

Resolutely
Progressive
ANNUAL REPORT 2021





COVER RATIONALE



Throughout our history of more than two decades, we have never lost sight of our aspirations to deliver Quality, Standards, Value and Service in everything that we do. In today's rapidly evolving operating environment, we must change to continue to deliver on these aspirations and make meaningful differences to the communities we build.

Just like the steps ascending and descending as depicted on the cover of this Annual Report, ENCORP BERHAD has witnessed and been part of its fair share of ups and downs. Today, the world – and we – are adjusting to a much-changed operating landscape.

Having languished at the bottom for sometime, we have now regrouped, reflected, and revamped our strategies to guide us as we start our climb back up the steps, by adopting a future-forward approach across our strategic imperatives, we are committed to strengthening the organisation to embrace opportunities ahead and deal with all challenges head-on. We are ready to ascend, one resolutely progressive step at a time.





OVERVIEW



●●●○ Annual Report 2021

ENCORP BERHAD (Company No: 200001004231 (506836-X))

ENCORP VALUES



01

02

03

04

05

06

07

08

09

10

LOGO RATIONALE



ENCORP's identity has built a reputation based on the satisfaction of our customers.

The globe is a symbol of our desire to set new horizons as we grow from strength to strength, striving to achieve greater heights.

The colour red represents our commitment in harnessing the trust and confidence of our stakeholders and customers. Above all, it reflects the paramount quality of our products, which are designed and developed with great thoughtfulness and assurance.



OUR VISION

ENCORP aspires to be an organisation of happy, highly motivated and well-trained individuals whose aim is to deliver unbeatable quality, standards, value and service in everything ENCORP BERHAD does and to make a difference to our community.



OUR MISSION

EB Good 2 Great From Now!



CORE VALUES

Ethical

We will always do the right thing.

Relationship

We will work hard to develop mutual trust and respect among ourselves and between us and our customers.

Success

We will work hard to ensure ENCORP BERHAD will operate as an efficient, profitable, fast growing and well run organisation.

Learning

We will always be willing to grow, inquire and develop new ideas. A learning organisation must have learning individuals – unless individuals learn, the organisation cannot progress.

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○ **FINANCIAL CALENDAR**

ANNOUNCEMENT OF QUARTERLY RESULTS

<p>31 Mar 2021</p> <p>Announcement of the fourth quarter result of 2020 unaudited Profit Before Tax of RM61.3 million.</p>	<p>02 Apr 2021</p> <p>Announcement of the year end 2020 audited Profit Before Tax of RM1.6 million.</p>	<p>28 May 2021</p> <p>Announcement of the first quarter result of 2021 unaudited Loss Before Tax of RM1.5 million.</p>	<p>27 Aug 2021</p> <p>Announcement of the second quarter result of 2021 unaudited Loss Before Tax of RM2.3 million.</p>	<p>30 Nov 2021</p> <p>Announcement of the third quarter result of 2021 unaudited Loss Before Tax of RM4.9 million.</p>
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22nd

Annual General Meeting of Encorp Berhad



Broadcast Venue at Executive Lounge, Third Floor, Encorp Berhad, No 46-3, Jalan PJU 5/22, Pusat Perdagangan Kota Damansara, Kota Damansara PJU 5, 47810 Petaling Jaya, Selangor Darul Ehsan.



29 June 2022, Wednesday, 3.00 p.m.

ENCORP BERHAD BUSINESSES



Property Development



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Investment Property



●○●●●



Construction



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Concessionaire



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ENCORP AT A GLANCE

01

02

03

04

05

06

07

08

09

10

Presence



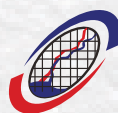
Malaysia



Australia



Incorporated in
2000



Listed on the Main
Market Bursa Malaysia
Securities Berhad since
2003

5 SDGs

Focus Areas



Recognition of Standards

through many industry accolades since 2010

- Recipient of the HR Asia Best Companies To Work For In Asia Awards 2021

Commitment to Quality

- ISO 9001: 2015 Certified Quality Management System
- Quality Assessment System in Construction by the Construction Industry Development Board

Shareholders' Funds

RM353.7 million

Attributable to owners of the parent

Market capitalisation of

RM104.5 million

Net Assets Per Share

RM1.12

Attributable to owners of the parent



Male

Workforce Diversity

and Equal Opportunity

54%



Female

46%

Board Composition

- 1 Independent Non-Executive Chairman
- 2 Non-Independent Non-Executive Directors
- 2 Independent Non-Executive Directors



99

Skilled workforce

Compliance to Safety

- Zero fatality
- No stop work order



Total

3,647 hours

of training in 2021

99 Volunteers donated

674 hours

of service to local communities in 2021



WHAT'S INSIDE



01

OVERVIEW

- i | Cover Rationale
- ii | ENCORP Values
- iii | Financial Calendar
- iv | ENCORP at a Glance
- v | Table of Contents

02

MANAGEMENT PERSPECTIVE

- 01 | Message from the Chairman
- 03 | Management Discussion and Analysis



03

LEADERSHIP

- 21 | Board of Directors
- 26 | Senior Management Team

04

CORPORATE REPORT

- 31 | Corporate Profile
- 33 | Corporate Information
- 34 | Corporate Structure

05

SUSTAINABILITY REPORT

- 37 | Sustainability Statement



06

IN FOCUS

- 69 | 2021 Highlights
- 71 | ENCORP in the News
- 72 | Recognition of a Growing ENCORP
- 73 | Group Financial Highlights
- 75 | Share Performance



01

02

03

04

05

06

07

08

09

10

07

CORPORATE GOVERNANCE

77	Corporate Governance Overview Statement
90	Additional Compliance Information
91	Audit, Risk and Governance Committee Report
98	Statement on Risk Management & Internal Control
106	Statement of Directors' Responsibility

08

FINANCIALS

107	Directors' Report & Audited Financial Statements
215	List of Properties

09

SHAREHOLDINGS' INFORMATION

217	Analysis of Shareholdings
220	Statement of Share Buy-Back

10

ANNUAL GENERAL MEETINGS

229	Notice of 22 nd Annual General Meeting
235	Administrative Guide for the 22 nd Annual General Meeting
240	Form of Proxy





MESSAGE FROM THE CHAIRMAN



Tuan Haji Sr. Mohd Ali Bin Abd Karim

*Chairman
Encorp Berhad*

Dear Valued Shareholders



I am honoured to have the opportunity to pen my first message to you as the Chairman in presenting Encorp Berhad's (ENCORP or the Group) performance for the financial year ended 31 December 2021 (FY2021).

Challenging Market Environment

The Group faced its fair share of challenges in 2021, given that the COVID-19 pandemic continued to leave its impact on markets and economies. The gradual reopening of the economy, easing of containment measures, and the increasing vaccination rate towards the end of the year was a silver lining of sorts in a year that continued to be disruptive. The Malaysian economy grew 3.1% in 2021¹ from a drop of 5.6% in the previous year as economic activities resumed, together with a recovery in the labour market amid continued policy support.

Against this backdrop, the property market sector pointed to a semblance of recovery in 2021 with an upward trend in terms of transaction volume and value. While this has been encouraging for us in the property sector, there is undoubtedly a long way to go before it reaches pre-pandemic levels.



Resilient Financial Performance

Despite the muted market sentiments that underlined the year in review, I am pleased to report that the Group achieved a commendable operational performance for the year in review. Arising from the eased movement control restrictions, which allowed construction and property sales activities to be carried out, we saw encouraging uptake in our property development segment.

The Group recorded an increased revenue in FY2021, up by 9.4% to RM146.7 million driven predominantly from our matured township in Encorp Cahaya Alam, compared to RM134.1 million in the previous financial year. On the back of this, we charted a profit before tax (PBT) of RM1.9 million, an increase of 18.8% (RM1.6 million) from FY2020.

The Group's PBT performance is even more commendable as it included non-cash adjustments of inventory written down in Encorp Marina Puteri Harbour of RM4.1 million, fair value losses on Red Carpet Avenue shop offices of RM1.6 million, and fair value losses on Encorp Strand Garden Office's carparks of RM6.1 million.



01

02

03

04

05

06

07

08

09

10

Resolute Commitment for Growth

At the time of writing this message, the country has moved from a pandemic to an endemic status on the back of high vaccination rates and the implementation of the National Recovery Plan (NRP), which bodes well for the recovering economy. Gross domestic product (GDP) for 2022 is expected to grow between 5.5% to 6.5% on the normalisation of economic and social activities, and resumption of projects with high multiplier effects.

Nevertheless, I expect the market environment for the year ahead to remain volatile as we contend not just with the resurgence of new variants of COVID-19, but with the impact of the Russian-Ukraine conflict which will affect commodity and material prices, as well as supply chains.

While we remain cautiously optimistic for the year ahead, I am heartened by the renewed commitment from the leadership and team of ENCORP to focus resolutely ahead for progress. It has been a few rocky years for the Group, but we are turning the corner towards a brighter future. In 2021, we relooked and revamped our strategy to strengthen the business for a growth trajectory - focusing on income clarity, income consistency and income diversification.

Our strategic approach ahead is aimed to build a sustainable income with a diversified portfolio for the Group and its shareholders, underscored by efforts to elevate brand value and sustainability. We will focus our efforts on disciplined executions, centred around embedding the tenets of Quality, Standards, Value and Service (QSVS) to enhance shareholder value and improve our financial standing. This approach is key to strengthening our fundamentals to sustain, adapt and future-proof our business for the changing times ahead.

In Appreciation

I would like to extend my gratitude to my fellow Board members for their invaluable support and wise counsel in navigating the challenges of the year in review. The Board joins me in expressing our sincere appreciation to the former Chairman, Encik Hussein bin Ismail, and the former Board of Director, Encik Abdul Rahim bin Abdul Hamid, for their invaluable contributions and exemplary commitment to good governance. We will build upon their legacy and strive to continually improve the journey of ENCORP's progress. I wish to take this opportunity to thank our continuing Board members, Datuk Haji Jaafar bin Abu Bakar and Encik Mahadzir bin Mustafa for their on-going support and contribution. I also would like to welcome Datuk Shireen Ann Zaharah binti Muhiudeen and Tuan Haji Lukman bin Abu Bakar to the Board of Directors and look forward to their insightful guidance as we embark on the next phase of growth and progress for the Group.

On behalf of the Board, I would like to accord my sincere appreciation to our shareholders, customers, partners, residents, as well as regulators, for their continued trust and steadfast support in us. Last but certainly not least, my gratitude goes to the management and employees who have performed with dedication and professionalism.

On a personal note, I am proud to helm the ENCORP Board, and look forward to a new era of the company realising its aspirations. With a sound strategy, a new leadership bench, an invigorated team and a strong resolve, I believe we are in a good position to resolutely drive progress and deliver value to our stakeholders.

Thank you.

Tuan Haji Sr. Mohd Ali Bin Abd Karim
Chairman

¹ Bank Negara Economic and Financial Developments in Malaysia in the Fourth Quarter of 2021, published on 11 February 2022

MANAGEMENT DISCUSSION AND ANALYSIS



ENCORP BERHAD

Follow



The financial year ended 31 December 2021 (FY2021) was characterised by the exacerbation of the COVID-19 pandemic with its containment measures curtailing business activities and dampening the overall business operating environment. In a year where the impact of the pandemic continued to make itself felt across all aspects of lives and livelihoods, Encorp Berhad (ENCORP or the Group) took a step back to reflect, review and revamp our strategies with the aim to bolster our business sustainability and strengthen our position towards profitability. FY2021 was marked by a transformative plan of action put in place based on a five-year strategic framework for growth. This strategic approach is intended to ensure that we build sustainable income streams, leverage risk through diversifying our portfolios, and strengthen branding for better awareness.

