

# Sustainability Statement (cont'd)

## Constructing Thriving Communities

Social responsibility is integral to NCT Alliance's ethos. We focus on promoting meaningful connections with our employees, customer and communities, furthering a collaborative effort towards a thriving society. Our social initiatives exemplify our vision for realising long-term growth and a prosperous future for all.

### Material Sustainability Matters

- Labour Practise & Standards
- Occupational Health & Safety
- Diversity & Inclusiveness
- Community Engagement
- Customer Satisfaction
- Employee Engagement

### Stakeholders

- Regulators
- Employees
- Shareholder & Investors
- Customers
- Communities



**ZERO**

cases of harassment, discrimination,  
and human rights violation

Invested a total of **RM 251,654**  
to the community

Recorded **ZERO**  
fatalities rate across the Group

Recorded a total of **1,536**  
training hours in FYE 2025



# Sustainability Statement (cont'd)

## Labour Practices and Standards

### WHY IT MATTERS

Employees are central to the Group’s operational effectiveness and long-term sustainability. Investing in employee development supports workforce capability, engagement and retention, while fostering a safe, inclusive and productive working environment. Strong labour practices enable the Group to build organisational resilience and deliver consistent business performance.

### OUR APPROACH

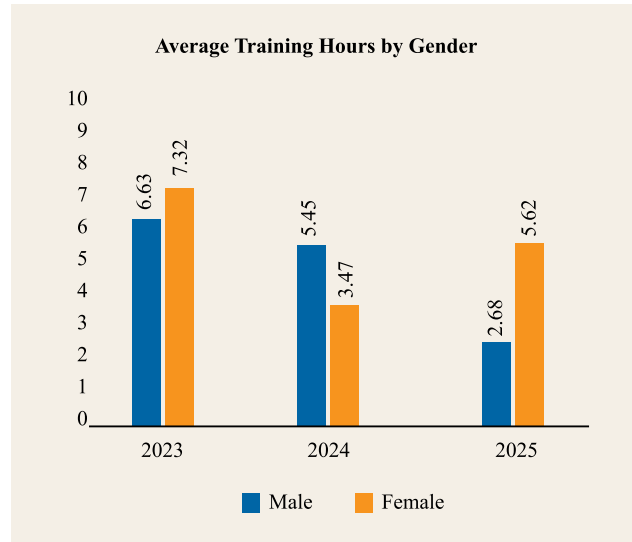
The Group invests in employee development through structured training programmes aligned with operational requirements and individual career progression. Training covers a range of focus areas, including compliance, leadership development, technical competencies and general professional skills. These initiatives aim to equip employees with relevant knowledge and capabilities to perform effectively while supporting continuous improvement across the organisation.

### OUR PERFORMANCE

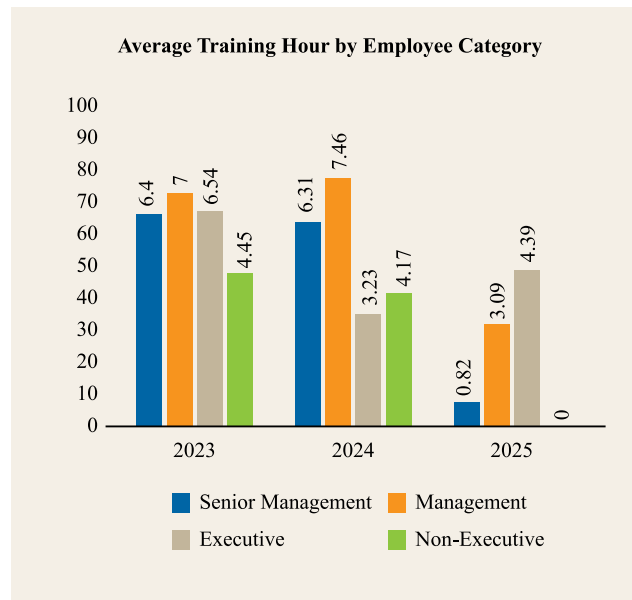
In FYE 2025, the Group continued to strengthen its human capital development efforts. A total of RM136,301.20 was invested in employee training programmes across key focus areas, including Compliance, Leadership, Technical Skills and General Development.

During the reporting period, the Group recorded a total of 1,536 training hours, with 185 employees participating in training programmes. On average, each participating employee completed 8.30 hours of training, reflecting a higher intensity of skills development compared to the previous reporting year.

These training initiatives support the enhancement of employee competencies, compliance awareness and professional growth across operational levels. The Group remains committed to strengthening its training framework and expanding access to learning opportunities to support a capable, engaged and future-ready workforce.



*Average number of training hours completed per employee, disaggregated by gender.*



# Sustainability Statement (cont'd)

## Occupational Health and Safety

### WHY IT MATTERS

Property development activities inherently involve occupational risks, including working at heights, heavy machinery operations and hot works. Effective occupational health and safety (“OHS”) management is therefore critical to safeguarding the well-being of employees, contractors, and the public. Beyond regulatory compliance, maintaining safe and controlled worksites supports operational continuity, workforce morale and the Group’s long-term sustainability objectives.

### OUR APPROACH

The Group’s occupational health and safety system is overseen by the Safety and Health Committee (“SHC”), which monitors safety performance and supports the implementation of established OHS standards across operations. The SHC plays a key role in identifying risks, reviewing safety practices, and promoting continuous improvement at worksites.

Regular risk assessments form a core component of the Group’s OHS management approach. At active project sites, Hazard Identification, Risk Assessment and Risk Control (“HIRARC”) exercises are conducted to proactively identify and mitigate potential health and safety risks. In addition, Health, Safety and Environment (“HSE”) inspections are carried out on a regular basis to detect non-conformities and ensure timely corrective actions.

The Group’s Safety and Health Policy provides a guiding framework for raising employee awareness of workplace hazards, reinforcing safe work practices and preventing accidents. Safety briefings and toolbox talks further support a strong safety culture by ensuring ongoing communication and engagement on OHS matters.

### OUR PERFORMANCE

#### a. Health and Safety Trainings

In FYE 2025, the Group continued to implement health and safety training programmes across active project sites. Training activities included safety inductions for new personnel, regular toolbox talks and safety briefings, and site-level safety meetings aimed at reinforcing hazard awareness and safe work practices.

Financial Year	2025
Number of employees trained on health and safety standards	285

These training programmes support consistent understanding of OHS requirements among employees and contractors and contribute to the promotion of a strong safety culture across operations.

FYE 2025	
Title of Training Program	Description
Safety Induction	Safety are provided to new employees, contractors, and site personnel prior to commencement of work, covering site rules, hazards, and emergency procedures.
Safety Walkabout and Meetings	Regular site safety walkabouts and safety meetings conducted to monitor site conditions, identify hazards, and reinforce compliance with safety requirements.

# Sustainability Statement (cont'd)

## Occupational Health and Safety (cont'd)

### OUR PERFORMANCE (cont'd)

#### a. Health and Safety Trainings (cont'd)

FYE 2025	
Title of Training Program	Description
Safety Committee Meeting	Periodic meetings conducted with the Safety and Health Committee to review safety performance, discuss identified risks, and follow up on corrective actions, including site walkabouts where applicable.
Toolbox	Regular safety toolbox talks conducted at site level to address specific safety topics, work activities, and emerging site-related risks.

#### b. Work related-injury

Ensuring the safety and well-being of all workers remains a key priority for the Group. In FYE 2025, the Group continued to uphold its commitment to providing a safe working environment, with the objective that every employee and contractor returns home safely at the end of each workday. Preventing workplace incidents remains a core focus, supported by ongoing monitoring, training, and site-level safety controls.

FYE 2025	
Number of hours worked	119,752
Number of fatalities as a result of work-related injury	0
Number of high-consequence work-related injuries (excluding fatalities)	0
Number of high-consequence work-related injuries (excluding fatalities)	0
Main types of work-related injury	0
Rate of fatalities as a result of work-related injury	0
Rate of recordable work-related injuries	0
Rate of high-consequence work-related injuries (excluding fatalities)	0
Number of fatalities as a result of work-related ill health	0
Number of cases of recordable work-related ill health	0

Based on the FYE 2025 data, the Group recorded zero fatalities, zero high-consequence injuries and zero recordable work-related injuries. No Lost Time Injuries (LTI) were recorded during the reporting period, and no cases of work-related ill health were reported.

This safety performance reflects the effectiveness of the Group’s occupational health and safety management practices, including regular risk assessments, site inspections and ongoing safety training. The Group remains committed to maintaining a strong safety culture and will continue to enhance its preventive measures to safeguard the health and well-being of all workers.

# Sustainability Statement (cont'd)

## Diversity and Inclusiveness

### WHY IT MATTERS

Diversity and inclusiveness are essential to fostering a resilient, innovative and high-performing organisation. A diverse workforce brings together a wide range of perspectives, experiences and skills, enabling better decision-making and supporting the Group's long-term sustainability and business growth. An inclusive workplace also promotes employee engagement, fairness and mutual respect across all levels of the organisation.

### OUR APPROACH

NCT Alliance promotes diversity and inclusiveness through merit-based recruitment and employment practices. Hiring and career advancement decisions are guided by skills, qualifications, experience and performance, without discrimination based on gender, age, ethnicity or other personal characteristics.

The Group is committed to providing equal opportunities for all employees and cultivating a workplace culture that values individual contributions. These principles support a fair and respectful working environment and align with applicable labour standards and ethical business practices.



### OUR PERFORMANCE

In FYE 2025, NCT Alliance maintained a diverse Board composition that supports effective governance and balanced decision-making. The Board comprised six (6) Directors, of which five (5) were male and one (1) was female, representing 16.67% female representation on the Board.

From an age diversity perspective, the Board reflected a mix of experience and perspectives, with two (2) Directors aged between 30 and 50 years and four (4) Directors aged above 50 years.

Beyond the Board level, the Group also maintained a balanced workforce age profile across all employee categories. In FYE 2025, employees aged between 30 and 50 years formed the majority across Senior Management and Management, Executives and Non-Executives, reflecting a strong core workforce with established experience and operational capabilities.

