

PROFILE OF BOARD OF DIRECTORS

Encik Mohd Yusmadi Bin Mohd Yusoff

*Independent Non-Executive Chairman
Chairman of Advisory Committee*



Gender
Male



Age
51 Years



Nationality
Malaysian



Date of Appointment
29 September 2023

Yusmadi has an illustrious career spanning over two decades as an Advocate and Solicitor of the High Court of Malaya, showcasing unparalleled excellence in both contentious and non-contentious cases.

Having been associated with several of Malaysia's premier law firms, he has advised and defended high-profile individuals and corporations both nationally and internationally. Currently, he serves as a Senior Partner at Fahda Nur & Yusmadi.

In addition to his significant legal achievements, Yusmadi has been deeply committed to public service. His term as a Member of Parliament for Balik Pulau, Pulau Pinang from 2008 to 2013, and as a Senator and Ahli Dewan Negara from 2018 to 2021, highlights his dedication.

Notably, during this time, he chaired the Senate Reform Committee, Executive Committee of the Commonwealth Parliamentary Association (CPA), Inter Parliamentary Union (IPU), and was appointed to the Parliamentary Committee on Anti-Corruption by Duli Yang Maha Mulia Seri Paduka Baginda Yang Di Pertuan Agong.



Yusmadi's contributions on the global stage are equally notable. He was chosen by the Secretary-General of the Commonwealth as an Election Observer for the Maldives Presidential Election in 2013.

He has also been a regular invitee to the Middle East Enriching Economy (Doha Forum), organised by the Qatar Government in collaboration with the Middle East Development Institute, UCLA. Furthermore, Yusmadi's invitation by Stephen Schwarzman of Blackstone, along with other selected global leaders, to be a Member of the Interview Panel of Schwarzman Scholars at Tsinghua University, Beijing, highlights his global recognition.

He has been honoured with esteemed recognitions like the first cohort of Lee Kuan Yew Senior Fellowship in Public Service at the Lee Kuan Yew School of Public Policy, National University of Singapore by the Government of Singapore, the Draper Hills Democracy & Development Fellowship at the Centre on Democracy, Development, and the Rule of Law, Stanford University, and the Hubert H. Humphrey Fellowship by the Fulbright Commission, USA.

Yusmadi holds an LL.B (Hons) from International Islamic University Malaysia (IIUM) and an LL.M in International Legal Studies from Washington College of Law, American University, Washington D.C. He has also been appointed as an Adjunct Professor at the International Institute of Islamic Thought & Civilization (ISTAC-IIUM).

His recent inclusion as a Member of the Consultative Council of Foreign Policy (CCFP) for the Ministry of Foreign Affairs of Malaysia's Madani Government further attests to his unique expertise in blending corporate leadership with governmental insights.

Mohd Yusmadi Mohd Yusoff 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.

PROFILE OF BOARD OF DIRECTORS

YBhg Datuk Haji Jaafar Bin Abu Bakar

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



Gender
Male



Age
79 Years



Nationality
Malaysian



Date of Appointment
24 July 2014

Datuk Haji Jaafar Bin Abu Bakar is a Malaysian whose career has been working with both the public and private sector institutions.

Datuk Haji Jaafar completed his studies at University of Malaya with Bachelor of Arts (Honors) in 1969. He obtained a Master's degree in Public Policy and Administration from University of Wisconsin's La Follete School of Public Affairs (Center for Development), Madison U.S.A in 1980. He is a Fellow member of 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 Service in 1970. Being an officer of the Malaysian Administrative and Diplomatic Service, he had been involved in the implementation of development plans at regional/state levels. He was State Development Officer of Penang, Pahang and Kelantan. He also had the opportunity to head public enterprises and actively involved in trust agency activities. He served as

Director/Chief Executive Officer (CEO) of Kelantan Land Development Board and later as General Manager/CEO of Kelantan State Economic Development Corporation from 1984 to 1990. He was one of the founding members of Gemaputra (Bumiputra Trust Agencies Union) and became its Chairman in 1988-1989.

Datuk Haji Jaafar has served as a Board Member of the Malaysian Industrial Development Authority. He completed his public service as Deputy Secretary General of the Ministry of Domestic Trade and Consumer Affairs in 1991.

Moving into private sector, Datuk Haji Jaafar became Group General Manager of Koperasi Usaha Bersatu Holdings Berhad (KUB) in 1991. He subsequently took up the position as Executive Director and Managing Director of Damansara Realty Berhad until 1995. He served as Executive Chairman of Cold Storage (Malaysia) Berhad from 1996 to 1998 and subsequently as President/CEO of Uniphoenix Corporation Berhad until 2006. He served as a member of FELCRA Board from 1998 to 2007. He was then a board member of Mission Biotechnologies Sdn Bhd and Mission Biofuels Sdn Bhd, the two subsidiary companies of Mission NewEnergy Limited which is listed on the Australian Stock Exchange (ASX), the company involves in biodiesel industry.

Datuk Haji Jaafar was a Director/ Chairman of Petaling Tin Berhad from 1997 until 2019. Currently, He is the 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, not any public sanction or penalty imposed by regulatory bodies during the financial year.



PROFILE OF BOARD OF DIRECTORS

YBhg Dato' Dr. Suzana Idayu Wati Binti Osman

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



Gender
Female



Age
57 Years



Nationality
Malaysian



Date of Appointment
3 November 2022

Dato' Dr. Suzana Idayu Wati Osman ("Dato' Dr. Suzana") holds a PhD in Finance from Universiti Putra Malaysia and completed the Advanced Management Programme at Harvard Business School in Boston, USA. She also holds a Master's in Business Administration (Finance) from University Putra Malaysia and a Bachelor of Arts (Honours) in Business Studies from the University of Huddersfield, United Kingdom.

Dato' Dr. Suzana is a distinguished and highly experienced C-suite professional with more than 30 years of expertise across various industries, bringing a wealth of strategic insights and transformative leadership to her roles. With a strong background in food, agriculture, financial services, and institutional asset management, she has held numerous board positions and C-level roles, offering unique perspectives in managing multi-business corporate entities and multi-asset financial portfolios. She served as Chairperson, Board of Directors and Advisors to more than 40 entities across various sectors such as plantation, downstream agri-business, oleochemicals, consumer goods, technology, travel, property, livestock, logistic, trading, fintech, education and private equity. Previously, she held significant positions in esteemed



organisations such as serving as Chairperson of the Board of Trustees at the Malaysian Sustainable Palm Oil (MSPO), Vice Chairperson of Institutional Investors Council Malaysia and a board member of Minority Shareholders Watch Group.

Dato' Dr. Suzana is presently a board member of MSM Malaysia Holdings Berhad and also serves on the Nomination and Remuneration Committee. In Addition, she is the Chairperson of IIUM Holdings Sdn. Bhd. and a Public Interest Director of Private Pension Administrator Malaysia (PPA), where she also serves on both the Audit and Risk Management Committee and the Nomination and Remuneration Committee. She is also a director of Encorp Berhad and a member of its Nomination and Remuneration Committee. Furthermore, she sits on the board of Felda Investment Corporation (FIC) Sdn. Bhd., where she is a member of the Board Governance, Risk and Audit Committee and the Board of Investment Committee. She also serves as a trustee on the Board Trustees of Yayasan FELDA.

Dato' Dr. Suzana was appointed as the Director-General of the FELDA effective 5 November 2024.

Dato' Dr Suzana does not have any family relationship with director and/or major shareholder or any conflict of interest with the company. She has not been convicted of any offence within the 5 years ago, nor has any public sanction or penalty been imposed by regulatory bodies during the financial year.

PROFILE OF BOARD OF DIRECTORS

Tuan Haji Lukman Bin Abu Bakar

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



Gender
Male



Age
66 Years



Nationality
Malaysian



Date of Appointment
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, and 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 progressed to 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 and 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 and 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 the 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 until August 2009, after the Council was handed over to the administration of the State Government of Johor.

Tuan Haji Lukman joined Sindora Berhad as Deputy General Manager in 1993 and was promoted to General Manager in 1995, a position he held until 2004. He later served as a Board Member of DBhd from 2006 to 2014 and was also a Board and Audit Committee Member of Damansara REITs Managers Sdn Bhd from 2010 to 2020. Since 2015, he has been a member of Majlis Agama Islam Negeri Johor (MAINJ), where he sits on various committees and serves as a Director of its subsidiary company. Additionally, he is a Board Director of Waqaf An-Nur Corporation Berhad and the Chairman of its Board of Tender Committee. He also serves as an Audit Committee Member of Permodalan Darul Takzim Sdn Bhd (PDT) and an Investment Committee Member of Yayasan Pelajaran Johor (H) Sdn Bhd (YPJH).

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.



PROFILE OF BOARD OF DIRECTORS

Nor Azira Binti Abu Bakar

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



Gender
Female



Age
46 Years



Nationality
Malaysian



Date of Appointment
27 March 2025

Nor Azira Abu Bakar (Puan Nor Azira) brings with her over 20 years of experience in financial and management accounting and treasury matters. She has held various senior leadership positions in both government-linked entities and the private sector, specializing in financial planning, risk management, regulatory compliance, and corporate reporting.

Nor Azira is currently serving as the Finance Director at Lembaga Kemajuan Tanah Persekutuan (FELDA) since November 2020. She plays a key role in supporting the organization's strategic and operational planning, identifying financial risks and opportunities, and implementing corrective actions to maintain financial stability.

Prior joining FELDA, Nor Azira served as Head of Finance at FGV Holdings Berhad, Felda Engineering Services Sdn Bhd and Felda Properties Sdn Bhd from 2007 to 2020. Earlier in her career, Nor Azira served as Accounts Executive at Maju Holdings Berhad, Opcom Holdings Berhad, and Suria Resorts Management Sdn Bhd.



Nor Azira presently serves as a Board Member for multiple FELDA subsidiaries, including Felda Asset Holdings Company Sdn. Bhd. (FAHCSB), Felda Plantation Management Sdn. Bhd. (FPMSB), FIC Integrated Property Management Sdn. Bhd. (FIC IPM), and Felda D'Saji Sdn. Bhd. Additionally, she is a Member of Jawatankuasa Pemandu Hal Ehwal Tanah FELDA FGV, Mesyuarat Jawatankuasa Kecil Penilaian Blueprint (MJKPB) Tanam Semula, and Jawatankuasa Tanam Semula Peringkat Ibu Pejabat. She also serves as treasurer for Yayasan FELDA and Koperasi Permodalan FELDA Malaysia 2 Berhad (KPF2), further strengthening financial oversight within these organizations. Her extensive involvement highlights her leadership in financial management, corporate strategy, and governance across FELDA and non-FELDA entities.

Nor Azira 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 has any public sanction or penalty been imposed by regulatory bodies during the financial year.

SENIOR MANAGEMENT TEAM

01



KAMARUL AZMAN BIN KAMARUZAMAN @ AMIR
 Acting Group Chief Executive Officer / Group Chief Financial Officer

02



WILLIAM SEOW
 Head of Corporate Strategy & Business Development Division

03



DATIN NORSYELA BINTI JAAFAR
 Head of Corporate Affairs & Communications Division

04



ARMAN IDZMY BIN OMAR
 Assistant General Manager, Risk, Governance and Integrity

05



EZZUDDIN BIN HASSAN
 General Manager, Property and Business Development & Green Ventures (Public Sector)

06



TS. HJ. MAT AKHER BIN HASSAN
 Senior Manager, Technology & Digital

07



SITI MASITAH BINTI IBRAHIM
 Company Secretary

SENIOR MANAGEMENT TEAM

01

KAMARUL AZMAN BIN KAMARUZAMAN @ AMIR
Acting Group Chief Executive Officer / Group Chief Financial Officer

Age	Gender	Nationality	Date of Appointment
52	Male	Malaysian	July 2024

Academic/Professional Qualifications

- B.A. (Honours) of Accountancy Studies, University of Portsmouth, United Kingdom
- Member of Association of Chartered Certified Accountants
- Member of Chartered Institute of Islamic Finance Professionals
- Member of Malaysian Institute of Accountants
- Member of Securities Commission Market Representation License

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

Past Experience

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

- Ernst & Young LLP, Kuala Lumpur (1998)
- KPMG Europe LLP, Bucharest (2005)
- PricewaterhouseCoopers LLP, Milton Keynes (2006)
- Financial Controller for Skrill Ltd, London HQ, United Kingdom (2010)
- Financial Controller for Aimia Inc. Ltd, London HQ, United Kingdom (2013)
- Director, Head of Finance & Investment Operations for CIMB Principal Asset Management Berhad (2013)
- Chief Financial Officer for Agrobank Berhad (2017)
- Chief Financial Officer for AmanahRaya Kenedix REITs (2023)

02

WILLIAM SEOW
Head of Corporate Strategy & Business Development Division

Age	Gender	Nationality	Date of Appointment
53	Male	Malaysian	February 2012

Academic/Professional Qualifications

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

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

Past Experience

Actively involved and held various portfolios in Advisory, Finance and Property with more than 30 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)

SENIOR MANAGEMENT TEAM

03

DATIN NORSYELA BINTI JAAFAR

Head of Corporate Affairs & Communications Division

Age	Gender	Nationality	Date of Appointment
48	Female	Malaysian	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 20 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 Resource and Business Development for KRU Academy (2011)
- Manager in Corporate Relations and Marketing 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

04

ARMAN IDZMY BIN OMAR

Assistant General Manager, Risk, Governance and Integrity

Age	Gender	Nationality	Date of Appointment
48	Male	Malaysian	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

Past Experience

Actively involved and held various portfolios in Internal Audit and Advisory with more than 24 years of experience including in public listed companies:

- Internal Audit Executive for AmMerchant Bank Berhad (2001)
- Senior Executive 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

- 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

05

EZZUDDIN BIN HASSAN

General Manager, Property and Business Development & Green Ventures (Public Sector)

Age	Gender	Nationality	Date of Appointment
57	Male	Malaysian	September 2014

Academic/Professional Qualifications

- Diploma In Town and Regional Planning from Institute Teknologi Mara
- Bachelor of Science in Town and Regional Planning from Institute Teknologi MARA
- Master of Business Administration from Universiti Kebangsaan Malaysia
- Member of the Malaysian Institute of Planner

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

Past Experience

Actively involved and held various portfolios in Property and Construction Management with more than 30 years of experience including in public listed companies:

- Executive in Planning and Liaison for Sri Damansara Sdn Bhd (1996)
- Senior Executive in Planning and Liaison for Sri Damansara Sdn Bhd (1998)
- Assistant Manager in Property Division for Land & General Berhad (1998)
- Manager in Property and Assets for Glenmarie Property Sdn Bhd, a subsidiary of DRB-HICOM Berhad (2010)
- Administrative Officer in the Housing Department for FELDA (2012)
- Planning Manager in Property and Construction for Felda Investment Corporation (2013)

06

TS. HJ. MAT AKHER BIN HASSAN

Senior Manager, Technology & Digital

Age	Gender	Nationality	Date of Appointment
58	Male	Malaysian	August 2012

Academic/Professional Qualifications

- Diploma in Computer Science from University Technology MARA, Malaysia
- Master of Information Technology from Open University Malaysia
- Registered Professional Technologist with the Board of Technologists Malaysia
- Member of Technology Association Malaysia
- Member of Malaysia Board of Technology

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

Past Experience

Actively involved and held various portfolios in Logistics, Transportation, Warehousing & Depot, Broadcasting and Property with more than 35 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)

SENIOR MANAGEMENT TEAM

07

SITI MASITAH BINTI IBRAHIM
 Company Secretary

Age	Gender	Nationality	Date of Appointment
37	Female	Malaysian	July 2024

Academic/Professional Qualifications

- Diploma in Public Administration from University Technology MARA
- Bachelor of Corporate Administration from University Technology MARA
- Affiliate Member of The Malaysian Institute of Chartered Secretaries and Administrators
- Licensed Company Secretary

Past Experience

Actively involved and held various portfolios in Corporate Secretarial, governance and compliance with more than 13 years of experience including in public listed companies:

- Assistant Company Secretary for Liang Secretarial Services Sdn Bhd (2013)
- Assistant Company Secretary for Cenasih Management & Services Sdn Bhd (2014)
- Assistant Company Secretary for Evermonde Casey Consultants Sdn Bhd (2014)
- Senior Secretarial Executive for LBS Bina Group Berhad (2018)
- Senior Secretarial Executive for Gabungan AQRS Berhad (2019)
- Assistant Manager Secretarial Unit for Encorp Berhad (2022)

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

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 Petaling Jaya, 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, investment property (retail mall, shop offices & carpark units), construction and concessionaire, 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.

