

# C O R P O R A T E P R O F I L E

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), holding a controlling equity stake.

ENCORP's five main business segments comprise property development, investment property (retail mall, shop offices & carpark units), construction, facilities management and concessions, with property development as its core business area. The Group's portfolio spans Malaysia and Australia, with developments strategically located in established and emerging growth corridors.

ENCORP focuses on delivering integrated, lifestyle-driven developments that respond to evolving market needs, incorporating elements of residential, commercial and community-centric living. The Group leverages its development expertise, asset optimisation and operational capabilities to support sustainable growth and long-term value creation.

ENCORP's key developments include:

## Past and on-going developments

- 01 Encorp Strand, Kota Damansara — a mixed development anchored by a neighbourhood retail mall 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 and fully completed.
- 06 Cahaya Kristal, Kota Kinabalu, Sabah — a residential apartment development with GDV of RM80.9 million.





## Future developments

- 07 Balau Residences, Kuantan, Pahang — a mixed development with GDV of RM545.9 million.
- 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.

ENCORP maintains a strong focus on quality and construction standards across its developments that cater to evolving customer needs and promote holistic community living. This is evidenced by strong Quality Assessment System in Construction (QLASSIC) scores, led by Tilia at Encorp Cahaya Alam (82% in 2026), followed by Iris (81% in 2024) and Lily (81% in 2023), all achieving “High Quality” ratings by the Construction Industry Development Board (CIDB). Earlier developments such as Encorp Marina Puteri Harbour and Encorp Strand Residences recorded QLASSIC scores of 75% in 2018 and 72% in 2017, respectively.

The Group is supported by a network of subsidiaries specialising in its core business segments:

- **Property Development**  
Encorp Must Sdn Bhd and Must Ehsan Development Sdn Bhd, both accredited with ISO 9001:2015 certification.
- **Investment Property Management**  
Encorp Strand Mall Sdn Bhd, which manages Strand Mall, a neighbourhood retail mall in Kota Damansara.
- **Facilities Management**  
Encorp Facilities Management Sdn Bhd, which provides building and asset management services and has strengthened its capabilities with a 3-Star SCORE rating from CIDB, in addition to being recognised as a Ministry of Finance registered Bumiputera company.
- **Construction**  
Encorp Construction and Engineering Sdn Bhd, registered as Bumiputra Class A contractors under PKK and holding CIDB Grade G7 certification.

ENCORP is building robust foundations for long-term value creation, transforming it into a leading property developer in Malaysia. Its commitment to the highest standards of corporate governance 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 Best Investor Relations Company at the 7th Asian Excellence Recognition Awards 2017.

The Group values its people as its key driver of performance, earning recognition as one of the Best Companies to Work for in Asia (2018, 2019, 2021) and the Silver Medal for Employer of Choice at the Malaysia Human Resources Awards 2018.

ENCORP also leads in sustainable development, with its Provisional GreenRE-certified Balau Residences, a Net Zero 2050 roadmap and Environmental, Social and Governance principles embedded into planning and design, ensuring lasting value for stakeholders and the community.

ENCORP continuously seeks opportunities to further expand its businesses locally and internationally in the property and construction sectors. The Group is also exploring the expansion of its service offerings including establishing a facilities management function to maintain its buildings and assets as well as exploring 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, Muhammad Fitri Bin Othman, Nor Azira Binti Abu Bakar, Dr Wan Ahmad Rudirman Bin Wan Razak, Zaina Diana Binti Zinal as well as by the Group Chief Executive Officer Ahmad Harzimi Bin Mohd Taib, Group Chief Operating Officer, Noor Effendy Bin Othman and Group Chief Financial Officer, Kamarul Azman Bin Kamarozaman @ Amir.

# C O R P O R A T E I N F O R M A T I O N

## Board of Directors

Mohd Yusmadi Bin Mohd Yusoff  
*Non-Executive Chairman,  
Independent Non-Executive Director*

Dr. Wan Ahmad Rudirman  
Bin Wan Razak  
*Independent Non-Executive Director*

Zaina Diana Binti Zinal  
*Independent Non-Executive  
Director*

Nor Azira Binti Abu Bakar  
*Non-Independent Non-Executive  
Director*

Muhammad Fitri Bin Othman  
*Non-Independent Non-Executive  
Director*

## Audit, Risk And Governance Committee

Dr. Wan Ahmad Rudirman  
Bin Wan Razak  
*Chairman*

Zaina Diana Binti Zinal  
*Member*

Nor Azira Binti Abu Bakar  
*Member*

## Nominating And Remuneration Committee

Zaina Diana Binti Zinal  
*Chairman*

Dr. Wan Ahmad Rudirman  
Bin Wan Razak  
*Member*

Muhammad Fitri Bin Othman  
*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. 42A-2, Jalan PJU 5/22,  
Pusat Perdagangan Kota Damansara,  
Kota Damansara PJU 5,  
47810 Petaling Jaya,  
Selangor

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

## Share Registrar

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

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

## Principal Bankers

Malayan Banking Berhad  
United Overseas Bank (Malaysia)  
Berhad  
Bank Islam Malaysia Berhad  
Bank Muamalat Malaysia Berhad

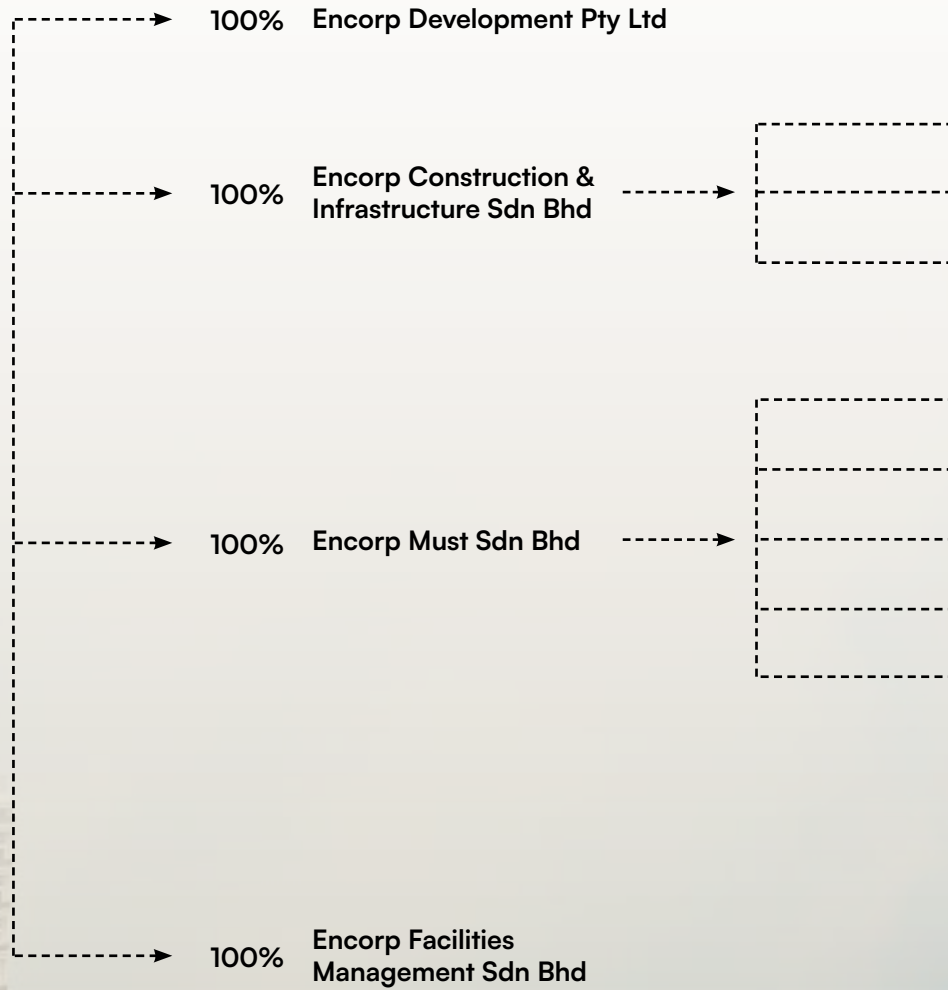
## Solicitors

Zul Rafique & Partners  
C.S. Tan Seah & Partners  
Sanjay Mohan & Partners  
Zaid Ibrahim & Co  
Zain Megat & Murad  
ChongSoo Partnership  
AmerBon Advocates & Solicitors  
Mazlan & Associate  
Ting Asiah & Co  
Che Moktar & Ling  
RYCO Law Firm  
Wong & Partners  
Suhaidi Yusoff & Partners  
Abdul Rahman & Partners

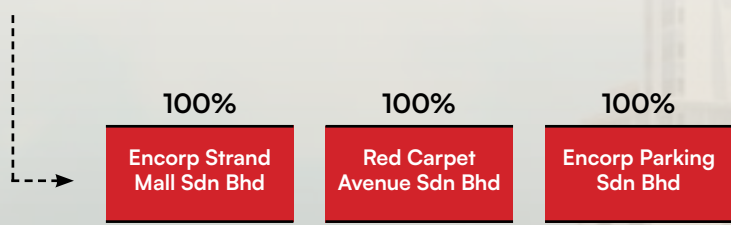
# C O R P O R A T E STRUCTURE



**ENCORP BERHAD**  
Company No.2000010042331  
(506836-X)



- > 100% Encorp Systembilt Sdn Bhd
- > 100% Encorp Construction & Engineering Sdn Bhd
- > 70% Encorp Millennium Sdn Bhd
  
- > 100% Encorp Development Sdn Bhd
- > 100% Encorp Iskandar Development Sdn Bhd
- > 100% Encorp Bukit Katil Sdn Bhd
- > 100% Encorp Silver Sdn Bhd
- > 70% Must Ehsan Development Sdn Bhd



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

# S U S T A I N A B I L I T Y STATEMENT

## About Encorp Berhad

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Encorp Berhad (ENCORP) is a diversified Malaysian-based group with core operations in property development, investment property and construction management related businesses. The Group is committed to delivering quality developments that support sustainable urban growth, including affordable housing projects and long-term value creation for stakeholders. ENCORP integrates environmental stewardship, social responsibility and good governance into its business strategies to ensure responsible and resilient growth. The company is listed on Bursa Malaysia and continues to strengthen its position through sustainable practices, innovation and strategic partnerships.

## About This Report

ENCORP remains steadfast in its commitment to sustainability, embedding Economic, Environmental, Social and Governance (EESG) principles at the core of its operations. Our sustainability impact is guided by a comprehensive Sustainability Framework and driven by four key imperatives outlined in our sustainability agenda. This Framework and Agenda are further strengthened through alignment with the United Nations Sustainable Development Goals (UNSDGs), ensuring that ENCORP's initiatives contribute meaningfully to broader global objectives.

## Scope and Basis of Scope

This Integrated Report (IR) covers ENCORP's financial and non-financial performance during the period of 1st January to 31st December 2025 (FYE 2025). This report aims to keep our stakeholders apprised of our strategies, key developments and achievements across our various business segments and at Group-level. It also outlines our planned initiatives for the upcoming year and beyond through forward-looking statements.

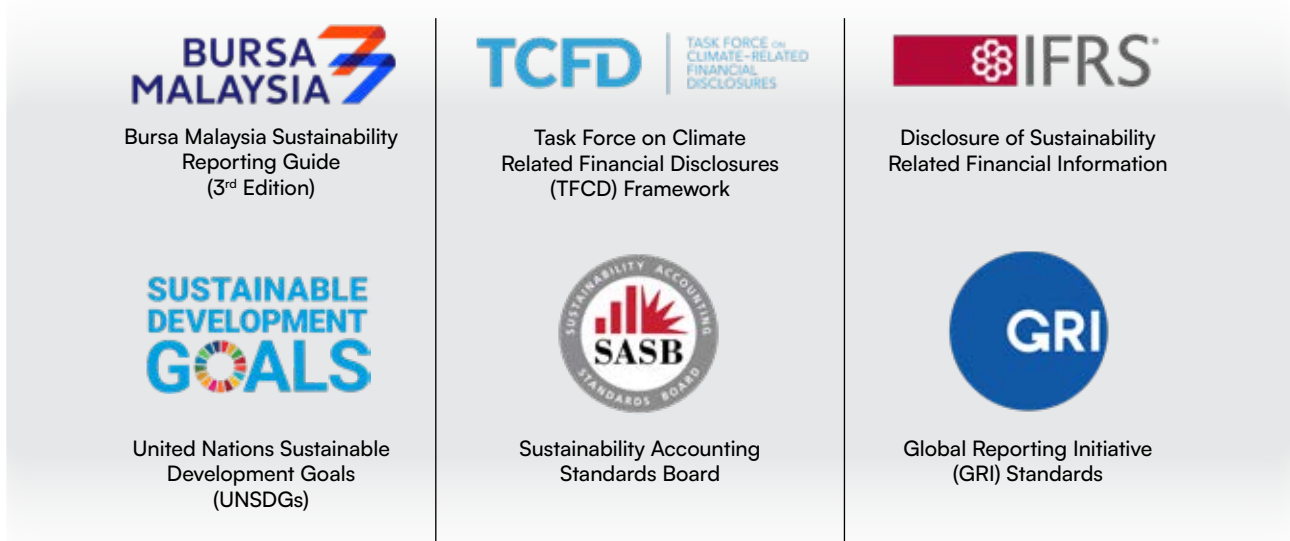
We endeavour to be transparent and balanced in disclosing matters deemed material. Relevant targets and three (3) years of historical key performance indicators have been established, tracked and disclosed to the best of our ability.

## Reporting Frameworks and Standards

### This Report adheres to the Bursa Malaysia Main Market Listing Requirements (MMLR) and the following:

This Sustainability Statement has been prepared in accordance with Bursa Malaysia’s Main Market Listing Requirements and the Sustainability Reporting Guide (3rd Edition). It is also guided by the Global Reporting Initiative (GRI) Standards and the UNSDGs, which together form the foundation of this Report’s framework. These references reflect our ongoing commitment to delivering transparent, comprehensive and comparable ESG disclosures year-on-year.

Since 2024, ENCORP has begun benchmarking its sustainability disclosures against the International Sustainability Standards Board (ISSB) standards, including IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2: Climate-related Disclosures. This alignment continues in 2025 as we progressively integrate these standards into our reporting, ensuring that future sustainability reports meet international best practices.



## Feedback

We welcome and encourage our stakeholders to provide feedback pertaining to this Statement and the issues covered to our Sustainability department at [sustainability@encorp.com.my](mailto:sustainability@encorp.com.my).

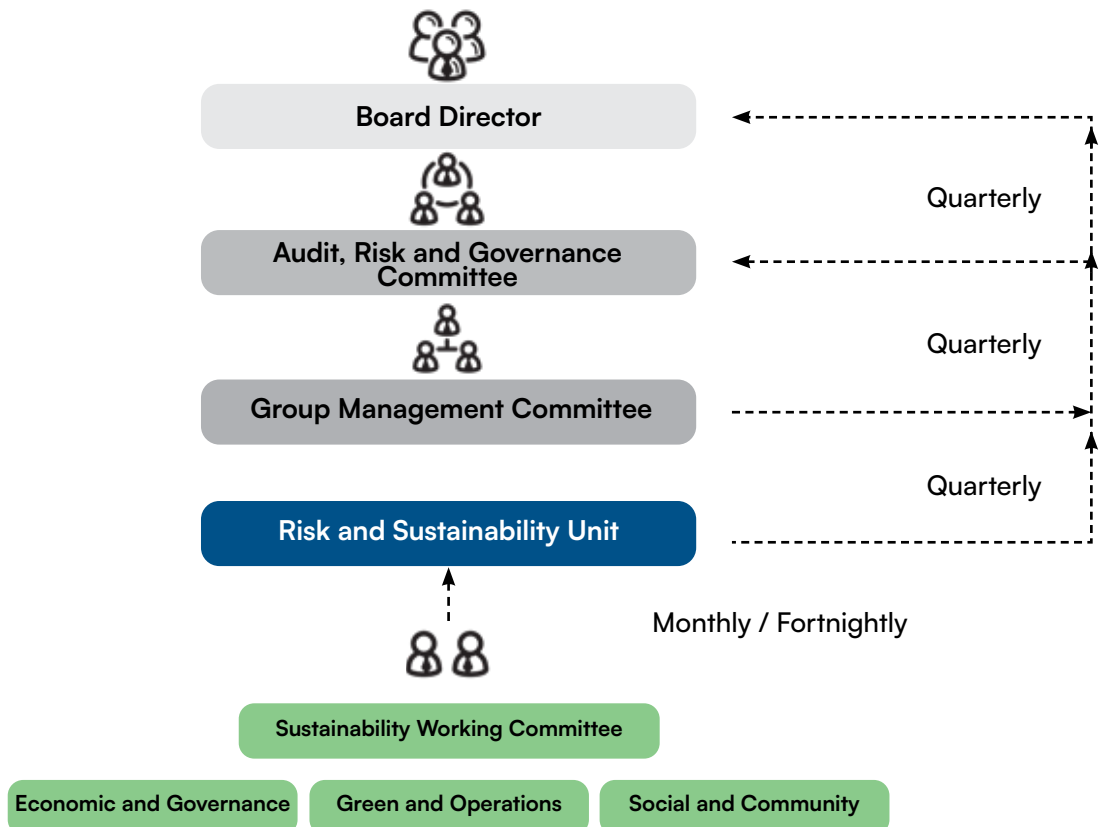
# Our Approach To Sustainability

## Sustainability Governance

The Group’s sustainability governance structure is fully integrated into its corporate governance framework, ensuring that environmental, social and governance (ESG) considerations are embedded across all levels of the organisation. In line with this commitment, the responsibilities of the Board of Directors and its respective committees have been broadened to incorporate sustainability and ESG-related oversight, as reflected in their updated terms of reference.

The Board of Directors holds ultimate accountability for the Group’s sustainability and ESG strategy, direction and performance. The Board is supported by its committees through delegated responsibilities to ensure effective oversight, risk management and the integration of sustainability principles into the Group’s strategic and operational decision-making processes.

Effective governance underpins ENCORP’s approach to sustainability. Our three-tier governance structure, led by the Board of Directors, establishes clear accountability and oversight to ensure the effective execution of the Group’s ESG and sustainability strategy. Aligned with the Group’s business objectives and values, this structure enables the integration of sustainability across our operations and supports the creation of long-term value for our stakeholders and communities.



## Board of Directors

- Ultimately accountable for the oversight of sustainability matters of the Group, including but not limited to sustainability strategy and targets, materiality assessment and climate-related risks and opportunities.
- Approves sustainability strategy and targets, policies, materiality assessment process & outcome and sustainability statement.
- Ensures sustainability matters are considered within the Group and respective business segments and progressively embed strong sustainability culture throughout the Group.
- Reviews the Board and senior management performance evaluation against agreed sustainability-linked key performance indicators (KPIs).



## Audit, Risk and Governance Committee

- Reviews the adequacy and integrity of the Group's internal controls systems and processes.
- Oversees the conduct of assurance activities pertaining to the company's sustainability reporting processes.
- Ensures the integration of sustainability and climate related risks and opportunities within the Group's Enterprise Risk Management (ERM).
- Oversees management of material sustainability matters, including climate-related risks and opportunities.



## Group Management Committee

- Reports progress and performance to the Board Director by quarterly.
- Develops sustainability strategy and policies and recommends revisions to the Board committees.
- Ensures the implementation of the sustainability strategy is aligned across business that segments and geographical locations of the Group.
- Evaluates overall sustainability risks and opportunities, including a focus on climate-related issues.
- Reviews the materiality assessment process and sustainability statement prior to approval by the Board.
- Recommends and develops sustainability-linked KPIs as part of Board's and senior management's performance evaluation scorecard.

## Risk and Sustainability Unit

- Reports implementation status of ESG initiatives to the Management Committee.
- Recommends, plans and implements sustainability initiatives through periodic meetings held by respective Sustainability Working Committee members.
- Coordinates with and provides support to Sustainability Working Group on management of material matters.
- Collects and monitors sustainability data to evaluate the Group's sustainability progress.
- Undertakes materiality assessment process.
- Coordinates of preparation of narrative Sustainability statement in annual report.
- Researches and shares updates on any emerging practices for sustainability reporting and ESG practices.
- Monitors ENCORP compliance and status on sustainability reporting, ESG risks, ESG opportunities and ESG targets.