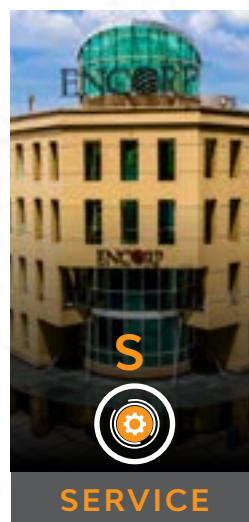
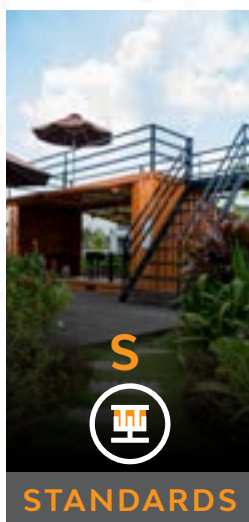
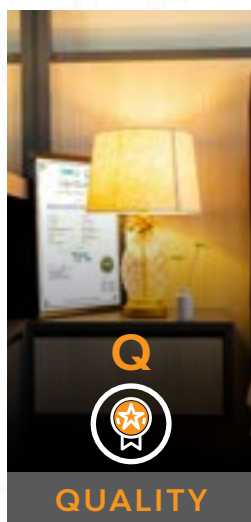


Encorp Cahaya Alam, Seksyen U12



OUR BUSINESS AND OPERATIONS

The ENCORP Group has, over the past two decades, built a formidable stature as a property company of good repute, with its business segments in property development, construction, concessionaire and investment property. The Group has shown a resilient commitment to delivering sustainable value creation through embedding **Quality, Standards, Value and Service (QSVS)** in all that we do, as evident by our award-winning development portfolios. Our diversified portfolio comprises commercial, residential and retail property development; construction; facilities management; and investment property that span prime locations across Malaysia and Australia. We continue to uphold our core values of being **Ethical**, aiming for **Success**, fostering collaborative **Relationship**, and always having a **Learning** mind-set to build greater shareholder and stakeholder value – all the while making a positive difference to our community.



The company has had a presence in Malaysia since 2000 and has been listed on the Main Board of Bursa Malaysia since 2003. As of end FY2021, FELDA Investment Corporation Sdn Bhd (FIC), the investment arm of the Federal Land Development Authority (FELDA), held a 62.30% equity stake in the Group.

ENCORP's signature properties include Encorp Strand in Kota Damansara, Encorp Cahaya Alam in Shah Alam, Encorp Marina Puteri Harbour in Iskandar Puteri and The Residences on McCallum Lane in Perth, Australia.

Under its construction and concessionaire business segment, ENCORP provides industry-specific construction, infrastructure solutions, electrical and mechanical specialisation. It is a certified Bumiputra Contractor Class A under Contractor Service Centre (PKK) and possesses a Grade G7 and G4 with the Construction Industry Development Board (CIDB). Past construction projects include the Electrified Double Track Rail project for the Seremban-Gemas line, the national teachers' housing project for the Ministry of Education and refurbishment work for the Sarawak School Project.

Under its investment business segment for retail malls comprising of the Strand Mall and the Red Carpet Avenue, the Group had an investment asset value of RM282.5 million as at the end of FY2021.

ENCORP's Business Segments



Property Development

01

1. Encorp Cahaya Alam
2. Encorp Strand Garden Office
3. Encorp Strand Residences
4. Encorp Marina Puteri Harbour
5. The Residences on McCallum Lane, Perth, Australia



Investment Property

02

1. Strand Mall (Shopping mall)
2. Red Carpet Avenue (Shop office)
3. Carpark units (Encorp Strand Garden Office)



Construction

03

1. Electrified Double Track Rail Project (Seremban-Gemas)
2. Sarawak School Project



Concessionaire

04

The concessionaire for the completed development of 10,000 units of the privatised teachers' quarters project for the Ministry of Education, Malaysia

The Group will continue its focus on its existing property developments but the remain vigilant of potential opportunities ahead, especially as the market is expected to undergo recovery following the transition to the endemic phase of COVID-19 and the reopening of international borders. As a market-driven property developer, we shall continue to identify potentially lucrative opportunities on the horizon. We look to stamp our QSVS signature, focusing on the residential and commercial segments at prime locations throughout Malaysia, especially areas with growing populations and economic opportunities. Our relationship with FELDA also accords us further opportunities to undertake new construction and development projects. We are also actively sourcing for joint venture partnerships with landowners and continue to secure tenders for construction projects.



Dahlia, Encorp Cahaya Alam



OUR OPERATING ENVIRONMENT

The year 2021 continued to be both a troubling and an encouraging roller coaster ride, clouded by uncertainty of the ongoing COVID-19 pandemic and its disruptions but the year rebounded with hope given the vaccination programmes that have resulted in the easing of containment measures. Global economic growth showed signs of recovery supported by the re-opening of economic sectors towards the end of 2021. Inflation in major economies remained high given the supply disruptions and demand recovery, although this is also showing signs of easing.

Malaysia's Gross Domestic Product (GDP) performance in 2021 showed signs of improvement, with a 3.1% increase compared to a contraction of 5.6% in 2020. Thanks to a comprehensive and supportive pandemic policy that targeted affected households and businesses, a possibly more extreme economic downturn was averted. The government undertook various stimulus measures to boost economic recovery, including the Pelan Jana Semula Ekonomi Negara (PENJANA) and Prihatin Rakyat Economic Stimulus Package (PRIHATIN) aimed to support businesses and households to cope with the impact of the pandemic.

penjana

Pelan Jana Semula Ekonomi Negara

Prihatin

Pakej Rangsangan Ekonomi Prihatin Rakyat



01

The construction sector showed a gradual improvement following the economic re-opening as containment measures relaxed and restrictions on movement between states lifted in October 2021. Although the Malaysian property market improved somewhat in 2021, in the two years following the pandemic since 2020, the sector has slowed down amid a standstill in infrastructure job flows and reduced public spending, which has seen a contraction for two consecutive years in the industry.

02

The National Property Information Centre (NAPIC) in its Property Market Report 2021 said that while the property market showed a slight improvement in the year under review, total property transactions remained below pre-pandemic levels recorded prior to 2020. The 2021 property market recorded more than 300,000 transactions worth nearly RM145.0 billion, which increased 1.5% in volume and 21.7% in value respectively compared to 2020.

03

The residential sector recorded 198,812 transactions worth RM76.9 billion in 2021, up 3.9% in volume and 16.7% in value compared to 2020. However, residential overhang continued to be high, led by Selangor and followed by Johor. The residential overhang situation saw volumes rising by 24.7%, to 37,000 units worth a total of RM22.79 billion, up 20.5% from the year before. Selangor retained the highest number and value of overhang in the country with 6,095 units worth RM5.28 billion, accounting for 16.5% in volume and 23.2% in value of the national total.

04

The commercial sector saw better performance in 2021 compared to the previous year with transaction volume rising to 10.7% and 43.1% in value with 22,428 transactions worth RM27.94 billion. Overall, the residential, commercial and industrial sub-sectors saw an increase in transaction volume by 3.9%, 10.7% and 17.6% respectively, while agriculture and development land sub-sectors declined slightly by 7.5% and 7.4% respectively as compared to 2020.

05

Bank Negara Malaysia (BNM) maintained the Overnight Policy Rate (OPR) at 1.75% throughout 2021¹ which augured well for the property market. It provided relief for property owners with existing home loans and lowered home loan interest rates for property seekers looking at home financing. On the demand side, loan applications and approvals for residential purchases each recorded a substantial turnaround from the previous year, up by more than 30% compared to 2020. Similarly, loan applications and approvals for non-residential purchases increased by 33.9% and 45.7% respectively.

06

The government reintroduced a six-month loan moratorium under the National People's Well-being and Economic Recovery (PEMULIH) stimulus package in July 2021, the second moratorium programme introduced since the pandemic started in early 2020. Under the 2021 loan moratorium, any Malaysian individual and micro-SME can apply for a loan moratorium for all existing credit facilities, including mortgages and home loans, hire purchase agreements or car loans as well as personal loans or financing.

07

The government also implemented several initiatives that were introduced under the National Budget 2021 that were supportive of the property market and aided somewhat towards its recovery.

Initiatives introduced under Budget 2021 to support the property market sector²

- 01 RM1.2 billion allocated for construction of comfortable and quality housing, especially for low-income groups.
- 02 Full stamp duty exemption on instruments of transfer and loan agreement for first-time homebuyers for sale and purchase executed from 1 January 2021 to 31 December 2025.
- 03 Stamp Duty exemption on loan agreements and instruments of transfer given to rescuing contractors and the original house purchasers extended for five years for loan agreements and instruments of transfer executed from 1 January 2021 to 31 December 2025. This exemption is for abandoned housing projects certified by the Ministry of Housing and Local Government (KPKT).
- 04 Collaboration with selected financial institutions to provide a Rent-to-Own Scheme. The programme will be implemented until 2022 involving 5,000 units of PR1MA houses with a total value of more than RM1 billion.

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¹<https://www.bnm.gov.my/opr-decision-and-statement>

²NAPIC Annual Property Market Report 2021, published on 1 April 2021

Initiatives under PENJANA to revitalise the housing market³

- 01 Re-introduction of Home Ownership Campaign (HOC) – Stamp duty exemption on the instruments of transfer and loan agreement for the purchase of residential homes priced between RM300,000 to RM2.5 million subject to at least 10% discounts provided by the developer. The exemption on the instrument of transfer is limited to the first RM1 million of the home price while full stamp duty exemption is given on loan agreement effective for sales and purchase agreements signed between 1 June 2020 to 31 May 2021.
- 02 Real Property Gains Tax (RPGT) exemption for disposal of residential homes from 1 June 2020 to 31 December 2021. This exemption is limited to the disposal of three units of residential homes per individual.
- 03 The lifting of the current 70% margin of financing limit applicable for the third housing loan onwards for property valued at RM600,000 and above, during the period of the HOC, subject to internal risk management practices of financial institutions.
- 04 The HOC has been extended up to 31 December 2021, to assist households to own homes and reduce the number of unsold properties in the country.



REALIGNED STRATEGY FOR REVITALISED GROWTH

The past few years have seen a tumultuous and changing operating landscape. The sound foundation of values on which the Group is built and its uncompromising commitment to QSVS served as a steadying mast over the choppy waters, especially at the unexpected onset of the COVID-19 pandemic. Our focus in the previous year 2020 centred on minimising the immediate impacts of the pandemic on our business through heightened management of our cashflow, realignment and optimisation of resources, and reducing operating expenses. The advent of the COVID-19 pandemic has significantly altered the operating landscape and necessitated a regrouping of our strategies moving forward.

In FY2021, the Group undertook an exercise to review and realign our strategies to revitalise the business for sustainable growth in a new era. We assessed our materiality matters to identify factors that would have a significant impact on our business and the operating environment to help us reframe our strategies for greater progress. The top three factors deemed critically important to the Group's sustainable growth are safety & health, economic performance, and market presence.

