BERJAYA

BERJAYA PROPERTY BERHAD

(formerly known as Berjaya Land Berhad)

[Registration No. 199001010193 (201765-A)]



STRENGTHENING TOMORROW WITH ACCOUNTABILITY TODAY

Annual Report 2026



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www.berjaya.com/berjaya-property/



The corporate logo of Berjaya consists of the word "BERJAYA" written in blue. It also includes a symbol made up of four outward facing "B"s in green, with blue lining around the circumference and a blue dot in the centre.

The term "BERJAYA" signifies "success" in Bahasa Malaysia, reflecting the achievements and essence of Berjaya Corporation Berhad and its enterprises. The four "B"s in the symbol represents the strong foundations and constant synergy within the Berjaya Corporation Berhad group of companies. Each "B" faces a different direction, symbolising varied strengths of the companies that make up the Berjaya Corporation Berhad group.

OUR VISION

- To be an organisation which nurtures and carries on profitable and sustainable businesses in line with the Group's diverse business development and value creation aspirations and interests of all its stakeholders.
- To also be an organisation which maximises the value of human capital through empowerment, growth and a commitment to excellence.





OUR MISSION

We strive to generate profitable returns for our shareholders

- By providing direction, financial resources and management support for each operating unit.
- Through dynamic and innovative management, teamwork and a commitment to excellence.
- By providing a cross-functional environment and development and upskilling opportunities for our employees to develop their full potential for both personal and professional advancements.

CORPORATE PROFILE

Berjaya Property Berhad (formerly known as Berjaya Land Berhad) ("BProperty") was incorporated in 1990 to implement the Restructuring Scheme undertaken by Sports Toto Malaysia Bhd ("Sports Toto") whereby the entire paid-up capital of Sports Toto was acquired by BProperty. Simultaneously, BProperty made major acquisitions of various property and leisure activities which were funded via a Rights and Special Issue.

Sports Toto was incorporated in 1969 by the Malaysian Government for the purpose of running Toto betting under Section 5 of the Pool Betting Act, 1967. It was privatised in 1985 when its Chief Executive Officer, Tan Sri Dato' Seri Vincent Tan Chee Yioun, through his private company acquired 70% of the paid-up capital of Sports Toto. Sports Toto was listed on Kuala Lumpur Stock Exchange in July 1987.

Subsequently in November 1987, RekaPacific Berhad (formerly known as Berjaya Industrial Berhad) ("RekaPacific") completed a general offer to Sports Toto which resulted in Sports Toto becoming a subsidiary of RekaPacific.

On 11 October 1996, Berjaya Group Berhad ("BGroup") completed the purchase of Teras Mewah Sdn Bhd ("TMSB"), a wholly-owned subsidiary company of RekaPacific.

On 28 August 1996, TMSB completed the purchase of the entire shareholding in BProperty from RekaPacific comprising approximately 247.5 million ordinary shares, 49.8 million warrants and RM82.8 million Irredeemable Convertible Unsecured Loan Stocks for a total consideration of approximately RM931.1 million. As a result, BProperty became a direct subsidiary of BGroup, which in turn is a whollyowned subsidiary of Berjaya Corporation Berhad ("BCorp").

The Group's core activities

- Property Investment and Development
- Hotels, Resorts, Recreation Development and Vacation Timeshare
- Luxury Motor Retailing
- Gaming



Four Seasons Hotel and Hotel Residences Kyoto, Japan

CORPORATE INFORMATION

BOARD OF DIRECTORS

YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail
Chairman/Non-Independent Non-Executive Director

Dato' Sri Robin Tan Yeong Ching
Deputy Chairman/Non-Independent Non-Executive Director

Syed Ali Shahul Hameed
Group Chief Executive Officer

Datuk Abdul Rahim Bin Mohd Zin
Group Executive Director

Chryseis Tan Sheik Ling
Executive Director

Datuk Kee Mustafa
Independent Non-Executive Director

Tan Peng Lam
Independent Non-Executive Director

Kua Choo Kai
Independent Non-Executive Director

Audit Committee
Tan Peng Lam (Chairman)
Datuk Kee Mustafa
Kua Choo Kai

Nomination Committee
Tan Peng Lam (Chairman)
Datuk Kee Mustafa
Kua Choo Kai

Remuneration Committee
Tan Peng Lam (Chairman)
Datuk Kee Mustafa
Kua Choo Kai

Risk Management Committee
Kua Choo Kai (Chairman)
Datuk Kee Mustafa
Tan Peng Lam
Syed Ali Shahul Hameed

Sustainability Committee
Datuk Abdul Rahim Bin Mohd Zin (Chairman)
Datuk Kee Mustafa
Tan Peng Lam
Kua Choo Kai

Company Secretaries
Tham Lai Heng Michelle
(SSM Practising Certificate No. 202008001622)
(MAICSA 7013702)

Wong Siew Guek
(SSM Practising Certificate No. 202008001490)
(MAICSA 7042922)

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 address : shareg@berjayareg.com.my

Auditors
Messrs Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Level 23A
Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur

Tel : 03-7495 8000
Fax : 03-2095 5332

Registered Office
Lot 13-01A, Level 13 (East Wing)
Berjaya Times Square
No. 1 Jalan Imbi
55100 Kuala Lumpur

Tel : 03-2149 1999
Fax : 03-2143 1685
Email address : cosec@berjaya.com.my

Principal Bankers
Malayan Banking Berhad
AmBank (M) Berhad
RHB Bank Berhad
OCBC Bank (Malaysia) Berhad
CIMB Bank Berhad

Stock Exchange Listing
Main Market of Bursa Malaysia Securities Berhad
Stock Sector : Consumer Products & Services
Stock Name : BPROP
Stock Code : 4219

Place of Incorporation and Domicile
Malaysia

Website Address
www.berjaya.com/berjaya-property/

PROFILE OF BOARD OF DIRECTORS



YAM TUNKU TUN AMINAH BINTI SULTAN IBRAHIM ISMAIL

Chairman/Non-Independent
Non-Executive Director

Malaysian | 40 | Female

YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail was appointed to the Board on 19 March 2026. Her Highness graduated from the prestigious LASALLE College of the Arts in Singapore.

Her Highness has considerable experience in heading private organisations across a broad range of industries. Her Highness also holds the Kentucky Fried Chicken (KFC) franchise in Stulang Laut, Johor Bahru.

Currently, Her Highness is the Chairman of Berjaya Corporation Berhad, REDtone Digital Berhad, Berjaya Assets Berhad, Berjaya Group Berhad, Berjaya Capital Berhad, Berjaya Hartanah Berhad, Berjaya Japan Developments Berhad, Bukit Kiara Resort Berhad, Berjaya Mutual Berhad, Berjaya Construction Berhad, Berjaya Rail Sdn Bhd, Berjaya Waterfront Sdn Bhd, Berjaya Times Square Sdn Bhd, Berjaya Securities Sdn Bhd, Berjaya Assembly Sdn Bhd and U Mobile Sdn Bhd. In addition, Her Highness holds directorships in several other private limited companies.

PROFILE OF BOARD OF DIRECTORS



DATO' SRI ROBIN TAN YEONG CHING

Deputy Chairman/Non-Independent Non-Executive Director

Malaysian | 52 | Male

Dato' Sri Robin Tan Yeong Ching was appointed to the Board as Deputy Chairman/Non-Independent Non-Executive Director of the Company on 1 March 2023. He graduated with a Bachelor of Social Science Degree in Accounting/Law from the University of Southampton, United Kingdom, in 1995.

He began his career with Berjaya Group Berhad in 1995 as an Executive. He was later appointed as the Chief Executive Officer ("CEO") of Berjaya Corporation Berhad ("Berjaya Corporation") in 2011, later serving as Chairman/CEO, and subsequently held various leadership roles including Executive Deputy Chairman and Non-Independent Non-Executive Deputy Chairman until his resignation in year 2023.

Currently, he is the Chairman/Non-Independent Executive Director of Sports Toto Berhad, Deputy Chairman/Non-Independent Non-Executive Director of REDtone Digital Berhad and a Director of Atlan Holdings Bhd. He is also an Executive Director of STM Lottery Sdn Bhd, Berjaya Hartanah Berhad, Bukit Kiara Resort Berhad and Staffield Country Resort Berhad as well as a Director of KDE Recreation Berhad. He is also the Chairman of Berjaya Media Berhad. In addition, he holds directorships in several other private limited companies within the Berjaya Corporation group of companies.

His sister, Ms Chryseis Tan Sheik Ling is an Executive Director of the Company.

PROFILE OF BOARD OF DIRECTORS



SYED ALI SHAHUL HAMEED

Group Chief Executive Officer

Malaysian | 55 | Male

Mr Syed Ali Shahul Hameed was appointed to the Board as an Executive Director of the Company on 20 March 2019. He was later appointed as Chief Executive Officer of the Company in August 2019. On 1 April 2022, he relinquished his position as Chief Executive Officer and was re-designated as Deputy Executive Chairman of the Company when he was appointed as Berjaya Corporation Berhad ("Berjaya Corporation")'s Joint Chief Executive Officer from 1 April 2022 to 1 March 2023. Subsequently on 1 March 2023, he relinquished his position as the Deputy Executive Chairman of the Company and was re-designated as the Group Chief Executive Officer of the Company. He holds a Bachelor of Engineering from the Institute of Road & Transport Technology, Bharathiar University at Coimbatore, India.

He has over 29 years of experience with Berjaya Corporation group of companies where he started his career as an Assistant Engineer at Berjaya Tioman Resort under Berjaya Land Berhad Group (now known as Berjaya Property Berhad Group ("BProperty Group")) in September 1997.

His outstanding operational and strategic capabilities saw him taking on senior roles in BProperty Group from 2003 until today, including the role of Chief Engineer in 2003, Corporate Director of Engineering & Technical Services of Berjaya Hotels & Resorts Division in 2009, and Director of Property Development and Complexes, Property Division in 2019, where he spearheaded landmark projects and developments including the multi-award winning Four Seasons Hotel & Hotel Residences Kyoto in Japan, and The Ritz-Carlton Residences in Kuala Lumpur.

He is also responsible for overseeing the overall engineering and operational aspects of BProperty Group's property development and investment in Malaysia and overseas, including spearheading the on-going luxury development of Four Seasons Resort & Residences, Okinawa and Four Seasons Hotel & Hotel Residences, Yokohama in Japan.

His wealth of experience in technical engineering, project management, business development and strategy are instrumental in the success and growth for both domestic and overseas investments and operations under Berjaya Hotels & Resorts, Berjaya Air Sdn Bhd, and Asia Jet Sdn Bhd.

He is a Director of Berjaya Construction Berhad, Berjaya Hartanah Berhad, Berjaya Vacation Club Berhad, Berjaya Hills Resort Berhad, Bukit Kiara Resort Berhad, Indah Corporation Berhad, KDE Recreation Berhad, Staffield Country Resort Berhad, Tioman Island Resort Berhad, Berjaya Japan Developments Berhad, Landasan Lumayan Berjaya Sdn Bhd, CI Berjaya Airways Berhad and Berjaya Yokohama Investment Pte Ltd. He also holds directorships in several other private limited companies in the Berjaya Corporation group of companies.

Mr Syed Ali Shahul Hameed is a member of the Risk Management Committee of the Company.

PROFILE OF BOARD OF DIRECTORS



DATUK ABDUL RAHIM BIN MOHD ZIN

Group Executive Director

Malaysian | 63 | Male

Datuk Abdul Rahim Bin Mohd Zin was appointed to the Board as Director and Chief Executive Officer of the Company on 1 April 2022. Subsequently on 1 March 2023, he relinquished his position as the Chief Executive Officer of the Company and was re-designated as the Group Executive Director of the Company. He graduated with a Bachelor of Accounting degree from Universiti Kebangsaan Malaysia and a Master of Accountancy from the University of Glasgow Scotland. He is a Chartered Accountant and a Member of the Malaysian Institute of Accountants.

He has 32 years of senior management experience in leading and growing businesses as well as drive transformation, in several industries that included property development, banking and finance, healthcare facility management, shipyard and shipbuilding, plantation management, telecommunication, information technology and power industry support services, liquefied petroleum gas ("LPG") business and retail restaurant business.

He has extensive banking experience gained from serving in several banking groups from 1990 to 2007. He was President/Group Managing Director of Bank Pembangunan Malaysia Berhad, a Development Bank Group focused on Infrastructure, Maritime, High Technology and SMEs financing. He has commercial banking experience through the Southern Bank Group where he held positions as General Manager, Group Finance of Southern Bank Berhad and as Chief Executive Officer of Southern Finance Berhad. He also has investment banking experience where he held positions as Senior General Manager, Corporate Finance of Amanah Merchant Bank Berhad, an Investment Bank, affiliated to Schroders plc, a British multinational asset management company and as General Manager, Corporate Finance of Bumiputra Merchant Bankers Berhad, an Investment Bank, affiliated to N M Rothschild & Sons Limited, a British Merchant Bank.

He was the Group Chief Executive Officer of Radimax Group Sdn Bhd and Executive Director of Labuan Shipyard & Engineering Sdn Bhd involved in engineering & shipbuilding, and healthcare facility management from 2010 to 2015.

He was also the President/Group Managing Director of KUB Malaysia Berhad, a conglomerate listed on the Main Market of Bursa Malaysia Securities Berhad, operating a group of businesses in food and beverage, oil palm plantations, information and communications technology, LPG and power industries from 2015 to 2019.

Currently, he is an Executive Director of Berjaya Group Berhad and President of Berjaya Vacation Club Berhad as well as a Director of Tioman Island Resort Berhad. He is also the Chief Executive Officer of Landasan Lumayan Berjaya Sdn Bhd, a property development joint venture with a Selangor state-owned company.

Datuk Abdul Rahim Bin Mohd Zin is the Chairman of Sustainability Committee of the Company.

PROFILE OF BOARD OF DIRECTORS



CHRYSEIS TAN SHEIK LING

Executive Director

Malaysian | 38 | Female

Ms Chryseis Tan Sheik Ling was appointed to the Board as an Executive Director of the Company on 1 April 2016. 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 and Berjaya Corporation Berhad ("Berjaya Corporation") as well as a Non-Executive Director of Berjaya Food 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 the Company. She also holds directorships in several other private limited companies in the Berjaya Corporation group of companies.

Her brother, Dato' Sri Robin Tan Yeong Ching, is the Deputy Chairman/Non-Independent Non-Executive Director of the Company.

PROFILE OF BOARD OF DIRECTORS



DATUK KEE MUSTAFA

Independent Non-Executive Director

Malaysian | 76 | Male

Datuk Kee Mustafa was appointed to the Board as an Independent Non-Executive Director of the Company on 11 January 2016. He holds a Bachelor of Arts Degree in Anthropology and Sociology from University of Malaya.

He was a Career Civil Service Officer, having served the State Government of Sabah for a period of 33 years from 1974 to 2007. During his tenure with the State Government of Sabah, he had served in various positions and Government Departments including holding several senior positions, namely, Permanent Secretary to the Ministry of Infrastructure (1996) and Director of Public Services Department, Sabah (2000). He was subsequently appointed as the State Secretary to the State Government of Sabah in April 2000 and had held the position until his retirement in 2007. While being the State Secretary, he was the Head of the State Public Service and Secretary to the State Cabinet. He was also appointed as a member of the Royal Commission of Inquiry on Immigrants in Sabah from 2012 to May 2014.

Currently, he is an Independent Non-Executive Director of Suria Capital Holdings Berhad. He also holds directorships in several other private limited companies.

Datuk Kee Mustafa is a member of the Audit Committee, Nomination Committee, Remuneration Committee, Risk Management Committee and Sustainability Committee of the Company.

PROFILE OF BOARD OF DIRECTORS



TAN PENG LAM

Independent Non-Executive Director

Malaysian | 67 | Male

Mr Tan Peng Lam was appointed to the Board as an Independent Non-Executive Director of the Company on 1 March 2023. He holds a Master of Business Administration (MBA) from Massey University, New Zealand and a Diploma in Commerce from Tunku Abdul Rahman University of Management and Technology (formerly known as Tunku Abdul Rahman College). He is a Fellow Member of the Association of Chartered Certified Accountants and a Member of Malaysian Institute of Accountants.

He had 39 years of working experience in Auditing, Finance, Accounting and Corporate Finance both in Malaysia and overseas. He had worked in Big 8 Accounting Firm and listed company in Malaysia. Prior to his retirement in 2019, he was the Chief Financial Officer of Texchem Resources Bhd and had worked with Texchem for 19 years.

Currently, he is an Independent Non-Executive Director of Yenher Holdings Berhad and RGT Berhad.

Mr Tan Peng Lam is the Chairman of Audit Committee, Nomination Committee and Remuneration Committee of the Company. He is also a member of Risk Management Committee and Sustainability Committee of the Company.

PROFILE OF BOARD OF DIRECTORS



KUA CHOO KAI

Independent Non-Executive Director

Malaysian | 66 | Male

Mr Kua Choo Kai was appointed to the Board as an Independent Non-Executive Director of the Company on 27 June 2023. He graduated with a Bachelor of Economics from Monash University, Australia in 1983. He later obtained a Master of Business Administration from the University of Bath (in association with The Malaysian Institute of Management) in 1995. He is a Member of the Malaysian Institute of Accountants, a Member of the Malaysian Institute of Certified Public Accountants and a Fellow of the Chartered Practising Accountants, Australia.

He began his career with the Messrs Ernst & Young PLT's ("EY") predecessor firm, Ernst & Whinney (EW) after his graduation and was with the firm for 38 years. Prior to his retirement in June 2020, he was a Partner within the Kuala Lumpur Assurance Practice and was the Professional Practice Director for East Malaysia. He was also the Administration Leader of the Malaysian Firm responsible for facilities management and support services.

His professional service experiences were in internal and external audits, information systems assurance, enterprise risk management framework, corporate governance framework, financial and management advisory. His industry experience included automation, technology, telecommunications, property development and construction, gaming, consumer products and healthcare industries. He was also involved in international expatriate assignments in the United Kingdom and the United States of America.

He was previously head of EY Advisory Services from 1997 until 2005 where he was instrumental in the start-up of EY Risk & Assurance Business Services. He was the partner in charge of numerous Corporate Governance and Risk Management framework implementation assignments. He returned to mainstream Assurance in 2005 and was the engagement partner in charge of several large conglomerates in Malaysia and MNCs. He was also a Certified Information Systems Auditor (CISA) from 2001 to 2020.

Currently, he is an Independent Non-Executive Director of REDtone Digital Berhad and UEM Edgenta Berhad. In addition, he is an Independent Non-Executive Director of Paradigm REIT Management Sdn Bhd which manages Paradigm Real Estate Investment Trust, a real estate investment trust listed on the Main Market of Bursa Malaysia Securities Berhad.

Mr Kua Choo Kai is the Chairman of the Risk Management Committee of the Company. He is also a member of the Audit Committee, Nomination Committee, Remuneration Committee and Sustainability Committee of the Company.

Save as disclosed, none of the Directors have:-

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

PROFILE OF KEY SENIOR MANAGEMENT

TAN SRI DATO' SERI VINCENT TAN CHEE YIOUN

Managing Director/Chief Executive Officer
STM Lottery Sdn Bhd

Malaysian | 74 | Male

Tan Sri Dato' Seri Vincent Tan Chee Yioun is a businessman and entrepreneur with more than four decades of entrepreneurial experience and has diverse interests in property development and investment, gaming, lottery management, stockbroking, motor distribution, retailing, trading, hospitality, internet-related businesses, environmental and utilities, food and beverage, telecommunications, insurance and education through various public and private companies namely, Berjaya Corporation group of companies, Berjaya Assets Berhad, 7-Eleven Malaysia Holdings Berhad, Intan Utilities Sdn Bhd, U Mobile Sdn Bhd and MOL Ventures Pte Ltd.

Currently, Tan Sri Dato' Seri Vincent Tan Chee Yioun is the Founder & Advisor of Berjaya Corporation Berhad, as well as the Chairman of Berjaya Hills Resort Berhad.

On 5 December 1988, he was appointed as the Managing Director/Chief Executive Officer of STM Lottery Sdn Bhd.

His son, Dato' Sri Robin Tan Yeong Ching and his daughter Ms Chryseis Tan Sheik Ling, are also members of the Board. His daughter, Ms Nerine Tan Sheik Ping is one of the Key Senior Management of the Company.

NERINE TAN SHEIK PING

Chief Executive Officer
Sports Toto Berhad

Malaysian | 50 | Female

Ms Nerine Tan Sheik Ping graduated with a Bachelor of Science Degree in Management from the London School of Economics, United Kingdom.

She brings more than 25 years of experience in sales and operations, marketing strategies and business development capabilities over multiple industries. She has been spearheading sales strategies for STM Lottery Sdn Bhd since 2007 and has been maneuvering the Company through the different challenges of illegal gaming operations as well as the changing geo-political landscape nationwide.

She subsequently brought her operations and strategic planning capabilities to Berjaya Times Square Sdn Bhd, contributing to its more recent turnaround. Through her expertise in strategic planning and spearheading operational and sales tactics, she aims to drive growth and enhance profitability of the Berjaya Corporation group of companies.

Currently, she is the Chief Executive Officer of Berjaya Corporation Berhad and Sports Toto Berhad. She also holds directorships in several other private limited companies in the Berjaya Corporation group of companies.

Her brother Dato' Sri Robin Tan Yeong Ching and her sister, Ms Chryseis Tan Sheik Ling are members of the Board.

PROFILE OF KEY SENIOR MANAGEMENT

PRAVIR KUMAR MISHRA
Group General Manager
Berjaya Hospitality Group

Indian | 50 | Male

Mr Pravir Kumar Mishra is a seasoned hospitality professional with over 26 years of experience in the industry. A graduate in Hotel Management, Catering, and Applied Nutrition from DSMS (Durgapur Society of Management Science), he joined Berjaya Hotels and Resorts in 2006 as a Rooms Division Manager. His exemplary performance earned him selection for the prestigious Berjaya Advance Leadership Programme (B. ALP) in 2013, marking him as a future leader within the Group.

Recognised for his leadership capabilities, he was entrusted with progressively larger responsibilities, including General Manager roles in Sri Lanka, Seychelles, and Malaysia. His ability to drive performance in challenging markets established his reputation as a turnaround specialist. In 2018, he was promoted to Area General Manager, overseeing seven key hotels and resorts, including The Taaras Beach & Spa Resort and Berjaya Langkawi Resort. Under his leadership, these hotels and resorts achieved record revenues and guest satisfaction ratings, solidifying their market positions.

He was appointed as Group General Manager on 17 May 2022, leading 34 properties across eight countries. In this capacity, he oversees strategic operations, revenue growth, and service standards for Berjaya's diverse portfolio of hotels and resorts.

HEW CHIT KONG
Corporate Director, Finance
Berjaya Hospitality Group

Malaysian | 61 | Male

Mr Hew Chit Kong is a member of The Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants. He has over 30 years of working experience in the fields of accounting, audit and financial management. He started his career as an Audit Assistant in Messrs Anuarul, Azizan, Chew & Co, a public accounting firm in Kuala Lumpur from 1991 to 1995 where he last held the position of an Audit Manager. Between 1996 and 2001, he held senior management positions in several private limited companies.

He joined Berjaya Hartanah Berhad in 2002 as a Finance Manager and was promoted to Senior Finance Manager and transferred to the head office to oversee the group accounting function of Berjaya Clubs Division in 2005. Subsequently, he was appointed as an Assistant General Manager (Finance) of the Berjaya Hotels & Resorts, a division of Berjaya Land Berhad (now known as Berjaya Property Berhad) in June 2007.

He was appointed as Corporate Director, Finance on 1 April 2009. He also holds directorships in several other private limited companies in the Berjaya Corporation group of companies.

PROFILE OF KEY SENIOR MANAGEMENT

LINNERT HOO LEY BENG

Head,
Berjaya Clubs

Malaysian | 63 | Female

Ms Linnert Hoo Ley Beng holds a Bachelor's Degree in Accounting from University Malaya. She is a member of the Malaysian Institute of Accountants (MIA), an associate member of the Chartered Tax Institute of Malaysia (CTIM) and she is a Certified Financial Planner (CFP) Qualification holder.

She has more than 34 years of experience in finance, accounting, audit, taxation and the equity market. She started her career in 1988 with Pricewaterhouse and Coopers & Lybrand in the area of audit and tax. In 1992, she joined a retail and video tape distributor company and she was the Finance and Admin Manager before she left in 2001.

She joined Bukit Kiara Resort Berhad as the Finance Manager in 2001 and was promoted to Senior Finance Manager in 2004. In 2008, she was tasked with the responsibility of overseeing the Finance department of all 5 clubs under Berjaya Clubs and Recreation Division where she was involved in the finance, operations and internal control as well as advisory role to Sales and Marketing department on the cost-benefits of the proposed strategies.

She was appointed as Head of Berjaya Clubs on 10 January 2023. She oversees and leads the overall management of the Clubs and Recreation Division which currently operates four golf clubs and one equestrian club. Prior to joining Berjaya Clubs, she was the Head, Research and Monitoring at Minority Shareholders Watch Group.

Currently, she is the EXCO member of the Malaysian Golf & Recreational Owners Association (MAGRO).

OW HIN FATT

Senior General Manager,
Property Division

Malaysian | 49 | Male

Mr Ow Hin Fatt graduated with a Bachelor's Degree in Civil Engineering from Universiti Sains Malaysia in 2000 and is a registered member of the Board of Engineers Malaysia. With over 25 years of experience in the property development and construction industry, he has developed a comprehensive expertise across a broad spectrum of projects.

Throughout his career, he has worked in various capacities within both private and public listed companies. His extensive background includes managing diverse projects such as township developments, integrated commercial projects, and industrial lands.

He was appointed Senior General Manager, Property Division on 1 February 2022. He leads the Project and Construction Department, where he oversees project execution and ensures alignment with strategic goals. In addition to his project management responsibilities, he plays a crucial role in business planning and development, focusing on identifying and capitalising on new land opportunities.

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

PROFILE OF KEY SENIOR MANAGEMENT

VANESSA TONG WEI YA

General Manager
Berjaya Vacation Club Berhad

Malaysian | 35 | Female

Ms Vanessa Tong Wei Ya is a Fellow of the Association of Chartered Certified Accountants (UK), a member of the Malaysian Institute of Accountants, the Institute of Singapore Chartered Accountants, and the Institute of Directors (UK). She began her career with leading international accounting firms, KPMG and Ernst & Young, and has since accumulated broad management experience across compliance, finance, operations, and strategic planning. Her expertise spans finance, business partnering, stakeholder engagement, and governance compliance for both private and public companies.

She was appointed as the General Manager of Berjaya Vacation Club Berhad on 2 September 2024. She also serves as a director in several private limited companies within Berjaya Property Group. In this capacity, she is responsible for driving corporate strategy, operational excellence, governance, and risk management, with a strong commitment to upholding best practices in corporate governance.

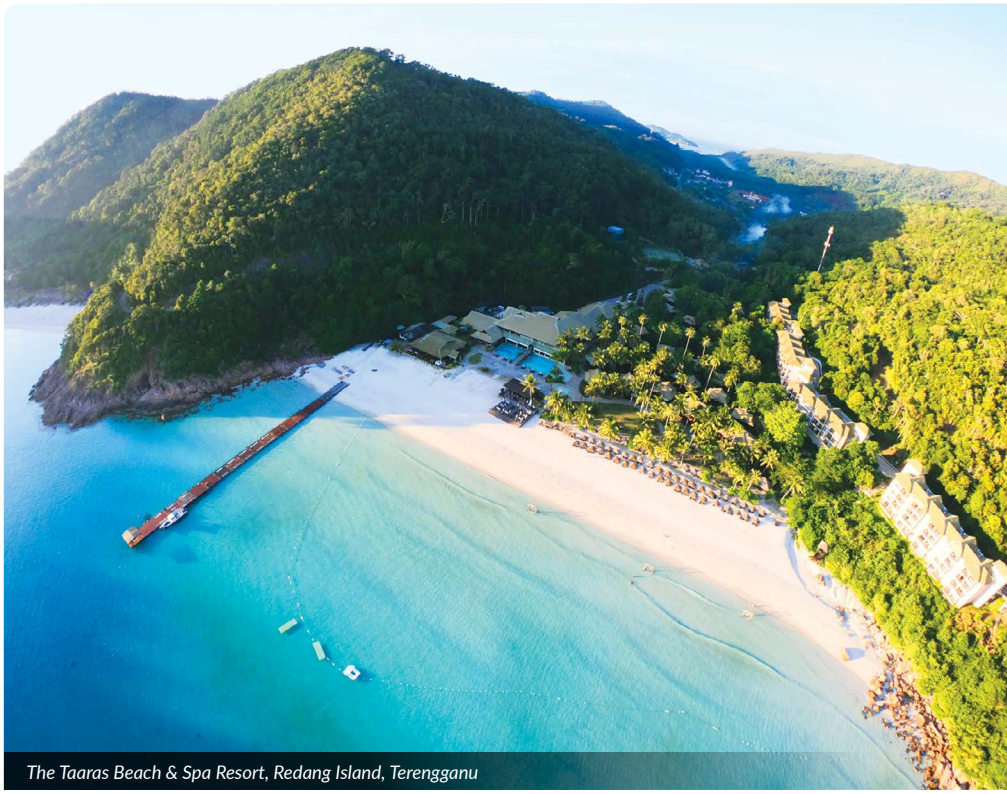
Save as disclosed, none of the Key Senior Management has:-

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 if any; 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 Property Berhad (formerly known as Berjaya Land Berhad) ("BProperty" or "the Group"), I am pleased to present the Annual Report and financial statements for the financial year ended 30 June 2026.



The Taaras Beach & Spa Resort, Redang Island, Terengganu

The financial year ended 30 June 2026 marks an important new chapter for Berjaya Property Berhad, following the Group's transition from Berjaya Land Berhad to its new corporate identity.

This change reflects the Group's evolving direction and a more focused emphasis on property, asset ownership and asset management, with the aim of unlocking the value of its landbank and strengthening its portfolio of income-producing and saleable assets. I believe this clearer direction provides a strong foundation for the Group's next phase of growth.

A MACROECONOMIC VIEW

The global economy faced a challenging operating environment during the financial year under review, with ongoing geopolitical tensions, inflationary pressures, and tariff-related uncertainties contributing to uneven growth across major and emerging economies. Malaysia's economy, however, remained resilient despite these external headwinds due to steady domestic demand and continued investment activities. Against this backdrop, the Group remained focused on strengthening its core businesses, improving operational efficiency and creating sustainable long-term value for its trusted shareholders and stakeholders.

Total Revenue
RM7.42 Billion

Profit Before Tax
RM80.22 Million

Total Assets
RM15.22 Billion

FINANCIAL RESULTS

For the financial year ended 30 June 2026 ("FY2026"), BProperty reported revenue of RM7.42 billion, compared to RM7.58 billion in the previous financial year. The Group's performance was supported by contributions from its core business segments that include hotels and resorts, property development and investment, construction, luxury motor retailing, and other businesses.

Despite a more challenging operating environment in FY2026, the Group continued to demonstrate resilience across its diversified portfolio of businesses. In the Number Forecast Operator ("NFO") segment, STM Lottery Sdn Bhd ("STM Lottery") recorded lower revenue compared to the previous financial year, primarily due to a slight decline in the lottery operations following one fewer draw conducted during the year and the exceptionally strong performance recorded in the previous financial year,

CHAIRMAN'S STATEMENT


Berjaya Makati Hotel Manila, Philippines

particularly from the Supreme Toto 6/58 game. The luxury motor retailing segment, operated by H.R. Owen Plc ("H.R. Owen") recorded lower revenue amid softer demand in both the new and used car sectors, influenced by evolving market conditions, extended product life cycles and temporary supply constraints relating to model transitions. Revenue from this segment was also impacted by unfavourable foreign exchange translation effects. Meanwhile, the hotels and resorts business segment delivered a stable performance despite softer leisure travel demand and lower average occupancy rates during the year, reflecting the segment's ability to navigate prevailing geopolitical uncertainties.

These impacts were partially offset by stronger revenue contributions from the property development and investment business segment, driven by steady progress and ongoing recognition of revenue from the Group's scheduled development projects, including Residensi Oak at Bukit Jalil, Pangsapuri Azalea at Subang Heights and Jesselton Courtyard at Jesselton Selatan, Penang.

The Group recorded a pre-tax profit of RM80.22 million for FY2026. While lower than the previous financial year's RM162.26 million, the performance reflects the resilience of the Group's diversified business segments amidst a more challenging business operating environment.

The lower pre-tax profit recorded in FY2026 was primarily attributable to softer contributions from the NFO segment, luxury motor retailing segment, and hotels and resorts segments, as well as unfavourable foreign exchange translation effects arising from the strengthening of Ringgit Malaysia.

During the year, the Group recognised an additional non-cash impairment of RM117.90 million on the outstanding sales proceeds relating to the Great Mall Project. Encouragingly, this impact was substantially offset by gains of RM109.26 million realised from the disposal of several foreign ventures, reflecting the Group's ongoing efforts to optimise its portfolio and enhance shareholder value. It is also pertinent to note that the previous financial year's results included a one-off dividend distribution of RM68.06 million from an associated company.

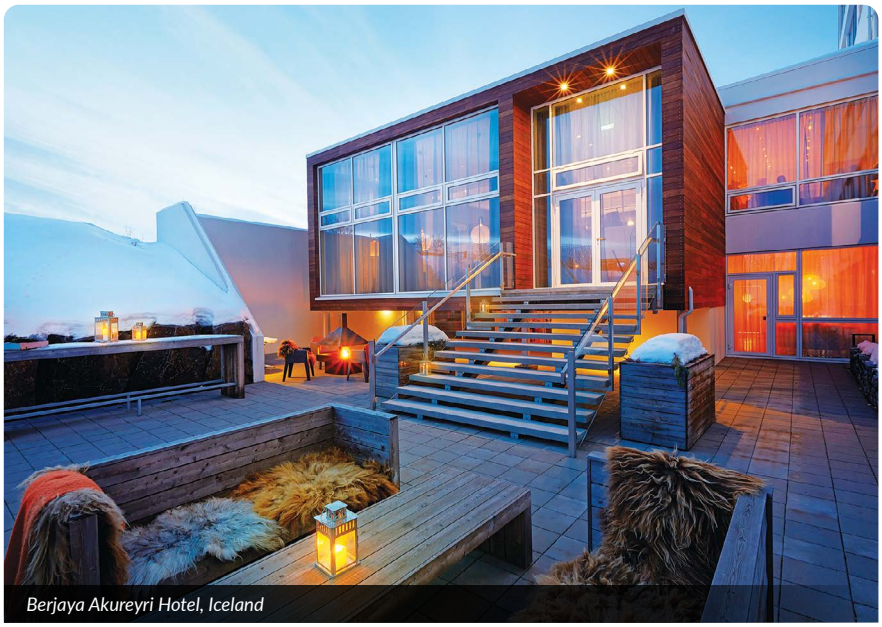
Excluding these exceptional and non-cash items, the Group's underlying performance remained resilient, supported by the strength of its diversified business portfolio and disciplined execution across its operations.

DIVIDEND

The Board has not recommended any dividend for the financial year ended 30 June 2026.

SIGNIFICANT CORPORATE DEVELOPMENT

In accordance with the Supplemental Agreement dated 13 August 2012 between Selangor Turf Club ("STC") and Berjaya Tagar Sdn Bhd ("BTSB"), STC has granted an extension of time to 18 January 2027 to fulfil the remaining conditions precedent pursuant to the proposed acquisition of the Sungai Besi land by BTSB.


Berjaya Akureyri Hotel, Iceland

CHAIRMAN'S STATEMENT

SUSTAINABILITY AND DIGITALISATION

Sustainability continues to receive ever-increasing attention across the Group. Notably, BProperty's FTSE4Good rating improved during the financial year under review, increasing to 3.7 or a 4-Star rating, signalling clearly the Group's strengthening commitment to sound environmental, social and governance practices. This has also seen the Group and its operating businesses receive several sustainability and hospitality-related accolades during FY2026, including GreenRE Gold recognition for Residensi Oak, as well as The Taaras Beach & Spa Resort being named among Trip.Best's 2026 Asia 100 Scenic Hotels and receiving the Best Hotel Services (5-Star) award at Anugerah Seri Iman 2025.

> **BProperty's FTSE4Good rating improved during the financial year under review, increasing to 3.7**

The Group also continued investing in digitalisation across its operating businesses, including the implementation of artificial intelligence in areas such as customer engagement, reservations, guest experience, and other internal processes. These efforts enable BProperty to improve and sustain operational efficiency, decision-making, and deliver better experiences across its businesses for long-term growth.

FUTURE OUTLOOK

Looking ahead, the transition to Berjaya Property Berhad will enable the Group to sharpen its focus on property and asset-backed businesses, while unlocking greater value from its established portfolio. I am particularly encouraged by the potential of our luxury hospitality and residential strategy, with the success of Four Seasons Hotel & Residences Kyoto providing a strong foundation for future developments in Okinawa. At the same time, the continued development of Berjaya Air and Berjaya Rail presents further opportunities for the Group to broaden its portfolio and create long-term value.

With a clear strategic direction, quality assets and an experienced Management Team, I am confident that the Group is well positioned for its next phase of growth.

APPRECIATION NOTE

I would like to express my sincere appreciation to the Board for its unwavering guidance, professionalism, and steadfast support as I assume the role of Chairman. I am grateful for the opportunity to work alongside a Board that brings a wealth of experience and diverse strategic perspectives.

I would like to recognise Mr Tan Tee Ming, who resigned as Executive Director on 31 December 2025. We are deeply grateful for his strategic insights and leadership in advancing the Group's progress.

I would also like to acknowledge the Management Team and all employees for their dedication, resilience, and commitment throughout the year. Their efforts remain fundamental to the Group's continued progress.

Last but not least, I would like to extend my gratitude to our business partners, financiers, government and regulatory agencies, and other stakeholders for their continued trust and confidence in the Group.

YAM Tunku Tun Aminah
Binti Sultan Ibrahim Ismail
Chairman



Jesselton Courtyard at Jesselton Selatan, Penang

MANAGEMENT DISCUSSION & ANALYSIS



Four Seasons Resort & Private Residences Okinawa, Japan

OVERVIEW

Berjaya Property Berhad (formerly known as Berjaya Land Berhad) ("BProperty") and its subsidiaries ("the Group"), is one of Malaysia's leading companies with interests in property investment and development, hotels and resorts, recreation development, vacation timeshare, gaming, luxury motor retailing, premium aviation operations, construction and infrastructure works, and rail.

The financial year under review saw the Group adopt a new corporate identity as Berjaya Property Berhad, following shareholders' approval for the change of name from Berjaya Land Berhad at the Extraordinary General Meeting held on 13 February 2026, with the new name and the stock short name "BPROP" taking effect on Bursa Malaysia on 10 March 2026. The rebranding reflects a transformation and evolution of the Group's business model, recalibrating to place more focus on property-related businesses and long-life assets as the Group's primary income streams that underpin its varied portfolio across hospitality, retail, transport, mobility, and lifestyle operations.

PERFORMANCE REVIEW BY BUSINESS SEGMENTS

PROPERTY DEVELOPMENT SEGMENT

BProperty's Property Development Division ("PD Division") primarily focuses on developing the Group's land holdings in Malaysia and overseas. The PD Division continues to drive sales through targeted marketing channels, digital engagements, roadshows, sales gallery activities and strategic collaborations with financial institutions and property agencies.

The financial year under review remained a resilient year for Malaysia's property sector, supported by domestic residential demand, ongoing urbanisation, infrastructure-led growth and demand for well-located residential developments. According to the National Property Information Centre ("NAPIC") 2025, transaction values continued to increase despite a slight contraction in transaction volume, with the total transaction value increasing by 4.1% to RM241.87 billion compared to 2024.

Notably, the residential sub-sector sustained expansion and bolstered its position as the largest contributor to the market activity, dominating in both volume and value of national property transactions. This positive growth reflects not only a healthy property market, but also the strong support from government initiatives to boost confidence in the property market. Several of these government catalysts include the 48 *Program Residensi Rakyat* ("PRR"), individual income tax relief on housing loan interest payments to encourage home ownership among first-time buyers, the Step-Up Financing Scheme under Syarikat Jaminan Kredit Perumahan Berhad (SJKP) for youngsters seeking to purchase their first home, and more.

MANAGEMENT DISCUSSION & ANALYSIS



Residensi Oak, Bukit Jalil

During FY2026, the PD Division maintained progress in its existing property pipeline. ***Residensi Oak, Bukit Jalil***, remained one of the Group's key properties during the year. With a gross development value ("GDV") of RM392.30 million, it houses 350 units spread across two 30-storey residential towers, with built-ups ranging from 882 square feet to 1,509 square feet. Each unit comes with a balcony, storeroom, utility room, and at least two side-by-side parking bays. In FY2026, Tower A of Residensi Oak saw a 70% take-up rate, with Tower B achieving take up rate of 35%. The development fulfils the Gold-Rated GreenRE standard in line with the Group's commitment to sustainability and environmental protection. The PD Division sold a total of 166 units, generating RM119.89 million in total sales in FY2026.

Pangsapuri Azalea, Subang Heights, also contributed to the PD Division's during the financial year. The affordable housing project comprises 402 units of 900 square feet, five-bedroom homes located within a mature and well-established community. In FY2026, the project recorded 284 units sold, generating RM71.00 million in total sales. Construction continued to progress steadily, with overall project completion reaching 80.98% during the financial year. The PD Division notably continued its outreach to its younger target audience via social media to effectively nurture its brand visibility and engagement to capture and sustain its audience's interest. These efforts continue to work in tandem with in-store marketing initiatives that maximise on-ground exposure and reach potential buyers within the surrounding communities.

In Penang, the PD Division continued to market Phase 2, ***Jesselton Courtyard at Jesselton Selatan***. Situated adjacent to Phase 1, ***Kensington Gardens***, the project comprises 239 exclusive units within a low-rise, low-density residential development spanning 11.908 acres of freehold land. A total of 39 units were sold as at FY2026, with a total sales value of RM158 million. The project was also marketed overseas to Singapore buyers in January 2026. During the financial year, the PD Division unveiled new showrooms featuring the Courtyard Villas Type B and Type C residences, which received encouraging market response. Supported by roadshows, property exhibitions, strategic collaborations, and digital marketing initiatives across both local and overseas markets, these efforts continued to strengthen brand visibility, broaden market reach, and generate quality sales leads for ***Jesselton Courtyard*** and ***Kensington Gardens***.

In FY2026, the PD Division officially launched its RM308 million ***Bayu Timur Residences*** in December 2025, a freehold high-rise development situated on an 8.5-acre plot in Berjaya Park in Kota Kemuning, Shah Alam. The development comprises 518 units ranging from 1,000 square feet to 1,280 square feet, offering views of Bukit Kemuning Golf & Country Resort and is situated close to major highways including Shah Alam Expressway ("KESAS"), Kemuning-Shah Alam Highway ("LKSA") and the ELITE Highway. The project is expected to be completed by early 2029. As at 30 June 2026, ***Bayu Timur Residences*** achieved total sales of RM11.00 million from 19 units sold, while construction remained on schedule with sub-structure works reaching 100% completion.

The Group's construction activities also expanded during the financial year under review, extending beyond the building of residential developments into infrastructure works. Among these are flood mitigation and river dredging works along the Klang River, which the Group undertakes in its capacity as contractor. The works form part of the Selangor Maritime Gateway programme, for which Landasan Lumayan Sdn Bhd, a subsidiary of Menteri Besar Selangor (Incorporated), is the master developer appointed by the Selangor State Government.

The deepening and widening of the river is intended to increase its carrying capacity and, in turn, to reduce the incidence of flooding in the surrounding areas. The Group's role is confined to the delivery of the works as contractor.

Revenue and Profit Before Tax

For the financial year ended 30 June 2026, the PD Division recorded revenue of
RM367.21 million
and profit before tax of
RM59.26 million.



Berjaya Mývatn Hotel, Iceland

Future Prospects

The PD Division expects the property market's trajectory for the rest of 2026 to remain resilient, supported by robust market activity, stable price movement and variation of construction activity. According to NAPIC, residential demand is shifting toward more high value and affordable units. The residential buildings subsector is especially poised to expand through sustained demand for affordable housing as underlined by the national budget and government initiatives, such as stamp duty exemption on the transfer and loan agreement for first-time homebuyers of homes priced up to RM500,000 being extended until 31 December 2027.

While policy support and selective demand drivers provide a foundation for stability, the broader outlook may remain vulnerable to external economic shifts and domestic affordability constraints. The PD Division will therefore continue to adopt disciplined project planning, prudent cost management, and targeted marketing strategies to sustain sales momentum, create long-term value, and meet the expectations of homebuyers, communities, and stakeholders. The Group will continue to focus on developments that meet evolving lifestyle needs, offer practical layouts, adapt to innovative technology, maintain excellent quality projects, and provide access to established amenities and connectivity. In fact, to enhance the liveability of the Shah Alam area, the ***Bayu Timur Residences*** is the second-to-last development in the Berjaya Park township in Shah Alam, with only one parcel of land left for a future development. Globally, the Group is developing its first apartment project in Greenland with modular housing.

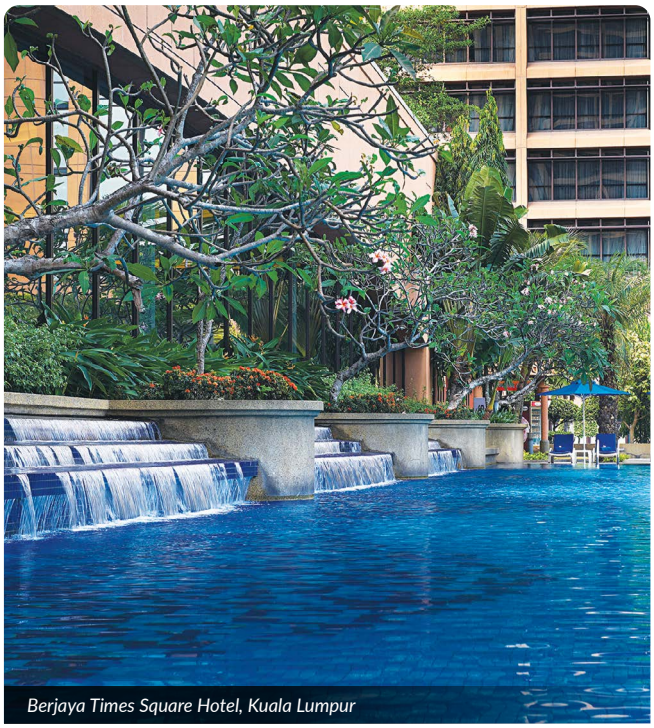
BERJAYA HOTELS AND RESORTS

BProperty's hotels and resorts segment is managed under Berjaya Hospitality Group ("BHG"). As of 30 June 2026, the Group owns and operates 28 hotels and resorts locally and internationally.

In FY2026, BHG maintained a resilient performance, achieving total gross revenue of RM889.40 million, representing a marginal decrease of 0.80% from RM896.20 million in FY2025. The softer recorded performance was due to lower visitor arrivals from certain key leisure markets during the fourth quarter of FY2026, which was impacted by the Middle East crisis. Nevertheless, BHG continued to focus on enhancing its service excellence to help mitigate the impact of softer demand conditions on overall financial performance.

BHG recorded a loss before tax of RM8.80 million, reflecting a significant improvement of 65.20% compared to the RM25.30 million loss recorded in the previous year. This underscores the Group's resilience and effective strategic management as it continues its path towards restoring profitability, supported by the steady recovery of the travel and hospitality industry.

Overall, BHG's group-wide Average Room Rate ("ARR") increased by 2.60% compared to the previous year, reflecting the Group's disciplined revenue management initiatives and ability to capture higher room yields across its portfolio. Group-wide occupancy moderated to 63.40% from 65.10% in the previous year, mainly attributable to lower visitor arrivals from its key leisure markets during the fourth quarter. Despite the lower occupancy, Revenue per Available Room ("RevPAR") remained stable at RM424, demonstrating BHG's continued diligence in yield management and its ability to mitigate the impact of softer demand through improved room rates. While certain market conditions remained challenging, the stable RevPAR performance highlights the resilience of BHG's operating model and brand positioning across its hospitality portfolio.



Berjaya Times Square Hotel, Kuala Lumpur

MANAGEMENT DISCUSSION & ANALYSIS

MALAYSIA HOTELS AND RESORTS

In Malaysia, the Group's properties include ANSA Hotel and Berjaya Times Square Hotel in Kuala Lumpur; Berjaya Langkawi Resort in Langkawi, Kedah; The Taaras Beach & Spa Resort in Redang Island, Terengganu; Berjaya Tioman Resort in Tioman Island, Pahang; and Berjaya Penang Hotel in Penang.

Revenue and Profit Before Tax

For FY2026, the Malaysian hotels and resorts delivered an improved financial performance, supported by the continued recovery of the tourism and hospitality sector, visa-free arrangements for visitors from key source markets such as China and India, as well as growing momentum from the Visit Malaysia 2026 campaign. Demand was further supported by sustained city-centre travel activity benefiting Berjaya Times Square Hotel, Kuala Lumpur.

Year-on-year, the Malaysian-based properties recorded a 2.20% increase in total gross revenue to RM259.70 million from RM254.20 million in the previous year. Coupled with improved operating performance and lower operating expenses, the Malaysian properties achieved a significantly higher profit before tax of RM20.00 million compared to RM6.50 million recorded in the previous year.

Despite the positive earnings performance, room occupancy moderated slightly to 56.30%, from 57.10% in FY2025. The decline was primarily attributable to softer leisure travel demand during the later part of the financial year, influenced by geopolitical uncertainties arising from the Middle East crisis. Nevertheless, ARR increased by 1.60%, reflecting the Group's ability to maintain pricing discipline and optimise room yields. Consequently, RevPAR remained stable at RM250, demonstrating the resilience of the Malaysian portfolio and its ability to offset softer occupancy through higher room rates and effective revenue management.

Year-on-year, the Malaysian-based properties recorded a 2.20% increase in total gross revenue to RM259.70 million from RM254.20 million in the previous year.

Berjaya Langkawi Resort, Langkawi Island

During FY2026, the financial year under review saw continued demand from international leisure travellers, supported by key markets including India, the United Kingdom ("UK"), Europe, Russia and Australia. While occupancy moderated slightly to 61.30% from 62.90% in the previous year, the resort benefited from improved room yields, with ARR increasing by 3.30% and RevPAR rising to RM418. Supported by resilient room demand and stable contributions from food and beverage ("F&B") operations, the resort recorded a gross revenue of RM93.80 million, compared to RM93.60 million in the previous year. Despite the relatively stable revenue performance, the resort managed to achieve a stronger profit before tax of RM28.00 million, representing an increase of 12.00% from RM25.00 million in the previous year. The improved profitability was attributable to effective cost management and lowering operating expenses during the year.

The Taaras Beach & Spa Resort, Redang Island

The resort continued to operate in a challenging market environment during FY2026, with softer visitor arrivals from key leisure markets such as China and Europe. Consequently, occupancy eased to 32.00% from 33.70% in the previous year. Despite the challenges, the resort maintained pricing discipline, with ARR improving by 4.80% year-on-year. The increase in ARR partially mitigated the impact of lower occupancy, resulting in a marginal decline in RevPAR to RM647 from RM653 in the previous year. Gross revenue remained relatively stable at RM43.70 million compared to RM44.10 million in the previous year, reflecting the resilience of the resort's room and F&B operations despite softer demand conditions. On top of this, the resort managed to deliver a significantly improved financial performance, reporting a profit before tax of RM6.00 million compared to a loss before tax of RM1.10 million in the previous year. The stronger performance was backed by disciplined cost management initiatives, while the results in the previous year had been adversely affected by an impairment loss on amounts owing by a related company.



The Taaras Beach & Spa Resort, Redang Island, Terengganu



Berjaya Tioman Resort, Tioman Island

Berjaya Tioman Resort, Tioman Island

The resort recorded a modest improvement in occupancy to 35.10% in FY2026, up from 34.40% in the previous year, driven primarily by room-night bookings from Malaysian and Singaporean leisure segments. Despite higher occupancy, gross revenue fell 7.30% to RM14.50 million, mainly due to lower average room rates and reduced contributions from F&B operations. This has resulted in a loss before tax of RM7.10 million, in line with the previous year. The performance reflects the continued challenge of balancing revenue growth against the resort's fixed operating cost base. Looking ahead, the resort will focus on broadening its existing international customer base, particularly within the leisure individual and group segments from Europe and China, while continuing to strengthen its revenue management initiatives and yield optimisation strategies to enhance room rates and improve overall operating performance.

Berjaya Times Square Hotel, Kuala Lumpur

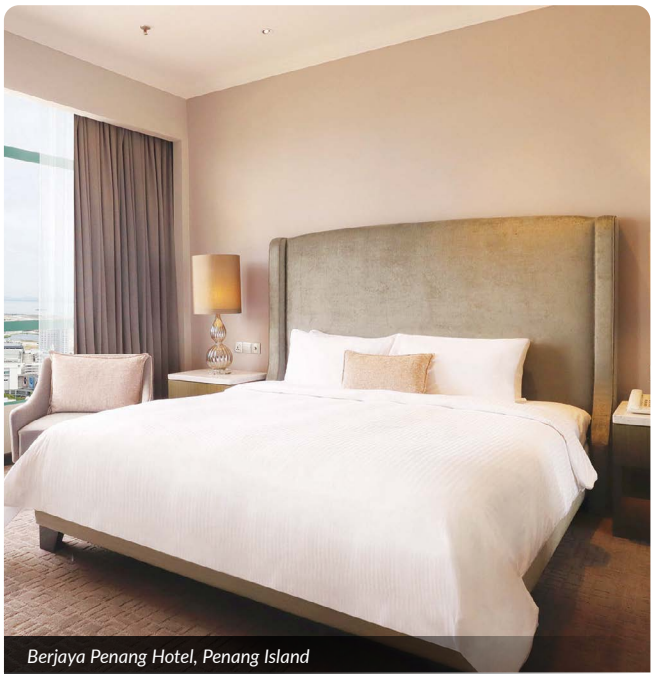
Berjaya Times Square Hotel, Kuala Lumpur, delivered a stronger operating performance in FY2026. This was supported by higher room rates, improved occupancy and stronger contribution from its F&B operations. Gross revenue increased by 13.30% to RM66.30 million from RM58.50 million in the previous financial year. Room demand remained resilient, driven by leisure individual and group travellers from key markets such as Malaysia, India, the Middle East, Singapore and China. Occupancy rose to 66.60% compared to 65.10% in the previous year, while ARR increased by 6.00%. These improvements resulted in RevPAR rising by 8.80% to RM186 compared to RM171 in the previous year. Therefore, the hotel recorded a lower loss before tax of RM12.50 million, representing a 19.30% improvement from RM15.50 million recorded in FY2025. However, the FY2026 results were affected by impairment loss on amounts owing by related companies amounting to RM5.80 million. Excluding this non-operating charge, the hotel's adjusted loss before tax would have been RM6.70 million, reflecting a substantially stronger underlying operating performance during the year.

ANSA Hotel Kuala Lumpur, Kuala Lumpur

ANSA Hotel Kuala Lumpur experienced softer demand during FY2026, particularly from its key leisure market, Indonesia. Occupancy declined to 63.00% from 67.80% in the previous year, while ARR eased marginally by 1.00%. Consequently, the gross revenue decreased by 3.50% to RM22.80 million, due to lower room revenue arising from the softer occupancy levels. Despite the decline in revenue, the hotel maintained a resilient financial performance, recording a profit before tax of RM7.90 million compared to RM8.00 million in the previous year.

Berjaya Penang Hotel, Penang Island

Over in the north, Berjaya Penang Hotel recorded softer demand from its leisure individual segment during FY2026, particularly from its key markets, Malaysia and Indonesia. Notwithstanding that, the hotel managed to maintain a stable occupancy rate of 51.30%, unchanged from FY2025. Gross revenue declined to RM13.60 million from RM14.20 million in FY2025, primarily attributable to a 4.70% reduction in ARR amid a more competitive operating environment. Despite the lower revenue, the hotel continued to maintain satisfactory operating performance during the year. The hotel recorded a loss before tax of RM1.20 million for FY2026. This was mainly due to lease-related expenses and depreciation charges associated with the hotel's renovated assets, which exceeded the operating profit generated during the year.



Berjaya Penang Hotel, Penang Island

MANAGEMENT DISCUSSION & ANALYSIS

OVERSEAS HOTELS AND RESORTS

Major overseas hotels and resorts under BProperty include Iceland Hotels Collection by Berjaya in Iceland; Berjaya Beau Vallon Bay Resort & Casino and Berjaya Praslin Resort in Seychelles; Berjaya Hotel Colombo in Sri Lanka; ANA Crowne Plaza Resort Okinawa Uruma Hills in Japan; and Berjaya Eden Park London Hotel in the UK.

Revenue and Loss Before Tax

The overseas hospitality portfolio recorded a resilient operating performance in FY2026, backed by improved results across most of its hotel and resort operations. Excluding Iceland Hotel Collection by Berjaya, several overseas properties recorded stronger occupancy, average room rates and profitability during the year.

For FY2026, the overseas portfolio collectively achieved a 3.50% increase in combined ARR. However, combined occupancy moderated to 70.10% from 72.60% in the previous year, resulting in the RevPAR remaining relatively stable at RM587. Consequently, total gross revenue declined marginally by 1.90% to RM630.00 million from RM642.00 million in FY2025. Iceland Hotel Collection by Berjaya continued to be the largest contributor to the overseas portfolio's revenue.

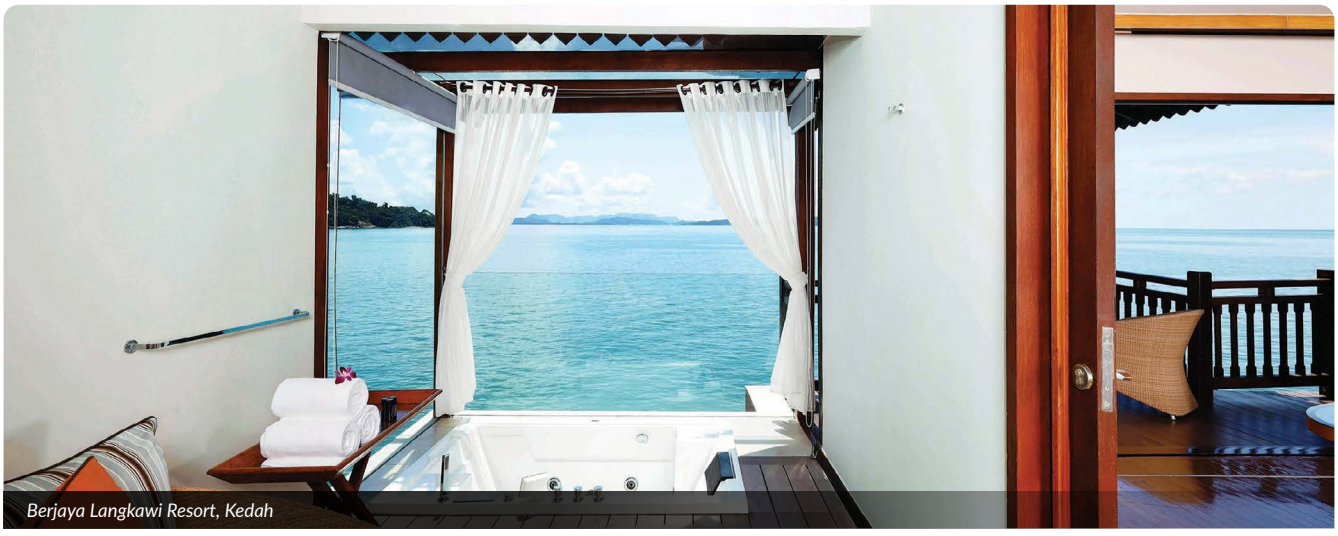
Despite the lower revenue, the overseas hospitality operations recorded an improved financial performance. Loss before tax narrowed by 9.40% to RM28.80 million compared to RM31.80 million in FY2025, reflecting stronger operational contributions from most overseas properties. Nevertheless, the overall result continued to be impacted by losses recorded within the Iceland portfolio, as well as higher interest, lease-related and depreciation expenses across certain operations.

Berjaya Beau Vallon Bay Resort & Casino, Seychelles

Berjaya Beau Vallon Bay Resort & Casino delivered a strong performance in FY2026, backed by sustained growth in international leisure travel demand. Room night bookings continued to be driven by leisure travellers from Europe, particularly Germany, contributing to an increase in occupancy to 72.70% from 68.30% in FY2025. The stronger demand, coupled with an increase in ARR, contributed to improved room yields and operating performance. As a result, gross revenue increased by 6.70% to RM41.20 million from RM38.60 million in FY2025, supported by growth in both room revenue and F&B operations. The hotel's operating performance improvements translated into significantly stronger profitability, with profit before tax rising by 52.50% to RM12.80 million. The growth in earnings reflects the resort's ability to capitalise on stronger market demand while maintaining operational efficiency during the year.

Berjaya Praslin Resort, Seychelles

The hotel recorded a notable performance in FY2026, due to improving leisure travel demand, particularly from the European market. The resort continued to benefit from increased demand from individual leisure travellers, contributing to stable occupancy levels and stronger room yields during the year. Concurrently, the ARR recorded a significant improvement of 21.40%, reflecting successful pricing and revenue management initiatives. Supported by the higher room rates, gross revenue increased by 8.50% to RM12.80 million from RM11.80 million in the previous year. The stronger revenue performance, coupled with continued cost management efforts, resulted in profit before tax increasing to RM2.80 million compared to RM0.90 million in FY2025. The result in FY2025 was also affected by unrealised foreign exchange loss. Overall, the resort's performance reflects the continued recovery of leisure travel demand and improved operational efficiency.



Berjaya Langkawi Resort, Kedah

Berjaya Hotel Colombo, Sri Lanka

The hotel continued its recovery momentum in FY2026, supported by stronger domestic demand from the corporate sector and contributions from leisure travellers in the domestic and Indian markets. While international leisure arrivals remained below expectations, occupancy improved to 61.30% from 56.70% in FY2025, reflecting stronger overall business activity during the year. Despite the improvements in operating performance, gross revenue recorded a slight decrease of RM4.40 million due to the unfavourable foreign exchange translation effect of the Sri Lankan Rupee against the Malaysian Ringgit. From an operational perspective, the hotel's financial performance remained resilient. The improved occupancy and continued focus on operational efficiency enabled the hotel to record a profit before tax of RM80,000 compared to RM32,000 in the previous year. The result reflects the gradual recovery of the hotel's operations amid an improving business environment in Sri Lanka.

Berjaya Eden Park London Hotel, the United Kingdom ("UK")

Berjaya Eden Park London Hotel recorded a stronger performance in FY2026, supported by higher levels of leisure travel demand. Occupancy increased significantly to 59.10% from 50.30% in the previous year, contributing to improved room revenue and overall operating performance. As a result, gross revenue rose by 17.50% to RM13.40 million compared to RM11.40 million in FY2025. The stronger revenue performance was driven by higher room occupancy and improved contributions from the hotel's core operations. The hotel reported a lower loss before tax of RM1.00 million, reflecting an improvement of 23.00% from the RM1.30 million recorded in the previous year. The reduction in loss before tax was due to stronger profit contributions from room operations. However, the positive impact was partially offset by unrealised foreign exchange losses and higher depreciation charges associated with renovated assets.



Berjaya Eden Park London Hotel, United Kingdom



ANA Crowne Plaza Resort Okinawa Uruma Hills, Japan

ANA Crowne Plaza Resort Okinawa Uruma Hills, Japan

Following its rebranding in FY2025, ANA Crowne Plaza Resort Okinawa Uruma Hills continued to operate under the management of IHG ANA Hotels Group Japan and delivered improved operating performance in FY2026. Occupancy increased to 60.60% from 59.30% in the previous year, while ARR rose by 13.60%. The combined improvement in occupancy and room rates resulted in RevPAR increasing by 15.70% to RM184 from RM159 in FY2025, reflecting stronger demand and improved room yield. Supported by higher room revenue and stronger F&B performance, gross revenue increased to RM13.00 million compared to RM11.70 million in the previous year. Despite the improved operating performance, the resort recorded a slightly higher loss before tax of RM6.40 million compared to RM6.20 million in the previous year, as the additional operating profit generated was insufficient to fully offset higher operating expenses incurred during the year.

Iceland Hotel Collection by Berjaya ("Iceland Hotels")

Iceland Hotels comprises 13 properties located across Iceland, including seven hotels in Reykjavík City and six countryside hotels. The portfolio continues to be BHG's largest overseas hospitality operation and a key contributor to overall hospitality revenue.

During FY2026, Iceland Hotels experienced softer leisure travel demand, resulting in combined occupancy declining to 72.20% from 77.70% in FY2025. Occupancy averaged 74.50% across Reykjavík City hotels and 64.00% across the countryside properties. Nevertheless, the portfolio maintained strong pricing discipline which led ARR to increase by 5.40% year-on-year.

MANAGEMENT DISCUSSION & ANALYSIS

The improvement in ARR partially mitigated the impact of lower occupancy, resulting in a relatively slight decline in RevPAR of 2.10% to RM736 from RM752 in FY2025. Consequently, gross revenue decreased by 3.40% to RM543.00 million from RM562.20 million in FY2025, primarily due to softer occupancy levels and lower F&B revenue amid more challenging market conditions. The principal revenue contributors during the year were Hilton Reykjavík Nordica, Iceland Parliament Hotel, Berjaya Reykjavík Natura Hotel, Canopy by Hilton Reykjavík City Centre, and Berjaya Reykjavík Marina Hotel, which collectively accounted for approximately 73.00% of the portfolio's total revenue.

Despite maintaining relatively strong occupancy and room rate performance, Iceland Hotels recorded a higher loss before tax of RM37.10 million compared with RM33.70 million in the previous year. The weaker result was due to lower revenue generation, higher lease-related expenses and the impact of unrealised foreign exchange losses during the year.

Subsequent to the financial year end, the lease agreements for both Hilton Reykjavík Nordica and Berjaya Reykjavík Natura Hotel have officially terminated, effective on 31 August 2026.

INTEREST IN OTHER HOTELS

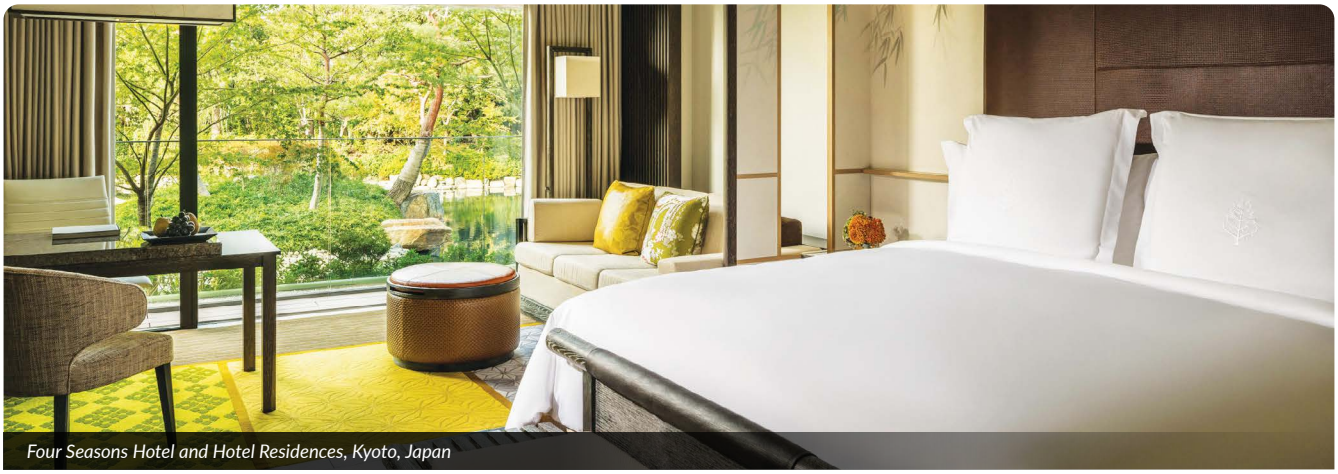
BProperty maintains interests in other hotels through its stake in an associated company, which operates the Four Seasons Hotel and Hotel Residences in Kyoto, Japan, as well as a joint venture in Vietnam, which operates Sheraton Hanoi Hotel.

Four Seasons Hotel and Hotel Residences Kyoto, Japan

Demand at Four Seasons Hotel Residence Kyoto continued to be a driving factor in the resilient operating performance recorded in FY2026, backed by luxury leisure travellers across key markets, including the United States of America, the UK, Canada, Europe and Japan. The occupancy recorded an improvement of 58.00% from 52.50% in FY2025. The higher occupancy contributed positively to both room revenue and F&B operations, reflecting sustained demand for the property's luxury hospitality offerings. However, reported gross revenue declined marginally to RM280.00 million from RM283.00 million in FY2025, attributable to unfavourable foreign exchange translation into Ringgit Malaysia. In operational currency terms, revenue increased by 10.00% year-on-year, underscoring the strength of the hotel's underlying business performance. Despite the improved operating performance, profit before tax shrunk to RM17.10 million from RM30.00 million in the previous year. The reduction was due to higher operating expenses and increased lease-related charges incurred during the year. The hotel continues to perform well as one of the Group's flagship luxury hospitality assets and serves as a strong reference point for its broader ultra-niche hospitality positioning in Japan.

Sheraton Hanoi Hotel, Vietnam

Sheraton Hanoi Hotel remained one of the strongest-performing assets within BHG's associated hospitality portfolio in FY2026. This is due to higher leisure travel demand despite softer corporate demand during the year. Occupancy remained healthy at 76.90% compared to 78.10% in the previous year, while ARR continued to improve, reflecting the hotel's ability to maintain pricing strength. The hotel reported a gross revenue of RM82.50 million compared to RM81.30 million in FY2025. While the increase in revenue was modest, revenue in operational currency terms grew by 12.00% year-on-year. The stronger performance was partially offset in the Group's reporting currency by unfavourable foreign exchange translation effects. Supported by improved operating performance and stronger room yields, profit before tax increased significantly to RM10.30 million from RM5.40 million in the previous year, representing a 90.70% improvement. The result reflects the hotel's continued resilience and ability to capture growth opportunities within a competitive hospitality market.



Four Seasons Hotel and Hotel Residences, Kyoto, Japan

Future Prospects

Despite the ongoing geopolitical uncertainties, inflationary pressures and foreign exchange volatility, the outlook for BHG remains cautiously optimistic. The Group is expected to benefit from the continued recovery in leisure and business travel, supported by visitor arrivals from key markets including China, India, Singapore and the Middle East.

The Group will continue to focus on yield optimisation, dynamic pricing strategies and service excellence to enhance room yields and strengthen profitability. Efforts will also be directed towards expanding market share in the leisure, corporate and meetings, incentives, conferences and exhibitions ("MICE") segments, while increasing higher-yield banqueting and F&B business. In parallel, the Group will maintain a disciplined approach to cost management and operational efficiency to support sustainable growth and profitability.

Consistent with its long-term strategy, the Group will continue to strengthen its presence in the luxury and ultra-niche hospitality segment through developments such as the Four Seasons Okinawa Resort and Private Residences, project. Together with its established hospitality portfolio, including Four Seasons Hotel Kyoto and the Iceland Hotel Collection by Berjaya, these initiatives are expected to enhance the Group's premium hospitality portfolio and support long-term value creation.

CLUBS AND RECREATION

As at 30 June 2026, the Clubs and Recreation Division ("the Clubs") operates four golf clubs and one equestrian club located in the Klang Valley, Mantin, Negeri Sembilan and Batu Pahat, Johor. In addition to golf and equestrian activities as the core offerings, the Clubs are supported by a wide range of sports and recreational facilities, F&B outlets, as well as banquet and event venues.

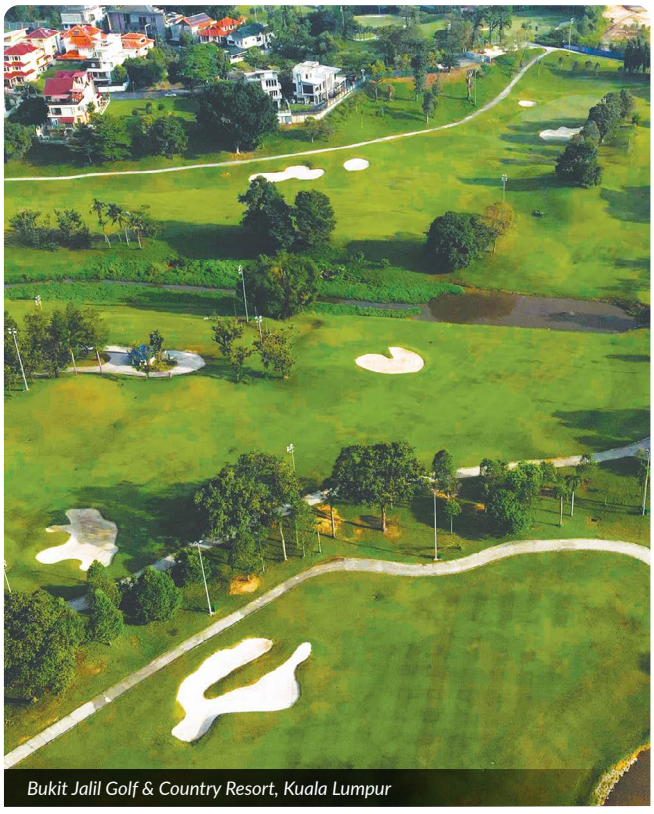
The Clubs had a total membership of 10,144 as at 30 June 2026, comprising 5,752 golf memberships and 4,392 non-golf memberships.

Revenue and Profit Before Tax

For FY2026, the Clubs recorded revenue of RM51.17 million, representing a decrease of 6.00% or RM3.06 million compared with FY2025. The marginal decline in revenue was mainly attributable to lower revenue contribution from Bukit Banang Golf & Country Club and Kelab Darul Ehsan, primarily due to lower membership-related and operating activities, partially offset by higher contributions from the other clubs.

Profit before tax increased by RM3.92 million or 63% compared with the previous financial year. The increase was principally attributable to the one-off reversal of the impairment loss on building and improvements, as the carrying amount of the building and improvements was assessed against their fair value, resulting in the reversal of the previously recognised impairment loss. This positive impact was partially offset by various non-operating adjustments recognised during the financial year, with the major adjustment arising from the accounting treatment of long-term lease agreements. In addition, the weaker financial performance of Bukit Banang Golf & Country Club and Kelab Darul Ehsan also had an adverse impact on the overall profitability of the Clubs Division.

From an operating perspective, the Clubs experienced higher operating and maintenance expenditure during the year. The increase was mainly attributable to the replacement and upgrading of golf buggy fleets under lease arrangements, as well as expenditure incurred on various deferred maintenance works across the clubs. These initiatives were undertaken to address ageing facilities and assets, improve operational reliability and maintain the quality and safety standards of the Clubs' facilities and services. While such expenditure placed additional pressure on the Clubs' profitability in the current financial year, these investments are necessary to support the continued operation, upkeep and long-term sustainability of the Clubs.



Bukit Jalil Golf & Country Resort, Kuala Lumpur

MANAGEMENT DISCUSSION & ANALYSIS

Future Prospects

The Clubs recognise that the operating environment will remain challenging and that sustained improvement in revenue and profitability will require continued focus, operational discipline and prudent cost management. The Clubs will continue to focus on strengthening revenue generation, improving operational efficiency and optimising the utilisation of existing facilities across all clubs.

At the same time, the Clubs will continue to prioritise essential maintenance, facility enhancement and asset replacement to ensure that the clubs remain functional, well-maintained and competitive. Several projects are in the pipeline, including the renovation of the driving ranges, repair and improvement of golf course bunkers, redesign of the golf registration counters and expansion of gym facilities. These initiatives are intended to enhance the overall member and guest experience, improve operational efficiency and maintain the attractiveness and competitiveness of the Clubs. Maintenance and renovation expenditure will continue to be closely monitored and prioritised based on operational necessity, asset condition and available resources.

Moving forward, despite the challenging operating environment, the Clubs will continue to focus on targeted facility enhancements, environmental responsibility, cost optimisation and close collaboration with business partners. These efforts are aimed at strengthening the competitiveness and operational resilience of the Clubs, while enhancing the overall experience for members and guests and supporting more sustainable financial performance over the longer term.

VACATION TIMESHARE SEGMENT

Berjaya Vacation Club ("BVC") operates and manages a vacation membership scheme which provides and coordinates holiday accommodation packages at holiday resorts in Malaysia. BVC's affiliation with Resort Condominiums International also offers accommodation packages at more than 3,600 resorts in over 100 countries spanning Asia, Europe, the Middle East and Africa, among others.

Revenue and Operating Profit

The current year saw BVC record a revenue of RM18.97 million, a decrease of 17.80% from RM23.10 million in the previous year. This revenue performance was attributable to lower income recorded from membership terminations following a one-off membership rationalisation exercise conducted in the previous year. Operating profit declined to RM2.58 million from RM5.61 million in the previous year, in line with the lower revenue.

Future Prospects

Malaysia's timeshare industry has generally reached its mature stage with no new players coming into the industry. Most of the competitors in the industry are merely servicing their members with no plan to aggressively recruit more members.

GAMING

STM Lottery Sdn Bhd ("STM Lottery") is the principal operating subsidiary of Sports Toto Berhad ("SPToto") and the leading legalised Number Forecast Operator ("NFO") in Malaysia. STM Lottery operates approximately 680 outlets nationwide, offering nine different games. Lottery draws are conducted three days a week, every Wednesday, Saturday and Sunday. The Digit games are Toto 4D, Toto 4D Jackpot, Toto 4D Zodiac, Toto 5D, Toto 6D, and the newly launched Toto 4D Fireball, while the Lotto games are Star Toto 6/50, Power Toto 6/55, and Supreme Toto 6/58.



Sheraton Hanoi, Vietnam

Revenue and Profit Before Tax

During the current year, STM Lottery saw a 5.30% decrease in revenue of RM2.95 billion from RM3.11 billion, conducting 163 draws compared to 164 draws in the previous year. The previous financial year benefited from stronger sales driven by a higher accumulated jackpot, particularly from the Supreme Toto 6/58 game which significantly boosted ticket sales.

STM Lottery continued navigating an ever-changing operating environment, attaining a 4.70% decline in average sales per draw compared to the previous year. STM Lottery remains confident that continuing to fortify its marketing initiatives, promote responsible gaming, and capitalise on a positive momentum driven by higher accumulated jackpots across all jackpot games will see its growth trajectory retained.

The current financial year saw all the company's jackpot games generate huge excitement and memorable experiences for customers, with a record total of 32 jackpot winners. The Toto 4D Jackpot Digit games produced 21 winners, with top prizes ranging from RM1.60 million to RM23.50 million.

The Supreme Toto 6/58 Jackpot Lotto game was the standout performer during the year, creating five millionaires and awarding total prize money of RM152.70 million. The Power Toto 6/55 Lotto game and Star Toto 6/50 Lotto game also produced six millionaires, with combined winnings of RM44.20 million.

Profit before tax for the year dropped by 11.10% to RM387.20 million from RM435.60 million last year, in line with the lower revenue recorded during FY2026. Following the Federal Court's decision on 12 August 2026, STM Lottery is working towards reopening its 20 outlets in Kedah upon obtaining the business premise license renewal from state authorities. While the Perlis case is still being heard at the Perlis High Court, STM Lottery is optimistic on a favourable outcome and the reopening of its four remaining outlets in Perlis.

Future Prospects

Looking ahead, STM Lottery remains optimistic about Malaysia's economic outlook while staying mindful of ongoing global market uncertainties. The NFO business is anticipated to continue its growth, supported with the popularity of its Jackpot and Digit games to maintain STM Lottery's leading market position in the legalised NFO business sector.

Management also continues to advance its Economic, Environmental, Sustainability and Governance ("EESG") initiatives, in line with evolving sustainable business practices, by leveraging innovation and operational excellence to create opportunities and support long-term sustainable growth.

STM Lottery's gaming system business also continues to progress in collaboration with International Lottery & Totalizator Systems, Inc. ("ILTS"), a subsidiary of Sports Toto Berhad based primarily in the United States of America (USA), which provides a broad range of lottery products and services including gaming software, point-of-sale wagering terminals, self-check terminals, data communication systems, and project management solutions.

LUXURY MOTOR RETAILING

H.R. Owen Plc ("H.R. Owen"), a subsidiary of Berjaya Philippines Inc. ("BPI") based in the United Kingdom ("UK"), primarily engages in the retail of luxury and prestige marque vehicles, hypercars, pre-owned specialist cars, and aftersales services.

H.R. Owen's flagship multi-marque state-of-the-art Hatfield Centre is home to four luxury automotive brands, with Lamborghini as the latest new ventures addition in August 2025. Together with the global first corporate identity refurbishment at Jack Barclay Bentley and the opening of a new prestigious Aston Martin Mayfair franchise in October 2026, H.R. Owen has reinforced its dominant presence in luxury motor retailing across central London, representing six brands in Mayfair, one of the world's most affluent locations.

Currently, H.R. Owen operates 18 showrooms and 16 service centres for Rolls-Royce, Ferrari, Bugatti, Lamborghini, Aston Martin, Bentley, Lotus, Maserati, and pre-owned specialist cars. The company represents a portfolio of prestigious hypercar manufacturers, including Zenvo, Rimac Automobili, Hennessey, Czinger, and BAC.



H.R. Owen, United Kingdom

Revenue and Loss Before Tax

H.R. Owen recorded revenue of £536.60 million with a total of 963 new prestige vehicles and 1,689 pre-owned vehicles sold, compared to revenue of £577.10 million with 1,170 new prestige vehicles and 1,752 pre-owned vehicles sold in the previous year. The 7.04% revenue decrease was attributed to lower sales units in new vehicles during the year.