The Executive category recorded the highest concentration with 46 employees, indicating a stable and experienced talent pool supporting the Group's day-to-day operations. At the same time, the Group continued to nurture younger talent, with employees aged under 30 represented across all categories, particularly within Executives (35 employees) and Non-Executives (14 employees), supporting workforce renewal and long-term succession planning.

Employees aged above 50 years remained present within Senior Management and Management (16 employees) and Executives (5 employees), contributing valuable leadership experience, mentorship and institutional knowledge to the organisation.

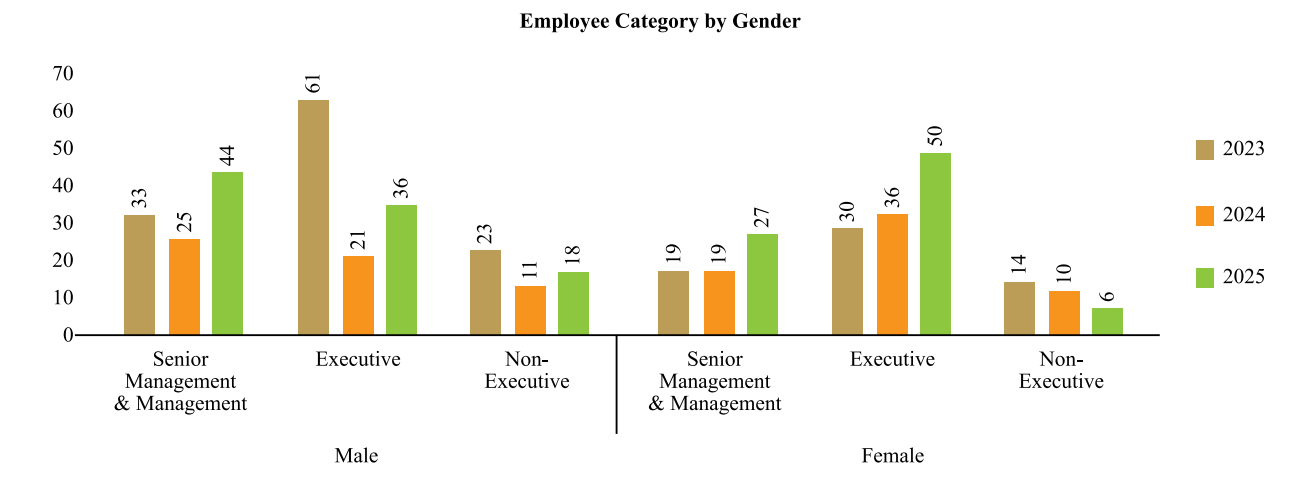
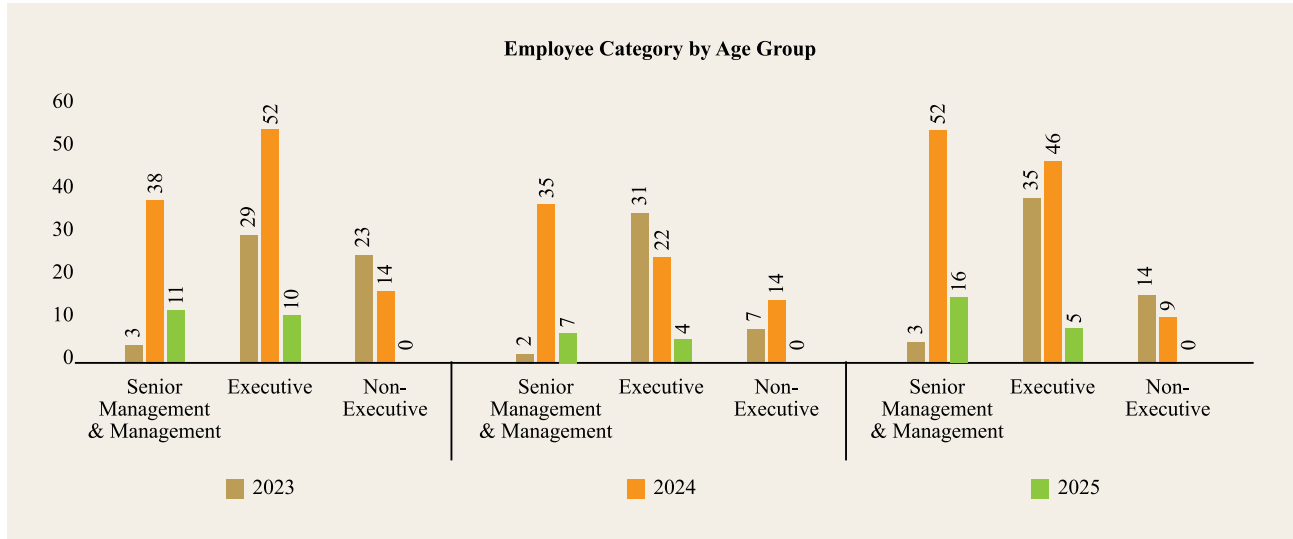
Overall, the Group's age distribution reflects a well-balanced workforce structure, combining emerging talent with experienced professionals. This diversity supports knowledge transfer, innovation and organisational resilience, aligning with NCT Alliance's commitment to sustainable human capital development.

The Group continues to monitor workforce demographics across all levels as part of its diversity and inclusiveness practices, ensuring a balanced age profile that supports talent development, succession planning and long-term organisational sustainability.

# Sustainability Statement (cont'd)

## Diversity and Inclusiveness (cont'd)

### OUR PERFORMANCE (cont'd)



### Employment Status and Turnover

In FYE 2025, the Group recorded employee turnover across all employment categories, reflecting normal workforce movement associated with business operations and organisational needs.

During the reporting year, a total of 90 employee resignations were recorded. Turnover was highest at the Executive level with 46 resignations, followed by Management with 28 resignations. The Non-Executive category recorded 12 resignations, while Senior Management turnover remained the lowest at 4 resignations, indicating relative stability at senior leadership levels.

Compared to FYE 2024, turnover at the Executive level showed a slight decrease, while Management and Non-Executive turnover remained relatively consistent with prior-year trends. The reduction in Senior Management turnover reflects continued leadership stability during the reporting year.

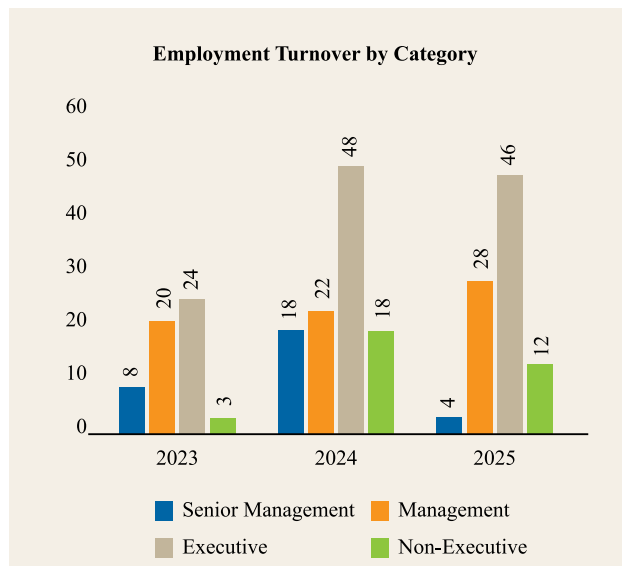
# Sustainability Statement (cont'd)

## Diversity and Inclusiveness (cont'd)

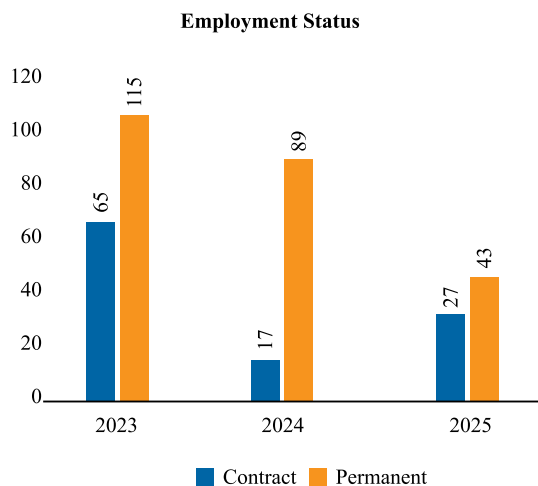
### OUR PERFORMANCE (cont'd)

#### Employment Status and Turnover

The Group continues to monitor employee turnover trends as part of its workforce management practices. Ongoing efforts to strengthen employee engagement, career development opportunities, and workplace well-being initiatives aim to support employee retention and organisational continuity over the longer term.



*Employee turnover by category*



## Community Engagement

### WHY IT MATTERS

The Group recognises its role in contributing to the social well-being of the communities in which it operates. Through community engagement and corporate social responsibility (“CSR”) initiatives, the Group supports social development, strengthens stakeholder relationships and reinforces its social licence to operate.

By investing in community-focused initiatives, the Group contributes to positive social outcomes while fostering long-term, meaningful relationships built on trust and shared value.

### OUR APPROACH

The Group’s community engagement efforts are guided by a structured CSR approach that focuses on identifying and supporting initiatives aligned with the Group’s values, business presence and stakeholder priorities. CSR partner selection begins with the identification of key stakeholder groups that may be directly or indirectly impacted by the Group’s operations.

Engagement with local organisations and community representatives enables the Group to better understand community needs and social priorities. These insights inform the selection and design of CSR activities to ensure that contributions are relevant, appropriate and capable of delivering tangible community benefits.

The Group also integrates employee participation in its CSR programmes to promote a culture of volunteerism and social responsibility across the organisation.

