

The ENRA logo is displayed in a bold, sans-serif font. The letters 'EN' are colored yellow, while 'RA' is colored red. A small registered trademark symbol (®) is located at the top right of the letter 'A'.

ENRA[®]

ENRA GROUP BERHAD

199201005296 (236800-T)

ANNUAL
REPORT

**20
25**

A large, stylized version of the ENRA logo is painted on the asphalt of a winding road that stretches into the distance. The logo is white with yellow and red accents, matching the main logo. The road is flanked by dense green forests, and sunlight filters through the trees, creating a bright, hazy atmosphere.

ENRA

INSIDE THIS REPORT

ENRA®



OUR VISION

Through shared values, innovation and technology, ENRA will enable its people to create sustainable enterprise value in a manner that is responsible to its stakeholders, community and environment



OUR SHARED VALUES

ETHICAL

To make decisions that promote goodness and avoid harm

NOBLE

To behave in a manner that is respectful to others

RELIABLE

To keep and deliver promises that have been made

ACCOUNTABLE

To take ownership to all outcomes and never passing blame

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CORPORATE INFORMATION

BOARD OF



DIRECTORS

DATUK ALI BIN ABDUL KADIR

Chairman, Independent
Non-Executive Director

TAN SRI DATO' KAMALUDDIN BIN ABDULLAH

President & Group Chief Executive
Officer

TAN SRI DATO' SERI SHAMSUL AZHAR BIN ABBAS

Senior Independent Non-Executive
Director

DATO' WEE YIAW HIN

Independent Non-Executive Director

TUNKU AFWIDA BINTI TUNKU ABDUL MALEK

Independent Non-Executive Director

LOH CHEN YOOK

Non-Independent Non-Executive
Director
(Redesignated with effect from 18
November 2024)

KOK KONG CHIN

Non-Independent Non-Executive
Director
(Redesignated with effect from 30
April 2025)

AUDIT, RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

**Tan Sri Dato' Seri Shamsul
Azhar bin Abbas**
Chairman

Dato' Wee Yiau Hin
Member

**Tunku Afwida binti Tunku
Abdul Malek**
Member

Loh Chen Yook
Member
(Resigned with effect from 18
November 2024)

BOARD NOMINATION AND REMUNERATION COMMITTEE

Dato' Wee Yiau Hin
Chairman

**Tan Sri Dato' Seri Shamsul
Azhar bin Abbas**
Member

**Tunku Afwida binti Tunku
Abdul Malek**
Member

EMPLOYEES' SHARE SCHEME COMMITTEE

Dato' Wee Yiau Hin
Chairman

**Tan Sri Dato' Seri Shamsul
Azhar bin Abbas**
Member

**Tunku Afwida binti Tunku
Abdul Malek**
Member

COMPANY SECRETARY

Chin Soo Ching @ Chen Soo
Ching
MAICSA 7042265
SSM PC No.: 202008002101

REGISTERED OFFICE

D3-U6-15, Block D3
Solaris Dutamas
No. 1, Jalan Dutamas 1
50480 Kuala Lumpur
Malaysia
Tel: +603-2300 3555
Fax: +603-2300 3550
Email: info@enra.my
Website: www.enra.my

SHARE REGISTRAR

Bina Management (M) Sdn Bhd
[Registration No. 197901005880 (50164-V)]
Lot 10, The Highway Centre
Jalan 51/205
46050 Petaling Jaya, Selangor
Malaysia
Tel: +603-7784 3922
Fax: +603-7784 1988

AUDITORS

BDO PLT
(201906000013 (LLP0018825-LCA) &
AF 0206)
Level 8
BDO @ Menara CentARa
360 Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Malaysia

PRINCIPAL BANKERS

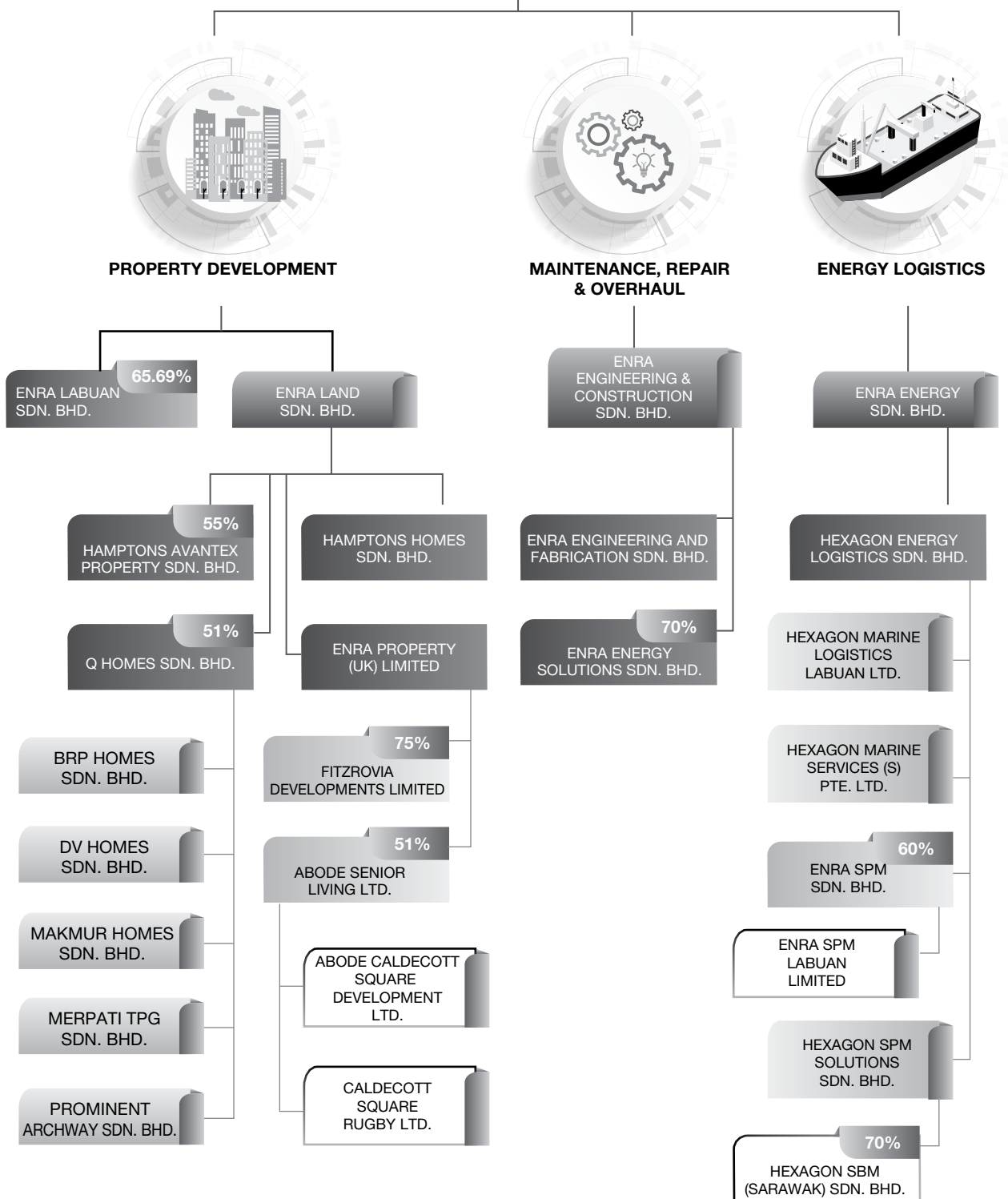
CIMB Bank Berhad
[Registration No. 197201001799 (13491-P)]
Malayan Banking Berhad
[Registration No. 196001000142 (3813-K)]
Bank Kerjasama Rakyat Malaysia
Berhad
[Cooperative Registration No. 2192]

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Stock Code: 8613
Stock Name: ENRA

CORPORATE STRUCTURE

AS AT 30 JUNE 2025



Entities are 100%-owned unless otherwise stated

DEFINITIONS

GENERAL	
Board	Board of Directors
Bursa Securities	Bursa Malaysia Securities Berhad
ENRA or the Company	Specifically, ENRA Group Berhad, the investment holding company of the Group
ENRA Group or the Group	ENRA and its group of subsidiaries and associate interests
MCCG 2021	Malaysian Code on Corporate Governance 2021
MMLR	Main Market Listing Requirements
SC	Securities Commission Malaysia

FINANCIAL	
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation
EI	Exceptional Items
EPS	Earnings Per Share
FYE	Financial Year Ending/Ended 31 March
LATAMI	Loss After Tax and Minority Interest
LBT	Loss Before Tax
PATAMI	Profit After Tax and Minority Interest
PBT	Profit Before Tax
ROA	Return on Assets
ROE	Return on Equity

ENERGY LOGISTICS	
Energy Logistics division	ENRA Energy Sdn. Bhd. and its respective subsidiaries and associate interests
FSO	Floating Storage and Offloading
Hexagon Alpha	Hexagon Marine Logistics Labuan Ltd.'s FSO tanker, formerly known as Ratu ENRA
SPM	Single Point Mooring

MAINTENANCE, REPAIR & OVERHAUL SERVICES	
MRO	Maintenance, Repair & Overhaul
MRO Services division	ENRA Engineering & Construction Sdn. Bhd. and its respective subsidiaries and associate interests

PROPERTY DEVELOPMENT	
GDV	Gross Development Value
Property Development division	ENRA Land Sdn. Bhd., ENRA Labuan Sdn. Bhd., and their respective subsidiaries and associate interests
UK	The United Kingdom

FIVE-YEAR FINANCIAL HIGHLIGHTS

	FYE 2021 Restated	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Continuing Operations					
- Revenue (RM'000)	55,302	62,707	30,479	31,057	30,379
- Gross profit/ (loss) (RM'000)	16,693	19,853	(1,909)	154	(12,564)
- PBT/ (LBT) before EI (RM'000)	2,003	(4,092)	(14,706)	(14,746)	(24,774)
- (Loss)/Profit After Tax (RM'000)	(8,053)	5,596	(39,519)	(16,460)	(47,275)
- (LATAMI)/ PATAMI (RM'000)	(6,360)	7,319	(25,458)	(14,877)	(43,194)
- (LATAMI)/ PATAMI before EI (RM'000)	3,380	(6,787)	(12,213)	(13,055)	(21,531)
- EPS (sen)	(4.71)	5.42	(18.87)	(11.02)	(27.27)
- EBITDA (RM'000)	2,518	15,615	(31,784)	(6,387)	(31,889)
- EBITDA before EI (RM'000)	12,259	5,274	(7,031)	(4,962)	(9,630)
Shareholders' equity (RM'000)	114,256	111,307	87,305	75,501	47,998
Number of shares (excluding treasury shares) ('000)	134,919	134,919	134,919	134,919	158,410
Net assets per share (RM)	0.85	0.82	0.65	0.56	0.30
Share price as at year end (RM)	0.62	0.87	0.75	0.64	0.66
Market capitalisation as at year end (RM'000)	83,649	117,379	101,189	86,348	104,551

Exceptional items (RM'000) (above RM1.0 million)

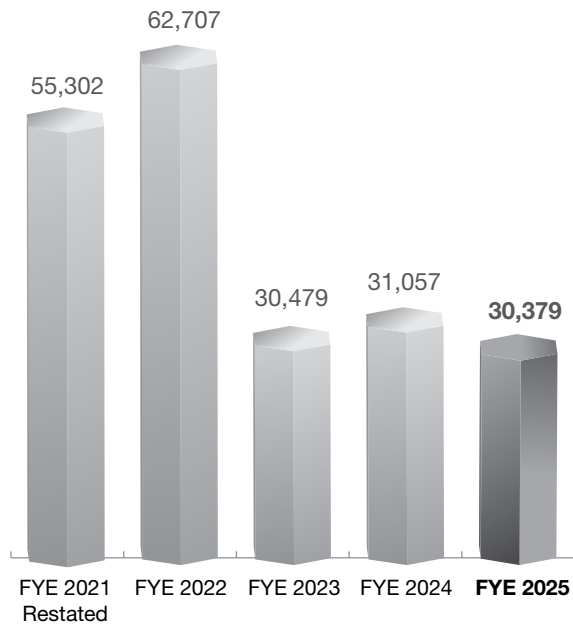
Net realisable value write down for inventories	-	241	13,481	1,026	1,214
Full impairment of the remaining balance of a trade receivables	-	-	723	-	-
Impairment on goodwill on acquisition	8,536	-	400	-	-
Mutual separation scheme	1,205	-	-	-	-
Gain on disposal of Subsidiaries	-	(19,588)	-	(120)	-
Special expenses on Dry Dock and Special survey for Hexagon Alpha	-	-	-	-	2,353
Impairment of Property Plant and Equipment ("PPE")	-	9,006	-	519	18,691
Mutual settlement on arbitration case	-	-	10,148	-	-
	9,741	(10,341)	24,752	1,425	22,258

EBITDA Working (RM'000)

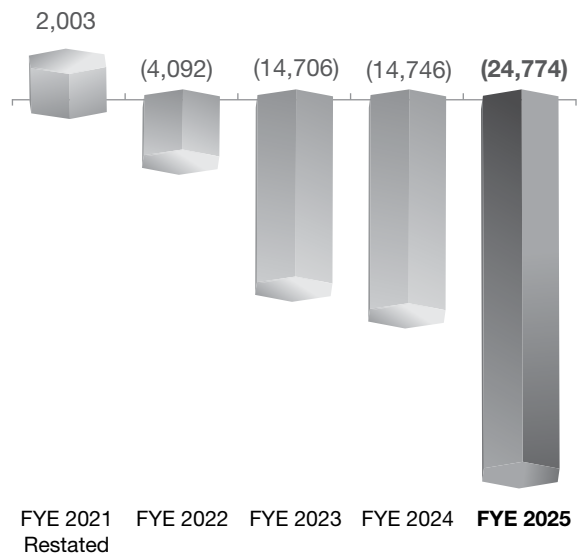
(LBT)/PBT	(7,738)	6,249	(39,458)	(16,171)	(47,032)
(+) Interest expense (including MFRS 116 and MFRS 16)	2,799	1,981	1,603	3,662	5,511
(+) Depreciation & amortisation (including MFRS 116 + MFRS 16)	7,457	7,385	6,071	6,122	9,633
EBITDA	2,518	15,615	(31,784)	(6,387)	(31,889)

FIVE-YEAR FINANCIAL HIGHLIGHTS

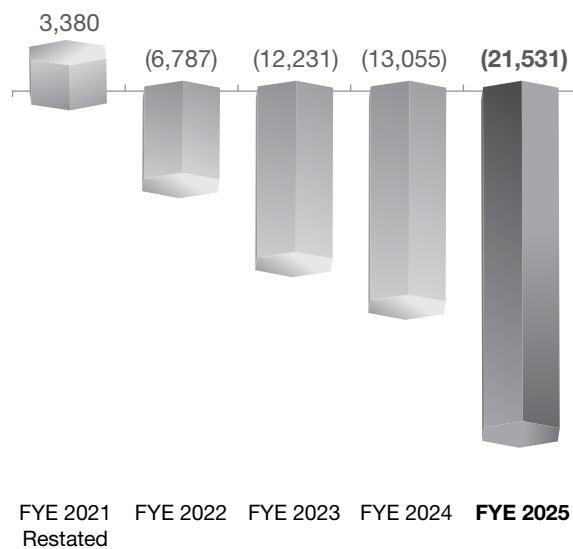
REVENUE (RM'000)



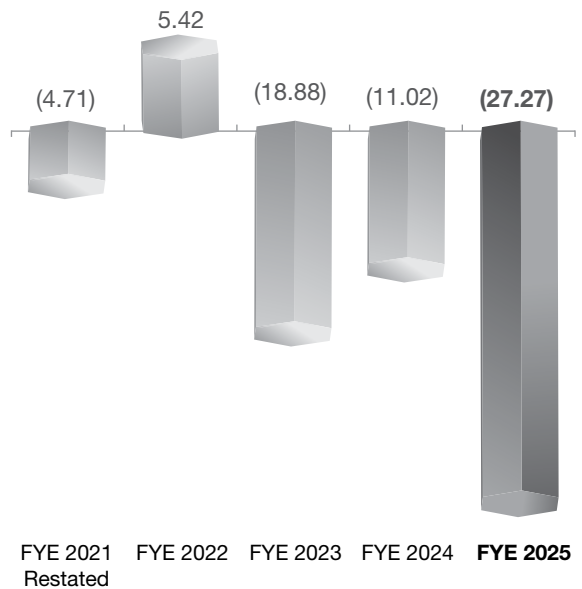
PBT/(LBT) before EI (RM'000)



(LATAMI)/PATAMI before EI (RM'000)



EPS (Sen)



CHAIRMAN'S STATEMENT



Dear Shareholders,

The past fiscal year marked a resolute period in ENRA's journey as we focused on steady execution, resilience, and laying the foundation for renewed growth. In the face of a shifting market environment, we concentrated on delivering results across our core businesses while remaining flexible to address both challenges and emerging opportunities.

During the financial year ended 31 March 2025, ENRA focused on strengthening its operational foundation across the Group. While we faced ongoing headwinds, we were able to persevere and make steady progress in delivering key initiatives, enhancing internal capabilities, and reinforcing strategic partnerships. Despite a challenging external environment marked by global economic uncertainty and cautious business sentiment, our continued emphasis on cost discipline, execution, and efficiency contributed to overall stability and resilience.

Looking forward, we remain optimistic about the Group's future. The foundations laid over the past two years have positioned us to pursue growth across the energy logistics, property development and maintenance, repair and overhaul (MRO) sectors. Our team is united by a commitment to excellence, adaptability, and long-term value creation.

In closing, I would like to extend my sincere appreciation to our shareholders, customers, and employees for their continued trust and support. As we move into the next chapter, we are focused on delivering sustainable results, fulfilling our commitments, and driving ENRA towards a stronger and more resilient future.

DIRECTORS' PROFILE

DATUK ALI BIN ABDUL KADIR

*Chairman, Independent
Non-Executive Director*



Datuk Ali was appointed to the Board as Chairman on 1 June 2015. He served on the Audit, Risk Management and Sustainability Committee from 2015 to 2022 until he stepped down in accordance with MCGG 2021's recommendation for Chairman.

He is a Fellow of the Institute of Chartered Accountants in England and Wales ("ICAEW"), and a member of both the Malaysian Institute of Certified Public Accountants ("MICPA") and the Malaysian Institute of Accountants ("MIA"). He is also an Honorary Fellow of the Institute of Chartered Secretaries & Administrators (UK).

Datuk Ali is currently the Chairman of JcbNext Berhad and other private companies and foundations. He is also the Chairman of Amanah Lestari Alam and Persatuan Makanan Ehsan.

Datuk Ali was appointed Chairman of the Securities Commission of Malaysia on 1 March 1999 and served in that capacity until 29 February 2004. He also served on various national-level committees including the Foreign Investment Committee, the Oversight Committee of National Asset Management Company (Danaharta) and chaired the Financial Reporting Foundation. Prior to his appointment to the Securities Commission, he was the Executive Chairman and Partner of Ernst & Young and its related firms. He was the former President of the MICPA and co-chaired the Company Law Forum. Datuk Ali was appointed Adjunct Professor in the Accounting and Business Faculty, University of Malaya, from 2008 to 2011, and was then appointed to the Advisory Board of the same Faculty until 2021. He was the Honorary Advisor to ICAEW-KL City Chapter from 2000 to 2021.

In recognition of his contributions, Datuk Ali was awarded the Panglima Jasa Negara (PJN) by the Yang di-Pertuan Agong in 2001. In 2012, he was bestowed the Lifetime Achievement Award by ICAEW and the President's Award by MICPA.

He does not have any family relationship with any director and/or major shareholder of the Company, or any conflict of interests in any business arrangement involving the Company except for the potential conflict of interest in relation to the mezzanine loan provided to the Group on arm's length basis via Rio Venture Sdn Bhd, of which he is a major shareholder.

He has not been convicted for any offences within the past 5 years nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year under review.

He attended all 6 Board meetings held during the financial year under review.

TAN SRI DATO' KAMALUDDIN BIN ABDULLAH

President & Group Chief Executive Officer



Tan Sri Dato' Kamaluddin was appointed to the Board on 20 April 2015 as a Non-Independent Non-Executive Director. He was redesignated as Executive Deputy Chairman of the Company on 1 June 2015 and subsequently assumed the role of President & Group Chief Executive Officer of the Company on 1 December 2021. He also chairs the Executive Committee.

He holds a Bachelor of Arts (Hons) in Law from the University of Cambridge, United Kingdom and is a Barrister-at-Law of the Middle Temple.

Tan Sri Dato' Kamaluddin began his career with the Sime Darby Group, a major multinational corporation based in Malaysia. During his five-year tenure with the Sime Darby Group, he served in the tyre manufacturing and plantations divisions, where he involves various functions including marketing, corporate affairs, human resources, administration and legal affairs.

Following his time at Sime Darby, he joined Dewina Berhad, a diversified food group listed on Bursa Securities and served as its Group Executive Director. He was also a major shareholder of Dewina Berhad.

He does not have any family relationship with any director and/or major shareholder of the Company, or any conflict of interests in any business arrangement involving the Company, except for the potential conflict of interest in relation to the mezzanine loan he provided to the Group on arm's length basis.

He has not been convicted for any offences within the past 5 years nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year under review.

He attended all 6 Board meetings held during the financial year under review.

Directors' Profile (Cont'd)

KOK KONG CHIN

*Non-Independent
Non-Executive Director*

AGE
59



Mr. Kok was appointed to the Board on 26 February 2016 as a Non-Independent Non-Executive Director. He was subsequently redesignated as an Executive Director of the Company on 1 August 2016. On 30 April 2025, he has been redesignated as a Non-Independent Non-Executive Director.

He graduated from the National University of Malaysia with a BBA (Hons) degree and holds an MBA from Schulich School of Business, York University, Canada. He has also completed the Advanced Leadership Programme by Judge Business School, University of Cambridge.

Mr. Kok has over 30 years of experience in the areas of strategy, general management, private equity, as well as corporate and investment banking. He has held several key senior positions in CIMB Group during his tenure at the banking group. He also previously served as an Independent Non-Executive Director of Ping Petroleum Ltd and Group Managing Director of Tropicana Corporation Berhad. He is currently the Independent Non-Executive Chairman of Pekat Group Berhad.

He does not have any family relationship with any director and/or major shareholder of the Company, or any conflict of interests in any business arrangement involving the Company except for the potential conflict of interest in relation to the mezzanine loan he provided to the Group on arm's length basis.

He has not been convicted for any offences within the past 5 years nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year under review.

He attended all 6 Board meetings held during the financial year under review.

**TAN SRI DATO' SERI
SHAMSUL AZHAR
BIN ABBAS**

Senior Independent Non-Executive Director

AGE
73



Tan Sri Shamsul Azhar was appointed to the Board on 15 June 2015 and currently serves as the Senior Independent Non-Executive Director of the Company. He is also the Chairman of the Audit, Risk Management and Sustainability Committee, a member of the Board Nomination and Remuneration Committee and Employees' Share Scheme Committee.

He holds a Master's of Science in Energy Management from the University of Pennsylvania, United States of America, a Degree in Political Science from Universiti Sains Malaysia as well as a Technical Diploma in Petroleum Economics from Institute Francaise du Petrole in France.

He joined Petroliaam Nasional Berhad ("PETRONAS") in 1975 and served in various capacities during his 40 years tenure with the organisation including his last held position as President and Chief Executive Officer of PETRONAS from 2010 to 2015.

During the tenure of his leadership, he guided PETRONAS in undertaking strategic landmark projects (both for PETRONAS and Malaysia), such as the Pengerang Integrated Refinery and Petrochemical Project (RAPID), the Bintulu Train 9 project, the construction of 2 PETRONAS Floating Liquefied Natural Gas ("LNG") facilities and Malaysia's first regasification terminal in Malacca.

Tan Sri Shamsul Azhar was the President/Chief Executive Officer of MISC Berhad from 1 July 2004 until 31 December 2008, and later served as its Chairman from February 2010 to 1 August 2011. He also served as Pro-Chancellor of Universiti Teknologi PETRONAS, a member of the Board of Trustees of the Razak School of Government and the Chairman of the National Trust Fund of Malaysia. He also held the positions of Chairman of MMC Corporation Berhad and MMC Ports Holdings Sdn Bhd from 16 July 2015 to 31 August 2020, and Chairman of Sapura Energy Berhad from 30 July 2020 to 7 May 2022.

He is currently the Chairman of the Board of Deleum Berhad.

He does not have any family relationship with any director and/or major shareholder of the Company, or any conflict of interests in any business arrangement involving the Company.

He has not been convicted for any offences within the past 5 years nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year under review.

He attended all 6 Board meetings held during the financial year under review.

Directors' Profile (Cont'd)

DATO' WEE YIAW HIN

Independent Non-Executive Director

AGE
66



Dato' Wee was appointed to the Board on 24 August 2016. He is a member of the Audit, Risk Management and Sustainability Committee and the Chairman of both the Board Nomination and Remuneration Committee and the Employees' Share Scheme Committee.

He has more than 30 years of experience in the Oil & Gas Industry across the Exploration & Production ("E&P") and Gas & LNG value chain.

Dato' Wee spent 21 years with Shell, holding senior positions both in Malaysia and internationally, including postings in the United Kingdom and South Africa. In Malaysia, he was Vice President, Upstream Asia and Managing Director of Shell Malaysia E&P Companies from 2006-2010. In May 2010, he joined PETRONAS as Executive Vice President and Chief Executive Officer of Upstream Business. He retired from PETRONAS in April 2016.

Presently, he also sits on the boards of Cagamas Berhad, Anton Oilfield Services Group, which is listed on the Hong Kong Stock Exchange. He is an Audit Committee member of Anton Oilfield Services Group. On 4 March 2025, he was appointed as an Independent Non-Executive Director of Carimin Petroleum Berhad.

He does not have any family relationship with any director and/or major shareholder of the Company, or any conflict of interests in any business arrangement involving the Company.

He has not been convicted for any offences within the past 5 years nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year under review.

He attended all 6 Board meetings held during the financial year under review.

LOH CHEN YOOK

Non-Independent Non-Executive Director

AGE
70



Mr. Loh was appointed to the Board on 1 June 2015 as a Non-Independent Non-Executive Director. Prior to the change in substantial shareholders of the Company following a mandatory general offer in 2015, Mr. Loh was the Managing Director of the Company, then known as Perduren (M) Bhd, from the year 2007 to year 2014. He resigned from the Board on 20 April 2015 and was re-appointed as Non-Executive Director on 1 June 2015 to the new Board of the Company which had assumed the new name, ENRA Group Berhad. He was redesignated as an Independent Non-Executive Director on 29 November 2018.

On 18 November 2024, Mr. Loh was redesignated as a Non-Independent Non-Executive Director and resigned as a member of the Audit, Risk Management and Sustainability Committee.

Mr. Loh has over 30 years of experience in the property development, infrastructure, building construction as well as timber logging business. Currently, he is also the Chairman of Karyon Industries Berhad.

He does not have any family relationship with any director and/or major shareholder of the Company, or any conflict of interests in any business arrangement involving the Company except for the potential conflict of interest in relation to the mezzanine loan he and his son, Mr. Loh Fatt Chong, provided to the Group on arm's length basis.

He has not been convicted for any offences within the past 5 years nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year under review.

He attended 5 Board meetings held during the financial year under review.

Directors' Profile (Cont'd)

**TUNKU AFWIDA
BINTI TUNKU ABDUL
MALEK**
Independent Non-Executive Director


Tunku Afwida was appointed to the Board on 8 March 2022. She also serves as a member of the Audit, Risk Management and Sustainability Committee, the Board Nomination and Remuneration Committee and the Employees' Share Scheme Committee.

She holds a Bachelor of Science (Honours) degree in Economics and Accountancy from City University London, United Kingdom, qualified as a Chartered Accountant from the ICAEW and a member of the MIA.

Tunku Afwida has held various senior roles within the investment banking sector. From 2006 to 2008, she served as the Chief Executive Officer ("CEO") and Executive Director ("ED") of Kenanga Investment Bank Berhad. Prior to that, she was CEO and ED of MIMB Investment Bank Berhad (now known as Hong Leong Investment Bank Berhad) from 2003 to 2006. Between 1995 and 2003, she was the ED/Chief Investment Officer of Commerce Asset Fund Managers Sdn Bhd.

She was also the Senior Independent Director of Telekom Malaysia Berhad before her retirement in May 2024 and was a Director and shareholder of Asia Equity Research Sdn Bhd from 2015 to 2022. Tunku Afwida also served as the Chairman of Affin Hwang Investment Berhad from May 2022 to May 2025. Currently, she is a Board member of SAM Engineering & Equipment (M) Berhad and DXN Holdings Berhad, and is a member of the investment panel of Kumpulan Wang Persaraan (Diperbadankan) (KWAP).

She does not have any family relationship with any director and/or major shareholder of the Company, or any conflict of interests in any business arrangement involving the Company.

She has not been convicted for any offences within the past 5 years nor has been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year under review.

She attended all 6 Board meetings held during the financial year under review.

KEY SENIOR MANAGEMENT'S PROFILE

AMIR RUQAIMI BIN NGAH

Chief Financial Officer

Date Appointed

1 February 2021

AGE
40



Qualifications

- Bachelor of Accounting, University of Malaya, Malaysia
- Chartered Global Management Accountant (CIMA)
- Member of MIA

Working Experience

- MSM Trading International DMCC (MTID) Dubai, UAE – Head of Finance (2016-2019)
- MSM Malaysia Holdings Berhad, Malaysia – Accountant (2011-2015)
- Felda Holdings Berhad – Finance Executive (2008-2011)

Directorship/Relevant Appointments (outside ENRA)

- N/A

IKHLAS BIN ZAINAL

Chief Executive Officer of ENRA Energy Sdn Bhd

Date Appointed

1 January 2023

AGE
42



Qualifications

- Bachelor of Science, Industrial Design, Faculty of Mechanical Engineering UTM Skudai, Johor.

Working Experience

- MTU Services (M) Sdn Bhd
 - Chief Operating Officer – (2019-2022)
 - Director Operations - (2014-2018)
 - General Manager, Service Centre - (2009-2014)
- Motor Teknologi and Industri Sdn Bhd - Chief Operating Officer (2019-2022)
- Central Management and Cataloguing Agency, CMCA - Chief Operating Officer (2019-2022)

Directorship/Relevant Appointments (outside ENRA)

- N/A

MANAGEMENT DISCUSSION AND ANALYSIS

ENRA Group Berhad concludes the financial year ending 31 March 2025 by continuing to grow and streamline its existing businesses.

FINANCIAL SNAPSHOT FOR THE YEAR UNDER REVIEW

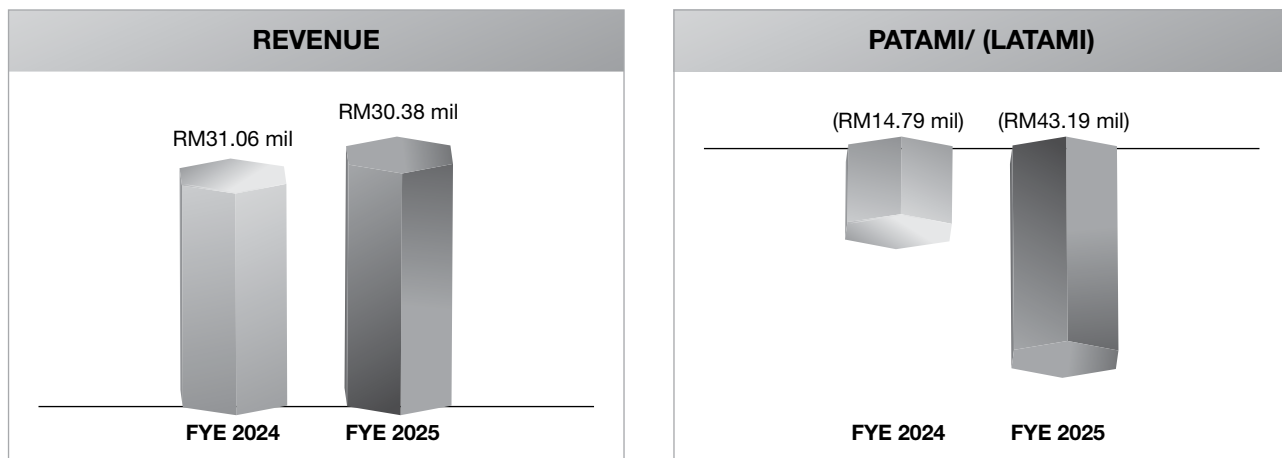
	FYE 2024 RM mil	Change %	FYE 2025 RM mil	Remarks
Revenue	31.06	(2.19)	30.38	
<i>Energy Logistics</i>	25.43	(7.04)	23.64	
<i>Property Development</i>	4.58	26.86	5.81	
<i>MRO Services</i>	1.04	(10.58)	0.93	
Gross Profit/(Loss)	0.15	n.m.	(12.56)	
<i>Energy Logistics</i>	0.54	n.m.	(12.11)	<i>Additional costs incurred due to extended idle time while vessel underwent dry dock and special survey</i>
<i>Property Development</i>	(0.57)	n.m.	(0.72)	<i>Additional marketing costs to improve saleability of Dengkil project</i>
<i>MRO Services</i>	0.18	44.44	0.26	
PATAMI/(LATAMI)	(14.88)	n.m.	(43.19)	
ROE	(22.75%)	n.m.	(98.42%)	
ROA	(9.80%)	n.m.	(34.06%)	

KEY HIGHLIGHTS FOR THE YEAR

- Hexagon Alpha (formerly Ratu ENRA) vessel successfully completed its scheduled periodical dry dock and special survey, and conversion to an oil/chemical tanker for continued operations as a trading tanker;
- Ongoing Malay-reserved land development in Taman Vista Impian, Dengkil which is expected to complete in the next financial year; and
- MRO Services division established a strategic partnership with a shipyard that is expected to provide a steady pipeline of work.

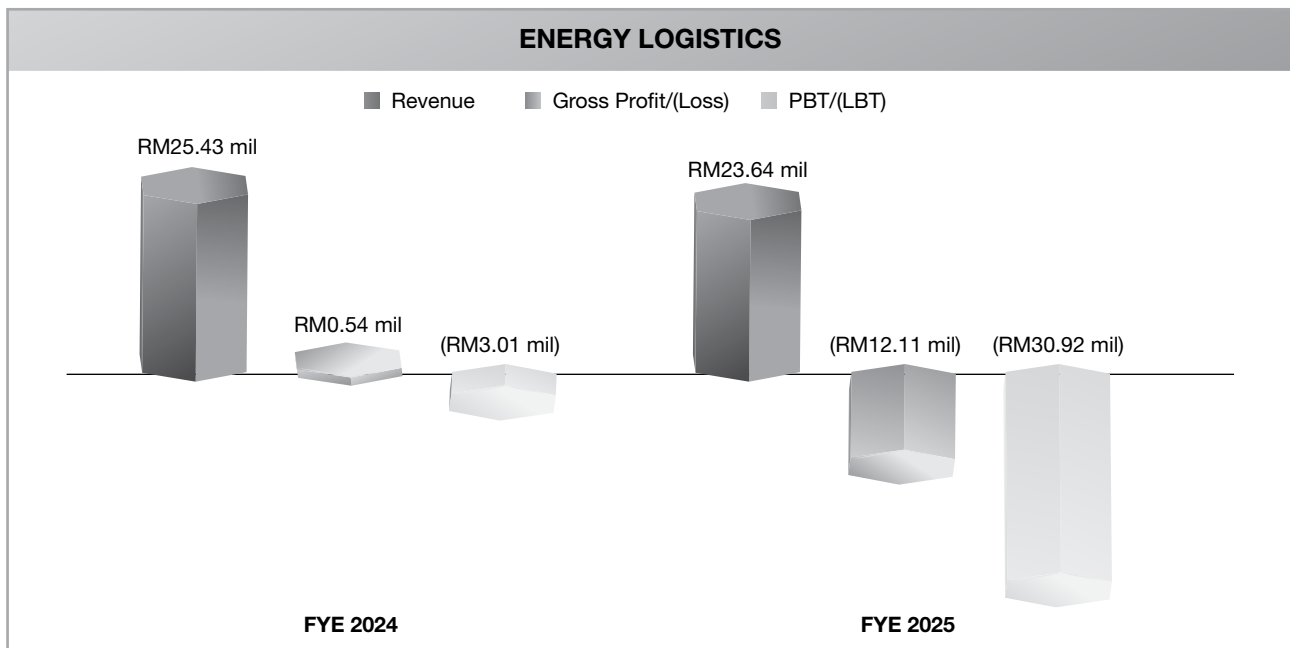
Management Discussion and Analysis (Cont'd)

FINANCIAL PERFORMANCE



For the financial year ended 2025, ENRA recorded total revenue of RM30.38 million, maintaining consistency with the previous year's revenue of RM31.06 million. The Energy Logistics division continued to be the Group's primary revenue contributor. However, the Group recognised impairments amounting to RM1.20 million for the Rugby land asset and RM18.69 million (USD4.15 million) for the vessel. In addition, finance costs increased to RM5.38 million compared to RM3.53 million in the previous year. As a result, the Group reported a Loss After Tax and Minority Interests (LATAMI) of RM43.15 million for the year.

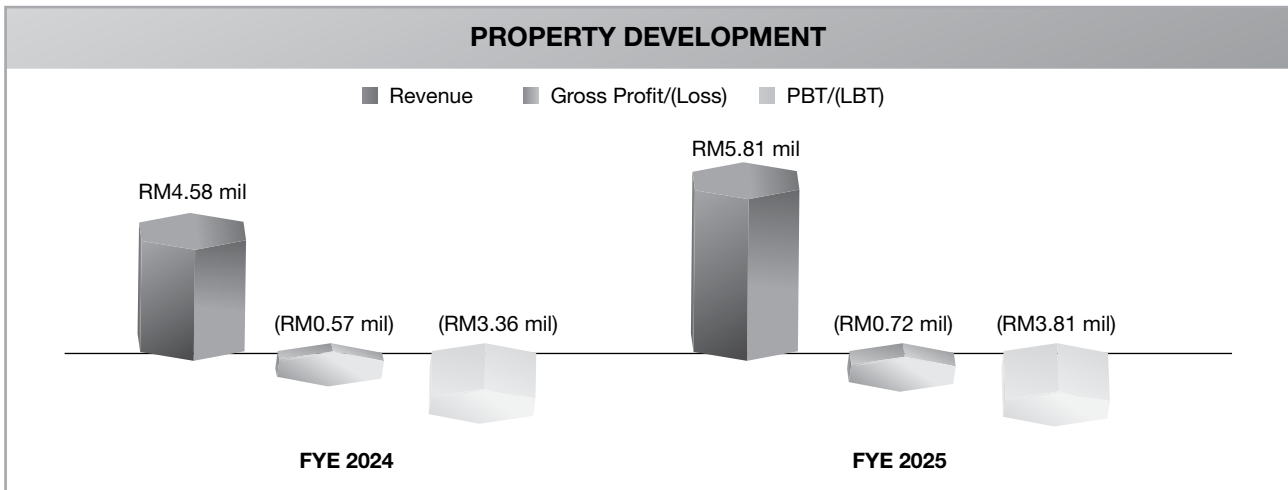
ENERGY LOGISTICS



The Energy Logistics division focuses on the provision of storage and transportation solutions, including FSOs/ tankers, shipping services, and Single Point Mooring (SPM) systems. For FYE 2025, the division generated RM23.64 million in revenue, primarily from various spot chartering contracts over 8 months commencing from August, following the completion of Hexagon Alpha's scheduled dry dock and special survey. This compares to RM25.43 million in revenue recorded in FYE 2024 from the completion of our FSO contract in Myanmar which was also from approximately 8 months of continued operations. The division reported a gross loss of RM12.11 million in FYE 2025, a decline from the RM0.54 million gross profit achieved in the previous year. The gross loss was largely attributed to extended vessel idle time during the dry dock and special survey period, which continued to incur running costs without corresponding charter income.

Management Discussion and Analysis (Cont'd)

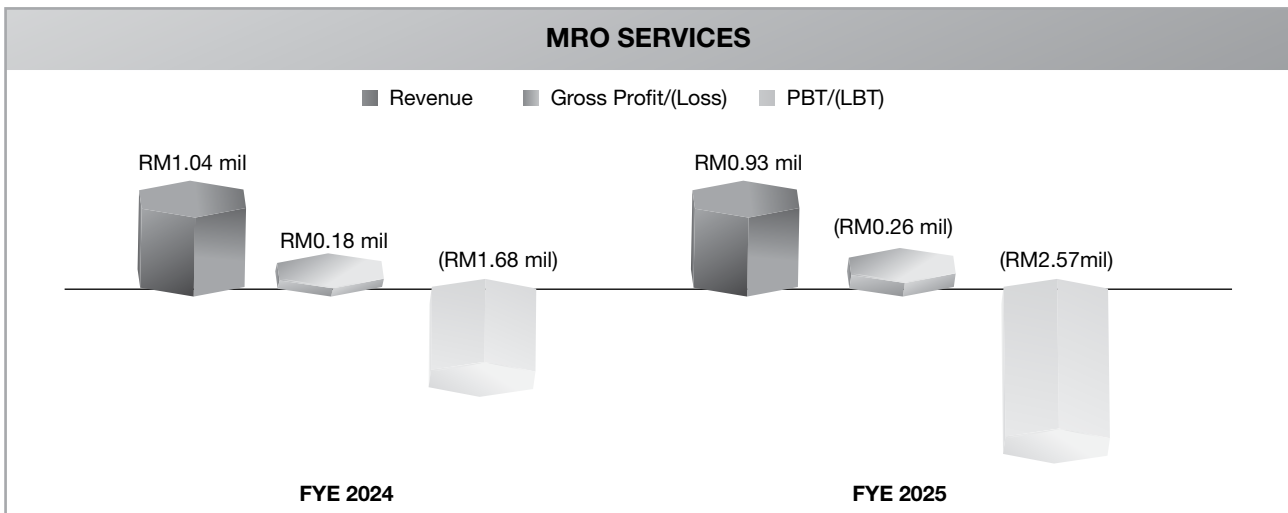
PROPERTY DEVELOPMENT



For FYE 2025, the Property Development division recorded revenue of RM5.81 million compared to RM4.58 million in FYE 2024. Despite the improvement in revenue, the division reported a gross loss of RM0.72 million, primarily due to increased marketing costs to increase saleability of its Dengkil project. Sales performance at Taman Vista Impian, Dengkil was a key highlight for the year, achieving a 94% take-up rate and 88% construction progress by year-end. Vacant possession is targeted for delivery in October 2025, with full project completion expected in FYE 2026.

