



BERJAYA

**BERJAYA CORPORATION BERHAD
(BCORP)**

Virtual Corporate Briefing

11 August 2021

1 Introduction to BCorp

2 Four (4) Key Initiatives

3 Future BCorp

01

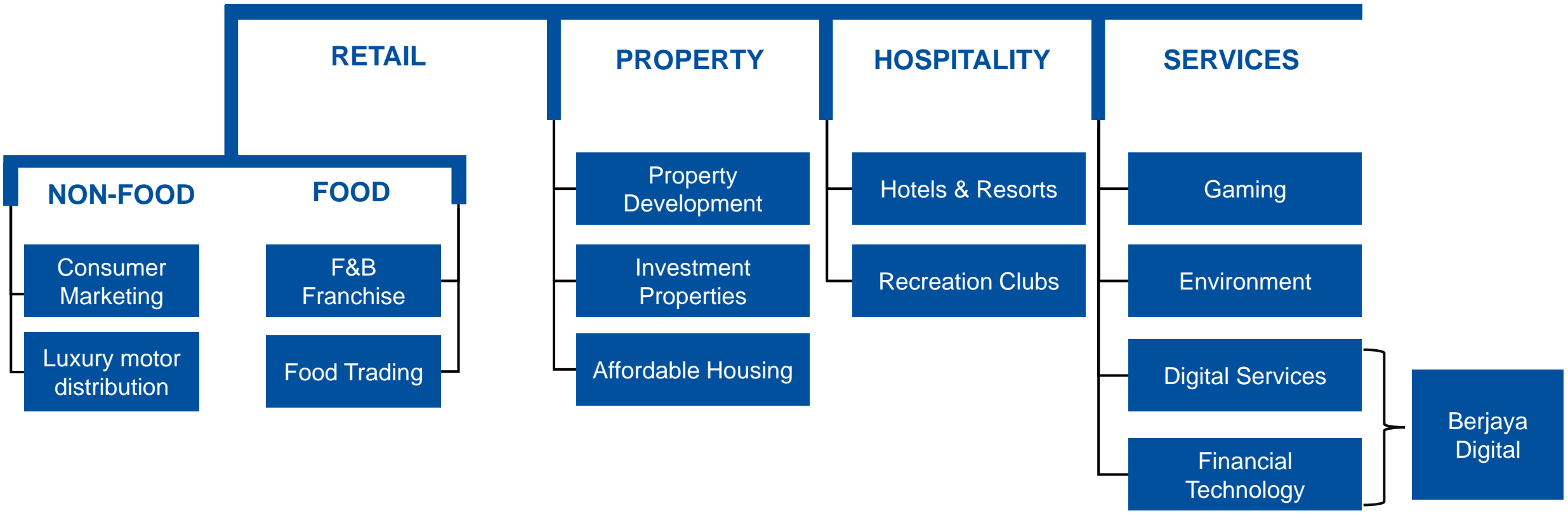
B Corp Introduction



New BCorp: Consumer Group [Updated]

