

# FOCUS POINT



**NEW** *vision*  
ANNUAL REPORT 2023 | **FOR THE FUTURE**

# FOCUS POINT

## CORPORATE OFFICE

Unit 1, 3, 5 & 7, Jalan PJU 1/37, Dataran Prima, 47301 Petaling Jaya, Selangor.

Tel: 03-7880 5520  
Fax: 03-7880 5530

### CENTRAL

AEON Alpha Angle	03-4142 0478
AEON Bukit Raja	03-3341 4006
AEON Cheras Selatan	03-9075 3975
AEON Metro Prima Kepong	03-6259 0235
AEON Rawang	03-6092 0843
AEON Shah Alam	03-5523 8941
Alamanda Putrajaya	03-8889 3093
Ampang Point	03-4252 0758
Axis Atrium	03-4820 7117
Bukit Tinggi	03-3311 7306
Central I-City	03-5523 4589
EkoCheras Mall	03-9133 7797
Giant Batu Caves	03-6188 4799
Giant Kajang	03-8211 1717
Giant Klang	03-3323 5195
Giant Putra Heights	03-5191 5197
Giant Seri Kembangan	018-788 9908
Gombak	03-4021 1341
Hartamas Shopping Centre	03-6206 5799
IOI City Mall	03-8959 9346
IOI Mall Puchong	03-8075 7556
Kajang	03-8736 0220
Kelana Jaya	03-7804 3013
KL East Mall	03-4162 5879
Leisure Mall	03-2856 0510
Lotus's Ampang	03-9285 7767
Lotus's Extra Cheras	011-1133 0566
Lotus's Kepong	016-232 4012
Lotus's Kuala Selangor	03-3289 6418
Lotus's Rawang	03-6091 4809
Lotus's Shah Alam	03-5512 1686
Mid Valley Megamall	03-2287 3790
Mitsui Lalaport BBCC	03-9772 4652
MyTown Shopping Centre	03-2710 4980
Nu Sentral	03-2272 2073
One Utama	03-7732 4128
Paradigm Mall	03-7887 1078
PJ Old Town	03-7781 5341
Plaza Shah Alam	03-5510 0026
Rawang	03 6092 2599
Selayang Mall	03-6136 9566
Seksyen 14 PJ	03-7960 2726
Setapak Central	03-4131 8977
Setia City Mall	03-3345 6510
Setia City Mall UG	03-3358 2493
Sri Gombak	03-6186 7721
SS2	03-7865 6813
Subang Parade	03-5622 1458
Sungai Buloh	03-6141 0976
Sunway Pyramid	03-7494 0480
Sunway Pyramid GF	03-5611 0301
Sunway Putra Mall	03-4040 0759
Sunway Giza	03-6143 4472
Sunway Velocity	03-2725 9263
Taman Putra	03-4821 6158
The Curve	03-7727 9852
The Mines	03-8941 6158
USJ Taipan	03-5637 1536

### SOUTHERN REGION

AEON Melaka	06-292 1107
AEON Bukit Indah	07-236 5681
AEON Kulai	07-660 6308
AEON Nilai	06-794 7114
AEON Permas Jaya	07-380 5790
AEON Seremban 2	06-601 5018
AEON Taman Universiti	07-520 1676
AEON Ayer Keroh	06-232 8634
Batu Pahat Taman Flora	07-438 5520
Batu Pahat Mall	07-435 2306
Batu Pahat Jalan Soga 21	07-431 3659
City Square	07-226 0130
Giant JB	07-358 3318
Giant Nilai 9 Avenue	06-794 0996
Giant Senawang	06-679 7696
Giant Tampoi	07-236 9588
Kluang	07-776 0303
Kluang Perdana	07-721 0685
Kota Tinggi	07-882 4967
Lotus's Masai	07-388 6231
Lotus's Desa Tebrau	07-353 9780
Lotus's Putra Nilai	06-799 8081
Lotus's Senawang	06-677 6672
Lotus's Seremban 2	06-6333 212
Masai	07-251 8778
Mahkota Parade	012-326 2612
Mydin Seremban 2	06-601 7910
NSK Muar	06-952 9619
Paradigm Mall JB	07-244 4263
Plaza Kota Tinggi	07-883 9689
Segamat	07-931 3408
Sutera Mall	07-562 3685
Terminal One	06-763 9193
Ulu Tiram	07-861 8363
Wetex Parade, Muar	06-951 4379

### NOTHERN REGION

AEON Bukit Mertajam	04-548 5797
AEON Bukit Mertajam GF	04-548 9408
AEON Kinta City	05-546 3566
AEON Klebang	05-291 4257
AEON Seri Manjung	05-687 0046
AEON Station 18, Ipoh	05-321 7225
AEON Taiping	05-804 8036
Alor Setar Mall	04-771 2150
Aman Central	04-733 5520
Bukit Jambul	04-642 5155
Central Square	04-422 1813
Gurney Plaza	04-228 0816
Gurney Paragon	04-226 1850
Ipoh Parade	05-243 5717
Lotus's Penang	04-659 5070
Lotus's Sungai Petani Mutiara	04-425 9858
Lotus's Sungai Petani Utara	04-425 8858
Lotus's Station 18, Ipoh	05-322 3509
Lotus's Extra Prai	04-383 0620
Queensbay Mall	04-641 1975
Sunway Carnival 1F	04-390 5520

Taiping Mall 05-804 8129

**EASTERN REGION**

AEON Kota Bharu 09-744 0988  
 East Coast Mall 09-517 3136  
 Giant Kuala Terengganu 09-622 6967  
 KTCC Mall 09-628 5270  
 KB Mall 1 09-747 7993  
 KB Mall 2 09-743 2636  
 Lotus's Kota Bharu 09-741 6520  
 Mesra Mall 09-867 8608  
 Mydin Tunjong 09-744 1828  
 Sky Avenue Genting 03-6101 2039

**EAST MALAYSIA**

AEON Kuching Central 082-237 108  
 1 Borneo 088-447 581  
 Imago KK 088-274 800  
 Suria Sabah 1F 088-210 772  
 Vivacity Megamall 082-263 818  
 Vivacity Megamall 2 082-263 828

**BRUNEI**

Aman Hill Brunei +673 2331013  
 Freshco Mall +673 222 0099  
 Kuala Belait +673 333 2299  
 KB Sentral +673 334 3038  
 One City +673 233 9920  
 Times Square Brunei +673 2342 903  
 The Mall, Gadong +673 242 8777

**FOCUS POINT**  
CONCEPT STORE

**CENTRAL REGION**

AEON Bukit Tinggi 03-3319 8627  
 AEON Taman Equine 03-8949 9479  
 Dpulze Cyberjaya 03-8322 5376  
 IOI City Mall 03-8959 2719  
 IPC Shopping Centre 03-7731 1358  
 Melawati Mall 03-4162 1445  
 Pavilion Bukit Jalil 03-8080 0796  
 Wangsa Walk 03-4142 7063

**SOUTHERN REGION**

AEON Bandar Dato'Onn 07-361 6713  
 AEON Seremban 2 06-601 5018  
 AEON Tebrau City 07-364 3145  
 Johor Premium Outlets 07-598 3243  
 The Mall, Mid Valley Southkey 07-336 5068

**EAST MALAYSIA**

Suria Sabah 088-487 787

**FOCUS POINT**  
SIGNATURE

**CENTRAL REGION**

AEON Shah Alam 03-5524 5695  
 Empire Subang 03-5632 4171  
 Mid Valley Megamall 03-2282 0878

Pavilion Damansara Height 03-2011 4066

Pavilion KL 03-2141 4866  
 Suria KLCC 03-2166 8318  
 The Exchange TRX 03-4820 9636

**NOTHERN REGION**

Sunway Carnival 04-398 5520

**FOCUS POINT**  
OUTLET

**NOTHERN REGION**

Design Village Penang 04-589 9014

**EASTERN REGION**

Genting Premium Outlets 03-6436 8171

**FOCUS POINT** *Lifestyle*

**SOUTHERN REGION**

AEON Nilai 06-794 7114

**FOCUS POINT**  
SIGHTSAVERS

**CENTRAL REGION**

Puchong Utama 018-272 6093  
 Sendayan 06-775 8080  
 Subang Bestari 03-7859 8726

**SOUTHERN REGION**

Castle Walk, Muar 06-954 1525



**CENTRAL REGION**

One Utama 03-7724 1395

**NOTHERN REGION**

Gurney Plaza 04-229 6482



**CENTRAL REGION**

AEON Rawang 03-6092 4757  
 IOI City Mall 03-8959 3587  
 Melawati Mall 03-4162 6094  
 Mid Valley Megamall 03-2201 1691

**SOUTHERN REGION**

AEON Tebrau City 07-364 1586

**eyefont**

**CENTRAL REGION**

Suria KLCC 03-2181 2397

# iFocus

## CENTRAL REGION

Mid Valley Megamall 03-2202 0944



## CENTRAL REGION

Central I-City 03-5523 5461  
 KLCC 03-2181 6386  
 Mid Valley Megamall 03-2287 5520  
 Nu Sentral 03-2260 1306  
 Setia City Mall 03-3341 1625  
 The Curve 03-7710 0426

## SOUTHERN REGION

AEON Bukit Indah 07-236 9857  
 City Square 07-278 7045  
 Mydin Seremban 2 06-601 1138  
 The Mall, Mid Valley Southkey 07-336 2367

## NORTHERN REGION

Aman Central 04-730 0459  
 Gurney Plaza 04-285 9291  
 Queensbay Mall 04-641 0631

## EAST MALAYSIA

Imago KK 088-274 248

## BRUNEI

Aman Hill +673 233 4886  
 Freshco Brunei +673 222 0099  
 One City Brunei +673 233 9921  
 Times Square +673 234 1135  
 Tutong +673 422 0024



## MALAYSIA

AEON Nilai 06 7953 202  
 AEON Shah Alam 03 5524 1614  
 Bandar Mahkota Cheras 03 9011 6017  
 Kuchai Lama 03 7972 5013  
 Mid Valley Megamall 03 2201 2846  
 Main Place 03 8021 6093  
 Melawati Mall 03 4162 2726  
 1-Utama 03 7733 1622  
 Pavilion KL 03 2110 5022  
 Paradigm Mall PJ 03 7886 5611  
 SS2 03 7865 2688  
 Wisma Conlay 03 8604 0871



## PHILIPPINES

Ayala Malls Manila Bay +63 916 690 7039  
 Festival Mall Alabang +63 927 494 8716  
 Gateway Mall +63 966 524 6908  
 Landmark Makati, Makati City +63 917 656 9433  
 Robinsons Galleria +63 917 178 3199  
 Robinsons Place Manila +63 977 859 8803  
 SM City Bacoor Mall +63 966 290 1743  
 SM City Baguio +63 927 926 4880  
 SM City Clark Mall +63 917 631 8430  
 SM City Dasmariñas Mall +63 994 757 8547  
 SM City Fairview Mall +63 995 955 8777  
 SM City Grand Central +63 917 116 9637  
 SM City Marilao +63 966 915 0399  
 SM City North EDSA, Quezon City +63 977 837 3798  
 SM City Rosales Mall +63 921 570 8721  
 SM City Santa Rosa Mall +63 969 299 0880  
 SM Makati Mall +63 917 656 9430  
 SM Southmall +63 967 386 3628  
 UP Town Center, Quezon City +63 917 671 8963



## CENTRAL REGION

Mid Valley Megamall 03-2201 8142

## OUTLET CONCEPT



### FOCUS POINT

A professional eye care centre that caters for customers at all age groups.



### FOCUS POINT SIGNATURE

Provides only the finest selection of products and brands.



### FOCUS POINT OUTLET

For all bargain hunters, this is a store you should not miss! This store is always on sale for all products at up to 70%.



### FOCUS POINT CONCEPT STORE

Created with the aim of becoming a one-stop solution for all customers by combining all key concepts of various Focus Point outlets & brands. It allows customers to get all the eyewear needs sorted out in just one location conveniently and quickly.



### FOCUS POINT *Lifestyle*

A new retail concept that houses Focus Point and homegrown KOMUGI bakery café under one roof.



### FOCUS POINT SIGHTSAVERS

Focus Point SightSavers provides the best possible vision care and eyewear services at affordable prices.

OUTLET CONCEPT  
(cont'd)



## eyefont

A store that houses all major Luxottica brands under one roof.



## Opulence® eyewear boutique

An exclusive optical centre for luxurious eyewear brands.



## i-Focus

A store that provides comprehensive eye screening including screenings for eye related diseases such as hypertensive retinopathy and diabetic retinopathy that affects vision quality.



## whosh eyewear

Fast. Fresh. Forward. With a wide range of design in 3 distinctive styles, 4 fixed and affordable prices and a great team of professional opticians, a style revolution is coming your way faster than you can think.



## OPTOMETRIS ANGGUN

A one-stop destination for classy eyewear blended with elegance. It was built under the concept of immersion into Malay aesthetic art culture with a touch of simplicity. A comprehensive eye screening service offering with the latest technological equipment is also available in-store.

OUTLET CONCEPT  
(cont'd)



IT'S JAPAN  
BAKED DAILY  
手作りの菓子工房

**K**omugi is a staple for those who appreciate quality bakery and pastry products with a Japanese soul.

Komugi offers more than 100 variety of deliciously authentic Japanese products that emphasises natural, simple, fresh daily, handmade and premium. Komugi Japanese products are led by team of experienced and passionate chef behind the scene bake everything daily to ensure our valued customers get only the freshest products. Komugi has been expanding locally in KL and internationally in Philippines and Komugi also introduced the first Japanese Bakery mobile app, namely Komugi Malaysia, in 2017. Komugi Central Kitchen has also been halal certified in Jan 2018 and all its outlets have also obtained their Halal certification in August 2018 from there on Komugi expanded

beyond retail business by starting the supply of pastries business to large corporate customers. Komugi not only aspires to make all customers smile on the first bite but also satisfy with the Japanese culture customer service.



Where every  
spoonful is a smile

At HAP&PI Frozen Yogurt, we believe that life's sweetest moments are meant to be celebrated with a smile. Our brand is more than just a name; it's a joyful duo "Hap" and "Pi", that embodies the essence of happiness and playfulness.



OUTLET CONCEPT  
(cont'd)



# EXCELVIEW LASER EYE CENTRE SDN. BHD.

Premier Lasik & Cataract Eye Centre

Mid Valley Megamall

| 03-2280 0087



The Group started ExcelView Laser Eye Centre Sdn. Bhd. in Mid Valley Megamall in year 2000 to provide private ophthalmology and optometric treatment services. Our core specialties are ReLEx SMILE treatment, Femto LASIK treatment, ICL surgery and CATARACT removal surgery with intraocular lens implantation. ExcelView has treated over 15,000 cases since it's humble inception. We have renewed the sights of patients from all walks of life, from near and far, such as USA, UK, Europe, China, Middle East, Japan, Singapore and Indonesia.





# CONTENTS

## CORPORATE AND BUSINESS REVIEW

- 09 Corporate Profile
- 10 Corporate Information
- 11 Corporate Structure
- 12 Financial Highlights
- 14 Profile of Directors
- 20 Profile of Key Senior Management
- 22 Chairman's Statement
- 23 Management Discussion & Analysis
- 30 Sustainability Statement

## CORPORATE GOVERNANCE

- 55 Corporate Governance Overview Statement
- 70 Audit Committee Report
- 73 Statement on Risk Management and Internal Control
- 76 Other Disclosure Information
- 78 Statement of Directors' Responsibility for Preparing the Annual Financial Statements

## FINANCIAL STATEMENTS

- 79 FINANCIAL STATEMENTS

## ADDITIONAL INFORMATION

- 159 List of Properties
- 160 Analysis of Shareholdings

## ANNUAL GENERAL MEETING

- 163 Notice of 15th Annual General Meeting
- 170 Statement Accompanying Notice of 15th Annual General Meeting
- 171 Administrative Guide for the 15th Annual General Meeting  
Form of Proxy



# CORPORATE PROFILE

It all started with the opening of the very first Focus Point outlet in Muar, Johor, back in 1989. At the time, it was simply called Focus Vision Care Centre, and the store was nothing more than a small counter in a shopping centre.

