



BERJAYA

**BERJAYA CORPORATION BERHAD
(BCORP)**

**Q4 2021
Investor Briefing
30th September 2021**

1 Financial Update (Q4 2021)

2 Key Takeaways & Outlook

3 3-Year Strategic Plan

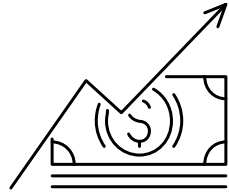
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Financial Update (Q4 2021)



Key Highlights: FY2021

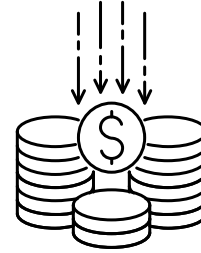
A challenging year but forward looking, recovery on track.



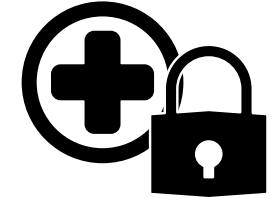
Top-line growth registered despite challenging backdrop



Bottom-line impacted by non-operational sectors



Higher impairments due to closure of non-core business

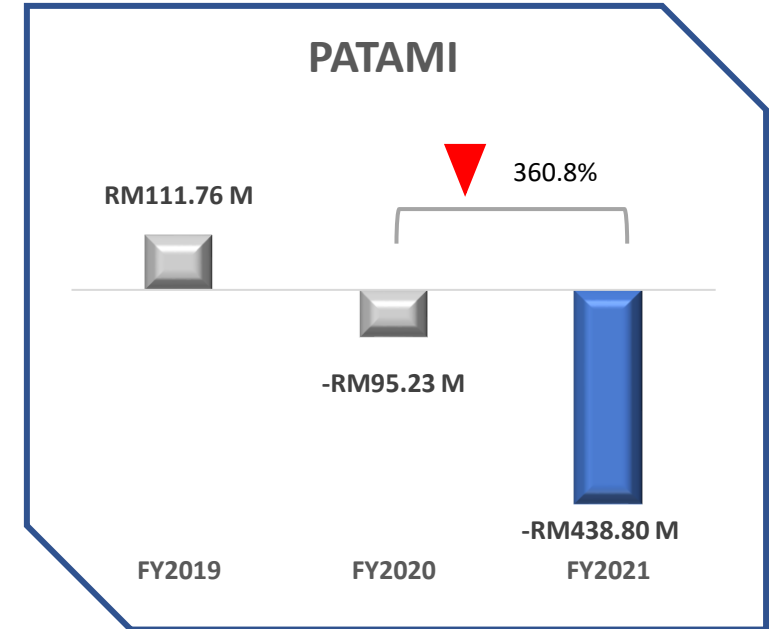
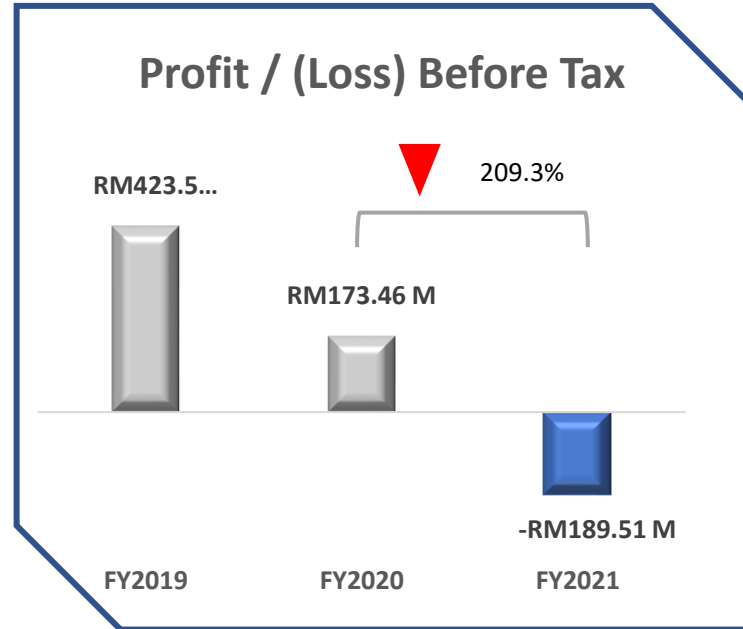
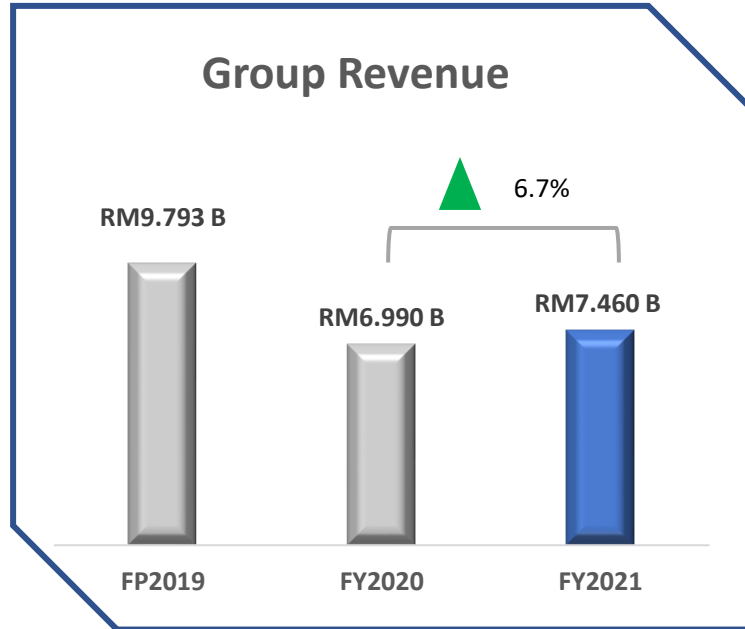


