



BERJAYA BERJAYA FOOD BERHAD

[Registration No. 200901032946 (876057-U)]

SUSTAINABILITY REPORT 2023





VISION

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



MISSION

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

14TH ANNUAL GENERAL MEETING



Wednesday,
13 December 2023
10.00 a.m.



Manhattan V, Level 14, Berjaya Times Square Hotel Kuala Lumpur, No. 1, Jalan Imbi, 55100 Kuala Lumpur



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SUSTAINABILITY REPORT OVERVIEW



The FTSE4Good Bursa Malaysia (“F4GBM”) Index measures the performance of public listed companies demonstrating strong ESG practices. The FTSE4Good Bursa Malaysia Shariah (“F4GBMS”) Index is designed to track constituents in the F4GBM Index that are Shariah-compliant, according to the Securities Commission Malaysia Shariah Advisory Council screening methodology. BFood has been a constituent of the F4GBM and F4GBMS Indices since 2023. The Group is ranked in the top 25% by ESG Ratings among public listed companies in the FTSE Bursa Malaysia EMAS Index by FTSE Russell, a London Stock Exchange Group subsidiary that produces, maintains, licenses, and markets stock market indices.



FTSE4Good



Reporting Scope and Boundary

This Sustainability Report includes all of BFood’s principal business activities, namely: Berjaya Starbucks Coffee Company Sdn Bhd (“BStarbucks”), Berjaya Roasters (M) Sdn Bhd (“BROasters”), Berjaya Jollibean (M) Sdn Bhd (“BJoybean”), Berjaya Food Trading Sdn Bhd (“BFT”), Jollibean Foods Pte Ltd (“Jollibean Foods”), Ser Vegano Sdn Bhd (“Ser Vegano”) and Berjaya Paris Baguette Sdn Bhd (“BPB”).



References, Data and Restatement

All references to “BFood” or “Group” collectively refer to BFood and all operating companies; “the Company” refers to the brand or discussed company.

BStarbucks coverage features more prominently in this Sustainability Report as it has the most extensive business operations, with its gross revenue and headcount accounting for approximately 80% of BFood Group.

BFood has collected and presented available data with help from existing management control and information systems to ensure the reliability of information flows and accurate monitoring of sustainability performance.

BFood has restated selected past years’ indicators as the company continues to improve its scope and data monitoring systems.

Consolidating all data into a performance table on page 40 of this Sustainability Report complies with the latest Enhanced Bursa Malaysia Sustainability Reporting Framework for readers’ easy reference.



Reporting Period

Financial Year 2023 (“FY2023”) is from 1 July 2022 to 30 June 2023, unless otherwise stated.



Reporting Guidelines

Principle Guideline

- Global Reporting Initiative (“GRI”) Standards

Additional Guidelines

- Bursa Malaysia Enhanced Sustainability Reporting Framework
- The United Nations Sustainable Development Goals (“UNSDGs”)
- International Organisation for Standardisation (“ISO”) 2600:2010 Guidance on Social Responsibility
- FTSE4Good Bursa Malaysia Index and other local and international sustainability ratings



Accuracy and Reliability of Content

Each business unit’s management collected input and ensured its accuracy before being endorsed by the Board of Directors (“Board”).



Feedback

For questions or comments regarding this report and sustainability at BFood, please get in touch with us via email at customer@berjayafood.com.

SERVING FOR A BETTER TOMORROW


BFood’s primary focus is addressing the most critical sustainability challenges affecting the Group, stakeholders and communities. The Group aims to optimise its collective impact by continually reassessing and integrating these material issues into its business strategy and comprehensive operations. This top-down approach facilitates systemic transformations throughout the value chain, embodying sustainability as an integral part of corporate ethos, not just an action it takes.

BFood’s Sustainability Pillars

 <p>ECONOMIC SUSTAINABILITY</p> <p>Creating long-term value for shareholders and adding value for all stakeholders</p>	 <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>Striving to improve the Company’s environmental footprint, enhancing resource efficiency, reducing the waste produced by the business, and supporting conservation efforts</p>	 <p>SOCIAL SUSTAINABILITY</p> <p>Dealing with customers and the public according to good market practices and regulatory requirements Providing conducive workplace practices for the employees (“partners”) and community engagement through various initiatives for all stakeholders</p>
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OUR STRATEGIC PRIORITIES

- 1




INVESTING IN OUR EMPLOYEES

Our employees (“partners”) are the heart of the BFood experience. BFood has founded its employee (“partner”) experience improvement efforts on a deep commitment to advancing inclusion, diversity, and equity.
- 2



CARING FOR OUR COMMUNITIES AND THE PLANET

BFood takes responsibility for building a more sustainable, equitable, and resilient future for local communities and the planet. Striving to create the future it dreams of through the lens of humanity, BFood is deeply committed to global human rights and responsible and ethical sourcing, ensuring it gives more than it takes from the planet.
- 3



ADVANCING EQUITY AND INCLUSION

BFood creates a culture of warmth and belonging where everyone is welcome and respected. BFood’s efforts to advance inclusion, diversity, and equity have already led to important policies, programmes, and initiatives.

SERVING FOR A BETTER TOMORROW

SUSTAINABILITY GOVERNANCE

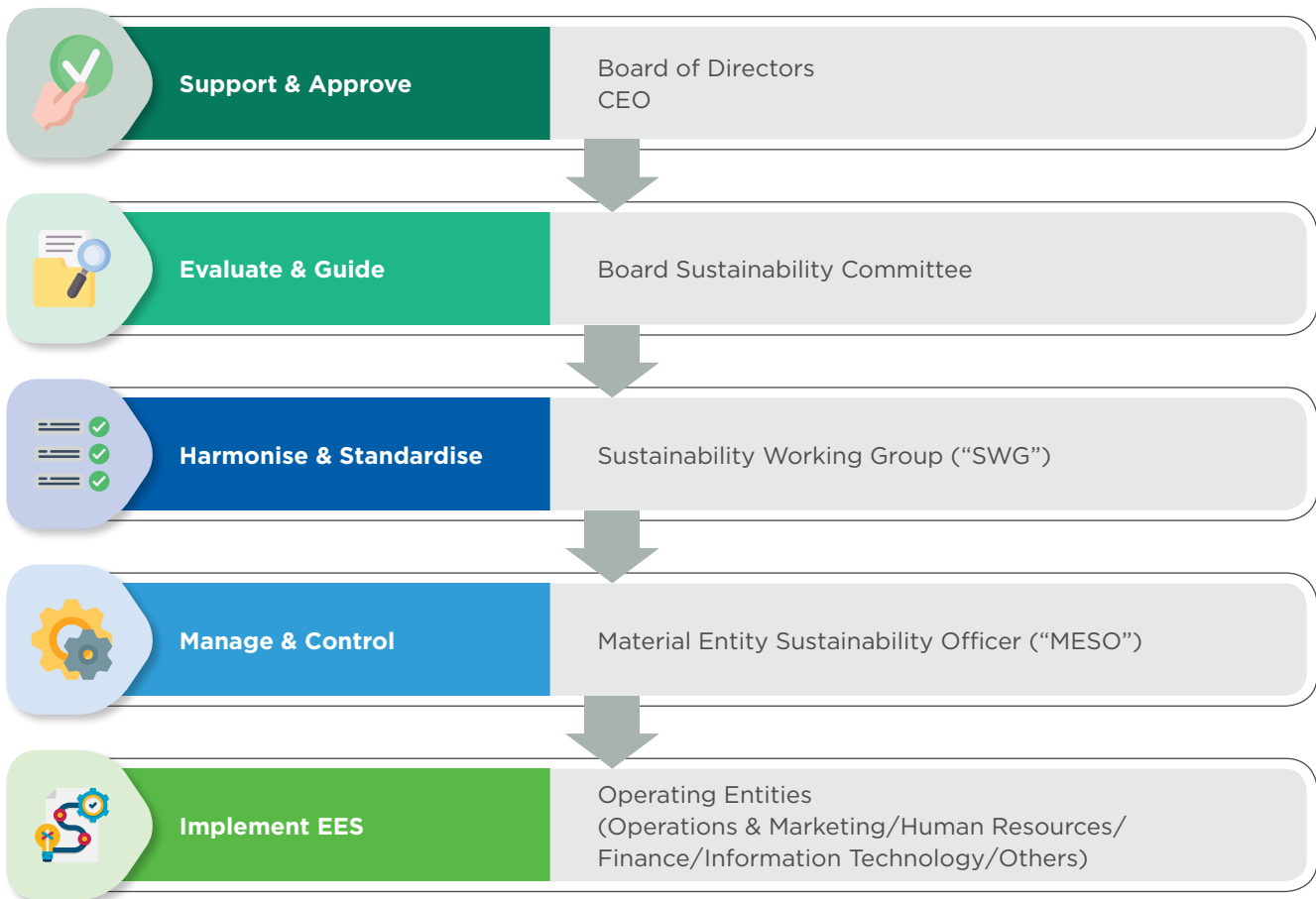
BFood has rooted all operations in sustainability, from policies and procedures to its programmes and value chain. Establishing a sustainability governance model is a foundation for developing sustainability strategies and targets that touch every part of the organisation.

All brands apply global guiding principles, such as the Quality, Environmental, Health and Safety (“QESH”) and the Code of Conduct. These principles and the Group’s values promote a harmonised way of working towards sustainable development. BFood’s management approach covers procedures, processes and systems to manage and monitor material topics.

The Board of Directors governs sustainability, overseeing the implementation of the sustainability strategy and reviewing major related issues. The Sustainability Working Committee (“SWG”), which reports directly to the Board, is responsible for:

- Setting the Group’s overall approach to corporate sustainability
- Overseeing its performance against sustainability targets and related key performance indicators

Sustainability Governance Structure










Necessary instructions and training on the Code of Conduct, Anti-Corruption, Environmental and Occupational Health and Safety support clearly defined responsibilities. Information provided by various sustainability tools and activities, such as internal audits and compliance processes, helps monitor the Group’s sustainability performance.

BUILDING LASTING PARTNERSHIPS WITH STAKEHOLDERS

As a global brand, BFood engages with diverse stakeholders locally and internationally. Maintaining transparent and continuous communication with each stakeholder group allows the Group to discern and prioritise vital issues, shaping its business strategy to maximise stakeholder value. BFood identifies its stakeholders using various criteria, including alignment with organisational goals and values, expertise, geographical location, and reputation. Engagement with stakeholders is an ongoing and pervasive practice involving employees, senior management, and the Board of Directors. The frequency of engagement is consistent, ensuring regular interaction with each stakeholder group, ranging from annual discussions to more frequent monthly or weekly engagements tailored to the nature and significance of the considered topics. The following table summarises BFood’s stakeholder universe and how the Group interacts with each group.

“ By listening to our stakeholders, we gain insight into their needs and concerns, which ensures the work we do is relevant and responsive. We can’t achieve our sustainability goals alone, so working closely with our stakeholders is essential to our present and future performance.”

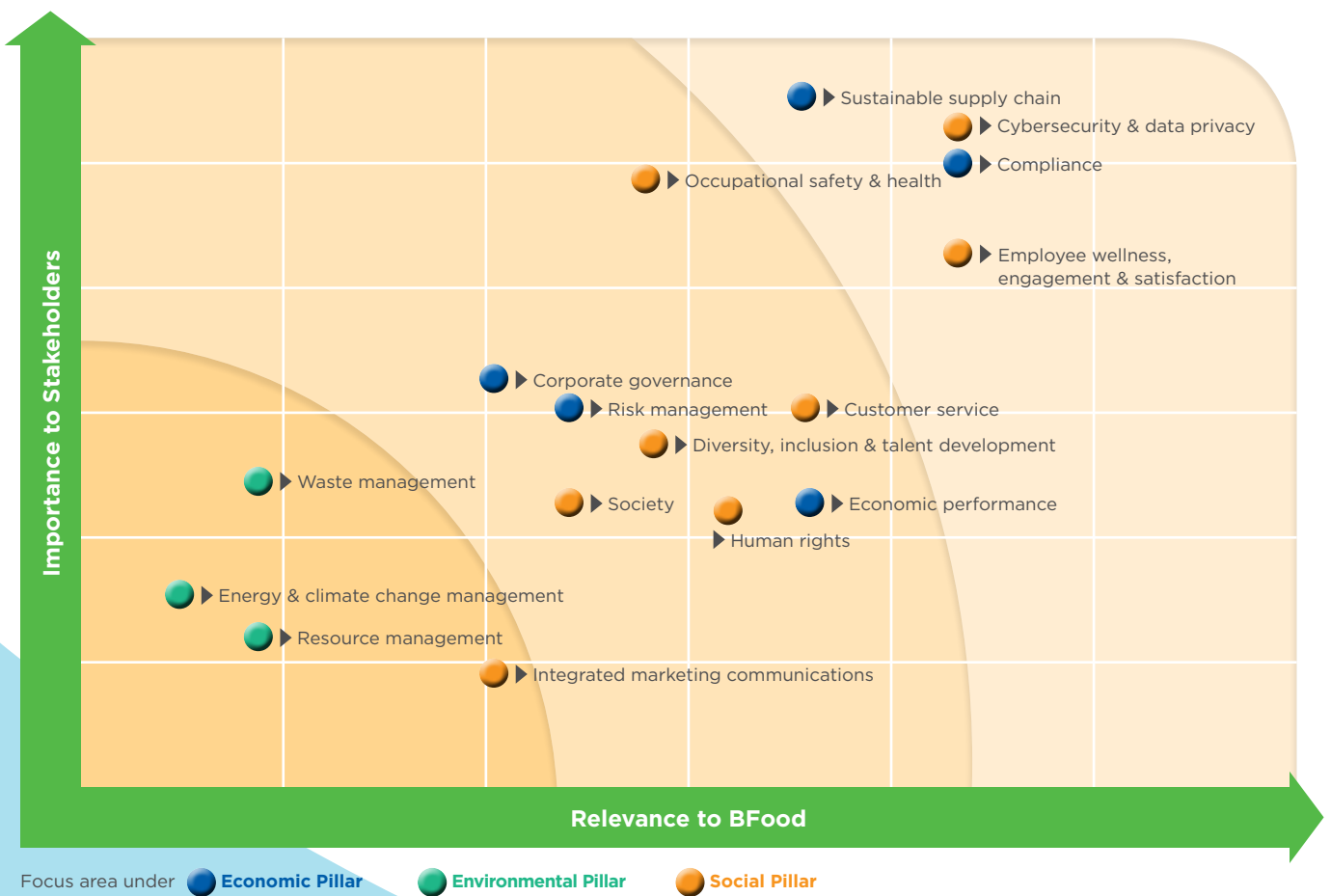
Stakeholder Group	Engagement Platforms
Government & Regulators 	<ul style="list-style-type: none"> • Meetings and interactions with the regulators on policy matters and issues concerning the customers and the general public
Customers 	<ul style="list-style-type: none"> • Continuous efforts to serve customers more effectively using various feedback channels and initiatives
Employees 	<ul style="list-style-type: none"> • Internal engagement channels • Training and development programmes • Open communication through Town Hall sessions • Employee Sustainability Survey
Contractors, Consultants & Suppliers 	<ul style="list-style-type: none"> • Tendering and the procurement process • Regular meetings with suppliers to encourage and offer feedback on improving ways of working together
Media 	<ul style="list-style-type: none"> • Regular engagement and updates with the mainstream media • Media releases relating to crucial business development and corporate social responsibility (“CSR”) activities
Communities, Non-Governmental Organisations (“NGOs”), Peer Companies, Industry Groups 	<ul style="list-style-type: none"> • Consultations with NGOs, peer companies and industry groups for their expert opinions on corporate responsibility areas relevant to the business • Volunteering opportunities and charitable events
Shareholders & Investors 	<ul style="list-style-type: none"> • Communications via announcements to Bursa Securities, general meetings and BFood’s website • Conducting briefings and updates for analysts, fund managers and potential investors as and when required