The Rugby, UK project has yet to commence development, as the market remains challenged by high interest rates, subdued consumer confidence and increasing costs, resulting in a softer residential segment.

MRO SERVICES



Revenue and gross profit for the MRO Services division remained relatively stable, supported by ongoing work under its newly formed partnership with a shipyard. During the year, the division successfully completed engine overhauls and propulsion systems machining for three vessels. While top-line performance was consistent, expenses increased as the division continued to invest in talent and capabilities to expand its service offerings and pursue a broader client base across the marine and industrial sectors.

Management Discussion and Analysis (Cont'd)

FINANCIAL POSITION OVERVIEW

ENRA ends the financial year with a positive balance sheet:

- **Net assets** have decreased from RM72.3 million as at 31 March 2024 to RM40.0 million as at 31 March 2025;
- **Gearing** has increased to 2.47 times in FYE 2025 compared to 0.47 times in FYE 2024; and
- **Cash and cash equivalents** have decreased from RM5.3 million in FYE 2024 to RM4.4 million in FYE 2025.

FUTURE PROSPECTS

Energy Logistics

The Energy Logistics division continues to contribute to the Group's overall revenue, anchored by key assets including the oil/chemical tanker Hexagon Alpha (formerly Ratu ENRA) and a SPM system. The division is supported by a dedicated and technically proficient team that is actively pursuing and bidding for new FSO and SPM opportunities.

The Energy Logistics division is aligned with ongoing developments in the industry. Oil demand remains resilient, supported by ongoing refinery operations and the development of new and marginal oil fields. Although global supply has gradually increased, inventories remain relatively tight, contributing to price stability. Meanwhile, geopolitical tensions, particularly in the Middle East region, have led to longer shipping routes and elevated risk premiums. This has resulted in higher ton-mile demand and a tighter supply of marine assets, supporting firmer charter rates. At the same time, the global energy transition continues to face technical and financial hurdles, ensuring the continued relevance of oil and gas in the near to medium term. Taken together, these conditions are shaping market dynamics in marine logistics, especially with regard to vessel utilisation and deployment.

Given these market conditions, we believe the outlook for this division remains stable, with the team actively exploring opportunities to pursue specialised FSO and SPM solutions to capture emerging demand.

Property Development

The Malaysian property market is set for measured recovery in 2025, driven by stronger residential sales, especially in the affordable housing space. Unsold residential inventory is declining, and government measures such as stamp duty waivers, housing loan guarantees, and incentives for foreign investors (e.g., MM2H enhancements) are improving buyer sentiment and reactivating stalled projects. While household debt levels and interest rate pressures remain concerns, the combination of policy support, improving demand, and growth in specialised real estate segments presents attractive opportunities, particularly for investors targeting affordable housing. The Group's development project in Rugby, UK continues to face challenges stemming from volatile exchange rates, elevated interest rates, and ongoing supply chain and logistical disruptions. Management remains committed to closely monitoring market conditions and will decide on the most favourable outcome to realise value from the asset.

Following a careful assessment of the property sector outlook, Management will maintain its strategic focus on opportunities primarily within Malaysia. While the affordable housing segment continues to offer the largest market potential, the Group remains open to exploring broader opportunities across various segments of the property market.

Management Discussion and Analysis (Cont'd)



FUTURE PROSPECTS (CONT'D)

MRO Services

The division will continue to strategically market its services and solutions to both government and commercial clients, with a strong focus on diesel power generation and propulsion systems. The establishment of a strong relationship with a shipyard this year is expected to benefit the division by providing a more consistent pipeline of job opportunities moving forward. The division will continue to pursue projects across a range of sectors including oil and gas, agriculture, marine, transportation, and other related industries.

The Group is confident that the groundwork laid over the past years, coupled with encouraging market response, will translate into favourable outcomes in the near future.

CONCLUSION

ENRA continues to adopt a prudent approach to cost management and risk mitigation, underpinned by a diversified business model that reduces reliance on any single sector. This strategy supports the creation of stable and sustainable revenue streams across our divisions. Looking ahead, we remain optimistic about the Group's prospects, with each division well-positioned for growth. Our focus remains on capitalising on favourable market conditions, strengthening our core capabilities, and exploring new opportunities to drive long-term progress and stability.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of ENRA is committed to ensuring that high standards of corporate governance (“CG”) principles and practices are applied throughout the Group as a fundamental part of discharging its responsibilities to safeguard shareholders’ investments and protect the interests of all stakeholders.

This Corporate Governance Overview Statement is prepared in compliance with the MMLR of Bursa Securities and takes guidance from the key CG principles as set out in the MCCG 2021. This statement is supplemented with the Corporate Governance Report (“CG Report”) which provides the details on how the Company has applied each Practice of good governance with the relevant provisions as prescribed in the MCCG 2021 during FYE 2025. The CG Report is available on the Company’s website at www.enra.my.

This Corporate Governance Overview Statement should also be read in conjunction with the other statements in the Annual Report, namely, the Statement on Risk Management and Internal Control, the Audit, Risk Management and Sustainability Committee Report and the Sustainability Report as the depth of certain CG practices may be better explained in the context of the respective statements.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

The Board has the overall responsibility for the sustainability, governance, strategic leadership and direction, the conduct of the Group’s businesses, risk management and internal controls, investor relations, management succession plan and business operations of the Group.

Beyond matters reserved for the Board’s decision, the Board has delegated the authority to achieve the corporate objectives and day-to-day management of the business of the Group to the President & Group Chief Executive Officer. A formalised Limits of Authority which outlines the applicable limits specifically reserved for the Board’s approval and those delegated to the President & Group Chief Executive Officer and Management. These authority limits are reviewed and revised as and when required, to ensure an optimum structure for efficient and effective decision-making in the Group. The Executive Director remains accountable to the Board for the authority that is delegated to him and for the performance of the Group.

The Board places great importance on sustainability and had taken the necessary steps to ensure high standards of environmental, social and governance across the Group’s operations. This includes formalising policy, guidelines, frameworks, and processes relating to, amongst others, ENRA’s capital allocation management and investment appraisal practices in managing future risks and opportunities as the Group continues to build a responsible and sustainable business. Further information on ENRA’s sustainability agenda and initiatives for the year under review are disclosed in the Sustainability Report section of this Annual Report.

While the Board is responsible for creating the framework and policies within which the Group should be operating, the Management is accountable for the execution of the expressed policies and attainment of the Company’s corporate objectives. This demarcation complements and reinforces the supervisory role of the Board.

The roles of the Chairman and the President & Group Chief Executive Officer are distinct and separate to engender accountability to facilitate a clear division of responsibilities. The Chairman is responsible for ensuring Board effectiveness and standards of conduct while the President & Group Chief Executive Officer is responsible for the overall management of the Group, including smooth running of the businesses and implementation of strategies and policies.

In carrying out its function, the Board has delegated specific responsibilities to Board Committees, namely, the Audit, Risk Management and Sustainability Committee (“ARMSC”), the Board Nomination and Remuneration Committee (“BNRC”) and the Employees’ Share Scheme Committee (“ESSC”). In order to ensure that the direction and control of the Group remain with the Board, the Board has defined the terms of reference for each Committee and receives reports from the Board Committees of their proceedings and deliberations together with their recommendations and relevant decisions. The Chairman of the respective Board Committees will report to the Board on the outcome of these meetings. These Board Committees were formed in order to enhance business and operational efficiency and efficacy but the Board remains fully responsible for the direction and control of the Company and the Group. The ultimate responsibility for the final decision on all matters lies with the Board. The terms of reference (“TOR”) for the ARMSC, the BNRC and the ESSC can be found on the Company’s website (www.enra.my).

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I. Board Responsibilities (Cont'd)

The Board has adopted a Board Charter, which sets out its roles, functions, composition, operation and process giving consideration to the principles of good corporate governance and requirements of the MMLR of Bursa Securities. The Board Charter which serves as a source of reference for all Directors will be reviewed and updated periodically in accordance with the needs of the Company and any new regulations that may have an impact on the discharge of the Board's responsibilities.

The Board has also adopted a Directors' Code of Ethics, which outlines the conduct required of the Board members individually in order for them to discharge their duties in a professional, honest and ethical manner. A Code of Business Conduct which is applicable to employees within the Group was adopted and it governs the desired standards of behavior and ethical conduct expected from each individual to whom the Code applies.

The Board has also put in place a Whistleblowing Policy, which sets out the principle and grievance procedures for employees to raise genuine concerns of possible improprieties perpetrated within the Group. The Whistleblowing Policy is intended to directly support the Company and the Group's Core Values, Code of Business Conduct and other governance requirements and compliance requirements and to encourage and enable employees, directors, shareholders or any parties with a business relationship with the Company to raise concerns regarding any illegal conduct or malpractice at the earliest opportunity without being subject to victimisation, harassment or discriminatory treatment and to have such concerns properly investigated within the Company and the Group prior to seeking resolution outside the Company. A disclosure of wrongdoing or improper conduct may be made orally or in writing (via such channels as a letter or electronic mail).

Subsequent to the introduction of Corporate Liability Provision for bribery and corruption under Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("MACC Act"), the Board had in May 2020 adopted ENRA Group's Anti-Corruption Policy & Procedure which sets out the policies and procedures towards compliance with the MACC Act. The Company has further enhanced its Anti-Corruption Policy & Procedure by developing the Gifts and Hospitality Reporting Guidelines to set out quantitative guidance for the acceptable standard and to maintain the high level of integrity and public trust in the conduct of ENRA Group's businesses associated gifts and hospitality.

In line with Paragraph 15.01A of the MMLR of Bursa Securities, a formal Directors' Fit & Proper Policy for appointment and re-election/ re-appointment of Directors was adopted on 24 November 2022.

The Board had on 24 November 2022, adopted a Sustainability (ESG) Policy which sets out guidance on how to conduct the business responsibly so that the Company create long-term value for its stakeholders and improve its long term performance and resilience.

On 22 February 2024, the Board has adopted the revised TOR of the ARMSC, which expanded the ARMSC's scope in reviewing conflict of interest ("COI") or potential COI situations as well as the measures taken to eliminate such situations and the disclosure requirements pursuant to the MMLR. On the same date, the Board also adopted a Conflict of Interest Policy for Directors and Key Senior Management to provide guidance on how to deal with COI or potential COI situations as they arise while assisting the Directors and Key Senior Management to perform with high integrity and ethical standards and to ensure that actual, potential and perceived COI are identified and managed effectively.

The details of the Board Charter, Directors' Code of Ethics, Code of Business Conduct, Whistleblowing Policy, Anti-Corruption Policy & Procedure, the Gifts and Hospitality Reporting Guidelines, the Directors' Fit & Proper Policy, the Sustainability (ESG) Policy and Conflict of Interest Policy for Directors and Key Senior Management are available on the Company's website (www.enra.my).

The Directors have unrestricted access to all information pertaining to the Group's business and affairs to enable them to carry out their duties effectively and diligently. The Board also has unrestricted access to the service of the Company Secretary who is qualified to act under Section 235(2) of the Companies Act 2016. The Company Secretary provides advisory services to the Board in relation to corporate governance matters and compliance with the relevant policies and procedures.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)**II. Board Composition**

The strength of the Board lies in the composition of its members, who have a wide range of expertise, extensive specialised experience in ENRA's various business areas and diverse backgrounds. As at 30 June 2025, the Board consists of seven (7) members comprising four (4) Independent Non-Executive Directors, two (2) Non-Independent Non-Executive Directors, and one (1) Executive Director (the President and Group Chief Executive Officer) which meets the requirement of Practice 5.2 of the MCCG 2021 where at least half of the Board comprises Independent Directors and in line with the requirements of Paragraph 15.02 of the MMLR of Bursa Securities.

The Directors collectively bring with them not only the industry knowledge but also a wide range of experience and expertise in areas such as finance, engineering, strategic planning, economics and project management. There is no individual Director or group of Directors who dominates the Board's decision-making. The Non-Executive Directors contribute significantly in areas such as policy and strategy, performance monitoring, allocation of resources as well as improving governance and controls. The Independent Non-Executive Directors apply objective and independent judgement to the decision-making process of the Board and provide the check and balance.

Accordingly, and taking into account the experience, qualifications, capabilities and knowledge of the Company's Independent Non-Executive Directors and Non-Independent Non-Executive Directors, the Board is satisfied that the current Board composition fairly reflects the interests of the Company's minority shareholders and is adequate to ensure that the highest standards of corporate governance, ethical conduct and integrity are maintained by the Company for the benefit of all stakeholders.

Nonetheless, the Board takes cognisance of the recommendation to have gender diversity on the Board. The Board, through the BNRC, is taking steps to ensure that women candidates are sought as part of its recruitment exercise when vacancies on the Board arise. At present, Tunku Afwida binti Tunku Abdul Malek ("Tunku Afwida"), the only women representative on the Board, constituting 14% of the Board Composition.

The BNRC analysed and discussed the evaluation report on the effectiveness of the Board and Board Committees on an annual basis. The BNRC reviews the comments and areas of improvement highlighted in the evaluation reports.

All the Directors had participated in the Board and Board Committees assessment and evaluation process for the financial year 2025. The performance evaluation of the Board for FYE 2025 included a review of the performance of the Board in addressing the Company's material sustainability risks and opportunities to drive Environmental, Social and Governance strategy and implementation.

The size and composition of the Board and its Board Committees will be reviewed annually to determine if the Board and the Board Committees have the right size and sufficient diversity that fit the Company's objectives and strategic goals.

III. Remuneration

The BNRC is responsible for recommending to the Board the appropriate remuneration of the Directors to ensure that the Group attracts and retains Directors of the necessary caliber, experience, knowledge and quality needed to manage the Group successfully. The BNRC considers the principles recommended by the MCCG 2021 in determining the Executive Director's remuneration, whereby the Executive Director's remuneration is designed to link rewards to the Group's performance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

III. Remuneration (Cont'd)

The remuneration of the Non-Executive Directors is determined in accordance with their experience and the level of responsibilities assumed as well as their contribution to the Company. The determination of the remuneration of the Non-Executive Directors is a matter for the Board to consider and individual Directors do not participate in decisions regarding their own remuneration package, and are subject to the prior approval of shareholders at the AGM of the Company. The Company reimburses reasonable expenses incurred by the Non-Executive Directors in the course of their duties as Directors. During FYE 2025, the BNRC had undertaken the following activities in relation to remuneration matters: -

- (a) Considered and recommended the remuneration of the Non-Executive Directors for shareholders' approval at the 32nd AGM of the Company.
- (b) Reviewed the scorecard achievements and recommended the proposed profit share allocation for the Executive Directors.

The Board has a formalised Remuneration Policy for Directors and Senior Management which outlines the principles for the BNRC to determine and propose an appropriate level of remuneration for the Directors and Senior Management. The policy is available on the Company's website at www.enra.my.

Details of the remuneration of the Directors of the Company for FYE 2025 are provided in Practice 8.1 of the CG Report.

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

I. Audit, Risk Management and Sustainability Committee

The Board has established an ARMSC to provide robust and comprehensive oversight on the financial reporting matters as well as the external audit, internal audit and sustainability processes. As at 30 June 2025, the ARMSC comprises three (3) members, all of whom are Independent Non-Executive Directors. The Company also complies with Practice 9.1 of the MCGG 2021 that the Chairman of the ARMSC is not the Chairman of the Board. In line with the requirements of Paragraph 15.09 (1)(c)(i) of the MMLR of Bursa Securities, one (1) of the members of ARMSC is a member of the Malaysian Institute of Accountants ("MIA") and a qualified Chartered Accountant with the Institute of Chartered Accountants in England and Wales (ICAEW).

The Board upholds the integrity of financial reporting by the Company. As such, it has established procedures, via the ARMSC, in assessing the suitability and independence of the external auditors. Such procedures entail the provision of written assurance by the external auditors, confirming that they are, and have been, independent throughout the conduct of the audit engagement with the Company in accordance with the independence criteria set out by the MIA. The ARMSC has met with the external auditors without the presence of the Executive Directors and Management twice during the FYE 2025.

The ARMSC is satisfied in its review that the provision of non-audit services by Messrs. BDO PLT to the Group for FYE 2025 did not in any way impair their objectivity and independence as external auditors of the Company.

On an annual basis, the ARMSC reviews and monitor the suitability and independence of the external auditors. The ARMSC is satisfied with the competence and independence of the external auditors and had recommended the re-appointment of Messrs. BDO PLT as external auditors for shareholders' approval at the 33rd AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

II. Risk Management and Internal Control Framework

The Board is ultimately responsible for the establishment of a sound framework to manage risks. The President & Group Chief Executive Officer oversees these risk management processes and activities and reports to the Board. The Management assists the Board in the implementation of the Board's policies and procedures on risk management and internal control.

The Board acknowledges its responsibility for the Group's systems of internal control and risk management and for reviewing the effectiveness of those systems. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives. Any system can only provide reasonable but not absolute assurance against material misstatement, loss or fraud.

The Statement on Risk Management and Internal Control as set out on pages 87 to 92 in this Annual Report provides an overview of the management of risks and the state of internal controls within the Group.

The Company has in its employment, an internal auditor ("Internal Auditor") who reports directly to the Chairman of the ARMSC. The internal audit function reviews the controls and processes of the organisation in accordance with the approved audit plan which adopts a risk-based approach toward planning and audit execution. The scope of work covered by the internal audit function during the financial year is set out on page 90 of this Annual Report.

PRINCIPLE C - INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I. Communication with Stakeholders

The Board recognises the importance of effective and timely communication with shareholders and the investors to ensure they make informed decisions. The Company keeps shareholders abreast of the financial performance and the future developments of the Group by way of the annual report, announcements of quarterly financial results and significant transactions made through Bursa Securities as well as press releases. The Company, through its internal Investor Relations representatives and the active participation of its management team, maintains regular two-way communication with the investment community, media and its financiers to keep them updated with the latest developments.

ENRA's website is regularly updated to provide information relevant to shareholders and other stakeholders. The website also has an email alerts service where shareholders and anyone who is interested may register to receive the latest news and announcements on the Group.

The Group adopted an Investor Relations/Stakeholder Communication Policy to provide accurate and timely disclosure of corporate and other related information to enable informed and orderly decision-making by our stakeholders. The Investor Relations/Stakeholder Communication Policy is available on the Company's website (www.enra.my).

II. Conduct of General Meetings

The AGM of the Company serves as the primary platform for two-way dialogue with shareholders.

The Company had on the 24 September 2024, conducted its 32nd AGM virtually through live streaming and online remote voting using the Remote Participation and Voting ("RPV") facility. The RPV allowing attendance of shareholders and proxies via remote participation and voting in absentia and have real-time interaction with Board and Senior Management. Questions to the Board were allowed to be submitted in advance and through the real time submission of typed texts during the proceedings of the meetings. Further, in line with Practice 13.1 of the MCCG 2021, the notice convening the 32nd AGM dated 26 July 2024 was issued more than 28 days prior to the AGM, which gives shareholders sufficient time to prepare themselves to attend the AGM of the Company or to appoint a proxy to attend and vote on their behalf. Each item of special businesses included in the notice of AGM is accompanied by an explanatory statement for the proposed resolution to facilitate the full understanding and evaluation of the issues involved.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (Cont'd)

PRINCIPLE C - INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

II. Conduct of General Meetings (Cont'd)

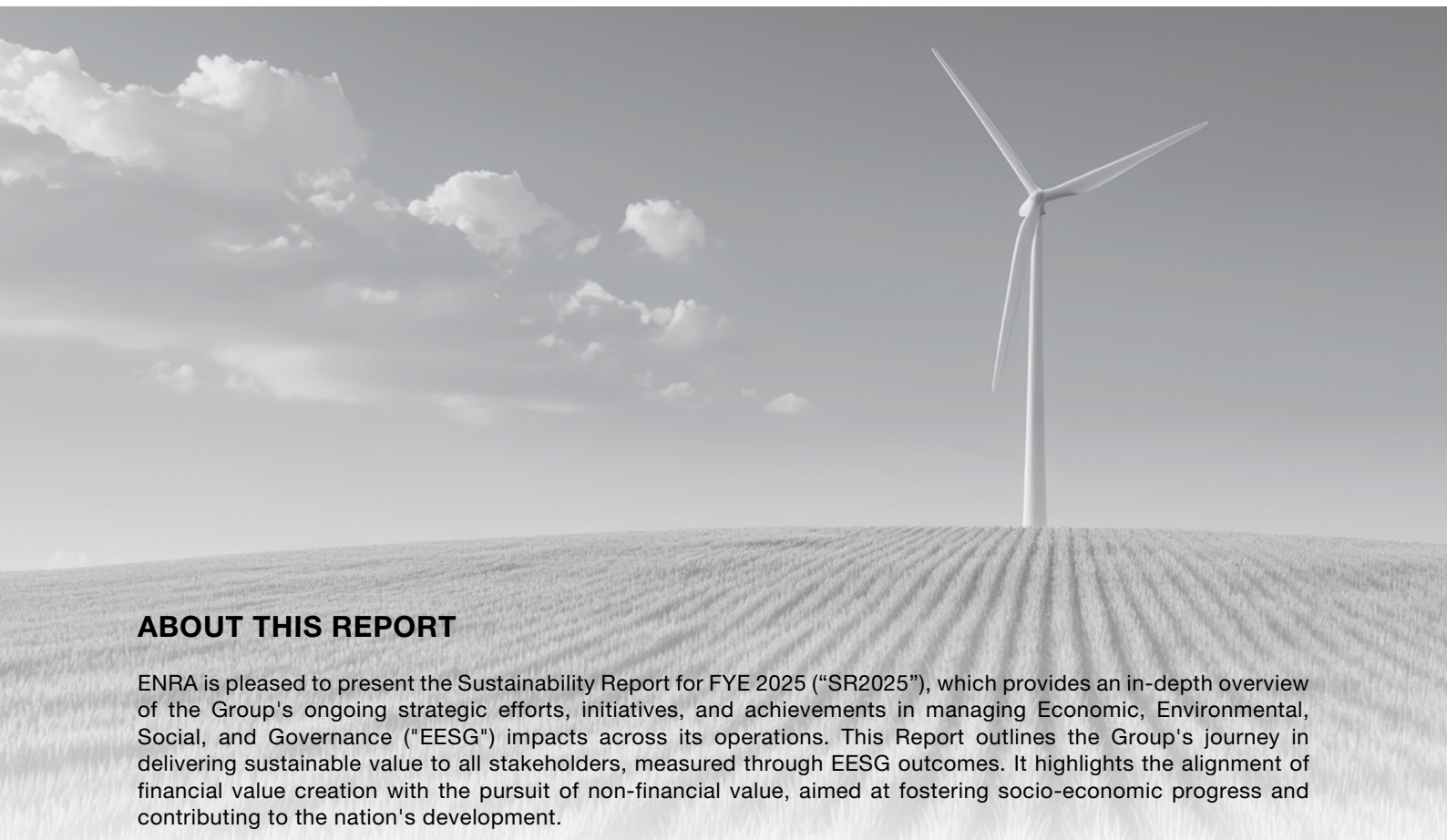
During the 32nd AGM held on 24 September 2024, shareholders were briefed on the voting procedures and the results of the poll were verified by the independent scrutineer, Commercial Quest Sdn Bhd and displayed on the screen. The results of all resolutions proposed at the 32nd AGM were subsequently announced to Bursa Securities via Bursa LINK on the same day for the benefit of all shareholders.

The minutes of the 32nd AGM detailing the meeting proceedings including issues or concerns raised by shareholders and responses by the Company are accessible at the Company's website (www.enra.my).

KEY FOCUS AREAS AND FUTURE PROSPECTS

The Board is committed to cultivating a responsible organisation and will regularly review and refine the Group's CG practices to maintain a sensible and solid framework for effective governance in the interest of the shareholders and stakeholders.

This CG Overview Statement was approved by the Board of Directors of ENRA on 15 July 2025.



ABOUT THIS REPORT

ENRA is pleased to present the Sustainability Report for FYE 2025 ("SR2025"), which provides an in-depth overview of the Group's ongoing strategic efforts, initiatives, and achievements in managing Economic, Environmental, Social, and Governance ("EESG") impacts across its operations. This Report outlines the Group's journey in delivering sustainable value to all stakeholders, measured through EESG outcomes. It highlights the alignment of financial value creation with the pursuit of non-financial value, aimed at fostering socio-economic progress and contributing to the nation's development.

SR2025 reflects ENRA's strong commitment to enhancing the Group's sustainability performance, highlighting key milestones and achievements for FYE 2025. This Report should be read together with our Annual Report 2025 ("AR2025") to obtain a holistic understanding of our operations. Readers can refer to the Bursa Sustainability Performance Report on pages 81 to 82 for our sustainability performance data.

REPORTING FRAMEWORK AND DATA INTEGRITY

SR2025 has been prepared in accordance with the Global Reporting Initiative ("GRI") Standards 2021. In addition, the Group has followed several leading sustainability guidelines, standards, and frameworks, including:

- Bursa Malaysia's Sustainability Reporting Guide Third Edition;
- United Nations Sustainable Development Goals ("UNSDGs"); and
- ENRA Sustainability Policy and Framework.

The Report encompasses the following reporting principles:

- Stakeholder Engagement: incorporating the expectations and concerns of stakeholders;
- Sustainability Context: presenting the performance of the Group within the wider context of sustainability;
- Materiality: recognising and prioritising the key sustainability issues faced by the Group; and
- Completeness: reporting all sustainability topics that are relevant to the Group, and those that impact its stakeholders.

All information presented in this Report is sourced internally and subject to verification and validation by the relevant business units. The Group is committed to continuously improving its data collection and analysis methods to enhance accuracy, quality, and future disclosures.

Sustainability Report (Cont'd)

STATEMENT OF USE

ENRA's Board, as the Group's highest decision-making body, accepts responsibility for the following statement of use:

The information reported by the Group for the FYE 2025 has been prepared in accordance to the GRI Standards. The Directors' Responsibility Statement for the preparation of the annual audited Financial Statements is available on page 95 of AR2025.

REPORTING PERIOD, SCOPE AND BOUNDARIES

The reporting period of SR2025 is from 1 April 2024 to 31 March 2025, unless specified otherwise, and where applicable, comparative data from the preceding year(s) have been included to track year-on-year progress, enabling readers to gain better understanding of performance trends.

ENRA's Sustainability Report covers the business operations and activities of the holding company and all major subsidiaries within the Group, where ENRA has direct managerial control, unless otherwise specified. The scope includes the Group's three largest divisions: Energy Logistics, Property Development and Maintenance, Repair and Overhaul (MRO) Services. The Group follows a "local-where-we-operate" approach. Boundaries are defined by prioritising material aspects and topics, in alignment with GRI's Reporting Principles, which guide the determination of report content and quality.

ASSURANCE

ENRA acknowledges the importance of assurance in strengthening stakeholder confidence and supporting continuous improvement. The Group has engaged in independent auditing and assurance processes for specific financial information presented in this Report, which of such figures being cross-referenced with the Financial Report. Given that ENRA has recently embarked on its sustainability reporting journey, external assurance has not been pursued for non-financial data. This data has undergone internal assurance by senior management and the respective data owners. The Group's internal reporting processes are currently under development, and as its reporting practices mature, there is an intention to explore the potential of external assurance for non-financial data in the future.

LIMITATION

While the Group acknowledges the existence of data collection challenges for certain indicators, it is actively pursuing an internal initiative to enhance data tracking and collection methods. This ongoing effort is dedicated to improving future reporting efforts.

FORWARD-LOOKING STATEMENTS

SR2025 incorporates forward-looking statements encompassing targets, prospects, plans, and reasonable expectations related to expected performance. Such forward-looking information is established on existing data, information, and prevailing operational conditions. However, it is important to note that these predictions could evolve due various external factors beyond ENRA's control.

Considering that ENRA's business is always subjected to risks and unforeseen circumstances beyond its control, readers are advised to not heavily rely on such statements as actual results may differ.

REPORT AVAILABILITY AND FEEDBACK

The SR2025 is available for download on ENRA's corporate website at <https://enra.my/investor-relations>. ENRA values and appreciates any feedback or suggestions on how to further enhance our sustainability journey. Stakeholders are encouraged to share their insights by emailing us at ir@enra.my.

Sustainability Report (Cont'd)

MESSAGE FROM THE GROUP CHIEF EXECUTIVE OFFICER

Dear Esteemed Stakeholders,

In today's rapidly transforming world, businesses are being called to lead not only through performance, but through purpose. The convergence of climate urgency, and shifting stakeholder priorities has created a new mandate for companies to act as responsible stewards of both capital and community. At ENRA, this clarity of purpose has shaped how we navigate challenges and seize new opportunities. We view sustainability not as a standalone objective, but as a foundation for long-term resilience, informing how we allocate resources, develop capabilities, and deliver value to all stakeholders.

Our approach to sustainability is driven by a belief that businesses must be part of the solution. For ENRA, this means moving beyond compliance to create meaningful impact, whether through reducing operational risks or aligning with international climate goals. While frameworks and reporting standards provide the structure, it is our people and our values that provide the momentum.

In the financial year ended 31 March 2025, we made steady progress in deepening our sustainability agenda across our diversified business segments. While maintaining a firm focus on environmental stewardship, social impact, and governance excellence, we also remained adaptable and agile. One of the key developments this year was the conversion of our Hexagon Alpha vessel—formerly a Floating Storage and Offloading (FSO) vessel, into a trading tanker. As a result of this change in operational status, our requirement for tracking and managing certain metrics such as emissions has changed, in line with international maritime practices. This shift allows us to concentrate on optimising our core capabilities in logistics and energy services, while ensuring continued sustainability compliance through partnerships with our stakeholders.

Despite a year of global volatility, ENRA continued to uphold its sustainability priorities through operational efficiencies, stakeholder engagement, and responsible governance. Our achievements in FYE 2025 included enhanced ESG disclosures, stronger alignment with key sustainability frameworks, and further progress on emissions intensity reduction across our controllable operations.

The path ahead will continue to evolve, and so will we. We know progress takes time, partnership, and consistency. Sustainability remains a journey, one that requires not just plans, but conviction. Guided by our Vision and anchored in our Shared Values, we are moving forward with determination, working together with our stakeholders to build a future that is more resilient, inclusive, and sustainable for generations to come.

On behalf of the Board, I would like to extend my deepest gratitude to our shareholders, employees, partners, and communities for their continued trust and support. As we move forward, we do so with a shared conviction—that sustainability is not just a goal, but a way of life and a legacy we must build together.

Thank you.

Warm regards,

Tan Sri Dato' Kamaluddin bin Abdullah
President & Group Chief Executive Officer



Sustainability Report (Cont'd)

OVERVIEW OF ENRA

ENRA, a publicly listed company on the Main Market of Bursa Malaysia (Stock Code: 8613), is a prominent investment holding entity with diversified business operations across the Energy Logistics, Property Development, and MRO Services sectors. Established in 1992 and rebranded to its current name and business in 2015, ENRA has grown over the years into a diversified group of companies through its various subsidiaries and joint ventures. With its headquarters in Kuala Lumpur, the Group aims to be a trusted partner in its areas of expertise while driving progress and creating value across its operations.

OVERVIEW OF KEY BUSINESS DIVISIONS

- **ENERGY LOGISTICS DIVISION**

Our Energy Logistics division offers a range of services that includes designing, fabrication & construction, installation, leasing, removal & re-instatement, and refurbishment of single point mooring and floating storage systems. This division operates under the Hexagon branding, and currently owns and operates a chemical tanker vessel – Hexagon Alpha, and a catenary anchor leg mooring (“CALM”) buoy.

- **PROPERTY DEVELOPMENT DIVISION**

Our Property Development division comprises joint venture property development activities with projects in Malaysia and the United Kingdom. Under the Q Homes branding, it seeks to address the undersupply of quality affordable housing in Malaysia’s residential market. We had completed the delivery of vacant possession to buyers for its maiden project in Telok Panglima Garang and are now focusing on the progress of its second project in Taman Vista Impian, Dengkil. In addition, we have a boutique development arm that develops niche real estate projects in the UK. Our project in Rugby, UK has yet to begin development as we are continually assessing market conditions to determine the appropriate time and approach.

- **MAINTENANCE, REPAIR AND OVERHAUL SERVICES DIVISION**

Our MRO Services division seeks to position itself as a comprehensive specialist for diesel power generation and propulsion equipment across multiple brands and models. It actively and primarily engages with the oil & gas, marine, agriculture, industrial and other relevant and applicable industries.

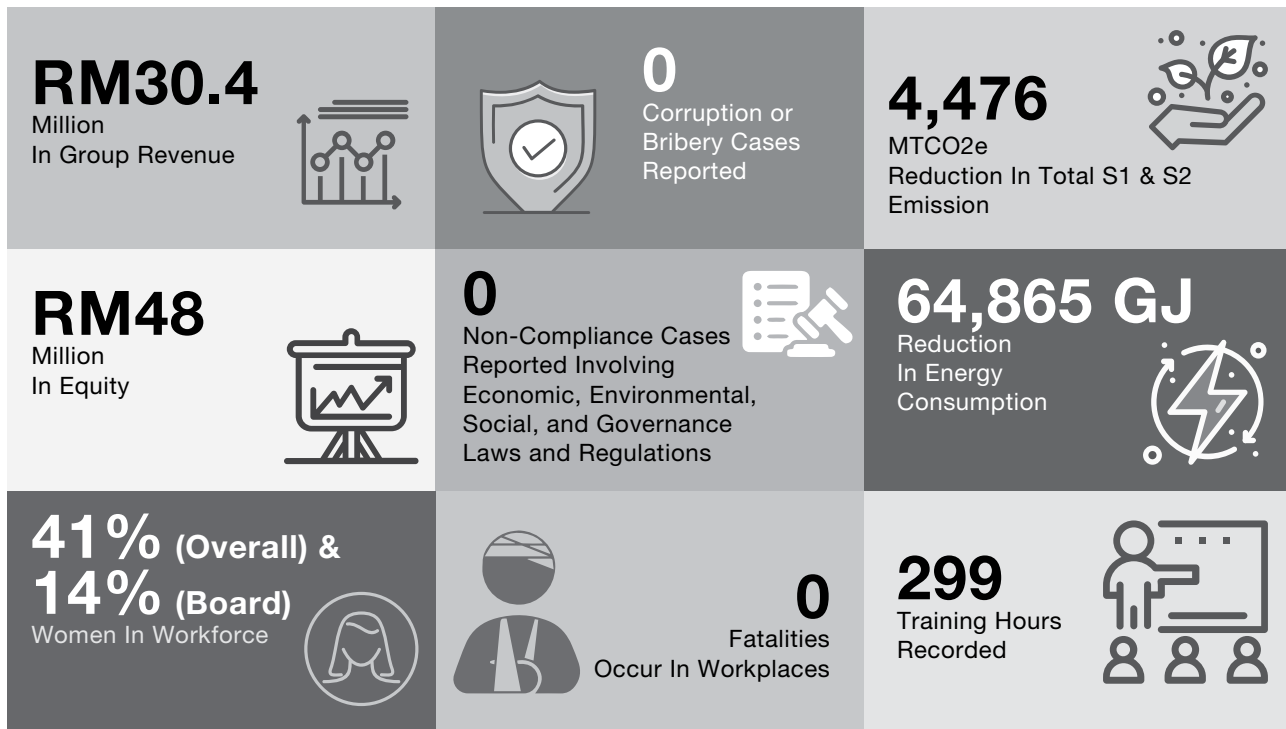
ENRA'S JOURNEY

Since its rebranding in FY2015 from Perduren Berhad to ENRA Group Berhad, the Group has undergone a strategic transformation under new leadership, divesting its legacy property assets and pivoting toward energy-related ventures. Key milestones included the acquisition of a 60-acre site in Labuan, the launch of its first overseas property project in London, and the establishment of its chemicals trading arm, ENRA Kimia, which became profitable before being successfully divested in FY2022. Additionally, ENRA secured an FSO contract, which led to the acquisition of its first vessel, Ratu ENRA, marking its entry into the energy logistics business. Throughout this period, the Group continued to rationalise non-core assets while expanding its property development portfolio, including affordable housing projects.

From FY2020 onwards, amidst the global pandemic, ENRA demonstrated resilience in the face of market challenges, supported by consistent revenue from its energy services and strategic cost management. The Group completed key property projects, launched its MRO operations, and continued to expand its energy logistics capacity. In FY2024, the conversion of Ratu ENRA from an FSO tanker into a chemical tanker—subsequently renamed Hexagon Alpha—opened new chartering opportunities. Meanwhile, in the property development division, the Taman Vista Impian project progressed toward completion. As ENRA continues to build on its diversified platform across energy logistics, property, and MRO, it remains focused on operational efficiency and sustainable long-term growth.

Sustainability Report (Cont'd)

HIGHLIGHTS & ACHIEVEMENTS



SUSTAINABILITY AT ENRA

ENRA prioritises EESG considerations in its business decisions, aiming to minimise negative impacts and enhance positive outcomes. In previous financial year, FYE 2024, the Group conducted a comprehensive reassessment to identify new material topics, aligning with the redefinition of sustainability pillars to EESG and adapting to changes in the business environment following various rationalisations. The reassessment of material topics will be carried out every four years to ensure relevance and alignment with strategic goals. This year, the Group has focused on managing these material topics, as detailed in this Report. By embedding the Group's EESG policies as well as close engagement with all divisions, the continues to strengthen the foundation of its sustainability approaches.

VISION AND VALUES

When ENRA was founded in 2015, the founders envisioned a timeless Vision and Shared Values. As the Group embarked on its Sustainability journey in 2018, it became evident that the fundamental principles of Sustainability were already embedded into its Vision and Shared Values.

The Group's Vision underscores its primary goal of achieving mutually beneficial business outcomes for stakeholders, while ensuring responsible resource utilisation. Pursuing the integration of both financial and non-financial value generation within ENRA's business model enhances the Group's inherent and universal relevance as a business entity capable of achieving enduring financial performance while upholding business sustainability.

The pillars of the Group's four Shared Values further delineate how ENRA is expected to conduct itself in pursuit of realising its Vision and advancing its commitment to sustainability.

SUSTAINABILITY POLICY

In FYE 2023, ENRA introduced the Group Sustainability Policy, underscoring the Board's and Management's commitment to positioning sustainability as a cornerstone of the Group's value creation strategy and aligning operations across its business divisions to this commitment. This policy provides a clear sustainability framework for the incorporation of EESG principles into key practices. The policy is available on ENRA's website at www.enra.my.

Sustainability Report (Cont'd)

SUSTAINABILITY FRAMEWORK

ENRA's sustainability approach is driven by the Group's sustainability framework

VISION

Through shared values **Ethical, Noble, Reliable** and **Accountable**, to innovation and technology, ENRA will enable its people to create sustainable enterprise value (market value of equity and debt less cash and cash equivalents) in a manner that is responsible to its stakeholders, community and environment.