Longer MCO in 2021 affected overall business

- ❑ Group revenue improved by 6.7% in FY2021.
- ❑ International border closure and inability to operate due to restrictions affected Hospitality sector dearly.
- ❑ Additionally, impairments totaling approx. RM203M further dragged the Group's bottom-line.
- ❑ Notwithstanding, losses were mitigated by higher profits recorded from BFood, BToto and Financial Services.
- ❑ Recovery rates of our business segments varies.
- ❑ As an investment holding company, BCorp results are a consolidation of all sector performance.
- ❑ Despite these challenges, we remain optimistic that better days are ahead of us.

Annual Financial Performance

Net income growth tempered by non-operating key sectors and increased impairments



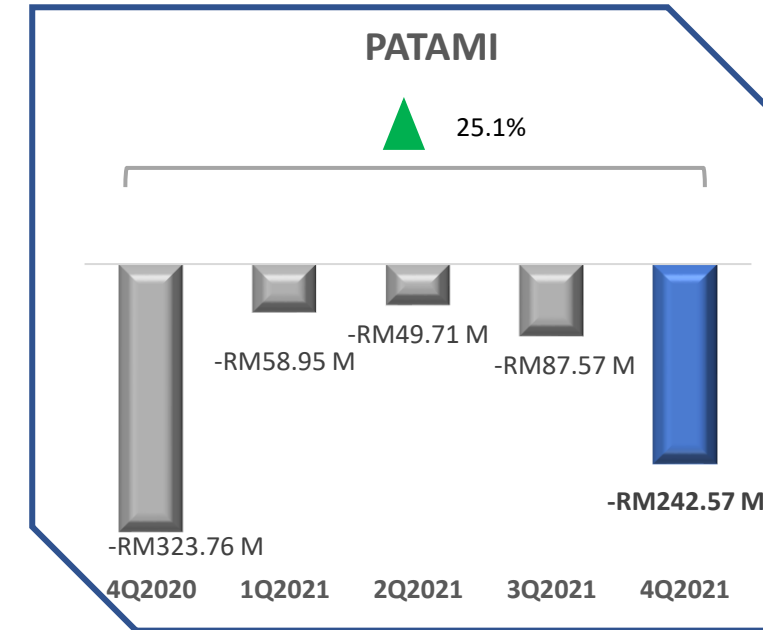
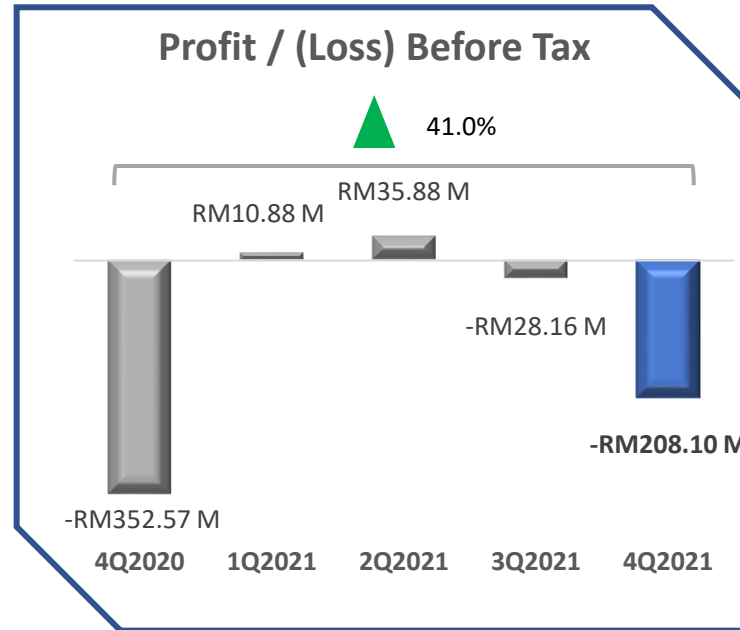
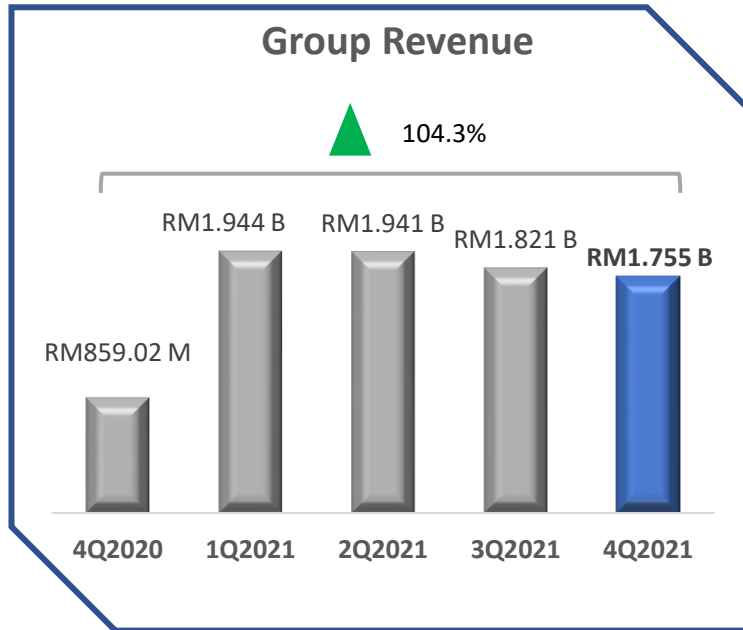
- ❑ Group revenue improved by 6.7% to RM7.46B in FY2021
- ❑ Property and Financial Services segment registered impressive revenue growth of 42% and 234% respectively.
- ❑ The Group recorded a LBT of -RM189.51M for the year.
- ❑ Recovery posted by other sectors was dragged by Hospitality segment, as losses swell to -RM221.6m in FY2021.
- ❑ Additionally, higher impairments were recorded due to closure of non-core businesses as well as the adverse impact of Covid-19.