H.R. Owen recorded a loss before tax of £4.50 million for the financial year under review, compared to profit before tax of £2.10 million last year. Nevertheless, the underlying profitability of the core business is better reflected by its EBITDA (Earnings Before Interest, Tax, Depreciation and Amortisation), which recorded £9.80 million in the financial year under review. The core business remains resilient despite the challenges presented by changing new vehicle sales mix, extending product life cycles that delay the transition to new model launches, and the oversupply by some manufacturers, each exacerbated by margin pressure. Operating costs reflected continuing inflationary pressures, adding to a depressed economic environment in the UK. The business is still burdened by the effects of prolonged high interest rates and additional higher employer taxes introduced in 2025.

Strategic brand investment and disciplined cost management continue to help mitigate the impact of inflationary pressures and elevated interest rates. With its encouraging performance, fundamentals and exclusive brand portfolio, H.R. Owen remains in a prime position to capture and leverage future expansions in the luxury automotive segment.

MANAGEMENT DISCUSSION & ANALYSIS

Future Prospects

While navigating an unpredictable market during the year, H.R. Owen strives to meet and exceed expectations while observing its usual high standards in luxury motor retailing. This continues to be backed by its growing reputation in the high-end hypercar performance market with the recent sales of Czinger and Hennessey hypercars, augmented by the introduction of Zenvo to its portfolio of world-leading luxury automotive marques, as well as being awarded a new prestigious Aston Martin Mayfair franchise which will begin operations in October 2026.

PROPERTY INVESTMENT SEGMENT

The Group's Property Investment Division ("PI Division") owns three commercial properties: Plaza Berjaya, Kuala Lumpur; Kota Raya Complex Kuala Lumpur; and Berjaya Megamall, Kuantan, Pahang. For the current year, the PI Division recorded an overall occupancy rate of 78% as compared to 79% last year.



Canopy by Hilton Reykjavik City Centre, Iceland

Revenue and Loss Before Tax

The PI Division achieved a revenue of RM17.27 million, an improvement from RM16.85 million in the previous year. This is driven by higher rental billings from newly secured tenants, rental rate revisions, and marginally improved occupancy levels at some properties. Despite the improvement in revenue, the PI Division recorded a pre-tax loss of RM15.48 million compared to the pre-tax loss of RM3.10 million previously, mainly due to an unfavourable fair value change of investment properties amounting to RM7.00 million and an impairment loss on amounts owing by related companies amounting to RM4.36 million.

Future Prospects

In response to ever-changing retail trends and consumer sentiment, the PI Division remains focused on enhancing the long-term value and vibrancy of its commercial complexes through market-responsive strategies, tenant mix optimisation, and competitive rental offerings aimed at retaining existing tenants and attracting new ones. Key initiatives include upgrading facilities and overall aesthetics, introducing family-friendly spaces, enhancing safety and cleanliness standards, and offering flexible lease arrangements to appeal to both established brands and local entrepreneurs. Through these efforts, the PI Division aims to strengthen tenant retention, increase foot traffic, and position its commercial complexes as dynamic community hubs that support sustainable growth.

AVIATION SEGMENT

The aviation segment comprises Asia Jet Sdn Bhd ("Asia Jet") and Berjaya Air Sdn Bhd ("BAir"), offering a comprehensive range of premium air travel services. Asia Jet operates in the business aviation sector, providing aircraft management and private charter services, offering bespoke itineraries, complete discretion, and premium service standards. Meanwhile, BAir focuses on luxury regional travel through its premium ATR 72 aircraft, offering non-scheduled flights, private charters, and customised travel experiences tailored to high-net-worth individuals, corporate executives, and premium leisure travellers.



Berjaya Air ATR 72-600

Revenue and Loss Before Tax

The current year saw BAir achieved revenue growth of 8.89%, increasing from RM11.61 million in FY2025 to RM12.64 million in FY2026. Concurrently, the loss before tax narrowed significantly by 59.93% to RM9.39 million, compared with RM23.44 million in the previous financial year, reflecting the positive impact of ongoing cost management initiatives and operational improvements.

Asia Jet recorded total revenue of RM5.14 million for the current financial year, generated from an average of 273 charter flight hours. The company reported a loss before tax of RM23.73 million for the year, reflecting higher operating and financing costs during the year, including depreciation and lease-related expenses.

FY2026 marked a new phase for BAir, with route development and fleet renewal underpinning its shift towards the premium travel segment. During the year, the airline launched direct services between Redang and Singapore (Seletar) and between Subang and Singapore (Seletar), linking the Group's island resort and the Klang Valley with Singapore. BAir is also planning further regional routes to be introduced in stages as the new aircraft enter service. In support of this strategy, BAir acquired two ATR 72-600 aircraft, each with 26 seats in the ATR HighLine all-business-class cabin. This makes BAir the first airline in the world to operate this configuration. The new fleet moves BAir away from its traditional role as a feeder airline for the Group's resorts and towards premium regional travel, serving high-net-worth individuals and corporate travellers who want more comfort, privacy and personalised service.

Asia Jet undertook a realignment of its aviation operations following changes to its aircraft operating arrangements, with a focus on enhancing operational flexibility, improving cost efficiency and supporting long-term business sustainability.

Future Prospects

The Aviation segment remains focused on operational excellence and sustainable growth through strategic initiatives. Looking ahead, BAir plans to progressively expand its domestic and regional route network as additional aircraft enter service, building on the routes introduced during the year. Meanwhile, Asia Jet will continue to strengthen its position in the private aviation sector by delivering comprehensive aircraft management services tailored to the needs of private aircraft owners, corporations and investors.

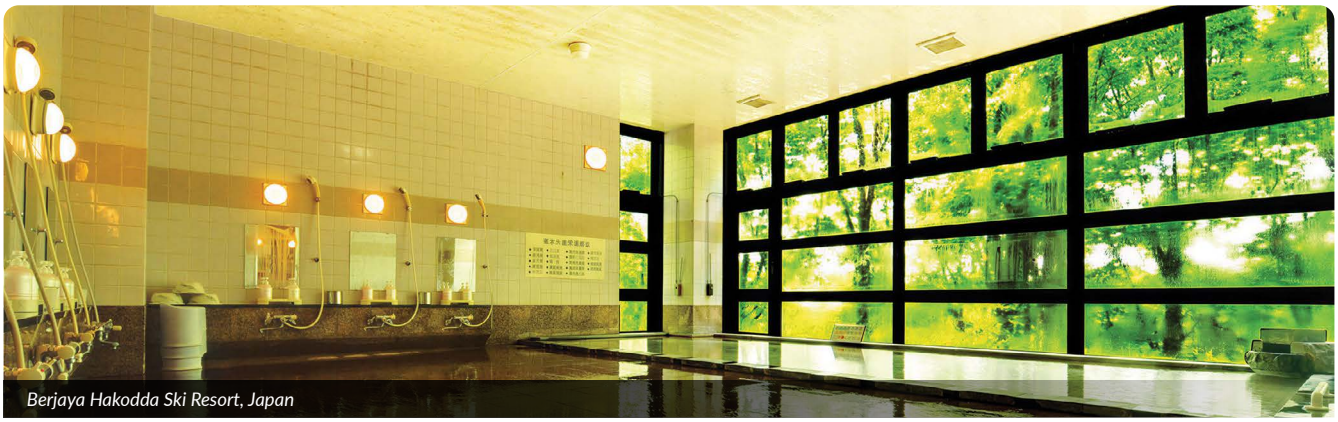
RAIL SEGMENT

Berjaya Rail Sdn Bhd ("Berjaya Rail") was established with BProperty's intention to venture into the rail business. Berjaya Rail focuses on five core strategic priorities: advancing rail infrastructure development; delivering integrated rail solutions; driving Transit-Oriented and Transit-Adjacent Developments ("TOD/TAD"); enhancing user experience; and cultivating synergistic partnerships.

During the year, Berjaya Rail participated in several key rail project tenders, including the recently announced Package STC – the appointment of a turnkey contractor for the engineering, procurement, design, construction, testing, commissioning, and maintenance of the railway system for the Penang LRT (Laluan Mutiara) by Mass Rapid Transit Corporation Sdn Bhd ("MRT Corp").

Future Prospects

As Malaysia's rail sector enters a new phase of technological advancement, 2027 is expected to present emerging opportunities in areas such as rail network modernisation, digital signalling, urban transit expansion, and integrated green mobility initiatives. Berjaya Rail aims to participate in these high-growth segments by leveraging innovation and strategic partnerships to strengthen its role in shaping the country's future rail landscape, while enhancing operational efficiency, sustainability, and the overall passenger experience. The Government's continued investment in rail network expansion, double-tracking and electrification is expected to generate further opportunities over the longer term, which Berjaya Rail will continue to assess.



Berjaya Hakodda Ski Resort, Japan

CORPORATE STRUCTURE

of Main Subsidiaries, Associated Companies and Joint Ventures as at 6 October 2026

BERJAYA PROPERTY BERHAD

HOTELS, RESORTS, RECREATION DEVELOPMENT, VACATION TIMESHARE AND OTHERS

100% Berjaya Vacation Club Berhad
- Berjaya Penang Hotel – Malaysia

100% Berjaya Vacation Club (Cayman) Limited
- Berjaya Eden Park London Hotel – United Kingdom

100% ANSA Hotel KL Sdn Bhd
- ANSA Hotel Kuala Lumpur – Malaysia

100% Berjaya Langkawi Beach Resort Sdn Bhd
- Berjaya Langkawi Resort, Kedah – Malaysia

99.80% The Taaras Beach & Spa Resort (Redang) Sdn Bhd
- The Taaras Beach & Spa Resort, Redang Island, Terengganu – Malaysia
- Redang Island Resort, Terengganu – Malaysia

86.25% Tioman Island Resort Berhad
- Berjaya Tioman Resort, Pahang – Malaysia

100% BTS Hotel Sdn Bhd
- Berjaya Times Square Hotel, Kuala Lumpur – Malaysia

100% Budi Impian Sdn Bhd
- ACES Hotel Kuala Lumpur – Malaysia

100% Berjaya Beau Vallon Bay Beach Resort Limited
- Berjaya Beau Vallon Bay Resort & Casino – Seychelles

100% Berjaya Praslin Limited
- Berjaya Praslin Resort – Seychelles

+38.35% Perdana Hotel Philippines Inc.#
- Berjaya Makati Hotel, Manila – Philippines

92.6% Berjaya Mount Royal Beach Hotel Limited
- Berjaya Hotel Colombo – Sri Lanka

40% Berjaya Hotay Joint Venture Company Limited
- Sheraton Hanoi Hotel, Hanoi – Vietnam

50% Kyoto Higashiyama Hospitality Assets TMK*
- Four Seasons Hotel and Hotel Residences, Kyoto – Japan

100% Berjaya Hotels Iceland hf.
- Canopy by Hilton Reykjavik City Centre
- Berjaya Reykjavik Marina Hotel
- Berjaya Herad Hotel
- Berjaya Akureyri Hotel
- Berjaya Myvatn Hotel
- Reykjavik Konsúlat Hotel
- Alda Hotel Reykjavik
- Hotel Edda Akureyri
- Berjaya Hofn Hotel
- Hotel Edda Egilsstadir
- Iceland Parliament Hotel

100% Bukit Kiara Resort Berhad
- Bukit Kiara Equestrian & Country Resort, Kuala Lumpur

90% KDE Recreation Berhad
- Kelab Darul Ehsan, Selangor

+100% Berjaya Hartanah Berhad
- Bukit Jalil Golf & Country Resort, Kuala Lumpur
- Arena Green Apartments, Kuala Lumpur
- Greenfields Apartments, Kuala Lumpur
- Green Avenue Condominiums, Kuala Lumpur
- Savanna Condominiums, Kuala Lumpur
- Savanna 2, Kuala Lumpur
- Covillea, Kuala Lumpur
- Jalil Link @ Bukit Jalil, Kuala Lumpur
- KM1 West Condominiums, Kuala Lumpur
- KM1 East Condominiums, Kuala Lumpur
- The Link 2 @ Bukit Jalil, Kuala Lumpur
- Residensi Lanai @ Bukit Jalil, Kuala Lumpur
- The Tropika @ Bukit Jalil, Kuala Lumpur
- Residensi Oak @ Bukit Jalil, Kuala Lumpur

80% Staffield Country Resort Berhad
- Staffield Country Resort, Negeri Sembilan

100% Indah Corporation Berhad
- Bukit Banang Golf & Country Club, Johor

100% Berjaya Air Sdn Bhd

100% Asia Jet Sdn Bhd

+38.35% H.R. Owen Plc#

70% Berjaya Rail Sdn Bhd

51% Tenaga Berjaya Sdn Bhd

● Listed Company
\+ Combined Interest
\# subsidiary company of Sports Toto Berhad
* subsidiary company of Berjaya Corporation Berhad

CORPORATE STRUCTURE

of Main Subsidiaries, Associated Companies and Joint Ventures As at 6 October 2026

BERJAYA PROPERTY BERHAD

PROPERTY INVESTMENT & DEVELOPMENT

100% Taman TAR Development Sdn Bhd
- The Peak @ Taman TAR, Ampang, Selangor

100% Berjaya Tagar Sdn Bhd
- Seputeh Heights, Kuala Lumpur
- Vasana 25, Kuala Lumpur
- Subang Heights, Subang Jaya, Selangor
- Pangsapuri Azalea, Subang Heights, Subang Jaya, Selangor

80% Pakar Angsana Sdn Bhd
- Berjaya Park, Shah Alam, Selangor
- Bayu Timur Residences, Shah Alam, Selangor

100% Sri Panglima Sdn Bhd
- Taman Kinrara IV, Puchong, Selangor

100% Berjaya Land Development Sdn Bhd
- Kelang Lama New Business Center, Kuala Lumpur
- Gemilang Indah Apartments, Kuala Lumpur
- Medan Indah, Kota Tinggi, Johor
- Taman UPC, Ayer Hitam, Johor
- Bandar Banang Jaya, Batu Pahat, Johor
- Robson Condominiums, Kuala Lumpur
- Kensington Gardens, Penang
- Jesselton Courtyard, Penang

100% Berjaya Construction Berhad

100% Securiservices Sdn Bhd
- Petaling Residences & Commerz @ Sg. Besi, Kuala Lumpur
- Petaling Indah Condominiums, Kuala Lumpur
- 3-Storey Shop Office @ Sg. Besi, Kuala Lumpur

100% Berjaya-D2D Company Limited
- Bien Hoa City Square, Dong Nai Province – Vietnam

100% Berjaya Okinawa Development Kabushiki Kaisha
- ANA Crowne Plaza Resort Okinawa Uruma Hills, Japan
- Owner of land for future development in Okinawa, Japan

100% Berjaya Okinawa Invest TMK
- Development of Four Seasons Resort and Private Residences Okinawa, Japan

100% Nural Enterprise Sdn Bhd
- Plaza Berjaya, Kuala Lumpur

100% Kota Raya Development Sdn Bhd
- Kota Raya Complex, Kuala Lumpur

100% Cempaka Properties Sdn Bhd
- Berjaya Megamall, Kuantan, Pahang
- Kuantan Perdana, Kuantan, Pahang

+9.21% Berjaya Assets Berhad
- Berjaya Times Square, Kuala Lumpur
- Times Square 2, Kuala Lumpur
- Natural Avenue Sdn Bhd
- Berjaya Waterfront Hotel, Johor Bahru, Johor
- Berjaya Waterfront Complex, Johor Bahru, Johor
- Islington on the Green, London, United Kingdom
- Berjaya Assembly Sdn Bhd

LOTTERY MANAGEMENT

+43.45% Sports Toto Berhad

100% STM Lottery Sdn Bhd

88.26% Berjaya Philippines Inc

100% International Lottery & Totalizator Systems, Inc. USA

● Listed Company
\+ Combined Interest
\# subsidiary company of Sports Toto Berhad
* subsidiary company of Berjaya Corporation Berhad

GROUP FINANCIAL SUMMARY

Description	2026 US$'000	2026 RM'000	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000
Revenue	1,826,075	7,415,691	7,578,847	7,653,560	7,269,652	6,044,240
Profit/(Loss) Before Tax	19,754	80,221	162,257	193,169	394,006	(100,296)
(Loss)/Profit for the Financial Year	(28,218)	(114,592)	1,077	2,933	237,258	(237,515)
(Loss)/Profit Attributable to Owners of the Parent	(43,082)	(174,956)	(100,551)	(87,735)	147,297	(242,964)
Share Capital	615,653	2,500,168	2,500,168	2,500,168	2,500,168	2,500,168
Reserves	188,924	767,220	1,066,547	1,296,550	1,451,743	1,186,710
Equity Funds	804,577	3,267,388	3,566,715	3,796,718	3,951,911	3,686,878
Treasury Shares	(10,820)	(43,939)	(43,939)	(41,035)	(33,643)	(33,643)
Net Equity Funds	793,757	3,223,449	3,522,776	3,755,683	3,918,268	3,653,235
Non-controlling Interests	463,197	1,881,042	1,994,255	2,058,337	2,065,423	2,006,089
Total Equity	1,256,954	5,104,491	5,517,031	5,814,020	5,983,691	5,659,324
Long Term Borrowings	719,557	2,922,121	2,751,116	2,502,706	1,996,088	2,434,931
Deferred Tax Liabilities	245,296	996,148	1,004,492	1,013,643	995,013	996,073
Lease Liabilities	335,643	1,363,046	1,384,232	1,375,339	1,365,177	893,971
Other Non-Current Liabilities	57,255	232,515	254,929	279,931	278,170	276,003
Current Liabilities	1,133,391	4,602,700	4,201,237	3,762,053	3,893,511	2,830,712
Total Equity and Liabilities	3,748,096	15,221,021	15,113,037	14,747,692	14,511,650	13,091,014
Property, Plant And Equipment	636,327	2,584,123	2,377,442	2,272,903	2,230,023	1,969,995
Right-Of-Use Assets	392,726	1,594,862	1,579,409	1,549,966	1,546,868	1,131,035
Intangible Assets	885,416	3,595,676	3,610,656	3,618,823	3,618,148	3,586,069
Other Non-Current Assets	658,007	2,672,167	3,294,695	3,029,599	2,980,707	2,868,738
Current Assets	1,133,271	4,602,214	4,086,430	4,109,176	3,952,178	3,346,209
Non-Current Assets Classified As Held for Sale	42,349	171,979	164,405	167,225	183,726	188,968
Total Assets	3,748,096	15,221,021	15,113,037	14,747,692	14,511,650	13,091,014
Net Assets Per Share (USD/RM)*	0.16	0.66	0.72	0.77	0.80	0.75
Net Earnings/(Loss) Per Share (USD/RM)*	(0.01)	(0.04)	(0.02)	(0.02)	0.03	(0.05)
Dividend (cents/sen)*	-	-	–	–	–	–
Dividend Amount (USD'000/RM'000)*	-	-	–	–	–	–

Notes:

* *Net assets per share represents the net equity funds divided by the number of outstanding shares with voting rights in issue. Where additional shares are issued, the earnings/(loss) per share are calculated based on a weighted average number of shares with voting rights in issue.*

Exchange rate as at 30-6-2026: US$1.00=RM4.061

GROUP FINANCIAL HIGHLIGHTS

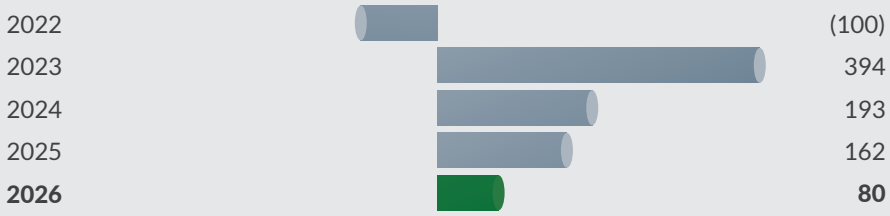
REVENUE
(RM' Million)

7,415 Million



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

80 Million



NET EQUITY FUNDS
(RM' Million)

3,223 Million



TOTAL EQUITY
(RM' Million)

5,104 Million



TOTAL ASSETS
(RM' Million)

15,221 Million



NET ASSETS PER SHARE
(RM)

0.66



SUSTAINABILITY STATEMENT

ABOUT THIS SUSTAINABILITY STATEMENT

Berjaya Property Berhad ("BProperty" or "the Group"), as one of the largest property groups in Malaysia, continues to seamlessly integrate sustainability into its operations across various industries, including hospitality, property development, services and retail. BProperty's Sustainability Statement 2026 ("SS2026") underscores the Group's ongoing journey in sustainability, detailing initiatives dedicated towards addressing its material economic, environmental, social and governance ("EESG") matters across short, medium and long-term horizons.



BProperty maintains its aim to sustainably grow by transparently showcasing achievements, goals and challenges, as well as leveraging innovative solutions and partnerships to create a brighter future for stakeholders, society and the environment.

Reporting Approach

BProperty's SS2026:

- Promotes transparency and stakeholder engagement.
- Provides a detailed overview of BProperty's sustainability strategy, performance and progress against targets across its hospitality, property development, services and retail sectors.
- Highlights critical environmental and social issues identified through industry analysis and stakeholder consultation.
- Transparently showcases BProperty's commitment to sustainable practices and building trust and accountability.

Reporting Period

1 July 2025 – 30 June 2026

Reporting Cycle

Annually

Scope and Boundary

This SS2026 covers the operations of the following business segments under BProperty:

- Hospitality (Hotels & Resorts)
- Hospitality (Recreation Clubs)
- Hospitality (Aviation)
- Property Development
- Services (Gaming)
- Retail (Non-Food)
- Philippines operations
- United Kingdom ("UK") operations
- Overseas operations initiatives

The consolidation method and organisational boundary of data reported in this report covers the majority of operations.

SUSTAINABILITY STATEMENT

Reporting Guidelines and Frameworks

Principle Frameworks and Guidelines:

- Bursa Malaysia Securities Berhad Main Market Listing Requirements (with reference to Bursa Malaysia Sustainability Reporting Guide 3rd Edition)
- National Sustainability Reporting Framework ("NSRF") by Securities Commission Malaysia
- IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1") and IFRS S2 Climate-related Disclosures ("IFRS S2")
- Sustainability Accounting Standards Board ("SASB") Industry-Specific Standards
- Global Reporting Initiative ("GRI") Standards 2021

Additional Supporting Framework and Guidelines:

- United Nations Sustainable Development Goals ("UNSDGs")
- FTSE Bursa Malaysia Index Series
- Companies Act 2016
- Malaysian Employment Act 1955
- Malaysian Code of Corporate Governance ("MCCG") 2021
- Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009 (Amendment 2018)
- International Labour Organisation's Declaration on Fundamental Principles and Rights at Work

Membership in Associations

BProperty continues demonstrating its leadership when it comes to advancing sustainable development and innovation across industries by collaborating with trade associations and industry organisations. This participation allows the Group to expand its network and competitive skills while keeping abreast of industry policies and trends. The Group connects with relevant stakeholders and addresses public authorities' agendas in developing relevant industries.

BProperty is a member of the Real Estate and Housing Developers' Association Malaysia ("REHDA") and is represented in the International Real Estate Federation ("FIABCI") Malaysian Chapter.

Most properties in Malaysia under Berjaya Hospitality Group are registered members of the Malaysian Association of Hotels ("MAH"). Each hotel and resort regularly engages with MAH to address industry challenges and discuss the industry's advancement initiatives.

Additionally, BProperty's individual entities are involved in, or have acquired, various specific memberships/licenses/permits/registrations as denoted in the following industry associations:

The Taaras Beach & Spa Resort ▸ Malaysia Inbound Chinese Association ("MICA")	**STM Lottery** ▸ World Lottery Association ("WLA") ▸ Asia Pacific Lottery Association ("APLA") ▸ Malaysian Employers Federation ("MEF")
Berjaya Hotel Colombo, Sri Lanka ▸ Hotel Association of Sri Lanka ("THASL") ▸ Mount Lavinia Hoteliers' Association ("MLHA") ▸ Sri Lanka-Malaysia Business Council ("SLMBC")	**Property Development Segment** ▸ Ministry of Housing and Local Government (Kementerian Perumahan dan Kerajaan Tempatan) ("KPKT") ▸ REHDA ▸ Construction Industry Development Board Malaysia ("CIDB")
Berjaya Beau Vallon Resort & Casino ▸ Seychelles Hotel Tourism Association	**Hospitality (Recreation Clubs) Segment** ▸ Malaysian Golf Association ("MGA") ▸ Malaysia Association of Golf & Recreational Club Owners Berhad ("MAGRO")
Berjaya Iceland Hotels ▸ Festa – Center for Sustainability	**Transportation Segment** ▸ Berjaya Rail Sdn. Bhd. joins Malaysia Rail Industry Corporation ("MARIC")

SUSTAINABILITY STATEMENT

Statement of Assurance

BProperty's Sustainability Committee conducted a comprehensive review of this Sustainability Statement.

Additionally, in strengthening the credibility of BProperty's sustainability reporting, this Sustainability Statement has been subjected to an independent assurance, in accordance with recognised assurance standards, by BSI Services Malaysia Sdn Bhd. Subsequently, the Board reviewed and approved the final Sustainability Statement and its revised content structure, signifying its importance for future strategy planning.

Subject matter
The assurance process involves verification of 13 material matters as presented in the Sustainability Statement on pages 119 to 122 of the Annual Report 2026.

Scope
The scope and boundary of the external audit refer to BProperty's operations as detailed in the Scope and Boundary section of the Sustainability Statement.

Conclusion
The full Conclusion statement of the independent assurance done by BSI Services Malaysia Sdn Bhd can be read on page 119 of this Sustainability Statement.

Please refer to page 119 for the assurance report provided by BSI Services Malaysia Sdn Bhd.

Accuracy and Reliability of Information

SS2026's data was internally sourced, verified and validated by the respective business divisions and information owners. BProperty will continually improve its data collection and analyses to improve disclosure accuracy and reliability. Three year statistical data is provided for disclosures, where possible, to allow readers to understand the comparative performance realised.

Forward-Looking Statement

Forward-looking statements on aspects such as operations, targets, future plans and forecasted figures are based on current assumptions. Readers are advised not to place full reliance on such statements as the BProperty's business and the industry it operates in are subject to risks and uncertainties beyond BProperty's control. Actual results may differ.

Availability and Feedback

BProperty welcomes all comments and feedback on this statement or the Group's sustainability journey. Please reach out through the *Contact Us* section of the corporate website at https://www.berjaya.com/berjaya-property/.

SUSTAINABLE VALUE CREATION

Sustainability is the cornerstone of BProperty's competitive advantage, strategically guiding every part of its operations, given that connecting social and ecological responsibility with innovation drives meaningful change for stakeholders. BProperty remains committed to growing responsibly, delivering long-term economic value, and contributing to environmental and social well-being in local communities.

KEY SUSTAINABILITY HIGHLIGHTS

Property Development

Provisional GreenRE Gold certification awarded to Jesselton Courtyard at Jesselton Selatan.

ESG Rating

The Group achieved a FTSE4Good Bursa Malaysia ("F4GBM") Index Score of **3.7** during the June 2026 review, showing significant year-on-year improvement in ESG performance. BProperty has placed itself in the top 25th percentile of companies in the Index.

More information on BProperty's sustainability agenda can be read in the Group's Sustainability Practices and Policy document at https://www.berjaya.com/pdf/BProperty/policies/BProperty-sustainability-policy.pdf.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement remains a key pillar of BProperty's sustainability strategy, particularly given its presence across diverse industries. The Group engages with a wide range of stakeholders, including employees, communities, investors, and business partners through its hospitality, property development, services, and retail operations. Recognising the distinct needs and perspectives of each stakeholder group, BProperty places emphasis on open communication and constructive dialogue to better understand and address stakeholder concerns. The Annual General Meeting ("AGM") continues to serve as a primary platform for stakeholder engagement.

Fostering strong relationships and mutual understanding across diverse stakeholders increases trust and cooperation, driving collective efforts toward sustainable outcomes that benefit all involved.



SUSTAINABILITY STATEMENT

Stakeholder Group	Stakeholder Expectations	BProperty's Commitment	Key Input Resources
Government and Regulators	➤ Compliance with existing regulations on responsible business practices	➤ Upholding regulatory compliance and actively engaging in policy development	➤ Ongoing meetings and interactions on policy matters, issues and concerns arising from the changing operating environment and topics related to customers and the general public
Customers	➤ Outstanding customer experience, including excellent hospitality, fair pricing, quality products and consistent after-sales service	➤ Delivering exceptional customer experiences and continuously improving products and services	➤ Regular networking activities ➤ Formal and informal meetings ➤ A Customer Service Unit that attends to calls, walk-ins and LiveChats ➤ Periodic customer surveys and guest experience surveys
Employees	➤ A meaningful career path, fair treatment, fair wages and excellent development opportunities	➤ Prioritising employee well-being and career growth	➤ New staff orientation ➤ Internal engagement channels such as the Berjaya intranet and quarterly newsletters ➤ Training and development programmes ➤ Employee engagement activities ➤ Employee commuting survey
Media	➤ Sustainability matters ➤ Company's performance ➤ Compliance ➤ News releases, updates and projections	➤ Media releases ➤ Regular updates ➤ Events and festive visits ➤ Materiality survey	➤ Fostering transparent and trusting relationships ➤ Providing timely and accurate information ➤ Leveraging opportunities for constructive dialogue to ensure effective communication
Suppliers	➤ Fair procurement and transparent business dealings	➤ Promoting ethical and sustainable practices throughout the supply chain	➤ Tendering and procurement processes ➤ Flexible meetings
Communities, Non-Governmental Organisations, Peer Companies, Industry Groups	➤ The positive impact of operations that benefit society and the industry	➤ Being a responsible corporate citizen and contributing to community welfare	➤ Focus groups and consultative meetings ➤ Volunteering opportunities and charitable events
Shareholders and Investors	➤ Strategies and plans that mitigate current and future risks to the business model	➤ Providing transparent and timely information, fostering investors' trust	➤ Communications via announcements to Bursa Securities ➤ General meetings ➤ Corporate website ➤ Briefings and updates for analysts, fund managers and potential investors

APPROACHING MATERIALITY

BProperty operates in a growing industry where stakeholder needs keep evolving. Therefore, approaching materiality with a keen sense of understanding and adaptability of these dynamics is fundamental.

BProperty conducts a materiality assessment every two years to ensure it stays up-to-date with current sustainability trends and any evolving macroeconomic impacts. This meant that the Group was due for a materiality assessment exercise ("MAE") refresh in FY2026, which it carried out through ongoing engagement and dialogue with stakeholders to ensure the Group focuses on the most important and impactful aspects.

Primarily, given that the NSRF has introduced financial materiality into Malaysian sustainability reporting, which involves understanding the relevant sustainability-related and climate-related risks and opportunities that are financially material to BProperty, the Group undertook a double MAE to better align with IFRS Sustainability Disclosure Standards requirements.

The MAE, carried out via surveys disseminated to relevant stakeholders, prioritises BProperty's identified material topics according to both impact materiality and financial materiality perspectives. Together, these perspectives form a double materiality approach:

- **Financial Materiality** – evaluating how sustainability-related risks and opportunities may reasonably be expected to affect the Group's financial position, financial performance, cash flows, access to finance or cost of capital over the short, medium and long-term.
- **Impact Materiality** – evaluating the Group's actual and potential positive and negative impacts on the economy, environment and people throughout its operations and value chain.

For FY2026, the updated materiality matrix covers 22 material matters which were reviewed and found to be relevant, with the Board and key management personnel having actively participated in the survey to provide strategic insights for the Group. An external consultant conducted the MAE to maintain impartiality and safeguard respondent anonymity.

Materiality Assessment Process

Material Matters Identification

BProperty identified relevant sustainability matters through a structured assessment process that incorporated both internal and external stakeholder perspectives to ensure alignment with the Group's strategic priorities, operating context and stakeholder expectations. Bursa Malaysia's Sustainability Reporting Guide (3rd Edition), GRI, FTSE4Good, IFRS S1 and S2, SASB as well as broader sustainability trends, including peer benchmarking, media analysis and sector considerations were referenced during this process.

Internal inputs included the Group's previously identified material matters, stakeholder interests, enterprise risk considerations and business strategies, while external inputs considered the evolving operating environment, sustainability trends, peer benchmarking, and sector-specific topics identified through relevant local and international sustainability reporting frameworks, standards and regulatory requirements.

Naming refinements and recategorisation of certain material matters were also undertaken to enhance their contextual relevance to BProperty's business model, while streamlining the material matters to eliminate duplication and improve reporting clarity.

Stakeholder Feedback Solicitation

The Group conducted a leadership-driven, cross-functional materiality workshop involving representatives from key business functions to validate the relevance of the material matters identified. A materiality assessment survey was subsequently cascaded and distributed, with a total of 104 responses received from both internal and external stakeholder groups.

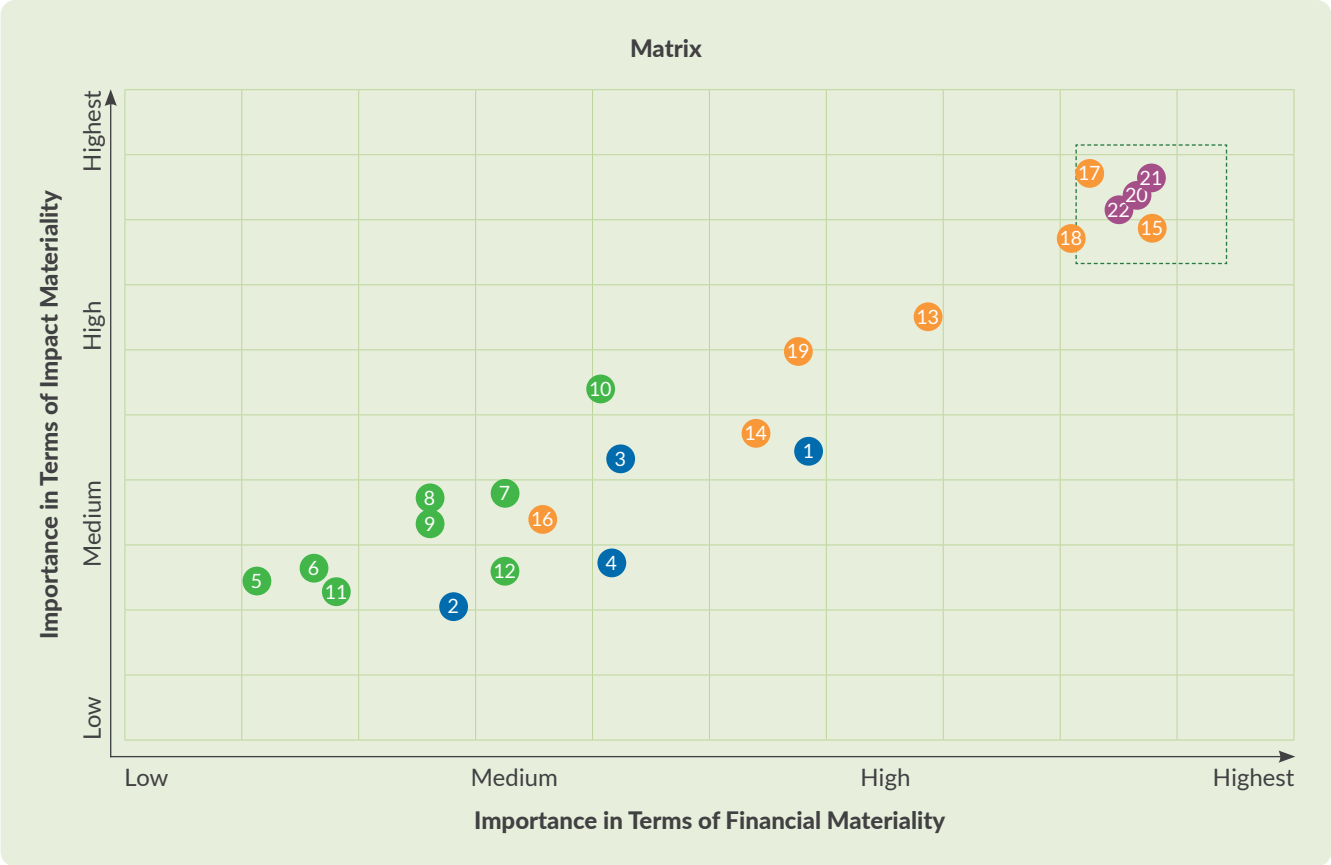
To reflect the varying levels of influence and impact of different stakeholder groups, weightages were assigned to each stakeholder category during the prioritisation process.

Prioritisation, Assessment and Validation of Material Matters

The survey findings and assessment results were then consolidated and presented to Management for deliberation. Data and findings were analysed which comprised both quantitative and qualitative data. The material matters were subsequently evaluated based on both financial and impact materiality considerations. The resulting composite scores for "financial materiality" and "impact materiality" were plotted on a two-axis materiality matrix, clearly highlighting the matters of highest priority for BProperty's enterprise value creation and its environmental and social footprint. Management's feedback was incorporated to refine the final prioritisation of material matters. Sustainability Committee approval was obtained in May 2026.

SUSTAINABILITY STATEMENT

BPROPERTY MATERIALITY MATRIX



ECONOMY

1. Indirect Value Created
2. Innovation & Technology
3. Supply Chain Management
4. Landbank

ENVIRONMENTAL

5. Climate Change Adaptation & Mitigation
6. Energy & Emissions Management
7. Water Management
8. Resource Management
9. Waste Management & Reduction
10. Pollution Prevention
11. Biodiversity & Ecological Impacts
12. Green Buildings

SOCIAL

13. Human & Labour Rights
14. Talent Management
15. Customer Experience
16. Integrated Marketing & Communication
17. Occupational Safety & Health
18. Public Safety
19. Community & Society

GOVERNANCE

20. Corporate Governance & Anti-Corruption
21. Data Privacy & Security
22. Regulatory Compliance

From the Materiality Matrix, the top five material matters deemed highly material to BProperty are:

- Data Privacy & Security
- Corporate Governance & Anti-Corruption
- Regulatory Compliance
- Occupational Safety & Health
- Customer Experience

MAPPING MATERIAL SUSTAINABILITY MATTERS

Each of BProperty's material sustainability matter is carefully aligned with the corresponding UNSDGs to illustrate its contributions towards addressing global goals. Providing comprehensive linkages of the stakeholders involved and the capital deployed helps effectively address each sustainability challenge.

Material Sustainability Matters	Description	EESG Pillar	Capitals Used	Stakeholders Involved	UNSDG Indicators
Indirect Value Created	Generating sustainable revenue across operations to maintain strong cashflow, asset value and long-term returns while supporting the broader economy and local communities	Economic	➤ Financial ➤ Manufactured ➤ Intellectual	➤ Shareholders and Investors ➤ Customers ➤ Suppliers ➤ Employees ➤ Government and Regulators ➤ Communities	
Innovation & Technology	How digital applications, smart building technologies and operational improvements in enhance service efficiency and competitiveness				
Supply Chain Management	Sourcing materials responsibly and working with supply chain partners to deliver the highest quality products and services				
Landbank	Strategic landbank management and responsible land use to drive long-term asset growth and future development opportunities				
Climate Change Adaptation & Mitigation	Commitment to address and mitigate climate risks in protecting strategic assets and strengthening resilience against climate-related impacts	Environmental	➤ Human ➤ Natural ➤ Financial	➤ Employees ➤ Customers ➤ Government and ➤ Regulators ➤ Shareholders and Investors	
Energy & Emissions Management	Introducing strategic measures to optimise, monitor and reduce energy use, carbon emissions and related environmental impacts, ensuring sustainable and responsible business practices				

SUSTAINABILITY STATEMENT

Material Sustainability Matters	Description	EESG Pillar	Capitals Used	Stakeholders Involved	UNSDG Indicators
Water Management	Using water efficiently and minimising its consumption throughout operations	Environmental	➤ Human ➤ Natural ➤ Financial	➤ Employees ➤ Customers ➤ Government and Regulators ➤ Shareholders and Investors	
Resource Management	Conserving natural resources to address issues such as biodiversity, water quality and land preservation to minimise environmental impact and promote ecological balance				
Waste Management & Reduction	Systematically handling, collecting, disposing and recycling waste materials to minimise environmental impact, promote sustainability and ensure the responsible and efficient management of resources				
Pollution Prevention	Minimising the release of harmful substances into the environment to protect human health and ecosystems for a cleaner and healthier planet				
Biodiversity & Ecological Impacts	Implementing measures to conserve and sustainably manage ecosystems, species and genetic diversity, safeguarding biodiversity and promoting environmental resilience for future generations				
Green Buildings	Integrating sustainable design, construction and operations, emphasising energy efficiency, renewable materials use and environmental responsibility to create healthier spaces and reduce the carbon footprint of the built environment				

SUSTAINABILITY STATEMENT

Material Sustainability Matters	Description	EESG Pillar	Capitals Used	Stakeholders Involved	UNSDG Indicators
Human & Labour Rights	Protecting the rights of all stakeholders by providing decent conditions for workers, such as eliminating excessive working hours and providing decent accommodation	Social	➤ Human ➤ Social and Relationship	➤ Employees ➤ Shareholders and Investors ➤ Government and Regulators ➤ Communities ➤ Non-Governmental Organisations, Peer Companies, Industry Groups	
Talent Management	Empowering employees to grow by creating positive working relationships with our diverse employees and providing opportunities for career development Prioritising employees' health and well-being through regular engagement to attract and retain the best talent				
Customer Experience	Training staff regularly to improve customer service levels, rewarding customers through our loyalty programme and assessing their needs to improve satisfaction				
Integrated Marketing & Communication	Using various promotional methods and channels to convey an honest, transparent and balanced message about BProperty's products or services to its target audience				
Occupational Safety & Health	Upholding workplace safety for injury prevention and eliminating workplace health and safety risks through safety assessments and initiatives				
Public Safety	Minimise risks of negative impacts on safety and health for customers and the general public throughout the lifecycle of buildings				

SUSTAINABILITY STATEMENT

Material Sustainability Matters	Description	EESG Pillar	Capitals Used	Stakeholders Involved	UNSDG Indicators
Community & Society	Strengthening BProperty's local communities by organising multiple corporate social responsibility programmes and collaborating with partners to raise awareness	Social	▶ Human ▶ Social and Relationship	▶ Employees ▶ Shareholders and Investors ▶ Government and Regulators ▶ Communities ▶ Non-Governmental Organisations, Peer Companies, Industry Groups	
Corporate Governance & Anti-Corruption	Upholding ethical conduct and responsible business practices to protect the integrity of the business and the interests of valued stakeholders	Governance	▶ Financial ▶ Intellectual	▶ Shareholders and Investors ▶ Customers ▶ Suppliers ▶ Employees ▶ Government and Regulators ▶ Communities ▶ Non-Governmental Organisations, Peer Companies, Industry Groups	
Data Privacy & Security	Protecting customers and other users' data during all transactions and loyalty schemes				
Regulatory Compliance	Complying with legal (e.g. anti-corruption and anticompetition regulations) and other core operational regulations (e.g. environment, labour law, safety and health, General Data Protection Regulation ("GDPR"), Civil Aviation Directives ("CADs"))				

SUSTAINABILITY GOVERNANCE

As part of the Berjaya Group, BProperty aligns its sustainability practices and policies with the Group's overarching governance framework. This alignment reflects its commitment to upholding shared values and principles across its operations. By adopting these policies, BProperty supports the broader Berjaya Group's efforts to advance consistent governance standards while contributing to positive social and environmental outcomes.

SUSTAINABILITY GOVERNANCE STRUCTURE

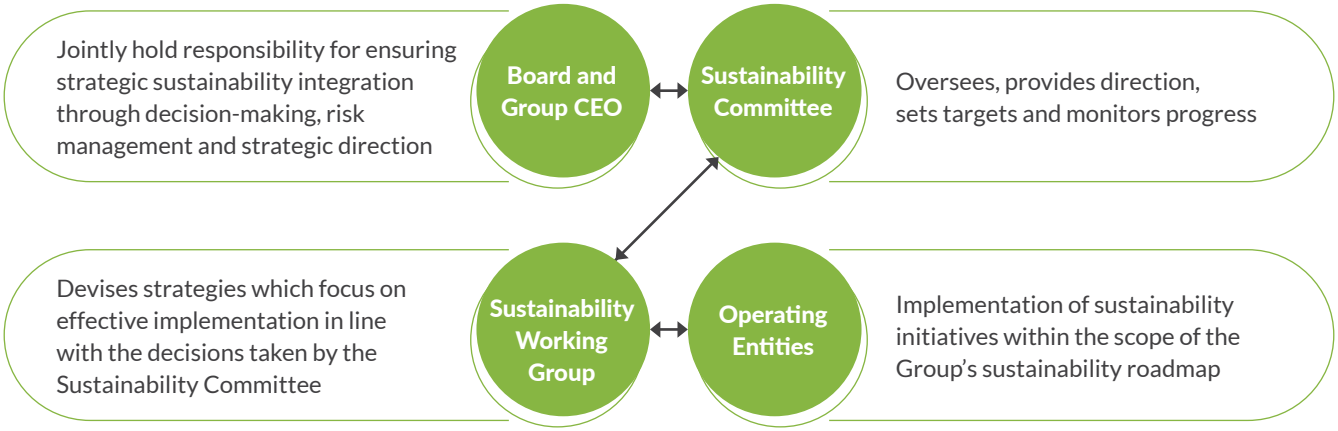
BProperty's Board of Directors ("Board") is crucial for advancing the Group's sustainability agenda and cultivating responsible business practices. The Board has oversight over the commitment to promote sustainability strategies in the economic, environmental, social and governance aspects as part of its broader responsibility to all its various stakeholders and the communities in which it operates. As stewards of BProperty, the Board:

- Aligns sustainability goals with business objectives
- Seamlessly integrates sustainability principles into the overall strategy
- Ensures compliance and diligently monitors progress

Regular participation in EESG training programmes underscores the Board's dedication to staying informed about emerging sustainability practices.

The Sustainability Committee is an intermediary between the Board and the Sustainability Working Group. It aids the Board by presenting the sustainability agenda, which includes action plans, goals, and critical concerns.

The Sustainability Working Group formulates strategies focused on practical implementation, which operating entities execute.



Regarding the separation of positions of the Chairman and Group Chief Executive Officer ("CEO"), the positions of the Chairman and Group CEO are held by two different individuals, with a distinct and division of responsibilities to ensure the balance of the power and authority and that no one has unfettered control of the Board. The Nomination Committee ("NC") reviews the effectiveness of the Board and Board Committees as well as the performance of individual Directors annually.

BOARD DIVERSITY

The Board acknowledges the importance of boardroom diversity in terms of age, gender, nationality, ethnicity and recognises the benefits of such 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 also 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 Group supports MCCG 2021's target of at least 30% women directors on the Boards of public-listed companies. Currently, the Board has two female directors out eight total directors, which represents 25.00% of the total Board members. The Board has in place a Board Diversity Policy, a copy of which is available on our corporate website at https://www.berjaya.com/berjaya-property/.

Directors by Gender (%)	FY2024	FY2025	FY2026
Female	12.50%	28.57%	**25.00%**
Male	87.50%	71.43%	**75.00%**

Directors by Age Group (%)	FY2024	FY2025	FY2026
<30 years old (%)	0%	0%	**0%**
30-50 years old (%)	25.00%	33.33%	**25.00%**
>50 years old (%)	75.00%	66.67%	**75.00%**

SUSTAINABILITY STATEMENT

ANTI-CORRUPTION

Upholding integrity and ethical conduct is fundamental to the Group's values, alongside maintaining integrity and transparency as well as the focus on preventing corruption and bribery.

In response to Section 17A of the Malaysian Anti-Corruption Commission Act 2009, the Group adopted its Anti-Bribery and Corruption Policy titled Adequate Procedures To Curb and Prevent Bribery and Corruption, or the T.R.U.S.T. Concept.

The Group and affiliated companies strictly adopt a zero-tolerance policy approach against all forms of bribery and corruption in its daily operations, and 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. More information can be found in the Group's Corporate Governance Overview Statement in this annual report.

The T. R. U. S. T. Concept forms the ethos and philosophy of the top management in respect of the Group's fight against bribery and corruption, setting out the guidelines on adequate procedures to curb and prevent bribery and corruption which are guided by the following five 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.

The T.R.U.S.T. Concept can be accessed on the Company's website at https://www.berjaya.com/berjaya-property/.

Anti-Corruption Training and Communication

Employees are required to participate in anti-bribery and anti-corruption training periodically to instill awareness of evolving regulations and equip our workforce with the knowledge to identify, prevent and report unethical practices.

By instilling a strong ethical foundation, we strengthen a culture of transparency and accountability throughout the organisation. Employees undergo a comprehensive anti-corruption training that covers the identification of bribery and corruption risks, application of the T.R.U.S.T. guidelines and available reporting channels such as the whistleblowing mechanism. Our employees are made aware that bribery and corruption may take any form, including but not limited to, anything of value or valuable consideration, such as money, donations, goods, services, property, entertainment, hospitality, travel perks, privilege, employment position or preferential treatment or granting of favour, practising favouritism, third party payments whether in cash or kind or withholding of punitive action in return for any valuable consideration.

Anti-bribery and anti-corruption awareness is also one of the key components of our New Employee Orientation ("NEO") programme, ensuring all new hires based in Head Quarters and BProperty's property division, understand our zero-tolerance stance against bribery and corruption. Upon joining the organisation, all employees will receive a copy of BProperty's T.R.U.S.T. Concept and are further briefed during the NEO programme.

In June 2025, BProperty Head Quarters launched its Anti-Bribery and Anti-Corruption in the Workplace e-learning programme, which is mandatory for all new employees upon commencement of work and is reinforced through periodic refresher training. In addition to the e-learning programme, BProperty conducted ISO 37001:2025 Anti-Bribery Management System Awareness Training for 21 employees during the year, further strengthening institutional knowledge of anti-bribery management system requirements and best practices.

SUSTAINABILITY STATEMENT

Number/percentage of employees who have received training on anti-corruption by employee category (Pax/%)	FY2024	FY2025	FY2026
Senior Management	10 (4.85%)	35 (16.91%)	**13 (6.60%)**
Middle Management	17 (3.85%)	157 (38.29%)	**63 (15.33%)**
Junior Management	15 (1.55%)	298 (28.88%)	**43 (4.05%)**
Non-executive	1 (0.03%)	526 (15.04%)	**482 (13.88%)**
Total Employees	**43 (0.84%)**	**1,016 (13.97%)**	**601 (11.69%)**

A comprehensive bribery and corruption risk assessment is conducted for the Group periodically. This commitment extends across BProperty's international operations. At the Iceland Hotel Collection by Berjaya, all employees are required to complete an Anti-Bribery and Corruption course annually through the online learning management system, with bribery and corruption risks in procurement, supplier selection, contract management, payments, and gifts and hospitality assessed as part of the wider Berjaya Group risk management framework and the T.R.U.S.T. Concept. Several business units, including Berjaya Tioman Resort and Berjaya Beau Vallon Bay Resort & Casino, also extend anti-corruption controls to procurement through transparent tender practices, supplier due diligence, segregation of duties, dual authorisation of payments and regular internal audits of high-risk functions such as procurement, finance and human resources.

	FY2024	FY2025	FY2026
Percentage of operations assessed for corruption-related risks (%)	3.23%	49.15%	**52.17%**

BProperty anti-corruption policies are also communicated to suppliers, contractors, agents and service providers. All suppliers are required to acknowledge the T.R.U.S.T. Concept and sign an Integrity Declaration Form confirming their adherence to relevant anti-bribery laws, and the requirement to ensure compliance among their own subcontractors.

Due diligence is also carefully carried out to know one's business partner when dealing with such business representatives, agents or associates to achieve the necessary deliverables. Due diligence is conducted to assess the nature and extent of bribery risks relating to planned or on-going relationships with specific categories of business associates or specific categories of employees in management and decision-making positions.

The Group also maintains supporting policies on gifts, entertainment, hospitality and travel, conflicts of interest, donations and sponsorships, and a zero-tolerance stance on facilitation payments. Employees are required to declare conflicts of interest and to observe defined thresholds for permissible corporate gifts, while financial and non-financial controls, including segregation of duties, tiered payment approvals and competitive procurement, further reduce exposure to bribery and corruption.

Ethical business conduct at resorts such as Bukit Jalil Golf & Country Resort and Bukit Kiara Equestrian & Country Resort is reinforced through the Berjaya Employee Code of Conduct, which is circulated to all employees. Procurement valued above RM50,000 is awarded through a tender process, with procurement identified as a higher-risk area and subject to random checks where pricing appears unreasonable.

To ensure accessibility and transparency, the T.R.U.S.T. Concept is published on BProperty's corporate website. Internally, training videos and e-learning materials related to the T.R.U.S.T. Concept are made available on the Group's Intranet (BFamily).

The Group regards any form of bribery and acts of corruption as serious contravention of law and will apply appropriate penalties to all parties involved. Non-compliance to this policy will be considered as major misconduct and the employees involved will be subject to disciplinary action, which may include suspension, demotion or dismissal. Such offence may also be escalated and reported to the relevant enforcement authorities for further action.

	FY2024	FY2025	FY2026
Number of confirmed incidences of bribery or corruption	0	0	**0**

SUSTAINABILITY STATEMENT

RISK MANAGEMENT

The Board maintains a sound system of risk management and internal controls in pursuit of achieving the Group's business objectives.

A Risk Management Committee ("RMC") has been established by the Company to further enhance the Group's system of internal control and be in line with the Malaysian Code on Corporate Governance. The management teams of business units maintain risk registers which outlines the risk policies including the procedures of risk identification, risk tolerance and the evaluation and managing process.

The RMC is separate from BProperty's Audit Committee ("AC") which comprises three members, all of whom are Independent Non-Executive Directors. The composition of the AC has complied with Paragraph 15.09 (1) and (2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The AC has put in place an External Auditors Policy ("EA Policy") which outlines the policies and procedures for the AC to govern the assessment and to monitor the External Auditors, and also governs the annual reporting and rotation of the External Audit Engagement Partner.

The Board has oversight over the overall risk management process, and delegates and entrusts the Audit Committee and Risk Management Committee of the Company 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.

BProperty has also recently begun disclosing its climate-related risks and opportunities, including the risk management process involved, in our IFRS S2 disclosure in this SS2026 on page 108.

More information of BProperty's risk management can be found in the Statement on Risk Management and Internal Control and the Corporate Governance Overview Statement of this annual report.

ETHICAL BUSINESS CONDUCT

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

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

The Board has oversight over the Code of Conduct and will periodically review the Code of Conduct. The Code of Conduct is available on the Company's website at https://www.berjaya.com/berjaya-property/.

The Board oversees the Code of Ethics for Directors which is incorporated in the Board Charter. The Code was formulated to enhance the standard of corporate governance and to promote ethical conduct of the Directors.

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 its business and workplace affairs.

BProperty has in place its Whistleblowing Policy and Procedures to provide a secure and confidential channel for employees, third-party service providers, independent contractors, vendors, suppliers and members of the public to report genuine concerns or disclose any suspected or actual wrongdoing, including improper or unethical behaviour in the workplace. This policy ensures that whistleblowers are protected from victimisation, harassment, retaliation or any form of retribution, in line with the provisions of Section 17A of the Malaysian Anti-Corruption Commission Act 2009.

The Whistleblowing Policy and Procedures also provides contact details of the persons to whom the whistleblowing report can be addressed, which is as stated here:

Contact person:	Chairman of the Audit Committee/Group Chief Executive Officer
Email:	whistleblower.bjprop@berjaya.com.my
Mailing address:	Lot 13-01A, Level 13 (East Wing), Berjaya Times Square, No.1 Jalan Imbi, 55100 Kuala Lumpur

The Whistleblowing Policy is publicly available on BProperty's corporate website and on the Group's Intranet (BFamily). In addition, a memo was circulated to all BProperty's employees on 21 March 2024 to remind them of the Group's Whistleblowing Policy and Procedures.

In FY2026, zero substantiated whistleblowing cases were received by the Group.

The Whistleblowing Policy and Procedures, underlining its protection and reporting channels, can be referred to in full at https://www.berjaya.com/pdf/BProperty/policies/BProperty-whistleblowing-policy-procedures-240930.pdf.

APOLITICAL STANCE

The Group generally does not make financial or in-kind contributions to political parties, political party officials or candidates for political office. As a general rule, use of the Group's facilities, equipment and resources by political parties for any political campaign or political party function is not permitted. The top management of the Group may make an exception to the general rule by making a political donation under limited circumstances.

As a Group, BProperty made zero politically-related contributions or donations in FY2026.



SUSTAINABILITY STATEMENT

DATA PRIVACY & SECURITY

The privacy of customer data, including security of stakeholders' interests, is closely protected by BProperty, which is its obligation of data privacy and security is supported by continuous and important investments in leading-edge systems and technology, including Cloud Security architecture. BProperty's commitment to cybersecurity encompasses the following:

Comprehensive Network Security Policy



BProperty manages digital risks through a comprehensive Network Security Policy which aligns with industry standards such as Center for Internet Security ("CIS") and National Institute of Standards and Technology ("NIST") frameworks. This Policy involves rigorous process for identifying and assessing risks and robust security controls to protect their network and systems.

Multi-Layered Protocols



BProperty has deployed a comprehensive suite of cybersecurity measures, comprising firewalls, antivirus software, multi-factor authentications, migration to secure cloud systems, intrusion detection systems and encryption technologies, to fortify its digital assets and protect sensitive information from cyber threats. Critical systems are backed up regularly, and all software is kept up to date with security patches to minimise vulnerabilities.

Continuous Monitoring and Threat Intelligence



BProperty's digital infrastructure and networks undergo regular monitoring to detect potential vulnerabilities or suspicious activities promptly. Regular compliance audits further reinforce the Group's commitment to maintaining high cybersecurity standards and operational resilience.

Collaboration



BProperty companies collaborate closely with industry partners, cybersecurity experts and regulatory bodies to stay abreast of the latest cyber threats, trends and regulatory requirements. This collaborative effort ensures that its defences remain adaptive and resilient against evolving threats.

Data Protection Framework



The Company adheres rigorously to stringent data protection standards and regulations, such as Personal Data Protection Act 2010 (Act 709).

Communication and Training



All relevant staff are made aware, or trained for when needed, on data handling protocols, confidentiality obligations, periodic refreshers and reminders to maintain awareness and compliance, being aware of suspicious/ scam/phishing email as well as updates regarding new methods potential hackers may use against Berjaya or its employees.



Across its operations, BProperty continues to strengthen data privacy and cybersecurity practices in line with applicable regulations, including the Personal Data Protection Act 2010 in Malaysia and the General Data Protection Regulation in its overseas markets. At the Iceland Hotel Collection by Berjaya, networks are protected by internet and data-centre firewalls and segregated using multiple VLANs per property to isolate guest-facing services from corporate services, while employees with computer access are secured through multi-factor authentication and trained on GDPR and cybersecurity. Payment systems apply tokenisation of credit card data, end-to-end encryption is maintained across systems, and employee accounts are automatically deactivated upon departure.

In Malaysia, The Taaras Beach & Spa Resort is appointing a dedicated Data Protection Officer in line with PDPA requirements and is migrating its on-premises Property Management System to a cloud-based platform to improve reliability, security and operational efficiency. Business units reinforce these measures through role-based access controls, regular data backups, system patching and ongoing employee awareness initiatives covering phishing, scams and emerging cyber threats.

	FY2024	FY2025	FY2026
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	**0**

REGULATORY COMPLIANCE

BProperty complies stringently to the governmental and industry laws, standards and regulations when it comes to EESG-related matters. At a minimum, BProperty ensures it follows all relevant environmental legislation, including:

- Environmental Quality Act 1974, Amendment Act 2024
- Environmental Quality (Industrial Effluent) Regulations 2009
- Environmental Quality (Sewage) Regulations 2009
- Environmental Quality (Scheduled Wastes) Regulations 2005

In FY2026, there was zero confirmed environmental non-compliance incident(s) and social non-compliance incident(s) reported. Zero fines, penalties or settlements in relation to corruption or regulatory non-compliance were incurred, with zero staff disciplined or dismissed due to non-compliance with anti-corruption policy, corporate integrity, economic activities and corporate governance.

Any identified non-compliance by the Group to any laws, regulations, standards and internal policies such as the Code of Conduct, the T.R.U.S.T. and more is investigated, followed-up on accordingly and resolved effectively. The Group currently have no provisions for fines and settlements specified for ESG issues in audited accounts.

SUSTAINABILITY STATEMENT

ECONOMIC

BProperty's continued growth and evolution as part of its business strategy enable the Group to contribute to economic development across the sectors in which it operates. Through its business activities and tax contributions in various markets, the Group supports job creation and stimulates local supply chains. Leveraging its integrated value chain and diversified operations, BProperty generates multiplier effects that extend economic benefits to a wide range of stakeholders, including commercial and consumer communities. As the Group's revenue base expands, so too does its contribution to broader economic activity, supporting sustainable growth and shared value creation.

INDIRECT VALUE CREATED

Lifestyle Solutions Across Diverse Segments

BProperty takes a segment-led approach to property development, designing each project around the specific market and location it serves, with a particular emphasis on affordable housing. Sited in well-connected neighbourhoods, these developments have consistently drawn strong market interest, underscoring how closely they are matched to genuine community needs.

Through its affordable housing portfolio, BProperty provides low-income individuals and families with access to safe, comfortable and reasonably priced homes. Each project is thoughtfully designed to meet the needs of its target demographic, balancing affordability with quality, while offering convenient access to essential amenities and fostering cohesive communities.

Notably, BProperty's Pangsapuri Azalea freehold affordable homes project in Subang Heights, in collaboration with Yayasan Rumah Ku (formerly known as Yayasan My First Home), is a prime example of how BProperty underscores Berjaya's commitment to affordable housing for low-income groups and first-time homebuyers. It cost approximately RM250,000 per unit and features spacious 900 square feet units comprising five rooms and four bathrooms.

Additionally, the recently-launched, GreenRE provisionally Gold-certified Residensi Oak freehold development has seen a 70% take-up rate for Tower A as of November 2025, reflecting not only its strong investment value but also its lifestyle appeal.

Leveraging on its leading expertise and experiences in housing developments, BProperty, recently launched Bayu Timur Residences, a freehold condominium development sited on an 8.5-acre plot in Berjaya Park, Shah Alam, with expected completion by early 2029.

BProperty's FY2026 launches build on its established Bukit Jalil track record, where the freehold Residensi Oak was introduced, reinforcing the Group's position in well-connected, high-demand locations.

Bukit Jalil			Shah Alam		Subang Jaya
Lanai	Arena Green	Residensi Oak	Akasia Berjaya Park	Bayu Timur Residences	Pangsapuri Azalea
648 units	**1,240 units**	**350 units**	**220 units**	**518 units**	**402 units**

SUSTAINABILITY STATEMENT

Realising Hospitality's Potential

BProperty's Hospitality Segment (Hotels & Resorts) continues to operate within a dynamic landscape of growth opportunities and challenges. Our domestic operations' outlook are as follows:

Berjaya Times Square Hotel, Kuala Lumpur

Continuing to empower the local community through its hospitality offerings beyond serving our guests well, such as providing internship and upskilling programmes for its staff and upgrading public lighting and road access. These efforts fuel the sustainable economic growth and community development that Berjaya Times Square Hotel, Kuala Lumpur aspires to instill in its ongoing business model. The continued international appeal of the resort in attracting international tourists also plays a role in boosting local tourism.

Berjaya Penang Hotel

Berjaya Penang Hotel continues to manage external pressures effectively, sustaining steady operations and service quality. Its future growth will be driven by ongoing investment in the guest experience, digital transformation and responsiveness to changing traveller preferences, each contributing to the nation's tourism landscape and economic vitality.

Berjaya Tioman Resort

Berjaya Tioman Resort contributes meaningfully to local socioeconomic development by sustaining an average of 200 employment opportunities annually. Part of its social responsibility commitment is prioritising inclusive hiring and continuous professional development, enabling many team members to build long-term careers in the hospitality sector.

The Taaras Beach & Spa Resort

Like other resorts, many of the Taaras Beach & Spa Resort's employees hail from the local vicinities around Redang Island. These employees have improved their economic situation and support their families, contributing to a positive spillover effect into other social and environmental initiatives that Berjaya encourages its employees to do, such as beach cleanups, tree planting, and wildlife conservation.

ANSA Hotel Kuala Lumpur

Maintaining a strong presence in the Bukit Bintang area, the hotel offers competitive rates and a central location, ultimately garnering positive reviews for its service and amenities, addressing maintenance issues, and enhancing staff training could further elevate the guest experience. Despite encountering some challenges in operational issues, maintenance concerns or occasional disturbances, the hotel effectively addresses these concerns adequately while forging ahead with service improvement initiatives and facility enhancements.

Berjaya's Suite of Clubs

In delivering care and consideration for its members and surrounding communities, the clubs, including Bukit Jalil Golf & Country Resort, Bukit Kiara Resort Berhad, Bukit Banang Golf & Country Club, and Staffield Country Resort Berhad, has always been open to providing employment opportunities to communities in the vicinity. Clubs like Bukit Kiara Resort Berhad and Bukit Jalil Golf & Country Resort also ensure smooth club and resort operations amidst specific challenges in course maintenance efforts and population dynamics changing. An allocated space in the open parking lot for Tzu Chi Recycling Centre also encourages members/surrounding residents to recycle their domestic wastes which benefits the immediate environment of Bukit Jalil Golf & Country Resort.

In FY2026, several domestic properties recorded notable operational milestones. Bukit Jalil Golf & Country Resort saw revenue growth across membership, golf, sports and F&B, while navigating higher fuel, materials and waste disposal costs. The Taaras Beach & Spa Resort achieved its highest-ever revenue on strong peak-season demand and direct Berjaya Air connectivity to Redang Island, though a slight moderation in net operating profit is anticipated in 2026. Berjaya Tioman Resort delivered a successful operational recovery through post-refurbishment upgrades and improved coordination, reaching its 90% review-score target despite the four-month monsoon closure. ANSA Hotel Kuala Lumpur sustained consistent occupancy and positive guest sentiment, supported by its central Bukit Bintang location and targeted sales and marketing initiatives.

Among the recreation clubs, Staffield Country Resort enhanced operational reliability and member experience by leasing 100 new golf buggies to replace ageing units, reducing downtime and maintenance requirements while positioning the club to better support future golfing activities and tournaments.

SUSTAINABILITY STATEMENT

This continued investment in human capital is also reflected across several of our international hospitality assets, including Berjaya Beau Vallon Bay Resort & Casino in Seychelles, and ultimately strengthens community resilience while supporting the Group's broader ESG objectives of equitable development and capacity building. Berjaya Beau Vallon Bay Resort & Casino is currently focused on sustainable growth through eco-tourism initiatives, improved utility efficiency, and strategic travel partnerships, aligning its economic priorities with environmental responsibility.

Berjaya Eden Park Hotel in the United Kingdom ("UK") remains an important contributor to its UK operations, particularly through active engagement in advocacy efforts with industry bodies to help shape policies and regulations that benefit the sector, local communities, and the wider economy. Berjaya Hotel Colombo in Sri Lanka has also developed strategies to maintain sustainable operations amid challenging economic conditions to capture emerging opportunities, while remaining actively involved in the local tourism discourse through memberships in various industry associations and advocacy groups. Similarly, Berjaya Beau Vallon Bay Resort & Casino is a member of the Seychelles Hospitality and Tourism Association, contributing insights and feedback to the country's Tourism Department.

Berjaya Praslin Hotel in Seychelles continues to operate with a strong focus on environmental impact mitigation, including strategic energy management and increased adoption of solar power, which benefits both the surrounding community and resort operations. It has also enhanced guest comfort in a distinctive, eco-friendly manner by managing rainwater collection areas to reduce stagnant water and minimise mosquito breeding.

Internationally, the Iceland Hotel Collection by Berjaya contributes to community well-being through a range of charitable and social initiatives. Each year, the collection sponsors the Icelandic Cancer Society, ICE-SAR (the Icelandic Association for Search and Rescue) and the Icelandic Football Association, and supports arts and culture through its annual contribution to the Reykjavik International Film Festival. Through a collaboration with UN Women Iceland, the collection encourages guest donations via its booking system and hotel receptions, and provides training for staff and hotel managers to address and prevent gender-based violence. It also makes annual donations to organisations supporting mental health and children's welfare, and backs innovation through initiatives such as Startup Tourism, Iceland Innovation Week and Festa, the Centre for Sustainability.

Across its international portfolio, the Group navigated a more challenging external environment in FY2026 while maintaining operational resilience. In Seychelles, Berjaya Beau Vallon Bay Resort & Casino contended with a sharp decline in tourist arrivals linked to regional geopolitical tensions and reduced air connectivity, including a 37.2% year-on-year fall in visitor arrivals in March 2026, prompting a focus on new direct flight routes, completion of its renovation programme and its prime beachfront positioning to support recovery. The Iceland Hotel Collection by Berjaya managed external pressures arising from reduced inbound tourism and uncertainty in the United States market, a key source of its guests, by pursuing digital development, new and emerging markets and a growing demographic of older travellers, with particular focus on attracting winter-season guests from distant markets to reduce seasonality. Berjaya Hotel Colombo in Sri Lanka absorbed the operational and financial impact of the Ditwah storm, including property damage and softer arrivals, while sustaining profitability and progressing towards its revenue targets.

Community and charitable initiatives in the form of monetary or service contributions are also part of the indirect economic impact that Berjaya's Hospitality segment delivers. These can be referred to in more detail in the Community and Society section of this report.

The indirect economic impact of BProperty's Hospitality segment therefore extends beyond financial gains, catalysing socio-economic growth and prosperity in the regions where its properties are situated. It transcends revenue generation, encompassing broader socio-economic contributions through urban regeneration. Key examples of these include:

Redang Island

BProperty establishing the Redang Island Resort in 1995 and The Taaras Beach & Spa Resort in 1996 brought about substantial infrastructure improvements and employment opportunities for local residents. This investment in the island's populace and community engendered a lasting positive impact, fostering socio-economic development in the region.

Penang Island

Since the opening of Berjaya Penang Hotel in 1996, the establishment facilitated the creation of job opportunities for an average of 150 employees per year. Many of these individuals received training and experienced career progression within the hospitality industry, bolstering the local economy through job creation and facilitating skill development and career advancement within the community.

Tioman Island

Established as the first hotel under the Group, Berjaya Tioman Resort has seen substantial infrastructure transformations for over four decades, while continuing with its environmental conservation, sustainability initiatives and waste reduction efforts on land and sea. It also shares its facilities with the local community, offering its swimming pool and football field for local school training sessions.

SUSTAINABILITY STATEMENT



Berjaya Hospitality Group clinched a **Silver Award in the Transportation, Travel & Tourism category** at the 2025 Putra Aria Brand Awards, marking the Group's fifth consecutive recognition.



The Taaras Beach & Spa Resort was honoured to be recognised among the **Trip.Best 2026 Asia 100 Scenic Hotels** by Trip.com once again.



The Taaras Beach & Spa Resort was honoured with the **'2025 Asia's 100 Best Scenic Hotels' award** by Trip.Best.



The Taaras Beach & Spa Resort received the **Best Hotel Services (5-Star) award** at the Anugerah Seri Iman ("ASI") 2025.

Facilities Enhancement

BProperty implemented numerous facility enhancements in the Hospitality Segment to maintain a steadfast commitment to guest service excellence, including:

- Roof repairs and fixing leakages at recreation clubs represent efforts to upgrade facilities for members
- Current and planned future renovations of several function rooms to accommodate events more effectively
- Upgrades to lobby areas, dining outlets and guest rooms of Berjaya Times Square Hotel, Kuala Lumpur
- Ongoing bathroom renovations at Berjaya Penang Hotel signifying significant progress in improving guest comfort
- New furnishings and upgraded amenities, that also enhance the aesthetics and functionality of the accommodations

SUSTAINABILITY STATEMENT

Advancing the Tourism Industry

Beyond its direct operations, BProperty's business units actively contribute to the advancement of the hospitality and tourism sectors through active membership and participation in industry organisations. The Taaras Beach & Spa Resort is a member of the Malaysia Association of Hotels ("MAH") and the Malaysian Inbound Chinese Association ("MICA"), participating in industry events and roadshows that facilitate networking, knowledge exchange and awareness of emerging hospitality trends.

Internationally, the Iceland Hotel Collection by Berjaya is a member of the Icelandic Travel Industry Association ("SAF") and the Confederation of Icelandic Employers ("SA"), with representation in Meet in Reykjavik, Iceland Luxury and Visit North Iceland. Berjaya Beau Vallon Bay Resort & Casino and Berjaya Praslin Resort contribute ideas and feedback to the Seychelles Tourism Department through their membership in the Seychelles Hotel and Tourism Association ("SHTA").

OTHER INDUSTRY ADVANCEMENTS AND IMPACTS

Capturing Opportunities in Retail

BProperty maintains a strong presence in the retail sector, playing a significant role in both driving growth and enhancing customer engagement. Through the ownership and operation of its malls, BProperty helps support a vibrant local economy and community by enabling small businesses, promoting tourism, and generating employment opportunities. These initiatives contribute to a resilient urban ecosystem that delivers economic value across a broad range of stakeholders.

BProperty's property investment ventures in retail consist of Plaza Berjaya and Kota Raya Complex in Kuala Lumpur, as well as Berjaya Megamall in Kuantan, Pahang.

Notably in FY2026, the Berjaya Online Travel Fair was a key digital initiative driven by the Berjaya Hotels & Resorts and Berjaya Hospitality Group ecosystems, with the 2026 campaign running its major seasonal booking periods from 16 April to 18 May 2026. The travel fair offered curated vacation packages and flight promotions across signature regional properties, such as The Taaras Beach & Spa Resort (Redang Island), Berjaya Tioman Resort, and Colmar Tropicale (Berjaya Hills).

From an operational standpoint, the fair integrates aviation services (Berjaya Air) with eco-tourism destinations, aligning directly with the government's national agenda for Visit Malaysia 2026 (VM2026) to drive domestic, high-value tourism. Moreover, transitioning consumers to a fully virtual booking platform significantly reduced the scope of physical marketing collateral, eliminated paper ticketing, and minimised the carbon footprint associated with traditional on-site exhibition infrastructure.

Elevating Berjaya Air

Berjaya Air is a specialised airline service that doesn't operate on conventional scheduled routes that typical commercial airlines do. It flies routes serving the Group's resorts and hotels rather than adding capacity to heavily-travelled destinations. These routes are strategically chosen based on the presence of a purpose-built customer base within the Berjaya Group.

Usually, Berjaya Air flies anywhere within two hours from Subang Airport. Instead of regular commercial routes, it focuses on niche destinations with dedicated tourists, linking the Group's resorts and hotels for seamless synergy and mutual benefit. Focusing on non-scheduled charter operations allows Berjaya Air to tap the premium market segment while expanding its reach to serve Berjaya Hospitality Group properties across Malaysia. Its regional-based operations also mean that Berjaya Air can provide local employment opportunities to pilots, operations, support staff like catering and maintenance as well as tourism staff at the locations we fly to.

Innovations in new route expansions and aircraft acquisitions are positioning Berjaya Air towards a new frontier, however. Berjaya Air in FY2025 rolled out an expanded regional network, introducing routes to Koh Samui in Thailand, Phu Quoc in Vietnam, and Medan, Pekanbaru and Batam in Indonesia, alongside its several existing domestic connections.

Berjaya Air is also focusing on the premium travel segment, especially high net-worth individuals ("HNWIs") who want exclusive and personalised flying experiences, with its acquisition of two 26-seater ATR 72-600 aircrafts with plans to introduce more aircraft depending on demand. The first of the two acquired aircrafts was delivered in May 2026, while the second aircraft is scheduled for delivery in November 2026. This move will mark a shift away from Berjaya Air's traditional role as a feeder airline for the Group's resort properties and a push into premium regional travel. These two new aircrafts are designed to offer more comfort, privacy and a premium in-flight experience.

While Berjaya Air continued its operations amid challenges, including rising fuel costs driven by geopolitical uncertainties, it maintained its routes and commitment to high service standards. During the financial year, BProperty's Asia Jet undertook a realignment of its aviation operations following changes to its aircraft operating arrangements, with a focus on enhancing operational flexibility, improving cost efficiency and supporting long-term business sustainability. Against

a backdrop of intensifying competition from grey market operators in Malaysia, whose lower pricing has placed pressure on licensed operators, Asia Jet continued to focus on strengthening its position in the private aviation sector by delivering comprehensive aircraft management services tailored to the needs of private aircraft owners, corporations and investors.

The ATR 72-600 is part of ATR's new HighLine premium collection of cabin interiors, showcasing its commitment to delivering an unparalleled luxury passenger experience. The ATR 72-600, equipped with the latest PW127XT engines, reduces CO_2 emissions by 45% compared to similar-sized regional jets, aligning perfectly with Berjaya Air's commitment to environmental sustainability.



Maintaining Automotive Luxury Standards

H.R. Owen, an entity within BProperty's Retail (Non-Food) Segment, continues to be a leading presence in the British automotive industry as a premier luxury motor group. Its commitment to excellence is reflected in the exclusive retail and servicing of some of the world's most prestigious automotive brands.

From iconic names like Aston Martin and Bentley to renowned manufacturers like Ferrari and Rolls-Royce, its portfolio epitomises luxury and sophistication. Operating 18 showrooms and 16 service centres throughout London and the UK, H.R. Owen continues to shape the automotive landscape, setting new standards of luxury and performance through a solid commitment to quality and innovation.

FY2026 Highlights

H.R. Owen opened a new Lamborghini showroom in London's Mayfair, marking its fifth Lamborghini franchised dealership, with the new showroom featuring Europe's largest Ad Personam lounge which offers Lamborghini customers extensive customisation options with nearly unlimited colour and finish combinations.



Ensuring Responsible Gaming

Part of BProperty's diversified operations includes gaming and lottery segment activities, principally carried out by STM Lottery, an entity under the BProperty's services (gaming) segment and the operator of the Sports Toto brand. The Group duly recognises that this segment carries responsibilities that extend well beyond commercial performance, and it is committed to conducting its gaming operations responsibly, safeguarding players and the wider public, and upholding the highest standards of integrity, fair play, and regulatory compliance.

The Group recognises that, while lottery and gaming products are a form of entertainment for most customers, they can carry a greater risk of harm for vulnerable groups. These vulnerable groups may be problem or at-risk gamblers, minors, and financially vulnerable individuals. Unmanaged play of these vulnerable groups in particular can contribute to a larger gambling issue with associated social and financial consequences.

Problem gambling is expressly identified and acknowledged on STM Lottery's website at https://www.sportstoto.com.my/happenings_responsiblegaming.asp, reflecting the Group's commitment to being transparent about these risks with its customers and vulnerable groups.

The Group is always committed to addressing and reducing the negative product impact of gaming to its customers and vulnerable groups. This strong commitment reflects the way the segment is managed, and the responsible gaming initiatives in place to proactively protect vulnerable groups shown here:

- Betting is confined to a single, controlled point of access, with purchases made exclusively at authorised outlets.
- Underage betting is strictly prohibited.
- Front-counter employees undergo an annual refresher to help them recognise signs of problem gambling, and a dedicated customer helpdesk assists players with enquiries and directs those in need towards support.
- Actively support organisations that help individuals struggling with addiction, including through a partnership with a local rehabilitation centre.
- Providing a Game Calculator and a Self-Assessment tool on its website to enable players to better understand their gaming habits and track their monthly expenditure.
- Ongoing public education on the risks of engaging with illegal operators.

SUSTAINABILITY STATEMENT

Alignment with Industry Standards and Codes

STM Lottery is an active member of the World Lottery Association ("WLA") and the Asia Pacific Lottery Association ("APLA"). Beyond its statutory licensing obligations, STM Lottery adopts the WLA Responsible Gaming Framework to benchmark its responsible-gaming practices, and has achieved Level 3 accreditation under the framework – an independent, audited confirmation that responsible gaming principles are embedded in its operations rather than merely endorsed.

In support of this framework, the company enforces controlled access to its games, provides responsible gaming information to players at retail outlets and through its digital channels, delivers responsible gaming briefings for employees, and engages regulators on responsible gaming standards. This is complemented by Level 2 of the WLA Security Control Standard and ISO/IEC 27001:2022 certification, which uphold the integrity, availability and confidentiality of its gaming systems and draw processes.

Sports Toto also always operates in compliance with the laws and regulations set by the Ministry of Finance as well as other relevant authorities.

Responsible Advertising, Marketing and Promotion

BProperty is committed to marketing and promoting its gaming products responsibly, in full compliance with applicable laws.

STM Lottery's advertising, marketing and promotional guidelines are aligned with the Common Gaming Houses Act 1953, the Betting Act 1953 and other relevant gaming and betting legislation. In line with these guidelines, the Group does not promote its gaming products to Muslims or to minors, and confines its promotional activities to its own premises.

Marketing conducted through social media platforms is further governed by the requirements of the Malaysian Communications and Multimedia Commission ("MCMC"), with which the Group ensures its communications comply. These guidelines are reinforced through consistent, coherent messaging across all media channels, supported by staff awareness of the applicable standards to ensure compliance in practice.

Further detail on STM Lottery's responsible gaming practices is available in the Sports Toto Berhad Annual Report.

INNOVATION & TECHNOLOGY

Berjaya, in its ongoing effort to continuously enhance key aspects of its operations, remains focused on integrating technological innovation where appropriate to sustain its business model and advance its sustainability objectives, while adapting flexibly to an evolving external environment with competitiveness and relevance.

Social Media and Digital Platforms

Social media also continues to serve as an important channel for branding and the delivery of promotional content to both existing and prospective customers. Our retail and hospitality segments are particularly active on these platforms, regularly sharing updates on amenities, attractions, events, destinations, promotions, and other information of interest to customers. Targeted online advertising through social media and search engines is also responsibly utilised to reach potential guests with relevant visuals, offers, and concise descriptions of properties such as hotels, malls, and clubs.