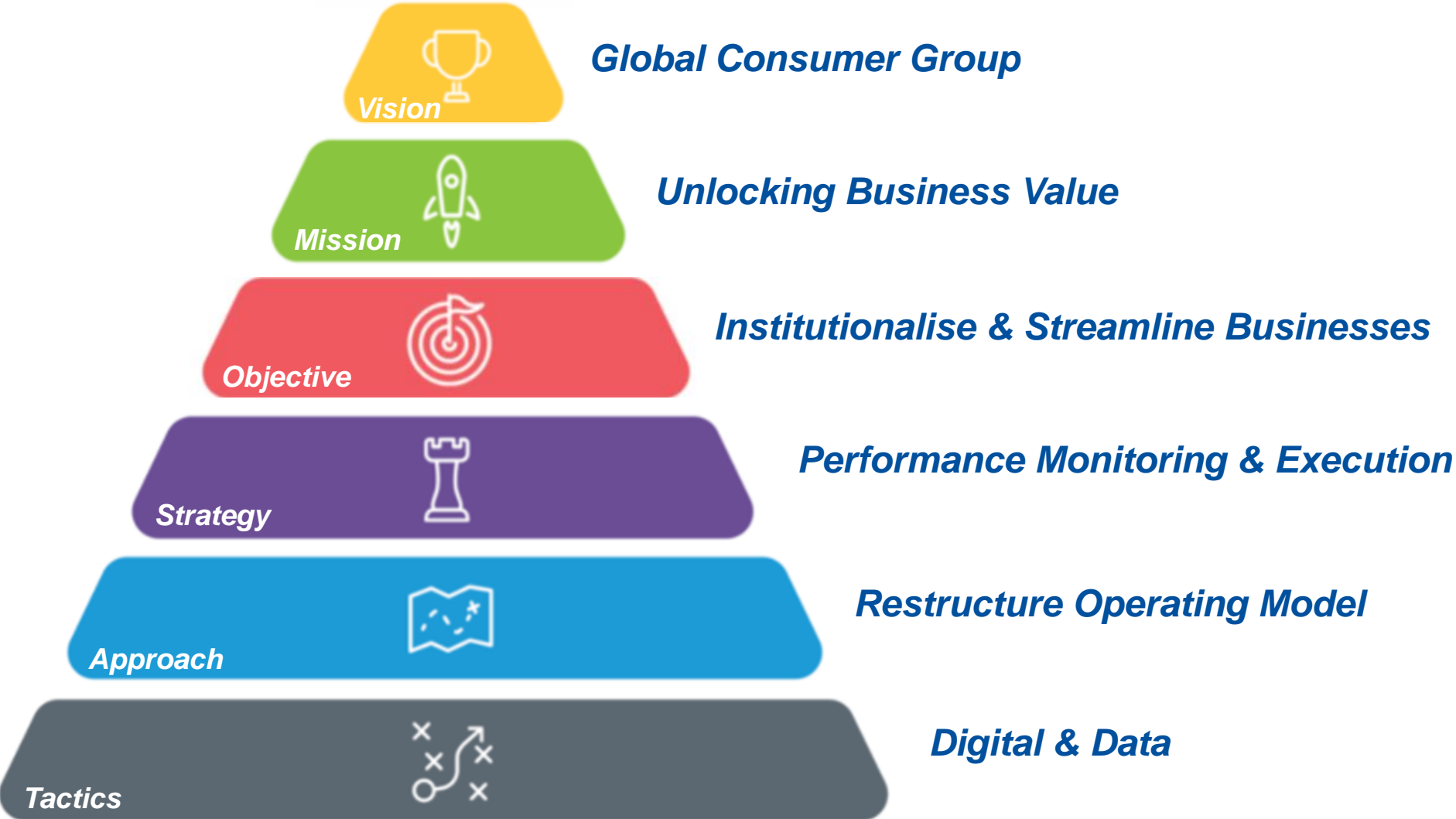


BERJAYA CORPORATION BERHAD

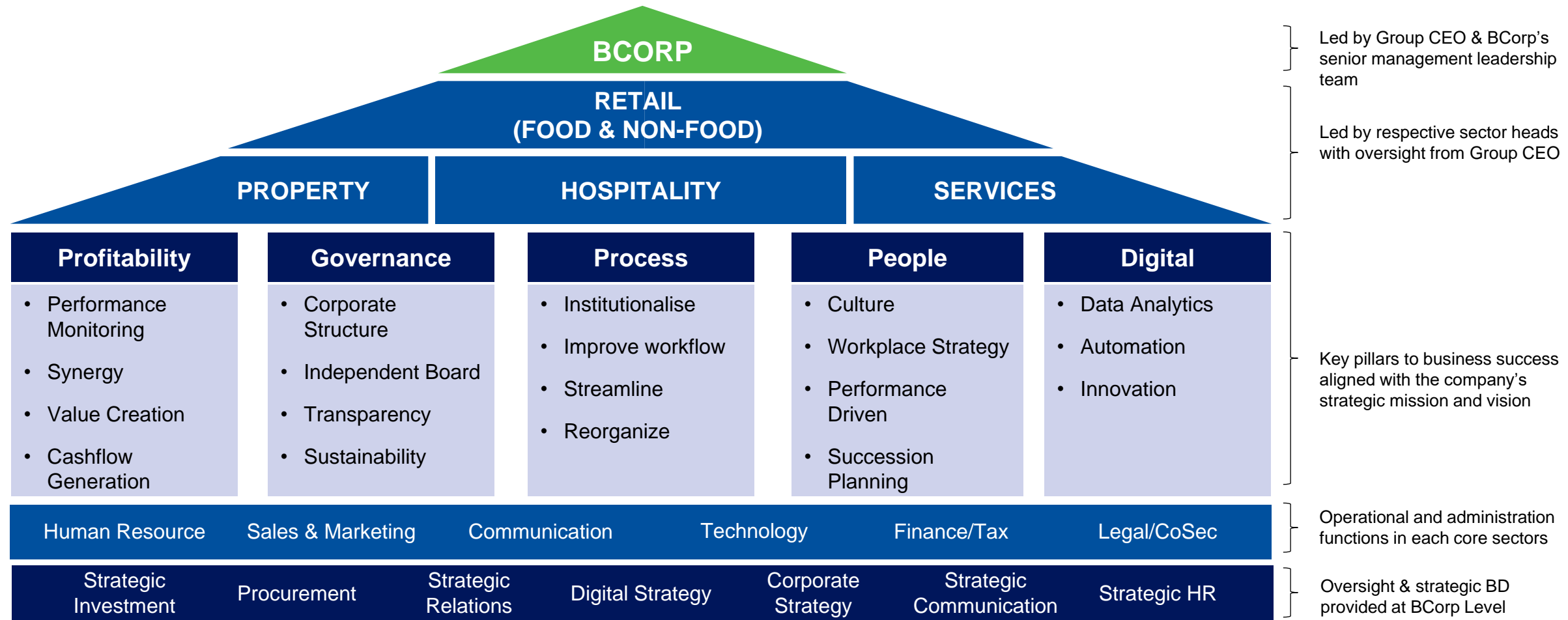


3-Year Strategic Plan

Strategic Vision, Mission & Implementation Plan



Creating Holding Company Structure



Note:

1. New corporate vision, mission and identity to be established
2. Selected core businesses and entities to be rebranded

Current Landscape of Our Group

The pandemic and prolonged lockdown has compounded our struggle.