MATERIALITY: THE CORE OF OUR REPORTING

BFood conducts regular materiality assessments to pinpoint and prioritise significant Economic, Environmental, Social and Governance (“EESG”) impacts, risks and opportunities for the business and stakeholders.







In FY2022, the Group conducted a thorough materiality assessment, which involved identifying and evaluating the impact and significance of various economic, environmental, social and governance factors. This strategic exercise effectively prioritised and aligned actions and initiatives with stakeholder expectations and business objectives, ensuring a focused approach to sustainable growth and responsible business practices.

In FY2023, the management reviewed the materiality matrix and confirmed its continued relevance. The Group commits to an annual review of the matrix to ensure that its strategic objectives remain aligned with stakeholders’ priorities.



MATERIALITY: THE CORE OF OUR REPORTING

BFood ensures that its sustainability practices contribute to local stakeholders and align with broader global objectives. The table below illustrates the alignment of each material matter with the Global Reporting Initiative (“GRI”) and the corresponding United Nations Sustainable Development Goals (“UNSDGs”).

Sustainability Pillar	Focus Area	What it means to BFood	GRI Topics	Corresponding UNSDGs
Economic 	Corporate governance	Manage its business strategy and sustainability processes to build financial integrity and deliver superior performance	<ul style="list-style-type: none"> Non-GRI topic <i>In compliance with the Malaysian Code on Corporate Governance</i> 	
	Risk management	Manage its product, supplier, business and brand risks across the value chain	<ul style="list-style-type: none"> Non-GRI topic <i>In compliance with the Malaysian Code on Corporate Governance</i> 	
	Economic performance	Generate sustainable financial and economic returns, stakeholder value, and business sustainability	<ul style="list-style-type: none"> Economic performance 	  
	Sustainable supply chain	Source materials responsibly and work with supply chain partners to deliver the highest quality food	<ul style="list-style-type: none"> Procurement practices Supplier environmental assessment Supplier social assessment 	  
	Compliance	Comply with legal (e.g. anti-corruption and anti-competition) regulations and other core operational regulations (e.g. environment, labour law, safety and health, Good Manufacturing Practices (“GMP”) Halal certification, and Hazard Analysis, and Critical Control Points (“HACCP”) requirements	<ul style="list-style-type: none"> Anti-competitive behaviour Anti-corruption Environmental compliance Socio-economic compliance 	 
Environment 	Energy & climate change management	Use energy efficiently to minimise carbon emissions	<ul style="list-style-type: none"> Energy Emissions 	      
	Resource management	Use materials such as paper efficiently and also minimise water use and manage its withdrawal	<ul style="list-style-type: none"> Water Materials 	 
	Waste management	Minimise waste and manage its disposal responsibly according to requirements by the authorities	<ul style="list-style-type: none"> Effluents and waste 	    

MATERIALITY: THE CORE OF OUR REPORTING

Sustainability Pillar	Focus Area	What it means to BFood	GRI Topics	Corresponding UNSDGs
Social 	Employee wellness, engagement & satisfaction	Prioritise employees' health and well-being through regular engagement to attract and retain the best talent	<ul style="list-style-type: none"> • Employment • Freedom of association and collective bargaining 	   
	Occupational safety & health	Uphold workplace safety for injury prevention and eliminate workplace health and safety risks through safety assessment at BFood's stores and restaurants	<ul style="list-style-type: none"> • Occupational health and safety 	  
	Diversity, inclusion & talent development	Empower employees to grow by creating positive working relationships with BFood's diverse employees and provide career development opportunities	<ul style="list-style-type: none"> • Diversity and equal opportunity • Non-discrimination • Training and education 	   
	Human rights	Protect the rights of all stakeholders by providing decent conditions for workers, such as eliminating excessive working hours and providing decent accommodation	<ul style="list-style-type: none"> • Human rights assessment • Rights of indigenous people • Security practices • Child labour • Forced labour 	  
	Customer service	Train staff regularly to improve customer service levels, rewarding them through the loyalty programme and continually assessing their needs to improve satisfaction levels	<ul style="list-style-type: none"> • Non-GRI topic <p><i>Additional disclosure as this is necessary to the sustainability of the business</i></p>	
	Integrated marketing communications	Deliver clear and concise promotional materials responsible for communicating the nutrition and impact of BFood's food and being accessible to a broad range of stakeholders	<ul style="list-style-type: none"> • Marketing and labelling 	 
	Cybersecurity & data privacy	Protect customers and other users' data during all transactions and loyalty schemes	<ul style="list-style-type: none"> • Customer privacy 	
	Society	Strengthen local communities by organising multiple corporate social responsibility programmes and collaborating with partners to raise awareness and help those with disabilities	<ul style="list-style-type: none"> • Local communities 	 

STEERING SUSTAINABLE ECONOMIC ACTIVITY



Group photo of BStarbucks employees (“partners”) at the media launch of the Starbucks Summer Refreshers™ event.

BFood’s economic performance has consistently generated substantial stakeholder value. The Group aims to sustain its involvement in this robust global economic growth while creating value and fostering support for local communities. Given the interconnectedness of BFood’s business and sustainability goals, enhancing economic performance contributes to an increased positive impact. The strength of BFood’s economic performance is a catalyst, allowing the Group to enhance its capabilities through strategic partnerships with supply chain partners, institutions, certification bodies, and quality experts, ultimately establishing itself as consumers’ top choice. In FY2023, BFood witnessed exceptional growth, propelled by expansions in BStarbucks and BRoasters, including additional drive-thru outlets and strategically focusing on smaller towns and communities. BRoasters achieved impressive sales growth by diversifying its menu and reducing reliance on a single cost item.

BFOOD’S SUSTAINABLE ECONOMIC ODYSSEY

BFood strategically pursues an ambitious expansion plan. Substantial capital expenditure has facilitated local and international market expansion, including opening new cafes, stores and outlets according to varying customer preferences. This aggressive expansion approach underscores BFood’s dedication to securing a more significant market share.



STEERING SUSTAINABLE ECONOMIC ACTIVITY

BFOOD'S INFLUENCE THROUGHOUT THE VALUE CHAIN

BFood diligently optimises outcomes and minimises adverse impacts across its extensive value chain. The Group prioritises supply-chain efficiency through optimised processes, partner collaborations and adherence to a transparent Code of Conduct, which applies to employees, suppliers, consultants, distributors and independent contractors.

Each brand has a customised Supplier Code of Conduct containing the required principles and behavioural standards. The Code is communicated globally to all contractors, vendors, consultants or third parties and is translated into relevant languages to ensure a sustainable business relationship.

All existing and new suppliers must agree to comply with the Global Human Rights Statements and Supplier Code of Conduct. Existing suppliers must present a three-year roadmap that details their key milestones, deliverables and timing on sustainability and compliance. They must produce a semi-annual progress report and an annual update as part of BFood's due diligence.

Regularly assessing supplier performance is standard practice, with BRoasters reviewing its suppliers quarterly. These assessments thoroughly examine pricing, quality, performance and adherence to EESG standards.

BStarbucks evaluates its suppliers by completing a stringent Quality Assurance ("QA") audit. Food suppliers must attain food safety certifications such as HACCP, FSSC 22000, ISO 22000 and ISO 9001 for Non-Food Suppliers.

A meticulous cost review secures the most efficient cost price for products and emphasises operational efficiency.

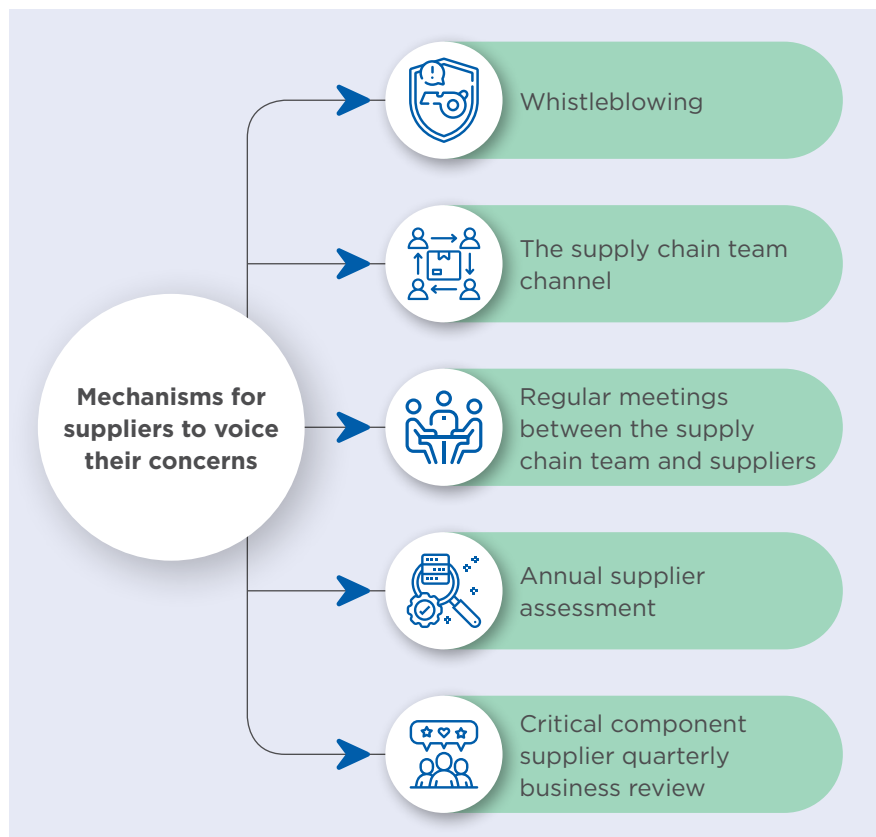
WHAT'S COMING UP?



BStarbucks is implementing an SAP system within its supply chain and targets completion in the last quarter of FY2024. This deployment should significantly bolster operational efficiency and allow the Company to leverage advanced technological capabilities to optimise supply chain processes, improve resource allocation and streamline overall operations, ultimately contributing to a more efficient and responsive supply chain management system.

BStarbucks' supplier compliance audits encompass HALAL audits and QA audits. This robust approach ensures alignment with the supply chain's ethical, legal and quality standards. Obtaining the Halal certification reaffirms the Group's commitment to prioritising animal welfare and adherence to principles governing the humane treatment of animals. In 2023, 14 BStarbucks' suppliers underwent a Food Safety QA Audit; three completed the Security Risk Assessment. All suppliers achieved successful outcomes, meeting the required standards.

BFood's thorough supplier monitoring process discovered no incidences of supplier non-compliance, demonstrating a commitment to maintaining high standards and ensuring that all suppliers meet the Group's requirements and expectations.



STEERING SUSTAINABLE ECONOMIC ACTIVITY

RESPONSIBLE SOURCING UNDERPINS HOLISTIC GROWTH

BFood aims to commit to 100% responsible sourcing, prioritising local vendors when procuring raw materials whenever possible. However, BStarbucks procures its coffee beans, cocoa and tea directly from the United States to ensure all beverages meet Starbucks' global quality and taste requirements.