ENCORP's developments include:

Past and on-going developments

ENCORP is recognised for building value-added properties with innovative designs, superior workmanship and finishing, within a well-planned concept. A reflection of our contribution can be seen in the various projects listed below:

- 01 Encorp Strand, Kota Damansara – a mixed development with Gross Development Value (GDV) of RM1.03 billion and fully completed.
- 02 Encorp Cahaya Alam, Shah Alam – a mixed development consisting of residential and commercial properties with GDV of RM996 million and expected to be completed by 2026.
- 03 Encorp Marina Puteri Harbour, Iskandar Puteri – a commercial and serviced apartment development with GDV of RM595.8 million and fully completed.
- 04 The Residences on McCallum Lane, Victoria Park, Australia – a residential apartment development with GDV of RM81.6 million and fully completed.
- 05 Lamanda Chuping (Phase 1), PWF Chuping Kangar, Perlis – a mixed development with GDV of RM35 million.
- 06 Cahaya Kristal, Kota Kinabalu, Sabah – a residential apartment development with GDV of RM80.9 million and expected to be completed by 2026.

01



02



03



04



05



06



Future developments

- 07 Balau Residences, Kuantan, Pahang – a mixed development with GDV of RM545.9 million and expected to be completed by 2029.
- 08 880 North Lake Road, Cockburn Centre, Australia – a land bank with GDV of RM7.2 million.
- 09 Lamanda Chuping (Phase 2), PWF Chuping Kangar, Perlis – a mixed development with GDV of RM86 million and expected to be completed by 2030.

The Group's uncompromising commitment 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. ENCORP's unswerving commitment resulted in Iris at Encorp Cahaya Alam being awarded a Quality Assessment System in Construction (Qclassic) rating of 81%, or "High Quality", by the Construction Industry Development Board (CIDB) in 2024; Lily at Encorp Cahaya Alam a Qclassic score of 81% in 2023; Encorp Marina Puteri Harbour receiving a Qclassic score of 75% in 2018, and Encorp Strand Residences a Qclassic score of 72% in 2017.

The Group has a range of subsidiaries that specialise in specific areas related to its three 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, Encorp 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 Contractor Service Centre (PKK) and possess a Grade G7 with Construction Industry Development Board (CIDB). Encorp Development Sdn Bhd is G4 certified by the CIDB, with Encorp Construction and Engineering Sdn Bhd having an additional electrical and mechanical specialisation under the 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 2019 and 2021, adding to awards obtained previously, such as the Human Resource Asia Best Companies to Work for in Asia 2018 Award, 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. The Group is also amenable to expand its service offerings and one of these is to establish a facilities management function to support the maintenance of our buildings and assets as well as to explore opportunities in complementary sectors such as hospitality and green ventures.

Committed and dedicated to help move ENCORP in its journey of growth and expansion is the Board of Directors comprising Mohd Yusmadi Bin Mohd Yusoff, YBhg Datuk Haji Jaafar Bin Abu Bakar, YBhg Dato' Dr. Suzana Idayu Wati Binti Osman, Tuan Haji Lukman Bin Abu Bakar, Nor Azira Binti Abu Bakar as well as by the Acting Group Chief Executive Officer and Group Chief Financial Officer, Kamarul Azman Bin Kamarozaman @ Amir.

CORPORATE INFORMATION

BOARD OF DIRECTORS

**Mohd Yusmadi Bin Mohd Yusoff***Non-Executive Chairman,
Independent Non-Executive Director***YBhg Datuk Haji Jaafar Bin Abu Bakar***Independent Non-Executive Director***YBhg Dato' Dr. Suzana Idayu Wati
Binti Osman***Non-Independent Non-Executive Director***Tuan Haji Lukman Bin Abu Bakar***Independent Non-Executive Director***Nor Azira Binti Abu Bakar***Non-Independent Non-Executive Director*AUDIT, RISK AND GOVERNANCE
COMMITTEE**YBhg Datuk Haji Jaafar Bin
Abu Bakar**
Chairman**Tuan Haji Lukman Bin Abu Bakar**
Member**Nor Azira Binti Abu Bakar**
MemberNOMINATING AND
REMUNERATION COMMITTEE**Tuan Haji Lukman Bin Abu Bakar**
Chairman**YBhg Datuk Haji Jaafar Bin
Abu Bakar**
Member**YBhg Dato' Dr. Suzana Idayu Wati
Binti Osman**
Member

ADVISORY COMMITTEE

Mohd Yusmadi Bin Mohd Yusoff
Chairman**YBhg Dato' Dr. Suzana Idayu Wati
Binti Osman**
Member

COMPANY SECRETARY

Siti Masitah Binti Ibrahim
LS0010549
SSM PC No. 202408000444

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. 40-3 (03A), Jalan PJU 5/22,
Pusat Perdagangan Kota Damansara,
Kota Damansara PJU 5,
47810 Petaling Jaya,
SelangorTel: (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 LumpurTel: (6) 03 2084 9000
Fax: (6) 03 2094 9940
Email: info@sshsb.com.my

PRINCIPAL BANKERS

Malayan Banking Berhad

Bank Islam Malaysia Berhad

United Overseas Bank (Malaysia)
Berhad

Bank Muamalat Malaysia Berhad

SOLICITORS

Zul Rafique & Partners

C.S. Tan Seah & Partners

Sanjay Mohan

Zaid Ibrahim & Co

Zain Megat & Murad

Rosli Dahlan Saravana Partnership

CORPORATE STRUCTURE



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
Encorp Millennium Sdn Bhd	70	Investment Holding, Construction Project Management and Property Development	Malaysia
Encorp Silver Sdn Bhd	100	Investment Holding, Construction Project Management and Property Development	Malaysia



Encorp Strand, Kota Damansara, Selangor

SUSTAINABILITY STATEMENT

ABOUT THIS REPORT

Introduction

Encorp Berhad (ENCORP) is gratified to share our annual Sustainability Report communicates our sustainability performance, strategies and initiatives for the financial year ended 31 December 2024.

As a developer, construction management and facilities management company ENCORP falls under Consumer Goods, specifically within Building Products & Furnishings, as outlined by industry-based disclosure requirements derived from the Sustainability Accounting Standards Board (SASB) Standards.

As sustainability is the foundation of ENCORP, our sustainability journey is backed by a robust sustainability framework, strategies and initiatives aimed at achieving the Group's sustainability goals and targets. As such, this Report shares how our sustainability journey has progressed over the years to keep creating value for our shareholders and other key stakeholder groups. It includes our approach in capturing opportunities and mitigating risks, while stepping up climate action to future-proof our businesses and communities.

Scope & Boundary

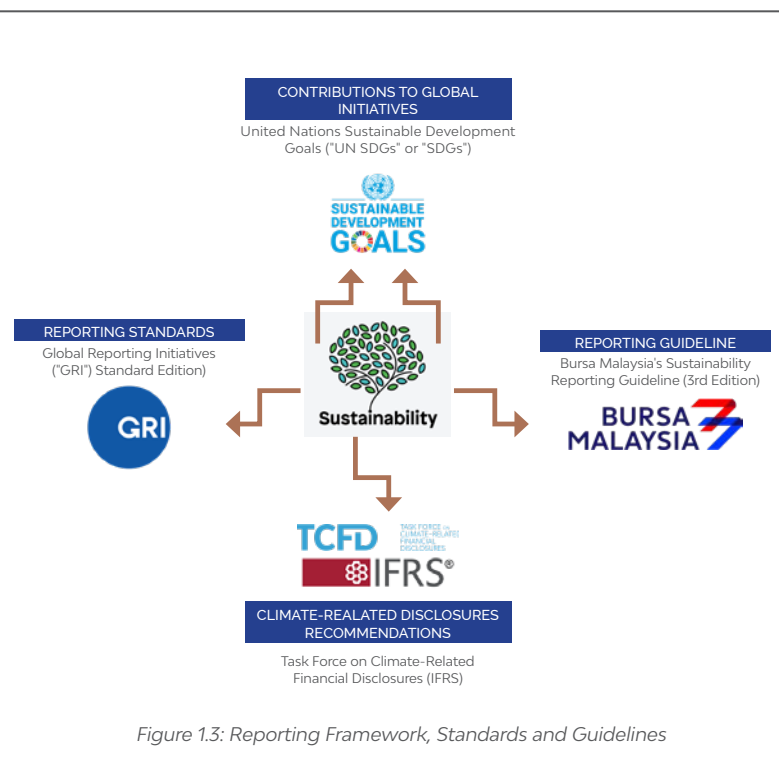
This sustainability report covers ENCORP and all its subsidiaries. It outlines our strategies, initiatives and performance relating to key environmental, social and governance (ESG) issues during the financial year from 1 January 2024 to 31 December 2024 (FYE 2024).

Where relevant, we also include data from previous years to track year-on-year progress and to provide additional context. This report addresses our response to 11 material sustainability matters which impact our business and our ability in delivering value to all our stakeholders.

Reporting Framework, Standards and Guidelines

This Sustainability Statement and its contents were prepared in accordance with Bursa Malaysia's Main Market Listing Requirements and the Sustainability Reporting Guide (3rd edition). Additionally, we were guided by Global Reporting Initiatives Standards and the United Nations Sustainable Development Goals (UN SDGs or SDGs), which serves as the foundation for the Report's framework. These frameworks were utilised to showcase our commitments to delivering comprehensive and reliable ESG disclosures, as well as to ensure year-on-year comparability of our sustainability performance.

Besides the above, we have started to benchmark our disclosures against the newly developed International Sustainability Standards Board's (ISSB) International Financial Reporting Standards (IFRS) S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. This is expected to be furnished in our future sustainability reports.



Journey Sustainability

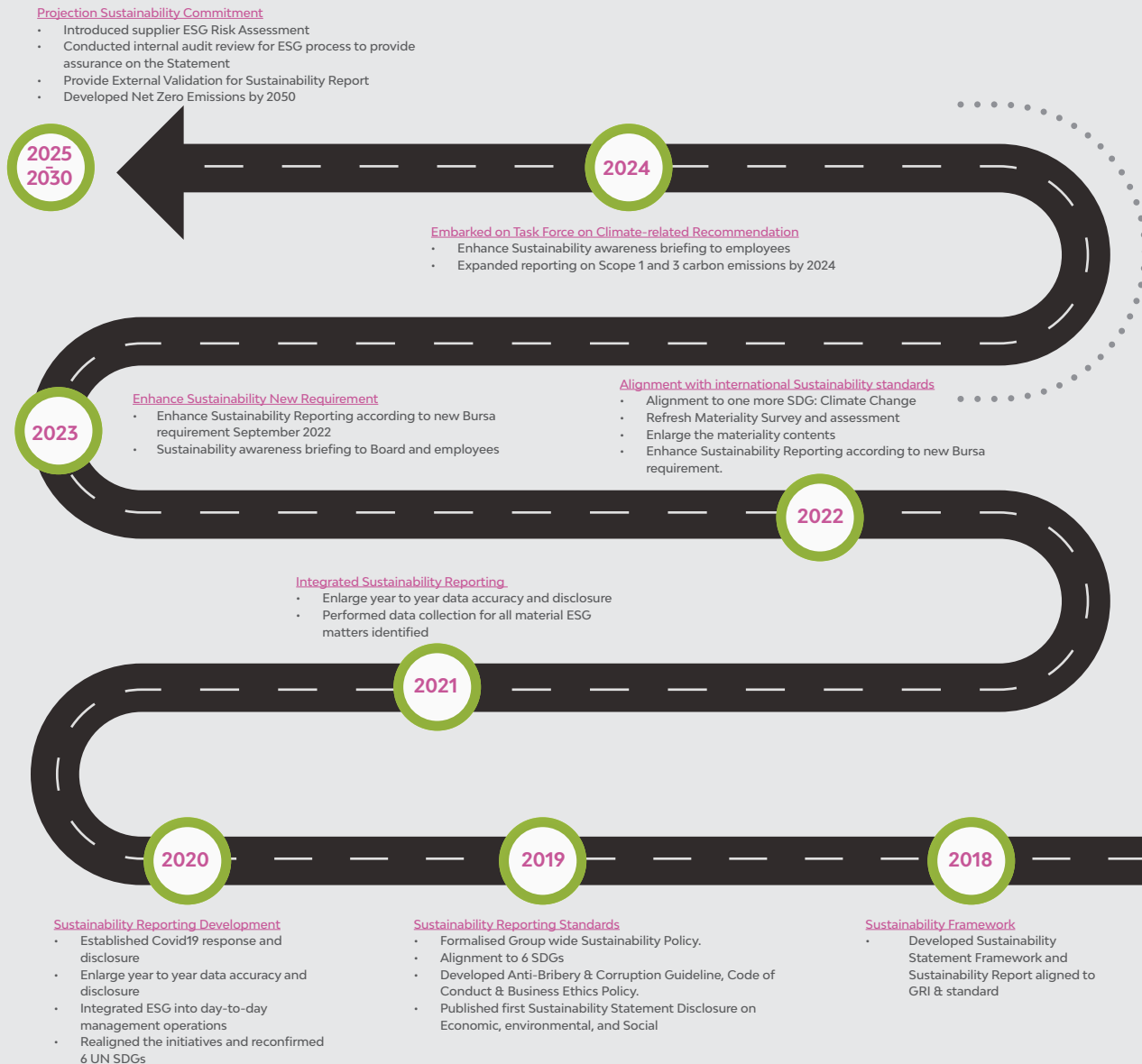


Figure 1.4: Journey Sustainability

Assurance Statement

Our sustainability reports are produced on an annual basis. Within sections of the report detailing economic information, audited financial year statements are incorporated ensuring accuracy and reliability. Non-financial information undergoes thorough internal review and validation by the responsible data owners. We acknowledge the importance of ensuring credibility of our reports, and moving forward, plan to obtain internal assurance or to engage a third-party assurance for upcoming reports.