From those humble beginnings, we have grown from a small-town optical store to a company that not only leads the eyewear retail industry in the country, but one that is set to make its mark on the region.

Certainly, it has been quite a journey. Following the establishment of Focus Point Vision Care Group Sdn. Bhd. in 1993, a head office was set up in Johor Bahru to provide management and operational support to the growing number of retail branches. But more opportunities beckoned, and we eventually expanded to the nation's capital and set up home in Petaling Jaya in 2000.

As business continued to thrive, our management arrived at a turning point. The decision to formulate a franchise programme was sparked by the belief that people are the most important asset, plus a desire to create opportunities for rising young entrepreneurs.

In 2012, we ventured to Food and Beverages business and started our first Japanese concept bakery store – “Komugi” in Kuala Lumpur. In 2019, we have expanded beyond the bakery retail business to include supply of pastry products to large corporate customers supported by our Halal certified central kitchen in Kota Damansara and expansion of our licenced Komugi outlets in oversea markets.

Listed in Bursa Malaysia's Ace Market in 2010, we successfully transferred our listing to the Main Market in 2023. We are now the largest optical retail chain in Malaysia with a growing Food and Beverages business in the market.

## VISION

To become a leading brand name in Asia through:

- our focused approach in vision care and;
- delivering of high quality breads and pastries

## MISSION

To provide consumers with the best vision care, eyewear services and high quality bakery and pastry products as well as to uphold the highest standards in reliability, quality and professionalism

## OUR CORE VALUES

- **Focused Professionalism**  
Beyond products and services, our teams strive to deliver our best.
- **Focused Customer Service & Quality**  
To provide the best quality in our industry, we keep ahead of trends and services.
- **Focused Human Capital Management**  
Like our customers, our employees are and remain as our first customer.
- **Focused Integrity & Reliability**  
Being reliable is the very essence of our integrity.
- **Focused Sustainability**  
ESG is a way of life in how we operate.



## CORPORATE INFORMATION

### BOARD OF DIRECTORS

**Dato' Sri Suriani binti Dato' Ahmad**  
(Non-Independent Non-Executive Chairman)

**Dato' Liaw Choon Liang**  
(President/Chief Executive Officer)

**Datin Goh Poi Eong**  
(Executive Director)

**Datin Sim Swee Yoke**  
(Senior Independent Non-Executive Director)

**Dr. Haliza binti Abdul Mutalib**  
(Independent Non-Executive Director)

**Lee Tuan Meng**  
(Independent Non-Executive Director)

#### AUDIT COMMITTEE

**Lee Tuan Meng**  
(Chairman)

**Datin Sim Swee Yoke**  
(Member)

**Dr. Haliza binti Abdul Mutalib**  
(Member)

#### NOMINATION COMMITTEE

**Dr. Haliza binti Abdul Mutalib**  
(Chairperson)

**Datin Sim Swee Yoke**  
(Member)

**Lee Tuan Meng**  
(Member)

#### REMUNERATION COMMITTEE

**Datin Sim Swee Yoke**  
(Chairperson)

**Dr. Haliza binti Abdul Mutalib**  
(Member)

**Lee Tuan Meng**  
(Member)

#### SUSTAINABILITY COMMITTEE

**Datin Sim Swee Yoke**  
(Chairperson)

**Dato' Liaw Choon Liang**  
(Member)

**Dr. Haliza binti Abdul Mutalib**  
(Member)

#### SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

**Datin Sim Swee Yoke**  
Unit 1, 3, 5 & 7, Jalan PJU 1/37  
Dataran Prima  
47301 Petaling Jaya  
Selangor Darul Ehsan  
Email: 8nlssy@gmail.com

#### CORPORATE OFFICE

Unit 1, 3, 5 & 7, Jalan PJU 1/37  
Dataran Prima  
47301 Petaling Jaya  
Selangor Darul Ehsan  
Tel No. : 03-7880 5520  
Fax No. : 03-7880 5530

#### REGISTERED OFFICE

Unit 30-01, Level 30  
Tower A, Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Tel No. : 03-2783 9191  
Fax No. : 03-2783 9111

#### STOCK EXCHANGE LISTING

Bursa Malaysia Securities Berhad  
Main Market  
Stock Code : 0157

#### COMPANY SECRETARIES

Wong Peir Chyun (MAICSA  
7018710)  
SSM PC No. 202008001742

Ng Seng Hoo (MAICSA 7068810)  
SSM PC No. 202008004089

#### SHARE REGISTRAR

Tricor Investor & Issuing House  
Services Sdn. Bhd.  
[197101000970 (11324-H)]  
Unit 32-01, Level 32  
Tower A, Vertical Business Suite  
Avenue 3, Bangsar South,  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Tel No.: 03-2783 9299  
Fax No.: 03-2783 9222

#### AUDITORS

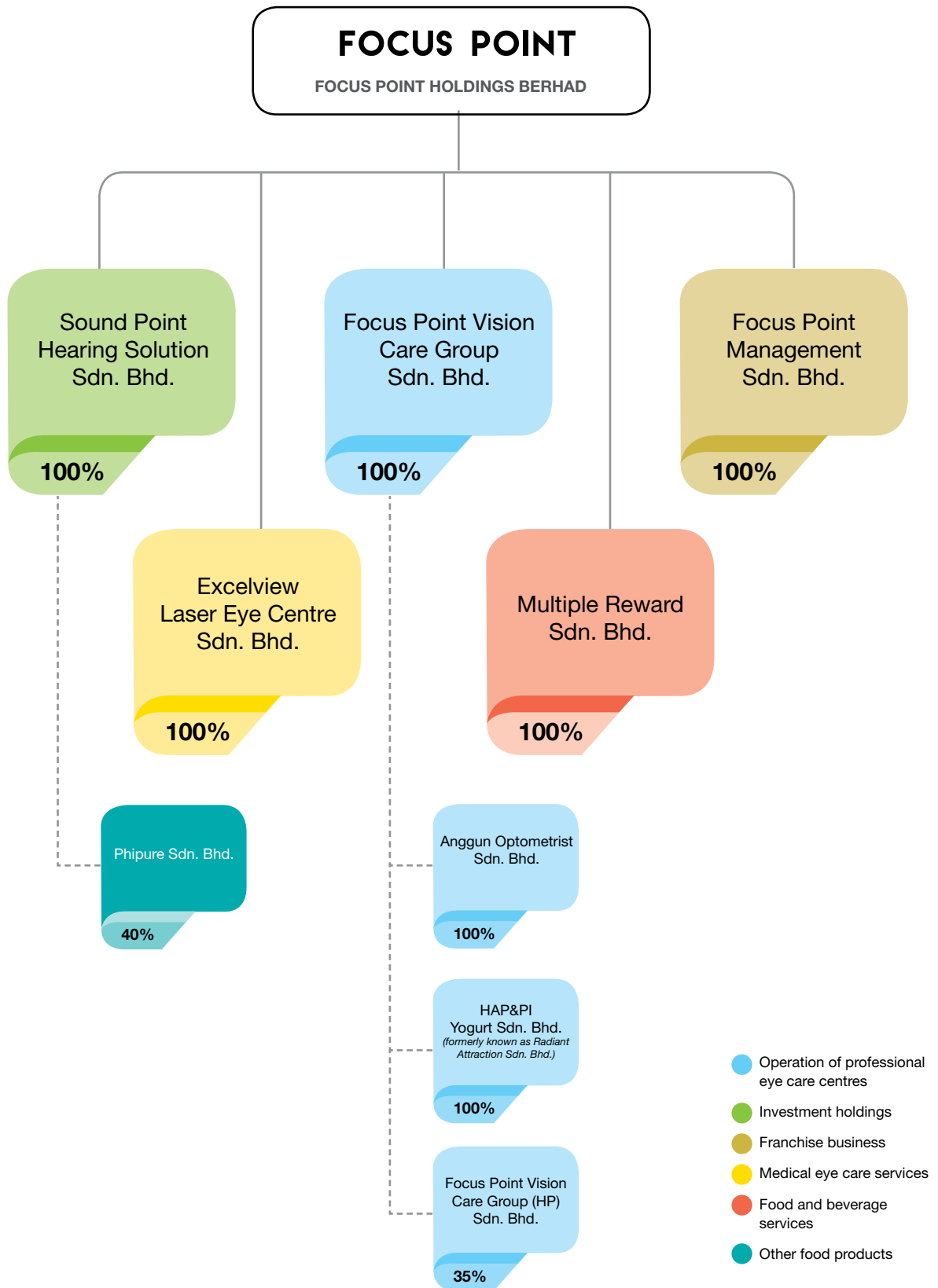
BDO PLT (201906000013  
(LLP0018825-LCA) & AF 0206)  
Chartered Accountants  
Level 8, BDO @ Menara CenTARa  
360 Jalan Tuanku Abdul Rahman  
50100 Kuala Lumpur  
Tel No.: 03-2616 2888  
Fax No.: 03-2616 2970

#### COMPANY WEBSITE

[www.focus-point.com.my](http://www.focus-point.com.my)




# CORPORATE STRUCTURE




# FINANCIAL HIGHLIGHTS


## 2023 FINANCIAL SNAPSHOT



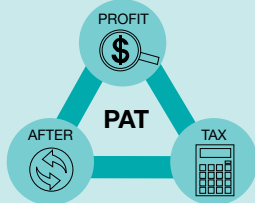
REVENUE:  
**RM260.9** million




REVENUE 5 YEAR COMPOUNDED ANNUAL GROWTH RATE  
**8%**




PROFIT AFTER TAX:  
**RM30.2** million




PROFIT AFTER TAX 5 YEAR COMPOUNDED ANNUAL GROWTH RATE  
**34%**




TOTAL ASSETS:  
**RM283.2** million




RETURN ON EQUITY:  
**26%**



TOTAL EQUITY:  
**RM118.0** million



DIVIDEND PER SHARE  
**3 sen** PER SHARE



EARNINGS PER SHARE  
**6.53 sen** PER SHARE

# FINANCIAL HIGHLIGHTS

## 5-YEAR FINANCIAL SUMMARY

	2023	2022	2021	2020	2019
<b>Revenue (RM'000)</b>	<b>260,897</b>	248,822	170,427	159,612	191,025
<b>Earnings before interest, tax, depreciation and amortisation (EBITDA) (RM'000)</b>	<b>88,359</b>	89,146	60,189	56,432	49,474
<b>Profit before tax (RM'000)</b>	<b>39,888</b>	47,859	20,703	15,622	15,205
<b>Profit after tax (RM'000)</b>	<b>30,150</b>	35,855	14,048	10,637	9,888
<b>Net profit attributable to owners of the parent (RM'000)</b>	<b>30,150</b>	35,855	14,048	10,637	9,888
<b>Total assets (RM'000)</b>	<b>283,217</b>	271,386	232,599	192,220	211,022
<b>Total liabilities (RM'000)</b>	<b>165,218</b>	169,677	156,845	123,914	148,953
<b>Total borrowings (RM'000)</b>	<b>35,011</b>	38,958	36,850	23,872	27,663
<b>Total equity (RM'000)</b>	<b>117,999</b>	101,709	75,754	68,306	62,069
<b>Equity attributable to owners of the parent (RM'000)</b>	<b>117,999</b>	101,709	75,754	68,306	62,069
<b>Return on assets (%)</b>	<b>11</b>	13	6	6	5
<b>Return on equity (%)</b>	<b>26</b>	35	19	16	16
<b>Gearing ratio (%)</b>	<b>30</b>	38	49	35	45
<b>Net assets per share (sen)</b>	<b>25.54</b>	22.01	22.96	20.70	18.81
<b>Earnings per share (sen)</b>	<b>6.53</b>	7.76	4.26	3.22	3.00
<b>Dividend per share (sen)</b>	<b>3.00</b>	3.00	2.00	2.00	2.50

## PROFILE OF DIRECTORS

### **DATO' SRI SURIANI BINTI DATO' AHMAD (“DATO' SRI SURIANI”)**

*Non-Independent Non-Executive Chairman*

Malaysian | Aged 55 | Female

Dato' Sri Suriani is our Non-Independent Non-Executive Chairman and was appointed to our Board on 22 July 2022.

Dato' Sri Suriani obtained her Bachelor of Communication from Universiti Sains Malaysia (“USM”) in 1993, and a Master’s degree in Arts, Strategy and Diplomacy from Universiti Kebangsaan Malaysia (“UKM”) in 2006. In addition to that, she holds a Diploma in Public Management (“DPA”) from the National Institute of Public Administration (“INTAN”), which she received in 1996.

Dato' Sri Suriani is the current Secretary-General of the Ministry of Entrepreneur and Cooperatives Development (“MECD”), a position she assumed in November 2020. Dato' Sri Suriani has a solid track record of leadership, having held many prominent positions at various ministries and honing her expertise in diverse areas of governance, international trade, policy-making, negotiation and administration, among others.

Testament to her calibre and competence, Dato' Sri Suriani also held Secretary-General positions at the Ministry of Communications and Multimedia Malaysia from 2019 – 2020 and the Ministry of Women, Family and Community Development in 2017. She was also the Deputy Secretary-General (Policy & Control) at the Ministry of Home Affairs in 2015 and Deputy Secretary General (Policy) at the Ministry of Defence in 2014.

Giving clarity and direction to organisations she helms would be one of her many strong points. This is evident in the role she undertook as Director of the INTAN in 2018, and also as Director of the Policy & Multilateral Consultation Division and the Policy Coordination Division & Negotiation of Free Trade Agreements at the Ministry of International Trade and Industry (“MITI”) in 2008. Dato' Sri Suriani’s more than 10 years stint at MITI (1996 – 2008) in various senior positions has allowed her to build up a wide repertoire of related skills and experience.

Professional versatility is another laudable quality Dato' Sri Suriani possesses, as seen in some of the sectors she had ventured into earlier in her career. From 1993 – 1994, she was Editorial Executive at BERNAMA PR, and from 2009 to 2010, she was Manager of the Corporate Planning Division, Proton Holdings (under the Public Sector & Private Sector Cross Fertilisation Programme).

She is currently a board member of Bank Rakyat, UDA Holdings and Perbadanan Nasional Berhad.

She attended three (3) out of five (5) Board of Directors’ Meetings held during the year.

## PROFILE OF DIRECTORS (cont'd)

### **DATO' LIAW CHOON LIANG (“DATO' LIAW”)**

*President/ Chief Executive Officer*

Malaysian | Aged 56 | Male

Dato' Liaw is the President/Chief Executive Officer and was appointed to the Board on 30 December 2009. He is a member of the Sustainability Committee. He is a registered optician with the Malaysian Optical Council. He brings with him invaluable industrial experience having accumulated over 30 years of experience in the professional eye care industry.

He has been instrumental in the growth and development of our Group and more importantly, has been the key driving force in the expansion of our chain of professional eye care centres.

As our Group's President/Chief Executive Officer, his overall management has contributed significantly to the success and growth of our Group. During the early years of our operations, he recognised the importance of brand building and development, ownership and management as the key components in differentiating our Group from our competitors. In addition, he was instrumental in building our “Focus Point” brand as the chain of professional eye care centres which has become the largest in Malaysia today. His expertise and contributions also extend to strategy planning and business development where his sound management skills have contributed to the continuing success and growth of our Group.