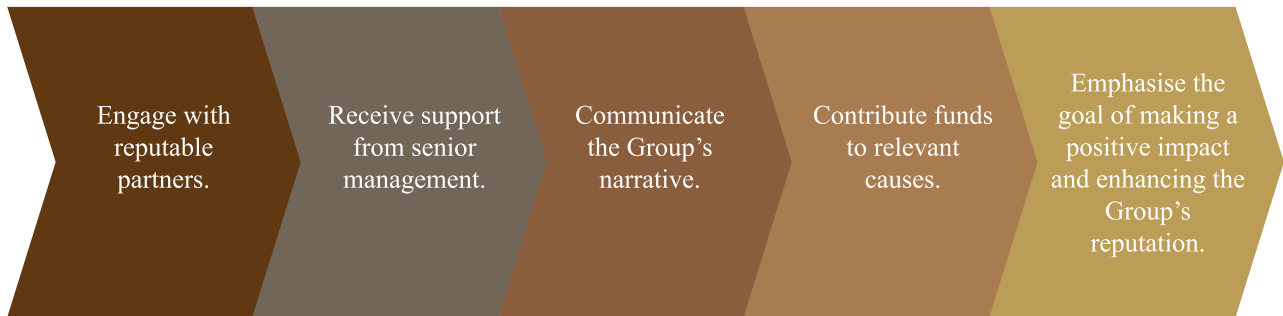


# Sustainability Statement (cont'd)

## Community Engagement (cont'd)

### OUR APPROACH (cont'd)


#### NCT Alliance Mechanism for Facilitating CSR Activities



### OUR PERFORMANCE

In FYE 2025, the Group continued to support a range of community engagement and CSR initiatives across its areas of operation. A total of RM73,241 was invested in community programmes, reflecting the Group’s ongoing commitment to contributing positively to local communities.

Community initiatives during the reporting year focused on supporting social well-being, community development and stakeholder engagement. The Group will continue to review and enhance its community engagement practices to ensure its CSR efforts remain meaningful, responsive and aligned with stakeholder expectations.

<i>NCT Alliance CSR Event</i>			
Event/Initiative	Description	Location	Participants/Impact
CSR Programme: Chinese New Year Cheer at the Old Folks’ Home	This initiative was organised to spread joy and festive cheer during the Chinese New Year by engaging with elderly residents in a meaningful celebration. Activities included the distribution of Chinese New Year-themed shirts, a simple buffet lunch, festive music and interactive sessions to encourage social engagement. A cash donation of RM3,000 was also contributed to support the home’s operational needs and resident welfare.	YiXing Old Folks Home, USJ, Subang Jaya	Residents of Yi Xing USJ Old Folks Home 
<a href="https://yamchatime.com/nct-group-brings-chinese-new-year-joy-to-residents-of-yi-xing-usj-old-folks-home/">https://yamchatime.com/nct-group-brings-chinese-new-year-joy-to-residents-of-yi-xing-usj-old-folks-home/</a>			

# Sustainability Statement (cont'd)

## Community Engagement (cont'd)

### OUR PERFORMANCE (cont'd)

#### NCT Alliance CSR Event (cont'd)

Event/Initiative	Description	Location	Participants/Impact
CSR Programme: Charity Home Upgrade	This initiative was undertaken to improve the living conditions and quality of life of residents at the charity home by providing essential equipment, including mattresses and bedsheets. The programme was conducted in conjunction with NCT's 40th anniversary celebrations and Malaysia Day, reflecting the Group's commitment to meaningful community support. In addition, a cash donation of RM3,000 was contributed, and a meal was provided for the home's residents and participating volunteers. The initiative also aimed to foster employee engagement and promote sustainable community development.	Yayasan Noor Manzil (Rumah Kebajikan Noor Manzil) (Rumah kanak-kanak Yatim dan Miskin), Puchong	

<https://csrmlaysia.org/nct-group-extends-compassionate-care-to-children/>

#### Sponsorships

##### **Pink Challengers Dragon Boat Club under the Breast Cancer Welfare Association (BCWA)**

NCT Alliance supporting women's health advocacy and social inclusion through sponsorship of the Pink Challengers Dragon Boat Club under the Breast Cancer Welfare Association (BCWA).

##### **K. F. Ee & Co – Sponsorship for “The Journey Home” Documentary**

NCT Alliance supporting cultural heritage preservation and community storytelling through sponsorship of “The Journey Home” documentary, premiered on 16 April 2025 at Fairview International School, Kuala Lumpur.

# Sustainability Statement (cont'd)

## Community Engagement (cont'd)

### OUR PERFORMANCE (cont'd)

<i>Sponsorships (cont'd)</i>	
<p><b>SEGi University &amp; Colleges – Co-Sponsorship of GAME ON Expo 2025: NCT Group Junior Talent Showcase</b></p> <p>NCT Alliance co-sponsoring the GAME ON Expo 2025: NCT Group Junior Talent Showcase in collaboration with SEGi University &amp; Colleges, supporting youth development and early talent exposure.</p>	<p><b>Capri Communications Sdn Bhd – Sponsorship of GÕU LỄ HÀO XÌ (The Musical)</b></p> <p>NCT Alliance supporting local performing arts and cultural expression through sponsorship of GÕU LỄ HÀO XÌ (The Musical), staged at Stage 1 Theatre, JPAC, 1 Utama.</p>
<p><b>ED Tech Resources – Sponsorship for Eagle Awards 2025</b></p> <p>NCT Alliance supporting education excellence and youth talent development through sponsorship of the Eagle Awards 2025.</p>	<p><b>Intrinsic SEA Sdn Bhd – Co-Organisation of ASEAN Technology, Cooperation &amp; Development Summit</b></p> <p>NCT Alliance supporting regional innovation and cross-border collaboration through co-organisation of the ASEAN Technology, Cooperation &amp; Development Summit.</p>
<p><b>Malaysia-China Chamber of Commerce (MCCC) Kedah &amp; Perlis – Gold Sponsor for Feng Shui Talk</b></p> <p>NCT Alliance supporting regional business networking and knowledge-sharing through sponsorship of MCCC Kedah &amp; Perlis business engagement initiatives.</p>	<p><b>Kelab Kebajikan dan Sukan Pejabat Daerah dan Tanah Kuala Langat – Sponsorship of Sukan PETANDA Ke-15 Tahun 2025</b></p> <p>NCT Alliance supporting stakeholder engagement and public sector collaboration through sponsorship of Sukan PETANDA Ke-15 Tahun 2025.</p>
<p><b>Miri Volleyball Association – Sponsorship of 55th Anniversary Fundraising</b></p> <p>NCT Alliance supporting community sports development and healthy lifestyles through sponsorship of the Miri Volleyball Association’s 55th Anniversary Fundraising.</p>	<p><b>Dreamz Productions Events Management Sdn Bhd – Sponsorship of Penang International Food Festival @ Tanjong 2025</b></p> <p>NCT Alliance supporting cultural heritage and community engagement through sponsorship of the Penang International Food Festival @ Tanjong 2025.</p>
<p><b>Real Estate And Housing Developers’ Association Malaysia - Sponsorship of platinum table at REHDA Annual Dinner 2025</b></p> <p>NCT Alliance supporting industry collaboration and professional engagement through sponsorship of the REHDA Annual Dinner 2025.</p>	<p><b>Malaysia Hainan Chamber of Commerce – Sponsorship Contribution to HNWF 2025</b></p> <p>NCT Alliance supporting cultural exchange and regional collaboration through sponsorship contribution to the 18th World Hainan Federation Congress (HNWF) 2025.</p>

# Sustainability Statement (cont'd)

## Community Engagement (cont'd)

### OUR PERFORMANCE (cont'd)

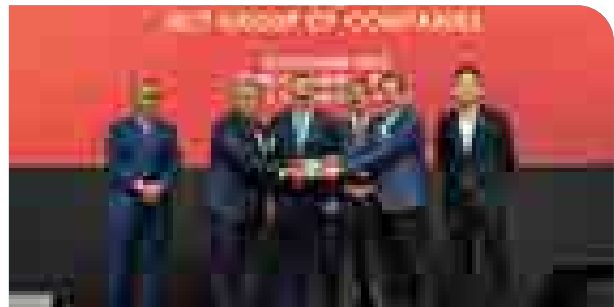
#### News

#### NCT Group Signs MoC with TM One to Scale NSIP, Malaysia's First Managed Industrial Park



NCT Group partnered with TM One to digitalise NCT Smart Industrial Park (NSIP) during the Smart City Expo at Kuala Lumpur. NSIP was also showcased at Tomorrow City Shanghai 2025 to underscore its role as a benchmark for sustainability.

#### NCT Group & MPKL Sign Strategic Partnership at SPARK 2025



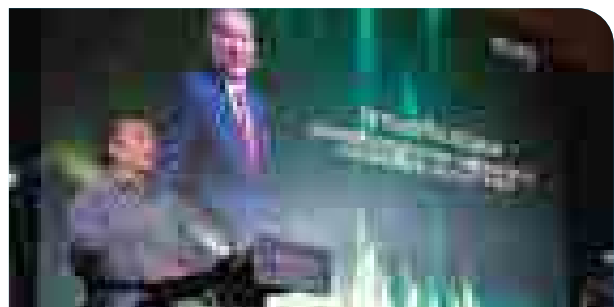
NCT Land Sdn Bhd has partnered with Majlis Perbandaran Kuala Langat (MPKL) at the Selangor Investment & Industrial Park Expo (SPARK) 2025. The partnership aims to strengthen NCT Smart Industrial Park as a benchmark for Malaysia's first managed industrial park.

#### Celebrating Leadership Excellence



Dato' Sri Yap Ngan Choy, Founder & Group Managing Director of NCT Group has won the World Outstanding Business Icon Leadership Award at the Global Chinese Economic & Technology (GCET) Summit 2025. His visionary leadership continues to guide NCT's growth and excellence in Malaysia's property sector.

#### Groundbreaking of NCT Smart Industrial Park & Signing Ceremony with Maybank



NCT Group has celebrated the groundbreaking of Phase 2 of NCT Smart Industrial Park (NSIP) in Kuala Langat, Selangor. The organization also launched its first RM1 billion Sukuk Wakalah Programme.

# Sustainability Statement (cont'd)

## Community Engagement (cont'd)

### OUR PERFORMANCE (cont'd)

#### News (cont'd)

#### NCT Group Showcases Managed Industrial Parks at ASEAN Technology Cooperation & Development Summit 2025



NCT Group participated as a co-organising committee member at the ASEAN Technology Cooperation & Development Summit 2025. During the summit, NCT showcased its key initiative including NCT Smart Industrial Park (NSIP) and NCT InnoSphere.

#### NCT Group Drives Sustainable Industrial Development with New 150MW Solar Partnership



NCT Group has signed and exchanged a Memorandum of Understanding (MoU) with Ecorise Solar Sdn Bhd and Yingli Group Co., Ltd., as a collaboration to develop 150MW solar farm.