Bukit Jalil Golf & Country Resort's Member's App serves as a platform for member identification, booking, live statement reference for due payments, and news on the latest developments in the club. This has brought much convenience to our members, and we are working to enroll more members to the App. Currently, around 50% of the club's membership base have downloaded the App. Only authorised personnel are permitted to access the membership database and contents, as per strict data privacy regulations. In FY2026, Qinetics Solutions Sdn Bhd was appointed as a Data Protection Officer for Berjaya's clubs to review and strengthen its personal data protection efforts and further safeguard members' data. Digital risks are managed through a firewall on the main server and internal advisories reminding staff not to open documents from suspicious emails or sources.

With digital transformation fast being driven on a state and national level, Berjaya is ensuring its operations and business prospects maintain its relevance in the market. Part of this strategy is the capture and integration of technological initiatives beyond what the Group introduces. This is exemplified in Penang's Initiative to establish a Digital Hub that aims to attract digital nomads and remote workers. By embracing digital tools and offering tailored services, Berjaya Penang Hotel can tap into this growing market segment and contribute positively to the economic vitality of the state as well as its own business.

Across the Group's hospitality portfolio, digital transformation continues to deliver tangible value to guests and operations. Several properties have migrated their Property Management System ("PMS"), Point-of-Sale ("POS") and Human Resource Information System ("HRIS") platforms to cloud-based

providers, improving system reliability, accessibility and data security. At the Iceland Hotel Collection by Berjaya, the Opera Cloud PMS and a mobile housekeeping system have been implemented across all properties, with Opera payment terminals applying tokenisation of credit card data to accelerate and secure check-in. The Taaras Beach & Spa Resort is migrating its on-premises PMS to a cloud platform integrated with channel managers, booking engines and payment gateways, reducing manual data entry, streamlining reservations and front-office reporting, and supporting paperless invoicing.

Guest-facing digitalisation has also expanded through the wider use of e-brochures, e-flyers and QR-based guest information, which enhance the guest experience while reducing printing costs and supporting paperless operations. These initiatives collectively improve operational efficiency, lower costs and strengthen the consistency of service delivery across the Group's domestic and international properties.

Advanced Systems and Artificial Intelligence

Several business units also support industry upgrading through the adoption of advanced systems, automation and artificial intelligence. The Taaras Beach & Spa Resort applies automation and AI to streamline administrative processes, automate reporting and strengthen data-driven decision-making, while collaborating with industry associations, business partners, educational institutions and government agencies to share knowledge and promote innovation. These contributions reflect the Group's broader role in strengthening industry standards and supporting the long-term, sustainable growth of the tourism and hospitality sector.

SUPPLY CHAIN MANAGEMENT

BProperty prioritises collaboration with suppliers that align with its values and comply with the Berjaya Code of Conduct. Continuous engagement and comprehensive supply chain assessments strengthen the Group's performance, fostering mutually beneficial shared value.

Sourcing Eco-Friendly Products

Within the hospitality supply chain, there is a clear shift towards redefining expectations of supply chain partners.

In line with this, BProperty's hospitality segment has increased its focus on sourcing eco-friendly products, following a supplier transition at The Taaras Beach & Spa Resort towards more sustainable offerings. At The Taaras Beach & Spa Resort, this includes the adoption of biodegradable packaging and the introduction of L'Occitane eco-friendly products, which emphasise sustainability through traceable, responsibly sourced ingredients while also enhancing guest experience. For example, L'Occitane products feature packaging made from 94% recycled materials in plastic bottles and reduce plastic use by 85% in refill formats.

This sustainable procurement approach is also reflected in selected international operations. For instance, suppliers and service providers for the Iceland Hotel Collection by Berjaya are evaluated not only on conventional procurement criteria but also on their environmental performance. Products and services associated with key environmental impacts—such as cleaning agents, IT equipment, food items, and printed materials—are assessed against defined environmental standards. Preferred products are those with recognised eco-labels (such as Nordic Swan, EU Ecolabel, and FSC certification) and demonstrate lower life-cycle costs alongside reduced environmental impact.

We also periodically inspect our tenants' hygiene, safety and environmental status to maintain excellent and appropriate and working conditions at all times. At properties with retail tenants, such inspections are conducted on a regular basis; ANSA Hotel Kuala Lumpur, for example, carries out weekly checks on tenant hygiene, safety and environmental practices. Across the Group, suppliers are increasingly expected to align with environmental and social criteria, including responsible waste and energy management and the prohibition of child and forced labour, with several business units progressively transitioning towards more eco-friendly products as part of their procurement practices.

GUESTS ARE INVITED TO BE PART OF THE TAARAS BEACH & SPA RESORT'S ENVIRONMENTAL JOURNEY

The Taaras Beach & Spa Resort continues to advance environmental initiatives centred on eco-friendly practices, including waste reduction measures such as eliminating plastic straws and encouraging the reuse of towels and bed linen, alongside efforts in energy optimisation and materials recycling. Committed to preserving the island's natural jungle environment across all operations, the resort actively encourages guests to support management in implementing environmental conservation programmes, fostering a shared commitment to sustainability and the protection of natural habitats.

Due Diligence in Screening Suppliers Sustainably

BProperty integrates social and environmental considerations into its supplier screening process, in addition to assessing the supplier's track record, pricing, quality of their work and services and other established factors. Suppliers and contractors undergo social and environmental risk assessments

SUSTAINABILITY STATEMENT

as part of comprehensive due diligence procedures to ensure compliance with the Group's standards. BProperty conducts regular on-site visits of contractors and subcontractors at various sites to uphold standards and manage risks effectively.

In expanding on the robustness of the Group's supply chain, a supplier training programme for BProperty's suppliers is also currently in the developmental stage.

Supplier auditing and performance evaluation also form an integral part of the Group's responsible sourcing approach. At Berjaya Tioman Resort, an internal review and site investigation of procurement patterns identified a supplier operating outside the relevant market segment; appropriate disciplinary action was taken against the staff involved and the supplier was blacklisted from future transactions, reflecting the Group's commitment to integrity and accountability throughout its supply chain. Business units also engage licensed contractors for environmentally sensitive processes, such as the disposal of used cooking oil through collectors licensed by the Department of Environment.

BProperty international operations approach supply chain screening due diligence that are applicable to the laws and regulations of those individual countries where we operate. Notably, BProperty's operations overseas approach Malaysian suppliers/ contractors based in the UK itself which promotes greater economic impact and training opportunities for Malaysian apprentices. This specific way of addressing our value chain needs benefits BProperty in terms business context familiarity which can ensure smoother operational capacity.

Below are some of the sustainable supply chain principles that BProperty adheres to, and that supply chain partners are expected to adhere to in their own organisations, including those outlined in Berjaya's Supplier Code of Conduct:

BProperty's Sustainable Supply Chain Principles

Credibility

- Complying with applicable laws and regulation.
- Aligning with Berjaya's Supplier Code of Conduct.

Social Supply Chain

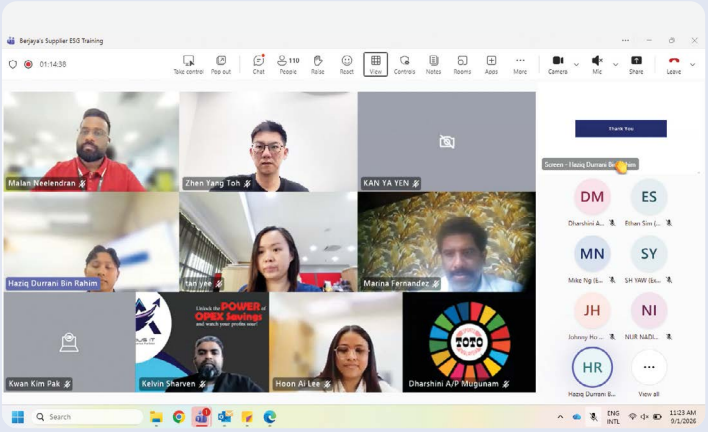
- Respecting human rights, freedom of association and collective bargaining.
- Addressing health and safety measures.
- Prohibiting all forms of child labour, forced labour, abusive and illegal labour.
- Suppliers are to treat its employees with fairness, dignity and respect, and provide an equitable working environment that is equal employment opportunities, free from discrimination, harassment and coercion.
- To comply with all applicable labour laws and regulations which include, but not limited to, minimum age, minimum wage and benefits, working hours and contribution to provident/retirement fund.
- Engaging in social initiatives that benefit the communities where they operate, including supporting local development, education, health and diversity.

Environmental Supply Chain

- Preventing pollution.
- Adopting sustainable resource use.
- Managing environmental impact.
- Adopting best practices and continuous improvement in environmental management, including reducing greenhouse gas emissions, waste management, water consumption, increased renewable energy and recycled materials use.

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In January 2026, as part of the Berjaya Supplier Engagement Programme, the Berjaya Sustainability Department conducted a virtual Supplier ESG Training, as part of capacity building for suppliers, including supplier training on social and environmental issues. Berjaya's supplier social and environmental policy and principles were also further integrated with its suppliers through this training for the supplier staff that attended.



Suppliers were identified based on their relevance and importance to Berjaya's operations, including key BProperty suppliers and those with greater levels of business engagement and influence in the supply chain.

The 160 training participants learnt about fundamental and technical ESG aspects such as ESG basics and common challenges encountered, ESG risks and developing suitable mitigation strategies, ESG roadmap implementation as well as ESG-related funding, tools and resources that can be leveraged.

Following the Supplier ESG Training, a supplier ESG survey was conducted as part of a risk assessment regarding environmental issues and social issues for existing suppliers, to identify those that are may be high risk. 58 relevant Berjaya suppliers answered over 50 survey questions.

Ultimately, the programme is designed to strengthen supplier alignment with our sustainability and ESG expectations while encouraging continuous improvement in responsible business practices. It also seeks to enhance transparency and collaboration across the supply chain, supporting long-term sustainable value creation for all parties.

The supplier engagement exercise is currently conducted on an ad hoc basis. Nevertheless, the Group continues to explore opportunities to further strengthen and formalise its Supplier Engagement Programme over time.

BProperty also evaluates its suppliers and tenants through standard procedures, such as requesting company profiles and conducting cost comparisons, to ensure compliance with quality standards, regulations, competitive pricing, and ethical practices. Additionally, all suppliers must register with the Companies Commission of Malaysia ("CCM") to maintain transparency and accountability.

BProperty's Aviation Segment

Requires vendors to obtain approval from the Civil Aviation Authority of Malaysia ("CAAM"). An entity under the Group's Aviation Segment, Berjaya Air, conducted a site audit on our supplier component maintenance supplier in accordance with the requirements stipulated by CAAM Civil Aviation Directives ("CADs") and Civil Aviation Guidance Material ("CAGMs"), and it indicated satisfactory performance across key areas including authority approval and facilities, contract adherence, manpower allocation, equipment, tools and spares availability, maintenance manual compliance, as well as planning and record-keeping. Supplier audits are done by our Quality Assurance Manager ("QAM") based on an approved check list. 3 quotations supported with CCM documents are also required from suppliers for stringent verification and transparency purposes.

BProperty's Services Segment (Gaming)

Conducts an annual review and audit at all company-owned sales and administrative offices, sales outlets and selected agent sales outlets. Internal Audit reviewed 583 STM Lottery offices or outlets, focusing on anti-money laundering measures. These audits assess the company's internal controls, operations and compliance. Thermal paper suppliers of STM Lottery hold certifications, including ISO 9001 and ISO 13485, for direct thermal and thermal transfer products manufactured in Southeast Asia. They also adhere to the KS I ISO 14001:2015/ISO 14001:2015 Environmental Management System Standards. The thermal ticket roll suppliers comply with international standards such as the Chain of Custody certification by the Forest Stewardship Council ("FSC").

SUSTAINABILITY STATEMENT

Local Sourcing and Hiring

BProperty prioritises local hiring practices, underscoring its commitment to supporting the local community and promoting sustainability. For example, 99% of the Berjaya Langkawi Resort's suppliers are local businesses from Langkawi Island and West Malaysia. This local partnership boosts the regional economy, creates job opportunities and fosters economic empowerment within the community. Actively engaging with local suppliers and prioritising local hiring boosts sustainable development and enhances the well-being of the communities it serves.

Procurement across the Group is coordinated centrally through the Berjaya Group Procurement Division, with a strong emphasis on supporting local supply chains. Notably, the Group operates its own organic farm at Berjaya Hills, and much of the produce harvested is supplied internally across the Group, including to Berjaya Tioman Resort. This integrated, locally-anchored sourcing model strengthens food traceability, reduces reliance on external suppliers and supports the Group's broader sustainability objectives.

Another example is that our island resorts like Berjaya Tioman Resort, to ensure cost efficiency and reduce environmental impact, prioritise working with suppliers located nearest to the respective island. This helps minimise transportation costs and associated carbon footprint while still maintaining pricing competitiveness.

This also extends internationally, such as the aforementioned Iceland Hotel Collection by Berjaya having a ISO 14001-certified EMS that ensures it places emphasis on the use of local Icelandic products and produce.

BProperty's operational spending on local suppliers is shown below:

	FY2024	FY2025	FY2026
Proportion of Spending on Local Suppliers (%)	57.15%	50.59%	**81.02%**

BProperty also partners with small and medium-sized local businesses and startups to cultivate community growth and economic sustainability.



SUSTAINABILITY STATEMENT

ENVIRONMENT

BProperty leads environmental sustainability efforts through its initiatives. As a leading company in Malaysia's property sector, BProperty develops eco-friendly design and construction solutions, delivering properties that reduce carbon emissions and prioritise energy efficiency.

BProperty works closely with customers, guests, patrons, local communities and other stakeholders to protect natural habitats and support conservation efforts, ensuring our developments remain appealing for future generations while aligning with environmental preservation objectives.

ENVIRONMENTAL GOVERNANCE

BProperty Environmental Protection Commitments



BProperty recognises the breadth of its operations by assigning dedicated environmental committees and responsible teams across its business units, ensuring that each unit's specific stakeholders, priorities and focus areas are appropriately addressed. At Berjaya Langkawi Resort, the Environmental and Energy Management Committee embeds sustainable practices into daily hotel operations through initiatives that minimise energy and water consumption, reduce waste and encourage eco-friendly behaviour. Meanwhile, at The Taaras Beach & Spa Resort, the Area Chief Engineer works closely with a Marine Biologist to implement the Environmental Management Plan, ensuring compliance with the Environmental Quality Act 1974 and its subsidiary regulations, while aligning environmental practices with statutory requirements and industry best practices.

During FY2026, several other business units further strengthened their environmental governance. Berjaya Beau Vallon Bay Resort and Casino in Seychelles established an internal Environmental Safety Committee to oversee waste, energy and water management, supported by the resort's adoption of the Seychelles Sustainable Tourism Label ("SSTL") policy. Similarly, The Iceland Hotel Collection by Berjaya operates under a certified ISO 14001 environmental management system, with its Quality and EHS department conducting internal audits and regular management review meetings to support continual improvement. In FY2026, recognised environmental management systems covered 11 reported sites, representing 33.33% coverage.

Air Emissions Monitoring

Air Pollutant	Unit	FY2026
NO_x	tonnes	**9.20**
SO_x	tonnes	**0.00**
Volatile organic compounds (VOCs)	kg	**0.00**
Particulate matter (PM)	$\mu g/m^3$	**25.00**

GREEN BUILDINGS

Championing Environmental Responsibility in Property Development

As one of the largest property groups in Malaysia, BProperty recognises the importance of leading by example in sustainable development. The Group infuses green building design concepts, elements, and features into its projects. In FY2026, Jesselton Courtyard at Jesselton Selatan was awarded provisional GreenRE Gold certification. This adds to the Group's existing portfolio of GreenRE Gold provisional certifications, including Residensi Oak.

BProperty's upcoming development projects prioritise sustainability, integrating community-based areas, carbon emissions reduction initiatives, water-efficient fittings and energy-efficient technologies. These efforts underscore BProperty's dedication to environmental responsibility and contribute to a greener and more sustainable future for Malaysia's built environment.

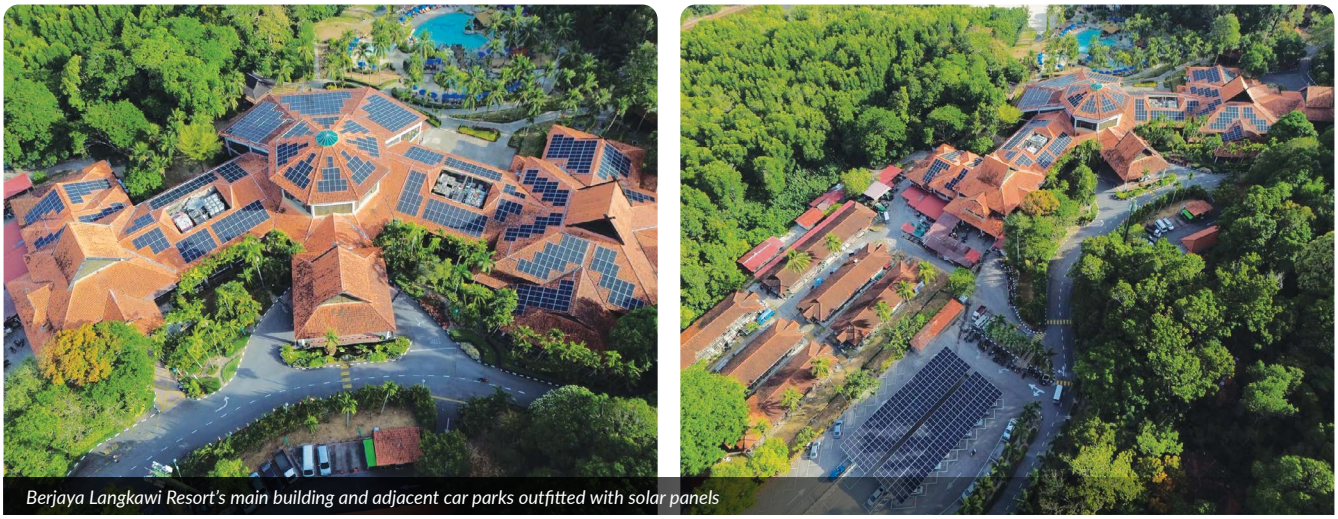
SUSTAINABILITY STATEMENT

CLIMATE CHANGE ADAPTATION & MITIGATION

Energy & Emissions Management

BProperty adopts a portfolio-wide approach to energy management and emissions reduction, combining operational controls, equipment upgrades, renewable energy solutions and responsible material use across its business segments. Within its Hospitality segment, comprising hotels and resorts, energy-saving initiatives are implemented through both standard operating practices and property-specific improvements. These include the transition to LED lighting, policies to switch off lights and air-conditioning in inactive areas such as ballrooms and back-of-house spaces, the replacement of high-capacity air-conditioning units with smaller split units for improved efficiency, and the progressive adoption of lower-impact refrigerants such as R32 and R410. Selected properties are also exploring more advanced cooling solutions, including CO_2-based systems at the Iceland Hotel Collection by Berjaya, with the aim of reducing or eliminating F-gas use.

These initiatives are reflected across BProperty's hotel portfolio. Set within a 70-acre rainforest, Berjaya Langkawi Resort complements its energy-saving measures with broader eco-friendly practices, including harnessing solar energy, replacing diesel-powered shuttles with electric buggies and installing solar water heaters in guest rooms. Berjaya Times Square Hotel, Kuala Lumpur operates a Smart Building Management System supported by chiller and HVAC optimisation, motion and occupancy sensors, and Tenaga Nasional Berhad's (TNB) smart meters to monitor and reduce energy consumption. Berjaya Beau Vallon Bay Resort has replaced paper towels with energy-efficient hand dryers and is installing smart meters across its electrical panel boards to enable more granular electricity tracking. The Iceland Hotel Collection by Berjaya uses key-card master switches to power down unoccupied rooms and is a member of Festa, Iceland's centre for sustainability. Meanwhile, The Taaras Beach & Spa Resort's energy-saving efforts are aligned with the Group's target to reduce GHG emission intensity by 25% by 2030 against a 2024 baseline, supported by passive solar heating design, solar lighting in public areas and a proposed solar panel upgrade.

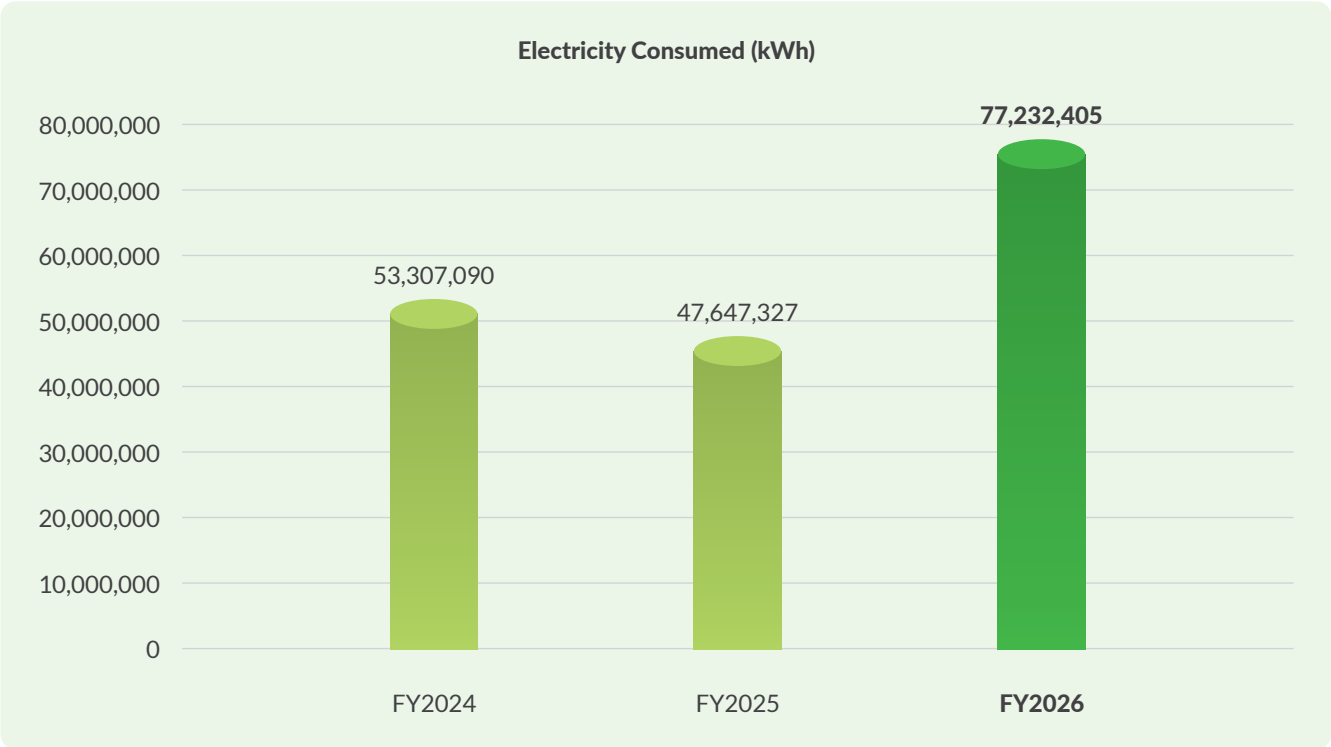


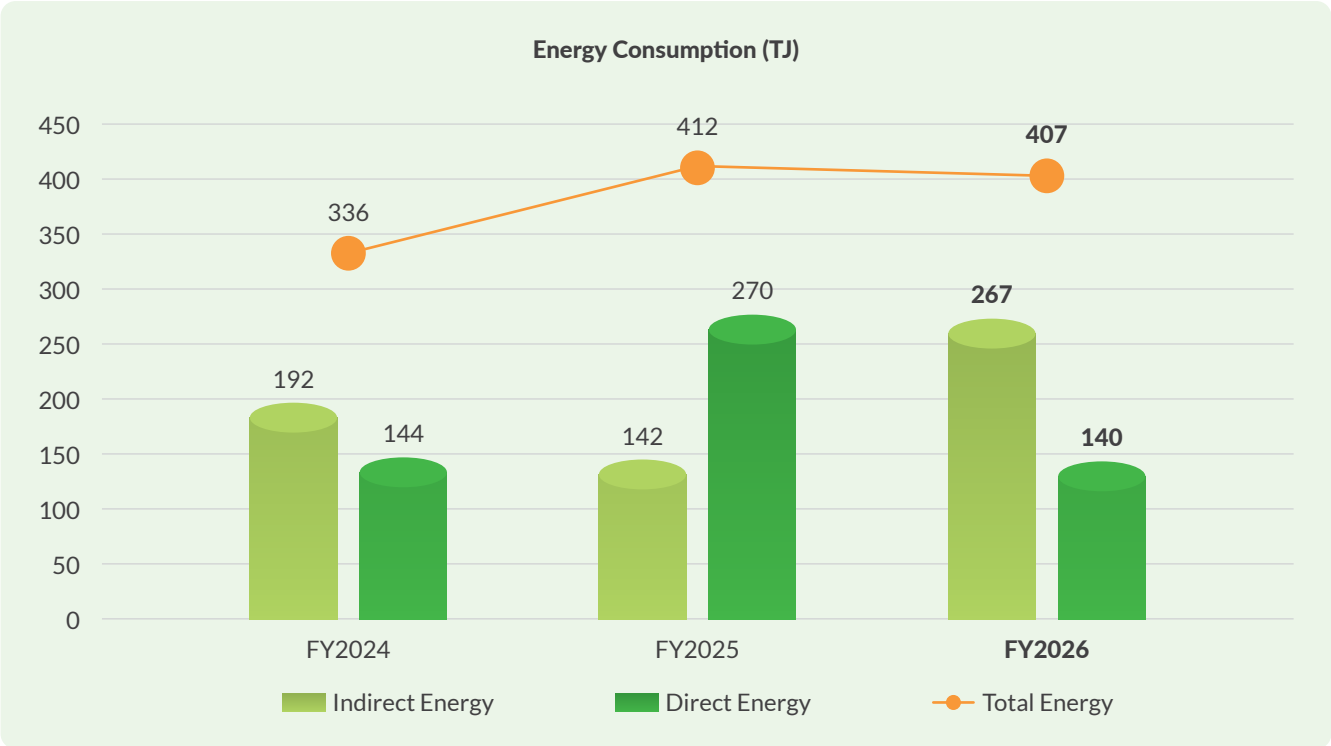
Berjaya Langkawi Resort's main building and adjacent car parks outfitted with solar panels

BProperty's recreation clubs have adopted similar energy-efficiency measures, including LED lighting, the replacement of large-capacity air-conditioners with smaller units, and controls for lighting and appliance usage. Regulated badminton court lighting and outdoor solar spotlights further help to minimise unnecessary energy consumption.

More broadly, the Group addresses emissions by reducing, reusing and recycling materials, including the use of green cement in building construction, and by increasing renewable energy utilisation through solar-powered water heaters and lighting. BProperty also conducts energy audits in line with applicable legislative requirements. For example, its Retail (Non-Food) segment undertakes Energy Savings Opportunity Scheme audits every four years to comply with UK regulations.

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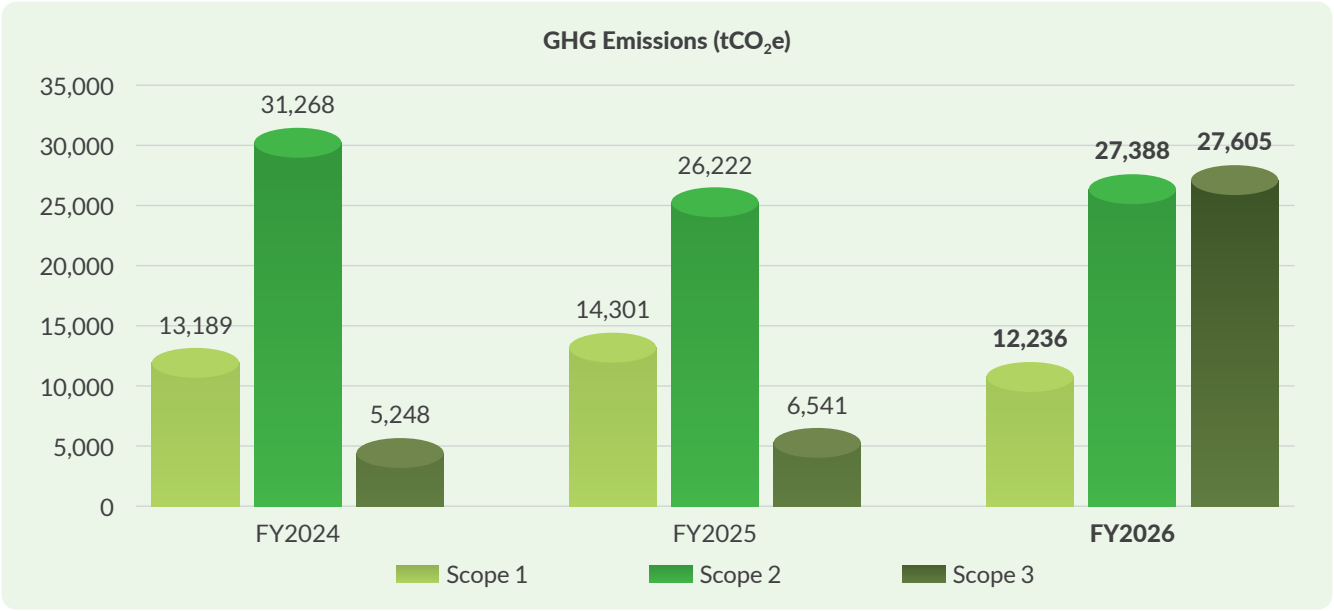
Carbon Footprint Management

BProperty recognises the negative consequences of climate change and the associated risks to its business operations. To address this challenge, the company crafted a robust strategy for managing its carbon footprint and greenhouse gas ("GHG") emissions. BProperty systematically measures its carbon footprint and actively engages its supply chain partners to minimise emissions. BProperty also reports its GHG emissions with reference to ISO 14064-1:2018, ensuring that its greenhouse gas accounting is consistent, transparent and aligned with international best practice.

SUSTAINABILITY STATEMENT

In FY2026, the Group recorded GHG emissions intensity of 5.34 tCO_2e per RM million revenue, based on total Scope 1, Scope 2 of 39,624 tCO_2e. This indicator expresses the Group's reported emissions relative to revenue. FY2026 emissions include the newly reported Scope 3 categories of purchased goods and services and capital goods; changes in reporting coverage should therefore be considered when assessing performance over time.

Scope	Coverage and Methodology
Scope 1	BProperty derived CO_2 emissions from: ▸ Petrol and diesel consumption from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories ▸ UK natural gas from the UK Government GHG Conversion Factors for Company Reporting ▸ Natural gas, LPG and jet kerosene from the IPCC Guidelines for National Greenhouse Gas Inventories ▸ Refrigerants and other fugitive emissions from the UK Government GHG Conversion Factors for Company Reporting
Scope 2	CO_2 emissions from electricity use were derived using the emission factor published by: ▸ The Energy Commission 2021 Grid Emission Factors for Malaysia (0.774 for Peninsular Malaysia and 0.525 for Sabah) ▸ The UK Government GHG Conversion Factors for Company Reporting ▸ The combined margin emission factor published by the Department of Energy for the Luzon-Visayas Grid 2015-2017 for the Philippines ▸ The International Financial Institutions Technical Working Group On Greenhouse Gas Accounting [IFI] in 2021 for the Seychelles ▸ Sri Lanka Sustainable Energy Authority in Sri Lanka Energy Balance 2018 for Sri Lanka ▸ The Operating Margin Grid Emission Factor by JICA Climate-FIT Version 5.0, March 2024 Japan International Cooperation Agency for Japan ▸ The total CO_2 intensity/electricity produced and distributed by Reykjavík Energy
Scope 3	▸ The current scope of BProperty's Scope 3 emissions includes Category 1 – Purchased Goods and Services, Category 2 – Capital Goods, Category 3 - Fuel and Energy Related Activities, Category 5 - Waste Generated in Operations, Category 6 – Business Travel, and Category 7 - Employee Commuting ▸ BProperty used the Transport Vehicle Distance and stationary combustion emission factors for cross-sector tools compiled for the WRI Greenhouse Gas Protocol to calculate the CO_2 emissions from business travel and employee commuting



Note: For some subsidiaries, FY2026 GHG emissions coverage is limited to Scope 3, Category 7 (employee commuting).

Scope 3 Emissions

In FY2026, the Group reported two additional Scope 3 categories for the first time: Category 1 – Purchased Goods and Services and Category 2 – Capital Goods, covering STM Lottery Sdn Bhd within the Services (Gaming) segment. Together the two categories account for 21,432 tCO_2e, or 78 percent of total Scope 3 emissions. Emissions for these categories are spend-based estimates using environmentally extended input-output factors. Category 3 Fuel and Energy Related Activities, which comprises upstream emissions from purchased electricity together with transmission and distribution (T&D) losses, contributes a further 5,790 tCO_2e.

The Group will extend the same categories to its remaining segments and move from spend-based factors to supplier-specific data as procurement records allow.

The official launch of the Berjaya Group Decarbonisation Roadmap ("BGDR") in 2024 saw Berjaya Corporation Berhad ("BCorp") set key climate targets: a 25 percent reduction in carbon emission intensity by 2030 and carbon neutrality by 2050. This emphasised coordinated efforts across subsidiaries including Berjaya Property Berhad, Sports Toto Berhad and Berjaya Food Berhad.

BProperty recognises the importance of mitigating climate change and is committed to contributing to a greener future. In alignment with the Berjaya Group Decarbonisation Roadmap, BProperty's sustainability leadership team has approved targets to reduce GHG emission intensity by 25 percent by 2030 using 2024 as the baseline and to achieve carbon neutrality by 2050. Prior to adopting these targets, BProperty conducted a feasibility study and peer review to ensure they are both realistic and achievable. These GHG reduction objectives are fully synchronised with BCorp and will be implemented throughout its operations, guiding the company as it systematically measures, manages and reports its emissions.



Renewable Energy

BProperty continues to expand the adoption of renewable energy across its portfolio, with solar solutions implemented at selected hospitality and retail sites to reduce reliance on conventional electricity sources and lower its carbon footprint. Within the Hospitality segment, solar energy is used across several resort properties, particularly for outdoor lighting and water heating systems. At The Taaras Beach & Spa Resort, solar-powered spotlights, garden lights and pole lights have been installed to support energy-efficient illumination in public areas. These systems convert sunlight into electricity through solar cells, with energy stored in batteries for night-time use, thereby reducing dependence on fossil fuel-based electricity and supporting resource conservation.

Similar initiatives have been implemented at other island resorts. Berjaya Tioman Resort uses solar power for its perimeter lighting and water heating systems, while Berjaya Praslin Resort in Seychelles has installed solar-powered lighting throughout its grounds, including the lobby entrance, pool areas, guest passages, main entrance and car park. These measures help reduce reliance on grid electricity for outdoor lighting while supporting the resorts' broader energy-efficiency efforts.



Solar-powered lights are installed all around the pool deck area, including the pool area's passage and garden

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In Iceland, the Iceland Hotel Collection by Berjaya benefits from the country's highly renewable energy infrastructure, drawing electricity from the national grid, which is supplied almost entirely by hydropower and geothermal energy which supports the Group's efforts to reduce its reliance on non-renewable energy.

The Group's renewable energy efforts also extend beyond its resorts. In the Retail (Non-Food) segment, H.R. Owen operates a photovoltaic system at its Hatfield site. In FY2026, the system generated 2,960,120 kWh of renewable electricity.



H.R. Owen installed photovoltaic system in its Hatfield site

RESOURCE MANAGEMENT

Opting for Green Materials

BProperty promotes the use of environmentally responsible materials and resource-efficient practices across its operations, from construction activities within its Property Development ("PD") Division to day-to-day consumables across its Hospitality segment.

Within the PD Division, BProperty prioritises eco-friendly alternatives to conventional construction materials where feasible, including the use of green concrete. Green concrete requires less energy to produce and incorporates waste and residual materials from other industries, helping to reduce carbon dioxide emissions associated with construction. It also offers improved durability and cost efficiency compared with traditional concrete. In addition, BProperty utilises fly ash, a recycled material, in concrete production to further lower environmental impact by reducing energy requirements and associated CO_2 emissions.

Construction Materials

BProperty's construction activities use a range of materials, including cement, steel, timber and ready-mix concrete. The table below summarises the quantities reported for FY2026, with units specified for each material.

Material	Unit	FY2026
Cement	tonnes	**613,481.00**
Timber	tonnes	**183.95**
Steel	tonnes	**130,403.21**
Sand	tonnes	**13,681.65**
Ready-mix concrete	tonnes	**70,140.50**
Quarry products	tonnes	**311.54**
Plywood	pieces	**6,646**
Bricks	pieces	**5,647,120**

The Group's focus on sustainable material use also extends to its Hospitality segment, where several properties have replaced single-use materials with reusable, recyclable or biodegradable alternatives, as summarised below:

Subsidiary	Sustainable material/operations initiative
The Taaras Beach & Spa Resort	Reusable glass bottles replacing plastic mineral-water bottles in guest rooms and F&B outlets; biodegradable packaging being introduced
Berjaya Beau Vallon Bay Resort	Dry garden leaves composted into organic fertiliser for the on-site vegetable and spice garden
Iceland Hotel Collection by Berjaya	Refillable shampoo, conditioner and body-wash dispensers in guest bathrooms to reduce single-use plastics
Bukit Kiara Equestrian & Country Resort	Three-stream recycling system, e-statements and scrap-metal recycling

Eco-Friendly Thermal Paper

BProperty's Services Segment (Gaming) promotes green and sustainable practices by selecting the highest quality and most sustainable ticket paper. STM Lottery prioritises efficient, heat-sensitive printing alongside eco-friendly practices. It has shifted to using wood-free materials and opts for fine grades of wholly recycled materials sourced from renewable fibres by International Paper Mills. These thermal papers undergo careful distribution and monitoring through a computerised Ticket Roll and Inventory Tracking System, ensuring maximum efficiency, productivity, and minimal waste.

Furthermore, STM Lottery has extended its eco-friendly initiatives to include using recycled paper for bet slips at its sales outlets. Its thermal paper suppliers are certified with ISO 9001 and ISO 13485 for direct thermal and thermal transfer products manufactured in Southeast Asia. They also conform to Environmental Management System Standards ISO 14001:2015 and hold Chain of Custody certification by the FSC. Its suppliers have been recognised with a gold award at the EcoVadis Sustainable Procurement Leadership Awards for their leading efforts in sustainability integration.

WATER MANAGEMENT

BProperty Approach: Avoiding water waste and reinforcing circularity, including water recycling

BProperty acknowledges its significant impact on natural water resources, essential for potable and non-potable needs across its assets. Water consumption for sanitation and hygiene is substantial, particularly within the Hospitality Segment. Implementing robust water conservation initiatives across the Hospitality Segment ensures efficient water usage and sustainability practices.

- Tracking consumption through daily monitoring and meter readings
- Rectifying water leaks immediately
- Installing dual-flush toilets and sensor taps to minimise wastage
- Placing water aerotors on basin taps in guest rooms
- Displaying notices promoting water conservation
- Fostering responsible usage among guests and staff

BProperty Hospitality's overseas operations use well water, including Berjaya Praslin Resort and Berjaya Hotel Colombo. Locally, The Taaras Beach & Spa Resort has invested in sustainable water sources such as tube well drilling and surface water from hill waterfalls. Berjaya Times Square Hotel, Kuala Lumpur maintains a Water Conservation Plan as one of its formal environmental management plans, alongside its Energy Management Plan, Waste Management Program and Chemical Management SOP.

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BProperty recognises that part of its hospitality portfolio operates in water stressed environments. In Malaysia, the northern region, including the states of Penang and Kedah, is classified as water stressed, reflecting sustained pressure on the shared rivers and dams that serve these areas. Within this region, BProperty operates Berjaya Penang Hotel in Penang and Berjaya Langkawi Resort in Langkawi, Kedah.

BProperty manages this exposure through active monitoring, greater water efficiency and the use of alternative water sources. At Berjaya Langkawi Resort, aerators fitted to taps reduce water flow without affecting guest comfort, while a network of 14 water meters tracks daily consumption and helps detect leaks early. The resort also harvests rainwater and uses water from a nearby river for non-potable purposes, including watering trees and cleaning roads. The resort reported no breaches of water quality or quantity regulations during the year.

Across the Group, water withdrawal is metered and reported, allowing BProperty to track consumption trends and target reductions. Water withdrawal at the Group's two water stressed sites, Berjaya Langkawi Resort and Berjaya Penang Hotel, totalled 332,646 m^3 in FY2026, 13.2% of Group water consumption.

In FY2026, Berjaya Langkawi Resort consumed 267,540 m^3 of water and Berjaya Penang Hotel consumed 65,106 m^3.

Together, these initiatives support water conservation and responsible management of water-related risks across the Group's operations.

Alternative Water Sources

Rainwater

Selected hotels and resorts Berjaya Tioman Resort and recreation clubs Bukit Kiara Equestrian & Country Resort collect rainwater in catchment ponds to water golf course greens, sprinkle riding paddocks and maintain indoor arenas. Berjaya Langkawi Resort collects rainwater to irrigate trees.

River Water

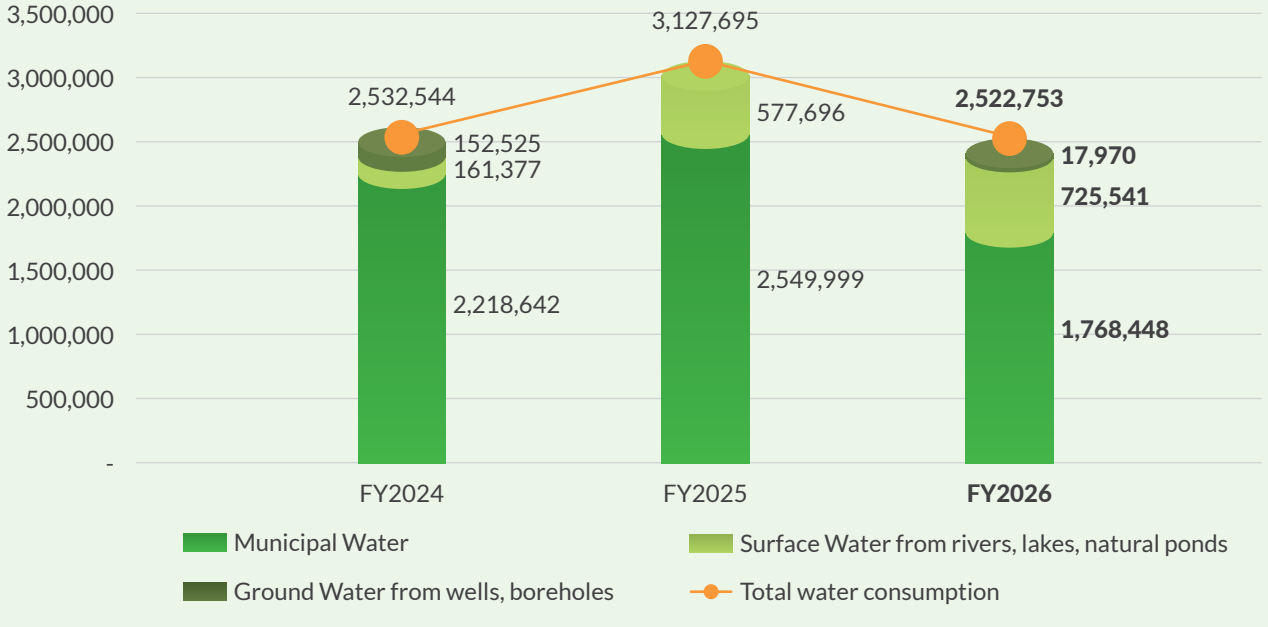
Bukit Jalil Golf & Country Resort irrigates the golf course with river water. Berjaya Langkawi Resort draws river water using a mobile tank.

Pond and Rainwater Reservoirs

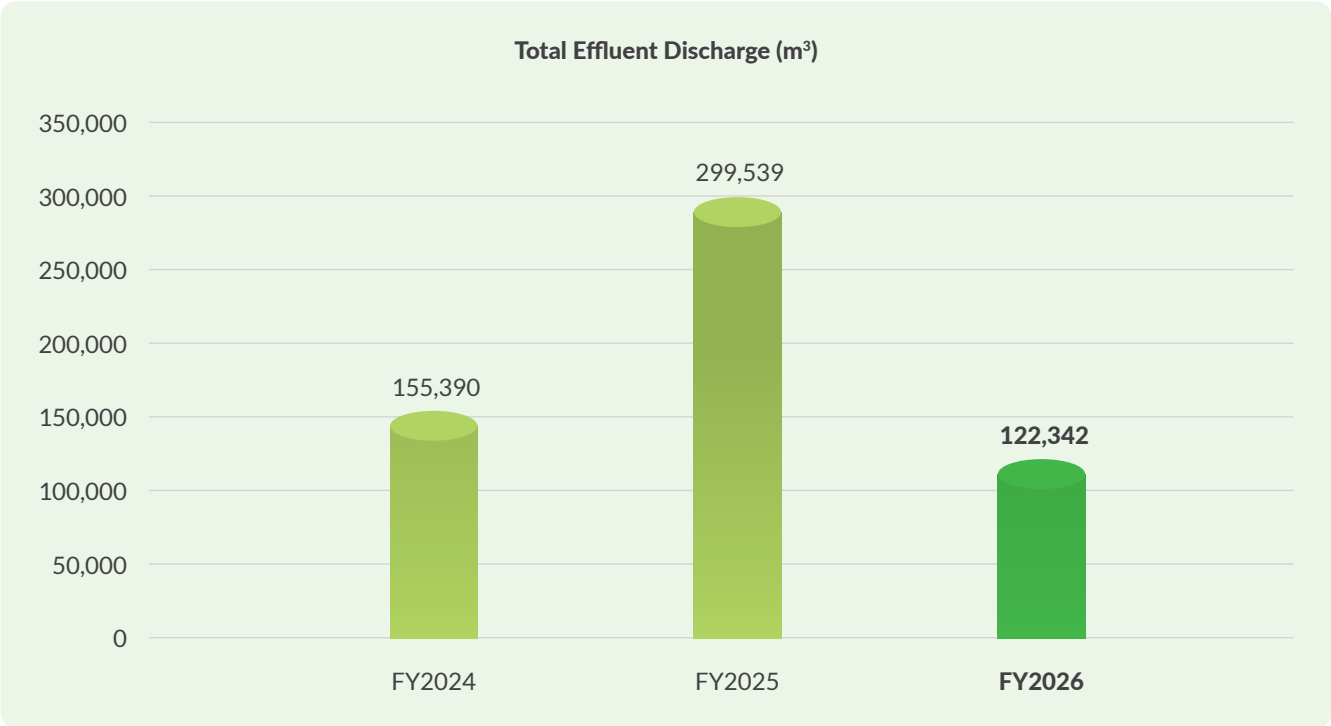
Pond and Rainwater Reservoirs.

Staffield Country Resort and Bukit Banang Golf & Country Club use ponds and rainwater reservoirs.

Total water consumed broken down by water source (m^3)



Note: External wastewater of 10,794 m^3 is included in FY2026 total water consumption. FY2024 and FY2025 external-wastewater quantities are not separately disclosed; dashes do not represent zero consumption.



Effluent Discharge Breakdown by Type (m³)	FY2024	FY2025	FY2026
Ocean discharge	0	0	**0**
Surface discharge	155,390	299,539	**122,342**
Subsurface discharge	0	0	**0**
Off-site water treatment discharge	0	0	**0**
Beneficial/others discharge	0	0	**0**
Total	**155,390**	**299,539**	**122,342**

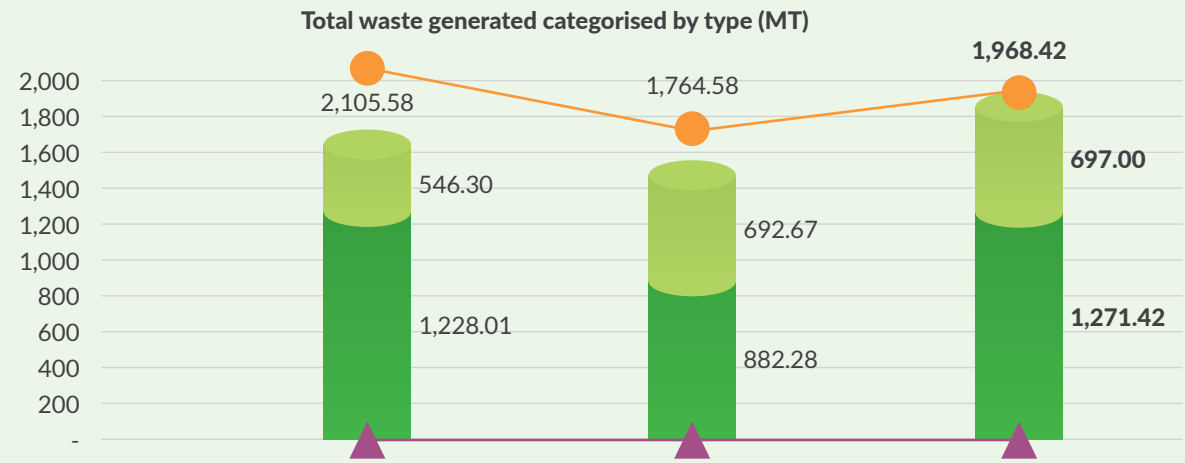
Note: The FY2026 allocation assumes that all reported effluent was discharged to surface water.

WASTE MANAGEMENT & REDUCTION

BProperty Approach: Expand safe waste management approaches to tackle different waste streams.

BProperty remains committed to its waste management strategy, striving to reduce landfill waste across its properties. The Company minimises its environmental footprint through proactive measures such as waste reduction, recycling and efficient disposal protocols. BProperty ensures that recyclable materials are processed appropriately by promoting source reduction and proper segregation practices. Collaborating with waste management partners and local authorities, BProperty optimises waste collection and disposal processes, emphasising innovation and sustainability in its waste management approach.

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	FY2024	FY2025	FY2026
Recycled waste	546.30	692.67	**697.00**
Non-recyclable waste	1,228.01	882.28	**1,271.42**
Scheduled waste	4.32	0.49	**2.53**
Total waste	**2,105.58**	**1,764.58**	**1,968.42**

Note: The FY2024 and FY2025 total waste figure does not equal the sum of scheduled waste, non-recyclable waste, and recyclable waste because some subsidiaries have not segregated waste individually.

Waste Indicator	FY2026 (MT)
1. Total waste generated	**1,968.42**
2. Total waste diverted from disposal	**697.00**
3. Total waste directed to disposal	**1,271.42**

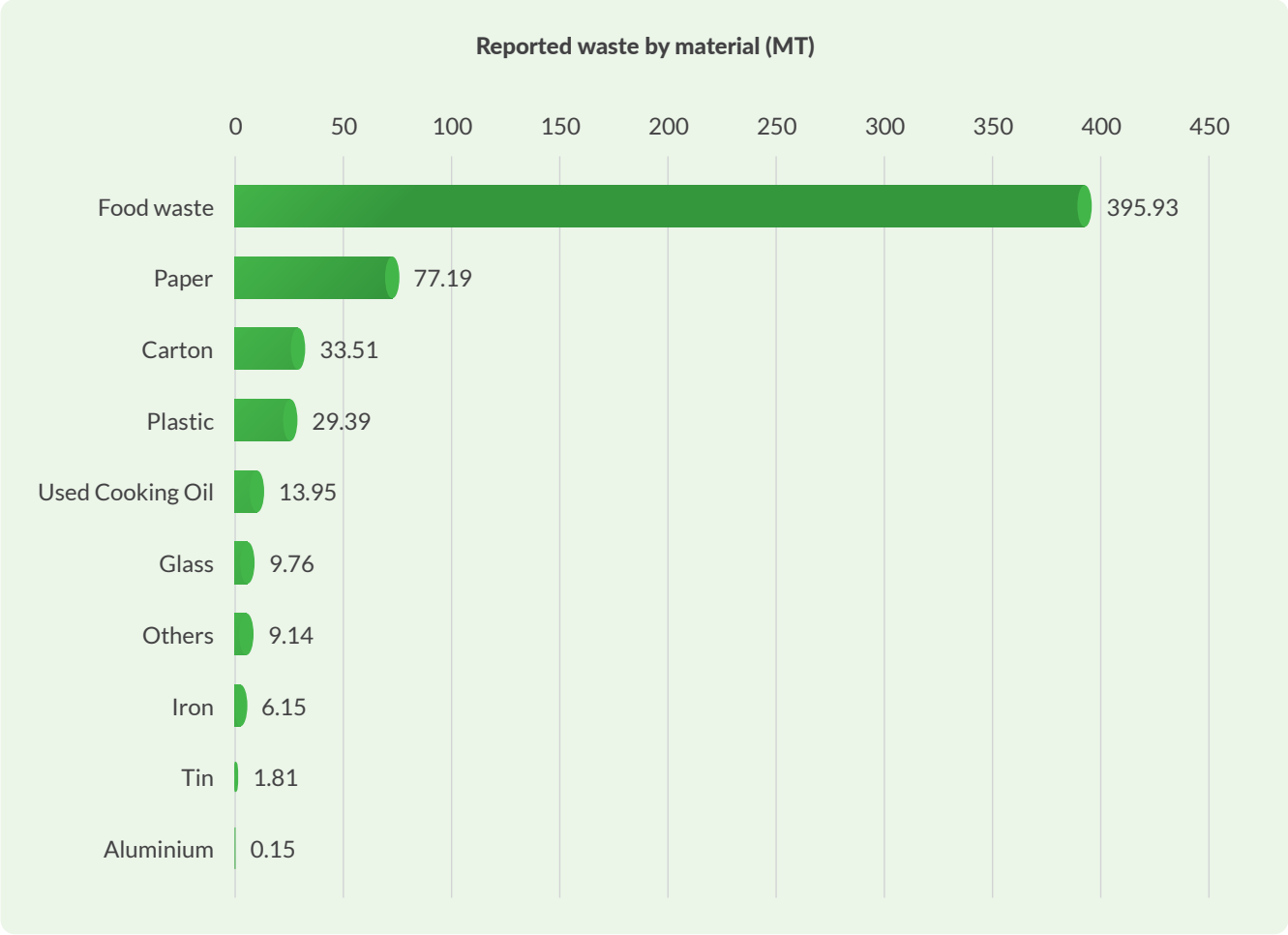
Waste Handling by Type of Waste	
Guestroom waste	Twin dustbins in guest rooms facilitate the segregation of recyclable and non-recyclable waste. Recyclable waste, such as paper, plastics and glass, is separated from non-recyclable waste, which includes food scraps and soiled items, ensuring proper disposal and promoting environmental sustainability.
Kitchen & F&B waste	Waste from kitchen and F&B outlets that cannot be recycled is directed to composting or biogas generation. Oil waste is collected separately and sent for recycling.
Non-recyclable waste	Non-recyclable waste is collected and stored adjacent to the loading bay area. Daily waste collections maintain cleanliness and hygiene standards.
Plant from trimming and cutting	Accumulated and utilised as fertiliser.

Recycling corners at Berjaya Times Square Hotel, Kuala Lumpur and other hotels and resorts provide employees with designated spaces to collect and segregate recyclable items such as paper, plastic, glass, metals, and cartons. These items are then sold to licensed waste collectors, supporting the Group's commitment to a circular economy.

Beyond operational waste, BProperty extends its efforts to community engagement. Since 2022, one of the Group's recreational clubs has partnered with the Tzu Chi Recycling Centre, allocating space to promote domestic waste recycling within the surrounding township and fostering community participation.

In the Hospitality segment, the Group has implemented measures to minimise single-use waste, including eliminating plastic straws and encouraging guests to reuse towels and bed linen. Meanwhile, the Services segment (Gaming) has introduced the STM Lottery Recycling Campaign, which motivates employees to recycle and rewards top contributors quarterly for their dedication to environmental sustainability.

The chart below presents the Group's reported waste breakdown by material.



In FY2026, food waste was the largest reported material stream at 395.93 MT, followed by paper at 77.19 MT, cartons at 33.51 MT and plastic at 29.39 MT. Other reported materials included used cooking oil, glass, mixed materials, iron, tin and aluminium. The reported food waste was directed to landfill.

This focus is supported by property-level waste reduction and recycling initiatives across the Group's resorts and hotels. At The Taaras Beach & Spa Resort, used cooking oil is sold for conversion into biofuel, with a portion also upcycled into candles. The resort further segregates organic and non-organic waste through dedicated wet and dry waste rooms, while wastewater effluent is sent for monthly laboratory testing in accordance with Department of Environment requirements. A sewage treatment plant upgrade has also been proposed to further improve effluent quality.

At Berjaya Beau Vallon Bay Resort, dry garden leaves are composted into organic fertiliser for reuse, while green and vegetable waste is fed to the resort's resident tortoises. The resort also recycles PET bottles, cans and glass, and has introduced a paper-straw policy to reduce plastic consumption. In Iceland, the Iceland Hotel Collection by Berjaya aligns its waste handling practices with the country's 2023 waste-sorting legislation, works with national waste contractor Islenska Gamafelagid ("IGF") and incorporates litter collection into its annual Earth Week activities.

SUSTAINABILITY STATEMENT

Other resort properties, including Berjaya Tioman Resort and Berjaya Langkawi Resort, also practise waste segregation by separating recyclable, non-recyclable and compostable materials. Organic waste is directed to composting where feasible, while guests are actively encouraged to participate in waste reduction efforts.



Used cooking oil is sold to BProperty's supplier, who later recycles it into biofuel. BProperty also recycles the used cooking oil into candles and soaps

BIODIVERSITY & ECOLOGICAL IMPACTS

As BProperty's portfolio includes hotels and resorts located in ecologically sensitive settings, including coastal reefs, island environments, wetlands and tropical forests, the Group recognises biodiversity protection as a material aspect of its operations. BProperty seeks to minimise disturbance to natural habitats, protect native species and support habitat conservation, while promoting responsible ecotourism practices. Biodiversity considerations are therefore integrated into site planning, construction and daily operations, supported by partnerships with local communities, scientific organisations, government agencies and conservation initiatives to help ensure that its properties coexist responsibly with the natural landscapes around them.

These commitments are most visible across the Group's coastal and island resorts, where marine conservation and habitat protection form a key part of property-level initiatives. At The Taaras Beach & Spa Resort, biodiversity efforts include artificial reef restoration, the adoption of 32 corals between January and June 2026, monthly beach and underwater clean-ups, and the protection of sea-turtle foraging grounds and coral reef habitats fronting the resort. The resort also partners with Reef Check Malaysia under the Green Fins initiative, which promotes responsible diving and snorkelling practices to minimise impact on reef ecosystems.



Reef restoration activities by The Taaras Beach & Spa Resort

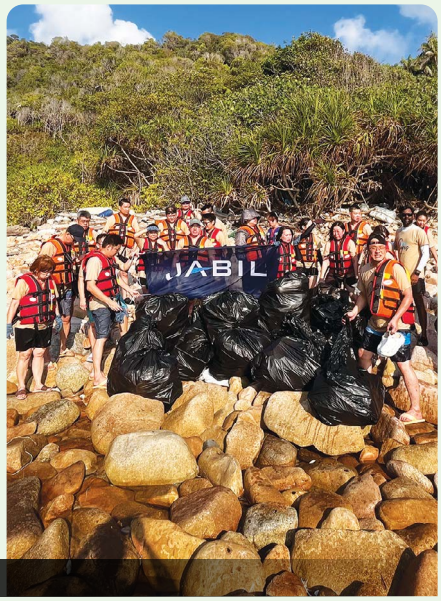
SUSTAINABILITY STATEMENT

At Berjaya Langkawi Resort, biodiversity programmes include staff-volunteer coral planting and mangrove replanting activities, beach clean-ups, and nature and environment talks to build awareness among employees and guests. Berjaya Tioman Resort supports the local Turtle Sanctuary through partial food sponsorship and continues to engage with government and non-governmental bodies on conservation efforts within the biodiverse habitats surrounding its operations.









Berjaya Property held several beach clean-up sessions during FY2026

In Seychelles, Berjaya Beau Vallon Bay Resort contributes to terrestrial and wetland conservation by caring for six protected Aldabra giant tortoises within its grounds. The resort also provides manpower to help manage the neighbouring marshland and river-mouth water outflow during heavy rainfall, supporting both the surrounding district's flood resilience and the health of the local wetland ecosystem.

SUSTAINABILITY STATEMENT

SOCIAL

BProperty fosters a supportive and thriving workplace culture. The Group prioritises initiatives that support professional development, embrace diversity and uphold safety standards to create a workplace where every individual can flourish and contribute their best.

HUMAN & LABOUR RIGHTS

Ensuring The Rights and Well-Being of Employees

BProperty's social charter articulates its commitment to safeguarding the dignity and self-respect of every individual, encompassing human rights, ethical conduct, diversity and inclusion, and fostering a healthy work-life balance. The Group's Diversity, Equity and Inclusion ("DEI") Policy policy mandates equal treatment for all employees, regardless of race, religion, age, gender, sexual orientation, ethnicity and nationality.

In FY2024, Berjaya introduced its Human Rights and Labour Standards Policy. The policy enunciates all principles in the Universal Declaration of Human Rights and the ILO conventions and justly applies these principles throughout the Group.

The Group embeds human rights principles across its operations and supply chain to prevent and address potential adverse impacts, support timely remedial measures, and ensure compliance with applicable local laws in all jurisdictions where it operates. This commitment applies to all directors and employees of the Group, covering its Malaysian operations, international business activities, subsidiaries and intermediaries. The Group also encourages suppliers, customers, business associates and other interested parties to uphold similar standards. Where union representation exists, such as at Berjaya Langkawi Resort, Berjaya Penang Hotel, Bukit Jalil Golf & Country Resort, Bukit Kiara Equestrian & Country Resort and Staffield Country Resort Berhad, engagement with unions or liaison structures further supports open communication on workplace matters, employee wellbeing and the protection of employees' rights.

Human rights are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, the right to choose and the right to live. Every individual is entitled to these rights without discrimination or limitation.

Human Rights Principles

Non-discrimination

Zero tolerance for discrimination and commits to eliminating all its forms in employment.

Workplace Security

Ensures a safe, respectful, harassment-free workplace, prohibiting all forms of abuse and inhumane treatment.

Health and Safety

Offers a safe, healthy workplace, complying with all safety laws and regulations, and expects all employees and leaders to follow its safety policies, aiming for zero job-related injuries or fatalities.

Freedom of Association and the Right to Collective Bargaining

Respects employees' rights to join or not join a union and recognises employee representation in accordance with local laws and the right to collective bargaining.

Forced and Child Labour

Prohibits forced, bonded, child labour and any form of human trafficking.

Enforced an Anti-Child and Forced Labour Policy and complies with all applicable laws on child labour.

BProperty has zero-tolerance approach to child labour. As a prevention mechanism to child labour, the Group mandates that all new employees must provide national identity for verification. No person below 18 years of age is employed at its workplaces or facilities, with age substantiated by MyKad for Malaysians and passport for non-Malaysians and verified by authorised Human Resource personnel.

The Group's Anti-Child and Forced Labour Policy expressly prohibits all forms of forced labour, child labour, modern slavery and human trafficking, and extends these expectations to the Group's direct suppliers, contractors and vendors. Therefore this mechanism is practiced in all BProperty's operations, with compliance monitored through periodic due diligence and annual random record checks. Any breaches are reportable through the Group's grievance and whistleblowing channels.

As BProperty does not tolerate forced labour in any form, the Group seeks to ensure that its operations comply with applicable national requirements on working hours, wages, benefits and overtime pay. Employee remuneration is determined based on relevant factors such as qualifications, experience, role responsibilities and performance, in line with the Group's employment practices.

In addition, BProperty reviews its compensation and benefits against relevant industry benchmarks to support competitive wages and fair remuneration practices. This includes compliance with applicable minimum wage requirements, benefits and overtime pay. To prevent potential exploitation, employees who are required to work overtime must submit a request for approval by their respective Head of Department. BProperty's Human Rights and Labour Standards Policy is made available on the Group's corporate website and on its internal intranet platform, BFamily.

BProperty offers a comprehensive range of employee benefits designed to support the health, financial security and overall well-being of its workforce and, in many cases, their immediate family members. In FY2026, the Group further expanded its Flexible Benefits Scheme to place greater emphasis on holistic and preventive care, introducing new coverage for prescriptive contact lenses, Traditional Chinese Medicine, and consultation and medication for mental health and well-being. These enhancements reflect the Group's evolving commitment to employee wellness and a supportive working environment. The full suite of benefits is summarised below:

Berjaya Property's Employee Benefits

1. Outpatient Medical Benefits (for Employees and Their Immediate Family Members)
2. Insurance Coverage
   a. Group Hospitalisation & Surgical Insurance
   b. Group Personal Accident Insurance
   c. Group Term Life Assurance
3. Flexible Benefits Scheme (for Employees and/or Their Immediate Family Members)
   a. Optical
   b. Prescriptive contact lens
   c. Traditional Chinese Medicine (TCM)
   d. Medication/consultation for treatment of mental health/well-being
   e. Dental
   f. Chiropractic
   g. Preventive Vaccination
   h. Pap-Smear Check-Up
   i. Reimbursement for Group Hospitalisation & Surgical Insurance Top-up scheme's premium
4. Professional Body Membership Reimbursement
5. Staggered Working Hours Arrangement
6. Staff Welfare Fund (for Medical & Calamity)
7. Examination Leave
8. Sick Leave Without Medical Certificate (Unique Benefits)
   Employee can apply for the Sick Leave Without Medical Certificate if he/she is sick and needs to rest at home without having the need to visit the panel clinic for treatment and to obtain Medical Certificate.
9. Special Leave (Compassionate Leave, Marriage Leave and Residence of Employee Affected by Natural Disaster)
10. Prolonged Illness Leave
11. Gym Membership Subsidy
12. Exclusive staff discount rate for Group's products and services

SUSTAINABILITY STATEMENT

Exclusive Benefits for Certain Categories of Employees Only

1. Dental Benefits
2. Car Benefits (Company Car/Car Allowance/Company Driver/Allowance in-lieu of Driver)
3. Company Handphone/Reimbursement
4. Social/Recreation Club Membership
5. Medical Check-up/Health Screening
6. Touch N Go Reimbursement

Note: BProperty and its selected subsidiaries offer a unique benefit of two days of Sick Leave Without Medical Certificate per calendar year. This benefit is applicable for all confirmed full-time employees, and this initiative is part of the Group's ongoing commitment to enhancing employee welfare and benefits.

In line with the ILO Core Conventions, BProperty respects the right of its employees to collective bargaining and join any associations or trade unions of their choice, provided such affiliations comply with local laws. BProperty's Human Rights and Labour Standards Policy guarantees that these freedoms are upheld without fearing of retaliation. All communications with unions and worker representatives are done with good intentions.

BProperty's Code of Conduct also summarises its human rights policy. The Code is available in English and Bahasa Malaysia.

The Group's DEI Policy is built on six guiding principles that together foster a workplace that values diverse perspectives, promotes meritocracy and equal opportunity, and nurtures a strong sense of belonging among employees:



In the event of labour-related concerns, employees may use BProperty's informal or formal grievance mechanisms to raise their issues. The Group encourages grievances to be resolved promptly through open discussion, mediation and appropriate support, where possible, to avoid unnecessary escalation. Where the matter cannot be resolved informally, employees may proceed with the formal grievance process by submitting their concern in writing or through the designated Grievance/Complaint Form, which is available via the Group's intranet or the HR Department.

In more serious cases, such as misconduct or unethical behaviour, employees, suppliers and other third parties are encouraged to use the whistleblowing mechanism. The Whistleblowing Policy guarantees confidentiality and protection from detrimental action which may include action causing injury, loss or damage, intimidation or harassment and interference with the lawful employment or livelihood or any person.

In FY2026, BProperty addressed one human rights-related matter through its established internal procedures, reaffirming its commitment to a safe, respectful and inclusive working environment.

	FY2024	FY2025	FY2026
Number of substantiated complaints concerning human rights violations	0	0	**1**

TALENT MANAGEMENT

Embracing Inclusivity in BProperty's Diverse Environment

BProperty supports diversity and adopts a firm position against discrimination in the workplace. The Group's commitment to inclusivity is reflected across its employment practices, including talent acquisition, remuneration, learning and development, and employee engagement. Through these efforts, BProperty seeks to maintain a respectful and collaborative work environment where employees are treated fairly and individual differences are valued.

Employment practices in all of our operations, as reflected in our Sustainability Practices and Policy, are merit-based and guided by a structured performance-focused KPI appraisal system anchored in the Balanced Scorecard framework and SMART objectives, ensuring equal opportunity irrespective of gender, ethnicity, or background. BProperty is committed to fair and inclusive employment practices, ensuring that recruitment, promotion and recognition processes are conducted without discrimination based on nationality, race or other personal attributes. The Group's recruitment approach is designed to be inclusive of individuals from diverse races and backgrounds, and racial information is not requested from applicants. This supports BProperty's practice of assessing candidates based on merit, including their experience, qualifications and skills.

The Group's business units uphold non-discrimination, equal opportunity and compliance with applicable labour laws. Properties reported practices such as recruitment based on skills and suitability, provision of prayer rooms, harassment awareness notices and employee handbooks or policies covering workplace harassment, child labour, forced labour and excessive working hours. Iceland Hotel Collection by Berjaya provided a strong example of a structured equality approach through its Equality and Human Rights Policy and collaboration with UN Women Iceland, while several Malaysian properties referenced compliance with the Employment Act 1955 and Group HR guidance.

In further supporting an inclusive workplace culture, BProperty respects and accommodates the diverse needs of its workforce. The Group provides a prayer room at its Corporate Office and observes religious holidays to support employees' spiritual practices. During Ramadan, Muslim employees are granted flexibility to leave work an hour earlier to prepare for Iftar. Gender equality is supported through the provision of a dedicated breastfeeding room for nursing mothers at the Head Quarters. In addition, BProperty enforces a strict non-discrimination policy that includes sexual orientation and gender identity, ensuring equal opportunities and respectful treatment for all employees.

In FY2026, our workforce comprised 5,141 employees. The breakdown of our workforce is as shown below:

	FY2024	FY2025	FY2026
Total Workforce	5,099	5,146	**5,141**
Total Permanent Employees			
(a) Number of permanent employees	4,017	4,000	**3,956**
(b) Percentage of permanent employees (%)	78.78	77.73	**76.95**
Total Temporary Staff/Contractors			
Number of temporary staff/contractors	1,082	1,146	**1,185**
Percentage of employees that are contractors or temporary staff (%)	21.22	22.27	**23.05**
Number of New Hire Employees	1,641	1,518	**1,304**

	Breakdown by Gender	
Fiscal Year	Male Employees (%)	Female Employees (%)
FY2024	60.46	39.54
FY2025	60.69	39.31
FY2026	**59.62**	**40.38**

SUSTAINABILITY STATEMENT

Fiscal Year	Breakdown of Employee by Nationality	
	Malaysian Employees	Non-Malaysian Employees
FY2024	3,065	2,034
FY2025	3,148	1,998
FY2026	**3,150**	**1,991**

Breakdown by Age Group

Age Group	FY2024	FY2025	FY2026
<30	1,438	1,384	**1,328**
30-50	2,518	2,564	**2,590**
>50	1,143	1,198	**1,223**

Breakdown by Employment Category

	FY2024	FY2025	FY2026
Senior Management	206	207	**197**
Middle Management	442	410	**411**
Junior Management	969	1,032	**1,061**
Non-executive	3,482	3,497	**3,472**

Employee Demographic by Gender (%)

Employee Category	Gender	FY2024	FY2025	FY2026
Senior Management	Male	62.62	60.87	**60.91**
	Female	37.38	39.13	**39.09**
Middle Management	Male	55.66	55.61	**54.99**
	Female	44.34	44.39	**45.01**
Junior Management	Male	52.94	54.07	**53.53**
	Female	47.06	45.93	**46.47**
Non-executive	Male	62.81	61.85	**61.92**
	Female	37.19	38.15	**38.08**

SUSTAINABILITY STATEMENT

Employee Demographic by Age (%)

Employee Category	Age	FY2024	FY2025	FY2026
Senior Management	Aged under 30	0.97	0.00	**0.00**
	Aged 30-50	39.81	41.06	**37.56**
	Aged above 50	59.22	58.94	**62.44**
Middle Management	Aged under 30	4.52	4.63	**3.41**
	Aged 30-50	63.57	60.98	**62.53**
	Aged above 50	31.90	34.39	**34.06**
Junior Management	Aged under 30	20.54	20.54	**17.91**
	Aged 30-50	58.00	58.14	**59.57**
	Aged above 50	21.47	21.32	**22.53**
Non-executive	Aged under 30	35.01	33.03	**32.66**
	Aged 30-50	45.75	47.78	**46.31**
	Aged above 50	19.24	19.19	**21.03**

	FY2024	FY2025	FY2026
Union members	1,271	1,232	**1,227**
Non-union members	3,828	3,914	**3,914**

	FY2024	FY2025	FY2026
Total Number of disabled staff	0	1	**3**

Women Representatives in the Management

	FY2024	FY2025	FY2026
Female employees in management	729	726	**736**
Female employees in top management	77	79	**83**

At BProperty, we recognise that our people are the driving force behind our success. As part of what we do to build a lasting and sustainable future, we keep making efforts to make BProperty workplace supportive and motivating for everyone. In FY2026, our turnover rate is 20.56%, showing our ongoing commitment to employee engagement and retention.

	FY2024	FY2025	FY2026
Total Turnover Rate	24.07	23.77	**20.56**
Total Voluntary Turnover (Full Time Staff)	475	872	**821**
Total Involuntary Turnover (Full Time Staff)	369	351	**236**

Turnover by Gender

	FY2024	FY2025	FY2026
Male	632	549	**570**
Female	604	674	**487**

SUSTAINABILITY STATEMENT

Turnover by Age Group

	FY2024	FY2025	FY2026
<30	547	546	**430**
30-50	517	519	**472**
>50	172	158	**155**

Turnover by Employment Category

	FY2024	FY2025	FY2026
Senior Management	24	19	**20**
Middle Management	84	65	**64**
Junior Management	206	180	**219**
Non-executive	922	959	**754**

A Promise to Career Growth

BProperty provides training and development programmes to support employees' skills enhancement and career growth in line with business and industry requirements. These programmes cover both technical areas, such as emerging technologies and industry standards, as well as non-technical areas, including project management and regulatory compliance. The Group also recognises the value of a multi-generational workforce and seeks to provide equal learning opportunities for employees across different age groups and career stages.

The Group continued to invest in employee capability through operational, safety, service and management training. Programmes reported during the year include certified hospitality management, housekeeping operations and management, Berjaya Manager Development Programme ("B.MDP"), fire and safety training, food handler and halal awareness training, service excellence, grooming, leadership, strategic management and digital or PDPA awareness workshops. The Taaras Beach & Spa Resort reported that 62 employees, representing approximately 20% of its workforce, participated in secondment opportunities across Berjaya properties, including overseas assignments, strengthening internal mobility and cross-property learning.

BProperty supports employee skills development by sponsoring participation in training sessions and seminars conducted by external experts. These programmes provide opportunities for employees to strengthen their knowledge, enhance their capabilities and remain informed of relevant industry developments. Focusing on soft skills such as communication, leadership and personal development initiatives creates a well-rounded and highly competent workforce.

During the year, BProperty continued to support employee development through participation in the BCorp Group's in-house development programmes, B.MDP and Berjaya Executive Development Programme ("B.EDP"). A total of 29 employees successfully graduated from these programmes in FY26, while another 15 employees were enrolled in the latest batch of the B.EDP programme in April 2026.

	FY2024	FY2025	FY2026
Total Training Hours as a Company	8,677	75,623	**106,958**
Average Training Hours Per Employee	12.80	14.70	**28.52**
Average Training Days Per Employee	1.60	1.84	**3.57**

	FY2024	FY2025	FY2026
Total number of employees attending training	626	2,961	**3,750**

Total Number of Hour Spent on Employee Development

	FY2024	FY2025	FY2026
Senior Management	741	4,877	**3,548**
Middle Management	2,239	10,916	**16,609**
Junior Management	4,029	18,525	**21,054**
Non-executive	1,668	41,305	**65,747**

A summary of the training programmes attended by BProperty Head Quarters employees during FY2026, spanning technical, soft-skills, compliance and safety areas, is set out below:

BProperty's Upskilling Training

1. Preventing Oversights Under the CA 2016: A Guide for Directors and Company Secretaries
2. Addressing Misconduct and Underperformance
3. Service Tax on construction services: Navigating complexity, securing opportunities
4. Malaysian PDPA Awareness Workshop
5. Reporting transformation: Redesigning financial statements presentation - MFRS 18 Presentation and Disclosure in Financial Statements
6. Cybersecurity Awareness Training
7. Reduction of Share Capital - Assessing the Different Processes Under Sections 116 & 117
8. Tax Compliance, Tax Knowledge and Tax Complexity
9. ESG and IFRS S1 & S2
10. Form EA Common Pitfalls
11. Pengenalan Tanggungjawab Majikan KWSP 2025
12. Anti-Bribery and Corruption in the Workplace Training
13. IFRS Sustainability Disclosure Standards Awareness: Gearing Up the Board of Directors
14. Whistleblower Protection Act 2010 (Amendment) 2025 Conference
15. Common Offences Under Companies Act 2016
16. Boards in the Exponential Era: AI Governance & Board Intelligence for Directors
17. ISO 37001:2025 Anti-Bribery Management System - Awareness Training
18. Managing Misconduct in Employment
19. Navigating Trade-Based Money Laundering: Fundamentals in AML/CFT Compliance
20. Sustainability Governance for Directors: The FTSE4Good Lens
21. First Aid at Workplace
22. Fire Safety Training
23. QLASSIC Awareness Course
24. Microsoft Excel for Intermediate Level
25. Analysing Data with Microsoft Power BI
26. LPBM Professional Course 1/2025
27. Fundamental of Strategic Management
28. Certified Hotel Administrator (CHA)
29. AI Masterclass: Practical Prompting Strategies for Professional
30. Microsoft Excel for Advance Level
31. AI Masterclass: Practical Prompting Strategies for Professionals
32. Seminar Kelestarian dalam Aktiviti Pembangunan dan Industri (EIA)
33. Seminar of Engineering Insights into Structural Excellence
34. World Class Sustainable Cities International Conference 2025

SUSTAINABILITY STATEMENT

BProperty's Upskilling Training

35. National Human Capital Conference & Exhibition 2025
36. Decoding Budget 2026: Capital Market and Business Outlook
37. Klinik Perancangan 2.0-Hari Perancangan Bandar Sedunia (HPBS) Peringkat Negeri Pahang
38. Finance for Non-Finance Professionals
39. HR Rymnet Training Module Refresher Session
40. Quality Assessment System in Construction (QLASSIC) Assessor Course (Level 1, 2 & 3)
41. Risk Management Conference 2025
42. Berjaya Performance Appraisal Refresher Class
43. Specialised Property Valuation Series
44. 1 Day Seminar - Building a Concrete Industrial Floor "Fit for Purpose"
45. Berjaya Performance Appraisal Refresher Class (Virtual)
46. Microsoft Office 365 Tips & Trick Workshop
47. Ceramah Profesional: Isu, Cabaran, dan Hala Tuju Masa Hadapan Sistem Perancangan Negara: Analisis Perbandingan Dengan Negara-Negara Terpilih Dan Kerangka Antarabangsa
48. Microsoft Excel: Advanced Level
49. Technical Visit to ESG Centre Kuala Lumpur, Veolia Wastewater Plant & Recycling System, TRX
50. Appreciative Inquiry
51. Leader as Coach
51. Organising a Winning Team
53. Effective Business Communication
54. Essential and Effective Leadership
55. Ethics and Social Responsibility
56. Excellence Professionals Services and Power of Grooming
57. PowerPoint for Business Presentation (Intermediate Level)
58. Problem Solving and Desicion Making with Design Thinking
59. Building A Winning Team (Group Finance & Group Tax Teambuilding)
60. Purpose and Meaning
61. Personal Energysing Power
62. Level Up Your Business Writing & Communication Skills
63. Harnessing the Value of Board Management Relationship
64. Communicate with Confidence: Business English and Presentation Skills
65. Self Leadership Development

Internship Opportunities

BProperty develops future hospitality professionals through its robust internship programme. The internship programme, provided at Berjaya Tioman Resort covers guest relations, food and beverage management, housekeeping, event planning, sales and human resources. Trainees gain hands-on experience, mentorship from industry professionals and exposure to different departments. This initiative equips interns with essential skills and underscores BProperty's dedication to fostering talent and excellence in hospitality.

Empowerment And Engagement

The Group strongly promotes employee well-being. Various initiatives and activities enhance their overall quality of life, such as birthday celebrations, town hall meetings, festive celebrations, sports tournaments, meal gatherings, *Majlis Bacaan Yasin* and *Doa Selamat*, *Ramadhan Iftar*, friendly matches, Staff Appreciation Nights, and community clean-up events.

At BProperty's Head Quarters, BProperty's "Berjaya Fruit Distribution Programme", which launched in FY2025 for our employee, continued throughout FY2026 with around 131 employees benefitting from the initiative each week. This initiative aims to promote a healthier lifestyle in the workplace. By providing fresh fruits weekly, the programme not only encourages better eating habits but also reinforces the Group's ongoing commitment to employee health, care, and appreciation. This wellness-driven initiative reflects BProperty's belief that small acts of care can make a meaningful difference in fostering a vibrant and thriving workplace.

BProperty also facilitate Lunch and Learn which provides useful information on the best practices of maintaining healthy living, work-life balance and ergonomics at work. These short sessions are designed to be inclusive and engaging to the various employees across different department. As part of its focus in ensuring physical wellbeing, BProperty continues to provide subsidised gym memberships that motivate the employees to be more active and adopt healthy lifestyles that enhance discipline, confidence, and general wellbeing.

