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.

3.8 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.

3.9 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.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.10 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 2026

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.11 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 21 years

(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.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.12 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.

3.13 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 2026

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.14 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.

3.15 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.

3.16 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.

3. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

3.17 Changes in accounting policies

During the financial year, the Group and the Company adopted the following pronouncement that have been issued by the Malaysian Accounting Standards Board ("MASB"), which is 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

The adoption of the above pronouncement did not have any material impact on the financial statements of the Group and of the Company.

3.18 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 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
- Amendments to MFRS 19: Subsidiaries without Public Accountability: Disclosures
- Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates: Translation to a Hyperinflationary Presentation Currency
- Amendments to MFRS 128: Investments in Associates and Joint Ventures: Amendments to the Fair Value Option for Investments in Associates and Joint Ventures

Effective for financial periods beginning on or after 1 January 2029:

- MFRS 20: Regulatory Assets and Regulatory Liabilities

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 statements of comprehensive income. It also requires disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of financial information.

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 certain 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.

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 ROU 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
30 June 2026

5. PROPERTY, PLANT AND EQUIPMENT

GROUP	Buildings	Office equipment, furniture and fittings and motor vehicles	Computers	Plant, machinery, kitchen equipment and smallwares	Renovations and restoration	Capital work-in-progress	Total
2026	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**	**RM'000**
Net carrying amount							
At beginning of year	41,448	19,175	6,151	55,259	88,823	2,502	213,358
Additions	-	190	587	2,651	6,118	-	9,546
Disposals	-	(147)	(12)	(1,575)	(2)	-	(1,736)
Depreciation charge	(948)	(4,208)	(2,015)	(7,602)	(15,896)	-	(30,669)
Write off	-	-	-	-	(28)	-	(28)
Impairment	-	(2,194)	(443)	(8,777)	(20,372)	-	(31,786)
Impairment reversal	-	-	-	-	7	-	7
Exchange differences	-	(287)	(69)	(367)	(1,003)	-	(1,726)
Reclassification	-	(185)	27	(569)	1,012	(285)	-
At end of year	40,500	12,344	4,226	39,020	58,659	2,217	156,966
As at 30 June 2026							
Cost	47,382	65,669	24,539	137,234	293,309	2,217	570,350
Accumulated depreciation	(6,882)	(48,207)	(18,844)	(80,757)	(176,142)	-	(330,832)
Accumulated impairment	-	(5,118)	(1,469)	(17,457)	(58,508)	-	(82,552)
Net carrying amount	40,500	12,344	4,226	39,020	58,659	2,217	156,966
2025							
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 subsidiary	-	(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

Included in property, plant and equipment of the Group are fully depreciated assets which are still in use costing about RM205,314,000 (2025: RM195,581,000).

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

COMPANY	Furniture and fittings	Computer	Total
2026	**RM'000**	**RM'000**	**RM'000**
Net carrying amount			
At beginning of year	-	3	3
Depreciation charge	-	(3)	(3)
At end of year	-	-	-
As at 30 June 2026			
Cost	1	26	27
Accumulated depreciation	(1)	(26)	(27)
Net carrying amount	-	-	-
2025			
Net carrying amount			
At beginning of year	-	8	8
Depreciation charge	-	(5)	(5)
At end of year	-	3	3
As at 30 June 2025			
Cost	1	26	27
Accumulated depreciation	(1)	(23)	(24)
Net carrying amount	-	3	3

The additions in property, plant and equipment are analysed as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Hire purchase	-	158
Cash	6,342	15,629
Amounts due to suppliers	3,151	5,442
Provision for restoration cost	53	80
	9,546	21,309

Certain furniture and fittings, office equipment, motor vehicles and renovation with carrying amounts of RM3,231,000 (2025: RM4,161,000) 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 RM31,786,000 (2025: RM52,893,000) on property, plant and equipment and RM28,464,000 (2025: RM74,829,000) on right-of-use assets as disclosed in Note 6(a) based on an aggregate recoverable amount of RM50,200,000 (2025: RM60,800,000) for a number of restaurant and cafe chains in Malaysia. The impairment losses which were recorded in other expenses were mainly attributed to the customer sentiment and increased competitive pressures within the market, 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 directors, with discount rates within the range of 10.50% to 11.00% (2025: 11.00%). The key assumptions used to determine the recoverable amounts include revenue growth rate and discount rate.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

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.

	PROPERTIES	
GROUP	**2026**	**2025**
	RM'000	**RM'000**
Net carrying amount		
At beginning of year	181,629	396,487
Additions	17,693	23,059
Depreciation charge	(38,368)	(78,376)
Reassessment/ Modification	(17,543)	(84,489)
Impairment reversal	-	653
Impairment	(28,464)	(74,829)
Disposal of subsidiary companies	-	(381)
Exchange differences	(498)	(495)
At end of year	114,449	181,629
Cost	669,726	671,133
Accumulated depreciation	(450,118)	(412,671)
Accumulated impairment	(105,159)	(76,833)
Net carrying amount	114,449	181,629

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.

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	
	2026 RM'000	2025 RM'000
At beginning of year	283,176	437,367
Additions	17,693	23,059
Accretion of interest (Note 24)	13,012	19,834
Lease payments	(72,822)	(91,725)
Reassessment/ Modification	(49,608)	(104,278)
Disposal of subsidiary companies	-	(490)
Exchange difference	(947)	(591)
At end of financial year	190,504	283,176
Disclosed as:		
- Current	44,726	58,307
- Non-current	145,778	224,869
	190,504	283,176

7. SUBSIDIARY COMPANIES

	Company	
	2026 RM'000	2025 RM'000
Unquoted shares in Malaysia, at cost	600,927	500,927
Employees' Share Scheme granted to employees of subsidiary companies	7,630	7,630
	608,557	508,557
Less: Accumulated impairment	(345,287)	(314,968)
	263,270	193,589

During the current financial year, the Company increased its capital contribution in a subsidiary company by RM100,000,000 (2025: RM25,000,000) via capitalisation of its amount owing by the subsidiary company.

During the financial year, the Company conducted a review of the recoverable amounts of its investments in subsidiary companies which led to the recognition of impairment losses of RM30,319,000 (2025: RM209,260,000) as disclosed in other expenses. The recoverable amount of RM263,270,000 (2025: RM193,589,000) is estimated based on VIU with discount rate of 12.00% (2025: 11.00% to 12.00%).

Unquoted shares costing RM484,615,000 (2025: RM384,615,000) have been pledged to a financial institution for credit facility granted to the Company.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

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	
			2026	2025
Held by the Company:				
Berjaya Starbucks Coffee Company Sdn Bhd	Malaysia	Development and operation of the "Starbucks Coffee" chain of cafes and retail outlets in Malaysia.	100	100
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*	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
Berjaya Jollibean (M) Sdn Bhd*	Malaysia	Production and distribution of food and beverages in Malaysia.	100	100
Berjaya Paris Baguette Philippines Inc ("BPBP")*	Philippines	Producing, packaging and dealing with baked goods under the name of "Paris Baguette".	60	60

7. SUBSIDIARY COMPANIES (CONTINUED)

Name	Country of incorporation	Principal activities	% of ownership interest held by the Group	
			2026	2025
Subsidiaries of BFI (continued)				
Berjaya Nordic (Denmark) ApS ("BNDA")*	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	70
BFood Management Sdn Bhd ("BFM")*	Malaysia	Consultancy services and collecting commissions or rebates as intermediary in sale of equipment and products.	100	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.

7.1 Disposal of subsidiary companies

7.1.1 Previous financial year

a) the Group disposed of its entire equity in Ser Vegano Sdn Bhd for a total consideration of RM1.00; and

b) the Group disposed of its entire equity in Berjaya Kelava Sdn Bhd together with 100% of the Redeemable Convertible Preference Shares for a total consideration of RM1,350,000.