(More information on our Materiality Matters can be found in the Sustainability Report on page 37)

The realignment of our strategy took into consideration the changed customer behaviours and their expectations, as well as the opportunities to realise further value from our business segments organically and in new areas to define our competitive advantages and build a stronger value proposition.

In pursuing the objectives of ensuring consistent income streams, we sought for better clarity on income contribution and income diversification. Our business strategy for revitalised growth is phased across a five-year journey (2021 – 2025) and is premised on three strategic pillars: building sustainable income; expanding portfolio diversification; and elevating corporate rebranding.

³NAPIC Annual Property Market Report 2021, published on 1 April 2021



01

02

03

04

05

06

07

08

09

10

2021 - 2025 Business Strategy Pillars for Growth**01****Building Sustainable Income**

We look to fine-tune and strengthen our sustainable income stream under the property development and construction business segments by expanding our service offerings, leveraging dynamic marketing channels for targeted sales, as well as securing collaborative and private financing initiatives in developing prime land banks.

02**Expanding Portfolio Diversification**

Diversify into growth potential sectors to optimise emerging opportunities in mining, water and renewable energy to leverage risk whilst utilising existing infrastructure to manage costs.

03**Elevating Corporate Rebranding**

Strengthen brand recognition and communication to promote corporate transparency and stakeholder engagement to drive a better understanding of our renewed business strategies, enhanced customer-centric service culture and dedicated social responsibility endeavours.

Phased Approach to Deliver Continuous Growth

The first phase of the five-year strategic plan kicked off in 2021 and will continue into 2022. In this first phase, we identified and addressed challenges that were barriers to achieving sustainable income. This included solidifying our existing platforms and enhancing our operating and business models to ensure that we were able to execute our refreshed strategy with the right People, Processes, Systems and Infrastructure in place. In FY2021, the Group welcomed Chairman, Tuan Haji Sr. Mohd Ali bin Abd Karim, and Group Chief Executive Officer, Encik Hazurin bin Harun, to helm the Board and Leadership bench respectively to drive the tone from the top. The outcome of the implementation of our renewed strategy can be felt in the commendable operational performance of the Group in FY2021.

The second phase of the strategic business approach will look at strengthening existing and new capabilities and elevating efforts for improved brand profile and reputation. The third phase of the strategy framework aims to leverage the enhanced building blocks put in place to accelerate growth.

Underscoring these strategic measures is our ongoing efforts toward enhancing our governance structure, building upon our human resource capabilities, and strengthening key systems and processes alongside our prudent capital management with emphasis on a low gearing ratio.

Leveraging Technology as a Business Enabler

Riding on the accelerated adoption of digital technology that was expedited since the onset of the pandemic in 2020, ENCORP continued with efforts to strengthen its digitalisation initiatives that span all aspects of the business from back-end processes and project management to upskilling staff for better hybrid work collaborations.

For the year in review, we executed several back-office digital upgrades for better efficiency and automated processes. This included launching the electronic Payment Requisition (ePR) System and Despatch Requisition application, as well as creating a Business Process Management System Mobile application, among others. Continuous in-house and online training was conducted to equip staff to keep pace with the new, digital ways of working. We also conducted bi-annual internal audits to assess gaps and effectiveness of the technology initiatives implemented so that we can continuously keep abreast of what needs to be done to ensure ongoing efficiency and to uphold service level commitments.



KEY PERFORMANCE INDICATORS

FINANCIAL INDICATORS	FY2021	FY2020	FY2019
Group Revenue	RM146.7 million	RM134.1 million	RM165.6 million
Property Revenue	RM76.1 million	RM57.1 million	RM80.9 million
Market Capitalisation	RM104.5 million	RM74.4 million	RM95.0 million
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)	RM77.4 million	RM57.4 million	RM94.4 million
Total Land Bank Size	32.26 acres	37.95 acres	678.94 acres
Overall Mall and Red Carpet Avenue Tenants	<ul style="list-style-type: none"> 40% units occupied for Strand Mall 60% units occupied for Red Carpet Avenue 58% Overall Net Lettable Area 	<ul style="list-style-type: none"> 44% units occupied for Strand Mall 58% units occupied for Red Carpet Avenue 62% Overall Net Lettable Area 	<ul style="list-style-type: none"> 57% units occupied for Strand Mall 60% units occupied for Red Carpet Avenue 66% Overall Net Lettable Area
New Mall and Red Carpet Avenue Tenants	<ul style="list-style-type: none"> 7 new tenants occupying 13 units Equivalent to 15,009 square feet of retail space 3.5% Overall Net Lettable Area 	<ul style="list-style-type: none"> 6 new tenants occupying 15 units Equivalent to 29,657 square feet of retail space & 164,256 square feet of carpark space 7.01% Overall Net Lettable Area 	<ul style="list-style-type: none"> 3 new tenants occupying 5 units Equivalent to 27,877 square feet of retail space 6.6% Overall Net Lettable Area

NON-FINANCIAL INDICATORS	FY2021	FY2020	FY2019
Quality Assessment System in Construction (Qlassic) Score	Not Applicable (Clover and Lily, Encorp Cahaya Alam are still under construction)	Not Applicable (Clover, Encorp Cahaya Alam is still under construction)	Dahlia, Encorp Cahaya Alam: 71%
Customer Satisfaction (Quality target of 75%)	Dahlia, Encorp Cahaya Alam: 95%	Dahlia, Encorp Cahaya Alam: 94%	Dahlia, Encorp Cahaya Alam: 92%
Safety Performance – Lost Time Injury (LTI)	Zero	Zero	Zero
Male : Female Workforce Ratio	54% male : 46% female (53 male and 46 female employees)	53% male : 47% female (55 male and 48 female employees)	51% male : 49% female (54 male and 51 female employees)
Average Training Hours Per Employee	37 hours per person based on 99 employees	18 hours per person based on 103 employees	62 hours per person based on 103 employees



FY2021 FINANCIAL PERFORMANCE

Group Financial Performance

Against a backdrop of uncertainties coloured by the pandemic and the nation's slow progress of recovery towards the end of 2021, the Group took guidance from its renewed 2021-2025 Business Strategy to emerge with resolute progress to its commitment to deliver value. In FY2021, as vaccination rates increased and stimulus measures cushioned the economy to manage the pandemic, the government gradually eased movement control restrictions from September 2021 onwards. This allowed the property sector to commence with construction operations and sales activities.

Given the various iterations of the movement control restrictions throughout 2021 and despite the shorter period of commencement of operations activities once containment measures were eased, ENCORP charted an admirable operational performance driven mainly from the property development segment.

The Group reported a Profit Before Tax (PBT) of RM1.9 million for FY2021, an increase of 18.8% compared to RM1.6 million PBT achieved in the previous financial year. The increased PBT was driven by revenue of RM146.7 million which was higher by 9.4% than the RM134.1 million revenue achieved in FY2020. The increase in revenue for FY2021 was contributed significantly by the property development segment from our matured township of Encorp Cahaya Alam. Reflected in the FY2021 PBT performance was a one-time adjustment for inventory of RM4.1 million which was written down for Encorp Marina Puteri Harbour, fair value losses of RM1.6 million for Red Carpet Avenue shop offices, and fair value losses of RM6.1 million on Encorp Strand Garden Office's carparks.

The Group's Loss After Tax (LAT) for FY2021 stood at RM8.2 million, higher by 24.2% compared to LAT of RM6.6 million in FY2020. The increase in LAT for FY2021 as compared to FY2020 was due to the increase in income tax of RM1.9 million. The increase in income tax expenses arose mainly from deferred tax expenses due to the charging out of deferred tax assets on reversal of provision as well as on subsidiaries which future taxable profit was unable to be set off against unutilised tax losses.

The Group's gearing reduced drastically from 0.11 in FY2020 to 0.05 in FY2021, signalling its strengthened financial position. Our approach includes trade and other payables as part of the borrowing, which has been taken into account when computing the net debt position. Lower gearing in FY2021 were due to the reduction in loan commitment of RM13.5 million and increase in other investment and cash and cash equivalent of RM21.6 million primarily in Housing Development Account of RM17.3 million.

In FY2021, the Board of Directors decided not to declare any dividend payout for the financial year under review to conserve the cash flows during the pandemic and to explore other business opportunities. However, given the turn of the economy and the prospects of recovery, the Board of Directors will consider plans to declare dividends in the near future to provide our shareholders with return on their investment.

Segmental Financial Performance

Property Development

Although the property market remained soft throughout the year, the lifting of the pandemic containment measures towards the last quarter of FY2021 allowed the Group to commence with construction and property development works.

This opening has given the property segment the opportunity to market its inventory and carry out construction works. The Group's property development segment recorded a higher revenue of RM76.1 million in FY2021 as compared to RM57.1 million in FY2020. The increased revenue came mainly from the completed and ongoing phases of the Encorp Cahaya Alam development project with a revenue of RM73.9 million in FY2021 over RM50.1 million in FY2020. Ongoing phases in Encorp Cahaya Alam comprising Clover and Lily parcels managed to generate revenues of RM68.7 million in FY2021 as compared to RM48.0 million in FY2020.

Due to the property overhang situation and the COVID-19 pandemic, sales of high-rise properties in Johor and Kota Damansara remained weak thus affecting our efforts to reduce unsold stocks.

01

02

03

04

05

06

07

08

09

10

Property development revenue (by projects)

Property development revenue	2021 (RM'000)	2020 (RM'000)
Completed properties		
Encorp Marina Puteri Harbour	2,143	(1,449)
Encorp Strand Residences	51	(397)
Encorp Strand Garden Office	-	1,722
Encorp Strand Garden Office (carpark)	-	7,038
Akasia I, Encorp Cahaya Alam	995	-
Dahlia, Encorp Cahaya Alam	4,174	2,139
Ongoing phases		
Clover, Encorp Cahaya Alam	46,211	48,001
Lily, Encorp Cahaya Alam	18,802	-
Rumah Idaman, Encorp Cahaya Alam	3,706	-
Total	76,081	57,054



Encorp Strand Residences

The Development Rights Agreement (DRA) to jointly develop Rumah Idaman affordable homes in Encorp Cahaya Alam that was entered into by Must Ehsan Development Sdn Bhd (MEDSB), a subsidiary of the Group, with PNSB Construction Sdn Bhd (PNSB) and MGB Berhad (MGB) in 2019, became unconditional. The sale of development rights contributed to RM3.7 million in revenue.

The property development segment posted a lower PBT of RM1.6 million in FY2021 over a Loss Before Tax (LBT) of RM3.6 million. The lower PBT in FY2021 was due to expected credit loss on its subsidiary of RM16.1 million. The expected credit loss was eliminated at the Group level.

Investment Property

The Group's investment property business segment rose slightly by RM0.3 million in revenue to RM4.6 million in FY2021 compared to RM4.3 million in FY2020, mainly as a result of the easing of movement restrictions in 2021. The LBT narrowed to RM11.6 million in FY2021 compared to LBT of RM28.1 million in FY2020. Given the movement restrictions imposed for the most part of the year, the retail business remained weak and challenging. Consequently, the fair value of investment properties were impaired by a further RM1.6 million in FY2021 compared to RM19.0 million in FY2020.

Concessionaire

The concessionaire business segment continued to generate a steady flow of income with revenue recorded at RM66.0 million and a PBT of RM0.4 million in FY2021, compared to revenue of RM72.7 million and PBT of RM1.7 million in FY2020. The concessionaire income is payable by the Government following completion and handover of each cluster of the teachers' quarters up to the end of the concession period in FY2028.