PRIORITISING WELLNESS, HEALTH AND SAFETY FOR ALL

Health and Safety Governance

BProperty prioritises safety through various measures to mitigate risks and foster a secure environment for everyone involved, including employees, suppliers, contractors, visitors, guests and the general public.

The Group's operating units maintain safety and health practices through Occupational Safety and Health ("OSH") committees, emergency response teams, fire safety systems, security surveillance, routine inspections and collaboration with relevant authorities or certified trainers. Common initiatives include fire drills, first aid, Cardiopulmonary Resuscitation ("CPR") or Automated External Defibrillator ("AED") training, pest control, fogging, emergency evacuation exercises and workplace safety briefings.

BProperty implements safety-related initiatives that include training on first aid, AED use, fire safety protocols and emergency rescue procedures. During the year, the Group collaborated with St. John Ambulance Malaysia to conduct a Certified First Aid Training Programme. The comprehensive two-day programme covered First Aid, CPR, and AED training, equipping employees with essential life-saving skills and enhancing overall workplace emergency preparedness. This collaboration reflects Berjaya's commitment to maintaining a safe working environment and ensuring employees are well-prepared to respond effectively during medical emergencies.

Certain entities within the Group have established Emergency Response Teams dedicated to conducting drills to test and refine their emergency preparedness strategies. Other safety measures, such as monthly pest control treatments, are also conducted to safeguard the safety of employees, guests, customers and visitors.

The Group adheres to relevant certifications, standards and inspections to uphold safety and quality requirements. This includes regular inspections and licence renewals of equipment and facilities overseen by relevant authorities, such as the Department of Occupational Safety and Health ("DOSH") and the Fire and Rescue Department.

Several assets provided property-level examples of these practices. Berjaya Times Square Hotel, Kuala Lumpur maintains safety-related certifications and assessments, including its Fire Certificate, lift certificate and Chemical Hazard Risk Assessment. The Taaras Beach & Spa Resort conducted a chemical health risk assessment and fire evacuation training with Bomba, while Bukit Kiara Equestrian & Country Resort conducted Water Survival Training with Bomba.

Within the Hospitality Segment, BProperty supports food safety practices by ensuring that relevant employees undergo food handler training certified by the Ministry of Health. The Group also implements procedures for chemical storage management and conducts risk assessments, including Noise Risk Assessments and Chemical Hazard Risk Assessments, to identify and manage workplace safety risks.

BProperty also maintained existing wellness initiatives, such as subsidised gym memberships, reflecting the Group's ongoing approach in supporting a healthy wellbeing for employees.

In FY2026, BProperty conducted health and safety training programmes and trained a total of 2,040 employees on health and safety standards, including both internal employees and external workers. These training is to equip all employee with the relevant skills and knowledge necessary to maintain a safe working environment across our operations.

	FY2024	FY2025	FY2026
Employees trained on health and safety standards	1,162	1,896	**2,040**
Employees receiving general training which includes safety	1,569	2,292	**3,290**

BProperty's Health and Safety Training

1. Prevention Through Design
2. The Future of OSH: Trends and Transformation in Occupational Health (OH) (Ergonomic Hazards)
3. Trained Person In Excavation
4. First Aid At Workplace
5. Lifting Supervisor Training
6. OSHCON 2025: Accident Prevention
7. Fire Drill

SUSTAINABILITY STATEMENT

BProperty's Safety and Health Committee monitors and records data related to work-related injuries and occupational illnesses. This information is important for us to identifying risks, improving safety protocols, and fostering a culture of health and wellbeing in the workplace. BProperty health and safety performance is as shown below:

	FY2024	FY2025	FY2026
Fatalities (employees)	0	0	**0**
Fatalities (third-party contractors)	0	0	**0**
Lost time incident rate (employees)	0.10	0.35	**0.63**
Lost time incident rate (third-party contractors)	0	0	**0**

A Safe Environment for All

BProperty protects the safety of all tenants, visitors and guests of all ages. Trained personnel, rigorous guidelines and regular checks uphold this commitment. Comprehensive emergency preparedness plans ensure swift responses to unforeseen events, guaranteeing a secure environment.

Each company has a dedicated Health and Safety Committee comprising a Chairman, a Secretary, and employer and employee representatives guided by the BCorp Group health and safety policy.

Safety at Properties

BProperty meticulously implements safety measures to prioritise the well-being of guests, visitors and employees. Duty managers and around-the-clock security personnel are present at every shift.

BProperty maintains security and emergency preparedness measures, including surveillance cameras, fire alarm systems and access control systems. These are supported by trained emergency response teams to assist in managing workplace incidents. The Group also seeks to comply with applicable Department of Occupational Safety and Health requirements and other relevant regulatory standards.

BProperty takes several health and safety precautions throughout the year, including fogging, pest control, trimming of trees and dried branches, and disinfection of high traffic/touch point areas.

BProperty resorts, particularly those on tropical islands, prioritise guest safety through caution signs at beach areas, warnings about sand flies, the provision of repellents, colour-marked stairs and alerts for hazardous slope areas. Strategically-placed signs warn guests about wild animals and venomous snakes.

Several properties maintain Automated External Defibrillators ("AEDs"), stretchers and first-aid kits on standby, with Staffield also operating a dedicated ambulance buggy. Strategically-installed safety equipment such as fire extinguishers, life vests and handrails further safeguard guests and staff.

Safety at Sites

Hoarding covers construction sites to prevent unauthorised access and potential hazards. If any work extends beyond the hoarding, water barriers barricade machinery, transport and work areas. For traffic management, clear signage, designated signalmen and flagmen direct vehicles and personnel safely around the site, minimising the risk of accidents and ensuring smooth operations. Prominent safety signage and speed humps improve work area safety.

Landasan Lumayan Berjaya Sdn Bhd known for rejuvenating the Klang River, improved public safety by installing warning signs and barricades at the river cleaning site. Hoardings cover the site and water barriers that isolate machinery, transport and work areas if any operations extend beyond the hoarding perimeter.

SUSTAINABILITY STATEMENT

Pool Safety and Golf Course Safety

All properties under BProperty's Hospitality Segment are equipped with swimming pools, and the Group seeks to comply with applicable pool safety requirements, including the provision of qualified lifeguards where required. Water quality and pH levels are tested daily to support safe pool usage. For BProperty's recreation clubs, golf courses are maintained through regular maintenance and landscaping activities, including weekly upkeep and annual soil testing. These measures support the safety, functionality and overall condition of the facilities for patrons.

Selected recreational clubs offer swimming classes. The Group diligently screens potential coaches, prioritising qualifications and experience to uphold the highest safety and service standards. Outsourced coaches undergo rigorous scrutiny to confirm they have the necessary qualifications and extensive experience.

Food Safety

Food safety is of great importance within the hospitality industry. All food handlers undergo typhoid vaccination as a minimum precaution to uphold hygiene and safety standards. BProperty is committed to achieving Halal standards and certification. Its dedicated Halal Committee at Berjaya Penang Hotel meticulously supervises every facet of the process, from packaging to receiving, guaranteeing strict compliance with health regulations and guidelines.

Safe Entertainment

STM Lottery, an entity under the BProperty Services (Gaming) Segment, is an active member of the World Lottery Association ("WLA") and the Asia Pacific Lottery Association ("APLA"). The company offers players responsible and entertaining gaming products through these memberships. STM Lottery has also implemented initiatives involving employees, players, and regulators to promote responsible gambling.



The Taaras Beach & Spa Resort received the Best Hotel Services (5-Star) award at Anugerah Seri Iman 2025 in Terengganu, recognising its commitment to service excellence and contribution to the state's tourism sector.

MARIC

The Berjaya Rail Sdn Bhd has become a new member of the Malaysia Rail Industry Corporation ("MARIC").

SIRIM

Berjaya Property Berhad was acknowledged for its commitment to enhancing sustainability performance at the Majlis SIRIM Industri.



Berjaya Makati Hotel was recognised as an Outstanding Halal Stakeholder at the 5th International Islamic Finance Conference, honouring its exemplary compliance with Halal standards and contributions to the Halal industry in the Philippines.

SUSTAINABILITY STATEMENT

Improving Accessibility and Connectivity

The Group emphasises public well-being by situating its projects near public transportation hubs and amenities. This strategic positioning guarantees accessibility and convenience for its guest, visitors, residents, customers and the general public.

Examples from BProperty's Hospitality Segment demonstrate efforts to support guest convenience and accessibility. ANSA Hotel Kuala Lumpur is located within walking distance of public transportation, including monorail and MRT stations, while Berjaya Times Square Hotel, Kuala Lumpur is directly connected to a monorail station via a pedestrian walkway.

Shuttle services are also provided at selected properties based on operational and guest needs, including transportation to and from The Taaras Beach & Spa Resort's boat transfer point. Berjaya Beau Vallon Bay Resort & Casino in Seychelles also provides shuttle services to and from Victoria, the country's capital city.

Recognising Penang's position as a medical hub, Berjaya Penang Hotel provides complimentary shuttle services for guests to and from selected nearby hospitals, including Penang Adventist Hospital, Gleneagles Hospital, Loh Guan Lye Specialist Hospital and Island Hospital. Berjaya Tioman Resort also provides shuttle services between the jetty and the resort.

In support of placemaking and accessibility, The Tropika Bukit Jalil is located near major highways and public transport routes, including Rapid KL bus services and Light Rail Transit services. The development also incorporates amenities that support residents' daily needs, such as healthcare, fitness, grocery and food and beverage outlets, including Jaya Grocer, Osso Bone Care, Anytime Fitness, Starbucks and Oomph Café & Bar. These facilities contribute to a more convenient and connected community environment.

Quality Customer and Employee Experience

BProperty's service philosophy emphasises customer satisfaction with its internal service quality standards. Meeting customers' expectations extends beyond building a solid relationship, including developing positive word-of-mouth.

Various platforms monitor guest satisfaction, including the TrustYou App for guest reviews, customer feedback forms and Google reviews. Regular training sessions ensure employees understand and uphold quality standards across all operational areas, from room cleanliness to food service, tenant services, safety and facility maintenance.

The average TrustYou score achieved by BProperty Hospitality (Hotels & Resorts) for FY2026 was **90.04**

BProperty's Aviation Segment informs customers through email notifications about any alterations or updates that might impact their travel arrangements, including schedule modifications, maintenance concerns, or delays caused by adverse weather conditions.

In BProperty's hotels and resorts, guest satisfaction is overseen by the Guest Service Manager or Resort Manager. For recreation clubs, the Liaison Committee serves as a communication channel between members and management, covering matters related to members' welfare, satisfaction, feedback and grievances. Club Managers also attend regular meetings between the Committee and management to discuss relevant issues and follow-up actions.

The Group's Hospitality Segment works with local associations to enhance guest experience through selected recreational and community-based activities. At Berjaya Tioman Resort, the Group collaborates with Persatuan Pelancongan Kampung Tekek to oversee and manage recreational activities for guests. Bukit Jalil Golf & Country Resort and Bukit Kiara Equestrian & Country Resort engages its members through monthly meetings with its Liaison Committee, which provide a structured channel for dialogue on member feedback and grievances, complemented by customer feedback forms and monitoring of Google reviews. The clubs continue to enhance the member experience by maintaining its golf course, horse stables, club house and facilities in good condition and upgrading them progressively. A notable recent improvement in FY2026 was the conversion of two underutilised tennis courts into six pickleball courts, expanding recreational options for members and guests.

Through this collaboration, guests are provided with access to a range of local experiences and activities during their stay. The partnership also supports engagement with the local community, allowing the resort to offer experiences that reflect the surrounding culture and destination.

In its ongoing commitment to inclusivity, BProperty designs its hotels, resorts and recreation clubs to be disabled-friendly. Accessibility and comfort are top priorities. Hotels and resorts feature disabled-friendly rooms with tailored facilities, such as wheelchair-accessible features and disabled-friendly amenities, including widened doorframes and ramps for easy movement. Washrooms and bathrooms offer a minimum circulation space of 150 cm, ensuring comfortable navigation for guests in wheelchairs. Disabled chair ramps are available at all hotels, resorts and recreation clubs.

BProperty's efficient efforts in maintaining excellent quality services at its hotels and resorts have garnered several prestigious awards in FY2026, including The Taaras Beach & Spa Resort alone winning the 'Top Engaged Hotel 2025' from Trip.com Group, 2025 Asia's 100 Best Scenic Hotels from Trip.Best, and the Best Hotel Services (5-Star) from Anugerah Seri Iman 2025. Internationally, the Iceland Parliament Hotel – Curio Collection by Hilton received three LUXE Global Awards including Best Luxury Design Hotel in Europe and Best Luxury Iconic Hotel Globally, while the Reykjavík Konsúlat Hotel – Curio Collection by Hilton was also honoured with three LUXE Global Awards including Best Luxury Boutique Hotel in Europe and Best Luxury Historical Hotel Globally.

Employee satisfaction is recognised as a foundational pillar for delivering exceptional performance-driven culture. BProperty Head Quarters aims to conduct the Employee Opinion Survey every two years, with the most recent survey carried out in November 2024. The November 2024 Employee Opinion Survey, conducted for the Berjaya Corporate Office and Property Head Quarters, achieved an overall employee engagement score of 65%. The Group is committed to acting on employees' feedback to further strengthen employee engagement and cultivate a high-performance, inclusive workplace culture. The next survey is planned for later in 2026.

The Company has taken note of improvement areas and is committed to enhancing various dimensions to foster a high-performance culture and a compelling employee experience.

Integrated Marketing and Communication

BProperty is committed to responsible marketing and communication that is truthful, transparent and respectful of its diverse audiences. Marketing materials across the Group's hotels and resorts are vetted to ensure descriptions of rooms, facilities and services are accurate and do not overpromise, with images reflecting actual property features rather than digitally altered or stock visuals. Where services carry additional charges, these are clearly disclosed to guests at the point of booking. Food and beverage outlets provide clear ingredient and allergen information, supported by allergen posters and special dietary menus at selected properties, enabling guests to make informed choices.

The Group also uses its marketing platforms to promote responsible tourism and sustainability. Properties such as Berjaya Langkawi Resort, Berjaya Tioman Resort and The Taaras Beach & Spa Resort integrate environmental messaging into guest communications, encouraging participation in initiatives such as towel and linen reuse, beach and nature clean-ups, and conservation activities. The increasing use of e-flyers, e-brochures and QR-based guest information further reduces paper consumption while supporting clear and accessible communication.



SUSTAINABILITY STATEMENT

COMMUNITY & SOCIETY

Berjaya Langkawi Resort in Pioneering Environment Sustainability

As a leader in environmental sustainability, Berjaya Langkawi Resort champions green practices and extends its community efforts, inviting them to be part of its green journey. The resort actively engages with residents and stakeholders through various community initiatives, encouraging participation and collaboration to foster a greener future.

Recent Environmental Sustainability Endeavours

Wildlife Conservation

- Berjaya Langkawi Resort: Turtle Hatchling Release Programme - Direct collaboration with Fisheries Department of Malaysia and guest participation in a marine turtle protection activity.
- Berjaya Langkawi Resort: Celebrating Reefs, Oceans and Rainforests.
- Berjaya Tioman Resort: Turtle Sanctuary Support - Targeted support to a turtle sanctuary through both food sponsorship and building materials.
- Berjaya Tioman Resort: Mooring Line Installation - Reduced coral damage from anchoring and supported marine habitat protection.
- Berjaya Tioman Resort: Artificial Reef Project - Supports coral growth and marine biodiversity over the long-term.

Environmental Cleanup

- Berjaya Times Square Hotel, Kuala Lumpur: Environmental Clean-Up Activity - Supports local cleanliness and environmental responsibility. Detailed outcome was not specified.
- Berjaya Times Square Hotel, Kuala Lumpur: Environmental Sustainability Activities - Promotes environmental sustainability and staff/community participation. Quantified impact was not specified.
- Berjaya Colombo Hotel: Road Cleaning Around Hotel - Contributed to cleanliness and presentation of areas surrounding the hotel.
- Berjaya Langkawi Resort: World Clean Up Day - Collected 30 bags of waste, contributing to a cleaner and healthier environment across rainforest and beach areas.
- Iceland Hotel Collection by Berjaya: Earth Week Litter-Picking Competition - Promoted sustainability awareness, encouraged employee participation and supported cleaner local surroundings.

Eco-Friendly Initiatives

- Berjaya Times Square Hotel, Kuala Lumpur: Tree Planting, Recycling and Energy-Saving Programmes - Supports environmental awareness and resource-conscious behaviour.
- Berjaya Langkawi Resort: Vegetarian Awareness Month - Increased awareness of sustainable and plant-based dining, encouraged healthier lifestyle choices and promoted sustainable food consumption.
- Berjaya Langkawi Resort: Christmas Tree Sustainability Project - Promoted recycling and waste reduction, strengthened staff teamwork and enhanced guest experience through sustainable festive decor.
- Berjaya Langkawi Resort: Earth Hour Participation - Raised awareness on climate action and energy conservation among guests.
- Iceland Hotel Collection by Berjaya: Earth Week Sustainability Awareness Programme - Promoted sustainability and environmental awareness among employees across locations.
- Iceland Hotel Collection by Berjaya: Donation Corner for Circular Economy - Promotes circular economy practices and minimises waste.
- Berjaya Tioman Resort: Educational Talks and Training for School Children - Increased environmental knowledge and interest in conservation among students.
- The Taaras Beach & Spa Resort: Guest-Facing Eco-Conscious Communication - Encouraged guests and employees to adopt lower-impact behaviours and participate in sustainability activities.

SUSTAINABILITY STATEMENT

Community Support

- ANSA Hotel Kuala Lumpur: CSR Ramadhan 2026.
- Berjaya Times Square Hotel, Kuala Lumpur: Charity and Donation Programme 3.
- Berjaya Beau Vallon Bay Resort & Casino: Support for Elderly Home and Children's Orphanage - Supported less fortunate people and received positive feedback from beneficiaries.
- Berjaya Beau Vallon Bay Resort & Casino: Tourism Club and Education Partnerships.
- Berjaya Beau Vallon Bay Resort & Casino: Sports, School and Festive Community Contributions - Supported sports development, school welfare and cultural celebration in the local community.
- Berjaya Colombo Hotel: Meal Pack Distribution for Storm-Affected Refugees - Provided immediate food and nutritional assistance to storm and flood-affected families and individuals.
- Berjaya Langkawi Resort: Special Education Awards - SMK Tunku Putra - Recognised and encouraged special needs students, fostering inclusivity, confidence and community support for education.
- Berjaya Langkawi Resort: Bubur Lambuk Community Distribution - Supported community welfare and fostered goodwill and connection with residents during Ramadan.
- Berjaya Langkawi Resort: Dinner Event with Students - Benefited 256 special students and teachers with a memorable social and educational gathering.
- Berjaya Penang Hotel: Deepavali with Old Folks Home - Brought festive cheer, reduced loneliness and supported elderly residents and the home.
- Berjaya Penang Hotel: Christmas with Rumah Amal Cheshire - Created a meaningful Christmas celebration and supported morale and well-being of residents and caregivers.
- Berjaya Penang Hotel: Iftar Kasih Ramadan - Supported children and students, eased some financial burden and promoted community ties during Ramadan.
- Berjaya Praslin Limited: Local Church, School, Art and Cultural Support - Supported community activities, social wellbeing, local heritage, culture and community engagement.
- Bukit Jalil Golf & Country Resort: CNY Community Outreach/Festive Charity Visit.



49 participants comprising of both staff and in-house guests of Berjaya Langkawi Resort gathered to celebrate and preserve our natural ecosystems, gaining a greater awareness of safeguarding coral reefs, oceans, rainforests and for long-term environmental impact



The Berjaya Langkawi Resort team came together on World Cleanup Day to clean and care for island, collecting 30 bags of waste and contributing to a cleaner and healthier environment across rainforest and beach areas

SUSTAINABILITY STATEMENT

Supporting the Local Community and Bringing Joy

At BProperty, value creation extends beyond the Group's financial performance to supporting community well-being and contributing to more inclusive communities. The Group's community initiatives focus on areas where it can contribute through its facilities, partnerships, financial and in-kind support, and employee participation, including social inclusion, education, sports and community development.

BProperty undertakes community and CSR initiatives aimed at supporting underserved and vulnerable groups. The Group works with community organisations and other partners to identify opportunities where its resources and facilities can support programmes that address community needs.

Every Tuesday and Thursday, Bukit Kiara Resort provides manpower, horse arenas and horses to support therapeutic riding sessions conducted together with volunteers from the Riding for the Disabled Association Malaysia. The sessions benefit children and adults with disabilities from Kuala Lumpur, Petaling Jaya and Damansara, providing access to safe and therapeutic horse-related activities that support their physical and emotional well-being. While this initiative is not classified as a formal CSR programme, BProperty's continued provision of facilities and employee support reflects its contribution towards promoting inclusivity and community participation.

BProperty also supports community development through Bukit Jalil Golf & Country Resort's partnership with the Nicol David Organisation ("NDO"). Founded by Datuk Nicol David, NDO conducts subsidised after-school and community programmes aimed at children, youths and families, particularly those from B40 and lower-income communities. The programmes combine sports, education, mental well-being, financial literacy and personal development.

One of the key initiatives conducted at Bukit Jalil Golf & Country Resort is the Little Legends Programme, a five-year subsidised after-school programme for children from B40 and M40 families beginning from eight years of age. The programme combines squash training and English tutoring, providing participants with access to both sporting and educational development opportunities.

NDO also extends its outreach through programmes including Smart Mooves, which supports underserved students in public secondary schools through sports, financial and investment literacy and personal development. The +Play and +Play Finance Programmes introduce physical activity, mental resilience and basic financial literacy to primary and lower-secondary students, while initiatives such as *Ibu Legends* and *Bapa Legends* extend support to parents from B40 communities through sports, parenting and financial-related workshops.

	FY2024	FY2025	FY2026
Total Amount of corporate or group donations/community investments made to registered not-for-profit organisations (RM)	45,353,090	49,203,314	**46,453,733**
Total beneficiaries of the investment in communities	43,404	41,440	**1,068,875**

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-corruption	Percentage of employees who have received anti-corruption training by employee category - Senior Management	Percentage	16.91	6.60	-	External (Limited)
Anti-corruption	Percentage of employees who have received anti-corruption training by employee category - Middle Management	Percentage	38.29	15.33	-	External (Limited)
Anti-corruption	Percentage of employees who have received anti-corruption training by employee category - Junior Management	Percentage	28.88	4.05	-	External (Limited)
Anti-corruption	Percentage of employees who have received anti-corruption training by employee category - Non-executive	Percentage	15.04	13.88	-	External (Limited)
Anti-corruption	Operations assessed for corruption-related risks	Percentage	49.15	52.17	-	External (Limited)
Anti-corruption	Confirmed incidents of corruption and action taken	Number	0	0	-	External (Limited)
Community/Society	Total amount invested in the community where target beneficiaries are external to the listed issuer	MYR	49,203,314	46,453,733	-	External (Limited)
Community/Society	Total number of beneficiaries of the investment in communities	Number	41,440	1,068,875	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Senior Management under 30	Percentage	0.00	0.00	-	External (Limited)

BERJAYA PROPERTY BERHAD

BMLR Transition Period

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

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Senior Management 30-50	Percentage	41.06	37.56	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Senior Management above 50	Percentage	58.94	62.44	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Middle Management under 30	Percentage	4.63	3.41	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Middle Management 30-50	Percentage	60.98	62.53	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Middle Management above 50	Percentage	34.39	34.06	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Junior Management under 30	Percentage	20.54	17.91	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Junior Management 30-50	Percentage	58.14	59.57	-	External (Limited)

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Junior Management above 50	Percentage	21.32	22.53	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Non-executive under 30	Percentage	33.03	32.66	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Non-executive 30-50	Percentage	47.78	46.31	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Age group by employee category) - Non-executive above 50	Percentage	19.19	21.03	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Gender group by employee category) - Senior Management Male	Percentage	60.87	60.91	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Gender group by employee category) - Senior Management Female	Percentage	39.13	39.09	-	External (Limited)

BERJAYA PROPERTY BERHAD
BMLR Transition Period

Date & Time: 2026-10-16_16:28:44
Main Market | Group 2 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of employees by gender and age group, for each employee category. (Gender group by employee category) - Middle Management Male	Percentage	55.61	54.99	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Gender group by employee category) - Middle Management Female	Percentage	44.39	45.01	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Gender group by employee category) - Junior Management Male	Percentage	54.07	53.53	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Gender group by employee category) - Junior Management Female	Percentage	45.93	46.47	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Gender group by employee category) - Non-executive Male	Percentage	61.85	61.92	-	External (Limited)
Diversity	Percentage of employees by gender and age group, for each employee category. (Gender group by employee category) - Non-executive Female	Percentage	38.15	38.08	-	External (Limited)

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Percentage of directors by gender and age group - Male	Percentage	71.43	75.00	-	External (Limited)
Diversity	Percentage of directors by gender and age group - Female	Percentage	28.57	25.00	-	External (Limited)
Diversity	Percentage of directors by gender and age group - Under 30	Percentage	0.00	0.00	-	External (Limited)
Diversity	Percentage of directors by gender and age group - 30-50	Percentage	33.33	25.00	-	External (Limited)
Diversity	Percentage of directors by gender and age group - Above 50	Percentage	66.67	75.00	-	External (Limited)
Energy management	Total energy consumption	Terajoule	412	407	-	External (Limited)
Health and safety	Number of work-related fatalities	Number	0	0	-	External (Limited)
Health and safety	Lost time incident rate ("LTIR")	Rate	0.35	0.63	-	External (Limited)
Health and safety	Number of employees trained on health and safety standards	Number	1,896	2,040	-	External (Limited)
Labour practices and standards	Total hours of training by employee category - Senior Management	Hours	4,877	3,548	-	External (Limited)
Labour practices and standards	Total hours of training by employee category - Middle Management	Hours	10,916	16,609	-	External (Limited)
Labour practices and standards	Total hours of training by employee category - Junior Management	Hours	18,525	21,054	-	External (Limited)

BERJAYA PROPERTY BERHAD

BMLR Transition Period

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

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour practices and standards	Total hours of training by employee category - Non-executive	Hours	41,305	65,747	-	External (Limited)
Labour practices and standards	Percentage of employees that are contractor or temporary staff	Percentage	22.27	23.05	-	External (Limited)
Labour practices and standards	Total number of employee turnover by employee category - Senior Management	Number	19	20	-	External (Limited)
Labour practices and standards	Total number of employee turnover by employee category - Middle Management	Number	65	64	-	External (Limited)
Labour practices and standards	Total number of employee turnover by employee category - Junior Management	Number	180	219	-	External (Limited)
Labour practices and standards	Total number of employee turnover by employee category - Non-executive	Number	959	754	-	External (Limited)
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	1	-	External (Limited)
Supply chain management	Proportion of spending on local suppliers	Percentage	50.59	81.02	-	External (Limited)
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	-	External (Limited)
Water	Total volume of water used	Megalitres	3,127.70	2,519.86	-	External (Limited)
Waste management	Total waste generated	Metric Tonnes	1,764.58	1,968.42	-	External (Limited)

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Waste management	Total waste diverted from disposal	Metric Tonnes	692.67	697.00	-	External (Limited)
Waste management	Total waste directed to disposal	Metric Tonnes	882.28	1,271.42	-	External (Limited)
Emissions management	Scope 1 emissions	tonnes CO2e	14,301	12,236	Reduce GHG emissions intensity by 25% by 2030; achieve carbon neutrality by 2050	External (Limited)
Emissions management	Scope 2 emissions	tonnes CO2e	26,222	27,388	Reduce GHG emissions intensity by 25% by 2030; achieve carbon neutrality by 2050	External (Limited)
Emissions management	Scope 3 emissions Purchased Goods and Services	tonnes CO2e	-	17,610	-	No assurance
Emissions management	Scope 3 emissions Capital Goods	tonnes CO2e	-	3,822	-	No assurance
Emissions management	Scope 3 emissions Fuel and Energy Related Activities	tonnes CO2e	5,561	5,790	-	No assurance
Emissions management	Scope 3 emissions Waste Generated in Operations	tonnes CO2e	386	93	-	No assurance
Emissions management	Scope 3 emissions Business Travel	tonnes CO2e	193	216	-	External (Limited)
Emissions management	Scope 3 emissions Employee Commuting	tonnes CO2e	401	75	-	External (Limited)

SUSTAINABILITY STATEMENT

SUSTAINABILITY PERFORMANCE DATA

Indicator	Unit	FY2024	FY2025	FY2026
Economic				
Supply Chain				
Proportion of spending on local suppliers	%	57.15	50.59	**81.02**
Corruption				
Total cost of fines, penalties or settlements in relation to corruption	RM	0	0	**0**
Total amount of political contributions	RM	0	0	**0**
Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy	No.	0	0	**0**
Provisions for fines and settlements specified for ESG issues in audited accounts	RM	0	0	**0**
Total costs of environmental fines and penalties	RM	0	0	**0**
Total employees who have received training on anti-corruption	No. (%)	43 (0.84%)	719 (13.97%)	**601 (11.69%)**
Total non-executive employees who have received training on anti-corruption	No. (%)	1 (0.03%)	526 (15.04%)	**482 (13.88%)**
Total junior management who have received training on anti-corruption	No. (%)	15 (1.55%)	298 (28.88%)	**43 (4.05%)**
Total middle management who have received training on anti-corruption	No. (%)	17 (3.85%)	157 (38.29%)	**63 (15.33%)**
Total senior management who have received training on anti-corruption	No. (%)	10 (4.85%)	35 (16.91%)	**13 (6.60%)**
Total confirmed incidents of corruption	No.	0	0	**0**
Percentage of operations assessed for corruption-related risks	%	3.23	49.15	**52.17**
Environmental				
Energy				
Indirect energy (electricity)	kWh	53,307,090	47,647,327	**77,232,405**
Direct energy[1]	TJ	144	142	**140**
Indirect energy	TJ	192	270	**267**
Total energy	TJ	336	412	**407**
GHG emissions				
Scope 1[2]				
Direct Emissions	tCO_2e	10,209	10,100	**9,256**
Fugitive emissions	tCO_2e	2,980	4,201	**2,979**
Total Scope 1 emissions	tCO_2e	13,189	14,301	**12,236**
Scope 2[3]				
Total Scope 2	tCO_2e	31,268	26,222	**27,388**
Scope 3[4]				
Purchased Goods And Services	tCO_2e	-	-	**17,610**
Capital Goods	tCO_2e	-	-	**3,822**

Indicator	Unit	FY2024	FY2025	FY2026
Fuel and Energy Related Activities	tCO_2e	-	5,561	**5,790**
Waste Generated in Operations	tCO_2e	-	386	**93**
Business travel	tCO_2e	267	193	**216**
Employee commuting	tCO_2e	4,981	401	**75**
Total Scope 3 emissions	tCO_2e	5,248	6,541	**27,605**
Total GHG emissions (Scope 1, 2 and 3)	tCO_2e	54,953	53,605	**67,229**
GHG emissions intensity	tCO_2e/ RM million revenue	5.81	5.35	**5.34**
Water				
Municipal water consumption	m^3	2,218,642	2,549,999	**1,765,552**
Surface water from rivers, lakes, natural ponds	m^3	161,377	577,696	**725,541**
Groundwater from wells, boreholes	m^3	152,525	0	**17,970**
External wastewater	m^3	–	–	**10,794**
Total water consumption	m^3	2,532,544	3,127,695	**2,519,857**
Total volume of effluent discharge	m^3	155,390	299,539	**122,342**
Waste				
Total waste generated	MT	2,105.58[5]	1,764.58	**1,968.42**
Total waste diverted from disposal	MT	546.30[5]	692.67	**697.00**
Total waste directed to disposal	MT	1,228.01	882.28	**1,271.42**
Total scheduled waste	MT	4.32	0.49	**2.53**
Social				
Diversity, Equity & Inclusion				
Total number of employees	No.	5,099	5,146	**5,141**
Number of full time employees	No. (%)	4,017 (78.78%)	4,000 (77.73%)	**3,956 (76.95%)**
Number of contractors/temporary staff	No. (%)	1,082 (21.22%)	1,146 (22.27%)	**1,185 (23.05%)**
Number of new hire employees	No.	1,641	1,518	**1,185**
Employees by nationality				
Total Malaysian Staff	No. (%)	3,065 (60.11%)	3,148 (61.17%)	**3,150 (61.27%)**
Total Non-Malaysian Staff	No. (%)	2,034 (39.89%)	1,998 (38.83%)	**1,991 (38.73%)**
Employees by Gender				
Female	No. (%)	2,016 (39.54%)	2,023 (39.31%)	**2,076 (40.38%)**
Male	No. (%)	3,083 (60.46%)	3,123 (60.69%)	**3,065 (59.62%)**
Employees by age group				
<30	No. (%)	1,438 (28.20%)	1,384 (26.89%)	**1,328 (25.83%)**
30-50	No. (%)	2,518 (49.38%)	2,564 (49.83%)	**2,590 (50.38%)**
>50	No. (%)	1,143 (22.42%)	1,198 (23.28%)	**1,223 (23.79%)**

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2024	FY2025	FY2026
Employees by Category				
Non-executive employees	No. (%)	3,482 (68.29%)	3,497 (67.96%)	**3,472 (67.54%)**
Junior management	No. (%)	969 (19.00%)	1,032 (20.05%)	**1,061 (20.64%)**
Middle management	No. (%)	442 (8.67%)	410 (7.97%)	**411 (7.99%)**
Senior management	No. (%)	206 (4.04%)	207 (4.02%)	**197 (3.83%)**
Gender by Category				
Non-executive: Female	No. (%)	1,295 (37.19%)	1,334 (38.15%)	**1,322 (38.08%)**
Non-executive: Male	No. (%)	2,187 (62.81%)	2,163 (61.85%)	**2,150 (61.92%)**
Junior management: Female	No. (%)	456 (47.06%)	474 (45.93%)	**493 (46.47%)**
Junior management: Male	No. (%)	513 (52.94%)	558 (54.07%)	**568 (53.53%)**
Middle management: Female	No. (%)	196 (44.34%)	182 (44.39%)	**185 (45.01%)**
Middle management: Male	No. (%)	246 (55.66%)	228 (55.61%)	**226 (54.99%)**
Senior management: Female	No. (%)	77 (37.38%)	81 (39.13%)	**77 (39.09%)**
Senior management: Male	No. (%)	129 (62.62%)	126 (60.87%)	**120 (60.91%)**
Age by Category				
Non-executive: <30	No. (%)	1,219 (35.01%)	1,155 (33.03%)	**1,134 (32.66%)**
Non-executive: 30-50	No. (%)	1,593 (45.75%)	1,671 (47.78%)	**1,609 (46.31%)**
Non-executive: >50	No. (%)	670 (19.24%)	671 (19.19%)	**730 (21.03%)**
Junior management: <30	No. (%)	199 (20.54%)	212 (20.54%)	**190 (17.91%)**
Junior management: 30-50	No. (%)	562 (58.00%)	600 (58.14%)	**632 (59.57%)**
Junior management: >50	No. (%)	208 (21.47%)	220 (21.32%)	**239 (22.53%)**
Middle management: <30	No. (%)	20 (4.52%)	19 (4.63%)	**14 (3.41%)**
Middle management: 30-50	No. (%)	281 (63.57%)	250 (60.98%)	**257 (62.53%)**
Middle management: >50	No. (%)	141 (31.90%)	141 (34.39%)	**140 (34.06%)**
Senior management: <30	No. (%)	2 (0.97%)	0 (0.00%)	**0(0.00%)**
Senior management: 30-50	No. (%)	82 (39.81%)	85 (41.06%)	**74 (37.56%)**
Senior management: >50	No. (%)	122 (59.22%)	122 (58.94%)	**123 (62.44%)**
Union Membership				
Union members	No. (%)	1,271 (24.93%)	1,232 (23.94%)	**1,227 (23.87%)**
Non-union members	No. (%)	3,828 (75.07%)	3,914 (76.06%)	**3,914 (76.13%)**
Disability				
Total number of disabled staff	No. (%)	0 (0.00%)	1 (0.02%)	**3 (0.06%)**
Employee Turnover Rates[6]				
Total Turnover	No. (rate)	1,236 (24.07%)	1,223 (23.77%)	**1,057 (20.56%)**
Total voluntary turnover (full time staff)	No.	475	872	**821**
Total involuntary turnover (full time staff)	No.	369	351	**236**
By Gender				
Female	No. (rate)	604 (29.82%)	549 (44.89%)	**487 (46.07%)**
Male	No. (rate)	632 (20.33%)	674 (55.11%)	**570 (53.93%)**

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2024	FY2025	FY2026
By Age Group				
<30	No. (rate)	547 (38.04%)	546 (44.64%)	**430 (40.68%)**
30-50	No. (rate)	517 (20.53%)	519 (42.44%)	**472 (44.65%)**
>50	No. (rate)	172 (15.05%)	158 (12.92%)	**155 (14.66%)**
By Employment Category				
Non-executive employees	No. (rate)	922 (26.49%)	959 (78.41%)	**754 (71.33%)**
Junior management	No. (rate)	206 (20.98%)	180 (14.72%)	**219 (20.72%)**
Middle management	No. (rate)	84 (18.79%)	65 (5.31%)	**64 (6.05%)**
Senior management	No. (rate)	24 (10.64%)	19 (1.55%)	**20 (1.89%)**
Women Representatives in the Management				
Female employees in management	No. (%)	729 (45.08%)	726 (44.68%)	**736 (45.66%)**
Female employees in top management	No. (%)	77 (37.38%)	79 (38.73%)	**83 (21.56%)**
Director Diversity				
Directors by Gender				
Female	No. (%)	2 (12.50%)	6 (28.57%)	**2 (25.00%)**
Male	No. (%)	14 (87.50%)	15 (71.43%)	**6 (75.00%)**
Directors by Age Group				
<30	No. (%)	0 (0.00%)	0 (0.00%)	**0 (0.00%)**
30-50	No. (%)	4 (25.00%)	7 (33.33%)	**2 (25.00%)**
>50	No. (%)	12 (75.00%)	14 (66.67%)	**6 (75.00%)**
Training & Development				
Total number of employees attending training	No.	626	2,961	**3,750**
Total number of hours spent on employee development	Hrs.	8,677	75,623	**106,958**
Total number of hours spent on employee development training for non-executive employees	Hrs.	1,668	41,305	**65,747**
Total number of hours spent on employee development training for junior management	Hrs.	4,029	18,525	**21,054**
Total number of hours spent on employee development training for middle management	Hrs.	2,239	10,916	**16,609**
Total number of hours spent on employee development training for senior management	Hrs.	741	4,877	**3,548**
Average training hours per employee	Days	12.80	14.70	**28.52**
Average training days per employee	Days	1.60	1.84	**3.57**
Community				
Total Amount of corporate or group donations/ community investments made to registered not-for-profit organisations	RM	45,353,090	49,203,314	**46,453,733**

SUSTAINABILITY STATEMENT

Indicator	Unit	FY2024	FY2025	FY2026
Total beneficiaries of the investment in communities	No.	43,404	41,440	**1,068,875**
Health and Safety				
Fatalities (employees)	No.	0	0	**0**
Fatalities (third-party contractors)	No.	0	0	**0**
Lost time incident rate (employees)	LTIR[7]	0.10	0.35	**0.63**
Lost time incident rate (third-party contractors)	LTIR[7]	0	0	**0.00**
Employees trained on health and safety standards	No.	1,162	1,896	**2,040**
Employees receiving general training which includes safety	No.	1,569	2,292	**3,290**
Human Rights				
Number of substantiated complaints concerning human rights violations	No.	0	0	**1**
Data Privacy and Security				
Total substantiated complaints concerning breaches of customer privacy and losses of customer data	No.	0	0	**0**
Certification				
Percentage of sites covered by recognised environmental management systems such as ISO 14001 or EMAS	%	0	23.21	**33.33**
Percentage of sites with OHSAS 18001/ISO 45001 certification	%	0	0	**0**

1. *Energy conversion coefficients are derived from the IPCC Guidelines for National Greenhouse Gas Inventories.*
2. *CO_2 emissions from fuel consumption derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories. The UK Government GHG Conversion Factors for Company Reporting were used to calculated the emissions from natural gas, refrigerants and other fugitive emissions.*
3. *The 2021 grid emission factors published by the Energy Commission were used to derive Scope 2 emissions for Malaysia (0.774 for Peninsular Malaysia and 0.525 for Sabah); the combined margin emission factor published by the DOE for the Luzon-Visayas Grid 2015-2017 for the Philippines; the UK Government GHG Conversion Factors for Company Reporting for the United Kingdom; the International Financial Institutions Technical Working Group On Greenhouse Gas Accounting [IFI] in 2021 for the Seychelles; the Sustainable Energy Authority in Sri Lanka Energy Balance 2018 for Sri Lanka; the Operating Margin Grid Emission Factor by JICA Climate-FIT Version for Japan; and the total CO_2 intensity/electricity produced and distributed by Reykjavík Energy for Iceland.*
4. *The transport vehicle distance emission factors for cross-sector tools compiled for the WRI Greenhouse Gas Protocol were used to calculate the CO_2 emissions from employee commuting and business travel. For NASB only, distance travelled for employee mileage claims was estimated by dividing the total reimbursement amount by an average mileage reimbursement rate derived from NASB's passenger-car mileage allowance schedule. As actual kilometres travelled and employee-group information were unavailable, the resulting distance and associated GHG emissions are estimates.*
5. *Category 1 (Purchased Goods and Services) and Category 2 (Capital Goods) emissions are estimated on a spend basis using environmentally extended input-output factors, and are therefore less precise than the activity-based categories.*
6. *The discrepancy in waste data from FY2023 to FY2024 resulted from the divestment of entities under SP Toto Berhad.*
7. *Turnover rates = number of employees leaving/average number of employees for each category.*
8. *LTIR = number of lost time injuries in the reporting period/total number of hours worked in the reporting period x 200,000*

SASB CONTENT INDEX

In alignment with the IFRS Sustainability Disclosure Standards, IFRS S1 and IFRS S2, BProperty undertook a structured review of the Sustainability Accounting Standards Board ("SASB") metrics to assess their relevance to the Group's business operations. Recognising the importance of industry-specific disclosures in improving transparency and comparability, BProperty reviewed the SASB industry metrics relevant to its company. According to SASB's Materiality Finder, BProperty's related industry to disclose SASB metrics on is Casinos & Gaming industry, with topics such as energy management, responsible gaming, smoke-free casinos and internal controls on money laundering covered under the industry metrics. BProperty will aim to progressively improve its SASB disclosure moving forward in tandem with its ongoing data collection process enhancements.

Topic	Metric	Category	Unit of Measure	Disclosure/ Page Reference
Energy Management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	(1) 407,420 GJ (2) At least 65.63% (3) At least 2.62%
Responsible Gaming	Percentage of gaming facilities that implement the Responsible Gambling Standards and Criteria for Venues	Quantitative	Percentage (%) by revenue	100
	Percentage of online gaming operations that implement the Responsible Gambling Council (RGC) Standards and Criteria for iGaming	Quantitative	Percentage (%) by revenue	100
Smoke-free Casinos	Percentage of gaming floor where smoking is allowed	Quantitative	Percentage (%) of gaming floor area	100
	Percentage of gaming staff who work in areas where smoking is allowed	Quantitative	Percentage (%) of man-hours	100
Internal Controls on Money Laundering	Description of anti-money laundering policies and practices	Discussion and Analysis	n/a	Internal controls on money laundering are covered and governed by BProperty's TRUST policy as well as related risk assessment and audits
	Total amount of monetary losses as a result of legal proceedings associated with money laundering[1]	Quantitative	Presentation currency	RM0 (No legal proceedings occurred, therefore zero monetary losses)

IFRS S2 DISCLOSURE INDEX

BProperty recognises that climate-related risks and opportunities are both financially material and essential to the Group's wider impact. It is therefore committed to proactively mitigating and preventing these risks while capitalising on emerging climate-related opportunities. In alignment with the National Sustainability Reporting Framework ("NSRF").

Under IFRS S2, disclosures will be organised around the four pillars of governance, strategy, risk management and metrics and targets. To this end, the Group will undertake a systematic process to identify and assess both physical and transition risks, quantify their potential financial impacts and embed these insights within its existing risk-management framework. BProperty aims to enhance the depth, transparency and utility of its climate disclosures in subsequent reporting.

GOVERNANCE

SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
Describe the Board's oversight of climate-related risks and opportunities.	Good governance is key to managing climate related risks and meeting climate-related goals. It requires clear oversight, effective internal processes and controls, and consistent communication from the Board of Directors to all levels of the organisation. BProperty's governance framework is designed to be transparent and flexible so that sustainability is part of every business activity and long-term value is delivered to stakeholders. Responsibility for the Group's sustainability strategy rests with the Sustainability Committee which consist of key members from the Board of Directors. They oversee all material environmental, economic, social and governance ("EESG") issues and ensure sustainability is embedded in decision-making, risk management and strategic planning. They are supported by the Sustainability Committee, which reviews BProperty's EESG performance and initiatives, sets targets and tracks progress. The committee is chaired by Datuk Abdul Rahim Bin Mohd Zin and includes the members are Datuk Kee Mustafa, Tan Peng Lam and Kua Choo Kai. The Board and Sustainability Committee also consider how climate related matters affect value creation over short, medium and long-term horizons.
Describe management's role in assessing and managing climate-related risks and opportunities.	The Sustainability Working Group brings this governance into practice. With representatives from every function, business segment and operating company, the Group identifies climate-related risks and opportunities, develops mitigation measures and prepares reporting disclosures. Each operating company remains accountable for its own EESG performance and for putting these measures into effect.

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STRATEGY

SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS
Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long-term.	The Board and Management of BProperty acknowledge that climate-related risks may have a significant impact on the Group's financial performance, business and operations ("FBO"). These include the risk of reduced access to financing from investors and lenders as EESG and climate-risk considerations become integral to investment and business decisions. In response, the Group is committed to systematically and strategically addressing all sustainability-related risks and opportunities to safeguard its financial performance. BProperty completed its initial assessment in FY2025 for selected entities and will continue to refine it in alignment with the NSRF.
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	**Physical risk** Physical risks refer to the direct impacts of climate change on assets, operations, and people. These can arise from acute events such as floods, storms, and heatwaves, or from chronic changes such as rising sea levels, long-term temperature increases, and shifts in weather patterns. Physical risks may lead to property damage, operational disruption, supply chain interruptions, increased insurance costs, or health and safety concerns.

	Risk	Description	Mitigation and future plans
Acute risk Refers to risks arise from discrete, high-impact events that occur over a relatively short time frame. Examples include tropical cyclones, flash floods, heatwaves, landslides and severe thunderstorms.	Drought/Water Shortage	**BProperty:** Water is critical to the Group's operations, particularly for food preparation and hospitality services. Prolonged droughts can disrupt the regular flow of these resources, affecting day-to-day business activities and service delivery. **Bukit Jalil Golf & Country Resort:** Drought may reduce water availability from the river, the main source used to irrigate the greens. Prolonged dry conditions can cause severe damage to the turf, and restoration would involve significant cost and downtime.	**BProperty:** The Group actively promotes water efficiency across its operations by reducing water usage where possible. Staff are trained on water conservation methods and the importance of responsible water use, while guests are educated about the hotel's sustainability practices and encouraged to participate in conservation efforts. In addition, water usage is regularly monitored, and the impact of drought conditions is assessed to ensure that policies and measures remain effective and responsive. **Bukit Jalil Golf & Country Resort:** In response to drought conditions, the resort secures its water supply through the use of water trucks, especially to maintain the golf course greens during periods of low river flow.

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SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS		
	Risk	**Description**	**Mitigation and future plans**
	Extreme Heat/ heat wave	**BProperty:** Prolonged heatwaves and unusually high temperatures may increase the risk of heat-related illnesses and vector-borne diseases, affecting the wellbeing of employees and leading to potential workforce disruptions. Elevated temperatures can also contribute to psychological stress, fatigue, and sleep disturbances, impacting productivity and day-to-day operations.	**BProperty:** Be alert to climate-related announcements from government agencies and takes proactive steps to ensure full compliance with relevant health and safety guidelines. To protect employee wellbeing during heatwaves, the Group provides health awareness initiatives and medical coverage, recognising the physical and psychological effects of extreme heat on its workforce.
		Bukit Jalil Golf & Country Resort: High temperatures may discourage players from engaging in outdoor sports such as golf, leading to a drop in patronage and reduced facility utilisation.	**Bukit Jalil Golf & Country Resort:** The resort maintains an on-site ambulance buggy service to ensure quick medical response in the event that guests or golfers experience heat-related illnesses or other health issues during periods of extreme heat.

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SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS		
	Risk	**Description**	**Mitigation and future plans**
	Thunderstorm/ Flash Flood	**BProperty:** Flooding poses a direct threat to hotel operations, particularly in low-lying areas, potentially damaging lower floors, electrical infrastructure, and key utilities. It may also lead to temporary closure, guest evacuation, and business interruption. **Berjaya Langkawi**: Lightning strikes associated with storms may result in serious incidents including damage to systems such as Master Antenna Television (MATV), telephone infrastructure, and electrical outages, compromising guest safety and comfort. **Bukit Jalil Golf & Country Resort:** Sudden flooding may inundate parts of the golf course, particularly areas adjacent to the river such as Hole 8, and could damage bridges or contaminate the greens, affecting playability and requiring costly repairs.	**BProperty:** Flood mitigation measures are in place across all BProperty hotels, including evacuation plans designed to safeguard guests and staff. The Group's properties are also insured against natural disasters, including flood. Looking ahead, BProperty plans to incorporate climate-resilient designs and materials into its developments to withstand the projected increase in extreme weather events. This includes integrating projected climate change risk assessments into planning for new developments and collaborating with government and emergency services to stay updated on local flood management initiatives and available community resources. **Berjaya Langkawi:** During flood-prone storm events, the resort vacates the swimming pool and suspends all outdoor activities as a precaution. The five existing high-mast towers equipped with lightning arresters are regularly inspected and maintained, and improvements are made to the earthing systems throughout the power infrastructure. Plans are also in place to install additional high-mast towers to increase protection coverage across the property. **Bukit Jalil Golf & Country Resort:** Flood resilience at the resort is supported through regular desilting exercises every one to two years, ensuring that the river remains deep enough to accommodate upstream water surges. The resort also maintains and monitors its drainage system to ensure it functions effectively during heavy rainfall and potential flood events.

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SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS		
	Risk	**Description**	**Mitigation and future plans**
	Landslide	**BProperty:** Landslides can cause severe physical harm and infrastructure damage due to rapidly moving debris and water. They may also disrupt essential services including water supply, electricity, and communication networks, impacting guest safety and business continuity.	**BProperty:** To reduce the risk of landslides, BProperty implements slope stabilisation through vegetation or engineered solutions, depending on site-specific conditions. Before undertaking any new development, the Group conducts slope stability assessments. Proper water management and effective drainage systems are also prioritised to prevent slope failure and reduce erosion.
	Volcanic Eruption	**Berjaya Iceland Hotels:** Located along the Mid-Atlantic Ridge, the hotel is exposed to risks from volcanic activity. Eruptions can result in lava flows, ashfall, and pyroclastic events that may damage properties, especially those near volcanoes. Ash clouds can also lead to air travel cancellations, disrupting tourism and logistics. Road blockages caused by ash or lava may restrict access for guests and staff. Additionally, exposure to volcanic ash and gases may harm respiratory health, reduce air quality, and contaminate water supplies, posing safety risks for both guests and employees. Health and safety risks: Volcanic ash and gases can pose serious health risks for guests and employees, potentially leading to respiratory issues, reduced air quality, and water contamination.	**Berjaya Iceland Hotels:** Berjaya Iceland Hotels benefit from Iceland's advanced volcano monitoring system managed by the Icelandic Meteorological Office, which provides early warnings of potential eruptions. The hotels have emergency protocols in place to evacuate guests promptly if necessary. In addition, insurance coverage has been arranged to include property damage and business interruptions caused by volcanic activity. Staff are trained to communicate volcanic risks clearly to guests and to manage eruption-related scenarios effectively, ensuring guest safety and access to up-to-date information during periods of elevated risk.

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SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS		
	Risk	**Description**	**Mitigation and future plans**
Chronic risk Refers to risks stem from longer-term shifts in climatic conditions and gradual changes in environmental patterns. They include phenomena such as sea-level rise, increasing average temperatures, prolonged drought, coastline erosion and ocean warming.	Coastline erosion	**Berjaya Langkawi:** Coastline erosion poses a threat to infrastructure situated near the shore, including roads, sewerage systems, and other essential services. The gradual wearing away of land due to wave action can weaken the structural stability of these assets, potentially leading to service interruptions and significant repair costs.	**Berjaya Langkawi:** To protect critical infrastructure from further damage, the resort is planning the construction of stone pitching and gabion walls along exposed sections of the coastline. These structural reinforcements are designed to absorb and deflect wave energy, helping to stabilise the shoreline and prevent continued erosion.
	Global climate change/Rising Temperature	**BProperty:** Rising global temperatures are expected to increase the demand for cooling in operational spaces such as offices, warehouses and vehicles. This could lead to higher energy usage, increased operational costs, and pressure on existing cooling systems to maintain indoor comfort and equipment performance. **Bukit Jalil Golf & Country Resort:** The steady rise in temperature may lead to increased reliance on refrigeration and climate control systems, particularly in guest areas and operational facilities. This could result in greater electricity usage, increased refrigerant consumption, and the need for investments in more robust cooling infrastructure.	**BProperty:** Invest in green building designs, upgrading HVAC systems for greater efficiency, and integrating energy-efficient equipment across its properties. The Group is also incorporating solar power into its energy mix to reduce dependency on conventional electricity sources and manage long-term cooling demands more sustainably. **Bukit Jalil Golf & Country Resort:** In response, the resort is progressively adopting green equipment to reduce energy consumption. It has also begun incorporating renewable energy solutions, including the installation of solar-powered street lamps, as part of its ongoing efforts to manage rising temperature impacts more effectively.

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SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS

Transition risks

Transition risks arise from the process of adjusting to a low-carbon economy. These may be driven by policy and regulatory changes, technological advancements, market shifts, and reputational pressures as governments, businesses, and society move toward more sustainable practices. Transition risks can impact cost structures, asset values, competitiveness, and access to capital.

Risks	Description
Increased Regulatory Demands	BProperty is subjected to evolving sustainability reporting regulations, including Bursa Malaysia's enhanced framework and the anticipated requirements of the NSRF by FY2026. Separately, Iceland Hotel Collection by Berjaya operate under stricter climate regulations, including the EU Emissions Trading System ("EU ETS") and the Icelandic Climate Act, which mandate GHG reductions in line with the Paris Agreement, targeting national carbon neutrality by 2040.
Changes in Government Policies	Malaysia's revised Nationally Determined Contribution ("NDC") outlines a 45% GHG emissions intensity reduction by 2030 (relative to 2005 levels), with expected rollouts of carbon tax and carbon border adjustment mechanisms. Companies lacking preparedness may face disqualification from government tenders and diminished ESG ratings.
Market Shifts	Increasing demand for sustainable tourism is prompting hotels to adopt environmentally conscious practices—such as renewable energy use, waste reduction, and sourcing of local produce—to attract eco-conscious travellers. Properties lagging in this transition risk may fall behind in market competitiveness.
Reputational and Litigation Risks	Rising stakeholder scrutiny on EESG performance amplifies the risk of greenwashing accusations, which may lead to reputational harm, stakeholder disengagement, and potential legal action from climate watchdog groups.

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SPECIFIC RECOMMENDATIONS	ORGANISATION'S ADOPTION OF RECOMMENDATIONS

BProperty recognises the evolving nature of transition risks, including regulatory developments, policy shifts, market expectations, and reputational pressures. These risks are closely monitored through our established sustainability governance structure, which ensures a proactive and coordinated response. Guided by our Sustainability Committee and Working Group, the Group's strategies are aligned with emerging requirements and stakeholder expectations which allow us to remain agile and resilient in a changing regulatory and market landscape. **Opportunities** In parallel with its risk mitigation efforts, BProperty recognises that climate-related opportunities play a key role in supporting long-term value creation, enhancing brand reputation, and building stakeholder trust.

1. **Access to Green Financing**

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

2. **Enhanced Investor Credibility**

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

3. **Talent Attraction and Retention**

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

To advance its climate strategy, the Group plans to progressively undertake detailed climate assessments across defined time horizons. This includes conducting scenario analyses to test the operational resilience of assets under different climate pathways, quantifying potential financial impacts, and developing targeted adaptation and mitigation strategies to ensure a well-informed and future-ready response to climate change.

IFRS S2 DISCLOSURE INDEX

RISK MANAGEMENT

Describe the organisation's processes for identifying and assessing climate-related risks. Describe the organisation's processes for managing climate-related risks. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management. Describe the Board's oversight of climate-related risks and opportunities.	BProperty recognises that climate change presents both risks and opportunities that are integral to its operations, encompassing physical risks from climate impacts and transition risks arising from evolving environmental policies and practices. In response, the Group adopts a Sustainability Risk Framework that is aligned with its overarching Enterprise Risk Management ("ERM") Framework to ensure a structured and cohesive approach to risk management. In addition, all business units are required to include ESG performance as part of their key performance indicators ("KPI"), which provides a systematic methodology for identifying, managing, monitoring, and controlling environmental issues. This integration supports consistent and effective environmental management across BProperty's operations. While the remuneration of BProperty's Group CEO and other senior executives are not currently linked to sustainability-related or climate-related targets, BProperty will explore the possibility of implementing this in the future. Moving forward, BProperty will integrate climate-related risk management into our company risk scorecard, laying the groundwork for strategic business decisions and future investments in research and development ("R&D") and technology. This holistic approach encompasses efforts to curb greenhouse gas emissions, delve into climate engineering solutions, and improve its grasp of climate systems. In the near future, specific methodologies will be applied to identifying risks which include the use of climate scenarios, as well as development of a severity vs likelihood matrix and further perspective based on short, medium, and long-term horizons (i.e. short term (<2 years), medium term (2 to 10 years), and long term (>10 years). These findings allow for data-backed strategic planning and more accurate assessment of the financial implications from potential disruptions. This strategy also involves the integration of climate-related risks into BProperty's Risk Register, which undergoes systematic review and updates to stay current with evolving risks. From this, implementation of mitigation measures can be put in motion and strengthens our overall operational resilience. More information on BProperty's risk management approach can be read in the AR2026's Statement on Risk Management and Internal Control from page 141 to 145.

METRICS AND TARGETS

Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Our disclosures include our measurement, monitoring, and reporting of key metrics in alignment with global best practices including the GHG Protocol Corporate Standard and Corporate Value Chain. By managing Scopes, 1, 2, and 3 emissions across our business operations, we can track progress on achieving our climate-related goals while identifying opportunities for improvement across our value chain. Additionally, the Group currently does not have an internal carbon pricing mechanism in place. BProperty will continue to develop other metrics, including financial metrics, based on the following: ▶ Commercial Impacts and Cost Savings – Metrics to quantify financial performance improvements due to climate-related initiatives. ▶ Impairments and Provisions – Calculations related to potential impairments or provisions required for mitigating climate-related risks and impacts. Additionally, we also track energy consumption and measure intensity (tCO_2e/RM) to monitor efficiency throughout our operations. See pages 65 to 70 for more information on our climate-related and energy-related data. BProperty also reports its GHG emissions in accordance with ISO 14064-1:2018, ensuring that its greenhouse gas accounting is consistent, transparent and aligned with international best practice.

IFRS S2 DISCLOSURE INDEX

Scope	Coverage and Methodology
Scope 1	BProperty derived CO_2 emissions from: ▶ Petrol and diesel consumption from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories ▶ UK natural gas from the UK Government GHG Conversion Factors for Company Reporting ▶ Natural gas, LPG and jet kerosene from the IPCC Guidelines for National Greenhouse Gas Inventories ▶ Refrigerants and other fugitive emissions from the UK Government GHG Conversion Factors for Company Reporting
Scope 2	CO_2 emissions from electricity use were derived using the emission factor published by: ▶ The Energy Commission 2021 Grid Emission Factors for Malaysia (0.774 for Peninsular Malaysia and 0.525 for Sabah) ▶ The UK Government GHG Conversion Factors for Company Reporting ▶ The combined margin emission factor published by the Department of Energy for the Luzon-Visayas Grid 2015-2017 for the Philippines ▶ The International Financial Institutions Technical Working Group On Greenhouse Gas Accounting [IFI] in 2021 for the Seychelles ▶ Sri Lanka Sustainable Energy Authority in Sri Lanka Energy Balance 2018 for Sri Lanka ▶ The Operating Margin Grid Emission Factor by JICA Climate-FIT Version 5.0, March 2024 Japan International Cooperation Agency for Japan ▶ The total CO_2 intensity/electricity produced and distributed by Reykjavík Energy
Scope 3	▶ BProperty have expanded its scope 3 emissions include Category 1 – Purchased Goods and Services, Category 2 – Capital Goods, Category 3 – Fuel and Energy Related Activities, Category 5 – Waste Generated in Operations, Category 6 – Business Travel, and Category 7 – Employee Commuting ▶ BProperty used the Transport Vehicle Distance and stationary combustion emission factors for cross-sector tools compiled for the WRI Greenhouse Gas Protocol to calculate the CO_2 emissions from business travel and employee commuting ▶ BProperty continued to collect data via survey to estimate the: o Travel methods, such as bicycle, LRT and own vehicle o Approximate total daily distance travelled each day to work and back o The vehicle characteristics if employees used their vehicles

Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.

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

Emission Scopes	FY2024	FY2025	FY2026
Direct GHG Emissions (Scope 1)	13,189	14,301	**12,236**
Market-based GHG Emissions (Scope 2)	31,268	26,222	**27,388**
Other Relevant Indirect GHG Emissions (Scope 3)	5,248	6,541	**27,605**

Full details on Scope 1 GHG emissions, Scope 2 GHG emissions and Scope 3 GHG emissions and more can be found in Energy & Climate Change Management section of SS2026.

IFRS S2 DISCLOSURE INDEX

Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Our climate targets were established to work towards an organisational reduction in GHG emissions, covering 100% of our local operations and extended to key overseas operations. This aligns with both national and global goals, such as Malaysia's Nationally Determined Contribution ("NDC"), National Energy Transition Roadmap ("NETR"), and the Paris Agreement. BProperty recognises the importance of mitigating climate change and is committed to contributing to a greener future. In alignment with the Berjaya Group Decarbonisation Roadmap, BProperty's sustainability leadership team has approved targets to reduce GHG emission intensity by 25% by 2030 using 2024 as the baseline and to achieve carbon neutrality by 2050. Prior to adopting these targets, BProperty conducted a feasibility study and peer review to ensure they are both realistic and achievable. These GHG reduction objectives are fully synchronised with BCorp and will be implemented throughout its operations, guiding the company as it systematically measures, manages and reports its emissions. Regular monitoring and evaluation of our climate-related performance and GHG emissions is necessary to ensure alignment with these targets.

ASSURANCE STATEMENT

INDEPENDENT ASSURANCE OPINION STATEMENT

To the Directors of Berjaya Property Berhad,

Holds Statement No.: SRA 842526

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 Property Berhad.

Scope

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

The assurance covers the information of the following subject matters in the Berjaya Property 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) Bursa Performance Table
13) Materiality assessment and stakeholder engagement, 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).

ASSURANCE STATEMENT

INDEPENDENT ASSURANCE OPINION STATEMENT

By Royal Charter

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 Property Berhad policies to provide a check on the appropriateness of statements made in the report.
- Discussion with managers and staff on Berjaya Property 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 Property Berhad to confirm the data collection processes, record management and practices.

Responsibility

Berjaya Property 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 Property Berhad and has no financial interest in the operation of Berjaya Property 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 Property 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 Property Berhad. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by Berjaya Property Berhad

INDEPENDENT ASSURANCE OPINION STATEMENT

is true, accurate, and complete. BSI accepts no liability to any third party who place reliance on this 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: 6 October 2026

For and on Behalf of BSI:

Salmiah Hasbullah, 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

ASSURANCE STATEMENT

INDEPENDENT ASSURANCE OPINION STATEMENT

By Royal Charter

Appendix A

No.	Entity
1	Berjaya Property HQ
2	Berjaya Times Square Hotel
3	ANSA Hotel KL
4	Berjaya Eden Park Hotel, UK
5	Berjaya Tioman Resort
6	Berjaya Beau Vallon Bay Resort & Casino, Seychelles
7	Berjaya Praslin Resort, Seychelles
8	Berjaya Hotel Colombo, Sri Lanka
9	Berjaya Vacation Club Berhad
10	Bukit Jalil Golf & Country Resort
11	Bukit Kiara Resort Berhad
12	KDE Recreation Berhad
13	Staffield Country Resort
14	Bukit Banang Golf & Country Club
15	Berjaya Penang Hotel
16	Berjaya Langkawi Resort
17	Berjaya Air Sdn Bhd
18	Asia Jet Sdn Bhd
19	The Taaras Beach & Spa Resort
20	Berjaya Iceland Hotels (Hilton Reykjavik Nordica, Parliament Hotel, Reykjavik Marina, Hotel Natura, Canopy Reykjavik City Centre, Reykjavik Konsulat Hotel, Hotel Alda, Hotel Akureyri, Hotel Myvatn, Hotel Hofn, Hotel Herad, Edda Akureyri and Edda Egilsstadir)

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("Board") of Berjaya Property Berhad (formerly known as Berjaya Land Berhad) (or "the Company") recognises the importance of corporate governance 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 the Company and its subsidiaries (collectively "the Group") carries out its business operations within the required standards of corporate governance ("CG") as set out in the Malaysian Code on Corporate Governance ("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:

Principle A
Board Leadership and Effectiveness

Principle B
Effective Audit and Risk Management

Principle C
Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

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 the Company's website at www.berjaya.com/berjaya-property/ 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 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 has overall responsibility for the proper conduct of the Company's business and the strategic direction, development and control of the Group. The roles and responsibilities of the Board in discharging its fiduciary and leadership function has been formalised in the Board Charter.

Chairman, Deputy Chairman and Group Chief Executive Officer

The Board is led by the Chairman of the Board, YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail, a Non-Independent Non-Executive Director of the Company, who was appointed during the financial year. The Chairman is responsible for presiding over all Board meetings and general meetings of the Company. The Chairman is also responsible for providing leadership as well as to ensure that procedural rules are followed in the conduct of meetings and that all decisions made are formally recorded and adopted.

The Deputy Chairman supports the Chairman in the development of business, corporate policies and strategies for the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board has delegated the day-to-day management of the Group's business to the Group Chief Executive Officer ("Group CEO"), Syed Ali Shahul Hameed and the Group Executive Director ("Group ED"), Datuk Abdul Rahim Bin Mohd Zin who 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. Both the Group CEO and Group ED will focus on the business and lead the Senior Management of the subsidiary companies in making and implementing the day-to-day decisions on the business operations, managing resources and the associated risks involved while pursuing the corporate objectives of the Group. The Group CEO and/or Group ED may delegate appropriate functions to other Executive Director(s) or any member of the Senior Management, who shall report to the Group CEO and/or Group ED.

The Group CEO and/or Group ED are/is assisted by the Executive Director(s) who themselves are also responsible for certain specific areas of the Group's operations.

The Group CEO, Group ED, Executive Director and Management meet regularly to review and monitor the performance of the Group's operating divisions. The Group CEO and/or Group ED brief 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 Chief Executive Officer

The positions of the Chairman and 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 Independent Non-Executive Directors are essential in providing unbiased and impartial opinion, advice and judgement 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 are evidenced by their participation as members of the various committees of the Board. Hence, they are able to carry out their duties and provide an unfettered and unbiased independent judgement and to promote good corporate governance in their role as Independent Directors.

Board Committees

The Board has established and is supported by the following Board Committees:-

i. Audit Committee
ii. Nomination Committee
iii. Remuneration Committee
iv. Risk Management Committee
v. Sustainability Committee

The Audit Committee, Nomination Committee and Remuneration Committee consist of all Independent Non-Executive Directors whilst Risk Management Committee and Sustainability Committee consist of a majority Independent Non-Executive Directors to provide independent oversights of management and to ensure that there are appropriate checks and balances in discharging its oversight function.

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

Each of these Board Committees play a significant part in reviewing matters within its respective Terms of Reference ("TOR") and facilitate the Board in discharging its duties and responsibilities. Each of these Board Committees has specific TOR, scope and specific authorities to review matters and report to the Board with their recommendations. The Board reviews the TOR of the Board Committees periodically to ensure their relevance.

The Board may also form such other committees from time to time as dictated by business imperatives and/or to promote operational efficiency. Notwithstanding the above, the ultimate responsibility for decision making and oversight still lies with the Board.

The TORs of each Board Committees are available on the Company's website at www.berjaya.com/berjaya-property/.

Company Secretaries

The Board is supported by qualified and experienced Company Secretaries, who are members of the professional body namely, Chartered Governance Institute of Malaysia (formerly known as The 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, 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 as well as 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 and/or forums so as to keep themselves abreast with the current regulatory changes in laws, regulatory requirements and corporate governance 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 or 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 at least five (5) business days' notice except for meetings called on an ad-hoc basis for special matters or urgent proposals, 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 Board 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, including 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 plans 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 and 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, 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, amongst 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 of the Board Charter is available on the Company's website at www.berjaya.com/berjaya-property/.

(b) Code of Ethics for Directors

The Board has 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-property/.

(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-property/.

(e) Whistleblowing Policy

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 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, disclose alleged, suspected or actual wrongdoings or known improper conduct at the workplace on a confidential basis without fear of any form of victimisation, harassment, retribution or retaliation.

The Whistleblowing Policy was recently reviewed, updated and approved by the Board on 26 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, underlining its protection and reporting channels, is available on the Company's website at www.berjaya.com/berjaya-property/.

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

The Board has adopted T. R. U. S. T. Concept which forms 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 26 August 2026 and can be accessed on the Company's website at www.berjaya.com/berjaya-property/.

(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 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 embeds Economic, Environmental, Social, and Governance ("EESG") practices into the Group's strategic direction to ensure sustainable value creation as part of its broader responsibility to all stakeholders and the communities in which it operates.

The Group strives to achieve a long-term sustainability balance between meeting its business goals, preserving the environment to sustain the ecosystem, improving the welfare of its employees, the communities in which it operates, and high standards of governance. The Group's sustainability journey, including strategies, priorities, progress, and targets, is communicated to both internal and external stakeholders through regular engagement.

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. The Board currently has eight (8) members comprising the Chairman, Deputy Chairman, Group CEO, Group ED, one (1) ED and three (3) 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, are 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 of 50% Independent Directors.

The presence of the three (3) Independent Directors, though not forming half of the Board members, is sufficient to provide the necessary checks and balances on the decision making process of the Board. The significant contribution of the Independent Directors in the decision-making process is evidenced in their participation as members of the various committees of the Board. They are able to carry out their duties and responsibilities and to provide an unfettered and unbiased independent judgement.

The current Directors of the Company as at the date of this Statement are as follows:-

Name of Directors	Designation
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail	Chairman/Non-Independent Non-Executive Director
Dato' Sri Robin Tan Yeong Ching	Deputy Chairman/Non-Independent Non-Executive Director
Syed Ali Shahul Hameed	Group Chief Executive Officer
Datuk Abdul Rahim Bin Mohd Zin	Group Executive Director
Chryseis Tan Sheik Ling	Executive Director
Datuk Kee Mustafa	Independent Non-Executive Director
Tan Peng Lam	Independent Non-Executive Director
Kua Choo Kai	Independent Non-Executive Director

Boardroom Diversity

The Board acknowledges the importance of boardroom diversity in terms of age, gender, nationality, ethnicity and recognises the benefits of such 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. Thus, the Company does not set any specific target for boardroom diversity but will continuously strive to meet the targets for gender diversity requirements and will actively take the necessary measures towards promoting a corporate culture that embraces gender diversity in the Boardroom.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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

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

Currently, the Board has two (2) female Directors namely, YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail and Chryseis Tan Sheik Ling and this represents 25.0% of the total Board members. The Company has complied with Paragraph 15.02(1)(b) of the Main Market Listing Requirements of Bursa Securities.

The Board has in place a Board Diversity Policy, a copy of which is available on the Company's website at www.berjaya.com/berjaya-property/.

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 Board Committee Members were as follows:-

	No. of Meeting Attended/Meetings held in FY2026					
Name of Directors/Designations	**BOARD**	**AC**	**NC**	**RC**	**SC**	**RMC**
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail^ *(Chairman/Non-Independent Non-Executive Director)*	2/2*	-	-	-	-	-
Dato' Sri Robin Tan Yeong Ching *(Deputy Chairman/Non-Independent Non-Executive Director)*	6/7	-	-	-	-	-
Syed Ali Shahul Hameed *(Group Chief Executive Officer)*	7/7	-	-	-	-	4/4
Datuk Abdul Rahim Bin Mohd Zin *(Group Executive Director)*	7/7	-	-	-	2/2	-
Chryseis Tan Sheik Ling *(Executive Director)*	5/7	-	-	-	-	-
Datuk Kee Mustafa *(Independent Non-Executive Director)*	7/7	5/5	1/1	1/1	2/2	4/4
Tan Peng Lam (Independent Non-Executive Director)	7/7	5/5	1/1	1/1	2/2	4/4
Kua Choo Kai (Independent Non-Executive Director)	7/7	5/5	1/1	1/1	2/2	4/4
Tan Tee Ming# *(Executive Director)*	3/3	-	-	-	-	-

Notes:

BOARD: Board Meeting
AC: Audit Committee Meeting
NC: Nomination Committee Meeting
RC: Remuneration Committee Meeting
SC: Sustainability Committee Meeting
RMC: Risk Management Committee Meeting

* *Reflects the attendance and the number of meetings held during the FYE 2026 since the Director held office.*

^ *During the financial year, YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail was appointed as Chairman/Non-Independent Non-Executive Director on 19 March 2026.*

\# *During the financial year, Tan Tee Ming has resigned as an Executive Director of the Company on 31 December 2025.*

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 as required under Paragraph 15.06 of the Main Market Listing Requirements of Bursa Securities. They are required to notify the Chairman of the Board before accepting any new directorships outside the Group and indicating the time that will be spent on the new directorship. Similarly, the Chairman of the Board shall also do likewise before taking up any additional appointment of directorships.

Directors' Training

All the Directors of the Company have completed the Mandatory Accreditation Programme ("MAP") Part I and Part II: Leading for Impact (LIP) as at the date of this CG Overview Statement.

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

The Board believes that continuous training for Directors is vital for the Board members to enhance 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 forum 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, forum and webinars attended by the Directors were as follows:-

Name of Directors	Title of Training Programmes/Seminars/Conferences/Forum/Webinars
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail	▶ Cyber-Security Awareness
Dato' Sri Robin Tan Yeong Ching	▶ Board Governance & Oversight: ESG Impact on Group's Business ▶ Forbes Asia Best Under A Billion Forum & Awards
Syed Ali Shahul Hameed	▶ Anti-Bribery and Corruption in the Workplace & Corporate Liability ▶ Navigating Trade-Based Money Laundering: Fundamentals in AML/CFT Compliance
Datuk Abdul Rahim Bin Mohd Zin	▶ FIABCI Malaysia Morning Talk 2025 – RMK13 & The Impact on the Property Market ▶ FIABCI Malaysia Morning Talk 2026 – Malaysia Real Estate In Transition: Strategic Perspectives for 2026 ▶ Sustainability Governance for Directors: The FTSE4Good Lens
Chryseis Tan Sheik Ling	▶ How Would AI Impact Future Finance Professionals?
Datuk Kee Mustafa	▶ IFRS Sustainability Disclosure Standards Awareness – Gearing Up the Board of Directors
Tan Peng Lam	▶ AOB Conversation with Audit Committees – Governance, Accountability and the Cost of Silence
Kua Choo Kai	▶ Khazanah Megatrends Forum 2025 ▶ Decoding Budget 2026: Capital Market and Business Outlook ▶ SORMIC Guide 2025 - What's New? ▶ Update on Sustainability Related Reporting Requirements ▶ From Conflict to Continuity: Building Long Term Business Resilience ▶ Harnessing The Value of Board-Management Relationship ▶ AOB Conversation with Audit Committees – Governance, Accountability and the Cost of Silence ▶ Navigating Trade-Based Money Laundering: Fundamentals in AML/CFT Compliance

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Appointment to the Board

The members of the Nomination Committee ("NC"), which comprises exclusively of all Independent Non-Executive Directors as at the date of this Statement are as follows:-

Tan Peng Lam	- Chairman/Independent Non-Executive Director
Datuk Kee Mustafa	- Member/Independent Non-Executive Director
Kua Choo Kai	- Member/Independent Non-Executive Director

The Chairman of the NC, Tan Peng Lam 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 NC are set out in its TOR, which is available on the Company's website at www.berjaya.com/berjaya-property/.

The Board delegates to the NC the responsibility of making recommendations on any potential candidate for the appointment as a new Director. The NC 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 Main Market Listing Requirements of Bursa Securities, the Company has in place a Directors' Fit and Proper Policy which sets out the selection criteria that NC 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 is identified upon the recommendation by the existing Directors' network, 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 NC 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 NC 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 NC.

During the FYE 2026, YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail was identified as potential candidate for the appointment as a Director of the Company. The NC had reviewed Her Highness's profile, qualification and experience and assessed her fit and proper criteria in accordance with the Fit and Proper Policy of the Company prior to her appointment to the Board of the Company. The NC was satisfied with Her Highness fitness and propriety and had accordingly recommended to the Board the appointment of YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail as a Director of the Company. Upon the recommendation of NC, the Board has approved the new appointment.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Annual Assessment

The NC 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 Board Committee members completing separate evaluation questionnaires regarding the processes of the Board and its Board 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 assessment and comments by all Directors were summarised and discussed at the NC meeting which were then reported to the Board at the Board Meeting held thereafter. All assessments and evaluations carried out by the NC in the discharge of its duties are properly documented.

During FYE 2026, the NC 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 Committee and its members;

(iv) Reviewed the financial literacy assessment for each of the Audit Committee members;

(v) Recommended to the Board the re-election of Directors who are due for retirement and being eligible for re-election by rotation for shareholders' approval at the Annual General Meeting ("AGM");

(vi) Reviewed and recommended to the Board the retention of Datuk Kee Mustafa as an Independent Non-Executive Director of the Company for shareholders' approval at the 35th AGM; and

(vii) Reviewed and recommended to the Board the appointment of new Director.

Re-election of Directors

Clause 117 of the Company's Constitution provides that at least one-third (1/3) of the Directors shall retire by rotation and they are eligible to seek re-election at each AGM and that each Director shall submit himself/herself for re-election once every three (3) years. Clause 107 of the Company's Constitution also provides that a Director who is appointed during the year is required to retire and to seek shareholders' approval for re-election at the following AGM immediately after his/her appointment.

The NC is also responsible for recommending to the Board those Directors who are retiring and are eligible to stand for re-election at the AGM.

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

	Name of Directors	Retiring Pursuant to
i.	YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail	107
ii.	Tan Peng Lam	117
iii.	Kua Choo Kai	117

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

All the Retiring Directors have completed their respective declaration on the fitness and propriety, contribution and performance and calibre and personality in accordance with the Directors' Fit and Proper Policy of the Company as well as the confirmation of their independence (as the case may be).

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 for approval by the shareholders at the forthcoming Thirty-Sixth AGM. The Retiring Directors had abstained from deliberations and decisions on their re-election at the NC and Board Meetings.

The profiles of the Retiring Directors are set out in the Profile of Directors section in this 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 judgement during Board deliberations and decision making.

Datuk Kee Mustafa was appointed as an Independent Non-Executive Director of the Company on 11 January 2016 and therefore, he has served the Company as an Independent Director of the Company for a cumulative term of more than nine (9) years at the end of the financial year end.

The NC (save for Datuk Kee Mustafa who had abstained from deliberation on his own retention) have assessed the independence of Datuk Kee Mustafa for the financial year ended 30 June 2026 based on criteria set out in the Main Market Listing Requirements of Bursa Securities. The NC concluded that Datuk Kee Mustafa has satisfied the independence criteria and he is able to provide independent judgement and act in the interest of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The NC and the Board have upon their annual assessments conducted for the financial year 2026, concluded that Datuk Kee Mustafa has remained objective and independent and recommended that the approval of the shareholders be sought at the Company's forthcoming Thirty-Sixth AGM to retain Datuk Kee Mustafa as an Independent Non-Executive Director of the Company notwithstanding his service tenure as Independent Director on the Board of the Company for a cumulative term of more than nine (9) years, 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 is able to function as a check and balance, bringing an element of objectivity to the Board;

ii) having served on the Board for more than nine (9) years, he has developed a sound understanding and familiarity with the Company's business and operations, providing continuity and institutional knowledge to the Board;

iii) he has remains objective and independent in expressing his views and participating in deliberations and decision making process of the Board and Board Committees. 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 an Independent Non-Executive Director as well as the Member of Audit Committee, Nomination Committee, Remuneration Committee, Risk Management Committee and Sustainability Committee. He has carried out his professional duties proficiently in the interests of the Company and the shareholders.

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 approval of shareholders through a single tier voting process for the ordinary resolution to retain Datuk Kee Mustafa as an Independent Non-Executive Director of the Company at the forthcoming Thirty-Sixth AGM. This is in line with the general rule on voting as provided in the Companies Act 2016 which states that every shareholder has one vote for every share he holds and resolutions are to be passed by a simple majority for ordinary resolutions through a single tier voting process.

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

The current Independent Directors of the Company namely, Datuk Kee Mustafa, Tan Peng Lam and Kua Choo Kai 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 ("RC"), which comprises exclusively of Independent Non-Executive Directors as at the date of this Statement are as follows:

Tan Peng Lam	- Chairman/Independent Non-Executive Director
Datuk Kee Mustafa	- Member/Independent Non-Executive Director
Kua Choo Kai	- Member/Independent Non-Executive Director

The composition, authority as well as the duties and responsibilities of the RC are set out in its TOR which is available on the Company's website at www.berjaya.com/berjaya-property/.