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 2026

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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current assets	17,331	16,279	435	948	17,766	17,227
Current assets	18,689	15,466	5,288	5,630	23,977	21,096
Non-current liabilities	(5,219)	(4,126)	(1,953)	(2,855)	(7,172)	(6,981)
Current liabilities	(33,677)	(24,216)	(2,032)	(1,551)	(35,709)	(25,767)
Net (liabilities)/assets	(2,876)	3,403	1,738	2,172	(1,138)	5,575
Equity attributable to the owners of the parent	(1,726)	2,042	1,390	1,738	(336)	3,780
Non-controlling interests	(1,150)	1,361	348	434	(802)	1,795
	(2,876)	3,403	1,738	2,172	(1,138)	5,575
Revenue	24,200	14,720	2,312	3,066	26,512	17,786
Loss for the year	(6,115)	(5,490)	(319)	(5,175)	(6,434)	(10,665)
Other comprehensive income	(164)	(1,536)	(115)	(414)	(279)	(1,950)
Total comprehensive income for the year	(6,279)	(7,026)	(434)	(5,589)	(6,713)	(12,615)
Loss attributable to the:						
- Owners of the parent	(3,669)	(3,294)	(255)	(4,140)	(3,924)	(7,434)
- Non-controlling interests	(2,446)	(2,196)	(64)	(1,035)	(2,510)	(3,231)
Loss for the year	(6,115)	(5,490)	(319)	(5,175)	(6,434)	(10,665)
Total comprehensive income attributable to:						
- Owners of the parent	(3,767)	(4,216)	(347)	(4,471)	(4,114)	(8,687)
- Non-controlling interests	(2,512)	(2,810)	(87)	(1,118)	(2,599)	(3,928)
Total comprehensive income for the year	(6,279)	(7,026)	(434)	(5,589)	(6,713)	(12,615)
Net cash (used in)/generated from						
- Operating activities	(366)	870	977	694	611	1,564
- Investing activities	(4,814)	(8,429)	(130)	(634)	(4,944)	(9,063)
- Financing activities	4,278	7,206	(729)	(1,322)	3,549	5,884
Net change in cash and cash equivalents	(902)	(353)	118	(1,262)	(784)	(1,615)

8. JOINT VENTURES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cost of investment	1,500	15,000	-	15,000
Share of post-acquisition reserves	107	(6,951)	-	-
	1,607	8,049	-	15,000

In view of the continued underperformance of investment in Berjaya Paris Baguette Sdn Bhd ("BPB"), the Company assessed the recoverability of its investment and recognised full impairment loss of RM20,000,000 during the financial year prior to the disposal of its entire 50% equity interest in BPB. Further details of the disposal are disclosed in Note 38(3).

The Group's effective equity interest in the joint venture companies, its principal activities and country of incorporation are shown below:

Name	Country of incorporation	Principal activities	% of ownership interest held by the Group	
			2026	2025
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
Held by BFI:				
BHK Culinary (M) Sdn Bhd ("BHK") #	Malaysia	Dealing in food and beverages	50	-

@ Joint venture company disposed of on 30.6.2026.
# Joint venture company acquired on 14.8.2025

Summarised financial information of the material joint ventures are set out below. The summarised financial information represents the amounts in the financial statements of the joint ventures and not the Group's share of those amounts.

	BHK		BPB	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current assets	4,537	-	-	88,165
Current assets	3,643	-	-	9,593
Non-current liabilities	-	-	-	(51,522)
Current liabilities	(4,966)	-	-	(30,139)
Net assets	3,214	-	-	16,097
The amounts of assets and liabilities above include the following:				
Cash and cash equivalents	1,159	-	-	756
Non-current financial liabilities (excluding trade and other payables and provision)	-	-	-	(50,809)

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

8. JOINT VENTURES (CONTINUED)

Summarised financial information of the material joint ventures are set out below. The summarised financial information represents the amounts in the financial statements of the joint ventures and not the Group's share of those amounts (continued).

	BHK		BPB	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue	8,814	-	40,863	43,467
Profit/(loss) for the year, representing total comprehensive income for the year	214	-	(51,302)	(10,868)
Profit/(Loss) for the year included the following:				
Depreciation	423	-	11,983	9,127
Finance costs	-	-	3,268	3,120

Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in joint venture:

	BHK		BPB	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Net assets as at beginning of year	-	-	-	16,965
Profit/(loss) for the year	214	-	-	(10,868)
Increase in share capital	3,000	-	-	10,000
Net assets/(liabilities) as at end of year	3,214	-	-	16,097
Group's equity interest	50%	-	-	50%
Carrying value of Group's interest in joint ventures	1,607	-	-	8,049

9. OTHER INVESTMENT

	Group	
	2026 RM'000	2025 RM'000
At FVTOCI:		
- Quoted shares in Malaysia	5,485	5,457

Further details on the value hierarchy and classification of equity investments are disclosed in Notes 34 and 35 respectively.

In the previous financial year, the Group has partially disposed of quoted shares to ultimate holding company for a total cash consideration RM13,200,000.

10. INTANGIBLE ASSETS

GROUP

	Goodwill	Licence fees	Development right fees	Computer software	Computer software development cost	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
2026						
Net carrying amount						
At beginning of year	422,005	13,245	4,329	3,604	6,593	449,776
Additions	-	115	201	2,880	-	3,196
Amortisation	-	(879)	(538)	(1,370)	-	(2,787)
Impairment	-	(1,308)	-	-	-	(1,308)
Reversal	-	-	(548)	-	-	(548)
Write off	-	(1,672)	-	(2,662)	(6,593)	(10,927)
Exchange differences	-	(2)	(317)	(2)	-	(321)
At end of year	422,005	9,499	3,127	2,450	-	437,081
As at 30 June 2026						
Cost	422,005	18,924	3,816	17,994	-	462,739
Accumulated amortisation	-	(8,117)	(689)	(15,544)	-	(24,350)
Accumulated impairment	-	(1,308)	-	-	-	(1,308)
Net carrying amount	422,005	9,499	3,127	2,450	-	437,081
2025						
Net carrying amount						
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 subsidiary	(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
As at 30 June 2025						
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

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

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	
	2026 RM'000	2025 RM'000
Malaysia		
- Café chain	422,005	422,005

(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.

(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 gross margin and growth rate achieved in prior years and recent period, and expected efficiency improvements from its ongoing business plans and strategies, with terminal growth rate of 1.50% (2025: 1.50%).

(b) Discount rate

The discount rates used reflect specific risks relating to the CGU. The discount rate applied to cash flows is 12.00% (2025: 12.00%).

(4) Sensitivity to changes in assumptions

(a) Discount rate

Should the discount rate increase by 1.00% with all other variables held constant, the goodwill is expected to be impaired by approximately RM45,590,000 (2025: RM62,198,000).

(b) Revenue

Should the revenue decrease by 1.00%, with all other variables held constant, the goodwill is expected to be impaired by approximately RM37,451,000 (2025:RM40,389,000).

(c) Gross margin

Should the gross margin decrease by 1.00%, with all other variables held constant, the goodwill is expected to be impaired by approximately RM39,970,000 (2025: RM43,634,000).

11. INVENTORIES

	Group	
	2026 RM'000	2025 RM'000
At cost		
Food and beverages	18,046	12,232
Inventories for resale	14,083	27,329
Spares and other supplies	12,757	20,893
	44,886	60,454

The cost of inventories recognised as an expense during the financial year of the Group amounted to RM153,511,000 (2025: RM152,375,000).

12. TRADE AND OTHER RECEIVABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current				
Trade receivables				
- external parties	4,310	6,876	-	-
Other receivables				
Sundry receivables	4,600	7,384	6	4
Deposits	10,957	12,287	-	-
Amounts owing by related company	381	2,464	-	-
Amounts owing by subsidiary companies	-	-	1	28,583
	15,938	22,135	7	28,587
Other current assets				
Prepayments	6,158	4,167	23	23
Indirect tax recoverable	5,827	3,736	-	-
	11,985	7,903	23	23
Total current receivables	32,233	36,914	30	28,610
Non-current				
Other receivables				
Deposits	13,299	14,939	-	-
Amounts owing by subsidiary companies	-	-	56,337	25,453
	13,299	14,939	56,337	25,453
Less: Allowance for impairment	-	-	(20,276)	-
Total non-current receivables	13,299	14,939	36,061	25,453
Total trade and other receivables	45,532	51,853	36,091	54,063

(a) Trade receivables

The trade receivables are corporate customers and credit card companies which are generally on 6 - 90 (2025: 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 RM36,061,000 (2025: RM25,453,000) owing from subsidiary companies has been classified as non-current as the Company does not expect the repayment in the next 12 months.