SUSTAINABILITY HIGHLIGHTS

2024 Sustainability Highlights

ECONOMIC

100%
of procurement budget
spent on local suppliers
and vendors

88%
customer satisfaction
with our projects

Recertification
ISO 9001:2015 until 2027

81%
Classic Score for Iris
Project

GOVERNANCE

100%
employees completed
Anti-Bribery and
Corruption Pledge

Zero breaches
in data privacy and
security

SOCIAL

144
hours of Health and Safety
Training for employees and
workers at construction site

Zero fatalities
at work

Below 20%
employee turnover

81%
employee satisfaction
score

Women in Workplace
20% Board and
45% overall

RM39,700
Invested in employees'
training programmes

RM64,000
invested CSR activities

1,814 volunteer hours
contributed by 128
employees under the
Employee CSR Programme

ENVIRONMENT

29 units
of terraced houses with
solar panels developed
in our project

38%
reduction in waste
disposal

4,807.78 tonnes
of CO₂e GHG emissions were calculated with the disclosure of
Scope 1, Scope 2 and Scope 3 emissions in 2024

Developed
Net Zero 2050
Roadmap

1.4 tonnes
of waste recycled

2024 Scorecard

	Material Topic	GRI Reference	Indicators
ECONOMIC	Economic Performance	Total Revenue	Generated a revenue of RM104.013 million
	Indirect Economic Impact	Achievement of standard or certifications (ISO 9001 from External Audit)	Recertification of ISO 9001 until 2027 & newly certification for Encorp Construction & Engineering Sdn Bhd
		Achievement of 80% Score of Quality standard of Qlassic Standards	Achieved 81% score in Qlassic Assessment for Iris Project
		Achievement of 90% Customer Satisfaction Survey	Achieved 88% Customer Satisfaction Survey for Iris Project
	Supply Chain Management	100% Local Suppliers (Consultant & Contractor)	100 % Local Suppliers (Contractor and Consultant)
GOVERNANCE	Anti-corruption	100% of employee attendance at anti-corruption/ integrity training	100% of employee attendance at anti-corruption/ bribery training
		100% of departments were assessed for corruption-related risks	100% of departments were assessed for corruption-related risks
		Zero tolerance of corruption / bribery	1 case accusation in court
	Data Privacy and security	Zero complaints relating to Personal Data Protection Act 2010 (PDPA)	Zero complaints related to PDPA
		100% compliance with PDPA Act 2010	100% compliance with PDPA Act 2010
SOCIAL	Health & Safety	Zero Lost Time Injury	Zero Lost Time Injury
		Zero fatalities at work	Zero fatalities at work
		100 hours of Safety Training	144 hours of Safety Training
	Diversity & Equal Opportunity	Equal number of employees by Gender	Women in Workplace: 20% of Board Directors and 45% of overall employees
		Diversity of employees by Age	Well-balanced demographic structure, with a significant proportion 15% aged below 30. 68% aged between 30 to 50 and 17% aged 50 and above
		Diversity of employees by Ethnicity	M:109, C:12, I:3, O:4
		Percentage of women in Director roles	20% of women in Director roles

	Material Topic	GRI Reference	Indicators
SOCIAL	Labour Practices and Standards	Training hours per employee (30 hours)	54.8 hours / employee
		Training value on RM per employee: min RM500, max RM3,000)	RM560 / employee
		Permanent vs contract employee rate 70:30	113:15 / 88%: 22%
		Turnover Rate of Employees below 15%	Turnover rate : 18%
		0 human right violations	0 violations
		75% employee satisfaction	81% employee satisfaction
	Community / Society	Amount invested in CSR activity (1% / PBT)	RM64,513 : PBT RM6,506,000
		Total number of beneficiaries: at least 500 people	13,720 people involved
		CSR hours per employee (14 hours)	14.2 hours / employee
ENVIRONMENT	Climate Change Emission Management	2% Reduction in GHG emissions compared to baseline	Starting in 2024, ENCORP will begin calculating our carbon emissions. The total carbon emissions for 2024 are projected to reach 4,807.78 tCO ₂ e. Scope 1 emissions contribute for 15.65 tCO ₂ e, Scope 2 emissions amount to 3,936.40 tCO ₂ e, and Scope 3 emissions amounted to 855.73 tCO ₂ e.
	Energy Management	3% reduction in Energy Consumption utilisation	Total energy consumption saw a 4% increase compared to 2023. Energy management success in our corporate office has resulted in a 13% decrease from 2023. For the mall, energy consumption has increased by 4.5% due to a rise in the number of tenants, from 44 in 2023 to 51 in 2024. For project site development, energy consumption has decreased by 68% from 2023, as only one project was running in 2024, compared to three projects in 2023.
	Water Management	3% reduction in Water Consumption	The total estimated water consumption for 2024 was 70,106 m ³ , reflecting a 6.5% increase from 2023.
	Material Management	3% reduction in Paper Usage	In FY2024, paper usage increased by 11% compared to 2023, but the increase was slightly lower than the 31% rise observed from 2022 to 2023.
	Waste Management	Recycle 3% of total waste generated	There was a significant decrease of 21% in the waste generated by the mall and development projects in 2024 compared to 2023. The total waste generated in 2024 was 918 tonnes, down from 1,165 tonnes in 2023.

Initiatives Planned for Year 2025



Figure 2.3: Initiatives Planned for Year 2025

SUSTAINABILITY APPROACH

Materiality Matter

To ensure sustainable value creation, we regularly identify and review the sustainability issues that matter to our business and stakeholders. We conduct a thorough materiality assessment once a year to align our priorities with current sustainability trends, global risks, and industry practices. This includes gathering feedback from both internal and external stakeholders through a survey to understand the ESG impacts of our business and ENCORP's position in sustainability.

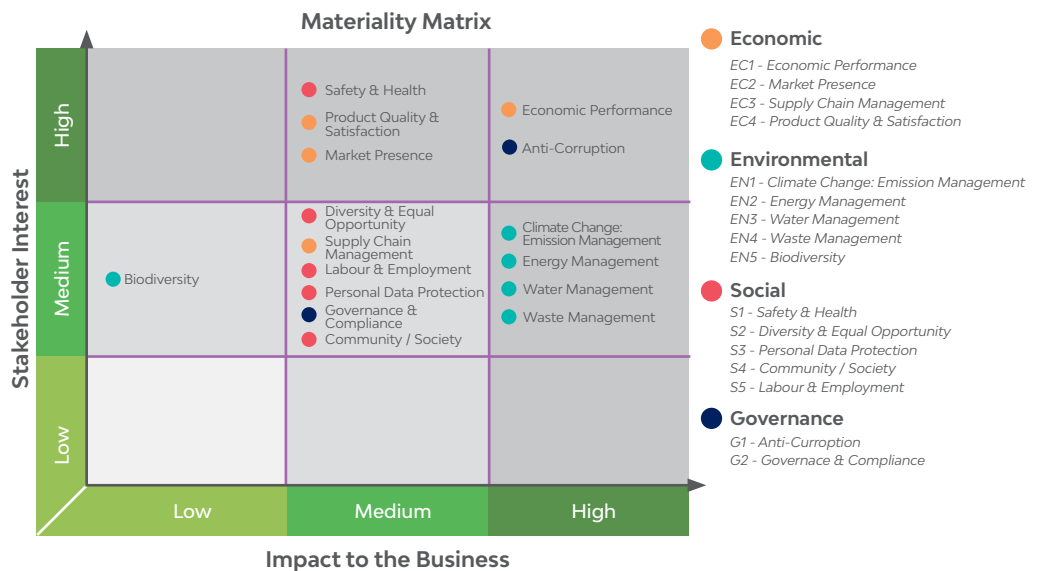


Figure 3.1: Materiality Matter

ECONOMIC

Economic Performance	Economic value generated and distributed to stakeholders as a direct result of Encorp's operations.
Market Presence	The visibility and influence a company has within a specific market or industry.
Supply Chain Management	Procurement practice can cause or contribute to a negative impact.
Indirect Economic (Product Quality and Satisfaction)	Quality of products and services, and actions that directly affect stakeholders, the community at large and the environment.

ENVIRONMENTAL

Climate Change : Emission Management	Practices aimed at reducing greenhouse gas emissions to mitigate adverse impacts.
Energy Management	Practices that reduce energy consumption while maintaining productivity and comfort.
Water Management	The responsible use and conservation of water resources.
Waste Management	Practices that minimise waste generation and promote responsible disposal and recycling.
Biodiversity	Practices that protect and promote the variety of life on Earth, ensuring ecosystems remain.

SOCIAL

Safety and Health	Enhance overall well-being, reduce risks and create healthier environments for everyone.
Diversity and Equal Opportunity	Practices that promote inclusivity and ensure that everyone has access to the same opportunities, regardless of their background.
Personal Data Protection	Practices that ensure the privacy and security of an individual's personal information while promoting trust and ethical handling of data.
Community / Society	Practices that promote the well-being of individuals and groups while ensuring environmental health and social equity.
Labour & Employment	Practices that ensure fair, safe, and equitable working conditions while promoting the long-term well-being of employees and organisations.

GOVERNANCE

Anti-Corruption	Practices and policies aimed at promoting transparency, integrity and accountability within organisations and society.
Governance & Compliance	Practices that ensure organisations operate transparently, ethically and in accordance with laws and regulations.

Alignment with UN SDGs


In the year under review, we have reviewed and realigned Fiscal Year End (FYE) 2024's material sustainability topics with Bursa Malaysia's common sustainability matters and disclosure standards from the Global Reporting Initiative (GRI).

We continuously monitor the business's environment and engage various stakeholders on an ongoing basis to ensure we have appropriately recognised and managed our material sustainability areas.

Subsequently, for FYE 2024, our board has reviewed the following materiality topics and matrix:

Sustainability Goal	Target	Contributions
SDG 3  Ensure healthy lives and promote well-being for all at all ages	INCREASE HEALTH FINANCING AND SUPPORT HEALTH WORKFORCE IN DEVELOPING COUNTRIES Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.	<ul style="list-style-type: none"> We prioritise health and safety in our business operations by adopting safety standards and systems as well as implementing a Quality, Environmental, Safety and Health (QESH) policy. We promote healthy lifestyles by organising programmes that focus on employee well-being. We manage our construction waste responsibly and ensure proper storage as well as disposal of hazardous and non-hazardous waste.
SDG 8  Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	DIVERSIFY, INNOVATE AND UPGRADE FOR ECONOMIC PRODUCTIVITY Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.	<ul style="list-style-type: none"> We provide competitive salaries and benefits for our employees in addition to training opportunities for growth and career development.
	PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro-, small- and medium-sized enterprises, including through access to financial services.	<ul style="list-style-type: none"> We are developing and implementing relevant policies and procedures.
	PROMOTE YOUTH EMPLOYMENT, EDUCATION AND TRAINING Reduce the proportion of youth not in employment, education or training.	<ul style="list-style-type: none"> We provide competitive salaries and benefits to our employees in addition to training opportunities for growth and career development.
	PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS Protect labour rights and promote safe and secure working environments for all workers.	<ul style="list-style-type: none"> Our Safety and Health Unit monitors and checks for compliance to relevant rules and regulations.

Sustainability Goal	Target	Contributions
<p>SDG 11</p>  <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<p>SAFE AND AFFORDABLE HOUSING</p> <p>Access to adequate, safe and affordable housing and basic services and upgrade slums.</p>	<ul style="list-style-type: none"> As a property developer, we connect communities and businesses and promote sustainable lifestyles by encouraging people to walk and use public transport.
	<p>INCLUSIVE AND SUSTAINABLE URBANISATION</p> <p>Enhance sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.</p>	<ul style="list-style-type: none"> We have been involved in the construction of infrastructures that enhance the sustainable features of cities, such as affordable housing.
	<p>SUPPORT LEAST DEVELOPED COUNTRIES IN SUSTAINABLE AND RESILIENT BUILDING</p> <p>Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilising local materials.</p>	<ul style="list-style-type: none"> For year 2024, 100% of the required services were carried out by Malaysian vendors. By supporting them, we play a part in contributing to the domestic economy.
<p>SDG 12</p>  <p>Ensure sustainable consumption and production patterns</p>	<p>SUSTAINABLE MANAGEMENT AND USE OF NATURAL RESOURCES</p> <p>Achieve the sustainable management and efficient use of natural resources.</p>	<ul style="list-style-type: none"> We recycle wood and pallets used in construction works.
	<p>SUBSTANTIALLY REDUCE WASTE GENERATION</p> <p>Reduce waste generation through prevention, reduction, recycling and reuse.</p>	<ul style="list-style-type: none"> We actively reduce usage of paper by initiating the use of digital-based documentation.
	<p>ENCOURAGE COMPANIES TO ADOPT SUSTAINABLE PRACTICES AND SUSTAINABILITY REPORTING</p> <p>Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<ul style="list-style-type: none"> A concise Sustainability report is included in the ENCORP Annual Report.