## Sustainability Working Committee








- Aligns practices on the ground with the organisation-wide sustainability agenda and strategy.
- Reports implementation status of ESG initiatives to the Sustainability Unit in the Sustainability Working Committee.
- Recommends, plans and implements sustainability initiatives through periodic meetings held by respective committee members.

## Alignment with United Nations Sustainable Development Goals (UNSDGs)

In an effort to contribute to global and national initiatives towards sustainable development, ENCORP seeks to continuously refine its strategic approach to the (UNSDGs). The Group recognises the importance of aligning its business strategies and operations with internationally recognised sustainability frameworks to create long-term value for stakeholders and the environment.

ENCORP will continue to strengthen its contribution to the UNSDGs by enhancing internal capabilities, improving data monitoring, and expanding sustainability initiatives that deliver positive environmental and social outcomes across its operations and developments. For this reporting year, we have identified the following UNSDGs as our primary focus areas:

ENCORP	Sustainability Goals (SDGs)	ENCORP Target	ENCORP Contribution / Strategies
	SDG 3 Good Health and Well-being	Ensure health, safety and wellness for employees, communities and building occupants	<ul style="list-style-type: none"> <li>• Employee health and safety programs</li> <li>• Workplace wellness initiatives</li> <li>• Wellness-focused building design</li> <li>• Community health and awareness programs</li> </ul>
	SDG 6 Clean Water and Sanitation	Reduce water consumption and ensure sustainable water management in operation and properties	<ul style="list-style-type: none"> <li>• Water-efficient office operations</li> <li>• Smart water monitoring systems</li> <li>• Sustainable landscaping practices</li> <li>• Rainwater harvesting systems</li> <li>• Greywater recycling in developments</li> </ul>

ENCORP	Sustainability Goals (SDGs)	ENCORP Target	ENCORP Contribution / Strategies
	SDG 7 Affordable and Clean Energy	Increase renewable energy use and achieve energy-efficient operations and building	<ul style="list-style-type: none"> <li>Renewable energy adoption in operations</li> <li>Solar Photovoltaics (PV) installations in buildings</li> <li>Energy-efficient lighting systems</li> <li>High-efficiency Heat, Ventilation and Air Conditioning (HVAC) systems</li> <li>Smart energy management systems</li> </ul>
	SDG 8 Decent Work and Economic Growth	Promote decent work and economic growth through employee development and local job creation	<ul style="list-style-type: none"> <li>Employee training and upskilling</li> <li>Fair labour practices and policies</li> <li>Local employment generation</li> <li>Engagement of local contractors</li> <li>ESG compliance across supply chain</li> </ul>
	SDG 11 Sustainable Cities and Communities	Develop sustainable, inclusive and certified buildings with community amenities	<ul style="list-style-type: none"> <li>Green building certifications (GreenRE)</li> <li>Sustainable urban planning and design</li> <li>Provision of public and green spaces</li> <li>Community engagement initiatives</li> <li>Integrated waste management systems</li> </ul>
	SDG 12 Responsible Consumption and Production	Reduce waste and source sustainable materials across operations and projects	<ul style="list-style-type: none"> <li>ESG procurement practices</li> <li>Construction waste reduction programmes</li> <li>Recycling and reuse initiatives</li> <li>Sustainable material sourcing</li> <li>Circular economy practices</li> </ul>
	SDG 13 Climate Action	Reduce carbon emissions and strengthen climate resilience in operations and developments.	<ul style="list-style-type: none"> <li>Carbon footprint measurement and reduction</li> <li>Low-carbon building design</li> <li>Energy efficiency improvements</li> <li>Climate risk and resilience planning</li> <li>Adoption of green technologies</li> </ul>
	SDG 15 Life on Land	Enhance biodiversity conservation by integrating green spaces, protecting natural habitats, and implementing sustainable landscaping and tree planting across all developments.	<ul style="list-style-type: none"> <li>Tree planting programs</li> <li>Biodiversity conservation initiatives</li> <li>Preservation of green areas in developments</li> <li>Sustainable landscaping practices</li> <li>Environmental awareness programmes</li> </ul>
	SDG 16 Peace, Justice and Strong Institutions	Promote strong governance, ethical business practices and transparency while ensuring compliance, preventing corruption and supporting fair and lawful operations	<ul style="list-style-type: none"> <li>Implement anti-corruption and anti-bribery policies</li> <li>Establish whistleblowing channels for employees and stakeholders</li> <li>Ensure compliance with all regulatory and legal requirements</li> <li>Maintain transparent procurement and contract management processes.</li> <li>Conduct internal audits and strengthen governance to prevent fraud and misconduct</li> </ul>
	SDG 17 Partnerships for the Goals	Strengthen partnerships with NGOs, authorities and industry to advance sustainability initiatives	<ul style="list-style-type: none"> <li>Partnerships with NGOs</li> <li>Collaboration with local authorities</li> <li>Engagement with industry bodies</li> <li>Participation in ESG initiatives</li> <li>Stakeholder engagement programs</li> </ul>

## 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.

Key Stakeholders	Engagement Platforms	Area of Interest or Concerns	Our Response
<b>BOARD OF DIRECTORS</b>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>• Press releases</li> <li>• One-on-one and group meetings</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>• Financial reports and performance</li> <li>• ESG performance review</li> </ul> <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>• General Meetings</li> <li>• Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Business strategies and future plans</li> <li>• Group's overall performance</li> <li>• Good management and corporate governance</li> <li>• Mitigation and adaptation to climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Timely updates on the Group's strategy and financial performance</li> <li>• Uphold good governance practices across the Group and supply chain</li> <li>• Monitor sustainability performance and targets</li> </ul>
<b>INVESTORS</b>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>• Press releases</li> <li>• Group meetings</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>• Financial reports and announcements</li> <li>• Investor briefings</li> </ul> <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>• General Meetings</li> <li>• Annual Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Business strategies and future plan</li> <li>• Dividend pay-out</li> <li>• Group's overall performance</li> <li>• Stability and growth prospects</li> <li>• Continuous enhancement of stakeholder value</li> <li>• Financial performance and financial stability</li> <li>• Governance prioritisation of sustainability initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Timely updates on the Group's strategy and financial performance via investor briefings and announcements</li> <li>• Uphold good governance practices across the Group and supply chain</li> <li>• Outline climate reduction and adaptation strategies</li> <li>• Monitor sustainability performance and targets</li> </ul>
<b>EMPLOYEES</b>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• Internal communications</li> </ul> <p><b>As needed</b></p> <ul style="list-style-type: none"> <li>• Corporate announcements</li> <li>• Workshops and trainings</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>• Employee engagement programmes and events</li> </ul> <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>• Town halls</li> <li>• Employee feedback surveys</li> <li>• Employee appraisals</li> </ul>	<ul style="list-style-type: none"> <li>• Business growth and strategic direction</li> <li>• Inclusive workplace</li> <li>• Remuneration and benefits</li> <li>• Career development and upskilling opportunities</li> <li>• Health and safety at the workplace</li> <li>• Work-life balance</li> </ul>	<ul style="list-style-type: none"> <li>• Promote transparent communication with employees</li> <li>• Provide equal employment opportunities without discrimination</li> <li>• Offer industry-competitive benefits and remuneration packages</li> <li>• Provide relevant upskilling and development opportunities</li> <li>• Ensure compliance with Occupational Safety and Health</li> <li>• Flexible work arrangements</li> </ul>
<b>CUSTOMERS</b>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>• Customer support channels (i.e. Website, mobile app)</li> <li>• Print, digital &amp; social media</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>• Public engagement events (i.e. Roadshows, campaigns)</li> </ul> <p><b>Annually</b></p> <ul style="list-style-type: none"> <li>• Customer Satisfaction Survey (CSS)</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable products and services</li> <li>• High-quality products and services</li> <li>• Customer experience and services response</li> <li>• Consumer data privacy</li> </ul>	<ul style="list-style-type: none"> <li>• Offer affordable products and services</li> <li>• Adhere to quality standards (i.e. QCLASSIC, Green Building Index, ISO 9001)</li> <li>• Introduction of mobile or digital platform for prompt response to customers' enquiries</li> <li>• Adhere to the Personal Data Protection Act 2010</li> </ul>

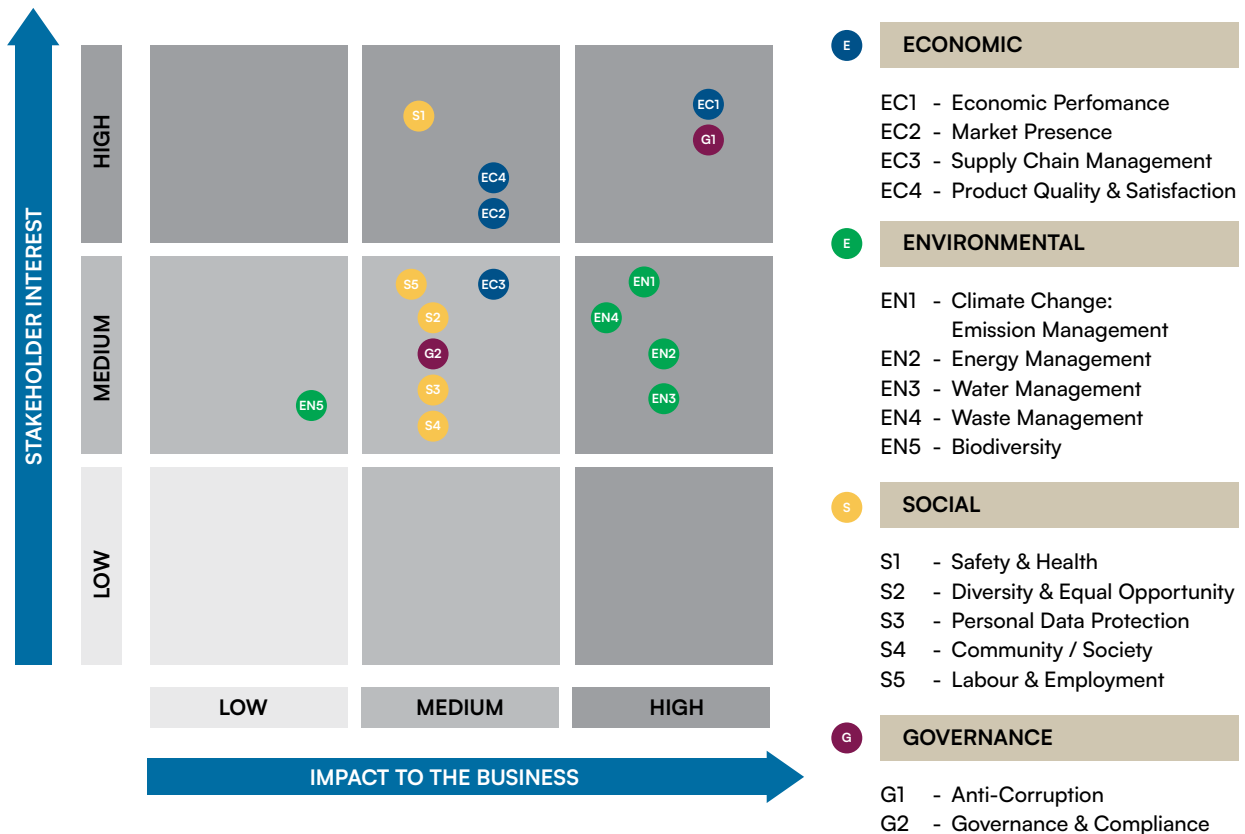
Key Stakeholders	Engagement Platforms	Area of Interest or Concerns	Our Response
<b>AUTHORITIES</b>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>Participation in government and regulatory events</li> <li>Dialogues and thought leadership programme</li> </ul> <p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Scheduled/ad-hoc meetings</li> <li>Consultation sessions and conferences</li> <li>Visits and inspections</li> <li>External Audit ISO 9001 certificate</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory compliance including environmental and social compliance</li> <li>Corporate governance practices</li> <li>Sharing of best practices</li> <li>Consultation sessions and conferences</li> <li>Visits and inspections</li> <li>External Auditor certificate</li> <li>Meetings and policy briefings</li> </ul>	<ul style="list-style-type: none"> <li>Regular review and monitoring of risk register including climate-related risks</li> <li>Full compliance with regulatory requirements</li> <li>Adoption of practices outlined in the Malaysian Code on Corporate Governance</li> <li>Support government initiatives</li> </ul>
<b>CONTRACTORS/ SUPPLIERS/ TENANTS</b>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Compliance to contractual and service-level commitments</li> <li>Capacity building programmes</li> </ul> <p><b>Bi-annual</b></p> <ul style="list-style-type: none"> <li>Supplier assessment/ performance appraisals</li> </ul> <p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Supplier engagement rating processes</li> <li>Tender processes</li> <li>Contract negotiation and interview</li> <li>Vendors meeting</li> <li>Safety and quality briefings</li> </ul>	<ul style="list-style-type: none"> <li>Transparency in procurement processes</li> <li>Capacity-building for suppliers</li> <li>Health and safety of contractors' workers</li> <li>Transparency in our procurement process</li> <li>Fulfilment of our service level agreements</li> <li>Commitment to meeting contractual and service-level commitments</li> <li>Procurement process practice and supply chain management</li> <li>Cost reduction/saving and payment schedule</li> </ul>	<ul style="list-style-type: none"> <li>Improve efficiency by digitalisation of procurement processes</li> <li>Emphasis on provision of transparent procurement processes</li> <li>Upskill suppliers / contractors through capacity-building programmes pertaining to good labour practices</li> <li>Ensure contractors' compliance with the Group's Health and Safety Policies and Procedures</li> </ul>
<b>LOCAL COMMUNITY &amp; NGO</b>	<p><b>Ongoing</b></p> <ul style="list-style-type: none"> <li>Print, digital &amp; social media</li> </ul> <p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Strategic and adhoc meetings/visits</li> <li>Corporate Social Responsibility (CSR) programmes</li> <li>Community development programmes</li> </ul>	<ul style="list-style-type: none"> <li>Healthy and sustainable built environment</li> <li>Community welfare and continued livelihood</li> <li>Community programmes and events for social development</li> </ul>	<ul style="list-style-type: none"> <li>Integrate affordable housing considerations into property development plans</li> <li>Periodic engagements/ dialogues with local communities and NGOs to address concerns</li> <li>Investment in education and welfare to improve community well-being</li> </ul>
<b>MEDIA</b>	<p><b>As needed</b></p> <ul style="list-style-type: none"> <li>Advertorial placements</li> <li>Media releases and interviews</li> </ul> <p><b>Quarterly</b></p> <ul style="list-style-type: none"> <li>Media briefings and press</li> </ul>	<ul style="list-style-type: none"> <li>Transparency in communicating information and updates on business performance and initiatives, including on ESG and community impact programmes</li> </ul>	<ul style="list-style-type: none"> <li>Engage media regularly through mainstream news and information channels on ENCORP sustainability performance</li> <li>Respond in a timely manner to media enquiries through the Group Corporate Communications department</li> </ul>



## Material Matters

ENCORP is cognisant of the fact that our material issues can directly and indirectly impact our ability to create long-term value for our stakeholders. A full scale materiality assessment was conducted in 2024 involving both our key internal and external stakeholders to ensure that their interests and concerns are addressed.

Material sustainability matters guide the Group's sustainability strategy and management's resource allocation decisions. In line with Bursa Malaysia's Sustainability Reporting requirements, the Group conducts a comprehensive materiality assessment once every three (3) years and performs an annual review to reassess the relevance of identified EESG impacts arising from its operations.



## ENCORP's 16 Material Issues and Their Definitions



### Economic

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



### Environmental

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



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



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

## Risk Management

ENCORP adopts a structured risk management approach to strengthen organisational resilience and support sustainable business operations. Through our Enterprise Risk Management (ERM) framework, the Group systematically identifies, assesses and manages potential risks that may impact our strategic objectives, financial performance and operational activities.

The framework integrates key risk areas including corporate, financial, operational, sustainability and climate-related risks to ensure comprehensive risk oversight across the organisation. All identified risks are regularly reviewed and monitored by designated risk owners and relevant departments to ensure they remain within the Group's risk appetite, with oversight and guidance provided by the Audit, Risk and Governance Committee (ARGC) and further review by the Board.

Through this approach, ENCORP ensures that ESG risks are systematically considered in decision-making, supporting sustainable growth, long-term value creation and accountability to our stakeholders.

Material Matters	Risks	Opportunities
<b>Economic Performance</b>	Poor financial performance may threaten business continuity, cash flow stability and investor confidence.	Improve financial resilience through cost efficiency, diversified revenue and strategic investments to strengthen cash flow and investor confidence.
<b>Market Presence</b>	Intense competition and market volatility may reduce sales and project demand.	Expand market reach, enhance competitiveness and strengthen customer engagement to sustain demand.
<b>Supply Chain Management</b>	Supply disruptions, cost volatility and non-compliance of contractors or suppliers with ESG standards.	Improve supplier reliability, cost efficiency and ESG compliance across the supply chain.
<b>Indirect Economic (Product Quality and Satisfaction)</b>	Poor construction quality may lead to defects, complaints and reputational damage.	High-quality developments improve customer satisfaction, repeat purchases and brand loyalty.
<b>Climate Change Emission Management</b>	Increased regulatory requirements, carbon-related costs and climate-related operational risks.	Emission reduction initiatives improve energy efficiency, reduce costs and enhance ESG credentials.
<b>Energy Management</b>	High energy consumption increases operating costs and carbon footprint.	Energy-efficient designs reduce operating costs and improve building sustainability ratings.
<b>Water Management</b>	Water scarcity and inefficient usage may disrupt operations and increase costs.	Water-efficient systems lower consumption, reduce costs and enhance environmental stewardship.
<b>Waste Management</b>	Poor construction waste handling may result in environmental pollution, penalties and reputational risk.	Effective waste reduction and recycling support cost savings and circular economy practices.
<b>Biodiversity</b>	Development activities may impact ecosystems, leading to regulatory non-compliance and stakeholder opposition.	Biodiversity conservation enhances project sustainability and strengthens stakeholder trust.
<b>Safety &amp; Health</b>	Workplace accidents may result in legal liability, project delays and reputational damage.	Strong safety culture improves productivity, employee morale and reduces incidents.
<b>Diversity &amp; Equal Opportunity</b>	Lack of inclusivity may lead to discrimination claims and talent attrition.	Inclusive workplace culture attracts diverse talent and enhances innovation.
<b>Personal Data Protection</b>	Data breaches may result in regulatory penalties and loss of customer trust.	Robust data protection systems strengthen stakeholder confidence and corporate reputation.
<b>Community/ Society</b>	Poor community engagement may lead to resistance to projects and reputational risk.	Community engagement and CSR initiatives strengthen social licence to operate.

Material Matters	Risks	Opportunities
Labour & Employment	High turnover, labour shortages and industrial disputes may affect operations.	Workforce development and fair employment practices enhance productivity and retention.
Anti-Corruption	Corruption incidents may lead to legal action, financial losses and loss of investor confidence.	Strong anti-corruption policies improve transparency, governance and investor trust.
Governance & Compliance	Weak governance and non-compliance may result in penalties and reduced stakeholder confidence.	Strong corporate governance supports ethical decision-making and long-term sustainability.

## Sustainability Framework

ENCORP sustainability framework is closely aligned with our business strategy and guided by the Group’s vision and mission. It enables us to meet stakeholder expectations, reduce environmental impact and create positive outcomes for the communities in which we operate. The framework is structured around four (4) key focus areas:

- 01

**Sustainable Economic Performance**

Driving long-term economic value and resilient growth by delivering high-quality, sustainable property developments, optimising project returns and creating enduring value for communities, investors and stakeholders.
- 02

**Environmental & Climate Action**

Protecting natural resources and mitigating climate impact through green building practices, energy-efficient designs, low-carbon construction methods, sustainable landscaping and responsible water and waste management across all developments.
- 03

**People & Community Responsibility**

Empowering employees, customers and local communities by promoting well-being, safety, inclusivity and social engagement, while enhancing the quality of life in the communities where we operate.
- 04

**Responsible Operations, Governance & Supply Chain**

Ensuring ethical, transparent and accountable business practices across all operations, including sustainable procurement, contractor compliance with ESG standards, risk management and strong corporate governance.