ALIGNING SUSTAINABILITY TARGETS ACROSS THE VALUE CHAIN

BFood exemplifies sustainability by brewing it seamlessly into the value chain, promoting ethical sourcing, environmental responsibility and social welfare.

The Group's primary supply chain responsibility addresses labour and human rights, safety, ethics and environmental risks. BFood integrates its social and environmental policies into supply chain processes, consistently conveying its expectations to major suppliers through regular communication, engagement and comprehensive training initiatives of relevant supplier staff.

Major suppliers were invited to engage in building capacity in social and environmental issues by:

- Discussing industry best practices for their development through engagement sessions
- Inviting suppliers to join BFood on its green journey
- Encouraging suppliers to monitor, record and report their environmental performance and impact reduction

The Group works with suppliers to address environmental and social risks relevant to the food and beverage industry by providing supplier training on social issues and other mentoring and sharing best practices. BFood conducts risk assessments on existing suppliers' social and environmental performance, especially those identified as 'high risk'.

As part of the Group's due diligence, existing, potential and new suppliers are subject to social and environmental assessment comprising a self-assessment questionnaire and physical inspection. The Group conducted 30 physical inspections during the year and identified zero non-compliance.

SOCIAL SUPPLY CHAIN

The Group's Suppliers Code of Conduct includes the UN Global Compact principles. The social supply chain is a dynamic network built on ethical principles and a dedication to social responsibility. It encompasses fair sourcing practices, empowering both suppliers and communities. The Group prioritises fair and safe working conditions and ethical treatment of all involved.

The Group's Social Supply Chain principles are seamlessly integrated into operations, influencing buyer training and supplier contracts.

BStarbucks assesses each supplier's facility and products regarding their ethical sourcing, supplier security, food safety and product quality before BFood confirms its engagements. All facilities, products and processes must comply with Starbucks Standards.

ENVIRONMENTAL SUPPLY CHAIN

BFood's supplier sourcing assessment processes thoroughly evaluate environmental dimensions, including energy use, greenhouse gas ("GHG") emissions, water use, biodiversity impacts, pollution, waste reduction, resource use and other environmental issues.

Continual improvement defines BFood's journey towards a greener supply chain. In line with its commitment to climate action, BFood mandates transparency from suppliers regarding the emissions within their portfolios. The Group anticipates suppliers to actively work towards reducing supply-chain carbon emissions in their supply chains in line with its sustainability goals.

BUSINESS ETHICS AND INTEGRITY

Doing business with integrity is a fundamental priority. BFood clearly states that it must achieve business results through fair, ethical and legal practices. The Code of Conduct and related policies set its standards for legal and ethical behaviour.

All employees must comply with the Code, policies, applicable regulations and industry standards. The Group raises awareness of its policy expectations with all employees through broad-based communications. Customised training through BFood's learning and development programmes ensures colleague understanding and awareness.

STEERING SUSTAINABLE ECONOMIC ACTIVITY

ANTI-BRIBERY AND CORRUPTION

A robust zero-tolerance policy against corruption covers bribery and fraud. The Group is actively enhancing its internal controls. Tailored communications and educational resources prioritise addressing bribery, corruption, and ethical handling of gifts, entertainment and hospitality matters.

BFood’s Zero Tolerance Policy evinces a proactive commitment to addressing and mitigating corruption risks, including bribery. Endorsed by the Board of Directors, the policy fulfils the requirements in the Guidelines on Adequate Procedures to Section 17A (5) of the Malaysian Anti-Corruption Commission Act 2009. It applies to all directors, employees and business partners who have also completed anti-corruption education and training.



BFood’s Overall Corruption Target

Zero corruption, bribery and facilitation payments


Berjaya Group conducts yearly assessment and compliance reviews in selected entities. There were no material incidents of bribery, corruption or legal actions for anti-competitive behaviour involving any BFood brand in FY2023.

Corruption risks, including bribery, are crucial elements in BFood’s risk register. BFood’s corruption and bribery risk assessment processes measure and rank critical bribery risk areas with high potential or likely influence over operations and all levels of BFood’s management.

This keen understanding helps the Group:

- Design high-level prevention assessments and solutions
- Implement plans to combat potential bribery, corruption and fraud, especially for high-risk operations

As part of due diligence, BFood conducts corruption and bribery risk assessments for intermediaries, including all new and existing business partners, contractors, subcontractors, third parties and agents. BFood communicates these policies and practices to these intermediaries effectively.



No disciplinary cases have been reported for corrupt practices that resulted in the dismissal of employees. BFood received zero fines and penalties from the authorities during the recent years and reporting period, demonstrating the effectiveness of these stringent anti-corruption policies and practices.

WHISTLEBLOWING

BFood provides employees and all external stakeholders with a Whistleblowing communication channel for reporting non-compliance concerns. The Group handles every allegation professionally and confidentially. Employees found to have been involved in bribery are subject to disciplinary action that will lead to termination. Heads of departments and sections must ensure that all employees adhere to the Anti-Bribery and Corruption Policy.

WORKING WITH OTHERS

BFood and its subsidiary companies proactively engage with industry associations to foster diverse viewpoints and collectively drive positive change. This collaborative engagement with such associations facilitates the exchange of ideas and cooperative efforts on industry-related issues.

Notable Industry Memberships

- 1 Malaysia Retail Chain Association (“MRCA”)
- 2 Malaysian Investor Relations Association (“MIRA”)
- 3 Malaysian Specialty Coffee Association (“MSCA”)
- 4 Malaysian Employers Federation (“MEF”)
- 5 American Malaysian Chamber of Commerce (“AMCHAM”)

BETTER FOR THE PLANET



The first Paris Baguette store opened in Pavillion Kuala Lumpur, Malaysia.



While the pace of environmental change may seem gradual, the magnitude of these challenges calls for active effort from all sectors of society. BFood understands and addresses the intertwining issues of climate change, pollution and biodiversity to reinforce the belief that everyone can safeguard the planet's vital ecosystems together.

With over 393 Starbucks stores, 70 Kenny Rogers ROASTERS ("KRR") outlets, 7 SALA stores, 1 KELAVA store, and 2 Paris Baguette outlets, BFood's supply chain's environmental footprint is significant. The business size necessitates focused efforts to enhance sustainability across the operations. Understanding the pivotal role of the supply chain in emissions, the Group is proactively evaluating its operations footprint by assessing sourcing, transportation, and the entire business life-cycle processes, enabling it to make informed decisions and implement targeted strategies to minimise its overall carbon impact.

BStarbucks is committed to being resource-positive – giving back more than it takes from the planet. BStarbucks has boldly committed to halving its carbon, water and waste footprints by 2030. BStarbucks will continue to work to ensure its 2030 targets remain ambitious as science and measurement capabilities evolve.

CLIMATE ACTION

Addressing the realities of climate change is one of the planet's most significant challenges today. With greater urgency for climate action, BFood must find tangible solutions to the crisis by scaling up its ambition in its decisions in:

- Strategising operational investments
- Associated greenhouse gas ("GHG") impact
- Shaping long-term climate ambitions

BFood increases its decarbonisation efforts within its operations and supply chains. The Group aims to deliver low-carbon solutions in its food and beverage offerings and integrate climate-related risks seamlessly into its businesses.

BFood is an active member of several industry associations with a strong focus on sustainability, particularly climate change. These associations encompass the Malaysia Retail Chain Association ("MRCA") and the American Malaysian Chamber Of Commerce ("AMCHAM"). These affiliations enable the Group to work closely with industry peers in tackling a wide range of challenges related to environmental sustainability, regulatory compliance and operational efficiency within the food and beverage sector. These organisations also influence public policy and regulations relevant to the industry. Within these memberships, BFood actively participates in roles that identify critical environmental concerns, including climate change, water management, and waste reduction.

BETTER FOR THE PLANET

The Group collaborates on solutions that enhance its operations and supply chains. BFood remains committed to maintaining alignment between its climate change policy and the positions it supports within these trade associations. When opinions differ, the Group takes proactive steps to identify gaps and initiates a process highlighting opportunities for adopting best practices in business.

BFood incorporates climate-related risk management into its comprehensive company-wide risk scorecard. This integration is fundamental in shaping the company’s overall business strategy and influencing decisions regarding future research and development (R&D) and technology investments. BFood’s climate risk management process encompasses a range of mitigation initiatives aimed at:

- Curbing greenhouse gas emissions
- Exploring climate engineering solutions
- Expanding the organisation’s understanding of the climate system

Unavoidably, climate change exerts an impact on both operating costs (“OPEX”) and capital expenditures (“CAPEX”). Alterations in climate conditions can reduce the efficiency, output and performance of stores and equipment, which may necessitate additional CAPEX investments for asset repair or enhancement to restore optimal asset performance. Furthermore, compliance with environmental regulations may demand further CAPEX allocation to upgrade facilities or equipment, ensuring they can effectively manage increased pollution risks.

BFood’s commitment to addressing climate change and enhancing efficiency involves adapting new and sustainable technologies in its operations and supply chain management. Specifically, BFood has adopted an adaptation strategy that includes a tracking system to monitor emissions, energy usage, water consumption and waste across all its outlets, restaurants and stores.

BFood’s Sustainability Department, which reports to the Board, devises strategies to minimise the organisation’s environmental impact. It provides the Board with updates on energy management, climate change and pollution reduction. In FY2023, BFood invested RM3,686,952 in climate change initiatives, including energy-efficient LED lighting, digital menu boards, community boards and signage.



EV charging equipment in BStarbucks Drive-Thru stores.

CHARGE AND SIP: FUEL UP YOUR CUP AND YOUR CAR

BStarbucks’ carbon reduction strategy is all-encompassing. The Company has made significant strides in tackling Scope 1 and 2 emissions. This year, the company is intensifying its Scope 3 efforts, including those resulting from customers travelling to the stores.

This year, BStarbucks partnered with Yinson Greentech to launch its first electric vehicle (“EV”) charging station powered by ChargeEV, at Starbucks Eco Grandeur, Puncak Alam. This initiative represents a significant milestone in the company’s sustainability efforts as Malaysia’s first retail coffee chain to install EV charging stations in its outlets. Implementing EV chargers at drive-through stores promotes sustainable transportation, reduces greenhouse gas emissions and supports the broader adoption of electric vehicles for a cleaner future. BStarbucks installed 13 AC and 4 DC chargers.

Initially, BStarbucks installed EV chargers at 17 outlets for 27 parking spaces. Subsequently, the following phase will add 10 outlets and 20 parking spaces.

BETTER FOR THE PLANET



Starbucks Greener Store located in Sekinchan, Selangor.

LAUNCH OF GREENER STORES

Starbucks launched the Global Greener Stores New Store Standards through a pilot programme in each market, starting with three stores. A comprehensive framework is adopted which encompasses efficient systems and processes to manage store data submissions, in-store asset management, audits, certifications, tracking and reporting.

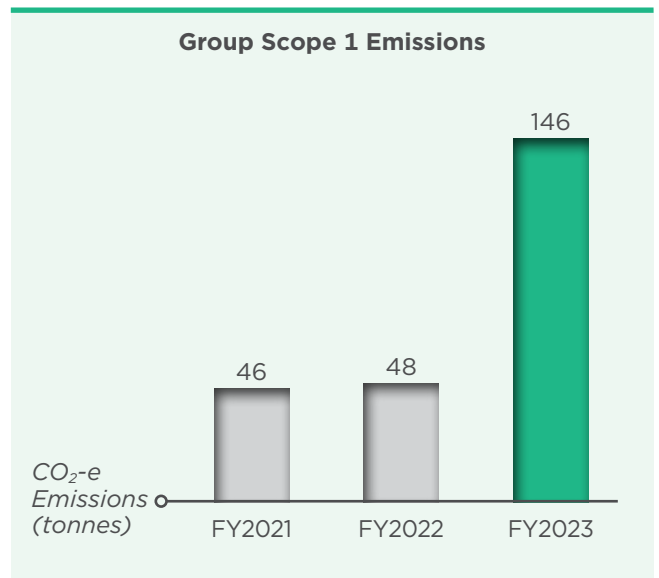
The selected stores met the criteria for Greener Stores certification, an accreditation independently verified by SCS Global Services, a reputable third-party verification entity. These stores have showcased exceptional compliance with the Greener Stores programme, demonstrating excellence across various critical dimensions, including Energy Efficiency, Water Stewardship, Renewable Energy, Waste Diversion, Responsible Materials, Health and Well-Being, and Sites and Communities.

Store Name	City	Certification Status
Starbucks Petron Sekinchan Drive-Thru	Kuala Selangor	15 December 2022
Starbucks Taman Desa	Kuala Lumpur	21 December 2022
Starbucks Kuchai Lama	Kuala Lumpur	15 December 2022

CARBON FOOTPRINT

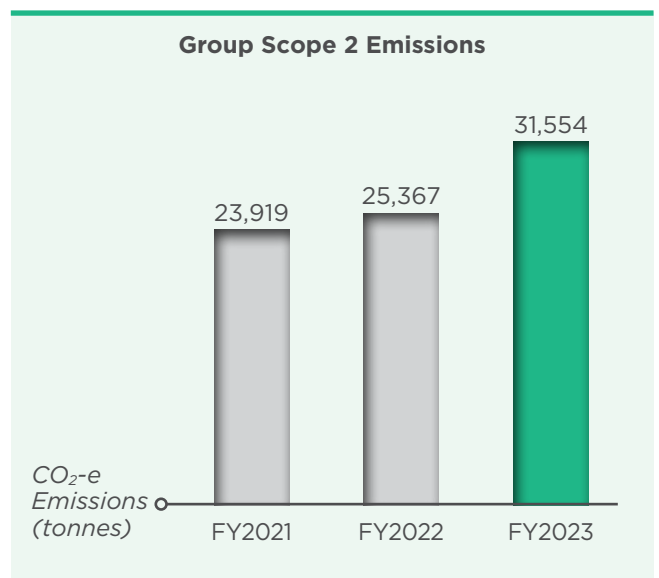
SCOPE 1

BFood uses petrol and diesel to power its company-owned vehicles. CO₂ emissions from fuel consumption were derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories.