Sustainability Goal	Target	Contributions
SDG 12  Ensure sustainable consumption and production patterns	PROMOTE UNIVERSAL UNDERSTANDING OF SUSTAINABLE LIFESTYLES Ensure relevant information and awareness for sustainable development and lifestyles in harmony with nature.	<ul style="list-style-type: none"> Employees are required to participate in Corporate Social Responsibility (CSR) activities as part of their respective key performance measures and indicators. The company has also provided the Clover and Lily developments, under the Encorp Cahaya Alam project, with lake and garden landscapes, security features enhanced with boom gates, guard houses and smart security applications.
SDG 13  Take urgent action to combat climate change and its impacts	INTEGRATE CLIMATE CHANGE MEASURES INTO POLICIES, STRATEGIES AND PLANNING Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	<ul style="list-style-type: none"> We have revised our relevant policies and procedures to include climate change action. Our employees have been sent for sustainability development training.
SDG 16  Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	PROMOTE THE RULE OF LAW AND ENSURE EQUAL ACCESS TO JUSTICE Promote the rule of law at the national and international levels and ensure equal access to justice for all.	We have intergrated the below into our policies and procedures: <ul style="list-style-type: none"> Laws of Malaysia Act 694, Malaysian Anti-Corruption Commission Act 2009. Guidelines on Adequate Procedures Pursuant to Subsection (5) of Section 17A under the Malaysian Anti-Corruption Commission Act 2009. Bursa Malaysia Listing Requirement on Anti-Corruption and Whistle Blowing.
	COMBAT ORGANISED CRIME AND ILLICIT FINANCIAL AND ARMS FLOWS Reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime.	<ul style="list-style-type: none"> Emphasising an anti-bribery mindset by implementing the Code of Conduct and Business Ethic Guideline as well as the Whistle Blowing Policy and Guideline.
	SUBSTANTIALLY REDUCE CORRUPTION AND BRIBERY Substantially reduce corruption and bribery in all their forms.	<ul style="list-style-type: none"> Enforcement of integrity at work. Gap analysis on adequate Procedures to determine implementation of Anti-Bribery Management System. Integrity training for all employees. Education and awareness on integrity through emails, posters and training initiatives.
	ENSURE RESPONSIVE, INCLUSIVE AND REPRESENTATIVE DECISION-MAKING Ensure responsive, inclusive, participatory and representative decision-making at all levels.	<ul style="list-style-type: none"> Equality of gender without precedent.

Stakeholder Engagement

ENCORP has a diverse range of stakeholders who are influenced or impacted by our activities and whose decisions and actions may impact the Group. We strive to foster positive relationships with all stakeholder groups by regularly engaging with them through formal and informal channels.

Constant engagement with our stakeholders facilitates mutual understanding and achievement of sustainability goals and objectives. It also helps build positive relationships and creates a platform for dialogue where we can discern feedback and respond to stakeholders' needs and expectations.

BOARD OF DIRECTORS

AREA OF INTEREST	
<ol style="list-style-type: none">1. Compliance with various regulatory codes and listing2. Regulatory compliances and standards	
ENGAGEMENT CHANNEL	FREQUENCY
<ol style="list-style-type: none">1. Board Meeting2. Annual General Meeting	As and when required

EMPLOYEES

AREA OF INTEREST	
<ol style="list-style-type: none">1. Acknowledgement of employee concerns by management, alongside transparent communication of business priorities2. Access to upskilling and professional development opportunities3. Employee retention programmes4. Creation of a conducive workplace environment5. Implementation of a systematic rewards programme based on meritocracy to recognise and reward initiatives, contributions and achievements	
ENGAGEMENT CHANNEL	FREQUENCY
<ol style="list-style-type: none">1. Town hall sessions2. Performance management process3. Learning and development	<ul style="list-style-type: none">• Minimum twice yearly• Goal setting, mid-year review and year-end appraisal• Ongoing, via Company-wide initiatives and role-based training

CUSTOMERS

AREA OF INTEREST	
<ol style="list-style-type: none">1. Protection of personal data and secure service delivery2. Product affordability and competitive pricing3. Product quality and customer satisfaction4. Support service and complaints resolution.	
ENGAGEMENT CHANNEL	FREQUENCY
<ol style="list-style-type: none">1. Customer satisfaction survey2. Community Events	<ul style="list-style-type: none">• During handover of products to customers• During festive seasons and company events for new projects

AUTHORITIES

AREA OF INTEREST	
1. Regulatory compliances, standards and certification 2. Policy and regulatory changes	
ENGAGEMENT CHANNEL	FREQUENCY
1. Consultation sessions and conferences 2. Visits and inspections 3. External Audit ISO 9001 certificate 4. Meetings and policy briefings	As and when required

INVESTORS

AREA OF INTEREST	
1. Our stability and growth prospects 2. Continuous enhancement of stakeholder value 3. Financial performance and financial stability 4. Governance prioritisation of sustainability initiatives	
ENGAGEMENT CHANNEL	FREQUENCY
1. Annual General Meetings ("AGMs") 2. Progress report on the company's performance 3. Financial and business activities update	<ul style="list-style-type: none"> • Annually • Annual updated • Updated at website

VENDORS/SUPPLIERS

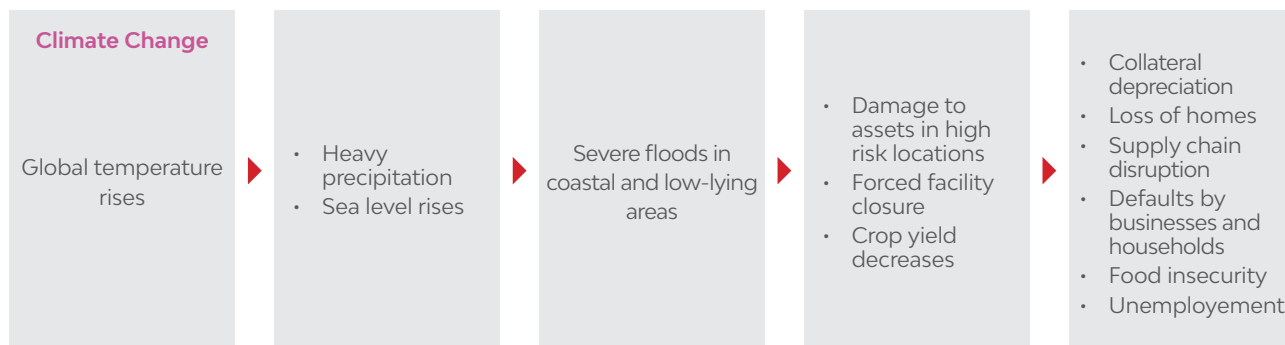
AREA OF INTEREST	
1. Transparency in our procurement process 2. Fulfilment of our service level agreements 3. Commitment to meeting contractual and service-level commitments 4. Procurement process practice and supply chain management 5. Cost reduction/saving and Payment schedule	
ENGAGEMENT CHANNEL	FREQUENCY
1. Supplier engagement rating processes 2. Tender processes 3. Contract negotiation and interview 4. Supplier performance reviews 5. Vendors meeting 6. Safety and quality briefings	<ul style="list-style-type: none"> • Minimum once a year • As and when required • As and when required • Annually • As and when required • As and when required

LOCAL COMMUNITY

AREA OF INTEREST	
1. Economic investments and social impact for local welfare 2. Community programmes, and events for social development	
ENGAGEMENT CHANNEL	FREQUENCY
1. Corporate Social Responsibility ("CSR") programmes. 2. Community development programmes	1. As and when required 2. As and when required

Climate Change Adaptation

Global temperature continues to rise amid calls to action by climate experts to accelerate the transition to a low-carbon economy. According to the UN Environment Programme's latest Emissions Gap Report, released in November 2023, the current commitments made under the Paris Agreement are expected to lead to a temperature increase of 2.5°C to 2.9°C above pre-industrial levels by the end of this century. This exceeds the 1.5°C limit crucial for avoiding the most severe consequences of climate change. The effects of climate change such as sea level rise, and excessive rain and storms have already disrupted businesses and daily lives, causing property damage and global supply chain disruptions



As the effects of climate change become more evident and impactful, businesses worldwide are increasingly recognising the importance of adapting to these changes to ensure long-term sustainability. Climate change adaptation refers to the process of making informed decisions and implementing strategies that reduce vulnerabilities to climate risks while maximising opportunities for resilience and growth.

Climate-Related Risks And Opportunities

Our climate change adaptation initiative highlights the need to assess and address climate-related risks and opportunities within our operations, supply chains, and products or services. It underscores the commitment to integrating climate resilience into our business model, aligning with both global environmental goals and our corporate sustainability targets.

We broadly categorise climate-related risks into physical and transition risks, each of which we monitor over the short, medium and long-term time horizons.

PHYSICAL RISK	TRANSITION RISK
Risks arising from acute (event-driven) or chronic (long-term shift) climate-related events <ul style="list-style-type: none">Acute risk is damage to assets or infrastructure from climate-related events such as floodsChronic risk is long-term changes in weather patterns such as rising temperatures	Risks arising from changes made to adapt to a low-carbon economy, for example: <ul style="list-style-type: none">Changes to public policy and regulationsTechnological innovationsChanging consumer and investor expectations

Climate-Related Risk			
Type of Risk	Potential Risk	Potential Impact	Potential Financial Opportunities
PHYSICAL RISK			
Acute	Extreme weather events (i.e. flooding, storms, heavy rain, heat waves)	<ol style="list-style-type: none"> Property damage resulting in financial losses and increased insurance premiums Project delays and supply chain disruptions and shortage in labour Increased cost of repairs and retrofitting Health and safety risks to workers Interruption to transportation 	Design and develop properties and materials that are resistant to the expected increase in frequency of acute extreme weather events
Chronic	Irreversible shifts in weather patterns	Diminished asset value	Design and develop properties and materials that are resistant to the expected increase in frequency of chronic weather effects
	Gradual temperature increases and heat stress can impact the performance and energy efficiency of buildings, leading to increased cooling requirements	Higher operational costs for managing indoor air temperatures	
	Shifts in precipitation patterns and water availability can affect the feasibility and long-term sustainability of water-intensive projects or landscaping efforts	Increased costs for adaptive measures	
	Increased heat-related illnesses	Severe heat conditions pose the risk of heat strokes, particularly for the elderly and outdoor labourers	<u>Low Carbon Buildings</u> Passive and active design elements are vital for sustainable buildings. Low carbon measures such as improved insulation and glazing reduce heat gain, mitigate extreme heat and UHI effect and lower energy consumption for cooling
	Air pollution	Heat intensifies the adverse effects of air pollution, acid rain and haze resulting in respiratory ailments and property damage	Low Impact Development ("LID") employs nature-inspired design techniques to reduce air pollution. It increases vegetated land areas, creating recreational spaces, preserving biodiversity and promoting urban cooling
	Change in weather pattern	Hot conditions escalate the occurrence of weather extremes like heavy rainfall and hailstorms, leading to increased risks of hazardous events such as flash floods and sinkholes. Additionally, construction such as earthworks may not be feasible during rainy days	<u>Green Spaces</u> Increasing green area coverage on building roofs and walls helps reduce the urban heat island effect, sequesters CO ₂ , and lowers energy and water management costs

Climate-Related Risk			
Type of Risk	Potential Risk	Potential Impact	Potential Financial Opportunities
PHYSICAL RISK			
Chronic	Increased energy and water demand	Increased energy consumption for indoor cooling, subsequently increasing costs. During heat-waves, increased water usage potentially exacerbates water stress issues.	To explore alternative water source and water retention facilities which will increase operational resilience as well as reduce operational costs in the long run. For example, rain water harvesting, recycling of effluent or waste water.
	Disruption of traffic	Extreme rainfall in Malaysia exacerbates traffic congestion, causing challenging driving conditions, accidents and flooding. This poses significant risks to urban mobility and supply chain disruptions	<u>Resource Efficiency</u> Adopt sustainable sourcing practices for raw materials to ensure efficient use of resources and mitigate potential scarcity risks resulting from climate-related supply chain disruptions.
	Landslides	Climate change will heighten the occurrence of intense rainfall events, increasing the likelihood of landslides. These landslides can disrupt traffic, damage our buildings and pose risks to human life	
	Flood damage to buildings and infrastructure	Floods pose a significant risk to our buildings and infrastructure, leading to structural deterioration and the need for extensive repairs	<u>Active Mobility and Connectivity</u> Develop land around transit-oriented developments, upgrade pedestrian networks for improved mobility and incorporate tree-shaded footpaths to enhance comfort and reduce reliance on motorised vehicles.
	Maintenance costs	Frequent and severe floods and storms drive up maintenance and repair costs	
	Increased water shortage	Prolonged dry spells will affect operations and compliance with ISO 14001 dust control standards, impacting construction site cleaning and green space maintenance due to water scarcity	To explore alternative water source and water retention facilities which will increase operational resilience as well as reduce operational costs in the long run. For example, rain water harvesting, recycling of effluent or waste water.

Climate-Related Risk			
Type of Risk	Potential Risk	Potential Impact	Potential Financial Opportunities
TRANSITION RISK			
Policy and Legal	Regulatory policies affecting building codes	Fines and sanctions resulting from non-compliance	Increased demand for green certified projects due to government regulations and standards.
	Increasing actions and commitments mandated by government to reduce GHG emissions	Increased cost from mandatory climate-related reporting	
	Enhanced climate-related reporting obligations		
Technology	Cost of adopting low-carbon technologies, innovation and renewable energy into building design	Increased development costs	Develop intellectual capital in sustainable building design to enhance our competitive edge.
	Research and development to identify suitable technologies and innovation	Increased cost from R&D	Identify resource-saving and climate responsive processes or design.
Market	Increased cost of raw materials	Increased development costs	Reduction of the Group’s reliance on carbon-intensive materials and processes.
	Volatile fossil fuel prices	Supply chain disruptions	Enhanced supply chain resilience through supplier diversification and local sourcing.
Reputation	Growing pressure from stakeholders regarding corporate responsibility towards climate action	1. Decreased investor trust 2. Reduced customer confidence	Becoming a leader in green project development, offering eco-friendly living and working spaces that align with market demand.
	Shift in consumer preferences for green buildings	Reduced sales and revenue	

Metrics and targets to assess climate-related risks

In fiscal year 2024, we have broadened our reporting to include carbon emissions throughout activities within Encorp Group.

SCOPE 1

Direct Emissions

GHG emissions are direct emissions from owned or controlled sources

- Company vehicles
- Company facilities

SCOPE 2

Indirect Emission

GHG emissions are indirect emissions from the generation of purchased energy

- Purchased electricity

SCOPE 3

Indirect Emission

GHG emissions are all indirect emissions (not included in scope 1 and 2)

- Employees commuting
- Business travel
- Water supplied
- Purchased goods
- Waste generated in operations
- Transmission and Distribution losses

Key metrics are used to measure and manage climate-related risks associated with GHG emissions, energy consumption, water consumption and waste generation. These metrics are consistent with industry standards and are aligned with the Bursa Malaysia Listing Requirements and GRI Indicators.

Data	Unit
GHG emission tCO ₂ e	tCO ₂ e
Energy	kWh, GJ
Water	m ₃
Waste	tonnes
Refrigerants	kg CO ₂ e

ECONOMIC STATEMENT

Economic Performance

Economic performance plays a critical role in sustaining revenue and enhancing shareholder value. It directly impacts our ability to drive growth and maintain the long-term stability of the business. As such, our focus on achieving strong financial results is central to our overall strategy for business success.

Our property development strategy includes several key elements: staying abreast of market trends, maintaining a strong financial position and healthy cash flow, embracing technological advancements, effectively managing identified risks, and expanding into new development opportunities.

In light of the challenging landscape within the property development sector, the group's economic performance remains a primary focus for our stakeholders, including employees, contractors, investors, and regulatory authorities.