Each focus area is translated into clear objectives tied to our material sustainability matters, supported by measurable targets. Progress against these targets is monitored through a performance scorecard, ensuring accountability, transparency and continuous improvement throughout our sustainability journey.



## ENCORP Sustainability Framework

Enlightened Corporation, Makes Enlightened Nation

### Vision:

A trusted real estate solutions provider, shaping sustainable developments through accountable stewardship, with honour and enduring value at our core

### Mission:

To deliver sustainable real estate developments through accountable stewardship and honour, creating enduring value for stakeholders.





## Performance Scorecard 2025

### Economic

**100%**

of procurement budget spent on local suppliers and vendors

**90%**

customer satisfaction for our projects

**Recertification**

ISO 9001:2015 until 2027

### Environmental

**10% Emission Reduction**

for Scope 1 (Company Vehicle)

**5% Energy Reduction**

for Corporate Office from baseline 2024

**1% Water Reduction**

for Corporate Office, Strand Mall and Warna Avenue

**11% Business Travel Reduction**

under Emission scope 3

**13% Waste Reduction**

for Strand Mall and Project Development

**38kg E-Waste Recycled**

for Strand Mall

### Social

**116 Hours**

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

**Zero Fatalities**

at work

**18%**

employee turnover rate (below the 20% threshold)

**70%**

employee satisfaction score

**Women in Workplace**

40% Board  
29% Management  
45% overall

**RM131,228**

invested in employees' training programmes

**RM71,648**

invested in CSR activities

**1,786 Volunteer Hours**

contributed by 143 employees under the Employee CSR Programme

### Governance

**100%**

employees completed Anti-Bribery and Corruption Pledge

**100%**

of operations assessed for anti-corruption related risks

**Zero Breaches**

in data privacy and security

**Zero**

corruption incidents

## Management Approach for Material Matters

### Economic Performance

Economic performance is fundamental to sustaining revenue growth, enhancing shareholder value and ensuring long-term business stability. The Group's property development strategy focuses on prudent financial management, responsiveness to market conditions, adoption of appropriate technologies, effective risk management and disciplined expansion into viable development opportunities.

Despite ongoing challenges in the property development sector, economic performance remains a key focus for stakeholders, including employees, contractors, investors and regulators. For the FYE 2025, the Group generated total economic value of RM94.101 million, of which RM121.087 million was directly distributed to stakeholders, contributing positively to their economic wellbeing, as detailed in the following table.

RM (Million)	FYE 2025	FYE 2024	FYE 2023
Economic Value Generated	94.101	104.01	129.19
Economic Value Distributed	121.087	102.21	138.38

ENCORP remains focused on creating sustainable economic value by upholding financial resilience, delivering quality products and ensuring customer satisfaction amid the evolving challenges of the property development sector.

## Indirect Economic Impact

### Quality Management and Service Standard

ENCORP continues to uphold high standards of quality management across all its operations, maintaining certification under the ISO 9001:2015 Quality Management System. This provides a structured framework that supports consistent service delivery, enhances operational efficiency and drives continuous improvement through regular performance monitoring, internal audits and corrective action processes. Collectively, these measures ensure compliance with quality requirements, strengthen service standards and enhance satisfaction for customers, stakeholders and business partners.

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



## **Anti-Bribery Management System (ABMS) Standard**

ENCORP is committed to upholding the highest standards of integrity, transparency and ethical conduct in all business activities. In line with this commitment, the Group is in the process of strengthening its governance framework through the development and implementation of an Anti-Bribery Management System (ABMS).

The ABMS framework is being established to systematically identify, assess and mitigate bribery and corruption risks across the organisation. ENCORP is currently in the finalisation stage of its Standard Operating Procedures (SOPs) to support ABMS implementation and ensure alignment with best practice governance standards and regulatory expectations.

The system will be supported by clear policies, employee awareness programmes, and compliance mechanisms to promote ethical behaviour across all levels of the organisation, including employees, contractors and business partners. Whistleblowing channels and conflict-of-interest declarations further strengthen transparency and accountability within the Group.

Through the implementation of ABMS, ENCORP aims to enhance its governance practices, strengthen stakeholder confidence and foster a strong culture of integrity and zero tolerance towards bribery and corruption.

## **Anti-Corruption**

ENCORP is committed to conducting its business in an ethical, transparent and accountable manner and adopts a zero-tolerance approach towards all forms of bribery and corruption. The Group complies with all applicable anti-corruption laws and regulations, including the Malaysian Anti-Corruption Commission (Amendment) Act 2018 (MACC Act), and integrates integrity and ethical conduct into its governance framework and daily operations.

In compliance with Section 17A of the MACC Act, the Group maintains an Anti-Bribery and Anti-Corruption Policy, supported by a Whistleblowing Policy to provide clear guidance on acceptable conduct and secure channels for reporting suspected misconduct without fear of retaliation. These policies are complemented by the Code of Conduct and Business Ethics and the Code of Business Conduct for Third Parties, which set out ethical expectations for employees, contractors, suppliers and business partners.

## Corruption Risk Assessment

The Group's anti-corruption framework is informed by corruption risk assessments, with appropriate internal controls, monitoring mechanisms and awareness initiatives implemented to mitigate identified risks. Through continuous communication and engagement with employees and relevant stakeholders, ENCORP seeks to promote a culture of integrity and compliance, thereby safeguarding stakeholder trust and supporting sustainable long-term value creation.

The Group's anti-corruption framework is informed by corruption risk assessments and supported by internal controls and compliance monitoring.

Description	FYE 2025	FYE 2024	FYE 2023
Percentage (%) of operations assessed for anti-corruption related risks	100%	100%	NA

## Corruption-related Training

In 2025, ENCORP conducted integrity and anti-corruption workshops for employees based on their roles and functions, ensuring relevance to operational, managerial and leadership responsibilities. In addition, an Integrity Pledge was undertaken by employees and key stakeholders, reinforcing shared accountability and commitment to ethical conduct across the Group's value chain.



*Employees Anti-Corruption Workshop with Suruhanjaya Pencegahan Rasuah Malaysia (Malaysian Anti-Corruption Commission)*



Employee Category	FYE 2025	FYE 2024	FYE 2023
Senior Management	100%	100%	100%
Middle Management	100%	100%	100%
Executive	100%	100%	100%
Non-Executive	100%	100%	100%
<b>Overall Composition</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Corruption Incidents

In 2025, the Group recorded zero confirmed incidents of corruption involving employees or business partners.

Ongoing risk assessments, training programmes and awareness initiatives to strengthen preventive controls and reinforce a culture of integrity. The sustainability information disclosed in this section is subject to internal review and governance oversight, with selected key disclosures supported by internal controls and management assurance processes to enhance the reliability and accuracy of reported information.

Description	FYE 2025	FYE 2024	FYE 2023
Number of confirmed corruption incidents	0	0	0



## Cybersecurity and Data Protection

Data breaches and cyberattacks pose significant risks to the Group’s financial stability, legal standing and reputation. In 2025, ENCORP continued to proactively manage these risks by implementing robust cybersecurity and data protection measures to safeguard business operations and customer information, ensuring the stability and security of its digital platforms.

The Group maintains secure servers supported by backup protocols and utilises reputable cloud service providers for data storage and processing. All communications and operational activities are conducted within secure server environments to minimise exposure to cyber threats. To strengthen cyber awareness, ENCORP continues to conduct phishing simulations and awareness initiatives, and in 2025, a Cybersecurity Awareness session was organised by the Technology & Digital Unit in collaboration with Cloudify.asia to educate employees on best practices in cybersecurity.

Cybersecurity and data privacy risks, as well as related improvement opportunities, are regularly assessed and monitored through the Group’s risk register, enabling timely mitigation actions and continuous enhancement of controls.

In 2025, the Group did not record any material cybersecurity breaches, maintaining a consistent security performance in line with prior years. ENCORP remains committed to upholding high standards of vigilance in protecting customer data and privacy, while ensuring ongoing compliance with applicable data protection regulations and information technology security requirements.



Description	FYE 2025	FYE 2024	FYE 2023
Number of substantiated complaints concerning breaches in customer privacy or data loss	0	0	0



## Health and Safety

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### Safety is Everyone's Responsibility

At ENCORP, we believe that safety is a shared responsibility and a fundamental value embedded across all levels of the Group. Creating a safe, healthy and conducive workplace requires a collective commitment from the management, employees, contractors and business partners to consistently uphold safe work practices and comply with applicable safety and health requirements.

By fostering a strong safety culture where everyone is accountable for their actions, we aim to prevent workplace injuries, occupational illnesses and environmental incidents. This shared responsibility approach enhances awareness, encourages proactive hazard identification, risk assessment and promotes continuous improvement in our operational practices.

A workplace where safety is prioritised by all, contributes to higher productivity, operational reliability and workplace well-being while minimising disruptions, regulatory risks and reputational impacts. Ultimately, embedding safety as everyone's responsibility strengthens our sustainability performance and enables long-term value creation for our stakeholders.

### Our Approach

ENCORP remains dedicated to safeguarding the health and safety of our employees and the local community. Robust measures have been taken to protect the well-being of our stakeholders and business partners.

### Occupational Safety, Health and Environment Policy

Our Group Occupational Safety, Health and Environment (OSHE) Policy defines our commitment to conducting business operations in a safe and responsible manner. This policy is implemented through structured measures, procedures and controls that are applied consistently across all levels of the workforce.

### ENCORP Occupational Safety, Health and Environment Policy

ENCORP is committed to protecting the safety and health of all its employees and individuals involved in our business operations. We believe that achieving a safe, healthy and sustainable workplace requires shared responsibility and active participation from all levels of the organisation.

To achieve this goal, ENCORP believes in embedding the principle and policy of Health, Safety and Environment by:

- Ensuring Occupational Safety, Health and Environment Management System principles are included in all organisational planning activities.
- Demonstrating sound Occupational Safety, Health and Environment performance by controlling the hazards and impacts of the organisation's activities.
- Conducting audit in determining conformance to Occupational Safety, Health and Environment arrangements.
- Reviewing periodically to ensure that it remains relevant, appropriate to the organisation and shall include assessing opportunity for continuous improvement.

Our Strategies are:

- Setting up objectives, targets and programmes.
- Providing resources.
- Defining roles and responsibilities.
- Consulting employees and other interested parties to improve decision-making.
- Communicating this policy to all employees and interested parties.
- Minimising incidents, pollution, waste and optimising energy conservation.

## Health, Safety and Environment Management System

To support this commitment, the Group has established an Occupational Safety, Health and Environment Management System (OSHEMS) that is aligned with the requirements of the Occupational Safety and Health Act 1994 (OSHA 1994). The OSHEMS provides a systematic framework for identifying hazards, managing risks, ensuring regulatory compliance and driving continuous improvement in workplace safety and health performance.

In FY2025, the Group recorded ZERO fatalities and ZERO Lost Time Injury (LTI) for both employee and contractors.

Description	FYE 2025	FYE 2024	FYE 2023
No. of Work-Related Fatalities	0	0	0
Loss Time Incident Rate (LTIR)	0	0	0

*Note:*

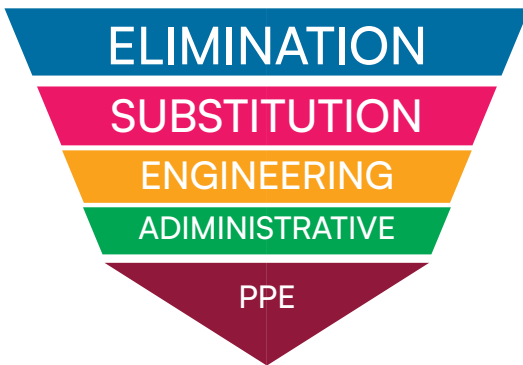
*Loss Time Incident Rate (LTIR) refers to the loss of productivity associated with accidents or injuries arising out of or in the course of work.*



## Hazard Identification, Risk Assessment and Risk Control

The Hazard Identification, Risk Assessment and Risk Control (HIRARC) process is regularly reviewed to ensure its continued relevance, effectiveness and adequacy in identifying potential hazards and implementing appropriate mitigation measures. This ongoing assessment supports proactive risk management and continuous improvement in workplace safety, health and environment performance.

### Hierarchy of Hazard Controls



### Accident / Incident Investigation and Reporting

We actively promote a positive reporting culture that encourages employees and contractors to report incidents, near misses and unsafe conditions without fear of reprisal. To facilitate timely communication and management oversight, an incident reporting channel has been established to enable the escalation of safety, health and environment concerns for prompt review and corrective action.

## Safety, Health and Environment Committee For Project Sites

We established a joint management-worker OSHE committees at our project sites to promote meaningful participation and open discussion on OSHE matters across all levels of the workforce. The OSHE Committee is chaired by an authorised Project Manager and comprises of representatives from ENCORP, main contractor and relevant sub-contractors. This multi-structured committee ensures clear accountability, effective coordination and shared ownership of safety, health and environment responsibilities at the site level. In line with our objective of minimising the risk of injuries and fatalities at project sites, a range of structured and scheduled safety programmes are implemented.



*OSHE Committee Meeting at Project Site*

The following are highlights of our OSHE activities in FYE 2025:

### New Hires Orientation



New Hires 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 at Project Sites



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

### Toolbox Briefing at Project Sites



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 Project Sites



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 at Project Sites



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.

### Housekeeping at Project Sites



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

### OSHE Inspection at Project Sites



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

### Fire Drill at Project Sites



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.

### Fire Extinguisher Demonstration at Project Sites



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.

### OSHE Training

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 FYE 2025, 848 employees attended these critical training sessions, reinforcing our commitment to safeguarding their well-being.



*Program IRAPi dan Kempen Pencegahan Kebakaran*



*Cardiopulmonary Resuscitation, Automated External Defibrillators and First Aid Training*



*ISO 45001:2018 - Occupational Safety & Health Management System*



*ASEAN Safety & Health Workers Summit 2025 "Empowering Inclusivity and Sustainability for a Resilient Workforce"*

Key OSHE training programmes conducted in FYE 2025 include:

No.	Training	Total No. of Participants	Total No. of Training Hours
1.	Induction	76	1.65
2.	Toolbox	655	29.1
3.	Program TRAPi dan Kempen Pencegahan Kebakaran	40	4.0
4.	New Hires Orientation	24	3.0
5.	First Aider, CPR & AED	30	16.0
6.	Fire Drill and Fire Extinguisher Demonstration at Tilia Encorp Cahaya Alam Project Site	20	5.0
7.	ASEAN Safety & Health Workers Summit 2025 "Empowering Inclusivity and Sustainability for a Resilient Workforce"	2	8.0
8.	ISO 45001:2018 - Occupational Safety & Health Management System	1	50.0
	<b>Total</b>	<b>848</b>	<b>116.75</b>

Overview of employee and contractor participation along with total training hours for OSHE programmes in FYE 2025 and FYE 2024:

Description	FYE 2025	FYE 2024
Number of employees and contractors trained on health and safety standards	848	1,930
Total training hours on health and safety standards	116.75	144.67

## Occupational Health Services

At ENCORP, we are committed to supporting the holistic well-being of our employees by fostering an environment that promotes both mental and physical health. Dedicated facilities such as an indoor gym is provided to encourage physical fitness, social interaction and overall well-being.

To further safeguard our workforce, designated first aid facilities are made available at our corporate office and project sites to ensure timely and reliable access to medical attention when it is required. In addition, certified First Aiders are stationed at our corporate office and project sites to provide immediate first-response assistance in the event of injuries or medical emergencies.



## Employee Management

ENCORP believes that its employees are its most valuable asset and a key driver of the Group's performance, growth and long-term sustainability. The ability to attract, develop and retain high-performing talent is essential to maintaining operational excellence and achieving strategic objectives.

The Group is committed to providing a conducive, inclusive and empowering work environment that supports employee well-being, engagement and productivity. ENCORP also invests in continuous learning and development programmes to ensure employees remain competitive, progressive and future-ready, enabling the organisation to adapt to evolving business and industry requirements.



## Our Approach

ENCORP adopts a structured human resource management approach focused on talent acquisition, capability development, performance management and employee engagement. These efforts are supported by fair employment practices, ongoing training and leadership development initiatives aimed at building a resilient and sustainable workforce.

## Talent Acquisition

The Group's onboarding process is designed to support new employees' effective integration into the organisation. New hires are provided with orientation programmes that introduce ENCORP's corporate values, code of conduct, workplace policies and health and safety practices. Role-specific training and guidance are also provided to ensure employees are equipped with the necessary knowledge and competencies to perform effectively.

Through effective talent acquisition and onboarding, ENCORP aims to enhance employee engagement, reduce early turnover and build a capable workforce that supports operational excellence and long-term organisational sustainability.



## Human Resource Management

Human Resource Management considers employee turnover and the use of temporary staff as key factors that may influence the Group's long-term sustainability and operational effectiveness. Elevated employee turnover can result in higher recruitment and training costs, potential loss of institutional knowledge, and disruption to business operations. To manage turnover risks, ENCORP places emphasis on employee engagement, career development opportunities and a positive and supportive work environment to enhance retention and workforce stability. Turnover trends are monitored to inform workforce planning and continuous improvement initiatives.

The employment of temporary staff is managed prudently to address short-term operational requirements. Where applicable, appropriate training and orientation are provided to ensure alignment with the Group's standards and practices, while opportunities for longer-term employment are considered based on performance and business needs. Overall, ENCORP's human capital approach aims to achieve a balanced workforce strategy by retaining key talent, managing turnover effectively, and optimising workforce flexibility, in support of sustainable business practices and long-term value creation.

In the financial year ended 2025, ENCORP experienced normal workforce movement as part of its operational and organisational requirements. During the reporting period:

- o A total of 25 employees resigned
- o A total of 39 new employees joined the Group

The intake of new joiners exceeded employee turnover, reflecting ENCORP's continued efforts to strengthen organisational capacity and support business growth. Employee turnover data is monitored regularly to identify trends and inform workforce planning, talent retention strategies, and employee engagement initiatives.

### Total number of new hires:

Employee Category	Total Number of New Hires		
	FYE 2025	FYE 2024	FYE 2023
Senior Management	4	1	0
Middle Management	11	3	6
Executive	23	19	34
Non-Executive	1	4	3
Overall Composition	39	27	43

**Total number of employee resignation:**

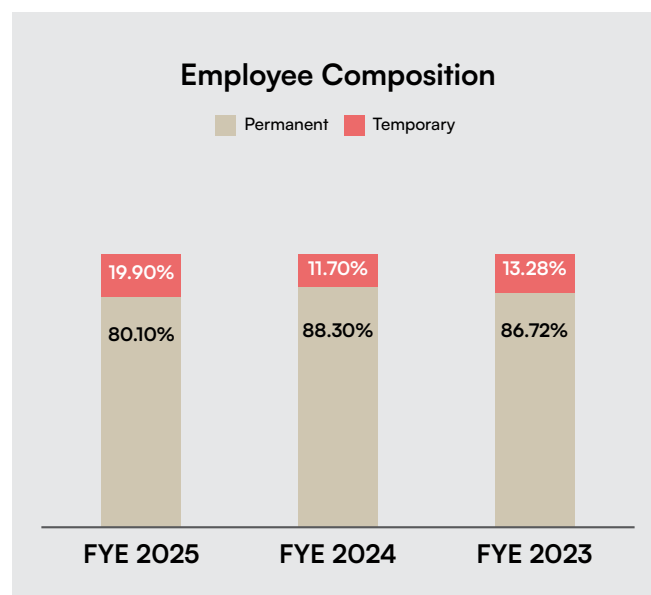
Employee Category	Total Number of Employee Resign		
	FYE 2025	FYE 2024	FYE 2023
Senior Management	0	1	1
Middle Management	6	2	11
Executive	18	18	11
Non-Executive	1	1	1
<b>Overall Composition</b>	<b>25</b>	<b>22</b>	<b>24</b>

In 2025, ENCORP had a voluntary turnover rate of approximately 18.38%

Employee Category	FYE 2025	FYE 2024	FYE 2023
New hire rates	28.68%	20.61%	33.60%
Turnover rates	18.38%	16.79%	18.75%

In 2025, 19.90% of our workforce comprised temporary personnel and contractors

Employee Category	FYE 2025	FYE 2024	FYE 2023
Contracted/Temporary Employees	19.90%	11.70%	13.28%



## Learning and Development

ENCORP recognises that continuous learning and development are essential to strengthening employee capabilities and supporting long-term business sustainability. The Group is committed to providing structured learning opportunities to enhance employees' skills, competencies and performance.