**ETHICAL**

To make decisions that promote goodness and avoids harm

**NOBLE**

To behave in a manner that is respectful to others

**RELIABLE**

To keep and deliver on promises that have been made

**ACCOUNTABLE**

To take ownership of all outcomes and never passing blame

SUSTAINABILITY THEMES**ECONOMIC**

Cultivating Sustainable Business Growth

**ENVIRONMENT**

Fostering Environmental Stewardship

**SOCIAL**

Empowering our people

**GOVERNANCE**

Robust and ethical framework

PLEDGES**ECONOMIC**

To nurture and foster sustainable business growth through innovation, collaboration, and responsible practices

**ENVIRONMENT**

To foster resource efficiency and promote biodiversity conservation for the purpose of minimising environmental impact

**SOCIAL**

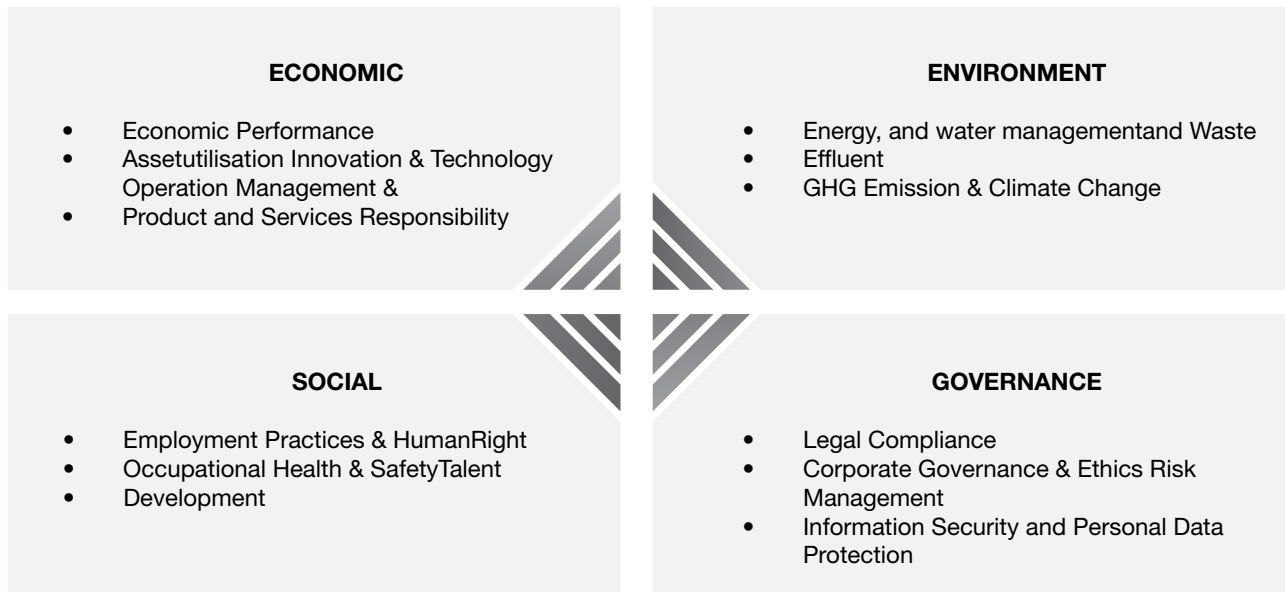
To ensure the protection, inspiration, and investment in the growth of our people and communities

**GOVERNANCE**

To adhere to the highest standards of governance, transparency, business ethics and integrity

Sustainability Report (Cont'd)

FOCUS



MATERIAL TOPICS

• ASSESSING AND PRIORITISING MATERIALITY

ENRA determines its material topics through a comprehensive evaluation of the sustainability pillars EESG, sustainability themes, pledged commitments, stakeholder perspectives, and business trajectory. In FYE 2024, the Group undertook a reassessment exercise to realign its material topics with shifts in ENRA's business landscape driven by macroeconomic repercussions of the COVID-19 pandemic, the introduction of MRO Services as a new business segment, business divestments, and workforce rationalisation. This exercise is essential to ensure the Group's priorities remain aligned with the prevailing business environment.

ENRA demonstrated diligence and inclusiveness during its materiality assessment and prioritisation process by integrating valuable feedback and insights from stakeholders across its operations. In line with the recommended practices outlined by Bursa Malaysia, which suggests a limited-scale review of material matters to ensure their continued relevance, ENRA conducted an internal review of its materiality matrix in FYE 2024. The review reaffirmed the positions and significance of the identified topics. It considered various factors, including regulatory changes, evolving stakeholder expectations, rising material and energy costs, and concerns related to labour practice and human rights.

This year, management has agreed to maintain the same material topics as identified in the materiality assessment conducted in FYE 2024.

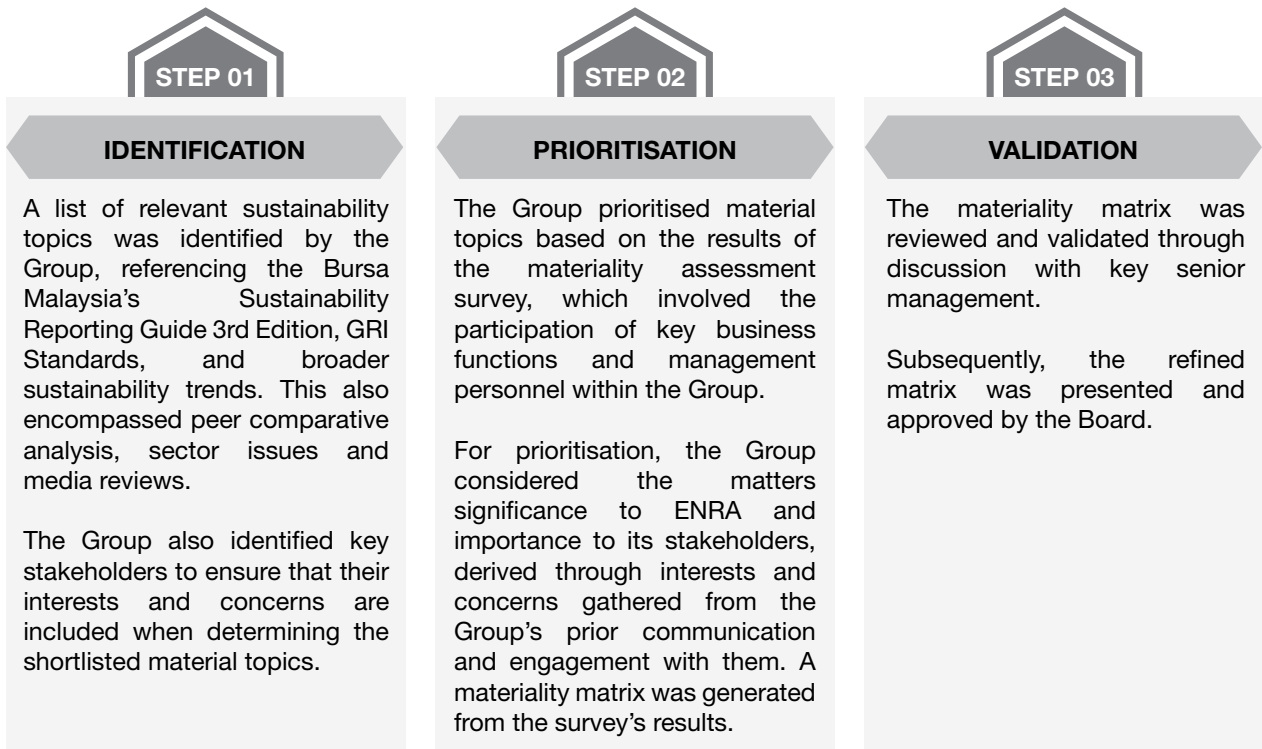
• MATERIALITY ASSESSMENT AND PRIORITISATION METHODOLOGY

The Group has set determined in its Sustainability Policy to undertake the materiality assessment and prioritisation exercise every four years to ensure that the material matters remain timely and relevant, while also allowing time to incorporate them into strategies.

In the early stages, materiality assessment and prioritisation surveys were developed based on Bursa Guidelines as well as specialised toolkits and peer examples. These surveys comprehensively encompassed materiality assessment and prioritisation topics, spanning Economic, Environmental, Social, and Governance material aspects. Subsequently, digital surveys were then established and distributed virtually, enabling a wider coverage of respondents.

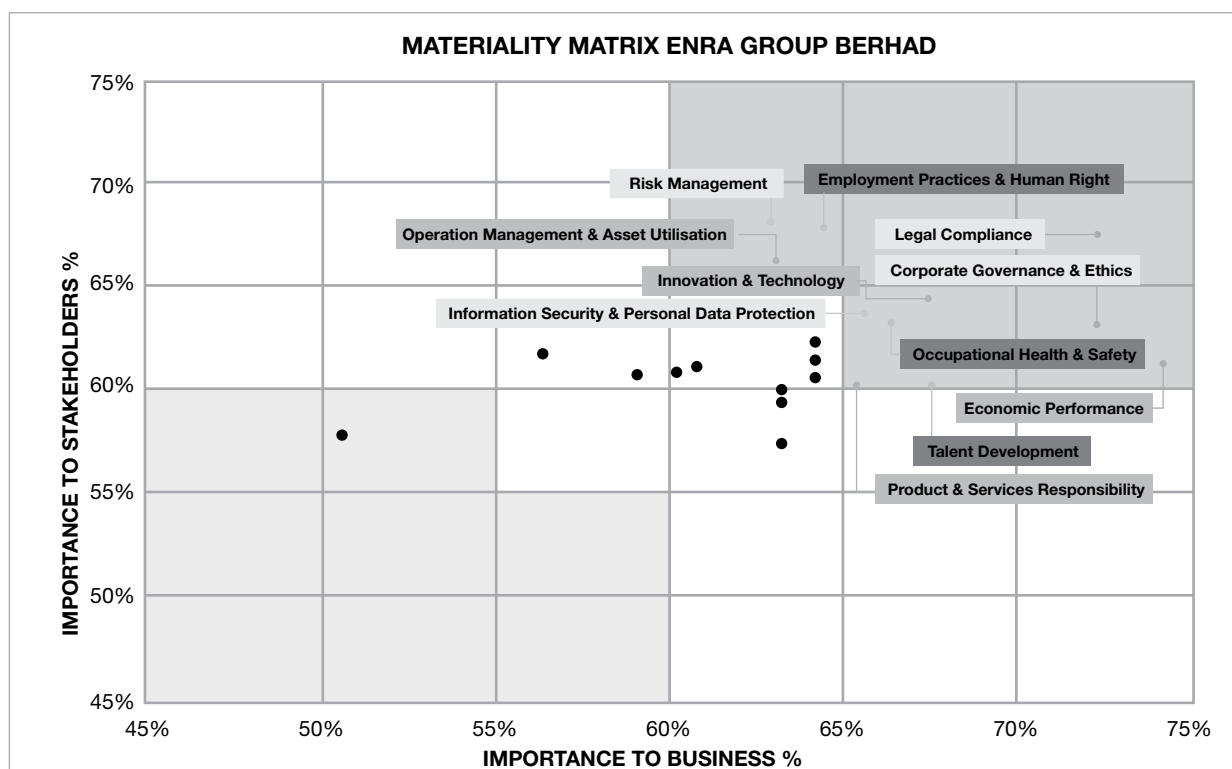
Sustainability Report (Cont'd)

The materiality assessment and prioritisation process comprise three key steps:



• MATERIALITY MATRIX

The materiality assessment exercise conducted in FYE 2024 resulted in the revision and update of ENRA's materiality matrix, offering a more accurate representation of the latest prioritisation of the Group's material topics. The materiality matrix presented below, restates the Group's findings from FY2024, identifying 23 material topics, 11 of which were categorised as high priority. Detailed information on these material topics can be found in the subsequent pages of this Report.



Sustainability Report (Cont'd)

According to the materiality matrix above, none of the Environment-related topics fall under the high priority category. However, as the Group is currently aligning its sustainability disclosure to the Task Force on Climate-Related Disclosures (“TCFD”) recommendations, particular emphasis will be placed on the following environmental topics. These topics are in addition to the 11 subjects selected as per the materiality matrix:

- Greenhouse Gas (“GHG”) Emission & Climate Change;
- Energy Management;
- Water Management; and
- Waste Management.

1	Legal Compliance	6	Occupational Health & Safety	11	Product and Services Responsibility
2	Corporate Governance & Ethics	7	Risk Management	12	GHG Emission & Climate Change
3	Economic Performance	8	Operation Management & Asset utilisation	13	Energy Management
4	Employment Practices & Human Right	9	Information Security and Personal Data Protection	14	Water Management
5	Innovation & Technology	10	Talent Development	15	Waste Management

APPROACH ON PRIORITISED MATERIAL TOPICS

ENRA has identified its material EESG topics based on the extent of their impact on both financial and non-financial value creation. The Group subsequently aims to address and mitigate these material topics through the implementation of management approaches, with a strong emphasis on rigorous monitoring to gauge their effectiveness. This includes scrutinising how each management approach addresses the correlation between the environmental and social impacts on the Group’s financial performance, while also taking into account stakeholders’ concerns and viewpoints.

STAKEHOLDERS ENGAGEMENT AND COMMUNICATION

ENRA defines its stakeholders as individuals, entities, or organisations who are affected by the Group’s business model and operations, and conversely, those who possess the capacity to influence the Group’s business model and operations.

Engaging and communicating with stakeholders holds significant importance in promoting sustainability within ENRA, as it serves to propagate sustainability awareness and understanding, both internally and externally. The Group recognises that continuous and ongoing engagement with its valued stakeholders remains essential in ensuring that its sustainability approach incorporates the perspectives of stakeholders concerning both financial and non-financial value creation.

The Group, through its Group Commercial Department (“GCD”) and active participation of its management team, maintains regular two-way communication with its stakeholders to keep them updated with the latest development of the group.

The Group engages its stakeholders primarily through annual or extraordinary general meetings. Other forms of communication may include email correspondence, phone calls and letters. The Group routinely publishes its quarterly unaudited financial results and where appropriate, press releases to update its stakeholders on pertinent matters and developments.

In FYE 2025, ENRA conducted its 32nd AGM on September 24, 2024. The notice convening the 32nd AGM of ENRA, dated July 26, 2023, was issued more than 28 days prior to the AGM, in line with the corporate governance practice of providing at least 28 days’ notice for AGMs.

Sustainability Report (Cont'd)

The table below provides some of the key outcomes of stakeholder engagements:

FYE 2025 STAKEHOLDER ENGAGEMENT TABLE

Engagement Methods	Frequency	Concerns & Interests	Engagement Response
Customers			
- Company website - Email & phone calls - Meetings - Site visits - Project launch - Surveys	- Throughout the year - Ongoing	- Customer experience - Contractual term - Social welfare - Legal and regulatory compliance	- Timely response from management. - Organising customer engagement activities (booth) - Adherence to law and regulations
Employees			
- Engagement surveys - Emails and memos - Meetings & trainings - Performance appraisal	- Throughout the year - Ongoing	- Business strategy and direction - Organisation growth - Remuneration, welfare and benefits - Reward and recognition - Training and career development - Work-life balance	- Regular updates on company strategy and performance - Transparent performance appraisal process and rewards scheme - Provision of training programmes - Organising a variety of employee engagement activities
Shareholders/Investors			
- Company website - AGM - Email & phone calls - Meetings and site visits - Annual reports - Bursa Malaysia announcements	- Throughout the year - Ongoing - Annually - Quarterly	- Business strategy and direction - Economic performance - Organisation growth - Sustainable financial returns	- Timely updates on company strategy and performance through quarterly announcements on Bursa Malaysia - Allow direct access to the Board members and Executive Leaders at AGMs - Provide prompt responses to investors and analysts queries
Business Partners			
- Meetings - Day-to-day interactions - Site visits	- Throughout the year - Ongoing	- Business strategy and direction - Occupational health and safety - Effective leadership - Responsible business - Job and business opportunities	- Timely updates on company strategy and performance via emails, meetings, quarterly announcements, etc. - Closely monitoring to build upon partnership benefits - Engagement activities as part of the business agreement or collaborations

Sustainability Report (Cont'd)

Engagement Methods	Frequency	Concerns & Interests	Engagement Response
Bankers			
- Company website - Email & phone calls - Meetings and site visits - Annual reports - Bursa Malaysia announcements	- Throughout the year - Ongoing - Annually - Quarterly	- Business strategy and direction - Economic performance - Organisation growth - Sustainable value creation - Market and industry insights	Transparent disclosure of operational and financial updates, as well as corporate governance and risk framework
Suppliers and Contractors			
- Meetings - Email & phone calls - Performance evaluations	- Throughout the year - Ongoing	- Business strategy and direction - Effective leadership - Transparency - Responsible business - Good governance - Occupational health and safety	- Regular engagement with suppliers/contractors - Tendering process for all procurement promotes fairness and transparency - Mandate all supplier/contractors comply with Vendor Code of Conduct
Government and Regulators			
- Meetings - Emails - Seminars & events - Reporting	- Throughout the year - Ongoing	- Compliance - Corporate Governance - Health, Safety, and Environmental ("HSE") management - Transparency	- Adherence to all relevant requirements and governance practices - Participate in industry and national level forums - Transparent reporting and communications through annual reports and announcements
Communities			
Community engagement programmes	- Throughout the year - Ongoing	- Community development - Charitable contributions - Ethical business practices - Environmental management and protection - Job and business opportunities	- Organise community engagement programmes - Adherence to laws and regulations, including compliance to strict HSE practices

Sustainability Report (Cont'd)

ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (“UN SDGs”)

The UN SDGs are a blueprint for a better shared future. ENRA has strategically decided to focus its corporate efforts towards aligning to eight key UN SDGs after taking careful consideration on how it can drive positive change.

The table below shows how the Group linked its sustainability efforts in FYE 2025 to its adopted UN SDGs, and how it has subsequently influenced the type of future sustainability targets and plans that ENRA has set:

Material Topics	Focus Areas	Link To UNSDG
Economic		
- Economic Performance - Innovation & Technology - Operation Management & Asset Utilisation - Product and Services Responsibility	- Economic Value Generated and Distributed - Maintaining Strong Quality Management in Energy Logistics - Enhancing Product Quality Management in Property Development - Strengthening Product Quality Management for MRO Services - Monitoring For Sustainable Business - Ensuring Business Continuity - IT Infrastructure - Cybersecurity - Industrial Building System - Digital Marketing	8 DECENT WORK AND ECONOMIC GROWTH  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  12 RESPONSIBLE CONSUMPTION AND PRODUCTION 
Environment		
- GHG Emissions & Climate Change - Energy Management - Water Management - Waste Management	- Climate Change Roadmap - Scope 1,2 and 3 Emissions - Emissions Intensity - Energy Consumption & Intensity - Recyclable & Non-recyclable Waste Generation - Paper Usage	3 GOOD HEALTH AND WELL-BEING  12 RESPONSIBLE CONSUMPTION AND PRODUCTION  13 CLIMATE ACTION 

Sustainability Report (Cont'd)

Material Topics	Focus Areas	Link To UNSDG
Social		
• Employment Practices & Human Right • Occupational Health & Safety • Talent Development	• Commitment To Human Rights and Ethical Employment Practices • Grievance Mechanism • Equality and Diversity • Remuneration and Benefits • Commitment To Quality, Health, Safety, and Environmental Excellence • HSE Performance • Employee Training • Employee Performance Appraisal • Internship Programme • Knowledge Sharing Session • Employee Engagement Activities	3 GOOD HEALTH AND WELL-BEING  5 GENDER EQUALITY  8 DECENT WORK AND ECONOMIC GROWTH  10 REDUCED INEQUALITIES 
Governance		
• Legal Compliance • Corporate Governance & Ethics • Risk Management • Information Security and Personal Data Protection	• Compliance Programmes • Board Commitment to Sustainability • Sustainability Governance Structure • Sustainability Working Group • Board Diversity • Anti-Corruption • Gap Analysis on Anti-Corruption Risk and Control • Gifts, Entertainment & Hospitality • Anti-Corruption Communication and Training • Code of Business Conduct • Whistleblowing Mechanism • Comprehensive Corporate Governance Policies • Financial and Project Governance • Risk Management • Data Privacy and Security	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 

Sustainability Report (Cont'd)

SUSTAINABILITY TARGET

Building on its sustainability framework and material topics, ENRA has established its key sustainability performance targets to drive further achievement in the Group's sustainability agenda, as outline below:

Material Topics	Targets Set	Indicator for Measurement	Achievements
Environment			
GHG Emission & Climate Change	Reduce GHG emission by 50% by 2030, using FYE 2020 as the emission baseline	Total volume of GHG emitted	98% reduction in GHG emissions compared to FYE 2024
Energy Management	Reduce energy consumption by 50% by 2030, using FYE 2020 as the emission baseline	Total energy consumption	99% reduction in energy consumption compared to FYE 2024
Water Management	Reduce water consumption by 50% by 2030, using FYE 2020 as the emission baseline	Total volume of water consumption	13% reduction in water consumption compared to FYE 2024
Social			
Employment Practices & Human Rights	- Zero case human rights and labour standards violations - Zero case of Code of Business Conduct violations	- Number of reported human right violations - Number of reported Code of Business Conduct breaches	- Zero non-compliance to labour law cases - Zero non-compliance to Code of Business conduct cases.
Occupational Safety & Health ("OSH")	- Zero case of non-compliance to OSH regulatory requirements - Zero case of fatalities	- Number of HSE non-compliance cases - Number of fatalities	- No fines by authorities for non-compliance with OSH regulations - Zero fatality cases
Talent Development	- To meet training KPI set by HOD for each employee - To meet utilisation requirement of HRD Corp fund based on its terms and regulation.	- Average training hours per employee - Total training cost incurred	- Average of 8 training hours per employee - Out of total Contribution of RM 125,528 to HRD Corp, 52% of the fund has been utilised for training purposes
Governance			
Corporate Governance & Ethics	- Zero corruption case - Anti-corruption awareness training to Board and employees	- Number of corruption cases reported - Anti-Corruption awareness training sessions held	- Zero corruption cases. 100% of Board members, senior management and employees have received awareness training on anti-corruption
Legal Compliance	Full compliance with relevant rules and regulations	Number of non-compliance cases	Zero non-compliance cases
Information Security and Personal Data Protection	Minimise percentage of cybersecurity threats and attacks	Number of reports on cybersecurity threat and detection	Zero cybersecurity threats and attacks reported

ROBUST AND ETHICAL FRAMEWORK

CORPORATE GOVERNANCE & ETHICS

- **BOARD COMMITMENT TO SUSTAINABILITY**

ENRA is firmly committed to conducting its businesses with the highest level of integrity and in full compliance with applicable laws, rules and regulations. The Board acknowledges that the well-being of the employees, customers, suppliers and other stakeholders as well as the environment and the society at large is central to sustaining ENRA's long-term performance and continued relevance.

The heightened materiality of sustainability to the business demands for the Board and Management to intensify efforts in making sustainability central to ENRA's strategy and priorities, as well as creating the structure that enables, formal oversight to sustainability by the Board. Being the highest authority in sustainability governance, the Board takes full responsibility in institutionalising the Company's sustainability agenda, road map and initiatives. The Board assigned the responsibility of overseeing the Group's EESG matters to the Audit, Risk Management, and Sustainability Committee (ARMSC). The updates on sustainability matters form a permanent part of the meeting agenda in the ARMSC's quarterly meetings.

As of FYE 2025, the Board continues to oversee key sustainability-related governance policies, including the Anti-Corruption Policy, Code of Business Conduct, Vendor Code of Conduct, Directors Code of Ethics and the Whistleblowing Policy. The Board engages in thorough deliberations concerning the formulation or updates to current and new policies before granting approval.

- **SUSTAINABILITY GOVERNANCE STRUCTURE**

The Group's sustainability structure primarily drives sustainability across ENRA and is integrated into the Group's overall corporate governance structure. ENRA's corporate governance and sustainability governance are guided by the primary Group-wide policy that priorities integrity in all endeavours.

ENRA's corporate governance and sustainability governance structures oversee a diverse array of material sustainability subjects, encompassing ethics, governance, and compliance, health and safety, cyber security, labour matters, energy, resources, waste management, anti-corruption, and many others.

In FYE 2023, in accordance with the latest revision of the Malaysian Code of Corporate Governance (MCCG), the Group, with approval from the Board, renamed the Audit Risk and Management Committee (ARMC) to ARMSC. This change was made to enhance Board oversight and further champion the EESG agenda while integrating sustainability considerations into the Group's strategy and operations. The structure is enhanced further with the establishment of Sustainability Working Group ("SWG") to coordinate and supervise the implementation of the Group's sustainability strategies and practices. The clear delineation of roles and responsibilities enables us to uphold the highest level of integrity and efficiency for its sustainability agenda and implementation.

Sustainability Report (Cont'd)

BOD**Board of Directors**

Accountable for reviewing, adopting and monitoring the implementation of our overall sustainability strategies, by taking into account the economic, environmental and social impacts ("sustainability matters") arising from business operations and strategic decisions.

ARMSC**Audit, Risk Management and Sustainability Committee**

Oversees the delegation of duties of the Board in relation to implementation of the overall strategic plan, with a focus on managing sustainability matters and ensuring that principal risks are identified with adequate mitigating action plans in place.

EXCO**Executive Committee ("EXCO")**

Reviews and approves sustainability best practices in relation to managing sustainability matters, risks identified and adequate mitigating action plans.

SWG**Sustainability Working Group**

Supported by HODs and HBUs, the SWG is responsible for formulating sustainability strategies, coordinating and supervising the implementation of the Group's sustainability objectives as well as to lead the Group's sustainability reporting process to ensure compliance with regulatory requirements.

**HOD/
HBU****Head of Departments ("HODs") and Heads of Business Units ("HBUs")**

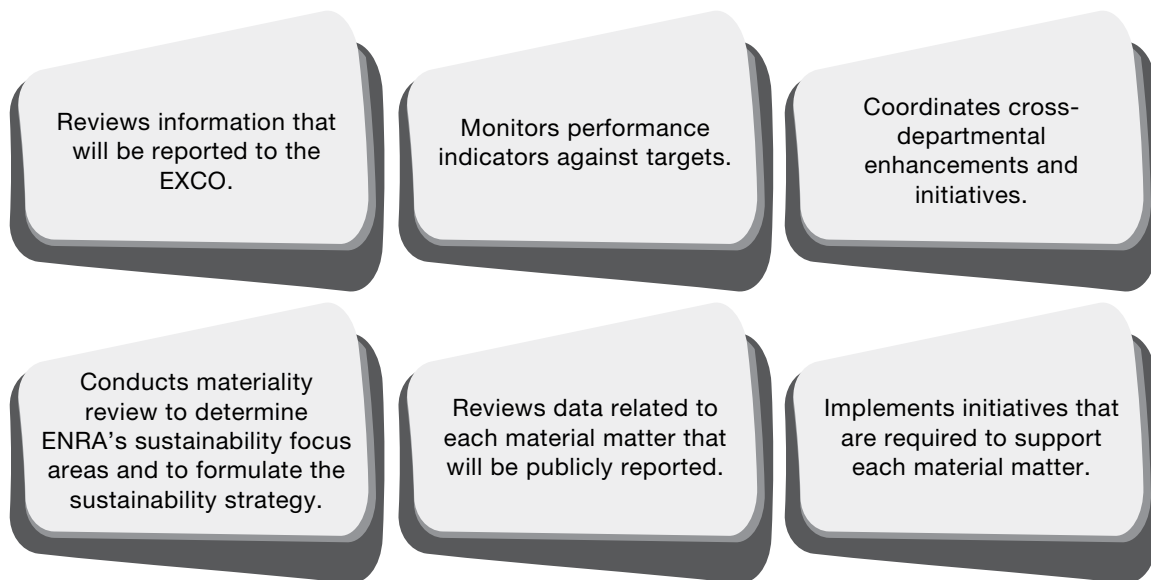
Oversees and implements the Group's sustainability best practices, strategies and objectives.

**PROCESS
OWNERS /
BUSINESS
UNITS****Process Owners in Departments/Business Units**

Collects sustainability-related data on sustainability matters and reports on such data to HODs and HBUs to assist the Group's sustainability reporting process to ensure compliance with regulatory requirements.

• SUSTAINABILITY WORKING GROUP

The SWG is headed by the Head of Compliance and Governance who is supported by the Chief Executive Officers (“CEOs”) of various subsidiaries and HOD from both the Group and subsidiary levels. The SWG oversees and implements the Group’s sustainability best practices, programmes, strategies and objectives to continuously improve the Group’s reputation as an environmentally and socially responsible corporation operating in under good governance structures and instruments. The process owners in the departments and subsidiaries are responsible for the execution of the Group’s sustainability best practices, programmes, strategies and objectives and collect sustainability-related data for the SWG to assist the Group’s sustainability reporting process to ensure compliance with regulatory requirements.



Roles of the SWG

• BOARD DIVERSITY

ENRA embraces the principles of diversity, inclusion and equality. This value has been formalised in a Diversity Policy approved by the Board in April 2018 which applies to the Board and the organisation at large. The Board recognises that the promotion of a diverse Board and workforce makes prudent business sense and allows for better corporate governance. The Group further enhances its governance by putting in to place the Directors’ Fit & Proper Policy which sets out the criteria for the appointment and re-appointment of the Directors. Both Diversity and Fit & Proper Policies are available on ENRA’s website at www.enra.my.

As at 31 March 2025, there is one woman director on the Board of the Company, constituting 14% of the Board’s composition. Appointment of Directors to the Board and employment within the Group is based on merit against objective criteria without discriminating on grounds of gender, race, age, religion, ethnicity or cultural background. ENRA’s Board composition is shown below:

Board Ethnicity	FYE 2023	FYE 2024	FYE 2025
Bumiputera	57%	57%	57%
Non-Bumiputera	43%	43%	43%

Board Gender	FYE 2023	FYE 2024	FYE 2025
Male	86%	86%	86%
Female	14%	14%	14%

Sustainability Report (Cont'd)

Board Age	FYE 2023	FYE 2024	FYE 2025
50 to 59 years old	29%	29%	29%
60 to 69 years old	29%	29%	29%
70 years old and above	42%	42%	42%

Board Disability	FYE 2023	FYE 2024	FYE 2025
Non-Disabled	100%	100%	100%
Disabled	0%	0%	0%

The Board's strength emanates from the diverse composition of its members, who possess a broad spectrum of expertise, extensive specialised experience in various facets of ENRA's businesses, and diverse backgrounds. Directors collectively bring not only industry knowledge but also a wealth of experience and expertise spanning finance, engineering, strategic planning, economics, and project management. Notably, there is no single Director or group of Directors that dominates the decision-making process of the Board. The Non-Executive Directors play a significant role in areas such as policy formulation, strategic planning, performance oversight, resource allocation, as well as enhancing governance and controls. Independent Non-Executive Directors contribute by offering objective and impartial judgment in the Board's decision-making process, providing checks and balances.

• ANTI-CORRUPTION

ENRA upholds a stringent zero-tolerance stance against corruption within the organisation, its business divisions, and across the supply chain. This commitment aligns seamlessly with Bursa Malaysia's Main Market Listing Requirements, which mandate that publicly listed companies refrain from any actions that contravene Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018.

Anti-corruption measures hold significant importance for the Group, as any confirmed incident of bribery or corruption could have detrimental consequences for the Group's reputation and may even lead to criminal prosecution. Weaknesses in the Group's anti-corruption governance could hinder efforts to prevent or monitor existing corruption cases, potentially giving rise to further instances of corruption.

The Board sets the standard for the Group's unwavering zero-tolerance stance against all forms of bribery, corruption, and unethical behaviour within the organisation. Collaborating closely with the ARMSC and the Group Compliance and Governance Department ("GCGD"), the Board provides oversight, guidance, and leadership at the highest level of decision-making in the development and implementation of anti-bribery and anti-corruption policies and practices. Prior to FYE 2022, the Legal Department served as the primary organisational driver for anti-corruption initiatives within the Group. However, this role has now been assumed by the GCGD.

In FYE 2021, the Board approved the ENRA Anti-Corruption Policy, which was subsequently rolled out across the Group, taking effect from 1 June 2020. This measure was undertaken to reinforce the Group's commitment to combating corruption within its own operations and throughout the supply chain. The Anti-Corruption Policy explicitly stipulates that organisations are liable if found involved in corruption, bribery, or related misconduct. This liability extends to individuals and entities within the Group, encompassing directors, managers, employees, workers, and third-party partners. Individuals or groups discovered to have breached the Anti-Corruption Policy or engaged in any of the stipulated acts of bribery and corruption will be subjected to stringent disciplinary actions. These actions may involve suspension from employment or permanent termination of employment. Legal proceedings may also be pursued, if deemed appropriate.

Anti-corruption data is verified by the GCGD. There were zero confirmed incidences/cases of corruption or Anti-Corruption Policy violations at ENRA in FYE 2025.

The Anti-Corruption Policy may undergo revisions as necessary to align with any legislative changes or updates in ENRA's governance. The full Anti-Corruption Policy can be read on the Group's website at www.enra.my.

Sustainability Report (Cont'd)

• GAP ANALYSIS ON ANTI-CORRUPTION RISK AND CONTROL

In FYE 2020, the GCGD conducted a gap analysis exercise on anti-corruption controls to identify areas requiring improvement. Closing these gaps involved several initiatives, including the formulation and dissemination of the Anti-Corruption Policy in FYE 2021 across the entire Group and its personnel. Procedures for addressing anti-corruption risks have subsequently undergone enhancements throughout the Group. The GCGD conducts assessments of potential corruption risks through the Quarterly Enterprise Risk Management Process and the semi-annual Code of Business Conduct Questionnaire declaration. The Group intends to conduct regular gap assessments in the future, led by the GCGD, to ensure a thorough evaluation of potential integrity vulnerabilities and corruption risks within ENRA. This proactive approach extends to the Group's value chain as well.

• GIFTS, ENTERTAINMENT & HOSPITALITY

The Group has taken additional steps to strengthen its anti-corruption measures by implementing the Gifts and Hospitality Reporting Guidelines on 30 April 2021. These guidelines provide clear and transparent direction to all employees on acceptable conduct regarding the giving and receiving of gifts and hospitality. They are to be read in conjunction with the Group's Anti-Corruption Policy and Procedure and apply to every Director, employee, and person associated with the Group.

Persons associated with the Group are prohibited from soliciting, receiving, offering, promising or providing gifts, hospitality or entertainment, directly or indirectly, as this may give rise to a conflict of interest position. However, limited exceptions can be made in specific circumstances. Full details of ENRA's policy on the provision and / or receipt of gifts / entertainment and hospitality and any related procedures can be found in the Group's Anti-Corruption Policy and Gifts and Hospitality which are available on the Group's website at www.enra.my.

• ANTI-CORRUPTION COMMUNICATION AND TRAINING

The Group implements periodic communication and training programs on anti-corruption to reinforce awareness and compliance among ENRA employees. These initiatives include refresher courses on the Group's Anti-Corruption and Whistleblowing Policies, ensuring consistent understanding across all levels of the organisation. Additionally, the Board and Senior Management participate in similar training sessions, reflecting the Group's commitment to promoting ethical leadership and maintaining integrity throughout the workforce. Anti-corruption awareness and the dissemination of related policies and procedures are effectively communicated across the Group's divisions through various internal channels. These include the Group's website, email communications, group chat platforms, verbal reminders from peers, and guidance from respective Heads of Department.

In FY2025, 1 training sessions on Anti-Corruption was carried out a with a total of 27 participants attending. Details of the training are shown below:

Date	Number of participants	Description
7 August 2024	27	Refresher training on governance, code of business conduct and anti-corruption

% that have received anti-corruption training at ENRA	FYE 2023	FYE 2024	FYE 2025
Management	100%	100%	100%
Employees	100%	100%	100%

Sustainability Report (Cont'd)

• CODE OF BUSINESS CONDUCT

ENRA has established several crucial policies to foster exemplary business conduct, ethical behaviours, and a robust organisational culture within the Group. These policies encompass the Code of Business Conduct, Vendor Code of Conduct, and Directors Code of Ethics. Collectively, these policies delineate the standards for acceptable and unacceptable workplace behaviour, explicitly addressing unethical actions. It is essential to emphasize that these policies are obligatory for all individuals associated with ENRA across the Group, encompassing directors, management, vendors, suppliers, and relevant business partners. These policies comprehensively cover a wide array of relevant topics to the Group, including:

- I. Compliance with applicable laws and regulations (including those related to anti-money laundering, personal data protection and anti-corruption);
- II. Handling of the Group's proprietary information and price-sensitive information;
- III. Preparation and maintenance of business records and controls;
- IV. Conflicts of interest;
- V. Workplace environment; and
- VI. Harassment and bullying.

On a semi-annual basis, both employees and the EXCO confirm their compliance through the Code of Business Conduct Questionnaire, disclosing any irregularities or breaches of the Code of Business Conduct. The feedback obtained from the Code of Business Conduct Questionnaire is reviewed by the EXCO and subsequently deliberated upon by the ARMSC. It is noteworthy that there have been no reported irregularities or breaches during this financial year.

For vendors, acknowledging and adhering to the Vendor Code of Conduct is a fundamental requirement. This acknowledgement is a prerequisite embedded in all supply contracts within the Group. By accepting a purchase order, receiving a letter of award, entering into a contract or agreement, or fulfilling any obligations as mutually agreed with the Group, vendors are both legally bound and deemed to have committed themselves to strict compliance with the Vendor Code of Conduct.

• WHISTLEBLOWING MECHANISM

ENRA's Whistleblowing Policy, established in FYE 2019, serves as the guiding document for the Group's whistleblowing protocols, best practices, and guidelines. It is adapted to align with the Whistleblower Protection Act 2010, Companies Act 2016, and Capital Market and Services Act 2007. This policy outlines the reporting channels and provides guidance for disclosing any Improper Conduct, applicable to both employees of the Group and, where relevant, members of the public.

Employees, regardless of their employment status (whether full-time, part-time, or temporary) or members of the public, are strongly encouraged to report any instance of Improper Conduct within the Company or Group that they have become aware of or genuinely suspect based on their reasonable belief that any person has engaged, is currently engaging in, or is preparing to engage in such conduct. The Improper Conduct encompasses a wide range of actions, including but not limited to fraud, misconduct, breaches of policy or law, insider trading, abuse of power, bribery and corruption, non-compliance, as well as any other unethical workplace behaviours. This also covers suspected violations of the Code of Business Conduct across ENRA's divisions.

Reports of Improper Conduct may be submitted either verbally or in written form, using channels such as a letter or electronic mail. These reports should, at a minimum, provide detailed information about the allegation, including the names of potentially involved individuals or witnesses, the dates and locations of the incidents in question, and any other relevant details. It is worth noting that whistleblowers can report instances of Improper Conduct even if they are unable to identify a specific individual related to the disclosure. Whistleblowers have the option to remain anonymous. However, it is encouraged that whistleblowers disclose their identity when making a report under this policy, especially if further investigation is necessary.

For reports submitted via letter, they can be delivered either by hand or by post to the following address:

ENRA Group Berhad
D3-U6-15, Block D3, Solaris Dutamas
No.1, Jalan Dutamas 1
50480 Kuala Lumpur, Malaysia

Reports made through electronic mail can be sent to whistleblower@enra.my. The Group reserves the right to amend the Whistleblowing Policy periodically or when required. Full details of ENRA's Whistleblowing Policy and related procedures can be accessed on ENRA's website at www.enra.my. No whistleblowing case was reported in FYE 2025.

• COMPREHENSIVE CORPORATE GOVERNANCE POLICIES

The Group has a comprehensive set of corporate governance policies in place that provide guidance for achieving a high standard of EESG compliance across its business divisions. Most of ENRA's policies are primarily intended for Group-wide implementation as seen in the below table, which can be accessed at the following link: <https://www.enra.com.my/investor-relations/> under Corporate Governance section of ENRA's website.

Board Charter	Audit, Risk Management and Sustainability Committee	Board Nomination and Remuneration Committee	Employee Share Scheme Committee
Constitution	Anti-Corruption Policy	Whistleblowing Policy	Vendor Code of Conduct
Directors' Code of Ethics	Code of Business Conduct	Gifts and Hospitality Reporting Guidelines	Sustainability (ESG) Policy
Diversity Policy	Directors' Fit & Proper Policy	Remuneration Policy for Directors & Senior Management	Investor Relation/ Stakeholder Communications Policy
Corporate Governance Report	Corporate Governance Overview Statement	Statement On Risk Management and Internal Control	Conflict of Interest Policy For Directors and Key Senior Management

Sustainability Report (Cont'd)

• FINANCIAL AND PROJECT GOVERNANCE

ENRA's Group Finance Department ("GFD") upholds a clear vision and mission. It operates under an efficiently designed organisational structure led by a dedicated management team with relevant business and technical expertise. The department adheres to established finance policies, standards, and procedures, which are regularly updated to enhance operational efficiency. Furthermore, ENRA has implemented the Limit of Authority Policy, which centralises transactional approvals at the Executive Director and Chief Financial Officer levels. Rigorous scrutiny and assurance of financial control and reporting occur through internal and external audits.

Meetings with the EXCO serve as the primary monitoring process for all Group departments and subsidiaries. The Group holds Bi-weekly Group Management Committee ("GMC") Meetings, providing comprehensive information to Management for effective monitoring. Additionally, Monthly Performance Review ("MPR") meetings assess performance against strategic plans, encompassing key financial, operational, oil & gas, and property venture indicators.

ENRA enforces detailed budgeting processes, necessitating periodic budget reviews by all business units. These budgets undergo discussion and approval by the President & CEO and subsequently the Board. The Group Chief Financial Officer delivers quarterly financial information to the Board, ensuring the exposure of significant variances.

RISK MANAGEMENT

ENRA has sound risk management framework and systems of internal control to safeguard shareholders' investment and the Group's assets, including EESG risks. The Board ensures the adequacy, effectiveness and integrity of the internal control systems through regular reviews, accompanied by ongoing risk management process. Risk management deliberations, including EESG risks, involving the Board are done every quarter of the year.

Readers can view how ENRA implements the its risk management framework and systems of internal control in the Statement of Risk Management and Internal Control ("SORMIC") of ENRA's AR2025, from pages 87 to 92.

LEGAL COMPLIANCE

ENRA remains committed to strict compliance with its established policies, protocols, industry standards, and applicable laws. This commitment to regulatory compliance is upheld through a combination of internal audits and external audits conducted within specific business divisions.

Hence, in FYE 2025, the Group remained free from any regulatory censures or fines resulting from non-compliance with environmental, social, or economic laws, regulations, or standards. Additionally, there were no regulatory actions taken against the Group in the areas of corporate integrity, anti-corruption, or corporate governance.

• COMPLIANCE PROGRAMMEES

In FYE 2025, the Internal Audit team completed a holistic Corporate Governance Review of EGB with reference to the Malaysian Code of Corporate Governance 2021, ESG updates and reporting in line with the Main Market listing requirements as a guideline. In addition, four routine audits were conducted covering the MRO Services division, Property Development division and Information Technology ("IT") function, along with assessments on the code of business conduct in accordance with the ARMSC's approved annual review schedule. The area of coverage is aligned with the Group's Risk Management assessment covering Finance, Human Resource, Operations, Procurement, Inventory, General IT, Sales, Marketing, Fraud Assessment and Project Management.