12. TRADE AND OTHER RECEIVABLES (CONTINUED)

(b) Amounts owing by subsidiary companies (continued)

(1) Amounts owing by subsidiary companies that are impaired

The amounts owing by subsidiary companies of the Company that are impaired at the reporting date and the movement of the allowance account used to record the impairment is as follows:

	Company	
	2026 RM'000	2025 RM'000
Amounts owing by subsidiary companies	56,337	25,453
Less : Allowance for impairment	(20,276)	-
	36,061	25,453

Movement in allowance accounts:

	Company	
	2026 RM'000	2025 RM'000
At beginning of financial year	-	-
Charge for the financial year (Note 25)	(20,276)	-
At end of financial year	(20,276)	-

The Company measures allowance for impairment losses based on lifetime ECLs. Impairment is recognised based on analysis of the respective subsidiary companies' current financial position, and expected ability to settle the outstanding balances.

(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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Deposits with:				
Licensed banks	5,120	3,028	5,120	3,028
Other financial institutions	-	275	-	-
	5,120	3,303	5,120	3,028

The interest rates per annum and maturities of deposits as at reporting date were as follows:

	Group		Company	
	2026	2025	2026	2025
Interest rates per annum (%)				
- Licensed banks	2.50	2.75	2.50	2.75
- Other financial institutions	-	2.08	-	-
Maturities (days)				
- Licensed banks	41 - 57	17 - 28	41 - 57	17 - 28
- Other financial institutions	-	9 - 17	-	-

Included in deposits of the Group and of the Company are monies held in debt service reserve accounts amounting to RM5,120,000 (2025: RM3,303,000) and RM5,120,000 (2025: RM3,028,000) respectively.

14. SHARE CAPITAL

	Group and Company			
	Number of shares		Amount	
	2026 '000	2025 '000	2026 RM'000	2025 RM'000
Issued and fully paid				
At beginning of year	1,947,632	1,947,632	257,920	257,920
Exercise of warrants	186,602	-	65,311	-
At end of year	2,134,234	1,947,632	323,231	257,920

	Group and Company Number of shares	
	2026 '000	2025 '000
Issued ordinary shares with voting rights		
Total number of issued ordinary shares	2,134,234	1,947,632
Less: Total number of ordinary shares held as treasury shares (Note 16)	(175,821)	(175,821)
	1,958,413	1,771,811

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.

During the financial year, the Company increased its share capital from RM257,920,251 to RM323,231,001 by way of issuance of 186,602,143 new ordinary shares at an issue price of RM0.35 per share pursuant to the exercise of warrants.

Warrants:

As at 30 June 2026, the total number of warrants that have not been exercised was 699,302,513.

Subsequent to the financial year end, a further 42,795,000 warrants were exercised. Refer to Note 38(1) for further details.

15. RESERVES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Merger deficit (Note a)	(55,087)	(55,087)	-	-
FVTOCI reserve (Note b)	352	324	-	-
Consolidation reserve (Note c)	353	353	-	-
Exchange reserves (Note d)	513	329	-	-
	(53,869)	(54,081)	-	-
Accumulated losses	(126,003)	(20,053)	(151,523)	(62,986)
	(179,872)	(74,134)	(151,523)	(62,986)

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.

16. TREASURY SHARES

	Group and Company Ordinary shares			
	2026 No. of shares '000	2025 No. of shares '000	2026 Amount RM'000	2025 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 3 December 2025.

During the financial year, the Company did not buy back any of its shares from the open market.

17. LONG TERM BORROWINGS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Secured				
Term loan (Note a)	14,750	37,000	14,750	37,000
Portion repayable within 12 months included under short term borrowings (Note 21)	(14,750)	(22,250)	(14,750)	(22,250)
	-	14,750	-	14,750
Hire purchase payable (Note b)	3,914	6,523	-	-
Portion repayable within 12 months included under short term borrowings (Note 21)	(1,571)	(2,609)	-	-
	2,343	3,914	-	-
	2,343	18,664	-	14,750

Details of the long term borrowings outstanding are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Amounts repayable:				
More than one year but not later than two years	1,559	16,321	-	14,750
More than two years but not later than five years	784	2,343	-	-
	2,343	18,664	-	14,750

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 5.34% (2025: 5.68%).

(b) The Group's hire purchase payable bore effective interest rate of 4.75% to 5.35% (2025: 4.75% to 5.35%) per annum.

18. DEFERRED TAX

	Group	
	2026 RM'000	2025 RM'000
At beginning of the year	-	(9,850)
Recognised in profit or loss	-	9,850
At end of the year	-	-

The components and movements of deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

GROUP Deferred Tax Assets	Contract liabilities RM'000	Unabsorbed capital allowances RM'000	Others RM'000	Total RM'000
2026				
At beginning of the year	268	-	(22,116)	(21,848)
Recognised in profit or loss	(63)	-	20	(43)
At end of the year	205	-	(22,096)	(21,891)
Set-off against deferred tax liabilities				21,891
				-
2025				
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
				-

18. DEFERRED TAX (CONTINUED)

GROUP	Property, plant and equipment	Total
Deferred Tax Liabilities	**RM'000**	**RM'000**
2026		
At beginning of the year	21,848	21,848
Recognised in profit or loss	43	43
At end of the year	21,891	21,891
Set-off against deferred tax assets		(21,891)
		-
2025		
At beginning of the year	22,120	22,120
Recognised in profit or loss	(272)	(272)
At end of the year	21,848	21,848
Set-off against deferred tax assets		(21,848)
		-

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2026 RM'000	**2025 RM'000**
Unutilised tax losses	90,913	55,933
Unabsorbed capital allowances	39,688	24,307
Other deductible temporary difference	60,696	110,729
	191,297	190,969

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.

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 is 10 years. As such, the unutilised tax losses accumulated up to the Year of Assessment ("YA") 2018 are allowed to be carried forward for 10 consecutive years of assessment (i.e. from YA 2019 to YA 2028). Any balance of the unutilised tax losses thereafter shall be disregarded.

In addition, any unutilised tax losses that originated from the year of assessment 2019 onwards are allowed to be carried forward for a maximum period of 10 consecutive years of assessment immediately following that originating year of assessment and 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	
	2026 RM'000	**2025 RM'000**
With no expiry	39,688	24,307
More than 12 months	90,913	55,933
	130,601	80,240

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

19. PROVISION

	Group	
	2026 RM'000	2025 RM'000
At beginning of year	17,284	20,128
Provision for the year	53	80
Utilisation of provision	(3,843)	(2,844)
Disposal of subsidiary companies	-	(49)
Exchange differences	(33)	(31)
At end of year	13,461	17,284
At 30 June		
Current	3,512	5,656
Non-current	9,949	11,628
	13,461	17,284

Provision relates to restoration costs which 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Trade payables	25,137	47,911	-	-
Other payables				
Sundry payables	67,105	66,595	-	-
Accruals	52,152	46,324	1,362	1,765
Refundable deposit	1,335	1,825	-	-
Amounts owing to				
- related companies	93	1,756	4	4
- subsidiary company	-	-	-	1,677
- immediate holding company	170,754	64,055	170,754	64,055
	291,439	180,555	172,120	67,501
Other current liability				
Indirect tax payable	3,912	4,338	-	-
	320,488	232,804	172,120	67,501

20. TRADE AND OTHER PAYABLES (CONTINUED)

(a) Trade payables

These amounts are non-interest bearing. Trade payables are normally settled on 30 - 120 days (2025: 30 - 120 days) term.

(b) Sundry payables

These amounts are non-interest bearing. Sundry payables are normally settled on 30 - 180 days (2025: 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

In the previous financial year, 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 2026

21. SHORT TERM BORROWINGS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Secured				
Long term loan - portion repayable within 12 months (Note 17)	14,750	22,250	14,750	22,250
Bank overdrafts	874	558	-	-
Short term loan	3,322	3,740	-	-
Revolving credits	146,000	203,000	-	-
Bankers acceptance	8,024	4,521	-	-
Hire purchase payable - portion repayable within 12 months (Note 17)	1,571	2,609	-	-
	174,541	236,678	14,750	22,250
Unsecured				
Other borrowing (Note d)	25,000	45,068	25,000	45,068
	199,541	281,746	39,750	67,318

Notes:

(a) Bank overdrafts are secured by corporate guarantee provided by the intermediate holding company, Berjaya Group Berhad.

(b) Revolving credits and bankers acceptance of the Group are secured by corporate guarantees provided by the Company.

(c) Short term portion in long term loan is further secured by monies held by debt service reserve accounts as disclosed in Note 13.

(d) Other borrowing with its related company, Berjaya IPS Credits Sdn Bhd is unsecured, interest bearing and with a maturity date of 12 months.

(e) As at 30 June 2026, the Group did not comply with certain financial covenants in respect of its revolving credit facility with a financial institution. Subsequent to the financial year end, the Group has obtained a waiver from the financial institution on the non-compliance of the financial covenants.