*FP2019 is for a period of 14 months

*Profit in FY2020 was mainly due to one-off gain from the sale of our Four Seasons Kyoto

Quarterly Financial Performance

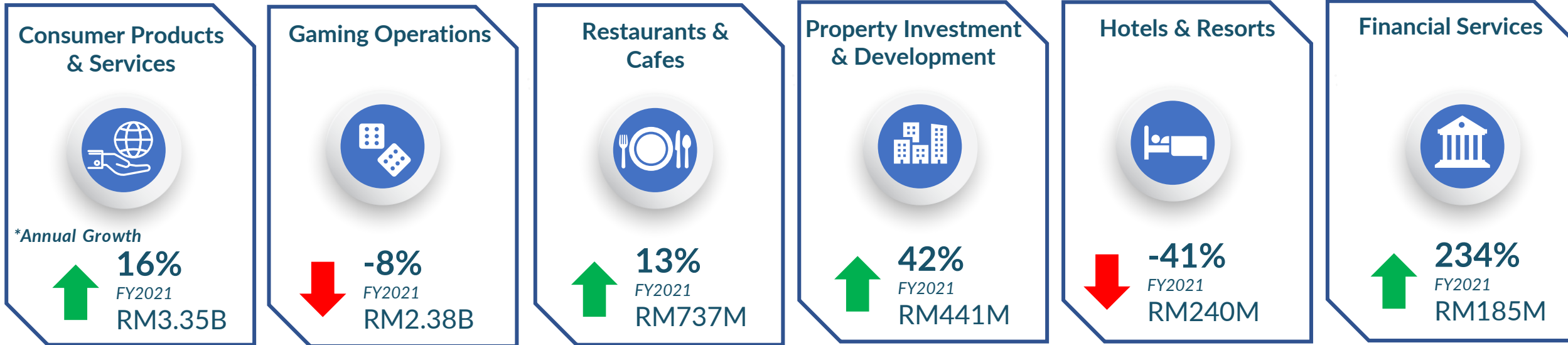
Prolonged lockdown restriction limited recovery pace in 4Q2021



- ❑ Revenue in 4Q2021 declined by -3.63% to RM1.75 billion as a result of lower overseas residence unit sales from property investment and development segment.
- ❑ However, this was mitigated by higher sales performance from HR Owen and improvement in hotel occupancy rate especially in Iceland and Malaysia.
- ❑ Higher pre-tax loss for the quarter was primarily due to increase in impairments.

Segmental Revenue Performance

Positive trends at varying degrees, with some reaching pre-pandemic levels



- ❑ Higher revenue by HR Owen as business reopened and surge in consumer demand.
- ❑ Food segment improved due to successful business rationalization and adoption of alternative sales channels e.g. KRR and Starbucks.
- ❑ Inability to operate for a longer period in FY2021, saw hotels recording significantly lower revenue.
- ❑ Being focused on core strength, saw IPAM posting a record year, with AUM nearing the RM1B mark

Financial Position as at 30 June 2021

Adverse pandemic impact on Balance Sheet to sustain operations and service debt



RM20.15B

Total Assets

FY2020: RM21.44B



RM8.94B

Total Equity

FY2020: RM9.55B



RM11.21B

Total Liabilities

FY2020: RM11.89B



RM1.11B

Deposits, Cash &
Bank Balance

FY2020: RM1.50B



1.03 X

Current Ratio

FY2020: 1.26 X



RM1.14

Net Asset Per Share

FY2020: RM1.29

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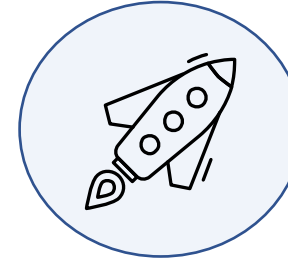
Key Takeaways & Outlook