In FYE 2024, we generated a revenue of RM104.013 million which represents the total economic value generated. Whilst a total of RM102.207 million represents the direct economic value distributed. Therefore, positively contributing to the economic well-being of our stakeholders, as outlines in the following table.

RM ('million)	FYE 2024	FYE 2023	FYE 2022
Economic Value Generated	104.01	129.19	137.49
Economic Value Distributed	102.21	138.38	157.64

ENCORP is of the view that the critical factor in achieving the desired economic performance is centered on ensuring customer satisfaction and providing high-quality products. Our economic results are a testament to our capacity to meet the rigorous standards of customer satisfaction and product quality. Further details regarding our business strategy and performance are available in the Management Discussion and Analysis section of the Annual Report.

Supply Chain Management

We adopt a responsible procurement approach that incorporates ethical and sustainable considerations in the acquisition of goods and services. Our procurement practices and business operations are carried out with a commitment to ethical standards, transparency, and impartiality.

As an industry leader and a responsible corporate entity, we acknowledge our responsibility to contribute to the advancement of the construction sector by fostering and supporting a strong local supply chain. Before being invited to submit quotes and to be considered for selection as an ENCORP supplier, all potential suppliers are required to undergo a preliminary qualification assessment, achieving the necessary criteria and registering as approved suppliers.

We are committed to ensuring that the benefits of the country's infrastructure investments have a positive impact on medium-sized and smaller contractors and suppliers throughout the value chain, thereby driving local economic growth. The procurement department carefully reviews and evaluates all submitted quotes, with the project team responsible for approving the final selections as part of this thorough process.

Description	FYE 2024	FYE 2023	FYE 2022
Number of suppliers	383	317	226
% of spending on local suppliers	100%	100%	100%

Indirect Economic Impact

Our Property Management and Facilities Management Divisions hold certification under the ISO 9001:2015 Quality Management System. This certification establishes the operational framework through which we ensure the fulfilment of the requirements and satisfaction of our customers and stakeholders.

Our Certification in Quality Management System ISO 9001:2015

Company	Scope	Awarded
Encorp Berhad	Property development and project management of residential, industrial and commercial buildings	Certified to ISO 9001:2000 on 19 January 2007
Encorp Must Sdn Bhd		Certified to ISO 9001:2008 on 19 January 2010
Must Ehsan Development Sdn Bhd		Certified to ISO 9001:2015 on 24 September 2018
Encorp Facilities Management Sdn Bhd	Facilities Management of residential, industrial and commercial buildings	Certified to ISO 9001:2015 on 24 September 2018
Encorp Construction & Engineering Sdn Bhd	Construction Management of Residential, Industries and Commercial Properties	Certified to ISO 9001:2015 on 1 October 2024

Product Quality & Satisfaction

Product Quality

QLASSIC CIS 7:2021 is a quality standards and assessment system implemented to evaluate the workmanship quality of building construction works in accordance with the Construction Industry Standard. ENCORP is committed to achieving a minimum QLASSIC score of 80%, in alignment with the Quality Objectives established.

To ensure readiness for the CIDB QLASSIC assessment, we conduct periodic Quality Assessments (i.e., Pre-QLASSIC) across our projects. Additionally, regular briefing sessions on quality standards and QLASSIC are organised to promote awareness among project teams regarding the expected standards and to disseminate best practices.

Product Readiness Assessment

Pre-Handover

Our PRA rigorously evaluates finish quality, tiling, interior paintwork, electrical and plumbing functionality, cleanliness and leaks.

Post-Handover

We offer a 24-month defect liability period for new homeowners to report issues for prompt resolution. Our performance target is to rectify raised complaints within 30 days, reflecting our commitment to customer satisfaction.

In 2024, we successfully achieved a QCLASSIC score of 81% for the Iris, ENCORP Cahaya Alam development project, reflecting our commitment to maintaining high standards of quality.



Customer Satisfaction

Customer satisfaction is essential for driving long-term value creation and maintaining our brand reputation in the property development sector. At ENCORP, we prioritise customer feedback and ensure that all our properties and services meet the highest quality standards.

The measurement of the quality of our products and service delivery is primarily driven by customer satisfaction, which serves as a key metric. Throughout the year, we conducted customer satisfaction surveys to assess, gather feedback, and gain insights into customer experiences with our services, products, and overall offerings. Their invaluable feedback has been instrumental in identifying and addressing any gaps between customer loyalty, service delivery, product satisfaction and expectations.

Customer satisfaction surveys were conducted during project handovers to evaluate our performance. In the fiscal year 2024, the results for the Iris Encorp Cahaya Alam development project in Shah Alam did not meet our expectations. The survey recorded a customer satisfaction quality index of 88%, falling short of both the 2023 survey results and the established quality target of 90%. This outcome highlights areas for improvement as we remain committed to prioritising sustainability and customer satisfaction across all our projects.



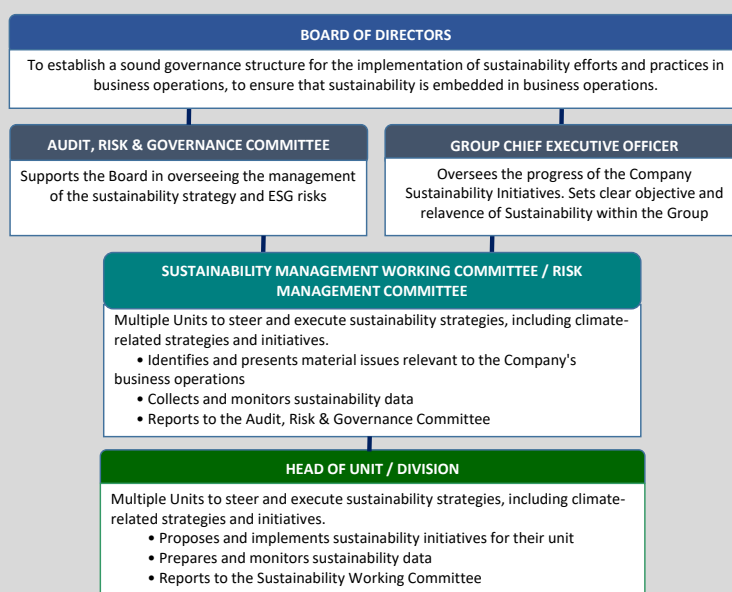
ENCORP's robust governance framework is designed to ensure long-term sustainability and foster trust among stakeholders. We promote transparency and accountability through comprehensive policies, procedures, and regular reviews to ensure full compliance with all laws and regulations.

The Group places a high priority on sound corporate governance, implementing appropriate mechanisms that guarantee fairness, responsibility, and effective oversight throughout our operations. By adhering strictly to relevant policies, codes, and acts, we continue to strengthen integrity, establishing a solid foundation for sustained growth.

Sustainability Governance Structure

The Board plays an active role in shaping ENCORP's strategic direction, ensuring compliance with laws and internal regulations, and overseeing risk management. Sustainability is a core component of our corporate strategy, managed by ENCORP Sustainability, a dedicated unit focused on sustainability strategy and management.

SUSTAINABILITY GOVERNANCE STRUCTURE



Anti-Corruption

ENCORP is fully committed to maintaining professionalism and integrity in all our business dealings, whether with customers, shareholders, business associates, third parties, or internally within the organisation. The Group adheres to a strict zero-tolerance policy towards bribery and corruption and complies with all relevant anti-bribery and anti-corruption laws. In line with the Malaysian Anti-Corruption Commission (Amendment) Act 2018, we have implemented comprehensive anti-bribery measures across the Group to further strengthen our integrity, governance and anti-corruption framework.

These measures include a set of guidelines that outline principles to guide our ethical decision-making processes. To enhance our business ethics framework, we have revised the ENCORP Code of Conduct and Business Ethics and introduced a Code of Business Conduct for Third Parties, along with related policies and procedures aimed at preventing bribery and corruption.

Additionally, in compliance with Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act, we have established an Anti-Bribery and Corruption Policy, as well as a Whistleblowing Policy. Our policies and compliance monitoring procedures are informed by a comprehensive corruption risk assessment, which guides our ongoing efforts in maintaining a corruption-free environment.

Category	FYE 2024	FYE 2023	FYE 2022
% of operations assessed for corruption-related risks	100%	100%	100%

For the fiscal year 2024, a forum was organised in collaboration with the MACC and Institut Integriti Malaysia, underscoring the Group's unwavering commitment to promoting a culture of integrity through continuous awareness initiatives and regular communication. This forum was attended by all employees, vendors and tenants.



National Teachers' Housing Project

To guarantee that the Group's employees, especially senior management and decision-makers, are well-versed in our anti-corruption policies and procedures, we require their participation in formal training sessions. The table below outlines the level of participation in our formal anti-corruption training, categorised by employee role:



Employee Category	FYE 2024	FYE 2023	FYE 2022
Senior Management	100%	100%	100%
Middle Management	100%	100%	100%
Executive	100%	100%	100%
Non-Executive	100%	100%	100%
Overall Composition	100%	100%	100%

Data Privacy and Security

Data breaches and cyberattacks pose significant risks to the Group's financial stability, legal standing, and reputation. To mitigate these threats, the Group has implemented robust security measures designed to protect both business and customer data, thereby ensuring the continued stability and security of our digital platforms.

We maintain secure servers with backup protocols and utilise cloud providers for data storage and processing, in alignment with our transition towards cleaner energy sources. To keep employees informed and educated on identifying malicious emails and links, we regularly conduct phishing simulations. Furthermore, we ensure that all communication and activities occur within secure server environments. We consistently assess data privacy and cybersecurity risks, as well as opportunities, through our risk register.

We are pleased to report zero cybersecurity breaches in FY2024, maintaining the same level of security as in FY2023 and FY2022. We remain fully committed to upholding the highest standards of vigilance in safeguarding customer data and privacy, while strictly adhering to rigorous IT security protocols.

SOCIAL

Occupational Health and Safety

Health and safety are of critical importance to us, especially considering the potential risks at construction sites, including those related to machinery operations and other workplace hazards. ENCORP has implemented robust monitoring systems and stringent safety measures to ensure the protection of our staff and contractors.

ENCORP Safety Statement

ENCORP is committed to the practice of inspiring confidence by ensuring the health, safety and wellbeing of its employees and the protection of the environment.

To achieve this goal, ENCORP believes in embedding the principles and policies of Safety, Health and Environment in all our employees and those involved in our daily activities, with a particular focus on leadership by top management.

In this regard, ENCORP complies with the provisions of the Occupational Safety and Health Act 1994, its regulations and all approved codes of practice. It does so by:

- Ensuring awareness, accountability, commitment, and cooperation among all heads of department and other top management with respect to Occupational Safety and Health and its impact on the performance of the company and its employees.
- Identifying any and all hazards in the workplace, whether at the office or at construction sites, assessing and controlling risks to provide a safer working environment for employees and those involved in our activities.
- Periodically reviewing policies, procedures, documentation, and training content to ensure effectiveness and to keep up to date with current laws and regulations.
- Setting Occupational Safety, Health and Environment (OSHE) targets and objectives and ensuring that these targets are monitored.

ENCORP will continue striving towards achieving the highest standards in OSHE through training, commitment, support, and supervision to ensure a safe and healthy working environment.

ENCORP is committed to more than just accident prevention; we prioritise and protect the health and safety of our employees. To ensure this, all workers at our construction sites must wear safety equipment (e.g., helmets, shoes, gloves, etc.) at all times, as we strive to prevent injuries and accidents.

The company fully recognises the significant risks of workplace injuries and fatalities inherent in our construction operations. To mitigate these hazards, we mandate regular, comprehensive health and safety training. In the past year, 100% of our 128 employees attended these critical training sessions, reinforcing our commitment to safeguarding their well-being.

Here is a list of safety and health training conducted in 2024:

No.	Trainings	Total No. of Participants	Total No. of Training Hours
1.	Induction	47	5.25
2.	Toolbox	1,178	5.92
3.	OSH Coordinator Training	1	72
4.	On-site training on OSHA 1994 & FMA 1967	16	2
5.	HIRARC Enhancement training	1	4
6.	Reflection of OSH Best Practices	1	8
7.	Sustainability Reporting for Practitioners	1	16
8.	Fire Drill at Tilia Site	351	6
9.	Demonstration on how to use fire extinguisher at Tilia site	301	3
10.	Environmental Awareness in Construction (online)	27	6
11.	New hires orientation	4	0.50
12.	First aider training	2	16
	TOTAL	1,930	144.67

In FYE 2024, we are proud to report that there were zero work-related fatalities:

	FYE 2024	FYE 2023	FYE 2022
No. of Work-Related Fatalities	Nil	Nil	Nil

The Loss Time Incident Rate (LTIR) for the year was zero, which translates to zero loss time incidents recorded:

	FYE 2024	FYE 2023	FYE 2022
LTIR	Nil	Nil	Nil

Note:
 Loss time incident rate refers to the loss of productivity associated with accidents or injuries arising out of or in the course of work.



The following are highlights of our Safety Initiatives in FY2024:

TOOLBOX BRIEFING AT PROJECT SITE

Toolbox talks are conducted at construction sites to enhance safety awareness, prevent accidents, and address site specific hazards. They foster communication, promote a safety culture, ensure compliance with regulations and boost productivity by minimising risks.

FOGGING AT SITE PROJECT

Fogging controls mosquito populations, preventing diseases like dengue and malaria. It ensures worker health and safety, complies with regulations, mitigates community impact and maintains environmental hygiene. Combined with removing stagnant water, fogging creates a safer and healthier work environment.

LARVICIDING

Larviciding at construction sites targets mosquito larvae in stagnant water to prevent their development into adults. It reduces mosquito-borne diseases, enhances worker safety and productivity, ensures regulatory compliance and minimises environmental impact. Combined with eliminating breeding sites, it is a proactive and effective mosquito control method.

PROJECT SITE HOUSEKEEPING

Housekeeping activities prevent accidents, enhance safety, improve productivity, promote health and hygiene, ensure compliance, foster a positive work environment and prevent fire hazards.

FIRE EXTINGUISHER DEMONSTRATION

A fire extinguisher demonstration teaches proper use, enhances fire safety awareness, builds confidence, reduces fire risks, promotes a safety culture, and ensures compliance with safety regulations, helping to save lives and protect property during emergencies.

FIRE DRILL

Fire drills help familiarise employees with emergency procedures, minimise panic, highlight plan weaknesses, strengthen safety culture, ensure compliance with regulations, improve teamwork, and safeguard lives and property by preparing workers for real fire emergencies.

OSHE INTERNAL AUDIT

An OSHE internal audit ensures compliance, identifies risks, improves safety performance, promotes a safety culture, prevents accidents, supports risk management, demonstrates accountability, and enhances operational efficiency, contributing to a safer and more productive work environment.