In 2002, he was awarded the Certificate of Merit for The Outstanding Young Malaysian Awards 2002 by the Junior Chamber, Malaysia. In 2009, he was a finalist for the Best Franchise Entrepreneur Award by the Malaysian Franchise Association. Subsequently, at the Malaysian Retailers-Chain Association (“MRCA”) – 8TV Entrepreneur Awards in 2009, Dato' Liaw was given an award in recognition of his outstanding entrepreneurship. In 2012, Dato' Liaw was elected as Deputy President of MRCA for 2012 to 2014. Further in 2014 itself, he was elected as President of MRCA for 2014 to 2016. Dato' Liaw was awarded Industry Advisory Council and CEO Faculty, Polytechnic Education Department for 2015 to 2017 by Politeknik Malaysia. He also holds several directorships in the companies within the Group.

Other than Focus Point Holdings Berhad, he does not hold any other directorships in other public companies and listed issuers in Malaysia.

He is the spouse of Datin Goh Poi Eong, an Executive Director, and also a major shareholder of the Company.

He attended all the five (5) Board of Directors' Meetings held during the year.



## PROFILE OF DIRECTORS (cont'd)

### **DATIN GOH POI EONG (“DATIN GOH”)**

*Executive Director*

Malaysian | Aged 57 | Female

Datin Goh is the Executive Director and was appointed to the Board on 30 December 2009. She is a registered optician with the Malaysian Optical Council. She has accumulated more than 20 years of experience in the industry.

Her expertise and contribution extends to resource planning and management where her prudent management has contributed to the continuing business success and growth of our Group. She is currently actively involved in the planning and implementation of various corporate social responsibility efforts to further enhance the corporate image and awareness of our Group. She holds several directorships in the companies within the Group.

Other than Focus Point Holdings Berhad, she does not hold any other directorships in other public companies and listed issuers in Malaysia.

She is the spouse of Dato' Liaw Choon Liang, the President/Chief Executive Officer, and also a major shareholder of the Company.

She attended four (4) out of five (5) Board of Directors' Meetings held during the year.

## PROFILE OF DIRECTORS (cont'd)

### DATIN SIM SWEE YOKE (“DATIN SIM”)

*Senior Independent Non-Executive Director*

Malaysian | Aged 63 | Female

Datin Sim is our Senior Independent Non-Executive Director. She was appointed to our Board on 3rd August 2015. She is the Chairman of the Remuneration Committee and Sustainability Committee, as well as a member of both the Audit Committee and Nomination Committee.

She holds a Bachelor Degree of Arts & Social Science from University Malaya, a Masters of Arts (Management & Organisational Analysis) from Warwick Business School of the United Kingdom, and is also a certified coach.

Datin Sim is a human resource practitioner and has close to 37 years of commercial experience in real estate/hospitality, management consulting and financial services (insurance and asset management) industries.

She started her career in marketing communications. Her working experiences were gained from both developed and emerging markets including start-ups in China, India and Vietnam. She has also worked regionally in Hong Kong, Tokyo, Indonesia, Maldives, Singapore and Philippines.

Her core expertise covers partnering with business leaders in setting-up new offices, information technology shops as well as sale and acquisition of businesses. She has extensive experience in human resource transformation, managing and delivering shared services practice, human resource & information technology outsourcing and change management.

Datin Sim is skillfull in organisational development, talent acquisition as well as building bench strength and human capital for organisations. She has been a key leader in the insurance sector and has introduced the best in class practices when the insurance sector was undergoing critical skills shortage in the last decade. She has also led cross-cultural teams, and is adept in providing human resource solutions for organisations experiencing change especially in the context of mergers and acquisitions.

Prior to her appointment on the board, Datin Sim last employment was with Great Eastern Life Assurance (M) Berhad as Senior Vice-President of Human Capital.

She has also served as the President of the Association of Insurance Employers (“AIE”), Vice-President of the Malaysian Employers Federation (“MEF”) and as a Director of the Malaysian Employers Federation Academy (“MEFA”).

In her spare time, Datin Sim has dedicated her time as a Mentor Coach for up and coming women professionals. In 2018, she co-authored her first book titled, “Creating Winning Culture & Building Successful Supertalent, The Anthrophillic Way, A Toolkit Based Book”.

Other than Focus Point Holdings Berhad, she does not hold any other directorships in other public companies and listed issuers in Malaysia.

She attended all the five (5) Board of Directors’ Meetings held during the year.

## PROFILE OF DIRECTORS (cont'd)

### **DR. HALIZA BINTI ABDUL MUTALIB (“DR. HALIZA”)**

*Independent Non-Executive Director*

Malaysian | Aged 53 | Female

Dr. Haliza is our Independent Non-Executive Director and was appointed to our Board on 1 August 2021. She is the Chairman of the Nomination Committee and a member of the Audit Committee, Remuneration Committee and Sustainability Committee.

Dr. Haliza is an Associate Professor in Centre for Community Health Studies, Faculty of Health Sciences, Universiti Kebangsaan Malaysia (“UKM”) since year 2008. Previously she was a Senior Lecturer (2005-2008) and a Lecturer (2000-2004). Dr. Haliza held her first administrative post as IACLE-UKM Coordinator (2003-2006) and was then appointed as the Head of Optometry Department (2006-2011). In 2003-2005 she was elected to be the member of Malaysian Optical Council (“MOC”) (representing the Optometrists), Ministry of Health Malaysia. She is also the Chairperson for MQA Panel of Assessors for Optometry courses for public and private universities (since 2007). In 2007 she was the Chief committee for building questions for Optician qualifying examination for MOC and was also the examiner for viva and practical examination. She has also actively involved in being the panel Doctor & You for an online forum by Today Publishing (since 2007). One of her biggest tasks was to develop the first curriculum for Diploma in Opticianry and Technology Optics Certificate for Institute Integrasi Utama Avicienna which has received its full accreditation in year 2016. In 2014 she was appointed to be the coordinator for CITRA (Entrepreneurship) for FSK, then a year later she took responsibility as Chairperson for KRA5 in FSK. In 2012 she was the key person in handling the endowment of a mobile clinic known as Klinik Optometri Bergerak UKM (“KOB”). Currently she holds the post of Deputy Dean (Industry and Community Partnerships) for Faculty of Health Sciences (2020-2023), UKM. She is currently an advisor and consultant to a few contact lens company and colleges.

Other than Focus Point Holdings Berhad, she does not hold any other directorships in other public companies and listed issuers in Malaysia.

She attended all the five (5) Board of Directors’ Meetings held during the year.

PROFILE OF DIRECTORS  
(cont'd)**LEE TUAN MENG (“MR LEE”)***Independent Non-Executive Director*

Malaysian | Aged 63 | Male

Mr Lee is our Independent Non-Executive Director and was appointed to our Board on 3 January 2022. He is the Chairman of the Audit Committee and a member of both the Nomination Committee and Remuneration Committee. Mr Lee is a Chartered Accountant and a member of the Malaysian Institute of Certified Public Accountants (“MICPA”) and Malaysian Institute of Accountants (“MIA”). He has more than thirty-five (35) years of experience in accounting, taxation, treasury, auditing as well as business information systems, operational strategy and project management. He has held various senior positions in multinational companies and acquired broad experience in managing the financial affairs of large companies with billion dollar revenue and net profits. Prior to his retirement in year 2021, he was the Group Chief Financial Officer of IOI Corporation Bhd Group.

Other than Focus Point Holdings Berhad, he does not hold any other directorships in other public companies and listed issuers in Malaysia.

He attended all the five (5) Board of Directors’ Meetings held during the year.

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Save as disclosed above, none of the Directors has:

- any family relationship with any Director and/or major shareholder of the Company;
- any conviction for offences within the past five (5) years other than traffic offences and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year; and
- any conflict of interest with the Company and the Group.

## PROFILE OF KEY SENIOR MANAGEMENT

### VIVIEN LEE XIN RUI (“VIVIEN”)

*Deputy Chief Executive Officer of Optical Segment*

Malaysian | Aged 37 | Female

Vivien assumed the role of Deputy Chief Executive Officer of Optical Segment at Focus Point Holdings Berhad (“FPHB”) on 15 March 2024. In this capacity, she acts as the right hand to the Chief Executive Officer, overseeing daily operations and contributing to long-term strategic planning. Vivien’s primary focus remains on aligning the company’s strategic goals with its operational activities, ensuring a cohesive approach across all levels. She graduated from Twintech International University College of Technology with an Honours degree in Optometry and is pursuing an MBA at the University of Strathclyde. In addition to her experience with FPHB’s optical retail operations, she is also proficient in strategic human resource (“HR”) planning. This includes talent and performance management as well as implementing change management strategies to facilitate workforce transformation.

### AARON LOKE KHY-MIN (“AARON”)

*Chief Financial Officer*

Malaysian | Aged 43 | Male

Aaron assumed the role of Chief Financial Officer (“CFO”) at FPHB on 1 April 2024. In his capacity as the CFO, he spearheads all aspects of finance of FPHB, leveraging on his two decades of work experience across various accounting and finance roles. He started his career in auditing and was attached with the big four accounting firms, KPMG and subsequently Ernst & Young, including being based in Luxembourg, one of the leading investment fund distribution capitals of the world. He had also previously served as the CFO of Privasia Technology Berhad and mTouche Technology Berhad, both listed on Bursa Malaysia. He is a Fellow Member of The Association of Chartered Certified Accountants, United Kingdom (“ACCA”) and a Member of the Malaysian Institute of Accountants.

### CHEE KOK HUA (“MR CHEE”)

*Chief Operating Officer of Optical Segment*

Malaysian | Aged 49 | Male

Mr Chee holds an optician qualification of FBDO (UK) from the Association of British Dispensing Opticians. He started his career as an optician in 1997 before joining Focus Point Vision Care Group Sdn. Bhd. on 1 June 2011 as Head of Retail Sales & Operations. He subsequently served as the Vice President before assuming his position as Chief Operating Officer of Optical Segment on 1 April 2024. He has since then been given the responsibility to take charge of the operations of the optical retail chain for wholly-owned outlets nationwide. He was also assigned to head the corporate sales department in 2017 and the franchise development department in 2023. His main duty is to keep the optical business growing and profitable.

### TENG KEE TEONG (“VINCENT”)

*Chief Operating Officer of F&B Segment*

Malaysian | Aged 41 | Male

Vincent holds a Postgraduate Certificate in Commerce specialising in Management from Lincoln University, New Zealand. He commenced his tenure with Focus Point Vision Care Group Sdn. Bhd. on 3 June 2013 as the Franchise Development Manager. Later, he was transferred to Multiple Reward Sdn. Bhd. and was subsequently promoted to the position of Chief Operations Officer (position currently renamed to Chief Operating Officer) of F&B Segment on 16 March 2015. In his capacity as the Chief Operating Officer of F&B Segment, he is responsible for overseeing the day-to-day operations of the F&B segment, implementing strategic initiatives to enhance efficiency and productivity, managing resources and budgets, and ensuring alignment with the Group’s goals and objectives.

## PROFILE OF KEY SENIOR MANAGEMENT (cont'd)

### CHUN SIOK LING (“JOEY”)

*Chief Marketing Officer*

Malaysian | Aged 33 | Female

Joey assumed the role of Chief Marketing Officer on 1 April 2024, where she leads the strategic direction of the company’s marketing initiatives. In her current role, she oversees all aspects of marketing, e-commerce, and graphic design. She is responsible for planning and executing marketing events, managing corporate social responsibility initiatives, implementing rewards programs and overseeing all marketing-related activities. She holds a Masters Degree in Business Administration majoring in Marketing and is a Certified Professional Marketer (“CPM”) Asia, reflecting her strong academic background and expertise in the field.

### LOO YIK XIANG (“JAYDEN”)

*Chief Sustainability Officer*

Malaysian | Aged 35 | Male

Jayden assumed the role of Chief Sustainability Officer at FPHB on 3 April 2024. In this capacity, he leads the company’s Environment, Social, and Governance (“ESG”) initiatives, while also spearheading investor relations efforts. Armed with a degree in Business Administration with a specialisation in finance from Universiti Putra Malaysia, Jayden brings over a decade of experience in risk management and sustainability gained from his tenure in both Singapore and Malaysia.

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None of the Key Senior Management:

- save for Vivien who is the niece of Dato’ Liaw and Datin Goh, has any family relationship with any Director and/or major shareholder of the Company;
- has any conviction for offences within the past five (5) years other than traffic offences and particulars of any public sanction or penalty imposed by the relevant regulatory bodies during the financial year; and
- has any conflict of interest with the Company and the Group.

## CHAIRMAN'S STATEMENT



On behalf of the Board of Directors ("Board"), I am pleased to present to you the Focus Point Holdings Berhad ("Group") Annual Report for the financial year ended 31 December 2023.

Focus Point has reached a significant milestone as we celebrate 34 years since the opening of our first retail outlet in Muar. We have come a long way since then, and our journey is a testament to our dedication and commitment to serving our customers with excellence.

Today, Focus Point is indeed a household name, providing vast employment opportunities to many Malaysians and serving thousands of customers across the country.

In terms of our supply chain, we have also witnessed growth alongside our suppliers who have been instrumental in expanding our presence regionally in Philippines and Brunei.

### GROUP'S KEY MILESTONE AND PERFORMANCE

2023 also marked a remarkable year of achievements for the Group, as we accomplished numerous milestones unprecedented in our corporate history and within our sector.

1. We became the first full-fledged vision care firm with 192 fully owned and franchised outlets to be listed on the Main Board of Bursa Malaysia after having been listed in the ACE market for 12 years, between 2010 till 2022, successfully transferring our listing status to the Main Board on 5 January 2023.
2. Bagging The Edge Malaysia Centurion Club Corporate Awards 2023 for highest return on equity ("ROE") over three years in the consumer products and services sector.
3. We achieved commendable financial performance in a competitive market with record high revenue for the 2nd consecutive year, increasing by 5% compared to 2022, mainly driven by the contributions from both our Optical and Food and Beverages segments.

### DIVIDEND

During the year, the Group declared and paid two (2) interim dividends of 1.5 sen per ordinary share each, cumulating to total dividends declared and paid of 3.0 sen per ordinary share for the year. This resulted to an increase of total dividend payout to RM13.9 million, compared to RM9.9 million in 2022. The total dividend paid in 2023 translates to a dividend payout ratio of approximately 46% of our financial profits, surpassing our dividend policy of payout ratio of 30%, affirming our commitment in enhancing shareholder value.

### OUTLOOK FOR THE GROUP

Meanwhile, while the global economy is gradually recovering post pandemic, we are also exposed to the on-going geopolitical tensions, tightening of monetary policy, and inflationary pressure which continue to pose concerns for us.

Malaysia's GDP is expected to grow by 4% to 5% in 2024<sup>1</sup> and we are very keen to be a part of this growth engine and play an integral role in the challenging Malaysian retail sector. We are also hopeful that the expected tourism arrivals and regional travel will enable us to enjoy higher revenue and increase our market share.

Both our home-grown brands, Focus Point and Komugi also offer many opportunities for future growth and thus helping with our bottomline. Nonetheless, we continue to remain vigilant on our rising operating costs.

To sustain our business in the medium to long term, we are also aware that much needs to be done and there is much more pressure and also compliance that needs to be adhered to being listed on the main board.

To sustain our financial performance targets, the Group will continue to focus on the following:

- Improving our growth strategy and balancing it with our cost structure;
- Identifying new locations in order to better serve our customers;
- Recruiting and training of our optometrists to serve our customers better and maintaining our position as the leading provider of eye healthcare for prescription wear;
- Investing in the latest artificial intelligence tools and equipment to help us provide higher quality advice to our consumers;
- Rotating our board members so that there is better succession planning;
- Rolling out Environmental, Social and Governance ("ESG") initiatives in line with our core values; and
- Strategically supporting our President/ Chief Executive Officer and his team to lay the foundation for solid expansion and increased revenues.

### ACKNOWLEDGEMENT AND APPRECIATION

Finally, I would also like to extend my appreciation and gratitude to my fellow board members, the management team and employees for their active contribution and their great efforts in 2023.