SCOPE 2

BFood’s operations consume considerable amounts of electricity. CO₂ emissions from electricity use are derived using the emission factor published by the Energy Commission for the Peninsular Grid 2019.

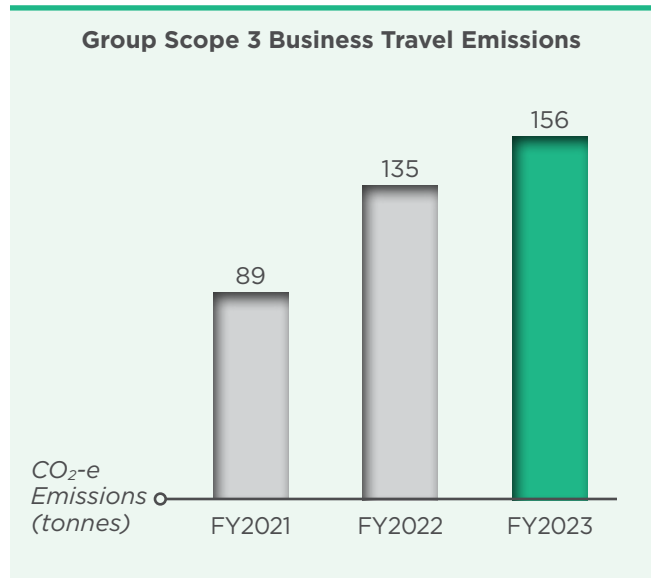


BETTER FOR THE PLANET

SCOPE 3: BUSINESS TRAVEL

GHG emissions from air travel were calculated point to point, including the number of employees on board and the distance travelled. BFood performed separate calculations for business and economy class flights. BFood used online tools derived from the WRI Greenhouse Gas Protocol to calculate the CO₂ emissions from air travel. Ground travel, comprising car, bus and boat journeys, was calculated using The World Resources Institute (2015) GHG Protocol tool for mobile combustion, version 2.6.

BFood calculated the carbon dioxide equivalent resulting from employee-owned vehicles used for business travel. The calculation used fuel received for petrol and diesel engines. The Group derived CO₂ emissions from fuel consumption from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories.



SCOPE 3: EMPLOYEE COMMUTING

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

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



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

In FY2023, 2,778 employees responded to the survey, representing 43.5% of the total workforce.

Typical Methods of Transport for BFood Employees

Method of Transport	Number of Employees in Sample	Estimated Total Number of Employees in BFood	% of Employees
Bicycle	27	62	0.97%
Bus	41	94	1.47%
Company Shuttle	1	2	0.04%
e-bike/e-scooter (non-owned)	55	126	1.98%
Own Vehicle	2,173	4,994	78.22%
Overground Train	1	2	0.04%
Taxi/E-hailing	157	361	5.65%
Train (LRT/KTM/Monorail/MRT/ERL)	130	299	4.68%
Walking	193	444	6.95%
Work from home	0	0	0.00%
Total	2,778	6,384	100.00%

BETTER FOR THE PLANET

Distance and Emissions for Employee Commuting

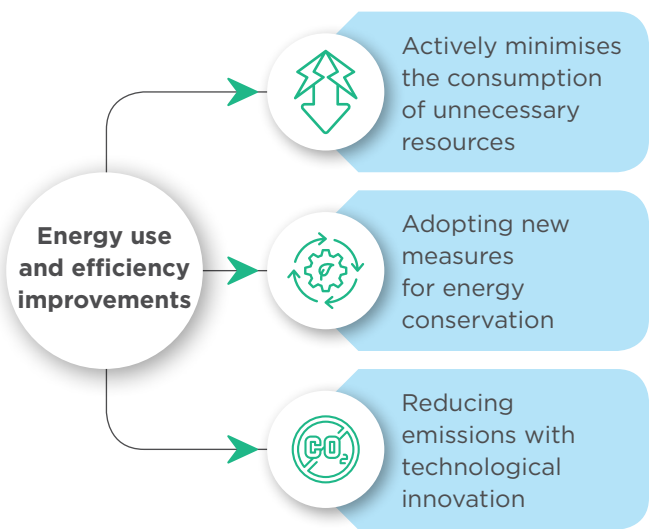
Method of Transport	Total Annual Distance of Sample (km)	Estimated Total Annual Distance (km) of BFood	Total Daily Emissions (MT CO ₂ e) of Sample	Total Yearly Emissions (MT CO ₂ e) of Sample	Estimated Total Yearly Emissions (MT CO ₂ e) of BFood
Bicycle	96,903	222,689	0.00	0	0
Bus	145,209	333,698	0.03	10	22
Company Shuttle *	1,746	4,012	0.00	0	0
e-bike/e-scooter (non-owned)	192,933	443,371	3.32	965	2,217
Own Vehicle	10,351,161	23,787,549	7.05	2,051	4,713
Overground Train	58,200	133,747	0.02	7	15
Taxi/E-hailing	466,182	1,071,312	0.38	111	254
Train (LRT/KTM/Monorail/MRT/ERL)	754,563	1,734,028	0.26	77	176
Walking	139,971	321,661	0.00	0	0
Work from home	0	0	0.00	0	0
Total	12,206,868	28,052,067	11.06	3,221	7,397

* Emissions from shuttle buses are accounted for in Scope 1

In FY2023, BFood employees that responded to the survey travelled an estimated 28,052,067 km to and from work. The total yearly CO₂ emissions for employees commuting in FY2023 was 7,397 tonnes.

ENERGY

BFood’s Energy Reduction Strategy

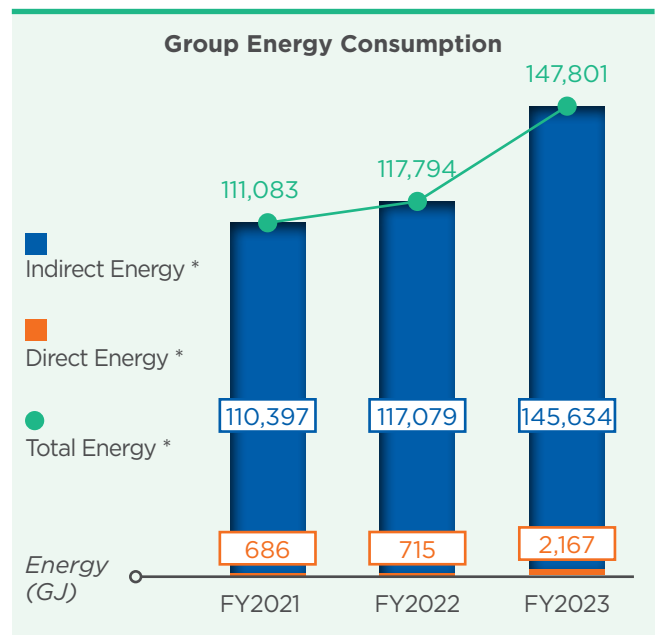


ECOGLOW WITH LED

Signage and boards require substantial energy. Powering signage and boards with LED lights, instead of neon and fluorescent lighting, improves image quality and considerably lessens the environmental impact.

This data underscores the importance of sustainable transportation practices and prompts considerations for future environmental initiatives within the company.

The following chart summarises BFood’s energy consumption for three years.



* Conversion coefficients for electricity and diesel to Joules are derived from the Malaysia Energy Commission 2016 Report

BETTER FOR THE PLANET

WATER

BFood avoids operating in water-stressed regions. The company has not established any presence, facilities, assets, production, or revenue in these environmentally sensitive areas. This commitment reflects a responsible approach to environmental sustainability and water resource management, minimising their impact on local water supplies.

Access to good quality fresh water is vital for operations, and BFood consumes and discharges water across all outlets. The Group continues to advance its approach to water stewardship by tracking key water metrics across all sites monthly, including the volume and quality of water leaving the stores.

During the year, BStarbucks continued to expand its water management plan and conservation strategy to include its agricultural supply chains and packaging. BStarbucks will accomplish this through water efficiency and recycling efforts throughout its agricultural supply chain, including:

- The Dairy Net Zero Initiative
- Continued innovation in plant-based alternatives
- Ongoing work to increase reusable packaging options
- Reducing the water needed to create single-use packaging

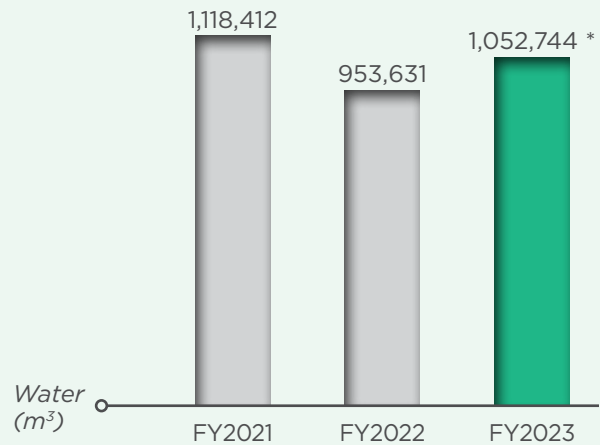
This work builds on initiatives such as the Greener Stores framework and equipment innovations. The Company’s commitment to responsible sourcing also includes water.

Across its agricultural supply chain, BStarbucks will also create and join existing initiatives seeking co-benefits for water and climate through reforestation, agroforestry, regenerative farming principles and broader ecosystem restoration efforts.



The Group also raises awareness of water conservation throughout store operations and examines innovative ways to minimise water usage in its stores. The following table presents the Group’s water consumption.

Group Water Consumption



* Estimation based on the expansion of the number of stores

POLLUTION

BFood’s Commitment to Addressing Pollution and Waste

Commitment

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

Acquired by

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

Introducing daily operations that consume fewer resources helps reduce resource consumption and lowers material costs. The company is committed to addressing resource use and reducing waste generation as it strives to decrease the quantity and toxicity of waste generation.



No pollution or waste cases

have resulted in fines or penalties in BFood’s history. The Group remains dedicated to exploring viable options for reducing waste and pollution.

BETTER FOR THE PLANET

WASTE

BFood actively manages waste generation challenges, striving to recycle whenever feasible. The company remains committed to initiatives focused on waste reduction, recycling and effective waste management, with an emphasis on waste sorting activities. Typically, the waste generated during operations consists of solid waste and food waste, including food and beverage containers.

BFood's various brands promote practices that encourage customers to participate in the company's waste minimisation efforts.

BFOOD'S CREATIVE REVOLUTION IN MANAGING WASTE

BStarbucks

- BStarbucks' "Bring Your Own Tumbler" programme rewards customers with an RM2 discount when they use Starbucks Tumblers to purchase handcrafted beverages at all Starbucks stores. 1,041,821 customers brought Starbucks tumblers for their drinks in FY2023.
- Various initiatives to reduce single-use plastics, such as reusable hot and cold cups, bags and loop straws.

BRoasters

BRoasters sells its used cooking oil to a licensed third-party vendor for recycling into biodiesel, an environmentally-friendly alternative to traditional fossil fuels such as petrol and diesel.

BRoasters also embarked on a game-changing waste management strategy, shifting from plastic to paper for its takeaway packaging. In FY2023, the company replaced 129,293 single-use three-compartment plastic boxes with its i-care eco-friendly paper alternatives. This transformation reduces the environmental impact of single-use plastic and highlights dedication to a more eco-conscious waste management approach.



BJoybean

BJoybean replaced plastic bags with biodegradable alternatives for takeaway food at all Joybean outlets.

Ser Vegano

Ser Vegano uses biodegradable takeaway boxes from renewable corn starch at all SALA outlets to reduce pollution and conserve a sustainable future.

BPB

BPB sells its used cooking oil to a licensed third-party vendor for recycling into biodiesel. BPB also sent all the packaging cartons to recycling centre to repurpose the paper waste.

BETTER FOR THE PLANET

ENVIRONMENTAL INITIATIVES

BFood inspires a positive transformation that goes beyond its customer base. Nurturing awareness and advocating sustainable practices allows BFood to engage and influence the wider community, fostering a greener, more eco-conscious future for all.



SPRING CLEANING AND GARAGE SALE

Starbucks Support Center (“SSC”) orchestrated a spring cleaning event where employees revamped and rejuvenated the office space. This initiative was a prime opportunity to foster recycling practices and divert waste from landfills, encouraging active participation from the team. The team collected and recycled 195.5 kg of paper, cardboard, plastic, e-waste and metal. This environmentally conscious effort reduces the corporate ecological footprint and supports a more sustainable waste management approach.

BStarbucks’ employees (“partners”) generously donated pre-loved clothing, shoes, toys and kitchenware to Rumah Titian Kaseh,

a shelter home in Titivangsa, Kuala Lumpur. These items helped the shelter’s residents, including infants, children, single mothers and guardians. As part of the Company’s community-giving commitment, BStarbucks also organised a garage sale during the event, which raised RM5,306.