The Group also proactively enhances employees' knowledge and awareness through a series of training sessions, regular dissemination of digital alerts from GCGD, internal memos from GHCA, as well as Group Commercial's training and Procurement's compliance checks. These initiatives are carried out in addition to GCGD's annual programmes.

Sustainability Report (Cont'd)

Compliance reviews are conducted across all key departments and subsidiaries on a regular basis to assess the practices and performance of their respective functions, ensuring alignment with existing Group policies and procedures. These reviews also help identify areas for improvement. The compliance activities that have taken place include:

I. QHSE Compliance Activities

Building upon previous years, the central focus of the QHSE function in FYE 2025 was the MT Hexagon Alpha, an oil/chemical tanker currently operating under the Malaysian flag and owned by Hexagon Marine Logistics Labuan Ltd. ("HMLLL"). Unlike its prior role as an Offshore Storage Services Facility, the MT Hexagon Alpha was converted back into an oil/chemical tanker for use in the logistics business as a trading tanker.

In line with this new operational direction, HMLLL appointed Norstar Ship Management ("NSM") as the Technical Manager responsible for the vessel's Operation and Maintenance ("O&M"). NSM, being a reputable and experienced ship management company, is tasked with overseeing the entire operation while implementing its standardised systems in compliance with maritime regulations and requirements, including the QHSE framework, Safety Management System ("SMS"), and other relevant standards.

II. IT Infrastructure Governance and Control ("ITGC") Audit

During the financial year, as part of annual audit practices, the Group engaged BDO to conduct an IT General Controls ("ITGC") audit focused specifically on ENRA's accounting and financial systems. The objective of this recurring audit is to proactively identify potential business risks and assess the effectiveness of existing system controls. The audit report, which was presented to the ARMSC and subsequently endorsed by the Board, provided recommendations to align the Group's IT infrastructure with industry best practices. While some recommendations have been implemented, others are currently under review by the Group Information Technology ("GIT") team as part of continuous improvement efforts stemming from these yearly audits.

III. Regulatory Certification for Property Development Products

The Group's property development subsidiary, Q Homes Sdn. Bhd. ("Q Homes"), incorporates industrial building systems ("IBS") into its development project in Dengkil, Selangor. The utilisation of these systems entails strict adherence to specific building codes, safety regulations, and environmental standards. Ensuring that the IBS products align with these regulations and standards is paramount to guaranteeing the safety of workers, the public, and environmental preservation. For instance, the illustration below presents two distinct certificates issued by Bomba. These certificates confirm the fire ratings of the products employed in the Dengkil property development project of the Group.



Sustainability Report (Cont'd)

INFORMATION SECURITY AND PERSONAL DATA PROTECTION

- DATA PRIVACY AND SECURITY**

ENRA collects a significant amount of stakeholder data for business purposes, and thus it remains crucial to secure this data and ensure its confidentiality. The Group continues to ensure the confidentiality of its stakeholders' personal information, in line with the Personal Data Protection Act (PDPA 2010). The Group has sustained its efforts to safeguard company assets by maintaining a proactive stance against cybersecurity threats, implementing fail-safe mechanisms, monitoring tools and fast responses. Additionally, ENRA has heightened awareness among its employees by fostering a culture of knowledge sharing regarding cybersecurity and data privacy best practices in their day-to-day tasks.

ENRA distributes Privacy and Personal Data Protection Consent Forms to relevant individuals and organisations for acknowledgement of its data privacy management. In FYE 2025, ENRA did not receive any substantiated complaints regarding breaches of stakeholder privacy or instances of data loss. Likewise, there were no reported data breaches or noncompliance with privacy frameworks throughout FYE 2025. The Group remains committed to upholding its strong track record in safeguarding the privacy of stakeholders, with a special focus on its valued customers.

CULTIVATING SUSTAINABLE BUSINESS GROWTH**ECONOMIC PERFORMANCE**

ENRA acknowledges the essential role of economic performance in achieving sustainable growth, serving as a key driver behind the Group's dedication to the EESG agenda. Revenue and earnings generated act as crucial resources, enabling the Group to create economic value for a wide range of stakeholders. This includes the creation of job opportunities, fostering entrepreneurship, increased contributions to government tax revenues, support for the local supply chain, and the fulfillment of financial commitments to stakeholders.

While the Group understands the significance of positive economic performance in sustaining earnings and enhancing share value, the group faces challenges in the past two financial years due to economic downturn both locally and overseas. While we remain steadfast, there were also operational challenges that temporarily affected our financial performance for the year. The Group remains committed to balancing economic growth and profit generation with a mindful consideration of the impact on the environment and people.

DIRECT ECONOMIC VALUE CREATED

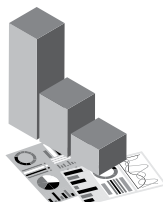
Revenue (RM'000)

30,379FYE 2024: 31,057
FYE 2023: 30,479

PATAMI (RM'000)

(43,194)FYE 2024: (14,877)
FYE 2023: (25,458)

Total Asset (RM'000)

138,576FYE 2024: 151,928
FYE 2023: 153,121

Net Asset Per Share (RM)

0.30FYE 2024: 0.56
FYE 2023: 0.65

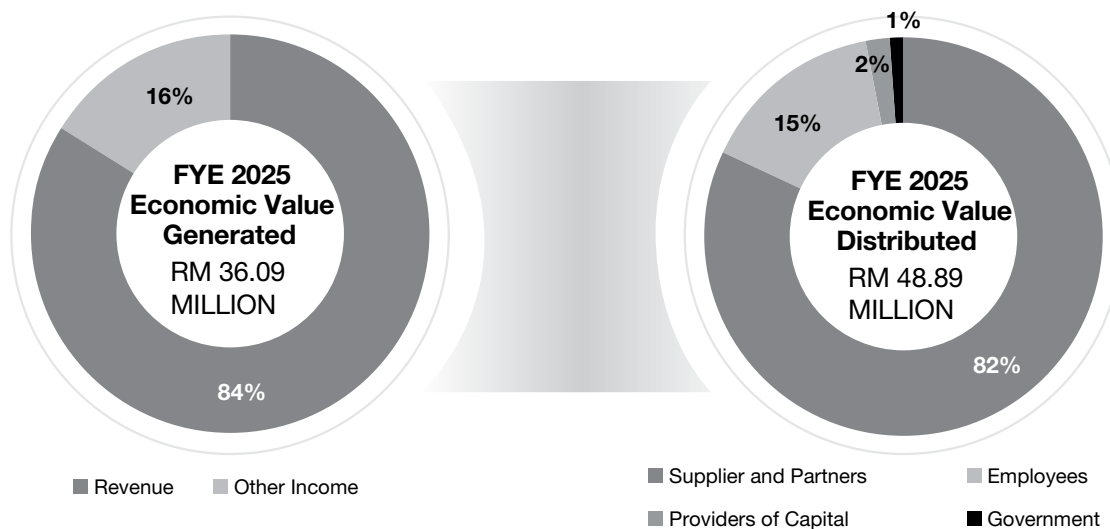
Shareholder Equity (RM'000)

47,998FYE 2024: 75,502
FYE 2023: 87,286

Earnings Per Share (sen)

(27.27)FYE 2024: (11.02)
FYE 2023: (18.87)

Sustainability Report (Cont'd)



Economic Value Generated and Distributed

	FYE 2023 RM'000	FYE 2024 RM'000	FYE 2025 RM'000
Income:			
- Revenue	30,479	31,057	30,379
- Other income	1,554	1,598	5,712
Economic Value Generated	32,033	32,655	36,091
Supplier and Partners:			
- Operating expenses	42,819	30,234	40,158
Employees:			
- Salary and other benefits	7,259	7,376	7,209
Providers of Capital:			
- Finance cost	1,479	3,533	5,380
- Non-controlling interest	(14,061)	(1,571)	(4,097)
Government:			
- Taxation	61	293	243
Economic Value Distributed	37,557	39,865	48,893
Retain for Future Reinvestment and Growth:			
- Depreciation and amortisation	6,071	6,122	9,834
- Inventories write down	13,481	1,026	1,813
- Impairment loss on goodwill	400	-	-
- Impairment loss on PPE	-	519	18,686
- Bad debt written off	-	-	59
- PATAMI	(25,476)	(14,877)	(43,194)
Economic Value Retained	(5,524)	(7,210)	(12,802)

Sustainability Report (Cont'd)

Further information on ENRA's economic performance can be found in:

- Group Five Years Financial Highlights on pages 5 to 6.
- Management Discussion and Analysis on pages 13 to 17.
- Financial Statements on pages 96 to 201.

PRODUCT QUALITY AND RESPONSIBILITY

ENRA acknowledges that maintaining the quality and responsibility of its products and services is essential to its sustainability commitment and fulfilling the requirements of its customers. The approach to managing product quality and responsibility is based on a comprehensive method aimed at ensuring strong, consistent assurance throughout the business cycle, from raw materials sourcing to post-sales customer services.

• **MAINTAINING STRONG QUALITY MANAGEMENT IN ENERGY LOGISTICS**

Hexagon Marine Logistics Labuan Ltd. ("HMLLL") has appointed Norstar Ship Management to manage the operations of Hexagon Alpha. This appointment ensures that the vessel is operated and maintained in accordance with industry best practices and international regulations. Hexagon Alpha adheres to International Maritime Law and is classified by the American Bureau of Shipping (ABS), ensuring compliance with all relevant specifications and requirements. The vessel has consistently maintained valid Class Certification through regular inspections and surveys over the past four years. The management team plays a crucial role in ensuring that services provided to clients meet all contractual obligations, which is fundamental to upholding quality standards. Furthermore, the vessel's fitness for its intended operational purpose is verified and approved by its Class certification, reinforcing our commitment to quality assurance.

• **ENHANCING PRODUCT QUALITY MANAGEMENT IN PROPERTY DEVELOPMENT**

ENRA's property development subsidiary, Q Homes, upholds quality as its foremost priority, ensuring that construction projects adhere to specified standards and regulations to mitigate potential risks and liabilities. Here are the key components and steps involved:

I. Risk Assessment

Identify potential risks associated with the construction project, which could include structural risks, environmental risks, regulatory risks, and others.

II. Regulatory Compliance

Ensure that the construction project complies with all relevant building codes, zoning regulations, and safety standards. Non-compliance can lead to fines, delays, or even project shutdowns.

III. Quality Control Processes

Acotec IBS Panel implement quality control processes to monitor construction activities and ensure that workmanship meets specified standards. This may involve regular inspections, testing of materials, and adherence to approved construction methods. This product has endorsed by SIRIM MS ISO 9001: 2008.

IV. QLASSIC (Quality Assessment System for Building Construction Works)

Q Homes planning to have a QLASSIC assessment by 2026. QLASSIC is a certification scheme developed by the Construction Industry Development Board ("CIDB") and assessment is carried out based on the Construction Industry Standard (CIS 7) to measure the quality level achieved in a completed project. Marks are awarded if the workmanship complies with the standard. These marks are then summed up to calculate the QLASSIC Score (%) for the building construction project.

V. Documentation and Record-Keeping

Maintain thorough documentation of all construction activities, including permits, inspections, contracts, and communication with stakeholders. This documentation can be invaluable in the event of disputes or claims.

VI. Insurance Coverage

Obtain appropriate insurance coverage to protect against various risks associated with construction projects. This may include general liability insurance, builder's risk insurance, professional liability insurance (for architects and engineers), and surety bonds.

VII. Contractual Protections

Include provisions in contracts with contractors, subcontractors, and suppliers to allocate risks appropriately and ensure that all parties understand their responsibilities and liabilities.

VIII. Quality Assurance Programmes

Implement quality assurance programmes to continuously improve construction processes and prevent defects or errors. This may involve training personnel, implementing best practices, and utilising quality management systems.

IX. Post-Construction Inspections

Conduct inspections after construction is completed to identify any defects or deficiencies that need to be addressed before the project is handed over to the client. Addressing these issues promptly can help avoid costly disputes or claims down the line.

X. Customer Satisfaction

Ultimately, building quality insurance should aim to deliver a finished product that meets or exceeds the expectations of the client in terms of quality, safety, and functionality.

• STRENGTHENING PRODUCT QUALITY MANAGEMENT FOR MRO SERVICES

As a growing player in the MRO industry, ENRA Energy Solutions Sdn. Bhd. ("EESSB") continues to embed quality, safety, and sustainability into all aspects of its operations. In FYE 2025, the company further institutionalised a culture of excellence, supported by robust procedures, dedicated leadership, and strategic execution. Recognising the importance of quality assurance for long-term success and operational longevity, the following outlines how EESSB addresses each of the highlighted areas:

I. Standard Operating Procedures and Quality Framework

EESSB has established comprehensive Standard Operating Policies and Procedures ("SOPPs") to guide our service delivery. These SOPPs ensure consistency, accountability, and alignment with international MRO best practices.

II. Progress Towards Certifications

EESSB is actively pursuing ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 45001 (Occupational Health and Safety) certifications. These efforts reflect a commitment to upholding internationally recognised standards across the organisation.

III. Regulatory Compliance and Audits

EESSB continues to strengthen compliance with statutory, regulatory, and client-specific standards. Operations undergo scheduled internal and external inspections to verify service quality and conformance.

Sustainability Report (Cont'd)

IV. Roles and Responsibilities in Quality Management

Role	Responsibility
CEO and Executive Team	Sets the tone for quality by establishing clear quality objectives aligned with the company's mission and strategic goals. Spearheads the adoption of quality management systems, like ISO certifications, to embed quality into the organisational culture.
Quality Assurance Managers	Develop and implement quality management systems. Work on the development, implementation, and continuous improvement of quality management systems, ensuring processes comply with international standards. Conduct regular reviews for enhancement.
Quality Assurance Managers	Training and Development: Organises training sessions for employees on quality standards, new regulations, and best practices, ensuring the team remains knowledgeable and up-to-date with industry standards.
Procurement Team	Supplier Selection and Evaluation: Responsible for selecting suppliers based on stringent quality criteria, including the provision of certified original spares. Conducts regular audits to ensure ongoing compliance with quality standards.
Technicians and Engineers	Hands-on Quality Control: Performs detailed inspections and tests on incoming materials and finished products to ensure they meet predefined quality standards. Directly involved in corrective and preventive maintenance for reliability and performance. Continuous Feedback Loop: Actively provides feedback regarding the quality of materials and processes, contributing to continuous improvement.
Customer Service Team	Customer Feedback Analysis: Collects and analyses customer feedback to identify areas for improvement. This information is crucial for understanding the perceived quality of products and services.
Human Resources	Quality-focused Recruitment: Ensures new hires possess the right mindset and skills to uphold the company's quality standards. Plays a crucial role in embedding a quality culture through the selection of candidates who demonstrate a commitment to excellence.

V. Material Integrity and Assurance

All spare parts used in EES projects are sourced from vetted suppliers and verified for authenticity. Incoming materials are inspected and performance-tested prior to use, maintaining component integrity and operational reliability.

VI. Onsite and Offsite Execution Quality

EESB performs a wide range of maintenance and overhaul services both onsite and offsite, with strict adherence to our SOPs and quality assurance protocols. Field operations are supported by centralised engineering capabilities, ensuring that all machining and reconditioning work is conducted under controlled conditions to maintain precision, safety, and turnaround efficiency. Our integrated approach allows seamless coordination between field and workshop activities to deliver consistent quality outcomes across all projects.

OPERATION MANAGEMENT & ASSET UTILISATION

The resilience demonstrated in ENRA's operations and the dedication of its personnel stand as critical elements as the Group tackles global challenges. The focused execution of the Group's strategies and efforts to strengthen its core business has clearly propelled ENRA to new heights. Apart from maintaining stable operational management, the Group has responded to the uncertain global landscape with a disciplined approach towards cost optimisation and a commitment to sustainable business growth. This include placing a strong emphasis on advancing its sustainability journey.

• **MONITORING FOR SUSTAINABLE BUSINESS**

Efficient project management is a top priority for the Group, encompassing project inception, planning, execution, completion, and post-completion analysis, including lessons learned and the implementation of measures for future projects.

The Group places a strong emphasis on the following principles:

- I. Cautious due diligence processes;
- II. Timely execution and adherence to allocated budgets;
- III. Implementation of contingency plans;
- IV. Adaptability to changes in market conditions that would require quick intervention or modification to the execution plan;
- V. Thorough progress monitoring, aligning with directives from the Board and Senior Management; and
- VI. Balancing progress with financial considerations.

To facilitate effective project management, the Group utilises the following platforms:

I. EXCO Activity

The EXCO maintains consistent communication among its members, and middle to senior management have direct access to engage with the EXCO for support and decision-making. Various communication tools, such as Microsoft Teams, direct messaging, and conference calls, are routinely employed to ensure efficient interaction between the EXCO and Management.

II. Group Management Committee

This meeting is usually conducted on the Mondays of the first week of the month, focusing more on operational updates and business development strategies. Participants are the key management personnel of the Group including the EXCO. The participants will brainstorm practical solutions to support each other during this session.

III. Monthly Performance Review

The MPR meeting takes place once a month and is attended by the head of each subsidiary, who is accompanied by the subsidiary's head of finance, and officers to key projects being undertaken. There is flexibility on the frequency of the meeting as the EXCO members are very hands on with the group operations. During the meeting, each subsidiary presents their operational performance results to the EXCO which includes review of the financial performance, achievements during the period and discussions on areas for improvement. Comparisons between actual against budgeted and previous year numbers are made and reviewed for the quarter and year-to-date. Any significant variance is highlighted and any remedial plans to achieve or outperform the budget would be discussed. Based on deliberation, a new projection for the balance of the financial year is made if needed and a full year forecast is prepared for notation by the Board.

Sustainability Report (Cont'd)

- **ENSURING BUSINESS CONTINUITY**

- I. **Overview and outlook of the Malaysian Economy**

The Malaysian economy expanded by 4.4% in the first quarter of 2025 (4Q 2024: 4.9%), driven by the steady expansion in domestic demand. Household spending was sustained amid positive labour market conditions and income-related policy measures, including the upward revision of minimum wage and civil servant salary. The steady expansion in investment activities was supported by realisation of new and existing projects. Overall growth was also weighed down by a contraction in the mining sector amid lower oil and gas production. On a quarter-on-quarter, seasonally-adjusted basis, growth expanded by 0.7% (4Q 2024: -0.2%).

Ringgit remained broadly stable against currencies of major trade partners in the first quarter of 2025. In the first quarter of 2025, the ringgit remained broadly stable. The nominal effective exchange rate (NEER) against the currencies of Malaysia's major trade partners increased marginally by 0.01%. The ringgit also appreciated by 0.8% against the US dollar. This movement was primarily driven by the weakening of the US dollar as growing uncertainties over US trade policy resulted in increased expectations of more subdued US economic growth. External factors are expected to continue influencing the ringgit exchange rate. Notwithstanding, Malaysia's positive macroeconomic prospects supported by the ongoing implementation of structural reforms will provide medium-term support for the ringgit. BNM remains committed to ensuring the orderly functioning of the domestic foreign exchange market

The inflation outlook remains contingent on evolving global conditions and domestic policy measures. In 2025, headline inflation is projected to remain within a moderate range of 2.0 - 3.5%, driven by further moderating global costs and absence of excessive demand. Similar to the economic outlook, any changes to the forecast will be released once there is greater visibility on the external developments. Global commodity prices are expected to be lower, contributing to further downward pressure.

(Source: Economic and Financial Developments in Malaysia in the First Quarter of 2025, Bank Negara Malaysia)

- II. **Overview and outlook of the UK Economy**

The UK economy is forecast to grow by 1.2% in 2025, slightly improving from 1.1% in 2024, with a similar pace of 1.1% in 2026. This reflects a modest acceleration supported by policy and economic stabilisation. Both fiscal and monetary policies are expected to play a supportive role in 2025. The Bank of England is projected to gradually lower interest rates, aiming for 3.25% by end-2026, despite recent inflationary spikes.

While the direct impact of the new UK-US trade deal is expected to be limited, it may help reduce some trade-related uncertainty. The deal includes tariff reductions in sectors such as automotive, steel, and aluminium. The UK may avoid the direct effects of escalating US tariffs due to its existing bilateral deal, but could still face indirect impacts from global supply chain disruptions and general economic downturns. Declining interest rates and rising real wages are expected to support household incomes, potentially translating into stronger consumer spending, although part of the income gains may still go into savings.

(Source: Spring 2025, European Economic Outlook, KPMG UK)

- III. **Overview and of the Group Operational Division**

- a. **Energy Logistics**

The division's principal asset, the chemical tanker, Hexagon Alpha, successfully completed its mandatory dry docking and special survey in July 2024. Since then, the vessel has undertaken several chartering contracts, primarily operating across Asia and Europe. These initial activities offered valuable operational insights but also highlighted key challenges inherent to the time chartering market, including route volatility, idle periods and margin pressure.

In response, the Division initiated a strategic reassessment to evaluate the long term viability of Hexagon Alpha within the time chartering segment. A significant development followed in June 2025, when Hexagon Alpha secured a 12 months FSO contract. This Marks a shift towards a more stable and utilitarian deployment model, enabling predictable revenue while reducing exposure to the uncertainties of the spot charter market.

Sustainability Report (Cont'd)

The on-going instability in the middle east, driven by geopolitical tension, security incident in key shipping lanes and uncertainty around global oil supply has had mixed impact on the global chartering landscape. The latest development in that region however has limited impact to our new operation, as Hexagon Alpha is preparing herself for a fixed FSO contract. Nonetheless, the broader geopolitical environment underscores the importance of maintaining fleet flexibility, diversifying risk, and adopting a balanced asset deployment strategy. The Group continues to monitor global development closely and will adapt its marine logistic business strategy to ensure resilience and long term sustainability.

b. MRO Services

The MRO Division is another key pillar of the Group's operational capabilities, providing specialised services in the servicing and refurbishment of marine and industrial propulsion system, power generation units, and related mechanical equipment.

Building on its continued marketing efforts and strategic collaboration with regional shipyards, the Division has gained traction in the commercial maritime sector. Recently, it successfully completed servicing works on engines and generators for several commercial vessels, reinforcing its position as a reliable and technically competent service provider. A major milestone for the Division was the award of MRO works for a high-specification vessel, demonstrating the Division's capability to meet stringent quality and compliance standards.

The Division's growth prospects have been further enhanced by its recent partnership with one of the world's largest shipbuilding groups. This collaboration has broadened the scope of opportunity not only for the Division but also for the Group as a whole, opening doors to high value projects, as well as potential technology and knowledge transfers.

In the context of ongoing global geopolitical tensions, particularly those affecting critical supply chains and the sourcing of parts and components, the MRO business has demonstrated resilience. As the global maritime sectors increasingly prioritise asset lifecycle extension, regional self-sufficiency, and operational readiness, demand for localised MRO services remains strong.

The Group views the MRO Division as a sustainable and strategic contributor to long term growth. By continuously strengthening technical expertise, deepening partnerships, and reinforcing supply chain adaptability, the Division is well positioned to capitalise on growing demand while recognising risks and competition.

c. Property Development

The Property Development Division remains committed to delivering high-quality and affordability housing solutions while selectively pursuing higher -end projects to diversify the Group's property portfolio. A key highlight for the year is the Group's affordable housing project in Dengkil, Taman Vista Impian which progressing well. The project has achieved a 94% sales rate and 90% construction progress, with vacant possession targeted for October 2025. The successful uptake reflects market confidence in the Group's ability to offer quality homes at accessible prices.

Building on this momentum, the Division has commenced two additional developments:

- An affordable housing project in Teluk Panglima Garang, targeting first-time buyers and families.
- A high end residential development in Jenjarom , catering to the premium segment.

Both projects are progressing according to plan and are expected to contribute positively to the Group's Profit and loss for the financial year ending 31 March 2027.

Outside Malaysia, the Division continues to monitor its assets in Rugby, United Kingdom. The UK housing market faces growing affordability pressure amid elevated interest rates, slowing wage growth, and persistent inflation, all of which are impacting buyer sentiment and transaction volume. In light of these challenges, the Group is reassessing the viability of its property assets in Rugby, to determine the most prudent course of action moving forward.

Despite uncertain economic climate both globally and locally, the Division remains focused on disciplined execution, cost management, and market aligned product offering to ensure sustainable growth and long term value creation.

Sustainability Report (Cont'd)

INNOVATION AND TECHNOLOGY

Innovation is central to ENRA's strategy, driving improvements in product quality, capacity, customer service, and communication, thus strengthening its core business model. The company emphasises adaptability and competitiveness through a culture of innovation, allowing it to meet market demands and improve efficiency while delivering high-quality products and experiences sustainably. ENRA cultivates employee involvement in innovation through learning projects, idea contributions, and taskforces, with leadership actively promoting digital transformation. By leveraging insights from across the Group, ENRA strategically implements innovation to enhance resilience in the current operating environment, as demonstrated by its embrace of digitalisation. The subsequent sections of this Report will delve deeper into these initiatives.

- IT INFRASTRUCTURE**

The GIT team significantly impacts ENRA's overall environmental footprint through the following strategies and ideas to improve energy efficiency, contributing to a strong EESG performance and demonstrating sustainability leadership. This not only benefits the environment, but also translates to cost savings on energy bills, making it a win-win for businesses.

- I. Energy Efficiency**

Implement strategies to reduce energy consumption in ENRA's through server consolidation, virtualisation, and energy-efficient hardware.

- II. Server Consolidation**

Consolidate underutilised physical servers into fewer, but more powerful machines. This reduces overall energy draw and simplifies management.

- III. Virtualisation**

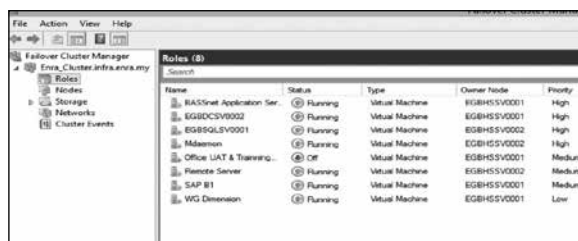
Migrating multiple servers and the conventional PRI PABX phone system to a cloud-based solution to optimise efficiency, power utilisation, and energy management, while providing users with a mobile desk phone system for enhanced accessibility.

- IV. Energy-Efficient Hardware**

Invest in energy-efficient hardware certified by Programmes like Energy Star. taking into account features like power-saving modes and efficient cooling systems.

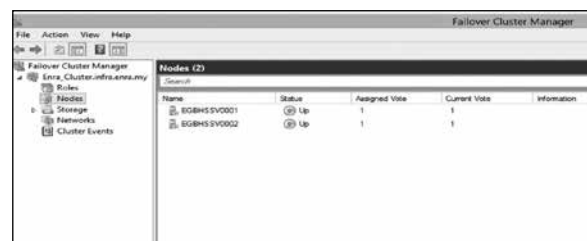
- V. Cloud Services Utilisation**

Leveraging the Microsoft 365 cloud platform, which offers significant energy efficiency benefits through economies of scale and substantial investments in data center optimisation.



Name	Status	Type	Owner Node	Priority
RA/Net Application Ser.	Running	Virtual Machine	EGBHSSV0001	High
EGSDCSV0002	Running	Virtual Machine	EGBHSSV0001	High
EGSGQLSV0001	Running	Virtual Machine	EGBHSSV0002	High
Mailman	Running	Virtual Machine	EGBHSSV0002	High
Office LAM & Training	Off	Virtual Machine	EGBHSSV0001	Medium
Printer Server	Running	Virtual Machine	EGBHSSV0002	Medium
SAP B1	Running	Virtual Machine	EGBHSSV0001	Medium
WEG Dimension	Running	Virtual Machine	EGBHSSV0001	Low

VIRTUAL SERVER



Name	Status	Assigned Vote	Current Vote	Information
EGBHSSV0001	Up	1	1	
EGBHSSV0002	Up	1	1	

FAIL-OVER SERVER HARDWARE

Sustainability Report (Cont'd)

• CYBERSECURITY

Data security and protection remain top priorities for ENRA. The Group recognises the critical importance of securing its data against breaches, intrusions, and cyber threats. In FYE 2025, ENRA maintained a proactive approach by enhancing cybersecurity measures through fail-safe systems, real-time monitoring tools, and rapid response protocols. Additionally, the Group reinforced employee awareness by promoting best practices in cybersecurity and data privacy through continuous knowledge sharing and training initiatives. To support these efforts, the Group IT team has developed the following standard best practices:

I. Robust Cybersecurity Measures

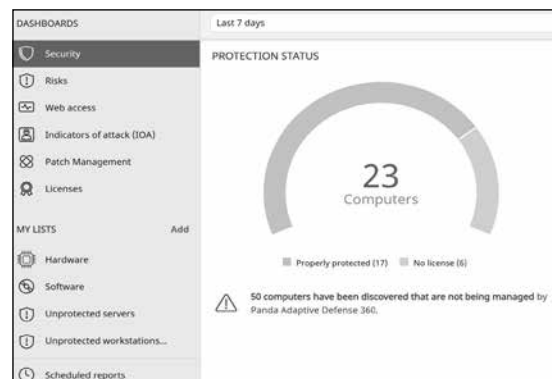
Implement firewalls, intrusion detection systems, and data encryption to safeguard sensitive information from unauthorised access, breaches, and cyberattacks.

II. Regular Security Audits and Updates

Conduct regular security assessments and vulnerability scans to identify and address potential weaknesses in IT systems. Ensure software and firmware are kept up-to-date with the latest security patches.

☐ DISPLAY NAME	USER NAME	MULTI-FACTOR AUTH STATUS
☐ AGAAL MAGHATH A/L SUBRU	agaal@enra.my	Enabled
☐ AHMAD ZAKI BIN AHMAD ZAI	ahmadz@enra.my	Enabled
☐ AIN NAZIHA BINTI ZAMRI	ainn@enra.my	Enabled
☐ AMIR RUQAIMI BIN NGAH	amir@enra.my	Enabled
☐ CHIN SOO CHING	chinsoo@enra.my	Enabled
☐ DANIEL LAU LEE HOONG	daniel@enra.my	Enabled
☐ enra.bod	enra.bod@enra.my	Enabled
☐ FAIZUL BIN ZAINOL	faizul@enra.my	Enabled
☐ FOO LAI MING	foolai@enra.my	Enabled

MULTI-FACTOR AUTHENTICATION (ENABLED)



SECURITY DASHBOARD

Order	Action	Policy Name	Policy Type
18	☒	SMTP-proxy-Incoming	Any-External
19	☒	SMTP-proxy-Outgoing	SMTP-proxy
20	☒	SMTP incoming Quarantine	Any-External, Maxis User, me
21	☒	SMTP Quarantine Outgoing	SMTP Quarantine
22	☒	Mdaemon Incoming	Mdaemon
23	☒	Mdaemon Outgoing	Any-External, Enra Internal, M
24	☒	Microsoft Teams	Any
25	☒	FTP Port	Enra D2 Internal
26	☒	Allow microsoft teams	Any-External, Any-Trusted
27	☒	Block Wanscrypt virus	Any
28	☒	WatchGuard SSLVPN	Any-External, Any-Trusted, 4
29	☒	VP TIME USER	Any
30	☒	VP User	TIME VIP, 10.61.1.10, 10.61.1
31	☒	WatchGuard Authentication	maxis VIP
32	☒	SQL Server	Any-Trusted, Any-Optional, v
33	☒	Web	Maxis User, maxis VIP
34	☒	NAS NAT	Any-External
35	☒	WG-Mgmt-Server	Any-External
36	☒	HTTP-proxy D2 Users	Enra D2 Internal
37	☒	HTTP-proxy Maxis Users	Maxis User
38	☒	HTTPS-proxy D2 Users	Enra D2 Internal
39	☒	HTTPS-proxy Maxis Users	Maxis User

SECURITY CONTROL

Security patches:	Other patches (non-security-related):	Service pack:
☒ Critical (13) ☒ Important (30) ☒ Unspecified (37)	☒ Patches (69)	☒ Service pack (6)
View all available patches (155) View installation history View excluded patches (0)		
LAST PATCH INSTALLATION TASKS		
☒ Install 2 patches on EESN80004 (3/19/2024 11:10:17 AM) Finished		
☒ Install 3 patches on EESN80009 (3/19/2024 11:10:17 AM) In Progress		
☒ Install .NET Framework 4.8 (x64) patch on EESN80001 (2/3/2024 9:53:51 AM) Finished		
☒ Install 5 patches on EGBN80073 (10/24/2023 11:23:44 AM) Finished		
☒ Install Microsoft Visual Studio 2010 Tools for Office Runtime (x64) patch on EGBN80073 (10/17/2023 11:09:05 AM) Finished		

PATCH MANAGEMENT - UPDATE

III. Software Installation Control Measures

Users and employees are prohibited from installing software without the knowledge and approval of Group IT. Access to computers is restricted with an Administrator Password to prevent unauthorised installations.

Sustainability Report (Cont'd)

• INDUSTRIAL BUILDING SYSTEM

In FYE 2023, ENRA's property development subsidiary, Q Homes, initiated the use of Industrialised Building Systems ("IBS") for its latest development project in Dengkil, Selangor.

An IBS refers to a prefabricated construction approach used in the design and construction of buildings. These systems typically involve the use of pre-engineered building components, such as structural steel framing, roofing and wall panels, and other materials that are manufactured off-site and assembled on-site.

One of the main advantages of IBSs is that they can significantly reduce construction time and costs. Since many of the components are pre-manufactured, the construction process can be streamlined and standardised, which can lead to faster and more efficient construction.

In addition to cost and time savings, IBSs can also offer other benefits such as improved energy efficiency, greater durability, and improved safety. For example, some systems may incorporate insulation and other features that help to reduce energy consumption, while others may be designed to withstand severe weather conditions.



• DIGITAL MARKETING

ENRA's property development subsidiary, Q Homes, has been embracing digital platforms for their marketing and sales strategies. These adaptations included:

- I. Utilising digital marketing instruments such as e-brochures, infographics and videos;
- II. Establishing a virtual sales gallery; and
- III. Leveraging social media platforms like Facebook and Instagram.

Q Homes believe that digital marketing alongside its newly designed show units initiatives has been impactful. It has received a high volume of enquiries on its projects since the Company began its digital marketing back in 2022.

Achieving a delicate balance between capital expenditure, user experience, capability, and operational efficiency is an ongoing pursuit that needs to be managed carefully. Properly allocating capital expenditure to technology investments ensures the organisation remains technologically competitive while considering the financial impact. ENRA believes that it has achieved a reasonable balance, ensuring the that its infrastructure and systems function smoothly throughout the financial year.

Regarding the IT technology currently in place and with the recommendations from the audit, ENRA believes it has adopted reliable and cost-effective technologies that align with the goals set for this material topic. The Group also maintains confidence in the adequacy and stability of its cybersecurity measures and conducts regular reviews to identify areas for improvement. The technology used by ENRA's property development arm, Q Homes, is established and well-understood in terms of associated risks.

FOSTERING ENVIRONMENTAL STEWARDSHIP

ENRA is dedicated to conducting its operations responsibly, with a focus on minimising its environmental footprint. This commitment encompasses addressing climate change, managing energy consumption, reducing greenhouse gas emissions, protecting biodiversity, conserving water resources, implementing efficient waste management practices, and preventing pollution. To do this, ENRA adheres to environmental best practice standards and incorporates eco-friendly business practices.

The Group's operations are governed by its QHSE Policy, HSE Management System Manual ("HSEMS"), and various HSE supporting guidelines and procedures, detailed on page 73. These documents provide detailed guidance on all aspects of a QHSE management system and framework, with a strong emphasis on environmental conservation. The Group firmly believes that achieving good QHSE performance is integral to its overall success, and it recognises that HSE responsibilities are shared across ENRA.

In addition to managing its own operations, ENRA is acutely aware of its role in addressing indirect environmental consequences, including water and energy consumption, as well as customer waste, especially within its property development division. The Group remains committed to implementing water and energy conservation measures, along with other resource-efficient solutions.

CLIMATE CHANGE

Climate change is becoming one of the most pressing global sustainability issues today, which poses a significant threat due to the increasing level of carbon emissions. The resulting impact includes unpredictable weather patterns and a rise in extreme weather events, leading to a higher frequency of natural disasters like floods and landslides. This trend is noticeable not only globally but also locally in Malaysia.

Addressing this imminent threat requires collective efforts from individuals, organisations, and governments to mitigate its effects and work towards a more sustainable future. ENRA remains steadfast in its commitment to addressing climate change and its potential consequences, fully aware of how these impacts can affect both the Group's operations and its stakeholders. Consequently, the Group maintains a constant awareness of how its business activities, especially in terms of resource usage, emissions, and waste generation, can contribute directly or indirectly to climate change.

ENRA is firmly committed to participating in global initiatives aimed at mitigating climate change and minimising its adverse effects. This commitment entails not only the development of a comprehensive decarbonisation strategy but also the establishment of robust mechanisms for measuring and monitoring emissions.

In a broader sense, ENRA intends to address energy usage, particularly electricity and fuel, in order to improve emissions management and thereby directly decrease its climate change effect. While the impact may be minor given the Group's operations scale, this approach acts as a stepping stone, encouraging similar efforts across its value chain to achieve broader improvements in energy efficiency and emissions reduction.

To address the challenge of climate change, ENRA is presently formulating its Climate Change Roadmap with the objective of aligning with the implementation of the TCFD recommendations. This roadmap will provide a strategic guide for ENRA as it progresses towards fulfilling its sustainability commitments and pledges.

Sustainability Report (Cont'd)

- ENRA CLIMATE CHANGE ROADMAP



The Board oversees the Group's sustainability strategy, focusing on climate-related aspects such as decision making, risk and opportunity assessment, and high-level policy progress. A specific concern for the Board is the inclusion of climate change and its business implications as a material topic for ENRA, discussed and approved during their deliberations. The ARMSC, delegated by the Board, is responsible for reviewing and regularly updating the Group's sustainability strategy and plans.

Climate Change-Risks and Opportunities

RISKS	OPPORTUNITIES
ENERGY LOGISTICS DIVISION	
Increased frequency and intensity of hurricanes, typhoons, and storms could lead to damage or loss of vessel and SPM facilities. This could lead to increase in maintenance costs and potential safety hazards.	Development and adoption of advanced technologies to enhance the climate resilience of vessel design and operation, including: Improved structural integrity, advanced weather forecasting and route optimisation and innovations in ship navigation and maneuvering.
Changes in sea temperature can affect the efficiency of cooling systems and impact equipment performance.	Implement energy efficiency measures to optimise cooling system performance, considering variations in sea temperatures.
Stringent regulations aimed at reducing carbon emissions could increase operational costs.	Explore the implementation of carbon capture and storage ("CCS") technologies to capture and store carbon emissions.
PROPERTY DEVELOPMENT DIVISION	
The risk of flooding at property development sites poses potential challenges, including delays in project timelines, increased construction defects, and elevated liability exposures.	Increased opportunity to seek government support to introduce new measures or to invest in the operations.
Increased temperatures may necessitate changes to planning and design, resulting in higher development costs.	Development of sustainable construction methods and designs for long-term feasibility, all of which reduces overall impacts on the climate.
Increased damages and liabilities from ongoing developments that are potentially affected by climate change-related natural disasters.	Greater acceptance for use of environmentally friendly design, materials and features within property development.

Sustainability Report (Cont'd)

RISKS	OPPORTUNITIES
MRO SERVICES DIVISION	
Extreme weather events, such as storms, floods, or heatwaves, can cause significant disruptions to operations. Facilities may suffer damage, and the supply chain could be interrupted, impacting service delivery timelines and costs.	Growing demand for more environmentally friendly and energy-efficient solutions. This can be capitalised on this by offering services that help clients reduce their carbon footprint, such as retrofitting older equipment to improve efficiency or reduce emissions.
As governments worldwide impose stricter environmental regulations to combat climate change, MRO companies may face challenges in compliance, requiring investments in cleaner technologies or processes and navigating a complex landscape of carbon taxes or emissions trading schemes.	Drives innovation in materials, technologies, and processes. MRO companies can develop new services and products that address climate-related challenges, opening up new markets and customer segments.
Climate change can lead to scarcity of critical materials and resources, driving up costs. For instance, water stress could affect operations that rely on water-based processes, and changes in global temperatures could impact the availability of certain materials.	By adopting more sustainable practices, such as waste reduction, energy efficiency, and lean manufacturing, MRO companies can achieve operational efficiencies that reduce costs and improve competitiveness.

Flooding remains the primary climate-related risk affecting the Group's property development sites. To mitigate this risk, the Group has implemented targeted measures, including raising the levels of stagnant water areas, installing permanent culvert drainage systems to improve water flow and discharge, and conducting regular monitoring of box culverts to prevent blockages caused by debris, such as rotten wood. These measures are designed to minimise disruptions and enhance the resilience of the development sites against flood-related impacts.

By striving for a net-zero emissions target, the Group's efforts align with national and global objectives, including Malaysia's aspiration to achieve carbon neutrality by 2050 and the UN SDGs. As part of its journey toward becoming a net-zero carbon organisation by 2050, the Group has set an interim goal to reduce its GHG emissions intensity by 50 percent by 2030.