Financial Trend

- Revenue: 3-Year CAGR stands at -4.5%.
- More focused strategy moving forward



Sector Contribution

- Main is Retail and Services (Gaming)
- Difficult period for Hospitality



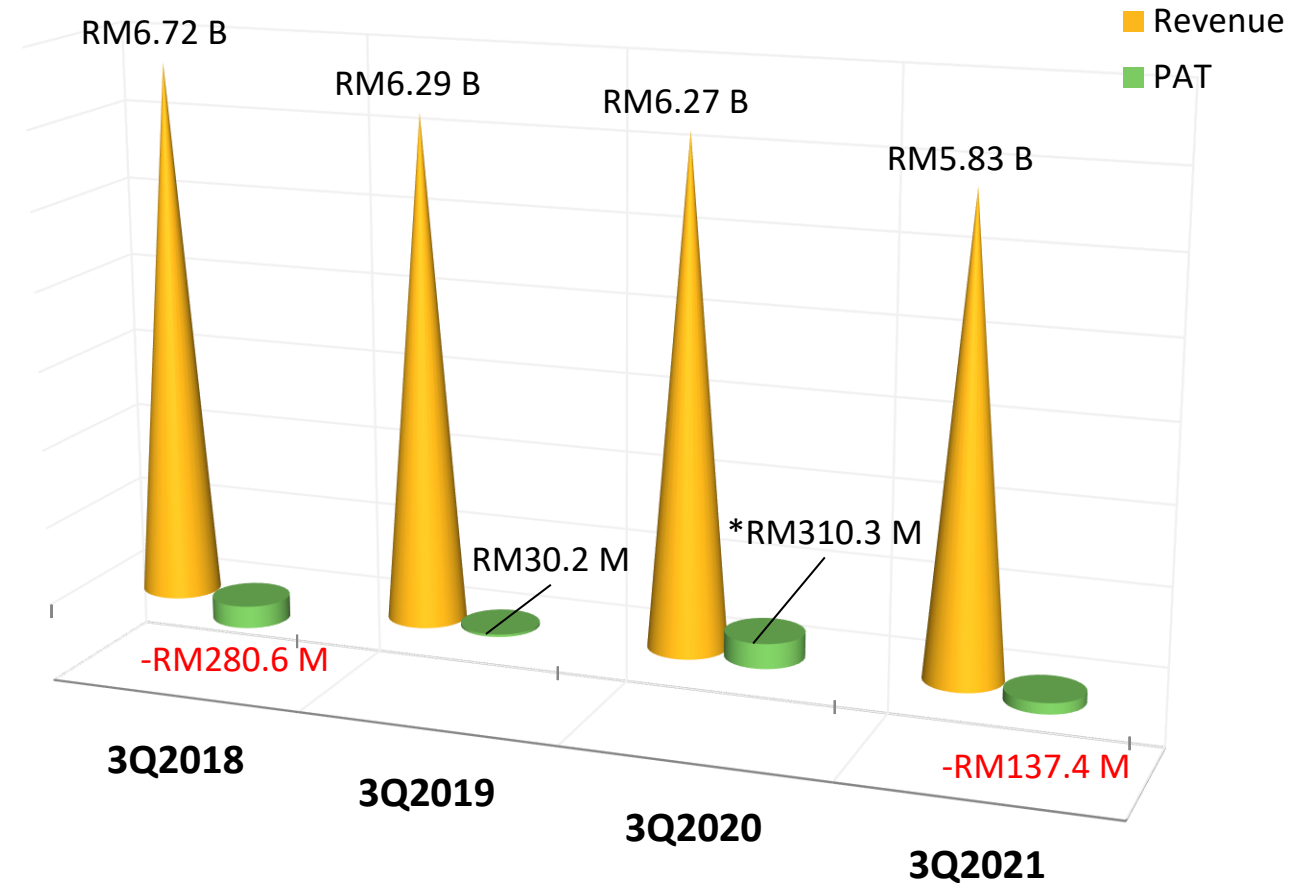
Revenue Strategy

- Recurring income
- Focus on low-hanging fruit



Profit Strategy

- Stop impairments
- Pragmatic approach and clear KPIs



*Profit in 2020 was mainly due to one-off gain from the sale of our Four Seasons Kyoto