These activities showcase the spirit of employee involvement and underscore collective dedication to positively impacting the community.



KOTA KINABALU (“KK”) CLEAN-UP DAY

Kota Kinabalu (KK) Clean-up Day, an initiative by the local government authority, Kota Kinabalu City Hall (“DBKK”), to encourage the participation of agencies and government departments, including operators of premises and residents, in creating social awareness about cleanliness by carrying out community activities around KK city in Sabah, a state of Malaysia in the region of East Malaysia.

Engaged in local communities and protecting the environment, 48 BStarbucks employees (“partners”) have gathered to join hands and volunteer in four cleanup sessions from April until November at various locations. BStarbucks employees’ (“partners”) contribution were 192 community service hours and collectively disposed of approximately 36,200 kg of trash.



CELEBRATE EARTH HOUR!

BStarbucks proudly commemorated its 16th year of active participation in the Earth Hour movement alongside valued customers and the broader community. All Starbucks stores kept this tradition by turning off their lights for one hour.

One Starbucks store collaborated with Citta Mall’s management to further bolster the Earth Hour initiative through the “Helping Our Planet Everyday” (H.O.P.E) event. Starbucks donated 21 kg of used coffee grounds, which are available for public collection at the mall. Stakeholders can use these coffee grounds as a natural fertiliser for plants and in formulating green cleaning agents.

OUR TEAM: THE HEART OF WHO WE ARE



BRoasters employee demonstrating the 4-step coaching technique used in the restaurant: Tell, Show, Do and Feedback.


BFood values each employee's unique contributions. The Group offers safe, inspiring work environments and valuable growth prospects that empower them to realise their utmost potential.

BFood fosters a culture founded on trust and a deep respect for diversity and equal opportunity. This ethos permeates every facet of employment, spanning recruitment, training, promotion and daily operations.

The Group Code of Conduct establishes strict labour standards. Management ensures global communication to employees by translating information into appropriate languages.

Periodically, BFood participates in workshops or industry/topic-specific collaboration projects that improve industry solutions on labour standards in Malaysia. As part of the Group's risk assessment procedure, labour standards of existing and potential business and supply chain partners are reviewed periodically as part of due diligence. BFood familiarises all parties with the Code of Conduct from time to time.

BFood has introduced grievance channels to allow employees to report any incidence of labour standards violations, including alleged incidents of harassment and discrimination. Employees can raise their grievances to their immediate superiors to identify a possible resolution informally. The employee can escalate unresolved cases to the formal grievance procedure.



BFood received **no** reports of labour standards non-compliance during the year.



Work culture that promotes mutual respect in BRoasters.

PRIDE AND PURPOSE IN THE WORKPLACE

BFood developed a structured programme with leading external and internal expertise. This clear framework facilitates effective engagement, building on the value of 'ownership' and affirming BFood as one of the best employers globally.



- 
Awareness campaigns
- 
Specific training programmes
- 
Recognition of best practices
- 
Creating a culture of shared accountability

OUR TEAM: THE HEART OF WHO WE ARE

BREWING SUCCESS AS A TOP WORKPLACE IN ASIA

HR Asia Media named Starbucks Malaysia as one of the best companies to work for in Asia. HR Asia Media’s award is among the most respected and comprehensive measures of workplace culture and talent management best practices.

The ranking resulted from employee feedback, emphasising Starbucks’ dedication to cultivating an inclusive culture that puts its people first.



At Starbucks, we put people at the centre of our work. We have always believed that our success should be shared. This is why we call our employees ‘partners’, because we believe in creating meaningful opportunities for them and to provide a platform for them to thrive.”

Dato’ Sydney Quays,

Group CEO of Berjaya Food Berhad and Managing Director of Starbucks Malaysia & Brunei

DIVERSITY, INCLUSION AND BELONGING

BFood is proud of its stand as an equal-opportunity employer, treating every employee as an individual, irrespective of gender, race, age, religion, political opinion, social or ethnic origin, sexual orientation, disability, cultural background or other status unrelated to the ability to perform the job. The Group bases employees’ terms and conditions of employment, including hiring, training, working conditions, compensation, benefits, promotions, discipline, termination or retirement, on the individual’s qualifications, performance, contribution, motivation, skills and experience.

The Group supports employing underprivileged individuals, including those from deprived backgrounds, with poor social status, or lacking formal education or qualifications. Apprenticeships and graduate placement programmes address youth unemployment, providing opportunities for growth and inclusion in the workforce.

The Group’s Code of Conduct formalises its commitment to fair and equal treatment of all employees. Several dedicated policies within the Code reflect this stance,



Group photo of BStarbucks employees (“partners”).

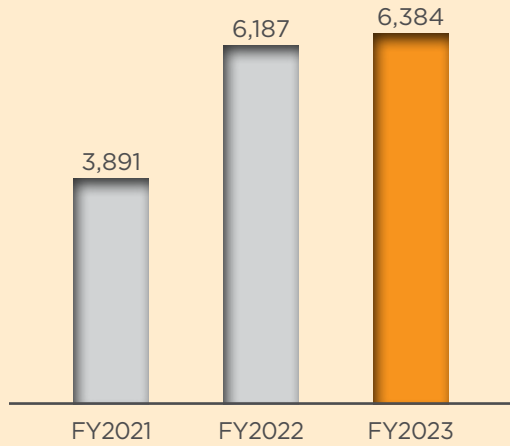
including the Group’s Diversity and Inclusion Policy, which requires employees to treat fellow workers fairly and refrain from engaging in unlawful discrimination.



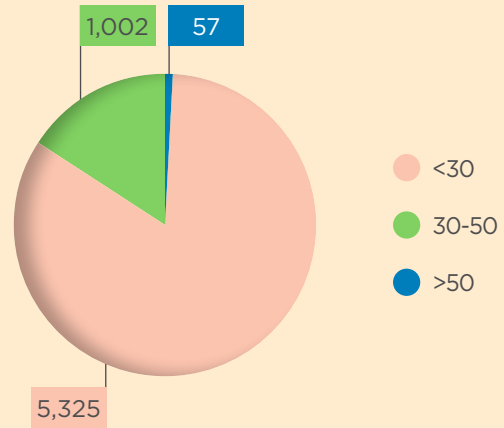
The Group provides similar compensation for male and female employees with a ratio of **1:1**.

OUR TEAM: THE HEART OF WHO WE ARE

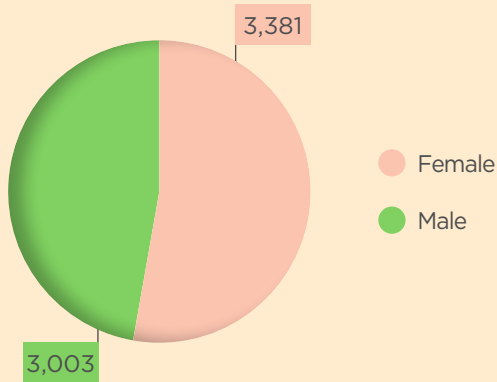
Total Workforce



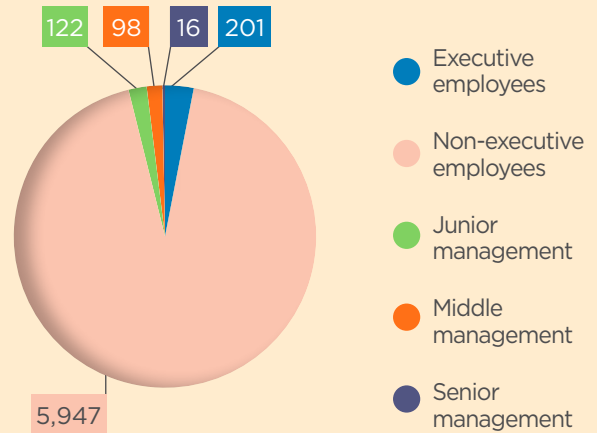
Workforce by Age



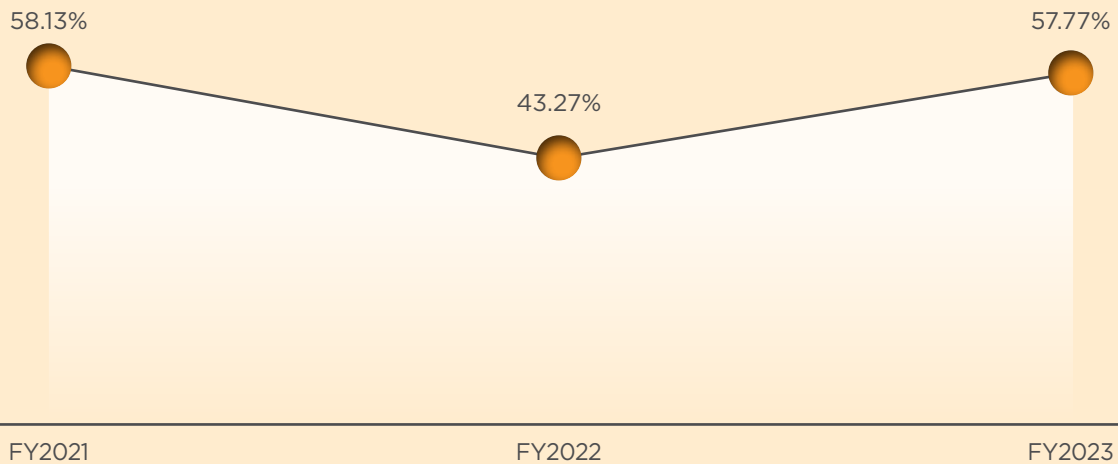
Workforce by Gender



Workforce by Employee Category



Turnover



OUR TEAM: THE HEART OF WHO WE ARE



BStarbucks Signing Store Burmah Road showcases its commitment to developing the careers of the Deaf community at the 1st Avenue shopping mall in Pulau Pinang.

DIVERSE ABILITIES UNITE UNIQUENESS

BStarbucks plans to open its first Signing Store in Borneo in Q1FY24. This store marks a significant milestone in the market as the third Signing Store in Malaysia after Kuala Lumpur and Penang. BFood promotes awareness and appreciation of the Deaf community by creating employment opportunities and advancement for Deaf employees (“partners”) and fostering meaningful connections between partners and customers. Starbucks remains the only coffee chain brand in Malaysia to establish stores dedicated to supporting the Deaf community.

The store manager mentors new Deaf baristas during on-the-job training. Experienced Deaf employees (“partners”) also guide newcomers, ensuring adherence to Standard Operating Procedures (“SOPs”) and the prescribed training regimen.

In a collaborative effort with the Society of Interpreters for the Deaf (“SID”) and Penang Deaf Association (“PDA”), professional interpreters have been instrumental in designing training programmes, ensuring that all coffee-related terminology is standardised and understandable for Deaf and Hard-of-Hearing employees. All Deaf employees (“partners”) are certified through Starbucks Coffee Master programme, with some achieving the Advanced Coffee Master qualification.

This collaboration extends to engaging them in all training and development programmes for interpretation services. All employees (“partners”) may learn Bahasa Isyarat Malaysia (“BIM”) and attend Deaf Empowerment Training (“DET”).

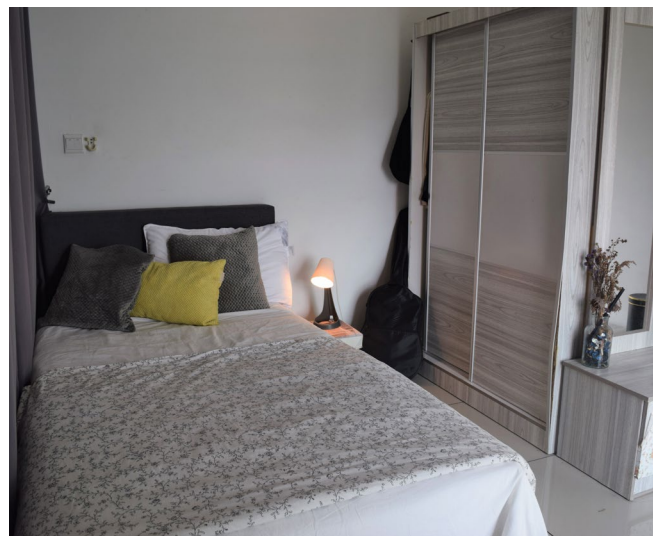
BPB is exploring opportunities to hire People with Disabilities (“PwD”) to work in Central Kitchen to support cake decorating and product packaging.

REWARDING OUR PEOPLE

BFood is committed to providing its employees with competitive benefits and remuneration. The Group’s comprehensive benefits include various leave options, insurance coverage, medical support, allowances and retirement plans.

BStarbucks’ retirement gratuity plan rewards employees upon reaching 60 while still actively employed. BStarbucks and BPM employees may participate in a Private Retirement Scheme (“PRS”), providing flexibility and control over their retirement savings.

The Human Resource team regularly conducts market comparisons and strives for ongoing enhancements that exceed industry standards. In October 2022, BStarbucks introduced a new parental care medical benefit. Extending outpatient benefits to the parents of employees (“partners”) ensures their well-being and that of their surviving parents.



FOR CONVENIENCE, COMFORT, SAFETY AND ULTIMATE WELL-BEING: FEATURING OUR HOSTELS

BFood provides comfortable living spaces and accommodation options for valued employees. Prioritising their well-being and convenience ensures they can access safe and welcoming living spaces, prioritising work-life balance.

Accommodation includes separate male and female partner residences, providing landed houses, condominiums, or apartments with robust safety and security features.