The range of interest rates per annum at the reporting date for borrowings was as follows:

	Group		Company	
	2026 %	2025 %	2026 %	2025 %
Secured				
Bank overdrafts	8.40 - 8.47	8.62 - 8.70	-	-
Short term loan	5.75 - 6.00	6.00	-	-
Revolving credits	4.47 - 5.41	4.71 - 5.36	-	-
Bankers acceptance	4.45 - 4.72	4.69 - 4.70	-	-
Unsecured				
Other borrowing	10.00	10.00	10.00	10.00

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	
	2026 RM'000	2025 RM'000
At beginning of year	82,079	79,693
Deferred during the year	171,422	194,831
Recognised during the year	(192,857)	(192,445)
At end of year	60,644	82,079

23. REVENUE

Revenue consists of the following:

	Group	
	2026 RM'000	2025 RM'000
Revenue from contract with customers:		
Sale of food, beverages and merchandises	501,440	479,452
Timing of revenue recognition		
- at a point in time	501,440	479,452

24. FINANCE COSTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Interest expenses on:				
- Bank borrowings	10,457	14,545	1,547	2,570
- Amount due to:				
- subsidiary company	-	-	-	1,027
- immediate holding company	8,282	2,005	8,282	2,005
- Other borrowing	3,732	4,380	3,732	4,380
- Hire purchase	430	642	-	-
- Lease liabilities (Note 6(b))	13,012	19,834	-	-
Charge out of deferred transaction costs	-	5	-	5
	35,913	41,411	13,561	9,987

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

25. LOSS BEFORE TAX

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Loss before tax is arrived at after charging:				
Auditors' remuneration				
Auditors of the Company (Ernst & Young PLT)				
- statutory audit fee	737	605	243	178
- underprovision in prior years	147	50	65	16
- others services	132	290	25	209
Other auditors other than Ernst & Young PLT				
- statutory audit fee	51	34	-	-
- others services	78	137	-	-
Depreciation of:				
- property, plant and equipment	30,669	45,439	3	5
- right-of-use assets	38,368	78,376	-	-
Amortisation of intangible assets	2,787	2,859	-	-
Royalty expense payable to				
- related company	84	147	-	-
- third party	28,282	26,457	-	-
Staff costs (Note a)	132,546	147,693	647	592
Expenses relating to leases:				
- short-term leases	2,567	2,588	-	-
- leases of low-value assets	-	19	-	-
- relating to variable leases payments not included in the measurement of lease liabilities	23,348	15,098	-	-
Loss on foreign exchange	-	30	-	-
Other expenses (Note b)	78,386	164,800	74,478	209,260
and crediting:				
Gain on foreign exchange	54	1,517	-	-
Other income (Note c)	36,597	28,360	2,765	1,883

25. LOSS BEFORE TAX (CONTINUED)

(a) Staff costs consist of the following:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Wages, salaries and allowances	107,748	115,575	544	452
Social security costs and employees insurance	1,811	2,090	9	7
Bonuses	-	3,230	-	50
Pension costs				
- defined contribution plans	11,465	13,693	67	61
Other staff related expenses	11,522	13,105	27	22
	132,546	147,693	647	592

Staff costs exclude remuneration of directors which are disclosed in Note 26.

(b) Other expenses

Included in other expenses are the following:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Impairment in value of:				
- investment in subsidiaries	-	-	30,319	209,260
- investment in joint venture company	-	-	20,000	-
- Amounts owing from subsidiary companies	-	-	20,276	-
- property, plant and equipment	31,786	52,893	-	-
- right-of-use-assets	28,464	74,829	-	-
- Intangible assets	1,308	-	-	-
Loss related to disposal of a joint venture company	3,883	-	3,883	-
Loss on disposal of a subsidiary company	-	124	-	-
Loss on disposal of property, plant and equipment	76	204	-	-
Fair value loss of FVTPL equity investment unquoted in Malaysia	-	1,889	-	-
Intangible assets written off	10,927	11,187	-	-
Property, plant and equipment written off	28	23,674	-	-

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

25. LOSS BEFORE TAX (CONTINUED)

(c) Other income

Included in other income are the following:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Interest income				
- subsidiary companies	-	-	2,658	1,801
- financial institutions	122	122	107	82
Gross dividends from other investment				
- quoted in Malaysia	37	320	-	-
Royalty fee income from a related company	149	197	-	-
Gain on disposal of property, plant and equipment	-	-	-	-
Gain on disposal of a subsidiary company	-	1,052	-	-
Reversal of impairment in value of:				
- property, plant and equipment	7	-	-	-
- right-of-use-assets	-	653	-	-
Gain on lease reassessment/ modification	32,065	19,789	-	-
Service charge income	2,038	3,086	-	-

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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Directors of the Company				
Executive				
- Fees	21	22	-	-
- Salaries and other emoluments	1,614	2,023	-	141
- Bonus	-	400	-	37
- Benefit-in-kind	70	44	-	-
	1,705	2,489	-	178
Non-executive				
- Fees	259	240	259	240
- Other emoluments	385	375	385	375
	644	615	644	615
Total directors' remuneration	2,349	3,104	644	793

27. TAXATION

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Current income tax				
- Malaysian tax	108	13	-	-
Under/(over) provision in prior years				
- Malaysian tax	50	(695)	-	-
	158	(682)	-	-
Deferred tax				
- Relating to origination and reversal of temporary differences	-	9,439	-	-
- Under provision in prior years	-	411	-	-
	-	9,850	-	-
Taxation	158	9,168	-	-

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2025: 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 and its subsidiaries 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 ultimate holding company will continue to monitor Pillar Two legislative developments and evaluate the potential future exposure to top-up tax.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Loss before tax	(108,529)	(278,912)	(88,537)	(220,099)
Applicable tax rate (%)	24	24	24	24
Taxation at applicable tax rate	(26,047)	(66,939)	(21,249)	(52,824)
Income not subject to tax	(107)	(239)	-	-
Expenses not deductible under tax legislation	22,931	37,874	21,249	52,824
Effect of share of results of joint venture	3,106	1,304	-	-
Effect of different tax rate in other countries	146	(29)	-	-
Deferred tax assets not recognised during the financial year	79	37,481	-	-
Under/(over) provision of income tax in prior years	50	(695)	-	-
Under provision of deferred tax in prior years	-	411	-	-
Taxation	158	9,168	-	-

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	
	2026 RM'000	2025 RM'000
Loss attributable to equity holders	(105,950)	(286,994)
Weighted average number of ordinary shares with voting rights in issue ('000)	1,810,423	1,771,811
Basic loss per share (sen)	(5.85)	(16.20)

The outstanding warrants have no dilutive effect as the exercise price is higher than the average market price of the shares.

As such, the fully diluted earnings per share of the Group is not presented.

29. 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	
	2026	2025
Results	RM'000	RM'000
Malaysia	(45,413)	(218,884)
Other South-East Asian countries	(5,564)	(4,896)
Nordic countries	(3,683)	(3,522)
	(54,660)	(227,302)
Unallocated corporate expenses	(5,173)	(4,246)
	(59,833)	(231,548)
Investment related income	159	1,494
Investment related expenses	-	(2,013)
	(59,674)	(232,067)
Finance costs	(35,913)	(41,411)
Share of results of joint venture	(12,942)	(5,434)
Loss before tax	(108,529)	(278,912)
Taxation	(158)	(9,168)
Loss for the year	(108,687)	(288,080)

	Revenue	Capital expenditure	Assets	Liabilities
	RM'000	RM'000	RM'000	RM'000
2026				
Malaysia	461,834	19,546	790,280	717,060
Other South-East Asian countries	26,512	6,922	44,923	47,768
Nordic countries	13,094	3,967	16,391	22,164
Total	501,440	30,435	851,594	786,992
2025				
Malaysia	461,666	27,596	968,161	862,911
Other South-East Asian countries	17,786	14,760	42,717	36,487
Nordic countries	-	7,830	12,713	16,355
Total	479,452	50,186	1,023,591	915,753

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

30. 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Transactions with:				
Ultimate holding company				
- Management fees payable	300	300	300	300
Subsidiaries of ultimate holding company				
- Purchase of cleaning material	-	50	-	-
- Rental payable	635	1,073	-	-
- Security guard services	-	93	-	-
- Leasing and hire purchase services	40	14	-	-
Companies related to a major shareholder of the ultimate holding company				
- Promotion and advertising expenses	18	53	18	53
- Rental payable	316	509	-	-
- Income from selling food and beverage products	(200)	(1,362)	-	-
- Procurement of advertising services	227	444	-	-

31. 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Short-term benefits	2,797	3,626	727	876
Post-employment benefits	282	389	50	71
	3,079	4,015	777	947

32. COMMITMENTS

	Group	
	2026 RM'000	2025 RM'000
Capital expenditure		
Property, plant and equipment		
- approved and contracted for	2,817	2,860
- others	321	748
	3,138	3,608
Share subscription in		
- joint venture	-	8,000
	3,138	11,608

33. 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.