FY2021 NON-FINANCIAL PERFORMANCE

From our annual materiality matters review, safety and health has been deemed the most significant material issue. Given the nature of our business in property and construction, as well as the COVID-19 pandemic, the nature of work and the workplace has changed significantly.

The safety and health of our people are the top priority for the Group, and we are particular about stringent adherence to Safety & Health policies and practices, especially at the construction sites. Our commitment to abiding by these standards has resulted in the Group achieving zero Lost Time Injury (LTI) consistently over the years, including in FY2021.

Safety and health has also become the top issue following the pandemic and is a topic that the Group takes very seriously and places as a priority across its various businesses. Following from the safety and health efforts we implemented at the onset of the pandemic in 2020, we emphasised the need to continue adopting these measures throughout 2021. This included encouraging our people to be fully vaccinated and boosted as mandated by the Malaysia Ministry of Health. Our priority on this matter was further demonstrated by the Group's leadership in setting the tone from the top to influence conduct and compliance. Our top management leaders continue to be actively involved in the Safety and Health Committee.

Supporting our people by upskilling them through training has been crucial to future-proof our business, especially given the evolving direction of the business. While training hours reduced drastically in 2020 due to the changing nature of working remotely, we put in place more online training programmes in 2021. Based on the training programmes provided, the average training hours per employee increased to 37 hours in 2021 compared to the average of 18 hours per employee charted in 2020. We were also mindful of striking a healthy balance in offering a good amount of online training to avoid 'zoom fatigue' given that many business meetings and discussions were also conducted online.

As a conscientious corporate citizen, the Group is mindful of our impact and influence on our communities and our people. We look to strengthen our relationship with the communities in which we operate and support their well-being through various social and corporate responsibility programmes.

(More information on our non-financial performance can be found in the Sustainability Report on page 37)



MANAGING OUR RISK

Effective risk management is crucial to mitigate adverse impacts and is integral to our long-term sustainable growth. The Group adopts a holistic approach to managing risks and opportunities across all our business segments and maintains a focused approach to review, appraise and assess the controls and actions in place to mitigate and manage the overall Group's risk exposure. For FY2021, risks and opportunities were identified, reviewed and reflected as mitigating actions in our renewed five-year 2021-2025 Strategic Business approach.

The Group's risk identification and mitigation actions during the year were crucial towards ensuring the business' ability to withstand the impacts of the COVID-19 pandemic. We reviewed and enhanced the COVID-19 Business Continuity guidelines and standard operating procedures according to regulations which include obtaining the Ministry of International Trade and Ministry of Malaysia (MITI)'s approval for ENCORP to continue operations during the movement restriction order, as well as with the Malaysian National Security Council, Construction Industry Development Board (CIDB) and other related local authorities.

We focus on principle risks that could affect our business through our risk management framework. On a quarterly basis, the Management raised issues of concern and recommended mitigating actions for deliberation and implementation at the Audit, Risk and Governance Committee.

(More information on our risk management can be found in the Statement on Risk Management & Internal Control on page 98)

01

02

03

04

05

06

07

08

09

10



UPHOLDING STRONG GOVERNANCE

The Group is committed to building a strong organisation of integrity and governance as the Board sets the tone at the top. Our commitment to good corporate governance practices is embodied in our core values, the first of which is to be Ethical. ENCORP's commitment towards creating a culture that is fair, transparent and with integrity is performed through the establishment of Code of Conduct and Business Ethics which are extended to our employees and business partners whereby they are required to demonstrate their commitment through a pledge and compliance. Additionally, Management also has established a whistle blowing policy and guideline to encourage reporting of misconduct and issues on integrity and governance.

(More information on our corporate governance initiatives can be found in the Corporate Governance Overview Statement on page 77)



AWARDS AND RECOGNITION

ENCORP's core values of being Ethical, aiming for Success, building strong Relationships with mutual trust and respect, and always Learning to progress further have stood the organisation in good stead as it fosters a collaborative and engaging workplace. The Group is honoured to be recognised with the award for 'Best Companies to Work for in Asia 2021' by HR Asia. This is a validation of the efforts we have undertaken in our journey to foster an environment where our employees can feel fully engaged and valued, as they strive for excellence. We are humbled and motivated to continue to progress further.



SEGMENTAL REVIEW

Property Development Updates

Although the property market was affected and has yet to recover to its pre-pandemic levels, ENCORP's property development segment charted a commendable performance as our products catered to purchasers who valued quality and location.



ENCORP CAHAYA ALAM, SHAH ALAM

GDV : RM960 million

Land size : 210 acres

Undertaken by : Must Ehsan Development Sdn Bhd

Encorp Cahaya Alam located in Seksyen U12, Shah Alam, is a mixed development consisting of residential and commercial properties. It has a gross development value (GDV) of RM960 million and is expected to be fully developed by 2024. This signature township development's strategic location boasts central connectivity to the North-South Highway (NSE) and the Federal Highway, with easy access to other neighbouring districts such as Klang, Subang Jaya and Petaling Jaya, among others.

Encorp Cahaya Alam is surrounded by green spaces, parks and playgrounds, anchored by a central man-made lake that promotes healthy and community-based living. It is also near the Taman Botani Negara Shah Alam. The township is also connected to many public facilities and amenities which include sports facilities, shopping malls, public and private schools, and hospitals. The parcels in Encorp Cahaya Alam are designed with Encorp's uncompromising commitment to its QSVS principles which are reflected in the well-received modern and innovative designs.



01

02

03

04

05

06

07

08

09

10

COMPLETED



DAHLIA
2 Storey Link House

A leasehold residential precinct comprising 171 double-storey link houses with a modern contemporary design and open concept interior in a secure guarded and gated neighbourhood, was launched in November 2017 and completed in October 2019. As at FY2021, this residential enclave has achieved 98% sales.

COMPLETED



CLOVER
2 Storey Link House

Launched in June 2019, it comprises 143 double-storey link homes offering stunning views of the man-made lake amid a green, landscaped park. Designed with the modern family in mind, the homes offer a sense of luxury living among nature. The Clover concept was very well received by purchasers and has achieved 97% sales as at end 2021. Construction activities, which were halted in 2020 and 2021 due to the movement control orders, have been given a five-month extension by the Ministry of Housing and Local Government.

ON-GOING



LILY
2 Storey Link House

The 92 units of elegant and spacious two-storey link homes comes with a choice of two distinctive facades – barn-shaped or groove strips. The parcel has a GDV of RM70.9 million, and was launched in November 2020 amid the uncertainties of the pandemic. Given the heightened caution exercised amid the pandemic and without a Sales Gallery or Show unit, Lily received tremendous response, achieving a 93% sales rate as at end 2021. ENCORP showcased Lily via a 3D walkthrough for sales and presentation, and leveraged social media for its advertising efforts. As at FY2021, 26% of the construction has been completed.

Upcoming Launches in Encorp Cahaya Alam

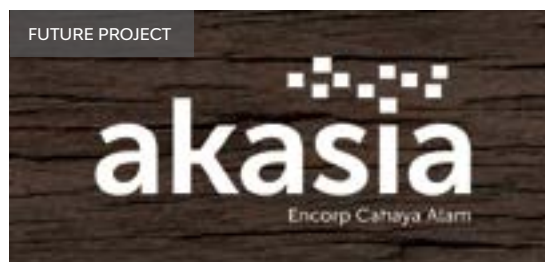
FUTURE PROJECT



IRIS
2 Storey Link House

Iris is our latest two-storey residential link homes project that will comprise 59 units and be developed on 5.48 acres with a total GDV of RM53.4 million. Iris was previously named Hibiscus, as elaborated in our previous 2020 Annual Report. The Iris home design concept takes its inspiration from nature with augmented natural lighting and a spacious layout with generous ceiling height to convey a sense of grandeur. The parcel will be launched in July 2022.

FUTURE PROJECT



AKASIA 2
2 Storey Superlink House

The second phase of the Akasia concept homes, will comprise 112 units of double-storey superlink houses which will be developed on 8.33 acres. The parcel is situated next to Akasia 1, with a GDV of RM100.7 million and will be launched in October 2022.

These upcoming projects will keep the Group busy until 2024 and will serve to contribute positively to ENCORP's recurring income stream.



ENCORP MARINA PUTERI HARBOUR

GDV : RM621 million

Land size : 3.3 acres

Undertaken by : Encorp Iskandar Development Sdn Bhd

Encorp Marina Puteri Harbour is a prestigious high-rise service apartment and commercial development with a GDV of RM621 million. Located in Johor's upper-end enclave of Iskandar Puteri, the development stands out as a key landmark in the city for its sophisticated and ultra-modern architectural design and carries ENCORP's signature QSVS tenets. Built on 3.3 acres, Encorp Marina Puteri Harbour comprises 571 residential units and 25 commercial units. It boasts unrivalled views overlooking the Straits of Johor and Singapore as well as connected to amenities and facilities to complement a luxurious waterside lifestyle.

This development was fully completed in 2018. While the interest for the property remains high, the overhang situation in Johor, the second-highest in the country in 2021, has had an impact on the property. As at FY2021, a total of 89% of residential units and 36% of commercial units have been sold.

TEA TREE CLOSE, COCKBURN CENTRAL, PERTH, AUSTRALIA

Land size : 2.7 acres

Undertaken by : Encorp Development Pty Ltd

Cockburn Central is a bustling inner-city hub located approximately 20km from Perth Central Business District (CBD). It is regarded as a hub for southern suburbs within the Greater Perth area with abundance of amenities, government, and medical support services.

The Group's international landbank is located on North Lake Road, captured in the Muriel Court Structural Plan – Cockburn Central North. The area is earmarked to be the largest activity centre, outside of Perth CBD.

Cockburn Central is also regarded as a transportation hub with train and bus facilities congregating from surrounding areas before connecting to other hubs. The newly completed North Lake Road exit (December 2021) provides direct access to Kwinana Freeway, cutting a further 10-minute travel to the city by car.

Some of the amenities and facilities nearby:

- Gateway Shopping Centre – 800m
- Cockburn Aquatic Recreation Centre (ARC) – 100m
- Department of Transport and Licensing Centre – 1.2km
- District Police – 400m
- Fire Station – 100m
- Hospital & Medical Centres – multiple facilities range from 1km to 8km
- Adventure World Theme Park – 5km
- Jandakot Commercial & Business Hub – 2km

The Perth property market softened in 2016 following the global crumble of the Oil and Gas resource sector. Also, with the global COVID-19 pandemic, Australia has imposed containment measures from 2020 which have recently been lifted cautiously in February 2022⁴. Given the soft property market over the years, the Group has not embarked on development work for the time being but will be reviewing the market and landscape moving forward before making a decision on when to commence work.

⁴<https://www.bbc.com/news/world-australia-60582788>



Encorp Strand

ENCORP STRAND, KOTA DAMANSARA

GDV : RM1.18 billion

Land size : 45 acres

Undertaken by : Must Ehsan Development Sdn Bhd

Encorp Strand is our completed multi award-winning mixed development with a GDV of RM1.18 billion and situated within a 45-acre neighbourhood in the thriving hub of Kota Damansara, Petaling Jaya. It is strategically connected to mature and established townships such as Mutiara Damansara, Damansara Perdana, Bandar Utama, and Taman Tun Dr Ismail and is well served by many connected highways. It comprises 265 business units, 150 retail outlets, 14 blocks of self-contained garden offices and 278 service residential units.