OUR TEAM: THE HEART OF WHO WE ARE

Type of Property	Size (ft ²)	No. of Occupants
Condominium/apartment	650-849	4-6
Landed house/condominium/apartment	850-999	7-8
Landed house/condominium/apartment	1,000-1,200	8-10
Landed house/condominium/apartment	1,200	12-14

All BPB employees at the Genting outlet enjoy free lodging at a nearby apartment with utilities covered. This spacious hostel covers approximately 3,700 square feet, offering six rooms for a comfortable and convenient stay.

Similarly, BStarbucks employees (“partners”) working at stores away from suburbs, such as Genting Highlands and airports, are offered accommodation at the Company’s hostels. All Group accommodation adheres to the standards outlined in JTK’s Act 446, guaranteeing that employees’ housing and amenities meet minimum standards.

UNLEASHING POTENTIAL THROUGH LEARNING AND DEVELOPMENT

BFood prioritises comprehensive internal and external training programmes for employees. In FY2023, BRoasters’ internal training covered food handling and order management. Each restaurant is well-equipped with facilitator guides, reference materials and Q&A resources to enrich their understanding and proficiency in managing orders effectively, ensuring a seamless and efficient customer experience. Externally, BRoasters’ employees benefitted from training in total quality management, Halal practices, product knowledge and IT.



Some of the best learning experiences arise from challenging job tasks and participating in multifunctional teams. BStarbucks training consists of various assignments, including customised functional training, international exposure and core division-wide activity to develop common approaches and values.



Through engaging, rigorous, and fun training, BStarbucks cultivated a community of **2,002** BStarbucks Certified Coffee Masters. These experts completed six distinct certifications in Latte Art, Pour Over, Chemex, Siphon, Clover and Black Eagle, showcasing their dedication to the craft of coffee.

The Group’s learning agenda also encompasses personal development training, including effective communication, time management and leadership skills.

SUCCESSION PLANNING

BFood prioritises succession planning and talent development. Programmes such as the Starbucks Exceptional Executives Development (“SEED”) and the Starbucks Managers Acceleration & Readiness Training 1 and 2 underscore a commitment to nurturing and preparing the next generation of leaders within the organisation.

These dynamic, accelerated programmes target high-potential senior partners at senior executive, assistant manager and manager levels. They encompass modules that include understanding the manager mindset, leading high-performance teams, finance, analytical thinking, communication, change management, operational excellence, decision-making and fostering an agile mindset.

Key Objectives:

- Equipping talents with the right core skills
- Preparing talents for more significant roles
- Providing continuous learning to create a high-performing workforce

Key Outcomes:

- Increased personal leadership abilities
- Dynamic team players
- Independent problem-solving and decision-making
- More effective communication
- Greater appreciation of the business and functions

OUR TEAM: THE HEART OF WHO WE ARE

SAFETY AT WORK

BFood maintains an unwavering commitment to safety. The Group prioritises the well-being of its employees, customers and communities. The Group creates a secure environment through robust safety protocols, continuous training and vigilant oversight, fostering trust and confidence in its operations.

The Group is committed to improving its safety performance by adopting a culture of zero safety incidents. However, workplace accidents and work-related incidents can occur for many reasons, including safety lapses, mechanical failure, poor behaviour or poor process design. These accidents can result in injury or ill health. Establishing precise business requirements and associated performance expectations for everyone minimises these risks.

Each BFood entity work towards establishing and maintaining a Safety and Health Committee and Emergency Response Team to manage potential emergencies. At the Group level, the Group Chief Executive Officer, Dato' Sydney Quays, who also sits on the Board, leads safety and health governance.

HEALTH AND SAFETY IN THE SUPPLY CHAIN

All suppliers must abide by BFood's Supplier Code of Conduct, which sets out the minimum standards that the Group expects from those who provide goods and services to the Group. The Code requirements cover Occupational Health and Safety within the supply chain to ensure all employees:

- Work within safe and humane conditions
- Receive adequate training
- Have access to effective protective equipment to carry out duties safely and sanitary facilities for food storage

Suppliers must construct and maintain facilities following applicable laws and regulations. Accommodation must be clean and safe to meet the basic needs of workers and respect their dignity.

PRIORITISING EMPLOYEE WELL-BEING

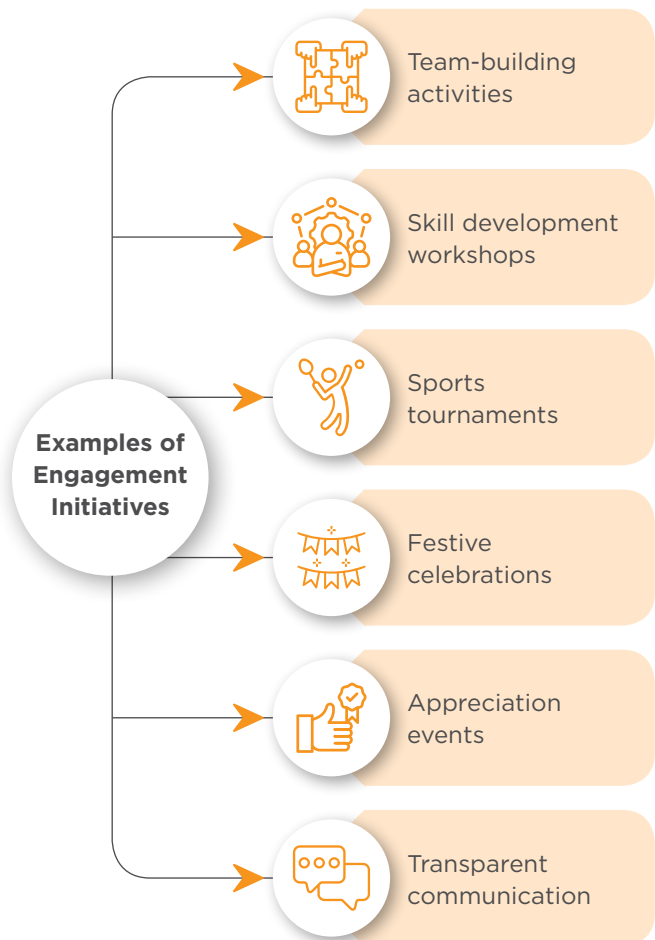
BFood prioritises employee well-being with engaging activities. A support centre offers free spaces for relaxation and features a ping pong table and several board games. The Group also organises weekly badminton tournaments.

Professional assistance supports employees' well-being and addresses grievances confidentially via a safe, anonymous reporting channel. BFood, through its subsidiary, BStarbucks, collaborates with PERKESO on Return to Work programmes, providing a nurturing environment for employees' emotional and social well-being following traumatic experiences.

The Group's commitment to mental health extends beyond internal efforts. During the year, BStarbucks supported various initiatives by being a merchandise and beverage sponsor to mental health awareness events organised by Hospital Miri, Sarawak and Hospital Selayang, Selangor.

FROM ENGAGEMENT TO SATISFACTION

Through several engagement initiatives, BFood elevates employees' pride, belonging, attachment and understanding, forging a connected and unified team dedicated to achieving the Group's common goals.



OUR TEAM: THE HEART OF WHO WE ARE

Each brand celebrates every employee's birthday, underscoring BFood's commitment to creating an inclusive work environment.

BFood has specific structures and targets to facilitate employee engagement, including regular feedback mechanisms, open communication channels, performance reviews, mentoring programmes and team-building activities. The Group targets increasing employee satisfaction scores, reducing turnover rates and boosting participation in internal events.



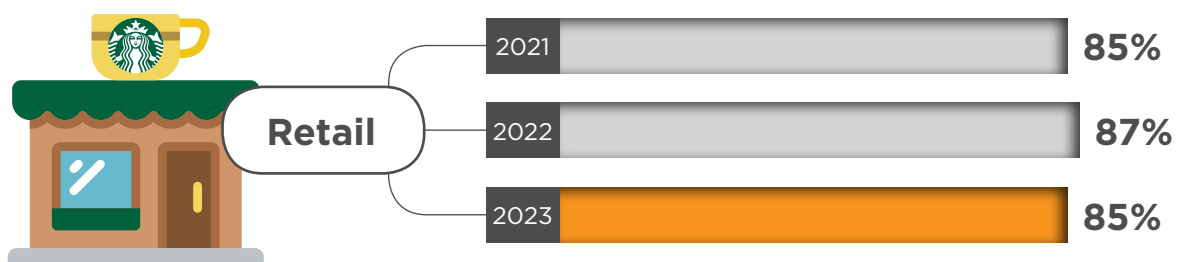
BStarbucks commemorated its 24th anniversary with a grand Bollywood-themed dinner party. The event brought together over 350 employees (“partners”) from the BStarbucks Support Centre and Retail.

BStarbucks consistently maintains a commendable high employee (“partner”) satisfaction rate. The employee (“partner”) satisfaction results testify to the Company’s unwavering dedication to nurturing a happy and engaged workforce, affirming its commitment to a motivated and joyous team.

WHAT IS BSTARBUCKS’ PARTNER EXPERIENCE SURVEY?

The customer-built Partner Experience Survey reflects Starbucks’ culture and ascertains the most essential aspects for BStarbucks retail and non-retail partners.

BStarbucks’ Partner Experience Survey








RESPECTING HUMAN RIGHTS



BFood recognises the importance and responsibility of respecting its partners’ dignity, well-being and human rights and those working in its supply chains and local communities. The Group is proud of its progress towards enhancing its human rights Programme, guided by The United Nations Guiding Principles on Business and Human Rights (“UNGP”), the International Bill of Human Rights and BFood’s Code of Conduct.

BFood adheres to all applicable employment and human rights regulations where operations are based and expects all suppliers to do the same. All companies under the group, contractors and suppliers must adhere to the following social principles.

PRINCIPLES AND CODES IN ADDRESSING HUMAN RIGHTS SALIENT RISKS IN THE FOOD AND BEVERAGE INDUSTRY

<p>1 Child Labour and Access to Education</p> 	<p>BFood supports children’s rights through its anti-child labour practices, aligned with local laws. The Group also addresses children’s rights by advocating their rights, especially their right to education. BStarbucks’ collaboration with HOPE Worldwide includes reaching out activities to children to ensure they have access to education and quality learning opportunities. BFood advocates the practices issued by the Children’s Rights and Business Principles. Internally, the Group has taken action to prevent child labour by implementing monitoring mechanisms to ensure that the recruitment age of employees, including those within the supplier network, adheres to legal standards.</p>
<p>2 Forced Labour and Responsible Recruitment</p> 	<p>BFood is committed to maintaining ethical labour practices. The Group has taken action, adhering to local labour and immigration laws when employing foreign or migrant workers by rejecting forced, prison, bonded or involuntary labour.</p>
<p>3 Local Employment</p> 	<p>BFood is deeply committed to local employment, prioritising the hiring of locals and supporting the local community’s economic growth.</p>
<p>4 Fair Pay and Compensation</p> 	<p>BFood is committed to fair pay practices by conducting market pay research as it commits to exceeding a living wage. The Group also regulates overtime by reducing excessive working hours to achieve a healthy work-life balance. According to local laws, BFood practises the principle of ‘equal pay for equal work’.</p>
<p>5 Equality, Non-discrimination and Non-harassment</p> 	<p>BFood enforces a strict policy against discrimination in hiring and employment practices, irrespective of factors such as gender, race, religion, age, disabilities, sexual orientation or nationality. The Group is committed to fostering a culture of non-harassment treating all employees with fairness, dignity, and respect.</p> <p>BFood is actively enhancing workforce diversity by implementing diversity training, inclusive hiring practices, and promoting equal opportunities for all races, religions, genders, ages, sexual orientations, disabilities and nationalities.</p>

RESPECTING HUMAN RIGHTS

<p>6 Safety and Health at Work</p> 	<p>BFood prioritises the well-being of its employees by providing a secure and health-conscious work environment. Safety protocols and wellness programmes ensure a workplace that promotes physical and mental health, fostering employee satisfaction and productivity.</p>
<p>7 Freedom of Association and Collective Bargaining</p> 	<p>BFood follows the Industrial Relations Act 1967, respects local laws that protect workers' rights and allows them to bargain collectively in the context of the International Labour Organisation ("ILO") standards. All employees and workers are free to join any of their choice. The Group will support them in addressing any raised issues.</p>

GRIEVANCE MECHANISM

The Group commits to the remediation process to address adverse human rights impacts it has contributed to or caused.



BFood is committed to creating effective grievance mechanisms and addressing and remedying adverse human rights impacts. BFood's speak-up channel allows individuals and employee representatives to engage with company management. They may also report anonymously.

BFood's dedicated whistleblowing channel guarantees anonymity and is available to internal and external stakeholders. The Group commits to the remediation process to address adverse human rights impacts it has contributed to or caused. The Group trains managers of all levels in handling reports and instances of bullying, harassment, bribery, financial irregularity and other offences.

 The Group recorded **no** human rights incidents during this reporting period.

SUSTAINING COMMUNITIES



A group photo of BStarbucks supporting HOPE worldwide Malaysia's 5th BOLATHON – Gaharu Charity Run & Masquerade Walk. The funds raised through this event shall be fully channelled to sustain and expand HOPE worldwide Health and medical programmes for the underprivileged community in Malaysia.



BFood carefully crafts community programmes by considering the impact on society and the planet. The Group continues to build on their reputation as the brand that cares as it links its community investment with the Group's strategy. BFood's community investment focus areas encompass community partnership, education, food access, youth development, disaster relief and fostering healthier and more resilient communities.