02

**New BCorp:
Four (4)
Key Initiatives**



New BCorp: Four (4) Key Initiatives



01 STREAMLINE

Sub-Segments

Divestments

Mergers

02 IMPROVE

Succession Planning

Compliance & Governance

Business Empowerment

03 RESTRUCTURE

Operating Model

Corporate Structure

Flatter Organisation

04 ESTABLISH

Performance Monitoring & KPIs

Cost Management

Digitalisation & Sustainability



01 STREAMLINE

02 IMPROVE

03 RESTRUCTURE

04 ESTABLISH

01 Four (4) Key Focus Areas in the next 2-5 Years



~ 5-6 Companies

Potential M&A/JVs/IPOs



~RM2 bil - RM5 bil

Divestment



**~RM2.5 bil over
3 years**

Target Debt



~ 3-4 Companies

Rationalized to become
Pure Play Entities



01 STREAMLINE

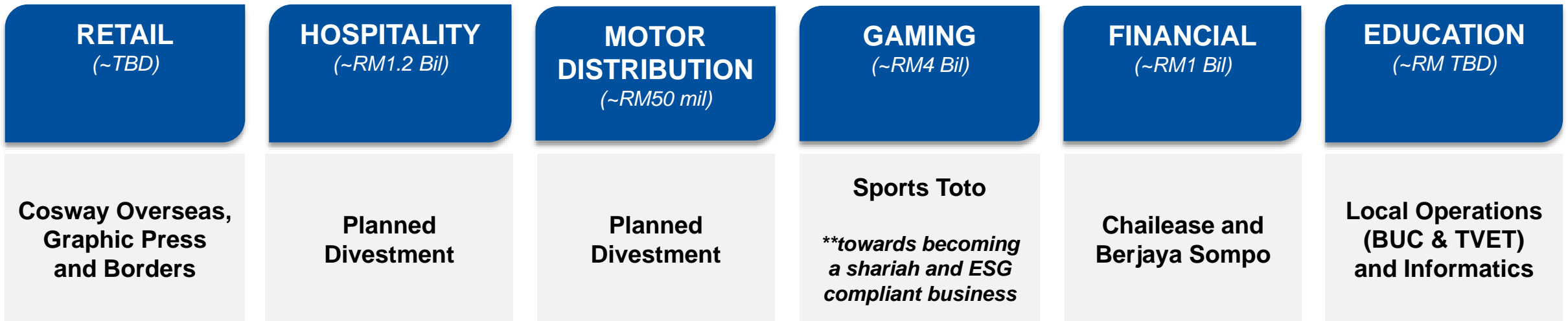
02 IMPROVE

03 RESTRUCTURE

04 ESTABLISH



02 Divestment Plans for the next 2-5 Years



*BCorp Current Value

BCorp Sum of Parts

RM1.45b

vs

RM2.506b



| Listed Entity | Value | BCorp ownership (%) | Total BCorp Value |
|--------------------------|---------|---------------------|-------------------|
| BLand | RM1.35b | 78.1% | RM1.05b |
| BFood | RM734m | 59.4% | RM436m |
| BToto | RM2.62b | **39.09% | RM1.02b |
| Bcorp Total Sum of Parts | | | RM2.50b |