#### Special Achievement Award for Managed Industrial Park at the Selangor Investors Appreciation Awards



NSIP has won the special Achievement Award at the Selangor Investors Appreciation Awards for its Managed Industrial Park. The recognition highlights NSIP's role in advancing Selangor's industrial landscape.

#### Triple Wins at HR Asia Awards 2025



Due to its recognition of supportive workplace culture, NCT Alliance has earned three prestigious awards at the HR Asia Best Companies to Work for in Asia. The awards received are:

- 1) HR Asia Best Companies to Work for in Asia 2025 (Malaysia Chapter)
- 2) HR Asia Sustainable Workplace Awards 2025
- 3) HR Asia Tech Empowerment Awards 2025

# Sustainability Statement (cont'd)

## Customer Satisfaction

### WHY IT MATTERS

Customer satisfaction is fundamental to the Group's long-term business sustainability and economic performance. In the property development sector, positive customer experiences support customer retention, strengthen brand reputation, and enhance market competitiveness. Maintaining strong relationships with customers and stakeholders also contributes to trust and long-term value creation.

### OUR APPROACH

The Group engages regularly with customers, agents, and business partners to remain responsive to market trends and stakeholder expectations. Engagement is carried out through various platforms, including networking sessions, briefings and appreciation events with agents and partners.

The Group also encourages direct feedback from customers through informal channels, including digital platforms, and ongoing communication during project development and handover stages. These engagement efforts support two-way communication, enabling the Group to identify areas for improvement and respond to customer needs in a timely manner.

### OUR PERFORMANCE

In FYE 2025, the Group continued to actively manage customer feedback through established communication channels, including i-Neighbour, telephone, and email. All feedback received via these channels was systematically reviewed and addressed in accordance with internal procedures to ensure timely and appropriate follow-up.

Although a formal customer satisfaction scoring mechanism is not yet in place, the Group's structured feedback management processes provide valuable insights into customer concerns and service expectations. These insights are leveraged to drive operational improvements and support the Group's ongoing commitment to enhance customer experience.

Looking ahead, the Group will continue to evaluate its customer engagement and feedback processes and explore opportunities to implement a more structured customer satisfaction monitoring framework in future reporting periods.

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## Employee Engagement

### WHY IT MATTERS

Employee engagement is fundamental to organisational performance and long-term sustainability. A motivated and engaged workforce supports collaboration, productivity and service quality, while fostering a positive workplace culture. Strong employee engagement also contributes to higher retention, workforce stability and the Group's ability to achieve its business objectives.

### OUR APPROACH

The Group places importance on employee welfare and engagement by providing a range of employment benefits designed to support employee well-being, fairness, and job satisfaction. Benefits are applied equitably across the workforce, with full-time and contract employees receiving comparable benefits in accordance with their respective employment terms.

# Sustainability Statement (cont'd)

## Employee Engagement (cont'd)

### OUR APPROACH (cont'd)

In FYE 2025, the Group **enhanced its employee medical benefits**, reflecting its continued commitment to supporting employee health and well-being. This enhancement complements existing benefits and contributes to a more supportive and secure working environment.

Additional benefits may be provided at management’s discretion, taking into account operational needs and employee roles. The Group also encourages open communication between management and employees, supporting ongoing engagement and a positive workplace culture.



### Our Performance




In FYE 2025, NCT Alliance continued to strengthen employee engagement by implementing a diverse range of programmes aimed at enhancing well-being, fostering collaboration, and supporting a positive workplace culture across the Group.

During the year, employee engagement initiatives focused on physical well-being, mental health awareness, skills development, and social connectivity. These activities were designed to promote holistic employee well-being while encouraging interdepartmental interaction and teamwork.

# Sustainability Statement (cont'd)

## Employee Engagement (cont'd)

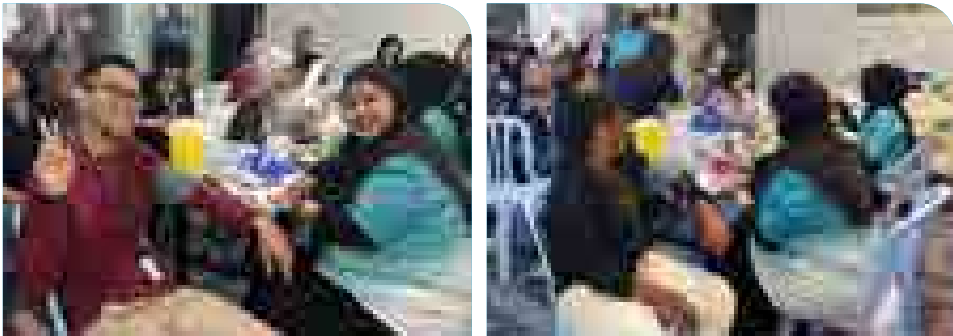


### OUR PERFORMANCE (cont'd)

<i>Program for Employee Engagement</i>	
<b>Programme Title</b>	<b>Engagement Descriptions</b>
Chinese New Year and Hari Raya 2025 Celebration	<p>Cultural and festive celebrations organised to promote inclusiveness, mutual respect, and social cohesion among employees from diverse cultural and religious backgrounds.</p> 
Rethinking Waste: A Guide to Zero Waste Living (Talk)	<p>An awareness session aimed at promoting responsible consumption, waste reduction practices, and sustainable lifestyle choices among employees.</p> 
Durian Party 2025	<p>Event that encourages social interaction and foster a positive workplace culture.</p> 

# Sustainability Statement (cont'd)

## Employee Engagement (cont'd)

### OUR PERFORMANCE (cont'd)

<i>Program for Employee Engagement (cont'd)</i>	
Programme Title	Engagement Descriptions
Health Screening	<p>A preventive healthcare initiative providing employees with access to basic health checks, supporting early detection, and overall employee well-being.</p> 
Mental Health Talk	<p>A structured session focused on mental health awareness, stress management, and emotional well-being to support a healthy and resilient workforce.</p> 
Origami Workshop	<p>An interactive session to strengthen interdepartmental engagement, encourage creativity, knowledge sharing, and teamwork among employees.</p> 

# Sustainability Statement (cont'd)

## Employee Engagement (cont'd)

### OUR PERFORMANCE (cont'd)

<i>Program for Employee Engagement (cont'd)</i>	
Programme Title	Engagement Descriptions
<p>Designing Effective and Engaging Presentations using Canva</p>	<p>A skills-based training session equipping employees with practical tools to create professional and engaging presentations, supporting capability development.</p> <div style="display: flex; justify-content: space-around;">   </div>
<p>Seminar: Small Start, Big Future</p>	<p>A financial literacy session designed to build foundational knowledge on personal investing, supporting employees' long-term financial well-being.</p>
<p>Thriving at Work: Well-being and Positive Relationship</p>	<p>A well-being programme focused on mental resilience, positive workplace relationships, and creating a supportive and inclusive work environment.</p>
<p>Weekly Badminton, Ping Pong and Pickleball</p>	<p>Regular recreational activities encouraging physical health, teamwork, and work-life balance through consistent employee participation.</p> <div style="text-align: center;">  </div>

# Sustainability Statement (cont'd)

## Employee Engagement (cont'd)

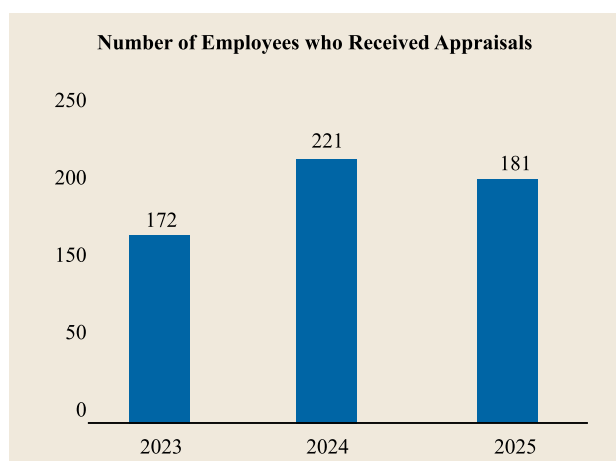
### OUR PERFORMANCE (cont'd)

#### Employee Appraisal

In FYE 2025, NCT Alliance continued to implement its annual employee performance appraisal process at the Headquarters, with 181 employees receiving formal performance appraisals during the reporting year. This reflects the Group's ongoing commitment to structured performance management, employee development and recognition of individual contributions.

While the number of employees appraised in FYE 2025 was lower than FYE 2024 (221 employees), the appraisal process remained an integral mechanism for assessing performance, identifying development needs and supporting fair and transparent human capital management. The year-on-year variation reflects changes in workforce size and operational requirements during the reporting period.

Moving forward, NCT Alliance remains committed to strengthening its performance appraisal framework and will continue to review opportunities to enhance coverage, consistency and alignment with employee development and succession planning objectives.



#### Parental Leave

In FYE 2025, a total of five (5) employees from the Group took parental leave, comprising one (1) male and four (4) female employees. All employees who took parental leave during the year returned to work upon completion of their leave, demonstrating continued support for work-life balance and family-related responsibilities.

Twelve months after returning to work, all five employees remained employed with the Group, reflecting a 100% retention rate for employees who took parental leave in FYE 2025.

The Group continues to support employees through parental leave arrangements in accordance with applicable labour regulations and internal policies, contributing to workforce stability and employee well-being.

#### Number of Employees who took Parental Leave

Parental Leave	FY2023		FY2024		FYE 2025	
	Male	Female	Male	Female	Male	Female
Number of employees that took parental leave	2	6	5	4	1	4
Number of employees that returned after parental leave	2	6	5	4	1	4
Number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	1	5	5	1	1	4

# Sustainability Statement (cont'd)

## Shifting Towards Low-Carbon

Property development is a resource-intensive sector with the potential to impact the environment. As a conscientious developer, NCT Alliance recognises the imperative to minimise our ecological footprint, integrating resource-efficient solutions into our daily operations. Beyond mitigating our environmental impact, these initiatives ensure we sustainably develop our assets for future generations.