OSHE COMMITTEE MEETING

An OSHE committee meeting addresses safety issues, promotes employee participation, reviews safety performance and incident statistics, develops initiatives, ensures compliance, increases awareness, strengthens communication and maintains a safe workplace.

OSHE INSPECTION AT PROJECT SITE

An OSHE inspection identifies hazards, ensures compliance, promotes safety awareness, prevents accidents, improves safety performance, fosters a safety culture and enhances operational efficiency

NEW HIRES ORIENTATION

New hire OSHE orientation introduces safety policies, ensures compliance, prepares employees for emergencies, reduces injuries, promotes safety awareness, fosters a safety culture, enhances productivity and enhances familiarity with Encorp OSHE SOPs.

OSHE INDUCTION

An OSHE induction on a construction site ensures workers understand site-specific safety protocols, ensures legal compliance, prepares them for emergencies, reduces accidents, promote a safety culture, improves productivity, raises awareness of PPE, and provides consistent safety training for all workers.

YEARLY OSHE INSIGHTS

An OSHE bulletins provide timely safety information, reinforce awareness, highlight hazards, encourage compliance, improve communication, and promotes a safe work environment.



Diversity & Equal Opportunity

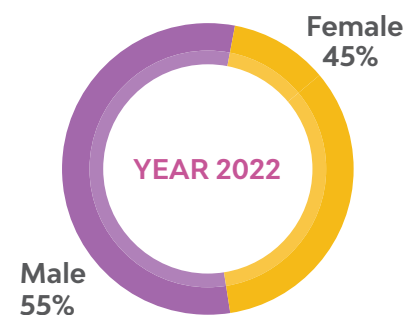
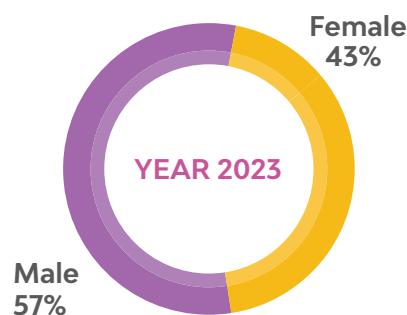
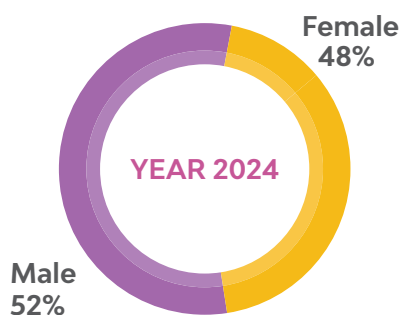
The effective administration of talent management is a fundamental aspect of ENCORP operations and growth. In alignment with our commitment to inclusivity and social responsibility, ENCORP actively fosters a diverse workforce, bringing together individuals with a wide range of skills and perspectives.

At ENCORP, we believe that equality is fundamental to creating a fair and inclusive work environment, where every individual is provided with equal opportunities and treated with respect, regardless of their characteristics. Diversity, at ENCORP, goes beyond mere recognition of differences, it involves actively embracing and celebrating the unique perspectives, skills, and experiences that each person brings to the table. By valuing diversity, we foster a culture of innovation and collaboration, which strengthens our organisation and supports our commitment to social responsibility.

Employee Diversity by Gender

The table below summarises the gender distribution for all employment levels within our Group. During the reporting year, 20% of our senior management were female.

Employee Category	FYE 2024 (%)		FYE 2023 (%)		FYE 2022 (%)	
	Male	Female	Male	Female	Male	Female
Senior Management	80%	20%	78%	22%	75%	25%
Middle Management	71%	29%	81%	19%	63%	37%
Executive	37%	63%	44%	56%	44%	56%
Non-Executive	100%	0%	100%	0%	100%	0%
Overall Composition	52%	48%	57%	43%	55%	45%



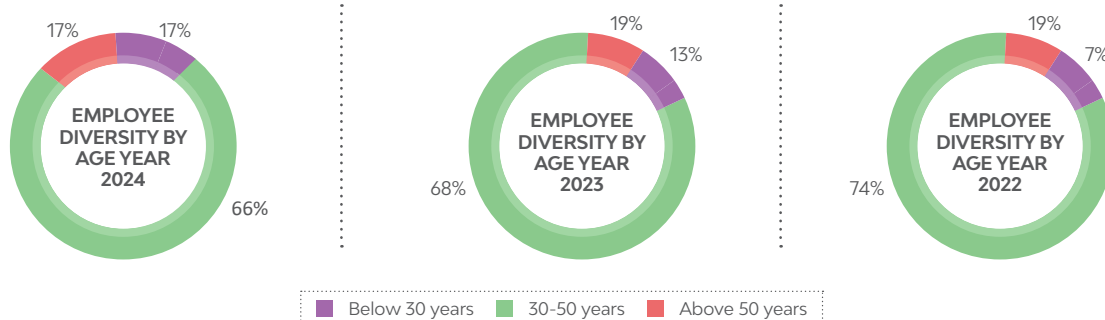
Employee Diversity by Age

The age diversity within ENCORP reflects a well-balanced demographic structure, with 66% of individuals falling within the 30 to 50-year age group. This group offers a valuable mix of experience and innovation, driving sustained growth and informed decision-making.

The 17% representation of employees under the age of 30 ensures a dynamic infusion of fresh ideas and adaptability, which is essential for maintaining the organisation's responsiveness to change and innovation.

Meanwhile, the 17% of employees aged 50 and above contribute a wealth of expertise and knowledge, crucial for guiding long-term strategic direction and ensuring continuity within the company.

Employee Category	Age in Years (%)								
	FYE 2024			FYE 2023			FYE 2022		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior Management	0%	40%	60%	0%	44%	56%	0%	38%	62%
Middle Management	0%	47%	53%	0%	71%	29%	0%	63%	37%
Executive	20%	73%	7%	18%	74%	8%	11%	82%	7%
Non-Executive	29%	53%	18%	27%	46%	37%	0%	55%	48%
Overall Composition	17%	66%	17%	13%	68%	19%	7%	74%	19%

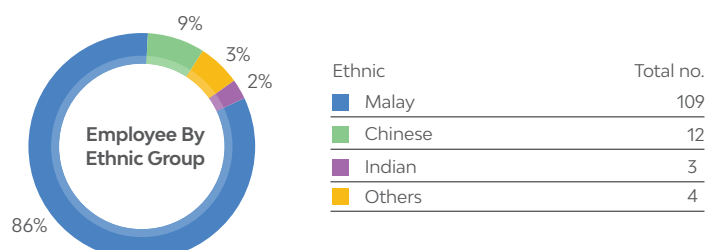


Employee Diversity by Ethnicity

ENCORP values ethnic diversity and believes it plays a key role in creating a strong and inclusive workplace. Having employees from different ethnic backgrounds brings fresh perspectives and ideas, which help drive innovation and success. We are committed to providing equal opportunities for all and fostering a respectful environment where everyone feels valued.

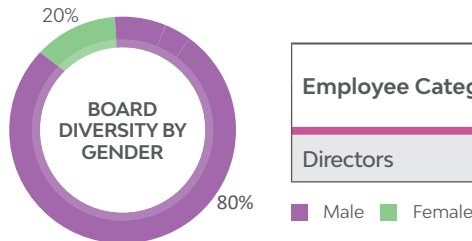
For the year 2024, our employee demographics reflect a diverse range of ethnic backgrounds, contributing to a dynamic and inclusive work environment. The ethnic breakdown is as follows: 86% of our employees are Malay, 9% are Chinese, 2% are Indian, and 3% represent other ethnic groups. This diversity enhances our ability to innovate and succeed as an organisation while maintaining a culture of respect and equality.

Employee Category	Ethnicity in Years (%)			
	FYE 2024			
	Malay	Chinese	Indian	Other
Senior Management	80%	20%	0%	0%
Middle Management	65%	29%	0%	6%
Executive	87%	7%	3%	3%
Non-Executive	100%	0%	0%	0%
Overall Composition	86%	9%	2%	3%



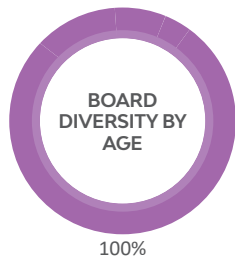
Board Diversity

In terms of board diversity, currently, 1 out of 5 board members is female, representing 20% of the total board composition. At present, the Board has not set any specific targets for female representation within its diversity policy.



Employee Category	FYE 2024 (%)		FYE 2023 (%)		FYE 2022(%)	
	Male	Female	Male	Female	Male	Female
Directors	80%	20%	80%	20%	80%	20%

The board's age diversity currently consists of 5 members aged 50 and above. The Board, with the support of the Nomination and Remuneration Committee (NRC), regularly reviews its size and composition to ensure effective governance and strong leadership.



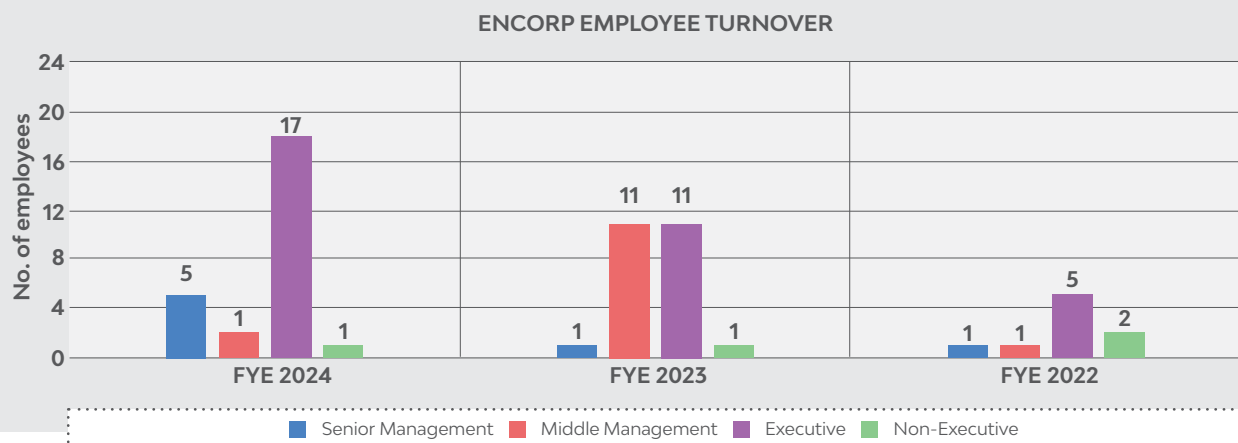
Employee Category	Age in Years (%)								
	FYE 2024			FYE 2023			FYE 2022		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Directors	0%	0%	100%	0%	20%	80%	0%	0%	100%

Human Capital Management

Human Capital Management also considers employee turnover and the use of temporary staff, as both factors can influence an organisation's long-term sustainability objectives. High employee turnover can result in increased recruitment and training costs, as well as disruption to operations, all of which may hinder sustainability efforts. To mitigate turnover, organisations focus on enhancing employee engagement, offering career development opportunities, and fostering a positive work environment.

The employment of temporary staff, while essential for addressing short-term needs, requires careful management. By providing appropriate training and offering pathways to permanent positions, organisations can build a more stable and committed workforce. Ultimately, HCM for sustainability aims to strike a balance between retaining key employees, managing turnover effectively, and strategically utilising temporary staff to support sustainable business practices.

In FYE 2024, a total of 22 employees resigned. The following is a breakdown of employee turnover at the end of the reporting period:



Employee Category	Employee Turnover (numbers)		
	FYE 2024	FYE 2023	FYE 2022
Senior Management	1	1	1
Middle Management	2	11	1
Executive	18	11	5
Non-Executive	1	1	2
Overall Composition	22	24	9

Note:

1. Employee turnover refers to employees who leave the company voluntarily or due to dismissal, retirement, or death in service.

In FYE 2024, 11.7% of our employees were temporary staff/contractors.

Employment Type	% for FYE 2024	% for FYE 2023	% for FYE 2022
Contracted/Temporary Staff	11.7%	13.28%	6.42%

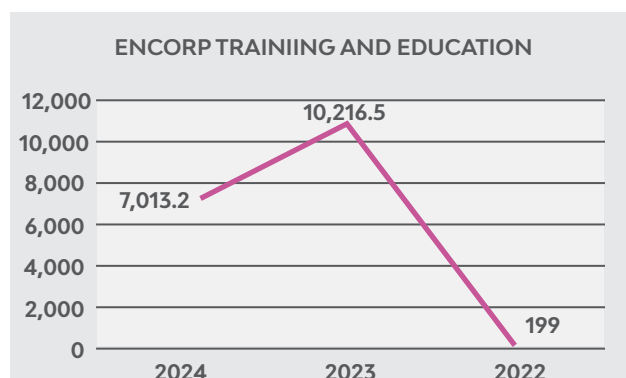
We continuously maintain a policy of hiring employees permanently rather than temporarily to ensure better consistency and continuity in delivering our business to our customers.

Learning and Development

ENCORP has put in place strategies to attract, develop, and retain skilled employees while improving their performance. This includes recruitment to hire top talent, training programmes, and performance reviews to enhance skills. During the reporting period, we offered training in areas such as technical skills, safety and marketing.

In FYE 2024, ENCORP employees have clocked in over 7,013 training hours.

Employee Category	FYE 2024 (Hours)	FYE 2023 (Hours)	FYE 2022 (Hours)
Senior Management	243.70	883.00	72
Middle Management	3,453.90	2,550.50	59
Executive	2,868.40	6,265.50	45
Non-Executive	447.20	517.50	23
Total	7,013.2	10,216.5	199



Employee Benefit

ENCORP is committed to fostering a supportive and enriching work environment that prioritises the well-being of our employees. We recognise that our workforce is a key driver of the company's success, and as such, we place significant importance on offering a comprehensive range of employee benefits. These benefits are carefully designed to support the physical, mental and professional growth of our employees, ensuring they are empowered to thrive both personally and professionally.

Leave

Annual, Medical, Hospitalisation, Marriage, Maternity, Paternity, Calamity, Compassionate, Replacement Leave, Prolonged Illness, Exam and Haj.

Health & Insurance Coverage

- Group Term Life scheme
- Group Personal Accident scheme
- Group Hospitalisation and Surgical Coverage Plans
- Outpatient Treatment (Employee & Dependents)
- Executive Medical Check Up (Employee only)
- Dental Treatment (Employee only)

Transport

Company car and Mileage claim.

Allowances

Subsistence, Handphone, Car, Housing, Site and Professional Associations Membership.

Empowering Women at ENCORP

At ENCORP, we firmly believe that empowering women is integral to our continued growth and success. By fostering an inclusive and supportive environment, we aim to elevate the Company to greater heights. In the fiscal year end 2024 (FYE 2024), we organised several initiatives specifically designed to support and enhance the well-being and professional development of our female employees. These initiatives include:

1. Flexible Working Hours

To help female employees balance their professional, family, and personal responsibilities, we offer flexible working hours. This initiative has allowed our female workforce to manage their schedules more effectively while maintaining a productive and progressive work environment.