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 RC to implement its Remuneration Policy. The primary function of the RC 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 Executive 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 RC 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-property/.

Details of Directors' remuneration paid or payable to all Directors of the Company (both the Company and the Group) and categorised into appropriate components for FYE 2026 are as follows:

(a) Individual Directors on a named basis

Company

	RM						
	Fee	Allowances	Salaries	Bonus	Benefits in-kind	Other Emoluments	Total
Executive Director							
Syed Ali Shahul Hameed	-	-	719,057	97,882	45,694	156,614	1,019,247
Datuk Abdul Rahim Bin Mohd Zin	-	-	628,500	129,000	28,702	31,193	817,395
Chryseis Tan Sheik Ling	-	-	-	-	-	-	-
Tan Tee Ming *(Resigned on 31 December 2025)*	-	-	270,000	45,000	18,658	38,496	372,154
	-	**-**	**1,617,557**	**271,882**	**93,054**	**226,303**	**2,208,796**
Non-Executive Director							
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail *(Appointed on 19 March 2026)*	-	104,625	-	-	-	12,720	117,345
Dato' Sri Robin Tan Yeong Ching	-	-	-	-	18,947	-	18,947
Datuk Kee Mustafa	84,000	25,544	-	-	-	-	109,544
Tan Peng Lam	84,000	28,144	-	-	-	-	112,144
Kua Choo Kai	84,000	26,744	-	-	-	-	110,744
	252,000	**185,057**	**1,617,557**	**271,882**	**112,001**	**239,023**	**2,677,520**

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Group

	RM						
	Fee	Allowances	Salaries	Bonus	Benefits in-kind	Other Emoluments	Total
Executive Director							
Syed Ali Shahul Hameed	-	1,381,170	1,348,228	454,585	45,694	610,547	3,840,224
Datuk Abdul Rahim Bin Mohd Zin	-	-	628,500	129,000	28,702	31,193	817,395
Chryseis Tan Sheik Ling	-	-	834,000	138,000	48,525	119,425	1,139,950
Tan Tee Ming *(Resigned on 31 December 2025)*	-	120,000	270,000	65,000	18,658	55,993	529,651
	-	**1,501,170**	**3,080,728**	**786,585**	**141,579**	**817,158**	**6,327,220**
Non-Executive Director							
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail *(Appointed on 19 March 2026)*	-	944,625	-	-	-	116,305	1,060,930
Dato' Sri Robin Tan Yeong Ching	-	187,562	2,216,462	141,464	175,759	385,457	3,106,704
Datuk Kee Mustafa	84,000	25,544	-	-	-	-	109,544
Tan Peng Lam	84,000	28,144	-	-	-	-	112,144
Kua Choo Kai	84,000	26,744	-	-	-	-	110,744
	252,000	**2,713,789**	**5,297,190**	**928,049**	**317,338**	**1,318,920**	**10,827,286**

(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
RM500,001 - RM550,000	2
RM850,001 - RM900,000	1
RM4,600,001 - RM4,650,000	1
RM38,650,001 - RM38,700,000	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 Committee

The Audit Committee ("AC") of the Company comprises three (3) members, all of whom are Independent Non-Executive Directors. The members of the AC as at the date of this Statement are as follows:-

Tan Peng Lam	- Chairman/Independent Non-Executive Director
Datuk Kee Mustafa	- Member/Independent Non-Executive Director
Kua Choo Kai	- Member/Independent Non-Executive Director

The Chairman of the AC 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 AC are set out in its TOR and a copy is available on the Company's website at www.berjaya.com/berjaya-property/.

The members of the AC 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 AC. In addition, the AC members are financially literate, competent and are able to understand, analyse and challenge matters under purview of the AC 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 AC 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 AC reviews the annual financial statements and quarterly financial results before they are recommended to the Board for approval.

Besides overseeing the Group's accounting and financial reporting process, AC 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 AC during the FYE 2026 are set out in the Audit Committee Report in this Annual Report.

The performance of the AC is reviewed annually by the NC. Based on the evaluation, the NC concluded that the AC 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 AC. Under the existing practice, the AC 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 yearly financial statements. In addition, the AC will also have private meetings with the External Auditors without the presence of the Executive Directors and Senior Management to enable exchange of views on issues requiring attention.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The AC has put in place an External Auditors Policy ("EA Policy") which outlines the policies and procedures for the AC 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 ("CFO")/Executive Director/Head of Group Accounts or the AC 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 AC and/or the Board.

The Board has delegated to the AC 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 financial year.

To support the AC's assessment of their independence, the External Auditors will provide the AC 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 AC 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 AC of the Company.

The AC 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. The non-recurring non-audit services are acting as reporting accountants for any corporate exercises.

During the FYE 2026, the amount of statutory audit and non-audit fees paid/payable to the External Auditors by the Company and the Group respectively were as follows:-

	Company		Group	
	FYE2026 RM'000	FYE2025 RM'000	FYE2026 RM'000	FYE2025 RM'000
Statutory audit fees paid/payable to:-				
- Ernst & Young PLT ("EY") Malaysia				
(i) Current financial year	803	768	2,377	2,176
(ii) Underprovision in previous financial year	15	32	154	76
- Affiliates of EY Malaysia	-	-	444	112
Total (a)	**818**	**800**	**2,975**	**2,364**
Non-audit fees paid/payable to:-				
- EY Malaysia	45	24	871	853
- Affiliates of EY Malaysia	-	-	-	-
Total (b)	45	24	871	853
% of non-audit fees (b/a)	**6%**	**3%**	**29%**	**36%**

In considering the nature and scope of non-audit fees, the AC 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 AC will make recommendation for the re-appointment of the External Auditors to the Board for its deliberation and approval. The Board concurred with the AC'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 is responsible for the Group's risk management framework and system of internal control and for reviewing their adequacy and integrity. Accordingly, the Directors are required to ensure that an effective system of internal control, which provides reasonable assessment of effective and efficient operations, internal financial controls and compliance with laws and regulations as well as with internal procedures and guidelines are in place within the Group.

While acknowledging their responsibility for the system of internal control, the Directors are aware that such a system is designed to manage rather than eliminate risks and therefore cannot provide an absolute assurance against material misstatement or loss.

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 report regularly to the AC provides the Board with much of the assurance it requires regarding the adequacy and integrity of the system of internal control. As proper risk management is a significant component of a sound system of internal control, the Group has also put in place risk management process to help the Board in identifying, evaluating and managing risks. The implementation and maintenance of the risk management process is carried out by the Risk Management Committee ("RMC") of the Group.

The Company has a RMC, which comprises majority of Independent Non-Executive Directors. The members of RMC as at the date of this Statement are as follows:-

Kua Choo Kai	- Chairman/Independent Non-Executive Director
Datuk Kee Mustafa	- Member/Independent Non-Executive Director
Tan Peng Lam	- Member/Independent Non-Executive Director
Syed Ali Shahul Hameed	- Member/Group Chief Executive Officer

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.

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 stakeholders, 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-property/ 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 AGM and Extraordinary General Meeting ("EGM") as the principal forum for dialogue and interactions with private and institutional shareholders and aims to ensure that the AGM and EGM provide an important 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 shareholders/proxies at the AGM and EGM.

The Company despatched a Notification to Shareholders in respect of Thirty-Fifth AGM and EGM held on 13 February 2026 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-property/ and www.bursamalaysia.com respectively:-

(a) Annual Report for AGM;
(b) Notice of AGM/EGM, Form of Proxy and Administrative Guide; and
(c) Circular/Statement to Shareholders.

The notice of AGM was issued to the shareholders of the Company at least twenty-eight (28) days before the AGM whereas the notice of EGM was issued with at least twenty one (21) days' notice. The additional time given to shareholders allows them to make the necessary arrangements to attend and participate in person or through corporate representatives, 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 and EGM. Each item of special business included in the Notice of AGM and EGM 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 Main Market Listing Requirements of Bursa Securities, the Company is required to ensure that all resolutions set out in the notice of general meetings are voted by poll.

The Company conducted its Thirty-Fifth AGM and EGM physically held on 9 December 2025 and 13 February 2026 respectively. All the resolutions passed by the shareholders at the AGM and EGM were voted by way of a poll via electronic voting device. The shareholders were briefed on the voting procedures at the AGM and EGM 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 and validated 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 and EGM with detailed registration and voting procedures were made available and can be viewed and downloaded from the website of the Company and Bursa Securities at www.berjaya.com/berjaya-property/ 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 Thirty-Fifth AGM and the EGM, after confirmed and signed by the Deputy Chairman, were made available on the Company's website at www.berjaya.com/berjaya-property/.

This CG Overview Statement was approved by the Board of Directors of the Company on 23 October 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("the Board") of Berjaya Property Berhad (formerly known as Berjaya Land Berhad) ("BProperty") 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 for Directors of Listed Companies ("SORMIC Guide 2025").

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.

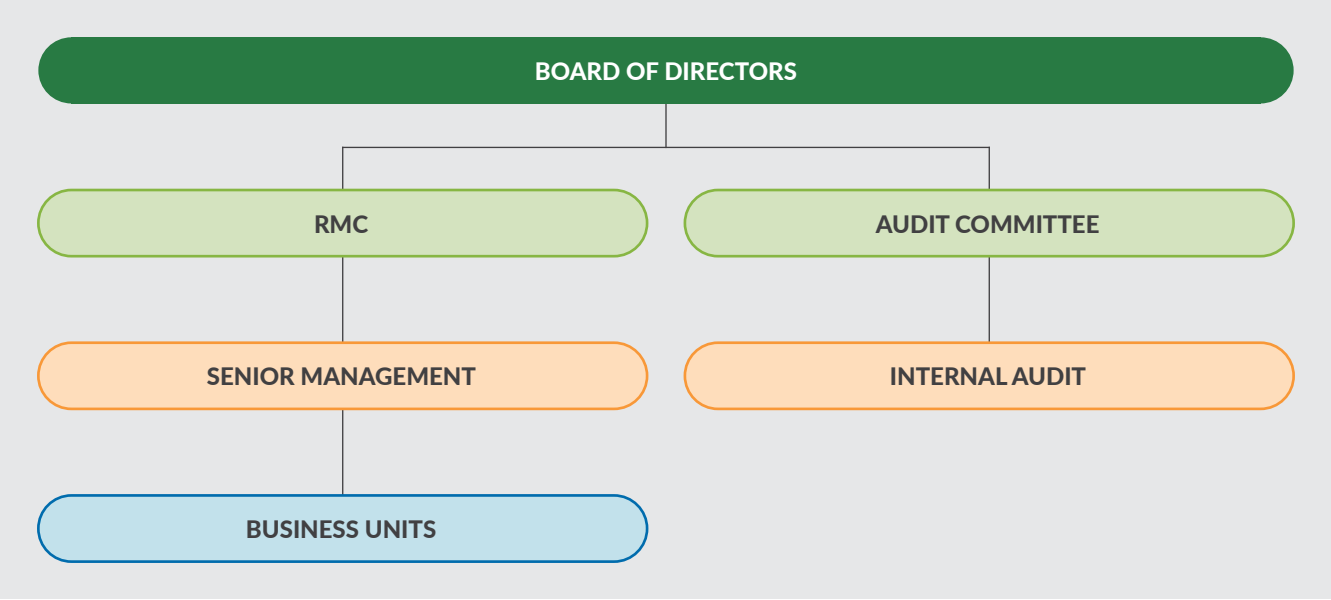
A Risk Management Committee ("RMC"), comprising majority independent directors, has been established by the Board to provide oversight and to enhance the Group's risk management framework and be in line with the Malaysian Code on Corporate Governance.

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.

The Board has assigned the Audit Committee with the duty of reviewing and monitoring the effectiveness of the Group's internal control.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Overview of Risk Management and Internal Control Governance



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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.

First Line

The management of the Group as a whole is assigned to the Group Chief Executive Officer and the Executive Directors who will lead the management teams. The Executive Directors 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; and
- 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 RMC for review and deliberation.

Second Line

The RMC 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 and Audit Committee on the adequacy and effectiveness of the Group's governance, risk management and internal control processes.

The Internal Audit function furnishes the Audit Committee 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 Audit Committee. 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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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 RMC, 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;
- 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; and
- To act as the steering committee for the Group-Wide Risk Management Programme.

For the financial year ended 30 June 2026, the RMC held four meetings where it reviewed the risk management reports of several business units (i.e. Cempaka Properties Sdn Bhd, Berjaya Beau Vallon Bay Beach Resort Limited, Berjaya Praslin Limited, Berjaya International Casino Management (Seychelles) Limited, Berjaya Langkawi Beach Resort Sdn Bhd, and Berjaya Hotels Iceland hf.), 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 risks 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.

- Financial 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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- 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.

INTERNAL CONTROL PROCESSES

The key aspects of the internal control process are as follows:

- The business units identify the areas of control relevant to their business, design the internal control procedures and document the procedures in manuals;
- The internal auditors of the Group establish the annual audit plan and table the plan to the Audit Committee for approval; and
- The internal auditors perform the audit and present their audit reports to the Audit Committee, 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 Executive Directors and senior management personnel;
- Independent assurance on the system of internal control from regular internal audit visits;
- Physical security and systems access controls; and
- Business continuity planning.

ASSOCIATED COMPANIES AND JOINT VENTURES

The Board does not regularly review the risk management and internal control system of its associated companies, as the Board does not have any direct control over their operations. The Group's interests are served through board representations on the board of the respective associated companies and the review of their management accounts, and enquiries thereon. As for its joint ventures, the Group has appointed representatives to the respective board of these joint ventures which hold regular meetings to oversee and manage their operations. These representatives provide the Board with information for timely decision making on the continuity of the Board's investments based on the performance of the associated companies and joint ventures.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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 BProperty's website at www.berjaya.com/berjaya-property/.

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 BProperty's website at www.berjaya.com/berjaya-property/.

ASSURANCE FROM MANAGEMENT

The Board has received assurance from the Group Chief Executive Officer and the Group Executive Director 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.

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, 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 COMMITTEE REPORT

The Board of Directors of Berjaya Property Berhad (formerly known as Berjaya Land Berhad) ("BProperty" or "the Company") is pleased to present the report of the Audit Committee ("AC") for the financial year ended 30 June 2026 ("FYE 2026").

COMPOSITION OF THE AC

The members of the AC comprise the following:-

Tan Peng Lam - Chairman/Independent Non-Executive Director
Datuk Kee Mustafa - Member/Independent Non-Executive Director
Kua Choo Kai - Member/Independent Non-Executive Director

The AC comprises three (3) members and all of them are Independent Non-Executive Directors. None of the AC members is an alternate director. The Chairman of the AC is a Fellow member of the Association of Chartered Certified Accountants and a member of Malaysian Institute of Accountants ("MIA"). Kua Choo Kai is also a member of MIA and Malaysian Institute of Certified Public Accountants. He is also a Fellow of the Chartered Practising Accountants in Australia.

Accordingly, the composition of the AC 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 AC is an Independent Non-Executive Director of the Company and he 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 ("MCCG"). The composition of the AC has also complied with Practice 9.4 (step-up) of the MCCG wherein the AC comprise solely of Independent Directors.

MEETINGS

The AC held five (5) meetings during the FYE 2026. The details of attendance of the AC members are as follows:-

Name of Directors	Attendance
Tan Peng Lam	5/5
Datuk Kee Mustafa	5/5
Kua Choo Kai	5/5

The AC meetings were convened with proper notices and agenda and these were distributed to all members of the AC with sufficient notification. The minutes of each of the AC meetings were recorded and tabled for confirmation at the next AC meeting and thereafter tabled at the Board Meeting for the Directors' notation.

The Group Chief Executive Officer, Group Executive Director, Financial Advisor and Chief Financial Officer of the ultimate holding company, Berjaya Corporation Berhad as well as the General Manager of Group Internal Audit were also invited to attend the AC meetings. The External Auditors were also invited to attend three (3) of these meetings during the financial year. The AC also met with the External Auditors three (3) times without the presence of executive Board members and the Management. In addition, the senior management of the relevant operations were also invited to provide clarification on the follow-up audit review and the adequacy of internal controls to be implemented to address these issues arising from the audit reports.

AUDIT COMMITTEE REPORT

SUMMARY OF ACTIVITIES AND WORK OF THE AC

In discharging its duties and responsibilities, the AC had undertaken the following activities and work during the FYE 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
26 August 2025	Fourth quarter results as well as the unaudited results of the Group for FYE 2026
26 November 2025	First quarter results for FYE 2026
24 February 2026	Second quarter results for FYE 2026
25 May 2026	Third quarter results for FYE 2026

The above review was to ensure that BProperty's quarterly financial reporting and disclosures present a true and fair view of the Group's financial position and performance and were in compliance with the Malaysian Financial Reporting Standard 134, Interim Financial Reporting Standards in Malaysia and International Accounting Standard 34, Interim Financial Reporting, Companies Act 2016 as well as the applicable disclosure provisions of the MMLR of Bursa Securities.

(b) Reviewed the audited financial statements of the Company and the Group for the financial year ended 30 June 2025 together with the Management and the External Auditors at its meeting held on 23 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 is in compliance with all disclosure and regulatory requirements before recommending the audited financial statements to the Board for approval. Prior to that, the AC 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 26 August 2025.

External Audit

(a) Evaluated the performance of the External Auditors for the financial year ended 30 June 2025 covering areas such as calibre of the external audit firm, quality processes/performance, audit team, independence and objectivity, audit scope and planning, audit communication and audit fees of the External Auditors. The AC, 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 ensuing FYE 2026 at its meeting held on 23 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 financial year ended 30 June 2025.

The AC also had private discussions with EY on 26 August 2025, 23 October 2025 and 25 May 2026, without the presence of executive board members and the Management during the review of the audited financial statements for the financial year ended 30 June 2025 and also the audit plan for the FYE 2026 to discuss any problems/issues arising from the previous year final audit, proper disclosure of information and the assistance given by the employees during the course of audit by EY.

(c) Reviewed with the External Auditors at the meeting held on 25 May 2026, their audit plan in respect of the FYE 2026, outlining the EY client service team, audit emphasis, EY digital audit, audit timeline, materiality in planning and performing audit, assessment of internal control environment, fraud considerations and the risk of management override of controls, group audit scoping, management's expert, integrating technology risk-based approach into the overall audit approach, audit quality and auditors' independence.

AUDIT COMMITTEE REPORT

Internal Audit

(a) Reviewed twelve (12) Internal Audit reports together with two (2) follow-up audit reports on the non-listed operating subsidiaries of the Group, namely Berjaya Langkawi Beach Resort Sdn Bhd (Berjaya Langkawi Resort), Staffield Country Resort Berhad, Cempaka Properties Sdn Bhd, Berjaya Air Sdn Bhd, Berjaya Beau Vallon Bay Beach Resort Limited (Berjaya Beau Vallon Bay Resort, Seychelles), Berjaya Praslin Limited (Berjaya Praslin Resort, Seychelles), Berjaya International Casino Management (Seychelles) Limited (Berjaya Beau Vallon Bay Casino, Seychelles), Berjaya Mount Royal Beach Hotel Limited (Berjaya Hotel Colombo, Sri Lanka), Bukit Kiara Resort Berhad (Bukit Kiara Equestrian & Country Resort), Tioman Island Resort Berhad (Berjaya Tioman Resort), Nural Enterprise Sdn Bhd, Kota Raya Development Sdn Bhd, The Taaras Beach & Spa Resort (Redang) Sdn Bhd and Bukit Jalil Golf & Country Resort Berhad. The AC 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 weakness are being properly addressed.

(b) Reviewed and approved the Internal Audit Plan for financial year ending 30 June 2027 to ensure that the scope and coverage of the internal audit on the operations of the BProperty 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 process for the financial year ended 30 June 2025.

Recurrent Related Party Transactions

(a) Reviewed the Circular to Shareholders in connection with the renewal and new mandate for Recurrent Related Party Transactions 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 Recurrent Related Party Transactions 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 Group;
(iii) Records of Recurrent Related Party Transactions will be retained and compiled by the Group Accountant for submission to the AC for review;
(iv) The AC is to provide a statement that it has reviewed the terms of the Recurrent Related Party Transactions 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 Group;
(v) The AC also reviewed the procedures and processes with regards to the Recurrent Related Party Transactions on a half yearly basis to ensure that the transactions are within the approved mandate;
(vi) Directors who have any interest in any Recurrent Related Party Transaction shall abstain from Board deliberations and voting and will ensure that they and any Person(s) Connected with them will also abstain from voting on the resolution at the extraordinary general meeting or annual general meeting to be convened for the purpose; and
(vii) Disclosures will be made in the annual report on the breakdown of the aggregate value of the Recurrent Related Party Transactions during the financial year, amongst others, based on the following information:-

a) the type of the Recurrent Related Party Transactions made; and
b) the names of the Related Parties involved in each type of the Recurrent Related Party Transactions made and their relationships with the Group.

AUDIT COMMITTEE REPORT

Related Party Transactions

The AC also reviewed transactions with related parties and/or interested persons to ensure that such transactions are undertaken on an arm's length basis, on normal commercial terms consistent with the Company's business practices and policies, not prejudicial to the interests of the Company and its minority shareholders and on terms which are generally no more favourable to the related parties and/or interested persons (pursuant to Chapter 10 of the MMLR of Bursa Securities).

During the FYE 2026, the AC had reviewed the following related party transactions prior to their recommendation to the Board for approval:-

1. Proposed acceptance of contract for building and civil engineering works awarded by Berjaya Hills Resort Berhad.
2. Proposed disposal of shares in Sports Toto Berhad.
3. Proposed disposal of shares in 7-Eleven Malaysia Holdings Berhad.

Other Activities

(a) Reviewed and recommended to the Board for approval, the Audit Committee Report, Corporate Governance Overview Statement, Directors' Responsibility Statement in respect of the Audited Financial Statements and Statement on Risk Management and Internal Control for inclusion in the 2025 Annual Report and the Corporate Governance Report 2025.

(b) Reviewed and assessed the financial literacy of AC members for the financial year ended 30 June 2025.

Conflict of Interest/Potential Conflict of Interest

On 26 August 2026, the AC has reviewed the annual declaration of conflict of interest and potential conflict of interest of Directors of the Company and Key Senior Management. There were no conflict of interest or potential conflict of interest being declared by any Director of the Company or Key Senior Management for the FYE 2026.

Training

In order to discharge the above duties and responsibilities of AC effectively, the AC members had undertaken continuous professional development by having attended various seminars, training programs, conferences and webinars during the financial year. The AC members were also briefed by the External Auditors of 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 THE WORK OF THE INTERNAL AUDIT FUNCTION

The Internal Audit Function of BProperty is outsourced to the Group Internal Audit Division of the ultimate holding company, Berjaya Corporation Berhad, whose primary function is to assist the AC in discharging its duties and responsibilities. Their role is to undertake independent regular and systematic reviews of the governance, risk management and systems of internal controls and procedures of operating units within the Group so as to provide reasonable assurance that such systems continue to operate satisfactorily, effectively and in compliance to the Group's established policies and procedures.

The Internal Audit's activities are guided by the Group's 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.

During the FYE 2026, the AC met four (4) times with the Internal Auditors to carry out its responsibilities in reviewing the internal audit function and to assure itself on the soundness of internal control system.

AUDIT COMMITTEE REPORT

The activities undertaken by the Internal Audit Division during the FYE 2026 included the following:-

1. Tabled Internal Audit Plan for the AC's review and endorsement.
2. Reviewed the existing systems, controls and governance processes of various operating units 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 various operating units 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 AC and the respective operations management.
6. Presented internal audit reports to the AC for review.
7. Followed up review to ensure that the agreed internal audit recommendations are effectively implemented.

For the financial year under review, the Internal Audit Division conducted audit assignments on various operating units of the Group involved in hotels, resorts, casino and golf club operations, property investment and management, operating and managing chartered air transport services.

The cost incurred for the Internal Audit function of the Group in respect of the FYE 2026 was approximately RM 2,111,023.

PERFORMANCE OF AC

During the FYE 2026, the Board assessed and evaluated the performance of AC and its members through Nomination Committee. Based on the outcome of the annual assessment, the Board was satisfied with the performance of the AC and its members and concluded that they have effectively discharged their functions, duties and responsibilities in accordance with the Terms of Reference of the AC.

The Terms of Reference of the AC was last revised and reviewed by the AC and approved by the Board on 28 May 2024. The latest Terms of Reference of AC can be viewed on the Company's website at www.berjaya.com/berjaya-property/.

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 Company and to prevent and detect other irregularities.



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DIRECTORS' REPORT

The Directors hereby present their report together with the audited financial statements of the Group and of the Company for the financial year ended 30 June 2026.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding and the provision of management services to its subsidiary companies.

The principal activities of the subsidiary companies consist of:

(i) operation of Toto betting under Section 5 of the Pool Betting Act, 1967;
(ii) property development and investment;
(iii) development and operation of hotels and resorts, vacation time share and operating of a casino;
(iv) building contractors and civil engineering works and related services;
(v) development, manufacturing, distribution of computerised wagering and voting systems and provision of software support;
(vi) motor retailing, repair and maintenance and provision of aftersales and insurance services; and
(vii) investment holding.

CHANGE OF NAME

Pursuant to the Extraordinary General Meeting held on 13 February 2026, the Company changed its name from Berjaya Land Berhad to Berjaya Property Berhad.

RESULTS

	GROUP RM'000	COMPANY RM'000
Loss for the financial year	(114,592)	(165,199)
Attributable to:		
Owners of the Parent	(174,956)	(165,199)
Non-controlling interests	60,364	-
	(114,592)	(165,199)

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 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 as disclosed in Notes 33, 34 and 43 to the financial statements.

DIRECTORS' REPORT

DIVIDENDS

No dividend has been paid or declared by the Company since the end of the previous financial year.

The Board does not recommend the payment of any dividend for the current financial year ended 30 June 2026.

DIRECTORS

The names of the Directors of the Company in office during the financial year and during the period from the end of the financial year to the date of this report are:

YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail	(Appointed on 19 March 2026)
Dato' Sri Robin Tan Yeong Ching	
Syed Ali Shahul Hameed	
Datuk Abdul Rahim Bin Mohd Zin	
Chryseis Tan Sheik Ling	
Datuk Kee Mustafa	
Tan Peng Lam	
Kua Choo Kai	
Tan Tee Ming	(Resigned on 31 December 2025)

The names of directors of subsidiary companies are set out in the respective subsidiary companies' statutory accounts and the said information is deemed incorporated herein by such reference and made a part hereof.

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 amount of emoluments received or due and receivable by the Directors or the fixed salary of a full-time employee of the Company as disclosed in Note 37 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 for the Group. The total amount of insurance premium effected for any director and officer of the Company and of the Group for the financial year was RM64,125. 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' INTERESTS

According to the register of directors' shareholdings, the interests of Directors in office at the end of the financial year in shares, warrants and debentures in the Company and its related corporations during the financial year were as follows:

THE COMPANY

	Number of Ordinary Shares			
Berjaya Property Berhad	**At 1.7.2025**	**Bought**	**Sold**	**At 30.6.2026**
Dato' Sri Robin Tan Yeong Ching	600,000	-	-	600,000
Chryseis Tan Sheik Ling	5,000,000	-	-	5,000,000

ULTIMATE HOLDING COMPANY

	Number of Ordinary Shares			
Berjaya Corporation Berhad ("BCorp")	**At 1.7.2025**	**Bought**	**Sold**	**At 30.6.2026**
Dato' Sri Robin Tan Yeong Ching	5,301,709	-	-	5,301,709
	6,737 *	-	-	6,737 *
	175,162,614 ^	-	51,389,700	123,772,914 ^
Chryseis Tan Sheik Ling	515,187	-	-	515,187
	19,862,500 *	-	19,862,500	-

	Number of Warrants 2026/2031			
	At 1.7.2025	**Bought**	**Sold**	**At 30.6.2026**
Dato' Sri Robin Tan Yeong Ching	-	1,749,563 #	-	1,749,563
	-	2,223 *#	-	2,223 *
	-	44,145,059 ^#	-	44,145,059 ^
Chryseis Tan Sheik Ling	-	170,011 #	-	170,011

RELATED COMPANIES

	Number of Ordinary Shares			
Sports Toto Berhad	**At 1.7.2025**	**Bought**	**Sold**	**At 30.6.2026**
Dato' Sri Robin Tan Yeong Ching	1,046,202	-	-	1,046,202
	641,886 ^	-	-	641,886 ^
Chryseis Tan Sheik Ling	720,000	-	-	720,000

	Number of Ordinary Shares			
Berjaya Food Berhad ("BFood")	**At 1.7.2025**	**Bought**	**Sold**	**At 30.6.2026**
Dato' Sri Robin Tan Yeong Ching	11,211,000	-	-	11,211,000
	1,515,000 ^	-	-	1,515,000 ^

DIRECTORS' REPORT

DIRECTORS' INTERESTS (CONT'D)

	Number of Warrants 2025/2035			
Berjaya Food Berhad ("BFood")	**At 1.7.2025**	**Bought**	**Sold**	**At 30.6.2026**
Dato' Sri Robin Tan Yeong Ching	-	5,605,500 @	-	5,605,500
	-	757,500 ^@	-	757,500 ^

	Number of Ordinary Shares			
Berjaya Mutual Berhad	**At date of Appointment**	**Bought**	**Sold**	**At 30.6.2026**
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail	2,175,000	-	-	2,175,000

SUBSIDIARY COMPANY

	Number of Ordinary Shares			
Berjaya Rail Sdn Bhd	**At date of Appointment**	**Bought**	**Sold**	**At 30.6.2026**
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail	702,000	-	-	702,000

Notes:

^ Indirect interests pursuant to Section 8 of the Companies Act 2016.
* Indirect interests pursuant to Section 59(11)(c) of the Companies Act 2016.
# 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.
@ 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.

Other than as disclosed above, none of the other Directors in office at the end of the financial year had any interest in shares, warrants and debentures in the Company or its related corporations during the financial year.

SHARE CAPITAL AND TREASURY SHARES

The number and carrying amount of treasury shares held as at 30 June 2026 was as follows:

	Average price per share (RM)	**Number of shares '000**	**Carrying amount RM'000**
At 1 July 2025/30 June 2026	0.39	111,487	43,939

As at 30 June 2026, the number of ordinary shares in issue and fully paid with voting rights was 4,888,850,000 ordinary shares (2025 : 4,888,850,000 ordinary shares).

SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

Significant event during the financial year is disclosed in Note 51 to the financial statements.

SIGNIFICANT EVENTS SUBSEQUENT TO THE FINANCIAL YEAR

Significant events subsequent to the financial year are disclosed in Note 52 to the financial statements.

OTHER STATUTORY INFORMATION

(a) Before the financial statements of the Group and of the Company were prepared, 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 provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they 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 the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; 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) 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 as and when they fall due; and

(ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

DIRECTORS' REPORT

HOLDING COMPANY

The Company regards Berjaya Corporation Berhad as its ultimate and immediate holding company.

AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

The remuneration of the auditors is disclosed in Note 36 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 27 October 2026.

DATO' SRI ROBIN TAN YEONG CHING

SYED ALI SHAHUL HAMEED

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of The Companies Act 2016

We, DATO' SRI ROBIN TAN YEONG CHING and SYED ALI SHAHUL HAMEED, being two of the Directors of BERJAYA PROPERTY BERHAD (formerly known as Berjaya Land Berhad), do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 161 to 313 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 their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 27 October 2026.

DATO' SRI ROBIN TAN YEONG CHING

SYED ALI SHAHUL HAMEED

STATUTORY DECLARATION

Pursuant to Section 251(1)(b) of The Companies Act 2016

I, DATUK ABDUL RAHIM BIN MOHD ZIN, being the Director primarily responsible for the financial management of BERJAYA PROPERTY BERHAD (formerly known as Berjaya Land Berhad), do solemnly and sincerely declare that the accompanying financial statements set out on pages 161 to 313 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 DATUK ABDUL RAHIM BIN MOHD ZIN
at Kuala Lumpur in the Federal Territory
on 27 October 2026.

DATUK ABDUL RAHIM BIN MOHD ZIN
MIA NO. 19939

Before me,

YM 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	2,584,123	2,377,442	465	634
Right-of-use assets	6	1,594,862	1,579,409	-	-
Subsidiary companies	9	-	-	4,003,789	3,972,525
Investment properties	7	769,968	719,251	-	-
Inventories	8	826,031	1,299,170	-	-
Associated companies	10	287,690	298,070	43,339	43,339
Joint ventures	11	30,166	31,857	816	1,210
Investments	12	273,039	345,858	93,204	93,763
Intangible assets	13	3,595,676	3,610,656	-	-
Receivables	15	372,104	460,532	1,532,083	1,321,115
Retirement benefit assets	26	39,626	41,803	-	-
Deferred tax assets	27	73,543	98,154	-	-
		10,446,828	10,862,202	5,673,696	5,432,586
CURRENT ASSETS					
Inventories	8	1,544,743	1,066,913	-	-
Contract cost assets	14	13,314	5,791	-	-
Receivables	15	1,742,096	1,736,821	289,676	338,555
Contract assets	16	131,881	21,722	-	-
Tax recoverable		18,879	38,164	-	349
Short term investments	17	24,715	14,887	-	-
Deposits	18	452,184	735,964	36,548	50,774
Cash and bank balances	19	674,402	466,168	28,002	28,985
		4,602,214	4,086,430	354,226	418,663
Non-current assets classified as held for sale	20	171,979	164,405	-	-
		4,774,193	4,250,835	354,226	418,663
TOTAL ASSETS		15,221,021	15,113,037	6,027,922	5,851,249

STATEMENTS OF FINANCIAL POSITION

As at 30 June 2026

		GROUP		COMPANY	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
EQUITY					
Share capital	21	2,500,168	2,500,168	2,500,168	2,500,168
Other reserves	22	1,165,813	1,302,915	21,557	22,116
(Accumulated losses)/ retained earnings		(398,593)	(236,368)	(21,304)	143,895
Equity funds		3,267,388	3,566,715	2,500,421	2,666,179
Treasury shares	23	(43,939)	(43,939)	(43,939)	(43,939)
Net equity funds		3,223,449	3,522,776	2,456,482	2,622,240
Non-controlling interests		1,881,042	1,994,255	-	-
Total Equity		5,104,491	5,517,031	2,456,482	2,622,240
NON-CURRENT LIABILITIES					
Long term borrowings	24	2,922,121	2,751,116	957,804	1,040,996
Lease liabilities	6	1,363,046	1,384,232	-	-
Contract liabilities	16	116,149	127,679	-	-
Long term liabilities	25	110,423	122,901	2,034,229	1,667,958
Retirement benefit obligations	26	5,943	4,349	-	-
Deferred tax liabilities	27	996,148	1,004,492	-	-
		5,513,830	5,394,769	2,992,033	2,708,954
CURRENT LIABILITIES					
Payables	28	1,919,859	1,832,110	129,374	85,468
Short term borrowings	29	2,092,055	1,862,085	440,074	432,888
Lease liabilities	6	90,058	94,530	-	-
Contract liabilities	16	392,442	282,970	-	-
Retirement benefit obligations	26	62	185	-	-
Provisions	30	71,186	70,235	-	-
Tax payable		37,038	59,122	9,959	1,699
		4,602,700	4,201,237	579,407	520,055
Total Liabilities		10,116,530	9,596,006	3,571,440	3,229,009
TOTAL EQUITY AND LIABILITIES		15,221,021	15,113,037	6,027,922	5,851,249

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS

For the Financial Year Ended 30 June 2026

	Note	GROUP 2026 RM'000	GROUP 2025 RM'000	COMPANY 2026 RM'000	COMPANY 2025 RM'000
Revenue	31	7,415,691	7,578,847	23,508	88,140
Cost of sales		(5,406,223)	(5,537,960)	-	-
Gross profit		2,009,468	2,040,887	23,508	88,140
Other income	32	182,447	177,579	25	21
Administrative expenses		(1,419,574)	(1,435,224)	(42,319)	(46,430)
Selling and marketing expenses		(361,386)	(374,663)	-	-
		410,955	408,579	(18,786)	41,731
Investment related income	33	176,675	177,451	112,328	98,001
Investment related expenses	34	(149,480)	(85,429)	(59,390)	(109,081)
Finance costs	35	(369,139)	(356,520)	(184,365)	(168,166)
Share of results of associated companies		10,742	18,459	-	-
Share of results of joint ventures		468	(283)	-	-
Profit/(loss) before tax	36	80,221	162,257	(150,213)	(137,515)
Taxation	39	(194,813)	(161,180)	(14,986)	(8,071)
(Loss)/profit for the financial year		(114,592)	1,077	(165,199)	(145,586)
Attributable to:					
Owners of the Parent		(174,956)	(100,551)	(165,199)	(145,586)
Non-controlling interests		60,364	101,628	-	-
		(114,592)	1,077	(165,199)	(145,586)
Loss per share attributable to owners of the Parent (sen)	40				
Basic		(3.58)	(2.06)		

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF COMPREHENSIVE INCOME

For the Financial Year Ended 30 June 2026

	GROUP		COMPANY	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
(Loss)/profit for the financial year	(114,592)	1,077	(165,199)	(145,586)
Other comprehensive income:				
Items that may be reclassified subsequently to profit or loss				
Currency translation differences:				
- Movement during the financial year	(182,900)	(124,273)	-	-
- Share of associated companies' currency translation differences	(1,156)	(708)	-	-
- Transfer to profit or loss upon disposal of interests in a joint venture	1,480	7,028	-	-
Items that will not be reclassified subsequently to profit or loss				
Change in fair value reserve of equity investments classified as fair value through other comprehensive income ("FVTOCI")	(17,224)	(68,743)	(559)	(2,168)
Share of associated companies' changes in fair values of FVTOCI investments	(367)	(858)	-	-
Actuarial (loss)/gain recognised in defined benefit pension scheme	(1,773)	3,936	-	-
Tax effect relating to defined benefit pension scheme	274	(984)	-	-
Share of other comprehensive income of associated companies	25	12	-	-
Total comprehensive income for the financial year	(316,233)	(183,513)	(165,758)	(147,754)
Attributable to:				
Owners of the Parent	(311,532)	(236,353)	(165,758)	(147,754)
Non-controlling interests	(4,701)	52,840	-	-
	(316,233)	(183,513)	(165,758)	(147,754)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

GROUP 2026	<---------- Attributable to owners of the Parent ---------->						
	Share capital RM'000	Non-distributable Other reserves RM'000	Accumulated losses RM'000	Treasury shares RM'000	Net equity funds RM'000	Non-controlling interests RM'000	Total equity RM'000
At beginning of financial year	2,500,168	1,302,915	(236,368)	(43,939)	3,522,776	1,994,255	5,517,031
Loss for the financial year	-	-	(174,956)	-	(174,956)	60,364	(114,592)
Other comprehensive income	-	(135,594)	(982)	-	(136,576)	(65,065)	(201,641)
Total comprehensive income	-	(135,594)	(175,938)	-	(311,532)	(4,701)	(316,233)
Effects arising from the disposals of FVTOCI investments	-	(8,923)	8,923	-	-	-	-
Transactions with owners:							
Transfer of reserves	-	(14,563)	14,563	-	-	-	-
Arising from changes in equity interest in subsidiary companies	-	12,205	-	-	12,205	(33,714)	(21,509)
Deemed disposal of a subsidiary company	-	9,773	(9,773)	-	-	-	-
Non-controlling interests' share of dividends	-	-	-	-	-	(74,798)	(74,798)
	-	7,415	4,790	-	12,205	(108,512)	(96,307)
At end of financial year	2,500,168	1,165,813	(398,593)	(43,939)	3,223,449	1,881,042	5,104,491

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the Financial Year Ended 30 June 2026

	<---------- Attributable to owners of the Parent ---------->						
GROUP 2025	**Share capital RM'000**	**Non-distributable Other reserves RM'000**	**Accumulated losses RM'000**	**Treasury shares RM'000**	**Net equity funds RM'000**	**Non-controlling interests RM'000**	**Total equity RM'000**
At beginning of financial year	2,500,168	1,431,603	(135,053)	(41,035)	3,755,683	2,058,337	5,814,020
Loss for the financial year	-	-	(100,551)	-	(100,551)	101,628	1,077
Other comprehensive income	-	(136,931)	1,129	-	(135,802)	(48,788)	(184,590)
Total comprehensive income	-	(136,931)	(99,422)	-	(236,353)	52,840	(183,513)
Effects arising from the disposals of FVTOCI investments	-	1,893	(1,893)	-	-	-	-
Transactions with owners:							
Arising from changes in equity interest in subsidiary companies	-	6,350	-	-	6,350	(55,705)	(49,355)
Acquisition of treasury shares	-	-	-	(2,904)	(2,904)	-	(2,904)
Non-controlling interests' share of dividends	-	-	-	-	-	(61,217)	(61,217)
	-	6,350	-	(2,904)	3,446	(116,922)	(113,476)
At end of financial year	2,500,168	1,302,915	(236,368)	(43,939)	3,522,776	1,994,255	5,517,031

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

For the Financial Year Ended 30 June 2026

COMPANY 2026	Share capital RM'000	Non-distributable Other reserves RM'000	Distributable Retained earnings/ (Accumulated losses) RM'000	Treasury shares RM'000	Total equity RM'000
At beginning of financial year	2,500,168	22,116	143,895	(43,939)	2,622,240
Loss for the financial year	-	-	(165,199)	-	(165,199)
Other comprehensive income	-	(559)	-	-	(559)
Total comprehensive income	-	(559)	(165,199)	-	(165,758)
At end of financial year	2,500,168	21,557	(21,304)	(43,939)	2,456,482
2025					
At beginning of financial year	2,500,168	24,284	289,481	(41,035)	2,772,898
Loss for the financial year	-	-	(145,586)	-	(145,586)
Other comprehensive income	-	(2,168)	-	-	(2,168)
Total comprehensive income	-	(2,168)	(145,586)	-	(147,754)
Transaction with owners:					
Acquisition of treasury shares	-	-	-	(2,904)	(2,904)
At end of financial year	2,500,168	22,116	143,895	(43,939)	2,622,240

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 30 June 2026

	GROUP	
	2026	**2025**
	RM'000	**RM'000**
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers/operating revenue	7,718,729	8,035,368
Payment to prize winners, suppliers and other operating expenses	(6,606,266)	(6,784,417)
Payment for pool betting duties, gaming tax, other indirect taxes and other government contributions	(645,672)	(657,178)
Payment of development expenditure	(485,581)	(368,916)
Payment of taxes	(196,773)	(178,161)
Refund of taxes	16,158	19,064
Other payments	(1,698)	(11,949)
Net cash (used in)/generated from operating activities	(201,103)	53,811
CASH FLOWS FROM INVESTING ACTIVITIES		
Sale of property, plant and equipment and other non-current assets	297,040	2,074
Sale of investments	56,234	17,556
Sale of short term investments	27,935	11,257
Sale of partial equity interest in subsidiary companies	5,693	-
Sale of equity interest in a joint venture	150,641	-
Acquisition of property, plant and equipment (Note a)	(495,081)	(138,153)
Acquisition of other non-current assets	(80,044)	(45,198)
Acquisition of computer software classified as intangible assets	(4,247)	(1,575)
Acquisition of treasury shares by a subsidiary company	(21,421)	(24,903)
Acquisition of additional equity interests in subsidiary companies	(10,391)	(28,339)
Subscription of shares in a joint venture	(306)	(510)
Acquisition of investment in an associated company	(1,313)	-
Acquisition of investments	(6,163)	(28,809)
Acquisition of short term investments	(37,751)	(159)
Interest received	33,683	74,620
Dividends received	7,407	12,852
Net advances from related companies	224,977	108,862
Net (payment to)/repayment from joint ventures and associated companies	(21,860)	73,968
Dividend distribution from an associated company in excess of its carrying value	40,694	50,223
Prepayment for acquisition of land	(6,737)	(6,771)
Net deposit paid for acquisition of assets and investments	(43,645)	(56,961)
Other net receipts/(payments) arising from investments	1,243	(9,225)
Net cash generated from investing activities	116,588	10,809

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 30 June 2026

	GROUP	
	2026 RM'000	2025 RM'000
CASH FLOWS FROM FINANCING ACTIVITIES		
Issuance of medium term notes and Sukuk Wakalah MTNs	538,889	630,601
Drawdown of bank borrowings and other loans	1,229,942	1,081,930
Repayment of bank borrowings and other loans	(702,814)	(811,906)
Redemption of medium term notes	(381,890)	(368,860)
Prepaid borrowing costs	-	(3,030)
Interest paid	(315,576)	(323,391)
Payment of hire purchase liabilities	(189,561)	(10,231)
Payment of lease liabilities (Note d)	(60,376)	(101,430)
Dividends paid to non-controlling interests	(67,522)	(69,682)
Acquisition of treasury shares	-	(2,904)
Withdrawal/(placement) of deposits with maturity for more than 3 months	3,890	(3,301)
Net movement in deposit pledged for credit and other facilities	1,065	(31,834)
Net cash generated from/(used in) financing activities	56,047	(14,038)
NET CHANGE IN CASH AND CASH EQUIVALENTS	(28,468)	50,582
EFFECTS OF EXCHANGE RATE CHANGES	(41,402)	(16,547)
OPENING CASH AND CASH EQUIVALENTS	1,141,341	1,107,306
CLOSING CASH AND CASH EQUIVALENTS (Note b)	1,071,471	1,141,341

(a) The additions in property, plant and equipment were by way of:

	GROUP	
	2026 RM'000	2025 RM'000
Cash	495,081	138,153
Hire purchase	5,540	135,215
Payment made in prior years	-	6,338
	500,621	279,706

(b) The closing cash and cash equivalents comprise the following:

	GROUP	
	2026 RM'000	2025 RM'000
Deposits (Note 18)	452,184	735,964
Cash and bank balances (Note 19)	674,402	466,168
Bank overdrafts (Note 29)	(8,773)	(9,494)
	1,117,813	1,192,638
Less: Amounts restricted in usage		
- Deposits (Note 18)	(34,010)	(35,075)
	1,083,803	1,157,563
Less: Deposits with maturities more than 3 months (Note 18)	(12,332)	(16,222)
	1,071,471	1,141,341

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 30 June 2026

(c) Reconciliation of liabilities arising from financing activities:

2026	Medium term notes, Sukuk Wakalah MTNs and Redeemable convertible preference shares RM'000	Bank borrowings and other loans RM'000	Hire purchase liabilities RM'000	Total RM'000
At beginning of financial year	1,468,090	2,914,701	220,916	4,603,707
Drawdown of borrowings	538,889	1,229,942	-	1,768,831
Additional hire purchase liabilities	-	-	5,540	5,540
Repayment of borrowings	(381,890)	(702,814)	(189,561)	(1,274,265)
Charge out of deferred transaction costs	388	8,551	-	8,939
Exchange differences	-	(101,214)	(6,135)	(107,349)
At end of financial year	1,625,477	3,349,166	30,760	5,005,403
2025				
At beginning of financial year	1,206,129	2,714,872	41,335	3,962,336
Drawdown of borrowings	630,601	1,081,930	-	1,712,531
Additional hire purchase liabilities	-	-	150,455	150,455
Repayment of borrowings	(368,860)	(811,906)	(10,231)	(1,190,997)
Charge out of deferred transaction costs	220	8,962	-	9,182
Refinanced	-	(43,935)	43,935	-
Exchange differences	-	(35,222)	(4,578)	(39,800)
At end of financial year	1,468,090	2,914,701	220,916	4,603,707

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 30 June 2026

(d) The total cash outflows for leases were as follows:

	GROUP	
	2026 RM'000	2025 RM'000
Payment for principal portion of lease liabilities	60,376	101,430
Interest paid on lease liabilities	63,215	62,616
Total lease payments (Note 6(b))	123,591	164,046
Payment of expenses relating to short term leases	44,790	5,159
Payment of expenses relating to leases of low-value assets	414	591
	168,795	169,796

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENT OF CASH FLOWS

For the Financial Year Ended 30 June 2026

	COMPANY	
	2026 RM'000	**2025 RM'000**
CASH FLOWS FROM OPERATING ACTIVITIES		
Dividends received	66,978	75,038
Payment for operating expenses	(42,077)	(46,080)
Payment for taxes net of tax refunds	(6,377)	(6,824)
Other receipts	1,101	1,235
Net cash generated from operating activities	19,625	23,369
CASH FLOWS FROM INVESTING ACTIVITIES		
Sale of property, plant and equipment	25	27
Sale of partial equity interest in a subsidiary company	9,829	-
Acquisition of property, plant and equipment (Note a)	(111)	(279)
Subscription of shares in a joint venture	(306)	(510)
Interest received	1,205	2,368
Inter-company receipts/(payments)	185,498	(182,676)
Other payments arising from investments	(63,268)	(60,492)
Net cash generated from/(used in) investing activities	132,872	(241,562)
CASH FLOWS FROM FINANCING ACTIVITIES		
Drawdown of bank borrowings and other loans	295,198	558,045
Interest paid	(86,301)	(84,760)
Payment of hire purchase liabilities	(62)	(123)
Repayment of bank borrowings and other loans	(376,673)	(220,922)
Acquisition of treasury shares	-	(2,904)
Net cash (used in)/generated from financing activities	(167,838)	249,336
NET CHANGE IN CASH AND CASH EQUIVALENTS	(15,341)	31,143
OPENING CASH AND CASH EQUIVALENTS	79,759	48,616
CLOSING CASH AND CASH EQUIVALENTS (Note b)	64,418	79,759

STATEMENT OF CASH FLOWS
For the Financial Year Ended 30 June 2026

(a) The additions in property, plant and equipment were by way of:

	COMPANY	
	2026 RM'000	2025 RM'000
Cash	111	279

(b) The closing cash and cash equivalents comprise the following:

	COMPANY	
	2026 RM'000	2025 RM'000
Deposits (Note 18)	36,548	50,774
Cash and bank balances (Note 19)	28,002	28,985
Bank overdrafts (Note 29)	(132)	-
	64,418	79,759

(c) Reconciliation of liabilities arising from financing activities:

2026	Bank borrowings and other loans RM'000	Hire purchase liabilities RM'000	Total RM'000
At beginning of financial year	1,473,736	148	1,473,884
Drawdown of borrowings	295,198	-	295,198
Repayment of borrowings	(376,673)	(62)	(376,735)
Charge out of deferred transaction costs	5,399	-	5,399
At end of financial year	1,397,660	86	1,397,746
2025			
At beginning of financial year	1,131,760	271	1,132,031
Drawdown of borrowings	558,045	-	558,045
Repayment of borrowings	(220,922)	(123)	(221,045)
Charge out of deferred transaction costs	4,853	-	4,853
At end of financial year	1,473,736	148	1,473,884

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

30 June 2026

1 CORPORATE INFORMATION

The principal activities of the Company are investment holding and the provision of management services to its subsidiary companies. The principal activities of the subsidiary companies consist of:

(i) operation of Toto betting under Section 5 of the Pool Betting Act, 1967;
(ii) property development and investment;
(iii) development and operation of hotels and resorts, vacation time share and operating of a casino;
(iv) building contractors and civil engineering works and related services;
(v) development, manufacturing, distribution of computerised wagering and voting systems and provision of software support;
(vi) motor retailing, repair and maintenance and provision of aftersales and insurance services; and
(vii) investment holding.

Pursuant to the Extraordinary General Meeting held on 13 February 2026, the Company changed its name from Berjaya Land Berhad to Berjaya Property Berhad.

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Malaysia"). 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 principal place of business of the Company is located at Level 12, Berjaya Times Square, No. 1 Jalan Imbi, 55100 Kuala Lumpur.

The ultimate and immediate holding company is Berjaya Corporation Berhad ("BCorp") which is incorporated in Malaysia and is listed on the Main Market of Bursa Malaysia.

Related companies in these financial statements refer to member companies of the BCorp group of companies other than subsidiary companies of the Company.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors on 27 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 comply with MFRS Accounting Standards ("MFRSs"), 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.

3 MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Subsidiaries and basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and all its subsidiary companies, which are prepared up to the end of the same financial year.

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.1 Subsidiaries and basis of consolidation (Cont'd)

Subsidiary companies are consolidated using the acquisition method of accounting. 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 and 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.

3.2 Associated Companies and Joint Ventures

Investments in quoted associated companies which have the same financial year end as the Group's financial year end are accounted for in the consolidated financial statements using the equity method of accounting based on the latest audited financial statements announced in the respective stock exchanges.

Investments in quoted associated companies which have different reporting date from the Group are accounted for in the consolidated financial statements using the equity method of accounting based on the latest audited financial statements and supplemented by latest quarterly financial statements made up to a period end of no more than three months difference with the Group's reporting date, announced in the respective stock exchanges.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.2 Associated Companies and Joint Ventures (Cont'd)

When there is share buyback by an associated company, the accretion of the Group's interest is recognised as a deemed acquisition of additional equity interest in the associated company.

In the Company's separate financial statements, investments in associated companies and joint ventures are 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 recognition, property, plant and equipment except for freehold land are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated but is reviewed at each reporting date to determine whether there is an indication of impairment. Capital work-in-progress are also not depreciated as these assets are not available for use. Depreciation of other 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	1.25% - 6.70%
Plant and equipment	4% - 33%
Computer equipment	10% - 33%
Renovation	10% - 33%
Furniture and fittings	5% - 20%
Office equipment	10% - 67%
Motor vehicles	20% - 33%
Aircraft	Ranging from 11 to 20 years
Golf course development expenditure	1% - 2%
Others*	10% - 25%

*Others comprise mainly linen, silverware, cutleries, kitchen utensils, recreational livestocks and apparatus.

3.4 Investment Properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value.

Gains or losses arising from changes in the fair values of investment properties are recognised in profit or loss in the financial year in which they arise.

Right-of-use asset that meets the definition of investment property is classified and accounted for as an investment property on a property-by-property basis when the Group holds it to earn rentals or for capital appreciation or both. Any such property is carried at fair value.

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.5 Inventories

(i) Property Inventories

Property acquired or being constructed for sale in the ordinary course of business, rather than to be held for rental or capital appreciation, is held as inventory and is measured at the lower of cost and net realisable value.

Cost includes the relevant cost of land and land use rights, development and construction costs and overheads, borrowing costs and other related costs. Net realisable value is the estimated selling price less all estimated costs to completion and the estimated costs necessary to make the sale.

a) Land Held for Property Development

Inventory properties where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle are referred to as land held for property development and classified within non-current assets.

Generally no significant development work would have been undertaken on these lands other than infrastructure work, earth work and landscape work incurred to prepare the land for development and these inventory properties are stated at cost plus incidental expenditure incurred to put the land in a condition ready for development. These inventory properties are classified to current assets at the point when active development project activities have commenced and when it can be demonstrated that the development activities can be completed within the normal operating cycle.

b) Property Development Costs

Inventory properties under construction are referred to as property development costs and comprise the cost of land, direct building costs and a share of development costs common to the entire development project where applicable. Once sold, the cost of these inventories is recognised in profit or loss as and when control passes to the respective customers, either over time or at one point in time.

c) Completed Properties

Units of development properties completed and held for sale are stated at the lower of cost and net realisable value. Costs comprise costs of acquisition of land, direct building costs and other related costs.

(ii) Others

Other inventories are stated at the lower of cost and net realisable value. Cost, in the case of work-in-progress and finished goods, comprises raw materials, direct labour and an attributable proportion of production overheads. Cost is determined on the first-in first-out basis, the weighted average cost method, or by specific identification.

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 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

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) Gaming Rights

The costs of gaming rights acquired in a business combination are their fair values at the date of acquisition. Following the initial recognition, the gaming rights are carried at cost less any accumulated impairment losses. The gaming rights comprise:

- a licence for Toto betting operations in Malaysia under Section 5 of the Pool Betting Act, 1967 ("Licence") which is renewable annually; and
- trademarks, trade dress, gaming design and processes and agency network.

The Licence has been renewed annually since 1985.

The gaming rights' licence with indefinite useful life is not amortised but tested for impairment, annually or more frequently, when indications of impairment are identified. The useful life of gaming rights' licence is reviewed annually to determine whether the indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

(iii) Dealership Rights

The cost of dealership rights ("Dealerships") acquired in a business combination is at their fair values at the date of acquisition. Following the initial recognition, the Dealerships are carried at cost less any accumulated impairment losses. The Dealerships are assessed and recognised based on the dealership agreements signed with the selected luxury brand car manufacturers that satisfied the criterion to be separately identified as intangible assets and highly likely to contribute significant future economic benefits. The Dealerships, which are considered to have indefinite useful lives, are not amortised but tested for impairment, annually or more frequently, when indications of impairment are identified. The useful lives of Dealerships are reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on prospective basis.

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.6 Intangible Assets (Cont'd)

(iv) Customer Relationships

The cost of customer relationships acquired in a business combination is measured at their fair values at the date of acquisition. Following the initial recognition, the customer relationships are carried at cost less accumulated amortisation and any accumulated impairment losses. The customer relationships with finite lives are amortised on a straight-line basis over their useful economic lives and assessed for impairment whenever there is an indication that the customer relationships may be impaired.

(v) Computer Software

Computer software acquired separately are measured on initial recognition at cost. Following the 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 and assessed for impairment whenever there is an indication that the computer software may be impaired.

3.7 Financial Instruments

(i) Financial Assets

Financial assets are classified, at initial recognition, as 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 and loss is recognised in profit or loss when the asset is derecognised, modified or impaired.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.7 Financial Instruments (Cont'd)

(i) Financial Assets (cont'd)

b) Fair Value Through Other Comprehensive Income ("FVTOCI")

Debt Instrument

Interest income calculated using the effective interest 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 (CONT'D)

3.7 Financial Instruments (Cont'd)

(ii) 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 depends on its classification, as described below:

a) Amortised Cost

Financial liability is measured at amortised cost using the effective interest 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 principal repayments, plus the cumulative amortisation using the effective interest 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.

b) Fair Value Through Profit Or Loss ("FVTPL")

This category includes derivative financial liabilities (except for derivatives that are designated as effective hedging instruments). The changes in fair value of these financial liabilities are recognised in profit or loss.

3.8 Impairment Of Financial Assets

The Group recognises loss allowances for expected credit losses (“ECLs”) on financial assets measured at amortised cost, debt investments measured at FVTOCI, contract assets and lease receivables.

For trade receivables and contract assets, 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.

For debt instruments at FVTOCI, the Group applies the low credit risk simplification. At every reporting date, the Group evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Group reassesses the internal credit rating of the debt instrument. In addition, the Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.8 Impairment Of Financial Assets (Cont'd)

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, except for investments in debt instruments that are measured at FVTOCI, for which the loss allowance is recognised in profit or loss and accumulated in the fair value reserve.

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 Leases

(i) 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.

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:

Leasehold land	25 to 99 years
Buildings	1 to 60 years
Aircraft and others	1 to 20 years

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.

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.9 Leases (Cont'd)

(i) Group as a lessee (Cont'd)

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.

(ii) 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.

Finance lease

A finance lease is a lease contract which transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee. At commencement of the contract, the Group recognises the finance lease as a receivable at an amount equal to the net investment in the lease.

Subsequent to the commencement date, finance income is recognised over the lease term on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease.

Contingent rents are recognised in profit or loss in the period in which they are earned.

3.10 Equity Instruments

Ordinary shares are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are approved and declared for payment.

The transaction costs of an equity transaction are accounted for as a deduction from equity.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.10 Equity Instruments (Cont'd)

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, re-issuance or cancellation of treasury shares. Consideration paid or received is recognised directly in equity.

3.11 Revenue Recognition

(i) Revenue from contracts with customers

a) Toto betting

Revenue from Toto betting is recognised based on ticket sales at a point in time, net of gaming tax and Sales and Service Tax ("SST") relating to draw days within the financial year.

b) Sales of motor vehicles, charges for aftersales services, insurance, repairs and maintenance services rendered.

Revenue on sales of vehicles, parts and accessories are recognised at a point in time on satisfaction of the performance obligation when control is deemed to have passed to the customer, generally deemed at the time of delivery to the customer.

Revenue on servicing, repair and body shop sales are recognised at a point in time with reference to the extent of the completion of the agreed work.

Revenue in relation to commission on vehicle sales, arranging vehicle financing and related insurance products as an agent, and vehicle insurance sales as a broker are recognised at a point in time when the relevant performance obligations have been fulfilled, such as the delivery of the vehicle or finalisation of the insurance contract.

Revenue is stated net of value-added tax and discounts, where applicable.

c) Wagering and voting products sales, services and licensing income

Revenue from wagering and voting product sales are recognised at a point in time upon shipment and control of the product has been transferred to the customer. Revenue from wagering and voting services are recognised at a point in time when service has been rendered, or recognised over time measured progressively on the basis of percentage-of-completion method for long-term contracts. The percentage-of-completion is estimated by comparing the cost incurred to date against the estimated cost to completion.

Revenue from licensing income is recognised at a point in time upon installation of the software licences.

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.11 Revenue Recognition (Cont'd)

(i) Revenue from contracts with customers (Cont'd)

d) 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 complimentary food, beverage or merchandise to be rewarded under the customer loyalty programmes.

e) Income from supply of goods and services from hotels, resorts and casino operations

Revenue from hotel and resort operations on room rental is recognised over time during the period of stay by the hotel and resort guests.

Revenue from casino operations is recognised at a point in time and is stated net of gaming tax.

f) Income from property development and construction contracts

Revenue from property development and construction contracts are recognised over the contract period using the input method, which is based on actual costs incurred to date on the property development project and construction contracts as compared to the total budgeted costs.

Revenue from sale of completed properties inventories is recognised at a point in time when significant risks and rewards of ownership of the property inventories have been passed to the buyers.

g) Membership and subscription fees

Revenue from membership fees for the usage of facilities of the clubs and time share operations is recognised on a straight-line basis over the tenures of memberships. Revenue from subscription fees is recognised at a point in time as and when the services are rendered.

h) Management fee income

Management fee income is recognised when the services are rendered.

i) Income from charter flights

Revenue from charter flights is based on the invoiced value of the charter flight and is recognised at a point in time as and when the services are rendered.

(ii) Revenue from other sources

a) Lease income

Lease income is recognised on the basis as detailed in Note 3.9 (ii).

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.11 Revenue Recognition (Cont'd)

(ii) Revenue from other sources (Cont'd)

b) Dividend income

Dividend income is recognised when the shareholders' rights to receive the dividend payment are established.

c) Interest income

Interest income is recognised on an accrual basis using the effective interest 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.

Interest income from investments in bonds, government securities and loan stocks are recognised on a time proportion basis that takes into account the effective yield of the asset.

d) Other income

All other income are recognised on an accrual basis.

3.12 Functional And Presentation Currencies

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 ("the functional currency"). The consolidated financial statements are presented in RM, which is also the Company's functional currency.

3.13 Employee Benefits

A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and salary.

(a) Funded Defined Benefit Plan

Certain foreign subsidiary companies of the Group provide funded pension benefits to its eligible employees.

The legal obligation for any benefits from this kind of pension plan remains with the Group even if plan assets for funding the defined benefit plan have been acquired. Plan assets may include assets specifically designated to a long term benefit fund, as well as qualifying insurance policies.

The Group's net obligations in respect of defined benefit plans for certain foreign subsidiary companies are calculated separately for each plan by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods.

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.13 Employee Benefits (Cont'd)

(a) Funded Defined Benefit Plan (Cont'd)

The liability recognised in the statements of financial position for defined benefit plans is the discounted present value of the defined benefit obligation using an appropriate discount factor at the reporting date less the fair value of plan assets. The discount rate is the market yield at the reporting date on high quality corporate bonds or government bonds. The calculation is performed by independent actuaries using the projected unit credit method.

(b) Unfunded Defined Benefit Plans

Certain subsidiary companies within the Group operate unfunded defined retirement benefit schemes for their eligible employees. The obligation recognised in the statements of financial position under the scheme is calculated by independent actuaries using the projected unit credit method.

3.14 Taxes

(i) Indirect taxes

Indirect taxes include gaming tax, SST and value added tax.

The amount of indirect taxes payable to taxation authority is included as part of payables in the statements of financial position.

3.15 Segmental Information

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the 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. The Group adopts business segment analysis as its primary reporting format and geographical segment analysis as its secondary reporting format.

Segment revenue 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 income tax expense and items arising on investing or financing activities. Revenue is attributed to geographical segments based on location where sale is transacted.

Segment assets include all operating assets used by a segment and do not include tax assets and 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 tax liabilities and items arising on investing or financing activities.

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.16 Changes In Accounting Policies

During the financial year, the Group and the Company adopted the following pronouncements that have been issued by the Malaysian Accounting Standards Board ("MASB"), which are effective for financial periods beginning on or after 1 January 2025:

- Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability

The adoption of the above pronouncements did not have any material impact on the financial statements of the Group and of the Company.

3.17 Standards Issued But Not Yet Effective

At the date of authorisation of these financial statements, the following pronouncements have been issued by the MASB, will become effective in future financial periods and have not been adopted by the Group and the Company:

Effective for financial periods beginning on or after 1 January 2026

- Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates - Lack of Exchangeability

Effective for financial periods beginning on or after 1 January 2026

- Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107: Annual Improvements to MFRS Accounting Standards – Volume 11
- Amendments to MFRS 9: Financial Instruments and MFRS 7: Disclosure of Financial Instruments – Amendments to the Classification and Measurement of Financial Instruments
- Amendments to MFRS 9: Financial Instruments and MFRS 7: Disclosure of Financial Instruments – Contracts Referencing Nature-dependent Electricity

Effective for financial periods beginning on or after 1 January 2027

- MFRS 18: Presentation and Disclosure in Financial Statements
- MFRS 19: Subsidiaries without Public Accountability: Disclosures
- 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

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

3.17 Standards Issued But Not Yet Effective (Cont'd)

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. It also requires disclosure of management-defined performance measures and sets out principles for the aggregation and disaggregation of financial information.

4 SIGNIFICANT JUDGEMENTS AND ACCOUNTING ESTIMATES

The preparation of the Group’s financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenue, 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 Judgements 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 effects on the amounts recognised in the financial statements.

(i) Useful lives of Gaming Rights, Dealerships and Customer Relationships

The Gaming Rights consist of licence for the Toto betting operations in Malaysia.

The Group considers that the Licence and Dealerships arising from the motor vehicle dealership operations have indefinite useful lives because they are expected to contribute to the Group's net cash inflows indefinitely. The Group intends to continue the Toto betting and motor vehicle dealership operations and is confident that these rights can be maintained indefinitely. Historically, there has been no compelling challenge to the renewals of the Licence and Dealerships.

The Customer Relationships are recognised separately from goodwill on acquisition of a subsidiary company. The useful lives of the Customer Relationships are estimated to be up to 10 years which is determined based on customer attrition from the acquired relationships. The estimated useful lives of customer relationships are reviewed periodically.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

4 SIGNIFICANT JUDGEMENTS AND ACCOUNTING ESTIMATES (CONT'D)

(a) Critical Judgements Made in Applying Accounting Policies (Cont'd)

(ii) Recoverability of balance cash consideration for the disposal of project by Berjaya (China) Great Mall Co Ltd ("GMOC") ("Final Instalment")

As disclosed in Note 43(b), the Group, through its subsidiary company GMOC, has initiated arbitration proceedings at Hong Kong International Arbitration Court ("HKIAC") to seek the recovery the Final Instalment and accrued late payment interests as well as other reliefs from Beijing SkyOcean International Holdings Limited ("Beijing SkyOcean") and the Guarantors who are SkyOcean Holdings Group Limited and Mr Zhou Zheng ("GMOC Arbitration").

GMOC had, on 21 May 2020, obtained a favourable arbitration award from the HKIAC ("Final Award") and proceeded to seek recognition and enforcement of the Final Award in all jurisdictions. The details of the Final Award are disclosed in Note 43(b). The courts in the People's Republic of China and Hong Kong have ordered the recognition and enforcement of the Final Award and have frozen various assets of Beijing SkyOcean and its Guarantors, SkyOcean Holdings Group Limited and Mr Zhou Zheng. In the financial year 2024, GMOC has partially recovered an amount of RM17.50 million following the disposal of a frozen property.

The Group assesses the credit risk of the Final Instalment based on the ECL model of provision of impairment loss, to determine whether or not there has been significant increase in credit risk since the initial recognition of the Final Instalment. The Group took cognisant of the continued dampened property market in the Peoples' Republic of China ("PRC") that may affect the valuation of the frozen assets of Beijing SkyOcean and its Guarantors. As such, the Group recognised an additional impairment loss amounting to RM117,904,000 in the current financial year.

The amount of ECL is sensitive to changes in circumstances and of forecast economic conditions, which would impact the ECL model of provision of impairment losses. The information about the sensitivity of the Group's ECL assessment on the impairment loss are such that a 5% decrease in the estimated fair value of the frozen assets will result in a RM15,925,000 increase to the impairment loss in the current financial year.

(iii) Significant influence over Berjaya Assets Berhad ("BAssets")

Although the Group holds less than 20% of the voting shares in BAssets, the Group exercises significant influence by virtue of its ability to participate in the financial and operating policy decisions of BAssets through representation on the board of directors of BAssets. Therefore, the Group continues to regard BAssets as an associated company.

4 SIGNIFICANT JUDGEMENTS AND ACCOUNTING ESTIMATES (CONT'D)

(a) Critical Judgements Made in Applying Accounting Policies (Cont'd)

(iv) Recoverability of prepayments for the relocation of turf club project

A subsidiary company, Berjaya Tagar Sdn Bhd ("BTSB") had in 2004, entered into a sale and purchase agreement ("SPA") to acquire several parcels of land from a related company, BerjayaCity Sdn Bhd ("BCity"), for the relocation of turf club project as disclosed in Note 43(a). The transaction relating to the relocation of the turf club is still not completed, pending the fulfillment of several of the conditions precedent which are detailed in the same note, of which several of the conditions precedent affect the SPA with BCity.

The amount prepaid is disclosed in Note 15(e). In the event the SPA with BCity is not completed due to non-performance by BCity, BTSB has legal recourse under the SPA to seek relief and/or recover the prepayments made.

(v) Determination of 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 significant 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.

(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 explained below.

(i) Impairment of Gaming Rights, Dealerships, Customer Relationships and goodwill

The Group performs an impairment test on its Gaming Rights, Dealerships, Customer Relationships and goodwill at least on an annual basis or when there is evidence of impairment. This requires an estimation of the VIU of the CGU to which the Gaming Rights, Dealerships, Customer Relationships and goodwill are allocated. Estimating a VIU amount requires the 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.

No impairment is required for Gaming Rights, Dealerships, Customer Relationships and goodwill for the current financial year, although certain key assumptions are sensitive to change and could cause the carrying amount to be impaired.

4 SIGNIFICANT JUDGEMENTS AND ACCOUNTING ESTIMATES (CONT'D)

(b) Key Sources of Estimation Uncertainty (Cont'd)

(i) Impairment of Gaming Rights, Dealerships, Customer Relationships and goodwill (Cont'd)

The carrying amounts of Gaming Rights, Dealerships, Customer Relationships and goodwill of the Group as at 30 June 2026, as well as the sensitivity to changes in key assumptions, are disclosed in Note 13.

(ii) Impairment of investments in subsidiary companies, associated companies and joint ventures

The Group carried out the impairment test based on the assessment of the fair value less cost to sell of the investees' assets or CGU or based on the estimation of the VIU of the CGUs of the respective subsidiary companies, associated companies and joint ventures. 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 accumulated impairment losses recognised are disclosed in Notes 9, 10 and 11.

During the current financial year, the annual impairment review resulted in the Company recognising impairment loss in respect of its investments in subsidiary companies and investments in associated companies, as disclosed in Note 34. No impairment is required for investments in joint ventures.

The carrying amounts of investments in associated companies and joint ventures of the Group are disclosed in Notes 10 and 11 respectively whilst the carrying amounts of investments in subsidiary companies of the Company are disclosed in Note 9.

(iii) Recoverability of amounts owing by subsidiary companies, associated companies and joint ventures

Based on the ECL model, the Group and the Company assess the credit risk of these debts at each reporting date on an individual basis, to determine whether or not there have been significant increases in credit risk since the initial recognition of these assets.

During the current financial year, the Group and the Company have assessed the credit risks in respect of the amounts owing by associated companies and certain subsidiary companies respectively. The Group and the Company recognised net impairment losses on these balances as disclosed in Notes 33 and 34.

The amounts owing by the subsidiary companies, joint ventures and associated companies are disclosed in Note 15.

(iv) Impairment of property, plant and equipment and right-of-use assets ("ROU Assets")

The Group and the Company conduct an annual impairment review of their property, plant and equipment and ROU Assets. When there are indicators of impairment, the Group and the Company estimated the recoverable amounts of the property, plant and equipment and ROU Assets based on the respective assets' or CGU's fair value less costs to sell or based on the estimated VIU of the CGU. Estimating the VIU requires the Group and 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. An impairment loss will be recognised if the carrying values of these CGU are assessed to be in excess of their recoverable amounts.

4 SIGNIFICANT JUDGEMENTS AND ACCOUNTING ESTIMATES (CONT'D)

(b) Key Sources of Estimation Uncertainty (Cont'd)

(iv) Impairment of property, plant and equipment and right-of-use assets ("ROU Assets") (Cont'd)

During the current financial year, no impairment is required for property, plant and equipment and ROU Assets.

The carrying amounts of property, plant and equipment and ROU Assets of the Group as at 30 June 2026 are disclosed in Notes 5 and 6.

(v) Fair value of investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in profit or loss. The Group engaged independent professional valuers to perform valuations on its investment properties as at 30 June 2026. The valuation methodology commonly used is the comparison method which is based on comparable historical transactions adjusted for specific market factors such as location, size, condition, accessibility and design of the respective properties.

The details of the investment properties are disclosed in Note 7 whilst the valuation techniques and key assumptions applied on the determination of the fair values are disclosed in Note 47(a).

(vi) Revenue recognition of property development activities

The Group recognises revenue on certain of its property development activities over time or based on the percentage of completion method using the input method which is based on the actual cost incurred to date on the property development project as compared to the total budgeted cost for the respective development projects.

Significant judgement is required in determining the progress towards complete satisfaction of the performance obligation and this includes determining the extent of property development costs incurred and the total estimated costs of property development, which in turn is used to determine the percentage of completion and gross profit margin of property development activities undertaken by the Group. In making these judgements, management relies on past experience and the work of specialists.

Details of contract assets and contract liabilities from property development activities are disclosed in Note 16(a).

(vii) Provision for ECLs of trade and other receivables and contract assets

The Group uses the simplified approach to estimate a lifetime ECL allowance for all trade receivables and contract assets. The Company develops the expected loss rates based on the payment profiles of past sales and the corresponding historical credit losses, and adjusts for qualitative and quantitative reasonable and supportable forward-looking information.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

4 SIGNIFICANT JUDGEMENTS AND ACCOUNTING ESTIMATES (CONT'D)

(b) Key Sources of Estimation Uncertainty (Cont'd)

(vii) Provision for ECLs of trade and other receivables and contract assets (Cont'd)

Other than trade receivables and contract assets, the Group and the Company assess the credit risk of other receivables at each reporting date on an individual basis, to determine whether or not there have been significant increases in credit risk since the initial recognition of these assets. To determine whether there is a significant increase in credit risks, the Group and the Company consider factors such as the probability of insolvency or significant financial difficulties of the debtors and default or significant delay in payments. Where there is a significant increase in credit risk, the Group and the Company determine the lifetime expected credit loss by considering the loss given default and the probability of default assigned to each counterparty customer. The financial assets are written off either partially or in full when there is no realistic prospect of recovery. This is generally the case when the Group and the Company determine that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amount subject to the write-offs.

In assessing credit risks for purposes of applying the ECL model, the Group and the Company consider the need to incorporate forward-looking factors and to estimate the probability of default, which are likely to be judgemental and subject to estimation uncertainties.

The information about the ECLs on the Group’s trade and other receivables and contract assets are disclosed in Notes 15 and 16 respectively.

(viii) Inventory valuations

The Group holds significant inventories of used cars in the United Kingdom. Trade guides and other publications are used to assist in the assessment of the carrying values of these cars at the reporting date and write-downs are taken as necessary. This is part of the total carrying value of vehicles in inventory as disclosed in Note 8.

5 PROPERTY, PLANT AND EQUIPMENT

GROUP

2026	Net carrying amount at beginning of financial year RM'000	Reclassi-fication/ Adjustments RM'000	Additions RM'000	Reversal of Impairment loss, net RM'000	Write-off/ Disposals RM'000	Depreciation RM'000	Exchange differences RM'000	Net carrying amount at end of financial year RM'000
Freehold land	199,117	(1,730)	11,926	-	-	-	(12,705)	196,608
Buildings	1,356,125	(1,507)	7,673	8,163	-	(47,989)	(49,038)	1,273,427
Plant and equipment	200,858	15,353	22,682	-	(6,012)	(28,099)	(14,901)	189,881
Computer equipment	9,788	700	2,223	(13)	(35)	(5,871)	(167)	6,625
Renovation	69,937	5,555	4,812	(295)	(3,723)	(13,265)	(3,658)	59,363
Furniture and fittings	31,806	(164)	3,196	(1)	(2,379)	(8,006)	(1,520)	22,932
Office equipment	14,299	-	2,470	-	(567)	(4,346)	(393)	11,463
Motor vehicles	29,167	(6)	9,730	-	(2,708)	(8,708)	(624)	26,851
Aircraft	290,502	-	-	10,607	(209,211)	(15,497)	(25,466)	50,935
Golf course development expenditure	61,340	-	-	-	-	(1,148)	-	60,192
Capital work-in-progress	100,558	191,788	432,147	-	(262)	-	(53,459)	670,772
Others	13,945	(1,101)	3,762	(317)	(67)	(699)	(449)	15,074
	2,377,442	208,888	500,621	18,144	(224,964)	(133,628)	(162,380)	2,584,123

2025	Net carrying amount at beginning of financial year RM'000	Reclassi-fication RM'000	Additions RM'000	Impairment loss reversal net RM'000	Write-off/ Disposals RM'000	Depreciation RM'000	Exchange differences RM'000	Net carrying amount at end of financial year RM'000
Freehold land	170,175	-	31,426	-	-	-	(2,484)	199,117
Buildings	1,398,359	2,240	12,519	-	(277)	(44,851)	(11,865)	1,356,125
Plant and equipment	169,227	50,035	14,431	-	(25)	(27,620)	(5,190)	200,858
Computer equipment	12,439	1,436	2,441	-	(49)	(6,131)	(348)	9,788
Renovation	109,419	(23,887)	4,762	-	(497)	(17,662)	(2,198)	69,937
Furniture and fittings	36,225	(113)	3,607	-	(28)	(8,563)	678	31,806
Office equipment	16,322	155	2,158	-	(54)	(4,310)	28	14,299
Motor vehicles	25,322	-	12,536	-	(840)	(7,657)	(194)	29,167
Aircraft	52,278	110,059	134,559	-	-	(6,420)	26	290,502
Golf course development expenditure	62,489	-	-	-	-	(1,149)	-	61,340
Capital work-in-progress	210,963	(160,171)	54,649	-	-	-	(4,883)	100,558
Others	9,685	(1,531)	6,618	-	(59)	(803)	35	13,945
	2,272,903	(21,777)	279,706	-	(1,829)	(125,166)	(26,395)	2,377,442

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

5 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

GROUP

2026	Cost RM'000	Accumulated depreciation RM'000	Accumulated impairment losses RM'000	Net carrying amount RM'000
Freehold land	199,720	-	3,112	196,608
Buildings	1,982,114	706,905	1,782	1,273,427
Plant and equipment	391,885	201,988	16	189,881
Computer equipment	80,847	74,209	13	6,625
Renovation	204,582	144,924	295	59,363
Furniture and fittings	216,756	193,804	20	22,932
Office equipment	62,498	51,035	-	11,463
Motor vehicles	100,655	73,804	-	26,851
Aircraft	196,041	95,932	49,174	50,935
Golf course development expenditure	108,252	34,223	13,837	60,192
Capital work-in-progress	674,774	-	4,002	670,772
Others	31,445	13,724	2,647	15,074
	4,249,569	1,590,548	74,898	2,584,123
2025				
Freehold land	202,229	-	3,112	199,117
Buildings	2,040,843	674,773	9,945	1,356,125
Plant and equipment	393,107	192,233	16	200,858
Computer equipment	88,911	79,123	-	9,788
Renovation	279,269	209,332	-	69,937
Furniture and fittings	240,718	208,912	-	31,806
Office equipment	67,733	53,434	-	14,299
Motor vehicles	104,345	75,178	-	29,167
Aircraft	459,093	108,810	59,781	290,502
Golf course development expenditure	108,252	33,075	13,837	61,340
Capital work-in-progress	104,560	-	4,002	100,558
Others	31,820	15,545	2,330	13,945
	4,120,880	1,650,415	93,023	2,377,442

5 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(a) (i) An amount of RM37,017,000 (2025 : RM14,826,000) relating to the pre-delivery payments made to the manufacturer of aircraft was transferred to right-of-use assets after it was determined that these assets qualified as right-of-use assets.

(ii) An amount of RM22,364,000 (2025 : RMNil) relating to the pre-delivery payments made to the manufacturer of aircraft was transferred to other receivables due to termination of agreement to purchase aircraft but to enter into lease agreement instead.

(iii) An amount of RM276,665,000 was transferred from land held for development to capital work-in-progress during the financial year.

(iv) An amount of RM8,396,000 was transferred to non-current assets held for sale during the financial year.

(b) Properties of the Group with carrying amounts totalling RM1,207,907,000 (2025 : RM1,309,583,000) are pledged to financial institutions for credit facilities granted to the Company and certain of its subsidiary companies.