Every brand within the Group continues to support societies where they operate through partnerships and active engagement. The Group encourages employees and partners to support community initiatives and recognises and supports their voluntary contributions to local causes.



BFOOD SUPPORT FOR THE NAKAWAN ULTRA 2022

BFood supported the Nakawan Ultra 2022, a trail-running challenge in Perlis, Malaysia, organised by MEP Ventures Sdn Bhd and Kelab Pelari Denai Putra. The event attracted 800 participants of all ages. It included various distances and categories, allowing runners to experience the beautiful landscapes of Perlis, including its longest limestone hill, the Nakawan range. The event successfully uplifted the state as a sports tourism destination while promoting all its fascinating locations and stimulating the local economy.

SUSTAINING COMMUNITIES



SEASONS OF GRATITUDE

During the *Hari Raya Aidilfitri* festival, BStarbucks shared 87 packets of *Hari Raya* cookies with Rumah Titian Kaseh Titiwangsa, a home for underprivileged individuals, as part of an initiative to reduce food waste and demonstrate ongoing community support - reflecting the Group's commitment to sustainability and social responsibility. Additionally, the Kenny Rogers ROASTERS team spread cheer and joy to the lives of underprivileged children across the holiday seasons and festivities. The crew visited Rumah Charis on Chinese New Year, Pusat Jagaan Nurul Hasanah on *Hari Raya*, and Pertubuhan Kebajikan Thangam Illam on Deepavali to treat the kids and caretakers special meals and bottled fruit juices.

CELEBRATING INTERNATIONAL DAY OF SIGN LANGUAGE

BStarbucks' Signing Stores have showcased the importance of Deaf community representation and belonging in the workplace. In honour of the International Day of Sign Language 2022, BStarbucks hosted Sign Language Workshops at its Signing Stores in Kuala Lumpur and Penang. These workshops introduced basic Bahasa Isyarat Malaysia ("BIM") to improve communication with the Deaf.



BStarbucks' customers and Deaf employees ("partners") attending the Signing Workshop at Starbucks Signing Store Burmah Road, Penang.

As part of the International Week of the Deaf celebration, the Penang Deaf Association ("PDA") invited BStarbucks to showcase its commitment to developing the careers of the Deaf community at the 1st Avenue shopping mall in Pulau Pinang. BStarbucks highlighted its collaborations with Deaf Non-Governmental Organisations, such as PDA, providing professional development and training opportunities to store employees. The Company also emphasised its partnership with Silent Teddies Bakery, a social enterprise that empowers deaf youths with entrepreneurial skills through baking.

BStarbucks extended its community support by participating in charitable events. BStarbucks' employees ("partners") contributed 164 community service hours through these events.

SUSTAINING COMMUNITIES

HAND-IN-HAND IN COMMUNITY CLEAN-UP



BStarbucks participated in the ‘Denai Sungai Bersama Komuniti 2022 (“DSKom”)’ programme. This collaborative effort between Universiti Teknologi Malaysia (“UTM”), UNESCO-IHP Malaysia and Iskandar Puteri City Council (“MBIP”) promotes water ecosystem conservation.

BStarbucks also participated in Earth Warriors Day 2022 — a street clean-up campaign organised by the Earth Warriors Association. Fourteen BStarbucks employees (“partners”) joined 360 other participants for the clean-up. The volunteers contributed 56 community service hours and collected 551 kg of trash and 81 kg of recyclables, including plastic, bottles, paper and aluminium.



SUSTAINING COMMUNITIES



BStarbucks' customers volunteered at YWCA's Vocational Training Opportunity Centre to participate and learn about the upcycling process.

THE BIGGER PICTURE OF STARBUCKS' UPCYCLED FLAVORLOCK™ POUCH

Starbucks Malaysia launched an upcycling initiative to address the environmental impact of single-use Flavorlock bags, transforming over 100,000 bags into Starbucks Upcycled Flavorlock™ Pouches. For each pouch purchased, BStarbucks donates RM1 to YWCA KL's Vocational Training Opportunity Centre ("VTOC"), empowering young girls and women in B40 communities. Between July 2022 and June 2023, 19 volunteering sessions engaged 200 customers and 298 partners, contributing 996 volunteer hours. BStarbucks received the Sustainability Initiative of the Year Award at the Retail Asia Awards 2023 in recognition of its commitment to sustainability through this innovative project in collaboration with YWCA KL since 2019.



FOR THE COMMUNITY

The Starbucks Flavorlock bag upcycling initiative improves the livelihoods of the B40 community through social entrepreneurship. This collective effort started with the:

- Donation of used Starbucks coffee bags by customers; and
- Young girls and women from the Young Women's Christian Association Kuala Lumpur ("YWCA KL") making Starbucks Upcycled Flavorlock Pouches.

The session exposed the volunteers to pouch processing, such as cutting the padding and fabric matchmaking, which makes each Upcycled Flavorlock Pouch unique.



SUSTAINING COMMUNITIES

FOR THE PLANET

The Starbucks Upcycled Flavorlock Pouch volunteerism initiative resumed following a suspension during the COVID-19 outbreak. This event engages customers and Starbucks employees (“partners”) on the second Saturday and third Wednesday of each month. Employees (“partners”) give coffee grounds from their stores to YWCA KL’s edible garden. Diverting 831.95 kg of used coffee grounds from landfills provides valuable plant growth and soil enrichment nutrients.

AMCHAM RECOGNISING STARBUCKS’ CSR EFFORTS

The American Chamber of Commerce (“AMCHAM”) honoured BStarbucks with the following:

- A Certificate of Recognition for Excellence in Corporate Social Responsibility (“CSR”) for the fifth consecutive year
- The All-Star MY AMCHAM CARES Award



The awards acknowledge members with CSR programmes that meet high standards, showcasing their understanding of the synergy between business and society, resulting in long-term economic and social value creation.

Starbucks has made a business out of human connections, community involvement and celebrating diversity: one person, one cup and one neighbourhood at a time.



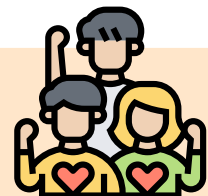
THE 13TH STARBUCKS MALAYSIA GLOBAL MONTH OF GOOD

During the 13th Global Month of Good (“GMOG”), BStarbucks collaborated with local NGO, What A Waste (WaW), to prepare and distribute 1,200 bowls of ‘*bubur lambuk*’, a nutritious porridge commonly available during the holy month of Ramadan, to underprivileged families.

Impact of WaW

Partners volunteering

150



Meals served

1,200 servings of *bubur lambuk* from rescued ingredients

Local community beneficiaries

Underprivileged families at Rumah Teduhan Harapan, PPR Desa Mentari Blok 5, PPR Air Papas, and Pangsapuri Sri Tanjung

SUSTAINING COMMUNITIES



In addition, BStarbucks granted WaW a total of RM136,293 via its Starbucks Foundation, aiming to rescue surplus foods and provide meals for 10,000 individuals in vulnerable communities in Klang Valley and villages in Pahang, Malaysia, while also offering food rescue training to volunteers from B40 communities.

This programme delivers comprehensive training for cooks and volunteers from the B40 community, including single mothers, low-income families with numerous children and families facing employment challenges. These individuals receive food rescue training to acquire skills in food sorting, food container rescue, food categorisation, food handling, and food safety and hygiene.

ONE BITE AT A TIME: ON THE ROAD TO ZERO HUNGER WITH FOOD RESCUE

Food rescue involves responsibly redirecting edible food from waste disposal systems. It ensures it reaches those in need, especially the food-insecure population. Recognising the critical role of carbon emissions in the supply chain, the Group actively assesses its operational footprint, including sourcing, transportation and overall business processes. This evaluation aids informed decision-making and the implementation of targeted strategies to reduce its carbon impact.



When discarded in landfills, food waste generates significant greenhouse gas emissions, contributing to global warming and climate change. **Reducing food loss** minimises these emissions, eases environmental stress, boosts productivity and stimulates economic growth.

BPB collaborates with The Lost Food Project (“TLFP”), a Malaysian nonprofit organisation that rescues “lost” food and redirects it to those in need. TLFP prevents quality, nutritious food and surplus goods from going to waste in landfills by redistributing them to maximise the benefit for community members.

Collecting and immediately distributing food from Paris Baguette’s central kitchen ensures its safety. Three NGOs were identified to distribute the rescued food within their communities: Pertubuhan Kesihatan dan Kebajikan Umum Malaysia (PKKUM) for HIV shelter homes and street feeding; Peace Education Centre, KL, which serves refugees; and Hiichiikok Home for Children Care.



SUSTAINING COMMUNITIES

BStarbucks, in collaboration with The Lost Food Project, ran the 'Zero Hunger 2022' campaign for the fourth year, collecting RM5,549.50 worth of groceries and distributing 55 care packs to underprivileged communities in Kajang.



ROASTING FOR HAPPINESS

BRoasters marked festive occasions by spreading joy to underprivileged communities. This year, the company extended its outreach to Rumah Charis, Pusat Jagaan Nurul Hasanah, and Pertubuhan Kebajikan Thangam Illham during Chinese New Year, Hari Raya, and Deepavali, respectively. BRoasters treated children and their caretakers to a delightful Kenny Rogers meal with rotisserie-roasted chicken, dessert and beverages.



BRoasters employees with the children from Pusat Jagaan Nurul Hasanah, in conjunction of the Hari Raya festivities.



BRoasters employees sharing Deepavali festive joy with children and caretakers at Pertubuhan Kebajikan Thangan Illam.



OPERATING RESPONSIBLY

BFood advances its sustainability strategy and addresses the urgent issues currently impacting the world. The Group acknowledges significant ways to address a sustainable food system while ensuring customers delight in all the goodness.

CREATING A WORLD OF SUSTAINABLE NUTRITION

As part of the Group's efforts to address poor nutrition and promote better nutrition, BFood continues to expand its menu with environmentally and socially friendly food and beverage choices at attractive prices.



Creating a healthy options section on the menu



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



BFood hits the mark by introducing at least one **innovative plant-based delight or new flavour** every year.

WHOLE FOODS, PLANT-BASED, WHY NOT?

Expanding the plant-based menu items is one way the Group pursues its plant-positive aspirations. BStarbucks provides customers with various choices as part of their Starbucks experience. Although Starbucks continuously diversifies its plant-based offerings, dairy remains a vital choice for customers. Dairy substantially contributes to Starbucks' carbon footprint and water consumption. Starbucks is collaborating with industry stakeholders to find responsible and sustainable solutions for dairy sourcing.



BStarbucks Vegan Mocha Coconut Cake.

The demand for plant-based food and beverage alternatives continues to rise as more people embrace veganism, vegetarianism, or flexitarian diets to improve their health and well-being. Today, all stores offer plant-based food and beverage menu items. Joybean offers a 100% plant-based menu. Joybean Soymilk is free from hormones, contains no added oil, preservatives or colouring, and guarantees 100% non-GMO Canadian soybeans. SALA meals contain only plant-based ingredients, fewer calories, reduced cholesterol and more clean protein.



Bottled Joybean Soymilk.

SIMPLY SCRUMPTIOUS KELAVA

Kelava moved from supermarket shelves to its shop with the opening of its first outlet in Berjaya Times Square. The Kelava store is critical for meeting the needs of those who prefer non-dairy alternatives with the same enjoyment as a cone of ice cream. Founded in 2017 in a home kitchen, Kelava produces and distributes premium handcrafted micro-batch ice cream, which is rich, creamy and entirely plant-based.



OPERATING RESPONSIBLY

SYRUP DECONSTRUCTION PROGRAMME

BStarbucks introduces the Syrup Deconstruction line-up with its purpose to enhance the customisation of BStarbucks handcrafted beverages.

The innovative approach allows customers to personalise their beverage by selecting a sweetness level tailored to their liking while retaining the full flavour profile of their favourite beverage.



FOOD SAFETY AND QUALITY

BFood’s food safety strategy adheres to the principle of Safety First, Quality Always, which reflects a collective commitment to product and people safety. The Group mitigates food safety risks through preventive and practise risk assessments with internal audit verification, robust preventive controls, hygienic zoning, crisis management, continuous improvement and health and safety impact evaluation.

BREWING EXCELLENCE

BFood highly values food safety, hygiene and quality. Under the umbrella of Berjaya Food International (“BFI”), unannounced store audits encompassed cash handling, disciplinary measures, safety and security protocols, and hostel management. These practices align with Starbucks Global Food Safety, Quality, and Regulatory (“GFSQR”) standards, which are integral to the Global Licensing Framework (“GLF”).

Six BStarbucks stores boast Hazard Analysis and Critical Control Points (“HACCP”) Certification. Starbucks also performs Quality Assurance Standards Audits, a revamped version of the Food Safety Assessment (“FSA”). This retail food safety programme aims to manage food safety risks comprehensively. The assessment categorises areas by food safety principles and controls, including behaviour, temperature, pest and contamination, further broken down into critical,

major and minor risks. Third-party vendors and the internal Quality Assurance Team conduct these unannounced biannual assessments, auditing 436 stores. The reviews recorded zero non-compliance.

BStarbucks also hired internal auditors to oversee Halal Audits for its stores, with audit scoring seamlessly integrated into the overarching Quality Assurance FSA programme. The Company offers online Halal training for new employees, demonstrating its commitment to accommodating diverse dietary needs.