*Current Market Value based on last market value on 9 Aug 2021

**Direct & Indirect ownership through BLand who owns 40.63% of BToto



01 STREAMLINE

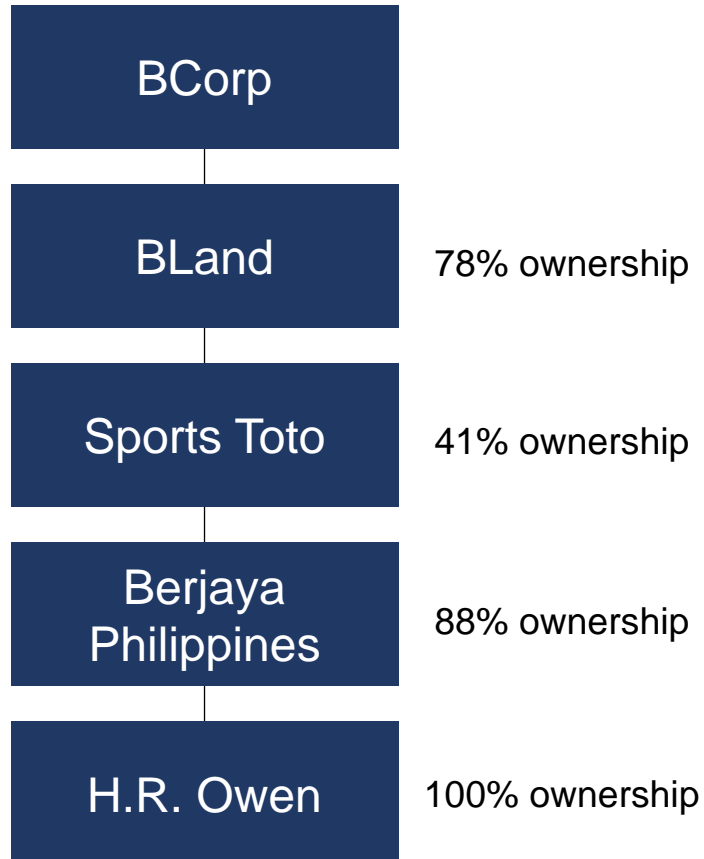
02 IMPROVE

03 RESTRUCTURE

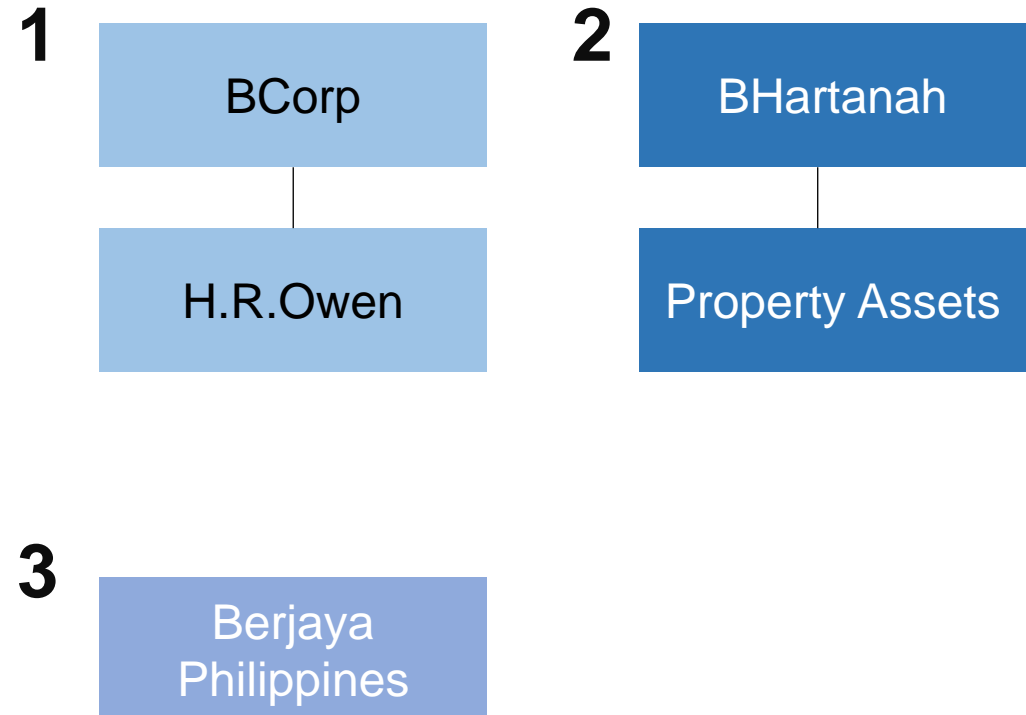
04 ESTABLISH

03 Legal Entity Rationalization

As-Is



To-Be





01 STREAMLINE

02 IMPROVE

03 RESTRUCTURE

04 ESTABLISH

02 Management Committee (as of June 2021)