The Encorp Strand Garden Offices and the Encorp Strand Residences make up the two main components of this integrated development. The low-density Encorp Strand Garden Offices with boutique offices built across six and seven-storey shop offices give a nod to nature through its incorporation of greenery within the development, with a sky-bridge connecting exclusively to the private enclave of penthouse units. The Encorp Strand Residences is 278 units of service apartments located just above the Strand Mall with plenty of amenities and nearby to a hypermarket, medical centre, university and schools. The Residences boast Fourth Industrial Revolution technology capabilities integrated into the smart-enabled homes which allow for integrated home control from mobile devices and an advanced three-tier security system. It features luxury lifestyle facilities such as a sunken tennis court, children's playground, integrated fitness facilities and a putting green for avid golfers.

With just 5% of the units for the Encorp Strand Garden Offices and 10% for Encorp Strand Residences remaining unsold due to the dampened market from the pandemic, the Group explored novel ideas to monetise these units. Among those, the Group transferred 516 carparks from inventories to investment properties to generate investment income. This strategy saw an encouraging upward trajectory of our homestay revenue in FY2021.

Property Development Segmental Outlook

Despite the challenges posed to the property development business segment arising from external market factors, landed residential properties in Encorp Cahaya Alam continue to appeal to homebuyers because of its strategic location and matured township. Moving into FY2022, the Group is poised to pick up its development pace on projects that were sidelined or put on hold due to the movement restriction orders imposed on parts of the year. The upcoming new parcels of Iris and Akasia 2 in Encorp Cahaya Alam will be launched in 2022, and we anticipate that they will receive as good a response as our previous launches. We will also intensify our sales and marketing efforts for landed properties at Encorp Cahaya Alam in Shah Alam, as well as high-rise properties in Encorp Marina Puteri Harbour, Encorp Strand Garden Office and Encorp Strand Residences, by offering attractive sales packages. Nevertheless, given the overhang situation, we are mindful of the outlook for high-rise commercial and residential properties in Kota Damansara and Johor Bahru which can be challenging.

The Group also entered into a joint-venture agreement with FELDA in March 2022, for a mixed-development project on a 46-acre land at FELDA Chuping, Perlis, worth an estimated RM88.8 million. The restoration and redevelopment of the project is part of the 'Perumahan Warga FELDA' programme initiated by the government to meet the increased demand for affordable homes by FELDA's second generation. The two-phased masterplan development is scheduled

01

02

03

04

05

06

07

08

09

10

to be completed over a period of 54 months. The first phase will be on 25 acres and will focus on the restoration and redevelopment of 224 residential units, together with 17 commercial units capitalising on existing established infrastructure and existing matured surrounding development, for a period of 18 months. The second phase of the development will be on 21 acres focusing on the development of 13 commercial lots, 270 low- to medium-end residential units and a petrol station, for a period of 36 months.

This marks another crucial milestone of synergistic collaboration within the FELDA Group which would add strength to ENCORP's transformative efforts to re-shape itself to become a formidable player within the property industry. ENCORP has always been and will continue to be a proud partner of the Government's affordable housing agenda in realising homeownership dreams.



Signing ceremony of Joint Venture Agreement with FELDA

Retail Mall Updates

The retail mall sector in FY2021 continued to soften affected by the prolonged lockdowns and shifting customer behaviour to online shopping. The overall performance of shopping complexes in Malaysia recorded an occupancy rate of 76.3%, down from 77.5% in 2020.⁵



Strand Mall, Kota Damansara

STRAND MALL, KOTA DAMANSARA

Shop Lots Inside The Mall
Shop Offices At Red Carpet Avenue

The Strand Mall is the central point of the Encorp Strand development, in the thriving Kota Damansara enclave, and is conveniently accessible via the North Klang Valley Expressway (NKVE), the Damansara - Shah Alam Elevated Expressway (DASH) and the Lebuhraya Damansara Puchong (LDP), by way of Persiaran Surian and Persiaran Mahogany. Positioned as a lifestyle neighbourhood mall, the Strand Mall has a reasonable tenancy mix and offers shoppers and visitors shopping, dining, entertainment

⁵NAPIC Annual Property Market Report 2021, published on 1 April 2021



and other lifestyle needs. The mall is spaciouly designed with harmonious elements, skylight ceilings and premium facilities, with a total lettable area of 246,536 square feet (sqft.) spread out over four levels with 1,709 covered parking bays and outdoor parking.

The Red Carpet Avenue (RCA) is a uniquely designed 90-ft-wide and 800-ft-long covered, climate-controlled al fresco boulevard which provides dining and entertainment outlets at street level. With a total lettable area of 176,371 sqft., the space is suitable for events and tastefully combines alfresco dining and retail therapy.

Given that Malaysia was under various iterations of the movement restrictions for the better part of FY2021, occupancy rate for the Strand Mall dipped even further from 62% at end FY2020 to 58% at end FY2021. At the end of the year, the Strand Mall reduced its number of tenants from 33 in FY2020 to 29 in FY2021, while RCA shop offices maintained its number of tenants at 32 for the year in review.

Nevertheless, we managed to secure seven new tenants occupying 13 lots across a total of 15,009 sqft. for both the Strand Mall and RCA. The new tenants for the Strand Mall included BuyBye, Nail It Creations, Maxis Broadband and Must Ehsan Development for its sales gallery, while RCA shop offices welcomed Hanan Medicare, Foodle, and Esthetic Medical Solutions. The Strand Mall also renewed tenancy agreements with anchor tenants TGV Cinemas and Matrix Parking.

In FY2021, footfall traffic to the mall increased by 30% compared to the year before, as movement restrictions eased in phases. However, the footfall in 2021 was still not as high as pre-pandemic levels in 2019. The increased footfall was also a result of the various marketing and promotional events undertaken to attract shoppers.

During the year in review, Strand Mall provided community service by collaborating with our tenant Alpha IVF & Women Specialist as the COVID-19 Vaccination Centre (PPV) as well as a venue for a drive through swab test. We have also organised events which included Food Truck Fest, The Kids Playground, Kids Apparel & Toys, Ramadan Food Truck Fest & Car Boot Sale!, a jump rope clinic with Amir JRM, a Deepavali fashion show, Weekly Roller Blade, Armani The Auditions, and Malaysia Thailand Halal Food Festival. The Mall has always been a preferred venue for shooting television commercials. In FY2021, we lent our spaces for a Cadbury Zip production, the Entrepreneurial Idol 2021 for RTM2 production as well as a drama series for RTM and Astro Ria.

Retail Mall Segmental Outlook

There are expectations that the retail industry will continue to face pressure after suffering weak retail sales in the past two years as it recovers from the impact of the COVID-19 pandemic. Retail growth was adversely affected by the prolonged lockdowns caused by the COVID-19 pandemic that shifted consumers' buying behaviour to online shopping as the new norm. Nevertheless, as Malaysia moves into an endemic phase in 2022 and travel restrictions are lifted progressively, retail sales are expected to improve.

We expect pressure on securing new and renewed tenancy rates but we have embarked on and will continue to structure attractive leasing terms to increase the occupancy rate for the Strand Mall and RCA for FY2022. We will also support our tenants through rent relief for non-essential tenants and negotiate settlement for outstanding arrears. This would include improving micro revenue and credit control such as increasing administrative fees for tenancy agreements and imposing new parking rates. We will focus on securing specialised and anchor tenants that will boost footfall as well as attract events and promotions to be featured at the Strand Mall and RCA.

Alongside these initiatives to secure more tenants and increase footfall into the mall, we have also enhanced measures towards fostering contactless payments which includes converting the carpark in the mall to be fully cashless with Touch n Go, Visa and MasterCard Pay Wave and Olapay applications for season parkers.

Management is also planning a makeover of the mall and RCA to increase the attractiveness of the mall as a popular destination.

01

02

03

04

05

06

07

08

09

10



OUTLOOK FOR FY2022

Malaysia's economy is projected to grow between 5.3% to 6.3%⁶ in 2022 as vaccination rates rise, borders re-open and economic activities normalise on the back of continued policy support as the country moves into an endemic phase as of 1 April 2022. The gradual implementation of spending plans as articulated in the 12th Malaysia Plan for 2021 to 2025 will also be a supportive factor for near-term growth.⁷ However, emerging variants of the virus, as well as geopolitical conflict in Eastern Europe, remain matters of concern as they are expected to have an impact on global supply chains, commodity prices and market confidence.

According to the Property Market Report 2021 by NAPIC, given the recovery in the economy, the property market is expected to regain its momentum although the market landscape will continue to be challenging. Various initiatives have been identified under the National Budget 2022 to spur the property market in the upcoming year. These include exemption of Real Property Gains Tax (RPGT) on disposal of properties from the sixth year onwards, allocation of RM1.5 billion for low-cost housing projects to promote property ownership among low-income groups, allocation of RM2.0 billion under the Housing Credit Guarantee Scheme to assist gig workers and small traders without steady income to apply for a mortgage loan, as well as stamp duty exemption for first time home buyers on instruments of transfer and loan agreements for residential property worth up to RM500,000.

Although the retail market is still recovering from the impact of the pandemic on livelihoods, the relief programmes by the government to support Malaysians, together with the easing of containment measures and lifting of travel restrictions are expected to increase sales and footfall traffic in retail outlets.



OUR FOCUS IN FY2022

We are adopting a cautiously optimistic outlook for FY2022. We will be guided by our realigned strategy to build sustainable income, expand portfolio diversification, and elevate corporate rebranding which is articulated in our 2021-2025 Business Strategy to navigate the business towards a growth trajectory.

Our Encorp Cahaya Alam project serves as a bright spark as it continues to find good appeal and strong demand from purchasers. We will be leveraging attractive marketing and sales offerings targeted to our upcoming launches of Iris (previously Hibiscus) and Akasia 2 in Encorp Cahaya Alam, as well as the remaining inventory in Encorp Cahaya Alam. We will also look to enhance sales packages for the high-rise properties in Encorp Marina Puteri Harbour, Encorp Strand Garden Office and Encorp Strand Residences. However, the overhang situation for high-rise commercial and residential properties in Kota Damansara and Johor Bahru which remains weak and challenging remain a matter of concern to us.

Our relationship with FELDA has also opened further opportunities. Of note for the year ahead would be the joint venture to develop 46 acres of land at FELDA Chuping, Perlis. We will continue to source for opportunities to support FELDA's affordable housing projects as well as that of the government's institution housing schemes. We will also keep an eye out on potential and viable land banks for development, especially in projects that are affordable and in areas with a lesser degree of overhang. We will also look into collaboration opportunities with business associates and real estate partners.

On the property development and construction front, we are mindful of the rising cost of materials amid supply chain issues and will continue to adopt a prudent approach to managing development costs by exploring new construction technologies. One of the ways in which we will do this is by adopting Industrialised Building System (IBS) to better rationalise project costs.

⁶<https://www.bernama.com/en/news.php?id=2067061>

⁷<https://www.theedgemarkets.com/article/oecd-forecasts-malaysia-economy-grow-6-2022>



01

02

03

04

05

06

07

08

09

10

In light of accelerated digital transformation, which was necessary in the wake of the pandemic, we will continue to leverage digital marketing platforms and social media to boost awareness of our brand and products, and expand into new target segments. These new marketing channels will also be applied to our retail mall marketing activities with the objective of increasing occupancy rates for the Strand Mall and RCA.