2. Women's Health Check-Ups

We provide female employees with annual medical check-ups, including essential screenings such as pap smears, mammograms, and other health assessments, to ensure their well-being.

3. Medical Coverage for Childbirth

To support our female employees during significant life events, we offer comprehensive medical coverage for childbirth, ensuring they have access to the care they need.

4. ENCORP International Women's Day Celebration

We commemorate International Women's Day through events designed to promote the professional development of our female employees, celebrating their achievements and fostering an environment of growth and empowerment.

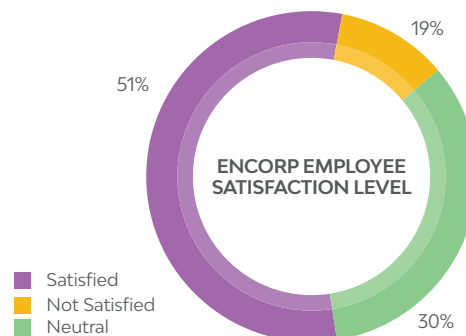
Employee Satisfaction Survey

At ENCORP, we recognise that our employees are our most valuable asset, and their well-being is integral to the success and sustainability of our organisation. As part of our ongoing commitment to fostering a positive and supportive work environment, we conduct annual employee satisfaction surveys to gather valuable feedback. This survey allows us to assess employee experiences, identify areas for improvement and align our workplace culture with our sustainability goals.

We highly value the feedback provided by our employees, as it offers valuable insights that guide us in refining our management practices and optimising business operations. The results of this year's survey indicated a service level rating of 81% across 9 business units, surpassing our quality target of 75%.

The survey encompassed several key areas, including job satisfaction, professional development, manager relationships, compensation and benefits, and work-life balance. In order to encourage openness and transparency, all responses were collected anonymously.

ENCORP EMPLOYEE SATISFACTION LEVEL



Employee Labour Rights

We are pleased to report that during the reporting year, ENCORP did not receive any substantiated complaints from regulatory or official bodies regarding violations of human rights related to our workforce. This reaffirms our commitment to upholding the highest standards of ethical conduct and ensuring the protection of the rights and dignity of all our employees.

Number of substantiated complaints concerning violation of human rights received in FYE 2024, 2023 and 2022:	None Reported
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Employee Engagement

ENCORP are committed to achieving better alignment, ensuring the effective dissemination of information, and fostering strong relationships throughout the organisation. To support these objectives, we actively engage with our employees through various internal communication channels and engagement events. Our goal is to create a dynamic and inclusive work environment where employee input is highly valued, contributing to the continuous growth and development of the organisation.

The following are the key highlights of our employee engagement activities for the fiscal year 2024:

- ENCORP football friendly match
- ENCORP futsal
- Chinese New Year lunch treat
- ENCORP team building
- ENCORP Women's day talk show "Jenayah dikalangan Wanita"
- ENCORP Men's day celebration coffee break session
- ENCORP bowling tournament
- Ramadan talk & iftar treat
- Ketipak Ketipung potluck raya celebration
- ENCORP jom makan buah
- Lunch & break karaoke session
- Rewang bubur lambuk

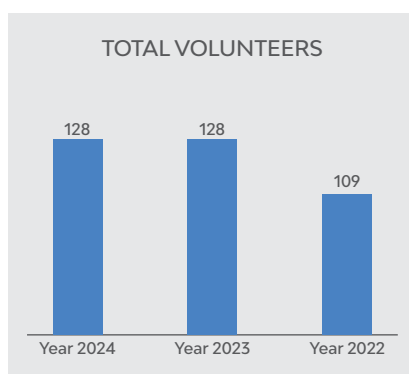
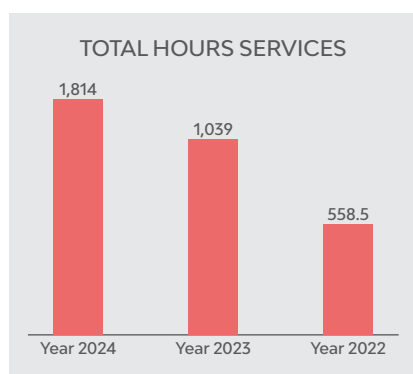
Community Development

At ENCORP, we are dedicated to making a meaningful contribution to the communities where we live and work. Our approach to community development is rooted in the belief that sustainable progress can only be achieved when we work together to address social, economic, and environmental challenges. Through various initiatives, we aim to support local communities, foster social inclusion, and empower individuals to create a positive impact in their own environments.

We remain steadfast in our commitment to contributing to society, particularly in supporting those less fortunate. In the fiscal year ending 2024 (FYE 2024), a total of 1,814 hours of community service were dedicated by 128 ENCORP volunteers, reflecting an average of 14.2 hours per employee.

The table below presents a comprehensive summary of our total contributions during this period:

	FYE 2024	FYE 2023	FYE 2022
Total Hours (Hour)	1,814	1,039	558.5
Total Volunteers	128	128	109
Total Average Hours Per Employee	14.2	8	5
Total amount invested (RM)	RM64,513.00	RM149,094.66	RM78,125.55



In the reporting year, the Group made a total contribution of RM64,513.00 to the community, benefiting 13,720 individuals. This contribution underscores the Group's ongoing commitment to promoting social welfare and sustainable community development. Below are some of the key initiatives and noteworthy contributions:

1. Blood Donation Campaign (join venture with our tenant Alpha IVF)
2. Celebrating CNY, spending a day with the underprivileged (join event with our tenant Black Basket)
3. Rewang Bubur Lambuk within the Kota Damansara Community
4. Iftar with Employees at a home for the underprivileged
5. Infaq to Pusat Jagaan Telaga Kasih Muhammad, Seksyen 7 Kota Damansara
6. Donation in Support of P Ramlee's Legacy
7. Pertandingan Sepak Penalti at Lamanda Chuping Community
8. Sponsorship in support of Pesta Kuantan 188 2024
9. Sponsorship for Kelab Silat Olahraga SILATRA SKS9KD
10. Kibarkan Jalur Gemilang di Kuantan
11. Distributing Deepavali Signature Snacks to Underprivileged Home, Authorities and Community
12. Sponsorship food for Participants of the Programme "Rakan Ekspresi: Youth Grooming"
13. Sponsorship for "Misi Bantuan Banjir Kumpulan Felda"
14. Collaboration with MBSA for a Fun Run at Shah Alam Hari Tanpa Kenderaan

ENVIRONMENTAL STATEMENT

Climate Change : Emission Management

In alignment with Malaysia's ambitious target of achieving a 45% reduction in greenhouse gas (GHG) emission intensity by 2030 and carbon neutrality by 2050, as outlined in the Paris Agreement, ENCORP is committed to supporting these national goals. As a responsible property developer, ENCORP has implemented a range of measures focused on both climate change mitigation and adaptation.

At ENCORP, sustainability is at the core of our operations, and we are committed to managing our environmental impacts effectively. As a responsible property developer, we continuously strive to reduce our greenhouse gas (GHG) emissions, minimise pollution, and practice proper waste management. We focus on optimising energy, material and water usage across all facets of our operations to foster a greener, more sustainable future.

Starting in 2024, ENCORP will begin calculating our carbon emissions as part of a comprehensive approach to understanding and mitigating climate change impacts. This calculation will allow us to establish a clear baseline, ensuring that we can measure progress and make informed decisions moving forward.

Our goal is to achieve a 20% reduction in carbon emissions intensity by 2030, aligned with Malaysia's national climate targets. Through these efforts, we aim to reduce our environmental footprint while contributing to the broader objective of carbon neutrality by 2050.

Scope 1 emissions refer to direct greenhouse gas (GHG) emissions from company-owned vehicles and refrigerants used in company facilities. These emissions are calculated using vehicle mileage readings and estimates of refrigerant leakage. The Group actively monitors and manages these emissions by optimising fuel efficiency, investing in cleaner vehicle technologies, and implementing effective refrigerant management practices to minimise environmental impact.

Scope 2 emissions at ENCORP represent indirect greenhouse gas (GHG) emissions from the consumption of purchased electricity consumption across various operations, including our corporate office, project sites at Encorp Cahaya Alam, malls, and retail properties. These emissions are calculated based on total electricity consumption and the applicable emission factors for the energy sources used. ENCORP is focused on reducing these emissions through enhanced energy efficiency, the adoption of renewable energy and the implementation of energy-saving technologies.

The Group's reported Scope 3 emissions include indirect greenhouse gas (GHG) emissions from several key areas: employee commuting, business travel (covering both air and land transportation), purchased materials, water consumption and waste generated. These categories represent the broader environmental impact of ENCORP's operations beyond direct and energy-related emissions, helping to provide a comprehensive view of our sustainability footprint.



**THE CLIMATE IS CHANGING, SO MUST WE.
EVERY ACTION COUNTS.**

ENCORP CARBON EMISSION 2024

SCOPE 1

DIRECT EMISSIONS

GHG emissions are direct emissions from owned or controlled sources

Company vehicles	1.60 tCO ₂ e
Company facilities (Refrigerants)	14.05 tCO ₂ e

SCOPE 2

INDIRECT EMISSIONS

GHG emissions are indirect emissions from the generation of purchased energy

Purchased Electricity	3,936.40 tCO ₂ e
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SCOPE 3 INDIRECT EMISSION

GHG emissions are all indirect emissions (not included in scope 1 and 2)

Employee commuting	200.32 tCO ₂ e
Business travel	64.35 tCO ₂ e
Water Supplied	9.81 tCO ₂ e
Purchased goods	2.25 tCO ₂ e
Waste generated	409.43 tCO ₂ e
Transmission and Distribution losses	169.57 tCO ₂ e

TOTAL CARBON EMISSION 2024

SCOPE 1 - 15.65 tCO₂e

SCOPE 2 - 3,935.40 tCO₂e

SCOPE 3 - 3855.73 tCO₂e

TOTAL 4,807.78 tCO₂e

The total carbon emissions for 2024 are projected to reach 4,807.78 tCO₂e. Of this total, Scope 1 emissions contribute for 15.65 tCO₂e, primarily attributable to company vehicles and refrigerant units. Scope 2 emissions amount to 3,936.40 tCO₂e, primarily resulting from purchased electricity. Scope 3 emissions are amount to 855.73 tCO₂e, resulting from employee commuting, business travel (covering both air and land transportation), purchased materials, water consumption, and waste generated.

Energy Management

In 2024, our total energy consumption 9,024,304 kWh saw a 4% increase compared to 2023, primarily due to the expansion in data collection activities for Warna Avenue and a significant rise in the number of tenants at our Mall Management. This increase in energy usage is important to address as we look at our efforts toward sustainability and carbon reduction.

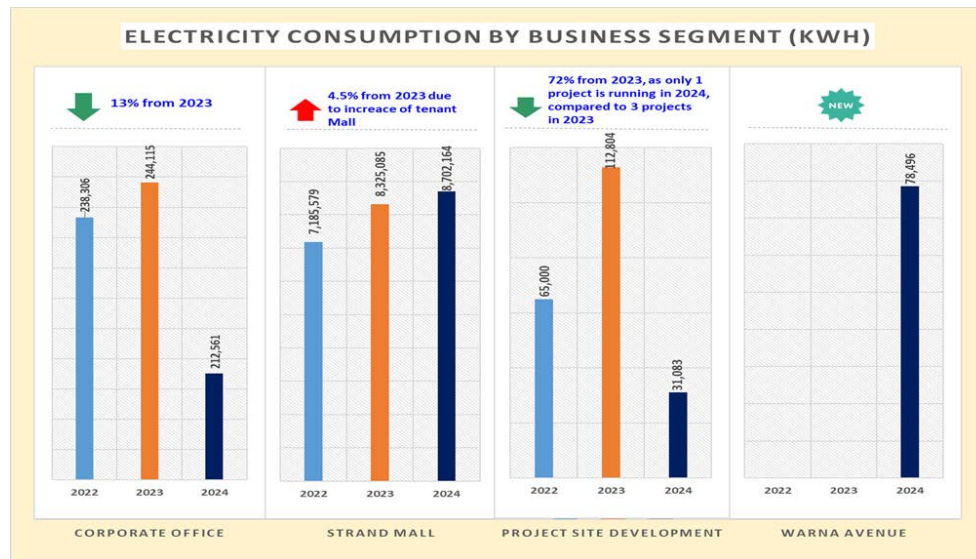
Factors Contributing to Increased Energy Consumption

Expansion of Data Collection for Warna Avenue:

The growth of Warna Avenue activities, particularly events such as the weekend Paazar and other community events, led to a substantial increase in energy usage. These events required more data collection, infrastructure for event management, and energy for lighting, sound systems, and other resources. The data-driven activities during these events also demanded increased energy for storage, processing, and management of the data generated.

Increase in Tenants at Mall Management Facilities:

As the number of tenants in our managed mall properties grew, so did the energy required for operations. More retail spaces and tenant activities meant increased energy consumption for lighting, heating, cooling, and other essential services in both common areas and individual stores.



	Corporate Office	Strand Mall	Project Site Development	Warna Avenue
Year of 2022	238,306	7,185,579	65,000	No Data
Year of 2023	244,115	8,325,085	112,804	No Data
Year of 2024	212,561	8,702,164	31,083	78,496

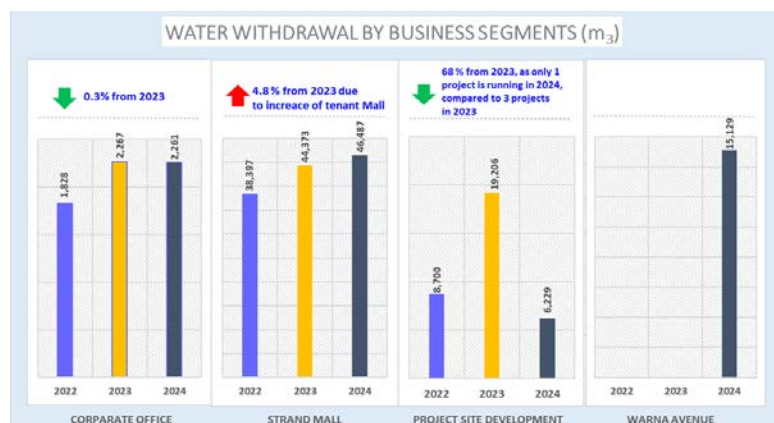
Energy Performance:

Energy management in our corporate office has resulted in a 13% decrease from 2023. For the mall, energy consumption has increased by 4.5% due to a rise in the number of tenants, from 44 in 2023 to 51 in 2024. For project site development, energy consumption has decreased by 68% from 2023, as only one project was running in 2024, compared to three projects in 2023.