Key Takeaways

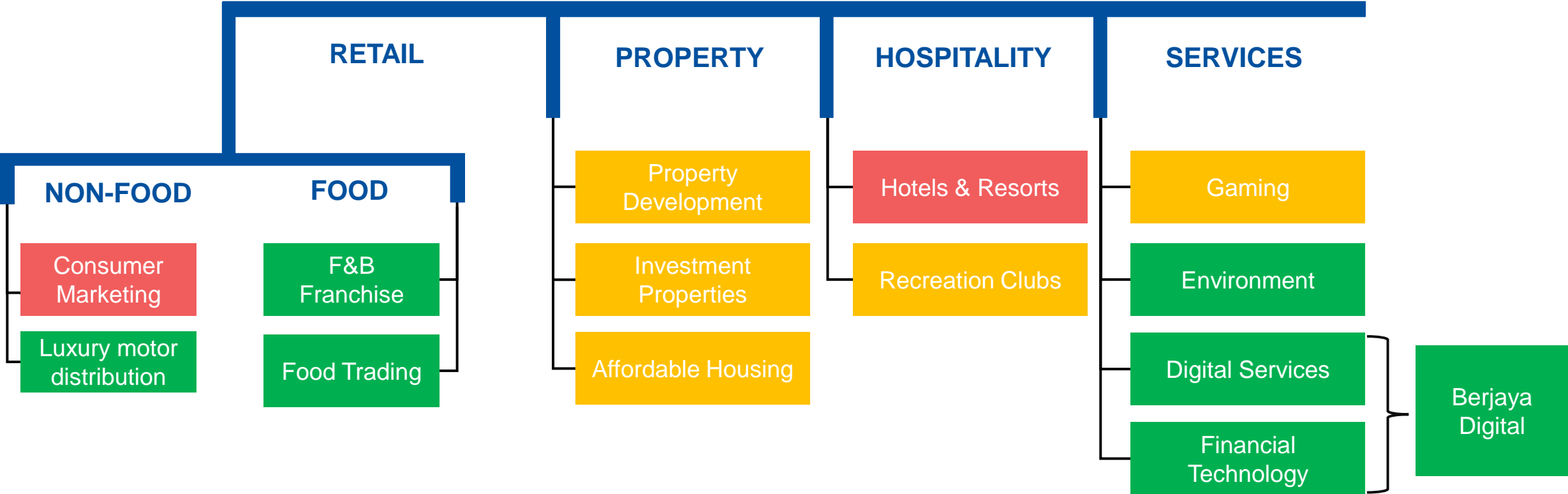


- ❑ Income Recovery was mainly driven by
 - **Being Focused and Leveraging our Strengths**
 - Strategic **Business Rationalization**
 - Effective **Cost Management**
 - Robust Sales driven by **alternative channels**



- ❑ Moving forward we will continue to
 - **Strengthen** corporate governance and leadership
 - **Streamline** business activities towards a cleaner holding structure
 - **Improve** operational efficiency and cost savings through digitalization and footprint rationalization initiatives

Business Outlook – Next 12 months



- Exponential recovery expected in the next 12 months
- Intermediary recovery expected in the next 12 months
- Laboured recovery expected in the next 12 months