34. 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

34.1 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
2026				
Financial assets				
Other investment	5,485	-	-	5,485
2025				
Financial assets				
Other investment	5,457	-	-	5,457

There is no transfer of valuation technique between Level 1, 2 and 3 during the financial year.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

35. FINANCIAL INSTRUMENTS

35.1 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	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Financial assets				
FVTOCI				
Other investment	5,485	5,457	-	-
Amortised costs				
Trade and other receivables	33,547	43,950	36,068	54,040
Deposits with financial institutions	5,120	3,303	5,120	3,028
Cash and bank balances	14,282	17,478	1,128	849
	52,949	64,731	42,316	57,917
Total financial assets	58,434	70,188	42,316	57,917
Financial liabilities				
Amortised costs				
Trade and other payables	316,576	228,466	172,120	67,501
Lease liabilities	190,504	283,176	-	-
Long term borrowings	2,343	18,664	-	14,750
Short term borrowings	199,541	281,746	39,750	67,318
Total financial liabilities	708,964	812,052	211,870	149,569

35.2 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:

	Note
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.

36. 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.

36.1 Market risk

(1) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company'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.

At the reporting date, the interest rate profile of the interest-bearing financial instruments were:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Fixed rate instruments				
Financial assets	5,120	3,303	61,458	57,064
Financial liabilities	28,914	51,591	25,000	46,745
Floating rate instruments				
Financial liabilities	172,970	248,819	14,750	37,000

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 loss before tax of the Group and of the Company to be higher/lower by RM432,000 (2025: RM735,000) and by RM37,000 (2025: RM205,000), respectively. This analysis assumes that all the other variables remain constant.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

36.1 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	
	2026	2025
Functional Currency of Group companies	RM'000	RM'000
Trade and other payables	5,177	22,973

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	
		2026	2025
		RM'000	RM'000
Increase/(decrease)			
USD/RM	- strengthened 5% (2025: 10%)	197	1,746
	- weakened 5% (2025:10%)	(197)	(1,746)

36.2 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.

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

36.2 Credit risk (continued)

The ageing analysis of the trade receivables using simplified approach is as follows:

	Group	
	2026 RM'000	2025 RM'000
Current	903	2,793
1 to 30 days	161	285
31 to 60 days	139	370
61 to 90 days	21	372
More than 90 days	3,086	3,056
	3,407	4,083
	4,310	6,876

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.

36.3 Liquidity risk

Liquidity risk is the risk that the Group or the Company 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 banks, suppliers and vendors to meet its working capital requirements.

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

36.3 Liquidity risk (continued)

The Group and the Company have also 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.

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
2026				
Financial liabilities				
Trade and other payables	316,576	-	-	316,576
Lease liabilities	52,812	127,658	38,064	218,534
Borrowings	211,104	2,500	-	213,604
	580,492	130,158	38,064	748,714
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
	594,355	195,367	83,845	873,567

Company	On demand or within one year	One to five years	Total
	RM'000	RM'000	RM'000
2026			
Financial liabilities			
Trade and other payables	172,120	-	172,120
Borrowings	42,130	-	42,130
	214,250	-	214,250
2025			
Financial liabilities			
Trade and other payables	67,501	-	67,501
Borrowings	68,985	15,023	84,008
	136,486	15,023	151,509

37. 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	
	2026 RM'000	**2025 RM'000**
Long term borrowings	2,343	18,664
Short term borrowings	199,541	281,746
Total debt	201,884	300,410
Total equity	64,602	107,838
Gearing ratio	313%	279%

The gearing ratio is not governed by MFRS and its definition and calculation may vary from one Group/Company to another.

38. SIGNIFICANT EVENTS DURING 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 held by shareholders of the Company.

   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, with the entitlement date set on 21 October 2025.

   Subsequently, 885,904,656 Warrants were issued on 23 October 2025 pursuant to the bonus issue.

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.

3) On 30 June 2026, the Company completed the disposal of its entire 50% equity interest in BPB for a consideration of RM1.00. Consequently, BPB ceased to be a joint venture of the Company. The Company has taken up BPB's liabilities amounting to RM3,883,000 as part of the disposal.

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 2026 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 148 to 203.

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 2026, 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.

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 RM108,687,000 (2025: RM288,080,000) and RM88,537,000 (2025: RM220,099,000) respectively for the financial year ended 30 June 2026. As at 30 June 2026, the Group's and the Company's current liabilities exceeded the current assets by RM506,215,000 (2025: RM510,209,000) and RM205,210,000 (2025: RM101,948,000) 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 strategies, and historical performance;

   - 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 with the auditors of the ultimate holding company, examining of key documents and reviewing 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, RM138,974,000 and RM106,076,000 formed 50%, 16% and 12% of total assets of the Group as at 30 June 2026, 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 RM31,786,000 and RM28,464,000 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 were reasonable by making comparisons to Group's business plans and strategies, and historical performance;
- 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.

Report on the audit of the financial statements (cont'd)

Key audit matters (cont'd)

3. Impairment of investment in subsidiary companies

(refer to Note 4(b)(ii) and Note 7 to the financial statements)

As at 30 June 2026, the carrying amount of the investment in subsidiary companies amounted to RM263,270,000, representing 88% and 86% of the Company's total non-current assets and total assets respectively. Included in this amount is accumulated impairment of RM345,287,000 (2025: RM314,968,000) on certain subsidiary companies.

The Company reviews its investment for potential impairment of investment due to worsen performance and profitability of the subsidiary companies. 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 RM30,319,000 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 subsidiary companies' business plans and strategies, and historical performance;

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. 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

Chong Tse Heng
No. 03179/05/2027 J
Chartered Accountant

Kuala Lumpur, Malaysia
29 October 2026

RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

For The Financial Year Ended 30 June 2026

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 1/7/2025 - 30/6/2026 (RM'000)
Berjaya Corporation Berhad ("BCorp") and its unlisted subsidiary companies		
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
Berjaya Krispy Kreme Doughnuts Sdn Bhd	Receipt of food handler training and quality assurance food store audit services by Berjaya Food (International) Sdn Bhd ("BFI")	15
BLoyalty Sdn Bhd	Loyalty reward charges payable by the BFood Group for managing the loyalty card programme	26
Berjaya Registration Services Sdn Bhd	Receipt of share registration services and other related services by BFood	76
Prime Credit Leasing Berhad	Receipt of leasing and hire purchase facilities by BFood Group	40
Securexpress Services Sdn Bhd	Receipt of transportation services by the BFood Group	48
Regal Class Residence Sdn Bhd	Rental payable by Berjaya Starbucks Coffee Company Sdn Bhd ("BStarbucks") at RM14,500 per month 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 1 year and renewable thereafter	197
Berjaya Roasters Pte Ltd	Royalty fee payable by Berjaya Roasters (M) Sdn Bhd ("BRoasters") in respect of receipt of ongoing training and support services provided	90
MyInvoice2U Sdn Bhd	Procurement of e-invoicing system software and related services by BFood Group	66
Total		**858**
Berjaya Property Berhad (formerly known as Berjaya Land Berhad) ("BProp") and its unlisted subsidiary companies		
BProp and its subsidiaries	Income receivable by Bestari Food Trading Sdn Bhd ("BFT") from sale of bottled beverages and consumable products	35
Berjaya Hartanah Berhad	Rental payable by BStarbucks at RM6,991 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	80
Cempaka Properties Sdn Bhd	Rental payable by BRoasters at RM6,760 per month for renting of shoplot at Lot G.83, Ground Floor, Berjaya Megamall, Jalan Tun Ismail, Kuantan, Pahang. Rental is payable on a monthly basis based on mutually agreed month-to-month tenancy by way of letter	81
Berjaya Hotels Iceland hf.	Rental payable by Berjaya Coffee Iceland ehf. at ISK667,400 (about RM23,359 based on the assumed exchange rate at ISK1.00=RM0.035) per month, subject to adjustment based on the consumer price index published monthly by Statistics Iceland, for renting of coffee shop at Laugavegue 66-68, 108 Reykjavik, Iceland. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	277
Total		**473**

RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

For The Financial Year Ended 30 June 2026

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 1/7/2025 - 30/6/2026 (RM'000)
Berjaya Assets Berhad ("BAssets") and its subsidiary companies		
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	125
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 BRoasters at RM3,004 per month for renting of premises as kitchen as Lot 04-79, 4th Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur. Tenure of the rental agreement is for a period of 3 years and renewable thereafter	36
	Rental payable by BStarbucks at:-	
	1. RM1,567 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 1 year and renewable thereafter	25
	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	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	6
Total		**441**
7-Eleven Malaysia Holdings Berhad and its subsidiary company		
7-Eleven Malaysia Sdn Bhd	Income receivable by BFT from sale of bottled beverages and consumable products	200
	Procurement of advertising services payable by BFT	227
Total		**427**

RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

For The Financial Year Ended 30 June 2026

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 1/7/2025 - 30/6/2026 (RM'000)
Other related parties		
Sun Media Corporation Sdn Bhd	Procurement of advertising and publishing services by the BFood Group	18
Qinetics MSP Sdn Bhd (a)	Purchase of hardware, software and network equipment by the BFood Group	22
Total		**40**
Grand Total		**2,239**

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.

MATERIAL CONTRACTS

Other than as disclosed in Notes 12, 21, 23, 25, 30 and 32 to the financial statements for the financial year ended 30 June 2026, 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 2026 amounted to RM210,000 (2025: RM427,000).

SHARIAH DISCLOSURE

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group total income and total assets

		Group	
		2026	2025
Total income	**Remarks**	**RM'000**	**RM'000**
Revenue		501,440	479,452
Finance income		122	122
Other income		36,475	28,238
Share of results of joint ventures		(12,942)	(5,434)
Total		525,095	502,378
Total Assets		851,594	1,023,591

(b) Business activities

		Group	
		2026	2025
		RM'000	RM'000
Shariah non-compliant activities	**Remarks**		
Dividend Income received from conventional shares and instruments		37	320
Rental income received from tenant involve in Shariah non-compliant activities		158	96
Non-halal food and beverages (F&B) including F&B without halal certificate from JAKIM or any certificate bodies recognised by JAKIM		39,478	15,248
Other shariah non-compliant activities	Gain on foreign exchange	54	1,517
Total		39,727	17,181

SHARIAH DISCLOSURE

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONTINUED)

(c) Component of Financial Position

(i) Cash Component

	Group	
Islamic Account/ Instruments	**2026 RM'000**	**2025 RM'000**
Cash at banks (Exclude cash in hand)	9,982	4,954
Cash in hand	674	901
Deposits with licensed banks	5,120	3,303
Total Islamic Account/Instruments	15,776	9,158
Conventional Account/Instruments		
Cash at banks (Exclude cash in hand)	3,626	11,623
Total Conventional Account/ Instruments	3,626	11,623
Total Cash Component	19,402	20,781

(ii) Debt Component

	Group	
Islamic Financing	**2026 RM'000**	**2025 RM'000**
Current		
Bank borrowing	14,750	22,250
Bank overdrafts	874	558
Revolving credits and financing	146,000	203,000
Bankers acceptance	8,024	4,521
Non-current		
Bank borrowing	-	14,750
Total Islamic Financing	169,648	245,079
Conventional Borrowing		
Current		
Bank borrowing	28,322	48,808
Hire purchase payable	1,571	2,609
Non-current		
Hire purchase payable	2,343	3,914
Total Conventional Borrowing	32,236	55,331
Total Debt Component	201,884	300,410

MATERIAL PROPERTIES OF THE GROUP

As At 30 June 2026

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.	23 years	2/9/2016	14,713
No. G-09B, Ground Floor, Berjaya Times Square, No.1, Jalan Imbi, 55100 Kuala Lumpur	Freehold	77 sq.m.	23 years	31/07/2018	10,925
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.	23 years	22/12/2021	4,593
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.	23 years	22/12/2021	10,269

STATEMENT OF DIRECTORS' SHAREHOLDINGS

As At 2 October 2026

	Number of ordinary shares			
The Company	Direct Interest	%	Deemed Interest	%
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah	585,800	0.03	-	-
Dato' Sydney Lawrance Quays	3,475,200	0.17	50,500#	0.00
Tan Thiam Chai	2,043,735	0.10	-	-
Dato' (Dr) Mustapha Bin Abd Hamid	813,050	0.04	-	-

	Number of Warrants 2025/2035			
	Direct Interest	%	Deemed Interest	%
Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah	292,900	0.04	-	-
Dato' Sydney Lawrance Quays	2,141,200	0.32	25,250#	0.00
Tan Thiam Chai	1,021,867	0.15	-	-
Dato' (Dr) Mustapha Bin Abd Hamid	406,525	0.06	-	-

SUBSIDIARY COMPANIES:

	Number of ordinary shares			
Berjaya Paris Baguette Philippines Inc	Direct Interest	%	Deemed Interest	%
Dato' Sydney Lawrance Quays	1,000	0.07	-	-

	Number of ordinary shares			
Berjaya Nordic (Denmark) ApS	Direct Interest	%	Deemed Interest	%
Dato' Sydney Lawrance Quays	252	4.50	-	-

ULTIMATE HOLDING COMPANY:

	Number of ordinary shares			
Berjaya Corporation Berhad	Direct Interest	%	Deemed Interest	%
Dato' Sydney Lawrance Quays	27	0.00	-	-
Tan Thiam Chai	162,831	0.00	136,717#	0.00
Chryseis Tan Sheik Ling	515,187	0.01	-	-
Vivienne Cheng Chi Fan	15,745	0.00	-	-

	Number of Warrants 2026/2031			
	Direct Interest	%	Deemed Interest	%
Dato' Sydney Lawrance Quays	8	0.00	-	-
Tan Thiam Chai	53,404	0.00	45,116#	0.00
Chryseis Tan Sheik Ling	170,011	0.01	-	-
Vivienne Cheng Chi Fan	5,195	0.00	-	-

STATEMENT OF DIRECTORS' SHAREHOLDINGS

As At 2 October 2026

RELATED COMPANIES:

Berjaya Property Berhad (Formerly known as 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 2026.

SUBSTANTIAL SHAREHOLDERS

As At 2 October 2026

Name	Number of ordinary shares			
	Direct Interest	%	Deemed Interest	%
Tan Sri Dato' Seri Vincent Tan Chee Yioun	96,282,451	4.82	22,675,000 [(a)]	1.14
Berjaya Corporation Berhad	151,479,460	7.59	1,140,867,678 [(b)]	57.17
Berjaya Group Berhad	725,617,591	36.36	415,250,087 [(c)]	20.81
Juara Sejati Sdn Bhd	145,910,500	7.31	172,158,152 [(d)]	8.63
Teras Mewah Sdn Bhd	97,137,500	4.87	42,571,736 [(e)]	2.13

(a) Deemed interested by virtue of his interests in 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 Infra Sdn Bhd (Formerly known as Berjaya Infrastructure Sdn Bhd) and Berjaya True Ascend 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 Property Berhad (Formerly known as Berjaya Land Berhad), REDtone Digital Berhad, Berjaya IPS Equity Sdn Bhd, Berjaya Securities Sdn Bhd, Berjaya IPS 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 Property Berhad (Formerly known as Berjaya Land Berhad) and Sports Toto Berhad (the holding company of Magna Mahsuri Sdn Bhd).