### Material Sustainability Matters

- Climate Resilience and Energy Management
- Water Management
- Sustainable Materials
- Innovation and Technology
- Waste and Effluents Management



### Stakeholders

- Government and Regulators
- Contractors, Vendors and Suppliers
- Local Communities



Began reporting Scope 3 GHG emissions



Recycled **1.57** tonnes of waste



**16%** Energy saving achieved through installation of solar panel at HQ

# Sustainability Statement (cont'd)

## Climate Resilience and Energy Management

### WHY IT MATTERS

Managing energy consumption and strengthening climate resilience are critical to the Group's long-term sustainability and value creation. Climate-related risks including regulatory changes, transition risks and physical climate impacts may affect operational continuity, cost structures and asset performance. Proactive energy management and emissions reduction enhance NCT Alliance's ability to manage these risks while supporting long-term operational resilience.

### OUR APPROACH

NCT Alliance manages climate- and energy-related matters through structured policies, operational controls, and performance monitoring across its offices and project sites. These measures are designed to improve energy efficiency, reduce greenhouse gas ("GHG") emissions and strengthen resilience to climate-related transition and physical risks.

During the reporting year, the Group formalised its commitment to sustainable energy use through the establishment of an Energy Management Policy, which provides a framework for responsible energy consumption, emissions reduction and continual improvement in energy performance. The policy supports consistent implementation of energy efficiency measures across operations and reinforces accountability for energy-related decision-making.

The Group monitors and reports climate-related metrics, including energy consumption and GHG emissions across Scope 1, Scope 2, and selected Scope 3 categories, based on the GHG Protocol Corporate Accounting and Reporting Standard:

- **Scope 1** emissions arise from direct fuel consumption, including petrol and diesel used in company vehicles and equipment.
- **Scope 2** emissions comprise indirect emissions from purchased electricity consumed across operations.
- **Scope 3** emissions include other indirect emissions along the value chain, with expanded coverage in FYE 2025.

To reduce reliance on grid electricity and manage transition risks, the Group has implemented renewable energy initiatives, including the installation of a solar photovoltaic ("PV") system at its headquarters. The system's performance is monitored through a digital tracking application, enabling visibility of energy generation and emissions avoidance.

Operational energy efficiency is further supported through:

- Progressive replacement of conventional lighting with energy-efficient LED systems;
- Integration of smart building technologies, including Building Automation Systems, at headquarters and new developments; and
- Employee awareness initiatives promoting responsible energy use through internal communications, digital content at common areas, and access to sustainability resources via the NCT Starnet Portal.

The Group also undertakes periodic engagement activities, including Earth Day initiatives, to strengthen environmental awareness and encourage employee participation in energy-saving practices. Feedback from these engagements is considered in shaping future initiatives.

In addition, resource efficiency is strengthened through waste management and digitalisation initiatives, supporting a gradual transition towards circular economy practices and reducing indirect emissions associated with waste generation and paper usage.



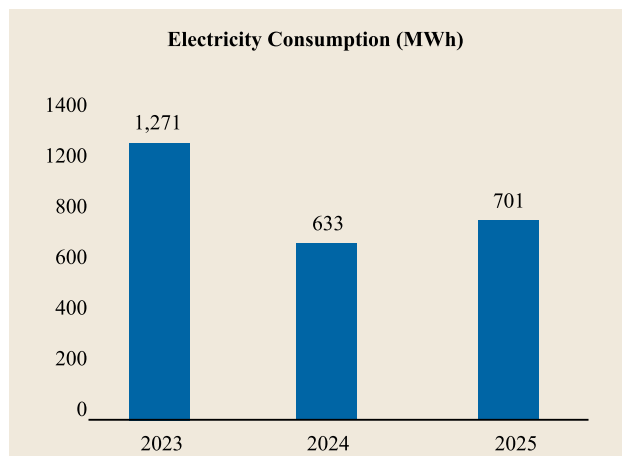
# Sustainability Statement (cont'd)

## Climate Resilience and Energy Management (cont'd)

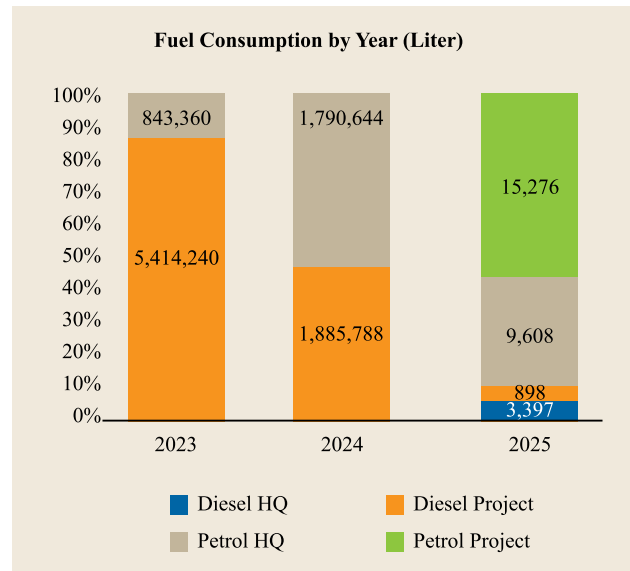
### OUR PERFORMANCE

In FYE 2025, the Group's total electricity consumption amounted to 285.52 MWh, with an associated electricity cost of RM129,712.36 and Scope 2 emissions of 216.43 tCO<sub>2</sub>e. Variations in electricity consumption reflected changes in operational activity during the reporting period.

Electricity consumption declined significantly from 1,271.08 MWh in FYE 2023 to 633.00 MWh in FYE 2024 mainly due to reduced operational intensity following the completion of major project phases and the implementation of energy efficiency measures. In FYE 2025 consumption increased moderately to 700.99 MWh of renewable energy to date, resulting in electricity cost savings of RM 43,336.01 and carbon avoidance of 74.49 tCO<sub>2</sub>e, an improvement from 43.54 tCO<sub>2</sub>e in the previous year.



In FYE 2025, fuel consumption decreased markedly, with minimal usage recorded across headquarters and project sites. This reduction was primarily attributable to the completion of major development activities and reduced reliance on fuel-intensive operations, contributing to lower **Scope 1 emissions**.



The Group's GHG emissions are reported across Scope 1, Scope 2 and Scope 3 in accordance with the GHG Protocol.

- FYE 2023: Total emissions were 498,065.31 tCO<sub>2</sub>e, driven largely by extensive Scope 3 emissions during peak construction activity.
- FYE 2024: Total emissions declined substantially to 36,610.48 tCO<sub>2</sub>e, reflecting reduced project activity and lower energy and fuel consumption.
- FYE 2025: Total emissions increased moderately to 85,524.09 tCO<sub>2</sub>e, mainly due to expanded Scope 3 disclosure coverage, including purchased goods and services, waste management, business travel and employee commuting. Despite this increase, Scope 1 and Scope 2 emissions continued to decline, reflecting improved energy efficiency and reduced fuel usage.

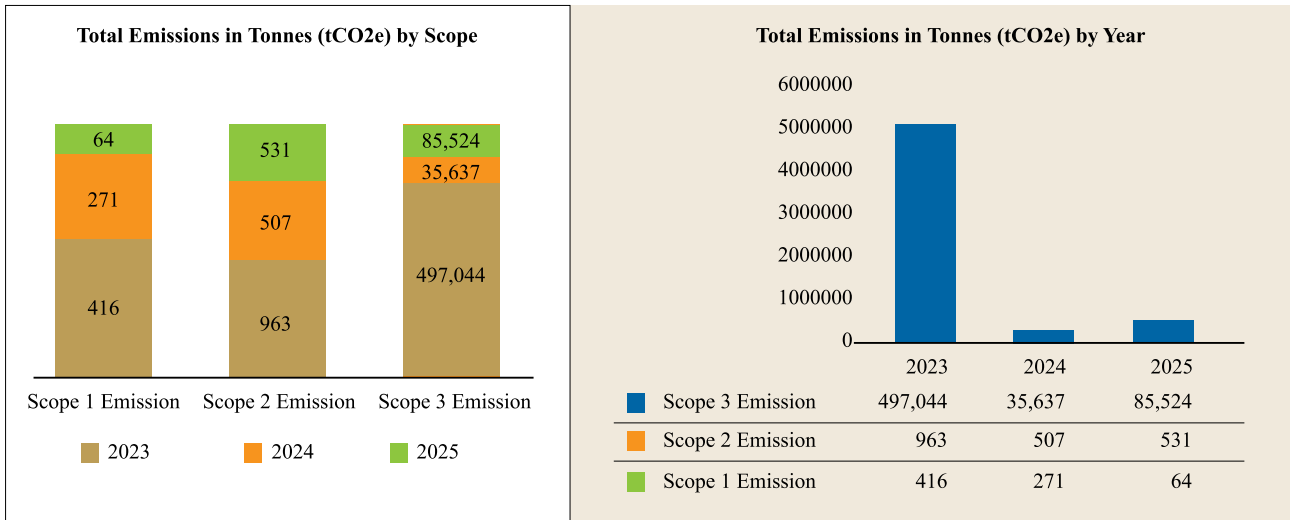


# Sustainability Statement (cont'd)

## Climate Resilience and Energy Management (cont'd)

### OUR PERFORMANCE (cont'd)

Scope 3 emissions remain the largest contributor to the Group’s overall carbon footprint, highlighting the importance of continued value chain emissions management.



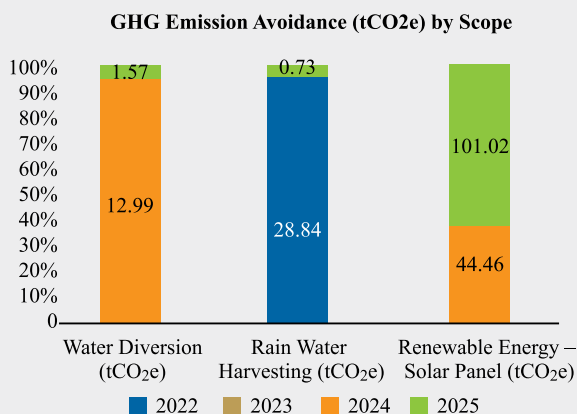
**Notes:**

1. Our calculation methodology is based on the GHG Protocol Corporate Accounting and Reporting Standard.
2. Scope 1 and 3 emission factors were sourced from the UK Government’s GHG Conversion Factor 2024.
3. Scope 2 emission factors were sourced from the National Energy Commission: Grid Emissions Factor (GEF2022) in Malaysia 2022.