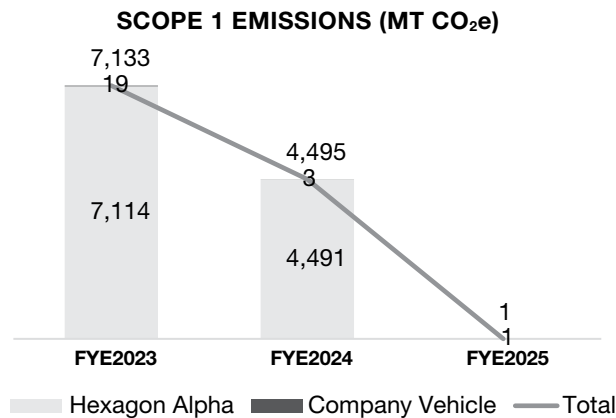
ENRA is still engaged in a range of initiatives aimed at ensuring effective adaptation to the scenario presented by climate change. The Group remains dedicated to its previous commitments while demonstrating a strong commitment to reducing the impacts of climate change and lowering emissions.

GHG EMISSIONS

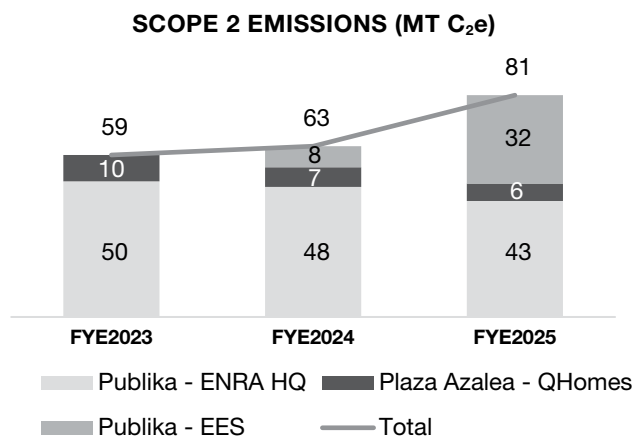
ENRA's carbon emissions primarily arise from the combustion of fuels such as diesel and petrol (Scope 1) and purchased electricity (Scope 2). This emission profile reflects the nature of energy-intensive industries in which the Group operates, including construction, real estate development, and MRO services.

This year, the Group's focus remains on accurately measuring its Scope 1 and 2 emissions while working towards expanding its Scope 3 reporting capabilities. ENRA is dedicated to collaborating with experts, manufacturers, and suppliers to identify viable, commercially available solutions to support its transition to a low-carbon future. The Group continues to uphold robust calculation methodologies to ensure the accuracy and integrity of all disclosed data.

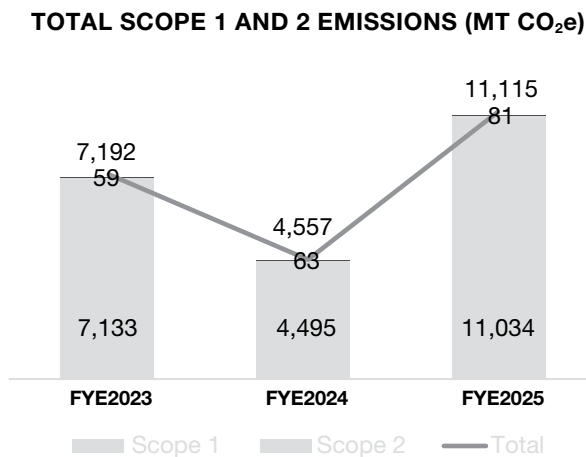
Sustainability Report (Cont'd)

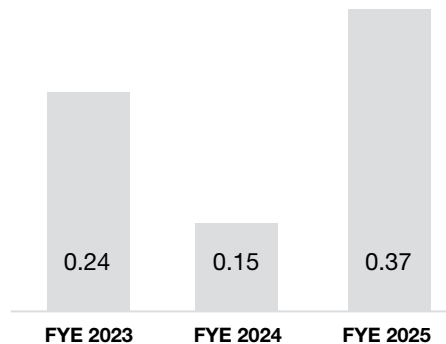


In FYE 2025, ENRA reported an increase in Scope 1 GHG emissions, primarily comprising CO₂ emissions from the fuel consumption of its vessel, Hexagon Alpha, amounting to 11,033 MT CO₂e. This significant rise was driven by the vessel's redeployment under several chartering contracts following the conclusion of its FSO contract in November 2023, with operations primarily conducted across Asia and Europe throughout the financial year.

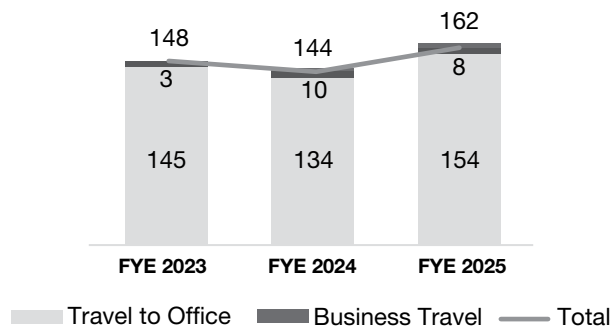


In FYE 2025, ENRA's Scope 2 GHG emissions data continues to represent CO₂ emissions resulting from the purchased electricity consumption of key operational locations: the ENRA headquarters office, the Q Homes office, and the EESSB office. As ENRA exercises full operational control over these assets, their electricity consumption remains a core component of the Group's Scope 2 emissions reporting.



GHG EMISSIONS INTENSITY (MT CO₂e/RM'000)

The chart above illustrates GHG emissions intensity, representing the amount of CO₂e emitted per RM'000 of revenue. In FYE 2025, the Group's total Scope 1 and Scope 2 emissions increased to 11,115 MT CO₂e, resulting in a higher GHG emissions intensity of 0.37 MT CO₂e/RM'000. This significant increase compared to FYE 2024 was primarily due to the redeployment of Hexagon Alpha for active chartering operations across Asia and Europe, which involved substantially higher fuel consumption. In contrast, during FYE 2024, the vessel operated in a stationary FSO capacity and was idle for approximately four months following the end of the FSO contract — leading to lower emissions and a reduced intensity value.

SCOPE 3 EMISSIONS (MT CO₂e)

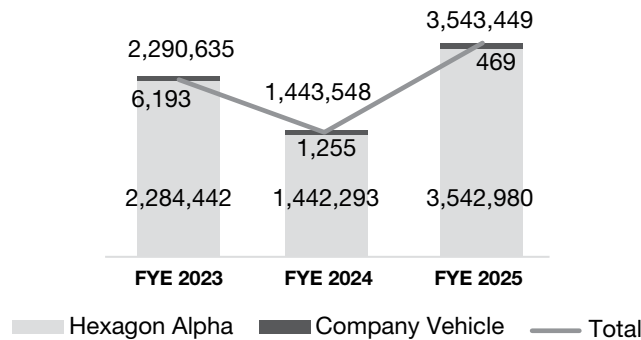
Scope 3 GHG emissions refer to indirect emissions that occur outside the Group's organisational boundaries, including both upstream and downstream activities, as well as emissions from contractors. In FYE 2025, the Group's total Scope 3 emissions amounted to 162 MT CO₂e, primarily comprising emissions associated with employee commuting (i.e., travel to and from the office) and business-related travel.

ENERGY MANAGEMENT

ENRA remains committed to leading efforts in reducing energy consumption and addressing the critical issue of climate change. Through the adoption of energy-efficient technologies, the integration of renewable energy sources, and the promotion of sustainable practices among its workforce, the Group continues to contribute to a more environmentally responsible future. Recognising that a significant share of ENRA's operational carbon emissions arises from both Scope 1 and Scope 2 (11,115 MT CO₂e in FYE 2025), the Group is dedicated to persistently directing efforts towards minimising fuel and electricity consumption across all its operations.

Sustainability Report (Cont'd)

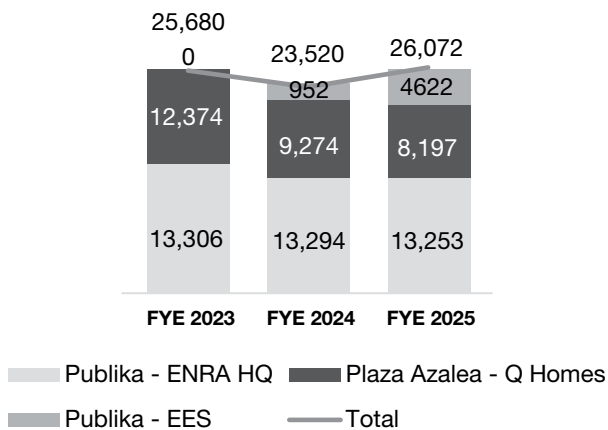
FUEL CONSUMPTION (KG)



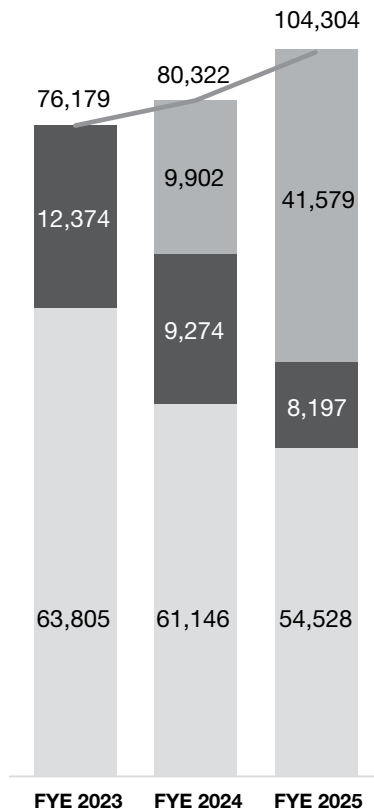
In FYE 2025, the Group's total fuel consumption increased significantly to 3,543,449 KG, compared to 1,443,548 KG in FYE 2024. This increase was primarily driven by the higher operational activity of Hexagon Alpha, which consumed 3,542,980 KG of fuel in FYE 2025, compared to 1,442,293 KG in the previous year. The vessel's redeployment under active chartering contracts contributed to the substantial rise. Additionally, a minor fuel consumption of 469 KG was recorded, attributed to the usage of the company vehicle.

ELECTRICITY CONSUMPTION (KWH)

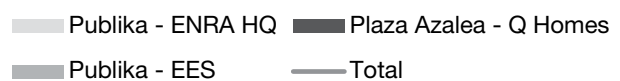
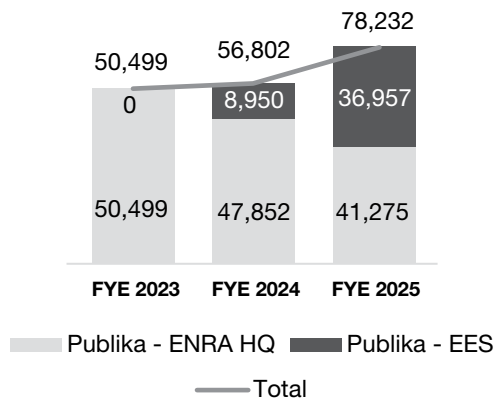
ELECTRICITY CONSUMPTION-OFFICE (KWH)



TOTAL ELECTRICITY CONSUMPTION (KWH)



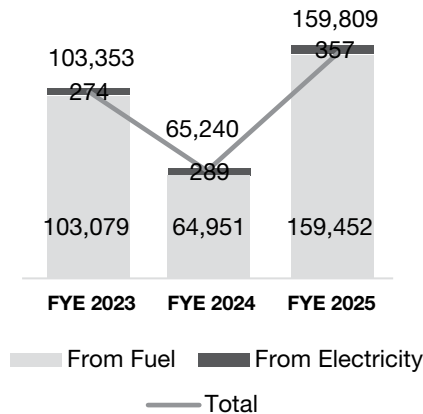
ELECTRICITY CONSUMPTION-CHILLED WATER (KWH)



Sustainability Report (Cont'd)

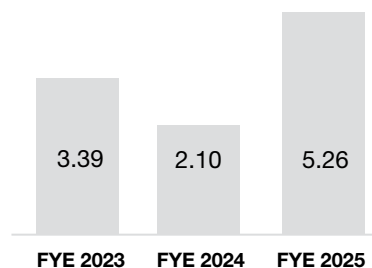
The electricity consumption data outlined above reflects usage across three office locations occupied by the Group. The first is located at Publika in Kuala Lumpur, which accommodates ENRA Group. The second is at Plaza Azalea in Shah Alam, serving as the office for Q Homes. The third is the office for EES, whose electricity consumption has been tracked since January 2024 following its occupation.

TOTAL ENERGY CONSUMPTION (GJ)



In FYE 2025, the Group's total energy consumption increased significantly to 159,809 GJ, compared to 65,240 GJ in FYE 2024. This increase was mainly driven by a sharp rise in fuel consumption, which grew from 64,951 GJ to 159,452 GJ, reflecting the redeployment of Hexagon Alpha under active chartering contracts.

ENERGY INTENSITY (GJ/RM'000)



The Group's energy intensity for FYE 2025, which measures the ratio of total energy consumption to revenue, increase to 5.26 GJ/RM'000, reflecting the significant rise in overall energy usage during the financial year.

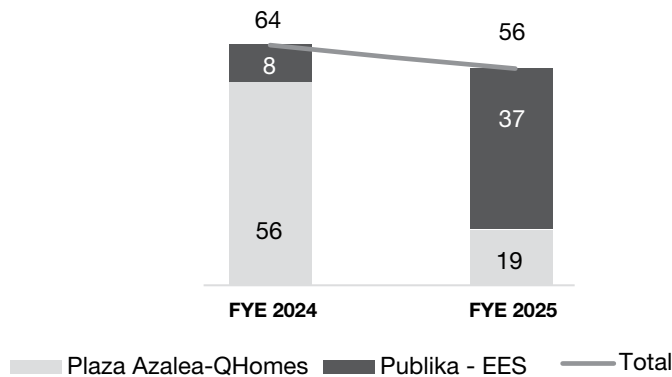
WATER MANAGEMENT

Effective water resource management is integral to environmental protection and an essential facet of our daily work and lifestyles. ENRA acknowledges the significance of water as a crucial resource extensively utilised in various aspects of its operations, business premises, and vessel. Recognising water as a scarce and critical resource, the company underscores the need for responsible management in alignment with industry best practices. The Group's ongoing commitment involves minimising water consumption at its business premises and throughout its operations through the implementation of effective water-saving practices.

ENRA primarily relies on municipal water supply as its main water source. The Group adopts a holistic approach to water management, implementing initiatives that involve monitoring and tracking the usage of water-saving fittings and overall water consumption. These efforts align with the Group's sustainability goals, reflecting its commitment to responsible water usage and conservation.

Sustainability Report (Cont'd)

WATER CONSUMPTION (M3)



The water consumption data provided above specifically pertains to the water usage at two distinct office locations of ENRA: the Q Homes office, and the EES office, which has been monitored since its occupation in FYE 2024.

WASTE MANAGEMENT

ENRA acknowledges the importance of minimising waste in its business operations, demonstrating a commitment to effective waste management. In order to reduce waste in day-to-day business operations and across its premises, ENRA's objective is to establish an efficient management system to monitor waste disposal and empower various locations to decrease waste generation while promoting recycling. The Group is dedicated to implementing sustainable operational practices and reducing reliance on non-renewable resources.

The Group set out the principle of waste reduction in its EESG Policy, comprising a waste management hierarchy that starts with prevention and ends with disposal.

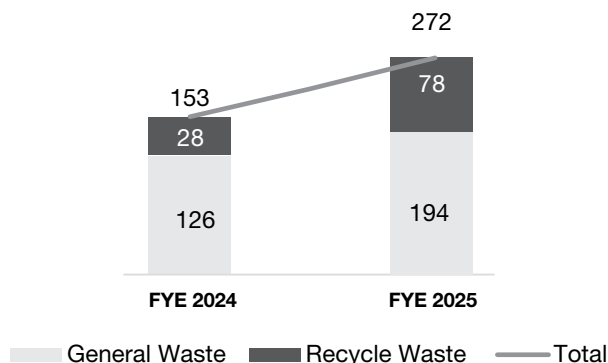
- Prevention: Strict avoidance of waste generation at source;
- Reduction: Reducing amount of waste generated;
- Reuse/Recycle: Reuse waste into usable products or recycle waste to reduce depletion of sources; and
- Disposal: Ensuring waste disposed at legal landfill.

Responsible waste management practices are promoted at ENRA's office through the following initiatives:

- Segregation of non-recyclable waste and recyclable waste;
- Provision of recycling bins in the workplace; and
- Encouragement to replace the use of paper with digital documents and communication e.g. SharePoint, emails, etc.

In FYE 2025, the Group continued to enhance its sustainable data collection system, building upon the initiative started in October 2023 to track daily waste generation. The collected waste data includes both waste-to-landfill and recycling components. While the Group acknowledges that comprehensive waste generation data is still being refined, efforts remain ongoing to improve the tracking system and ensure more complete and transparent disclosure in the future.

WASTE GENERATION (KG)

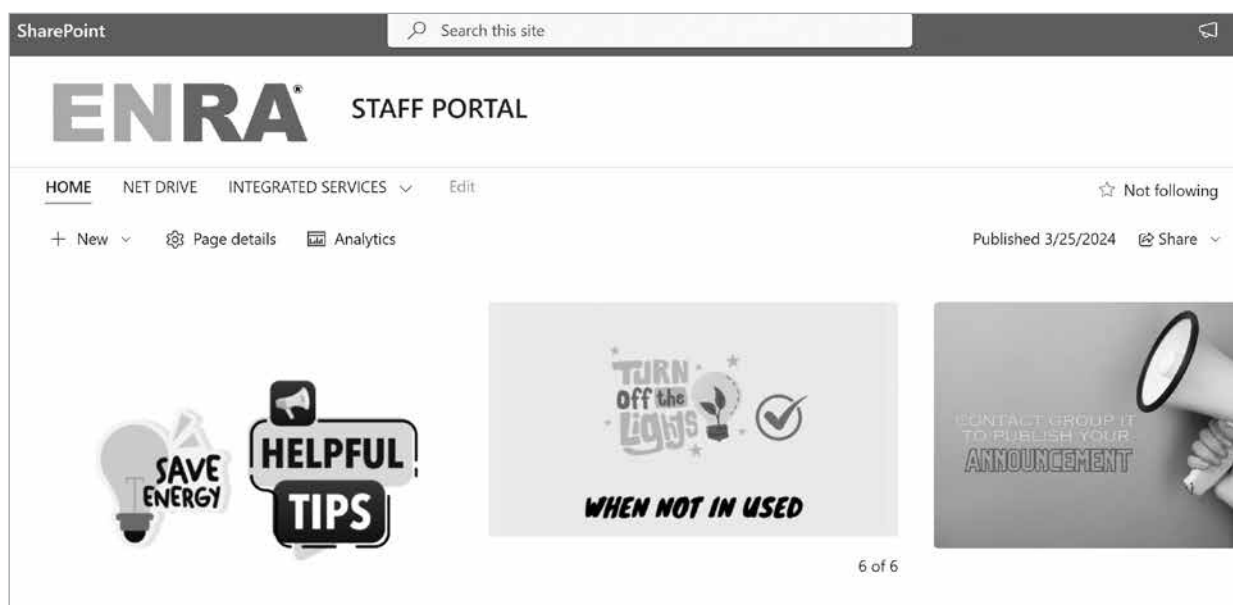


Sustainability Report (Cont'd)

• PAPER USAGE

ENRA is committed to reducing paper consumption across its operations through the implementation of digitalisation initiatives. The Group continues to transition various business processes to digital platforms, contributing to a general reduction in paper usage.

One notable initiative led by the GIT team is the development of an employee portal utilising Microsoft SharePoint services. This digital platform supports paperless onboarding and centralised document storage, thereby reducing paper usage and streamlining document management. In addition to enhancing operational efficiency, the portal contributes to the Group's broader sustainability objectives by minimising reliance on physical documentation. The portal also serves as a hub for sharing tips and resources that promote energy-saving practices both at work and at home, such as switching off lights and electronic devices when not in use. This initiative supports a more sustainable future while improving the overall employee experience.



EMPLOYEE PORTAL

In addition, the Group encourages employees to reuse single-sided printed paper for internal documentation or materials that require printing and filing. This practice not only reduces paper waste but also promotes a culture of resourcefulness and environmental responsibility within the organisation. By making efficient use of existing resources, ENRA further reinforces its commitment to sustainable workplace practices.

EMPOWERING OUR PEOPLE

ENRA recognises that its impact extends beyond environmental considerations to the very fabric of society. This social section delves into the initiatives, programmes, and practices that reflect the Group's dedication to fostering positive social change. From cultivating a diverse and inclusive workplace to contributing to the communities where ENRA operates, the Group believes that sustainable business practices encompass more than just environmental responsibility.

ENRA actively invests in creating an inclusive and equitable workplace. This strategic focus ensures that individuals, irrespective of their backgrounds, have the opportunity to acquire the skills and experiences essential for career advancement. This deliberate investment positions the Group to attract, nurture, and retain the talent necessary for delivering its distinctive customer proposition.

EMPLOYMENT PRACTICES & HUMAN RIGHTS

ENRA upholds a profound commitment to human rights, safeguarding them across its business operations and throughout its supply chain. Leveraging its scale, capabilities, and influence, the company endeavours to contribute to the improvement of lives within communities, with a dedicated focus on addressing salient human rights issues identified by the Group.

- **COMMITMENT TO HUMAN RIGHTS AND ETHICAL EMPLOYMENT PRACTICES**

The Group is committed to ensuring it upholds all laws and regulations in the jurisdictions in which it operates and maintains a zero-tolerance policy toward unlawful and unethical human rights abuses and discrimination. The Code of Business Conduct Policy has been formulated and includes relevant international and domestic human rights standards to cultivate resilient governance structures, protocols, and ethical behaviours across the Group. This policy encompasses the following:

- I. **Conducive Working Environment**

All employees must treat each other as well as ENRA Group's business partners and stakeholders inclusively, with dignity and respect.

- II. **Equality And Diversity**

Any decision on recruitment, development, advancement or retirement of any employee must not be influenced by race, gender, age, disability, sexual orientation, class, religion, politics, smoking habits, or any other characteristic protected by law.

- III. **Bullying And Harassment Free**

The Group has a zero tolerance policy for any form of unsolicited or unwarranted verbal, non-verbal, visual, psychological or physical harassment of a sexual nature, sexual attention, advances, annoyance, coercion or assault, inside or outside the workplace. If as a result of carrying out work assignments or acting for and on behalf of the ENRA Group, this is not adhered to, such conduct will be treated as a major misconduct.

- IV. **Compliance With Applicable Rules And Regulation**

The Group is committed to conducting its operations in compliance with all applicable laws, rules and regulations with respect to human rights.

- V. **Prohibiting Child And Forced Labour**

The engagement or use of child or forced labour is strictly prohibited.

The Group's Employee Handbook outlines employees' rights, benefits, and ethical workplace protocols, in addition to delineating the Group's policies, labour standards, grievance mechanisms, and other described SOPs. Briefings on this handbook are conducted during the induction process for improved communication clarity and increased inclusivity in adhering to its content. The Group also consistently communicates updates on employment practices and human rights to employees via inductions, briefings, training, emails, memos, and other digital platforms.

Strict disciplinary action will be carried out to anyone within the Group who violates these standards. These disciplinary actions may comprise verbal inquiries, warnings, job suspension or termination as well as dissolving contracts.

ENRA's employment practices and human rights approach also extend to its supply chain, as embedded in the Vendor Code of Conduct. In FYE 2025, there were no reported incidents of human rights violations, discrimination or non-compliance with human rights laws, rules and regulations.

- **GRIEVANCE MECHANISM**

In the event of grievances, the Group's management explicitly upholds employees' rights to engage in the grievance procedures if issues remain unresolved. Employees have complete access to ENRA's official grievance mechanisms, as outlined in its Employee Relations SOP, enabling them to report dissatisfaction or express concerns regarding company-related matters and human rights issues. In FYE 2025, no cases of grievances concerning labour practices or human rights were recorded.

- **EQUALITY AND DIVERSITY**

ENRA believes in diversity and values the benefits that diversity can bring to its employees and the Board. Diversity promotes the inclusion of different perspectives and ideas, mitigates against group think and ensure that ENRA has the opportunity to benefit from all available talent. The promotion of a diverse workforce and Board makes prudent business sense and makes for better corporate governance.

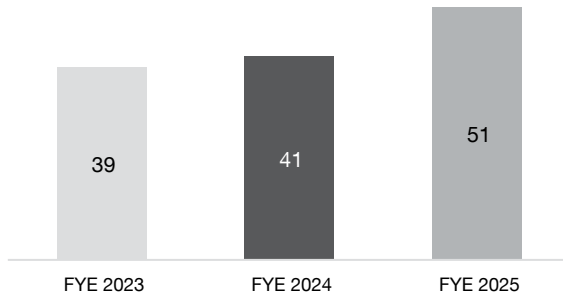
ENRA's Diversity Policy highlight the Group's commitment to cultivating and promoting workplace diversity while fostering a secure and inclusive environment. Right from hiring practices to job-related decisions, practices are strictly merit-based. The Group refrains from discrimination based on any attribute, such as gender, age, ethnicity, sexual orientation, religion, or disability. Moreover, the policy enforces a zero-tolerance approach towards discrimination, bullying, or harassment in any form. In the event of such incidents, prompt and decisive action will be taken.

Sustainability Report (Cont'd)

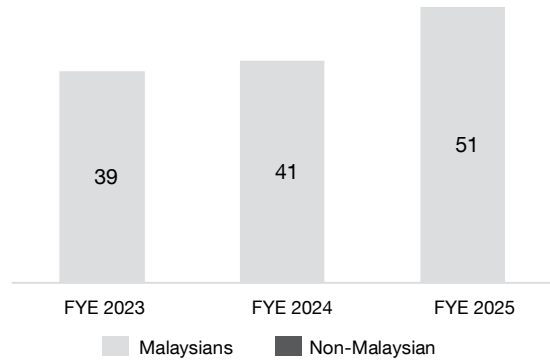
I. Workforce Compositions

ENRA's workforce compositions are as follows:

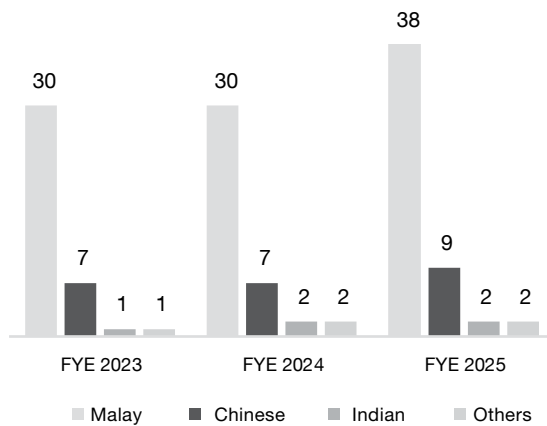
WORKFORCE NUMBER



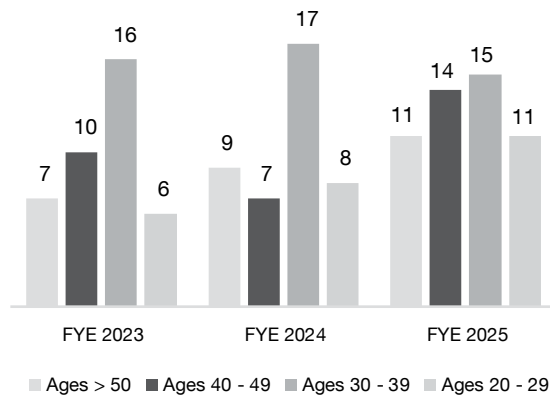
NATIONALITY BREAKDOWN



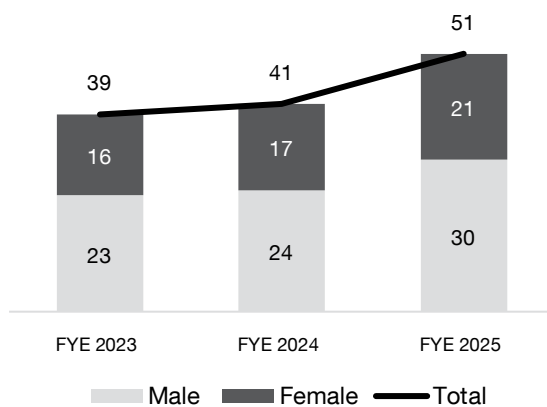
ETHNICITY BREAKDOWN



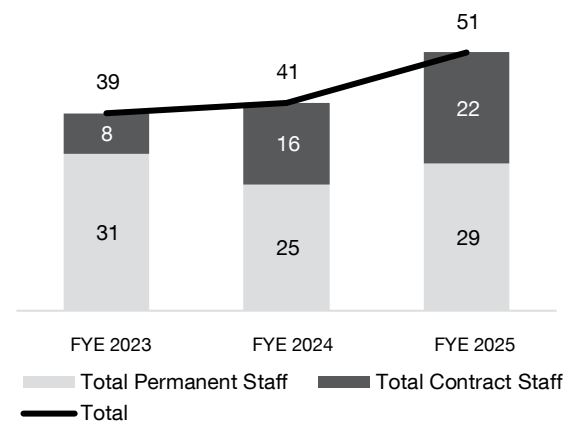
AGE BREAKDOWN



GENDER BREAKDOWN



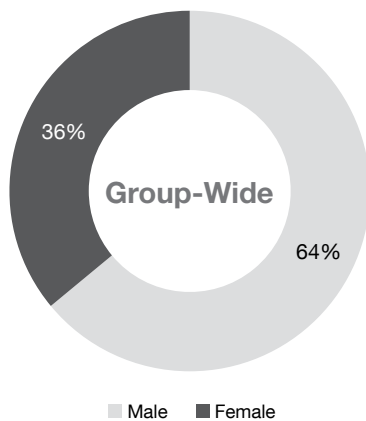
PERMANENT VS CONTRACT



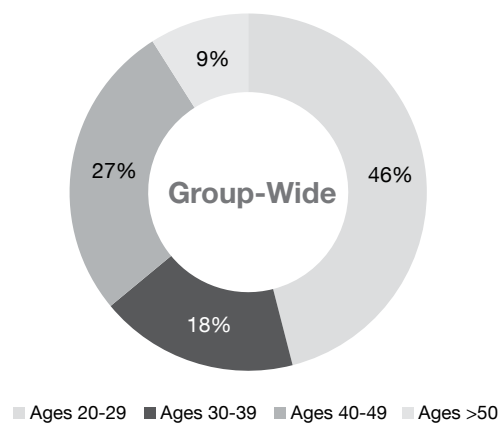
II. Hiring & Turnover

ENRA's commitment to fair recruitment practices is demonstrated through the creation of employment opportunities encompassing both technical and non-technical positions at different levels within the organisational hierarchy. These roles range from entry-level positions to managerial responsibilities. The selection criteria prioritise individuals based on their abilities and personal qualities, with a clear stance against discrimination related to nationality, gender, age, ethnicity, or other attributes, including the universities from which candidates graduated. The hiring composition for FYE 2025 is as follows:

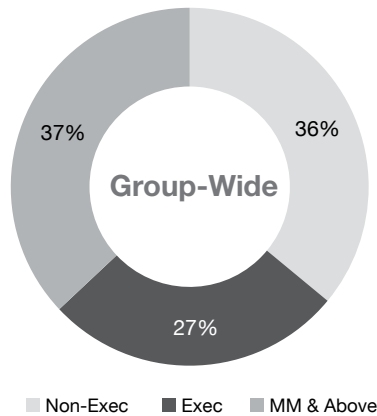
NEW JOINER BY GENDER



NEW JOINER BY AGE



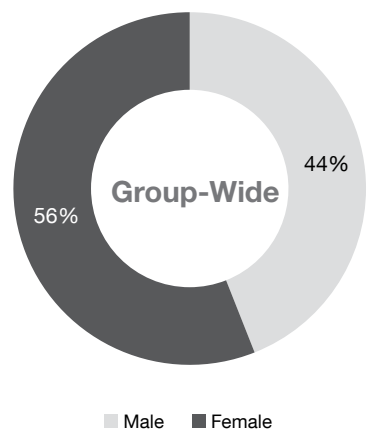
NEW JOINER BY POSITION



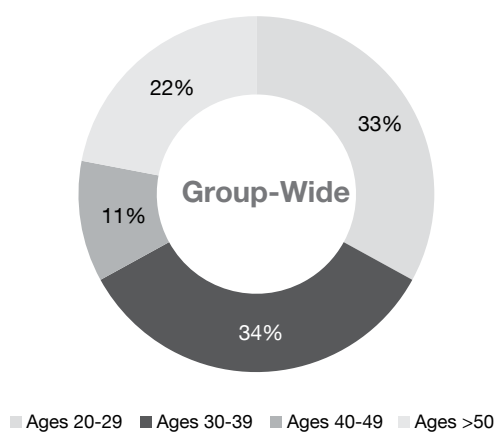
Sustainability Report (Cont'd)

ENRA is actively addressing the challenge of reducing turnover rates by focusing on retaining skilled employees. In the current dynamic job market, job mobility is increasing, especially among the younger workforce. To counter this trend, the company is developing attractive compensation packages that encompass competitive salaries, job benefits, and opportunities for skill enhancement. Additionally, ENRA is committed to maintaining a positive work environment, safeguarding employee rights, and fostering a shared organisational culture and values. The turnover composition for FYE 2025 is as follows:

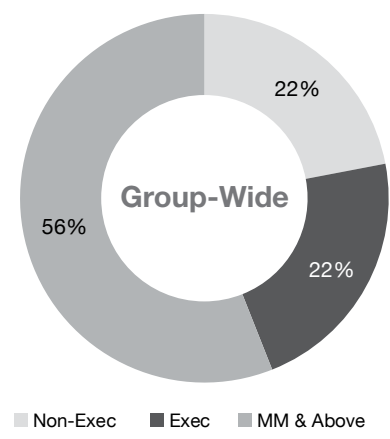
TURNOVER BY GENDER



TURNOVER BY AGE



TURNOVER BY POSITION



Sustainability Report (Cont'd)

• REMUNERATION AND BENEFITS

I. Remuneration

In demonstrating its commitment to fair and competitive remuneration, ENRA consistently adheres to local minimum salary recommendations within the Group. A dedicated effort is made to ensure fairness and equity in compensating and rewarding employees, considering key factors such as position, tenure, and skills, without regard to race, ethnicity, or gender. Furthermore, the Group remains resolute in aligning employee compensation with market rates for their roles, experience, and performance. Continuous benchmarking against industry peers is undertaken to sustain and enhance competitive pay levels. The processing of employees' remuneration is managed by the Human Capital Department through the internal Ignite Software by BoardRoom.

Noteworthy in the pursuit of workplace gender equality, the Group actively demonstrates a dedication to achieving fair pay parity between women and men across all employee categories.

The following table shows the ratios of average salaries by level for the whole group:

Description	Level			
	Non-Executive	Executive	Middle Management	Senior Management
Group-wide	1.05	0.80	0.69	0.84

Compa-ratio calculation: Divide the employee's salary by the market rate compensation midpoint (ex: employee salary ÷ pay range midpoint).

II. Wellbeing and Benefits

ENRA ensures its employees enjoy a comprehensive package of both monetary and non-monetary benefits. This inclusive offering encompasses various types of paid leave, universal health and medical care, as well as additional perks like travel, parking and mobile phone allowances. The distribution of benefits is aligned with employees' tenure and positions within the Group. Additionally, these benefits are regularly evaluated in accordance with industry best practices. All employees within ENRA including contract staff are entitled to these provided benefits.

Leave Benefits

- Annual
- Medical
- Hospitalisation
- Emergency
- Maternity
- Paternity
- Marriage
- Compassionate
- Haj
- Examination
- Replacement
- Prolonged Illness
- Quarantine Leave

Medical Benefits

- Group Hospitalisation and Surgical (GHS) Insurance.
- Group Personal Accident (GPA)
- Group Term Life (GTL) Insurance
- Medical Outpatient
- Dental
- Influenza Vaccination

Contribution Benefits

- 12% or 13% EPF
- Additional to 15% EPF upon completion of 5 years of service
- SOCSO
- EIS

Other Benefits

- Training and Education Refund Plan
- Professional Association Membership
- Long Service Award
- Maternity/Paternity Benefits
- Compassionate Benefits
- Relocation Allowance
- Business Travel Allowance
- Travel Accommodation
- Transportation Claims
- Parking Incentive
- Mobile Phone Allowance

Sustainability Report (Cont'd)

OCCUPATIONAL HEALTH & SAFETY

Given ENRA's involvement in the energy logistics, property development, and MRO services industries, Occupational Safety & Health ("OSH") stands out as a key topic to the Group. The potential compromise of OSH standards for the sake of convenience, financial gain, or commercial interests poses a significant risk, as it may lead to major safety incidents across the Group's assets. Such incidents could result in severe consequences, including injuries, loss of life, asset or environmental damage, and substantial financial and reputational impacts. Therefore, the Group maintains a firm commitment to prioritising the health and safety of employees, contractors, and visitors as its utmost concern.

- COMMITMENT TO QUALITY, HEALTH, SAFETY, AND ENVIRONMENTAL EXCELLENCE**

ENRA has established a comprehensive group-wide QHSE Policy and an HSEMS. The objective is to establish and maintain safe and secure working conditions for all stakeholders consistently. The QHSE Policy applies to all employees, on-site workers, and contractors within the organisation.

The QHSE Policy underscores general HSE commitment to:

- I. Adhering to and complying with all HSE statutory requirements within area of operation
- II. Providing quality and reliable services to meet the customer satisfaction
- III. Efficiently utilising natural resources, minimising environmental pollution, and consistently adopting sound environmental protection practices.
- IV. Mitigating the consequences of all types of incidents or accidents that could potentially harm personnel, assets, or the environment.
- V. Cultivating a positive QHSE culture throughout the company through effective communication and training.

ENRA has put in place various supporting guidelines and procedures to address technical OSH matters. These include guidelines on HSE Risk Management, HSE Regulatory Compliance Guidelines, Incident and Accident Notification, Investigation & Reporting, Contractor HSE Management Guidelines, HSE Assurance Guidelines, and more. The Group remains committed to ongoing improvements in its QHSE management system to attain the highest level of effectiveness in its processes.

- HSE PERFORMANCE**

To consistently enhance the Group's overall OHS performance, the HSE performance undergoes continuous analysis against predetermined OSH targets and pertinent industry benchmarks. The Group has set a paramount objective of achieving zero fatalities. This goal for both employees and contractors was successfully attained in FYE 2023 and reiterated in FYE 2024. Once more, the Group has accomplished the zero fatalities target in this financial year.

HSE PERFORMANCE DATA

	2023	2024	2025
 Fatality	0	0	0
 LTI	0	0	0
 LOPC	0	0	0
 FAC	0	0	0

LTI – Loss Time Injury

LOPC – Loss of Primary Containment

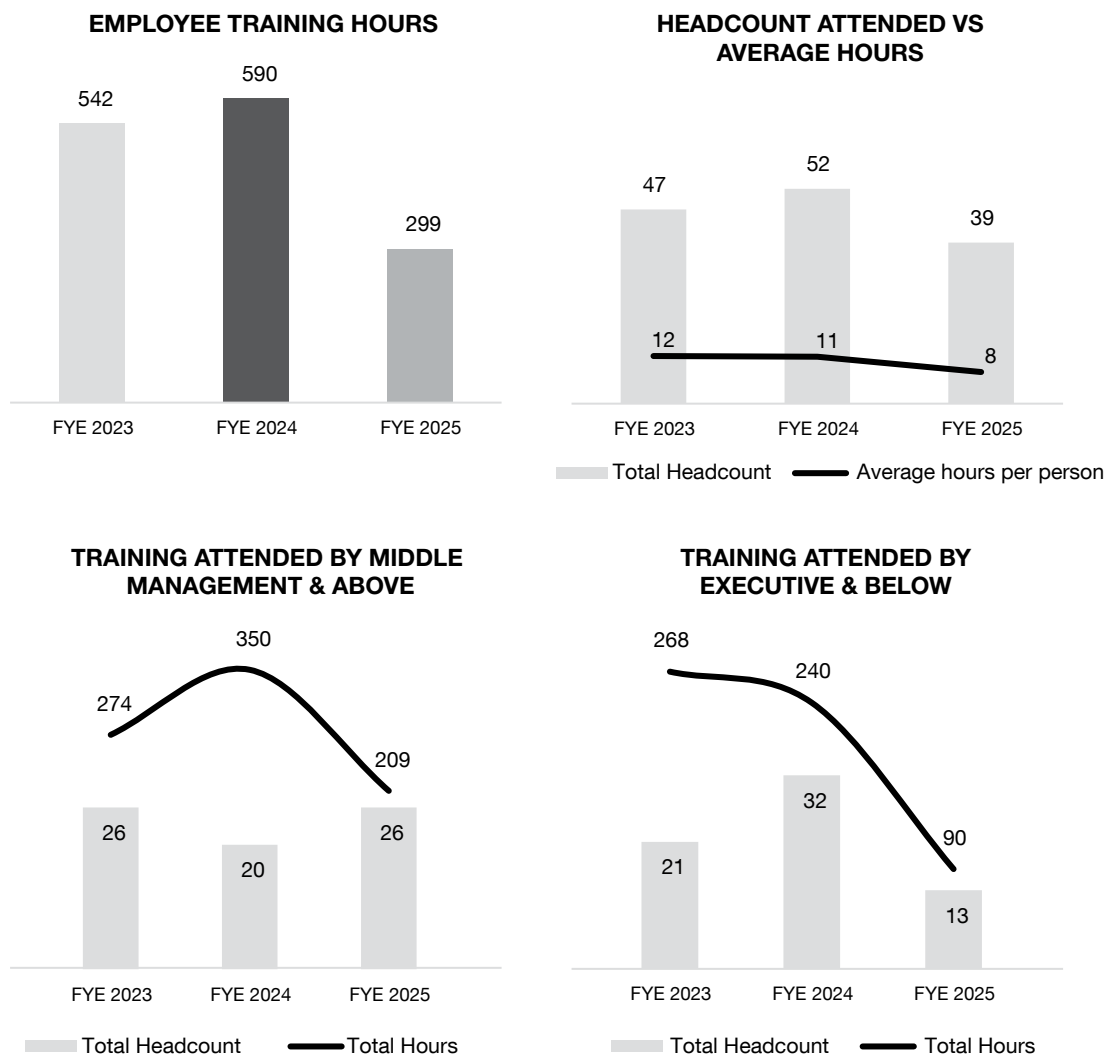
FAC – First Aid Case

TALENT DEVELOPMENT

ENRA recognises that the greatest asset of the Group is its people. In the spirit of fostering growth, innovation, and sustainability, the Group's commitment to talent development is at the forefront of ENRA's organisational strategy. The Group aims not only to enhance individual skills but to cultivate a workforce that thrives in an environment of collaboration and adaptability. ENRA's journey in talent development is not just about elevating careers; it is about cultivating a community of empowered professionals dedicated to driving positive change within the organisation and beyond.