(c) Carrying amounts of property, plant and equipment of the Group held under hire purchase arrangements are as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Motor vehicles	2,563	2,586
Plant and equipment	14,463	11,596
Computer and office equipment	497	897
Furniture and fittings	598	551
Aircraft	37,653	269,166
	55,774	284,796

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

5 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

COMPANY 2026	Net carrying amount at beginning of financial year RM'000	Additions RM'000	Write-off/ Disposals RM'000	Depreciation RM'000	Net carrying amount at end of financial year RM'000
Furniture and fittings	47	2	-	(16)	33
Office equipment	392	109	-	(178)	323
Renovation	56	-	-	(17)	39
Motor vehicles	139	-	-	(69)	70
	634	111	-	(280)	465

2025	Net carrying amount at beginning of financial year RM'000	Additions RM'000	Write-off/ Disposals RM'000	Depreciation RM'000	Net carrying amount at end of financial year RM'000
Furniture and fittings	49	16	-	(18)	47
Office equipment	334	263	(6)	(199)	392
Renovation	88	-	-	(32)	56
Motor vehicles	284	-	-	(145)	139
	755	279	(6)	(394)	634

2026	Cost RM'000	Accumulated depreciation RM'000	Net carrying amount RM'000
Furniture and fittings	998	965	33
Office equipment	1,709	1,386	323
Renovation	2,009	1,970	39
Motor vehicles	5,517	5,447	70
	10,233	9,768	465

2025	Cost RM'000	Accumulated depreciation RM'000	Net carrying amount RM'000
Furniture and fittings	996	949	47
Office equipment	1,600	1,208	392
Renovation	2,009	1,953	56
Motor vehicles	5,701	5,562	139
	10,306	9,672	634

Motor vehicles of the Company with carrying amounts totalling RM70,000 (2025 : RM139,000) are held under hire purchase arrangements.

6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) Right-of-use assets

GROUP 2026	Leasehold land RM'000	Buildings RM'000	Aircraft and others RM'000	Total RM'000
At beginning of financial year	163,892	1,415,138	379	1,579,409
Additions	-	35,545	203,458	239,003
Depreciation	(3,158)	(101,439)	(8,065)	(112,662)
Modification/Termination	52,950	(158,052)	(2)	(105,104)
Reassessment	-	48,967	-	48,967
Reversal of impairment loss during the financial year	-	228	-	228
Reclassification (Note 5)	-	-	37,017	37,017
Exchange differences	(1,553)	(90,438)	(5)	(91,996)
At end of financial year	212,131	1,149,949	232,782	1,594,862
At 30 June 2026				
Cost	269,858	1,741,968	241,587	2,253,413
Accumulated depreciation	(57,727)	(589,238)	(8,805)	(655,770)
Accumulated impairment	-	(2,781)	-	(2,781)
	212,131	1,149,949	232,782	1,594,862
2025				
At beginning of financial year	137,944	1,410,560	1,462	1,549,966
Additions	28,529	55,963	33	84,525
Depreciation	(3,120)	(120,737)	(1,115)	(124,972)
Modification/Termination	-	(1,577)	-	(1,577)
Reassessment	1,006	37,212	-	38,218
Reclassification (Note 5)	-	14,826	-	14,826
Exchange differences	(467)	18,891	(1)	18,423
At end of financial year	163,892	1,415,138	379	1,579,409
At 30 June 2025				
Cost	218,656	1,980,334	1,173	2,200,163
Accumulated depreciation	(54,764)	(562,187)	(794)	(617,745)
Accumulated impairment	-	(3,009)	-	(3,009)
	163,892	1,415,138	379	1,579,409

The right-of-use assets are in respect of lease contracts for land, buildings, aircraft and others.

As at the reporting date, leasehold land and buildings of the Group, with net carrying amount of RM113,281,000 (2025 : RM116,147,000) was pledged to financial institutions for credit facilities granted to the Company and certain subsidiary companies.

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONT'D)

(a) Right-of-use assets (Cont'd)

Other than the above, the Group has right-of-use assets classified under inventories as land held for property development amounting to RM63,045,000 (2025 : RM166,411,000) at the reporting date.

(b) Lease liabilities

GROUP	2026 RM'000	2025 RM'000
At beginning of financial year	1,478,762	1,480,568
Additions	238,957	45,714
Interest expense (Note 35)	63,215	62,616
Lease payments	(123,591)	(164,046)
Reclassification to payables	(25,056)	-
Modification/Termination	(114,627)	(1,729)
Reassessment	48,967	38,218
Exchange differences	(113,523)	17,421
At end of financial year	1,453,104	1,478,762
Analysed as follows:		
Current	90,058	94,530
Non-Current	1,363,046	1,384,232
	1,453,104	1,478,762

7 INVESTMENT PROPERTIES

	Group	
	2026 RM'000	2025 RM'000
At beginning of financial year	719,251	686,797
Additions	32,367	23,521
Net fair value adjustments (Note 33)	19,460	9,478
Exchange differences	(1,110)	(545)
At end of financial year	769,968	719,251

Investment properties comprise a number of commercial and other properties leased under operating leases to third and related parties, or held for long-term capital appreciation.

7 INVESTMENT PROPERTIES (CONT'D)

Investment properties with carrying amounts totalling RM53,894,000 (2025 : RM57,765,000) are held under lease terms.

The carrying amounts of the investment properties were derived based on valuations by independent qualified valuers, who hold recognised qualifications and have relevant experience in valuing these types of properties. The valuations make reference to market evidence of transaction prices of similar properties or comparable available market data.

Fair value hierarchy disclosures for investment properties have been provided in Note 47(a).

Investment properties with carrying amounts totalling RM526,363,000 (2025 : RM479,179,000) are pledged to financial institutions for credit facilities granted to the Company and certain subsidiary companies.

8 INVENTORIES

	Group	
	2026	2025
NON-CURRENT	RM'000	RM'000
Land held for property development, at cost (Note a)	826,031	1,299,170
CURRENT		
Property development costs, at cost (Note b)	790,538	285,145
Other inventories, at cost:		
Vehicles	398,838	378,377
Completed properties	120,751	128,838
Stores and consumables	37,185	42,863
Gaming equipment components and parts	353	379
Ticket inventories	8,225	7,171
Work-in-progress	1,527	1,380
Raw materials	19,578	28,651
Finished goods and inventories for resale	3,416	3,186
	589,873	590,845
At net realisable value:		
Vehicles	94,725	126,536
Completed properties	67,137	62,995
Stores and consumables	2,470	1,392
	164,332	190,923
Total current inventories	1,544,743	1,066,913

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8 INVENTORIES (CONT'D)

The cost of other inventories recognised as an expense during the current financial year amounted to RM2,581,785,000 (2025 : RM2,894,510,000).

The carrying amounts of vehicles inventories pledged for vehicle stocking loans amounted to RM493,563,000 (2025 : RM500,594,000).

The following inventories are pledged to financial institutions for credit facilities granted to the Company and certain of its subsidiary companies:

	Group	
	2026 RM'000	**2025 RM'000**
Land held for property development	384,992	446,212
Property development costs	107,075	78,877
Completed properties	79,905	83,814
	571,972	608,903

(a) Land held for property development

	Group	
	2026 RM'000	**2025 RM'000**
At cost:		
At beginning of financial year:		
- freehold land	660,634	626,394
- leasehold land	153,935	155,139
- land use rights/land lease premium	12,476	12,130
- development costs	472,125	260,276
	1,299,170	1,053,939
Additions/reclassification:		
- freehold land	48,108	38,820
- development costs	34,831	236,572
	82,939	275,392
Adjustments/transfers during the financial year:		
- freehold land	(58,554)	(5,398)
- leasehold land	(21,571)	-
- development costs	(353,329)	(21,624)
	(433,454)	(27,022)
Balance carried forward	948,655	1,302,309

8 INVENTORIES (CONT'D)

(a) Land held for property development (Cont'd)

	Group	
	2026 RM'000	2025 RM'000
Balance brought forward	948,655	1,302,309
Disposal:		
- freehold land	-	(30)
- leasehold land	(65,583)	-
- development costs	(439)	-
	(66,022)	(30)
Exchange differences:		
- freehold land	(17,561)	848
- leasehold land	(13,844)	(1,204)
- land use rights/land lease premium	(2,368)	346
- development costs	(22,829)	(3,099)
	(56,602)	(3,109)
Carrying amount at end of financial year	826,031	1,299,170
Carrying amount at end of financial year:		
- freehold land	632,627	660,634
- leasehold land	52,937	153,935
- land use rights/land lease premium	10,108	12,476
- development costs	130,359	472,125
	826,031	1,299,170

(b) Property development costs

	Group	
	2026 RM'000	2025 RM'000
At beginning of financial year:		
- freehold land	138,977	138,611
- land use rights	502	666
- development costs	145,666	61,284
	285,145	200,561
Costs incurred during the financial year:		
- development costs	476,087	93,586
Balance carried forward	761,232	294,147

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8 INVENTORIES (CONT'D)

(b) Property development costs (Cont'd)

	Group	
	2026 RM'000	**2025 RM'000**
Balance brought forward	761,232	294,147
Transferred during the financial year:		
- from land held for development	151,338	27,022
- to contract cost assets (Note 14)	(86,798)	(34,914)
	64,540	(7,892)
Adjustments:		
- freehold land	(1,936)	-
- development costs	(334)	-
	(2,270)	-
Exchange differences	(32,964)	(1,110)
Carrying amount at end of financial year	790,538	285,145

9 SUBSIDIARY COMPANIES

	Company	
	2026 RM'000	**2025 RM'000**
Quoted shares, at cost	322,445	333,478
Unquoted shares, at cost	4,160,217	3,998,783
Capital contribution	7,135	4,135
	4,489,797	4,336,396
Less: Accumulated impairment losses of unquoted shares	(486,008)	(363,871)
	4,003,789	3,972,525

Details of the subsidiary companies are set out in Note 53.

The capital contribution to subsidiary companies represent additional shareholders' net investment. The capital contribution is unsecured, interest free and the repayment of such balances are not expected in the foreseeable future until such time the subsidiary companies are in the position to repay the amount without impairing its liquidity position.

At the reporting date, the Company conducted an impairment review of its investments in certain subsidiary companies, principally based on the Company's share of net assets in these subsidiary companies, which represents the directors' estimation of fair value less costs of disposal of these subsidiary companies.

The review gave rise to the recognition of impairment losses of investments in subsidiary companies of RM17,195,000 (2025 : RM47,377,000) as disclosed in Note 34 based on recoverable amount of RM11,632,000 (2025 : RM176,032,000).

9 SUBSIDIARY COMPANIES (CONT'D)

Certain quoted shares in subsidiary companies of the Group and of the Company with carrying amounts totalling RM1,239,922,000 and RM322,445,000 (2025 : RM1,232,641,000 and RM326,999,000) respectively are pledged to financial institutions for credit facilities granted to the Company and certain of its subsidiary companies.

a) Acquisition of subsidiary companies

For financial year ended 30 June 2026 and 30 June 2025

Several new subsidiary companies were acquired during the financial year. None of these are material to the Group.

b) Disposal of subsidiary companies

For financial year ended 30 June 2026 and 30 June 2025

Several subsidiary companies were partially disposed of, struck off or dissolved during these financial years. None of these are material to the Group.

c) Subsidiary companies with material non-controlling interests

Set out below are the non-controlling interests of the subsidiary companies which the Group regards as material. The equity interests held by non-controlling interests are as follows:

	Equity interest held by non-controlling interests	
	2026	2025
Name	**%**	**%**
Sports Toto Berhad ("SPToto") (on a consolidated basis)	56.67	56.85
Berjaya (China) Great Mall Co Ltd ("GMOC")	49.00	49.00

Summarised financial information in respect of material subsidiary companies of the Group is set out below. These financial information are the amounts before inter-company elimination and after fair value adjustments arising from business combination, where applicable.

At 30 June 2026	**SPToto RM'000**	**GMOC RM'000**
Non-current assets	4,866,882	59,883
Current assets	1,791,789	486
Non-current liabilities	(1,983,327)	-
Current liabilities	(1,389,588)	(119,932)
Net assets/(liabilities)	3,285,756	(59,563)

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9 SUBSIDIARY COMPANIES (CONT'D)

c) Subsidiary companies with material non-controlling interests (Cont'd)

At 30 June 2026	SPToto RM'000	GMOC RM'000
Equity attributable to:		
- owners of the Parent	1,393,597	(30,393)
- non-controlling interests	1,892,159	(29,170)
Total equity/(shareholders' deficit)	3,285,756	(59,563)
At 30 June 2025		
Non-current assets	5,011,395	175,287
Current assets	1,960,802	482
Non-current liabilities	(1,959,551)	-
Current liabilities	(1,670,952)	(118,035)
Net assets	3,341,694	57,734
Equity attributable to:		
- owners of the Parent	1,408,369	29,428
- non-controlling interests	1,933,325	28,306
Total equity	3,341,694	57,734
Year ended 30 June 2026		
Revenue	6,040,168	-
Profit/(Loss) for the financial year	203,993	(115,389)
Other comprehensive income	(105,941)	(2,346)
Total comprehensive income	98,052	(117,735)
Profit/(Loss) for the financial year attributable to:		
- owners of the Parent	89,037	(58,848)
- non-controlling interests	114,956	(56,541)
	203,993	(115,389)
Total comprehensive income attributable to:		
- owners of the Parent	46,566	(60,045)
- non-controlling interests	51,486	(57,690)
	98,052	(117,735)
Net cash generated from/(used in):		
- operating activities	182,879	(216)
- investing activities	(40,216)	-
- financing activities	(295,584)	212
Net change in cash and cash equivalents	(152,921)	(4)
Dividends issued to non-controlling interests	74,798	-

9 SUBSIDIARY COMPANIES (CONT'D)

c) Subsidiary companies with material non-controlling interests (Cont'd)

	SPToto RM'000	GMOC RM'000
Year ended 30 June 2025		
Revenue	6,480,696	-
Profit/(Loss) for the financial year	234,132	(59,781)
Other comprehensive income	(82,567)	(11,702)
Total comprehensive income	151,565	(71,483)
Profit/(Loss) for the financial year attributable to:		
- owners of the Parent	100,178	(30,488)
- non-controlling interests	133,954	(29,293)
	234,132	(59,781)
Total comprehensive income attributable to:		
- owners of the Parent	62,086	(36,456)
- non-controlling interests	89,479	(35,027)
	151,565	(71,483)
Net cash generated from/(used in):		
- operating activities	325,046	(11,984)
- investing activities	(86,754)	3
- financing activities	(210,599)	11,896
Net change in cash and cash equivalents	27,693	(85)
Dividends issued to non-controlling interests	61,217	-

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10 ASSOCIATED COMPANIES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Quoted shares in Malaysia, at cost	123,315	123,315	43,339	43,339
Unquoted shares, at cost	271,479	270,166	-	-
Exchange differences	(14,867)	1,013	-	-
	379,927	394,494	43,339	43,339
Share of post-acquisition reserves	(43,790)	(47,977)	-	-
	336,137	346,517	43,339	43,339
Less: Accumulated impairment losses				
- quoted shares in Malaysia	(2,936)	(2,936)	-	-
- unquoted shares	(45,511)	(45,511)	-	-
	(48,447)	(48,447)	-	-
Total investments in associated companies	287,690	298,070	43,339	43,339
Represented by:				
Carrying amount of:				
- quoted shares in Malaysia	164,465	163,752	43,339	43,339
- unquoted shares	123,225	134,318	-	-
	287,690	298,070	43,339	43,339
Fair value of quoted shares in Malaysia (Level 1 fair value hierarchy)	70,674	74,208	22,950	24,098

10 ASSOCIATED COMPANIES (CONT'D)

Details of the associated companies are set out in Note 53.

Certain quoted shares of the Group with carrying amounts of RM30,651,000 (2025 : RM15,326,000) are pledged to financial institutions for credit facilities granted to the Company and certain of its subsidiary companies.

The Group regards BAssets as its material associated company.

Summarised financial information in respect of material associated company of the Group is set out below. These financial information represent the amounts in the financial statements of the associated company and not the Group's share of those amounts.

	BAssets	
	2026 RM'000	2025 RM'000
Non-current assets	2,528,145	2,441,020
Current assets	604,439	587,631
Non-current liabilities	(438,176)	(548,527)
Current liabilities	(847,819)	(654,209)
Net assets	1,846,589	1,825,915
Equity attributable to:		
Owners of the associated company	1,873,060	1,852,134
Non-controlling interests of the associated company	(26,471)	(26,219)
	1,846,589	1,825,915
Revenue	324,581	258,985
Profit/(loss) for the financial year	38,284	(22,648)
Other comprehensive income	(13,873)	(14,059)
Total comprehensive income	24,411	(36,707)
Profit/(loss) for the financial year attributable to:		
- owners of the associated company	35,787	(17,843)
- non-controlling interests of the associated company	2,497	(4,805)
	38,284	(22,648)
Total comprehensive income attributable to:		
- owners of the associated company	20,926	(32,238)
- non-controlling interests of the associated company	3,485	(4,469)
	24,411	(36,707)
Group's share of profit/(loss) and other comprehensive income for the financial year	1,927	(2,969)
Dividend received during the financial year	-	-

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10 ASSOCIATED COMPANIES (CONT'D)

Reconciliation of the summarised financial information presented above to the carrying value of the Group's interest in associated company

	BAssets	
	2026 RM'000	**2025 RM'000**
Attributable to owners of the associated company:		
Net assets at beginning of financial year	1,852,134	1,884,372
Profit/(loss) for the financial year	35,787	(17,843)
Other comprehensive income	(14,861)	(14,395)
Net assets at end of financial year	1,873,060	1,852,134
Group's equity interest	9.21%	9.21%
Interest in net assets of the associated company	172,509	170,582
Less: Impairment loss	(2,936)	(2,936)
Less: Intragroup adjustments	(5,108)	(3,894)
Carrying amount of Group's interest in the associated company	164,465	163,752

Aggregate information of associated companies that are not individually material

Group	**2026 RM'000**	**2025 RM'000**
The Group's share of profit for the financial year, representing total comprehensive income	7,318	19,922
Aggregate carrying amount of the Group's interests in these associated companies	123,225	134,318

The Group has discontinued recognition of its share of losses of certain associated companies because the share of losses of these associated companies has exceeded the Group's interests in these associated companies. As such, during the current financial year, the Group did not recognise its share of the current financial year net profit of these associated companies amounting to RM29,433,000 (2025 : net loss of RM46,303,000) and the Group's cumulative share of unrecognised losses of these associated companies amounted to RM224,116,000 (2025 : RM253,549,000).

11 JOINT VENTURES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Contributed legal capital/ cost of investment	129,443	129,137	1,516	1,210
Share of post-acquisition reserves	(105,677)	(106,145)	-	-
Exchange differences	7,861	10,326	-	-
	31,627	33,318	1,516	1,210
Less: Accumulated impairment losses	(1,461)	(1,461)	(700)	-
	30,166	31,857	816	1,210

Details of the joint ventures are set out in Note 53.

At the reporting date, the Company conducted an impairment review of its investments in joint ventures and recognised an impairment loss amounting RM700,000 in respect of a joint venture as disclosed in Note 34.

The Group has discontinued recognition of its share of losses of certain joint ventures because the share of losses of these joint ventures have exceeded the Group's interest in these joint ventures. As such, during the current financial year, the Group did not recognise its share of the current financial year's net losses of these joint ventures amounting to RM2,029,000 (2025 : RM3,854,000) and the Group's cumulative share of unrecognised losses of these joint ventures amounted to RM6,566,000 (2025 : RM4,537,000).

Summarised financial information in respect of Berjaya Hotay Joint Venture Company Limited ("BHotay"), a material joint venture of the Group is set out below. These financial information represent the amounts in the financial statements of the joint venture after fair value adjustments and not the Group's share of those amounts.

	BHotay	
	2026 RM'000	2025 RM'000
Non-current assets	118,644	122,242
Current assets	23,867	23,450
Non-current liabilities	(109,540)	(112,325)
Current liabilities	(9,396)	(10,251)
Net assets	23,575	23,116
The above amounts of assets and liabilities include the following:		
Cash and cash equivalents	12,529	13,339
Current financial liabilities (excluding trade and other payables and provision)	2,786	2,879
Non-current financial liabilities (excluding trade and other payables and provision)	89,410	90,049

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11 JOINT VENTURES (CONT'D)

	BHotay	
	2026 RM'000	**2025 RM'000**
Revenue	83,292	82,588
Profit/(Loss) for the financial year, representing total comprehensive income for the financial year	1,458	(3,647)
The above profit/(loss) for the financial year include the following:		
Depreciation and amortisation	17,799	16,980
Finance costs	9,675	14,149

Reconciliation of the summarised financial information presented above to the carrying value of the Group's interest in the joint venture

	BHotay	
	2026 RM'000	**2025 RM'000**
Net assets at beginning of financial year	23,116	30,484
Profit/(Loss) for the financial year, representing total comprehensive income for the financial year	1,458	(3,647)
Exchange differences	(999)	(3,721)
Net assets at end of financial year	23,575	23,116
Group's equity interest	40%	50%
Carrying amount of Group's interest in the joint venture	9,430	11,558

Aggregate information of joint ventures that are not individually material

	Group	
	2026 RM'000	**2025 RM'000**
The Group's share of (loss)/profit for the financial year, representing total comprehensive income for the financial year	(115)	1,541
Aggregate carrying amount of the Group's interests in these joint ventures	20,736	20,299

12 INVESTMENTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
At fair value				
Quoted shares:				
- in Malaysia	164,529	224,484	79,568	79,881
- outside Malaysia	27,241	21,640	-	-
	191,770	246,124	79,568	79,881
Quoted warrants:				
- in Malaysia	664	-	125	-
- outside Malaysia	564	-	-	-
	1,228	-	125	-
Malaysian Government Securities (Note a)	3,120	3,160	-	-
	196,118	249,284	79,693	79,881
At fair value				
Unquoted shares:				
- in Malaysia	20,011	20,382	13,511	13,882
- outside Malaysia	8,875	30,496	-	-
	28,886	50,878	13,511	13,882
Other long term investment (Note b)	48,035	45,696	-	-
Total investments	273,039	345,858	93,204	93,763

(a) The investment in Malaysian Government Securities is deposited with the Malaysian Government in accordance with the Pool Betting Act, 1967 in connection with the issue of the pool betting licence and yields interest at 4.50% (2025 : 4.50%) per annum.

(b) Other long term investment represents accumulated funds held under an endowment scheme with a financial institution, to ensure sufficient funds are available to be refunded to members under a payback scheme upon expiry of the vacation time share membership licence.

Further details on fair value hierarchy and classification of equity investments are disclosed in Notes 47 and 48 respectively.

Certain quoted investments of the Group and of the Company with carrying amount of RM79,649,000 and RM79,649,000 respectively (2025 : RM109,783,000 and RM79,839,000) are pledged to a financial institution for credit facilities granted to the Company.

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13 INTANGIBLE ASSETS

Group	Gaming rights RM'000	Dealerships RM'000	Goodwill RM'000	Customer relationships RM'000	Computer software RM'000	Total RM'000
2026						
Cost:						
At beginning of financial year	4,400,000	60,089	934,009	15,581	21,435	5,431,114
Addition during the financial year	-	-	-	-	4,247	4,247
Disposal/write-off for the financial year	-	-	(4,690)	-	(27)	(4,717)
Exchange differences	-	(4,264)	(7,031)	(4,289)	(2,738)	(18,322)
At end of financial year	4,400,000	55,825	922,288	11,292	22,917	5,412,322
Accumulated amortisation/impairment:						
At beginning of financial year	(965,317)	-	(831,381)	(6,728)	(17,032)	(1,820,458)
Amortisation for the financial year	-	-	-	(1,283)	(1,185)	(2,468)
Disposal/write-off for the financial year	-	-	-	-	4	4
Exchange differences	-	-	-	3,678	2,598	6,276
At end of financial year	(965,317)	-	(831,381)	(4,333)	(15,615)	(1,816,646)
Carrying amount at 30 June 2026	3,434,683	55,825	90,907	6,959	7,302	3,595,676
2025						
Cost:						
At beginning of financial year	4,400,000	61,953	938,495	15,584	20,831	5,436,863
Addition during the financial year	-	-	-	-	1,603	1,603
Reclassification	-	-	-	-	25	25
Exchange differences	-	(1,864)	(4,486)	(3)	(1,024)	(7,377)
At end of financial year	4,400,000	60,089	934,009	15,581	21,435	5,431,114
Accumulated amortisation/impairment:						
At beginning of financial year	(965,317)	-	(831,381)	(4,850)	(16,492)	(1,818,040)
Amortisation for the financial year	-	-	-	(1,526)	(1,224)	(2,750)
Exchange differences	-	-	-	(352)	684	332
At end of financial year	(965,317)	-	(831,381)	(6,728)	(17,032)	(1,820,458)
Carrying amount at 30 June 2025	3,434,683	60,089	102,628	8,853	4,403	3,610,656

13 INTANGIBLE ASSETS (CONT'D)

Impairment test on Gaming Rights, Dealerships, Customer Relationships and Goodwill

Allocation of Gaming Rights

Gaming Rights are allocated to the Group's Toto betting business segment in Malaysia.

Allocation of Dealerships and Customer Relationships

Dealerships and Customer Relationships are allocated solely to the Group's motor vehicle dealerships business segment.

Allocation of goodwill

Goodwill has been allocated to the Group's CGUs identified according to business segments as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Motor vehicle dealerships	79,137	90,647
Property development and property investment	4,102	4,102
Hotels and resorts	7,668	7,879
	90,907	102,628

The Group has assessed that the recoverable amounts of the CGUs of the Gaming Rights, Dealerships, Customer Relationships and goodwill are above the carrying amounts of these CGUs.

Key assumptions used in VIU calculations and fair value less costs to sell of CGUs

The recoverable amount of a CGU is determined based on the higher of VIU or fair value less costs of disposal of the respective CGUs. VIU is calculated using cash flow projections based on financial budgets covering a five-year period with a terminal value thereafter. Fair value less costs of disposal is estimated based on the best information available in an active market to reflect the amount obtainable in an arm's length transaction, less costs of disposal.

The following describes each key assumption on which management has based its cash flow projections for VIU calculations or fair value less costs to sell of the CGUs:

(i) Budgeted gross margins

The basis used to determine the value assigned to the budgeted gross margin is the average gross margin and the expected future growth rate based on average growth rate achieved in the years before the budgeted year, adjusted for market and economic conditions and internal resource efficiency. The Gaming Rights are predominantly impacted by the assumptions on the revenue growth rate and payout ratio.

13 INTANGIBLE ASSETS (CONT'D)

Key assumptions used in VIU calculations and fair value less costs to sell of CGUs (Cont'd)

The following describes each key assumption on which management has based its cash flow projections for VIU calculations or fair value less costs of disposal of the CGUs (cont'd):

(ii) Discount rates

The discount rates used for identified CGUs are on a basis that reflect specific risks relating to the relevant business segments. The significant post-tax discount rates, applied to post-tax cash flows, used for identified CGUs are in the range of 8.5% to 10.5% (2025 : 9.0% to 10.0%), of which 8.5% (2025 : 9.0%) have been applied to the Gaming Rights.

(iii) Terminal growth rates

The terminal growth rates used for identified CGUs are based on the anticipated average growth rate of the respective economies. The applicable terminal growth rate is in the range of 1.5% to 2.0% (2025 : 1.5% to 2.0%), of which 1.5% (2025 : 1.5%) has been applied to the Gaming Rights.

(iv) Fair values less costs of disposal

The fair values are estimated based on observable market prices of similar assets within the same industry and similar locations. These are applicable principally for the property development and investment, and hotels and resorts business segments.

Sensitivity to changes in assumptions

(a) Gaming Rights, Dealerships, Customer Relationships and Goodwill

For the Malaysian Toto betting business segment, the recoverable amount of Gaming Rights based on VIU computation, remains sensitive towards possible negative changes in terminal and revenue growth rates due to the unanticipated regulatory and economic changes.

Should the discount rate increase by 0.5% with all other variables held constant, the VIU of the gaming rights of the Malaysian Toto betting business segment would fall below the carrying amount of the CGU by RM68.20 million, resulting in a decrease in the fair value reserve.

Management believes that there are no reasonable possible change in any of the above key assumptions which would cause the carrying amounts of the CGUs allocated to Dealerships, Customer Relationships and goodwill to materially exceed their recoverable amounts.

14 CONTRACT COST ASSETS

	Group	
	2026 RM'000	2025 RM'000
Property development activities:		
Costs to obtain contracts with customers (Note a)	3,201	1,403
Costs to fulfil contracts with customers (Note b)	10,113	4,388
	13,314	5,791

(a) Costs to obtain contracts with customers

	Group	
	2026 RM'000	2025 RM'000
At beginning of financial year	1,403	3
Additions during the financial year	2,639	1,503
Amortisation for the financial year	(841)	(103)
At end of financial year	3,201	1,403

(b) Costs to fulfil contracts with customers

	Group	
	2026 RM'000	2025 RM'000
At beginning of financial year	4,388	531
Costs incurred during the financial year	33,702	-
Costs recognised in profit or loss	(114,758)	(30,987)
Transferred from property development costs (Note 8)	86,798	34,914
Exchange differences	(17)	(70)
Carrying amount as at end of financial year	10,113	4,388

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15 RECEIVABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
NON-CURRENT				
Trade receivables	6,110	5,772	-	-
Other receivables				
Amount receivable from disposal of GMOC Project (Note b(i))	566,120	558,155	-	-
Amounts owing by :				
- subsidiary companies	-	-	1,589,441	1,470,196
- associated company	124,918	128,727	-	-
- joint ventures	78,773	82,942	-	-
	769,811	769,824	1,589,441	1,470,196
Less: Allowance for impairment				
Amount receivable from disposal of GMOC Project (Note b(i))	(506,346)	(382,977)	-	-
Amounts owing by:				
- subsidiary companies	-	-	(119,083)	(176,310)
- an associated company	(15,218)	(12,464)	-	-
	248,247	374,383	1,470,358	1,293,886
Sundry receivables (Note c)	82,473	49,269	61,725	27,229
Prepayments	35,274	31,108	-	-
Total non-current receivables	372,104	460,532	1,532,083	1,321,115
CURRENT				
Trade receivables				
Amount owing by:				
- third parties	213,453	196,131	-	-
- related company	210,102	178,029	-	-
- associated companies	81,103	15,876	-	-
- joint venture	11,076	6,604	-	-
	515,734	396,640	-	-
Less: Allowance for impairment	(24,953)	(23,144)	-	-
	490,781	373,496	-	-
Other receivables				
Sundry receivables (Note d)	495,172	552,593	119	5,779
Refundable deposits	53,963	71,749	27,523	15,630
Dividend receivable:				
- subsidiary companies	-	-	6,372	4,394
- associated companies	78,175	124,563	78,175	124,563
- other investments	500	500	500	500
Amounts owing by :				
- subsidiary companies	-	-	405,391	440,668
- related companies	109,343	74,624	1,138	174
- associated companies	81,583	87,827	1,300	894
- joint ventures	45,574	42,056	2,074	1,900
Total other receivables carried forward	864,310	953,912	522,592	594,502

15 RECEIVABLES (CONT'D)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Other receivables (Cont'd)				
Total other receivables brought forward	864,310	953,912	522,592	594,502
Less: Allowance for impairment:				
- Sundry receivables	(14,279)	(14,439)	(76)	(76)
- Amounts owing by:				
- subsidiary companies	-	-	(230,782)	(254,732)
- associated companies	(38,154)	(42,827)	(27)	-
- joint ventures	(2,061)	(1,893)	(2,061)	(1,893)
Less:	809,816	894,753	289,646	337,801
- Prepayments	(35,274)	(31,108)	-	-
- Consumption tax receivables	(98,911)	(38,971)	-	-
Total receivables at amortised cost	1,538,516	1,658,702	1,821,729	1,658,916
Other current assets				
Sundry receivables	7,482	494	-	-
Prepayments (Note e)	424,499	466,212	30	754
Deposits for acquisition of assets	9,518	1,866	-	-
	441,499	468,572	30	754
Total current receivables	1,742,096	1,736,821	289,676	338,555
Total receivables	2,114,200	2,197,353	1,821,759	1,659,670

(a) Trade receivables

The Group's trade receivables are non-interest bearing with credit terms ranging from 1 to 90 (2025 : 1 to 90) days. They are recognised at their original invoice amounts which represent their fair values on initial recognition. As at 30 June 2026, the Group has no significant concentration of credit risk that may arise from exposure to a single trade receivable or to groups of trade receivables, except for an amount due from a related company to a foreign subsidiary company of the Group amounting to RM206,173,000 (2025 : RM178,029,000).

15 RECEIVABLES (CONT'D)

(a) Trade receivables (Cont'd)

Ageing analysis of trade receivables

The ageing analysis of trade receivables is as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Neither past due nor impaired	163,207	111,209
1 to 30 days	59,751	23,082
31 to 60 days	5,792	18,993
61 to 90 days	27,648	10,339
Over 90 days	239,941	214,259
	333,132	266,673
Impaired	25,505	24,530
	521,844	402,412

Receivables that are impaired

The Group's trade receivables that are individually assessed and impaired at the reporting date and the movement of the allowance accounts used to record the impairment are as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Trade receivables	25,505	24,530
Less: Allowance for impairment	(24,953)	(23,144)
	552	1,386

The Group measures allowance for impairment losses of trade receivables based on lifetime ECLs.

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. As for the property development activities, the Group has assessed that these debts should be realised in full without material losses in the ordinary course of business as the legal title to the properties sold remains with the Group until the purchase consideration is fully settled/paid.

15 RECEIVABLES (CONT'D)

(a) Trade receivables (Cont'd)

Movement in allowance accounts

	Group	
	2026 RM'000	2025 RM'000
At beginning of financial year	23,144	24,409
Charge for the financial year (Note 36)	4,030	1,824
Reversal of impairment loss (Note 32)	(1,748)	(1,770)
Written off	(302)	(1,006)
Exchange differences	(171)	(313)
At end of financial year	24,953	23,144

(b) Other receivables: current and non-current

(i) This represents the Final Instalment claimed by GMOC from Beijing SkyOcean in respect of the GMOC Arbitration, details of which are disclosed in Notes 4(a)(ii) and 43(b). GMOC had commenced to seek the recognition and enforcement of the arbitration award in all jurisdictions.

During the current financial year, the Group has accounted for an additional impairment amounting to RM117,904,000 (2025 : RM47,776,000) on the Final Instalment in view of the continued dampened property market in the PRC. Notwithstanding the impairment made, GMOC is vigorously pursuing enforcements in the PRC. The accumulated impairment as at 30 June 2026 is RM506,346,000 (2025: RM382,977,000).

15 RECEIVABLES (CONT'D)

(b) Other receivables: current and non-current (Cont'd)

(ii) Movement in allowance accounts

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
At beginning of financial year	454,600	401,872	433,011	373,502
Charge for the financial year:				
Amount receivable from disposal of GMOC Project (Note 34)	117,904	47,776	-	-
Associated companies (Note 34)	2,760	35,760	27	-
Joint ventures (Note 34)	168	1,893	168	1,893
Sundry receivables (Note 36)	1,065	3,490	-	-
Subsidiary companies (Note 34)	-	-	38,205	59,811
Transfer to impairment in subsidiary companies due to capitalisation (Note 9)	-	-	(106,700)	-
Reversal of impairment loss (Notes 32, 33)	(480)	(235)	(9,329)	(1,999)
Written off	(37)	(50)	(3,353)	(196)
Exchange differences	78	(35,906)	-	-
At end of financial year	576,058	454,600	352,029	433,011

(iii) The Group has no significant concentration of credit risk that may arise for exposures to a single debtor or a group of debtors except for the net carrying amount of RM59,774,000 (2025 : RM175,178,000) being the Final Instalment of the disposal of the GMOC Project and the amounts owing by joint ventures and associated companies. The Company has no significant concentration of credit risk that may arise from exposures to a single debtor or to groups of receivables except for the amounts owing by subsidiary companies.

(iv) The amounts owing by joint ventures, subsidiary companies, associated companies and related companies of the Company are unsecured, repayable on demand and interest bearing except for a gross amount totalling RM283,693,000 (2025 : RM385,623,000) which are non interest bearing.

The amounts owing by certain subsidiary companies have been classified as non-current assets as the Company has reassessed that it does not intend to call for the payments of these amounts within the next 12 months.

(v) The amounts owing by joint ventures, associated companies and related companies of the Group are unsecured, repayable on demand and non-interest bearing except for a gross amount totalling RM397,068,000 (2025 : RM379,786,000) which are interest bearing.

(c) Included in the non-current sundry receivables of the Group is:

(i) an advance payment of RM20,748,000 (2025 : RM22,040,000) made in respect of property development project of the Group's foreign venture.

(ii) an advance payment of RM61,725,000 (2025 : RM27,229,000) relating to the acquisition of a foreign investee company which is interest bearing.

15 RECEIVABLES (CONT'D)

(d) Included in the sundry receivables of the Group is:
   (i) an amount of RM60,098,000 being the balance disposal proceeds receivable from the disposal of an investment in Berjaya Vietnam International University Town One Member Limited Liability Company as disclosed in Note 20. Subsequent to the financial year end, the balance disposal proceeds has been received.

   (ii) the compensation sum of RM38,331,000 (2025 : RM38,331,000) awarded to the FC Appellants for STC Proposal Proceedings. Details are disclosed in Note 43(a).

   (iii) consumption tax receivable of RM98,911,000 (2025 : RM38,971,000) for a foreign subsidiary company of the Group.

   During the financial year, the Group received the balance disposal proceeds of the disposal of a foreign joint venture amounting to RM200,718,000. This amount was included in the sundry receivables of the Group in the previous financial year.

(e) Included in the prepayments of the Group is:
   (i) an amount of RM220,724,000 (2025 : RM220,724,000) which relates to a proposed project for the relocation of a turf club. The amount was prepaid to a related company as disclosed in Note 43(a).

   (ii) an advance payment made to sub-contractors amounting to RM88,092,000 (2025 : RM140,743,000). These advances were recouped through deduction from work performed by sub-contractors.

16 CONTRACT ASSETS/(LIABILITIES)

	Group	
	2026 RM'000	**2025 RM'000**
NON-CURRENT		
Contract liabilities	(116,149)	(127,679)
CURRENT		
Contract assets	131,881	21,722
Contract liabilities	(392,442)	(282,970)
	(260,561)	(261,248)
Total	(376,710)	(388,927)

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16 CONTRACT ASSETS/(LIABILITIES) (CONT'D)

	Group	
	2026 RM'000	2025 RM'000
Contract assets by business segments:		
Property development activities (Note a)	130,594	21,565
Wagering and voting systems contracts (Note c)	1,287	157
	131,881	21,722
Contract liabilities by business segments:		
Property development activities (Note a)	(73,967)	(7,664)
Club and vacation time share memberships (Note b)	(122,146)	(136,173)
Wagering and voting systems contracts (Note c)	(2,862)	(1,932)
Deposits received from customers for sale of motor vehicles (Note d)	(274,296)	(234,923)
Hotel operations activities (Note e)	(35,320)	(29,957)
	(508,591)	(410,649)
Total	(376,710)	(388,927)

(a) Contract assets and contract liabilities from property development activities

Significant changes in contract liabilities are explained as follows:

	Group	
	2026 RM'000	2025 RM'000
Revenue recognised that was included in the contract liabilities balance at the beginning of the financial year	6,916	4,735

Revenue from property development activities in Malaysia are recognised over time using the input method, which is based on actual costs incurred to date on the property development project as compared to the total budgeted costs for the respective property development projects.

Significant changes in the contract assets during the financial year are mainly due to higher unbilled amounts in respect of work completed for which the contractual billing milestones have yet to be achieved.

The transaction price allocated to the unsatisfied performance obligations as at 30 June 2026 is RM703,845,000 (2025 : RM548,578,000). The remaining performance obligations are expected to be recognised as follows:

	Group	
	2026 RM'000	2025 RM'000
Within 1 year	544,023	415,660
More than 1 year	159,822	132,918
	703,845	548,578

16 CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(b) Contract liabilities from club and vacation time share memberships

Significant changes in contract liabilities are explained as follows:

	Group	
	2026 RM'000	2025 RM'000
Revenue recognised that was included in the contract liabilities balance at the beginning of the financial year	14,027	18,262

Revenue from club and vacation time share membership activities are recognised over time on a straight line basis over the tenure of each respective membership as services are provided in the form of usage of facilities of the clubs and time share operations.

The transaction price allocated to the unsatisfied performance obligations as at 30 June 2026 is RM122,146,000 (2025 : RM136,173,000). The remaining performance obligations are expected to be recognised as follows:

	Group	
	2026 RM'000	2025 RM'000
Within 1 year	5,997	8,494
More than 1 year	116,149	127,679
	122,146	136,173

(c) Contract assets and contract liabilities from wagering and voting systems contracts

Significant changes in contract liabilities are explained as follows:

	Group	
	2026 RM'000	2025 RM'000
Revenue recognised that was included in the contract liabilities balance at the beginning of the financial year	1,932	1,642

Revenue from wagering and voting systems contracts are recognised over time using the input method, which represent the milestones billings, which are either structured or negotiated with contract customers to reflect the physical stage of completion of the contracts.

The transaction price allocated to the unsatisfied performance obligations as at 30 June 2026 is RM2,862,000 (2025 : RM1,932,000). The remaining performance obligations are expected to be recognised as follows:

	Group	
	2026 RM'000	2025 RM'000
Within 1 year	2,862	1,932

16 CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(d) Contract liabilities from deposits received from customers for sale of motor vehicles

Significant changes in contract liabilities are explained as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Revenue recognised that was included in the contract liabilities balance at the beginning of the financial year	123,802	147,707
Deposits refunded during the financial year	22,229	47,490

Contract liabilities represent the obligations to deliver the motor vehicles to the customers for which the Group has received the considerations (i.e. customer deposits received) from the customers. The contract liabilities will only be recognised when the customer deposits are used for the purchase of motor vehicles or purchase of new models upon launches and made available by the respective car manufacturers. With that, the Group applies the practical expedient not to disclose the information pertaining to the timing of revenue recognition from the remaining performance obligations.

(e) Contract liabilities from hotels operation activities

Significant changes in contract liabilities are explained as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	29,957	28,986

Contract liabilities represent the obligations to provide services relating to hotel operations for which the Group has received the considerations from the customers.

The transaction price allocated to the unsatisfied performance obligations as at 30 June 2026 is RM35,320,000 (2025 : RM29,957,000). The remaining performance obligations are expected to be recognised as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Within 1 year	35,320	29,957

17 SHORT TERM INVESTMENTS

	Group	
	2026 RM'000	2025 RM'000
Investment in secured unquoted and unrated Medium Term Notes ("MTN")	12,000	-
Unit trust funds in Malaysia, at fair value	12,715	14,887
	24,715	14,887

During the financial year, the Group had subscribed for RM12,000,000 in nominal value of a secured unquoted and unrated MTN issued by a related company with a fixed coupon rate of 7% per annum and matures on 29 June 2027.

18 DEPOSITS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Deposits with:				
- Licensed banks	263,087	501,981	36,548	50,774
- Other financial institutions	189,097	233,983	-	-
	452,184	735,964	36,548	50,774

Included in deposits are:

(a) amounts which are restricted in usage:
   (i) RM43,944,000 (2025 : RM58,422,000) and RM36,548,000 (2025 : RM46,574,000) held in debt service reserve accounts for the Group and the Company respectively; and
   (ii) RM34,010,000 (2025 : RM35,075,000) pledged for credit and other facilities granted to certain subsidiary companies of the Group.

(b) RM12,332,000 (2025 : RM16,222,000) being deposits with maturity more than 3 months held by the Group.

(c) RM18,657,000 (2025 : RM14,345,000) held in sinking funds and trust accounts of the Group, for the operations of recreational clubs and time share operations.

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18 DEPOSITS (CONT'D)

The weighted average effective interest rates of deposits as at reporting date are as follows:

	Group		Company	
	2026 %	2025 %	2026 %	2025 %
Licensed banks	2.85	3.08	2.64	2.90
Other financial institutions	9.00	8.86	-	-

The weighted average maturities of deposits as at the end of financial year are as follows:

	Group		Company	
	2026 Days	2025 Days	2026 Days	2025 Days
Licensed banks	19	7	22	12
Other financial institutions	31	31	-	-

19 CASH AND BANK BALANCES

Included in cash and bank balances are:

(a) amounts which are restricted in usage amounting to RM24,940,000 (2025 : RM27,890,000) and RM24,432,000 (2025 : RM26,942,000) held in debt service reserve accounts for the Group and the Company respectively.

(b) amounts totalling RM53,443,000 (2025 : RM111,894,000) held by the Group pursuant to Section 7A of the Housing Development (Control and Licensing) Act, 1966.

(c) monies held for the operations of recreational clubs and time share operations of the Group amounting to RM2,048,000 (2025 : RM5,328,000).

(d) amounts which are restricted in usage amounting to RM64,946,000 (2025 : RMNil) held in trust account for a foreign subsidiary company of the Group.

20 NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

During the financial year, the Group completed the disposal of its equity interest of 0.8% in Berjaya Vietnam International University Town One Member Limited Liability Company ("BVIUT") for a total net cash consideration of RM66,908,000. This investment with carrying value of RM5,376,000 was fully impaired in prior years.

The non-current assets classified as held for sale of the current financial year comprises:

(a) the carrying amount of an associated company, Berjaya Vietnam Financial Center Limited ("BVFC") of RM145,373,000. BLCL had, on 4 June 2018, entered into a Capital Transfer Agreement ("CTA") to dispose the remaining 32.5% of the capital contribution in BVFC to Vinhomes Joint Stock Company ("Vinhomes") and Can Gio Tourist City Corporation for a cash consideration of VND884.93 billion (equivalent to approximately RM137.16 million) ("Proposed BVFC Disposal"). BLCL had received a refundable deposit of USD15.0 million (equivalent to about RM60.92 million).

Initially, BLCL's capital contribution of VND967.31 billion represented 100% of the charter capital of BVFC. Following the conditions imposed by the Vietnamese authorities whereby BVFC was required to increase its charter capital, Vinhomes had, in March 2018, injected fresh capital contribution of VND2,008.69 billion (equivalent to approximately RM311.35 million) into BVFC which accordingly resulted in a dilution of BLCL's holding in the charter capital of BVFC to 32.5%.

(b) freehold properties with carrying value of RM8,396,000 transferred from property, plant and equipment in the current financial year as disclosed in Note 5. The disposals are expected to be completed in the next financial year.

As of reporting date, the proposed disposal of item (a) is pending completion as certain conditions imposed by the authorities, which were beyond the control and anticipation of the Group and the prospective buyer, were yet to be fulfilled. Both parties remained committed to the disposal plan and are taking necessary actions to address these conditions. The Group is of the view that this matter will be satisfactorily resolved in its favour.

Details of non-current assets classified held for sale are as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Assets		
Property, plant and equipment (Note 5)	8,396	-
Associated company	145,373	145,373
Receivables	18,210	19,032
Non-current assets classified as held for sale	171,979	164,405

	Group	
	2026 RM'000	**2025 RM'000**
Analysed as follows:		
Assets		
Relating to disposal of property, plant and equipment	8,396	-
Investment in BVFC	145,373	145,373
Amounts due from BVFC	18,210	19,032
	171,979	164,405

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21 SHARE CAPITAL

	Group and Company			
	No. of ordinary shares		Amount	
	2026 '000	2025 '000	2026 RM'000	2025 RM'000
Issued and fully paid:				
At beginning and the end of the financial year	5,000,337	5,000,337	2,500,168	2,500,168

	Group and Company	
	2026 No. of shares '000	2025 No. of shares '000
Issued ordinary shares with voting rights:		
Total number of issued ordinary shares	5,000,337	5,000,337
Less: Number of ordinary shares held as treasury shares (Note 23)	(111,487)	(111,487)
	4,888,850	4,888,850

21 SHARE CAPITAL (CONT'D)

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 regards to the Company's residual assets. The ordinary shares have no par value.

22 OTHER RESERVES

Group	Foreign currency translation reserve (Note a) RM'000	Fair value reserve (Note b) RM'000	Consolidation reserve (Note c) RM'000	FVTOCI reserve (Note d) RM'000	Capital reserve (Note e) RM'000	Total RM'000
2026						
At beginning of financial year	117,280	1,054,940	102,071	(87,904)	116,528	1,302,915
Other comprehensive income	(129,088)	-	-	(6,506)	-	(135,594)
Effects arising from the disposals of FVTOCI investments	-	-	-	(8,923)	-	(8,923)
Transactions with owners:						
Transfer of reserves	(14,563)	-	-	-	-	(14,563)
Arising from changes in equity interest in subsidiary companies	-	-	12,205	-	-	12,205
Deemed disposal of a subsidiary company	-	-	9,773	-	-	9,773
At end of financial year	(26,371)	1,054,940	124,049	(103,333)	116,528	1,165,813
Group						
2025						
At beginning of financial year	188,263	1,054,940	95,721	(23,849)	116,528	1,431,603
Other comprehensive income	(70,983)	-	-	(65,948)	-	(136,931)
Effects arising from the disposals of FVTOCI investments	-	-	-	1,893	-	1,893
Transaction with owners:						
Arising from changes in equity interest in subsidiary companies	-	-	6,350	-	-	6,350
At end of financial year	117,280	1,054,940	102,071	(87,904)	116,528	1,302,915

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22 OTHER RESERVES (CONT'D)

Company	FVTOCI reserve (Note d) RM'000
2026	
At beginning of financial year	22,116
Other comprehensive income	(559)
At end of financial year	21,557
2025	
At beginning of financial year	24,284
Other comprehensive income	(2,168)
At end of financial year	22,116

(a) 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.

(b) This reserve represents mainly the Group's share of post acquisition fair value and other adjustments arising from the business combination of SPToto Group in prior financial years.

(c) This reserve represents the effects arising from changes in the Group's ownership interest in subsidiary companies that do not result in loss of control.

(d) FVTOCI reserve represents the cumulative fair value changes, net of tax, if applicable, of FVTOCI financial assets until they are disposed of.

(e) This reserve represents non-distributable reserve transferred from post-acquisition retained earnings arising from bonus issue of shares of a subsidiary company.

23 TREASURY SHARES

	Group and Company			
	2026 No. of shares '000	2025 No. of shares '000	2026 RM'000	2025 RM'000
At beginning of the financial year	111,487	102,587	43,939	41,035
Shares bought back during the financial year	-	8,900	-	2,904
At end of the financial year	111,487	111,487	43,939	43,939

Pursuant to an Extraordinary General Meeting held on 30 July 2008, 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 plan and mandate relating to the share buyback was approved by the shareholders of the Company on 9 December 2025, granting the Directors of the Company the authority to buyback its own shares up to 10% of the existing total number of issued shares, inclusive of all treasury shares that have been bought back.

The shares bought back are held as treasury shares and none of these shares were cancelled or distributed during the current financial year.

24 LONG TERM BORROWINGS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Secured:				
Term loans	2,001,265	1,487,212	816,295	803,944
Amount repayable within 12 months included in short term borrowings (Note 29)	(495,481)	(538,722)	(190,207)	(197,430)
	1,505,784	948,490	626,088	606,514
Medium term notes (Note a)	988,277	998,200	-	-
Amount repayable within 12 months included in short term borrowings (Note 29)	(34,851)	(149,711)	-	-
	953,426	848,489	-	-
Sukuk Wakalah MTNs (Note b)	537,200	369,890	-	-
Amount repayable within 12 months included in short term borrowings (Note 29)	(480,200)	(231,890)	-	-
	57,000	138,000	-	-
Other bank borrowings	385,626	519,207	331,687	434,396
Balance carried forward	2,901,836	2,454,186	957,775	1,040,910

NOTES TO THE FINANCIAL STATEMENTS
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24 LONG TERM BORROWINGS (CONT'D)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Balance brought forward	2,901,836	2,454,186	957,775	1,040,910
Redeemable convertible preference shares (Note c)	-	100,000	-	-
Secured:				
Hire purchase liabilities (Note d)	30,760	220,916	86	148
Amount repayable within 12 months included in short term borrowings (Note 29)	(10,475)	(23,986)	(57)	(62)
	20,285	196,930	29	86
	2,922,121	2,751,116	957,804	1,040,996

The long term borrowings of the Group and of the Company are secured by quoted shares, properties, deposits and cash and bank balances of the Group and of the Company as mentioned in Notes 5, 6, 7, 8, 9, 10, 12, 18 and 19. The term loans and other bank borrowings bear floating interest at rates ranging from 2.80% to 8.42% (2025 : 2.12% to 11.20%) per annum for the Group and from 5.40% to 6.19% (2025 : 4.25% to 6.33%) per annum for the Company.

Maturity analysis of long term borrowings (excluding hire purchase liabilities) are as follows:

	Group		Company	
Long term borrowings	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Amounts repayable within :				
More than 1 year but not later than 2 years	494,440	695,330	303,885	290,895
More than 2 years but not later than 5 years	1,957,157	1,321,872	627,975	672,289
More than 5 years	450,239	536,984	25,915	77,726
	2,901,836	2,554,186	957,775	1,040,910

(a) Medium term notes ("MTN")

(i) STM Lottery Sdn Bhd ("STM"), a wholly-owned subsidiary company of SPToto undertook a MTN programme of up to RM800,000,000 in nominal value ("STM MTN"). As at 30 June 2026, STM MTN totalling RM800,000,000 (2025 : RM800,000,000) in nominal value remains outstanding.

STM MTN is secured by a third party first equitable charge over the entire issued and paid-up share capital of STM which is the issuer and a corporate guarantee provided by SPToto.

24 LONG TERM BORROWINGS (CONT'D)

(a) Medium term notes (Cont'd)

(ii) Berjaya Langkawi Beach Resort Sdn Bhd ("BLK"), a wholly-owned subsidiary company of Berjaya Vacation Club Berhad undertook a MTN programme of up to RM250,000,000 in nominal value ("BLK MTN"). BLK MTN is secured by first legal charge over Berjaya Langkawi Resort and a corporate guarantee provided by the Company. As at 30 June 2026, BLK MTN totalling RM190,000,000 in nominal value remains outstanding (2025 : RM200,000,000).

The maturities of the MTNs as at the reporting date are as follows:

	Group	
	2026 RM'000	2025 RM'000
Amounts repayable within :		
Within one year after reporting date	34,851	149,711
More than 1 year but not later than 2 years	65,752	34,851
More than 2 years but not later than 5 years	558,104	470,200
More than 5 years	329,570	343,438
	988,277	998,200

The range of annual interest rates of the MTNs are as follows

	Group	
	2026 %	2025 %
MTNs	4.46% - 7.10%	4.74% - 7.10%

(b) Sukuk Wakalah MTNs

(i) BGRB Venture Sdn Bhd, a wholly-owned subsidiary of Berjaya Hartanah Berhad ("BHartanah") has established an Islamic medium term notes programme under the Sukuk Wakalah structure with a limit of RM1.0 billion and a tenure of 99 years ("BGRBV Sukuk Wakalah MTNs"). The BGRBV Sukuk Wakalah MTNs are secured with a corporate guarantee from BHartanah. As at 30 June 2026, BGRBV Sukuk Wakalah MTNs totalling RM536,950,000 (2025 : RM369,890,000) in nominal value remains outstanding.

(ii) Berjaya Japan Developments Berhad ("BJapan Dev"), a wholly-owned subsidiary of Berjaya Property Berhad has established an Islamic medium term notes programme under the Sukuk Wakalah structure with a limit of RM1.0 billion and a tenure of 99 years ("BJD Sukuk Wakalah MTNs"). The BJD Sukuk Wakalah MTNs are secured with a corporate guarantee from BHartanah. As at 30 June 2026, BJD Sukuk Wakalah MTNs totalling RM250,000 (2025 : RMNil) in nominal value remains outstanding.

24 LONG TERM BORROWINGS (CONT'D)

(b) Sukuk Wakalah MTNs (Cont'd)

The maturities of the Sukuk Wakalah MTNs as at the reporting date are as follows:

	Group	
Amounts repayable within :	2026 RM'000	2025 RM'000
Within one year after reporting date	480,200	231,890
More than 1 year but not later than 3 years	57,000	138,000
	537,200	369,890

The range of annual interest rates of the Sukuk Wakalah MTNs are as follows

	Group	
	2026 %	2025 %
Sukuk Wakalah MTNs	7.00% - 8.00%	7.00% - 7.50%

(c) Redeemable convertible preference shares ("RCPS")

A wholly-owned subsidiary company of the Group issued 100,000,000 RCPS at an issue price of RM1.00 per share for a total sum of RM100,000,000. The tenure of the RCPS is 3 years commencing from and inclusive of the issuance date. As the subsidiary has the discretion and intention to repay the RCPS upon maturity, the entire RCPS is classified as borrowing. The RCPS has been reclassified to current as it is repayable within 12 months.

(d) Hire purchase liabilities

Approximately RM8,769,000 (2025 : RM8,629,000) and RM29,000 (2025 : RM86,000) included in the non-current hire purchase liabilities of the Group and of the Company, respectively, are owing to a related company. In addition, included in current hire purchase liabilities of the Group and of the Company are approximately RM3,758,000 (2025 : RM3,145,000) and RM57,000 (2025 : RM62,000), respectively, owing to a related company.

The hire purchase liabilities bear interest at rates ranging from 2.52% to 9.33% and at 4.75% (2025 : 2.52% to 10.10% and 4.75%) per annum respectively for the Group and the Company.

24 LONG TERM BORROWINGS (CONT'D)

(d) Hire purchase liabilities (Cont'd)

Maturity analysis of hire purchase liabilities as at the reporting date are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
1 year after reporting date	10,475	23,986	57	62
More than 1 year but not later than 2 years	14,849	30,645	29	86
More than 2 years but not later than 5 years	5,347	56,167	-	-
More than 5 years	89	110,118	-	-
	30,760	220,916	86	148

25 LONG TERM LIABILITIES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Club members' deposits (Note a)	1,263	1,449	-	-
Other deferred income (Note b)	13,392	14,118	-	-
Other payable	7,782	11,901	-	-
Refundable time share memberships (Note c)	55,174	56,349	-	-
Amount owing to subsidiary companies (Note d)	-	-	2,034,229	1,667,892
Amount owing to associated companies (Note e)	32,812	39,084	-	66
	110,423	122,901	2,034,229	1,667,958

(a) Club members' deposits represent amounts paid by members to certain subsidiary companies for membership licences issued to use and enjoy the facilities of the subsidiary companies' recreational clubs. The monies are refundable to the members upon expiry of prescribed terms from the dates of issuance of the licences.

(b) This represents the difference between the carrying amount and fair value of financial liabilities upon initial recognition, which is recognised systematically on a straight-line basis over the tenure of the memberships.

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25 LONG TERM LIABILITIES (CONT'D)

(c) Refundable time share memberships represent amounts paid by members to a subsidiary company for vacation time share membership licence under a payback scheme. Members are eligible for a refund upon maturity of the scheme. This scheme is supported by investment in an endowment scheme as disclosed in Note 12(b).

(d) The amounts owing to certain subsidiary companies which are interest bearing, except for an amount of RM107,785,000 (2025 : RM101,928,000) which is non-interest bearing, have been classified as long term liabilities as these subsidiary companies have formally notified the Company that these amounts are not payable within the next 12 months.

(e) The amount owing to associated companies are unsecured and non-interest bearing. The portion repayable within 12 months from the reporting date is included in payables as disclosed in Note 28.

26 RETIREMENT BENEFIT OBLIGATIONS/(ASSETS)

Retirement benefit obligations/(assets) recognised by the Group is analysed into:

Group		**Funded**	**Unfunded**	**Total**
2026		**RM'000**	**RM'000**	**RM'000**
Current	- retirement benefit obligations	-	62	62
Non-current	- retirement benefit assets	(39,626)	-	(39,626)
	- retirement benefit obligations	447	5,496	5,943
		(39,179)	5,496	(33,683)
		(39,179)	5,558	(33,621)
2025				
Current	- retirement benefit obligations	-	185	185
Non-current	- retirement benefit assets	(41,803)	-	(41,803)
	- retirement benefit obligations	342	4,007	4,349
		(41,461)	4,007	(37,454)
		(41,461)	4,192	(37,269)

26 RETIREMENT BENEFIT OBLIGATIONS/(ASSETS) (CONT'D)

(a) Funded Defined Benefit Plan

A foreign subsidiary company of the Group maintains separate funded retirement plans for its eligible employees. Actuarial valuations are made regularly to update the retirement benefit obligations/(assets).

The movements in the funded defined benefit obligations/(assets) recognised are as follows:

	Group	
	2026 RM'000	**2025 RM'000**
At beginning of financial year	(41,461)	(36,867)
Recognised in profit or loss	(1,718)	(1,106)
Recognised in other comprehensive income	1,096	(3,936)
Employer's contribution	(29)	-
Exchange differences	2,933	448
At end of financial year	(39,179)	(41,461)

	Group	
	2026 RM'000	**2025 RM'000**
Presented after appropriate offsetting as follows:		
Retirement benefit assets	(39,626)	(41,803)
Retirement benefit liabilities	447	342
	(39,179)	(41,461)

The amounts of funded defined benefit obligations/(assets) recognised in the statement of financial position are determined as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Present value of the obligation	43,043	46,996
Fair value of plan assets	(82,222)	(88,457)
Surplus over plan assets	(39,179)	(41,461)

26 RETIREMENT BENEFIT OBLIGATIONS/(ASSETS) (CONT'D)

(a) Funded Defined Benefit Plan (Cont'd)

The movements in present value of the funded defined benefit obligation recognised are as follows:

	Group	
	2026 RM'000	**2025 RM'000**
At beginning of financial year	46,996	52,967
Current service cost and interest cost	2,536	2,548
Actuarial gain	(1,126)	(4,097)
Benefits paid by the plan	(2,015)	(2,244)
Exchange differences	(3,348)	(2,178)
At end of financial year	43,043	46,996

The movements in fair value of plan assets are presented below:

	Group	
	2026 RM'000	**2025 RM'000**
At beginning of financial year	88,457	89,834
Interest income	4,254	3,654
Deficit on plan assets	(2,222)	(161)
Employer's contribution	29	-
Benefits paid by the plan	(2,015)	(2,244)
Exchange differences	(6,281)	(2,626)
At end of financial year	82,222	88,457

The plan assets consist of the following:

	Group	
	2026 RM'000	**2025 RM'000**
Fixed income assets	52,932	55,624
Cash in bank	29,290	32,833
	82,222	88,457

The components of amounts recognised in the statements of profit or loss and in other comprehensive income in respect of the funded defined benefit post-employment plan are as follows:

Recognised in the statements of profit or loss:

	Group	
	2026 RM'000	**2025 RM'000**
Current service costs (net of gains on settlements) recognised in employee benefit expenses (Note 38)	492	659
Net interest income	(2,210)	(1,765)
Retirement benefits recognised in profit or loss	(1,718)	(1,106)

26 RETIREMENT BENEFIT OBLIGATIONS/(ASSETS) (CONT'D)

(a) Funded Defined Benefit Plan (Cont'd)

Recognised in the statements of comprehensive income:

	Group	
	2026 RM'000	2025 RM'000
Remeasurement (loss)/gain arising from:		
Actuarial changes in financial assumptions	437	4,310
Actuarial changes in demographic assumptions	257	-
Deficit on plan assets	(2,222)	(161)
Experience adjustments arising from defined benefit obligations	432	(213)
Actuarial (loss)/gain recognised in other comprehensive income	(1,096)	3,936
Deferred tax effect	274	(984)
	(822)	2,952

The current service and net interest (income)/costs are charged to profit or loss and presented as part of the employee benefit expenses and interest income or finance costs respectively.

The amounts recognised in other comprehensive income were included within items that would not be subsequently reclassified to profit or loss.

For the determination of the funded defined benefit obligation, the following actuarial assumptions were used:

	Group	
	2026	2025
Discount rate	5.90% - 6.97%	5.70% - 6.29%

Sensitivity analysis for retirement benefit obligation

Should the discount rate decrease by 0.50% (2025: 0.50%) with all other variables held constant, the retirement benefit obligation liabilities would increase by 5.50% (2025: 6.10%).

26 RETIREMENT BENEFIT OBLIGATIONS/(ASSETS) (CONT'D)

(b) Unfunded Defined Benefit Plans

Certain subsidiary companies of the Group operate unfunded, defined retirement benefit schemes and provision is made at contracted rates for benefits that would become payable on retirement of eligible employees. Under the scheme, eligible employees are entitled to retirement benefits varying between 15 days and 26 days per year of final salary on attainment of the retirement age of 60.

	Group	
	2026 RM'000	**2025 RM'000**
At beginning of financial year	4,192	4,243
Recognised in profit or loss	1,041	190
Benefits paid by the plans	(352)	(241)
Actuarial loss recognised in other comprehensive income	677	-
At end of financial year	5,558	4,192
Analysed as follows:		
Current	62	185
Non-current	5,496	4,007
	5,558	4,192

The amounts recognised in the statement of financial position are determined based on the present value of unfunded defined benefit obligations.

The amounts recognised in profit or loss are as follows:

	Group	
	2026 RM'000	**2025 RM'000**
Current service cost (Note 38)	1,007	148
Interest cost (Note 35)	34	42
Retirement benefits recognised in profit or loss	1,041	190

	Group	
	2026	**2025**
Principal actuarial assumptions to determine benefit obligations:		
Discount rate in Malaysia (%)	4.20	5.70
Expected rate of salary increase (%)	5.00	5.00

26 RETIREMENT BENEFIT OBLIGATIONS/(ASSETS) (CONT'D)

(b) Unfunded Defined Benefit Plans (Cont'd)

A quantitative sensitivity analysis of the change in the rate is shown below:

	Increase / (decrease)		Impact on unfunded defined benefit obligations	
	2026 %	2025 %	2026 RM'000	2025 RM'000
Discount rate	1	1	(720)	(520)
Future salary increase	1	1	879	740
Discount rate	(1)	(1)	862	608
Future salary decrease	(1)	(1)	(747)	(633)

The duration of the unfunded defined benefit obligations as at 30 June 2026 is between 10 and 14 (2025 : 8 and 12) years.

27 DEFERRED TAX (ASSETS)/LIABILITIES

	Group	
	2026 RM'000	2025 RM'000
At beginning of financial year	906,338	927,472
Recognised in profit or loss (Note 39)	15,799	(19,460)
Recognised in other comprehensive income	(274)	984
Exchange differences	742	(2,658)
At end of financial year	922,605	906,338
Presented after appropriate offsetting as follows:		
Deferred tax assets	(73,543)	(98,154)
Deferred tax liabilities	996,148	1,004,492
	922,605	906,338

27 DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

The components and movements of deferred tax liabilities and assets during the financial year are as follows:

Deferred Tax Liabilities of the Group:	Property, plant and equipment RM'000	Gaming rights /Intangible assets RM'000	Undistributed profits of an associated company RM'000	Land held for property development RM'000	Receivables/ Payables/ Others RM'000	Development properties and contract cost assets RM'000	Investment properties RM'000	Property inventories RM'000	Total RM'000
At 1 July 2025	155,761	839,694	996	9,754	7,212	15,411	42,601	4,611	1,076,040
Recognised in profit or loss	(96)	-	(996)	-	(1,229)	(54)	2,812	(364)	73
Exchange differences	(1,345)	(1,540)	-	-	(51)	(15)	-	-	(2,951)
	154,320	838,154	-	9,754	5,932	15,342	45,413	4,247	1,073,162
Less: Set-off of deferred tax assets									(77,014)
At 30 June 2026									996,148
At 1 July 2024	151,609	840,631	5,622	9,783	4,464	16,173	42,119	4,590	1,074,991
Recognised in profit or loss	7,258	-	(4,626)	(29)	2,365	(698)	482	21	4,773
Exchange differences	(3,106)	(937)	-	-	383	(64)	-	-	(3,724)
	155,761	839,694	996	9,754	7,212	15,411	42,601	4,611	1,076,040
Less: Set-off of deferred tax assets									(71,548)
At 30 June 2025									1,004,492

27 DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

The components and movements of deferred tax liabilities and assets during the financial year are as follows (Cont'd):

Deferred Tax Assets of the Group:	**Other payables RM'000**	**Unused tax losses and unabsorbed capital allowances RM'000**	**Unabsorbed investment tax allowances RM'000**	**Contract liabilities RM'000**	**Others RM'000**	**Total RM'000**
At 1 July 2025	(52,040)	(72,119)	(8,593)	(26,462)	(10,488)	(169,702)
Recognised in profit or loss	12,902	(6,586)	1,477	(47)	7,980	15,726
Recognised in other comprehensive income	-	-	-	-	(274)	(274)
Exchange differences	944	2,403	73	-	273	3,693
	(38,194)	(76,302)	(7,043)	(26,509)	(2,509)	(150,557)
Less: Set-off of deferred tax liabilities						77,014
At 30 June 2026						(73,543)
At 1 July 2024	(41,354)	(63,774)	(4,645)	(30,282)	(7,464)	(147,519)
Recognised in profit or loss	(13,024)	(7,692)	(4,175)	3,820	(3,162)	(24,233)
Recognised in other comprehensive income	-	-	-	-	984	984
Exchange differences	2,338	(653)	227	-	(846)	1,066
	(52,040)	(72,119)	(8,593)	(26,462)	(10,488)	(169,702)
Less: Set-off of deferred tax liabilities						71,548
At 30 June 2025						(98,154)

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27 DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2026 RM'000	**2025 RM'000**
Unutilised tax losses	884,673	719,589
Unabsorbed capital allowances	238,432	270,076
Investment tax allowances	93,581	99,879
Other temporary differences	265,420	273,526
	1,482,106	1,363,070

Deferred tax assets have not been recognised in respect of the items above as it is not probable that future taxable profits will be available against which the items above can be utilised.

The Malaysia Finance Act 2018 gazetted on 27 December 2018 imposed a time limit to restrict the carry forward of the unutilised tax losses to maximum period of 7 consecutive Year of Assessment ("YA"), effective YA 2019. Based on the Malaysian Finance Act 2021, gazetted on 31 December 2021, the time limit for the carry forward of the unutilised tax losses has been extended from 7 years to 10 years. As a result of this change, the unutilised tax losses accumulated up to the YA 2018 are allowed to be carried forward for 10 consecutive years of assessment (i.e. from YA 2019 to 2028) and any balance of the unutilised tax losses thereafter shall be disregarded.

The foreign unutilised tax losses and unabsorbed capital allowances applicable to foreign incorporated subsidiary companies are pre-determined by and subject to the tax legislations of the respective countries.

Pursuant to the relevant tax regulations, the unutilised tax losses at the end of the reporting period will expire as follows:

	Group	
	2026 RM'000	**2025 RM'000**
With no expiry	31,220	26,565
Within 12 months	-	-
More than 12 months	853,453	693,024
	884,673	719,589

28 PAYABLES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Trade				
Payables	355,071	285,556	-	-
Accruals	84,295	46,691	-	-
	439,366	332,247	-	-
Non-trade				
Other payables	248,566	218,032	2,235	1,784
Accruals	258,568	387,068	5,782	6,180
Payable for acquisition of assets	-	9,994	-	-
Agency deposits	39,777	39,392	-	-
Deferred cash consideration for acquisition of subsidiary companies	-	3,719	-	-
Refundable deposits received for proposed disposal of joint ventures	52,793	54,932	-	-
Refundable deposits received for disposal of investments	52,929	62,437	-	-
Refundable deposits	45,417	142,146	-	-
Amounts owing to:				
- subsidiary companies	-	-	96,339	32,135
- related companies	581,884	322,188	148	1,691
- associated companies	60,650	79,879	24,870	43,678
Dividend payable to non-controlling interests	22,576	15,315	-	-
	1,363,160	1,335,102	129,374	85,468
Total payables at amortised cost	1,802,526	1,667,349	129,374	85,468
Other current liabilities				
Deposits	526	303	-	-
Deferred lease income	2,183	2,546	-	-
Pool betting duty and other duties and taxes payable	114,624	161,912	-	-
	117,333	164,761	-	-
Total payables	1,919,859	1,832,110	129,374	85,468

(a) Trade payables

These amounts are non-interest bearing. The normal trade credit terms granted to the Group range from 1 to 184 (2025 : 1 to 184) days.

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28 PAYABLES (CONT'D)

(b) Other payables

(i) Included in other payables are advances from certain directors of subsidiary companies amounting to RM2,828,000 (2025 : RM2,109,000) which are non-interest bearing and repayable on demand.

(ii) Included in accruals of the Group are accrued contribution to the National Sports Council payable to the Ministry of Finance.

(iii) Agency deposits represent deposits obtained from agents for operating toto betting outlets. These deposits are refundable upon termination of operation contracts.

(iv) The Group has entered into negotiation for the proposed disposal of a foreign joint venture and received refundable deposit for the proposed disposal. The disposal agreement have yet to be finalised.

(v) Refundable deposits received for the disposal of investments are in relation to the proposed disposals of a foreign venture as disclosed in Note 20.

(vi) The amounts owing to subsidiary, related and associated companies are unsecured, repayable on demand and interest bearing except for amounts totalling RM185,784,000 and RM56,783,000 (2025 : RM206,767,000 and RM77,505,000) which are non-interest bearing in respect of the Group and the Company respectively.

29 SHORT TERM BORROWINGS

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Secured:				
Amount repayable within 12 months:				
- Term loans (Note 24)	495,481	538,722	190,207	197,430
- Medium term notes (Note 24)	34,851	149,711	-	-
- Sukuk Wakalah MTNs (Note 24)	480,200	231,890	-	-
Other short term borrowings	557,496	470,515	249,678	235,396
Vehicle stocking loans	404,779	437,767	-	-
Redeemable convertible preference shares (Note 24)	100,000	-	-	-
Bank overdrafts	8,773	9,494	132	-
	2,081,580	1,838,099	440,017	432,826
Secured:				
Hire purchase liabilities (Note 24)	10,475	23,986	57	62
	2,092,055	1,862,085	440,074	432,888

29 SHORT TERM BORROWINGS (CONT'D)

The secured borrowings are secured by certain quoted shares, properties, vehicles, deposits and cash and bank balances of the Company and its subsidiary companies as mentioned in Notes 5, 6, 7, 8, 9, 10, 12, 18 and 19.

The short term borrowings bear floating interest at rates ranging from 2.80% to 11.21% (2025 : 2.80% to 12.17%) per annum for the Group and from 3.94% to 9.75% (2025 : 4.25% to 9.75%) per annum for the Company.

The vehicle stocking loans obtained by foreign subsidiary companies bear interest at the rate of 5.25% to 7.63% (2025: 5.75% to 8.11%) per annum.

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30 PROVISIONS

Group 2026	Sales warranty RM'000	Restoration costs RM'000	Construction -related costs RM'000	Others RM'000	Total RM'000
At beginning of financial year	156	5,427	39,190	25,462	70,235
Reversal during the financial year	(32)	(128)	-	-	(160)
Additional provision during the financial year	538	4,613	3,574	-	8,725
Utilised during the financial year	(118)	(1,525)	(5,656)	-	(7,299)
Exchange differences	(8)	(307)	-	-	(315)
At end of financial year	536	8,080	37,108	25,462	71,186
Analysed as follows:					
Current	536	8,080	37,108	25,462	71,186
2025					
At beginning of financial year	585	1,601	36,909	24,989	64,084
Reversal during the financial year	(349)	-	-	-	(349)
Additional provision during the financial year	113	3,748	7,668	473	12,002
Utilised during the financial year	(139)	-	(5,387)	-	(5,526)
Exchange differences	(54)	78	-	-	24
At end of financial year	156	5,427	39,190	25,462	70,235
Analysed as follows:					
Current	156	5,427	39,190	25,462	70,235

30 PROVISIONS (CONT'D)

(a) Sales warranty

A foreign subsidiary company provides 3 to 12 (2025 : 3 to 12) months warranties on certain products and undertakes to provide repairs or replacement of items that fail to perform satisfactorily. Provision for warranties is recognised for all products under warranty at the reporting date based on past experience on the level of repairs and returns.

(b) Restoration costs

Provision for restoration costs is the estimated cost of dismantlement, removal or restoration of property, plant and equipment arising from the acquisition and use of such assets, which are capitalised and included in the cost of property, plant and equipment and right-of-use assets.

(c) Provision for construction-related costs

Provision for construction-related costs comprise of:

(i) estimated final claims by contractors which have not been finalised.
(ii) anticipated losses to be incurred for the development of low cost housing under the requirement of the Malaysian Government.
(iii) anticipated cost to be incurred for the obligation to complete the infrastructure for development projects.

(d) Other provision

This relates to the provision of statutory contribution to be incurred for certain property development projects in accordance to the requirement of the State Government.

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31 REVENUE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue from contracts with customers	7,391,364	7,555,237	940	940
Revenue from other sources:				
- Lease income	24,327	23,610	-	-
- Gross dividends				
- from a quoted subsidiary company	-	-	21,535	17,575
- from an unquoted associated company	-	-	-	68,061
- from quoted investments	-	-	533	1,064
- from unquoted investments	-	-	500	500
	7,415,691	7,578,847	23,508	88,140
Disaggregation of the revenue from contracts with customers:				
By major goods and services:				
Toto betting income	2,948,409	3,112,379	-	-
Sales of motor vehicles, charges for aftersales services, repairs and maintenance services rendered	2,931,527	3,281,653	-	-
Income from supply of goods and services from hotels, resorts and casino operations	911,363	922,455	-	-
Sale of property development	366,621	90,512	-	-
Income from charter flights	15,502	4,354	-	-
Income from sanitary landfill services	26,755	8,531	-	-
Membership fees and subscriptions	65,459	72,236	-	-
Sale of wagering, voting systems, spare parts and licensing fees	117,849	63,117	-	-
Management fees income	7,879	-	940	940
	7,391,364	7,555,237	940	940
By geographical location:				
Malaysia	3,673,529	3,546,682	940	940
Outside Malaysia	3,717,835	4,008,555	-	-
	7,391,364	7,555,237	940	940
Timing of revenue recognition:				
At a point in time	6,425,232	6,889,731	940	940
Over time	966,132	665,506	-	-
	7,391,364	7,555,237	940	940

32 OTHER INCOME

Included in other income are the following:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Operating lease income, other than those relating to investment properties	19,640	19,693	-	-
Reversal of impairment loss on receivables	2,228	2,005	-	-
Finance income - loans and receivables	17,438	19,327	-	-
Government grant	8	386	-	-
Net reversal of impairment loss:				
- property, plant and equipment	18,144	-	-	-
- right-of-use assets	228	-	-	-
Gain on disposal of:				
- property, plant and equipment	34,314	964	25	21
Gain on lease modification/termination	9,523	152	-	-
Gain on foreign exchange	44,933	102,543	-	-

33 INVESTMENT RELATED INCOME

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Interest income on loans and receivables:				
- fixed and other deposits	17,472	18,720	1,205	1,553
- inter-company				
- subsidiary companies	-	-	99,216	93,025
- related companies	458	6,350	-	-
- joint ventures and associated companies	11,738	20,888	-	-
- others	13,596	4,954	2,578	816
	43,264	50,912	102,999	95,394
Dividend income from FVTOCI investments				
- quoted in Malaysia	1,847	3,272	-	-
- quoted outside Malaysia	1	2	-	-
- unquoted in Malaysia	500	500	-	-
Fair value gains of FVTPL investments				
- others	2,339	2,237	-	-
Balance carried forward	47,951	56,923	102,999	95,394

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33 INVESTMENT RELATED INCOME (CONT'D)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Balance brought forward	47,951	56,923	102,999	95,394
Dividend distribution from an associated company in excess of its carrying value	-	68,061	-	-
Net fair value gain on investment properties (Note 7)	19,460	9,478	-	-
Court awarded compensation sum (Note 43 (a))	-	38,331	-	-
Forfeiture of refundable deposit relating to disposal of a foreign joint venture	42,356	-	-	-
Gain on disposal of non-current assets classified as held for sale	66,908	-	-	-
Gain on disposal of equity interest in a joint venture	-	4,658	-	-
Reversal of impairment loss on amounts owing by subsidiary companies	-	-	9,329	1,999
Waiver of loan on amount owing to a subsidiary	-	-	-	608
	176,675	177,451	112,328	98,001

34 INVESTMENT RELATED EXPENSES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Impairment losses of:				
- investments in subsidiary companies	-	-	17,195	47,377
- investment in a joint venture	-	-	700	-
Loss on deemed disposal of subsidiary companies	3,525	-	1,892	-
Loss on partial disposal of a subsidiary company	-	-	1,203	-
Balance carried forward	3,525	-	20,990	47,377

34 INVESTMENT RELATED EXPENSES (CONT'D)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Balance brought forward	3,525	-	20,990	47,377
Impairment loss on balance of proceeds from GMOC Project	117,904	47,776	-	-
Loss on disposal of land held for development	24,937	-	-	-
Loss on disposal of business operation	186	-	-	-
Impairment loss on amounts owing by:				
- subsidiary companies	-	-	38,205	59,811
- associated companies	2,760	35,760	27	-
- joint ventures	168	1,893	168	1,893
	149,480	85,429	59,390	109,081

35 FINANCE COSTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Interest expense on financial liabilities at amortised cost:				
- bank and other borrowings	154,057	156,646	85,905	85,364
- hire purchase	11,579	4,391	16	30
- inter-companies				
- subsidiary companies	-	-	92,042	77,164
- related companies	3,437	1,047	-	-
- medium term notes	51,859	50,838	-	-
- Sukuk Wakalah MTNs	32,400	23,722	-	-
- lease liabilities (Note 6)	63,215	62,616	-	-
- loan related expenses	4,187	5,255	1,003	755
- vehicle stocking loans	27,059	29,715	-	-
- defined benefit plans (Note 26)	34	42	-	-
- RCPS	8,000	7,989	-	-
Unwinding of discount and charge out of deferred transaction costs	13,312	14,259	5,399	4,853
	369,139	356,520	184,365	168,166

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36 PROFIT/(LOSS) BEFORE TAX

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
In addition to the other transactions disclosed in the financial statements, profit/(loss) before tax is stated after charging/(crediting):				
Depreciation of:				
- property, plant and equipment	133,628	125,166	280	394
- right-of-use assets	112,662	124,972	-	-
Auditors' remuneration				
- auditors of the Company				
- statutory audit	2,377	2,176	803	768
- underprovision in previous financial year	154	76	15	32
- other services	871	853	45	24
- other auditors				
- statutory audit	3,163	2,836	-	-
- under provision in previous financial year	37	101	-	-
- other services	1,204	1,102	-	-
Impairment loss on receivables	5,095	5,314	-	-
Receivables written off	14	-	-	-
Expenses relating to leases of:				
- short-term	44,790	5,159	-	-
- low-value assets	414	591	-	-
Contribution to National Sports Council	43,022	48,395	-	-
Property, plant and equipment written off	5,726	612	-	-
Provision for:				
- sales warranty	538	113	-	-
- construction cost	3,574	7,668	-	-
- others	-	473	-	-
Reversal of provision for:				
- sales warranty	(32)	(349)	-	-
- restoration costs	(128)	-	-	-
Inventories written down	6,244	-	-	-
Amortisation of:				
- customer relationships	1,283	1,526	-	-
- computer software	1,185	1,224	-	-

36 PROFIT/(LOSS) BEFORE TAX (CONT'D)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
In addition to the other transactions disclosed in the financial statements, profit before tax is stated after charging/(crediting) (cont'd):				
Management fees payable to ultimate holding company	1,120	1,152	400	432
Loss on foreign exchange	88,849	93,990	5,774	3,481
Loss on disposal of property, plant and equipment	763	137	-	-
Direct operating expenses of investment properties	22,152	21,519	-	-
Employee benefit expenses (Note 38) (exclude remuneration of directors)	768,613	766,017	23,142	23,330

It is not practicable to segregate the direct operating expenses of investment properties in respect of revenue and non-revenue generating properties due to periodic changes in the occupancy rates during the financial year.