**Dato' Sri Suriani binti Dato' Ahmad**  
Non-Independent Non-Executive Chairman

## MANAGEMENT DISCUSSION & ANALYSIS

The Group is principally engaged in the operation of professional eye care centers, trading of eyewear and eye care products, management of franchised professional eye care centers, provision of food & beverage services and management of franchised food & beverage outlets.

Providing the best vision care and eyewear services as well as upholding the highest standard in reliability, quality and professionalism are the main components of the Group's vision and strategies to maintain our leading optical brand name in the industry.

***“2023 MARKED A SIGNIFICANT MILESTONE FOR THE GROUP AS WE SUCCESSFULLY TRANSFERRED OUR LISTING STATUS TO THE MAIN MARKET OF BURSA MALAYSIA ON 5 JANUARY 2023.”***

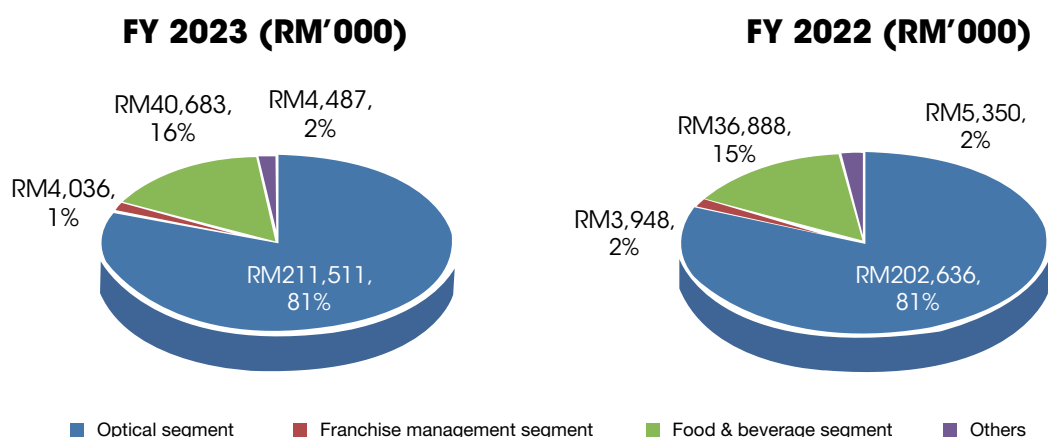
**DATO' LIAW CHOON LIANG**  
PRESIDENT/CHIEF  
EXECUTIVE OFFICER



MANAGEMENT DISCUSSION & ANALYSIS  
(cont'd)

REVENUE REVIEW BY SEGMENT

	FYE 2023 (RM'000)	%	FYE 2022 (RM'000)	%
Optical	211,511	81	202,636	81
Franchise management	4,036	1	3,948	2
Food & beverage	40,863	16	36,888	15
Others	4,487	2	5,350	2
<b>Total</b>	<b>260,897</b>	<b>100</b>	<b>248,822</b>	<b>100</b>



The Group recorded revenue of RM260.9 million, reflecting a 4.9% increase compared to RM248.8 million in the previous year. This was another record year for the Group as once again, we achieved our highest record of revenue for the 2nd consecutive year.

This growth was attributed to higher sales contributed from our newly opened optical outlets in 2023 together with the full year sales effect of outlets opened in 2022 for the Optical segment, as well as strong sales growth achieved in the corporate sales of the Food & beverage segment.

With the normalisation of economic activities in 2023, the revenue contributions from Optical segment grew by RM8.9 million or 4.4% while the Food & beverage segment grew by a commendable RM4.0 million, achieving a double digit percentage growth of 10.8%. The franchise management business' revenue also saw a slight increase of 2.2% growth to RM4.0 million compared to RM3.9 million in previous year.

MANAGEMENT DISCUSSION & ANALYSIS  
(cont'd)

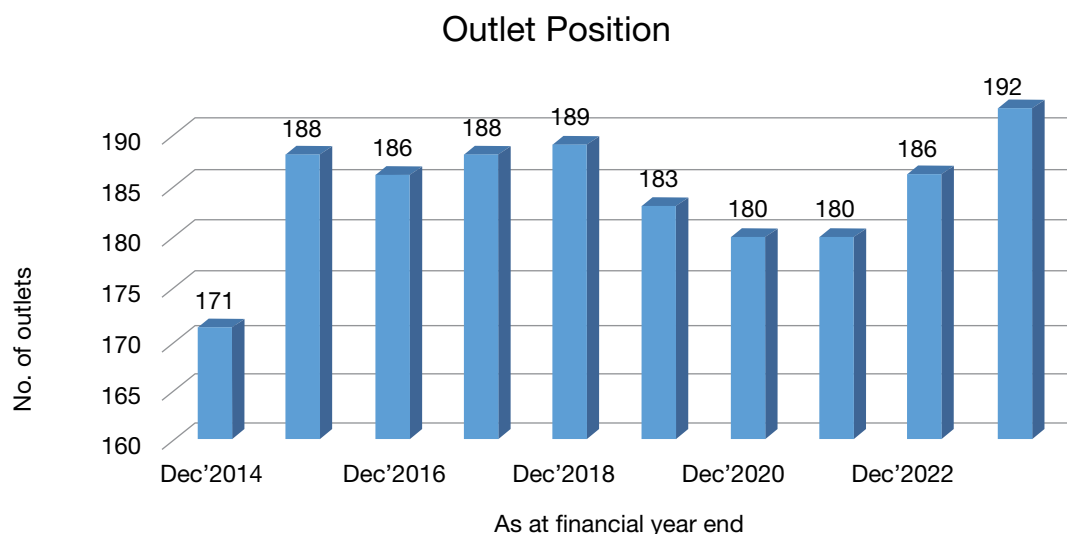
PROFIT/(LOSS) REVIEW BY SEGMENT

	FYE 2023 (RM'000)	FYE 2022 (RM'000)
Optical	38,612	43,451
Franchise management	3,398	2,791
Food & beverage	(1,019)	2,274
Others	(1,103)	(657)
<b>Total</b>	<b>39,888</b>	<b>47,859</b>

Profit before tax ("PBT") stood at RM39.9 million, as compared with RM47.9 million recorded in previous year.

Although the Optical segment achieved record breaking topline during financial year 2023 ("FY2023"), PBT reduced to RM38.6 million due to higher operating costs which included higher staff costs and rental from opening of new outlets which was necessary to sustain the growing business. The performance is still commendable given the fact that the profit margins are just slightly below the 20% mark.

TOTAL NUMBER OF RETAIL OUTLETS



We will continue to invest in new outlets at the right location to enhance our market share and we now have more concept stores than before to cater for the needs of consumers.

The contribution from Franchise management business was also higher by 21.7% in FY2023 as compared to FY2022 which attributed to the improved performance of our franchisees.

Our Food & Beverage division has incurred a loss before tax of RM1.0 million, in contrast with a profit before tax of RM2.3 million in the previous year. The decrease is mainly attributed to increased staff costs incurred while we were expanding the production capacity at our Central Kitchen. Nonetheless, the retail outlets have shown strong growth, driven by robust consumer spending, particularly during the year-end festive period.

## MANAGEMENT DISCUSSION & ANALYSIS (cont'd)

### FINANCIAL POSITION REVIEW

Total assets of the Group stood at RM283.2 million (2022: RM271.4 million) and rose by 4.4% year-on-year mainly due to the additional capital expenditures of RM13.2 million mainly from opening of new outlets and refurbishments of existing outlets and head office during the current financial year.

The Group's net asset value (NAV) per share increased to 25.54 sen compared to 22.01 sen (adjusted to reflect the bonus issue in April 2023) in FY2022.

Total equity attributable to owners of the Company RM118.0 million (2022: RM101.7 million), increased by 16% from FY2022.

The Group continues to maintain a healthy cash flow position of which cash and deposits of the Group stood at RM37.6 million for FY2023 compared to RM48.9 million in FY2022. Net cash generated from operating activities was RM61.6 million in FY2023 which was sufficient to cater for investing and financing activities for the year. Total borrowings was reduced to RM35.0 million in FY2023 from RM39.0 million in FY2022, mainly due to the repayment of term loans aimed at minimising borrowing costs from the surplus of cash and deposits generated during FY2023.

The Group incurred approximately RM13.2 million of capital expenditure during FY2023 for opening and upgrading of outlets for both the Optical and Food & beverage segment. The additions were funded by internal generated funds and bank borrowings. The level of capital expenditure for 2023 was approved by the Board and the Group operated within the approved limit.

### DIVIDENDS

For the financial year ended 2023, the Group paid two (2) interim dividends of 1.5 sen per ordinary share each, cumulating to total dividends declared and paid of 3.0 sen per ordinary share for the year. This resulted in the total dividend payout of 2023 of RM13.9 million, compared to RM9.9 million in 2022, which represents a payout ratio of approximately 46.0% of the profit attributable to the shareholders of the Group for 2023.

The Board adopted a dividend policy to pay out at least 30% of its audited consolidated profit after taxation which is subject to availability of distributable reserve, the cashflow requirement for working capital and projected level of investment. This represents our sheer commitment to deliver value to our shareholders every year.

### RISKS RELATING TO BUSINESS AND MITIGATION PLAN

The Group's business activities, operations, financial performance and growth are subject to the economic and regulatory uncertainties and the unexpected global pandemic.

The following are the key risks faced by the Group:

#### (a) Competition Risk

The professional eye care industry is exposed to severe competition and low barriers of entry. Our competitors include chain operators and smaller single operator offering professional eye care products and services.

However, we believe that we can leverage on our strengths to mitigate the competition amongst existing and potential competitors, through:

- Our ability to achieve economies of scale attributed to the size of our operations;
- Our established brand name and market reputation; and
- Our experience in providing quality professional eye care services to our customers.

## MANAGEMENT DISCUSSION & ANALYSIS (cont'd)

### (b) Economic Uncertainty

Adverse development in political, economic and regulatory conditions in Malaysia could also affect our financial and business prospects. The disruption of our business as a result of the pandemic has reshaped the way we do business and our way of life. In order to minimise the impact and disruption from any adverse developments, the Group will continue to:

- review and refine the group's operation strategies;
- focus on offering more affordable eyewear to all levels of income group (eye care is a necessity);
- work closely with all its stakeholders; and
- create stronger awareness of the importance of eye health and regular eye checks.

### (c) Supply of Eyewear Products

The ability of the Group to provide an extensive range of eyewear, prescription lenses, contact lens and sunglasses brands at competitive price is also crucial to our business.

We rely on overseas sources for the supply of exclusive and non-exclusive brands of eyewear and eye care products. Interruption in the supply chain would adversely affect our outlets' operations and thereafter our profitability.

Nevertheless, there are numerous sources of supply of eyewear products overseas. As such, there is a low likelihood of a worldwide shortage of eyewear products to the extent that it may materially affect our operation. Beside maintaining good relationship with existing reliable suppliers and continuous sourcing of new suppliers will help to mitigate the supply shortage issues.

## ECONOMIC & INDUSTRY OUTLOOK

The projected growth rate for Malaysia is expected to be moderate at 4%, following the below-expectation full-year growth of 3.7% in 2023<sup>1</sup>. The retail industry is also expected to accelerate with a 4% year-on-year growth according to the Retail Group Malaysia<sup>2</sup>. Despite the positive macro-economic data and the normalisation of economic activities post-pandemic, there are lingering concerns regarding consumer spending due to the rising cost of living attributed to inflation. Additionally, the recent increase in the service tax rate from six percent to eight percent from 1 March 2024 may further impact retail spending.

The Group is aware of the persistently uncertain and challenging trading conditions and remains committed to focusing on business planning to mitigate its associated risks. To enhance our financial position, we are undertaking the following steps:

- control and prioritise our inventory and improve cash flow management;
- managing effectively the operating and overhead cost;
- introduce attractive sale promotion;
- closely monitor our underperforming optical and food & beverage's outlets in order to maintain and improve our profitability; and
- invest in technology

Moving forward, we anticipate positive growth in the retail industry driven by the faster recovery in tourist arrivals in 2024 and a resilient consumer demand stemming from a healthy labor market and softening inflation pressures

<sup>1</sup> [Malaysia's 2023 economic growth misses expectations \(cnbc.com\)](https://www.cnbcm.com)

<sup>2</sup> [Malaysia's retail sales may rebound after unexpected 0.2% drop in 4Q – RGM \(theedgemaalaysia.com\)](https://www.theedgemaalaysia.com)

## MANAGEMENT DISCUSSION & ANALYSIS (cont'd)

### SUSTAINING MOMENTUM FOR GROWTH

2023 marked a significant milestone for the Group as we successfully transferred our listing status to the Main Market of Bursa Malaysia on 5 January 2023.

As we embark on this new chapter of being listed in the Main Market, we are confident that we can leverage of the benefits of having greater visibility and access to a larger pool of investors, including foreign and institutional investors.

The Group continued to expand its presence nationwide by embarking on aggressive marketing and promotional activities as well as opening new outlets at various locations to increase market share. In 2023, the Optical segment opened a total of 10 new outlets and also rationalize the underperforming outlets. Currently, the Group has a total of 130 fully-owned outlets under three main brands: 110 Focus Point, 15 Whoosh Eyewear, and 5 Optometris Anggun. Additionally, the Group has a total of 62 franchise outlets. This brings us to a total of 192 operated outlets.

Apart from that, we continue to build cordial relationship with our local and international principals as well as shopping malls to maintain Focus Point's leading position in the market. It is through our commitment to deliver quality products and good customer service all these years that the brand has received good recognition from consumers. With the Group's geographical reach and number of outlets within Malaysia, we maintained our position as the largest retail chain of professional eye care center in Malaysia.

During the current financial year, sales from e-commerce for the optical segment have declined by 28.6% compared to 2022 which was attributed to a reduction in consumer spending through online platforms and also due to the prohibition on the sale of optical appliances and contact lenses through e-commerce platforms by the Malaysian Optical Council ("MOC"). Moving forward, the Group will continue to place more focus to the e-commerce business with different products offering that are in compliance with the guidelines issued by MOC.

In respect of the Food & beverage business, the total number of owned Komugi outlets stood at 12 (2022: 11) outlets with the opening of one high street Komugi outlet in Kuchai Lama, Kuala Lumpur in February 2023 and another one at Melawati Mall, Kuala Lumpur in November 2023. We have closed our outlet in Sunway Pyramid, Selangor due to the enhancement renovation by the mall.

Our sales to corporate clients registered a growth of 7.7% and sales in retail outlets grew by 13.8% compared to year 2022. Both our Komugi's central kitchen have also attained the ISO 22000 certification status and these accreditations will support us in our goals to increase the corporate client segment in the future. In addition to the above, products from both our central kitchen are halal certified by Jabatan Kemajuan Islam Malaysia ("JAKIM") which outlines our commitment to confidently provide quality products and the necessary assurance to our consumers.

In terms of the food & beverage licensing business, our overseas licensee was sustained at 22 overseas licensed outlets. We intend to expand the licensing business both locally and in overseas.

### STRATEGIC INITIATIVES

To continuously improve our workforce, relevant programs have been provided internally and externally to further enhance the skills and knowledge of our optometrists and opticians, management team and operational staff.

The pandemic has accelerated our growth towards digital learning, and we have successfully conducted trainings, workshops, and seminars online. Other initiatives include:

- Eye Care for You Virtual Convention for Branch Managers and Eyecare Practitioners;
- Upskilling workshops;
- Product trainings / webinars; and
- Continued Education Program for Eyecare Practitioners.

## MANAGEMENT DISCUSSION & ANALYSIS (cont'd)

The Group has employed sufficient optometrists and opticians who are qualified to dispense spectacles and contact lenses in our optical outlets. We are proud that we have the highest number of optometrists and opticians within Malaysia providing professional customer service to the consumers. To promote product loyalty and lessen the rising cost of living, attractive discount is also given to staff who purchase the Group's products.