As part of our strategy to strengthen sustainable income, the Group is amenable to expanding its service offerings. One of these is to establish a facilities management function to support the maintenance of our buildings and assets instead of outsourcing these functions. We are also looking at diversifying our revenue stream by offering consultancy and advisory services in the areas of property management and construction. Other complementary sectors such as mining, water and renewable energy will also be reviewed in regard to building income diversification.

Underscoring these strategic imperatives and initiatives for the upcoming year is our commitment to managing financial prudence in managing and operating our business. We believe the strategy to strengthen our business sustainability is well placed to serve the Group's journey towards building growth.



Perumahan Warga Felda (PWF), Felda Chuping, Perlis



BOARD OF DIRECTORS



Tuan Haji Sr. Mohd Ali Bin Abd Karim

Independent Non-Executive Chairman

Age	Gender	Nationality
67	Male	Malaysian



Tuan Haji Sr. Mohd Ali Bin Abd Karim was appointed to the Board of Encorp Berhad on 14 September 2021.

Tuan Haji Sr. Mohd Ali has over 30 years of experience in the local construction Industry. He started his career with JUBM in 1986 and was appointed as Director in 1992 and subsequently he was Executive Chairman in 1999. Tuan Haji Sr. Mohd Ali has been appointed as a Director of Arcadis Projek Sdn Bhd since 1997. He retired in 2016 and remained as Non-Executive Chairman and Advisor in JUBM and Arcadis Asia until end of 2017.

Tuan Haji Sr. Mohd Ali was on the Board of Langdon & Seah Sdn Bhd as a Consultant back in year 1999. He served as a Director of PUSB Engineering Sdn Bhd, a company involved in oil and gas consultancy services for 10 years from 2005 to 2015.

Tuan Haji Sr. Mohd Ali was appointed as a Member of Corporation in Perbadanan PR1MA Malaysia (PR1MA) since October 2018 until September 2020.

Tuan Haji Sr. Mohd Ali experience and project expertise includes project management, master planning, cost planning, procurement and cost management of mega high rise building and civil engineering and infrastructure project in Malaysia.

Tuan Haji Sr. Mohd Ali is a Consultant Quantity Surveyor of Board Quantity Surveyors (CQS). He is a Fellow of Royal Institution of Chartered Surveyors (FRICS), Member of Royal Institution of Surveyors, Malaysia (MRISM) and Associate of International Cost Engineering Council (ICECA).

Tuan Haji Sr. Mohd Ali does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year.



01

02

03

04

05

06

07

08

09

10

**YBhg Datuk Haji Jaafar Bin Abu Bakar**

Independent Non-Executive Director
Chairman of the Audit, Risk and Governance Committee
Chairman of Nominating and Remuneration Committee

Age	Gender	Nationality
76	Male	Malaysian



Datuk Haji Jaafar was appointed to the Board of Encorp Berhad on 24 July 2014.

Datuk Haji Jaafar graduated with a Bachelor of Arts (Honors) from University of Malaya in 1969, he obtained a Masters in Public Policy and Administration from University of Wisconsin, Madison, U.S.A. in 1980, and is a Fellow of the Economic Development Institute of the World Bank, Washington D.C.

Datuk Haji Jaafar started his career as a Land Administrator in FELDA before joining the Malaysian civil services in 1970. He has since served in various senior positions within the Government Departments which included State Development Officer in Penang, Pahang and Kelantan, Deputy General Manager of Central Terengganu Development Authority and South Kelantan Development Authority, Director of Kelantan Land Development Board, General Manager of Kelantan State Economic Development Corporation, Deputy Secretary General of the Ministry of Domestic Trade and Consumer Affairs and Council Member of Malaysian Industrial Development Authority.

Datuk Haji Jaafar opted for early retirement from the civil service in 1991 and joined Koperasi Usaha Bersatu as Group General Manager of KUB Holdings Berhad. He subsequently took up a position as Executive Director of Damansara Realty Berhad and year later, he served as Managing Director. He served as Executive Chairman of Cold Storage (Malaysia) Berhad from 1996 to 1998 and President / CEO of Uniphoenix Corporation Berhad until 2006. He also served as a member of FELCRA Board from 1998 to 2007.

Datuk Haji Jaafar was a Chairman of Petaling Tin Berhad from 1997 to 2019. Currently, he is the Executive Chairman of Tajaria Sdn Bhd.

Datuk Haji Jaafar does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year.

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○ BOARD OF DIRECTORS



Mahadzir Bin Mustafa

Non-Independent Non-Executive Director
Member of Audit, Risk and Governance Committee

Age	Gender	Nationality
52	Male	Malaysian



Mahadzir Bin Mustafa was appointed to the Board of Encorp Berhad on 27 June 2019.

Mahadzir Mustafa brings with him over 24 years of experience in areas of financial and management accounting, taxation, corporate finance and treasury matters, within various industries, GLCs and MNCs, ranging from manufacturing, trading and distribution, highway concessionaire, e-commerce and water assets development.

Prior to his appointment in Federal Land Development Authority ("FELDA"), he was the CEO of Pengurusan Aset Air Berhad, the national water asset developer for the country.

Currently, he is the Deputy Director General (Management) at FELDA, responsible for strategic planning, finance, properties, information technology and procurement matters.

He sits on the board of several FELDA group of companies such as FELDA Middle East Sdn Bhd, FIC Properties Sdn Bhd and FIC UK Properties Sdn Bhd.

Mahadzir graduated with a Bachelor of Science in Accounting and Finance from the University of Wales at Aberystwyth, United Kingdom in 1993. He is a fellow of the Association of Chartered Certified Accountants and Member of the Malaysian Institute of Accountants.

Mahadzir does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year.



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**YBhg Datuk Shireen Ann Zaharah Binti Muhiudeen**

Non-Independent Non-Executive Director
Member of Nominating and Remuneration Committee

Age	Gender	Nationality
59	Female	Malaysian



Datuk Shireen Ann Zaharah Binti Muhiudeen was appointed to the Board of Encorp Berhad on 14 September 2021.

Datuk Shireen graduated with a Bachelor of Science in Business Administration from University of Southern California, United States in 1985, she obtained a Bachelor of Science in Business Administration from University of Southern California, United States in 1987.

Datuk Shireen was first appointed as a Director of FELDA on 26th July 2018. Following her appointment, she was then appointed as Chairman of FELDA's Investment Committee and Chairman of FELDA's Risk and Governance Committee.

Datuk Shireen is a seasoned investment professional starting her career in 1988 with Arab Malaysian Merchant Bank. In 1992, she joined the AIG Group until 2004. She was the CEO of AIG Investment Corporation (Malaysia) and was managing Emerging Asia equities. Datuk Shireen founded Corston-Smith Asset Management in 2004, an E.S.G. Asset management company that was an early signatory to the UNPRI in 2008. Datuk Shireen has a deep interest in ESG issues, which she believes is at the core of any sustainable business.

Datuk Shireen has served on various PLCs which include a port as well as a local bank. She has also served on a foreign bank board. On 1 March 2019, she was appointed as the Non-Executive Chairman of Bursa until April 30, 2020. She also served on the Economic Action Council from February 2019 to March 2020.

In recognition, Asian Investor in 2011 listed Datuk Shireen as one of The Most Influential Women in Asia-Pacific's Asset Management Industry and Forbes Asia in 2014 listed Datuk Shireen as Asia's 50 Power Businesswomen.

Datuk Shireen does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. She has not been convicted of any offence within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year.



BOARD OF DIRECTORS



Tuan Haji Lukman Bin Abu Bakar

Independent Non-Executive Director
Member of Audit, Risk and Governance Committee
Member of Nominating and Remuneration Committee

Age	Gender	Nationality
63	Male	Malaysian



Tuan Haji Lukman Bin Abu Bakar was appointed to the Board of Encorp Berhad on 14 September 2021.

Tuan Haji Lukman holds Bachelor of Urban and Regional Planning (Hons) from University of Technology Malaysia and Post Graduate Diploma of Housing, Building and Planning from Institute for Housing Studies, Rotterdam, Holland. He also attended Management Programme at Asian Institute of Management in Manila, Philippines.

Tuan Haji Lukman held various senior management positions in Johor Corporation (JCorp) and chairmanship and directorship of companies within JCorp Group. He started his career in 1982 as a Town Planning Officer. He was the Deputy Manager in 1989. He was then promoted to Senior General Manager of JCorp in 2006. He then served as Senior Vice President in JCorp in 2009. He was appointed as Chief Executive of Property Division of JCorp in 2011 until his retirement in 2019.

Tuan Haji Lukman's career in Johor Land Berhad (JLand) began in 2010 as the Managing Director. Upon his retirement at JCorp, he was appointed as the Business Advisor of JLand until 2020.

Tuan Haji Lukman was seconded to Pasir Gudang Municipal Council as Assistant Secretary back in 1989 and moved up to Manager cum Deputy Secretary in 1992. He also served as Secretary of Pasir Gudang Municipal Council in 2004. He was appointed as the first President of Pasir Gudang Municipal Council when the Pasir Gudang Local Authority was upgraded as a full-fledged Municipal Council on July 2008 and served until August 2009, upon the Council was handed over to the administration of the State Government of Johor.

Tuan Haji Lukman joined Sindora Berhad as the Deputy General Manager back in year 1993 and then promoted to General Manager in 1995 until 2004. He was appointed as a Board Member of DBhd from 2006 to 2014. Besides, he also served as a Board and Audit Committee member of Damansara Reits Managers Sdn Bhd back in 2010 to 2020. Currently, he sits as member of Majlis Agama Islam Johor (MAIJ) from 2015 until present. He is also a Board of Director in Waqaf An-Nur Corporation Berhad and Audit Committee Member of Permodalan Darul Takzim Sdn Bhd (PDT).

Tuan Haji Lukman does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year.