37 DIRECTORS' REMUNERATION

The aggregate Directors' remuneration paid or payable to all Directors of the Company, categorised into appropriate components for the financial year are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Directors of the Company:				
Executive Directors				
Salaries, bonuses and other emoluments	5,368	6,315	1,889	2,442
Defined contribution plan	817	953	226	287
Benefits-in-kind	142	171	93	136
Non-Executive Directors				
Fees	252	308	252	308
Salaries, bonuses and other emoluments	3,570	5,640	185	83
Defined contribution plan	502	586	13	-
Benefits-in-kind	176	129	19	-
	10,827	14,102	2,677	3,256

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38 EMPLOYEE BENEFIT EXPENSES

	Group		Company	
	2026 RM'000	**2025 RM'000**	**2026 RM'000**	**2025 RM'000**
Wages, salaries, bonuses and allowances (excluding directors' remuneration)	625,783	628,218	19,176	19,868
Social security costs and employee insurance	31,439	29,433	643	641
Retirement benefits				
- defined benefit plans (Note 26)	1,499	807	-	-
- defined contribution plan	50,809	50,010	2,229	2,268
Short term accumulating compensated absences	(115)	298	-	-
Other staff related expenses	59,198	57,251	1,094	553
	768,613	766,017	23,142	23,330

39 TAXATION

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Income tax:				
Malaysian income tax excluding Pillar Two taxes	150,229	168,397	5,699	5,200
Malaysian income tax related to Pillar Two taxes	8,929	-	8,741	-
Foreign tax	13,113	10,931	-	-
Under provision in prior financial years:				
- Malaysian income tax	3,264	132	546	2,871
- Foreign tax	3,479	1,180	-	-
	179,014	180,640	14,986	8,071
Deferred tax (Note 27):				
Relating to origination and reversal of temporary differences	20,574	(15,485)	-	-
Effects of real property gains tax	(3,407)	(429)	-	-
Over provision in prior financial years	(1,368)	(3,546)	-	-
	15,799	(19,460)	-	-
	194,813	161,180	14,986	8,071

Malaysian income tax is calculated at the Malaysian statutory income tax rate of 24% (2025: 24%) of the estimated assessable profit for the financial year. Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions.

As at reporting date, the ultimate holding company ("UHC") and its subsidiaries ("UHC Group") of which the Group is part of, has performed an assessment of its exposure to Pillar Two income taxes.

Following the Pillar Two income tax assessment, the Group and the Company have incurred a Multinational Tax Top-up liability amounting to RM8,929,000 and RM8,741,000 respectively, under the Income Inclusion Rule (IIR) framework in Malaysia for its direct low-taxed foreign subsidiary companies.

39 TAXATION (CONT'D)

A reconciliation of income tax expense applicable to profit/(loss) before tax at the statutory income tax rate to income tax expense at the effective income tax of the Group and of the Company is as follows:

Group	**2026 RM'000**	**2025 RM'000**
Profit before tax	80,221	162,257
Tax at Malaysian statutory tax rate of 24% (2025 : 24%)	19,253	38,942
Effect of different tax rates in other countries/tax regimes	(21,701)	21,246
Effect of income not subject to tax	(56,860)	(75,124)
Effect of income subject to real property gains tax	(3,407)	(429)
Effect of expenses not deductible for tax purposes	221,486	182,457
Effect of utilisation of previously unrecognised tax losses, unabsorbed capital allowances and unabsorbed investment tax allowances	(8,649)	(5,878)
Effect of share of associated companies' and joint ventures' results	(2,690)	(4,362)
Deferred tax assets not recognised in respect of current financial year tax losses, unabsorbed capital allowances and other deductible temporary differences	34,073	11,188
Deferred tax liability reversed on undistributed profits of an associated company	(996)	(4,626)
Effect of income related to Pillar Two taxes	8,929	-
Over provision of deferred tax in prior financial years	(1,368)	(3,546)
Under provision of income tax expense in prior financial years	6,743	1,312
Taxation for the financial year	194,813	161,180

Company	**2026 RM'000**	**2025 RM'000**
Loss before tax	(150,213)	(137,515)
Tax at Malaysian statutory tax rate of 24% (2025 : 24%)	(36,051)	(33,004)
Effect of expenses not deductible for tax purposes	54,614	65,944
Effect of income not subject to tax	(12,864)	(27,740)
Effect of income related to Pillar Two taxes	8,741	-
Under provision of income tax in prior financial years	546	2,871
Taxation for the financial year	14,986	8,071

40 LOSS PER SHARE

The loss per share is calculated as follows:

	Group	
	2026	**2025**
Loss attributable to the equity holders of the Parent (RM'000)	(174,956)	(100,551)
Weighted average number of ordinary shares with voting rights in issue (excluding treasury shares) ('000)	4,888,850	4,890,633
Basic loss per share (sen)	(3.58)	(2.06)

There are no potential ordinary shares outstanding as at 30 June 2026 and at 30 June 2025. As such, the fully diluted loss per share of the Group is equivalent to the basic loss per share.

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

41 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.

42 COMMITMENTS

(a) Other Commitments

	Group	
	2026 RM'000	**2025 RM'000**
Capital expenditure:		
- approved and contracted for	758,448	23,818
Investment in a joint venture	8,000	8,000
	766,448	31,818

42 COMMITMENTS (CONT'D)

(b) Non-Cancellable Operating Lease Commitments - Group as Lessor

	Group	
	2026 RM'000	**2025 RM'000**
Future minimum rental receivable:		
Not later than 1 year	21,156	15,592
Later than 1 year and not later than 5 years	12,736	12,082
More than 5 years	394	-
	34,286	27,674

The Group entered into commercial property leases on its investment properties portfolio consisting of commercial and office space.

43 MATERIAL LITIGATIONS AND ARBITRATION PROCEEDINGS

(a) STC Proposals Proceedings

On 19 July 2004, the Company announced that Berjaya Tagar Sdn Bhd ("BTSB"), then a subsidiary company of Berjaya Land Development Sdn Bhd, which in turn is a wholly-owned subsidiary of the Company, had on even date entered into a conditional sale and purchase agreement with Selangor Turf Club ("STC") for the acquisition of 3 parcels of leasehold land measuring a total area of approximately 244.7926 acres located in Sungai Besi together with all existing buildings and fixtures erected thereon from STC ("Sungai Besi Land") for a total consideration of RM640.0 million to be settled by way of cash of RM35.0 million payable to STC and the balance of RM605.0 million to be satisfied with a transfer of 750 acres of land located in Sungai Tinggi ("Sungai Tinggi Land") with a newly built turf club thereon ("STC Proposals") ("SPA"). BTSB proposed to acquire Sungai Tinggi Land from BerjayaCity Sdn Bhd ("BCity"), a wholly-owned subsidiary company of BCorp and to appoint BCity as the turnkey contractor of the new turf club.

The Company had on 13 October 2004 and 14 November 2004 announced that the approvals from the Foreign Investment Committee ("FIC") and shareholders respectively have been obtained for the STC Proposals.

Subsequently, on 28 June 2010, the Company announced the status of the conditions precedent ("CP") of the STC Proposals as follows:

1. approval of the FIC for the STC Proposals was obtained on 12 October 2004;
2. approval of the FIC for the acquisition of the Sungai Tinggi Land by STC was obtained on 21 October 2004;
3. approvals of the shareholders of BTSB, the Company, BCity and Berjaya Group Berhad for the STC Proposals was obtained in 4 November 2004;
4. approvals of the State Authority Consent for the transfer of the portion of Sungai Besi Land in favour of BTSB was obtained on 11 January 2005. However, the consent had lapsed and application will be re-submitted after item 6 of the CP below is fulfilled;
5. the agreement between STC and BTSB on the layout plans, building plans, designs, drawings and specifications for the new turf club is still pending the fulfillment of item 6 of the CP below;

43 MATERIAL LITIGATIONS AND ARBITRATION PROCEEDINGS (CONT'D)

(a) STC Proposals Proceedings (Cont'd)

Subsequently, on 28 June 2010, the Company announced the status of the conditions precedent ("CP") of the STC Proposals as follows (cont'd):

6a. the approval for the master layout plan for Sungai Tinggi Land which was obtained on 11 February 2008 is to be re-tabled due to the change of the Selangor State government and BTSB is awaiting the decision from the Selangor State government;

6b. the approval for the Majlis Daerah Hulu Selangor ("MDHS") for the Development Order, Earthworks and Infrastructure and Building Plan pertaining to the construction of the new turf club is pending as MDHS is unable to process the application until item 6a of the CP above is fulfilled; and

6c. the approval of the State Exco of Selangor for the conversion and sub-division of Sungai Tinggi Land is pending as the application will only be tabled at the State Exco of Selangor after approvals for items 6a and 6b are obtained.

As announced on 16 August 2010, CP no. 4, 5, 6a, 6b and 6c above have yet to be fulfilled.

On 29 January 2010, the Company announced that STC and BTSB had mutually agreed to an extension of time to 18 January 2011 to fulfil the CP in the abovementioned conditional sale and purchase agreement. This extension of time was further extended by STC to 18 January 2012. Subsequently, on 22 December 2011, the Company announced that STC granted an extension of time from 19 January 2012 to 18 January 2013.

On 13 August 2012, the Company announced that BTSB and STC had entered into a supplemental agreement to mutually vary certain terms of the SPA ("Supplemental Agreement"), details of which are as follows:

- if there is any CP remaining outstanding, BTSB shall be entitled to request from STC further extension of time to fulfil the CPs pursuant to the proposed acquisition of Sungai Besi Land. STC shall grant an extension of one year subject to a cash payment of RM3.0 million by BTSB for such extension; and
- upon signing the Supplemental Agreement, BTSB shall pay STC an advance part payment of RM7.0 million which will be deducted from the cash portion of the consideration of RM35.0 million. The balance of the purchase consideration shall be paid within 33 months from the date of the last CP is fulfilled or such other date as mutually extended.

Pursuant to the aforesaid Supplemental Agreement, BTSB paid a sum of RM3.0 million to extend the period for another year to 18 January 2027 to fulfil the conditions precedent below:

1. renewal of consent by Land and Mines Department (Federal) for the transfer to BTSB of the portion of Sungai Besi Land (held under H.S.(D) 61790 No. P.T. 2872 in the Mukim of Petaling, District and State of Wilayah Persekutuan) that resides in Wilayah Persekutuan, Kuala Lumpur which had expired on 11 January 2006; and
2. the approvals, permits or consents of any other relevant authorities as may be required by applicable laws include inter-alia the following:
   (i) approval from the Town and Country Planning Department of the State of Selangor on the re-tabling of the amended master layout plan which was re-submitted on 19 August 2008;
   (ii) approval from the Majlis Daerah Hulu Selangor for the Development Order and building plan pertaining to the construction of the new turf club after approval under item 2(i) above is obtained; and
   (iii) approval from the State Exco of Selangor for the conversion and sub-division of Sungai Tinggi Land after approvals under items 2(i) and (ii) above are obtained.

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43 MATERIAL LITIGATIONS AND ARBITRATION PROCEEDINGS (CONT'D)

(a) STC Proposals Proceedings (Cont'd)

On 10 November 2017, the Company announced that further to the legal proceedings instituted by the Company, BTSB and BCity (the "Applicants") in March 2016 against the (1) Selangor State Government, (2) MDHS, (3) Majlis Daerah Kuala Selangor, (4) Pengarah Pejabat Tanah & Galian Negeri Selangor, (5) Pengarah Jabatan Perancangan Bandar dan Desa Negeri Selangor, (6) Pengarah Jabatan Kerja Raya Negeri Selangor, (7) Pengarah Jabatan Alam Sekitar Negeri Selangor and (8) Pengarah Jabatan Geosains Negeri Selangor (the "Respondents") by way of an application for judicial review in the Shah Alam High Court. The Shah Alam High Court had on 9 November 2017 decided on the judicial review in favour of the Applicants.

The judgement rendered on 9 November 2017 was as follows:

1. The Applicants' application against the 2nd, 3rd, 4th, 6th, 7th and 8th Respondents are dismissed with costs of RM2,000.00 awarded to the 2nd, 3rd, 4th, 6th, 7th and 8th Respondents respectively.
2. The Applicants were allowed to proceed with the development.
3. The Applicants were required to submit the relevant documents to the relevant technical departments for comments.
4. The technical departments were directed to respond within 3 months from the receipt of these documents, and failing which would be deemed that they have no objection to these documents.
5. Pursuant to an order in the nature of mandamus, the 1st and 5th Respondents were directed to re-table the Applicants' proposal papers to relocate and construct the Selangor Turf Club before the National Physical Planning Council within 3 months after the receipt of the proposal papers from the Applicants.
6. The Applicants were directed to submit the said proposal papers within 1 month upon receipt of the fair order, failing which the Applicants shall forfeit the benefit of the order of mandamus pursuant to paragraph 5.
7. The 1st and 5th Respondents were ordered to pay the Applicants compensation for any loss suffered by the Applicants. The amount of such compensation would be assessed in subsequent proceedings.

Further to the above, on 14 December 2017, the Company announced that the Selangor State Government and several other respondents ("the Appellants") had filed a Notice of Appeal to the Court of Appeal to appeal against the decision of the Shah Alam High Court made on 9 November 2017 ("Main Appeal").

The 1st and 5th Respondents had also applied to stay the ongoing proceedings in the Shah Alam High Court and the execution of the Shah Alam High Court judgement in the judicial review proceedings ("Stay of Proceedings Application"). The Applicants had applied to the Shah Alam High Court for an extension of time to submit the proposal papers to the 1st and 5th respondents ("Extension of Time Application"). In addition, the Applicants had also filed an application for assessment of compensation pursuant to the aforesaid Shah Alam High Court judgement ("Assessment Proceedings").

The Court of Appeal had granted a stay of execution of the High Court judgement and the Assessment Proceedings pending the disposal of the Main Appeal at the Court of Appeal.

43 MATERIAL LITIGATIONS AND ARBITRATION PROCEEDINGS (CONT'D)

(a) STC Proposals Proceedings (Cont'd)

The hearing of the Selangor State Government's appeal at the Court of Appeal which was previously fixed on 24 October 2019 has been vacated by the Court of Appeal. The Court of Appeal would instead hear a motion by the Selangor State Government to adduce further evidence in this matter. The Court of Appeal had then fixed 22 November 2019 as case management date to fix the hearing date of the Main Appeal. On 22 November 2019, the Court of Appeal fixed the hearing date of the Main Appeal on 27 March 2020.

The hearing of the Selangor State Government's motion to adduce further evidence in the matter was dismissed by the Court of Appeal on 24 October 2019. The Appellants subsequently filed a motion for leave to appeal to the Federal Court against the decision of the Court of Appeal in dismissing the Appellants' motion to adduce further evidence (the "FC Leave Motion"). The Federal Court had fixed the hearing of the Appellants' application for leave to appeal on 13 April 2020.

The Appellants had also filed a stay application to stay the hearing of the Main Appeal pending disposal of the FC Leave Motion. This stay application is fixed for hearing on the same day as the hearing of the Main Appeal, that is on 27 March 2020. In the event that the stay was refused by the Court of Appeal, the hearing of the Main Appeal would proceed.

Due to the Movement Control Order ("MCO") coming into effect on 18 March 2020, the hearings of the FC Leave Motion and the application for stay as well as the Main Appeal were postponed to 6 July 2020 and 2 July 2020 respectively. A case management date for the Main Appeal was also fixed for 9 July 2020 by the Court of Appeal.

Subsequently, the State Government had withdrawn both the FC Leave Motion and the stay application at the Court of Appeal on 19 June 2020 and 2 July 2020 respectively. The hearing of the Main Appeal by the Court of Appeal was initially fixed on 14 December 2020. However, the Court of Appeal had postponed the hearing date of the Main Appeal to 29 June 2021. The implementation of FMCO beginning 1 June 2021 further postponed the hearing date to 27 September 2021. On 27 September 2021, the Court of Appeal postponed the hearing to 3 November 2021.

The Main Appeal was heard by the Court of Appeal on 3 November 2021. The Court of Appeal allowed the appeal of the Appellants and set aside the decision of the Shah Alam High Court rendered on 9 November 2017.

The Applicants do not agree with the decision of the Court of Appeal and filed a motion for leave to appeal to the Federal Court to set aside the decision of the Court of Appeal and restore the decision of the Shah Alam High Court on 9 November 2017 ("Motion for Leave"). With respect to the Assessment Proceedings and Extension of Time Application, the Shah Alam High Court had fixed a further case management date on 25 November 2021 for the Applicants to update the Shah Alam High Court as to their next course of action following the Court of Appeal's decision on 3 November 2021.

The case management date at the Shah Alam High Court was subsequently rescheduled to 8 December 2021 at which the Shah Alam High Court directed that in light of the Court of Appeal's decision, there are no further proceedings on both the Assessment Proceedings and the Extension of Time Application at the Shah Alam High Court. Hence, there is no basis for the applications to be kept in abeyance at the Shah Alam High Court. The Court then struck out both the Assessment Proceedings and the Extension of Time Application with no order as to costs.

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43 MATERIAL LITIGATIONS AND ARBITRATION PROCEEDINGS (CONT'D)

(a) STC Proposals Proceedings (Cont'd)

Subsequently, the initial hearing date to hear the Motion for Leave at the Federal Court was fixed for 2 August 2022 which was postponed to a later date to be fixed by the Federal Court. At the case management on 3 October 2022, the Federal Court has fixed 12 January 2023 to hear the Motion for Leave. On 12 January 2023, the Federal Court postponed the hearing to 12 April 2023.

At the hearing on 12 April 2023, the Federal Court has granted the Applicants leave for appeal at the Federal Court. The e-hearing date to hear the Applicants' appeal before the Federal Court ("Federal Court Appeal") has been fixed on 30 October 2023.

On 30 October 2023, at the hearing of the Applicants leave for appeal at the Federal Court, the Federal Court decided the appeal in favour of the Company, BTSB and BCity (collectively referred to as the “Appellants”).

In a unanimous decision, the Federal Court allowed the Appellants appeal against Kerajaan Negeri Selangor and Pengarah Jabatan Perancangan Bandar Dan Desa Negeri Selangor (collectively referred to as the “Respondents”) with costs of RM80,000 and set aside the Court of Appeal order dated 3 November 2021 and reinstated certain orders made by the Shah Alam High Court in its decision of 9 November 2017, including the following:

(i) an order of mandamus directing the Respondents to re-table before the National Physical Planning Council, within 3 months after the receipt of the proposal papers from the Appellants to relocate and construct the new Turf Club;
(ii) the Respondents to pay the Appellants compensation for any loss suffered by the Appellants in consequence of the Respondents’ failure to perform their public duty from 2008 until the date of assessment;
(iii) an inquiry into such compensation as aforesaid to be conducted by the High Court Judge in Chambers;
(iv) the Appellants within 1 month of the date of the Federal Court’s order to apply for the High Court’s directions as to the assessment of such compensation; and
(v) the costs of RM80,000 payable by the Respondents to the Appellants be reserved until after the hearing and determination of the quantum of compensation.

As such, BCity Project Legal Proceedings is deemed concluded, save for the assessment of compensation by the High Court Judge in Chambers to be awarded to the Appellants as mentioned above.

A compensation amount (“Compensation Sum”) has been submitted to the High Court Judge for deliberation to which the FC Respondents had since disagreed on the Compensation Sum. Consequently, the FC Appellants filed a response on 10 August 2024 to assert the Compensation Sum to be similar as the amount submitted by the FC Appellants before. A trial was held on 20 to 21 January 2025 for cross-examination. Subsequently, the High Court Judge set a case management date on 23 April 2025. On 23 April 2025, the High Court Judge fixed 5 June 2025 to deliver the judgement on the Compensation Sum.

43 MATERIAL LITIGATIONS AND ARBITRATION PROCEEDINGS (CONT'D)

(a) STC Proposals Proceedings (Cont'd)

On 5 June 2025, the High Court Judge dismissed several heads of claim and awarded the FC Appellants a total compensation sum of RM38.33 million.

The FC Appellants being dissatisfied with the decision of the High Court in dismissing certain heads of claim of the FC Appellants has on 19 June 2025, filed a notice of appeal against the High Court decision at the Court of Appeal. The FC Respondents have also earlier on 18 June 2025, filed an appeal at the Court of Appeal against the High Court decision in awarding the FC Appellants the abovementioned compensation sum.

At the first case management held on 17 September 2025, the Court of Appeal was informed that the Records of Appeal for both matters have been duly filed and served. However, the notes of proceedings from the High Court hearing have not yet been provided by the High Court. The Court of Appeal has therefore fixed the next case management on 18 November 2025 to obtain the notes of proceedings. On 18 November 2025, the Court of Appeal fixed the hearing for both FC Appellants Appeal and FC Respondents Appeal on 12 November 2026. A compliance case management has been fixed on 30 October 2026 to ensure the filing of the written submissions, bundles and all required documents within the stipulated timelines.

The FC Respondents have also filed an application for stay of execution in the Shah Alam High Court to stay the Shah Alam High Court decision pending the disposal of both appeals at the Court of Appeal. At the case management held on 24 November 2025, the hearing date at the Shah Alam High Court was on 7 January 2026. The hearing date for the application for stay of execution was subsequently postponed to 17 April 2026.

At the hearing held on 17 April 2026, the Shah Alam High Court dismissed the FC Respondents' stay of execution application. As such, the FC Respondents shall pay the compensation sum of RM38.33 million to the FC Appellants despite the ongoing FC Appellants Appeal at the Court of Appeal which has been fixed on 12 November 2026.

(b) GMOC Project Arbitration Proceedings

In the financial year ended 30 April 2017, the Company had announced that Berjaya (China) Great Mall Co. Ltd ("GMOC") had completed the disposal of the Berjaya (China) Great Mall Recreation Centre to Beijing SkyOcean International Holdings Limited ("Beijing SkyOcean") for a revised total cash consideration of RMB2.039 billion (equivalent to approximately RM1.23 billion). GMOC had received the first instalment of RMB1.065 billion (equivalent to approximately RM641.28 million) and the balance cash consideration of RMB974.07 million (equivalent to approximately RM586.53 million) ("Final Instalment") was to be received by November 2017. The Final Instalment is secured by a guarantee granted by SkyOcean Holdings Group Limited, the holding company of Beijing SkyOcean and its major shareholder, Mr. Zhou Zheng ("Guarantors").

43 MATERIAL LITIGATIONS AND ARBITRATION PROCEEDINGS (CONT'D)

(b) GMOC Project Arbitration Proceedings (Cont'd)

On 8 December 2017, the Company announced Beijing SkyOcean had not remitted the Final Instalment to GMOC by the appointed time. Hence, GMOC after seeking legal advice, had on 7 December 2017, issued a notice of demand to Beijing SkyOcean and the Guarantors to pay to GMOC the Final Instalment and accrued late payment interest within 3 days upon receipt of the said notice, failing which GMOC would take all relevant legal measures, including commencing legal proceeding in Hong Kong against Beijing SkyOcean and the Guarantors to protect and enforce GMOC's legitimate rights.

On 19 January 2018, the Company announced that GMOC submitted a Notice of Arbitration to the Hong Kong International Arbitration Centre ("HKIAC") against Beijing SkyOcean and the Guarantors ("Respondents") to seek recovery of the Final Instalment and accrued late payment interests ("Outstanding Payment") as well as other reliefs ("GMOC Project Arbitration Proceedings").

The arbitral tribunal was constituted and the procedural timetable was determined by the tribunal for pre-trial preparations, including closing of pleadings, discovery of documents and exchange of witness statements, etc. The arbitration hearing which was originally scheduled to take place in the week of 14 October 2019 was subsequently held and concluded during the week of 16 December 2019.

On 27 May 2020, the Company announced that GMOC had on 21 May 2020 obtained a favourable arbitration award from the HKIAC ("Final Award"), details of which are as follows:-

(i) Beijing SkyOcean shall pay to GMOC the outstanding balance amount of RMB974.07 million;
(ii) Beijing SkyOcean shall pay liquidated damages on the outstanding balance amount calculated at the People's Bank of China's lending rate of 4.75% per annum from the payment due date of 28 November 2017 until the date full payment is made;
(iii) The Guarantors shall be jointly and severally liable for the amounts payable by Beijing SkyOcean under the Final Award; and
(iv) The Respondents shall jointly pay legal costs of about RMB15.9 million (equivalent to approximately RM9.72 million) and arbitration costs of about HKD3.96 million (equivalent to approximately RM2.23 million) within 30 days after issuance of the Final Award, failing which late payment interest at 8% per annum shall be charged from the due date until the date of actual payment.

On 18 December 2020, Beijing Fourth Intermediate People's Court ordered the recognition and enforcement of GMOC's Final Award under the Supplemental Arrangement Concerning Mutual Enforcement of Arbitral Awards between the Mainland and the Hong Kong Special Administrative Region ("HKSAR"), which was entered between the Chinese Supreme People's Court and HKSAR.

On 2 June 2021, the Hong Kong Court ordered a bankruptcy order against Zhou Zheng. Subsequently, GMOC appointed Grant Thornton Recovery & Reorganisation Limited as joint and several trustees of the property of Zhou Zheng, to investigate and recover the Final Award. The bankruptcy trustee concluded that all of Zhou Zheng's identified assets in Hong Kong were either mortgaged or pledged to banks, and were subsequently auctioned off by the banks. No other valid assets had been found. Additionally, GMOC was advised that, under Hong Kong law, Zhou Zheng's bankruptcy was discharged on 2 June 2025 due to the expiration of its term. This discharge does not affect GMOC's recovery efforts in other jurisdictions, including the People's Republic of China.

43 MATERIAL LITIGATIONS AND ARBITRATION PROCEEDINGS (CONT'D)

(b) GMOC Project Arbitration Proceedings (Cont'd)

The courts in the People's Republic of China have ordered that various assets of Beijing SkyOcean and its Guarantors to be frozen and will be appraised for auction to eventually recover the Final Award.

GMOC has partially recovered an amount of RM17.50 million following the disposal of a frozen property in prior years.

During the financial year, the freezing orders over Zhou Zheng's equity interests in certain companies expired upon reaching their respective expiry dates and were subsequently successfully renewed, resulting in the relevant equity interests being re-frozen. In parallel, management continues to actively explore other potential avenues of recovery and will pursue appropriate actions to maximise recovery of the outstanding amount.

The abovementioned enforcement proceedings are still ongoing.

44 CONTINGENT LIABILITIES

(a) Amat Muhibah Tax Dispute

On 16 June 2021, the Inland Revenue Board of Malaysia ("IRB") issued Notice of Assessment ("Form J") in accordance with Sections 4(c) and 4(f) of the Income Tax Act 1967 ("ITA 1967") to Amat Muhibah Sdn Bhd ("AMSB"), a wholly-owned subsidiary company of the Company, on gains from the surrender of certain assets to authorities for the Year of Assessment (YA) 2017. The amount of additional tax assessed, inclusive of tax penalties, amounted to RM66.44 million ("Tax in Dispute"). Previously, the gains were brought to tax under Section 4(a) of the ITA 1967 by AMSB.

AMSB did not agree with the basis applied by the IRB and had filed an official appeal against the additional assessment for YA2017 through submission of the prescribed Form Q to the Special Commissioners of Income Tax ("SCIT"). SCIT has fixed the trial on 25 March 2024 and 26 March 2024. On 5 January 2024, AMSB wrote to SCIT to apply for the trial fixed on 25 and 26 March 2024 to be vacated, in view of the ongoing MOF Judicial Review before the High Court.

SCIT allowed AMSB’s application to vacate the trial fixed on 25 and 26 March 2024 vide its letter dated 10 January 2024 and also fixed the next case management on 8 February 2024.

On 8 February 2024, AMSB informed SCIT that the Court of Appeal has fixed a hearing for AGC Leave Appeal on 21 May 2024. On 29 May 2024, SCIT was informed that the hearing for AGC Leave Appeal was concluded on 21 May 2024 and that the Court of Appeal has fixed decision for AGC Leave Appeal on 6 September 2024. On 19 September 2024, SCIT was informed that the Court of Appeal has re-scheduled the decision date from 6 September 2024 to 25 November 2024. On 5 December 2024, SCIT was informed that the Court of Appeal has re-scheduled the decision date to 19 December 2024.

On 18 February 2025, SCIT was informed that the Court of Appeal has dismissed AGC Leave Appeal and that the Attorney General Chambers has filed a motion for leave at the Federal Court (“AGC Notice of Motion”). Subsequently, SCIT was informed that the Federal Court fixed the hearing for AGC Notice of Motion on 13 May 2025.

44 CONTINGENT LIABILITIES

(a) Amat Muhibah Tax Dispute (Cont'd)

At the mention held on 24 June 2025, the SCIT was informed that the Federal Court has allowed AGC Notice of Motion and that AGC has filed notice to appeal (“AGC FC Appeal”) at the Federal Court on 20 May 2025. The SCIT then fixed the next mention date on 24 September 2025 to update on the status of the AGC FC Appeal at the Federal Court. On 24 September 2025, the SCIT was informed that the hearing at the Federal Court was fixed on 8 October 2025. In this regard, the SCIT fixed the next mention date on 6 November 2025 to update the status of the AGC FC Appeal at the Federal Court.

On 1 July 2021, AMSB wrote to the Ministry of Finance Malaysia ("MOF"), requesting MOF:

(i) to give a general character direction to Director General of Inland Revenue ("DGIR") as to the exercise of the functions of the DGIR under Section 135 of the ITA 1967 and for the DGIR to give effect to the direction so given; or

(ii) to grant an exemption under Section 127(3A) of the ITA 1967 with regards to Tax in Dispute, within the week.

As MOF did not respond to AMSB's request, AMSB had filed an application to the High Court of Kuala Lumpur ("High Court") for judicial review against MOF on 8 July 2021 ("MOF Judicial Review"). The High Court fixed 15 September 2021 for the first hearing of the MOF Judicial Review. The hearing was subsequently rescheduled to 25 July 2022 and an interim stay has been granted till then. At the hearing on 25 July 2022, the High Court granted leave for AMSB's application of judicial review and a stay until the full and final determination of the MOF Judicial Review application.

On 8 August 2022, IRB informed the High Court that it had filed an application to intervene ("IRB Application to Intervene"). At a hearing on 2 February 2023, the High Court had allowed IRB Application to Intervene.

On 11 October 2022, the Attorney General Chambers informed the High Court that it had filed an appeal at the Court of Appeal against the High Court's decision to grant leave for the MOF Judicial Review ("AGC Appeal").

At 26 July 2023, the Court of Appeal allowed MOF's request to consolidate the AGC Appeal with 22 other appeals.

The hearing for AGC Leave Appeal was held on 21 May 2024 at the Court of Appeal. Subsequently, the Court of Appeal fixed 6 September 2024 as date for the decision. On 5 September 2024, the Court of Appeal informed that it has re-scheduled the decision date from 6 September 2024 to 25 November 2024. On 22 November 2024, Court of Appeal informed that the decision date fixed on 25 November 2024 has been vacated. Following this, the Court of Appeal fixed a case management on 25 November 2024 to get further instructions. On 25 November 2024, the Court of Appeal fixed the decision date on 19 December 2024.

On 19 December 2024, the Court of Appeal unanimously ruled in favour of AMSB.

Subsequently, the Attorney General Chambers filed a Notice of Motion to the Federal Court on 18 January 2025 to appeal against the Court of Appeal’s decision (“AGC Notice of Motion”). At the case management held on 19 February 2025, the Federal Court issued instructions and fixed the hearing date for AGC Notice of Motion on 13 May 2025.

44 CONTINGENT LIABILITIES

(a) Amat Muhibah Tax Dispute (Cont'd)

As for the MOF Judicial Review, on 26 December 2024, the High Court was informed that the Court of Appeal dismissed the AGC Leave Appeal against the High Court's decision in granting leave to commence judicial review.

On 24 January 2025, the High Court was informed that the Attorney General Chambers has filed an appeal to Federal Court on 18 January 2025. At the case management held on 25 February 2025, the High Court was informed that the Federal Court has fixed the hearing for AGC Notice of Motion on 13 May 2025. The High Court took note and fixed the next case management on 21 May 2025 to update on the status of the AGC Notice of Motion.

On 21 May 2025, the High Court was informed that the Federal Court has allowed the AGC Notice of Motion for leave to appeal to the Federal Court on 13 May 2025. As such, the High Court has fixed next case management date on 11 June 2025 to update the status of the AGC Notice of Motion at the Federal Court. Subsequently, on 14 July 2025, the High Court was informed that the hearing of AGC FC Appeal at the Federal Court was fixed on 8 October 2025. At the next case management held on 13 October 2025, the High Court was informed that the Federal Court had allowed the Notice of Motion.

At the hearing held on 13 May 2025, the Federal Court unanimously allowed the AGC Notice of Motion and ordered cost in the cause. In this regard, the Attorney General Chambers filed Notice of Appeal to the Federal Court on 20 May 2025. Following that, on 14 July 2025, the Federal Court fixed the next case management on 22 September 2025 and the hearing date is fixed on 8 October 2025. The case management at the Federal Court was conducted from 22 to 23 September 2025 and both parties informed the Federal Court they will be filing the respective submissions by 23 September 2025 and will attend the physical hearing fixed on 8 October 2025.

At the hearing held at the Federal Court on 8 October 2025, both parties deliberated their points of law on the applicability of certain sections of the ITA 1967 to unlawful decision before a panel of judges. After the deliberation, the Federal Court ruled in favour of the AGC and set aside the Court of Appeal's decision and dismissed all leave application.

Based on the opinion obtained from its legal advisors, AMSB has a legal basis to contest the Tax Dispute and that the IRB has no legal and factual basis to raise the Tax in Dispute.

On 13 January 2026, the Company announced AMSB has commenced Creditors' Voluntary Winding Up pursuant to Section 449 of the Companies Act, 2016. AMSB ceased to be a subsidiary of the Company upon the appointment of the liquidators to undertake the Creditors' Voluntary Winding up.

On 10 February 2026, the IRB has filed a writ action at the High Court to demand the payment of the disputed taxes of RM66.44 million. At the case management held on 4 May 2026, the legal counsel of the IRB informed the High Court that AMSB has been wound up by Creditors' Voluntary Winding Up as confirmed by the records of both the Suruhanjaya Syarikat Malaysia and the Department of Insolvency Malaysia. Hence, the IRB requested to withdraw the writ action with the liberty to file afresh without order as to costs. The High Court took note and instructed that the writ action is dismissed with liberty to file afresh and without making an order as to costs.

44 CONTINGENT LIABILITIES

(b) H.R. Owen Plc Value Added Tax (VAT) Dispute

In August 2023, H.R. Owen Plc ("HRO"), an 88.26% owned subsidiary of Sports Toto Berhad Group received a letter from HM Revenue and Customs ("HMRC") in the United Kingdom ("UK") indicating the intention to raise reassessment of customs duty and import VAT amounting to £2,063,000 (equivalent to approximately RM11,130,000). This reassessment stemmed from HMRC's view that HRO has incorrectly applied the returned goods relief ("RGR") pertaining to the export and import of two vehicles shipped to/from the manufacturer's plant outside of UK for warranty-based repairs. In relation to this, HMRC raised a post clearance demand note for the sum of £2,063,000 in November 2023.

HRO requested for a review of HMRC's reassessment in December 2023. However, HMRC maintained its decision that RGR did not apply in the relevant case. HRO has further applied for a stay on the reassessment sum and tribunal appeal with the intention to challenge and defend its tax position as well as to seek resolution on this matter as soon as possible. HMRC had on 20 June 2024 granted a stay order on the payment for the customs duty and import VAT imposed until the completion of the appeal. The tribunal appeal was formally accepted by the Tribunal on 7 February 2025. HRO submitted an application for an amendment in respect of one of the vehicles and HMRC had on 13 February 2026 accepted the amendment and this since been resolved. However, the remaining vehicle with an exposure to custom duty and import VAT amounting to £730,000 (equivalent to approximately RM3,938,000) is still under dispute and proceed to the Tribunal for further determination.

Based on the solicitors' legal assessment on the case relating to the other vehicle, the matter remains uncertain. The management are of the view that HMRC's demand for customs duty and import VAT does not meet the definition of a liability, given the uncertainties involved which may only give rise to a possible obligation. As such, it remains to be treated as a contingent liability.

45 SIGNIFICANT RELATED PARTY DISCLOSURES

In addition to the related party information disclosed in the financial statements, the following significant transactions between the Group and related parties took place at terms agreed between the parties during the financial year.

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Associates				
- Construction work and provision of management services	(173,105)	(24,455)	-	-
- Supply of computerised lottery systems and related services	(1,977)	(1,651)	-	-
- Rental payables	357	333	-	-
Companies related to BCorp Group other than subsidiary companies of the Company				
- Income from lease and related services	(5,295)	(4,932)	-	-
- Supply of computerised lottery systems and related services	(80,390)	(9,370)	-	-
- Provision of security guard services	(273)	(356)	-	-
- Share registration services	425	375	100	51
- Hire purchase payables	3,764	3,055	-	151
- Rental payables	4,589	3,366	-	-
Companies related to a major shareholder of the Company				
- Income from lease and related services	(3,430)	(3,591)	-	-
- Provision of security guard services	(325)	(403)	-	-
- Purchase of hardware, software, network equipment and related information technology services	5,839	5,063	3,168	3,129
- Advertising and publishing services	1,467	1,010	65	27
- Procurement of Toto betting rolls, slips and other printing services	15,228	13,806	-	-

As at the reporting date, a foreign subsidiary company had deposit placements amounting to RM189,097,000 (2025 : RM229,674,000) with a foreign asset management firm of which a director of the foreign subsidiary company has an interest.

During the financial year, the Group acquired 3 freehold commercial units from an associate for a cash consideration of RM24,900,000.

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45 SIGNIFICANT RELATED PARTY DISCLOSURES (CONT'D)

The compensation of the key management personnel of the Group and of the Company are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Short-term benefits	49,856	61,501	2,854	3,361
Post-employment benefits	6,946	8,506	285	330
	56,802	70,007	3,139	3,691

Key management personnel expenses include directors' remuneration as disclosed in Note 37.

46 SEGMENTAL INFORMATION

For management purposes, the Group is organised into business segments based on their products and services, and has reportable operating segments as follows:

(i) Toto betting and related activities - toto betting operations under Section 5 of the Pool Betting Act, 1967, manufacturing and distribution of computerised wagering and voting systems;
(ii) motor vehicle dealership - motor vehicle retailer, repairs and maintenance and provider of related aftersales services;
(iii) property development and property investment - development of residential and commercial properties and operations and letting of properties;
(iv) hotels and resorts - management and operations of hotels and resorts; and
(v) club, recreation and others - operations of recreational clubs vacation time share, air charter and sanitary landfill services.

Management monitors the operating results of its business segments separately for performance assessment and makes strategic decisions based on the operating results. Segment performance is evaluated based on operating profit or loss which is measured similar to the operating profit or loss in the consolidated financial statements. Group financing (including finance costs) are managed on a group basis and not allocated to operating segments.

The geographical segment information is prepared based on the locations of assets. The segment revenue by geographical location of customers does not differ materially from segment revenue by geographical location of assets.

Unallocated assets/liabilities include items relating to investing and financing activities and items that cannot be reasonably allocated to individual segment. These include mainly corporate assets, tax recoverable/liabilities, borrowings and hire purchase payables.

Other non-cash expenses include write-off of property, plant and equipment, write-down of inventories and impairment loss on receivables.

46 SEGMENTAL INFORMATION (CONT'D)

(a) Business Segments:

Revenue	2026 External RM'000	2026 Inter-segment RM'000	2026 Total RM'000	2025 External RM'000	2025 Inter-segment RM'000	2025 Total RM'000
Toto betting and related activities	3,066,258	-	3,066,258	3,175,496	-	3,175,496
Motor vehicle dealership	2,931,527	-	2,931,527	3,281,653	-	3,281,653
Property development and property investment	398,995	12,319	411,314	114,481	12,048	126,529
Hotels and resorts	891,174	8,849	900,023	898,025	9,633	907,658
Club, recreation and others	127,737	49,914	177,651	109,192	27,426	136,618
Inter-segment eliminations	-	(71,082)	(71,082)	-	(49,107)	(49,107)
	7,415,691	-	7,415,691	7,578,847	-	7,578,847

Inter-segment revenue are eliminated on consolidation.

Results	2026 RM'000	2025 RM'000
Toto betting and related activities	417,894	450,489
Motor vehicle dealership	15,637	52,437
Property development and property investment	35,132	(63,997)
Hotels and resorts	51,661	65,225
Club, recreation and others	(12,899)	(13,820)
Segment results	507,425	490,334
Unallocated corporate expenses	(96,470)	(81,755)
	410,955	408,579
Investment related income (Note 33)	176,675	177,451
Investment related expenses (Note 34)	(149,480)	(85,429)
Finance costs	(369,139)	(356,520)
Share of results of associated companies	10,742	18,459
Share of results of joint ventures	468	(283)
Profit before tax	80,221	162,257
Taxation	(194,813)	(161,180)
(Loss)/profit for the financial year	(114,592)	1,077
Non-controlling interests	(60,364)	(101,628)
Loss attributable to owners of the Parent	(174,956)	(100,551)

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46 SEGMENTAL INFORMATION (CONT'D)

(a) Business Segments (Cont'd):

Assets and Liabilities	2026 Assets RM'000	2026 Liabilities RM'000	2025 Assets RM'000	2025 Liabilities RM'000
Toto betting and related activities	3,990,547	281,041	4,082,698	347,657
Motor vehicle dealership	1,790,123	626,689	1,913,461	691,788
Property development and property investment	4,759,643	792,192	3,733,831	598,319
Hotels and resorts	2,745,140	1,507,203	3,060,477	1,700,079
Club, recreation and others	1,190,085	1,170,223	1,153,356	900,888
Inter-segment eliminations	(1,015,023)	(1,003,575)	(919,450)	(914,181)
Segment assets/liabilities	13,460,515	3,373,773	13,024,373	3,324,550
Investment in associated companies	287,690	-	298,070	-
Investment in joint ventures	30,166	-	31,857	-
Assets classified as held for sale	171,979	-	164,405	-
Unallocated corporate assets/liabilities	1,270,671	6,742,757	1,594,332	6,271,456
Consolidated assets/liabilities	15,221,021	10,116,530	15,113,037	9,596,006

Inter-segment assets and liabilities are eliminated on consolidation.

Other Information	2026 Capital expenditure RM'000	2026 Depreciation/ Amortisation RM'000	2026 Other non-cash expenses RM'000	2025 Capital expenditure RM'000	2025 Depreciation/ Amortisation RM'000	2025 Other non-cash expenses RM'000
Toto betting and related activities	20,530	14,857	6,233	16,407	14,542	588
Motor vehicle dealership	29,537	55,688	5,230	103,668	63,773	693
Property development and property investment	433,659	12,166	3,655	12,235	12,050	3,243
Hotels and resorts	40,485	121,963	816	39,683	139,097	579
Club, recreation and others	215,287	42,072	1,148	186,810	17,031	822
Unallocated	126	2,853	2,925	5,428	6,498	37,654
	739,624	249,599	20,007	364,231	252,991	43,579

Capital expenditure consists of additions to property, plant and equipment and right-of-use assets as disclosed in Notes 5 and 6 respectively.

Impairment Losses	2026 RM'000	2025 RM'000
Property development and property investment	117,904	47,776
Hotels and resorts	4	-
Unallocated	2,924	37,653
	120,832	85,429

(b) Geographical Locations:

	2026 Revenue RM'000	2026 Segment assets RM'000	2026 Capital expenditure RM'000	2025 Revenue RM'000	2025 Segment assets RM'000	2025 Capital expenditure RM'000
Malaysia	3,697,856	7,779,343	248,803	3,570,292	7,653,927	236,105
Outside Malaysia	3,717,835	5,681,172	490,821	4,008,555	5,370,446	128,126
	7,415,691	13,460,515	739,624	7,578,847	13,024,373	364,231

The Group operates principally in Malaysia. Outside Malaysia mainly comprises the Republic of Seychelles, United Kingdom, Iceland, Singapore, Sri Lanka, the Philippines, the Socialist Republic of Vietnam, Japan and United States of America.

47 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.

(a) Non financial assets that are measured at fair value

(i) The table below analyses the Group's non financial assets measured at fair value at the reporting date, according to the level in the fair value hierarchy:

Group 2026	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
Investment properties	-	-	769,968	769,968
2025				
Investment properties	-	-	719,251	719,251

(ii) Description of valuation techniques used and key inputs to valuation on non financial assets

Comparison method

Under the comparison method, a property's fair value is estimated based on comparable transactions. This approach is based upon the principle of substitution under which a potential buyer will not pay more for the property than it will cost to buy a comparable substitute property. In theory, the best comparable sale would be an exact duplicate of the subject property and would indicate, by the known selling price of the duplicate, the price for which the subject property could be sold.

Investment properties valued using the comparison method with significant adjustments made for differences such as location, size, condition, accessibility and design ("adjustment factors") are categorised as Level 3 in the fair value hierarchy. The significant unobservable inputs for this category of investment properties, which are the adjustment factors, range on average between -57% and 55% (2025 : -47% and 40%) of the respective properties' comparables.

47 FAIR VALUE MEASUREMENT (CONT'D)

(a) Non financial assets that are measured at fair value (Cont'd)

(ii) Description of valuation techniques used and key inputs to valuation on non financial assets (cont'd)

Income method

The fair values derived from the income approach were assessed using inputs such as monthly gross rental per square foot and monthly maintenance cost per square foot. These inputs were adjusted from its base value derived from existing rental agreements and historical information, the values were then discounted at an appropriate discount rate to arrive at the fair value of the investment properties.

Sensitivity analysis

An increase in the price per square feet of comparable properties or increase in the gross rental per square foot in the surrounding vicinity will result in an increase of fair value of these properties.

(iii) Fair value reconciliation of non financial assets measured at Level 3

Investment Properties

The reconciliation of investment properties measured at Level 3 of the fair value hierarchy is disclosed in Note 7.

(b) Financial instruments that are measured at fair value

The table below analyses the financial instruments measured at fair value at the reporting date, by the level in the fair value hierarchy:

Group	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2026				
Financial assets				
Investments	196,118	48,035	28,886	273,039
Short term investments	-	24,715	-	24,715
2025				
Financial assets				
Investments	249,284	45,696	50,878	345,858
Short term investments	-	14,887	-	14,887

47 FAIR VALUE MEASUREMENT (CONT'D)

(b) Financial instruments that are measured at fair value (Cont'd)

The table below analyses the financial instruments measured at fair value at the reporting date, by the level in the fair value hierarchy (Cont'd):

Company	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000
2026				
Financial assets				
Investments	79,693	-	13,511	93,204
2025				
Financial assets				
Investments	79,881	-	13,882	93,763

The Level 3 investments consist certain equity securities inside and outside Malaysia of which their market values are not quoted in an active market. The fair values of unquoted equity securities inside Malaysia are determined to be the Group's and the Company's share of the net assets or estimated through discounted cashflows analysis of the respective investees.

Fair value reconciliation of financial assets - investments measured at Level 3

2026	Group RM'000	Company RM'000
At beginning of financial year	50,878	13,882
Addition during the financial year	266	-
Net fair value changes through other comprehensive income	(17,265)	(371)
Exchange differences	(4,993)	-
At end of financial year	28,886	13,511

47 FAIR VALUE MEASUREMENT (CONT'D)

(b) Financial instruments that are measured at fair value (Cont'd)

Fair value reconciliation of financial assets - investments measured at Level 3 (cont'd)

2025	Group RM'000	Company RM'000
At beginning of financial year	51,308	13,882
Additions during the financial year	378	-
Net fair value changes through other comprehensive income	2,562	-
Exchange differences	(3,370)	-
At end of financial year	50,878	13,882

48 FINANCIAL INSTRUMENTS

(a) Classification of financial instruments

Financial assets and financial liabilities are measured either at fair value or at amortised cost. The principal accounting policies in Note 3.7 describe how the classes of financial instruments are measured, and how income and expense, including fair value gains and losses, are recognised. The following table analyses the financial assets and 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	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Financial assets					
FVTOCI					
Investments	12	225,004	300,162	93,204	93,763
FVTPL					
Investments	12	48,035	45,696	-	-
Short term investments	17	12,715	14,887	-	-
		60,750	60,583	-	-
At amortised cost					
Receivables	15	1,538,516	1,658,702	1,821,729	1,658,916
Short term investments	17	12,000	-	-	-
Deposits	18	452,184	735,964	36,548	50,774
Cash and bank balances	19	674,402	466,168	28,002	28,985
		2,677,102	2,860,834	1,886,279	1,738,675
Total financial assets		2,962,856	3,221,579	1,979,483	1,832,438

48 FINANCIAL INSTRUMENTS (CONT'D)

(a) Classification of financial instruments (Cont'd)

		Group		Company	
	Note	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Financial liabilities					
At amortised cost					
Long term borrowings	24	2,922,121	2,751,116	957,804	1,040,996
Long term liabilities	25	110,423	122,901	2,034,229	1,667,958
Lease liabilities	6	1,453,104	1,478,762	-	-
Payables	28	1,802,526	1,667,349	129,374	85,468
Short term borrowings	29	2,092,055	1,862,085	440,074	432,888
Total financial liabilities		8,380,229	7,882,213	3,561,481	3,227,310

(b) Fair values

(i) Financial instruments that are measured at fair value

Information of financial instruments of the Group and of the Company that are measured at fair values are as disclosed in Note 47.

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48 FINANCIAL INSTRUMENTS (CONT'D)

(b) Fair values (Cont'd)

(ii) Financial instruments that are not measured at fair value and whose carrying amounts are reasonable approximation of fair value

Included in these classes of financial instruments are certain financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Receivables	15
Deposits	18
Cash and bank balances	19
Payables	28
Short term borrowings	29
Long term borrowings	24
Long term liabilities	25

The carrying amounts of these financial assets and liabilities are reasonable approximation of fair values due either to the insignificant impact of discounting or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's and the Company's financial risk management policy seek to ensure that adequate financial resources are available for the development of the Group's businesses whilst managing its market risk (including interest rate risk, foreign currency risk and market price 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.

(a) Market risk

Market risk is the risk that the fair value or future cash flows of the Group's and of the Company's financial instruments will fluctuate because of changes in market prices.

(i) Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of the Group’s and of the Company’s financial instruments will fluctuate because of changes in market interest rates.

Interest rate exposure of the Group arises mainly from the Group's interest-bearing borrowings and deposits. Deposits are generally short term in nature and are mostly short term deposits with licensed banks and other financial institutions.

49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Market risk (Cont'd)

(i) Interest Rate Risk (Cont'd)

The Group manages its interest rate exposure by maintaining a prudent mix of fixed and floating rate borrowings. The Group actively reviews its debt portfolio to mitigate the impact of interest rate risk. The Group does not utilise interest swap contracts or other derivative instruments for trading or speculation purposes.

All of the Group's and the Company's financial assets and liabilities at floating rates are contractually re-priced at intervals of less than 6 months (2025 : less than 6 months) from the reporting date.

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 is as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Fixed rate instruments				
Financial assets	632,317	1,022,243	36,548	50,774
Financial liabilities	1,845,099	1,888,725	86	148
Floating rate instruments				
Financial assets	228,935	139,291	1,876,966	1,681,343
Financial liabilities	3,625,826	2,724,479	2,887,008	3,071,282

Fair value sensitivity analysis for fixed rate instruments

The Group does 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 profit or loss.

Sensitivity analysis for floating rate instruments

An increase or a decrease of 25 basis points in interest rates at the reporting date would result in the profit before tax of the Group to be lower by RM8,492,000 (2025 : RM6,463,000), and the loss before tax of the Company to be higher by RM2,525,000 (2025 : RM3,475,000) respectively, assuming that all other variables remain constant.

49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Market risk (Cont'd)

(ii) 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 currency rates.

The Group operates internationally and is exposed to various currencies, mainly United States Dollar ("USD"), Euro ("EUR"), Seychelles Rupees ("SCR"), Singapore Dollar ("SGD"), Vietnam Dong ("VND"), Thai Baht ("THB"), Icelandic Króna ("ISK") and Japanese Yen ("JPY").

The Group maintains a natural hedge, whenever possible, by borrowing in the currency of the country in which the property or investment is located.

The significant unhedged financial assets and financial liabilities of the Group that are not denominated in their functional currencies are as follows:

	Financial Assets/Liabilities Held in Non-Functional Currencies				
Functional Currency of Subsidiaries	**JPY RM'000**	**EUR RM'000**	**USD RM'000**	**VND RM'000**	**Total RM'000**
Receivables					
RM	-	-	88,926	62,949	151,875
At 30 June 2026	-	-	88,926	62,949	151,875
RM	-	-	93,506	203,569	297,075
At 30 June 2025	-	-	93,506	203,569	297,075
Cash and bank balances and deposits					
RM	-	-	3,345	-	3,345
SGD	206,560	-	314	-	206,874
ISK	-	222	-	-	222
At 30 June 2026	206,560	222	3,659	-	210,441
RM	-	11	1,933	-	1,944
SGD	45,037	-	500	-	45,537
ISK	-	1,165	167	-	1,332
At 30 June 2025	45,037	1,176	2,600	-	48,813

49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Market risk (Cont'd)

(ii) Foreign Currency Risk (Cont'd)

Functional Currency of Subsidiaries (cont'd)	Financial Assets/Liabilities Held in Non-Functional Currencies				
	JPY RM'000	EUR RM'000	USD RM'000	VND RM'000	Total RM'000
Payables					
RM	-	-	53,242	52,929	106,171
SGD	474	-	-	-	474
At 30 June 2026	474	-	53,242	52,929	106,645
RM	-	-	100,556	109,417	209,973
SGD	1,007	-	-	-	1,007
At 30 June 2025	1,007	-	100,556	109,417	210,980
Borrowings					
RM	-	-	16,731	-	16,731
SGD	576,668	-	188,320	-	764,988
ISK	-	238,680	-	-	238,680
At 30 June 2026	576,668	238,680	205,051	-	1,020,399
RM	-	-	23,146	-	23,146
SGD	102,353	-	-	-	102,353
ISK	-	288,758	-	-	288,758
At 30 June 2025	102,353	288,758	23,146	-	414,257

49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Market risk (Cont'd)

(ii) Foreign Currency Risk (Cont'd)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD, SGD, EUR, JPY, VND and ISK exchange rates against the respective major functional currencies of the Group entities, with all other variables remaining constant:

Group (Decrease)/increase to profit before tax		**2026** **RM'000**	**2025** **RM'000**
USD/RM	- strengthened 5% (2025 : 5%)	1,115	(1,413)
	- weakened 5% (2025 : 5%)	(1,115)	1,413
USD/SGD	- strengthened 5% (2025 : 5%)	(9,400)	25
	- weakened 5% (2025 : 5%)	9,400	(25)
EUR/ISK	- strengthened 5% (2025 : 5%)	(11,923)	(14,380)
	- weakened 5% (2025 : 5%)	11,923	14,380
VND/RM	- strengthened 5% (2025 : 5%)	501	4,708
	- weakened 5% (2025 : 5%)	(501)	(4,708)
JPY/SGD	- strengthened 5% (2025 : 5%)	(18,529)	(2,916)
	- weakened 5% (2025 : 5%)	18,529	2,916

The impact of sensitivity analysis of the rest of the foreign currencies is not material to the Group.

49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(a) Market risk (Cont'd)

(iii) Market Price Risk

Market price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices of quoted investments.

The Group is exposed to market price risk arising from its investments in quoted instruments. The quoted instruments in Malaysia are listed on Bursa Malaysia and other foreign stock exchanges. These instruments are designated as fair value through other comprehensive income or fair value through profit or loss financial assets. The Group does not have exposure to commodity price risk. To manage its market price risk arising from investments in quoted instruments, the Group diversifies and manages its portfolio in accordance with established guidelines and policies. The information about the sensitivity of the Group market price are such that a change of 5% of the market price would result in change to other comprehensive income of around RM9,589,000.

(b) Liquidity Risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to the shortage of funds.

The Group actively manages its debt maturity profile, operating cash flows and the availability of funds so as to ensure that refinancing, repayment and funding needs are met. As part of its overall prudent liquidity management, the Group maintains sufficient levels of cash or cash convertible investments to meet its working capital requirements. In addition, the Group strives to maintain available banking facilities at a reasonable level to its overall debt position. As far as possible, the Group raises committed funding from both capital markets and financial institutions and prudently balances its portfolio with some short term funding so as to achieve overall cost effectiveness.

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49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Liquidity Risk (Cont'd)

Analysis of undiscounted financial instruments by remaining contractual maturities

Financial liabilities Group	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
2026				
Trade and other payables	1,802,526	-	-	1,802,526
Hire purchase liabilities	11,694	21,478	106	33,278
Long term liabilities	1,887	37,131	142,457	181,475
Lease liabilities	109,669	1,060,523	427,763	1,597,955
Loans and borrowings	2,435,211	2,497,866	540,975	5,474,052
	4,360,987	3,616,998	1,111,301	9,089,286

	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
2025				
Trade and other payables	1,667,349	-	-	1,667,349
Hire purchase liabilities	25,712	91,392	110,118	227,222
Long term liabilities	1,920	43,751	166,896	212,567
Lease liabilities	108,054	377,837	1,227,075	1,712,966
Loans and borrowings	1,996,396	1,946,830	814,246	4,757,472
	3,799,431	2,459,810	2,318,335	8,577,576

49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(b) Liquidity Risk (Cont'd)

Analysis of undiscounted financial instruments by remaining contractual maturities (Cont'd)

Financial liabilities Company	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
2026				
Other payables	129,374	-	-	129,374
Hire purchase liabilities	71	35	-	106
Long term liabilities	-	2,248,707	-	2,248,707
Loans and borrowings	462,112	940,126	26,006	1,428,244
	591,557	3,188,868	26,006	3,806,431

	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
2025				
Other payables	85,468	-	-	85,468
Hire purchase liabilities	77	107	-	184
Long term liabilities	-	1,823,770	-	1,823,770
Loans and borrowings	438,157	882,620	168,046	1,488,823
	523,702	2,706,497	168,046	3,398,245

The Company has granted corporate guarantees to certain financial institutions for credit facilities granted to its subsidiary companies. The maximum amount that is required to be settled in the event of a default is RM1,119,754,000 (2025: RM1,012,618,000).

49 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

(c) Credit Risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations.

Credit risk is controlled by the application of credit approvals, limits and monitoring procedures. Credit risks are minimised and monitored by limiting the Group's association to business partners with high creditworthiness. Trade and other receivables are monitored on an ongoing basis via Group management reporting procedures to reduce the Group's exposure to bad debts.

Exposure to credit risk

At reporting date, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amounts of the financial assets recorded on the statements of financial position. The major classes of the Group's and the Company's financial assets are trade and other receivables including amounts owing by joint ventures, associated, related and subsidiary companies. The Group and the Company do not have significant concentration of credit risks except as disclosed in Note 15.

At reporting date, the Company's maximum exposure to credit risk from guarantees is represented by a nominal amount of RM1,119,754,000 (2025: RM1,012,618,000) relating to corporate guarantees provided by the Company to the financial institutions on subsidiary companies' borrowings.

Credit risk concentration profile of trade receivables

The Group determines concentrations of credit risk by monitoring the business segment profile of its trade receivables as follows:

	2026		2025	
Group	**RM'000**	**%**	**RM'000**	**%**
Toto betting and related activities	214,993	43	217,515	57
Motor vehicle dealerships	59,337	12	44,177	12
Property development and property investment	135,078	27	58,579	16
Hotels and resorts	68,126	14	46,961	12
Club, recreation and others	19,357	4	12,036	3
	496,891	100	379,268	100

50 CAPITAL MANAGEMENT

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios 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 conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The financial management function is carried out by the Group's Treasury Division. The Treasury Division manages the Group's funds and financial resources and all its loans and borrowings on a "pool basis". No changes were made in the objectives, policies or processes during the financial year ended 30 June 2026 and 30 June 2025.

The Group monitors capital using a gearing ratio, which is debt divided by total equity. The Group's total debt includes bank borrowings, medium term notes, vehicle stocking loans and hire purchase liabilities. Total equity represents net equity attributable to the owners of the parent plus non-controlling interests.

The gearing ratios as at 30 June 2026 and 30 June 2025 were as follows:

		Group	
	Note	2026 RM'000	2025 RM'000
Short term borrowings	29	2,092,055	1,862,085
Long term borrowings	24	2,922,121	2,751,116
Total debt		5,014,176	4,613,201
Total equity		5,104,491	5,517,031
Gearing ratio (%)		98	84

The gearing ratio is not governed by the MFRS and its definition and calculation may vary from one group/company to another.

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51 SIGNIFICANT EVENT DURING THE FINANCIAL YEAR

On 29 June 2026, the Company entered into a conditional share subscription agreement ("SSA") with Manjaran Sdn Bhd ("Manjaran") for the proposed subscription of 2.32 million new ordinary shares in Manjaran ("Manjaran Shares") ("Proposed Subscription"), representing 29.00% of the enlarged issued share capital of Manjaran, for a total subscription consideration of RM58.00 million.

The total subscription consideration shall be satisfied in the following manner:

(i) RM57.90 million via an issuance of 206,785,714 new ordinary shares in the Company at an issue price of RM0.28 each ("Consideration Shares"); and
(ii) RM0.10 million in cash.

Upon completion of the Proposed Subscription, Manjaran will hold 206,785,714 shares in the Company representing approximately 4.06% of the enlarged issued share capital of the Company.

The Proposed Subscription is subject to condition precedents being met and approvals to be obtained by 30 September 2026.

On 27 July 2026, Bursa Malaysia approved the listing and quotation of the Consideration Shares to be issued pursuant to the Proposed Subscription.

On 30 September 2026, the Company announced that the period for the fulfilment of the conditions precedent has been mutually extended to 30 November 2026.

52 SIGNIFICANT EVENTS SUBSEQUENT TO THE FINANCIAL YEAR

(a) On 6 July 2026, the Company announced that its wholly-owned subsidiary, Alam Baiduri Sdn Bhd ("ABSB"), has entered into a joint venture agreement with Trusmax Investment Co., Limited ("Trusmax") to jointly undertake the automotive tyre manufacturing business in Malaysia ("Proposed JV"). Pursuant to the Proposed JV, a joint venture company will be incorporated, in which Trusmax and ABSB will hold 70% and 30% equity interest, respectively. ABSB's total contribution to the joint venture company will amount to approximately RM244.01 million, comprising RM125.70 million in cash and a parcel of freehold land measuring approximately 67.90 acres valued at RM118.31 million. In addition, ABSB is expected to incur approximately RM60.00 million for certain construction works, as well as land conversion and subdivision costs in relation to the land. The automotive tyre manufacturing plant is estimated to require total funding of approximately RM1.30 billion of which RM813.35 million will be funded through equity contributions by ABSB and Trusmax, while the remaining RM491.45 million will be financed through borrowings.

(b) On 26 October 2026, the Company announced it has entered into a conditional share sale agreement with Citaglobal Berhad for the proposed acquisition of 1.60 million ordinary shares in Manjaran Sdn Bhd ("Manjaran"), representing 20.00% of the enlarged issued share capital of Manjaran, for a total purchase consideration of RM50.00 million ("Proposed Acquisition"). The Proposed Acquisition provides the Group with an opportunity to increase its equity interest in Manjaran from 29% (following the completion of the Proposed Subscription as mentioned in Note 51) to 49% upon completion of the Proposed Acquisition.

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53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
	Subsidiary Companies				
(a)	**Subsidiaries of Berjaya Property Berhad**				
	Amat Muhibah Sdn Bhd	Malaysia	Wound up	-	100
*	Amat Teguh Sdn Bhd	Malaysia	Property development	100	100
*	AM Prestige Sdn Bhd	Malaysia	Dormant	100	100
*	Angsana Gemilang Sdn Bhd	Malaysia	Property investment	100	100
*	Awan Suria Sdn Bhd	Malaysia	Provision of landscaping service, selling and renting of ornament plants	51	51
*	Agensi Pekerjaan Berjaya HR Sdn Bhd	Malaysia	To carry the business as private employment agency to recruit and place workers to another employer	100	100
*	Bahan Cendana Sdn Bhd	Malaysia	Property investment	100	100
	Berjaya Construction Berhad	Malaysia	Building contractors, civil engineering and the development of public works	100	90
*	Berjaya Fukuoka Development (S) Pte Ltd	Singapore	Investment holding	100	100
*	Berjaya Guard Services Sdn Bhd	Malaysia	Provision of security services	100	100
a	Berjaya Hartanah Berhad	Malaysia	Property development and investment and operator of golf and recreation club	72.65	72.65

a *Additional 27.35% being held by Berjaya Vacation Club Berhad and remains a wholly-owned subsidiary of the Group.*

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(a)	**Subsidiaries of Berjaya Property Berhad (Cont'd)**				
*	Berjaya Holiday Cruise Sdn Bhd	Malaysia	Dormant	86.36	86.36
	Berjaya Hotels & Resorts Vietnam Sdn Bhd	Malaysia	Investment holding	100	100
*	Berjaya Iceland Sdn Bhd	Malaysia	Investment holding	100	100
	Berjaya Jet Charter Sdn Bhd	Malaysia	Provision of jet charter services	100	100
*	Berjaya Kawat Industries Sdn Bhd	Malaysia	Property investment and rental of properties	100	100
	Berjaya Land (Labuan) Limited	Malaysia	Investment holding	100	100
	Berjaya Leasing (Labuan) Limited	Malaysia	Provision of aircraft leasing services and undertaking of offshore financial related business	100	100
*	Berjaya Leisure Capital (Cayman) Limited	Cayman Islands	Investment holding	100	100
	Berjaya Leisure (Cayman) Limited	Cayman Islands	Investment holding	100	100
*	Berjaya Megamall Management Sdn Bhd	Malaysia	Dormant	100	100
	Berjaya Myanmar Holdings Sdn Bhd	Malaysia	Investment holding	100	100
*	Berjaya Project Management Sdn Bhd	Malaysia	Project management	100	100

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53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(a)	**Subsidiaries of Berjaya Property Berhad (Cont'd)**				
	Berjaya Property Management Sdn Bhd	Malaysia	Investment holding	100	100
*	Berjaya Property Ireland Limited	Ireland	Investment holding	100	100
b *	Berjaya Racing Management Sdn Bhd	Malaysia	Dormant	60	60
*	Berjaya Reykjavik Investment Limited	Ireland	Investment holding	100	100
*	Berjaya Rail Sdn Bhd	Malaysia	Construction of railways, subways and the development of Transit Oriented Properties	70	70
*	Berjaya (Sabah) Sdn Bhd	Malaysia	Property development, investment and construction	100	100
	Berjaya Vacation Club Berhad	Malaysia	Time sharing vacation operator, property investment and investment holding	100	100
*	B.L. Capital Sdn Bhd	Malaysia	Investment holding	100	100
*	B.T. Properties Sdn Bhd	Malaysia	Dormant	100	100
*	BTS Leaseback Management Sdn Bhd	Malaysia	Dormant	100	100
*	Budi Impian Sdn Bhd	Malaysia	Hotel operator	100	100
	Cempaka Properties Sdn Bhd	Malaysia	Property development and investment	100	100
*	Cerah Bakti Sdn Bhd	Malaysia	Property development	70	70
*	Cerah Tropika Sdn Bhd	Malaysia	Investment holding	70	70
*	Cergas Jati Sdn Bhd	Malaysia	Property investment and wholesale on a fee or contract basis	100	100

b Additional 20% being held by Sports Toto Berhad.

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(a)	**Subsidiaries of Berjaya Property Berhad (Cont'd)**				
	CI Berjaya Airways Berhad	Malaysia	Provision of aircraft maintenance, air cargo, logistics and related activities	100	-
	Gateway Benefit Sdn Bhd	Malaysia	Investment holding	100	100
*	Gemilang Cergas Sdn Bhd	Malaysia	Dormant	100	100
	Immediate Capital Sdn Bhd	Malaysia	Investment holding	100	100
*	Junjung Delima Sdn Bhd	Malaysia	Investment holding	100	100
	Klasik Mewah Sdn Bhd	Malaysia	Property investment	100	100
	Kota Raya Development Sdn Bhd	Malaysia	Investment and rental of property	100	100
*	Berjaya Japan Developments Berhad	Malaysia	Investment holding	100	100
*	Berjaya Trading & Manufacturing Sdn Bhd (formerly known as Marvel Fresh Sdn Bhd)	Malaysia	Trading of goods	100	100
	Nada Embun Sdn Bhd	Malaysia	Property investment	100	100
	Nural Enterprise Sdn Bhd	Malaysia	Investment and rental of property	100	100
*	Noble Circle (M) Sdn Bhd	Malaysia	Under liquidation	100	100
*	One Network Hotel Management Sdn Bhd	Malaysia	Resort operator and passenger charter flight services provider	100	100
	Pakar Angsana Sdn Bhd	Malaysia	Property development	80	80
*	Portal Access Sdn Bhd	Malaysia	Investment holding	100	100
*	Pembinaan Stepro Sdn Bhd	Malaysia	Dormant	100	100
*	Punca Damai Sdn Bhd	Malaysia	Dormant	100	100

NOTES TO THE FINANCIAL STATEMENTS
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53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(a)	**Subsidiaries of Berjaya Property Berhad (Cont'd)**				
c *	Regnis Industries (Malaysia) Sdn Bhd	Malaysia	Investment and rental of property	57.12	57.12
	Sports Toto Berhad	Malaysia	Investment holding	43.33	43.15
	Securiservices Sdn Bhd	Malaysia	Property development	100	100
*	Semangat Cergas Sdn Bhd	Malaysia	Property development	100	100
*	Stephens Properties Plantations Sdn Bhd	Malaysia	Investment holding	100	100
*	Taaras Spa Sdn Bhd	Malaysia	Dormant	100	100
	Tioman Island Resort Berhad	Malaysia	Property development and operator of resort hotel	86.25	86.25
*	Tiram Jaya Sdn Bhd	Malaysia	Property development	100	100
*	Wangsa Sejati Sdn Bhd	Malaysia	Dormant	52.63	52.63
*	Wisma Stephens Management Co. Sdn Bhd	Malaysia	Investment holding	100	100
(b)	**Subsidiaries of Berjaya Fukuoka Development (S) Pte Ltd**				
*	Berjaya Hakkoda Resort Development Godo Kaisha	Japan	Hotel and ski resort operation	100	100
*	Berjaya Japan Kabushiki Kaisha	Japan	Operations of real estate	100	100
	Subsidiary of Berjaya Japan Kabushiki Kaisha				
*	Berjaya Hakone Kabushiki Kaisha	Japan	Operations of real estate and hotel activities	100	-

c Additional 30% being held by B.L. Capital Sdn Bhd.

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(c)	**Subsidiaries of Berjaya Hartanah Berhad**				
*	Alam Baiduri Sdn Bhd	Malaysia	Property development and investment	100	100
	Berjaya Land Development Sdn Bhd	Malaysia	Property development, project management and investment holding	100	100
*	Berjaya Okinawa FS Sdn Bhd	Malaysia	Property investment, development, trading and construction.	100	100
	Berjaya Tagar Sdn Bhd	Malaysia	Property development, project management and investment holding	100	100
	BGRB Venture Sdn Bhd	Malaysia	Investment holding	100	100
*	Bukit Jalil Golf Club Sdn Bhd	Malaysia	Operations of golf club and property development	100	100
	Subsidiaries of Berjaya Land Development Sdn Bhd				
*	Indra Ehsan Sdn Bhd	Malaysia	Property development and inactive	100	100
*	Kim Rim Enterprise Sdn Bhd	Malaysia	Dormant	100	100
	Sri Panglima Sdn Bhd	Malaysia	Property development and provision of property management and maintenance services	100	100
(d)	**Subsidiaries of Berjaya Leisure (Cayman) Limited**				
*	Berjaya (China) Great Mall Co Ltd	People's Republic of China	Ceased operations	51	51

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(d)	**Subsidiaries of Berjaya Leisure (Cayman) Limited (Cont'd)**				
#	Berjaya-D2D Company Limited	Socialist Republic of Vietnam	Property investment and development	100	100
	Berjaya FC (Cayman) Limited	Cayman Islands	Investment holding	100	100
*	Berjaya International Casino Management (Seychelles) Limited	Republic of Seychelles	Casino operations	60	60
	Berjaya IUT (Cayman) Limited	Cayman Islands	Investment holding	100	100
#	Berjaya Mount Royal Beach Hotel Limited	Sri Lanka	Owner and operator of hotel	92.80	92.80
*	BHR (Cayman) Limited	Cayman Islands	Property investment and investment holding	100	100
*	Mahameru Consultancy d.o.o. Visoko	Bosnia and Herzegovina	Property investment	100	100
#	T.P.C Development Limited	Hong Kong	Investment holding	100	100
(e)	**Subsidiary of Berjaya Leisure Capital (Cayman) Limited**				
*	IEL Ltd	Singapore	Dormant	89.65	89.65
	Subsidiary of IEL Ltd				
*	Informatics Academy Pte Ltd	Singapore	Struck off	-	100

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(f)	**Subsidiaries of Berjaya Myanmar Holdings Sdn Bhd**				
*	Berjaya HT Eco Company Limited	Myanmar	Struck off	-	90
*	BDS Smart City Co. Ltd	Myanmar	Struck off	-	80
(g)	**Subsidiaries of Berjaya Japan Developments Berhad**				
*	Berjaya North Asia Holdings Pte Ltd	Singapore	Investment holding	100	100
*	Berjaya Okinawa Investment (S) Pte Ltd	Singapore	Investment holding	100	100
	Subsidiary of Berjaya North Asia Holdings Pte Ltd				
*	Berjaya Okinawa Development Co Ltd	Japan	Resort hotel and residence development	100	100
	Subsidiaries of Berjaya Okinawa Investment (S) Pte Ltd				
*	Berjaya Okinawa Investment Godo Kaisha	Japan	Investment holding	100	100
*	Berjaya Okinawa Invest TMK	Japan	Acquisition, management and disposition of asset	100	100
	Subsidiary of Berjaya Okinawa Invest TMK				
*	Berjaya Okinawa Hotel Management GK	Japan	Sale and purchase, leasing and management of real estate	100	100
(h)	**Subsidiary of Berjaya Property Ireland Limited**				
d *	Berjaya Hotels Iceland hf	Iceland	Lease and hotel operator	89.82	89.82
	Subsidiaries of Berjaya Hotels Iceland hf				
*	Asgardur hf	Iceland	Hotel and real estate assets	80	80

d *Additional 10.18% being held by Berjaya Reykjavik Investment Limited.*

NOTES TO THE FINANCIAL STATEMENTS
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53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(h)	**Subsidiary of Berjaya Property Ireland Limited (Cont'd)**				
	Subsidiaries of Berjaya Hotels Iceland hf (cont'd)				
*	Hljomalindarreitur ehf	Iceland	Hotel and real estate assets	100	100
*	GE11 ehf	Iceland	Leasehold real estate	100	100
(i)	**Subsidiary of Berjaya Property Management Sdn Bhd**				
	Taman TAR Development Sdn Bhd	Malaysia	Property development	100	100
	Subsidiary of Taman TAR Development Sdn Bhd				
*	Aces Parking Sdn Bhd	Malaysia	Provision for operation of parking services for motor vehicles and cashless payment management services	100	100
(j)	**Subsidiaries of Sports Toto Berhad**				
	FEAB Land Sdn Bhd	Malaysia	Property development and property investment	100	100
	FEAB Properties Sdn Bhd	Malaysia	Property investment and investment holding	100	100
	Magna Mahsuri Sdn Bhd	Malaysia	Property investment and investment holding	100	100
	STM Lottery Sdn Bhd	Malaysia	Toto betting operations	100	100
	STM Resort Sdn Bhd	Malaysia	Property investment	100	100
	Subsidiaries of Magna Mahsuri Sdn Bhd				
	Berjaya Sports Toto (Cayman) Limited ("BSTC")	Cayman Islands	Investment holding	100	100

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(j)	**Subsidiaries of Sports Toto Berhad (Cont'd)**				
	Subsidiaries of Magna Mahsuri Sdn Bhd (cont'd)				
	Sports Toto Computer Sdn Bhd	Malaysia	Computer consultancy services	100	100
	Subsidiary of BSTC				
#	Berjaya Lottery Management (HK) Limited	Hong Kong	Investment holding	100	100
	Subsidiaries of Berjaya Lottery Management (HK) Limited				
e *	Berjaya Philippines Inc. ("BPI")	Philippines	Investment holding	74.20	74.20
*	International Lottery & Totalizator Systems, Inc.	United States of America	Development, manufacturing, distribution of computerised wagering systems and provision of software licences and support	100	100
	Subsidiaries of BPI				
*	eDoc Holdings Limited	United Kingdom	Dormant	100	100
*	Floridablanca Enviro Corporation	Philippines	Operation and management of sanitary landfill and provision of related environmental services	100	100
*	H.R. Owen Plc	United Kingdom	Investment holding	100	100
*	Perdana Hotel Philippines Inc.	Philippines	Operation of a hotel in the Philippines	100	100

e Additional 14.06% being held by BSTC.