The Group will continue to invest in Primary Eye Care equipment to provide an entry point for patients to receive refraction and glasses or contact lenses, screenings for eye conditions or diseases, and refer them to our panel of specialists when necessary.

For our Optical segment, we launched the Focus Point SightSavers Franchise Programme ("SightSavers Programme") in 2023 and within a short time span of less than a year, we managed to open four (4) new outlets. The SightSavers Programme provides a platform for aspiring entrepreneurs to start an optical retail business in Tier 2 and Tier 3 cities with a low initial outlay as no investment is required on renovation of the outlet from the participants. With the support from Perbadanan Nasional Berhad ("PERNAS"), one of our substantial shareholders we entered into a Memorandum of Understanding ("MoU") with PERNAS in February 2024, to establish a framework to jointly explore the potential collaboration opportunities in providing Franchise Financing Schemes under the SightSavers Programme to potential Bumiputera entrepreneurs with optometrist qualification/ license. We are committed to play our role in the growth of the entrepreneur spirit of the country which in return, we expect this to contribute positively towards the financial performance of the Group.

For the continued expansion of our food & beverage business, we have launched a new frozen yogurt segment under our proprietary brand name, HAP&PI. Our first outlet had its inaugural opening at Mid Valley Megamall on 15 March 2024. For Komugi's targeted expansion, we will continue to look for new locations to open new outlets to better serve the local communities in the residential area.

With all the strategic initiatives implemented, the Group is expected to maintain its revenue growth momentum and operating results will remain satisfactory for year 2024.

# SUSTAINABILITY STATEMENT

## STATEMENT OVERVIEW

Focus Point Holdings Berhad ("The Group") is delighted to unveil our Annual Sustainability Statement ("The Statement"), which outlines the Group's sustainable growth and achievements for the financial year ended ("FYE") 31 December 2023.

## DISCLOSURE REQUIREMENTS AND BENCHMARKS

We annually disclose our sustainability achievements, as mandated by Bursa Malaysia Securities Berhad's Listing Requirements and following the guidelines set forth in the Sustainability Reporting Guide (3rd Edition). Our reporting aligns with the Global Reporting Initiative ("GRI") Standards, Task Force on Climate- Related Financial Disclosures ("TCFD") Recommendations, and United Nations Sustainable Development Goals ("UN SGDs" or "SDGs"). It's important to review this Statement alongside our 2023 Annual Report and other sustainability disclosures available on our corporate website.

## REPORTING PERIOD AND SCOPE [GRI 2-2, GRI 2-3]

The Sustainability Statement encompasses the timeframe from January 1, 2023, to December 31, 2023, and delves into the operations of Focus Point and its subsidiaries, referred to collectively as "the Group." Specifically, the Report focuses on our core activities in eye care and food and beverage ("F&B") services. While the Group also engages in Franchise Management, it is not within the purview of this Report as it constitutes small portion of total revenue and exerts minimal influence on overall performance.

## PERFORMANCE DATA AND INDEPENDENT VERIFICATION [GRI 2-4, GRI 2-5]

The information provided in this Statement incorporates comparative data spanning the previous two years, unless otherwise specified. All data disclosed herein has undergone thorough review by the Group's Compliance Audit Department ("CAD"). In the future, the Group will explore the possibility of seeking external assurance for our sustainability performance data, contingent upon the maturity and availability of such data.

## FEEDBACK

At the heart of our mission is the creation of sustainable value for every stakeholder we serve. Understanding and meeting your expectations is paramount to our success in this endeavour. Your input plays a crucial role in enhancing our sustainability efforts. We invite and encourage all stakeholders to share their suggestions and comments with us. Please feel free to reach out to us at [sustainability@focus-point.com](mailto:sustainability@focus-point.com) with any inquiries or feedback you may have.

## OUR APPROACH TO SUSTAINABILITY

### SUSTAINABILITY GOVERNANCE [GRI 2-12, GRI 2-13, GRI 2-14]

Sustainability lies at the core of Focus Point's ethos, driving our pursuit of enduring growth and prosperity within a safe, compassionate, and sustainable framework. We understand that sustainability practices weigh significantly in investors' decision-making processes.

Embedded within our organisational fabric, sustainability is championed from the highest echelons. The Board of Directors assumes a pivotal role in steering and overseeing sustainability endeavours across the enterprise. The Sustainability Committee is represented by the President/CEO and two independent directors, operates under the Board's auspices, entrusted with supervising the implementation of our sustainability ethos and ensuring the attainment of key objectives. Chaired by our Senior Independent Non-Executive Director, the committee comprise of a majority of independent members to enhance transparency and impartiality in decision-making.

## SUSTAINABILITY STATEMENT (cont'd)

The Board’s mandate encompasses various facets crucial to promoting and embedding sustainability within the Group:

- Engaging stakeholders to understand and address their concerns;
- Conducting materiality assessments to identify pertinent sustainability risks and opportunities;
- Effectively managing these material sustainability factors; and
- Tracking and disseminating sustainability strategies, priorities, and performance against targets to both internal and external stakeholders.

Furthermore, the Board cascades sustainability imperatives down to respective teams through policy formulation, internal communications, and updates to our Standard Operating Procedures (“SOPs”), thereby ingraining sustainability principles into every facet of our daily operations. Additionally, stakeholders are kept abreast of our sustainability strategies, priorities, targets, and performance through engagements and disclosures within our Annual Report.

To gauge the Group’s performance, the Nomination and Remuneration Committee aids in tracking progress. Evaluation of both Board and Senior Management performance includes assessing how effectively sustainability risks and opportunities are addressed.

Our sustained success and creation of long-term shareholder value are influenced by an array of internal and external factors. Each material factor presents distinct risks and opportunities, shaping our strategic approaches and decisions, and significantly impacting stakeholder assessments. The Board routinely reviews these factors to gauge their implications on our business model across near, medium, and long-term horizons.

### CREATING VALUE FOR OUR STAKEHOLDERS

Throughout the fiscal year, the Board remained dedicated to active engagement with our stakeholders, a vital component of our sustainability evaluation. This ongoing dialogue enables us to comprehensively grasp our material issues and concerns, while also capturing pivotal aspects and impacts of our sustainability endeavours. Please find below a summary table delineating our key stakeholder groups, their areas of interest, and the methodologies employed by the Board to engage with them:

STAKEHOLDERS	ENGAGEMENT METHODS	ENGAGEMENT AREA
Shareholders	<ul style="list-style-type: none"> <li>• Annual &amp; Extraordinary General Meetings</li> <li>• Press releases</li> <li>• Bursa announcements</li> <li>• Quarterly report</li> <li>• Annual report</li> <li>• Timely update on corporate website</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and operational performance</li> <li>• Dividend policy</li> <li>• Return on investments</li> <li>• Corporate governance</li> </ul>
Government	<ul style="list-style-type: none"> <li>• Compliance with laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Operation regulations</li> <li>• Bursa listing requirements</li> <li>• Companies Act</li> <li>• Labour law</li> <li>• Taxations</li> <li>• Anti-Bribery and Corruption</li> </ul>
Board of directors	<ul style="list-style-type: none"> <li>• Board meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate strategy</li> <li>• Corporate governance</li> </ul>



SUSTAINABILITY STATEMENT  
(cont'd)

STAKEHOLDERS	ENGAGEMENT METHODS	ENGAGEMENT AREA
Employees	<ul style="list-style-type: none"> <li>• Technical and skills trainings</li> <li>• Performance appraisal</li> <li>• Team building activities</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational safety &amp; health</li> <li>• Remuneration policy</li> <li>• Career development</li> <li>• Performance review</li> <li>• Fair employment practices</li> <li>• Protection against COVID-19</li> </ul>
Financial Institutions	<ul style="list-style-type: none"> <li>• Bursa announcements</li> <li>• Quarterly report</li> <li>• Annual report</li> <li>• Timely update on corporate website</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and operational performance</li> <li>• Funding requirement</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Marketing campaigns</li> <li>• Education and social media awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfactions</li> <li>• After-sales services</li> <li>• Quality assurance</li> <li>• Routine eye checks</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• New supplier evaluation form</li> <li>• Regular meetings</li> <li>• Quality audit on products</li> <li>• Contract negotiation</li> </ul>	<ul style="list-style-type: none"> <li>• Products' quality</li> <li>• Supply commitment</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Community events</li> </ul>	<ul style="list-style-type: none"> <li>• Social contributions</li> <li>• Job opportunities</li> <li>• Donation and financial aids</li> </ul>
Analyst/Media	<ul style="list-style-type: none"> <li>• Annual &amp; Extraordinary General Meetings</li> <li>• Press conferences and media releases</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and operational performance</li> <li>• General announcements</li> </ul>

Table 1: Group's Stakeholder Engagement

This structured engagement approach ensures that we remain attuned to the diverse needs and expectations of our stakeholders while fostering transparency and accountability throughout our sustainability journey.

## SUSTAINABILITY STATEMENT (cont'd)

### OUR APPROACH TO MATERIALITY

The Board undertook a materiality assessment, engaging stakeholders to gather insights on critical sustainability concerns that could significantly affect our business economically, environmentally, and socially, or substantially influence stakeholder evaluations and decisions.

This annual evaluation of our material sustainability concerns allows us to gain a thorough understanding of how to effectively address the associated risks and opportunities. By prioritising these issues, we ensure our efforts are focused on addressing matters that hold the greatest potential impact on the economy, society, and the environment.

### Materiality Matrix

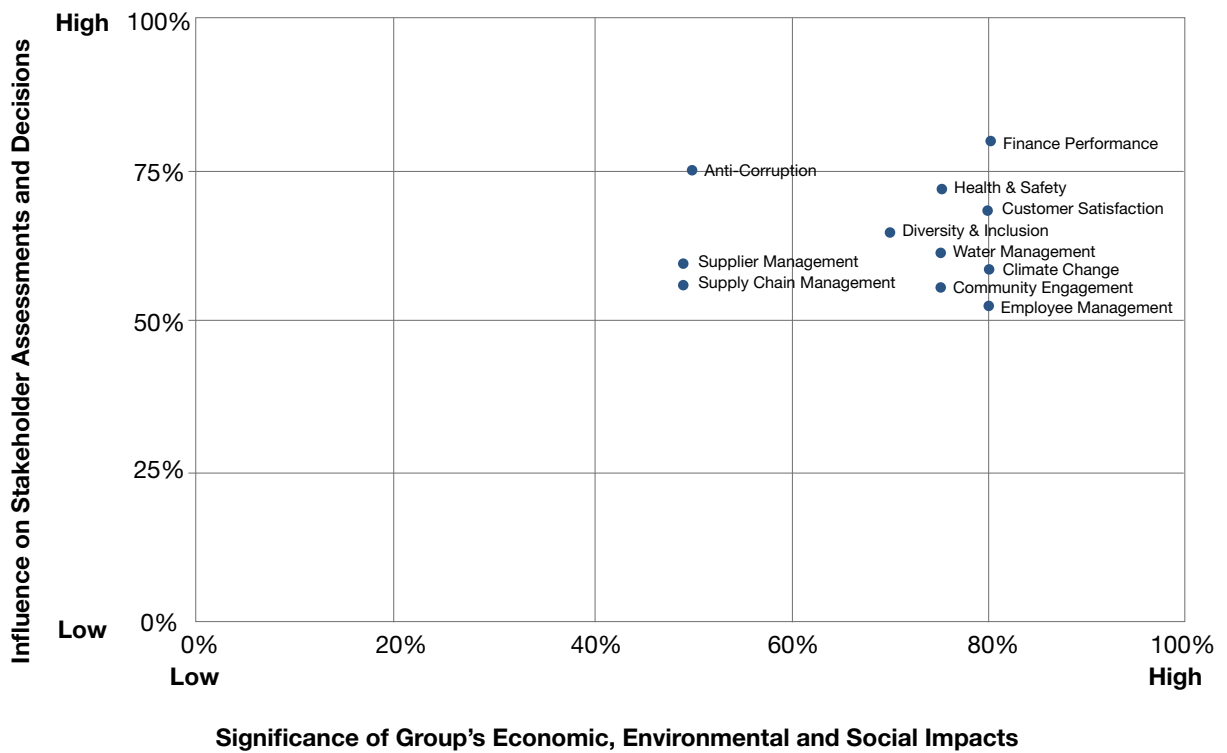


Figure 1: The Group's Materiality Matrix 2023

## SUSTAINABILITY STATEMENT (cont'd)

### ALIGNING UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The United Nations General Assembly ratified the Sustainable Development Goals (“SDGs”) to offer a worldwide framework for achieving the objectives outlined in the 2030 Agenda for Sustainable Development. The SDGs represent a universal appeal for concerted efforts to eradicate poverty, safeguard the environment, and guarantee universal peace and prosperity by 2030.

As a corporate entity, Focus Point is steadfastly committed to aligning its endeavours with the SDGs, which are elaborated below:

Ranking	Material Sustainability Matters	EES Pillars	Related SDGs
1.	Financial Performance	Economic	
2.	Employee Health & Safety	Social	
3.	Customer Satisfaction	Economic	
4.	Diversity & Inclusion	Social	
5.	Community Engagement	Social	
6.	Employee Management	Social	
7.	Anti-Corruption	Economic	
8.	Supplier Management	Economic	
9.	Climate Change	Environmental	
10.	Water Management	Environmental	

Table 2: Group’s SDGs Alignment

## SUSTAINABILITY STATEMENT (cont'd)

### OUR APPROACH TO SUSTAINABILITY RISK MANAGEMENT

The Board acknowledges the significance of integrating sustainability considerations into our strategic framework to fortify the Group’s long-term viability and prosperity. Actively prioritising sustainability factors, the Board meticulously incorporates them into the Company’s planning, performance evaluation, and overarching strategy. This strategic approach ensures the Company’s resilience, facilitates the delivery of enduring and sustainable value, and upholds stakeholder confidence.

RISK	RISK ANALYSIS	RISK RESPONSES
Economic performance	The ongoing evolution of the retail landscape has sparked significant transformation, leading to profound shifts in consumer behaviours and preferences, as well as evolving customer demands and expectations.	With a diverse range of over 140 brands, Focus Point is well-positioned to cater to the varying needs of customers across different demographics. Our product development team collaborates closely with suppliers to stay updated on cutting-edge technological advancements in product offerings.
Anti-Corruption	Inadequate governance principles can undermine transparency, accountability, and integrity within the organisation	Implementing strong anti-corruption measures fosters trust and confidence among stakeholders, thereby bolstering the Group’s reputation.
Health & Safety	Neglecting health and safety risks undermines the company’s governance standards and corporate accountability.	Enhancing employee health and wellness can yield increased productivity, decreased absenteeism, and diminished turnover rates, presenting opportunities for long-term cost savings within the company.
Cybersecurity & Data Protection	A data breach resulting in the compromise of customers’ or employees’ personal information poses risks such as financial loss, reputational damage, and legal ramifications.	Strengthening cybersecurity measures and showcasing dedication to safeguarding data can present opportunities to bolster the company’s reputation as a reliable and conscientious organisation.
Climate Change	Neglecting climate change risks or insufficiently addressing environmental challenges may result in reputational harm and erosion of stakeholder confidence.	Exploring research and development avenues for climate-friendly technologies presents an opportunity for the Company to distinguish itself from competitors and fortify business continuity measures.
Diversity & Inclusion	Engaging in discriminatory practices during the hiring process, promotions, or within the workplace culture can result in legal repercussions and harm the company’s reputation	Harnessing diversity and inclusion initiatives can cultivate an environment ripe for innovation and creativity, fuelling problem-solving endeavours and product development. This can open doors to novel business prospects and confer competitive edges.
Community Investment	Failure to adhere to diversity and inclusion regulations may lead to legal consequences, financial penalties, and harm to reputation.	By prioritising community needs and engaging in collaborative efforts, companies have the opportunity to foster trust, cooperation, and empathy, resulting in beneficial social outcomes and sustained community backing.