SENIOR MANAGEMENT TEAM



01

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03

04

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HAZURIN BIN HARUN
Group Chief Executive Officer52
AgeM
GenderMY
NationalityDate of Appointment **February 2021****IR. OOI WAH TECK**
Head of Property57
AgeM
GenderMY
NationalityDate of Appointment **May 2021****Academic/Professional Qualifications**

- Bachelor of Arts (Honours) in Accounting from Sheffield Hallam University, United Kingdom
- Fellow Member of Association of Chartered Certified Accountants
- Member of Malaysian Institute of Accountants

Past Experience

Actively involved and held various portfolios in Finance, Property and Infrastructure facilities with more than 25 years of experience including in public listed companies:

- Auditor in PricewaterhouseCoopers (1996)
- Operations Manager for Pengurusan Danaharta Nasional Berhad (1999)
- Financial Controller for Pembinaan BLT Sdn Bhd, a company owned by the Minister of Finance Inc. (2005)
- Chief Financial Officer for Symphony Life Berhad Group (formerly known as Bolton Berhad) (2006)

Declaration

- Does not hold directorship in any other public companies and listed issuers
- Does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company
- Has not been convicted any offences within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year

Academic/Professional Qualifications

- Bachelor of Science in Civil Engineering from University of Toledo, Ohio, USA
- Registered Professional Engineer with the Board of Engineers Malaysia
- Member of Institution of Engineers Malaysia

Past Experience

Actively involved and held various portfolios in Property and Construction Management with more than 29 years of experience including in international and public listed companies:

- Engineer for T.R. Worline & Assoc. Inc. Swanton, Ohio, USA (1990)
- Engineer for H.S. Liao Sdn Bhd (1991)
- Project Manager for WCT Engineer Berhad (1995)
- Senior Project Manager for Berjaya Land Berhad (2000)
- Project Director for ATC Project (Vietnam) Co Ltd (2005)
- Deputy General Director for Ocean Group of Companies (2008)
- Director of Projects for Petaling Tin Berhad/ Karambunai Corp Berhad (2011)
- Project Director for Grandmas Development Sdn Bhd (2013)
- Chief Operating Officer for DMIA (M) Sdn Bhd (2014)
- Project Director (Freelance) (2018)

Declaration

- Does not hold directorship in any other public companies and listed issuers
- Does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company
- Has not been convicted any offences within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year

SENIOR MANAGEMENT TEAM

WILLIAM SEOW
Head of Finance

50
Age

M
Gender

MY
Nationality



Date of Appointment **February 2012**

Academic/Professional Qualifications

- Bachelor of Business in Accounting and Computing from Swinburne University of Technology, Australia
- Member of Malaysia Institute of Accountants
- Member of CPA Australia

Past Experience

Actively involved and held various portfolios in Advisory, Finance and Property with more than 27 years of experience including in public listed companies:

- Consultant in Transaction Advisory Services and Assurance Department for Ernst & Young, Kuala Lumpur (1995)
- Senior Executive in Corporate Finance, Merger & Acquisition for Petaling Tin Berhad (2001)
- Finance Manager for Metroplex Berhad (2004)
- Senior Finance Manager for Sunway City Berhad and Sunway Berhad (2007)

Declaration

- Does not hold directorship in any other public companies and listed issuers
- Does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company
- Has not been convicted any offences within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year

LEE LAY HONG
Head of Legal and Company Secretarial

55
Age

F
Gender

MY
Nationality



Date of Appointment **July 2008**

Academic/Professional Qualifications

- Bachelor of Laws (LL.B Honours) degree from University of Leicester, United Kingdom
- Admitted as an Advocate and Solicitor of the High Court of Malaya in 1993
- Licensed Company Secretary

Past Experience

- Lee Lay Hong commenced her legal practice in litigation and subsequently ventured into commercial sectors. She has 29 years of experience in legal work, covering corporate and commercial, banking, litigation, industrial relations, intellectual property and construction, corporate secretarial and corporate governance matters
- Prior to joining Encorp, she has held leadership positions as Head of Legal and Group Company Secretary for Mah Sing Group Berhad and Head of Legal for Puncak Niaga (M) Sdn Bhd
- Awarded the 1st Asian Company Secretary of the Year Recognition Awards 2013 by Corporate Governance Asia, Hong Kong

Declaration

- Does not hold directorship in any other public companies and listed issuers
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- Has not been convicted any offences within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year



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HAIRIZAL BIN HOSMAN

Head of Marketing, Sales and Leasing

42

Age

M

Gender

MY

Nationality

Date of Appointment **March 2022****Academic/Professional Qualifications**

- National Technical Certificate in Electrical Technology (Installation & Servicing) from the Institute of Technical Education Singapore

Past Experience

Actively involved and held various portfolios in Property with more than 16 years of experience including in public listed companies:

- Sales Executive for Magna Prima Berhad (2007)
- Sales Executive for Symphony Life Berhad (2010)
- Assistant Sales Manager for Berjaya Land Berhad (Apr 2014)
- Sales Manager for Jakel Development (2015)
- Sales Manager for NAZA TTDI Sdn Bhd (2016)
- Senior Sales Manager for Setia Haruman Sdn Bhd (2018)

Declaration

- Does not hold directorship in any other public companies and listed issuers
- Does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company
- Has not been convicted any offences within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year

DATIN NORSYELA BINTI JAAFAR

Head of Human Resource and Administration Services

45

Age

F

Gender

MY

Nationality

Date of Appointment **February 2017****Academic/Professional Qualifications**

- Bachelor of Graphic Design & Marketing from Curtin University of Technology, Australia
- Master of Business Administration from INTI International University, Malaysia
- Member of Malaysia Institute of Human Resource Management
- Member of International Association of Human Resources

Past Experience

Actively involved and held various portfolios in Education and Property with more than 17 years of experience including in public listed companies:

- Assistant in Investor Relations and Corporate Planning for PECD Berhad (2005)
- Senior Manager in Network Development, Human Resource and Administration Services for Limkokwing University (2007)
- Senior Manager in Corporate Relations, Business Development and Human Resource for Studylink Sdn Bhd (2009)
- Head of Corporate Relations, Human Capital and Business Development for KRU Academy (2011)
- Manager in Business Development for Taylor's University (2013)

Declaration

- Does not hold directorship in any other public companies and listed issuers
- Does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company
- Has not been convicted any offences within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year

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○ **SENIOR MANAGEMENT TEAM**

ARMAN IDZMY BIN OMAR
Head of Risk and Governance

45
Age

M
Gender

MY
Nationality



Date of Appointment **October 2016**

Academic/Professional Qualifications

- Bachelor of Accounting and Finance from John Moores Liverpool University
- Master of Forensic Accounting and Financial Criminology from University Technology MARA, Malaysia
- Member of Institute of Enterprise Risk Practitioners

Past Experience

Actively involved and held various portfolios in Internal Audit and Advisory with more than 21 years of experience including in public listed companies:

- Internal Audit Executive for AmMerchant Bank Berhad (2001)
- Assistant Manager in Advisory Services for Ernst and Young (2005)
- Internal Audit Manager for DRB-HICOM (2010)
- Internal Audit Manager for Sapura Kencana Petroleum Berhad (2014)

Declaration

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- Does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company
- Has not been convicted any offences within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year

MAT AKHER HASSAN
Head of Technology

55
Age

M
Gender

MY
Nationality



Date of Appointment **August 2012**

Academic/Professional Qualifications

- Diploma in Computer Science from University Technology MARA, Malaysia
- Master of Information Technology from Open University Malaysia

Past Experience

Actively involved and held various portfolios in Logistics, Transportation, Warehousing & Depot, Broadcasting and Property with more than 32 years of experience including in public listed companies:

- Programmer for Shapadu Kontena Berhad (1990)
- Analyst Programmer for Diperdana Corporation Berhad (1995)
- Senior Executive in Information Technology for Konsortium Logistik Berhad (1997)
- System Analyst for Casaville Technology Services Sdn Bhd, a company owned by Natseven TV Sdn Bhd (2001)
- IT Manager for Glenmarie Properties Sdn Bhd, a subsidiary of DRB-HICOM Berhad (2012)

Declaration

- Does not hold directorship in any other public companies and listed issuers
- Does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company
- Has not been convicted any offences within the past 5 years, nor any public sanction or penalty imposed by regulatory bodies during the financial year





ENCORP BERHAD (Company No: 200001004231 (506836-X))

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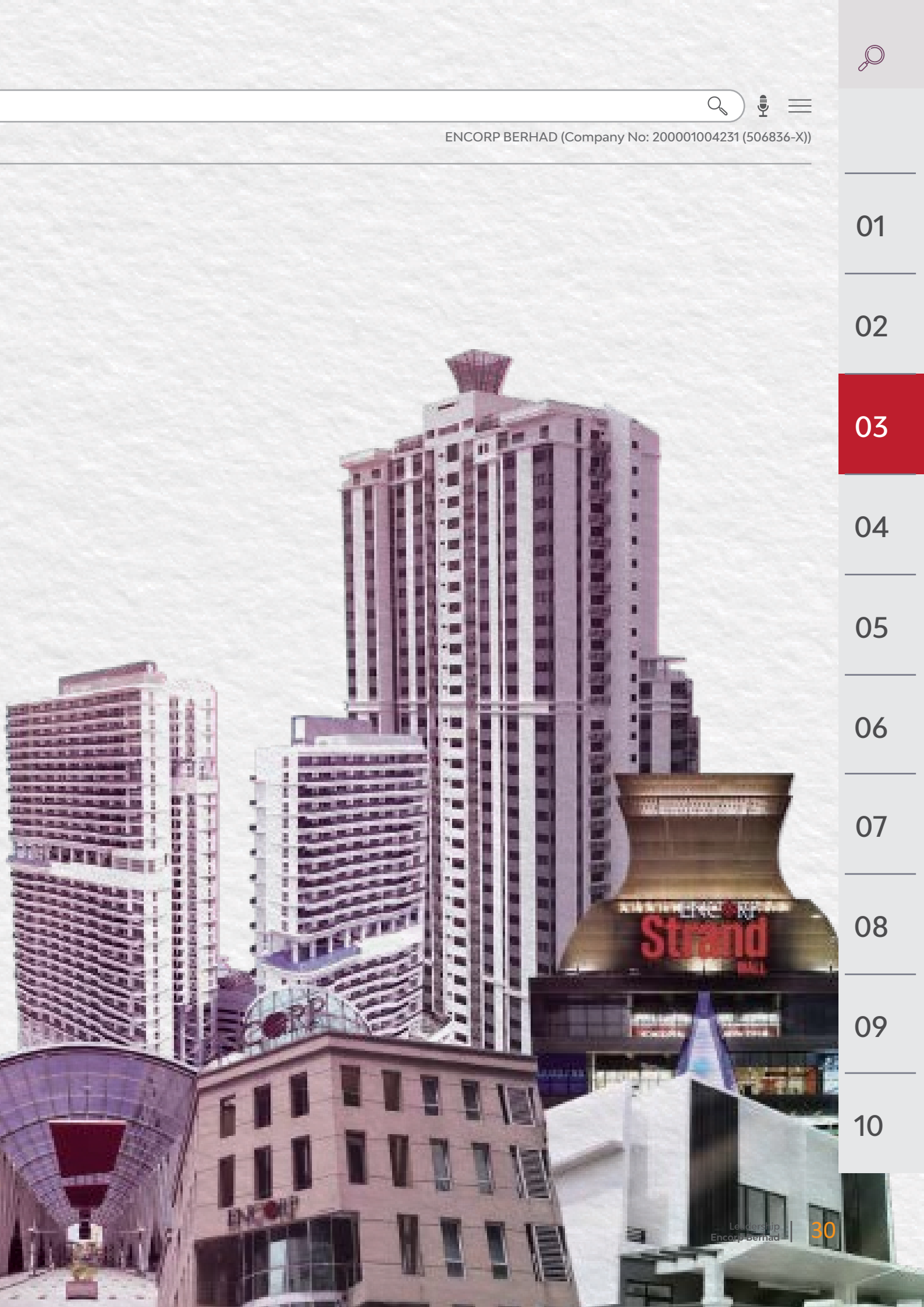
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●●●○ CORPORATE PROFILE

Listed on the Main Market of Bursa Malaysia Securities Berhad on 11 February 2003, Encorp Berhad (ENCORP or the Group) is a property development and management services company that is headquartered in Kota Damansara, Malaysia.

The Group's holding company is Felda Investment Corporation Sdn Bhd (FIC), the investment arm of the Federal Land Development Authority (FELDA), which holds a 62.30% equity stake.

ENCORP's four main business segments comprise property development, construction, concessionaire and investment property with property development as its core business area. The Group's footprint of landbanks and property portfolio encompasses Malaysia and Australia, all situated in strategically prime development locations.

Since inception, ENCORP has focused its value creation efforts towards engendering sustainable and meaningful outcomes for its ecosystem of stakeholders. The company has leveraged on its industry credibility and accreditations, and its proven track record in property development and management, to identify value accretive opportunities to drive its growth in the longer term and ensure its business sustainability.