STATISTICS ON SHARES AND WARRANTS

As At 2 October 2026

ANALYSIS OF SHAREHOLDINGS

Total Number of Issued Shares : 1,995,493,367 (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	1,896	24.39	42,206	0.00
100 - 1,000	1,445	18.59	573,146	0.03
1,001 - 10,000	2,244	28.87	10,006,772	0.50
10,001 - 100,000	1,826	23.49	56,489,629	2.83
100,001 - 99,774,668	360	4.63	1,512,272,154	75.79
99,774,669* and above	2	0.03	416,109,460	20.85
Total	**7,773**	**100.00**	**1,995,493,367**	**100.00**

* 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	**Maybank Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad	264,630,000	13.26
2	**Amsec Nominees (Tempatan) Sdn Bhd** Pledged Securities Account - Ambank (M) Berhad For Berjaya Corporation Berhad	151,479,460	7.59
3	**Amsec Nominees (Tempatan) Sdn Bhd** Pledged Securities Account - Ambank (M) Berhad For Berjaya Group Berhad (BX1280)	99,089,000	4.97
4	**RHB Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad	95,326,847	4.78
5	**Berjaya Equity Nominees (Tempatan) Sdn Bhd** Berjaya Mutual Berhad For Amanah Raya Berhad For Common Fund	88,095,000	4.42
6	**CIMB Group Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad (BCB CBM-C2-SBLC)	67,521,025	3.38
7	**MBSB Investment Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad (MGN-TMS0004M)	66,000,000	3.31
8	**Amsec Nominees (Tempatan) Sdn Bhd** Pledged Securities Account - Ambank (M) Berhad For Teras Mewah Sdn Bhd	65,145,000	3.26
9	**CGS International Nominees Malaysia (Tempatan) Sdn Bhd** Pledged Securities Account For Tan Sri Dato' Seri Vincent Tan Chee Yioun (MY3309)	62,396,650	3.13
10	**RHB Nominees (Tempatan) Sdn Bhd** OSK Capital Sdn Bhd For Detik Ria Sdn Bhd	55,945,400	2.80
11	**Berjaya Equity Nominees (Tempatan) Sdn Bhd** Berjaya IPS Credits Sdn Bhd	51,862,000	2.60
12	**Ifast Nominees (Tempatan) Sdn Bhd** Global Success Network Sdn Bhd	51,700,000	2.59
13	**Pantai Cemerlang Sdn Bhd**	48,480,000	2.43

STATISTICS ON SHARES AND WARRANTS

As At 2 October 2026

	Name of Shareholders	No. of Ordinary Shares Held	%
14	**REDtone Digital Berhad**	46,827,416	2.35
15	**Phillip Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Juara Sejati Sdn Bhd	45,300,000	2.27
16	**RHB Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Juara Sejati Sdn Bhd	40,477,350	2.03
17	**CIMB Group Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Detik Ria Sdn Bhd (BG-CIBC)	39,400,000	1.97
18	**Amsec Nominees (Tempatan) Sdn Bhd** Pledged Securities Account - Ambank (M) Berhad For Berjaya Group Berhad	35,350,000	1.77
19	**Magna Mahsuri Sdn Bhd**	34,239,236	1.72
20	**Affin Hwang Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad	31,562,500	1.58
21	**Alliancegroup Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Tan Sri Dato' Seri Vincent Tan Chee Yioun (8087489)	31,500,000	1.58
22	**MBSB Investment Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Teras Mewah Sdn Bhd (MGN-TMS0004M)	29,992,500	1.50
23	**CGS International Nominees Malaysia (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad (M4143B)	28,133,500	1.41
24	**Lim Boon Liat**	23,230,000	1.16
25	**Kebawah Duli Yang Maha Mulia Seri Paduka Baginda Yang Di-Pertuan Agong Sultan Ibrahim**	22,725,000	1.14
26	**CGS International Nominees Malaysia (Tempatan) Sdn Bhd** Pledged Securities Account For Juara Sejati Sdn Bhd (MY4143)	21,866,500	1.10
27	**BBL Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Securities Sdn Bhd	21,210,000	1.06
28	**Salcon Berhad**	20,500,000	1.03
29	**Lim Leng Bung**	20,000,000	1.00
30	**Citigroup Nominees (Tempatan) Sdn Bhd** Employees Provident Fund Board (AM INV)	19,000,000	0.95
		1,678,984,384	**84.14**

STATISTICS ON SHARES AND WARRANTS

As At 2 October 2026

ANALYSIS OF WARRANT HOLDERS ("WARRANT 2025/2035")

Size of Warrant 2025/2035 Holdings	No. of Warrant 2025/2035 Holders	%	No. of Warrant 2025/2035	%
less than 100	2,181	32.51	56,393	0.01
100 - 1,000	1,314	19.59	556,322	0.08
1,001 - 10,000	2,114	31.51	8,363,591	1.26
10,001 - 100,000	906	13.50	25,712,399	3.88
100,001 - 33,111,120	190	2.83	445,913,696	67.34
33,111,121* and above	4	0.06	181,620,012	27.43
Total	**6,709**	**100.00**	**662,222,413**	**100.00**

* Denotes 5% of the Warrant 2025/2035 outstanding.

THIRTY (30) LARGEST WARRANT HOLDERS

	Name of Warrant 2025/2035 Holders	No. of Warrant 2025/2035 Held	%
1	**Maybank Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad	70,815,000	10.69
2	**Berjaya Equity Nominees (Tempatan) Sdn Bhd** Berjaya Mutual Berhad For Amanah Raya Berhad For Common Fund	43,000,000	6.49
3	**Amsec Nominees (Tempatan) Sdn Bhd** Pledged Securities Account - Ambank (M) Berhad For Berjaya Group Berhad (BX1280)	34,044,500	5.14
4	**CIMB Group Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad (BCB CBM-C2-SBLC)	33,760,512	5.10
5	**CGS International Nominees Malaysia (Tempatan) Sdn Bhd** Pledged Securities Account For Tan Sri Dato' Seri Vincent Tan Chee Yioun (MY3309)	30,873,325	4.66
6	**RHB Nominees (Tempatan) Sdn Bhd** OSK Capital Sdn Bhd For Detik Ria Sdn Bhd	27,972,700	4.22
7	**Berjaya Equity Nominees (Tempatan) Sdn Bhd** Berjaya IPS Credits Sdn Bhd	25,931,000	3.92
8	**Berjaya Equity Nominees (Tempatan) Sdn Bhd** Berjaya IPS Credits Sdn Bhd For Pantai Cemerlang Sdn Bhd	24,240,000	3.66
9	**REDtone Digital Berhad**	23,413,708	3.54
10	**RHB Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad	18,173,153	2.74
11	**Amsec Nominees (Tempatan) Sdn Bhd** Pledged Securities Account - Ambank (M) Berhad For Berjaya Group Berhad	17,675,000	2.67
12	**Magna Mahsuri Sdn Bhd**	17,119,618	2.59
13	**Affin Hwang Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad	15,781,250	2.38
14	**Alliancegroup Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Tan Sri Dato' Seri Vincent Tan Chee Yioun (8087489)	15,750,000	2.38
15	**Kong Goon Khing**	15,000,000	2.26

STATISTICS ON SHARES AND WARRANTS

As At 2 October 2026

	Name of Warrant 2025/2035 Holders	No. of Warrant 2025/2035 Held	%
16	**CGS International Nominees Malaysia (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad (M4143B)	13,948,500	2.11
17	**Lim Boon Liat**	11,615,000	1.75
18	**MBSB Investment Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad (MGN-TMS0004M)	11,500,000	1.74
19	**Kebawah Duli Yang Maha Mulia Seri Paduka Baginda Yang Di-Pertuan Agong Sultan Ibrahim**	11,362,500	1.72
20	**Ifast Nominees (Tempatan) Sdn Bhd** Global Success Network Sdn Bhd	10,350,000	1.56
21	**Salcon Berhad**	10,250,000	1.55
22	**Lim Leng Bung**	10,000,000	1.51
23	**BBL Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Securities Sdn Bhd	9,000,000	1.36
24	**RHB Nominees (Tempatan) Sdn Bhd** OSK Capital Sdn Bhd For Juara Sejati Sdn Bhd	8,000,000	1.21
25	**Convenience Shopping (Sabah) Sdn Bhd**	7,575,000	1.14
26	**Kong Goon Khing**	6,000,000	0.91
27	**Dato' Sri Robin Tan Yeong Ching**	5,605,500	0.85
28	**Amsec Nominees (Tempatan) Sdn Bhd** Pledged Securities Account - Ambank (M) Berhad For Berjaya Group Berhad	4,646,000	0.70
29	**Alliancegroup Nominees (Tempatan) Sdn Bhd** Pledged Securities Account For Berjaya Group Berhad	4,317,500	0.65
30	**RHB Nominees (Tempatan) Sdn Bhd** Bank of China (Malaysia) Berhad Pledged Securities Account For Berjaya Group Berhad	4,292,500	0.65
		542,012,266	**81.85**

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Seventeenth Annual General Meeting ("17th 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 Monday, 7 December 2026 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 2026 and the Directors' and Auditors' Reports thereon. **(Please refer to the Explanatory Note 1)**

2. To approve the payment of Directors' fees amounting to RM259,398.00 to the Non-Executive Directors of the Company for the financial year ended 30 June 2026. **Resolution 1**

3. To approve the payment of Directors' Benefits (excluding Directors' fees) to the Non-Executive Directors of the Company up to an amount of RM610,000.00 for the period from 8 December 2026 until the next Annual General Meeting of the Company to be held in 2027. **Resolution 2**

4. To re-elect the following Directors who retire pursuant to Clause 117 of the Company's Constitution:-
   (a) Datin Chee Yoke Kuan **Resolution 3**
   (b) Dato' Sydney Lawrance Quays **Resolution 4**

5. To re-elect the following Directors who retire pursuant to Clause 107 of the Company's Constitution:-
   (a) Vivienne Cheng Chi Fan **Resolution 5**
   (b) Dato' Zuraidah Binti Mohd Said **Resolution 6**

6. To re-appoint Messrs Ernst & Young PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. **Resolution 7**

As Special Business

7. 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.