## SUSTAINABILITY STATEMENT (cont'd)

RISK	RISK ANALYSIS	RISK RESPONSES
Employee management	Failure to adhere to diversity and inclusion regulations may lead to legal consequences, financial penalties, and harm to reputation.	By prioritising community needs and engaging in collaborative efforts, companies have the opportunity to foster trust, cooperation, and empathy, resulting in beneficial social outcomes and sustained community backing.
Employee management	Adapting our workforce to meet evolving demands and sustaining employment with limited resources presents a formidable challenge without sacrificing quality or integrity.	Building on the insights gained from our risk analysis, the Group remains committed to fostering a dynamic and diverse workforce through our high-performance culture, supported by comprehensive training and succession planning initiatives.
Water Management	Interruptions in water supply pose risks to production processes, leading to heightened operational expenses and potentially disrupting business continuity.	Implementing water conservation strategies and optimising water management protocols present opportunities for cost reduction and enhanced resource efficiency.

Table 3: Group's Risk and Opportunities

### ECONOMIC PERFORMANCE [GRI 201-1]

Our shareholders, as the ultimate owners of our company, play a pivotal role in shaping our sustainability narrative. The Group places considerable emphasis on maintaining a sustainable financial performance and position, recognising it as a pivotal aspect of our broader sustainability agenda. Our commitment extends to fostering economic sustainability growth that benefits all stakeholders involved.

#### Our Approach

The Group recognises the paramount importance of prioritising financial sustainability. Our fundamental tenet is that the cultivation of long-term profitability and the enhancement of shareholder value are inherently tied to the conscientious consideration of stakeholders' interests, encompassing shareholders, employees, suppliers, and the broader community.

#### Our Performance

In 2023, the Group recorded a total revenue of RM260.9 million, with the Optical division accounting for 82% and the F&B division contributing 16%. Over the past three years, the Group has demonstrated a consistent track record of wealth creation for our stakeholders, as illustrated in the following table:

	2021 RM'000	2022 RM'000	2023 RM'000
<b>Economic value generated</b>			
• Revenue	170,427	248,822	260,897
<b>Economic value distributed:</b>			
• Employee wages and benefits	33,154	44,588	53,318
• Payment of dividend to shareholders	6,600	9,900	13,860
• Interest paid to financial institutions	1,120	1,522	1,749
• Payment of tax	5,942	6,744	12,614
<b>Economic value retained</b>	<b>7,448</b>	<b>25,955</b>	<b>16,290</b>

Note: The financial results presented in the table are derived from the audited financial statement and our Management Discussion and Analysis, which are available for reference in our Annual Report.

## SUSTAINABILITY STATEMENT (cont'd)

### ANTI-CORRUPTION [GRI 205-2, GRI 205-3]

The Board acknowledges the paramount significance of upholding ethical business conduct throughout our operations to uphold the trust of our stakeholders. Our commitment to integrity is exemplified through stringent adherence to the principles outlined in the Group’s Code of Conduct and Ethics.

At the core of our operations lies a commitment to robust governance practices, guided by ethical standards and integrity. We have firmly entrenched the highest benchmarks of governance within our business, not merely to meet regulatory requirements, but to instill a culture that perpetually upholds these principles through established processes and directives.

#### Our Approach

The Group maintains a steadfast commitment to upholding the highest standards of ethics and corporate governance. Central to this commitment is the adoption of an Anti-Corruption and Anti-Bribery Policy, reflecting our unwavering stance on preventing corrupt practices. Our zero-tolerance approach extends across all facets of our operations, ensuring adherence to ethical conduct and compliance with relevant legislation.

This policy is applicable to all levels within the organisation, including the Board, employees, and Third Parties engaged with us. As part of our comprehensive approach, new employees undergo thorough orientation, familiarizing them with our Anti-Corruption and Anti-Bribery Policy, alongside our Code of Conduct and Ethics. We expect utmost integrity and responsibility from our employees, guided by established protocols to cultivate a corruption-free business environment.

Aligned with the Malaysian Anti-Corruption Commission (Amendment) Act 2018, we unequivocally condemn bribery and corruption. Our procurement practices adhere to principles of fairness and transparency, ensuring equitable treatment of all suppliers and fostering a level playing field. Open tendering processes are standard for applicable contractual services, upholding principles of fair competition.

To reinforce our commitment to integrity, all employees and directors are required to submit a Declaration Form affirming their adherence to our anti-bribery and corruption policy. Additionally, our Whistleblowing Policy provides a confidential platform for stakeholders to report concerns regarding policy breaches or questionable practices, free from fear of reprisals.

Our policies are readily accessible on our website and communicated extensively to employees and business partners, underlining our proactive approach to promoting ethical conduct and transparency throughout our operations.

#### Our Performance

##### Anti-Bribery Training Sessions at Group Headquarters

During the year, the Group organised anti-bribery training sessions for employees based at the Group’s headquarters office.

Employee Category	Training 2023
Management	69%
Executive	82%
Non-executive /Technical Staff	47%

##### Addressing Instances of Corruption

This year, in line with the past two years, the Group has upheld its record of zero reported cases of corruption throughout its business activities.

	2021	2022	2023
Number of confirmed corruption incidents	0	0	0

## SUSTAINABILITY STATEMENT (cont'd)

### CYBERSECURITY & DATA PROTECTION [GRI 418-1]

Ensuring cybersecurity and safeguarding privacy are fundamental aspects of fostering customer trust. We adhere strictly to the regulations outlined in the Malaysian Personal Data Protection Act 2010 (“PDPA Act 2010”), which underscores our commitment to preserving the confidentiality of personal data belonging to our customers, employees, and business associates.

#### Our Approach

In alignment with the PDPA Act 2010, we adhere rigorously to guidelines governing the collection, usage, and disclosure of personal data. Our commitment to safeguarding confidential information extends beyond internal measures, as we engage external specialists to conduct network penetration testing, fortifying our defences against potential breaches.

Guided by our Cybersecurity Policy, we uphold stringent privacy and security controls, ensuring the safety of data belonging to our customers, employees, and business partners. Our proactive approach includes regular biannual network penetration tests by external consultants, evaluating the resilience of our firewalls against external cyber threats.

To enhance awareness and competence among our workforce, we conduct cybersecurity training sessions led by external experts throughout the year. Furthermore, in 2023, we introduced a Cybersecurity quiz for new employees, assessing their comprehension of key principles. This initiative guides our planning for additional external training to further augment their cybersecurity acumen.

#### Our Performance

In the fiscal year ending 2023, there were no instances reported of non-compliance with the PDPA Act 2010. We are committed to sustaining this record of zero reported cases of non-compliance with the PDPA Act 2010 in the future, safeguarding confidential information diligently.

	2021	2022	2023
Number of substantiated complaints concerning breaches in customer privacy or data loss	0	0	0

### SUPPLY CHAIN MANAGEMENT [GRI 204-1]

The Group remains dedicated to mitigating the environmental and social ramifications associated with our operations and throughout our supply chain. We champion sustainability within our value chain, instilling a culture of corporate responsibility regarding resource management. Our belief in the importance of sustainable practices drives our mission to ensure longevity in serving our customers across generations.

With a robust network of over 190 retail stores in Malaysia, we recognise our capacity to leverage influence in fostering sustainable practices among our stakeholders. Through proactive engagement, we aim to promote the adoption of sustainable supply chain principles, thereby enhancing the resilience of our business and contributing to a more sustainable future.

#### Our Approach

In our commitment to sustainability, we have cultivated a robust network of suppliers distinguished by integrity, trustworthiness, and reliability. Through fostering enduring relationships, our existing suppliers have seamlessly aligned with our organisational culture, integrating sustainability practices into their operations and demonstrating a dedication to delivering exceptional quality and service.

## SUSTAINABILITY STATEMENT (cont'd)

We place great value on the long-standing partnerships we have forged, recognising their contribution to enhanced efficiency and the dependable delivery of products. Regular evaluations are undertaken to ensure that products and services consistently meet our stringent requirements and standards. New suppliers are rigorously assessed to ensure alignment with our quality expectations, reflecting our commitment to meeting customer needs.

As part of our commitment to sustainability, we actively collaborate with our suppliers to identify and mitigate risks, enhance productivity, and promote transparency throughout the supply chain. By fostering a culture of integrity and collaboration, we seek to create mutual value and share best practices.

Our supplier selection process involves thorough scrutiny to ensure alignment with our predefined criteria. Internal assessments, including Supplier/Vendor Evaluation Forms and Third-Party Declaration Forms, serve as mechanisms to verify supplier qualifications. Evaluation encompasses considerations such as quality management, environmental stewardship, social responsibility, and governance.

We encourage our suppliers to adopt responsible and sustainable practices aligned with our Code of Conduct and Ethics, prioritising environmental conservation, protection of labour rights, and the eradication of corrupt practices. Preference is given to suppliers demonstrating a commitment to these principles.

Continuous quality assurance is paramount, with daily inspections of received products and periodic performance evaluations of suppliers conducted against predetermined criteria. In instances where suppliers fall short, collaborative discussions are initiated to identify areas for improvement and ensure alignment with our sustainability objectives.

### Our Performance

In 2023, the Optical & F&B divisions collectively sourced over 90% of the Group’s purchases from local suppliers. We aim to sustain this achievement, maintaining a target of over 90% local sourcing in the future.

Proportion of spending on local suppliers	2021	2022	2023
• F&B	99.19%	98.11%	98.44%
• Optical	96.18%	95.30%	93.16%

### CLIMATE CHANGE [GRI 302-1, GRI 305-1, GRI 305-2]

The Group recognises the significant impact of our energy consumption on carbon emissions, thereby contributing to climate change and global warming. Embracing our corporate responsibility, we are committed to mitigating our carbon footprint. This commitment is particularly vital given the extensive reliance of our business operations, encompassing retail outlets, offices, and manufacturing plants, on electricity.

### Our Approach

The Group proactively manages energy resources by implementing initiatives to reduce both energy consumption and greenhouse gas emissions, particularly within our Optical and F&B divisions. Energy usage is predominantly attributed to our F&B division’s manufacturing processes and operations within owned and leased office premises. Currently, our energy conservation endeavours encompass the following measures:

- Deployment of energy-efficient LED lighting systems in both office spaces and retail outlets; and
- Implementation of ongoing employee awareness campaigns to promote energy-saving practices, such as maintaining air conditioning settings at 24°C within office facilities.

In line with the GHG Protocol Corporate Accounting and Reporting Standard<sup>1</sup>, the Group is committed to evaluating carbon emissions across two distinct scopes:

- Scope 1 : Direct GHG emissions originating from sources directly owned or controlled by the Group, including company vehicles<sup>2</sup>.
- Scope 2 : Indirect GHG emissions arising from purchased energy sources<sup>3</sup>.



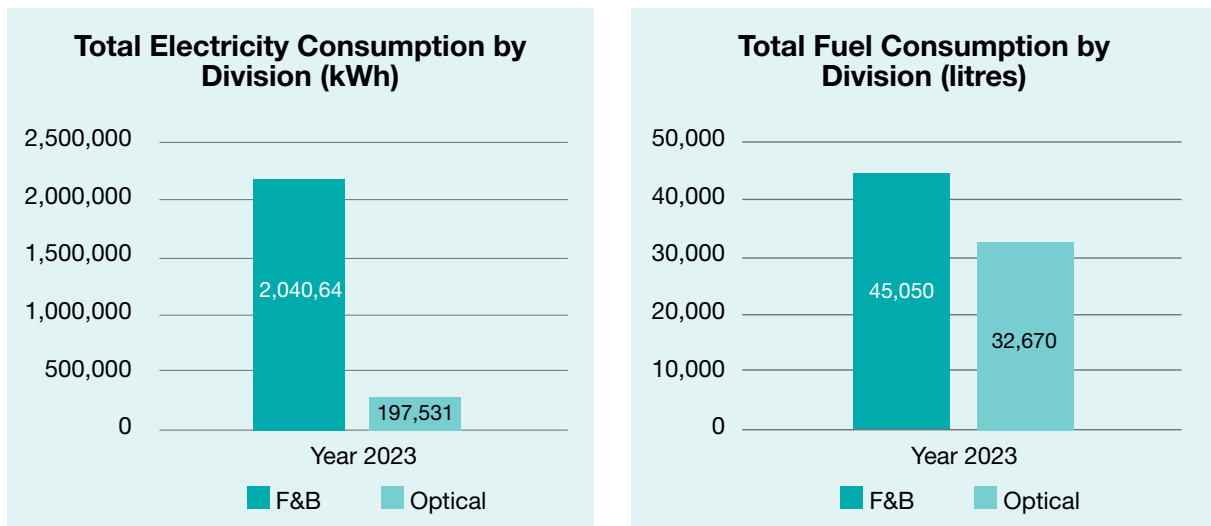
## SUSTAINABILITY STATEMENT (cont'd)

### Our Performance

#### Energy Consumption

In 2023, we established it as the reference year for calculating the Group’s energy consumption, aligning with our dedication to fortifying an enhanced internal data tracking and reporting framework in line with established guidelines and standards. The energy consumption metrics encompass the Group’s operational activities within the Optical and F&B divisions in Malaysia exclusively.

The Group’s assessment of greenhouse gas emissions (“GHG”) stemming from energy consumption follows the operational control approach, wherein emissions are tallied solely from operations under our direct control. Energy consumption within rented outlets under the Optical division is excluded from this calculation due to regulatory constraints imposed by landlords, limiting our ability to influence energy reduction efforts in these premises. Nevertheless, our commitment persists in collaborating closely with landlords to explore energy-saving initiatives.



As of December 31, 2023, the Group’s energy consumption totalled 2,238,177 kWh, alongside 77,720 litres of fuel utilised in fully owned vehicles. We have set a target to reduce energy and fuel consumption by 5% by the year 2025.

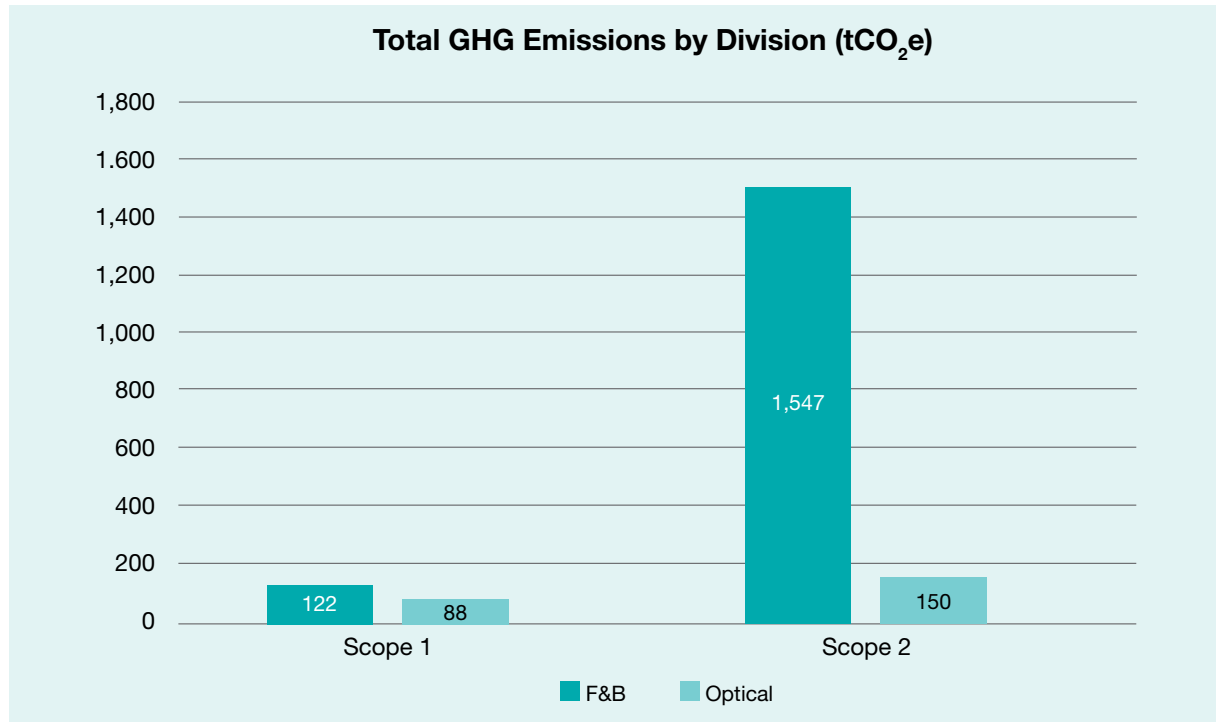
#### Methodology, boundary and assumptions:

- <sup>1</sup> Our calculation methodology is based on the GHG Protocol Corporate Accounting and Reporting Standard, using the operational control consolidation approach
- <sup>2</sup> Scope 1 emissions factors are sourced from the GHG Conversion Factors for Company Reporting version 1.0 (2022), published by the UK Department for Environment, Food & Rural Affairs (“DEFRA”)
- <sup>3</sup> Scope 2 emissions factors are sourced from the grid emissions published by the Energy Commission Malaysia (2022) for operation in Malaysia

SUSTAINABILITY STATEMENT  
(cont'd)

**Carbon Emissions**

The Group aims to achieve a 5% reduction in our absolute GHG emissions for both Scope 1 and Scope 2 by the year 2025, based on our 2023 baseline. In 2023, our total emissions for the year were 210 tCO<sub>2</sub>e for Scope 1 and 1,697 tCO<sub>2</sub>e for Scope 2.