NOTES TO THE FINANCIAL STATEMENTS
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53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(j)	**Subsidiaries of Sports Toto Berhad (Cont'd)**				
	Subsidiaries of H.R. Owen Plc				
*	Bradshaw Webb (Chelsea) Limited	United Kingdom	Dissolved	-	100
*	Bodytechnics Limited	United Kingdom	Maintenance and repair of motor vehicles	100	100
*	Broughtons of Cheltenham Limited	United Kingdom	Motor retailing and provision of aftersales services	100	100
*	Holland Park Limited	United Kingdom	Dormant	100	100
*	H.R. Owen Servicing and Repairs Limited	United Kingdom	Provision of aftersales services	100	100
*	H.R. Owen Dealerships Limited	United Kingdom	Motor retailing and provision of aftersales services	100	100
*	HR Owen Insurance Services Limited	United Kingdom	Provision of insurance agent and broker services	95	95
*	Hatfield 6939 Limited	United Kingdom	Property investment	100	100
*	Hatfield (IO) 6939 Limited	United Kingdom	Property investment	100	100
*	Jack Barclay Limited	United Kingdom	Motor retailing and provision of aftersales services	100	100

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(j)	**Subsidiaries of Sports Toto Berhad (Cont'd)**				
	Subsidiaries of H.R. Owen Plc (cont'd)				
*	J M Developments (UK) Limited	United Kingdom	Dissolved	-	100
*	Pangbourne 6939 Limited	United Kingdom	Property investment	100	100
*	Upbrook Mews Limited	United Kingdom	Property investment	100	100
*	Wandsworth 6939 Limited	United Kingdom	Property investment	100	100
	Subsidiaries of International Lottery & Totalizator Systems, Inc.				
*	ILTS Vietnam Company Limited	Socialist Republic of Vietnam	Provision of lottery technical support services	100	100
*	Unisyn Voting Solutions, Inc.	United States of America	Development, manufacturing, distribution of voting systems and provision of software licences and support	100	100
(k)	**Subsidiaries of Berjaya Vacation Club Berhad ("BVC")**				
*	ANSA Hotels & Resorts Sdn Bhd	Malaysia	Dormant	100	100
*	Asia Jet Sdn Bhd	Malaysia	Provision of business aviation charter management services	100	100
	Berjaya Air Sdn Bhd	Malaysia	Provision of aviation services	100	100

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(k)	**Subsidiaries of BVC (Cont'd)**				
*	Berjaya Beau Vallon Bay (Cayman) Limited	Cayman Islands	Investment holding	100	100
*	Berjaya Entertainment Sdn Bhd (formerly known as Berjaya Pictures Sdn Bhd)	Malaysia	Consultancy in hotel related industry and to carry on business as film maker, production house and related activities	100	100
*	Berjaya Greenland Invest A/S	Greenland	Investment and operation of real estate activities	100	100
*	Berjaya Hospitality Group (M) Sdn Bhd	Malaysia	Provision of management consultancy services	100	100
*	Berjaya Hospitality Services Sdn Bhd	Malaysia	Hotel operator	100	100
#	Berjaya Hotels and Resorts (HK) Limited	Hong Kong	Investment holding	60	60
*	Berjaya Hotels & Resorts (M) Sdn Bhd	Malaysia	Provision of management services, booking centre and marketing agent	100	100
#	Berjaya International Casino Management (HK) Limited	Hong Kong	Investment holding	100	100
	Berjaya Langkawi Beach Resort Sdn Bhd	Malaysia	Resort operator	100	100
*	Berjaya Praslin Beach (Cayman) Limited	Cayman Islands	Investment holding	100	100
*	Berjaya Vacation Club (Cayman) Limited	Cayman Islands	Investment holding	100	100
*	Berjaya Vacation Club (Philippines) Inc.	Philippines	Dormant	100	100

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(k)	**Subsidiaries of BVC (Cont'd)**				
*	Berjaya Vacation Club (S) Pte Ltd	Singapore	Vacation time sharing	100	100
	BTS Hotel Sdn Bhd	Malaysia	Owner of hotel and operator of restaurant	100	100
	Bukit Kiara Resort Berhad	Malaysia	Promotion of equine activities and to carry on business as a proprietor of commercial recreation and health resort	100	100
	Georgetown City Hotel Sdn Bhd	Malaysia	Hotel operator	100	100
*	Greendot Lotus Sdn Bhd	Malaysia	Dormant	100	60
	Indah Corporation Berhad	Malaysia	Investment holding, operator of golf resort and property development	100	100
	KDE Recreation Berhad	Malaysia	Provide recreation facilities to members	90	90
*	Kaite Property Management Sdn Bhd	Malaysia	Provide accommodation services, real estate activities and activities of interior decorators	100	100
*	Redang Village Resort Sdn Bhd	Malaysia	Dormant	99.99	99.99
*	Redang Development Sdn Bhd	Malaysia	Airport development, property development, hotel and resort operation	100	100
	Sinar Merdu Sdn Bhd	Malaysia	Investment and rental of property	100	100

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(k)	**Subsidiaries of BVC (Cont'd)**				
	Staffield Country Resort Berhad	Malaysia	Property development, golf and recreation club operator	80	80
	The Taaras Beach & Spa Resort (Redang) Sdn Bhd	Malaysia	Hotel and resort operation	99.80	99.80
*	The Taaras Luxury Group Sdn Bhd	Malaysia	Dormant	100	100
*	Tioman Pearl Sdn Bhd	Malaysia	Hotel and resort operation	70	70
*	Tioman Travel & Tours Sdn Bhd	Malaysia	Property investment	100	100
	Subsidiary of Berjaya Beau Vallon Bay (Cayman) Limited				
*	Berjaya Beau Vallon Bay Beach Resort Limited	Republic of Seychelles	Operation of hotel resort in Seychelles	100	100
	Subsidiary of Berjaya Praslin Beach (Cayman) Limited				
*	Berjaya Praslin Limited	Republic of Seychelles	Operation of hotel resort in Seychelles	100	100
	Subsidiary of Berjaya Vacation Club (Cayman) Limited				
*	Berjaya Vacation Club (UK) Limited	United Kingdom	Hoteliers and hotel management	100	100
	Subsidiaries of Georgetown City Hotel Sdn Bhd				
	Berjaya Georgetown Sharksfin Restaurant Sdn Bhd	Malaysia	Dormant	100	100
	BG Karaoke Sdn Bhd	Malaysia	Dormant	68.97	68.97

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(k)	**Subsidiaries of BVC (Cont'd)**				
	Subsidiary of KDE Recreation Berhad				
*	Infinity Worth Creation Sdn Bhd	Malaysia	Dormant	100	100
	Subsidiary of Redang Development Sdn Bhd				
*	Redang Infra Sdn Bhd	Malaysia	Infrastructure development for airport, road and other infrastructure development	100	100
	Subsidiary of Sinar Merdu Sdn Bhd				
*	ANSA Hotel KL Sdn Bhd	Malaysia	Hotel operations and letting of properties	100	100
	Subsidiary of The Taaras Beach & Spa Resort (Redang) Sdn Bhd				
*	Redang Island Golf and Country Club Berhad	Malaysia	Dormant	100	100
(l)	**Subsidiary of Cerah Tropika Sdn Bhd**				
*	Penstate Corp. Sdn Bhd	Malaysia	Property development	100	100
(m)	**Subsidiary of Kota Raya Development Sdn Bhd**				
*	Kota Raya Complex Management Sdn Bhd	Malaysia	Dormant	100	100
(n)	**Subsidiary of Nural Enterprise Sdn Bhd**				
*	Aras Klasik Sdn Bhd	Malaysia	Dormant	100	100

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
(o)	**Subsidiaries of Tioman Island Resort Berhad**				
*	Berjaya Hotels & Resorts (Singapore) Pte Ltd	Singapore	Hotel booking, marketing agent and investment holding	100	100
*	Ever Perpetual Growth Sdn Bhd	Malaysia	Dormant	100	100
*	Ever Revenue Sdn Bhd	Malaysia	Dormant	100	100
*	Tioman Golf Management Sdn Bhd	Malaysia	Dormant	100	100
	Subsidiary of Berjaya Hotels & Resorts (Singapore) Pte Ltd				
*	BHR Okinawa Management Godo Kaisha	Japan	Hotel operator	100	100
(p)	**Subsidiary of Wisma Stephens Management Co. Sdn Bhd**				
*	Wujud Jaya Sdn Bhd	Malaysia	Dormant	100	100
(q)	**Subsidiaries of Berjaya Construction Berhad**				
*	Berjaya Marine Work Sdn Bhd	Malaysia	Dormant	100	100
*	Mantra Design Sdn Bhd	Malaysia	Provision of interior design and consultancy services for land and building development projects	51	51
*	Seikou Okinawa Construction Co. Ltd	Japan	Provision of civil works and construction services	100	100
(r)	**Subsidiary of Bahan Cendana Sdn Bhd**				
*	Berjaya Hotel India Pte Ltd	India	Operation of hospitality services	100	-

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

	Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
	Associated Companies				
	Aces Property Management Sdn Bhd	Malaysia	Property development and management of real estate	25	25
	Aces Architects Sdn Bhd	Malaysia	Architectural services	30	30
	Asian Atlantic Holdings Limited	British Virgin Islands	Investment holding	24.46	24.46
	AM Automotive (S) Pte Ltd	Singapore	Ceased to be dealer of "Aston Martin" vehicles	49.90	49.90
	Bermaz Auto Philippines Inc.	Philippines	Selling and distribution of Mazda brand vehicles within the territory of the Philippines	30.55	29.77
	Bermaz Auto Asia Inc.	Philippines	Selling and distribution of vehicles within the territory of the Philippines	19.98	19.98
f	Berjaya Assets Berhad	Malaysia	Investment holding	9.21	9.21
	Berjaya Kyoto Development (S) Pte Ltd	Singapore	Investment holding	50	50
	Berjaya Land (Thailand) Company Ltd	Thailand	Property development and investment	40	40
	Berjaya Lottery Vietnam Limited	Malaysia	Investment holding	20	20
	Berjaya Naza Sdn Bhd	Malaysia	Dormant	50	50
	Berjaya Property (Thailand) Company Ltd	Thailand	Dormant	40	40

f The Group regards Berjaya Assets Berhad as an associated company as disclosed in Note 2.5(a)(iii).

NOTES TO THE FINANCIAL STATEMENTS
30 June 2026

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held	
			2026 %	2025 %
Associated Companies (Cont'd)				
Berjaya Pizza (Philippines) Inc.	Philippines	Dormant	48.38	48.38
Berjaya Qhazanah Sdn Bhd	Malaysia	Real estate	50	50
Berjaya Vietnam Financial Center Limited	Socialist Republic of Vietnam	Property development and investment	32.50	32.50
Centreplus Sdn Bhd	Malaysia	Property investment	30	30
Chailease Berjaya Finance Corporation	Philippines	Provision of hire purchase and loan financing services	25	25
Cosway Philippines Inc.	Philippines	Dissolved	-	40
Nubaru Tochi Kanri Godo Kaisya	Japan	Investment holding	33	33
Neptune Properties, Incorporated	Philippines	Engage in real estate business	41.46	41.46
Philippine Gaming Management Corporation	Philippines	Leasing of online lottery equipment and provision of software support	39.99	39.99
Perdana Land Philippines Inc.	Philippines	Acquire, develop and lease real estate	40	40
Rafflesia Airways Sdn Bhd	Malaysia	Provision of scheduled and chartered air services, ground handling services and carrier and transportation	50	50
Rasmadi Corporation Sdn Bhd	Malaysia	Investment holding	45	-
Resort Cruises (S) Pte Ltd	Singapore	Dormant	49	49

53 LIST OF SUBSIDIARIES, ASSOCIATED COMPANIES AND JOINT VENTURES (CONT'D)

Name of Company	Country of Incorporation	Principal Activities	Equity Interest Held 2026 %	Equity Interest Held 2025 %
Associated Companies (Cont'd)				
Ssangyong Berjaya Motor Philippines Inc.	Philippines	Selling and distribution of Ssangyong brand vehicles within the territory of the Philippines	21.67	21.67
Tioman Ferry Services Sdn Bhd	Malaysia	Dormant	20	20
Joint Ventures				
Berjaya Hotay Joint Venture Company Limited	Socialist Republic of Vietnam	Developer and operator of an international standard five-star hotel and provision of related services	40	50
Berjaya Qhazanah Sabah Sdn Bhd	Malaysia	Real estate	70	70
Endaya Berjaya Sdn Bhd	Malaysia	Construction of utility and other civil engineering projects	49	49
Landasan Lumayan Berjaya Sdn Bhd	Malaysia	River cleaning and property development, deepening and widening of river and construction and strengthening of bunds and river banks	55	55
Pasdec Cempaka Sdn Bhd	Malaysia	Property development and investment	51	51
Tenaga Berjaya Sdn Bhd	Malaysia	Investment in solar photovoltaic systems for electricity generation sale and its related services	51	51

Audited by member firms of Ernst & Young Global
* Not audited by Ernst & Young PLT or a member firm of Ernst & Young Global

INDEPENDENT AUDITORS' REPORT

To the Members of Berjaya Property Berhad (Formerly known as Berjaya Land Berhad)
(Incorporated in Malaysia)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Berjaya Property Berhad (formerly known as Berjaya Land Berhad), which comprise the statements of financial position as at 30 June 2026 of the Group and of the Company, and the statements of profit or loss, statements of 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 a summary of material accounting policies, as set out on pages 161 to 313.

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. 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 these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

Key audit matters (Cont'd)

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 these matters. 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 matters below, provide the basis of our audit opinion on the accompanying financial statements.

Key audit matters in respect of audit of the financial statements of the Group
1. Impairment assessment of gaming rights with indefinite useful life

(Refer to significant judgements and accounting estimates in Note 4(b)(i), and the disclosure of gaming rights in Note 13 to the financial statements.)

Gaming rights with indefinite useful life amounting to RM3.43 billion is in respect of gaming rights held by the gaming segment in Malaysia. This represented 32.8% and 22.5% of the non-current assets and total assets of the Group as at 30 June 2026 respectively.

The Group's gaming rights are subject to an annual impairment test. The Group estimated the recoverable amount of the cash generating unit ("CGU") based on value-in-use ("VIU"). Estimating the VIU involves management making estimates on the future cash inflows and outflows from the CGU, and discounting them at an appropriate rate.

The cash flow forecasts contained a number of significant judgements and estimates including estimates on revenue growth rate, payout ratio, discount rate and terminal growth rate.

We considered this to be an area of focus for our audit as the amounts involved are significant, the assessment process is complex and involves significant management's judgements about future market and economic conditions and changes in these assumptions may lead to a significant change in the recoverable amount of the CGU.

INDEPENDENT AUDITORS' REPORT

To the Members of Berjaya Property Berhad (Formerly known as Berjaya Land Berhad)
(Incorporated in Malaysia)

Key audit matters (Cont'd)

Key audit matters in respect of audit of the financial statements of the Group (Cont'd)
1. Impairment assessment of gaming rights with indefinite useful life (Cont'd)

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 amount of the CGU;
- evaluated, with the involvement of our internal valuation experts, the appropriateness of the methodology and approach applied, and considered whether they are commonly used in the industry;
- evaluated the basis of preparing the cash flow forecasts taking into consideration management's historical budgeting accuracy;
- evaluated whether key assumptions which comprised the revenue growth rate and payout ratio and the terminal growth rate were reasonable by making comparisons to historical trends, taking into consideration the current and expected outlook of economic growth in which the CGU operates;
- assessed, with the involvement of our internal valuation experts, whether the rate used in discounting the future cash flows to its present value was appropriate. This included an assessment of the specific inputs to the discount rate, including the risk-free rate, equity risk premium and beta, along with gearing and cost of debt. Such inputs were benchmarked against equivalent data of peer companies; 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 note 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 13 to the financial statements.

2. Recoverability of debts due from the purchaser of the Berjaya (China) Great Mall Co. Ltd. development project

(Refer to significant judgement and accounting estimates in Note 4(a)(ii), the disclosure of receivables in Note 15, and arbitration proceedings in Note 43(b) to the financial statements.)

As disclosed in Note 43(b) to the financial statements, the Group has previously initiated arbitration proceedings against Beijing SkyOcean International Holdings Limited ("Beijing SkyOcean") to recover a debt receivable from Beijing SkyOcean arising from the disposal of a property located in Beijing, China (the "Great Mall Property") (collectively, the "Arbitration Proceedings"). The Group disposed of the Great Mall Property in October 2016 to Beijing SkyOcean for a total consideration of RMB2.04 billion and has collected RMB1.07 billion from Beijing SkyOcean. The holding company of Beijing SkyOcean and one of its shareholders ("the Guarantor") have provided guarantees for the outstanding debt.

Key audit matters (Cont'd)

Key audit matters in respect of audit of the financial statements of the Group (Cont'd)
2. Recoverability of debts due from the purchaser of the Berjaya (China) Great Mall Co. Ltd. development project (Cont'd)

The Group has on 21 May 2020 obtained a favourable arbitration award and has subsequently obtained the recognition and enforcement of the final award, which includes the outstanding amount of RMB974.1 million (equivalent to RM582.3 million), liquidated damages on the outstanding balance and arbitration costs. However, the Group continues to face challenges in recovering the debt and has recognised a further impairment of RMB197.2 million (approximately RM117.9 million) for the year ended 30 June 2026 using a weighted probability method. Currently, the enforcement proceedings are still ongoing.

We considered this to be an area of focus for our audit as the amount involved is significant and judgment and estimates were involved in the estimation of the timing of expected recoverability of the debt.

In addressing this area of focus, we involved the component auditors in Beijing, People's Republic of China in performing the procedures included below:

- interviewed the directors and management to understand the basis of their conclusion in respect of the assessment of the quantum and timing of the recoverability of this debt;
- assessed the legal counsels' objectivity and independence, and reviewed their credentials, qualifications, experience and reputation;
- evaluated the rationale and basis for the legal counsels' opinion by reviewing the legal confirmations and interviewing them to gain an understanding of the status of the enforcement proceedings and the basis of their opinion on the outcome of this process;
- assessed and considered the reasonableness of the judgements and assumptions applied in the impairment assessment prepared by management; and
- obtained information on the property market in China and from the outcome of the court proceedings to corroborate the estimates made by management.

We have also reviewed and assessed the completeness and accuracy of the Group's disclosures pertaining to the said Arbitration Proceedings as disclosed in Note 4(a)(ii) and Note 43(b) to the financial statements.

3. Toto betting revenue and related cost of sales

(Refer to material accounting policy information in Note 3.11, and the disclosure of revenue in Note 31 to the financial statements.)

The Group is involved in the Toto betting operations where revenue is derived from a large volume of individually insignificant transactions. The Group relies heavily on its information technology system to account for such revenue. During the financial year, the Group recognised revenue of approximately RM2.95 billion from Toto betting operations, which accounted for 39.8% of the Group's revenue. The related cost of sales from Toto betting operations was RM2.28 billion, which accounted for 42.2% of the Group's cost of sales.

INDEPENDENT AUDITORS' REPORT

To the Members of Berjaya Property Berhad (Formerly known as Berjaya Land Berhad)
(Incorporated in Malaysia)

Key audit matters (Cont'd)

Key audit matters in respect of audit of the financial statements of the Group (Cont'd)
3. Toto betting revenue and related cost of sales (Cont'd)

The amounts recognised for revenue and cost of sales from Toto betting operations is a key audit matter because the amounts recognised are significant to the financial statements, and they involve large volume of transactions which are processed by the Group's information technology system.

In addressing this area of focus, we involved the component auditors in performing the procedures below:

- obtained an understanding of the relevant internal controls over the process of recording of revenue and cost of sales;
- evaluated the operating effectiveness of automated controls over revenue and cost of sales processes by involving our internal experts in testing the operating effectiveness of the automated controls over the revenue and cost of sales processes. We also tested the accuracy of interface between the sales terminal system and the betting operating system, and related calculation of prize payment in the financial information system;
- evaluated the effectiveness of the non-automated controls in place to ensure accuracy of revenue and cost of sales recognised, including the timely posting of revenue and cost of sales to the general ledger in the financial information system;
- evaluated transactions recorded close to the financial year end, including draw sales after financial year end, to establish whether those transactions were recorded in the correct accounting period; and
- performed reconciliation of cash receipts to revenue recorded in the financial statements.

We have also reviewed and assessed the adequacy of the Group's disclosure relating to revenue in Note 31 to the financial statements.

4. Valuation of investment properties

(Refer to material accounting policy information in Note 3.4, significant judgements and accounting estimates in Note 4(b)(v), the disclosure of investment properties in Note 7, and fair value measurement in Note 47(a) to the financial statements.)

As at 30 June 2026, the carrying amount of investment properties amounted to RM770.0 million representing 7.4% and 5.1% of the Group's total non-current assets and total assets respectively.

Investment properties are stated at fair value and any gain or loss arising from changes in the fair value are included in profit or loss in the financial period in which they arise. The Group has appointed independent professional valuers to perform valuation on its investment properties. The valuations are based on assumptions, amongst others, comparable historical transactions and adjustment factors to comparable transactions including location, size, condition, accessibility and design.

We consider the valuation of the investment properties as an area of audit focus as such valuation involves significant judgement and estimates that are highly subjective.

Key audit matters (Cont'd)

Key audit matters in respect of audit of the financial statements of the Group (Cont'd)
4. Valuation of investment properties (Cont'd)

Our procedures to address this area of focus include, amongst others, the following:

- assessed the objectivity, independence, reputation, experience and expertise of the independent valuers;
- agreed the results of the valuations performed by the independent valuers to the amounts reported in the financial statements;
- obtained an understanding of the methodology adopted by the independent valuers in estimating the fair value of the investment properties and assessed whether such methodology is consistent with those used in the industry;
- evaluated the appropriateness of the data used by the independent valuers as input into their valuations with the support of our valuation specialist. We interviewed the external valuers, discussed and challenged the significant estimates and assumptions applied in their valuation process; and
- performed a sensitivity analysis on the significant assumptions to determine the impact to the fair value of the investment property.

We have also reviewed and assessed the adequacy of the Group's disclosures relating to investment properties in Note 7 to 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 director's 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 Group's 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 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, 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.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

INDEPENDENT AUDITORS' REPORT

To the Members of Berjaya Property Berhad (Formerly known as Berjaya Land Berhad)
(Incorporated in Malaysia)

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.

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;

Auditors' responsibilities for the audit of the financial statements (Cont'd)

- 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; and

- 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.

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 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 53 to the financial statements.

INDEPENDENT AUDITORS' REPORT

To the Members of Berjaya Property Berhad (Formerly known as Berjaya Land Berhad)
(Incorporated in Malaysia)

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

LIU SAI KONG
No. 03711/01/2027 J
Chartered Accountant

Kuala Lumpur, Malaysia
27 October 2026

LIST OF MAJOR PROPERTIES

As at 30 June 2026

Location	Tenure	Size	Description	Estimated Age of Building	Date of Acquisition	Net Carrying Amount RM'000
41 parcels of land at Onna-Son Okinawa Island, Japan	Freehold	63,070 sq m	Land held for resort development	N/A	Since 15.07.2009	1,043,286
Lot 28 (GRN 20366) Lot 403 (GRN 20428) Lot 728 (GRN 18054) Seksyen 2, Bandar Georgetown Daerah Timor Laut Pulau Pinang	Freehold	28.14 acres	Land for mixed development	N/A	31.03.2014	448,490
Smidjustigur 4 (Reg.No. 200-4476) Hverfisgata 26 (Reg.No. 200-4428) Hverfisgata 28 (Reg.No. 200-433) Hverfisgata 30 (Reg.No. 200-6423) Hverfisgata 32 (Reg.No. 200-4438) Hverfisgata 34 (Reg.No. 200-4446) Reykjavik, Iceland (Canopy by Hilton Reykjavik City Centre)	Freehold	6,909 sq m	Hotel (112 guest rooms)	10 years 87 years 121 years 10 years 10 years 10 years	03.04.2020	303,501
Lot 352 Seksyen 20 Bandar Kuantan District of Kuantan Pahang Darul Makmur	Freehold	5.46 acres	Shopping mall for rental	28 years	05.02.1991	226,739
HS(D) 52466-68 PT 4625-27 HS(D) 52471-75 PT 4630-34 Mukim Sungai Tinggi Daerah Ulu Selangor Selangor Darul Ehsan	Freehold	871.1 acres	Land for mixed development	N/A	31.03.2017	197,115
Plot 5000A Hatfield Business Park Hatfield AL10 9WN United Kingdom	Freehold	5.4 acres	Headquarter office, multi-brand showrooms, sales and aftersales centres	4 years	23.12.2020	152,371
14th, 15th Floors and Service Suites at Tower B Berjaya Times Square No. 1 Jalan Imbi Kuala Lumpur	Freehold	345,773 sq ft	327 units of service suite	23 years	06.01.1998	143,498
Service Suites at Towers A & B Berjaya Times Square No. 1 Jalan Imbi Kuala Lumpur	Freehold	136,497 sq ft	181 units of service suite	23 years	13.03.2007	

LIST OF MAJOR PROPERTIES

As at 30 June 2026

Location	Tenure	Size	Description	Estimated Age of Building	Date of Acquisition	Net Carrying Amount RM'000
Service Suites at Tower A Berjaya Times Square No. 1 Jalan Imbi Kuala Lumpur	Freehold	21,765 sq ft	32 units of service suite	23 years	01.07.2008	
B-35-013, Tower B Berjaya Times Square No. 1 Jalan Imbi Kuala Lumpur	Freehold	624 sq ft	1 unit of service suite	23 years	01.07.2008	
Premises at Ground Floor 14th & 16th Floors Towers A & B Berjaya Times Square No. 1 Jalan Imbi Kuala Lumpur	Freehold	30,957 sq ft	Hotel lobby, function rooms and storage area	23 years	10.02.2010	
B44-04, Tower B Berjaya Times Square No. 1 Jalan Imbi Kuala Lumpur	Freehold	3,821 sq ft	Penthouse	23 years	08.05.2012	
234 parcels of land at Onna-Son Okinawa Island, Japan	Freehold	66,916 sq m	Land held for development	N/A	Since 15.07.2009	110,680
GM 3 Lot 128, GM 4 Lot 129, GM 126 Lot 3, Lot 213 Geran 6440 Lot 4 Geran 6615 and Lot 558	Freehold	662.21 acres	Beach resort and land for resort development (189 guest rooms and a villa)	>30 years	Since year 1990	110,680
GM PN 1339 Lot 212	Leasehold 60 years expiring on 06.05.2070				25.09.1991	
GM PN 1384 Lot 5	Leasehold 60 years expiring on 16.02.2067				25.09.1991	
Lot 50000 Lot 50001 Lot 50002 Lot 705	Leasehold 60 years expiring in year 2070				Year 2010	

LIST OF MAJOR PROPERTIES

As at 30 June 2026

Location	Tenure	Size	Description	Estimated Age of Building	Date of Acquisition	Net Carrying Amount RM'000
Lot 239, 240-242 PT 925, 926, 927 PT 928, 929 Teluk Dalam and Teluk Siang Pulau Redang Terengganu Darul Iman	Leasehold 60 years expiring in year 2051				16.10.1993	
Geran No. 29726 Lot 1261, Seksyen 67 Daerah Kuala Lumpur (Plaza Berjaya, 12 Jalan Imbi Kuala Lumpur)	Freehold	158,154 sq ft	Land with office, residential block and shopping complex for rental	40 years	27.11.1989	100,815
HS(D) 4/94, PT 278	Leasehold expiring on 30.04.2069	85.83 acres	Beach resort (424 guest rooms/ chalets)	33 years	27.05.1994	90,931
HS(D) 1017, PT 140	Leasehold expiring on 29.03.2070				30.03.2010	
HS(D) 1018, PT 141 Mukim Padang Matsirat Daerah Langkawi Pulau Langkawi Kedah Darul Aman	Leasehold expiring on 29.03.2070				30.03.2010	
GM931 Lot 57 GM841 Lot 58 Geran 26066 Lot 1 Geran 26067 Lot 2 GM 1772 Lot 49 Seksyen 94B Mukim Kuala Lumpur	Freehold	387,920 sq ft	Vacant development land	N/A	03.05.2012	87,807
Lot 5001 to 5005, 5006 Lot 5007 to 5020 PN 14706 to 14710 PN 14712 to 14714 PN 14721 to 14731 Daerah Rompin Bandar Tioman Pulau Tioman Pahang Darul Makmur	Leasehold 99 years expiring on 02.05.2107	205.68 acres	Land for hotel and resort operations	39 years	30.12.1985	82,300
KM 2 PT 50162, HS(D) 123131 Mukim Petaling, Kuala Lumpur	Freehold	8,804 sq m	Land for development	N/A	05.09.1991	81,433
Lot PT 4805, 4806 HS(D) 81319, 81320 Mukim Petaling Kuala Lumpur	Freehold	163.67 acres	Club house and golf course	>34 years	05.09.1991	73,833

LIST OF MAJOR PROPERTIES

As at 30 June 2026

Location	Tenure	Size	Description	Estimated Age of Building	Date of Acquisition	Net Carrying Amount RM'000
11th Floor Berjaya Times Square No. 1, Jalan Imbi Kuala Lumpur	Freehold	104,844 sq ft	1 floor of office space of an integrated commercial development for rental	23 years	06.01.1998	68,100
HSD 14866, PT 18998 Mukim and Daerah of Bentong Pahang Darul Makmur	Freehold	168.08 acres	Vacant development land	N/A	12.03.2021	64,926
Title Reg No 215-1892 Pingvallastraeti 23, Akureyri (Berjaya Akureyri Hotel)	Freehold	3,566 sq m	Hotel (99 guest rooms)	57 years	03.04.2020	60,041
Lot No. 72 to 78 Persiaran Jesselton Selatan Pulau Pinang	Freehold	51,418 sq ft	7 units of bungalow lots for sale	N/A	31.03.2014	58,889
Lot No. 108, 113, 121, 124, 125 & 127 Leboh Jesselton Selatan 2 Pulau Pinang	Freehold	46,339 sq ft	6 units of bungalow lots for sale	N/A	31.03.2014	
36 parcels of land at Kowakudani, Hakone, Japan	Freehold	22,184 sq m	Land for development	N/A	29.05.2026	57,238
Reykjahlid (Reg.No. 216-3143) Reykjahlid (Reg.No. 216-3499) Reykjahlid (Reg.No. 216-3458) Reykjahlid (Reg.No. 2163161-2) Reykjahlid (Reg.No. 216-3462) Reykjahlid (Reg.No. 216-3466) Reykjahlid (Reg.No. 216-3467) (Berjaya Myvatn Hotel)	Freehold	3,963 sq m	Hotel (59 guest rooms)	78 years 115 years 63 years 84 years 75 years 49 years 49 years	03.04.2020	55,330
10 parcels of land at Uruma-shi Okinawa Island, Japan	Freehold	57,479 sq m	Land with hotel building (123 guest rooms)	32 years	30.03.2017	53,345
HS(D) 11814, Lot 11527 Lots 1 to 8, Lots 49 to 55 Taman Tun Abdul Razak Ampang, Selangor Darul Ehsan	Freehold	351,903 sq ft	Land held for development	N/A	22.12.1990	50,182

Note:

The Group does not adopt a policy of regular revaluation of its properties except for investment properties which are stated at fair value.

MATERIAL CONTRACTS

Other than as disclosed in Notes 14, 15, 16, 28, 33, 34, 35, 36, 37, 38, 42 and 45 to the financial statements, there are no subsisting material contracts entered into by Berjaya Property Berhad and its subsidiaries 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 RM2,075,000 (2025: RM1,955,000).

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	
Total Income	**2026 RM'000**	**2025 RM'000**
Revenue	7,407,812	7,578,847
Other income	182,447	177,579
Investment related income	176,675	177,451
Share of results of associated companies	10,742	18,459
Share of results of joint ventures	468	(283)
Total	**7,778,144**	**7,952,053**
Total Assets	**15,221,021**	**15,113,037**

(b) Business Activities

		Group	
Shariah non-compliant activities	**Remarks**	**2026 RM'000**	**2025 RM'000**
Gambling and gaming and related products and activities		3,035,410	3,138,429
Gambling and gaming and related products and activities	*Share of result in an associated company*	3,099	3,264

SHARIAH DISCLOSURE

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONTINUED)

(b) Business Activities (continued)

Shariah non-compliant activities	Remarks	Group 2026 RM'000	Group 2025 RM'000
Rental income received from tenant involved in Shariah non-compliant activities		34,487	30,942
Non-halal food and beverages (F&B) including F&B without halal certification from JAKIM or any certification bodies recognized by JAKIM	*Hotel and club operations*	175,684	182,192
Liquor and liquor-related activities	*Hotel operations*	5,895	5,776
Shariah non-compliant entertainment	*Club operations*	1,058	868
Insurance income	*Insurance agent and broker services in motor vehicle dealership operations*	12,608	12,177
Dividend income received from conventional shares and instruments		2,348	3,774
Gain from investment in conventional instruments	*Fair value gains on FVTPL investments*	2,339	2,237
Interest income	*Conventional*	43,264	50,912
Tobacco, cigarette, electronic cigarettes and their related products and activities	*Hotel operations*	32	28
Unisex massage parlour/Spa	*Spa operations at hotels*	406	305
Other Shariah non-compliant activities	*Finance income - loans and receivables*	17,438	19,327
	Share of results of joint ventures	468	(283)
	Share of results of associated companies	3,574	(2,849)
	Dividend distribution from an associated company in excess of its carrying value	-	68,061
Total		**3,338,110**	**3,515,160**

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONTINUED)

(c) Component of Financial Position

(i) Cash Component

	Group	
	2026 RM'000	2025 RM'000
Islamic Account/Instruments		
Cash at bank	2,788	12,729
Cash held under Islamic Housing Development Accounts	2,379	2,485
Cash in hand	1,041	910
Deposits with licensed bank	4,000	628
Total	**10,208**	**16,752**
Conventional Account/Instruments		
Cash at bank	617,410	340,914
Cash held under Conventional Housing Development Accounts	50,784	109,130
Deposits with licensed bank	259,087	501,353
Deposits with bank in foreign jurisdiction - interest bearing	189,097	233,983
Total	**1,116,378**	**1,185,380**

(ii) Debt Component

	Group	
	2026 RM'000	2025 RM'000
Islamic Financing		
Current		
Islamic medium-term notes	480,200	231,890
Islamic Hire purchase payables	52	49
Term loans	-	8,382
Amounts due to related and associated companies without interest	185,784	206,767
Non-Current		
Islamic medium-term notes	57,000	138,000
Islamic Hire purchase payables	-	52
Term loans	189,247	23,202
Revolving credit and financing	24,464	13,099
Amounts due to associated companies without interest	32,812	39,084
Total	**969,559**	**660,525**

SHARIAH DISCLOSURE

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONTINUED)

(c) Component of Financial Position (continued)

(ii) Debt Component (continued)

	Group	
	2026 RM'000	2025 RM'000
Conventional Financing		
Current		
Term loans	495,481	530,340
Medium term notes	34,851	149,711
Revolving credit and loans	557,496	470,515
Vehicle stocking loans	404,779	437,767
Redeemable convertible preference shares	100,000	-
Bank overdraft	8,773	9,494
Hire purchase liabilities	10,423	23,937
Non-Current		
Term loans	1,316,537	925,288
Medium term notes	953,426	848,489
Revolving credit and loans	361,162	506,108
Redeemable convertible preference shares	-	100,000
Hire purchase liabilities	20,285	196,878
	4,263,213	**4,198,527**

GROUP ADDRESSES

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55100 Kuala Lumpur
Tel : +603 2117 8000
Email : bth.rsvn@berjayahotel.com
Website : www.berjayahotel.com/kualalumpur

ANSA Hotel Kuala Lumpur
No. 101, Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : +603 2146 5000
Email : reservation@ansahotels.com
Website : www.ansahotels.com/kualalumpur

Redang Island Resort
Teluk Siang, Redang Island
21090 Kuala Terengganu
Terengganu Darul Iman
Tel : +609 630 8787
Email : reservation@redangislandresort.com
Website : www.redangislandresort.com

ACES Hotel Kuala Lumpur
Level 5, Kota Raya Complex
10, Jalan Tun Tan Cheng Lock
50050 Kuala Lumpur City Centre
Tel : +603 2022 2808
Email : reservation@aceshotels.com
Website : www.aceshotels.com

OVERSEAS HOTELS & RESORTS

Berjaya Beau Vallon Bay Resort & Casino – Seychelles
P.O. Box 550, Victoria
Mahé Island, Seychelles
Tel : +248 4 287 287
Email : mahe.inquiry@berjayahotel.com
Website : www.berjayahotel.com/mahe

Berjaya Praslin Resort – Seychelles
Anse Volbert Praslin
Seychelles
Tel : +248 4 286 286
Email : praslin.rsvn@berjayahotel.com
Website : www.berjayahotel.com/praslin

Berjaya Eden Park London Hotel – United Kingdom
35-39, Inverness Terrace
Bayswater London W2 3JS
United Kingdom
Tel : +44 20 7221 2220
Email : reservation.london@berjayahotel.com
Website : www.berjayahotel.com/london

Berjaya Hotel Colombo – Sri Lanka
36 College Avenue
Mount Lavinia, Sri Lanka
Tel : +94 11 273 9610
Email : colombo.rsvn@berjayahotel.com
Website : www.berjayahotel.com/colombo

Sheraton Hanoi Hotel – Vietnam
K5 Nghi Tam
11, Xuan Dieu Road
Tay Ho Ward, Hanoi
Socialist Republic of Vietnam
Tel : +84 24 3719 9000
Website : www.marriott.com/en-us/hotels/hanhs-sheraton-hanoi-hotel/overview/

Four Seasons Hotel and Hotel Residences Kyoto – Japan
445-3 Myohoin Maekawa-cho
Higashiyama-ku
605-0932 Kyoto, Japan
Tel : +81 75 541 8288
Website : www.fourseasons.com/kyoto

Berjaya Hakkoda Ski Resort – Japan
1-58 Kansuizawa Arakawa
Aomori City
Aomori, Japan 030-0111
Tel : +81 17 738 2233
Email : hakkoda.rsvn@berjayahotel.com
Website : www.berjayahotel.com/hakkoda

ANA Crowne Plaza Resort Okinawa Uruma Hills - Japan
1468 Yamashiro, Ishikawa
Uruma, Okinawa
904-1113 Japan
Tel : +81 98 963 0123
Email : frontdesk.urumahills@ihg.com
Website : www.ihg.com/crowneplaza/hotels/us/en/okinawa/okaou/hoteldetail

Berjaya Makati Hotel – Philippines
7835 Makati Avenue Corner Eduque Street
Makati City, 1209
Philippines
Tel : +63 2 7750 7500
Email : manila.inquiry@berjayahotel.com
Website : www.berjayahotel.com/makati

GROUP ADDRESSES

Iceland Hotel Collection by Berjaya

Head Office
Smáratorg 3
201 Kópavogur
Iceland
Tel : +354 444 4000
Email : reservations@icehotels.is
Website : www.icelandhotel collectionbyberjaya.com/

Berjaya Reykjavík Natura Hotel
Nauthólsvegur 52
102 Reykjavík, Iceland
Tel : +354 444 4500
Email : natura@icehotels.is
Website : ww.icelandhotelcollectionby berjaya.com/en/hotels/reykjavik/reykjavik-natura

Berjaya Reykjavík Marina Hotel
Mýrargata 2
101 Reykjavík, Iceland
Tel : +354 560 8000
Email : marina@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/reykjavik/reykjavik-marina

Hilton Reykjavík Nordica
Suðurlandsbraut 2
108 Reykjavík, Iceland
Tel : +354 444 5000
Email : hilton.reception@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/reykjavik/hilton-reykjaviknordica

Canopy by Hilton Reykjavík City Centre
Smiðjustígur 4
101 Reykjavík, Iceland
Tel : +354 528 7000
Email : canopy@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/reykjavik/canopy-reykjavik

Reykjavík Konsúlat Hotel
- Curio Collection by Hiltonz
Hafnarstræti 17-19
101 Reykjavík, Ísland,
Iceland
Tel : +354 514 6800
Email : konsulat@icehotel.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/reykjavik/reykjavik-konsulat-hotel

Iceland Parliament Hotel
– Curio Collection by Hilton
Thorvaldsensstræti 2
101 Reykjavík, Iceland
Tel : +354 513 3000
Email : parliament@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/reykjavik/iceland-parliamenthotel

Alda Hotel Reykjavík
Laugavegur 66-68
101 Reykjavík, Iceland
Tel : +354 553 9366
Email : aldahotel@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/reykjavik/hotel-alda-reykjavik

Berjaya Akureyri Hotel
Þingvallastræti 23
600 Akureyri, Iceland
Tel : +354 518 1000
Email : akureyri@icehotels.is
Website : www.iceland hotelcollectionby berjaya.com/en/hotels/north/akureyri-hotel

Hotel Edda Akureyri
Thorunnarstraeti
600 Akureyri, Iceland
Tel : +354 444 4900
Email : reservations@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/north/akureyri

Berjaya Hérað Hotel
Miðvangur 1-7
700 Egilsstaðir, Iceland
Tel : +354 471 1500
Email : herad@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/east/herad-hotel

Hotel Edda Egilsstaðir
Tjarnarbraut 25
700 Egilsstaðir, Iceland
Tel : +354 444 4880
Email : reservations@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/east/egilsstadir

Berjaya Mývatn Hotel
660 Reynihlíð - Mývatn
Iceland
Tel : +354 594 2000
Email : myvatn@icehotels.is
Website : www.icelandhotelcollectionby berjaya.com/en/hotels/north/myvatn-hotel

Berjaya Höfn Hotel
Ránarslóð 3
780 Höfn, Iceland
Tel : +354 444 4850
Email : hofn@icehotels.is
Website : www.icelandhotelcollectionby bejaya.com/en/hotels/south/hofn

CLUBS & RECREATION

Tioman Island Golf Club, Pahang
P.O. Box 4
86807 Mersing
Johor Darul Takzim
Tel : +609 419 1000
Email : tioman.golf@berjayahotel.com

Bukit Banang Golf & Country Club, Johor
No. 1, Persiaran Gemilang
Bandar Banang Jaya
83000 Batu Pahat
Johor Darul Takzim
Tel : +607 428 6001
Email : banang@berjayaclubs.com

Staffield Country Resort, Negeri Sembilan
Batu 13, Jalan Seremban-Kuala Lumpur
71700 Mantin
Negeri Sembilan Darul Khusus
Tel : +603 8766 6117
Email : staffield@berjayaclubs.com

Bukit Kiara Equestrian & Country Resort, Kuala Lumpur
Jalan Bukit Kiara
Off Jalan Damansara
60000 Kuala Lumpur
Tel : +603 2093 1222
Email : kiara@berjayaclubs.com

Bukit Jalil Golf & Country Resort, Kuala Lumpur
Jalan Jalil Perkasa 3
Bukit Jalil
57000 Kuala Lumpur
Tel : +603 8994 1600
Email : jalil@berjayaclubs.com

Kelab Darul Ehsan, Selangor
Taman Tun Abdul Razak
Jalan Kerja Air Lama
Ampang Jaya
68000 Ampang
Selangor Darul Ehsan
Tel : +603 4257 2333
Email : kde@berjayaclubs.com

GROUP ADDRESSES

VACATION TIMESHARE & TRAVEL

Berjaya Vacation Club Berhad
– Kuala Lumpur
Lot 1.92, First Floor
Wisma Cosway
88 Jalan Raja Chulan
50200 Kuala Lumpur
Tel : +6018 266 0038
Email : bvc@berjaya.com.my

Berjaya Air Sdn Bhd
Berjaya Hangar
Sultan Abdul Aziz Shah Airport
47200 Subang
Selangor Darul Ehsan, Malaysia
Tel : +603 7847 1338
Email : enquiry@berjaya-air.com
Website : www.berjaya-air.com

Asia Jet Sdn Bhd
Lot M6 & M7, Mezzanine Floor
Skypark Terminal
Sultan Abdul Aziz Shah Airport
47200 Subang
Selangor Darul Ehsan, Malaysia
Tel : +603 7845 1888
Email : inquiry@asiajet.com.my
Website : www.asiajet.com.my

PROPERTY INVESTMENT & DEVELOPMENT

Main Office:
Level 12 (East Wing)
Berjaya Times Square
No. 1, Jalan Imbi
55100 Kuala Lumpur
Tel : +603 2149 1999/2142 8028
Email : property@berjaya.com.my

Vietnam Office:
Berjaya – D2D Co., Ltd
6th Floor, Bao Viet Tower
233 Dong Khoi Street
Ben Nghe Ward, District 1
Ho Chi Minh City
Socialist Republic of Vietnam
Tel : +84 28 3521 0038 (General)
+84 28 3521 0001 (Marketing)

Property Management:
Level 12 (East Wing)
Berjaya Times Square
No.1, Jalan Imbi
55100 Kuala Lumpur
Tel : +603 2149 1591/92
Email : propmgmt@berjaya.com.my

Property Addresses:
Indah UPC Shops
3½ Miles, Jalan Klang Lama
58000 Kuala Lumpur

Kelang Lama New Business Centre
Gemilang Indah Apartments
Jalan 2/110A
Batu 3½, Jalan Klang Lama
58200 Kuala Lumpur

Pines Condominiums
No. 116, Jalan Sultan Abdul Samad
Brickfields, 50470 Kuala Lumpur

Ixora Apartments
Jalan Rusa, Off Jalan Tun Razak
50400 Kuala Lumpur

Robson Condominiums
Jalan 2/87D, Robson Heights
Persiaran Syed Putra 2
50470 Kuala Lumpur

1 Petaling Residences & Commerz
@ Sg. Besi
Jalan 1C/149, Off Jalan Sungai Besi
57100 Kuala Lumpur

Petaling Indah Condominiums
Jalan 1C/149
Off Jalan Sungai Besi
57100 Kuala Lumpur

Sri Pelangi Condominiums
Sri Pelangi Shops & Apartments
Jalan Genting Kelang, Setapak
53300 Kuala Lumpur

Taman Cemerlang
Cemerlang Heights
Cemerlang Court
Cemerlang Apartment
Cemerlang Shop/Office/Apartment
Jalan TC 1/5
Taman Cemerlang Gombak
53100 Kuala Lumpur

Berjaya Park
Seksyen 32, 40460 Shah Alam
Selangor Darul Ehsan

Bayu Timur Residences
PT 58335, Jalan Sungai Klang 32/1A
Taman Berjaya, Seksyen 32
40460 Shah Alam
Selangor Darul Ehsan

Vasana 25
Seputeh Heights
Jalan Bukit Seputeh 3
Taman Seputeh Heights
58000 Kuala Lumpur

Subang Heights
Jalan SHT/SHB
Taman Subang Heights
47500 Subang Jaya
Selangor Darul Ehsan

The Peak @ Taman TAR
Off Jalan Sultan
Taman Tun Abdul Razak
68000 Ampang
Selangor Darul Ehsan

Greenfields Apartments
Green Avenue Condominiums
No. 8, Jalan 1/155B, Bukit Jalil
57000 Kuala Lumpur

Residensi Lanai
Arena Green Apartments
Jalan 1/55A, Bukit Jalil
57000 Kuala Lumpur

Savanna Bukit Jalil Condominiums
Jalan 1/155A, Bukit Jalil
57000 Kuala Lumpur

Savanna 2 Bukit Jalil
Covillea Bukit Jalil
Jalan Jalil Perkasa 7, Bukit Jalil
57000 Kuala Lumpur

Jalil Link @ Bukit Jalil
Jalan 1/155B, Bukit Jalil
57000 Kuala Lumpur

The Link 2 @ Bukit Jalil
The Tropika
Jalan Jalil Perkasa 1, Bukit Jalil
57000 Kuala Lumpur

GROUP ADDRESSES

PROPERTY INVESTMENT & DEVELOPMENT (continued)

KM1 East & West Condominiums @ Bukit Jalil
Jalan Jalil Perkasa, Bukit Jalil
57000 Kuala Lumpur

Residensi Oak
Berjaya Property Sales Gallery Bukit Jalil
Lot 36471, Jalan Jalil Perkasa 7
Bukit Jalil, 57100 Kuala Lumpur

Kinrara Ria Apartments
Jalan TK 4/11
Taman Kinrara Seksyen IV
47100 Puchong
Selangor Darul Ehsan

Kinrara Putri Apartments
Jalan TK 4/12
Taman Kinrara Seksyen IV
47100 Puchong
Selangor Darul Ehsan

Kinrara Low Cost Shops & Apartments
Jalan TK 4/13
Taman Kinrara Seksyen IV
47100 Puchong
Selangor Darul Ehsan

Kinrara Mas Shops & Apartments
Jalan TK 4/14
Taman Kinrara Seksyen IV
47100 Puchong
Selangor Darul Ehsan

Kinrara Mas Low Cost Shops
Jalan TK 4/13
Taman Kinrara Seksyen IV
47100 Puchong
Selangor Darul Ehsan

Kinrara Shops, Offices & Apartments
Jalan TK 4/5
Taman Kinrara Seksyen IV
47100 Puchong
Selangor Darul Ehsan

Kuantan Perdana Shop Office
Jalan Tun Ismail
25000 Kuantan
Pahang Darul Makmur

Kensington Gardens
Jesselton Courtyard
Persiaran Jesselton Selatan
10450 Penang

Batu Pahat Office:
Berjaya Land Development Sdn Bhd
74 & 75, Jalan Gemilang
Taman Banang Jaya
83000 Batu Pahat
Johor Darul Takzim
Tel : +607 428 8678

Penang Office:
Berjaya Property Gallery Penang
Jesselton Courtyard
2, Persiaran Jesselton Selatan
10450 Georgetown, Penang
Tel : +604 658 2828

Singapore Office:
Berjaya Corporation (S) Pte. Ltd.
50 Tagore Lane #04-11H
NTUC Fairprice Co-operative
Singapore 787494
Tel : +65 6241 9809

Berjaya Property Gallery (Bukit Jalil)
Lot 36471
Jalan Jalil Perkasa 7, Bukit Jalil
57100 Kuala Lumpur
Tel : +6011-1722 5515

COMPLEXES

Berjaya Megamall, Pahang
Lot 3-18, 3rd Floor
Sri Dagangan Kuantan
Business Centre
Jalan Tun Ismail
25000 Kuantan
Pahang Darul Makmur
Tel : +609 508 8188

Plaza Berjaya, Kuala Lumpur
Lot 2.05, 2nd Floor
Podium Block Plaza Berjaya
No. 12, Jalan Imbi
55100 Kuala Lumpur
Tel : +603 2141 2818

Kota Raya Complex, Kuala Lumpur
Lot 3.16A, Level 3
Kota Raya Complex
Jalan Tun Tan Cheng Lock
50000 Kuala Lumpur
Tel : +603 2072 2562

GAMING & LOTTERY MANAGEMENT

STM Lottery Sdn Bhd
Lot 13-01, Level 13 (East Wing)
Berjaya Times Square
No. 1 Jalan Imbi
55100 Kuala Lumpur
Tel : +603 2148 9888
Email : webmaster@sportstoto.com.my
Website : www.sportstoto.com.my

International Lottery & Totalizator Systems, Inc.
2310 Cousteau Court
Vista (San Diego)
California 92081
U.S.A.
Tel : +1 760 598 1655
Email : mktg@ilts.com
Website : www.ilts.com

Berjaya Philippines Inc.
9th Floor, Rufino Pacific Tower
6784 Ayala Ave., Cor V.A. Rufino Street
Legazpi Village, Makati City
Philippines
Tel : +632 811 0668
Email : info@berjaya.com.ph
Website : www.berjaya.com.ph

MOTOR RETAILER

H.R. Owen Plc
Melton Court
25-27 Old Brompton Road
South Kensington
London SW7 3TD
United Kingdom
Tel : +44 20 7245 1122
Website : www.hrowen.co.uk

RECURRENT RELATED PARTY TRANSACTIONS

of a Revenue or Trading Nature During the Financial Year Ended 30 June 2026

Berjaya Property Berhad ("BProperty") Group with the following Related Parties	Nature of transactions undertaken by BProperty and/or its unlisted subsidiaries	Amount transacted during the financial year ended 30 June 2026 (RM'000)
Berjaya Corporation Berhad ("BCorp") and its unlisted subsidiary companies:-		
BCorp	Management fees payable by BProperty for services rendered that include, inter-alia, the receipt of finance, secretarial, internal audit and general administrative services	400
Berjaya Registration Services Sdn Bhd	Receipt of share registration, printing and mailing services by BProperty Group	100
Berjaya Krispy Kreme Doughnuts Sdn Bhd	Rental income receivable by Sri Panglima Sdn Bhd ("SPSB") for renting of shoplots at No. 1 & 9, Jalan Kinrara 4/13, Taman Kinrara 4, Seksyen 4, Puchong, Selangor	47
	Rental income receivable by SPSB for renting of shoplot at No. 3, Jalan Kinrara 4/13, Taman Kinrara 4, Seksyen 4, Puchong, Selangor	21
	Rental income receivable by SPSB for renting of shoplot at No. 11, Jalan Kinrara 4/13, Taman Kinrara 4, Seksyen 4, Puchong, Selangor	21
Berjaya Higher Education Sdn Bhd	Receipt of education and staff training services by BProperty Group	94
Berjaya Securities Sdn Bhd	Provision of security guard services by Berjaya Guard Services Sdn Bhd ("BGSSB")	96
	Rental income receivable by Nada Embun Sdn Bhd ("NEmbun") for renting of office at Lot 13-02, Level 13, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	700
Berjaya Mutual Berhad	Rental income receivable by NEmbun for renting of part of office at Level 13, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	177
Prime Credit Leasing Sdn Bhd	Receipt of leasing and hire purchase facilities by BProperty Group	3,764
Ambilan Imej Sdn Bhd	Rental payable by BProperty for renting of office at Level 12, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	1,170
Kimia Suchi Marketing Sdn Bhd	Purchase of cleaning chemical products by the various hotels and resorts in BProperty Group	271
Stephens Properties Sdn Bhd	Rental payable by:	
	1. BProperty for renting of storage space at Lots 19D, E & F, Wisma Cosway, Jalan Raja Chulan, Kuala Lumpur	7
	2. Berjaya Hotels & Resorts (M) Sdn Bhd for renting of storage space at Lot 22F, Wisma Cosway, Jalan Raja Chulan, Kuala Lumpur	3
	3. Aces Parking Sdn Bhd for renting of carpark at Lot 1.11, Basement, Wisma Cosway, Jalan Raja Chulan, Kuala Lumpur	1,080
	4. BVC for renting of office premises at Lot 11.10, 11th Floor, Wisma Cosway, Jalan Raja Chulan, Kuala Lumpur	17

RECURRENT RELATED PARTY TRANSACTIONS

of a Revenue or Trading Nature During the Financial Year Ended 30 June 2026

Berjaya Property Berhad ("BProperty") Group with the following Related Parties	Nature of transactions undertaken by BProperty and/or its unlisted subsidiaries	Amount transacted during the financial year ended 30 June 2026 (RM'000)
E.V.A. Management Sdn Bhd	Human resources management service fees payable by BProperty Group	132
JL Morison (Malaya) Sdn Bhd	Purchase of consumer products by BProperty Group	589
Roasters Asia Pacific (M) Sdn Bhd	Rental income receivable by Klasik Mewah Sdn Bhd ("KMSB") for renting of shoplot at Lot 3.30, Podium Block, Plaza Berjaya, Jalan Imbi, Kuala Lumpur	8
Berjaya City Sdn Bhd	Rental income or net estate income receivable by Alam Baiduri Sdn Bhd for renting of land at Lot 35, Sungai Tinggi, Ulu Selangor	1,451
Total		**10,148**
Sports Toto Berhad ("SPToto") and its unlisted subsidiary companies:-		
SPToto and its subsidiary companies	Provision of security guard services by BGSSB	4,660
	Charter fees receivable by Asia Jet Sdn Bhd for aircraft leasing facilities	1,055
STM Lottery Sdn Bhd	Rental income receivable by:	
	1. NEmbun for renting of office at Lot 13-01, 13th Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	1,685
	2. NESB for renting of:	
	(i) Apartment at Lot 10.4, 10th Floor, Apartment Block, Plaza Berjaya, Jalan Imbi, Kuala Lumpur	19
	(ii) Storage space at Lot 2.24, 2nd Floor, Plaza Berjaya, Jalan Imbi, Kuala Lumpur	18
	Dry lease charges receivable by BAir for aircraft leasing facilities	676
Sports Toto Berhad	Rental income receivable by NEmbun for renting of office at part of 13th Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	306
FEAB Properties Sdn Bhd	Rental payable by:	
	1. BGSSB for renting of apartment at Lot 5.5, 5th Floor, Apartment Block, Plaza Berjaya, Jalan Imbi, Kuala Lumpur	25
	2. BLangkawi for renting of restaurant premises at Plot C, Teluk Burau, Padang Matsirat, Pulau Langkawi, Kedah	133
Total		**8,577**

RECURRENT RELATED PARTY TRANSACTIONS

of a Revenue or Trading Nature During the Financial Year Ended 30 June 2026

Berjaya Property Berhad ("BProperty") Group with the following Related Parties	Nature of transactions undertaken by BProperty and/or its unlisted subsidiaries	Amount transacted during the financial year ended 30 June 2026 (RM'000)
Berjaya Assets Berhad ("BAssets") and its unlisted subsidiary companies:-		
Berjaya Times Square Theme Park Sdn Bhd	Provision of security guard services by BGSSB	2
Berjaya Times Square Sdn Bhd	Rental payable by:	
	1. Berjaya Trading & Manufacturing Sdn Bhd for renting of storage space at Lot G-37, Ground Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	40
	2. Mantra Design Sdn Bhd for renting of office premises at Lots 09-13A, 09-14 & 09-15, 9th Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	113
	3. BTS Hotel Sdn Bhd for renting of shoplots at Lots LG-34 and LG-35, Lower Ground Floor, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	71
	Provision of general building and construction work which include site clearing, earthwork, substructure and superstructure work and project as well as construction management services for the development of service apartments and retail lots at Lot 2000, Section 52, Jalan Imbi, Kuala Lumpur by BProperty Group	69,298
BTS Car Park Sdn Bhd	Parking charges paid by BProperty Group for leasing of parking bays at Berjaya Times Square, Jalan Imbi, Kuala Lumpur	100
Jauhari Maksima Sdn Bhd	Provision of general building and construction work which include land reclamation, construction of jetty terminal and Customs Immigration and Quarantine Complex as well as other related services at Plot 5, part of PTB 24119 Stulang Laut, Johor by BConstruction	103,807
Total		**173,431**
Berjaya Food Berhad and/or its unlisted subsidiary companies:-		
Berjaya Roasters (M) Sdn Bhd	Rental income receivable by Cempaka Properties Sdn Bhd ("CPSB") for renting of shoplot at Lot G-83, Ground Floor, Berjaya Megamall, Jalan Tun Ismail, Kuantan	81
Berjaya Starbucks Coffee Company Sdn Bhd	Rental income receivable by BHB for renting of shoplot at Lot G-05, Ground Floor, Tropika Bukit Jalil, Jalan Jalil Perkasa 3, Bukit Jalil, 57000 Kuala Lumpur	80
Berjaya Paris Baguette Sdn Bhd *(joint-venture of BFood)*	Rental income received by NESB for renting of office premises at Lots 1.07 & 1.08, 1st Floor, Podium Block, Plaza Berjaya, Jalan Imbi, Kuala Lumpur	53

RECURRENT RELATED PARTY TRANSACTIONS

of a Revenue or Trading Nature During the Financial Year Ended 30 June 2026

Berjaya Property Berhad ("BProperty") Group with the following Related Parties	Nature of transactions undertaken by BProperty and/or its unlisted subsidiaries	Amount transacted during the financial year ended 30 June 2026 (RM'000)
BHK Culinary (M) Sdn Bhd *(joint-venture of BFood)*	Rental income received by ANSA Hotel for renting of:	
	(i) shoplots at Lots 0.3 and 0.3B, Ground Floor, ANSA Hotel, Jalan Bukit Bintang, Kuala Lumpur	708
	(ii) storage space at B-05, Basement, ANSA Hotel, Jalan Bukit Bintang, Kuala Lumpur	26
Bestari Food Trading Sdn Bhd (formerly known as Berjaya Food Trading Sdn Bhd)	Purchase of bottled beverages and consumable products by BProperty Group	35
Berjaya Coffee Iceland ehf.	Rental income received by BHI for renting of coffee shop at Laugavegur 66-68, 108 Reykjavik, Iceland	277
Total		**1,260**
REDtone Digital Berhad ("REDtone") and its unlisted subsidiary company:-		
REDtone and its subsidiary company	Provision of ICT products and services by the REDtone Group	54
Total		**54**
7-Eleven Malaysia Sdn Bhd [(a)]	Rental income receivable by:	
	1. Angsana Gemilang Sdn Bhd for renting of shoplot at No.32G, Jalan Sultan Ismail, Kuala Lumpur	192
	2. NESB for renting of shoplot at Kiosk II at Lower Ground Floor, Podium Block, Plaza Berjaya, Jalan Imbi, Kuala Lumpur	75
	3. NESB for renting of office at Lot 3.12, Podium Block, Plaza Berjaya, Jalan Imbi, Kuala Lumpur	9
	4. BHB for renting of shoplot at UG-1, Upper Ground Floor, Jalil Link 2, No.5, Jalan Jalil Perkasa 1, Bukit Jalil, Kuala Lumpur	19
	5. BHB for renting of shoplot at Lot G-11, Ground Floor, Tropika Bukit Jalil, Jalan Jalil Perkasa 3, Bukit Jalil, Kuala Lumpur	75
	6. ANSA for renting of shoplot at Lot No. S.1. Sidewalk Island, 101, Jalan Bukit Bintang, Kuala Lumpur	704
	7. ANSA for renting of shoplot at Lot No. B-0.4 storage at Basement No.4, Basement Floor, No.101 Jalan Bukit Bintang, Kuala Lumpur	30
Total		**1,104**

RECURRENT RELATED PARTY TRANSACTIONS

of a Revenue or Trading Nature During the Financial Year Ended 30 June 2026

Berjaya Property Berhad ("BProperty") Group with the following Related Parties	Nature of transactions undertaken by BProperty and/or its unlisted subsidiaries	Amount transacted during the financial year ended 30 June 2026 (RM'000)
Other Related Parties:-		
Sun Media Corporation Sdn Bhd [(b)]	Rental income receivable by Regnis Industries (Malaysia) Sdn Bhd ("Regnis") for renting of office at part of Ground Floor, whole of 4th Floor and store room at basement level, Lot 6, Jalan 217, Section 51, Petaling Jaya, Selangor	415
	Receipt of advertising and publishing services by BProperty Group	98
Singer (Malaysia) Sdn Bhd ("Singer") [(c)]	Rental income receivable by Regnis for renting of:	
	1. offices at Part of G/F, 1/F and 2/F, Lot 6, Jalan 217, Section 51, Petaling Jaya, Selangor	404
	2. offices at Part of 3/F, Lot 6, Jalan 217, Section 51, Petaling Jaya, Selangor	81
	Provision of security guard services by BGSSB	325
	Procurement of electrical appliances together with maintenance and repair services by BProperty Group	334
BLoyalty Sdn Bhd	Loyalty reward charges payable by BProperty Group	2
U Mobile Sdn Bhd [(d)]	Rental income receivable by:	
	1. Regnis for renting of rooftop at Lot 6, Jalan 217, Section 51, Petaling Jaya, Selangor	31
	2. BHB for renting of watchtower at Bukit Jalil Golf & Country Resort, Jalan 3/155B, Kuala Lumpur	53
	3. Bukit Kiara Resort Berhad for renting of broadcasting facility at Bukit Kiara Equestrian & Country Resort, Off Jalan Damansara, Kuala Lumpur	52
	4. Georgetown City Hotel Sdn Bhd for renting of rooftop at Georgetown City Hotel, Jalan Burmah, Pulau Pinang	132
	5. NESB for renting of storage space at Lot 2.12, 2nd Floor, Podium Block, Plaza Berjaya, Jalan Imbi, Kuala Lumpur	13
	Parking charges received by NESB for leasing of parking bays at basement of Plaza Berjaya, Jalan Imbi, Kuala Lumpur	18
Qinetics MSP Sdn Bhd [(e)]	Receipt of information technology consultancy and management related services and purchases of equipment by BProperty Group	4,303

RECURRENT RELATED PARTY TRANSACTIONS

of a Revenue or Trading Nature During the Financial Year Ended 30 June 2026

Berjaya Property Berhad ("BProperty") Group with the following Related Parties	Nature of transactions undertaken by BProperty and/or its unlisted subsidiaries	Amount transacted during the financial year ended 30 June 2026 (RM'000)
UPC Management Services Sdn Bhd ("UPC") [f]	Rental income receivable by NEmbun for renting of office at part of Level 13, Berjaya Times Square, Jalan Imbi, Kuala Lumpur	108
Total		**6,369**
Grand Total		**200,943**

Notes:

(a). A wholly-owned subsidiary of SEM. SEM is deemed a related party by virtue of Tan Sri Dato' Seri Vincent Tan Chee Yioun's ("TSVT") direct and indirect interests in SEM. TSVT is the father of Dato' Sri Robin Tan Yeong Ching ("DSRT"), Deputy Chairman and Chryseis Tan Sheik Ling ("CTSL") and the father-in-law of Tan Tee Ming ("TTM"). CTSL is an Executive Director of BProperty. TTM resigned as an Executive Director of BProperty on 31 December 2025.

(b). A wholly-owned subsidiary of Berjaya Media Berhad ("BMedia"). Deemed a related party by virtue of TSVT's and DSRT's direct and indirect interests in BMedia. DSRT is the Chairman of BMedia.

(c). TSVT is a deemed major shareholder of Singer (Malaysia) Sdn Bhd by virtue of his 99.99% interest in HQZ Credit Sdn Bhd, the ultimate holding company of Singer (Malaysia) Sdn Bhd.

(d). YAM Tunku Tun Aminah Binti Sultan Ibrahim is the Chairman of U Mobile Sdn Bhd ("UMSB"). Her father, KDYMM Seri Paduka Baginda Yang Di-Pertuan Agong Sultan Ibrahim is a major shareholder of U Mobile.

(e). Qinetics Services Sdn Bhd and Qinetics MSP Sdn Bhd are wholly owned subsidiaries of Qinetics Solution Sdn Bhd, which in turn is a 73%-owned subsidiary of MOL.com. TSVT is a major shareholder of MOL.com.

(f). UPC is a wholly-owned subsidiary of B&B Enterprise Sdn Bhd ("B&B"). TSVT is deemed a major shareholder of UPC by virtue of his interest in B&B.

STATEMENT OF DIRECTORS' SHAREHOLDINGS

As at 2 October 2026

THE COMPANY

	No. of Ordinary Shares			
	Direct Interest	%	Deemed Interest	%
Dato' Sri Robin Tan Yeong Ching	600,000	0.01	-	-
Chryseis Tan Sheik Ling	5,000,000	0.10	-	-

ULTIMATE HOLDING COMPANY
BERJAYA CORPORATION BERHAD

	No. of Ordinary Shares			
	Direct Interest	%	Deemed Interest	%
Dato' Sri Robin Tan Yeong Ching	5,301,709	0.09	86,772,914^	1.46
			6,737#	-@
Chryseis Tan Sheik Ling	515,187	0.01	-	-

	No. of Warrants 2026/2031			
	Direct Interest	%	Deemed Interest	%
Dato' Sri Robin Tan Yeong Ching	1,749,563	0.10	44,145,059^	2.44
			2,223#	-@
Chryseis Tan Sheik Ling	170,011	0.01	-	-

RELATED COMPANY
SPORTS TOTO BERHAD

	No. of Ordinary Shares			
	Direct Interest	%	Deemed Interest	%
Dato' Sri Robin Tan Yeong Ching	1,046,202	0.08	641,886^	0.05
Chryseis Tan Sheik Ling	720,000	0.05	-	-

RELATED COMPANY
BERJAYA FOOD BERHAD

	No. of Ordinary Shares			
	Direct Interest	%	Deemed Interest	%
Dato' Sri Robin Tan Yeong Ching	11,211,000	0.56	1,515,000^	0.08

	No. of Warrants 2025/2035			
	Direct Interest	%	Deemed Interest	%
Dato' Sri Robin Tan Yeong Ching	5,605,500	0.85	757,500	0.11

STATEMENT OF DIRECTORS' SHAREHOLDINGS

As at 2 October 2026

RELATED COMPANY
REDTONE DIGITAL BERHAD

	No. of Ordinary Shares			
	Direct Interest	%	Deemed Interest	%
Dato' Sri Robin Tan Yeong Ching	50,000	0.01%	-	-

RELATED COMPANY
BERJAYA MUTUAL BERHAD

	No. of Ordinary Shares			
	Direct Interest	%	Deemed Interest	%
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail	2,175,000	4.35	-	-

SUBSIDIARY COMPANY
BERJAYA RAIL SDN BHD

	No. of Ordinary Shares			
	Direct Interest	%	Deemed Interest	%
YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail	702,000	30.00	-	-

Notes:

\# *Indirect interests pursuant to Section 59(11)(c) of the Companies Act 2016.*

^ *Indirect interests pursuant to Section 8 of the Companies Act 2016.*

@ *Less than 0.01%*

Other than as disclosed above, none of the other Directors of the Company had any interests in the shares, warrants and debentures of the Company or its related corporations as at 2 October 2026.

STATISTICS ON SHAREHOLDINGS

As at 2 October 2026

Total Number of Issued Shares : 4,888,850,000 (excluding treasury shares of 111,487,104)
Class of Shares : Ordinary Shares
Voting Rights : One vote per Ordinary Share

ANALYSIS OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF ORDINARY SHARES	%
less than 100	669	8.19	10,804	-#
100 - 1,000	1,852	22.70	784,743	0.02
1,001 - 10,000	2,750	33.67	15,458,183	0.32
10,001 - 100,000	2,372	29.04	81,097,822	1.66
100,001 – 244,442,500	522	6.39	4,292,120,352	87.79
244,442,501* and above	1	0.01	499,378,096	10.21
Total	**8,166**	**100.00**	**4,888,850,000**	**100.00**

Note:
Less than 0.01%.
* *Denotes 5% of total number of issued shares with voting rights.*

LIST OF THIRTY (30) LARGEST SHAREHOLDERS

NO.	NAME OF SHAREHOLDERS	NO. OF ORDINARY SHARES	%
1	**RHB NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR JUARA SEJATI SDN BHD	499,378,096	10.21
2	**HLIB NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR BERJAYA CORPORATION BERHAD	237,944,000	4.87
3	**MBSB INVESTMENT NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR TERAS MEWAH SDN BHD (MGN - TMS0004M)	225,000,000	4.60
4	**ABB NOMINEE (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR TERAS MEWAH SDN BHD (BCORP RC11 RM100M)	178,000,000	3.64
5	**AMSEC NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR TERAS MEWAH SDN BHD	175,000,000	3.58
6	**MAYBANK NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR TERAS MEWAH SDN BHD	153,500,000	3.14
7	**RHB NOMINEES (TEMPATAN) SDN BHD** OSK CAPITAL SDN BHD FOR JUARA SEJATI SDN BHD	152,000,000	3.11
8	**BBL NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR JUARA SEJATI SDN BHD	145,000,000	2.97
9	**RHB NOMINEES (TEMPATAN) SDN BHD** OSK CAPITAL SDN BHD FOR DETIK RIA SDN BHD	140,446,100	2.87
10	**BERJAYA EQUITY NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR TERAS MEWAH SDN BHD (AT0083)	134,500,000	2.75
11	**AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR BIZURAI BIJAK (M) SDN BHD	105,500,000	2.16
12	**RHB NOMINEES (TEMPATAN) SDN BHD** OSK CAPITAL SDN BHD FOR BIZURAI BIJAK (M) SDN BHD	105,000,000	2.15

STATISTICS ON SHAREHOLDINGS

As at 2 October 2026

LIST OF THIRTY (30) LARGEST SHAREHOLDERS (CONT'D)

NO.	NAME OF SHAREHOLDERS	NO. OF ORDINARY SHARES	%
13	**ABB NOMINEE (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR BIZURAI BIJAK (M) SDN BHD (BCORP RC11 RM100M)	100,000,000	2.05
14	**CIMB GROUP NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR DETIK RIA SDN BHD (BG-CIBC)	88,416,238	1.81
15	**BERJAYA EQUITY NOMINEES (TEMPATAN) SDN BHD** BERJAYA IPS CREDITS SDN BHD FOR JUARA SEJATI SDN BHD	85,000,000	1.74
16	**AFFIN HWANG NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR JUARA SEJATI SDN BHD	82,200,000	1.68
17	**MAYBANK NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR TERAS MEWAH SDN BHD (51401114879C)	80,000,000	1.64
18	**RHB NOMINEES (TEMPATAN) SDN BHD** BANK OF CHINA (MALAYSIA) BERHAD PLEDGED SECURITIES ACCOUNT FOR BERJAYA IPS EQUITY SDN BHD	75,000,000	1.53
19	**AMSEC NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR BERJAYA CORPORATION BERHAD (SMART)	71,300,000	1.46
20	**MAYBANK NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR BERJAYA GROUP BERHAD	64,500,000	1.32
21	**MAYBANK NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR TERAS MEWAH SDN BHD (51401172844C)	60,170,000	1.23
22	**CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR TERAS MEWAH SDN BHD (MY4764)	60,000,000	1.23
23	**CIMB GROUP NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR BIZURAI BIJAK (M) SDN BHD (BCB CBM-C2-SBLC)	56,636,220	1.16
24	**MAYBANK NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR JUARA SEJATI SDN BHD (01408432026D)	52,300,000	1.07
25	**CIMSEC NOMINEES (TEMPATAN) SDN BHD** CIMB FOR VINCENT TAN CHEE YIOUN (PB)	50,000,000	1.02
26	**CIMB GROUP NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR BIZURAI BIJAK (M) SDN BHD (IPS CBM-C2 RC)	49,800,000	1.02
27	**MAYBANK NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR JUARA SEJATI SDN BHD	49,000,000	1.00
28	**RHB NOMINEES (TEMPATAN) SDN BHD** BANK OF CHINA (MALAYSIA) BERHAD PLEDGED SECURITIES ACCOUNT FOR BERJAYA SECURITIES SDN BHD	49,000,000	1.00
29	**CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR CHEAH YOW FONG (MF00245)	45,370,700	0.93
30	**TIONG TAT PRINTING INDUSTRY SDN BHD**	41,400,000	0.85
		3,411,361,354	**69.79**

SUBSTANTIAL SHAREHOLDERS

As Per Register of Substantial Shareholders as at 2 October 2026

Names of Substantial Shareholder	No. of Shares				Notes
	Direct	%	Indirect	%	
Teras Mewah Sdn Bhd	1,128,170,000	23.08	0	0	
Juara Sejati Sdn Bhd	1,171,628,096	23.97	226,415,532	4.63	(a)
Bizurai Bijak (M) Sdn Bhd	484,386,220	9.91	222,748,532	4.56	(b)
Berjaya Group Berhad	128,344,330	2.63	3,010,599,848	61.58	(c)
Berjaya Corporation Berhad	417,600,000	8.54	3,138,944,178	64.21	(d)

Notes:

(a) Deemed interested by virtue of its interests in Berjaya Capital Berhad and REDtone Digital Berhad.

(b) Deemed interested by virtue of its interests in Berjaya Capital Berhad.

(c) Deemed interested by virtue of its 100% interests in Teras Mewah Sdn Bhd, Juara Sejati Sdn Bhd, Bizurai Bijak (M) Sdn Bhd and its interests in the related companies, namely Prime Credit Leasing Berhad, Berjaya Securities Sdn Bhd, Berjaya IPS Equity Sdn Bhd, Berjaya IPS Credits Sdn Bhd, Rantau Embun Sdn Bhd and REDtone Digital Berhad.

(d) Deemed interested by virtue of its 100% interests in Berjaya Group Berhad.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirty-Sixth Annual General Meeting ("36th AGM") of Berjaya Property Berhad (formerly known as Berjaya Land Berhad) ("the Company") will be held at Perdana Ballroom, Bukit Jalil Golf & Country Resort, Jalan Jalil Perkasa 3, Bukit Jalil, 57000 Kuala Lumpur on Wednesday, 9 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 Note 1 of the Explanatory Notes)**

2. To approve the payment of Directors' Fees of RM7,000.00 per month to each Non-Executive Director of the Company for the period from 10 December 2026 until the next Annual General Meeting of the Company to be held in 2027. **Resolution 1**

3. To approve the additional payment of Directors' Benefits (excluding Directors' Fees) to the Non-Executive Directors of the Company up to an amount of RM37,000.00 for the period from 1 October 2026 until the Annual General Meeting of the Company to be held in 2026. **Resolution 2**

4. To approve the payment of Directors' Benefits (excluding Directors' Fees) to the Non-Executive Directors of the Company up to an amount of RM753,600.00 for the period from 10 December 2026 until the next Annual General Meeting of the Company to be held in 2027. **Resolution 3**

5. To re-elect the following Directors who retire pursuant to Clause 117 of the Company's Constitution:-

   (a) Mr Tan Peng Lam **Resolution 4**
   (b) Mr Kua Choo Kai **Resolution 5**

6. To re-elect YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail who retires pursuant to Clause 107 of the Company's Constitution. **Resolution 6**

7. 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:-

8. To consider and, if thought fit, to 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 Company's Constitution and the approvals of the relevant governmental/regulatory authorities, the Directors be and are hereby empowered, pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot shares in the Company from time to time at such price and upon such terms and conditions and for such purposes as the Directors may deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being AND THAT the Directors be and are also empowered to obtain the approval from Bursa Malaysia Securities Berhad for the listing and quotation for the additional shares so issued AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.

AND THAT pursuant to Section 85 of the Companies Act 2016 to be read together with Clause 60 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the Company to be offered new shares ranking pari passu in all respects with the existing ordinary shares arising from the issuance and allotment of the shares pursuant to Sections 75 and 76 of the Companies Act 2016." **Resolution 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/ Statement 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 ("BProperty Shares") through the Exchange and to take all such steps as are necessary (including the opening and maintaining of a central depositories account under the Securities Industry (Central Depositories) Act, 1991) and enter into any agreements, arrangements and guarantees with any party or parties to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities from time to time and to do all such acts and things in the best interests of the Company, subject further to the following:-

1. the maximum number of ordinary shares which may be purchased and held by the Company shall be equivalent to ten per centum (10%) of the total number of issued shares of the Company;

NOTICE OF ANNUAL GENERAL MEETING

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 BProperty Shares or any part thereof by the Company, the Directors of the Company be and are hereby authorised to deal with any BProperty Shares so purchased by the Company in the following manner:-

(a) cancel all the BProperty Shares so purchased; or

(b) retain all the BProperty 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 Datuk Kee Mustafa 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**

9. To transact any other business for 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
(SSM Practising Certificate No. 202008001622) (MAICSA 7013702)
Company 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 Director is the same as the previous financial year ended 30 June 2025.

3. Directors' Benefits (excluding Directors' Fees)

Section 230(1) of the Companies Act 2016 provides amongst others that "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 allow additional payment of Directors' Benefits (excluding Directors' Fees) to the Non-Executive Directors of the Company up to an amount of RM37,000.00 for the period from 1 October 2026 to 36th AGM. The additional payment is due to additional monthly director's allowance payable to the Chairman and additional meeting allowance payable to the Non-Executive Directors.

Resolution 3 is to seek shareholders' approval at the 36th AGM for the payment of Directors' Benefits (excluding Directors' Fees) payable to the Non-Executive Directors of the Company for the period from 10 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 meeting allowances, directors' allowance and other emoluments.

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, assuming full attendance by all of the Non-Executive Directors. The estimated amount of benefits also caters for unforeseen circumstances, for example, the appointment of additional Directors and additional unscheduled Board meetings and/or Board Committees meetings.

In the event, where the payment of Directors' Benefits (excluding Directors' Fees) payable to the Non-Executive Directors during the above period exceeded the estimated amount sought at the 36th AGM, a shareholders' approval will be sought at the next AGM for the shortfall.

4. Re-election of Retiring 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 4 to Resolution 6 are to seek shareholders' approval at the 36th AGM for the re-election of Directors who retire by rotation pursuant to Clause 117 and Clause 107 of the Company's Constitution.

The Board through the Nomination Committee ("NC") had undertaken an annual assessment evaluation and fit and proper assessment on the retiring Directors namely, Mr Tan Peng Lam, Mr Kua Choo Kai and YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail ("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.

NOTICE OF ANNUAL GENERAL MEETING

All the Retiring Directors have completed their respective declaration on the fitness and propriety, contribution and performance and calibre and personality in accordance with the Directors' Fit and Proper Policy of the Company as well as the confirmation of independence (as the case may be).

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 with 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 36th AGM. The Retiring Directors had abstained from deliberations and decisions on their respective eligibility to stand for re-election at the relevant NC and Board Meetings.

The profiles of all Retiring Directors who are standing for re-election 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 36th 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 Committee ("AC") 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 had satisfactorily performed their audit and that EY had 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 and endorsed the AC's recommendation and had recommended the re-appointment of EY as Auditors of the Company for shareholders' approval at the forthcoming 36th 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 Annual General Meeting 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 Thirty-Fifth Annual General Meeting held on 9 December 2025 and which will lapse at the conclusion of the Thirty-Sixth Annual General Meeting.

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/Statement to Shareholders dated 29 October 2026 which can be viewed and downloaded from the website of the Company at www.berjaya.com/berjaya-property/ and/or Bursa Malaysia Securities Berhad at https://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-property/ and/or Bursa Malaysia Securities Berhad at https://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 Datuk Kee Mustafa 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 Datuk Kee Mustafa 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 meeting 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/her 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 duly executed Form of Proxy must be deposited at the Company's Registered Office at Lot 13-01A, Level 13 (East Wing), Berjaya Times Square, No. 1, Jalan Imbi, 55100 Kuala Lumpur OR alternatively, the Form of Proxy may be submitted electronically via Berjaya Registration Portal at https://www.berjayaregistration.com.my not less than forty-eight (48) hours before the time appointed for holding the meeting, i.e. **latest by Monday, 7 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 2 December 2026 shall be entitled to participate and/or vote at the meeting 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 36th 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 36th AGM (including any adjournment thereof), preparing and compiling attendance lists, minutes and other documents relating to the 36th AGM, and compliance with applicable laws, listing requirements, regulations and/or guidelines, including the video recording of the 36th 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.

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FORM OF PROXY

BERJAYA

BERJAYA PROPERTY BERHAD

(formerly known as Berjaya Land Berhad)

[Registration No. 199001010193 (201765-A)]

I/We _____

(Name in full)

I.C. or Company No. _____ CDS Account No. _____

(New and Old I.C. Nos. or Company No.)

of _____

(Address)

being a member/members of BERJAYA PROPERTY BERHAD (formerly known as Berjaya Land Berhad) hereby appoint:

_____ I.C. No. _____

(Name in full) *(New and Old I.C. Nos.)*

of _____

(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 Thirty-Sixth Annual General Meeting ("36th AGM") of the Company to be held at Perdana Ballroom, Bukit Jalil Golf & Country Resort, Jalan Jalil Perkasa 3, Bukit Jalil, 57000 Kuala Lumpur on Wednesday, 9 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.

NO.	DESCRIPTION OF RESOLUTION	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 10 December 2026 until the next Annual General Meeting of the Company in 2027.		
RESOLUTION 3	To approve the additional payment of Directors' Benefits (excluding Directors' Fees) for the period from 1 October 2026 until the Annual General Meeting of the Company in 2026.		
RESOLUTION 4	To re-elect Mr Tan Peng Lam as Director.		
RESOLUTION 5	To re-elect Mr Kua Choo Kai as Director.		
RESOLUTION 6	To re-elect YAM Tunku Tun Aminah Binti Sultan Ibrahim Ismail 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 and to seek 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 Datuk Kee Mustafa as an Independent Non-Executive Director.		

No. of Shares Held

_____

Signature(s)/Common Seal of Member(s)

Dated this _____ day of _____, 2026.

NOTES:

(1) A member of the Company who is entitled to attend, participate, speak and vote at the meeting 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.

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(7) Only members whose names appear in the Record of Depositors of the Company as at 2 December 2026 shall be entitled to participate and/or vote at the meeting or appoint a proxy to participate and/or vote in his/her stead.

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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 36th AGM and/or any adjournment thereof, preparing and maintaining attendance records, minutes and other documents relating to the 36th AGM, and compliance with applicable laws, listing requirements, regulations and/or guidelines, including the video recording of the 36th 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

Then fold here

AFFIX
STAMP

THE COMPANY SECRETARY
BERJAYA PROPERTY BERHAD
(formerly known as Berjaya Land Berhad)
Lot 13-01A, Level 13 (East Wing)
Berjaya Times Square
No. 1, Jalan Imbi
55100 Kuala Lumpur

1st fold here

www.berjaya.com/berjaya-property