• EMPLOYEE TRAINING

Within the Group, employees have access to internal and external training opportunities aimed at elevating their skills and knowledge within their designated roles. The Group recognises its dedicated HR personnel as crucial in delivering training, orientation, and various activities across its divisions. To uphold a commitment to continual improvement and professional growth, employees engage in collaborative discussions with their reporting superiors during annual performance appraisals. These discussions focus on identifying skill gaps and determining the requisite training necessary to address and bridge these gaps effectively.



Sustainability Report (Cont'd)

- EMPLOYEE PERFORMANCE APPRAISAL**

The Group believes that the success of the organisation is intricately linked to the continuous growth and development of its employees. As such, a Performance Appraisal System (“PAS”) has been established with the aim of fostering a culture of excellence, transparency, and continuous improvement. In FYE 2025, ENRA continues its practice of conducting annual performance appraisals for all confirmed employees. This structured process involves a self-assessment component and evaluations from immediate superiors or managers.

The appraisals are based on employees’ achievements of individual key performance indicators (“KPIs”) and 10 core behavioural values that align with ENRA’s fundamental business objectives and goals. The results of this appraisal will be used by management to measure employees’ opportunities for a pay increase, bonus, or job promotion, among other considerations.

- INTERNSHIP PROGRAMME**

The Internship Programme is designed to give undergraduate students hands-on experience relevant to their academic studies, for a period determined by their respective institutions. ENRA is committed to supporting young talents by providing meaningful industry exposure and helping them build a strong foundation for their future careers. Interns who demonstrate strong performance and potential may be offered contract or permanent roles within the Group.

The number of interns accepted and the annual amount spent on internship are as indicated below:



- KNOWLEDGE SHARING SESSION**

Initiated since FYE2023, these sessions provide a platform for employees to share their knowledge, skills, and experiences with colleagues in a relaxed and informal setting. Topics may range from job-specific functions to general workplace skills like communication or presentation techniques. The aim is to encourage continuous learning, foster collaboration, and support internal talent development. These sessions also promote camaraderie, mutual respect, and serve as an avenue for coaching and mentoring within the organisation.



Sustainability Report (Cont'd)

• EMPLOYEE ENGAGEMENT ACTIVITIES

At ENRA, the commitment to fostering a positive workplace culture extends to a variety of thoughtfully organised, non-work-related activities. These include festive celebrations, sports events, social gatherings, health talks, and more. Pursuing dual objectives, the initiatives aim to enhance camaraderie and team cohesion by creating opportunities for team members to interact informally. Additionally, the engagement activities serve as a platform for celebrating diversity and inclusivity, exemplifying the Group's commitment to creating an environment where every employee feels valued and included. Beyond the social benefits, these initiatives significantly contribute to boosting employee morale, job satisfaction, and overall well-being.

In FYE 2025, the Group organised a variety of activities for its employees which included:

- I. Ramadhan Buka Puasa
- II. Festive Celebration- Raya & CNY
- III. Badminton
- IV. Pool
- V. Mini Golf
- VI. BBQ
- VII. Lunch gathering
- VIII. Walking Step Challenge
- IX. Free Lunch Initiatives
- X. Insurances, Retirement Scheme Sharing Sessions
- XI. Farewell celebration - A gesture of appreciation for individuals who have contributed to the company, as we bid them a warm and respectful farewell.

• COMMUNITY ENGAGEMENT ACTIVITIES

Programme "Barang Dapur Zakat Wakalah

The main objective of this programme is to assist and ease the burden of recipients by providing basic food necessities to support their daily needs. At the same time, it aims to offer moral support and promote well-being within targeted communities. This initiative also indirectly helps foster goodwill between the community and members of the ENRA Group. The target recipients are from the "Asnaf" group, including the following homes:

- I. Rumah Bakti Nur Syaheera, Cheras
- II. Teratak Ummi, KL
- III. Rumah Amal Asnaf Al Barakh, Keramat
- IV. Nenek Homes, Ampang

Sustainability Report (Cont'd)



Sustainability Report (Cont'd)



Sustainability Report (Cont'd)



Sustainability Report (Cont'd)



BURSA SUSTAINABILITY PERFORMANCE DATA

Indicator	Measurement Unit	2025
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Management	Percentage	100.00
Executive & Non-executive	Percentage	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	73.00
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	44,391.00 *
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	0.056000
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	11,034.00 *
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	81.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	162.00 *
Bursa (Waste management)		
Bursa C10(a) Total waste generated	Metric tonnes	0.27
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	0.08
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	0.19
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Management	Hours	209
Executive & Non-executive	Hours	90
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	43.00
Bursa C6(c) Total number of employee turnover by employee category		
Management	Number	5
Executive & Non-executive	Number	4
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Total 29 and below	Percentage	21.57
Total Between 30-39	Percentage	29.41
Total Above 40-49	Percentage	27.45
Total 50 and above	Percentage	21.57
Gender Group by Employee Category		
Total Male	Percentage	59.00
Total Female	Percentage	41.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	86.00
Female	Percentage	14.00
59 and below	Percentage	43.00
Between 60-69	Percentage	28.50
70 and above	Percentage	28.50
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00

Internal assurance External assurance No assurance

(*)Restated

Bursa Sustainability Performance Data (Cont'd)

Indicator	Measurement Unit	2025
Bursa C5(c) Number of employees trained on health and safety standards	Number	0
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	0.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	0

AUDIT, RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE REPORT

The Board is pleased to present the Audit, Risk Management and Sustainability Committee report for the FYE 2025 in accordance with Paragraph 15.15 of the Bursa Securities MMLR

COMPOSITION AND MEETING

The ARMSC comprises three (3) members, all of whom are Independent Non-Executive Directors (“NEDs”). During the FYE 2025, Mr. Loh Chen Yook resigned as member of the ARMSC following his re-designation from Independent Non-Executive Director to Non-Independent Non-Executive Director. All Independent Non-Executive Directors satisfy the test of independence under the MMLR. The composition of the ARMSC complies with Paragraph 15.09(1) (a) and (b) of the MMLR and Practice 9.4 (Step-up) under Principle B of the MCCG 2021. The ARMSC’s Terms of Reference (“TOR”) require a former partner of ENRA’s external auditors to observe a cooling-off period of at least three (3) years before being appointed as a member of the ARMSC. ENRA also complies with Practice 9.2 of the MCCG 2021 that none of the Directors were former partners of the external audit firm of the Company.

Tunku Afwida binti Tunku Abdul Malek, is a member of the Malaysian Institute of Accountants (MIA) and a qualified Chartered Accountant with the Institute of Chartered Accountants in England and Wales (ICAEW). Accordingly, ENRA complies with Paragraph 15.09(1)(c)(i) of the MMLR of Bursa Securities.

The ARMSC held five (5) meetings during the FYE 2025. The meetings were properly structured through the use of agendas which were distributed to members with sufficient notice (at least seven days before the meeting). All meetings were attended by the President & Group Chief Executive Officer, the Executive Director, and the Group Chief Financial Officer to facilitate direct communication and provide clarification on audit and internal control issues, as well as to report the Group’s financial performance. The head of Group internal audit (“GIA”) attended all the meetings to present the quarterly internal audit and risk management reports. The external auditors, Messrs. BDO PLT (“BDO”) attended three (3) of these meetings at the invitation of the ARMSC to present the audit planning memorandum, annual audit findings, draft audited financial statements, and financial matters for the financial year 2025.

Minutes of each ARMSC meeting were recorded and tabled for confirmation at the following ARMSC meeting and subsequently presented to the Board for notation. The Chairman of the ARMSC reported the ARMSC’s recommendations and remedial actions (if any) to the Board for its consideration and implementation. Matters of significant concern and audit issues as and when raised by the external auditors or GIA were highlighted to the Board at its immediate subsequent meeting.

Private sessions with the external auditors were held twice a year, without the presence of members of management, whilst private sessions with the GIA was conducted at least once a year and when necessary. The ARMSC had constantly engaged with the external auditors and the head of GIA to keep abreast with the key audit issues and audit concerns affecting the Company.

The details of the attendance of the ARMSC members are as follow:

Name	Membership	Attendance (Attended / meeting held)
Tan Sri Dato’ Seri Shamsul Azhar bin Abbas	Chairman <i>Senior Independent Non-Executive Director</i>	5/5
Dato’ Wee Yiauw Hin	Member <i>Independent Non-Executive Director</i>	5/5
Tunku Afwida binti Tunku Abdul Malek	Member <i>Independent Non-Executive Director</i>	5/5
Mr. Loh Chen Yook *	Member <i>Independent Non-Executive Director</i>	2/3 [#]

* Resigned as the ARMSC member on 18 November 2024.

[#] Reflects number of meetings attended during his tenure as member of ARMSC.

Audit, Risk Management and Sustainability Committee Report (Cont'd)

COMPOSITION AND MEETING (CONT'D)

The Board evaluated the ARMSC and its members' performance through an annual Board Committee effectiveness evaluation. The Board is satisfied that the ARMSC and its members have effectively discharged their functions, duties, and responsibilities in accordance with the ARMSC's TOR. The TOR of the ARMSC is available on the Company's website at www.enra.my.

The ARMSC also assessed the head of GIA and the effectiveness of the GIA function, as well as the performance and independence of external auditors, which will then be recommended to the Board. Based on the assessment, the Board is satisfied with the overall performance of the GIA function as well as the performance and independence of the external auditors.

SUMMARY OF WORK PERFORMED

The ARMSC's main scope of works for the FYE 2025 are summarised as follows:

Financial Reporting

- a) The ARMSC reviewed the unaudited quarterly financial reports and the consolidated annual audited financial statements of the Group prior to making the recommendations to the Board for approval.
- b) The review including its related Bursa Securities' announcements, focusing particularly on:
 - The overall performance and prospect of ENRA Group;
 - Any changes and implementation of major accounting policies and practices and the auditor's report highlighting the key audit matters and the implication on ENRA Group;
 - Compliance with accounting standards and other legal requirements; and
 - Significant accounting and audit issues raised by BDO in financial statements and the corresponding judgement made by Management.
- c) Discussed significant accounting and audit issues in respect of the audited financial statements with Management and BDO, the accounting treatments that were applied and their judgement of the items that affected the financial statements. The external auditors were of the opinion that the Company's audited financial statements reflected a true and fair view of the financial position of the Company and its Group and in accordance with the relevant accounting standards and regulatory requirements.

External Audit

- a) Reviewed BDO's scope of work and audit plans for the financial year to ensure sufficient coverage in terms of scope. Prior to the audit, representatives from BDO presented their audit strategy and plan. The ARMSC also met with BDO twice on 27 May 2024 and 19 February 2025 without the presence of the Executive Directors and Management. BDO were given the opportunity to raise any matters of concern arising from their audit work. No major concerns were highlighted and BDO had also confirmed that they had received full cooperation from Management and unrestricted access to the Group's records.
- b) Reviewed with BDO the results of the audit, the audit report and the management letter, including Management's responses to the audit findings.
- c) Considered the audit fees payable to the external auditors against the size and complexity of the Group before recommending for Board's approval.
- d) Reviewed the independence, objectivity and suitability of the external auditors and services provided, including non-audit services. Details on the non-audit fees incurred for services rendered by the external auditors and its affiliates for the FYE 2025 are disclosed in the Additional Compliance Statement on page 93.
- e) Based on the satisfaction on the annual review of the performance of the external auditors, the ARMSC recommended to the Board the re-appointment of the external auditors to be proposed for shareholders' approval at the 32nd AGM. The shareholders at the 32nd AGM approved the re-appointment of BDO for the FYE 2025.

Audit, Risk Management and Sustainability Committee Report (Cont'd)

SUMMARY OF WORK PERFORMED (CONT'D)

Internal Audit

- a) The ARMSC had on 19 February 2025, approved the Internal Audit Plan for FYE 2026. The Audit Plan was developed using a risk-based audit methodology where entities and processes were selected for audit based on risk assessments carried out periodically by the GIA.
- b) Conducted annual assessment of GIA function and head of GIA. The ARMSC reviewed the adequacy of the GIA department's resource requirements, programmes and the GIA department's competency, performance and staff composition. Generally, the ARMSC was satisfied that the GIA function met the expectations.
- c) The Chairman of the ARMSC had also met with the head of GIA on 20 February 2025 without the presence of the Executive Directors and Management to ensure there were no restrictions on the scope of GIA's audit. The head of GIA were given the opportunity to raise any matters of concern arising from their IA's work.
- d) Reviewed and deliberated the internal audit reports that highlighted audit issues, major findings, audit recommendations and Management's responses. The ARMSC also reviewed the status of implementation of corrective measures taken by Management to ensure appropriate remedial actions were taken on a timely basis to address all areas of risk and internal control issues.

Compliance and others

- a) Reviewed the related party transaction and recurrent related party transactions of revenue or trading nature entered into by the Group presented by Management at the quarterly ARMSC meeting, to ensure that these transactions were undertaken in the Company's best interest and not detriment to the minority shareholders interest and were done under fair and reasonable grounds and normal commercial terms.
- b) Reviewed the Corporate Governance Overview Statement, ARMSC Report, Statement on Risk Management and Internal Control and Sustainability Report, pursuant to the MMLR and the MCCG 2021 and recommended the same to the Board for approval.
- c) Reviewed the half-yearly report on the status of compliance of the Group's Code of Business Conduct to ensure any non-compliance was properly investigated.
- d) Received quarterly reports on whistleblowing issues to ensure actions were taken on any cases reported. No whistleblowing cases were reported during the financial year under review.
- e) Reviewed and deliberated the corporate governance compliance of the Company and areas for improvement.
- f) Reviewed and received the sustainability governance status report at the quarterly ARMSC meeting and ensuring the Company's reporting on environmental, social, and governance ("ESG") was in line with MMLR and the SC's guidelines.
- g) Reviewed and monitored all conflict of interest ("COI") or potential COI situations within the Group as well as the measures taken to eliminate such situations. During the financial year, the ARMSC reviewed the potential COI in relation to the mezzanine loans that the Directors provided to the Group. The loans were provided on arm's length basis and the Company was advised to source for other financing to mitigate such situation.

GROUP INTERNAL AUDIT FUNCTION

The ARMSC is supported by an independent in-house GIA in the discharge of its duties and responsibilities. The internal audit function operates within the framework of the International Professional Practices Framework by the Institute of Internal Auditors as stated in its Internal Audit Charter, which is approved by the ARMSC. The internal audit function provides the ARMSC with independent opinions of processes, risk exposure and systems of internal control using the "Committee of Sponsoring Organization of the Treadway Commission's Internal Control – Integrated Framework" as a guide.

The internal audit function assess the Group's Internal Control system according to the following five interrelated control elements:

- Control Environment
- Risk Assessment
- Control Activity
- Information & Communication
- Monitoring

Audit, Risk Management and Sustainability Committee Report (Cont'd)

GROUP INTERNAL AUDIT FUNCTION (CONT'D)

The GIA team which is headed by Mr. Melvinder Singh Harminder Singh, Group Head of Compliance & Governance, who is a Chartered Member of the Institute of Internal Auditors Malaysia with more than 20 years of experience in internal auditing. Mr. Melvinder Singh and his team independently reviews the key business processes, and reports to the ARMSC on a quarterly basis. The ARMSC reviews and evaluates the key audit issues raised by the GIA team and ensures that appropriate and prompt remedial action is taken by Management.

During the financial year, the GIA team prepared and presented an annual audit review schedule which outlines the key business processes of the MRO, Property Development and Energy Logistics divisions and the Group's governance process, ESG efforts and policy. The ARMSC had reviewed and approved the schedule with the mandate in assessing the adequacy and effectiveness of the Group's internal control system.

The GIA team completed a holistic Corporate Governance Review of ENRA with reference to the MCCG 2021, ESG updates and reporting in line with the MMLR as a guideline. In addition, four routine audits were conducted, covering the MRO division, Property Development division and Information Technology ("IT") function, along with assessments on the code of business conduct in accordance with the ARMSC's approved annual review schedule. The area of coverage is aligned with the Group's Risk Management assessment, which includes Finance, Human Resource, Operations, Procurement, Inventory, General IT, Sales, Marketing, Fraud Assessment and Project Management.

The costs incurred for the internal audit function in respect of the FYE 2025 amounted to RM359,115.26 (2024: RM362,533.86).

This ARMSC report is made in accordance with the resolution of the Board duly passed on 15 July 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”) requires the Board of Directors of a public listed company to include in its annual report a statement about the state of risk management and internal control of the listed issuer as a group.

The Bursa Securities’ Statement on Risk Management & Internal Control (Guidelines for Directors of Listed Issuers) provides guidance for compliance with these requirements. The Malaysian Code on Corporate Governance 2021 issued by the Securities Commission Malaysia requires the Board of Directors to establish a sound risk management framework and internal control system. ENRA Group Berhad’s (“ENRA”) Board of Directors (“Board”) is pleased to provide the following statement that is prepared in accordance with the “Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers” endorsed by Bursa Securities which outlines the nature and scope of the Risk Management and Internal Control of ENRA during the financial year under review.

BOARD RESPONSIBILITY

The Board acknowledges the importance of sound internal controls and risk management practices to safeguard various stakeholders’ interest and to address all key risks, which the Board considers relevant and material to ENRA and its subsidiaries (“Group”) operations. The Board affirms its overall responsibility for the Group’s system of internal control and risk management process, which includes the establishment of an appropriate control environment and framework. The Board is also responsible for reviewing the effectiveness, adequacy and integrity of those systems. These systems are designed to manage rather than to eliminate any risk that may impact the Group arising from non-achievement of the Group’s policies, goals and objectives. Such system provides reasonable but not absolute, assurance against material misstatement or loss.

The Group has in place an ongoing process for identifying, evaluating, monitoring and managing the operating and financial controls affecting the achievement of its business objectives throughout the financial reporting period. The Internal Audit Department plays a role in this respect. The process is reviewed quarterly by the Audit, Risk Management and Sustainability Committee (“ARMSC”). The Board maintains ultimate responsibility over the Group’s system of internal control and risk management process that it has delegated to the Executive Committee (“EXCO”) for implementation. The Internal Audit function is to provide reasonable assurance that the designed controls are in place and are operating as intended.

RISK MANAGEMENT

The Board reviewed the risk management processes in place within the Group with the assistance of the Executive Risk Management Committee (“ERMC”) and the Internal Audit Department.

The ERMC meets on a quarterly basis to deliberate on risks identified, controls and risk mitigation strategies arising from the risk assessment process conducted. The key elements of the Group’s risk management framework are as follows:

- The ERMC, which is chaired by the President & Group Chief Executive Officer, and comprises the Executive Directors as members and the Head of Internal Audit as the risk coordinator. The ERMC is entrusted with the terms of reference and the responsibility to identify and communicate to the Board the key risks the Group faces, their changes, and Management’s actions and plans to manage such risks.
- The Risk Management policy guide and manual, which outlines the corporate policy and framework on risk management for the Group and offers practical guidance on risk management issues. Pursuant to the said policy, the Risk Management Units (“RMUs”) at the subsidiary/operational level were set up to report quarterly to the ERMC.

Statement On Risk Management And Internal Control (Cont'd)

RISK MANAGEMENT (CONT'D)

The ERMCM meets on a quarterly basis to deliberate on risks identified, controls and risk mitigation strategies arising from the risk assessment process conducted. The key elements of the Group's risk management framework are as follows: (Cont'd)

- The Enterprise Risk Management ("ERM") framework, which is defined as methods and processes used by an organisation to manage risks and seize opportunities related to the achievement of their objectives. The key feature of this framework is a risk governance structure comprising three lines of defence with established and clear functional responsibilities and accountabilities of the management of risk.

The process owners and heads of various business units and supporting functions are the first level of defence and are accountable for all risks assumed under their respective areas of responsibility in line with the Risk Management policy and guidelines.

The RMUs with the oversight by the ERMCM provides the second line of defence. Quarterly updates on risk management are given by the heads of the various business units and certain supporting functions to the RMUs, which in turn reports to the ERMCM. The ERMCM provides direction and has an oversight role in the risk management process. At its scheduled quarterly meetings, the ERMCM appraises and assesses the efficiency of the controls and progress of actions plans taken to mitigate and monitor the risk management exposure of the Group. The ERMCM also monitors the progress and status of the risk management activities, as well as raises issues of concern for Management's attention.

The Internal Audit function provides the third line of defence. The function reports directly to the ARMSC and provides independent assurance of the adequacy and reliability of risk management processes and system of internal control and ensures compliance with risk related requirements.

- Within the framework, there is an established and structured process for the identification, assessment, communication, monitoring as well as continual review of risks and effectiveness of risk mitigation strategies and controls of the business units and supporting functions with regular communication between business units and the RMUs that in turn reports to the ERMCM. The current methodology is adopted from the elements of Risk Management ISO 31000. The level of risk tolerance is expressed through the use of a risk impact and likelihood matrix with an established risk parameter boundary set by the ERMCM and approved by the Board. The parameters define risks that are deemed to exceed or are close to exceeding the risk tolerance, and those which are not. There is an established risk treatment guidance on the action to be taken for the relevant risks.
- The Group's activities are exposed to a variety of risks, including operating, financial, strategic management, human resource, information technology, procurement, political, sales and marketing and safety, health and environmental risk. The Group has relevant policies and guidelines on risk reporting and disclosure that cover those risks.

Management of Significant Risks

The management of significant risks identified for the financial year ended 31 March 2025 are as follows:

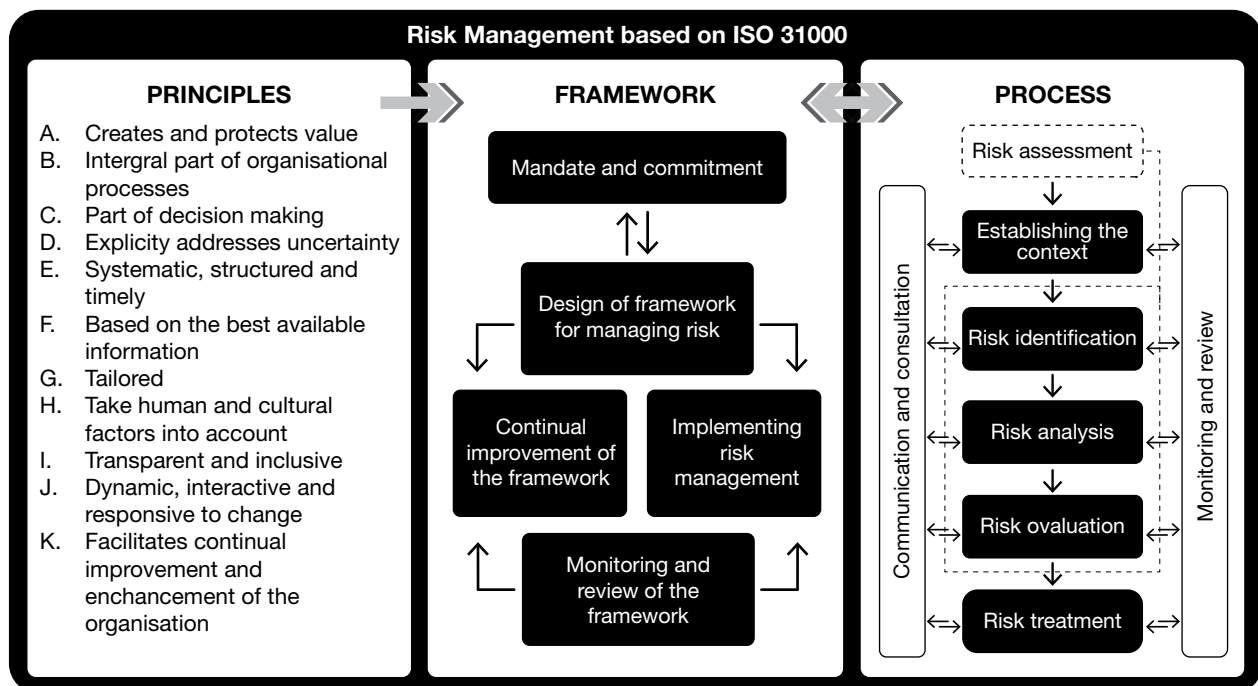
1. Strategic Management Risk in managing the expansion of business portfolio. Expanding the business database through diversification, expansion, education & transfer of knowledge in this ever challenging & changing environment. The Group managed this risk through managing customer and main contractor expectations for QHomes, Hexagon Marine Logistic & ENRA Energy Solutions.
2. Environmental Risk exist as we operate within both the oil & gas and property development industries/ segments which are exposed to compliance risk of laws and regulations including those relating to health, safety, environment, and compliance with the various certifications required for those industries. We currently have various preventive maintenance programs through Quality, Health, Safety and Environment ("QHSE") daily & weekly monitoring for ESPM, periodic reviews of compliance with the applicable rules, regulations, and standards with the regulators for the other projects, training and development, and processes for risk assessment and monitoring.

Statement On Risk Management And Internal Control (Cont'd)

RISK MANAGEMENT (CONT'D)

Management of Significant Risks (Cont'd)

3. Project Completion Risk, as the Group has businesses locally and is exposed to various risks relating to delay and price changing in procuring materials, project management risks, occupational health and safety risk, political risk, credit risk, foreign exchange risk, sub-contractor's financial management, payment issuance and communication barriers. The Group has embarked on a more stringent role in terms of monitoring projects locally such as appointing key people as project managers and regular monitoring, liaising with Legal firms on the terms of contracts and reporting on project progress to the MPR.
4. Transaction Approval Process as part of the ITGC review, showed it needed to have clear workflow and escalation procedures to ensure timely review and authorisation of transaction modifications. The management has embarked to implement a "Period Close" functionality within the current system. The management has also specified the use of ENRA's official email for all correspondence with external parties and for all official communication for all its subsidiaries and restricting the use of Gmail.

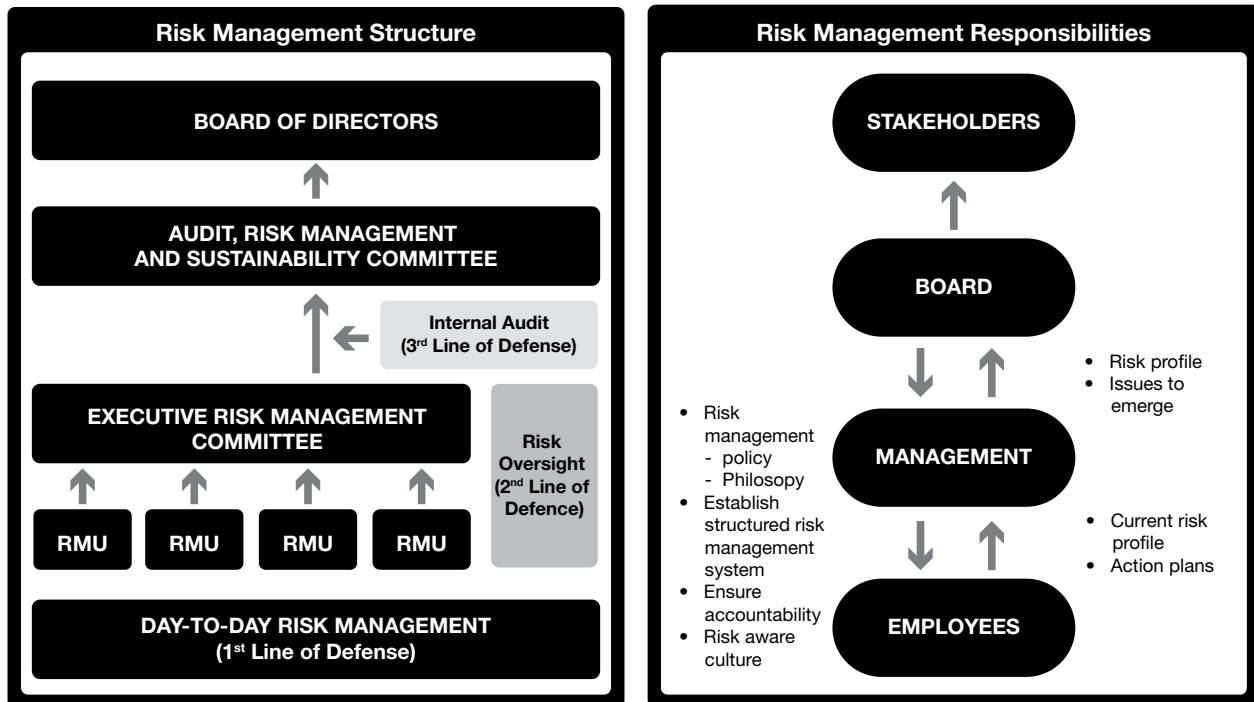


RISK MANAGEMENT STRUCTURE

The Risk Management process is a collective responsibility which works by engaging every level of the organisation as risk owners of their immediate sphere of risks (as shown in the Risk Management Responsibilities diagram below). The Group aims to approach risk management from a top down and bottom up approach (holistically). This is managed through an oversight structure involving the Board, ARMSC, Internal Audit, ERM and RMUs.

Statement On Risk Management And Internal Control (Cont'd)

RISK MANAGEMENT STRUCTURE (CONT'D)



INTERNAL AUDIT FUNCTION

At present, there is an in-house Internal Audit function. The Internal Audit function operates within the framework of the International Professional Practices Framework by the Institute of Internal Auditors as stated in its Internal Audit Charter, which is approved by the ARMSC. The Internal Audit function provides the ARMSC with independent opinions of processes, risk exposure and systems of internal control using the “Committee of Sponsoring Organisation of the Treadway Commission’s Internal Control – Integrated Framework” as a guide.

The Internal Audit function assesses the Group’s Internal Control system according to the following five interrelated control elements:

- Control Environment
- Risk Assessment
- Control Activity
- Information & Communication
- Monitoring

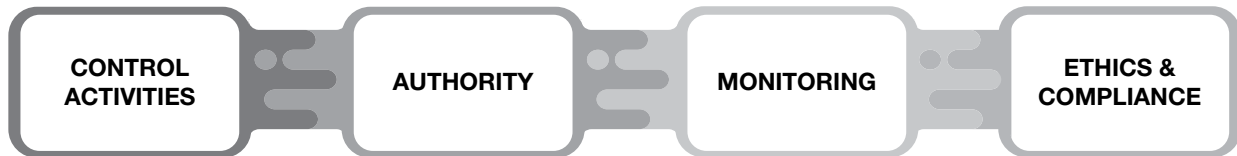
The Internal Audit team is headed by Mr. Melvinder Singh Harminder Singh, Group Head of Compliance & Governance, who is a Chartered Member of the Institute of Internal Auditors Malaysia with more than 20 years of experience in internal auditing. Mr. Melvinder and his team independently reviews the key business processes, and reports to the ARMSC on a quarterly basis. The ARMSC reviews and evaluates the key audit issues raised by the Internal Audit function and ensures that appropriate and prompt remedial action is taken by the Management. During the financial year ended 31 March 2025, the Internal Audit function prepared and presented an annual audit review schedule to the ARMSC. This annual schedule outlines the key business processes of the Group’s governance process, ESG efforts and policy, property development subsidiaries as well as Oil & Gas services and Maintenance Repair and Overhaul Services. The ARMSC had reviewed and approved the schedule providing the Internal Audit team with the mandate in assessing the adequacy and effectiveness of the Group’s internal control system.

The Internal Audit team completed a holistic Corporate Governance Review of EGB with reference to the Malaysian Code of Corporate Governance 2021, ESG updates and reporting in line with the Main Market listing requirements as a guideline. In addition, four routine audits were conducted covering the Maintenance, Repair and Overhaul (“MRO”) division, Property Development division and Information Technology (“IT”) function, along with assessments on the code of business conduct in accordance with the ARMSC’s approved annual review schedule. The area of coverage is aligned with the Group’s Risk Management assessment covering Finance, Human Resource, Operations, Procurement, Inventory, General IT, Sales, Marketing, Fraud Assessment and Project Management.

Statement On Risk Management And Internal Control (Cont'd)

CONTROL ENVIRONMENT AND STRUCTURE

Apart from the above, the other key elements of the Group's internal control system include:



- a) Policies, procedures and limits of authority make up the Control Activities and Authority.
 - Formally documented internal policies, standards and procedures are in place and periodically updated to reflect and enhance operational efficiency. Cases of non-compliance with policies and procedures are reported to the ARMSC.
 - Formally defined delegation of responsibilities to committees of the Board and to Management including organisation structures and appropriate authority levels.
- b) Strategies, business planning, budgeting and reporting fulfills the Monitoring role.
 - Regular information provided to Management for monitoring through EXCO and the Performance Review meetings on performance against strategic plans covering all key financial, operational, oil & gas and property venture indicators.
 - Detailed budgeting process requiring all business units to review their budgets periodically. The budgets are discussed and approved by the President & Group Chief Executive Officer and subsequently the Board.
 - The Group Chief Financial Officer provides the Board with quarterly financial information. This effective reporting system exposes significant variances against the budget. Key variances are followed up by Management and reported to the Board.
- c) Risk assessment ensures that all are complying and meet the Ethical requirements of the ethics code.
 - The President & Group Chief Executive Officer, with the input from the ERM, reviews with the ARMSC on any significant changes in internal and external environment, which affects the Group's risk profile.

CODE OF BUSINESS ETHICS SIGN OFF BY EMPLOYEES AND EXCO

The Group communicates the Code of Business Conduct to its employees upon their employment. The Code of Business Conduct reinforces the Group's core value on integrity by providing guidance on moral and ethical behaviour that is expected from all employees in following applicable laws, policies, standards and procedures. Every six months, the employees and EXCO of the Group confirm compliance via the Code of Business Conduct Questionnaire for disclosure of any irregularities or breach of the Code of Business Conduct. The feedback from the Code of Business Conduct Questionnaire is considered by the EXCO and further deliberated by the ARMSC. There were no irregularities or breaches in this financial year.

GROUP VENDOR CODE OF CONDUCT

There is a Group Vendor Code of Conduct, which sets standards of business practice that generally applies to all vendors of the Group. The areas of coverage in the Vendor Code of Conduct are Professional Conduct and Business Ethics, Compliance with Laws, Rules and Regulations, Human Rights and Labour, Anti-Corruption/Anti Competition, Conflict of Interest, Health Safety and Environment, Confidentiality and maintenance of Documentations and Records. All vendors need to acknowledge the Vendor Code of Conduct. Acknowledgement of the Code is a pre-requisite in all of the Group's contracts for supply. Through the acceptance of a purchase order, letter of award, contract or agreement or performance of any obligation to and agreed by the Group, Vendors shall commit and are deemed to have committed themselves to complying with the Code.

Statement On Risk Management And Internal Control (Cont'd)

WHISTLEBLOWING POLICY

A Whistleblowing Policy is established to provide appropriate communication and feedback channels which facilitate whistleblowing in a transparent and confidential manner to enable employees and stakeholders and where applicable, members of the public, to raise genuine concerns about possible improprieties, improper conduct or other malpractices within the Group in an appropriate way.

ANTI CORRUPTION POLICY

With the passing of the Malaysian Anti-Corruption Act (Amendment) Bill 2018 by the Malaysian Parliament on 4 April 2018, a new Section 17A was added to this Act which makes the corporate entity liable for the conduct of any person associated with the commercial organisation who corruptly gives, agree to give, promises or offers to any person gratification with the intent to secure business or an advantage for the commercial organisation. In line with the new Section, ENRA has taken steps to enhance the Adequate Measures, by formulating an Anti- Corruption policy which has been approved by the Board, a series of seminars and trainings (both external and internal), dialogues, awareness through articles and quizzes, corruption risk management in its risk profiles, continuous training of staff on corruption prevention, and continuous monitoring and review by Group Internal Audit.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The external auditors have performed limited assurance procedures on this Statement of Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide (AAPG 3), Guidance for Auditors on Engagement and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants for inclusion in the Annual Report of the Group for the financial year ended 31 March 2025, and reported to the Board that nothing has come to their attention that caused them to believe the statement intended to be included in the Annual Report is not prepared in all material respects, in Accordance with the disclosures required by paragraph 41 and 42 of the said Guidelines, nor is the Statement of Risk Management and Internal Control factually inaccurate.

BOARD ASSURANCE

For the financial year under review, the Board is satisfied and is of the view that the risk management and internal control systems in place for the year under review and up to the date of issuance of the financial statements is adequate and effective and there are no material losses resulting from significant weaknesses that require separate disclosure in the Annual Report.

The Board has also received assurances from the Executive Directors, President & Group Chief Executive Officer and the Group's Chief Financial Officer that to the best of their knowledge, the Group's risk management and internal control systems are operating adequately and effectively, in all material aspects, based on the risk management and internal control systems of the Group. Nevertheless, the Board together with the Management of the Group is continuously taking measures to improve the policies and processes to further strengthen the key elements of risk management and internal control systems. This Statement on Risk Management and Internal Control is made in accordance with a resolution of the Board duly passed on 15 July 2025.

ADDITIONAL COMPLIANCE INFORMATION

1. AUDIT AND NON-AUDIT FEES

The amount of remuneration received and receivable by the Company's auditors, or a firm or corporation affiliated to the Company's auditors for services rendered to the Group and the Company for the financial year under review are as follows:

	Group RM'000	Company RM'000
Statutory Audit Fees:		
By the Company's auditors	268	60
Non-Audit Fees:		
By the Company's auditors	9	6
By affiliated company of the Company's auditors (tax-related)	38	18
	47	24
Total	315	84

The non-audit fees are for recurring permissible services comprises tax compliance fees, transfer pricing documentation preparation, review of Statement of Risk Management and Internal Control and half yearly financial statement reviews.

2. MATERIAL CONTRACTS INVOLVING INTERESTS OF THE DIRECTORS OR MAJOR SHAREHOLDERS OF THE COMPANY

There were no material contracts entered into by the Group involving the interest of the directors and major shareholders of the Company, which were still subsisting as at the end of the financial year or which were entered into since the end of the previous financial year.

3. FREE WARRANTS

On 7 January 2024, up to 45,402,647 free warrants has been issued on the basis of 1 Warrant for every 3 existing shares at the exercise price of RM1.00 at any time during the Exercise Period ("At any time during the period commencing on, and inclusive of, the Issue Date and ending at 5.00 p.m. on the Market Day immediately preceding the 5th anniversary of the Issue Date"), subject to any adjustment that may be made from time to time in accordance with the provisions of the deed poll constituting the Warrants. Any Warrant not exercised during the Exercise Period will thereafter lapse and cease to be valid for any purpose.

The issuance of the warrants is in compliance with Paragraph 6.50 of the Main Market Listing Requirements of Bursa Securities which states that the number of new ENRA Shares which will arise from all outstanding Warrants, when exercised, does not exceed 50% of the total number of issued ENRA Shares (excluding treasury shares and before exercise of the Warrants) at all times.

On 21 March 2025, 10,000,000 new ordinary shares of RM1.00 each were issued pursuant exercise of Warrants 2020/2025 for the equivalent numbers by the registered holders.

On 15 July 2025 and 18 July 2025, an additional 6,000,000 and 4,000,000 new ordinary shares of RM1.00 each, respectively, were issued pursuant to the Warrants 2020/2025 by the registered holders.

As of 29 July 2025, no remaining rights under the Private Free Warrant have been exercised by the holders.

Additional Compliance Information (Cont'd)

4. EMPLOYEES SHARE SCHEME ("ESS")

The Company's ESS comprising an employees' share option scheme and an employees' share grant plan was approved by the shareholders at the Extraordinary General Meeting held on 9 February 2018. The ESS came into effect on 12 February 2018 and shall be in force until 12 February 2028.

On 1 June 2022, ENRA made an offer of 6,100,000 ESOS Options under the ESS ("1st Award") to the eligible directors and employees of ENRA and its subsidiaries, of which 3,200,000 ESOS Options were allocated to the Directors of ENRA. The 1st Award was expired on 31 May 2024 being after two-year availability period from the date of issuance.

On 2 January 2024, ENRA made an offer of 11,900,000 ESOS Option 2024/2027 ("2nd Award") to the eligible Directors and employees of ENRA and its subsidiaries of which 7,600,000 Options were allocated to the Directors of ENRA.

As of 29 July 2025, none of the ESOS Options under the 2st Award have been exercised yet and, as such, no option or share grant has been awarded to any person pursuant to the ESS.

5. PRIVATE PLACEMENT

The Company had obtained the approval from its shareholders at the 31st annual general meeting of the Company ("AGM") held on 7 September 2023, authorising the Board to issue and allot new ENRA Shares pursuant to Sections 75 and 76 of the Companies Act 2016 ("Act"), provided that the aggregate number of new ENRA Shares to be issued does not exceed 10.00% of the total number of issued ENRA Shares (excluding treasury shares) ("General Mandate").