NOTICE OF ANNUAL GENERAL MEETING

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 8**

(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 29 October 2026 ("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 9**

(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:-

NOTICE OF ANNUAL GENERAL MEETING

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;

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 10**

(iv) Proposed Retention of Independent Non-Executive Director

"THAT Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah be and is hereby retained as an Independent Non-Executive Director of the Company and he shall continue to act as an Independent Non-Executive Director of the Company notwithstanding that he has been an Independent Director on the Board of the Company for a cumulative term of more than nine (9) years." **Resolution 11**

8. 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
29 October 2026

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 2026 is the same as the previous financial year ended 30 June 2025.

The Directors' fees for Wan Nor Aida Binti Wan Azmi was prorated from 1 July 2025 until 25 May 2026 consequent upon her resignation as an Independent Director of the Company on 25 May 2026 whilst the Director's fees for the two newly appointed Directors of the Company namely, Vivienne Cheng Chi Fan and Dato' Zuraidah Binti Mohd Said were prorated from the date of their appointment on 9 March 2026 and 22 May 2026 respectively up to 30 June 2026.

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 17th AGM for the payment of Directors' Benefits (excluding Directors' fees) payable to the Non-Executive Directors of the Company for the period from 8 December 2026 until the next AGM of the Company to be held in 2027.

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 17th 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. Clause 107 of the Company's Constitution also provides that a Director who is appointed during the year shall retire and subject to re-election at the next AGM to be held following his/her appointment.

Resolution 3 to Resolution 6 are to seek shareholders' approval at the 17th AGM for the re-election of Directors who retire by rotation pursuant to Clause 117 and Clause 107 of the Company's Constitution.

Datin Chee Yoke Kuan, Dato' Sydney Lawrance Quays, Vivienne Cheng Chi Fan and Dato' Zuraidah Binti Mohd Said ("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.

NOTICE OF ANNUAL GENERAL MEETING

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 and Clause 107 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 of Retiring Directors for approval by the shareholders at the forthcoming 17th 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 2026 Annual Report.

5. Re-appointment of Auditors

Resolution 7 is to seek shareholders' approval at the 17th 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 2026 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 17th AGM.

6. Authority to issue and allot shares pursuant to Sections 75 and 76 of the Companies Act 2016

Resolution 8 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 8, 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 16th AGM held on 3 December 2025 and which will lapse at the conclusion of the 17th 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.

NOTICE OF ANNUAL GENERAL MEETING

7. Proposed Renewal of and new Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

Resolution 9, 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 29 October 2026 which can be viewed and downloaded from the website of the Company at www.berjaya.com/berjaya-food/ and/or Bursa Malaysia Securities Berhad at www.bursamalaysia.com.

8. Proposed Renewal of Authority for the Company to Purchase its Own Shares

Resolution 10, 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 29 October 2026 which can be viewed and downloaded from the website of the Company at www.berjaya.com/berjaya-food/ and/or Bursa Malaysia Securities Berhad at www.bursamalaysia.com.

9. Proposed Retention of Independent Non-Executive Director

Resolution 11 is proposed pursuant to the Malaysian Code on Corporate Governance and if passed, will allow Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah to be retained and to continue to act as an Independent Non-Executive Director of the Company. The full detail of the Board's justifications for the retention of Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah is set out in the Corporate Governance Overview Statement in the Company's 2026 Annual Report.

10. 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 Saturday, 5 December 2026 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 30 November 2026 shall be entitled to participate and/or vote at the AGM or appoint a proxy to participate and/or vote in his/her stead.

NOTICE OF ANNUAL GENERAL MEETING

11. 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 17th AGM and/or any adjournment thereof, a member of the Company:-

(i) acknowledges and agrees that the Company (and/or its agents or service providers) may collect, use, disclose and otherwise process the member's personal data for processing and administering the appointment of proxies and/or representative(s) for the 17th AGM (including any adjournment thereof), preparing and compiling attendance lists, minutes and other documents relating to the 17th AGM, and compliance with applicable laws, listing requirements, regulations and/or guidelines, including the video recording at the 17th AGM (collectively, the "Purposes");

(ii) warrants that where the member provides the personal data of the member's proxy and/or representative(s) to the Company (and/or its agents or service providers), the member has duly informed such proxy and/or representative(s) of the processing of his/her personal data for the Purposes and, where required, obtained the necessary consent for such processing; and

(iii) agrees to indemnify the Company against any third-party claim, regulatory action, loss, liability, cost or expense directly arising out of the member's breach of the warranty in paragraph (ii), except to the extent such claim, action, loss, liability, cost or expense is caused by the negligence, wilful misconduct or breach of applicable law by the Company.

This page has been intentionally left blank.

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 Seventeenth 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 Monday, 7 December 2026 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 8 December 2026 until the next Annual General Meeting of the Company in 2027.		
RESOLUTION 3	To re-elect Datin Chee Yoke Kuan as Director.		
RESOLUTION 4	To re-elect Dato' Sydney Lawrance Quays as Director.		
RESOLUTION 5	To re-elect Vivienne Cheng Chi Fan as Director.		
RESOLUTION 6	To re-elect Dato' Zuraidah Binti Mohd Said as Director.		
RESOLUTION 7	To re-appoint Messrs Ernst & Young PLT as Auditors.		
RESOLUTION 8	To approve authority to issue and allot shares.		
RESOLUTION 9	To renew shareholders' mandate for Recurrent Related Party Transactions.		
RESOLUTION 10	To renew authority for the Company to purchase its own shares.		
RESOLUTION 11	To approve the proposed retention of Duli Yang Amat Mulia Tunku Shazuddin Ariff Ibni Al Aminul Karim Sultan Sallehuddin, Tunku Mahkota Kedah as an Independent Non-Executive Director		

NO. OF SHARES HELD

_____
Signature(s)/Common Seal of Member(s)

Dated this _____ day of _____ 2026.

Notes:

(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 Saturday, 5 December 2026 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 30 November 2026 shall be entitled to participate and/or vote at the AGM or appoint a proxy to participate and/or vote in his/her stead.

(viii) 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 this Form of Proxy, the member acknowledges and agrees that the Company (and/or its agents or service providers) may collect, use, disclose and otherwise process the personal data provided herein for processing and administering the appointment of the proxy and/or representative(s), facilitating attendance, participation and voting at the 17th AGM and/or any adjournment thereof, preparing and maintaining attendance records, minutes and other documents relating to the AGM, and compliance with applicable laws, listing requirements, regulations and/or guidelines, including the video recording of the 17th AGM. Where the member provides personal data relating to a proxy and/or representative(s), the member confirms that such person has been duly informed of the processing of his/her personal data for the above purposes and, where required, the necessary consent has been obtained.

Fold this flap for sealing

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

Then fold here

1st fold here

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.berjayafood.com

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 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

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 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

BFOOD MANAGEMENT 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, 2nd 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
3. th, 1553 København V
Tel: 03-2052 5888

BERJAYA COFFEE NORDIC APS

C/O TMF Denmark A/S
H.C. Andersens Boulevard 38
3. th, 1553 København V
Tel: 03-2052 5888

BERJAYA COFFEE ICELAND EHF

Laugavegur 66-68
101 Reykjavík
Iceland
Tel: 03-2052 5888

BERJAYA COFFEE FINLAND OY

C/O Asianajotoimisto Krogerus Oy
Fabianinkatu 9
00130 Helsinki, Soumi / Finland
Tel: 03-2052 5888

BERJAYA PARIS BAGUETTE PHILIPPINES INC

19F Lepanto Bldg.
8747 Paseo de Roxas Street
Bel Air, Makati City 1226
Metro Manila
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



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.berjayafood.com