Learning and development initiatives are designed based on organisational priorities and employees' training needs. These initiatives include on-the-job training, coaching and mentoring, and formal training programmes delivered through physical and digital platforms. In FYE 2025, ENCORP employees collectively completed over 4,288.83 training hours, reflecting the Group's ongoing investment in workforce capability development.

Through ongoing learning and development, ENCORP aims to build a competent and adaptable workforce that supports operational excellence and future business growth.

### Employee Training Hours:

Employee Category	Training Hours		
	FYE 2025	FYE 2024	FYE 2023
Senior Management	70.00	243.70	883.00
Middle Management	1,218.09	3,453.90	2,550.50
Executive	2,676.24	2,868.40	6,265.50
Non-Executive	324.5	447.20	517.50
<b>Overall Composition</b>	<b>4,288.83</b>	<b>7,013.20</b>	<b>10,216.50</b>

### Average Training Hours Per Employee:

Employee Category	Employee Training Hours		
	FYE 2025	FYE 2024	FYE 2023
Senior Management	14.00	30.38	98.11
Middle Management	26.48	203.17	150.03
Executive	36.66	32.23	72.02
Non-Executive	21.63	26.31	34.50
<b>Overall average training hours per employee (hours)</b>	<b>32</b>	<b>53</b>	<b>80</b>



## Employees Benefit

ENCORP remains committed to fostering a supportive and inclusive work environment that prioritises employee well-being as a key component of sustainable business performance. The Group recognises that its workforce is a critical driver of long-term value creation and organisational resilience.

Accordingly, ENCORP provides a structured and comprehensive range of employee benefits designed to support employees' physical well-being, mental health and professional development. Through this holistic approach, the Group aims to create a conducive workplace that empowers employees to perform effectively while supporting their overall growth and engagement.

<b>Leave</b>	
Annual, Medical, Hospitalisation, Marriage, Maternity, Paternity, Calamity, Compassionate, Replacement Leave, Prolonged Illness, Exam and Haj.	
<b>Health And Insurance Coverage</b>	
1. Group Term Life Scheme 2. Group Personal Accident Scheme 3. Group Hospitalisation and Surgical Coverage Plans	4. Outpatient Treatment (Employee & Dependents) 5. Executive Medical Check Up (Employee only) 6. Dental Treatment (Employee only)
<b>Transport</b>	
Company Car and Mileage Claim	
<b>Allowances</b>	
Subsistence, Handphone, Car, Housing, Site and Professional Associations Membership.	

## Employee Engagement Initiatives

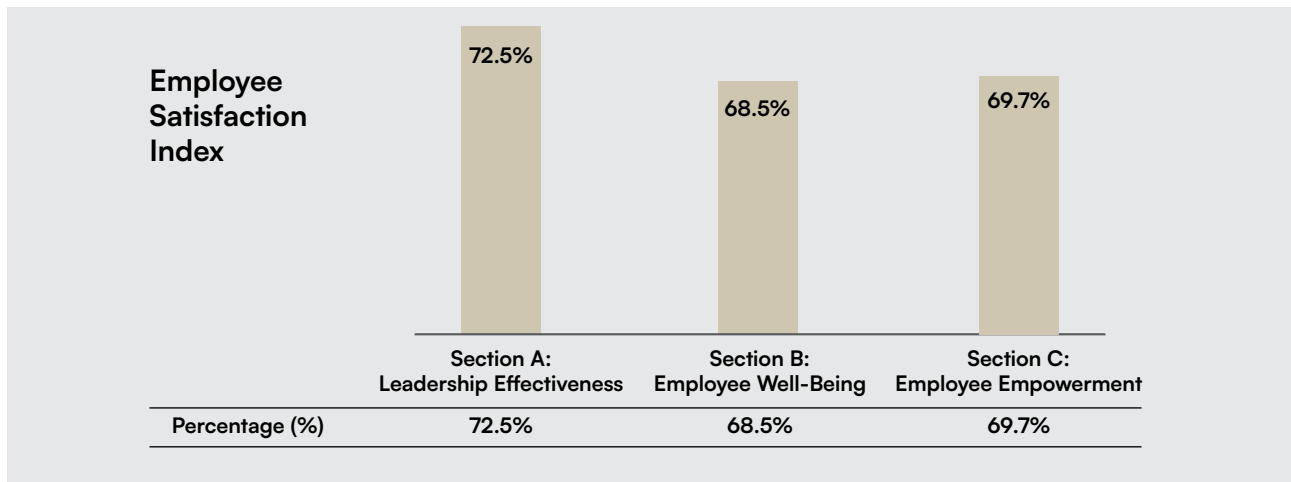
ENCORP is committed to fostering effective communication and meaningful employee engagement to support sustainable business performance. The Group ensures that employees are kept informed of corporate developments, strategic priorities and sustainability initiatives through structured communication platforms across all organisation levels.

Engagement channels include townhall sessions, management briefings, departmental meetings and internal communications, which provide opportunities for two-way dialogue and feedback. These platforms enable employees to raise concerns, share suggestions and contribute to continuous improvement initiatives.

Through these efforts, ENCORP aims to cultivate a dynamic and inclusive work environment where employee feedback is encouraged and valued. This approach supports continuous organisational improvement, enhances employee morale and contributes to sustainable business performance.

## Employee Satisfaction Survey

In 2025, ENCORP conducted its annual Employee Satisfaction Survey to assess workplace effectiveness, employee well-being and empowerment levels across the organisation. The overall engagement score achieved was 70.3%, reflecting stable employee sentiment while highlighting areas for continuous improvement.



The Employee Satisfaction Survey results indicated that Employee Well-Being recorded the lowest score at 68.5%. Accordingly, the Group has prioritised initiatives focusing on workload management, wellness support and employee recognition. Improvement measures have also been identified for Employee Empowerment and Leadership Effectiveness to enhance overall engagement levels in the next reporting cycle. These findings provide valuable insights to strengthen ENCORP's people management strategies and reinforce our commitment to building a resilient, engaged and sustainable workforce.

## Diversity, Equity and Inclusion

Diversity and inclusivity at work give ENCORP a competitive edge by enabling us to draw on a wide range of knowledge, perspectives and ideas. In line with this, we continue to promote equal employment opportunities and non-discrimination, actively encouraging diversity across gender, race, religion, age and nationality.

## Our Approach

We achieve equity through policies and actions underpinned by both fairness and inclusiveness. Guided by our Diversity, Equity and Inclusion Policy, refreshed in 2025, we promote a culture that respects and values differences, advocates for equality and encourages professional growth to help individuals reach their full potential.

ENCORP is dedicated to maintaining fair employment practices and consistently reviewing our recruitment processes to ensure equality from the outset, in alignment with our Recruitment Policy and Procedures. We also recruit and retain employees with disabilities, ensuring their unique needs are met by providing support such as designated disabled parking, ramps and lift access to enhance accessibility and inclusion in the workplace.

Employees at ENCORP receive competitive wages free from any form of gender discrimination. Decisions regarding career advancement, recognition and rewards are approached in a fair and unbiased manner, strictly based on employees' performance and merit.

## Gender and Leadership Representation

We are committed to promoting equitable gender representation on our Board and this commitment extends across our management structure. In 2025, women's representation in leadership increased to 29%, marking a 1.7% improvement from 27.3% in 2024. In support of advancing female leadership, ENCORP remains committed to fostering an inclusive workplace that provides equal opportunities for career growth and leadership development for women.

## Cultural Inclusion and Employee Engagement

Several initiatives were undertaken in 2025 to foster mutual respect and inclusivity among employees. These included celebrating cultural and religious holidays, commemorating International Women's Day, organising panel discussions featuring female leaders and providing training on unconscious bias and developing an inclusive mindset. These initiatives contributed to a 70% rating for Diversity, Equity and Inclusion in our most recent employee engagement survey.

## Commitment to Safety and Fairness

Beyond these initiatives, ENCORP remains committed to providing a safe and inclusive work environment, free from discrimination based on backgrounds, beliefs or abilities. This commitment is reinforced through our Human Rights Policy, Code of Conduct (CoC) and robust grievance mechanisms. These measures ensure every individual feels respected, protected and empowered to contribute fully to the organisation.

## Diversity by Gender

ENCORP is committed to promoting gender diversity and ensuring equal opportunities across all levels of the organisation through fair, transparent and merit-based employment practices. Women represent 45% of the overall workforce, demonstrating a balanced workforce composition. At the leadership level, women account for 29% of Management positions and 40% of Board positions as at FYE 2025.

The Group continues to monitor gender representation and uphold equitable recruitment, promotion and remuneration practices to support inclusive leadership and sustainable human capital development.

As at FYE 2025, the gender composition of the workforce is as follows:

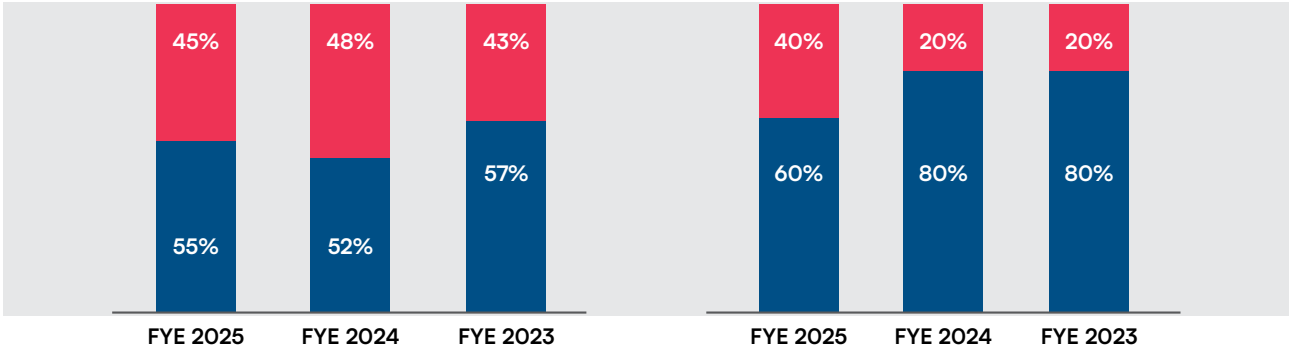
Employee Category	FYE 2025		FYE 2024		FYE 2023	
	Male	Female	Male	Female	Male	Female
Senior Management	86%	14%	80%	20%	78%	22%
Middle Management	67%	33%	71%	29%	81%	19%
Executive	42%	58%	37%	63%	44%	56%
Non-Executive	94%	6%	100%	0%	100%	0%
<b>Overall Composition</b>	<b>55%</b>	<b>45%</b>	<b>52%</b>	<b>48%</b>	<b>57%</b>	<b>43%</b>

As at FYE 2025, the gender composition of the Board Directors is as follows:

Board of Directors Category	FYE 2025		FYE 2024		FYE 2023	
	Male	Female	Male	Female	Male	Female
Board Members	60%	40%	80%	20%	80%	20%

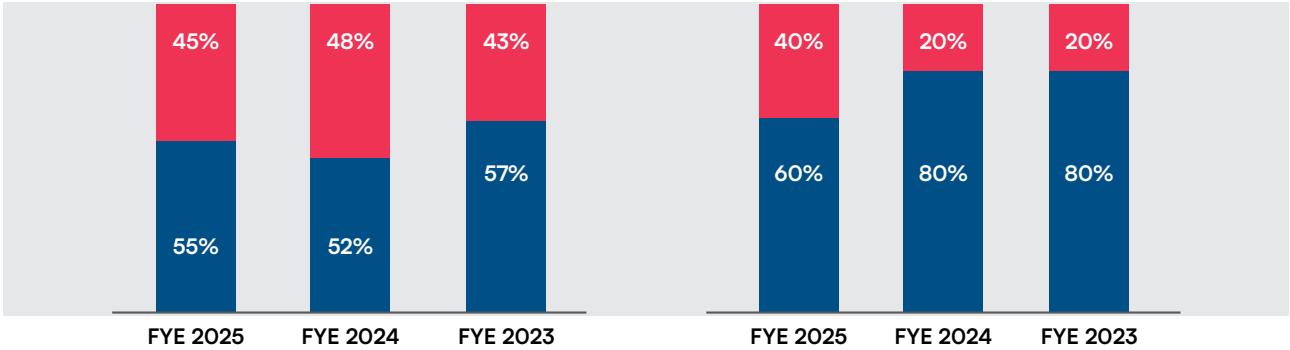
### Gender Composition of Employees

Male Female



### Gender Composition of Board

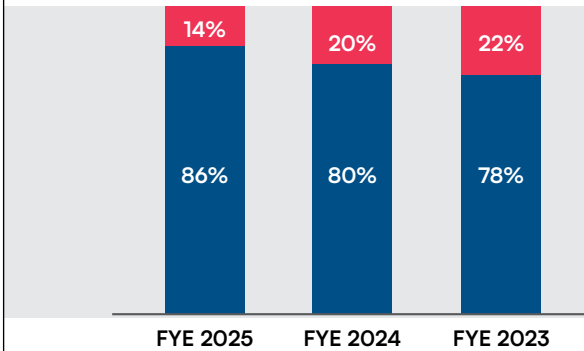
Male Female



### Gender Diversity by Employee Category

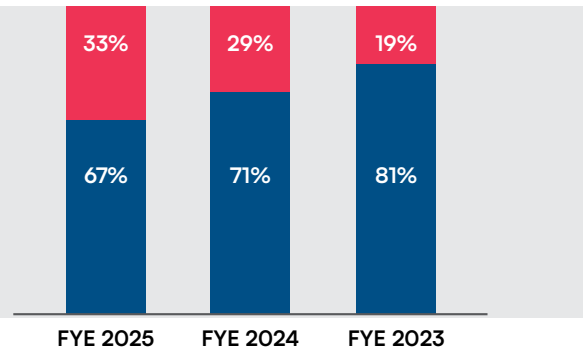
#### Senior Management

Male Female



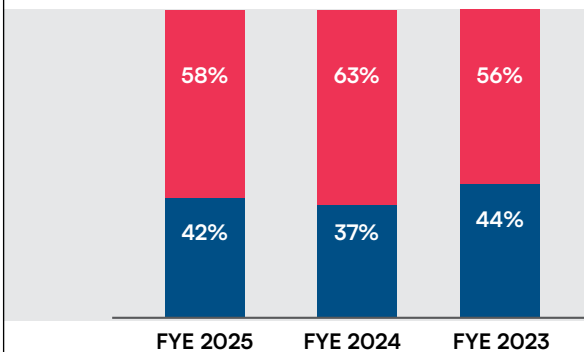
#### Middle Management

Male Female



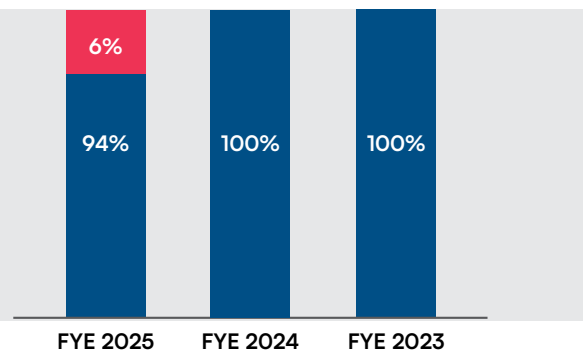
#### Executive

Male Female



#### Non-Executive

Male Female



## Diversity by Age

As at FYE 2025, ENCORP maintains a balanced age profile across its workforce, supporting business continuity, succession planning, innovation and sustainable human capital development.

The majority of employees fall within the 30 to 50 years (62%) age group, forming the core talent base with a mix of professional experience and innovative thinking. Employees below 30 years (18%) contribute fresh perspectives and adaptability, while those above 50 years (20%) provide institutional knowledge, mentorship and strategic guidance.

As at FYE 2025, the age distribution of employees is as follows:

Employee Category	Age in Years (%)								
	FYE 2025			FYE 2024			FYE 2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Senior Management	0%	14%	86%	0%	40%	60%	0%	44%	56%
Middle Management	0%	63%	37%	0%	47%	53%	0%	71%	29%
Executive	24%	66%	10%	20%	73%	7%	18%	74%	8%
Non-Executive	23%	59%	18%	29%	53%	18%	27%	46%	37%
Overall Composition	18%	62%	20%	17%	66%	17%	13%	68%	19%

## Board Age Diversity

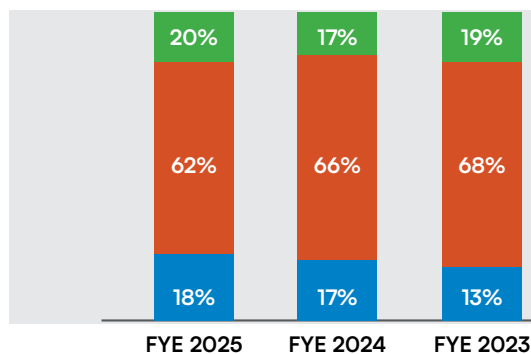
The ENCORP Board demonstrates a diverse age composition, balancing experience with fresh insights to support effective governance and strategic oversight.

As at FYE 2025, the age distribution of board directors as follows:

Employee Category	Age in Years (%)								
	FYE 2025			FYE 2024			FYE 2023		
	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50
Board Members	0%	60%	40%	0%	0%	100%	0%	20%	80%

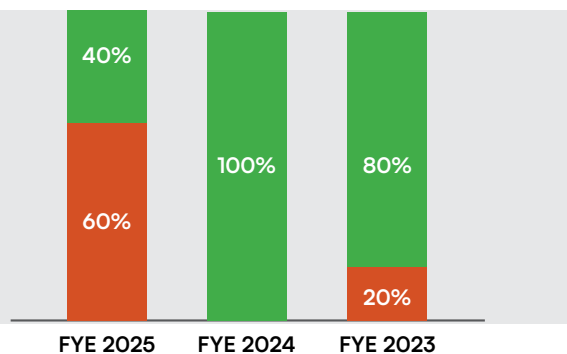
Age Distribution Of Employees

■ <30 ■ <30-50 ■ <50



Age Distribution Of Board

■ <30 ■ <30-50 ■ <50

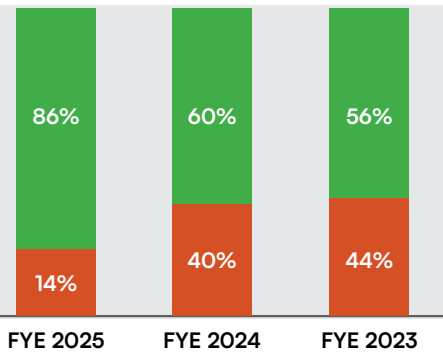




### Age Diversity by Employee Category

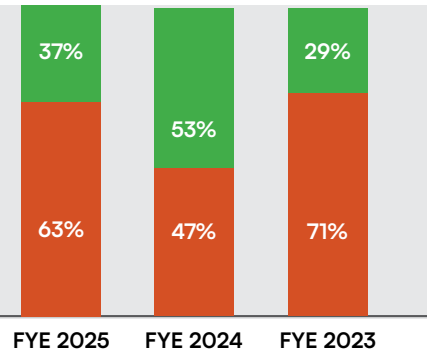
#### Senior Management

■ <30 ■ <30-50 ■ <50



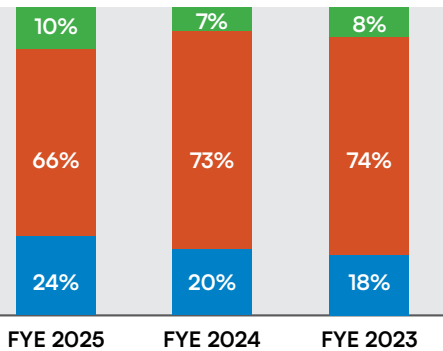
#### Middle Management

■ <30 ■ <30-50 ■ <50



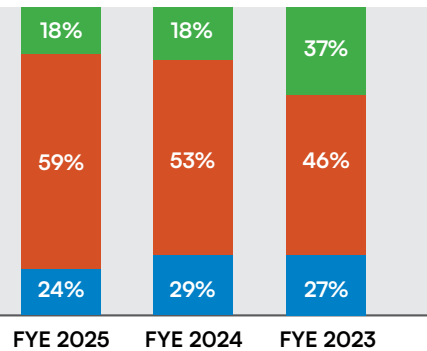
#### Executive

■ <30 ■ <30-50 ■ <50



#### Non-Executive

■ <30 ■ <30-50 ■ <50



## Diversity by Ethnicity

ENCORP values diversity and inclusion as key drivers of organisational strength and sustainable performance. The Group promotes equal employment opportunities and ensures that recruitment, development and advancement decisions are based on merit, competence and business needs.