In 2024, the Group will commence tracking and monitoring of Scope 3 emissions, focusing on business travel and employee commuting. We intend to set targets for Scope 3 emissions once we have enhanced our data tracking and recording processes, particularly for our Optical and F&B business operations.

**WATER MANAGEMENT** [GRI 303-3]

The Group acknowledges the critical global challenge of water scarcity, heightened by the persistent threats of climate change and drought. Recognising the potential impact on our business operations, we are committed to proactively identifying opportunities to optimise water consumption and implementing effective water management strategies to mitigate wastage and safeguard our water resources.

**Our Approach**

The Group has adopted a proactive approach to water management, striving to enhance water efficiency across our operations in line with industry-leading standards. Our objective is to achieve a 10% reduction in water consumption from our 2023 baseline by the year 2025.

Water is predominantly utilised within our F&B division’s manufacturing processes and across our owned and leased office spaces. To address this, we have implemented water conservation measures, including:

- Conducting regular maintenance checks on facilities such as toilets and pantries to minimise water wastage; and
- Promoting awareness among employees through regular reminders about adopting water-saving habits within our office premises.

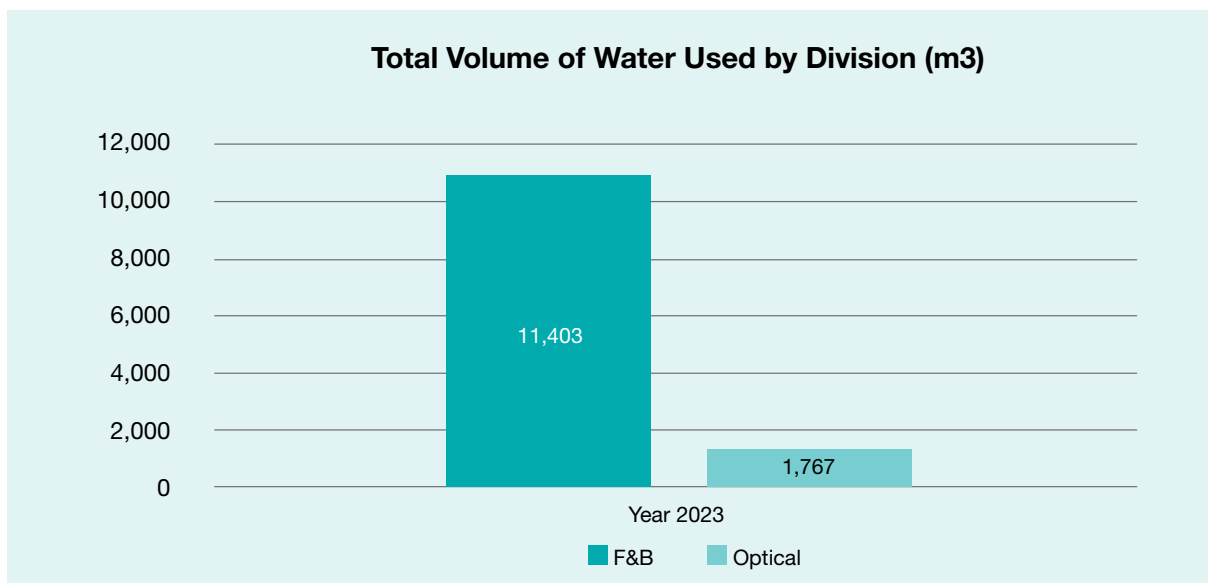
These initiatives underscore our commitment to sustainable water stewardship and align with our broader environmental objectives.

## SUSTAINABILITY STATEMENT (cont'd)

### Our Performance

In 2023, we established it as the reference year for calculating the Group’s water usage, in accordance with our dedication to comprehensive internal data monitoring and reporting systems, as stipulated in GRI 303 guidelines. This performance data on water consumption encompasses our business activities within both the Optical and F&B divisions in Malaysia exclusively.

As of December 31, 2023, the Group’s water consumption stood at 13,170 m3. Furthermore, we have set a target to reduce water consumption by 10% by the year 2025.



### DIVERSITY & INCLUSION

In our sustainability reporting, diversity encompasses variations in gender, age, ethnicity, and disability within our workforce. This aspect is evaluated holistically, encompassing all levels of the organisation, from the Board of Directors to management and staff.

Embracing diversity is fundamental to our ethos, as it fosters inclusive dialogue, expands our impact and outreach, facilitates knowledge exchange, and introduces fresh perspectives and approaches. Our workforce diversity, spanning across different age groups, genders, and industry backgrounds, enriches our organisational fabric, empowering us to effectively address challenges and seize opportunities.

We derive strength from the culture of diversity and inclusivity embedded within our workplace, underscoring our commitment to sustainable growth and prosperity.

#### Our Approach

In our appointment and recruitment procedures, we uphold principles of equality, striving to foster an inclusive workplace environment devoid of discrimination based on factors such as religious belief, age, marital status, gender, family status, or disability. This commitment extends across all aspects of employment, including resource allocation, terms, and conditions, ensuring fairness and equal opportunities for all employees to advance in their careers based on merit and dedication.

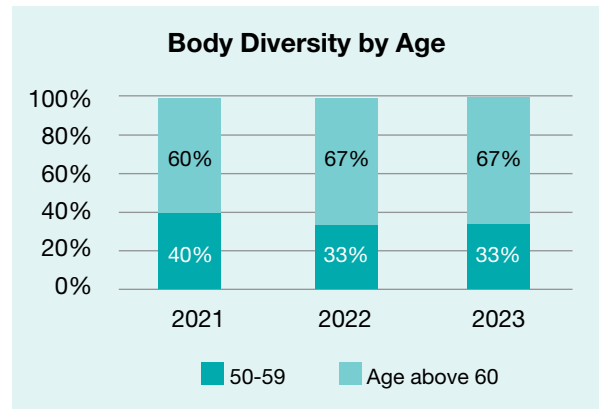
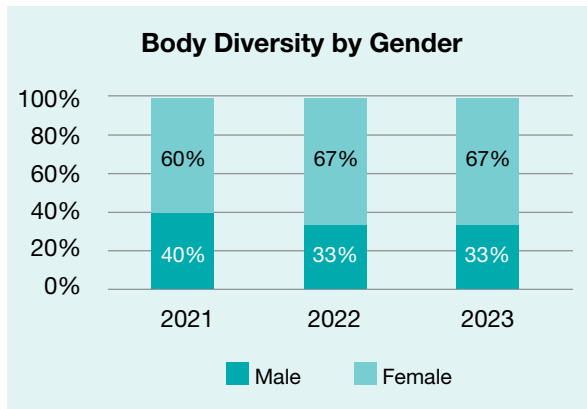
Recognising the importance of gender diversity in corporate governance, the Board acknowledges the imperative to enhance female representation in boardrooms. In line with this objective, we have instituted a Board Diversity Policy mandating a minimum of 30% female representation at the Board level, underscoring our commitment to fostering a diverse and inclusive leadership landscape.

## SUSTAINABILITY STATEMENT (cont'd)

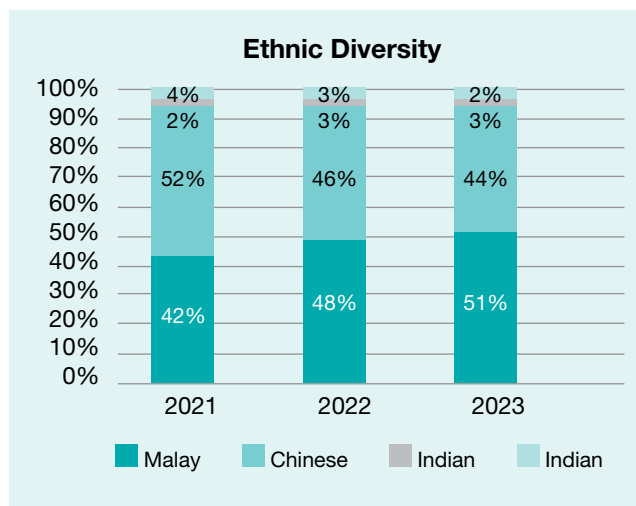
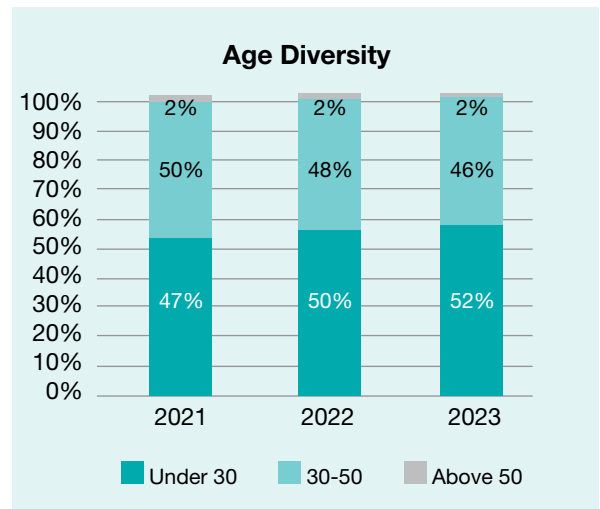
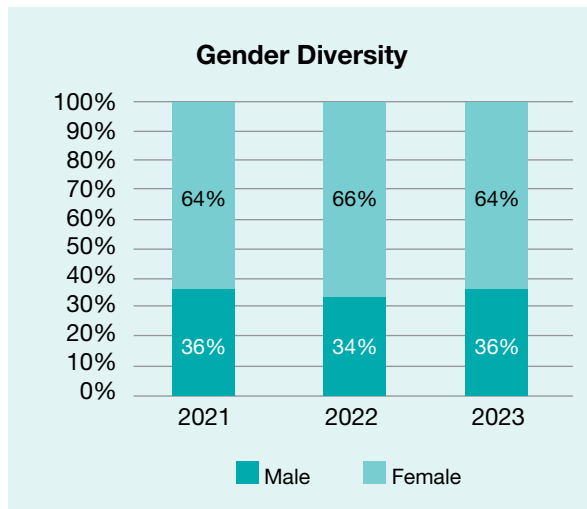
### Our Performance

As of December 31, 2023, the board comprises six members, while the total employee count stands at 796.

### Board Profile



### Workforce Profile



## SUSTAINABILITY STATEMENT (cont'd)

### EMPLOYEE MANAGEMENT [GRI 401-1, GRI 404-1, GRI 405-1]

The Group acknowledges the paramount importance of our workforce, considering employees as invaluable assets. We adopt a proactive approach by offering tailored development pathways and succession strategies to foster talent within the organisation. In line with our commitment to long-term sustainability, we prioritise investments in both internal and external recruitment, skill enhancement initiatives, employee engagement endeavours, and appropriate recognition and rewards for individuals contributing to the Group's objectives.

#### Our Approach

Enhancing Focus Point's human capital stands as a fundamental objective within our sustainability agenda. We are deeply committed to nurturing individuals dedicated to advancing the vision care industry, thereby ensuring exceptional service delivery to our customers while realising our vision and long-term business objectives. Our human capital development strategy revolves around four pivotal areas: talent acquisition, comprehensive employee training initiatives, equitable remuneration, and performance management, all underpinned by a commitment to upholding human rights principles.

#### Talent Acquisition

Talent acquisition stands as a cornerstone of Focus Point's commitment to sustainability, resonating strongly with the social dimension of ESG principles. We recognise that attracting and retaining a diverse pool of talent is integral to fostering inclusive workplaces and championing diversity and equal opportunities. Moreover, talent acquisition plays a pivotal role in safeguarding employee well-being and satisfaction, thereby nurturing a positive corporate culture and bolstering employee engagement.

Throughout 2023, we actively engaged in numerous career talks held at local universities, aiming to attract promising optometry graduates to join our expanding team. These efforts underscore our dedication to nurturing talent and furthering our commitment to sustainable growth and development.



Figure 2: Empowering future optometrists: Focus Point conducts a dynamic career talk at UCSI in 2023.



Figure 3: Inspiring the next generation of talent! Focus Point's Career Talk 2023 ignites motivation and opportunity for future optometry professionals.

## SUSTAINABILITY STATEMENT (cont'd)

### Employee Training

We have robust learning and development initiatives in place to empower our staff to reach their full potential and serve with passion.

For our eye-care professionals, including optometrists and opticians, we are committed to providing ongoing training opportunities to earn Continuing Professional Development (“CPD”) points necessary for annual certificate renewal. Focus Point offers upskilling programs designed to support our professionals in obtaining professional qualifications within the vision care industry. Furthermore, we actively encourage our employees to pursue further education through study loans or scholarships, reinforcing our dedication to fostering continuous learning and professional growth.

### Fair Remuneration and performance management

At Focus Point, we recognise that fair remuneration and performance management practices are essential components of our sustainability strategy. These practices provide a structured framework for aligning individual and organisational objectives, ensuring that employees’ efforts are directed towards achieving the Group’s strategic imperatives. Through the establishment of clear performance expectations and regular progress evaluations, our performance management system fosters accountability and concentration within the Company.

A robust evaluation process serves to facilitate employee development and growth by identifying both strengths and areas for improvement. This proactive approach not only supports individual advancement but also contributes to the overall enhancement of organisational effectiveness.

In 2023, we remained committed to upholding the latest employment regulations as outlined in the amended Employment Act 1955. This included initiatives such as reducing working hours to 45 hours per week, implementing paid paternal leave, and extending maternity leave to 98 days, demonstrating our dedication to ensuring fair and equitable workplace practices.

Furthermore, we continued to provide a comprehensive range of benefits to our employees, including annual leave, sick and hospitalisation leave, marriage leave, birthday leave, insurance coverage, dental care, health screening, parking allowances, and employee education assistance. These benefits reflect our commitment to promoting employee well-being and fostering a supportive work environment that encourages professional growth and development.

### Human Rights

We remain steadfast in our commitment to uphold and respect fundamental human rights, safeguarding against any infringements. This commitment encompasses various aspects, including the elimination of forced and child labour, adherence to minimum wage standards, and ensuring fair compensation, as outlined in the amended Employment Act 1955. Additionally, we are dedicated to providing reasonable working hours in accordance with legal requirements.