GROUP
CHIEF EXECUTIVE OFFICER

CHIEF STRATEGY
OFFICER

CHIEF FINANCIAL
OFFICER

CHIEF PEOPLE
OFFICER

CHIEF DIGITAL
OFFICER

CHIEF COMMS
OFFICER

CHIEF TREASURY
OFFICER

CHIEF LEGAL
OFFICER

HEAD,
INVESTMENT

* *Joined In Q2 2021*

** *Expected to be on seat Q3 & Q4 2021*

*** *Existing*



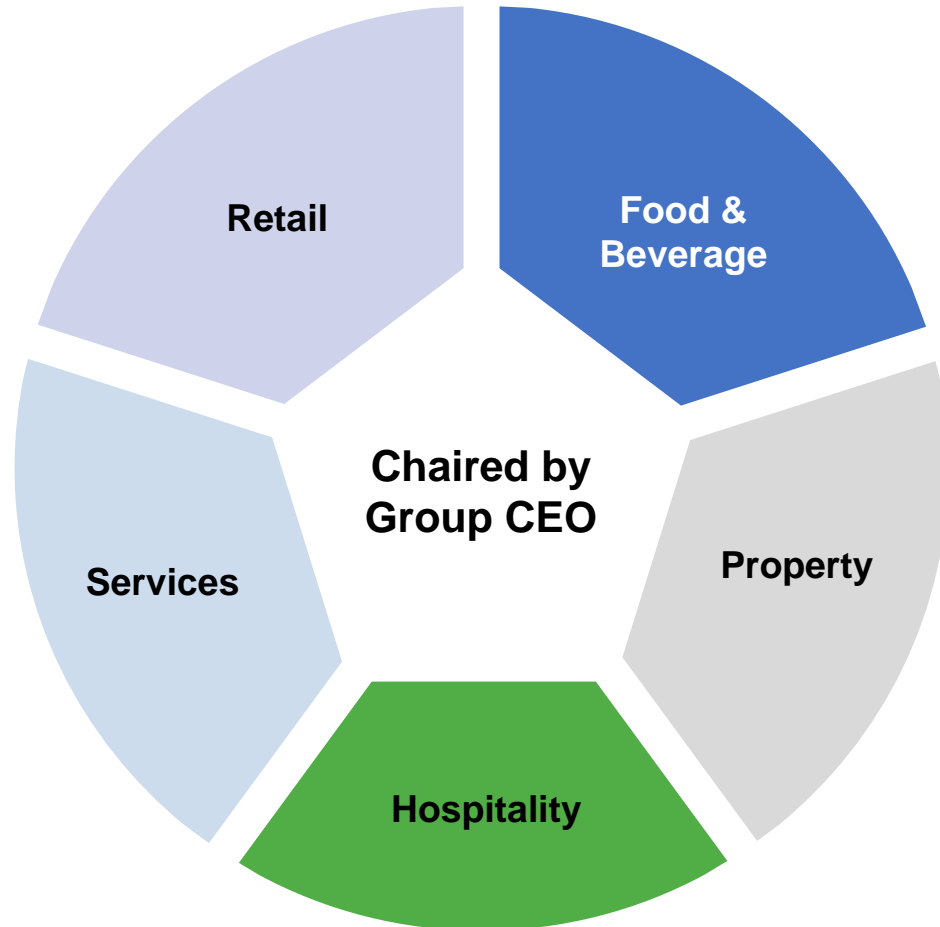
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02 IMPROVE