The Group’s emissions avoidance initiatives include renewable energy generation, waste diversion and rainwater harvesting.

- FYE 2022: Emissions avoidance was primarily attributed to rainwater harvesting (28.84 tCO<sub>2</sub>e).
- FYE 2024: Emissions avoidance expanded through waste diversion (12.99 tCO<sub>2</sub>e) and solar PV generation (44.46 tCO<sub>2</sub>e).
- FYE 2025: Emissions avoidance increased significantly, driven mainly by solar PV generation (101.02 tCO<sub>2</sub>e), supported by waste diversion (1.57 tCO<sub>2</sub>e) and rainwater harvesting (0.73 tCO<sub>2</sub>e).

Overall, the upward trend demonstrates the effectiveness of the Group’s energy transition and resource efficiency measures.



In preparation for phased adoption of the NSRF and IFRS S2, the Group will continue to:

- Enhance climate-related data quality and coverage, particularly for Scope 3 emissions
- Strengthen internal processes for climate risk identification and monitoring
- Expand energy efficiency and renewable energy initiatives to support emissions reduction
- Improve consistency and comparability of climate-related metrics and disclosures

These efforts position NCT Alliance to progressively align with climate-related disclosure requirements while supporting long-term climate resilience and sustainable growth.

# Sustainability Statement (cont'd)

## Water Management

### WHY IT MATTERS

Operational continuity depends on the responsible and efficient management of water resources. Beyond optimising water consumption, effective water management helps safeguard local water resources, reduce exposure to potential water scarcity risks, and support the Group's long-term operational resilience. As a property developer, NCT Alliance recognises the importance of minimising its water footprint while ensuring reliable water availability for ongoing operations and project activities.

### OUR APPROACH

During the reporting year, the Group further strengthened its governance over water use through the establishment of a Water Management Policy, which provides a structured framework for responsible water consumption, monitoring, and continual improvement across operations. The policy supports consistent water management practices at both headquarters and project sites.

The Group continues to enhance awareness and information-sharing on water conservation through internal communication platforms, including the NCT Starnet Portal, supporting improved understanding of water efficiency practices among employees and reinforcing responsible water use.

### OUR PERFORMANCE

In FYE 2025, the Group's total water consumption amounted to 14.75 megalitres (ML), comprising:

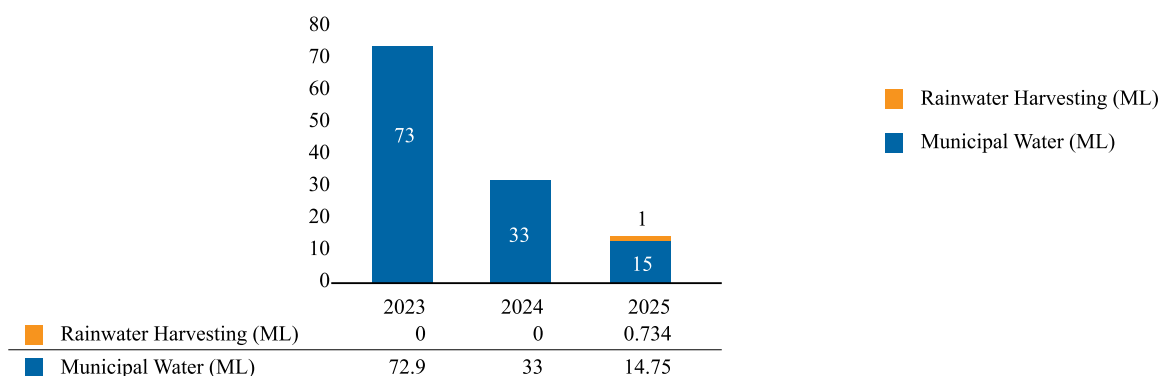
- 14.02 ML from municipal water sources; and
- 0.73 ML from rainwater harvesting.

This represents a continued reduction compared to 33.00 ML in FYE 2024 and 72.90 ML in FY2E 023 (restated). The FYE 2023 figure has been restated following the identification of a data discrepancy in the previously reported data, to ensure accuracy, consistency and reliability of the Group's water consumption disclosures. The overall downward trend reflects lower operational intensity following the completion of major project phases, as well as the ongoing benefits of water conservation measures.

Rainwater harvesting continued to contribute to reduced reliance on municipal water supplies in FYE 2025, supporting more efficient water use at project sites. While rainwater accounted for a smaller proportion of total consumption during the year, the initiative remains an important component of the Group's long-term water efficiency strategy.

Overall, the downward trend in water consumption demonstrates the effectiveness of the Group's water management practices, supported by operational controls, conservation initiatives and improved monitoring. NCT Alliance remains committed to strengthening water efficiency across its operations and progressively enhancing data quality and water stewardship practices in future reporting periods.

Total volume of water consumption (Megalitres)



# Sustainability Statement (cont'd)

## Sustainable Materials

### WHY IT MATTERS

The use of sustainable materials plays an important role in reducing the environmental footprint of property development activities. Material selection affects resource consumption, waste generation, embodied carbon, and long-term building performance. Responsible sourcing and efficient material use support environmental protection, cost efficiency, and regulatory compliance while contributing to more resilient and sustainable developments.

### OUR APPROACH

NCT Alliance integrates sustainable material considerations into its project planning and construction practices where practicable. The Group prioritises materials that support durability, resource efficiency, and reduced environmental impact, while ensuring compliance with applicable building standards and regulatory requirements.

These practices include:

- Encouraging the use of sustainable and locally sourced materials where feasible to reduce transportation-related impacts;
- Supporting efficient material use to minimise construction waste; and
- Integrating material considerations with broader environmental initiatives, including waste management, energy efficiency and green building practices.

### OUR PERFORMANCE

During the reporting year, sustainable material considerations were incorporated into both project sites and office operations through the selection of materials with lower environmental impact where practicable.

At project sites, green construction materials such as cement, lightweight blocks and ceiling plasterboards were utilised in accordance with project specifications. Based on internal carbon assessment data, the estimated embodied carbon associated with selected materials used during the reporting year included:

- Cement (50 kg per bag): 489.08 tCO<sub>2</sub>e
- Lightweight blocks: 1,635.17 tCO<sub>2</sub>e
- Asbestos-free ceiling plasterboard: 205.34 tCO<sub>2</sub>e

At the office level, resource-efficient materials such as paper were used to support daily operations, with an associated carbon footprint of 9.97 tCO<sub>2</sub>e. The Group continues to complement paper use with digitalisation initiatives to reduce overall material consumption.

These disclosures enhance visibility of the embodied carbon associated with key construction and office materials used during the reporting year. Moving forward, the Group will continue to improve material data tracking and explore opportunities to optimise material selection and reduce embodied carbon intensity across future developments.

The Group remains committed to strengthening water efficiency across its operations and progressively enhancing data quality and water stewardship practices in future reporting periods.

# Sustainability Statement (cont'd)

## Innovation and Technology

### WHY IT MATTERS

Innovation and technology play an important role in enhancing environmental performance, operational efficiency, and long-term sustainability in property development. The adoption of green building technologies and digital solutions supports more efficient use of resources, reduces environmental impact, and enables informed, data-driven decision-making. Leveraging innovation also strengthens the Group's ability to deliver future-ready developments that support sustainability objectives and evolving stakeholder expectations.

### OUR APPROACH

The Group integrates green building technologies across its developments to improve environmental performance and resource efficiency. These measures include energy-efficient systems such as Building Automation Systems ("BAS") and LED lighting, the use of sustainable and locally sourced materials, and water conservation solutions such as rainwater harvesting systems and efficient plumbing fixtures.

To strengthen sustainability management, the Group deploys digital platforms and data analytics to support monitoring and optimisation of resource usage. At the NSIP, technology adoption is advanced through an AI-powered Managed Industrial Park (MIP) framework, incorporating digital twin technology and cloud-based Internet of Things (IoT) platforms. These systems support real-time monitoring of energy and water consumption, improve operational efficiency and enhance mobility management, enabling timely identification of inefficiencies and opportunities for improvement.

The Group is also progressing the integration of renewable energy infrastructure. NSIP has been designed with solar-ready factories and warehouses, enabling tenants to install solar photovoltaic systems and support their own decarbonisation initiatives.

Operational efficiency, governance, and cross-functional collaboration are enhanced through IT-led digitalisation initiatives, with the NCT StarNet Portal serving as the Group's central enterprise platform. This is further strengthened by the deployment of AI-enabled solutions, including Microsoft 365 Copilot, intelligent virtual assistants, and secure IT service platforms, which collectively support knowledge management, service delivery, and seamless coordination across functions in compliance with ISO Information Security Management System ("ISMS") standards.

Human Resources and Finance operations are progressively digitalised through the adoption of AI-assisted recruitment screening, integrated employee lifecycle management workflows, employee self-service platforms, and robust financial systems. These initiatives reinforce process standardisation, operational consistency, and governance across the Group.

Looking ahead, the Group's 2026 strategic priorities will focus on scaling AI adoption with strengthened governance frameworks, advancing HRMS transformation, conducting structured AI feasibility assessments, enabling Smart Industrial Park initiatives, and enhancing IT service management capabilities to support sustainable and efficient operations.

### OUR PERFORMANCE

During the reporting year, the Group continued to embed green building technologies and digital solutions across its developments, with NSIP serving as a key platform for advanced sustainability and digital integration. Real-time monitoring systems improved visibility of energy and water usage, while digital platforms supported more efficient operations, enhanced knowledge sharing and improved internal service delivery.

The continued rollout of solar-ready infrastructure and digital systems positions the Group to support renewable energy adoption, improve resource efficiency and deliver sustainable, future-ready developments over the long term.

# Sustainability Statement (cont'd)

## Waste and Effluents Management

### WHY IT MATTERS

Effective waste and effluent management is essential to minimising the environmental impact of the Group’s property development activities. Responsible waste practices reduce pollution risks, safeguard the health of local communities, and ensure compliance with applicable environmental laws and regulations. These efforts support the Group’s commitment to environmental stewardship and sustainable development.