As at FYE 2025, the ethnic composition of the Group's workforce is as follows:

Employee Category	FYE 2025				FYE 2024			
	Malay	Chinese	Indian	Other	Malay	Chinese	Indian	Other
Senior Management	71%	29%	0%	0%	80%	20%	0%	0%
Middle Management	63%	29%	0%	8%	65%	29%	0%	6%
Executive	90%	5%	4%	1%	87%	7%	3%	3%
Non-Executive	100%	0%	0%	0%	100%	0%	0%	0%
Overall Composition	85%	10%	3%	2%	86%	9%	2%	3%

### Ethnicity Distribution of Employees

■ Malay ■ Chinese ■ Indian ■ Other



## Human Rights

In FYE 2025, ENCORP remained committed to upholding and respecting human rights across its operations in compliance with applicable Malaysian labour laws and internationally recognised principles.

The Group maintained a zero-tolerance stance against forced labour, child labour, discrimination, harassment and any form of unfair or inhumane treatment. Employment practices were guided by merit, fairness and equal opportunity, ensuring that all employees were treated with dignity and respect.

Description	FYE 2025	FYE 2024	FYE 2023
Number of substantiated complaints concerning human rights violations	0	0	0

## Supply Chain Management

ENCORP recognises that effective supply chain management is essential to ensuring operational resilience, regulatory compliance and sustainable value creation across its developments and property assets. The Group works closely with consultants, contractors, suppliers and service providers throughout its value chain.

Procurement activities are conducted in a fair, transparent and accountable manner. Selection and appointment are based on objective evaluation criteria, including technical capability, quality standards, pricing competitiveness, safety performance, compliance record and past project delivery.

To strengthen governance and ethical standards within its supply chain, ENCORP has implemented the following measures:

**01**

**Pre-Qualification Assessment**

All contractors and consultants are subject to a pre-qualification assessment prior to appointment. The assessment evaluates technical competency, financial capability, safety track record, regulatory compliance and overall performance history to ensure only qualified parties are engaged.

**02**

**Integrity Pledge Requirement**

Since 2021, all appointed consultants, contractors and suppliers are required to sign an Integrity Pledge upon award of contract, affirming their commitment to ethical conduct, anti-bribery and anti-corruption principles.

**03**

**Annual Performance Evaluation**

Key consultants and contractors undergo annual performance reviews assessing quality of work, compliance with contractual obligations, safety standards and adherence to ESG expectations.

ENCORP adopts a zero-tolerance approach towards bribery, corruption, forced labour and unethical conduct within its supply chain. Any identified non-compliance is subject to corrective action, including suspension or termination of business relationships where necessary.

As part of the Group's continuous improvement journey, ENCORP plans to expand its assessment framework in 2026 to include formalised evaluations for suppliers and sub-contractors, further strengthening ESG oversight and supply chain transparency.

The Group remains committed to progressively enhancing procurement governance and integrating sustainability considerations to support responsible and sustainable development.

Description	FYE 2025	FYE 2024	FYE 2023
Number of suppliers	412	383	317
% of spending on local suppliers	100%	100%	100%
Number of suppliers who signed the Integrity Pledge	91	67	37

## Compliance

At ENCORP, we are dedicated to prioritising integrity, transparency and sustainability across our supply chain. We place great emphasis on ethical practices, strong policies and strategic collaborations with our vendors to build a responsible and high-performing supply chain ecosystem that demonstrates our commitment to care for the environment and our communities.

## Engagement

Recognising the importance of collaboration and continuous engagement, ENCORP actively connects with vendors through targeted training programmes, talks and site visits. These initiatives focus on key areas such as awareness, sustainability and carbon management, ensuring that our business partners align with best practices in ethical governance and responsible operations.

## Customer Responsibility

ENCORP is committed to upholding high standards of customer responsibility by delivering safe, high-quality, and reliable developments and services. The Group ensures compliance with relevant regulations and industry standards while maintaining a strong focus on product quality, safety, and customer satisfaction across all projects and operations. Customer feedback is actively collected through structured surveys and engagement channels at key stages, including sales, construction, handover and post-handover. These insights are used to drive continuous improvement in service delivery and enhance overall customer experience.

Through transparent communication, responsive complaint management and ongoing engagement initiatives, ENCORP aims to build long-term trust, strengthen customer relationships and deliver sustainable value to all stakeholders.

## Our Approach

ENCORP adopts a comprehensive and customer-centric approach to ensure the delivery of safe, high-quality, and reliable developments and services across its operations. The Group implements structured quality and safety management practices, including compliance with regulatory requirements such as local authority approvals, BOMBA inspections and occupational safety regulations, as well as the incorporation of safety features in both operational facilities and project developments.



*BOMBA Inspection*

Customer satisfaction is actively monitored through structured surveys conducted at key stages, including the sales process, property handover and during the defect liability period, covering customer experience, product quality and overall satisfaction. The Group is committed to achieving high satisfaction levels, with a target of maintaining at least 90% customer satisfaction.

Customer feedback and complaints are managed through formal procedures and digital platforms, including tenant complaint systems at mall operations and the ProSales application for buyer defect management. The ProSales application serves as an integrated digital platform supporting the post-handover process, enabling buyers to submit defect reports, track rectification progress in real time and receive timely updates. It also allows the Group to monitor response and resolution timelines with an average defect rectification period of approximately 30 working days, enhancing transparency, accountability and service efficiency.



ENCORP actively engages customers and stakeholders through various initiatives, including tenant engagement programmes, buyer briefings and community activities. In 2026, the Group plans to implement a Used Cooking Oil (UCO) Collection Programme at Strand Mall and Encorp Cahaya Alam Community, aimed at enhancing stakeholder engagement and promoting environmental awareness among tenants and the local community.

The Group also promotes environmental awareness through the ENCORP Net-Zero Waste Programme, which will be conducted in 2026. This initiative engages tenants, suppliers and contractors to promote responsible waste management practices, including waste segregation, recycling and reduction of landfill waste. The programme aims to strengthen environmental awareness, encourage sustainable behaviours across the value chain and support the Group's long-term waste reduction objectives.

In addition, ENCORP promotes accessibility and inclusivity across its developments by providing facilities such as ramps, Disabled or Orang Kurang Upaya (OKU) parking bays and accessible amenities to cater to diverse user needs, while supporting continuous customer awareness through sustainability education and engagement initiatives. At Strand Mall, specific accessibility features have been implemented, including designated OKU parking bays, ramp access at entrances to support wheelchair users, and accessible toilet facilities, ensuring a safe, convenient and inclusive environment for all visitors.

## OKU Facilities



Ramp



Ramp



Toilet



Wheel Chair



Accessible Lift



Toilet



Emergency AED



Parking

Through these efforts, ENCORP aims to enhance customer satisfaction, strengthen long-term relationships, and deliver sustainable value to customers and stakeholders.

## Customer Satisfaction

Customer satisfaction remains a key driver of long-term value and brand reputation. Surveys conducted during project milestones and handovers provide insights into residents and client's experiences, guiding continuous improvements.

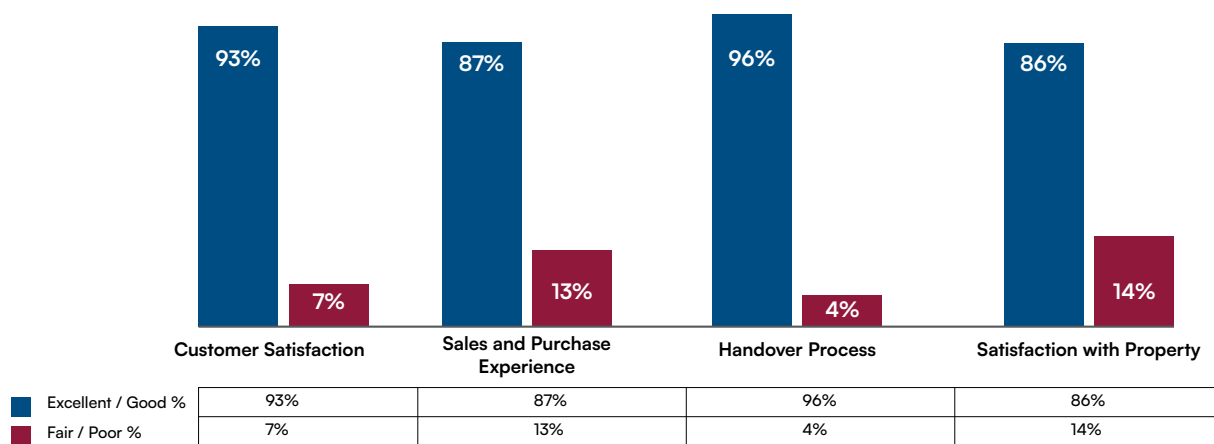
For the Iris Encorp Cahaya Alam development project, the 2025 survey recorded a customer satisfaction quality index of 90%, meeting the Group's quality target and showing improvement from 88% in 2024. These measures reinforce trust, loyalty and ENCORP's commitment to sustainable, high-quality property development.

The Customers Satisfaction Surveys covers a range of topics, including but not limited to:

The Customers Satisfaction Surveys covers a range of topics, including but not limited to:

<b>Customer Satisfaction</b>
<ul style="list-style-type: none"> <li>Measures customers' overall satisfaction and likelihood to recommend or repurchase ENCORP properties.</li> </ul>
<b>Sales and Purchase Experience</b>
<ul style="list-style-type: none"> <li>Assesses satisfaction with the sales process, clarity of information, responsiveness of sales personnel and purchase documentation.</li> </ul>
<b>Handover Process</b>
<ul style="list-style-type: none"> <li>Evaluates the efficiency, transparency, timeliness and professionalism of the property handover process.</li> </ul>
<b>Satisfaction with Property</b>
<ul style="list-style-type: none"> <li>Measures customer satisfaction with workmanship, design, functionality, finishing quality and overall property condition upon delivery.</li> </ul>

### CUSTOMER SATISFACTION FOR IRIS ENCORP CAHAYA ALAM PROJECT (FYE 2025)



Description	FYE 2025	FYE 2024	FYE 2023
Customer Satisfaction Survey Score	90%	88%	90%
Development	Iris Encorp Cahaya Alam	Iris Encorp Cahaya Alam	Lily Encorp Cahaya Alam

## Product Quality

ENCORP is committed to delivering high-quality, well-designed properties that meet and exceed customer expectations. By adhering to rigorous construction standards and project management practices, the Group ensures superior product quality, evidenced in its Quality Assessment System in Construction (QLASSIC) scores, led by Tilia (82% in 2026), followed by Iris (81% in 2024) and Lily (81% in 2023), assessed by the Construction Industry Development Board (CIDB) Malaysia. This approach contributes to long-term economic value while supporting local contractors, suppliers and service providers.

To ensure readiness for the CIDB QLASSIC assessment, we conduct periodic Quality Assessments (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. This approach contributes to long-term economic value while supporting local contractors, suppliers and service providers.

## Product Readiness Assessment (PRA)

### 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.

For 2025, QCLASSIC assessments have not yet been conducted, as our current projects are still in progress. These ongoing efforts position ENCORP to achieve strong assessment outcomes upon project completion.

Description	FYE 2025	FYE 2024	FYE 2023
QCLASSIC Score	<i>In Progress</i>	81%	81%
Development	Tilia Encorp Cahaya Alam Project	Iris Encorp Cahaya Alam Project	Lily Encorp Cahaya Alam Project



ENCORP is committed to supporting the communities where we operate. Our efforts focus on initiatives that promote education, environmental awareness, social welfare and employee volunteerism.

Support is provided through financial contributions, in-kind donations and employee participation. Community initiatives are evaluated for their impact and alignment with stakeholder needs, ensuring that our contributions create meaningful and sustainable social value.

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

Description	FYE 2025	FYE 2024	FYE 2023
Total hours	1,786	1,814	1,039
Total volunteers	143	128	128
Total average hours per employee	12.5	14.2	8
Total amount invested	RM71,648.17	RM64,513.00	RM149,094.66
Total number of beneficiaries of the investment in communities	9,062	13,720	2,000

# Climate Change

(Carbon Emission Management)

ENCORP recognises the risks and opportunities posed by climate change and is committed to integrating climate considerations into its business strategy and operations. The Group continues to explore and track carbon emissions as part of a comprehensive approach to understanding and mitigating climate change impacts.

This initiative reflects the Group’s ongoing commitment to environmental sustainability and supports Malaysia’s transition towards a low-carbon economy.

Scope	Main Sources
Scope 1	Company vehicles, refrigerant units and fuel for Strand Mall’s generator set
Scope 2	Purchased electricity
Scope 3	Project Development under purchased goods and service electricity utilisation, employee commuting, business travel (air and land), purchased materials for paper, water consumption and waste generated

## Methodology Update

In 2024, ENCORP applied the United Nations emission factors for carbon calculation. Beginning 2025, the Group has adopted emission factors aligned with Malaysia’s Suruhanjaya Tenaga for electricity-related emissions (Scope 2) to ensure greater local relevance and accuracy.

For other emission sources, including fuel combustion and Scope 3 categories, ENCORP applies the DEFRA (UK) emission factors. This enhancement improves the reliability, transparency and regional alignment of the Group’s carbon reporting.

Scope	Emission Source	Emission Factor	Emission Factor Reference
Scope 1	Fuel for Company Vehicle (petrol/diesel)	<b>Passengers Vehicle (Large Car)</b> Diesel - 0.20729 Petrol - 0.26885	<ul style="list-style-type: none"> <li>DEFRA (UK) Emission Factors</li> <li>Refrigerant Gas, emission factors GWP (Global Warming Potential) Refrigerants Refrigerants Gas</li> </ul>
	Refrigerants	<b>Refrigerants (Gas)</b> R-22 - 1960      R134A - 1530 R-32 - 771 R-410A - 2088	
	Fuel for Generator	<b>Fuel</b> Diesel - 2.51279	
Scope 2	Purchased electricity	<b>Electricity (Peninsular Malaysia) - 0.774</b>	<ul style="list-style-type: none"> <li>Malaysia Grid Emission Factor Suruhanjaya Tenaga</li> </ul>

Scope	Emission Source	Emission Factor	Emission Factor Reference
Scope 3	Business travel (air & land)	<b>Business Travel by Land</b> Average Car - 0.16450 National rail - 0.03546 Regular Taxi - 0.14861  <b>Hotel Accommodation - 61.5</b>  <b>Business Travel by Air - ICAO calculator</b>	<ul style="list-style-type: none"> <li>• DEFRA (UK) Emission Factors</li> <li>• International Civil Aviation Organisation (ICAO) calculates emissions for flight</li> </ul>
	Employee commuting	<b>Car</b> Small (Petrol) - 0.14370 Medium (Petrol) - 0.17726 Large (Petrol) - 0.26885  <b>Motorbike</b> Small (Petrol) - 0.08319 Medium (Petrol) - 0.10107 Large (Petrol) - 0.13252  <b>Public Transport</b> Train - 0.03546 Taxi/ Grab - 0.14861	
	Purchased materials & construction activities	<b>Purchase Material</b> Paper - 1,339.32  <b>Construction Material</b> No yet calculated	
	Water consumption	<b>Water - 0.15311</b>	



## Refrigerant Emissions Approach

Refrigerant emissions, classified under Scope 1 fugitive emissions, are included in this methodology. These emissions arise mainly from leakage, servicing and replenishment of refrigerants used in air-conditioning and cooling systems across operational assets.

Emissions are calculated using a mass balance approach based on available maintenance and servicing records. Where recharge data is available, the quantity of refrigerant topped up is used as a proxy for leakage. Where records are incomplete, estimates are derived using Installed Plant Capacity and servicing frequency, applying conservative industry-based assumptions.

Application	Charge (kg)	Lifetime (years)	Emmission Factors (% of initial charge/yr)		
			Assembly	Annual Leakage Rate	Recycling Efficiency
Domestic Refrigeration	0.05 - 0.5	12 - 15	0.2 - 1%	0.2 - 1%	70% of remainder
Stand-Alone Commercial Applications	0.2 - 6	8 - 12	0.5 - 3%	0.5 - 3%	70 - 80% of remainder
Medium and Large Commercial Refrigeration	50 - 2000	7 - 10	0.5 - 3%	0.5 - 3%	80 - 90% of remainder
Transport Refrigeration	3.0 - 8.0	6 - 9	0.2 - 1%	0.2 - 1%	70 - 80% of remainder
Industrial Refrigeration including Food Processing and Cold Storage	10 - 10000	10 - 20	0.5 - 3%	0.5 - 3%	80 - 90% of remainder
Chillers	10.0 - 2000	10 - 30	0.2 - 1%	0.2 - 1%	80 - 95% of remainder
Residential and Commercial A/C including Heat Pumps	0.5 - 100	10- 15	0.2 - 1%	0.2 - 1%	70 - 80% of remainder
Mobile Air Conditioners	Not provided	12	0.50%	0.50%	0%

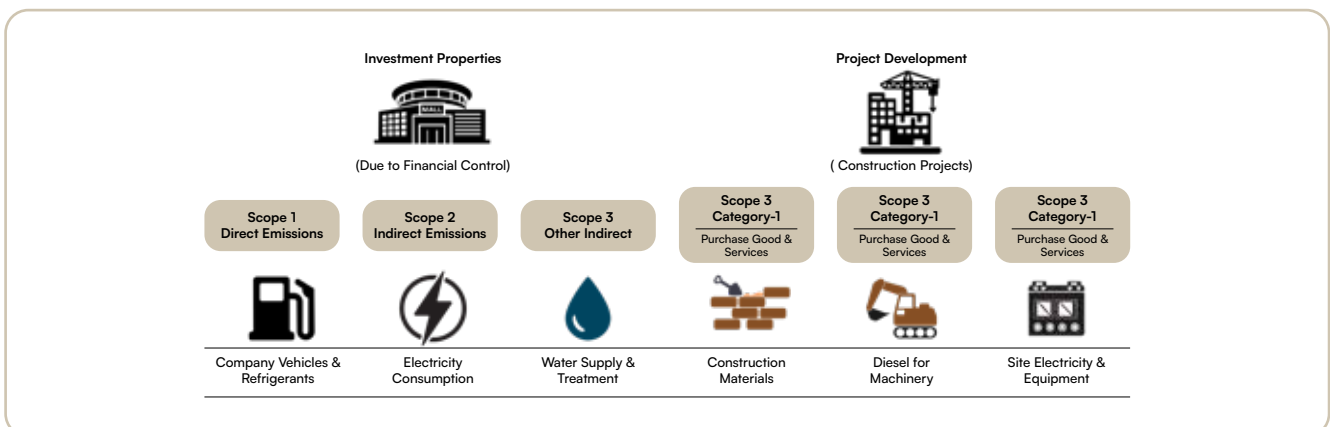
All refrigerant losses are converted into carbon dioxide equivalent (tCO<sub>2</sub>e) using Global Warming Potential (GWP) values from IPCC Assessment Reports. This ensures high-impact refrigerants such as HFCs are appropriately reflected in the emissions inventory.