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03 Business Committee (as of June 2021)



All **sector heads** are members of Business Committee

Monthly meetings chaired by Group CEO

Corporate Strategy Team acts as secretariat

Review & track business performance

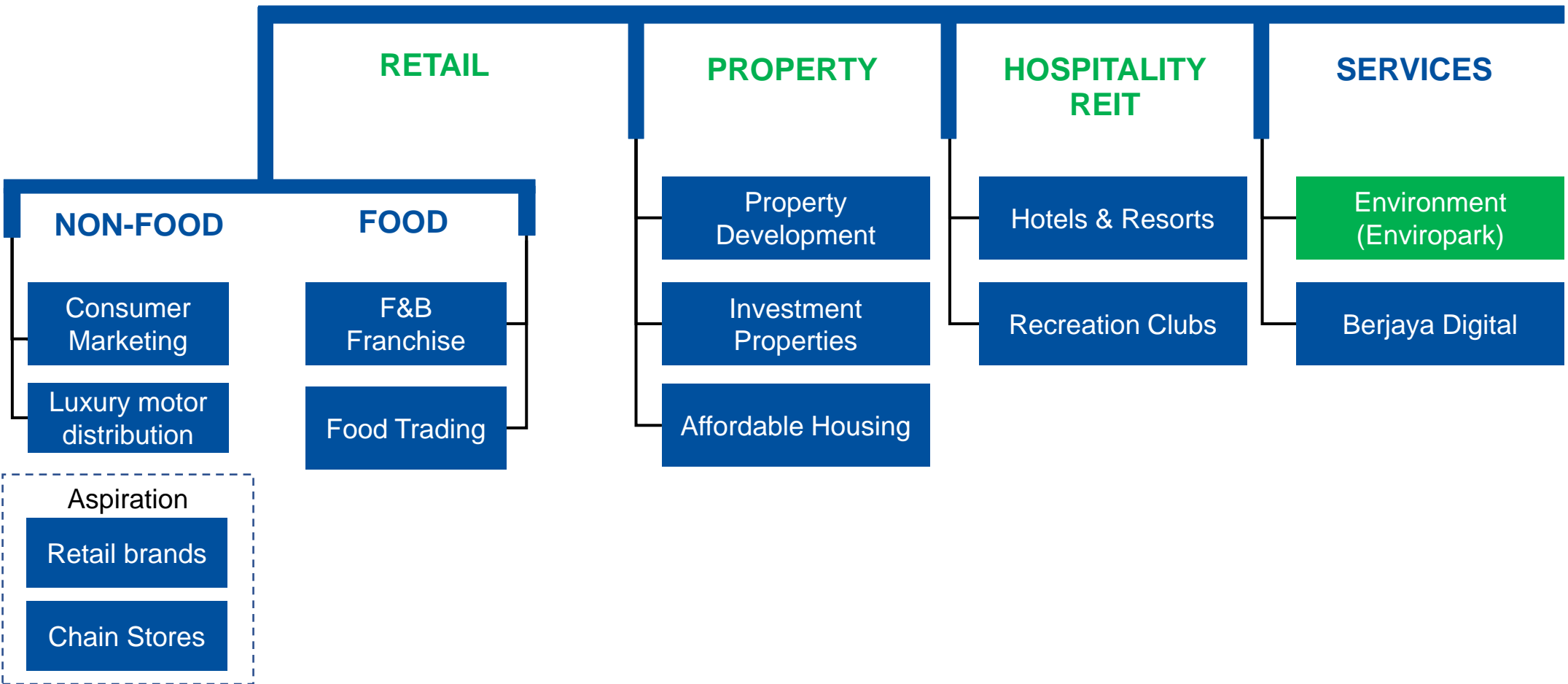
Formulate strategy & business plans

03

Future BCorp



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* Companies to be listed in the near future

** All companies to have dividend policy to ensure BCorp has recurring income



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THANK YOU