To strengthen governance and standardise waste management practices across operations, a Waste Management Policy was established during the reporting year. The policy sets clear requirements for waste segregation, handling, storage and disposal.

Operational oversight is reinforced through weekly inspections, which are conducted to monitor waste handling and effluent management practices. These inspections help ensure regulatory compliance, operational efficiency, and alignment with the Group’s broader sustainability objectives.

### OUR APPROACH

The Group manages operational waste and effluents through licensed third-party contractors, responsible for the safe collection, transportation, and disposal of waste in accordance with the Environmental Quality Act 1974 and its amendments, with disposal carried out only at authorised facilities.

At headquarters, a waste recycling programme has been implemented to reduce waste sent to landfill and promote responsible resource management. This initiative is supported by ongoing monitoring of waste generation and diversion at HQ.

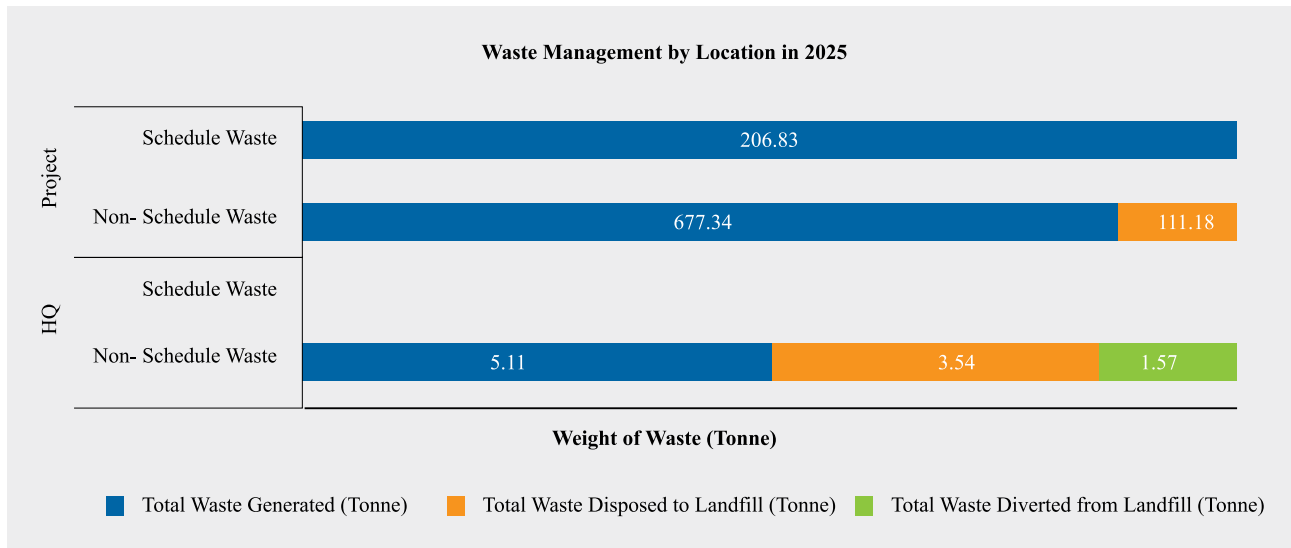
### OUR PERFORMANCE

In FYE 2025, the Group generated a total of 889.28 metric tonnes of waste, primarily arising from project site activities.

- 114.72 metric tonnes were disposed of at authorised landfill facilities by licensed contractors
- 1.57 metric tonnes were diverted from landfill through recycling initiatives, mainly at headquarters
- The remaining waste comprised scheduled and non-scheduled waste managed in compliance with regulatory requirements

Waste generation during the year reflected the scale and nature of ongoing development activities, particularly at project sites, which accounted for the majority of waste generated.

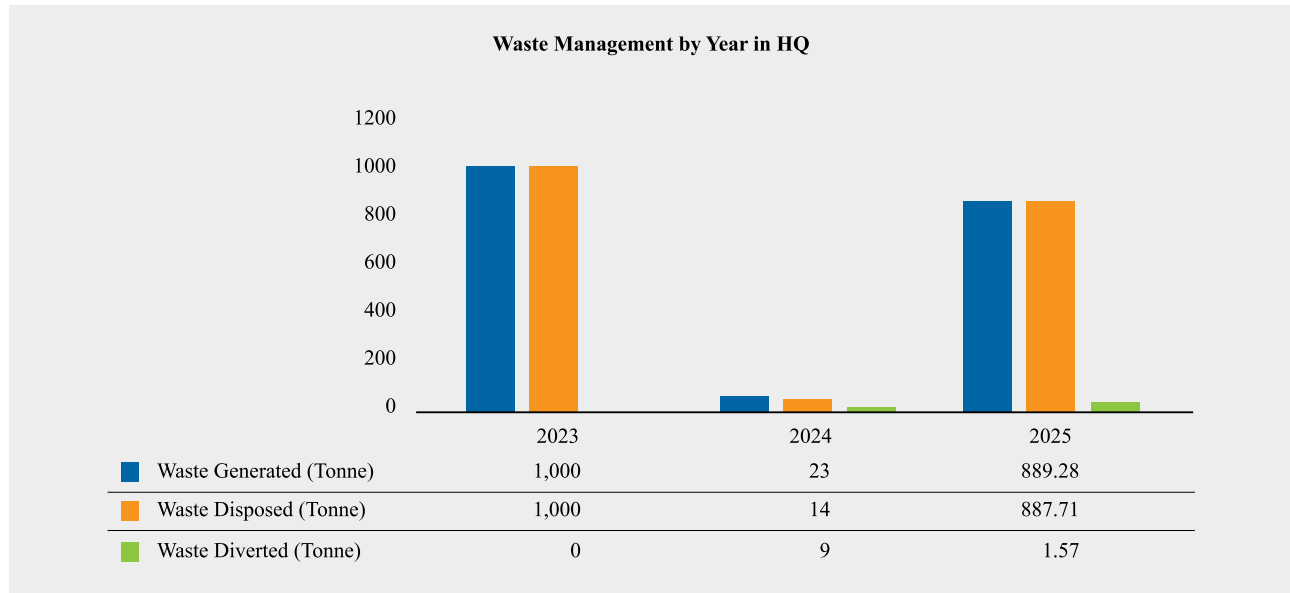
The Group continues to enhance waste data collection and monitoring processes and will progressively strengthen waste segregation, recycling and diversion practices across operations in future reporting periods as part of its commitment to improving environmental performance.



# Sustainability Statement (cont'd)

## Waste and Effluents Management (cont'd)

### OUR PERFORMANCE (cont'd)



## Biodiversity and Ecological Impact

### WHY IT MATTERS

Biodiversity and ecosystem health are critical to sustainable land development, particularly in the property sector where land use changes may impact natural habitats and ecological systems. Effective biodiversity management supports environmental resilience, enhances long-term asset value and ensures compliance with environmental regulations.

As a property developer, NCT Alliance recognises the importance of balancing development with environmental stewardship. Integrating biodiversity considerations into project planning helps minimise ecological disruption while supporting sustainable urban growth and contributing to a more resilient built environment.

### OUR APPROACH

NCT Alliance integrates biodiversity considerations into its project planning and development processes through environmental management practices and compliance with applicable regulatory requirements, including Environmental Impact Assessments (EIA) where required.

The Group incorporates mitigation measures such as landscape planning, erosion and sediment control, and the preservation of green and open spaces to minimise environmental impact. These measures are applied across project sites to ensure responsible land development and support ecological balance.

In addition, the Group promotes environmental awareness among employees through engagement initiatives that encourage sustainable practices and foster a culture of environmental responsibility across the organisation.

# Sustainability Statement (cont'd)

## Biodiversity and Ecological Impact (cont'd)

### OUR PERFORMANCE

During FYE 2025, the Group implemented environmental management practices across its project sites, including erosion and sediment control measures and responsible site management to minimise ecological disturbance. Where applicable, projects complied with relevant environmental regulatory requirements to ensure responsible development practices.

To complement site-level initiatives, NCT Alliance conducted employee engagement activities focused on environmental awareness and sustainable living. This included an Urban Farming Talk held at Menara NCT Headquarters, led by the Group's Chief Financial Officer, which covered practical topics such as composting, food waste reduction and urban planting solutions. The initiative also supported the introduction of a pilot herb and edible garden at the headquarters.

While these initiatives represent early steps in strengthening biodiversity awareness and management, the Group remains committed to enhancing its approach through improved environmental monitoring, stronger integration of biodiversity considerations in project planning and alignment with evolving sustainability expectations.



## Building the Future on Today's Foundation

At NCT Alliance, sustainability is embedded in our core values and guides how we plan, develop and operate our projects. Through the integration of sustainability considerations across our development activities, the Group actively manages its environmental, social and governance responsibilities while supporting long-term economic value creation.

Environmental sustainability remains a key focus of the Group's approach. Through the management of material matters such as energy efficiency, greenhouse gas emissions reduction, water stewardship, sustainable materials, waste management and biodiversity awareness, NCT mitigates environmental impacts and enhances operational resilience. These efforts are supported by continuous performance monitoring, the adoption of innovative solutions and the promotion of environmental responsibility across the organisation.

As we move forward, NCT Alliance remains committed to continuously strengthening its ESG performance. The Group will build on its current progress by enhancing governance, improving transparency and embedding sustainability more deeply into decision-making processes. Through this approach, NCT Alliance aims to support resilient growth and contribute to the development of a low-carbon, resource-efficient and ecologically responsible built environment, while delivering lasting value for stakeholders.