The Company had also obtained its shareholders' approval at the AGM to waive the statutory pre-emptive rights of the shareholders of the Company pursuant to Section 85 of the Act read together with Article 4.3 of the Constitution of the Company, to be offered new ENRA Shares ranking equally to the existing issued ENRA Shares arising from any issuance of new ENRA Shares pursuant to the General Mandate.

The Placement Shares will be placed to third party investor(s) to be identified at a later stage, where such investor(s) shall be person(s) who qualify under Schedules 6 or 7 of the Capital Markets and Services Act 2007.

The issue price of the Placement Shares will be determined and fixed by the Board at a later date after the receipt of all relevant approvals for the Proposed Private Placement ("Price-Fixing Date").

The Placement Shares will not be priced at more than 10.00% discount to the 5-day volume weighted average market price ("VWAP") of ENRA Shares immediately preceding the Price-Fixing Date pursuant to Paragraph 6.04(a) of the Listing Requirements.

On 27 June 2024, the Company announced that the issue price for the Proposed Private Placement has been fixed at RM0.65 per Placement Share. The Issue Price represents a discount of approximately RM0.0053 or 0.81% to the 5-day VWAP of ENRA Shares up to and including 26 June 2024, being the last trading day immediately preceding the Price-Fixing Date of RM0.6553 per ENRA Share.

On 5 July 2024, the Company announced that the Private Placement has been completed following the listing of and quotation for 13,491,800 Placement Shares on the Main Market of Bursa Securities on 5 July 2024.

As of 29 July 2025, no placement has been awarded to any person pursuant to the Private Placement.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

IN RELATION TO THE AUDITED FINANCIAL STATEMENTS

The Directors are required by the Companies Act, 2016 ("Act") to prepare the financial statements for each financial year which give a true and fair view of the state of affairs of the Group as at the end of the financial year, and of the results, financial performance and cash flows of the Group and of the Company for the financial year.

The Directors consider that, in preparing the financial statements, the Group and the Company have consistently applied appropriate accounting policies on a going concern basis, supported by reasonable judgments and estimates that are prudent, and in compliance with all applicable Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Act and the MMLR of Bursa Securities.

The Directors have general responsibility for ensuring that the Group and the Company keep proper accounting records, which disclosure with reasonable accuracy the financial position of the Company and the Company and for taking such steps as are reasonably open to them to ensure that proper internal controls are in place to safeguard the assets of the Group and the Company and to prevent and detect fraud and other irregularities.

This Statement is made in accordance with the resolution of the Board dated 29 July 2025.

FINANCIAL STATEMENTS

SECTION

05

FINANCIAL STATEMENTS

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DIRECTORS' REPORT

The Directors hereby submit their report and the audited financial statements of the Group and of the Company for the financial year ended 31 March 2025.

PRINCIPAL ACTIVITIES

The Company is principally engaged in property investment, investment holding, management services activities and sale of completed properties.

The principal activities of the subsidiaries are mainly property development and trading, investment holding, provision of project management of engineering, procurement, construction of structure, building, civil works, other architectural, related technical consultancy and commissioning and decommissioning for multi-discipline in oil & gas industries, provision of upstream and midstream infrastructure technology solution to the oil and gas industry, bareboat leasing and related services, and the chartering of ships and boats with crew (freight). Further details of the subsidiaries are disclosed in Note 6 to the financial statements

There have been no significant changes in the nature of the activities of the Company and its subsidiaries during the financial year, other than that arising from the acquisition of subsidiaries, Hexagon SBM (Sarawak) Sdn. Bhd., Hexagon SPM Solutions Sdn Bhd. and Hexagon Marine Services (S) Pte. Ltd., which include provision of engineering design, fabrication & construction, installation, leasing, removal, reinstatement, and refurbishment of single point mooring systems, floating production storage & offloading (FPSO) units and floating storage & offloading (FSO) units for the oil and gas industry.

RESULTS

	Group RM'000	Company RM'000
Loss for the financial year	<u>(47,291)</u>	<u>(29,607)</u>
Attributable to:		
Equity holders of the Company	(43,194)	(29,607)
Non-controlling interests	<u>(4,097)</u>	<u>-</u>
	<u>(47,291)</u>	<u>(29,607)</u>

DIVIDEND

No dividend has been paid, declared or proposed since the end of the previous financial year.

The Directors do not recommend the payment of any dividend in respect of the current financial year.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the Company increased its issued and paid-up share capital from RM144,744,263 to RM163,513,933 by way of issuance of:

- (a) 13,491,800 new ordinary shares at an issue price of RM0.65 each pursuant to the private placement exercise; and
- (b) 10,000,000 new ordinary shares pursuant to the exercise of Warrants 2020/2025 at an exercise price of RM1.00 per ordinary share.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company. There were no other issues of shares during the financial year.

The Company did not issue any debentures during the financial year.

TREASURY SHARES

As at 31 March 2025, the Company held 1,289,400 treasury shares at a total cost of RM1,199,000.

WARRANTS 2020/2025

On 7 January 2021, the Company listed and quoted 44,971,973 Warrants pursuant to the Issuance of Free Warrants on the basis of one (1) Warrant for every three (3) existing shares held in the Company.

The Warrants are constituted by the Deed Poll dated 8 December 2020 ("Deed Poll").

Salient features of the Warrants are as follows:

- (a) Each Warrant entitles the registered holder thereof ("Warrant holder(s)") to subscribe for one (1) new ordinary share in the Company at an exercise price of RM1.00 during the 5-year period expiring on 26 December 2025 ("Exercise Period");
- (b) Any Warrant not exercised upon expiry of the Exercise Period will thereafter lapse and cease to be valid for any purpose;
- (c) The Exercise Price and/or the number of the unexercised Warrant shall, from time to time be adjusted, calculated or determined by the Board in consultation with an approved adviser appointed by the Company and certified by the auditors of the Company, in accordance with the provisions of the Deed Poll;
- (d) The Warrant Holders shall not be entitled to participate in any rights, allotment, dividends and/or other forms of distributions which may be declared, made or paid, where the entitlement date of which precedes the date of allotment of the new Company Shares. The Warrant Holders are not entitled to any voting rights in any general meeting of the Company or to participate in any form of distribution and/or offer of securities in the Company unless otherwise resolved by the shareholders of the Company or the Warrant Holders (or any of them) become shareholders of the Company by exercising their Warrants; and

Directors' Report (Cont'd)

WARRANTS 2020/2025 (continued)

- (e) If a resolution is passed for a members' voluntary winding-up of the Company, or where there is a compromise or arrangement, whether or not for the purpose of or in connection with a scheme for the reconstruction of the Company or the amalgamation of the Company with one or more companies, then:
 - (i) for the purposes of such winding-up, compromise or arrangement (other than a consolidation, amalgamation or merger in which the Company is the continuing corporation) to which the registered Warrant Holder (or some other persons designated by them for such purpose by special resolution) shall be a party, the terms of such winding-up, compromise or arrangement shall be binding on all the registered Warrant Holders; and
 - (ii) in any other case, every Warrant Holder shall be entitled, upon and subject to the provisions of the Deed Poll, at any time within six (6) weeks after the passing of such resolution for a members' voluntary winding up of the Company or within six (6) weeks after the granting of the court order approving the compromise or arrangement, by the irrevocable surrender of his/her Warrants to the Company, submitting the exercise form duly completed together with payment of the relevant exercise money, to elect to be treated as if he had immediately prior to the commencement of such winding-up, compromise or arrangement (as the case may be), exercised the exercise rights represented by such Warrants to the extent specified in the relevant exercise form and be entitled to receive out of the assets of the Company which would be available in liquidation if he/she had on such date been the holder of the new Company Shares to which he/she would have become entitled pursuant to such exercise and the liquidator of the Company shall give effect to such election accordingly.

During the financial year, 10,000,000 new ordinary shares of RM1.00 each were issued pursuant exercise of Warrants 2020/2025 for an equivalent numbers by the registered holders.

The number of Warrants 2020/2025 unexercised comprises 34,971,973 warrants.

EMPLOYEES' SHARES SCHEME ("ESS")

In the Extraordinary General Meeting on 9 February 2018, the Shareholders have approved the ESS comprising Employees' Option Scheme ("ESOS") and Employees' Share Grant ("ESG") that came into effect on 12 February 2018 for a period of 5 years up to 12 February 2023. Subsequently, the Company has extended the duration of the ESS for another 5 years to 12 February 2028.

On 1 June 2022, the Company made an offer of 6,100,000 ESOS Option under the ESS ("1st Award") to the eligible Directors and employees of the Company and its subsidiaries (collectively as "Eligible Persons"). The ESOS Option was offered in 2 tranches with the 1st tranche of 40% comprising 2,440,000 ESOS Option with no vesting period and the 2nd tranche of 60% comprising 3,660,000 ESOS Option with a vesting period of 1 year till 31 May 2023.

The Company had subsequently on 2 January 2024 made an offer of 11,900,000 new ESOS Option ("2nd Award") for an option period of three (3) years commencing from 2 January 2024 and expiring on 1 January 2027 to the Eligible Persons.

The 1st Award of ESOS Option has expired on 31 May 2024.

The total number of outstanding ESOS Options granted under the ESS as at the financial year end is 10,900,000.

Directors' Report (Cont'd)

EMPLOYEES' SHARES SCHEME ("ESS") (continued)

The main features of the ESOS are as follows:

- (a) The ESOS is made available to eligible employees and Directors (including non-executive Directors) (collectively as "Eligible Person") who are confirmed employees of the Company and its non-dormant subsidiaries as defined in the Companies Act 2016 in Malaysia, as amended from time to time, and any re-enactment thereof;
- (b) The total number of shares offered under the ESOS shall not, in aggregate, exceed 15% of the total issued ordinary shares of the Company (excluding treasury shares, if any) at any time during the existence of the ESOS;
- (c) The option price under the ESOS shall be the five-day weighted average market price of the shares as quoted on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities") at the time the option is granted with a discount of not more than 10% if deemed appropriate;
- (d) The maximum number of shares, which may be offered to an Eligible Person shall be at the sole discretion of the ESS Committee after taking into consideration, amongst others, the performance, targets, position, annual appraised performance, seniority and length of service of eligible employee's position, performance and length of service of the Eligible Person, or such other matters that the ESS Committee may in its sole discretion deem fit, subject to the following:
 - (i) not more than 10% of the shares available under the ESOS shall be allocated to any individual Eligible Person who, either singly or collectively through persons connected with the Eligible Person, holds 20% or more of the issued ordinary shares of the Company (excluding treasury shares, if any).
- (e) An option granted under the ESOS may be exercised by the grantee upon achieving the vesting conditions set by the ESS Committee; and
- (f) The shares shall on issue and allotment rank pari passu in all respects with the then existing issued shares of the Company.

The number of options over ordinary shares under the option scheme was as follows:

Category of participants	[----- Number of options over ordinary shares -----]				
	Balance as at 1.4.2024	Forfeited*	Expired	Balance as at 31.3.2025	Exercisable as at 31.3.2025
1 st Award of ESOS Option					
Directors	3,500,000	-	(3,500,000)	-	-
Key Management Personnel [^] and Employees	2,000,000	-	(2,000,000)	-	-
	5,500,000	-	(5,500,000)	-	-
2 nd Award of ESOS Option					
Directors	7,600,000	-	-	7,600,000	7,600,000
Key Management Personnel [^] and Employees	4,300,000	(1,000,000)	-	3,300,000	3,300,000
	11,900,000	(1,000,000)	-	10,900,000	10,900,000

Directors' Report (Cont'd)

EMPLOYEES' SHARES SCHEME ("ESS") (continued)

The number of options over ordinary shares under the option scheme was as follows: (continued)

	[----- Number of options over ordinary shares -----]				
	Balance as at 1.4.2024	Forfeited*	Expired	Balance as at 31.3.2025	Exercisable as at 31.3.2025
Total					
Directors	11,100,000	-	(3,500,000)	7,600,000	7,600,000
Key Management Personnel [^] and Employees	6,300,000	(1,000,000)	(2,000,000)	3,300,000	3,300,000
	<u>17,400,000</u>	<u>(1,000,000)</u>	<u>(5,500,000)</u>	<u>10,900,000</u>	<u>10,900,000</u>

[^] Other than Directors

* Due to resignation

Since the implementation of the ESOS, a total of 18,000,000 options had been granted to the Eligible Persons of the Group. The 1st Award of ESOS Option, totalling 6,100,000, was issued on 1 June 2022 at an exercise price of RM1.10 per option to the Eligible Persons, and expired on 31 May 2024. Out of the total of the 1st Award, 3,500,000 options were granted to the Directors of the Company.

The 2nd Award of ESOS Option, totalling 11,900,000, was issued on 2 January 2024 with an exercise price of RM0.80 per option to Eligible Persons for a 3-year period and will expire on 1 January 2027. Out of this total, 7,600,000 options were granted to the Directors of the Company.

None of the ESOS has been exercised since the implementation of the ESOS until the end of the financial year.

DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

Directors of the Company

Datuk Ali bin Abdul Kadir
 Tan Sri Dato' Kamaluddin bin Abdullah*
 Tan Sri Dato' Seri Shamsul Azhar bin Abbas*[^]
 Dato' Wee Yiau Hin @ Ong Yiau Hin
 Tunku Afwida binti Tunku Abdul Malek
 Loh Chen Yook
 Kok Kong Chin*

* These Directors of the Company were also the Directors of certain subsidiaries of the Company

[^] Ceased to hold office as a Director of the subsidiary upon its dissolution on 26 June 2025

Directors' Report (Cont'd)

DIRECTORS (continued)

Other Directors of the Company's subsidiaries undertakings (as defined in Section 253 of the Companies Act 2016)

Amir Ruqaimi bin Ngah	
Anthony Ho Yin Kan	
Arif Badawi bin Kamaluddin	
Chan Rong Sheng	
Dato' Idzham Mohd Hashim bin Zahrain Mohd Hashim	
Ikhlas bin Zainal	
Ikhwan bin Zaidel	
Mohd Saiful Bahri bin Abdul Fatah	
Muhammad Saiful Haq bin Abdul Fatah	
Lim Chin Aik	(Appointed on 9 May 2025)
Nathanael Ho Yeow Kee	(Appointed on 9 May 2025)
Yoon Lai Chong	(Appointed on 9 May 2025)
Shaifulnizam bin Sharif	(Appointed on 25 September 2024)
Khaja Shaukath Ali bin Mohamed Siddique	(Appointed on 23 May 2024)
Lau Lee Hoong	(Resigned on 25 September 2024)
Ahmad Zaki bin Ahmad Zainuddin	(Ceased on 26 June 2024)
Tan Sri Dato' Sri Mahamad Fathil bin Dato' Mahmood	(Ceased on 26 June 2024)

In accordance with Clause 18.3 of the Company's Constitution, Datuk Ali bin Abdul Kadir and Dato' Wee Yiaw Hin @ Ong Yiaw Hin shall retire from the Board of the Company at the forthcoming Annual General Meeting ("AGM") and, being eligible, offer themselves for re-election.

DIRECTORS' INTERESTS

The Directors holding office at the end of the financial year and their beneficial interests in ordinary shares, options over ordinary shares and/or warrants of the Company and of its related corporations during the financial year ended 31 March 2025 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows:

	[----- Number of ordinary shares -----]			
	Balance as at 1.4.2024	Bought	Converted ⁽¹⁾	Sold
Shares in the Company				
Direct interests				
Datuk Ali bin Abdul Kadir	4,900,000	-	-	-
Tan Sri Dato' Kamaluddin bin Abdullah	3,657,629	-	-	(3,650,000)
Kok Kong Chin	3,000,000	-	-	-
Dato' Wee Yiaw Hin @ Ong Yiaw Hin	1,000,000	-	-	-
Loh Chen Yook	5,566,300	4,200,000	-	-
Indirect interests				
Tan Sri Dato' Kamaluddin bin Abdullah ⁽²⁾	37,062,000	3,650,000	10,000,000	-
Tan Sri Dato' Seri Shamsul Azhar bin Abbas ⁽³⁾	2,000,000	-	-	-

Directors' Report (Cont'd)

DIRECTORS' INTERESTS (continued)

The Directors holding office at the end of the financial year and their beneficial interests in ordinary shares, options over ordinary shares and/or warrants of the Company and of its related corporations during the financial year ended 31 March 2025 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59 of the Companies Act 2016 in Malaysia were as follows: (continued)

	[----- Number of warrants 2020/2025 -----]				
	Balance as at 1.4.2024	Bought	Converted ⁽¹⁾	Sold	Balance as at 31.3.2025
<u>Warrants in the Company</u>					
Direct interests					
Datuk Ali bin Abdul Kadir	1,523,333	-	-	-	1,523,333
Tan Sri Dato’ Kamaluddin bin Abdullah	1,785,876	-	-	(1,783,333)	2,543
Kok Kong Chin	1,000,000	-	-	-	1,000,000
Dato’ Wee Yiau Hin @ Ong Yiau Hin	333,333	-	-	-	333,333
Loh Chen Yook	6,999,565	-	-	-	6,999,565
Indirect interests					
Tan Sri Dato’ Kamaluddin bin Abdullah ⁽⁴⁾	11,787,332	10,000,000	(10,000,000)	(8,216,667)	3,570,665
Tan Sri Dato’ Seri Shamsul Azhar bin Abbas ⁽³⁾	666,666	-	-	-	666,666

	[---- Number of options over ordinary shares ----]			
	Balance as at 1.4.2024	Expired	Exercised	Balance as at 31.3.2025
<u>Share options in the Company</u>				
Direct interests				
Datuk Ali bin Abdul Kadir	1,500,000	(500,000)	-	1,000,000
Dato' Wee Yiau Hin	900,000	(300,000)	-	600,000
Loh Chen Yook	900,000	(300,000)	-	600,000
Tan Sri Dato' Seri Shamsul Azhar bin Abbas	1,200,000	(400,000)	-	800,000
Tan Sri Dato' Kamaluddin bin Abdullah	3,000,000	(1,000,000)	-	2,000,000
Kok Kong Chin	3,000,000	(1,000,000)	-	2,000,000
Tunku Afwida binti Tunku Abdul Malek	600,000	-	-	600,000

- (1) Conversion of Warrants 2020/2025 into ordinary shares during the year.
- (2) By virtue of Tan Sri Dato' Kamaluddin bin Abdullah's indirect interest held through Trillion Icon Sdn. Bhd., Paling Terbilang Sdn. Bhd., Carrillo Capital Sdn. Bhd., ABK Capital Sdn. Bhd. and ABK Holdings Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016 ("Act").
- (3) By virtue of Tan Sri Dato' Seri Shamsul Azhar bin Abbas's indirect interest held through his spouse, Puan Sri Sharifah Salwa Syed Kamaruddin's direct interest in the Company pursuant to Section 59(11)(c) of the Act.
- (4) By virtue of Tan Sri Dato' Kamaluddin bin Abdullah's indirect interest held through Trillion Icon Sdn. Bhd. and Carrillo Capital Sdn. Bhd. pursuant to Section 8(4) of the Act.



Directors' Report (Cont'd)

DIRECTORS' INTERESTS (continued)

By virtue of his interests in the ordinary shares of the Company, Tan Sri Dato' Kamaluddin bin Abdullah is also deemed to be interested in the ordinary shares of all the subsidiaries during the financial year to the extent the Company has an interest under Section 8(4) of the Companies Act 2016.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than those benefits included in the aggregate amount of remuneration received or due and receivable by the Directors) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he or she is a member, or with a company in which he or she has a substantial financial interest except for any benefits which may be deemed to have arisen from related party transactions.

There were no arrangements during and at the end of the financial year, to which the Company is a party, which had the object of enabling Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate except for the warrants and share options granted pursuant to the ESOS.

DIRECTORS' REMUNERATION

Directors' remuneration of the Group and of the Company during the financial year ended 31 March 2025 were as follows:

	Group and Company RM'000
Fees	372
Salaries	1,337
Other emoluments	579
	2,288

INDEMNIFYING DIRECTORS, OFFICERS OR AUDITORS

The Group and the Company effected Directors' liability insurance during the financial year to protect the Directors of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors.

During the financial year, the total amount insurance premium paid for the Directors and the officers of the Group and of the Company is RM31,114.

There were no indemnity given to or insurance effected for the auditors of the Group and of the Company during the financial year.

Directors' Report (Cont'd)

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and have satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business had been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
 - (i) which would render the amounts written off for bad debts or the amounts of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any material extent;
 - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
 - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
 - (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.
 - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due.

(III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in the report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

Directors' Report (Cont'd)

SIGNIFICANT EVENTS SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- a) On 9 May 2025, ENRA Land Sdn. Bhd., a wholly-owned subsidiary of the Company, had incorporated a new 55% owned subsidiary known as Hamptons Avantex Property Sdn. Bhd. with a total paid up share capital of RM250,000 comprising 250,000 ordinary shares.
- b) On 28 May 2025, Q Homes Sdn. Bhd., an indirect 51% owned subsidiary of the Company, had entered into Share Sale and Purchase Agreements with PNN Resources Sdn. Bhd. ("Purchaser") to dispose of the entire share capital ("Sale Shares") of its wholly-owned subsidiaries, Makmur Homes Sdn. Bhd. and BRP Homes Sdn. Bhd., for a total consideration of RM4,700,000 and RM1,900,000 respectively. The Sale Shares shall be transferred to the Purchaser within three months upon fulfillment of the conditions precedent. The disposal has yet to be completed as at the date of this Report.
- c) On 20 June 2025, Hexagon Energy Logistics Sdn Bhd, a wholly-owned subsidiary of the Company, had entered into a binding Heads of Agreement ("HOA") with SIP JDA Sdn Bhd ("SIP") for the purpose of outlining the principal terms in relation to the provision of a storage tanker solution to SIP in support of CARIGALI-PTTEPI operations at the Malaysia-Thailand Joint Development Area, for a duration of twelve (12) months commencing from 1 October 2025 to 30 September 2026 for a contract value of up to USD32.09 million (equivalent to approximately RM136.56 million).
- d) On 15 July 2025, the Company increased its issued and paid-up share capital from RM163,513,933 to RM169,513,933 by way of issuance of 6,000,000 new ordinary shares pursuant to the exercise of Warrants 2020/2025 at an exercise price of RM1.00 per ordinary share. The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.
- e) On 18 July 2025, the Company increased its issued and paid-up share capital from RM169,513,933 to RM173,513,933 by way of issuance of 4,000,000 new ordinary shares pursuant to the exercise of Warrants 2020/2025 at an exercise price of RM1.00 per ordinary share. The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

Directors' Report (Cont'd)

AUDITORS

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

Auditors' remuneration of the Group and of the Company for the financial year ended 31 March 2025 were as follows:

	Group RM'00	Company RM'000
Statutory audit		
- BDO PLT	125	60
- Other auditors	143	-
Other services		
- BDO PLT	9	6
- Other auditors	9	-
	<u>286</u>	<u>66</u>

Signed on behalf of the Board in accordance with a resolution of the Directors.

.....
Datuk Ali bin Abdul Kadir
 Director

Kuala Lumpur
 29 July 2025

.....
Tan Sri Dato' Kamaluddin bin Abdullah
 Director

STATEMENT BY DIRECTORS

Pursuant to Section 251 (2) of the Companies Act 2016

In the opinion of the Directors, the financial statements set out on pages 118 to 201 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025 and of their financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

.....
Datuk Ali bin Abdul Kadir
 Director

.....
Tan Sri Dato' Kamaluddin bin Abdullah
 Director

Kuala Lumpur
 29 July 2025

STATUTORY DECLARATION

Pursuant to Section 251 (1) (b) of the Companies Act 2016

I, Amir Ruqaimi bin Ngah (CA 38748), being the Officer primarily responsible for the financial management of ENRA Goup Berhad, do solemnly and sincerely declare that the financial statements set out on pages 118 to 201 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly)
 declared by the above named at)
 Kuala Lumpur this)
 29 July 2025)

Amir Ruqaimi bin Ngah

Before me,

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of ENRA Group Berhad, which comprise the statements of financial position as at 31 March 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 118 to 201.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 March 2025 and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards ("MFRSs"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent Auditors' Report (Cont'd)

TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Key Audit Matters (continued)

(1) Impairment assessment of the carrying amount of property, plant and equipment

As at 31 March 2025, the carrying amount of the Group's property, plant and equipment was RM58.99 million as disclosed in Note 4 to the financial statements.

The Group estimated the recoverable amount of the property, plant and equipment using the higher of fair value less costs of disposal ("FVLCD") and Value in Use ("VIU"). For recoverable amount based on FVLCD, the Group engaged an independent external valuer to assess the fair value of the marine equipment. The Group applies the VIU model based on present value of forecasted future cash flows for the cash generating unit ("CGU") to determine if there is any impairment loss required on the carrying amount of property, plant and equipment.

We determined this to be a key audit matter as impairment assessment of the carrying amount of marine equipment involved significant judgements and estimates by the Directors about the future results and key assumptions applied to cash flow projections of the CGU in determining its recoverable amount. These key assumptions include forecast growth in future revenues and operating costs, as well as determining an appropriate pre-tax discount rate.

Audit response

Our audit procedures to assess management's impairment testing based on VIU included the following:

- (a) enquired with business development teams to obtain an understanding of the status of negotiation and the likelihood of securing new revenue contracts, including timing of commencement and expected value of revenue contracts;
- (b) compared cash flow forecasts against recent performance and assessed the reasonableness of the key assumptions used by management in the cashflow forecasts by comparing to terms and conditions stipulated in the charter party agreements, available industry data, taking into consideration of comparability and market factors;
- (c) assessed whether the assumptions on the operating costs are supportable when compared to the past trends;
- (d) evaluated the discount rate used to determine the present value of the cash flows and whether the rate used reflects the current market assessments of the time value of money and risks specific to the asset; and

Independent Auditors' Report (Cont'd)

TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Key Audit Matters (continued)

(1) Impairment assessment of the carrying amount of property, plant and equipment (continued)

Audit response (continued)

Our audit procedures to assess management's impairment testing based on VIU included the following: (continued)

- (e) performed sensitivity analysis to stress test the key assumptions used by management in the impairment model.

Our audit procedures to assess management's impairment testing based on FVLCD are as follows:

- (a) Considered the independence, competence, capabilities and objectivity of the external valuer; and
- (b) Obtained an understanding of the methodology adopted by the independent valuer in estimating the fair value of the marine equipment and assessed whether such methodology is consistent with those used in the industry.

(2) Assessment of net realisable values of inventories

As at 31 March 2025, carrying amounts of property held for sales of the Group were RM21.54 million and completed properties of the Group and Company were RM3.98 million respectively, as disclosed in Note 8 to the financial statements.

We determined this as a key audit matter because of the judgement made by the Directors in determining an appropriate inventory valuation which involved predicting the amount of future demand from customers. Besides that, judgements are also required to identify slow moving and obsolete inventories which need to be written down to their net realisable value.

Audit response

Our audit procedures included the following:

- (a) assessed the unsold units based on enquiries with management including corroborative enquiries with the key management personnel on the plans to address slow moving inventories; and

Independent Auditors' Report (Cont'd)

TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Key Audit Matters (continued)

(2) Impairment assessment of inventories (continued)

Audit response (continued)

Our audit procedures included the following: (continued)

- (b) for those unsold completed units and properties held for sale, we tested the carrying amount by obtaining the recent transacted prices of comparable development units in similar or nearby locations, and adjusted for the size of the units and assess the realisable value through latest offer received by the Group, where applicable.

(3) Impairment assessment of the carrying amounts of costs of investments in subsidiaries

As at 31 March 2025, carrying amounts of costs of investments in subsidiaries of the Company were RM61.89 million as disclosed in Note 6 to the financial statements of which an impairment of RM26.85 million was recognised during the financial year.

Management used the VIU approach based on present value of forecasted future cash flows for the subsidiaries to determine if there is any impairment loss required on the costs of investments in subsidiaries.

We determined this to be a key audit matter because the determination of whether or not an impairment loss is necessary involved significant judgements and estimates by the Directors about the future results and key assumptions applied to cash flow projections of the subsidiaries in determining their recoverable amounts. These key assumptions include forecast growth in future revenue, as well as determining an appropriate pre-tax discount rate.

Audit response

Our audit procedures included the following:

- (a) compared cash flow projections against recent performance and assessed the reasonableness of the key assumptions used by management in the cashflow forecast and projections by comparing to actual growth rates;
- (b) compared prior period budgets and forecasts to current period's actual results to assess the historical accuracy of the forecasts;

Independent Auditors' Report (Cont'd)

TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Key Audit Matters (continued)

(3) Impairment assessment of the carrying amounts of costs of investments in subsidiaries (continued)

Audit response (continued)

- (c) assessed the suitability of the pre-tax discount rate used by each subsidiary by comparing to the weighted average cost of capital of the Group and relevant risk factor; and
- (d) performed sensitivity analysis to stress test the key assumptions used by management in the impairment model.

(4) Impairment assessment of the carrying amounts of amounts due from subsidiaries

As at 31 March 2025, carrying amounts due from subsidiaries of the Company amounted to RM37.28 million as disclosed in Note 9 to the financial statements of which an impairment of RM0.15 million was recognised during the financial year.

We determined this to be a key audit matter because it requires management to exercise significant judgement in determining the probability of default by subsidiaries, appropriate forward looking information, significant increase in credit risk with incorporating the estimated cash flows recoverable in worst-case scenarios.

Audit response

Our audit procedures included the following:

- (a) recomputed probability of default using historical data and forward looking information adjustment;
- (b) assessed the appropriateness of the indicators of significant increase in credit risk applied by the management and the resultant basis for classification of exposure into respective stages;
- (c) challenged management on the basis for determining cash flows recoverable in worst case scenarios, where applicable; and
- (d) assessed actual loss events subsequent to the end of reporting period for its relationship with the indicators of significant increase in credit risk applied by management.

Independent Auditors' Report (Cont'd)

TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Key Audit Matters (continued)

(5) Assessment of going concern of the Group and of the Company

During the financial year ended 31 March 2025, the Group and the Company incurred a net loss of RM47.29 million and RM29.61 million respectively and as at the end of reporting period, the current liabilities of the Group exceeds the current assets by RM11.38 million.

Notwithstanding the above conditions, management has assessed that the preparations of the financial statement of the Group and of the Company on a going concern basis is appropriate as :

- (a) The Group and the Company would be able to generate sufficient operating cash flows from their operations; and
- (b) The Group and the Company have available credit facilities to meet the Group's and the Company's operating and financial need.

We considered this a key audit matter due to the significance of the judgment involved in assessing the Group's and the Company's going concern assumptions including the management's cash flow forecasts of the Group and the Company.

Audit response

Our audit procedures included the following:

- (a) Evaluated management's cash flow forecasts covering a period of not less than 12 months from the reporting date, and the underlying assumptions used;
- (b) Compared actual results post-year-end against budgeted amounts to assess the reliability of management's forecasting;
- (c) Reviewed and verified the availability of committed financing facilities and other funding sources;
- (d) Evaluated the sensitivity analysis performed by management, including the impact of reasonably possible changes in key assumptions;
- (e) Considered the adequacy of the disclosures made in the financial statements in relation to the Group's and the Company's assessment of the appropriateness of the use of group concern assumptions in their preparation of the Group's and Company's financial statement.

Independent Auditors' Report (Cont'd) TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRSs, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditors' Report (Cont'd)

TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with approved standards on auditing in Malaysia and ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control of the Group and of the Company.
- c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

Independent Auditors' Report (Cont'd)

TO THE MEMBERS OF ENRA GROUP BERHAD (Incorporated in Malaysia)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguard applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 6 to the financial statements.

Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

BDO PLT
201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Lee Wee Hoong
03316/07/2027 J
Chartered Accountant

Kuala Lumpur
29 July 2025

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	4	58,989	72,267	82	104
Right-of-use assets	5	8,623	8,968	160	252
Investments in subsidiaries	6	-	-	61,893	17,952
Goodwill on consolidation	7	-	-	-	-
Trade and other receivables	9	-	-	-	1,623
		67,612	81,235	62,135	19,931
Current assets					
Inventories	8	40,873	57,493	3,982	3,994
Trade and other receivables	9	7,853	5,011	37,765	78,922
Contract assets	10	3,937	2,850	-	-
Current tax assets		-	44	-	-
Cash and bank balances and short term funds	12	4,366	5,295	3,101	3,297
		71,567			
Total current assets excluding assets classified as held for sale		57,029	70,693	44,848	86,213
Assets of disposal group classified as held-for-sale	6(d)	13,935	-	-	-
TOTAL ASSETS		138,576	151,928	106,983	106,144
EQUITY AND LIABILITIES					
Equity attributable to equity holders of the Company					
Share capital	13	163,514	144,744	163,514	144,744
Redeemable convertible preference shares equity	14	2,477	2,477	-	-
Treasury shares	15	(1,199)	(1,199)	(1,199)	(1,199)
Non-distributable reserves	16	2,361	5,489	327	375
Accumulated losses		(119,155)	(76,009)	(88,962)	(59,403)
		47,998	75,502	73,680	84,517
Non-controlling interests		(8,021)	(3,199)	-	-
TOTAL EQUITY		39,977	72,303	73,680	84,517

Statements Of Financial Position (Cont'd)

As At 31 March 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
EQUITY AND LIABILITIES					
(continued)					
LIABILITIES					
Non-current liabilities					
Trade and other payables	17	9,989	21,146	-	-
Borrowings	18	7,377	11,500	-	-
Lease liabilities	5	1,559	1,714	72	161
		18,925	34,360	72	161
Current liabilities					
Trade and other payables	17	30,239	15,168	1,703	1,391
Derivative liability	11	-	40	-	37
Contract liabilities	10	185	185	-	-
Borrowings	18	33,304	22,696	31,266	19,945
Lease liabilities	5	155	184	89	93
Redeemable convertible preference shares	14	7,407	6,916	-	-
Current tax liabilities		277	76	173	-
Total current liabilities excluding liabilities relating to assets held for sale		71,567	45,265	33,231	21,466
Liabilities directly associated with disposal group classified as held-for-sale	6(d)	8,107	-	-	-
TOTAL LIABILITIES		98,599	79,625	33,303	21,627
TOTAL EQUITY AND LIABILITIES		138,576	151,928	106,983	106,114

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Continuing operations					
Revenue	21	30,379	31,057	-	700
Cost of sales		(42,943)	(30,903)	-	(708)
Gross (loss)/profit		(12,564)	154	-	(8)
Other income		5,712	1,580	21,397	7,322
Administrative expenses		(34,491)	(13,960)	(47,019)	(19,595)
Impairment of financial assets		-	-	(146)	(843)
Other expenses		(178)	(282)	(85)	(104)
Lease interest expense		(131)	(130)	(5)	(6)
Finance costs	22	(5,380)	(3,533)	(3,532)	(1,756)
Loss before tax	23	(47,032)	(16,171)	(29,390)	(14,990)
Tax expense	24	(243)	(289)	(217)	-
Loss for the financial year		(47,275)	(16,460)	(29,607)	(14,990)
Discontinued operations					
(Loss)/Profit for the financial year from discontinued operations	6(d)	(16)	12	-	-
Loss for the financial year		(47,291)	(16,448)	(29,607)	(14,990)
Other comprehensive income:					
Items that may be reclassified subsequently to profit or loss					
Foreign currency translations, net of tax		(3,805)	5,022	-	-
Total comprehensive loss		(51,096)	(11,426)	(29,607)	(14,990)

Statements Of Profit Or Loss And Other Comprehensive Income (Cont'd)

For The Financial Year Ended 31 March 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Loss attributable to:					
Equity holders of the Company		(43,194)	(14,877)	(29,607)	(14,990)
Non-controlling interests		<u>(4,097)</u>	<u>(1,571)</u>	<u>-</u>	<u>-</u>
		<u>(47,291)</u>	<u>(16,448)</u>	<u>(29,607)</u>	<u>(14,990)</u>
Total comprehensive loss attributable to:					
Equity holders of the Company		(46,274)	(11,732)	(29,607)	(14,990)
Non-controlling interests		<u>(4,822)</u>	<u>306</u>	<u>-</u>	<u>-</u>
		<u>(51,096)</u>	<u>(11,426)</u>	<u>(29,607)</u>	<u>(14,990)</u>
Loss per ordinary share attributable to equity holders of the Company (sen):					
From continuing operations		(29.72)	(11.03)		
From discontinued operations		<u>-</u>	<u>-</u>		
Basic	25	<u>(29.72)</u>	<u>(11.03)</u>		
From continuing operations		(29.72)	(11.03)		
From discontinued operations		<u>-</u>	<u>-</u>		
Diluted	25	<u>(29.72)</u>	<u>(11.03)</u>		

The accompanying notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2024

Group	Note	Share capital RM'000	Redeemable convertible preference shares RM'000	Share options reserve RM'000	Exchange translation reserve RM'000	Treasury shares RM'000	Accumulated losses RM'000	Company RM'000	Non-controlling interests RM'000	Total attributable to equity holders of the Company RM'000	Total equity RM'000
Balance as at 1 April 2024		144,744	2,477	375	5,114	(1,199)	(76,009)	75,502	(3,199)	72,303	
Loss for the financial year		-	-	-	-	-	(43,194)	(43,194)	(4,097)	(47,291)	
Other comprehensive loss, net of tax		-	-	-	(3,080)	-	-	(3,080)	(725)	(3,805)	
Total comprehensive income/(loss)		-	-	-	(3,080)	-	(43,194)	(46,274)	(4,822)	(51,096)	
Transactions with owners											
Issuance of additional shares capital	13	18,770	-	-	-	-	-	18,770	-	18,770	
Forfeiture of ESOS due to resignation		-	-	(48)	-	-	48	-	-	-	
Total transactions with owners		18,770	-	(48)	-	-	48	18,770	-	18,770	
Balance as at 31 March 2025		163,514	2,477	327	2,034	(1,199)	(119,155)	47,998	(8,021)	39,977	

Consolidated Statement Of Changes In Equity (Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2024

Group	Note	Share capital RM'000	Redeemable convertible preference shares RM'000	Share options reserve RM'000	Exchange translation reserve RM'000	Treasury shares RM'000	Accumulated losses RM'000	Company RM'000	Non-controlling interests RM'000	Total attributable to equity holders of the Company RM'000	Total equity RM'000
Balance as at 1 April 2023		144,744	2,886	18	1,969	(1,199)	(61,132)	87,286	(1,060)	86,226	
Loss for the financial year		-	-	-	-	-	(14,877)	(14,877)	(1,571)	(16,448)	
Other comprehensive loss, net of tax		-	-	-	3,145	-	-	3,145	1,877	5,022	
Total comprehensive income/(loss)		-	-	-	3,145	-	(14,877)	(11,732)	306	(11,426)	
Transactions with owners											
Effect arising from dilution of interest in a subsidiary		-	(409)	-	-	-	-	(409)	1,467	1,058	
Disposal of subsidiary		-	-	-	-	-	-	-	(1,026)	(1,026)	
Repayment of capital contribution to non-controlling interests		-	-	-	-	-	-	-	(2,886)	(2,886)	
Share options granted under ESOS	6(g)	-	-	357	-	-	-	357	-	357	
Total transactions with owners		-	(409)	357	-	-	-	(52)	(2,445)	(2,497)	
Balance as at 31 March 2024		144,744	2,477	375	5,114	(1,199)	(76,009)	75,502	(3,199)	72,303	

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

Company	Note	Share capital RM'000	Share options reserve RM'000	Treasury shares RM'000	Accumulated losses RM'000	Total equity RM'000
Balance as at 1 April 2023		144,744	18	(1,199)	(44,413)	99,150
Loss for the financial year		-	-	-	(14,990)	(14,990)
Other comprehensive income, net of tax		-	-	-	-	-
Total comprehensive loss		-	-	-	(14,990)	(14,990)
Transaction with owners						
Share options granted under ESOS		-	357	-	-	357
Balance as at 31 March 2024/1 April 2024		144,744	375	(1,199)	(59,403)	84,517
Loss for the financial year		-	-	-	(29,607)	(29,607)
Other comprehensive income, net of tax		-	-	-	-	-
Total comprehensive loss		-	-	-	(29,607)	(29,607)
Transaction with owners						
Issuance of additional share capital	13	18,770	-	-		18,770
Forfeiture of ESOS due to resignation		-	(48)	-	48	-
		18,770	(48)	-	48	18,770
Balance as at 31 March 2025		163,514	327	(1,199)	(88,962)	73,680

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

		Group		Company	
		2025	2024	2025	2024
	Note	RM'000	RM'000	RM'000	RM'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Loss before tax					
Continuing operations		(47,032)	(16,171)	(29,390)	(14,990)
Discontinued operations		(16)	12	-	-
Adjustments for:					
Impairment loss on amounts owing by subsidiaries	9(i)	-	-	146	843
Impairment loss on investments in subsidiaries	6(h)	-	-	26,849	12,109
Other receivables written down		59	-	59	
Impairment loss on property, plant and equipment	4(c)	18,686	519	-	-
Inventories written down	8(c)	1,813	1,026	11	32
Depreciation of property, plant and equipment	4	9,489	5,836	22	30
Amortisation of right-of-use assets	5	345	286	92	94
Fair value loss on financial guarantee contracts	23	-	-	-	686
Fair value (gain)/loss on derivatives	11(c)	(40)	74	(37)	77
Unwinding of financial guarantee contracts		-	-	(179)	(83)
Gain on disposal of subsidiaries	6(e)	-	(120)	-	(200)
Unrealised (gain)/loss on foreign exchange	23	(1,942)	109	-	-
Interest expense:					
- RCPS	14	369	-	-	-
- Unwinding of discount (RCPS)	14	122	482	-	-
- Unwinding of lease interest	5	131	130	5	6
- Borrowings		4,555	2,265	3,247	1,649
Facility fees		334	786	285	107
Interest income		(47)	(133)	(5,429)	(5,769)
Share options granted under ESOS		-	357	-	327
Operating loss before changes in working capital		(13,174)	(4,542)	(4,319)	(5,082)

Statements Of Cash Flows Cont'd)
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES (continued)					
Operating loss before changes in working capital (continued)		(13,174)	(4,542)	(4,319)	(5,082)
Decrease in inventories		13,927	3,398	-	674
Increase in trade and other receivables		(4,389)	(480)	(9)	(88)
Decrease/(Increase) in trade and other payables		1,406	(8,114)	1,209	109
Decrease in contract assets		223	972	-	-
Decrease in contract liabilities		-	(1,007)	-	-
Cash used in operations		(2,007)	(9,773)	(3,119)	(4,387)
Tax paid		(242)	(434)	(43)	-
Net cash from/(used in) operating activities		(2,249)	(10,207)	(3,162)	(4,387)
CASH FLOWS FROM INVESTING ACTIVITIES					
Interest received		47	133	5,429	5,769
Placement of fixed deposits pledged		-	(700)	-	(700)
Proceeds from disposal of property, plant and equipment		-	4	-	-
Proceeds from dilution of equity interest in subsidiary	6(e)	-	1	-	-
(Outflow)/Inflow from disposal of subsidiaries, net of cash	6(e)	-	(468)	-	1,200
Purchase of property, plant and equipment	4	(18,727)	(11,239)	-	-
Equity contributions to subsidiaries		-	-	(70,790)	(6,613)
Advances to subsidiaries		-	-	42,584	(1,376)
Advances from subsidiaries		-	-	(897)	-
Net cash used in investing activities		(18,680)	(12,269)	(23,674)	(1,720)

Statements Of Cash Flows Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM FINANCING ACTIVITIES					
Interest paid		(4,889)	(3,051)	(3,532)	(1,756)
Payment of lease liabilities	5(e)	(315)	(252)	(98)	(98)
Proceeds from issuance of ordinary shares	13	18,770	-	18,770	-
Repayment of capital contribution from non-controlling interests		-	(2,886)	-	-
Drawdown of other borrowings					
- term loan		-	15,131	-	-
- other borrowings		11,499	9,001	26,750	9,000
Repayments of:					
- term loan		(4,293)	(908)	-	-
- other borrowings		(721)	(3,000)	(15,250)	(3,000)
Net cash from financing activities		20,051	14,035	26,640	4,146
Net decrease in cash and cash equivalents		(879)	(8,441)	(196)	(1,961)
Cash and cash equivalents at beginning of financial year		2,313	10,512	497	2,458
Effects of exchange rate changes on cash and cash equivalents		(49)	242	-	-
Cash and cash equivalents at end of financial year	12(h)	1,385	2,313	301	497

Statements Of Cash Flows Cont'd)

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025

Reconciliation of liabilities arising from financial activities:

	Term loan (Note 19)		Other borrowings* (Note 20)		Lease liabilities (Note 5)	
	Group RM'000	Company RM'000	Group RM'000	Company RM'000	Group RM'000	Company RM'000
At 1 April 2024	14,223	-	19,973	19,251	1,898	254
Cash flows	(4,293)	-	10,778	11,500	(315)	(98)
Non-cash flows:						
- Unwinding of interest	-	-	-	-	131	5
At 31 March 2025	<u>9,930</u>	<u>-</u>	<u>30,751</u>	<u>30,751</u>	<u>1,714</u>	<u>161</u>
At 1 April 2023	-	-	13,972	13,251	1,636	141
Cash flows	14,223	-	6,001	6,000	(252)	(98)
Non-cash flows:						
- Unwinding of interest	-	-	-	-	130	6
- Addition	-	-	-	-	179	-
- Remeasurement	-	-	-	-	205	205
At 31 March 2024	<u>14,223</u>	<u>-</u>	<u>19,973</u>	<u>19,251</u>	<u>1,898</u>	<u>254</u>

*Excluded financial guarantee contract

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 MARCH 2025

1. CORPORATE INFORMATION

ENRA Group Berhad (“the Company”) is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office and principal place of business of the Company is located at D3-U6-15, Block D3, Solaris Dutamas, No.1, Jalan Dutamas 1, 50480 Kuala Lumpur.