The Group continues to improve refrigerant management through preventive maintenance, regular system inspections, improved data tracking, and contractor engagement, while progressively exploring lower-GWP alternatives and more efficient cooling systems as part of its climate strategy.

## Boundary Clarification

ENCORP applies operational and financial control principles to define the scope of its greenhouse gas (GHG) emissions reporting. For investment properties, such as malls under ENCORP’s management, electricity and water consumption are directly controlled and paid by the Group and are therefore electricity reported under Scope 2 and water under scope 3, while fuel use from company vehicles and refrigerants are reported under Scope 1.

For project development, emissions from construction materials, diesel used in machinery, site electricity and equipment under contractors are reported under Scope 3, Category 1: Purchased Goods and Services, as these emissions occur outside ENCORP’s operational control. This ensures a comprehensive and transparent reporting of the Group’s carbon footprint across both managed assets and development projects.



## Climate Transition Strategy

ENCORP recognises that addressing climate change is critical to long-term business resilience, operational efficiency and contribution to Malaysia's low-carbon transition. Our Climate Transition Strategy sets out how we will reduce greenhouse gas (GHG) emissions, enhance energy efficiency and integrate sustainable practices across our operations, investment properties and project developments.

### Key Focus Areas



#### 1. Energy Efficiency and Low-Carbon Operations

- Optimise energy consumption in malls, corporate offices, and project sites through upgrades to lighting, HVAC systems, and building management controls.
- Introduce energy-efficient equipment and processes in construction and operational activities to reduce Scope 1, 2 and 3 emissions.



#### 2. Scope 3 Emissions Management

- Expand carbon accounting and reporting for contractors, suppliers, sub-contractors and outsourced services.
- Include construction materials, equipment, business travel, and operational energy in Scope 3 reporting to capture indirect emissions.
- Strengthen supplier engagement and performance reviews to encourage low-carbon practices.



#### 3. Monitoring, Reporting and Continuous Improvement

- Maintain comprehensive monitoring of GHG emissions and environmental KPIs and updating emission factors according to local and international standards (Malaysia Suruhanjaya Tenaga for energy, DEFRA or other sources).
- Regularly review and refine climate-related policies, operational practices and transition pathways to ensure continuous reduction of environmental impact.



#### 4. Project Development Operational Management

- For projects fully operated by ENCORP, including JVs, all associated emissions from machinery, site electricity and construction materials are captured under Scope 3, ensuring operational control drives accountability.
- For JV projects where ENCORP only holds partial operational control, emissions are proportionally reported based on ENCORP's operational involvement.



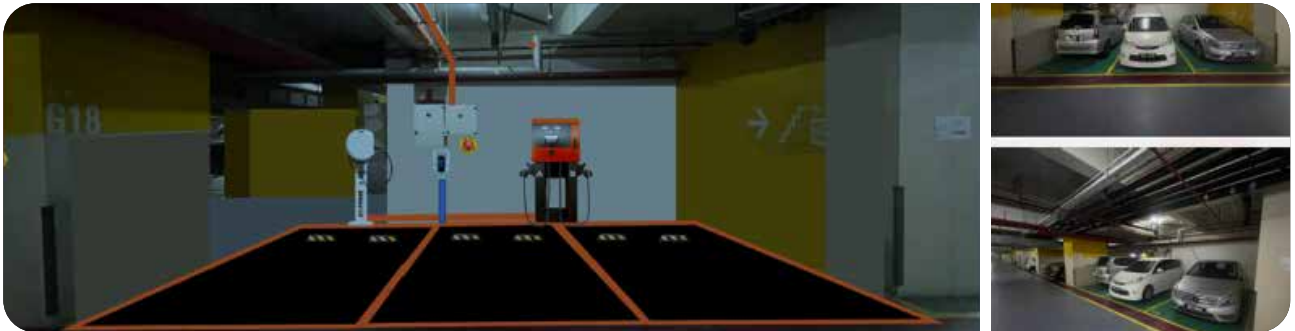
#### 5. Renewable Energy Integration

- Implement renewable energy solutions, including solar PV and other feasible clean energy technologies.
- Explore partnerships with tenants, contractors and suppliers to co-develop renewable energy initiatives.

ENCORP is committed to ensuring that all new project developments target Green Building Certification to reduce carbon emissions and promote sustainable design. Notably, the Balau Project at Teluk Cempedak has achieved Provisional GreenRE certification, earning a Provisional Silver rating for the residential component and a Provisional Gold rating for the hotel component. These certifications reflect ENCORP's commitment to energy efficiency, water conservation and sustainable construction practices, while supporting Malaysia's low-carbon development goals.



ENCORP is currently in progress of engaging with potential partners to install electric vehicle (EV) charging facilities at Strand Mall, particularly within the mall's parking area. This initiative is part of the Group's commitment to support climate action by encouraging the adoption of low-carbon transportation. The planned EV charging infrastructure aims to enhance convenience for visitors while contributing to the reduction of greenhouse gas emissions and supporting the transition towards more sustainable mobility.



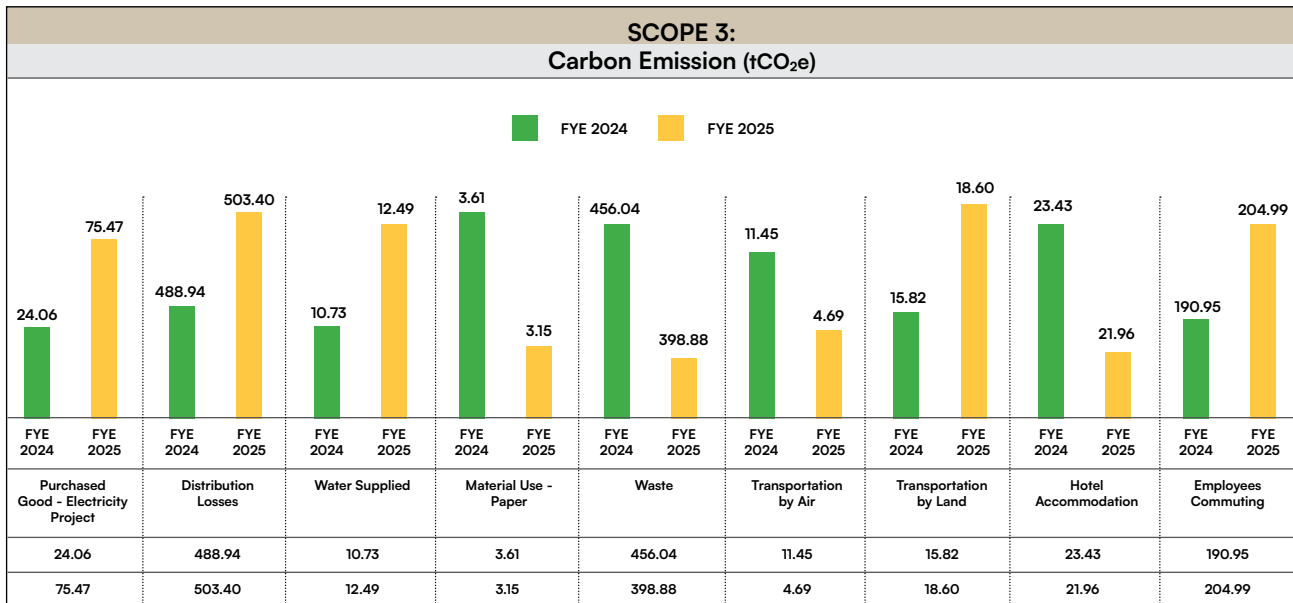
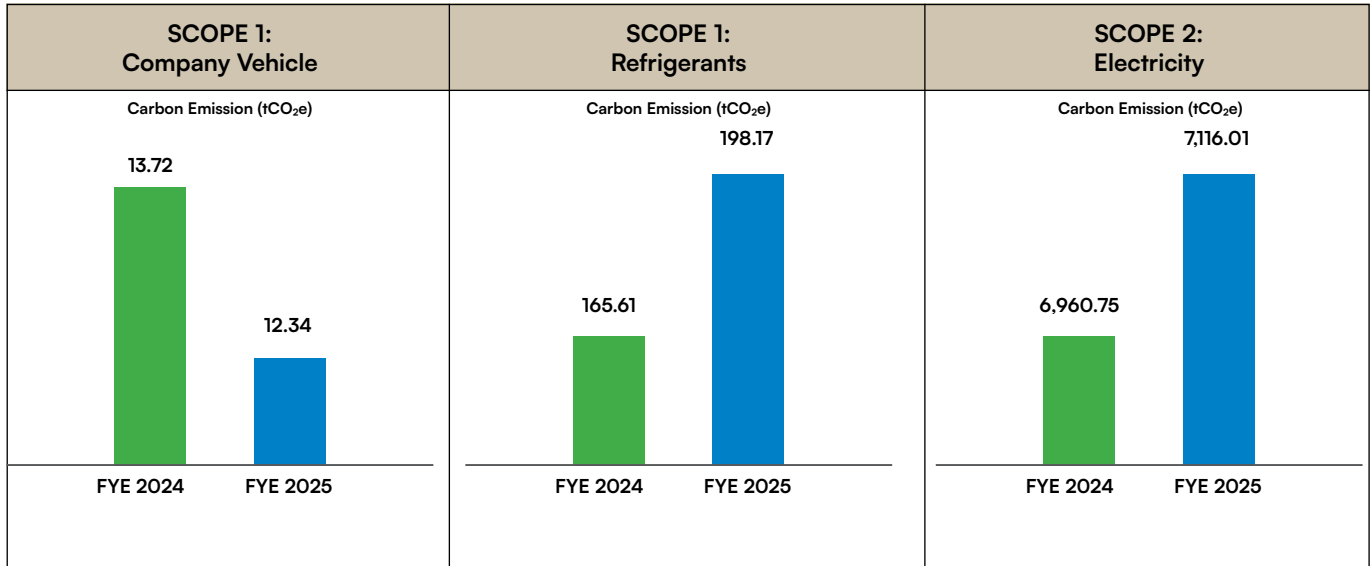
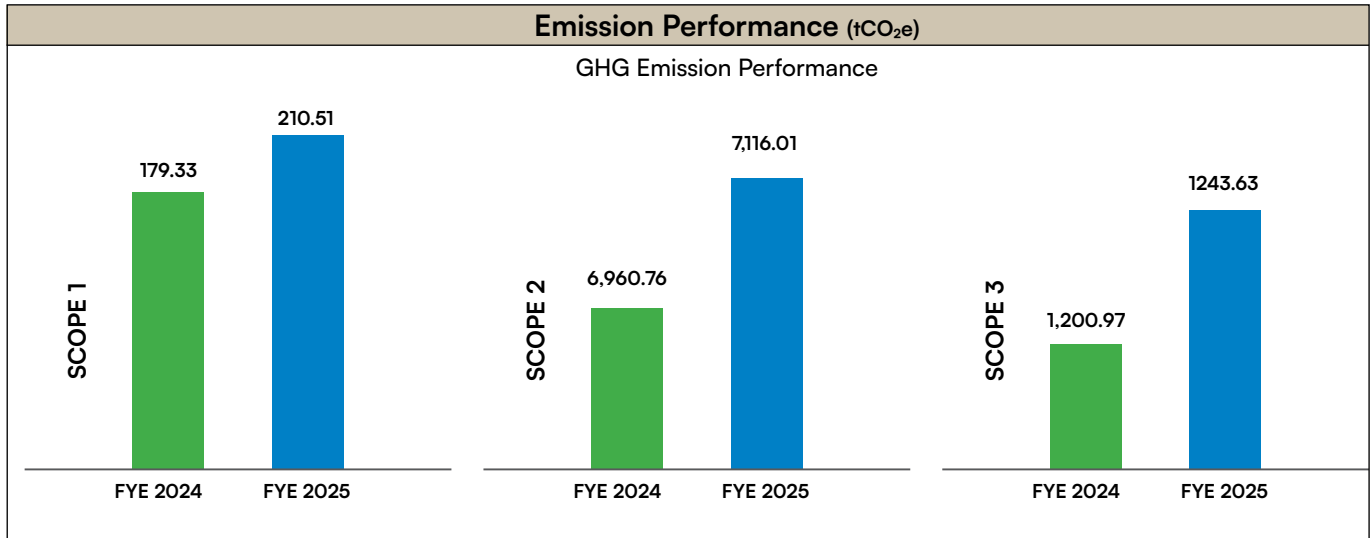
In addition, ENCORP is currently exploring opportunities for carbon offset through reforestation initiatives under the Malaysia Forest Fund (MFF). This includes ongoing studies to assess suitable offset mechanisms that align with national climate strategies, with the aim of contributing to carbon sequestration while supporting biodiversity conservation and sustainable forest management.



## Performance

The Group's total greenhouse gas (GHG) emissions for the FYE 2025 were calculated using the latest applicable emission factors for the reporting year. The total carbon emissions for FYE 2025 are projected to reach 8,570.15 tCO<sub>2</sub>e, with the following breakdown:

Category	FYE 2024 (tCO <sub>2</sub> e)	FYE 2025 (tCO <sub>2</sub> e)	Variance
Scope 1	179.33	210.51	↑ 17.0%
Scope 2	6,960.75	7,116.01	↑ 2.2%
Scope 3	1,200.97	1,243.63	↑ 3.6%
<b>Total</b>	<b>8,341.05</b>	<b>8,570.15</b>	<b>↑ 2.7%</b>



## Energy Management

ENCORP recognises that energy consumption is the primary driver of its greenhouse gas (GHG) emissions, particularly under Scope 2 emissions arising from purchased electricity. As such, energy management remains a central component of the Group's climate transition strategy.

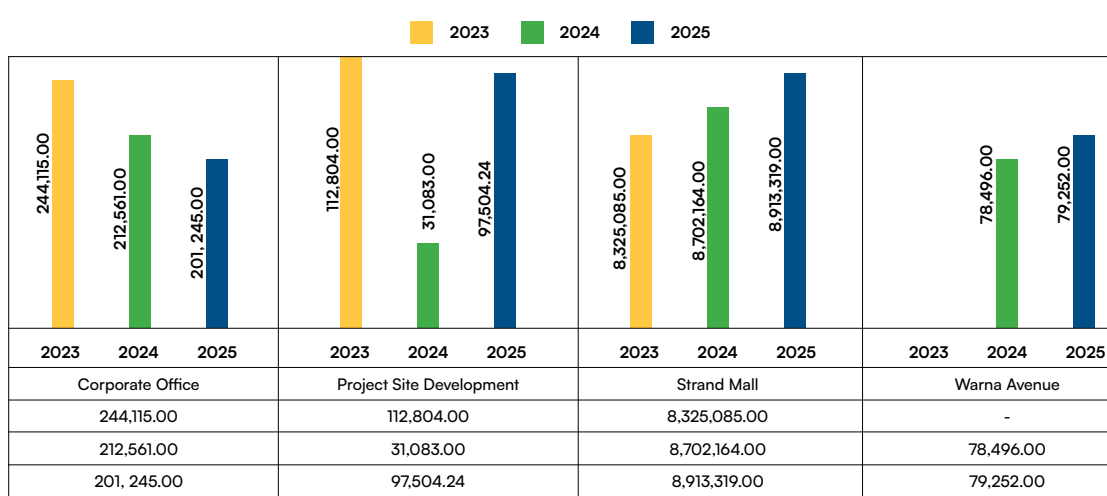
During FYE 2025, electricity consumption across the Group's operational assets, particularly Strand Mall, continued to represent the largest proportion of total energy use. Correspondingly, Scope 2 emissions remain the most significant contributor to ENCORP's overall carbon footprint, accounting for the majority of the total 8,570.15 tCO<sub>2</sub>e recorded for the financial year.

While Corporate Office electricity consumption demonstrated a declining trend over the three year period, total Group electricity usage increased marginally due to higher operational intensity at key assets and ongoing development activities. This increase is reflected in the slight rise in Scope 2 emissions for FYE 2025.

By embedding energy efficiency measures into both operational assets and new project developments, ENCORP aims to moderate future growth in electricity consumption and stabilise Scope 2 emissions intensity, even as business activities expand.

The Group remains committed to continuously improving energy performance as a key lever in reducing its overall carbon footprint and advancing its low-carbon transition pathway.

ENCORP Energy Consumption (kwh)



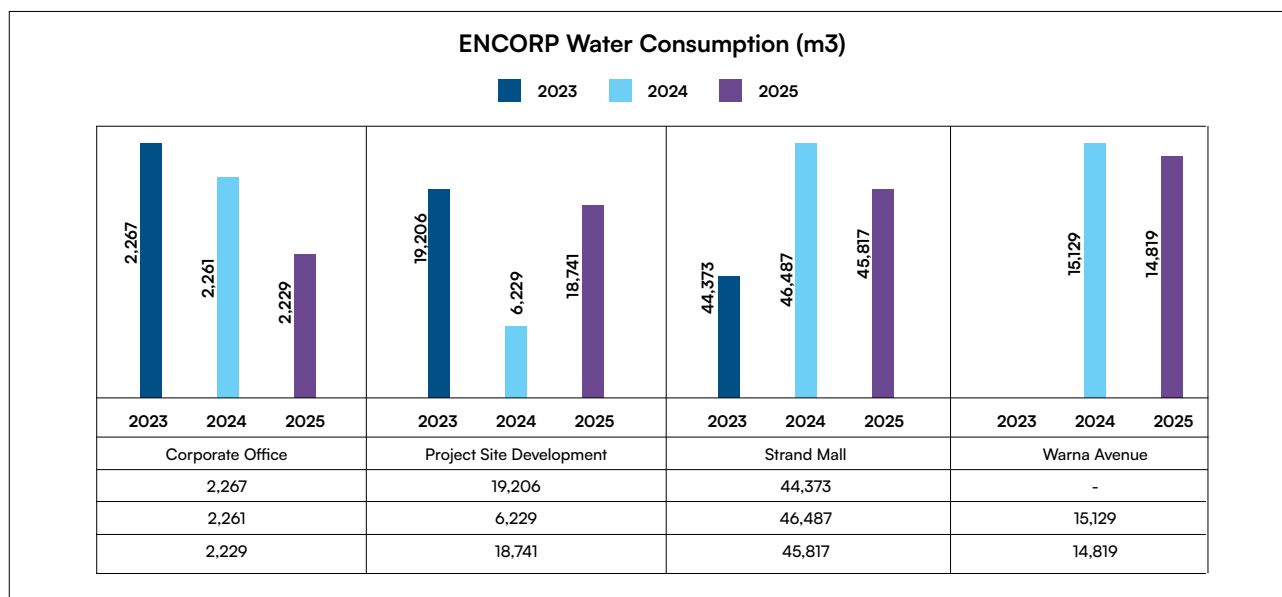
## Water Management

ENCORP recognises water as a critical natural resource and remains committed to responsible water management across its operational assets and development projects. The Group monitors water consumption to ensure efficient usage, cost optimisation and reduced environmental impact.

Water consumption across corporate offices, commercial assets and development sites is primarily associated with tenant operations, common area facilities, cooling systems and construction-related activities. Variations in annual consumption are influenced by occupancy rates, operational intensity and the progress of development activities.

For new project developments, sustainable design considerations include efficient plumbing systems and infrastructure planning aimed at reducing long-term water demand. These initiatives align with the Group's broader environmental strategy and support sustainable resource management practices.

ENCORP will continue to enhance water monitoring systems, improve data accuracy and identify opportunities to optimise water intensity performance across its portfolio. Corporate offices and retail properties (Strand Mall and Warna Avenue) maintained relatively stable water consumption with slight reductions attributed to improved monitoring, leak detection and water-efficient fixtures, whereas project site developments experienced more pronounced increases and decreases due to the varying scale, timing and intensity of construction activities, which directly influence water demand for concrete works, dust suppression and site operations.



## Water Conservation

ENCORP is committed to promoting efficient water usage and implementing conservation measures across its operations and development projects as part of its environmental sustainability strategy. The Group recognises the importance of reducing reliance on treated potable water and optimising water consumption to minimise environmental impact.