} *Dependent on reopening of economy and relaxation of SOPs*

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3-Year Strategic Plan



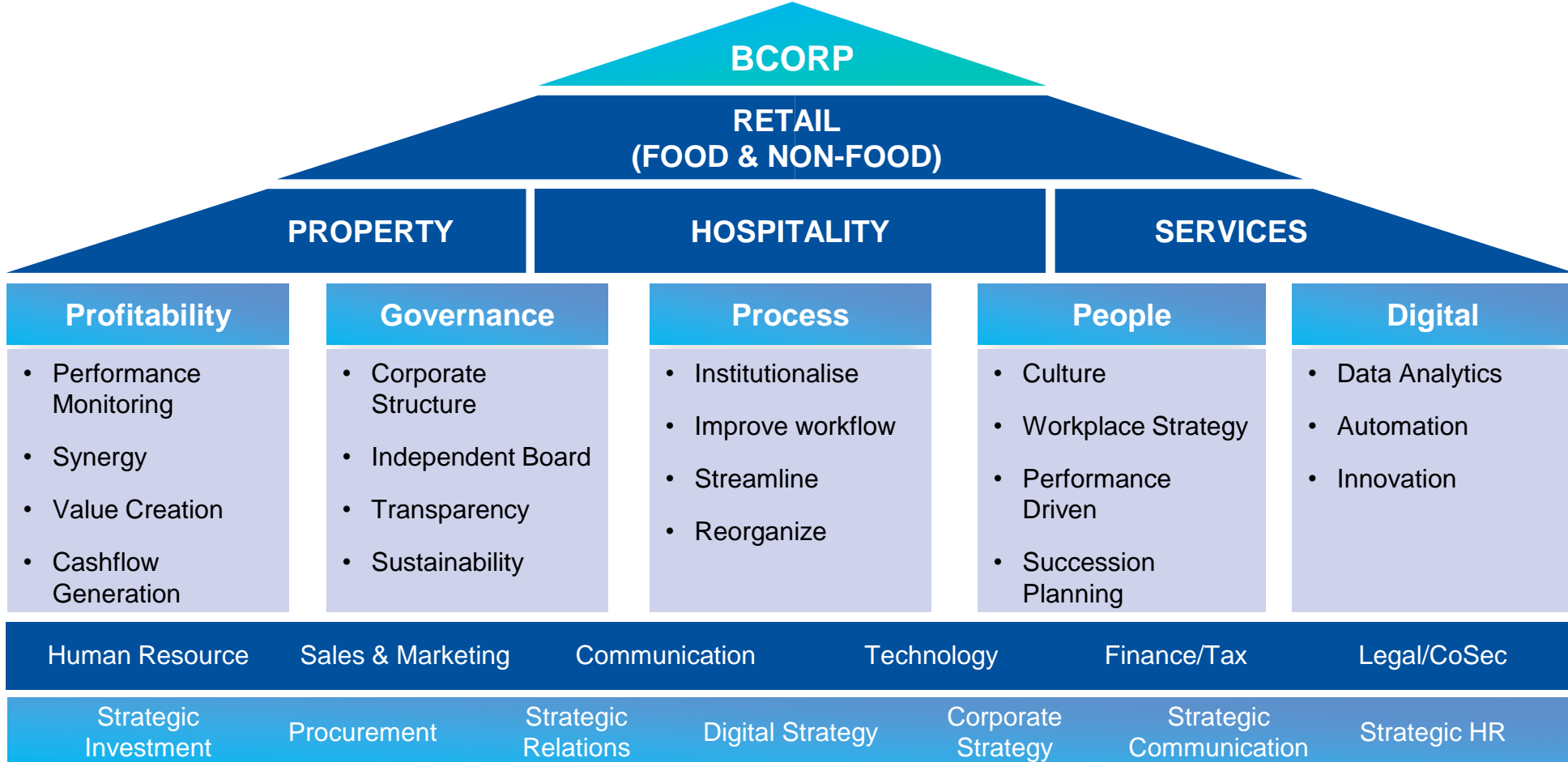
3-Year Strategic Plan (2021 – 2024)



Vision
Global Consumer Group

Mission
Unlocking Business Value

Objective
Institutionalise & Streamline Businesses



Led by Group CEO & BCorp's senior management leadership team

Led by respective sector heads with oversight from Group CEO

Key pillars to business success aligned with the company's strategic mission and vision

Operational and administration functions in each core sectors

Oversight & strategic BD provided at BCorp Level

FY 2022 Key Priorities

1

RESTRUCTURE/ STREAMLINE

- Rationalisation of group
- Post pandemic recovery plan



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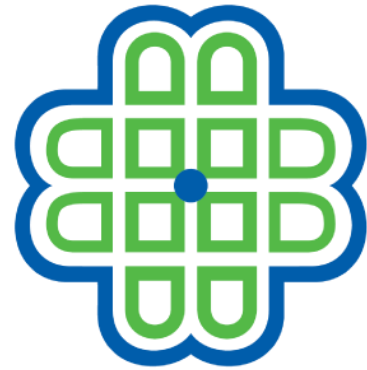
IMPROVE

- Cost optimization measures

3

ESTABLISH

- Digital & sustainability frameworks
- People & organisation optimisation



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THANK YOU