A reflection of our contribution can be seen in our past and on-going developments in the various projects listed below.

Property Development

ENCORP is recognised for building value-added properties with innovative design, superior workmanship and finishing, within a well-planned concept. ENCORP's developments include:



Encorp Strand, Kota Damansara – a mixed development with gross development value (GDV) of RM1.18 billion and fully completed.



Encorp Cahaya Alam, Shah Alam – a mixed development consisting of residential and commercial properties with GDV of RM960 million and is expected to be completed by 2024.



Encorp Marina Puteri Harbour, Iskandar Puteri – commercial and serviced apartments with GDV of RM621 million and fully completed.



The Residences on McCallum Lane, Perth, Australia – a residential apartment with GDV of RM82.5 million and fully completed.



The Group's uncompromising commitment to stellar Quality, Standards, Value and Service (QSVS) is evident from its innovative lifestyle-centred developments, that seek to cater to evolving customer needs and expectations, centred on holistic lifestyles and community living that are the hallmarks of modern life. Complementing this is the Group's customer promise of providing excellent customer service, as propagated by its Two-pronged Customer-centric Strategy. ENCORP's unswerving commitment to QSVS resulted in Dahlia at Encorp Cahaya Alam being awarded a Quality Assessment System in Construction (Qlassic) rating of 71%, or "High Quality", by the Construction Industry Development Board (CIDB) in 2019; Encorp Marina Puteri Harbour receiving a Qlassic score of 75% in 2018, and Encorp Strand Residences a Qlassic score of 72% in 2017.

The Group has a range of subsidiaries, that specialise in specific areas related to its four main business segments. Encorp Must Sdn Bhd and Must Ehsan Development Sdn Bhd provide property development and construction services, and are accredited with ISO 9001:2015 certification. Encorp's investment property arm, Strand Mall Sdn Bhd manages Strand Mall, a lifestyle neighbourhood mall in Kota Damansara. Encorp Facilities Management Sdn Bhd specialises in facility management services, while Encorp Construction and Infrastructure Sdn Bhd provides industry-specific construction and infrastructure solutions. Both Encorp Construction and Infrastructure Sdn Bhd and Encorp Construction and Engineering Sdn Bhd are registered as Bumiputra Contractors Class A under the Contractor Service Centre (PKK) and both possessed a Grade G7 with the CIDB and Encorp Development Sdn Bhd is G4 certified by the CIDB, with Encorp Construction and Engineering Sdn Bhd having an additional electrical and mechanical specialisation CIDB certification.

Towards building robust foundations that will ensure the Group's sustained long-term value creation journey, ENCORP has effected its Transformation Journey towards becoming a leading company in the property development sector in Malaysia. Underlying this is ENCORP's focus on upholding the highest standards of corporate governance, which has been recognised through awards such as the Corporate Governance Asia Recognition Award 2013, the 1st Asian Company Secretary of the Year Award 2013 and the Best Investor Relations Company at the 7th Asian Excellence Recognition Awards 2017.

The Group highly values its employees, as it is human capital that drives its strategic performance and business outcomes. The Group's sustained efforts led to HR Asia identifying it as a winner in the Best Companies to Work for in Asia Awards for 2021, adding to awards obtained previously in 2017, 2018 and 2019, as well as the Silver Medal Award for Employer of Choice (Private Sector) at the Malaysia Human Resources Awards 2018.

ENCORP is constantly looking for opportunities to further expand its businesses locally and internationally in the property and construction arena.

Committed and dedicated to help move ENCORP in its journey of growth and expansion are led by the Board of Directors comprising of Tuan Haji Sr. Mohd Ali Bin Abd Karim (Non-Executive Chairman), YBhg Datuk Haji Jaafar Bin Abu Bakar, Encik Mahadzir Bin Mustafa, YBhg Datuk Shireen Ann Zaharah Binti Muhiudeen and Tuan Haji Lukman Bin Abu Bakar as well as Group Chief Executive Officer, Encik Hazurin Bin Harun.

01

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03

04

05

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CORPORATE INFORMATION

Board of Directors

Tuan Haji Sr. Mohd Ali Bin Abd Karim

Non-Executive Chairman,
Independent Non-Executive Director

Datuk Shireen Ann Zaharah Binti Muhiudeen

Non-Independent Non-Executive Director

Datuk Haji Jaafar Bin Abu Bakar

Independent Non-Executive Director

Tuan Haji Lukman Bin Abu Bakar

Independent Non-Executive Director

Mahadzir Bin Mustafa

Non-Independent Non-Executive Director

Audit, Risk And Governance Committee

Datuk Haji Jaafar Bin Abu Bakar
Chairman

Mahadzir Bin Mustafa
Member

Tuan Haji Lukman Bin Abu Bakar
Member

Nominating And Remuneration Committee

Datuk Haji Jaafar Bin Abu Bakar
Chairman

Datuk Shireen Ann Zaharah Binti Muhiudeen
Member

Tuan Haji Lukman Bin Abu Bakar
Member

Company Secretary

Lee Lay Hong
LS 0008444
SSM PC No. 201908002088

Auditors

Ernst & Young PLT (AF 0039)
Registration No. 202006000003
(LLP0022760-LCA)

Stock Exchange Listing

Main Market of Bursa Malaysia
Securities Berhad
Stock Name : ENCORP
Stock Code : 6076

Registered Office

No. 45-1, Jalan PJU 5/21
Pusat Perdagangan Kota Damansara
Kota Damansara PJU 5
47810 Petaling Jaya
Selangor Darul Ehsan

Tel: (6) 03 62867777
Fax: (6) 03 62867717
Email: encare@encorp.com.my

Share Registrar

Securities Services (Holdings) Sdn Bhd
Level 7, Menara Milenium
Jalan Damanlela
Pusat Bandar Damansara
Damansara Heights
50490 Kuala Lumpur

Tel: (6) 03 2084 9000
Fax: (6) 03 2094 9940
Email: info@sshshb.com.my

Principal Bankers

Malayan Banking Berhad

United Overseas Bank
(Malaysia) Berhad

Bank Islam Malaysia Berhad

CIMB Bank Berhad

Solicitors

Zul Rafique & Partners

Zaid Ibrahim & Co

P.Y. Hoh & Tai

Sanjay Mohan

Azmi & Associates



ENCORP BERHAD (Company No: 200001004231 (506836-X))

C O R P O R A T E S T R U C T U R E



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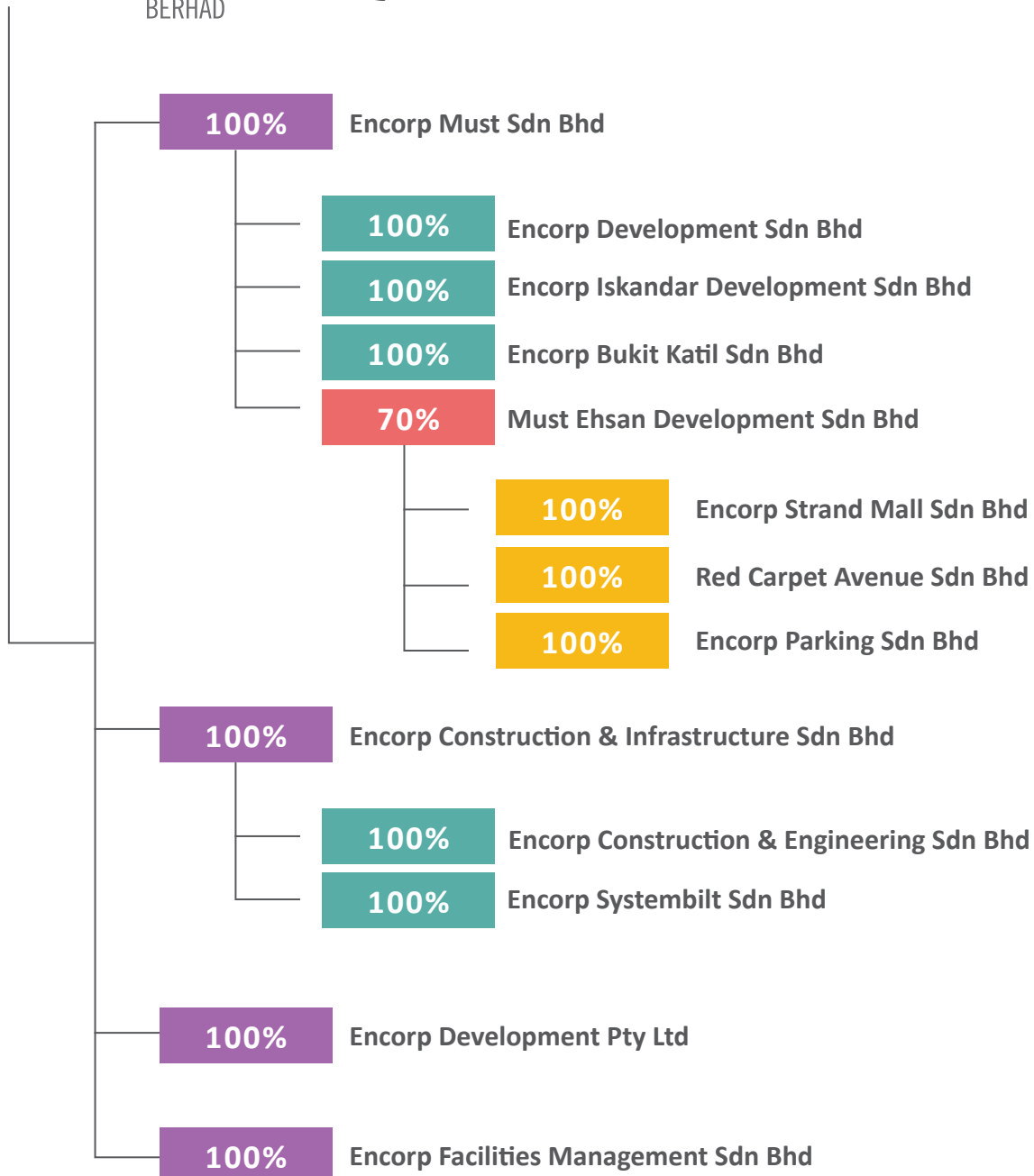
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Subsidiary Company	Percentage (%)	Principal Activity	Place of Incorporation
Encorp Must Sdn Bhd	100	Investment Holding and Property Project Management	Malaysia
Must Ehsan Development Sdn Bhd	70	Property Development	Malaysia
Encorp Strand Mall Sdn Bhd	100	Property Investment	Malaysia
Encorp Parking Sdn Bhd	100	Property Investment	Malaysia
Red Carpet Avenue Sdn Bhd	100	Investment Holding	Malaysia
Encorp Development Sdn Bhd	100	Property Development	Malaysia
Encorp Iskandar Development Sdn Bhd	100	Property Development	Malaysia
Encorp Construction & Infrastructure Sdn Bhd	100	Investment Holding and Construction Project Management	Malaysia
Encorp Systembilt Sdn Bhd	100	Concessionaire to build and transfer teachers' quarters to the Government of Malaysia	Malaysia
Encorp Construction & Engineering Sdn Bhd	100	General Trading	Malaysia
Encorp Development Pty Ltd	100	Property Development	Australia
Encorp Facilities Management Sdn Bhd	100	Facilities Management Services Provider	Malaysia
Encorp Bukit Katil Sdn Bhd	100	Property Development	Malaysia



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Clover, Encorp Cahaya Alam