As part of its ongoing efforts, ENCORP is planning to implement a rainwater harvesting system at Strand Mall, which is intended to support cooling tower operations and landscaping purposes. This initiative is expected to reduce dependence on potable water for non-essential applications and improve overall water efficiency.

In addition, ENCORP continues to implement complementary measures, including the installation of water-efficient fittings, routine maintenance to prevent leakages, and monitoring of water consumption to enhance performance tracking.

## Water Stress

ENCORP recognises that water stress may pose potential risks to business operations and surrounding communities, particularly in rapidly urbanising areas such as Petaling Jaya and Kota Damansara. Studies on water demand in Selangor indicate that increasing urbanisation, population growth and economic activities continue to place pressure on regional water resources. In some parts of the Klang Valley, including Petaling Jaya, water demand has approached levels that may lead to water stress if consumption is not managed efficiently.

In response, ENCORP is committed to responsible water management by monitoring water consumption and implementing water conservation initiatives across its operations.

Description	River Basin / Consumption	Water Exploitation Index (WEI)	Stress Level
Petaling Jaya / Klang Valley	Sungai Selangor Basin	~45.9%	Severe Water Stress
Malaysia Benchmark	National Average	<20%	Low to Moderate Stress

Source: National Hydraulic Research Institute of Malaysia (NAHRIM) Water Exploitation Index classification

## Water Pollution

ENCORP acknowledges that construction activities and operational wastewater may present potential risks of water pollution if not effectively managed. The Group is committed to minimising such risks by implementing appropriate wastewater management practices and ensuring compliance with applicable environmental laws and regulations.

At construction sites, sediment control measures, including the installation of silt traps, sedimentation ponds and filtration systems, are utilised to treat and filter runoff water prior to discharge into the drainage system. These measures, supported by regular monitoring and proper site management practices, aim to reduce the release of pollutants and safeguard surrounding water bodies.

The picture below shows our construction practice aimed at reducing water pollution and promoting responsible environmental stewardship, safeguarding water quality and preventing negative consequences for local ecosystems.



Silt Trap on Construction Site Reducing Water Pollution

## Waste Management

ENCORP is committed to responsible waste management practices across its corporate offices, commercial assets and project development sites. The Group prioritises waste reduction, recycling and proper disposal in accordance with regulatory requirements and sustainable environmental practices.

During the financial year, ENCORP enhanced its recycling programme by increasing the collection frequency to a quarterly basis, compared to twice per year previously. This improvement reflects the Group's strengthened commitment to waste diversion and continuous environmental performance enhancement.

The Group continues to promote awareness among employees, tenants, contractors, and stakeholders on the importance of responsible waste handling and the adoption of reduce, reuse, and recycle (3R) practices across its operations.

These initiatives contribute to the following United Nations Sustainable Development Goals (UNSDGs):

- United Nations Sustainable Development Goal 11 (Sustainable Cities and Communities) by improving waste management practices within managed properties and developments.
- United Nations Sustainable Development Goal 12 (Responsible Consumption and Production) through waste reduction, recycling programmes, and resource efficiency.
- United Nations Sustainable Development Goal 13 (Climate Action) by reducing landfill waste and associated greenhouse gas emissions.

For FYE 2025, the Corporate Office successfully collected a total of 332.2 kg of recyclable waste through its quarterly recycling programme. The recyclable materials comprised paper, plastic, scrap metal, cardboard, aluminium, drink cartons, textile materials and electronic waste (e-waste), reflecting improved waste segregation practices and active employee participation in supporting the Group's sustainability initiatives. This performance demonstrates active employee participation and improved waste segregation practices within the office environment.

As part of ENCORP's commitment to responsible waste management, an E-Waste collection bin was installed at Strand Mall in the third quarter of FYE 2025 to facilitate the proper disposal of electronic waste. This initiative aims to prevent improper disposal of electronic items that may contain hazardous components and to encourage environmentally responsible recycling practices among tenants, employees and visitors.

As at FYE 2025, a total of 38 kg of e-waste was successfully collected. The collected items primarily included small electronic devices and accessories such as mobile phones, cables, batteries and other electronic components. All e-waste collected is handled by authorised and licensed recyclers to ensure proper treatment, recovery of recyclable materials and compliance with environmental regulations.

### Quarterly Recycle: Encorp Care, Encorp Recycle



The encouraging collection volume within a partial year of implementation demonstrates growing stakeholder awareness and participation. ENCORP will continue to promote this initiative through awareness campaigns and may explore expanding e-waste collection facilities to other assets to further strengthen responsible disposal practices.

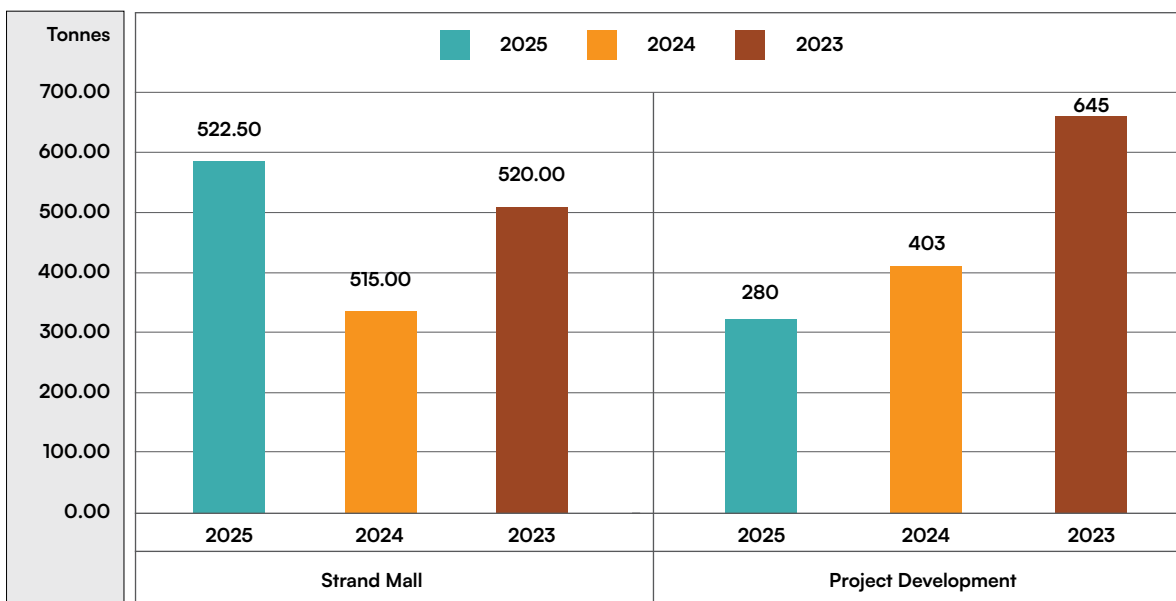
The Group will further strengthen its waste management efforts by planning a dedicated Waste Management Awareness Event in 2026 targeting consultants, contractors and tenants to enhance understanding of proper waste segregation, reduction practices and environmental responsibilities across the value chain.

In addition, ENCORP plans to introduce a food waste recycling initiative for Strand Mall tenants to reduce organic waste sent to landfill and promote more sustainable waste handling practices. The Group also intends to install reverse vending machines for plastic bottles and aluminium cans within the mall area to encourage recycling participation among tenants and the public.

These forward-looking initiatives demonstrate ENCORP's proactive approach to improving waste diversion rates and fostering greater stakeholder engagement in sustainable waste management practices.

## Performance

### ENCORP Waste Generated (non-recyclable) Tonnes



Waste Recycle / Diverted (kg)			
Category Waste	FYE 2025	FYE 2024	FYE 2023
Paper	46.30	1,370.80	1,130.40
Plastic	66.00	54.70	54.70
Scrap Metal	4.60	3.10	0.90
Cardboard	123.70	-	-
Aluminium	1.50	-	-
Drink Carton	6.40	-	-
Textile	83.70	-	-
E-Waste	38.00	-	-
<b>Total Waste Recycle</b>	<b>370.20</b>	<b>1,428.00</b>	<b>1,186.00</b>

For FYE 2025, the Group recorded an overall 13% reduction in total waste generation compared to the previous financial year. The decrease was primarily attributable to project sites reaching the final stage of completion, where construction-related waste generation typically declines following the completion of major structural and material works.

Although the overall volume of recycled waste was lower during the reporting period, the range of recyclable materials collected increased, reflecting improved waste segregation practices and broader stakeholder awareness. The diversification of recyclable waste streams demonstrates ENCORP's continued efforts to strengthen waste management controls and promote responsible disposal practices in line with its environmental sustainability commitments.

## Materials Management

ENCORP recognises that material consumption, particularly in development projects and corporate operations, contributes to the Group's overall environmental footprint. Effective material management is therefore an important component of ENCORP's environmental sustainability strategy, aimed at improving resource efficiency and reducing indirect environmental impacts across the value chain.

The Group has commenced formal monitoring and calculation of material usage, beginning with paper consumption at the corporate level. Paper was prioritised due to its direct relevance to administrative processes and operational material usage. Moving forward, ENCORP intends to progressively expand its material tracking framework to include construction materials, with the objective of enhancing visibility over material efficiency, supporting green procurement practices and managing embodied carbon in future development projects.

In addition, ENCORP promotes responsible material usage through digitalisation initiatives, reduction of paper dependency, and increased awareness among employees on sustainable consumption practices.

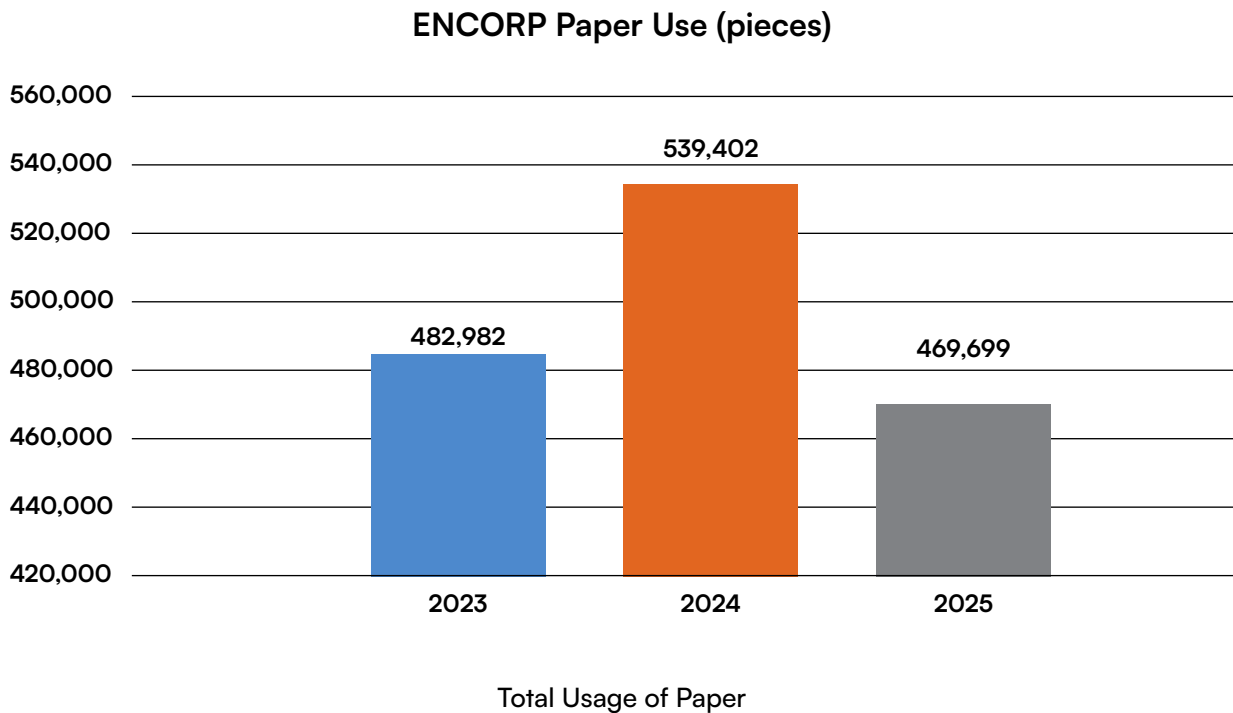
These initiatives contribute to the following United Nations Sustainable Development Goals (UNSDGs):

- United Nations Sustainable Development Goal 12 (Responsible Consumption and Production) through efficient use of materials, waste minimisation, and sustainable procurement practices.
- United Nations Sustainable Development Goal 13 (Climate Action) by addressing embodied carbon and reducing indirect emissions across the value chain.
- United Nations Sustainable Development Goal 9 (Industry, Innovation and Infrastructure) through the adoption of improved material tracking systems and sustainable construction practices.

## Performance

For FYE 2025, ENCORP recorded a total paper usage of 469,699 sheets, a 12.9% reduction compared to 539,402 sheets in FYE 2024. Compared to FYE 2023 (482,982 sheets), paper consumption also decreased by approximately 2.8%, reflecting a progressive improvement in material efficiency over the three-year period. The reduction was primarily driven by the increased adoption of electronic documentation, e-approvals, digital reporting and paperless communication practices across corporate and operational functions.

ENCORP will continue to monitor paper usage and expand material tracking in future reporting periods to support sustainable management and responsible resource utilisation, in line with Bursa Malaysia’s Sustainability Reporting requirements.



## Biodiversity Commitment

ENCORP recognise that biodiversity within ecosystems is fundamental to the long term well being of the environment and the communities we serve. As a responsible property developer, we are committed to protecting, conserving and enhancing natural ecosystems across our operations, developments and supply chains.

In all our new developments, ENCORP conducts environmental impact assessments to identify and mitigate risks to habitats and species, implementing sustainable land-use practices that preserve ecological connectivity, promoting green infrastructure and landscaping initiatives with native species and ecosystem-friendly design, and engaging with stakeholders, local communities and authorities to ensure responsible management of natural resources. Through these measures, biodiversity considerations are integrated into every stage of development, supporting sustainable growth while safeguarding ecological value for present and future generations.

ENCORP will expand its biodiversity initiatives through strategic tree planting and reforestation programs in collaboration with authorities such as Forest Research Institute Malaysia. Future efforts will target abundant and disaster-prone areas, restore native vegetation and create ecological corridors within project sites. By actively involving both top management and employees, ENCORP demonstrates its commitment to stakeholders and shared responsibility for environmental stewardship. These programmes aim to strengthen ecosystem resilience, increase awareness and deliver measurable ESG outcomes under Bursa Malaysia's Biodiversity criterion.

These initiatives contribute to the following United Nations Sustainable Development Goals (UNSDGs):

- United Nations Sustainable Development Goal 15 (Life on Land) through the protection, restoration, and sustainable management of terrestrial ecosystems.
- United Nations Sustainable Development Goal 13 (Climate Action) by enhancing carbon sequestration through reforestation initiatives.
- United Nations Sustainable Development Goal 11 (Sustainable Cities and Communities) through biodiversity-sensitive urban planning and green infrastructure.

### Site Visit Tree Planting for 2026 activity on December 2025



## Task Force on Climate-related Financial Disclosures

ENCORP acknowledges that climate change presents both risks and opportunities that can materially impact our business, operations and long-term financial performance. In line with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, we are committed to integrating climate considerations into our governance, strategy, risk management and performance metrics to provide transparent and decision-useful information to stakeholders.

### Governance

ENCORP's Board of Directors and top management have oversight of climate-related matters, ensuring they are incorporated into corporate governance and strategic decision-making. The Board and management review climate-related risks, opportunities and ESG performance on a quarterly basis.

In addition, an ESG and Sustainability Working Committee supports the Board and management by monitoring initiatives, coordinating cross-functional climate actions and reporting progress on key performance indicators. Through this governance structure, ENCORP demonstrates leadership accountability and commitment to addressing climate change for the benefit of all stakeholders.

### Strategy

ENCORP integrates climate-related considerations into its business strategy to ensure long-term resilience and value creation. We assess both physical risks (e.g., extreme weather events, flooding) and transition risks (e.g., regulatory changes, market shifts toward low-carbon solutions) to understand their potential impact on operations, projects and investments.

Strategic initiatives include enhancing energy efficiency, adopting renewable energy solutions, implementing sustainable building and urban development practices as well as embedding biodiversity and ecosystem considerations in our project planning. These measures are designed to mitigate climate risks, seize opportunities arising from the low-carbon transition and ensure that our operations remain aligned with global sustainability goals and stakeholder expectations. 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

Physical arising from acute (event-driven) or chronic (long-term shift) climate-related events

- Acute risk is damage to assets or infrastructure from climate-related events such as floods
- Chronic risk is long-term changes in weather patterns such as rising temperatures

#### Transition Risk

Risk arising from changes made to adapt to a low-carbon economy, for example:

- Changes to public policy and regulations
- Technological innovations
- Changing consumer and investor expectations

Short to medium term risks/opportunities (current to 2030)



Medium to long term risks/opportunities (2030- 2050)

## Climate-related Risks and Opportunities

Physical Risks	Opportunities	Potential Impacts	Mitigation Measures
<b>Acute</b>			
Flooding (Sudden heavy rainfall, flash floods)	Flood-resilient building design ■	Property damage, operational disruption, higher insurance costs	Flood barriers, raised floors, improved drainage, flood insurance
Storms / Typhoons (High winds)	Strengthened building structures ■	Roof / facade damage, tenant safety risks, business interruption	Reinforced façades, wind-resistant design, emergency response plans
Heatwaves (Extreme temperature events)	Energy-efficient cooling, passive design (GBI) ■	Heating, Ventilation and Air Conditioning (HVAC) overload, increased energy costs, reduced occupant comfort	High-efficiency HVAC, green roofs, shading, passive cooling systems
Landslides / Mudslides (slope instability)	Slope stabilisation, resilient landscaping ■	Building damage, blocked access, infrastructure disruption	Retaining walls, slope reinforcement, site risk assessment
Disruption of traffic due to extreme weather	Business continuity planning enhances tenant confidence ■	Reduced tenant access, supply chain delays	Emergency response plans, diversified access routes

Physical Risks	Opportunities	Potential Impacts	Mitigation Measures
<b>Chronic</b>			
Rising Temperatures	Renewable energy, passive cooling ■	Higher cooling demand, operational costs, tenant discomfort	Energy-efficient systems, renewable integration, heat-resilient materials
Sea Level Rise	Elevated building design, green infrastructure ■	Property value reduction, flood risk, higher insurance premiums	Raised foundations, seawalls, green buffers, relocation planning
Changes in Precipitation Patterns	Rainwater harvesting, drought-tolerant landscaping ■	Stormwater management issues, water scarcity, landscaping impact	Sustainable drainage systems, rainwater capture, drought-resistant landscaping
Drought / Water Stress	Water-efficient systems ■	Operational disruption, higher water costs, landscaping stress	Greywater recycling, low-flow fixtures, water efficiency programs
Shifts in Ecosystem / Biodiversity	Green space restoration, biodiversity programs ■	Reduced environmental quality, regulatory pressures, stakeholder concerns	Native landscaping, habitat restoration, ecosystem monitoring

Physical Risks	Opportunities	Potential Impacts	Mitigation Measures
<b>Chronic</b>			
Irreversible shifts in weather patterns	Climate-resilient asset repositioning; long-term value protection ■	Asset devaluation, reduced lifespan, adaptation costs	Climate scenario analysis, resilient design standards
Gradual temperature increases & heat stress	Energy-efficient retrofits; green building certification; renewable energy adoption ■	Increased cooling demand, higher energy costs, reduced performance	High-efficiency HVAC, insulation upgrades, solar PV, green roofs
Shifts in precipitation patterns & water availability	Water-efficient technologies; sustainable landscaping solutions ■	Landscaping stress, drainage challenges, project feasibility risks	Rainwater harvesting, SuDS, drought-resistant plants
Increased heat-related illnesses	Health-focused building design; improved tenant wellbeing branding ■	Productivity decline, health & safety concerns	Enhanced ventilation, cooling systems, shaded areas
Air pollution	Improved indoor air quality standards, premium healthy-building positioning ■	Health impacts, filtration costs, reputational risk	High-efficiency filtration, IAQ monitoring, green buffers
Increased energy and water demand	Smart building systems; operational efficiency improvements ■	Higher operational expenditure	Smart meters, automation systems, efficiency programs
Increased water shortage	Investment in water recycling systems ■	Operational disruption, higher procurement costs	Greywater systems, water storage tanks, conservation programs