In our workplace, we foster an environment that is anti-discriminatory and anti-harassment, prioritising safety, health, and ethical conduct. Employees are encouraged to exercise their rights to unionise, in line with local laws and practices, without fear of reprisal.

Currently, we are in the final stages of developing our Human Rights Policy, which will articulate our expectations for employees and stakeholders regarding human rights matters. This policy will outline our approach to labour rights and other pertinent human rights issues, reinforcing our commitment to ethical practices and social responsibility.

## SUSTAINABILITY STATEMENT (cont'd)

### Our Performance

#### Employee Training Hours

In 2023, our commitment to employee development was evident, with an average of 367 training hours allocated to our Eye-Care Practitioners (“ECP”) and 219 hours for non-ECP staff. These hours encompassed a variety of learning modalities, including on-the-job training, utilisation of external learning platforms, and self-paced learning initiatives, all aimed at facilitating our employees’ continuous professional advancement.

Furthermore, 2023 served as the baseline year for tracking the Group’s total training attendance and calculating the average training hours per employee. On average, employees participated in 16 hours of training, reflecting our dedication to fostering a culture of continuous learning and development.

	2023
Total training attended by headcount	
• Optical	1,020
• F&B	535
Overall average training hours per employees	16

Moving forward, we remain committed to maintaining a minimum of 16 hours of training per employee annually, ensuring that our workforce remains equipped with the necessary skills and knowledge to thrive in an ever-evolving landscape.

#### Employee Retention and Attrition

In 2023, the Group attained a Retention Rate of 56.85%, indicative of our efforts to cultivate a sustainable and stable workforce. Looking ahead to 2024, we remain steadfast in our commitment to further enhance our retention rate, recognising the pivotal role it plays in fostering employee satisfaction, continuity, and organisational resilience.

	2021	2022	2023
Optical	15.55%	29.04%	35.08%
F&B	93.62%	94.08%	67.80%

#### Human Rights

In the fiscal year 2023, the company received no verified reports of human rights violations.

	2021	2022	2023
Optical	0	0	0
F&B	0	0	0

## SUSTAINABILITY STATEMENT (cont'd)

### HEALTH AND SAFETY [GRI 403-1 TO GRI 403-7, GRI 403-9]

The Group recognises that the safety and well-being of its employees are paramount to its continued success. Consequently, we are dedicated to fostering a secure and healthy workplace environment, adhering to stringent safety protocols across all facets of our business operations.

#### Our Approach

In alignment with the Occupational Safety and Health Act 1994, our F&B division has established the Occupational Safety & Health Administration (“OSHA”) Committee. This committee comprises representatives from management and employees across relevant business departments. Its primary mandate is to convene regular meetings to deliberate upon and review all health and safety issues and performance indicators.

Underpinning our commitment to occupational safety and health, the Group has implemented a comprehensive policy. This policy underscores our dedication to:

- Ensuring strict compliance with pertinent laws and regulations governing occupational safety and health;
- Establishing clear targets and performance metrics to drive improvements in occupational safety and health standards throughout the organisation; and
- Cultivating a culture where every employee shares in the responsibility to safeguard the safety and well-being of our workforce, contractors, and the wider community.

Furthermore, the Group mandates annual mandatory health screening and surveillance for all employees, demonstrating our proactive approach to promoting employee well-being and ensuring a safe working environment.



*Figure 4: Fostering employee well-being through participation in the Foodie Food Run 2023 - a testament to our commitment to health and wellness*



## SUSTAINABILITY STATEMENT (cont'd)

### Our Performance

#### Health & Safety Incident

In pursuit of our Health & Safety objectives for the fiscal year ending 2022, the Group aimed to achieve a zero-accident rate. Regrettably, we fell short of this key performance indicator, with one work-related injury reported during the period under review. Nonetheless, we have taken decisive steps to address the underlying factors and implement corrective measures to prevent any recurrence.

	2021	2022	2023
Number of work-related accidents			
• F&B	3	–	1
• Optical	–	–	–

Moving forward, our commitment to Health & Safety remains unwavering, and we will intensify our focus on preventive measures to mitigate the risk of accidents in the future. By reinforcing our safety protocols and fostering a culture of vigilance and responsibility, we aim to safeguard the well-being of our employees and uphold our commitment to sustainability.

#### Health & Safety Trainings

During the reporting period, the Group facilitated a range of health and safety training sessions, with 418 employees from the F&B division in attendance. This underscores our unwavering commitment to prioritising the well-being and safety of our workforce.

Looking ahead, we are dedicated to expanding our efforts in this regard by arranging additional health and safety training sessions conducted by external trainers for all employees. These proactive measures align with our sustainability objectives, ensuring a safe and healthy work environment for our entire workforce.

### COMMUNITY [GRI 413-1]

Recognising the integral role of community engagement in our corporate citizenship, we acknowledge its significance beyond mere social responsibility. Our commitment to the community not only cultivates goodwill and trust among stakeholders but also serves as a catalyst for societal well-being and progress. Through strategic investments in community initiatives, we aim to enrich the social fabric within which we operate, fostering stronger connections with our customers, employees, and investors. Moreover, our community investment endeavours are aligned with addressing pressing social and environmental issues, thus propelling sustainable development forward.

#### Our Approach

Embedded within the fabric of our operational communities, we actively participate in outreach endeavours and initiatives, a testament to our unwavering commitment to social responsibility. We take great pride in our role as catalysts for positive change, serving diverse segments of society and fostering social empowerment. This commitment is exemplified through the establishment of the Focus Point Caring Hearts Charity Foundation (“Foundation”).

Since its inception in 2007, the Foundation has been a beacon of hope, extending its reach far beyond our immediate community. Guided by the ethos of “Together, We Make a Difference”, the Foundation has spearheaded numerous philanthropic endeavours and fundraising campaigns. These efforts include annual programs such as World Sight Day, eye screening initiatives for students, visits to charitable institutions, and more, all aimed at benefiting countless individuals each year.

## SUSTAINABILITY STATEMENT (cont'd)

### Interest-Free Tertiary Education Initiative

In the reporting period, we initiated a new interest-free education loan program in partnership with UCSI University. Designed to support students from the B40 or M40 socioeconomic segments experiencing financial constraints, this program specifically targets individuals pursuing tertiary education in optometry.

As of 2023, we are pleased to report that four (4) tertiary students are benefiting from our interest-free education loan program, underscoring our commitment to fostering accessible education opportunities and promoting social inclusivity.



Figure 5: Introducing Our Groundbreaking Interest-Free Education Loan Program in Partnership with UCSI University, 2023.

### Blood Donation Initiative

In 2023, the Foundation reaffirmed its commitment to community welfare by reinstating its annual blood donation drive, in collaboration with Pusat Darah Negara, Malaysia, following a two-year hiatus due to the challenges posed by the COVID-19 pandemic. Held at The Curve Mall in February 2023, this significant event marked a triumphant return to promoting life-saving contributions from the community, resulting in the collection of 72 bags of blood.



Figure 6: Renewing our pledge to community well-being, we resumed our annual blood donation drive in 2023, partnering with Pusat Darah Negara, Malaysia.

Beyond its immediate impact, the campaign served as a powerful platform to raise awareness about the enduring need for a steady and reliable supply of blood for those facing medical emergencies. By mobilising local support and fostering a culture of altruism, this initiative exemplified our ongoing dedication to making a tangible difference in the lives of others, embodying our core values of compassion and social responsibility.

## SUSTAINABILITY STATEMENT (cont'd)

### Vision Screening Initiatives and Provision of Eyeglasses

We acknowledge the significance of optimal vision and healthy eyesight, particularly among school-aged children. Our commitment to sustainability extends to investing in programs that prioritize vision care services, ensuring ongoing and equitable access for those in underserved communities.



Figure 7: Partnering for Vision: Bringing Free Eye Screenings to Rural Communities in Kota Belud and Penampang with MEDAC and PERNAS.

In collaboration with the Ministry of Entrepreneur & Cooperatives Development (“MEDAC”) and PERNAS, we have conducted complimentary eye screenings in the rural areas of Kota Belud and Penampang. Additionally, we provided 200 prescription glasses to residents in both towns, underscoring our dedication to promoting eye health and enhancing quality of life within these communities.



Figure 8: Empowering Young Visionaries: Providing free screenings and 30 pairs of eyewear to students in collaboration with SJK (C) Kong Hoe.

Furthermore, we partnered with SJK (C) Kong Hoe to offer free screenings and distributed 30 pairs of eyewear to students, reaffirming our commitment to promoting healthy vision among the younger generation. These initiatives underscore our ongoing efforts to expand access to vision care services and contribute to the well-being of communities we serve.

## SUSTAINABILITY STATEMENT (cont'd)

### The Lost Food Project

Our collaboration with The Lost Food Project (“TLFP”) represents a significant stride in our ongoing commitment to sustainability within our F&B operations. In 2023, we intensified our efforts by generously donating surplus bread and buns to TLFP, resulting in the rescue of approximately 8,582 kg of food. This substantial contribution translated into providing a staggering 24,520 meals to individuals and families in need, amplifying the positive impact of our actions within our community.

Moreover, beyond the immediate humanitarian benefits, our partnership with TLFP played a crucial role in mitigating environmental harm. By diverting food waste from landfills, we prevented the emission of 21,454 kgCO<sub>2</sub>e, thus aligning our actions with broader sustainability goals and principles.



Figure 9: Turning waste into environmental impact: Diverting food waste from landfills prevented 21,454 kg of greenhouse gases, aligning with our sustainability goals.

	2022	2023
The Lost Food Project		
GHG Emissions Prevented from our food donation (kgCO <sub>2</sub> e)	20,403	21,454

As we move forward, we remain steadfast in our commitment to enhancing our collaboration with TLFP and exploring additional avenues to minimise food waste, reduce our environmental footprint, and create lasting social value within our communities.

## SUSTAINABILITY STATEMENT (cont'd)

### GRI CONTENT INDEX

GRI Standard 2021 - Disclosure Title		Page Reference & Remarks
<b>GRI 2: General Disclosures 2021</b>		
<b>ORGANISATIONAL PROFILE</b>		
2-1	Organisational details	Annual Report 2023: Pg 9 Sustainability Statement 2023: Pg 30
2-2	Entities included in the organisation's sustainability reporting	Sustainability Statement 2023: Pg 30
2-3	Reporting period, frequency and contact point	Sustainability Statement 2023: Pg 30
2-4	Restatements of information	No restatement for the FYE 2023
2-5	External assurance	Not external assured. Data reported in this Sustainability Statement FYE 2023 has been verified internally by the Group's Compliance Audit Department ("CAD")
2-6	Activities, value chain and other business relationships	Annual Report 2023: Pg 9 Sustainability Statement 2023: Pg 30
2-7	Employees	Sustainability Statement 2023: Pg 42
2-8	Workers who are not employees	Not applicable
2-9	Governance structure and composition	Sustainability Statement 2023: Pg 30
2-10	Nomination and selection of the highest governance body	Sustainability Statement 2023: Pg 30
2-11	Chair of the highest governance body	Annual Report 2023: Pg 55 & 73
2-12	Role of the highest governance body in overseeing the management of impacts	Annual Report 2023: Pg 20
2-13	Delegation of responsibility for managing impacts	Sustainability Statement 2023: Pg 30
2-14	Role of the highest governance body in sustainability reporting	Sustainability Statement 2023: Pg 30
2-15	Conflicts of interest	Annual Report 2023: Pg 14 & 55
2-16	Communication of critical concerns	Annual Report 2023: Pg 73
2-17	Collective knowledge of the highest governance body	Annual Report 2023: Pg 55
2-18	Evaluation of the performance of the highest governance body	Annual Report 2023: Pg 55
2-19	Remuneration policies	Annual Report 2023: Pg 55
2-20	Process to determine remuneration	Annual Report 2023: Pg 55
2-21	Annual total compensation ratio	Information not available and step are being taken to include in future reports
2-22	Statement on sustainable development strategy	Sustainability Framework is work-in-progress and to be disclosed in future reports
2-23	Policy commitments	Sustainability Statement 2023: Pg 37
2-24	Embedding policy commitments	Sustainability Statement 2023: Pg 37
2-25	Processes to remediate negative impacts	Annual Report 2023: Pg 73 Sustainability Statement 2023: Pg 35

SUSTAINABILITY STATEMENT  
(cont'd)

GRI CONTENT INDEX (CONT'D)

GRI Standard 2021 - Disclosure Title		Page Reference & Remarks
<b>GRI 2: General Disclosures 2021</b>		
<b>ORGANISATIONAL PROFILE</b>		
2-26	Mechanisms for seeking advice and raising concerns	Annual Report 2023: Pg 73 Sustainability Statement 2023: Pg 37
2-27	Compliance with laws and regulations	Sustainability Statement 2023: Pg 37
2-28	Membership associations	1. Malaysia Retail Chain Association (MRCA) 2. Malaysia Franchise Association (MFA) 3. The Chinese Chamber of Commerce and Industry of Kuala Lumpur and Selangor (KLSCCCI)
2-29	Approach to stakeholder engagement	Sustainability Statement 2023: Pg 31
2-30	Collective bargaining agreements	Not applicable

MATERIAL TOPICS

<b>MATERIAL TOPICS</b>		
<b>GRI 201: ECONOMIC PERFORMANCE 2016</b>		
201-1	Direct economic value generated and distributed	Annual Report 2023: Pg 79 Sustainability Statement 2023: Pg 36
<b>GRI 204: PROCUREMENT PRACTICES 2016</b>		
204-1	Proportion of spending on local suppliers	Sustainability Statement 2023: Pg 38
<b>GRI 205: ANTI-CORRUPTION 2016</b>		
205-2	Communication and training about anti-corruption policies and procedures	Sustainability Statement 2023: Pg 37
205-3	Confirmed incidents of corruption and actions taken	Sustainability Statement 2023: Pg 37
<b>GRI 302: ENERGY 2016</b>		
302-1	Energy consumption within the organisation	Sustainability Statement 2023: Pg 40
<b>GRI 303: WATER AND EFFLUENTS 2018</b>		
303-3	Water withdrawal	Sustainability Statement 2023: Pg 41
<b>GRI 305: EMISSIONS 2016</b>		
305-1	Direct (Scope 1) GHG emissions	Sustainability Statement 2023: Pg 41
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Statement 2023: Pg 41
<b>GRI 401: EMPLOYMENT 2016</b>		
401-1	New employee hires and employee turnover	Sustainability Statement 2023: Pg 46

SUSTAINABILITY STATEMENT  
(cont'd)

**MATERIAL TOPICS (CONT'D)**

<b>MATERIAL TOPICS</b>		
<b>GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018</b>		
403-1	Occupational health and safety management system	Sustainability Statement 2023: Pg 47
403-2	Hazard identification, risk assessment, and incident investigation	Sustainability Statement 2023: Pg 47
403-3	Occupational health services	Sustainability Statement 2023: Pg 47
403-4	Worker participation, consultation, and communication on occupational health and safety	Sustainability Statement 2023: Pg 47
403-5	Worker training on occupational health and safety	Sustainability Statement 2023: Pg 47
403-6	Promotion of worker health	Sustainability Statement 2023: Pg 47
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Statement 2023: Pg 47
403-9	Work-related injuries	Sustainability Statement 2023: Pg 47
<b>GRI 404: TRAINING AND EDUCATION 2016</b>		
404-1	Average hours of training per year per employee	Sustainability Statement 2023: Pg 46
<b>GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016</b>		
405-1	Diversity of governance bodies and employees	Sustainability Statement 2023: Pg 42
<b>GRI 413: LOCAL COMMUNITIES 2016</b>		
413-1	Operations with local community Engagement, impact assessments, and development programs	Sustainability Statement 2023: Pg 48