# Sustainability Statement (cont'd)

## Performance Data Table

Indicator	Unit of Measurement	2023	2024	2025
<b>Anti-corruption</b>				
Bursa C1(a) Percentage of employees who have received training on anti corruption by employee category				
Management	Percentage	33.30	36.00	17.55
Executive	Percentage	20.00	64.00	26.06
Non-executive/Technical Staff	Percentage	20.90	0.00	17.02
General Workers	Percentage	0.00	0.00	0.00
Bursa C1(b) Percentage of operations assessed for corruption related risks	Percentage	0.00	0.00	0.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0.00	0.00	0.00
<b>Community/Society</b>				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	482,300.00	690,456.00	237,041.33
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	9	3,640	40
<b>Diversity</b>				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Management Under 30	Percentage	5.77	8.30	1.66
Management Between 30-50	Percentage	63.46	87.50	28.73
Management Above 50	Percentage	21.15	4.20	8.84
Executive Under 30	Percentage	57.14	54.40	19.34
Executive Between 30-50	Percentage	31.88	38.60	25.41
Executive Above 50	Percentage	10.98	7.00	2.76
Non-executive/Non-Technical Staff Under 30	Percentage	0.00	33.30	7.73
Non-executive/Non-Technical Staff Between 30-50	Percentage	62.16	66.70	4.97
Non-executive/Non-Technical Staff Above 50	Percentage	37.84	0.00	0.55
General Workers Under 30	Percentage	0.00	0.00	0.00
General Workers Between 30-50	Percentage	0.00	0.00	0.00
General Workers Above 50	Percentage	0.00	0.00	0.00
Gender Group by Employee Category				
Management Male	Percentage	63.46	50.00	24.31
Management Female	Percentage	36.54	50.00	14.92
Executive Male	Percentage	67.03	36.80	19.89
Executive Female	Percentage	32.97	63.20	27.62
Non-executive/Technical Staff Male	Percentage	62.16	52.40	9.94
Non-executive/Technical Staff Female	Percentage	32.84	47.60	3.31
General Workers Male	Percentage	0.00	0.00	0.00
General Workers Female	Percentage	0.00	0.00	0.00
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	83.37	83.30	83.33
Female	Percentage	16.70	16.70	16.67
Under 30	Percentage	16.70	0.00	0.00
Between 30-50	Percentage	16.70	16.70	33.33
Above 50	Percentage	66.60	83.40	66.67
<b>Energy Management</b>				
Bursa C4(a) Total energy consumption	Megawatt	1,271.08	1,173.00	834.26
<b>Health and Safety</b>				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0	0	0
Bursa C5(c) Number of employees trained on health and safety standards	Number	0	280	285

# Sustainability Statement (cont'd)

## Performance Data Table

Indicator	Unit of Measurement	2023	2024	2025
<b>Labour practices and standards</b>				
Bursa C6(a) Total hours of training by employee category				
Management	Hours	409	152	724
Executive	Hours	1,286	222	812
Non-executive/Technical Staff	Hours	98	13	0
General Workers	Hours	0	0	0
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	36.10	16.00	38.57
Bursa C6(c) Total number of employee turnover by employee category				
Management	Number	8	40	32
Executive	Number	20	48	46
Non-executive/Technical Staff	Number	24	18	12
General Workers	Number	3	0	0
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
<b>Supply chain management</b>				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00	100.00	100.00
<b>Data privacy and security</b>				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
<b>Water</b>				
Bursa C9(a) Total volume of water used	Megalitres	72.90	33.00	14.75
<b>Waste management</b>				
Bursa C10(a) Total waste generated	Metric tonnes	0.00	23.00	889.28
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	0.00	9.00	1.57
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	0.00	14.00	887.71
<b>Emissions management</b>				
Bursa C11(a) Scope 1 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	0	271.00	69.66
Bursa C11(b) Scope 2 emissions in tonnes of CO <sub>2</sub> e	Metric tonnes	0	507.00	518.73
Bursa C11(c) Scope 3 emissions in tonnes of CO <sub>2</sub> e (at least for the categories of business travel and employee commuting)	Metric tonnes	0	35,637.00	85,524.09
Category 1: Purchased goods and services	tonnes CO <sub>2</sub> e	0	0	85,437.93
Category 2: Capital goods	tonnes CO <sub>2</sub> e	0	0	0
Category 3: Fuel- and energy- related activities	tonnes CO <sub>2</sub> e	0	0	0
Category 4: Upstream transportation and distribution	tonnes CO <sub>2</sub> e	0	0	0
Category 5: Waste generated in operations	tonnes CO <sub>2</sub> e	30	0.69	1.09
Category 6: Business travel	tonnes CO <sub>2</sub> e	0	0	24.84
Category 7: Employee commuting	tonnes CO <sub>2</sub> e	0	0	60.23
Category 8: Upstream leased assets	tonnes CO <sub>2</sub> e	0	0	0
Category 9: Downstream transportation and distribution	tonnes CO <sub>2</sub> e	0	0	0
Category 10: Processing of sold products	tonnes CO <sub>2</sub> e	0	0	0
Category 11: Use of sold products	tonnes CO <sub>2</sub> e	0	0	0
Category 12: End-of-life treatment of sold products	tonnes CO <sub>2</sub> e	0	0	0
Category 13: Downstream leased assets	tonnes CO <sub>2</sub> e	0	0	0
Category 14: Franchises	tonnes CO <sub>2</sub> e	0	0	0
Category 15: Investment	tonnes CO <sub>2</sub> e	0	0	0

# Bursa Malaysia's CSI Prescribed Table

**NCT Alliance Berhad**  
BMLR Transition Period

Date & Time: 2026-04-09\_16:18:35  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Anti-Corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	1755	-	No assurance
Bursa (Anti-Corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	26.06	-	No assurance
Bursa (Anti-Corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Non-Executive/Technical Staff	Percentage	1702	-	No assurance
Bursa (Anti-Corruption)	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - General Workers	Percentage	0	-	No assurance
Bursa (Anti-Corruption)	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	0	-	No assurance
Bursa (Anti-Corruption)	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	-	No assurance
Bursa (Community/Society)	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	237041.33	-	No assurance
Bursa (Community/Society)	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	40	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Under 30	Percentage	1.66	-	No assurance

# Bursa Malaysia’s CSI Prescribed Table (cont’d)

Date & Time: 2026-04-09\_16:18:35  
 FYE 31/12/2025

**NCT Alliance Berhad**  
 BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Between 30-50	Percentage	28.73	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Above 50	Percentage	8.84	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Under 30	Percentage	19.34	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Between 30-50	Percentage	25.41	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Above 50	Percentage	2.76	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-executive/Non-Technical Staff Under 30	Percentage	7.73	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-executive/Non-Technical Staff Between 30-50	Percentage	4.97	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-executive/Non-Technical Staff Above 50	Percentage	0.55	-	No assurance

# Bursa Malaysia's CSI Prescribed Table (cont'd)

**NCT Alliance Berhad**  
BMLR Transition Period

Date & Time: 2026-04-09\_16:18:35  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - General Workers Under 30	Percentage	0	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - General Workers Between 30-50	Percentage	0	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - General Workers Above 50	Percentage	0	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Male	Percentage	24.31	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Management Female	Percentage	14.92	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Male	Percentage	19.89	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Executive Female	Percentage	27.62	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-executive/Technical Staff Male	Percentage	9.94	-	No assurance

# Bursa Malaysia's CSI Prescribed Table (cont'd)

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - Non-executive/Technical Staff - Female	Percentage	3.31	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - General Workers Male	Percentage	0	-	No assurance
Bursa (Diversity)	Bursa C3(a) Percentage of employees by gender and age group, for each employee category - General Workers Female	Percentage	0	-	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group - Male	Percentage	83.33	-	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group - Female	Percentage	16.67	-	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group - Under 30	Percentage	0	-	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group - Between 30-50	Percentage	33.33	-	No assurance
Bursa (Diversity)	Bursa C3(b) Percentage of directors by gender and age group - Above 50	Percentage	66.67	-	No assurance
Bursa (Energy Management)	Bursa C4(a) Total energy consumption	Megawatt	834.26	-	No assurance
Bursa (Health and Safety)	Bursa C5(a) Number of work-related fatalities	Number	0	-	No assurance
Bursa (Health and Safety)	Bursa C5(b) Lost time incident rate ('LTIR')	Rate	0	-	No assurance

# Bursa Malaysia's CSI Prescribed Table (cont'd)

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Health and Safety)	Bursa C5(c) Number of employees trained on health and safety standards	Number	285	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(a) Total hours of training by employee category - Management	Hours	724	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(a) Total hours of training by employee category - Executive	Hours	812	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(a) Total hours of training by employee category - Non-Executive/Technical Staff	Hours	0	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(a) Total hours of training by employee category - General Workers	Hours	0	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	38.57	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(c) Total number of employee turnover by employee category - Management	Number	32	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(c) Total number of employee turnover by employee category - Executive	Number	46	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(c) Total number of employee turnover by employee category - Non-executive/Technical Staff	Number	12	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(c) Total number of employee turnover by employee category - General Workers	Number	0	-	No assurance
Bursa (Labour Practices and Standards)	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	-	No assurance

# Bursa Malaysia's CSI Prescribed Table (cont'd)

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Supply Chain Management)	Bursa C7(a) Proportion of spending on local suppliers	Percentage	100	-	No assurance
Bursa (Data Privacy and Security)	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	No assurance
Bursa (Water)	Bursa C9(a) Total volume of water used	Megalitres	14,75	-	No assurance
Bursa (Waste Management)	Bursa C10(a) Total waste generated	Metric tonnes	889,28	-	No assurance
Bursa (Waste Management)	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	1,57	-	No assurance
Bursa (Waste Management)	Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	887,71	-	No assurance
Bursa (Emission Management)	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	tonnes CO2e	69,66	-	No assurance
Bursa (Emission Management)	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	tonnes CO2e	518,73	-	No assurance
Bursa (Emission Management)	Bursa C11(c) Scope 3 emissions in tonnes of CO2e - Total	tonnes CO2e	85,524,09	-	No assurance
Bursa (Emission Management)	Bursa C11(c) Scope 3 emissions in tonnes of CO2e - Category 1: Purchased goods and services	tonnes CO2e	85,437,93	-	No assurance
Bursa (Emission Management)	Bursa C11(c) Scope 3 emissions in tonnes of CO2e - Category 5: Waste generated in operations	tonnes CO2e	1,09	-	No assurance
Bursa (Emission Management)	Bursa C11(c) Scope 3 emissions in tonnes of CO2e - Category 6: Business travel	tonnes CO2e	24,84	-	No assurance

# Bursa Malaysia's CSI Prescribed Table (cont'd)

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Bursa (Emission Management)	Bursa C11(c) Scope 3 emissions in tonnes of CO <sub>2</sub> e - Category 7: Employee commuting	tonnes CO <sub>2</sub> e	60.23	-	No assurance