Physical Risks	Opportunities	Potential Impacts	Mitigation Measures
<b>Policy and Legal</b>			
Regulatory policies affecting building codes	Increased demand for green-certified projects due to government regulations and standards ■	Fines and sanctions from non-compliance	Monitor regulations, implement compliance programs, pursue green building certifications
Increasing government mandates to reduce GHG emissions	Early adoption of low-carbon practices enhances reputation ■	Increased cost from mandatory climate-related reporting	Integrate ESG reporting frameworks, develop internal reporting systems
Enhanced climate-related reporting obligations	Transparent ESG disclosure builds investor and tenant confidence ■	Higher compliance and operational costs	Implement ESG reporting systems, employee training

Physical Risks	Opportunities	Potential Impacts	Mitigation Measures
<b>Technology</b>			
Cost of adopting low-carbon technologies, renewable energy, and innovation	Develop intellectual capital in sustainable building design to enhance competitive edge <span style="color: orange;">■</span>	Increased development costs	Research and development, integrate energy-efficient and climate-responsive designs
Identifying suitable technologies and innovation	Resource-saving and climate-responsive processes can reduce operational costs <span style="color: brown;">■</span>	Increased R&D expenditure	Pilot programmes, feasibility studies, technology adoption roadmap

Physical Risks	Opportunities	Potential Impacts	Mitigation Measures
<b>Market</b>			
Increased cost of raw materials & volatile fossil fuel prices	Reduce reliance on carbon-intensive materials <span style="color: brown;">■</span>	Higher construction and development costs	Use recycled/low-carbon materials, optimise supply chain
Supply chain disruptions	Enhance supply chain resilience through supplier diversification and local sourcing <span style="color: brown;">■</span>	Project delays, increased costs	Supplier risk assessment, alternative sourcing strategies

Physical Risks	Opportunities	Potential Impacts	Mitigation Measures
<b>Reputation</b>			
Growing stakeholder pressure on corporate climate responsibility	Become a leader in green project development, offering eco-friendly living and working spaces <span style="color: brown;">■</span>	Decreased investor trust, reduced customer confidence	Develop climate strategy, communicate ESG performance, green marketing
Shift in consumer preferences for green buildings	Capture market demand for sustainable properties <span style="color: brown;">■</span>	Reduced sales and revenue if not aligned	Green building certifications, sustainable design features, market engagement

Legend: ■ Short to medium term risks/opportunities (current to 2030)  
■ Medium to long term risks/opportunities (2030 - 2050)

ENCORP's strategy is built to adapt and respond to climate-related risks and opportunities. We use scenario analysis to guide our planning, product development and investments, focusing on low-carbon, energy-efficient and climate-resilient buildings.

Looking forward, we will conduct quantitative scenario analysis and align with the Science-Based Targets initiative (SBTi). Our goal is a climate-resilient strategy that reduces risks, takes advantage of opportunities and supports sustainable growth for our stakeholders.

## Risk Management

ENCORP integrates climate-related risks into its overall risk management framework to ensure systematic identification, assessment and mitigation of both physical and transition risks. Climate risks are evaluated based on their likelihood and potential impact on operations, financial performance and long-term asset value.

We adopt a structured approach that includes risk identification, assessment, mitigation planning and ongoing monitoring. Climate-related considerations are embedded into business planning, development design and investment decisions to strengthen resilience and safeguard sustainable value creation.



## Metrics and Targets

In alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), ENCORP monitors key environmental performance indicators to assess and manage climate-related risks and opportunities across its property development, construction management and commercial asset operations.

GHG emissions are measured in accordance with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. For FY2025, ENCORP recorded total emissions of 8,570.1 tCO<sub>2</sub>e, comprising Scope 1 (210.51 tCO<sub>2</sub>e), Scope 2 (7,116.01 tCO<sub>2</sub>e), and Scope 3 (1,243.63 tCO<sub>2</sub>e). Electricity consumption remains the largest contributor to the Group's carbon footprint.

ENCORP's climate ambition is aligned with Malaysia's national commitment under the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement, where Malaysia has pledged to reduce economy-wide carbon intensity against GDP by 45% by 2030 compared to the 2005 level, and to achieve net zero greenhouse gas emissions as early as 2050.

In support of the national target and the Government's Twelfth Malaysia Plan and Long-Term Low Emissions Development Strategy, ENCORP has established the following climate-related targets:

1. Reduce absolute Scope 1 and Scope 2 GHG emissions by 40% from the established baseline year by 2030;
2. Improve energy efficiency across developments and commercial assets through progressive reduction in electricity intensity.
3. Reduce waste sent to landfill and strengthen waste diversion practices.
4. Enhance water efficiency across project sites and operating assets.

Performance against these targets is monitored through defined Key Performance Indicators (KPIs) and reported to Management and the Board to ensure governance oversight and continuous improvement. ENCORP will progressively enhance its Scope 3 coverage, particularly in relation to construction materials and embodied carbon, to better reflect the environmental impact of its development activities and strengthen alignment with national and global decarbonisation pathways.

## Performance Data Table

Indicator Unit	Unit	FYE 2023	FYE 2024	FYE 2025
<b>Anti-Corruption</b>				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Management	Percentage	100	100	100
Executive	Percentage	100	100	100
Non-executive/Technical Staff	Percentage	100	100	100
General Workers	Percentage	100	100	100
Bursa C1(b) Percentage of operations assessed for corruption-related risks Percentage	Percentage	100	100	100
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
<b>Community / Society</b>				
Bursa C2(a) Total amount invested	MYR	149,095.00	64,513.00	71,648.17
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	2,000	13,720	9,062
<b>Diversity, Equity &amp; Inclusion</b>				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				

Indicator Unit	Unit	FYE 2023	FYE 2024	FYE 2025
<b>Diversity, Equity &amp; Inclusion</b>				
<b>Age Group by Employee Category</b>				
Management Under 30	Percentage	0.00	0.00	0.00
Management Between 30-50	Percentage	62.00	52.00	53.00
Management Above 50	Percentage	38.00	48.00	47.00
Executive Under 30	Percentage	18.00	18.00	24.00
Executive Between 30-50	Percentage	74.00	74.00	66.00
Executive Above 50	Percentage	8.00	8.00	10.00
Non-executive/Technical Staff Under 30	Percentage	27.00	29.00	23.00
Non-executive/Technical Staff Between 30-50	Percentage	46.00	53.00	59.00
Non-executive/Technical Staff Above 50	Percentage	27.00	18.00	18.00
General Workers Under 30	Percentage	0.00	0.00	0.00
General Workers Under 30	Percentage	0.00	0.00	0.00
General Workers Under 30	Percentage	0.00	0.00	0.00
<b>Gender Group by Employee Category</b>				
Management Male	Percentage	74.00	76.00	71.00
Management Female	Percentage	26.00	24.00	29.00
Executive Male	Percentage	44.00	40.00	42.00
Executive Female	Percentage	56.00	60.00	58.00
Non-executive/Technical Staff Male	Percentage	100.00	100.00	94.00
Non-executive/Technical Staff Female	Percentage	0.00	0.00	0.00
General Workers Male	Percentage	0.00	0.00	0.00
General Workers Female	Percentage	0.00	0.00	0.00
<b>Bursa C3(b) Percentage of directors by gender and age group</b>				
Male	Percentage	80.00	80.00	60.00
Female	Percentage	20.00	20.00	40.00
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	20.00	0.00	60.00
Above 50	Percentage	80.00	100.00	40.00
Gender diversity - Male	Percentage	57.00	52.00	55.00
Gender diversity - Female	Percentage	43.00	48.00	45.00
Age diversity - Under 30	Percentage	13.00	17.00	18.00
Age diversity - Between 30-50	Percentage	68.00	66.00	62.00
Age diversity - Above 50	Percentage	19.00	17.00	20.00
Ethnic diversity - Bumiputera	Percentage	-	86.00	85.00
Ethnic diversity - Chinese	Percentage	-	9.00	10.00
Ethnic diversity - Indian	Percentage	-	2.00	3.00
Ethnic diversity - Others	Percentage	-	3.00	2.00
<b>Energy Management (Climate Change)</b>				
Bursa C4(a) Total energy consumption	Megawatt	5,023.10	9,024.30	9,291.32
<b>Health and safety</b>				
Bursa C5(a) Number of work related fatalities	Number	0.00	0.00	0.00
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.00	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	128.00	128.00	58
Number of employees and contractors trained on health and safety standards	Number	-	1930.00	848.00

Indicator Unit	Unit	FYE 2023	FYE 2024	FYE 2025
<b>Health and safety</b>				
Total training hour on health and safety standards	Hour	-	144.67	116.75
<b>Labour practices and standards</b>				
Bursa C6(a) Total hours of training by employee category				
Management	Hour	3,434.00	3,698.00	1288.00
Executive	Hour	6,266.00	2,868.00	2,676.24
Non-executive / Technical Staff	Hour	518.00	447.00	324.50
General Workers	Hour	0.00	0.00	0.00
Bursa C6(a) Total hours of training by employee category	Percentage	13.30	11.72	19.90
Bursa C6(c) Total number of employee turnover by employee category				
Management	Number	12.00	6.00	6.00
Executive	Number	11.00	8.00	18.00
Non-executive / Technical Staff	Number	1.00	10.00	1.00
General Workers Number	Number	0.00	0.00	0.00
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0.00	0.00	0.00
<b>Supply chain management</b>				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00	100.00	100.00
Number of suppliers Signed Integrity Pledge	Percentage	11.67	17.49	22.09
<b>Data privacy and security</b>				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0.00	0.00	0.00
<b>Water Management</b>				
Bursa C9(a) Total volume of water used	Megalitres	65.85	70.11	81.61
<b>Waste Management</b>				
Bursa C10(a) Total waste generated	Metric tonnes	1,166.19	919.43	802.87
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	1.19	1.43	0.37
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	1,165.00	918.00	802.50
<b>Emissions Management</b>				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	179.33	210.51
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	6,960.75	7,116.01
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	1200.97	1,243.63

## Assurance Statement

This Sustainability Report presents Encorp Berhad's (ENCORP or the Group) environmental, social and governance (ESG) performance for the financial year under review. The disclosures have been prepared in accordance with applicable regulatory requirements and recognised reporting frameworks, including the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and with reference to the Global Reporting Initiative (GRI) Standards where applicable.

Sustainability data, including greenhouse gas (GHG) emissions, energy consumption, water usage, waste generation and other material indicators, are compiled through established internal data collection processes involving respective business units. Management has implemented defined methodologies aligned with the Greenhouse Gas Protocol to quantify Scope 1, Scope 2 and relevant Scope 3 emissions. The data are consolidated and reviewed at Management level prior to reporting.

The Board of Directors has reviewed and approved the sustainability disclosures and performance results contained in this Report and is satisfied that they present a fair, transparent and balanced account of ENCORP's sustainability performance, material ESG risks and progress against stated targets.

While the sustainability information for the current reporting period has not been subjected to independent external assurance, ENCORP is committed to progressively strengthening its governance and assurance framework. Over the next one to two reporting cycles, the Group intends to:

- Formalise a structured sustainability data governance framework, including documented controls, validation procedures and defined data ownership responsibilities;
- Incorporate sustainability metrics into the annual Internal Audit review plan to enhance data accuracy, reliability and control effectiveness; and
- Pursue limited external assurance on selected material sustainability indicators as part of the Group's roadmap towards enhanced disclosure credibility and regulatory readiness.

These initiatives reflect ENCORP's commitment to continuous improvement, accountability and alignment with evolving stakeholder expectations and capital market requirements, as the Group advances towards its long-term climate and sustainability commitments.

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Economic Performance	Economic value generated versus economic value distributed	MYR	Economic value generated : MYR 94,101,000 Economic value distributed : MYR 121, 087, 000	-	No assurance
Indirect Economic Impact	Quality Management and Services Standard ISO 9001:2015	Narratives	Recertification ISO 9001 until 2027 & New certified for ECESE	Achievement of standard or certifications ISO 9001 from External Audit	No assurance
Indirect Economic Impact	Quality Assessment System / Product	Percentage	NA - Tilia Cahaya Alam Project In Progress	80% Score of Quality standard of Classic Standards	No assurance
Indirect Economic Impact	Customer Satisfaction	Percentage	Achieved 80% Customer Satisfaction Survey	90% Customer Satisfaction Survey	No assurance
Supply Chain Management	Proportion of spending of local suppliers	Percentage	Achieved 100 % Local Supplier, Contractor and Consultant.	100% Local Supplier (Consultant & Contractor)	No assurance
Supply Chain Management	Number of suppliers signed integrity pledge	Percentage	Achieved 22% suppliers signed integrity pledge	-	No assurance
Anti-Corruption	Percentage of employees attended training on anti-corruption	Percentage	Achieved 100% employees attended training on anti-corruption	100% employees attended training on anti-corruption	No assurance
Anti-Corruption	Percentage of operations assessed for corruption-related risks	Percentage	Achieved 100% operations assessed for corruption-related risks	100% operations assessed for corruption-related risks	No assurance
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	Zero confirmed incidents of corruption and action taken	Zero confirmed incidents of corruption and action taken	No assurance
Data Privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	Zero number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero number of substantiated complaints concerning breaches of customer privacy and losses of customer data	No assurance
Health & Safety	Number of work-related fatalities	Number	Zero number of work-related fatalities	Zero number of work-related fatalities	No assurance
Health & Safety	Lost time incident rate (LTIR)	Rate	Zero lost time incident rate (L.TIR)	Zero lost time incident rate (L.TIR)	No assurance

## Encorp Berhad

### BMLR Transition Period

Date & Time: 2026-04-20 11:35:15  
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Health & Safety	Number of employees trained on health and safety standards	Number	58 number of employees trained on health and safety standards	-	No assurance
Health & Safety	Number of employees and contractors trained on health and safety standards	Number	848 number of employees and contractors trained on health and safety standards	-	No assurance
Health & Safety	Total training hours on health and safety standards	Training hours	116.7% training hours on health and safety standards	100 training hours on health and safety standards	No assurance
Diversity & Equal Opportunity	Age Group by Employee	Percentage	Well-balanced demographic structure, with a significant proportion 18% age below 30th, 62% age 30 to 50 and 20% age 50th and above.	Variety of employees by Age	No assurance
Diversity & Equal Opportunity	Gender Group by Employee	Percentage	Women in Workplace 45% while man in workplace 55%	Equal of employees by Gender	No assurance
Diversity & Equal Opportunity	Ethnicity Group by Employee	Percentage	Malay : 85%, Chinese : 10%, Indian : 3% , Others : 2%	Variety of employees by Ethnicity	No assurance
Diversity & Equal Opportunity	Percentage of directors by gender	Percentage	40% of women in Director roles	Percentage of women in Director roles	No assurance
Labour Practices and Standards	Total hours of training by employee	Hours	Total training hour is 4,288.83 hours Average 32 hours / employee	Training hours per employee (30 hours)	No assurance
Labour Practices and Standards	Percentage of employees that are contracts / temporary staff	Percentage	19.90 % of employees that are contracts / temporary staff	-	No assurance
Labour Practices and Standards	Total number of employee turnover	Percentage	Turnover rate : 21.40%	Turnover rate of Employees below 15%	No assurance
Labour Practices and Standards	Number of substantiated complaints concerning human rights violations	Number	Zero number of substantiated complaints concerning human rights violations	Zero human right violations	No assurance
Community Society	Total amount invested	MYR	MYR 71, 648.17 of total amount invested	Amount invested for CSR activity (11%/PBT)	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Community/ Society	Total number of beneficiaries of the investment in communities	Number	9, 062 people involved	Total number of beneficiaries of the investment in communities : at least 500 people	No assurance
Community/ Society	CSR hours for employees	Hours	Total hour 1786 hour. Average 12.50 hours/employee	CSR hours for employees (14 hours)	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Governance	Group Management Committee	Number of reviews sustainability matters	4 numbers of reviews sustainability matters	Quarterly reviews sustainability matters	No assurance
Governance	ESG Policies in Place	Number of ESG Policy	1 number of ESG Policies in Place	-	No assurance
Strategy	Material ESG Risks Identified	Number of material ESG Risks Identified	Risks materiality sustainability matters identified : 16  Climate change risks and opportunities :- 1. Physical risk : a. Acute : 5 b. Chronic : 12 2. Transition risk : 9	-	No assurance
Strategy	Net-Zero Commitment	Narrative	Yes	Yes (by 2050)	No assurance
Risk Management	ESG Risks in ERM	Percentage	50% integration	100% integration	No assurance
Metrics & Targets	GHG emissions	Metric tonnes of carbon dioxide equivalents (tCO2e)	8,57035 Metric tonnes of GHG emissions. Increased 3%	2% Reduction in GHG emissions compared to baseline	No assurance
Metrics & Targets	Energy Consumption	Megawatt	9,291.32 Megawatt of energy consumption. Increased 3%	3% Reduce Energy Consumption utilization	No assurance
Metrics & Targets	Water Consumption	Megalitres	81.61 Megalitres of water consumption. Increased 16%	3% Reduce in Water Consumption	No assurance
Metrics & Targets	Waste Generated	Metric tonnes	802.87 Metric tonnes of waste generated. Increased 13%	3% Reduce Waste of Non-Recycled/ Disposal	No assurance
Metrics & Targets	Recycling Rate	Metric tonnes	0.37 Metric tonnes 0.05% of recycling rate	3% recycle from Total Waste Generated	No assurance

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	210.51 tCO <sub>2</sub> e direct emission from refrigerants and company vehicles. Increased 17% due to major chiller service maintenance at mall.	2% Reduction in GHG emissions compared to baseline.	No assurance
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	716.01 tCO <sub>2</sub> e purchased electricity. Increased 2% due to increase in tenancy at mall.	2% Reduction in GHG emissions compared to baseline	No assurance
GHG emissions	Scope 3 Cat.1: Purchased goods and services (electricity project sites)	Metric tonnes of carbon dioxide equivalents (tCO2e)	75.47 tCO <sub>2</sub> e purchased goods and services	Electricity consumption at project sites fluctuates depending on the intensity and stage of construction activities	No assurance
GHG emissions	Scope 3 Cat.3: Fuel and e-energy-related activities (not included in Scopes 1 or 2)	Metric tonnes of carbon dioxide equivalents (tCO2e)	503.40 tCO <sub>2</sub> e fuel and energy related activities (not included in Scopes 1 or 2). Increased 3% due to major chiller service maintenance at mall.	2% Reduction in GHG emissions compared to baseline	No assurance
GHG emissions	Scope 3 Cat.5: Waste generated in operations	Metric tonnes of carbon dioxide equivalents (tCO2e)	398.88 tCO <sub>2</sub> e waste generated in operations. Decreased 13%	2% Reduction in GHG emissions compared to baseline	No assurance
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO2e)	45.25 tCO <sub>2</sub> e business travel. Decreased 11%	2% Reduction in GHG emissions compared to baseline	No assurance
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO2e)	204.99 tCO <sub>2</sub> e employee commuting. Increased 7% due to workforce expansion.	2% Reduction in GHG emissions compared to baseline	No assurance
GHG emissions	Scope 3 Cat.1: Purchased goods and services - water supplied	Metric tonnes of carbon dioxide equivalents (tCO2e)	12.49 tCO <sub>2</sub> e purchased goods and services - water supplied. Increased 16% due to intensity of construction activities.	2% Reduction in GHG emissions compared to baseline	No assurance
GHG emissions	Scope 3 Cat.1: Purchased goods and services - material use (paper)	Metric tonnes of carbon dioxide equivalents (tCO2e)	315 tCO <sub>2</sub> e purchased goods and services - material use (paper). Decreased 13%	2% Reduction in GHG emissions compared to baseline	No assurance