BStarbucks Halal Status

86.75% of Starbucks stores have achieved Halal certification to date

347 of 400 stores Halal certified

22 new stores applying for Halal certification

31 stores renewing their Halal status

Jollibean’s high-pressure soy milk extracting machine and high-quality soybeans are central to its success, allowing each outlet to craft consistently fresh, high-quality soy milk, guaranteeing excellence.

EMPOWERING INFORMED CHOICES: A CUSTOMER-CENTRIC APPROACH




The ‘Malaysia Code of Advertising’ regulates advertising in Malaysia, which is self-regulated by the industry and overseen by MCMC. BFood strives to provide transparent and accurate information about its products and promotions. The Group is committed to ensuring that all released information on product labels empowers customers to make healthy choices. BFood has taken the global approach to clean labelling, in line with local regulations and consumer desires. Everyone should enjoy its food and understand its nutritional content. BFood makes all products from great, fresh-tasting ingredients, displays allergens on the menu board and nutrition information on every food packet sold.

OPERATING RESPONSIBLY

CUSTOMER SATISFACTION

BFood actively gathers customer feedback from various platforms to ensure customer satisfaction. These include calls, emails, social media and in-person interactions. BStarbucks categorises feedback on compliments, complaints and inquiries and assesses customer experience across the following key areas. Starbucks Rewards members are encouraged to provide input to support the ongoing enhancement of their Starbucks experience.

Customer Experience Areas Evaluated

-  Customer Connection
-  Store Operations
-  Speed of Service

ELEVATED EXPERIENCE WITH NEW MENU AND PRODUCT LINEUP

BROASTERS UNVEILS NEW BURGER MEAL SELECTION



Introduction of KRR's Meatless Cutlet Mac & Cheese Burger.

BFood is deeply committed to innovation, ensuring a dynamic culinary and beverage experience that caters to diverse tastes for all.

Recently, BRoasters launched a mouthwatering range of burger meals, promising a delightful culinary experience. The new menu includes options such as the Crispy Chick Burger, the Fish Fillet o'Cheese, the Burger Sambal, the Meatless-Cutlet MacN'Cheese and the Herby & Citrusy Chimichurri Roast.

BFT offers a vast range of fast-moving consumer products with many well-known brands in this industry, which currently contains food and beverage products such as ready-to-drink ice tea, soymilk, crispy crepes, potato chips, nuts and ice cream. During the year, BFT unveiled its exciting new product lineup, including the Joybean Soymilk 200ml, which comes in three delicious flavours: original, kurma and collagen. The company actively participated in various roadshows and events to introduce and promote its products.



BFT exhibition booth in SEEKscapes by JobStreet.

Date	Event	Venue
13 - 15 January 2023	Tastefully Food Expo	Mid Valley Exhibition Centre, Kuala Lumpur
4 - 5 March 2023	SEEKscapes by JobStreet	Kuala Lumpur Sentul Depot, Kuala Lumpur
4 March 2023	The Black Pink Concert	Stadium Bukit Jalil, Kuala Lumpur
23 - 28 May 2023	PERODUA Malaysia Masters 2023	Axiata Arena Bukit Jalil, Kuala Lumpur
27 June - 2 July 2023	The Mr. DIY roadshow	Mid Valley, Kuala Lumpur
30 June - 2 July 2023	iFood Expo	Pavilion Bukit Jalil, Kuala Lumpur

CUSTOMER PRIVACY

Safeguarding customer privacy is a top priority. The Group has aligned its comprehensive privacy policy with data protection regulations, including the Personal Data Protection Act ("PDPA").

SUSTAINABILITY DATA PERFORMANCE

Indicator	Unit	FY2021	FY2022	FY2023
Economic				
Supply Chain				
Proportion of spending on local suppliers	%	63.22%	68.00%	61.74%
Corruption				
Total cost of fines, penalties or settlements in relation to corruption	RM	0	0	0
Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy	Number	0	0	0
Provisions for fines and settlements specified for ESG issues in audited accounts	RM	0	0	0
Total costs of environmental fines and penalties	RM	0	0	0
Total confirmed incidents of corruption	Number	0	0	0
Environment				
Energy				
Indirect energy (electricity)	kWh	30,665,882 †	32,522,029 †	40,454,002
Direct Energy *	GJ	686 †	715 †	2,167
Indirect Energy *	GJ	110,397 †	117,079 †	145,634
Total energy *	GJ	111,083 †	117,794 †	147,801
* Conversion coefficients for electricity and diesel to Joules are derived from the Malaysia Energy Commission 2016 Report.				
Water and effluent				
Total municipal water consumption	m ³	1,118,412 †	953,631 †	1,052,744 †
Total surface water from rivers, lakes and natural ponds	m ³	0	0	0
Total groundwater from wells, boreholes	m ³	0	0	0
Total water consumption	m ³	1,118,412 †	953,631 †	1,052,744
† Estimated based on the expansion of the number of stores.				
Waste				
Total solid waste disposed	kg	19,957	23,876	31,804
Total recycled waste	kg	19,957	23,876	31,804
* Reported waste is limited to KRR cooking oil, which is recycled.				
Carbon emissions				
Total Scope 1 emissions *	tCO ₂ e	46	48	146
Total Scope 2 emissions **	tCO ₂ e	23,919 †	25,367 †	31,554
Scope 3 emissions: business travel (air) ***	tCO ₂ e	89	135	156
Scope 3 emissions: employee commuting	tCO ₂ e	NA	NA	7,397
* CO ₂ emissions from fuel consumption were derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories.				
** Scope 2 was derived using the emission factor published by the Energy Commission for the Peninsular Grid 2019.				
*** Air travel GHG emissions were calculated point to point, including the number of employees on board and the distance travelled. Online tools derived from the WRI Greenhouse Gas Protocol to calculate the CO ₂ emissions from air travel.CO ₂ emissions from business travel were derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories and the World Resources Institute (2015). GHG Protocol tool for mobile combustion. Version 2.6.				
† Restated due to improved data processes.				
NA = Not Available as data collection begins in FY2023.				

SUSTAINABILITY DATA PERFORMANCE

Indicator	Unit	FY2021	FY2022	FY2023
Social				
Diversity, Equity & Inclusion				
Total employees	Number	3,891 ^{††}	6,187 ^{††}	6,384
Employees by contract				
Full time employees	Number/%	2,609 (67.05%)	4,158 (67.21%)	4,458 (69.83%)
Contractors/temporary employees	Number/%	1,282 (32.95%)	2,029 (32.79%)	1,926 (30.17%)
Employees by nationality				
Malaysian	Number/%	3,891 (100.00%)	6,187 (100.00%)	6,384 (100.00%)
Foreigners	Number/%	(0.00%)	(0.00%)	(0.00%)
Employees by gender				
Female	Number/%	2,041 (52.45%)	3,304 (53.40%)	3,381 (52.96%)
Male	Number/%	1,850 (47.55%)	2,883 (46.60%)	3,003 (47.04%)
Employees by age				
<30	Number/%	3,252 (83.58%)	5,184 (83.79%)	5,325 (83.41%)
30-50	Number/%	619 (15.91%)	953 (15.40%)	1,002 (15.70%)
>50	Number/%	20 (0.51%)	50 (0.81%)	57 (0.89%)
Employees by category				
Executive employees	Number/%	70 (1.80%)	180 (2.91%)	201 (3.15%)
Non-executive employees	Number/%	3,648 (93.75%)	5,796 (93.68%)	5,947 (93.15%)
Junior management	Number/%	102 (2.62%)	119 (1.92%)	122 (1.91%)
Middle management	Number/%	60 (1.54%)	74 (1.20%)	98 (1.54%)
Senior management	Number/%	11 (0.28%)	18 (0.29%)	16 (0.25%)
Gender by category				
Executive: Female	Number/%	46 (65.71%)	124 (68.89%)	145 (72.14%)
Executive: Male	Number/%	24 (34.29%)	56 (31.11%)	56 (27.86%)
Non-executive: Female	Number/%	1,886 (51.70%)	3,042 (52.48%)	3,075 (51.71%)
Non-executive: Male	Number/%	1,762 (48.30%)	2,754 (47.52%)	2,872 (48.29%)
Junior management: Female	Number/%	68 (66.67%)	82 (68.91%)	90 (73.77%)
Junior management: Male	Number/%	34 (33.33%)	37 (31.09%)	32 (26.23%)
Middle management: Female	Number/%	36 (60.00%)	46 (62.16%)	62 (63.27%)
Middle management: Male	Number/%	24 (40.00%)	28 (37.84%)	36 (36.73%)
Senior management: Female	Number/%	5 (45.45%)	10 (55.56%)	9 (56.25%)
Senior management: Male	Number/%	6 (54.55%)	8 (44.44%)	7 (43.75%)

^{††} Diversity, Equity & Inclusions and Training indicators restated due to improved data processes.

SUSTAINABILITY DATA PERFORMANCE

Indicator	Unit	FY2021	FY2022	FY2023
Age by Category				
Executive: <30	Number/%	41 (58.57%)	75 (41.67%)	98 (48.76%)
Executive: 30-50	Number/%	29 (41.43%)	101 (56.11%)	98 (48.76%)
Executive: >50	Number/%	0 (0.00%)	4 (2.22%)	5 (2.49%)
Non-executive: <30	Number/%	3,199 (87.69%)	5,094 (87.89%)	5,205 (87.52%)
Non-executive: 30-50	Number/%	439 (12.03%)	674 (11.63%)	710 (11.94%)
Non-executive: >50	Number/%	10 (0.27%)	28 (0.48%)	32 (0.54%)
Junior management: <30	Number/%	12 (11.76%)	15 (12.61%)	20 (16.39%)
Junior management: 30-50	Number/%	88 (86.27%)	101 (84.87%)	99 (81.15%)
Junior management: >50	Number/%	2 (1.96%)	3 (2.52%)	3 (2.46%)
Middle management: <30	Number/%	0 (0.00%)	0 (0.00%)	2 (2.04%)
Middle management: 30-50	Number/%	56 (93.33%)	67 (90.54%)	89 (90.82%)
Middle management: >50	Number/%	4 (6.67%)	7 (9.46%)	7 (7.14%)
Senior management: <30	Number/%	0 (0.00%)	0 (0.00%)	0 (0.00%)
Senior management: 30-50	Number/%	7 (63.64%)	10 (55.56%)	6 (37.50%)
Senior management: >50	Number/%	4 (36.36%)	8 (44.44%)	10 (62.50%)
Disabilities				
Disabled employees	Number/%	15 (0.39%)	19 (0.31%)	25 (0.39%)
Employee turnover				
Total turnover	Number/%	2,262 (58.13%)	2,677 (43.27%)	3,688 (57.77%)
Turnover by gender				
Female	Number/%	1,094 (53.60%)	1,407 (42.58%)	1,836 (54.30%)
Male	Number/%	1,168 (63.14%)	1,270 (44.05%)	1,852 (61.67%)
Turnover by age group				
<30	Number/%	2,081 (63.99%)	2,454 (47.34%)	3,208 (60.24%)
30-50	Number/%	179 (28.92%)	217 (22.77%)	472 (47.11%)
>50	Number/%	2 (10.00%)	6 (12.00%)	8 (14.04%)
Turnover by employment category				
Executive employees	Number/%	10 (14.29%)	40 (22.22%)	44 (21.89%)
Non-executive employees	Number/%	2,238 (61.35%)	2,615 (45.12%)	3,612 (60.74%)
Junior management	Number/%	9 (8.82%)	17 (14.29%)	11 (9.02%)
Middle management	Number/%	4 (6.67%)	4 (5.41%)	19 (19.39%)
Senior management	Number/%	1 (9.09%)	1 (5.56%)	2 (12.50%)

SUSTAINABILITY DATA PERFORMANCE

Indicator	Unit	FY2021	FY2022	FY2023
Director Diversity				
Directors by gender				
Female	Number/%	2 (33.33%)	2 (33.33%)	3 (42.86%)
Male	Number/%	4 (66.67%)	4 (66.67%)	4 (57.14%)
Directors by age Group				
<30	Number/%	0 (0.00%)	0 (0.00%)	0 (0.00%)
30-50	Number/%	1 (16.67%)	1 (16.67%)	3 (42.86%)
>50	Number/%	5 (83.33%)	5 (83.33%)	4 (57.14%)
Training & Development				
Total time spent on employee development training to enhance knowledge or individual skills	Hours	561 ^{††}	9,414 ^{††}	11,259
Total employees attending training	Hours	NA	1,747	2,043
Total time spent on employee development training for executive employees	Hours	271	2,168	3,426
Total time spent on employee development training for non-executive employees	Hours	254,280	415,446	633,781
Total time spent on employee development training for junior management	Hours	120	1,167	1,200
Total time spent on employee development training for middle management	Hours	148	3,992	4,531
Total time spent on employee development training for senior management	Hours	22	201	96
Average training per employee	Hours	NA	5	6
Average training per employee	Days	NA	1	1
Community				
Total amount of corporate or group donations/ community investments made to registered not-for-profit organisations	RM	NA	1,375,214	302,955
Total number of beneficiaries of the investment in communities	Number	NA	33	203
Health and Safety				
Fatalities (employees)	Number	0	0	0
Fatalities (third-party contractors)	Number	0	0	0
Employees trained on health and safety standards	Number	4	0	0
Employees receiving general training, which includes safety	Number	3,816	6,124	6,273
Human Rights				
Substantiated complaints concerning human rights violations	Number	0	0	0
Data Privacy and Security				
Total substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

^{††} Diversity, Equity & Inclusions and Training indicators restated due to improved data processes.

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