Year	No. of tenants: Strand Mall	No. of tenants: Warna Avenue
Year of 2022	38	31
Year of 2023	44	41
Year of 2024	51	51

Water Management

The total estimated water consumption for 2024 was 70,106 m³, reflecting a 6.5% increase from 2023. This rise is attributed to the expansion of data collection activities at Warna Avenue and a significant increase in the number of tenants at our Mall Management.



	Corporate Office	Strand Mall	Project Site Development	Warna Avenue
Year of 2022	1,828	38,397	8,700	No Data
Year of 2023	2,267	44,373	19,206	No Data
Year of 2024	2,261	46,487	6,229	15,129

Water Withdrawal:

At ENCORP, our primary sources of water withdrawal include municipal supply at our corporate headquarters, mall, and project developments, as well as water from detention ponds located within our project sites. The water extracted from these detention ponds is typically used for our water bowser trucks, dust suppression activities, and landscaping. No water abstraction is carried out directly from river systems

Corporate Office

- Withdrawal of water from the municipal water supply for daily use.

Mall Management

- Municipal Supply: Water supplied by local authorities for general operations.
- Restroom Usage: Water for toilets, sinks and other restroom facilities.
- Landscaping: Water used for maintaining green spaces and outdoor areas.
- Cooling Systems: Water used in air conditioning and cooling equipment.
- Dust Suppression: Water used for controlling dust around construction or outdoor areas.
- Cleaning and Maintenance: Water used for cleaning floors, windows and other surfaces in common areas.
- Food Court and Restaurants: Water for cooking, cleaning and sanitation purposes in food service areas.
- Tenant Usage: Water consumed by tenants for various purposes, including restrooms, cooking, cleaning and other operational needs within their stores.

Project Site

- Equipping our properties with rainwater harvesting systems for irrigation and general cleaning.
- Withdrawal of water from existing retention ponds and detention ponds to water the landscape at our township development area.
- Withdrawal of recycled water from sediment ponds for dust suppression and tyre washing.
- Utilisation of treated underground water during the initial stages of projects for general cleaning and lavatories.

Water Disruption at Construction Sites:

At ENCORP, water disruptions at construction sites are carefully managed to minimise operational impacts. Temporary water shortages or interruptions may occur during certain phases of construction, such as excavation or utility installation. To mitigate these disruptions, we use alternative water sources, such as water from detention ponds and ensure that all essential activities like dust suppression, equipment cooling, and sanitation facilities remain functional. We prioritise restoring water supply quickly and efficiently to ensure the continued safety and effectiveness of the construction site operations.

Reducing Water Pollution:

ENCORP acknowledges the potential environmental impact of pollutants, particularly untreated wastewater containing silt, mud, or other contaminants, resulting from our construction activities. We recognise the risks these pollutants pose to local waterways, such as drainage blockages, flooding, and harm to downstream water ecosystems. In response, we are fully committed to adopting effective wastewater management practices, including the removal and treatment of wastewater on-site before discharge.

By implementing these measures, ENCORP ensures responsible environmental stewardship, safeguarding water quality and preventing negative consequences for local ecosystems. This proactive approach aligns with our commitment to sustainable development and the protection of the environment throughout our project lifecycle.

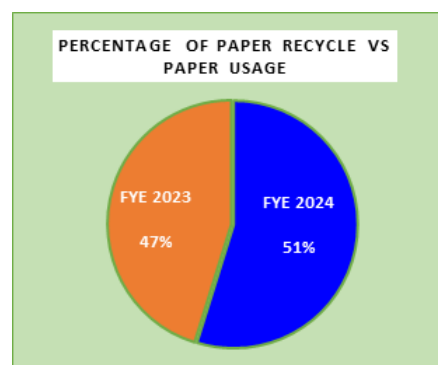
Material Management: Paper

At ENCORP, we recognise the critical role material management plays in reducing environmental impact. Our commitment to sustainability extends specifically to the responsible sourcing, utilisation, and disposal of paper and construction materials. We prioritise strategies that promote resource efficiency, waste reduction, and the adoption of sustainable practices throughout the lifecycle of these materials, from procurement to end-of-life disposal or recycling.

As part of our comprehensive sustainability strategy, ENCORP has placed a strong emphasis on reducing paper consumption and optimising the management of paper resources across our operations. Understanding the environmental implications of paper production—such as deforestation, energy consumption, and water use, we have implemented targeted initiatives aimed at reducing our paper footprint, enhancing recycling efforts, and adopting digital alternatives where feasible.

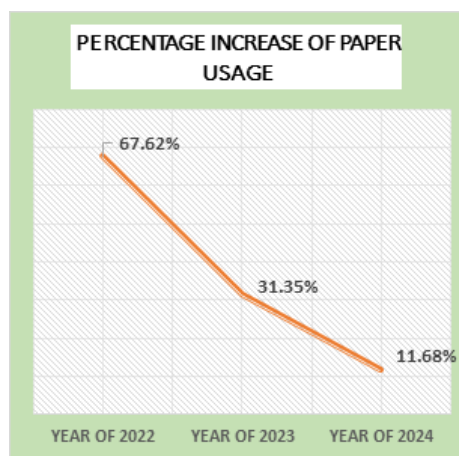
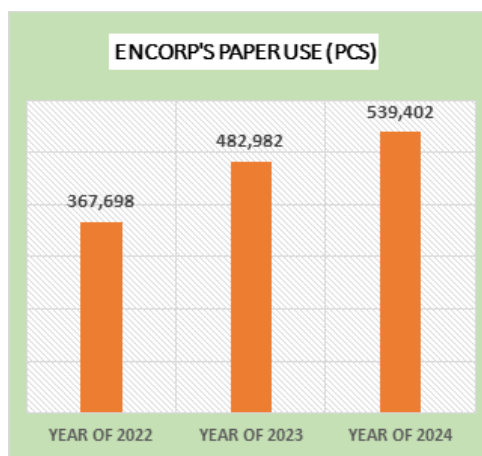
Paper Recycling Initiatives:

As part of our commitment to sustainability, we have successfully diverted 1,370.80 kg of paper waste from landfills, reflecting a 21% increase from 2023, through our comprehensive recycling initiatives. All paper waste generated within our facilities is systematically sorted and sent to certified recycling centres, where it is repurposed into new paper products. This initiative is a key component of our broader waste management strategy, which aims to achieve a 60% recycling rate compared to paper usage by the year 2026.



Paper Usage Performance:

In FY2024, paper usage increased by 11% compared to 2023, but the increase was slightly lower than the 31% rise observed from 2022 to 2023. The pattern of decreasing percentage increases in paper usage since 2022 is encouraging, as it suggests we are on track to achieve our target. While the slight increase in paper usage reflects certain operational demands, the reduction in the rate of growth demonstrates the effectiveness of our ongoing initiatives to optimise paper consumption. These initiatives, including the promotion of digital alternatives, improved document management systems, and employee engagement efforts, are integral to our commitment to reducing our environmental footprint.



Year	2024	2023	2022
Total Usage of Paper	539,402	482,982	367,698
Percentage Increase	11.68%	31.35%	67.62%

Waste Management

ENCORP's operations, primarily construction, generate domestic waste from mall and retail activities, as well as construction waste that is disposed of in landfills. We engage a third-party waste management vendor to handle all non-recyclable waste, which is disposed of in compliance with local waste regulations. In alignment with SDG 12 on responsible consumption and production, we are committed to reducing resource use and minimising construction waste generation.

Our approach to waste management can be summed up as follows:

Establishing for Less	Built with Less	Disposing Less
At the Strand Mall, we have incorporated waste separation and collection facilities to make it simpler for tenants to recycle their waste. At our property development, we have incorporated slip traps to reduce sand flowing into drains.	We encourage the recycling of waste and the minimising of wood usage in construction by our contractors. Our contractors are obligated to be transparent about the amount of waste they produce and the manner in which they get rid of it.	We work with our Strand Mall tenants to separate all of their waste, going beyond regulatory requirements to promote a recycling culture in our developments.

Waste Directed to Disposal:

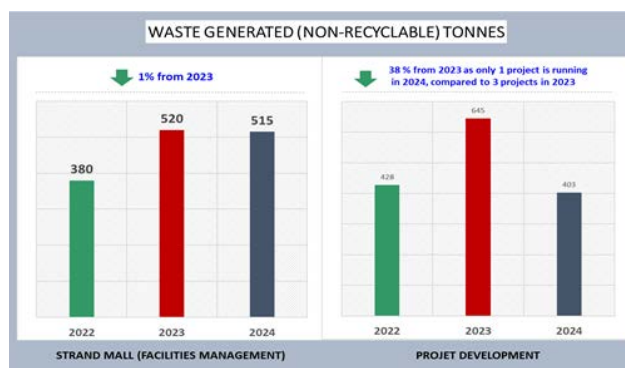
Our projects also produce scheduled waste, which is managed in compliance with the Environmental Quality (Scheduled Wastes) Regulations 2005, in addition to construction waste. At our project sites, generated scheduled waste is carefully labelled, kept, and disposed of when it reaches a predetermined level or duration. To collect and transport the scheduled waste for treatment before disposal, we only employ contractors who are authorised by the Department of Environment (DOE).

Waste Recycled/Diverted from Landfills:

We implement the 3Rs (Reduce, Reuse, and Recycle) strategy at our construction sites, ensuring the segregation of recyclable and reusable waste. This practice has significantly reduced the amount of waste sent to inert waste landfills. Scrap materials such as aluminium, power cables, scrap reinforcement bars, plastic barriers, galvanised pipes, and lighting fixtures are sold to other companies, further diverting waste from landfills. We continuously enhance our recycling initiatives by raising awareness and improving waste management efficiency.

Waste Management Performance:

There was significant decrease of 21% in the waste generated by the mall and development projects in 2024 compared to 2023. The total waste generated in 2024 is 918 tonnes, down from 1,165 tonnes in 2023. This reduction is attributed to improved waste management practices and the reduction in the number of active projects in 2024.



	Waste Generated (Non-Recyclable) Tonnes		
	2024	2023	2022
Strand Mall	515	520	380
Project Development	403	645	428
Total Waste (Tonne)	918	1,165	808

Waste Recycling Initiatives:

In FY2024, ENCORP successfully recycled 1,428.60 kg of waste at our corporate office, reflecting a 21% increase compared to the previous year. For 2025, we have set the target to implement a quarterly recycling programme within the corporate office, further strengthening our waste management efforts. In addition, we aim to introduce a project site recycling programme to increase the collection of recyclable materials, contributing to the reduction of carbon emissions and minimising our overall environmental impact. These initiatives are an integral part of our commitment to reducing our environmental footprint and advancing sustainable practices throughout our operations.

Category Waste	Waste Recycled/ Diverted		
	FYE 2024 (kg)	FYE 2023 (kg)	FYE 2022 (kg)
Paper	1,370.80	1,130.40	-
Plastic	54.70	54.70	-
Scrap Metal	3.10	0.90	-
Total	1,428.60	1,186.0	-

Total Waste Disposal (Tonnes)	918
Total Waste Recycled/ Diverted (Tonnes)	1.43
Percentage of Recycling vs. Disposal	0.2%

CONCLUSION

As we navigate ENCORP's sustainability journey, our unwavering pursuit of sustainable growth is driven by our Group-wide vision, mission, and core values. As we approach 2025, we embrace the opportunities and challenges ahead with agility, resilience, and perseverance. Sustainability remains at the core of our strategy, propelling us forward as we continue to innovate through a culture of continuous learning.

Our commitment to sustainability extends beyond growth. We proactively address both risks and opportunities, integrating green design principles into the very fabric of our townships and communities. In shaping a sustainable future, we focus on embedding sustainable practices into our strategic planning, ensuring that each step we take is in harmony with environmental goals.

We are committed to sustainability is not just a strategic priority but a responsibility we take seriously as we work toward a better future. Through our dedication to sustainable practices, eco-friendly developments, and continuous innovation, we are shaping a world where both the environment and communities can thrive. By integrating green principles, embracing new technologies, and ensuring that our projects benefit future generations, we are laying the foundation for a resilient, sustainable tomorrow. Our journey toward "Building a Sustainable Future" is driven by the belief that every action we take today has the potential to positively impact the world for generations to come.

Bursa ESG Performance Data Table

The ESG Performance Data Table included in this Sustainability Report was generated from Bursa Malaysia's ESG Reporting Platform, in compliance with the enhanced sustainability reporting requirements outlined in Bursa Malaysia's Main Market Listing Requirements.

The table is as follows:

Indicator	Measurement Unit	2023	2024
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Management	Percentage	100.00	100.00
Executive	Percentage	100.00	100.00
Non-executive/Technical Staff	Percentage	100.00	100.00
General Workers	Percentage	100.00	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	1
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	149,095.00	64,513.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	2,000	13,720
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	0.00	0.00
Management Between 30-50	Percentage	62.00	52.00
Management Above 50	Percentage	38.00	48.00
Executive Under 30	Percentage	18.00	18.00
Executive Between 30-50	Percentage	74.00	74.00
Executive Above 50	Percentage	8.00	8.00
Non-executive/Technical Staff Under 30	Percentage	27.00	29.00
Non-executive/Technical Staff Between 30-50	Percentage	46.00	53.00
Non-executive/Technical Staff Above 50	Percentage	27.00	18.00
General Workers Under 30	Percentage	0.00	0.00
General Workers Between 30-50	Percentage	0.00	0.00
General Workers Above 50	Percentage	0.00	0.00
Gender Group by Employee Category			
Management Male	Percentage	74.00	76.00
Management Female	Percentage	26.00	24.00
Executive Male	Percentage	44.00	40.00
Executive Female	Percentage	56.00	60.00
Non-executive/Technical Staff Male	Percentage	100.00	100.00
Non-executive/Technical Staff Female	Percentage	0.00	0.00
General Workers Male	Percentage	0.00	0.00
General Workers Female	Percentage	0.00	0.00
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	80.00	80.00
Female	Percentage	20.00	20.00
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	20.00	0.00
Above 50	Percentage	80.00	100.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	5,023.10	9,024.30
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	128	128
Bursa (Labour practices and standards)			

Internal assurance

External assurance

No assurance

(*)Restated

Indicator	Measurement Unit	2023	2024
Bursa C6(a) Total hours of training by employee category			
Management	Hours	3,434	3,698
Executive	Hours	6,266	2,868
Non-executive/Technical Staff	Hours	518	447
General Workers	Hours	0	0
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	13.30	11.72 *
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	12	6
Executive	Number	11	8
Non-executive/Technical Staff	Number	1	10
General Workers	Number	0	0
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00	100.00
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	65.850000	70.110000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	918.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	1.43
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	919.43
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	15.65
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	3,935.40
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	855.73



Encorp Cahaya Alam, Selangor