The consolidated financial statements for the financial year ended 31 March 2025 comprise the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia (“RM”), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 29 July 2025.

2. PRINCIPAL ACTIVITIES

The Company is principally engaged in property investment, investment holding, management services activities and sale of completed properties.

The principal activities of the subsidiaries are mainly property development and trading, investment holding, provision of project management of engineering, procurement, construction of structure, building, civil works, other architectural, related technical consultancy and commissioning and decommissioning for multi-discipline in oil & gas industries, provision of upstream and midstream infrastructure technology solution to the oil and gas industry, bareboat leasing and related services, and the chartering of ships and boats with crew (freight). Further details of the subsidiaries are disclosed in Note 6 to the financial statements

There have been no significant changes in the nature of the activities of the Company and its subsidiaries during the financial year, other than the newly additional principal activities of provision of engineering design, fabrication & construction, installation, leasing, removal, reinstatement, and refurbishment of single point mooring systems, floating production storage & offloading (FPSO) units and floating storage & offloading (FSO) units for the oil and gas industry.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards (“MFRSs”), IFRS Accounting Standards and the provisions of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of new MFRSs during the financial year. The new MFRSs and Amendments to MFRSs adopted during the financial year are disclosed in Note 32.1 to the financial statements.

Notes To The Financial Statements (Cont'd)

31 March 2025

3. BASIS OF PREPARATION (continued)

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements and on the assumptions that the Group and the Company will continue as going concerns despite the Group's and the Company's net losses of RM47,291,000 and RM29,607,000 respectively incurred during the financial year ended 31 March 2025 as at that date, the current liabilities of the Group exceeded current assets by RM14,538,000.

The Directors have prepared cash flows forecast for the next 12 months from the date of the financial statements in assessing whether it is appropriate to prepare the financial statements of the Group and of the Company for the financial year ended 31 March 2025 on a going concern basis, taking into considerations the following:

- (i) the Group's ability to generate operating cash flows from their operations; and
- (ii) available credit facilities to the Group and to the Company.

Accordingly, the Directors believe that the preparation of the financial statements on a going concern basis is appropriate to enable the Group and the Company to meet their liabilities as they fall due for the next 12 months from the date of the financial statements.

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Notes To The Financial Statements (Cont'd)

31 March 2025

4. PROPERTY, PLANT AND EQUIPMENT

Group	Balance as at 1.4.2024 RM'000	Additions RM'000	Reclassi- fication RM'000	Impair- ment RM'000	Depreciation charge for the year RM'000	Exchange adjustment RM'000	Balance as at 31.3.2025 RM'000
Carrying amount							
Furniture, fittings, renovation and office equipment	501	84	-	-	(67)	-	518
Computer hardware and software	24	1	-	-	(10)	-	15
Plant and machinery	5,215	-	-	-	(811)	(321)	4,083
Marine equipment	55,700	18,642	10,381	(18,686)	(8,601)	(3,063)	54,373
Capital work in progress	10,827	-	(10,381)	-	-	(446)	-
	<u>72,267</u>	<u>18,727</u>	<u>-</u>	<u>(18,686)</u>	<u>(9,489)</u>	<u>(3,830)</u>	<u>58,989</u>
	<----- At 31.3.2025 ----->						
				Cost RM'000	Accumulated depreciation RM'000	Accumulated impairment RM'000	Carrying amount RM'000
Furniture, fittings, renovation and office equipment				754	(236)	-	518
Computer hardware and software				411	(396)	-	15
Plant and machinery				5,252	(1,169)	-	4,083
Marine equipment				100,368	(16,584)	(29,411)	54,373
Capital work in progress				-	-	-	-
				<u>106,785</u>	<u>(18,385)</u>	<u>(29,411)</u>	<u>58,989</u>

☒

4. PROPERTY, PLANT AND EQUIPMENT (continued)

Group	Balance as at 1.4.2023 RM'000	Additions RM'000	Disposal RM'000	Impairment RM'000	Depreciation charge for the year RM'000	Exchange adjustment RM'000	Balance as at 31.3.2024 RM'000
Carrying amount							
Furniture, fittings, renovation and office equipment	131	412	-	-	(42)	-	501
Computer hardware and software	54	-	(4)	-	(26)	-	24
Plant and machinery	5,661	-	-	-	(841)	395	5,215
Marine equipment	57,103	-	-	(519)	(4,927)	4,043	55,700
Capital work in progress	-	10,827	-	-	-	-	10,827
	62,949	11,239	(4)	(519)	(5,836)	4,438	72,267
<----- At 31.3.2024 ----->							
				Cost RM'000	Accumulated depreciation RM'000	Accumulated impairment RM'000	Carrying amount RM'000
Furniture, fittings, renovation and office equipment				669	(168)	-	501
Computer hardware and software				410	(386)	-	24
Plant and machinery				8,572	(3,357)	-	5,215
Marine equipment				89,970	(23,545)	(10,725)	55,700
Capital work in progress				10,827	-	-	10,827
				110,448	(27,456)	(10,725)	72,267

Notes To The Financial Statements (Cont'd)

31 March 2025

4. PROPERTY, PLANT AND EQUIPMENT (continued)

Company	Balance As at 1.4.2024 RM'000	Depreciation charge for the year RM'000	Balance As at 31.3.2025 RM'000
2025			
Carrying amount			
Furniture, fittings, renovation and office equipment	103	(21)	82
Computer hardware and software	1	(1)	-
	<u>104</u>	<u>(22)</u>	<u>82</u>

<----- At 31.3.2025 ----->

	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Furniture, fittings, renovation and office equipment	237	(155)	82
Computer hardware and software	297	(297)	-
	<u>534</u>	<u>(452)</u>	<u>82</u>

Company	Balance as at 1.4.2023 RM'000	Depreciation charge for the year RM'000	Balance as at 31.3.2024 RM'000
2024			
Carrying amount			
Furniture, fittings, renovation and office equipment	125	(22)	103
Computer hardware and software	9	(8)	1
	<u>134</u>	<u>(30)</u>	<u>104</u>

<----- At 31.3.2024 ----->

	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Furniture, fittings, renovation and office equipment	237	(134)	103
Computer hardware and software	297	(296)	1
	<u>534</u>	<u>(430)</u>	<u>104</u>

- (a) All items of property, plant and equipment are initially measured at cost. After initial recognition, property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses.

Notes To The Financial Statements (Cont'd)

31 March 2025

4. PROPERTY, PLANT AND EQUIPMENT (continued)

- (b) Depreciation is calculated to write off the costs of the assets to their residual values on a straight line basis over their estimated useful lives. The principal depreciation rates and period are as follows:

Furniture, fittings, renovation and office equipment	10% - 33.33%
Computer hardware and software	20% - 33.33%
Marine equipment	7% - 8%
Plant and machinery	10%

Capital work in progress represents dry docking for vessel. Capital work in progress is not depreciated until such time when the asset is available for use.

- (c) Impairment assessment

The Group assesses impairment of assets whenever the events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable, i.e. the carrying amount of the asset is more than the recoverable amount.

Recoverable amount was based on the higher of fair value less cost of disposal ("FVLCD") or value in use ("VIU"), and determined at the CGU of each asset.

During the financial year, the management have re-assessed the recoverable amount of the marine equipment and related plant and machinery in the Energy Logistics operating segment caused by the change in its operating arrangement. Recoverable amount was determined based on the VIU of these marine equipments.

The recoverable amount of the property, plant and equipment of the Energy Logistics operating segment are as follows:

	Group	
	RM'000	RM'000
	2025	2024
Recoverable amount		
Vessel, including attached plant and machinery and capital work in progress	44,296	43,844
Buoy	10,077	11,856
	<u>54,373</u>	<u>55,700</u>

The estimated VIU is determined using a pre-tax discount rate of 10% (2024: 7%) and based on the assumption that the revenue will be generated from tanker time chartering operation with ultimate disposal at the end of the charter period. The daily charter rate used in the assessment is based on extrapolation of the current market rate.

Based on the above impairment assessment, an impairment loss of RM18,686,000 (2024: RM519,000) has been recognised in administrative expenses during the financial year.

- (d) As at the end of the reporting period, certain marine equipment of the Group with a carrying amount of RM54,373,000 (2024: RM55,700,000) have been charged as securities for banking facilities granted to the Group and to the Company as disclosed in Note 19(b) to the financial statements

Notes To The Financial Statements (Cont'd)

31 March 2025

5. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group and the Company as lessee

(a) Right-of-use assets

Group	Balance as at 1.4.2024 RM'000	Depreciation charge for the year RM'000	Balance as at 31.3.2025 RM'000
Carrying amount			
Leasehold land	8,566	(163)	8,403
Buildings	402	(182)	220
	<u>8,968</u>	<u>(345)</u>	<u>8,623</u>
	<----- At 31.3.2025 ----->		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Leasehold land	9,447	(1,044)	8,403
Buildings	977	(757)	220
Marine equipment	453	(453)	-
	<u>10,877</u>	<u>(2,254)</u>	<u>8,623</u>

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Notes To The Financial Statements (Cont'd)
31 March 2025

5. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group and the Company as lessee (continued)

(a) Right-of-use assets (continued)

Group	Balance as at 1.4.2023 RM'000	Additions RM'000	Remeasure- ment RM'000	Depreciation charge for the year RM'000	Balance as at 31.3.2024 RM'000
Carrying amount					
Leasehold land	8,729	-	-	(163)	8,566
Buildings	141	179	205	(123)	402
	8,870	179	205	(286)	8,968
	<----- At 31.3.2024 ----->				
		Cost	Accumulated	Carrying	
		RM'000	depreciation	amount	
			RM'000	RM'000	
Leasehold land		9,447	(881)	8,566	
Buildings		977	(575)	402	
Marine equipment		453	(453)	-	
		10,877	(1,909)	8,968	

Notes To The Financial Statements (Cont'd)

31 March 2025

5. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group and the Company as lessee (continued)

(a) Right-of-use assets (continued)

Company	Balance as at 1.4.2024 RM'000	Depreciation charge for the year RM'000	Balance as at 31.3.2025 RM'000
Carrying amount			
Buildings	252	(92)	160

	<----- At 31.3.2025 ----->		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Buildings	514	(354)	160

Company	Balance as at 1.4.2023 RM'000	Remeasure ment RM'000	Depreciation charge for the year RM'000	Balance as at 31.3.2024 RM'000
Carrying amount				
Buildings	141	205	(94)	252

	<----- At 31.3.2024 ----->		
	Cost RM'000	Accumulated depreciation RM'000	Carrying amount RM'000
Buildings	514	(262)	252

- (i) The right-of-use assets comprise leasehold land, buildings, and marine equipment and they are initially recorded at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

Subsequent to initial recognition, the right-of-use assets are measured at cost less any accumulated amortisation, accumulated impairment losses and adjusted for any remeasurement of lease liabilities.

- (ii) The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Leasehold land	Up to 69 years
Buildings	2 to 5 years
Marine equipment	2 years

Notes To The Financial Statements (Cont'd)

31 March 2025

5. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group and the Company as lessee (continued)

(b) Lease liabilities

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Non-current				
Lease liabilities	1,559	1,714	72	161
Current				
Lease liabilities	155	184	89	93
Total lease liabilities	1,714	1,898	161	254
Represented by:				
Lease liabilities owing to non-financial institutions	1,714	1,898	161	254

(i) The lease liabilities are initially measured at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the entities' incremental borrowing rate. Subsequent to the initial recognition, the Group and the Company measure the lease liability by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect lease payments made, and remeasuring the carrying amount to reflect any reassessment or lease modifications.

(ii) The movements of lease liabilities during the financial year are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
At beginning of financial year	1,898	1,636	254	141
Addition	-	179	-	-
Remeasurement	-	205	-	205
Interest charged	131	130	5	6
Lease payments	(315)	(252)	(98)	(98)
At end of financial year	1,714	1,898	161	254

(iii) The weighted average incremental borrowing rate applied to the lease liabilities of the Group and of the Company is 7.47% and 7.47% respectively (2024: 7.47% and 7.47% respectively).

(iv) Lease liabilities are denominated in RM.

Notes To The Financial Statements (Cont'd)

31 March 2025

5. RIGHTS-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group and the Company as lessee (continued)

- (c) The Group and the Company have certain leases of equipment and premises with lease term of 12 months or less, and low value leases of office equipment of RM20,000 and below. The Group and the Company apply the “short-term lease” and “lease of low-value assets” exemptions for these leases.

- (d) The following are the amounts recognised in profit or loss:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Amortisation charge of right-of-use assets (included in administrative expenses)	345	286	92	94
Interest expense on lease liabilities	131	130	5	6
Expense relating to leases of low-value assets (included in administrative expenses)	3	11	3	3
	<u>479</u>	<u>427</u>	<u>100</u>	<u>103</u>

- (e) The following are the total cash outflows for leases as a lessee:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Included in net cash from operating activities:				
Payment relating to short-term leases and low value assets	3	11	3	3
Included in net cash from financing activities:				
Payment of lease liabilities	<u>315</u>	<u>252</u>	<u>98</u>	<u>98</u>
Total cash outflows for leases	<u>318</u>	<u>263</u>	<u>101</u>	<u>101</u>

The Group as a lessor

The Group has entered into a lease agreement on certain marine equipment on which the monthly rental consist of fixed base rent.

On 25 May 2024, Hexagon Marine Services (S) Pte. Ltd ("HMSS") entered into a non-cancellable lease agreement with Norstar Ship Management Pte. Ltd. ("Norstar") for the rental of certain marine equipment. The lease was based on a fixed monthly base rent and was subject to renewal at the end of each lease term.

Notes To The Financial Statements (Cont'd)

31 March 2025

5. RIGHTS-OF-USE ASSETS AND LEASE LIABILITIES (continued)

The Group as a lessor (continued)

The lease was not renewed upon its expiry on 25 May 2025, and the rental arrangement with Norstar ceased accordingly, with no further rental receivables or penalties arising from the termination.

Future minimum rentals receivable under the above agreement at the reporting date are as follows:

	Group	
	2025	2024
	RM'000	RM'000
Less than one (1) year	4,317	27,629
One (1) to two (2) years	-	27,629
Two (2) to three (3) years	-	18,498
Three (3) to four (4) years	-	18,498
Four (4) to five (5) years	-	18,498
	<u>4,317</u>	<u>110,752</u>

6. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025	2024
	RM'000	RM'000
Unquoted equity shares, at cost	10,146	10,146
Less: Impairment losses	<u>(2,542)</u>	<u>(10,044)</u>
	7,604	102
Equity contributions to subsidiaries	130,327	59,537
Less: Accumulated impairment losses	<u>(76,038)</u>	<u>(41,687)</u>
	<u>61,893</u>	<u>17,952</u>

- (a) A subsidiary is an entity in which the Group and the Company are exposed, or have rights, to variable returns from its involvement with the subsidiary and have the ability to affect those returns through its power over the subsidiary.

An investment in subsidiary, which is eliminated on consolidation, is stated in the separate financial statements of the Company at cost less accumulated impairment losses, if any. Put options written over non-controlling interests on the acquisition of subsidiary shall be included as part of the cost of investment in the separate financial statements of the Company. Subsequent changes in the fair value of the written put options over non-controlling interests shall be recognised in profit or loss.

Investments accounted for at cost shall be accounted for in accordance with MFRS 5 *Non-current Assets Held for Sale and Discontinued Operations* when they are classified as held for sale (or included in a disposal group that is classified as held for sale) in accordance with MFRS 5.

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(a) (continued)

When control of a subsidiary is lost as a result of a transaction, event or other circumstance, the Group would derecognise all assets, liabilities and non-controlling interests at their carrying amount and to recognise the fair value of the consideration received. Any retained interest in the former subsidiary is recognised at its fair value at the date control is lost. The resulting difference is recognised as a gain or loss in profit or loss.

- (b) Equity contributions to subsidiaries are unsecured, interest-free and settlement is neither planned nor likely to occur in the foreseeable future for the purposes of providing the subsidiaries with a long term source of additional capital.

During the financial year, the Company reclassified RM70,790,000 (2024: RM Nil) amount owing to subsidiaries as equity contribution to subsidiaries.

(c) Changes in investment in subsidiaries during the financial year

- (i) On 5 April 2024, Hexagon SPM Solutions Sdn. Bhd. ("HSPM"), an indirect wholly-owned subsidiary of the Company, acquired 70 ordinary shares in Hexagon SBM (Sarawak) Sdn. Bhd. ("HSBMS") for RM70.00 from Encik Ikhwan bin Zaidel, a director of a subsidiary of the Group. The acquisition represents 70% of the total issued capital of HSBMS. The acquisition has no material financial impact on the Group's financial statements for the financial year ended 31 March 2025.
- (ii) On 23 May 2024, Hexagon Energy Logistics Sdn. Bhd. ("HELSB"), a wholly-owned subsidiary of the Company, incorporated a new subsidiary in Singapore known as Hexagon Marine Services (S) Pte. Ltd. ("HMSS"), with a paid-up share capital of RM42 comprising of 9 ordinary shares for the purpose of providing shipping services, including chartering of ships and boats with crew (freight).
- (iii) On 25 March 2025, the liquidator of MSMENRA Sdn Bhd. (in liquidation) ("MSMENRA"), a 70% owned subsidiary of ENRA Engineering & Construction Sdn. Bhd. ("EEC"), which in turn is a wholly owned subsidiary of the Company, had convened the final meeting to conclude the member's voluntary winding-up of MSMENRA. The Returns by Liquidator Relating to Final Meeting of MSMENRA were lodged with the Companies Commission of Malaysia and the Official Receiver on 25 March 2025 ("Lodgement Date"), and on the expiration of 3 months after the Lodgement Date, MSMENRA will be dissolved.

(d) Changes in investment in subsidiaries subsequent to end of reporting period

- (i) Disposal of Makmur Homes Sdn. Bhd. ("MHSB") and BRP Homes Sdn. Bhd. ("BRPSB")

On 28 May 2025, Q Homes Sdn. Bhd., an indirect 51% owned subsidiary of the Company, had entered into Share Sale and Purchase Agreements with PNN Resources Sdn. Bhd. ("Purchaser") to dispose of the entire share capital ("Sale Shares") of its wholly-owned subsidiaries, MHSB and BRPSB, for a total consideration of RM4,700,000 and RM1,900,000 respectively. The Sale Shares shall be transferred to the Purchaser within three months upon fulfillment of the conditions precedent. The disposal has yet to be completed as at the date of this Report.

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(d) Changes in investment in subsidiaries subsequent to end of reporting period (continued)

(i) Disposal of Makmur Homes Sdn. Bhd. ("MHSB") and BRP Homes Sdn. Bhd. ("BRPSB") (continued)

Accordingly, the assets and liabilities of MHSB and BRPSB are classified as disposal group held for sale and the financial results of MHSB and BRPSB are classified as discontinuing operations as at the end of the financial period.

Loss attributable to the discontinued operations was as follows:

	Group 2025 RM'000
Results of discontinued operations	
Revenue	-
Other Income	-
Expenses	<u>(16)</u>
Results from operating activities	(16)
Taxation	<u>-</u>
Loss attributable to the discontinued operations	<u><u>(16)</u></u>

Details of the assets, liabilities and net cash inflow arising from the disposal of MHSB and BRPSB during the financial year ended 31 March 2025 are as follows:

	Note	Group 2025 RM'000
Assets held for sale:		
Inventories	8	13,386
Other receivables		532
Tax recoverable		3
Cash and cash equivalents	12	<u>14</u>
		<u><u>13,935</u></u>
Liabilities associated with assets held for sale:		
Trade and other payables		<u><u>8,107</u></u>

MHSB and BRPSB was subsequently disposed as disclosed in Note 33(a) to the financial statement.

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(d) Changes in investment in subsidiaries subsequent to end of reporting period (continued)

- (i) Disposal of Makmur Homes Sdn. Bhd. ("MHSB") and BRP Homes Sdn. Bhd. ("BRPSB") (continued)

Analysis of the cash flows of the discontinuing operations was as follows:

	Group 2025 RM'000
Statement of Cash Flows:	
Net cash from operating activities	(2)
Net increase in cash and cash equivalents	(2)
Effect of exchange rate difference on cash and cash equivalents	-
Cash and cash equivalents at beginning of the financial year	16
Cash and cash equivalents at the end of the financial year	14

(e) Changes in investment in subsidiaries during the previous financial year

- (i) On 12 April 2023, Enra Engineering and Construction Sdn. Bhd. ("EECSB"), a wholly-owned subsidiary of the Company, disposed 750,000 ordinary shares in ENRA Energy Solutions Sdn. Bhd. ("EESSB"), representing 30% of the equity interest in EESSB to a third party at a total consideration of RM1,000. Following the disposal, the shareholding of the Company in EESSB has been reduced from 100% to 70%.
- (ii) Disposal of ENRA IOL Sdn. Bhd. ("EIOL")

The Company had on 8 August 2023 entered into Share Sale and Purchase Agreement with OZLUX Sdn Bhd ("OZLUX") to transfer its entire investment equivalent to 51% shares in EIOL for a cash consideration of RM1,200,000. The disposal resulted a gain of RM200,000 to the Company. Prior to the disposal, EIOL was jointly owned by the Company and OZLUX at 51% and 49% shares respectively. Following the completion on 16 August 2023, EIOL has effectively ceased to be the subsidiary of the Company.

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(e) Changes in investment in subsidiaries during the previous financial year (continued)

(ii) Disposal of ENRA IOL Sdn. Bhd. ("EIOL") (continued)

Profit attributable to the discontinued operations was as follows:

	Group 2024 RM'000
Results of discontinued operations	
Revenue	-
Other Income	18
Expenses	<u>(2)</u>
Results from operating activities	16
Taxation	<u>(4)</u>
Results from operating activities, net of tax	12
Gain on sale of discontinued operations	<u>120</u>
Profit for the financial year	<u><u>132</u></u>

Details of the assets, liabilities and net cash inflow arising from the disposal of EIOL during the financial year ended 31 March 2024 are as follows:

	As at date of disposal RM'000
Assets/(Liabilities) disposed:	
Contract cost	77
Trade and other receivables	361
Tax recoverable	51
Cash and cash equivalents	1,668
Trade and other payables	(51)
Non-controlling interests	(1,026)
Gain on disposal of a subsidiary	<u>120</u>
Disposal consideration	1,200
Cash and cash equivalents disposed	<u>(1,668)</u>
Net outflow from disposal of a subsidiary	<u><u>(468)</u></u>

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

e) Changes in investment in subsidiaries during the previous financial year (continued)

(ii) Disposal of ENRA IOL Sdn. Bhd. ("EIOL") (continued)

The gain on disposal of a subsidiary of the Group and of the Company in the previous financial year is as follows:

	Group 2024 RM'000	Company 2024 RM'000
Total disposal proceeds	1,200	1,200
Carrying amount of EIOL's net asset at disposal date	(2,106)	-
Minority interests of EIOL's at disposal date	1,026	-
Carrying amount of cost of investment in EIOL	<u>-</u>	<u>(1,000)</u>
Gain on disposal of a subsidiary	<u>120</u>	<u>200</u>

(iii) Dilution of equity interest in ENRA Labuan Sdn. Bhd. ("ELabuan")

On 29 August 2023, ELabuan converted 104,450 Redeemable Convertible Preference Shares Series-A ("RCPS-A") into 104,450 ordinary shares at an issued price of RM10.12 each upon the maturity date of the RCPS-A. Following the conversion, the shareholding of the Company in ELabuan has been diluted from 100% to 66%.

(iv) Incorporation of subsidiaries, Hexagon Marine Logistics Labuan Ltd. ("HMLL") and HSPM.

The wholly-owned subsidiary of the Company, HELSB had on 10 April 2023 incorporated a new subsidiary known as HMLL, with a paid-up share capital of USD1 comprising of 1 ordinary shares. HELSB held 100% of the ordinary shares.

On 22 December 2023, HELSB incorporated another new subsidiary known as HSPM, with a paid-up share capital of RM100 comprising of 100 ordinary shares. HELSB held 100% of the ordinary shares

(f) The details of the subsidiaries are as follows:

Name of company	Country of incorporate/ Principal place of business	Effective interest in equity		Principal activities
		2025 %	2024 %	
ENRA Labuan Sdn. Bhd.	Malaysia	66	66	Property development
ENRA Land Sdn. Bhd.	Malaysia	100	100	Investment holding
ENRA Energy Sdn. Bhd.	Malaysia	100	100	Investment holding
ENRA Engineering & Construction Sdn. Bhd.	Malaysia	100	100	Investment holding

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(f) The details of the subsidiaries are as follows: (continued)

Name of company	Country of incorporate/ Principal place of business	Effective interest in equity		Principal activities
		2025 %	2024 %	
Subsidiaries of ENRA Energy Sdn. Bhd.				
Hexagon Energy Logistics Sdn. Bhd.	Malaysia	100	100	Provision of engineering design, fabrication and construction, installation, leasing and refurbishment of single point mooring systems, floating production, storage and offloading units and floating storage and offloading units for the oil and gas industries
Subsidiaries of Hexagon Energy Logistics Sdn. Bhd.				
ENRA SPM Sdn. Bhd.	Malaysia	60	60	Provision of designing, fabrication and construction, installation, leasing, removal and re-instatement, and refurbishment of single point mooring systems
Hexagon Marine Logistics Labuan Ltd.	Malaysia	100	100	Bareboat leasing and related services
Hexagon SPM Solutions Sdn. Bhd.	Malaysia	100	100	Provision of engineering design, fabrication and construction, installation, leasing and refurbishment of single point mooring systems, floating production storage and offloading units and floating storage and offloading units for the oil and gas industry
Hexagon Marine Services (S) Pte. Ltd. ^{#^}	Singapore	100	-	Provision of shipping services, including chartering of ships and boats with crew (freight)

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(f) The details of the subsidiaries are as follows: (continued)

Name of company	Country of incorporate/ Principal place of business	Effective interest in equity		Principal activities
		2025 %	2024 %	
Subsidiary of ENRA SPM Sdn. Bhd.				
ENRA SPM Labuan Limited	Malaysia	60	60	Bareboat leasing and related services
Subsidiary of Hexagon SPM Solutions Sdn. Bhd.				
Hexagon SBM (Sarawak) Sdn. Bhd.^	Malaysia	70	-	Provision of engineering design, fabrication and construction, installation, leasing and refurbishment of single point mooring systems, floating production storage and offloading units and floating storage and offloading units for the oil and gas industry
Subsidiaries of ENRA Engineering & Construction Sdn. Bhd.				
ENRA Engineering And Fabrication Sdn. Bhd.	Malaysia	100	100	Business of engineering, fabrication and construction of structure, building and civil works, other architectural and engineering activities and related technical consultancy
ENRA Energy Solutions Sdn. Bhd.	Malaysia	70	70	Provision of upstream and midstream infrastructure technology solution to the oil and gas industry including supply of original equipment, parts, operation and maintenance, and services

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(f) The details of the subsidiaries are as follows: (continued)

Name of company	Country of incorporate/ Principal place of business	Effective interest in equity		Principal activities
		2025 %	2024 %	
Subsidiary of Hexagon SPM Solutions Sdn. Bhd.				
Hexagon SBM (Sarawak) Sdn. Bhd.^	Malaysia	70	-	Provision of engineering design, fabrication and construction, installation, leasing and refurbishment of single point mooring systems, floating production storage and offloading units and floating storage and offloading units for the oil and gas industry
Subsidiaries of ENRA Engineering & Construction Sdn. Bhd.				
ENRA Engineering And Fabrication Sdn. Bhd.	Malaysia	100	100	Business of engineering, fabrication and construction of structure, building and civil works, other architectural and engineering activities and related technical consultancy
ENRA Energy Solutions Sdn. Bhd.	Malaysia	70	70	Provision of upstream and midstream infrastructure technology solution to the oil and gas industry including supply of original equipment, parts, operation and maintenance, and services
Subsidiary of ENRA Energy Solutions Sdn. Bhd.				
MSMENRA Sdn. Bhd. * (in liquidation)	Malaysia	70	70	Maritime services and marine engineering related businesses

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(f) The details of the subsidiaries are as follows: (continued):

Name of company	Country of incorporate/ Principal place of business	Effective interest in equity		Principal activities
		2025 %	2024 %	
Subsidiaries of ENRA Land Sdn. Bhd.				
ENRA Property (UK) Limited [#]	United Kingdom	100	100	Investment holding
Q Homes Sdn. Bhd.	Malaysia	51	51	Property development and investment holding
Hamptons Homes Sdn. Bhd.	Malaysia	100	100	Property development
Subsidiaries of Q Homes Sdn. Bhd.				
Prominent Archway Sdn. Bhd.	Malaysia	51	51	Property development
Merpati TPG Sdn. Bhd.	Malaysia	51	51	Property development
Makmur Homes Sdn. Bhd.	Malaysia	51	51	Property development
DV Homes Sdn. Bhd.	Malaysia	51	51	Property development
BRP Homes Sdn. Bhd.	Malaysia	51	51	Property development
Subsidiaries of ENRA Property (UK) Limited				
Fitzrovia Developments Limited [#]	United Kingdom	75	75	Property development and trading
Abode Senior Living Limited [#]	United Kingdom	51	51	Property development
Subsidiaries of Abode Senior Living Limited				
Abode Caldecott Square Development Limited [#]	United Kingdom	51	51	Property development
Caldecott Square Rugby Limited [#]	United Kingdom	51	51	Property development

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(f) The details of the subsidiaries are as follows (continued):

- # *Subsidiary not audited by BDO Member firms*
- ^ *The subsidiary is newly incorporated during the financial year*
- * *Subsidiary is consolidated based on the latest management accounts as at 31 March 2025. The financial statements of the subsidiary are not required to be audited as if had been placed under liquidation*

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Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(g) The subsidiaries of the Group that have material non-controlling interests ("NCI") are as follows:

	ENRA SPM Sdn. Bhd. Group RM'000	Fitzrovia Developme nts Limited RM'000	Abode Senior Living Limited Group RM'000	Q Homes Sdn. Bhd. Group RM'000	ENRA Energy Solutions Group RM'000	Enra Labuan Sdn. Bhd. RM'000
2025						
NCI percentage of ownership interest and voting interest	40%	25%	49%	49%	30%	34%
Carrying amount of NCI	310	(3,576)	(2,308)	(1,967)	(1,421)	941
Profit/(Loss) allocated to NCI	(40)	(4)	(1,895)	(916)	(975)	(267)
Total comprehensive income/(loss)	(40)	(6)	(2,618)	(916)	(975)	(267)
2024						
NCI percentage of ownership interest and voting interest	40%	25%	49%	49%	30%	34%
Carrying amount of NCI	350	(3,570)	330	(1,051)	(466)	1,208
Profit/(Loss) allocated to NCI	1,486	(6)	(1,341)	(954)	(496)	(259)
Total comprehensive income/(loss)	3,343	(67)	(1,261)	(954)	(496)	(259)

~ In the previous financial year, ESPM has made repayment of capital contribution to NCI amounting to RM2,886,000.

Notes To The Financial Statements (Cont'd)
31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(g) The subsidiaries of the Group that have material non-controlling interests ("NCI") are as follows (continued):

The summarised financial information before intra-group elimination are as follows:

2025	ENRA SPM Sdn. Bhd. Group RM'000	Fitzrovia Developments Limited RM'000	Abode Senior Living Limited Group RM'000	Q Homes Sdn. Bhd. Group RM'000	ENRA Energy Solutions Group RM'000	Enra Labuan Sdn. Bhd. RM'000
Assets and liabilities						
Non-current assets	10,116	-	-	14	498	8,404
Current assets	13,626	83	21,053	36,094	655	9
Non-current liabilities	-	-	-	(20,969)	-	(1,487)
Current liabilities	(5,682)	(2,750)	(25,216)	(7,646)	(1,324)	(7,887)
Net assets/(liabilities)	18,060	(2,667)	(4,163)	7,493	(171)	(961)
Results						
Revenue	-	-	-	5,811	914	-
Profit/(Loss) for the financial year	(98)	(24)	(5,382)	(1,869)	(3,250)	(785)
Total comprehensive (loss)/income	(98)	(24)	(5,382)	(1,869)	(3,250)	(785)
Cash flows from/(used in) operating activities	(2,218)	-	-	(99)	(2,547)	121
Cash flows (used in)/from investing activities	(16,077)	-	-	1,602	2,586	-
Cash flows (used in)/from financing activities	16,933	-	-	(1,359)	(96)	(121)
Net increase/(decrease) in cash and cash equivalents	(1,362)	-	-	144	(57)	-

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

(g) The subsidiaries of the Group that have material non-controlling interests ("NCI") are as follows (continued):

The summarised financial information before intra-group elimination are as follows (continued):

2024

	ENRA SPM Sdn. Bhd. Group RM'000	Fitzrovia Developme nts Limited RM'000	Abode Senior Living Limited Group RM'000	Q Homes Sdn. Bhd. Group RM'000	ENRA Energy Solutions Group RM'000	Enra Labuan Sdn. Bhd. RM'000
Assets and liabilities						
Non-current assets	11,856	-	-	19	552	8,567
Current assets	6,250	51	22,964	37,883	1,215	9
Non-current liabilities	-	-	-	(20,969)	(1,686)	(7,262)
Current liabilities	(16,745)	(2,765)	(23,079)	(6,932)	(576)	(1,490)
Net assets/(liabilities)	1,361	(2,714)	(115)	10,001	(495)	(176)
Results						
Revenue	25,433	-	-	3,883	1,865	-
Profit/(Loss) for the financial year	3,713	(24)	(2,738)	(1,946)	(1,652)	(763)
Total comprehensive (loss)/income	3,713	-	-	(1,946)	(1,652)	(763)
Cash flows from/(used in) operating activities	8,371	-	-	(7,490)	(1,148)	(936)
Cash flows (used in)/from investing activities	(3,799)	-	-	(1,815)	222	-
Cash flows (used in)/from financing activities	(2,249)	-	-	8,939	(32)	936
Net increase/(decrease) in cash and cash equivalents	2,323	-	-	(366)	(958)	-

Notes To The Financial Statements (Cont'd)

31 March 2025

6. INVESTMENTS IN SUBSIDIARIES (continued)

- (h) During the financial year, the Company recognised an impairment loss on investments in subsidiaries of RM26,849,000 (2024: RM12,109,000) due to decline in operations of certain subsidiaries.

Adverse adjustments were made to the forecasted operating cash flows included in the value-in-use calculations. The recoverable amounts were determined using pre-tax discount rates of 10% (2024: 7%)

7. GOODWILL ON CONSOLIDATION

	Group	
	2025	2024
	RM'000	RM'000
Cost		
At beginning of the financial year	-	400
Disposal of a subsidiary	-	(400)
	-	-
Accumulated impairment losses		
At beginning of the financial year	-	(400)
Disposal of a subsidiary	-	400
	-	-
Carrying amount	-	-

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. After initial recognition, goodwill is measured at cost less accumulated impairment losses.

Goodwill is not amortised, but instead, it is reviewed for impairment at least annually and whenever events or changes in circumstances indicate that the carrying value may be impaired. This requires an estimation of the value-in-use of the subsidiaries to which goodwill is allocated. Estimating a value-in-use amount requires management to make an estimate of the expected future cash flows from the subsidiaries and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

Notes To The Financial Statements (Cont'd)

31 March 2025

8. INVENTORIES

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
At cost					
Completed properties		3,304	3,304	3,304	3,304
Properties development cost	(a)	15,355	30,625	-	-
At net realisable value					
Completed properties		678	690	678	690
Properties held for sale		<u>21,536</u>	<u>22,874</u>	<u>-</u>	<u>-</u>
		<u>40,873</u>	<u>57,493</u>	<u>3,982</u>	<u>3,994</u>

(a) Property development costs

Group	Balance as at 1.4.2024 RM'000	Cost incurred during the year RM'000	Recognised during the year RM'000	Transfer to assets held for sale (Note 6) RM'000	Balance as at 31.3.2025 RM'000
Land held for development	21,995	-	-	(13,386)	8,609
Development costs	8,630	4,647	(6,531)	-	6,746
	<u>30,625</u>	<u>4,647</u>	<u>(6,531)</u>	<u>(13,386)</u>	<u>15,355</u>

Group	Balance as at 1.4.2023 RM'000	Cost incurred during the year RM'000	Recognised during the year RM'000	Balance as at 31.3.2024 RM'000
Land held for development	21,995	-	-	21,995
Development costs	11,904	669	(3,943)	8,630
	<u>33,899</u>	<u>669</u>	<u>(3,943)</u>	<u>30,625</u>

(b) Inventories are stated at the lower of cost and net realisable value.

Cost is determined using the first-in, first-out formula. The cost comprises all cost of purchases plus the cost of bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

Cost of completed properties held for sale consists of cost associated with the acquisition of land, direct costs and appropriate proportions of common costs attributable for developing properties until completion.

Notes To The Financial Statements (Cont'd)

31 March 2025

8. INVENTORIES (continued)

- (c) A write down of inventories of RM1,813,000 (2024: RM1,026,000) of the Group and RM11,000 (2024: RM32,000) of the Company was made during the financial year due to decline in net realisable values of certain completed properties.
- (d) Inventories of the Group amounting to RM6,531,000 (2024: RM4,616,000) have been expensed as cost of sales to the statements of profit or loss and other comprehensive income during the financial year.
- (e) As at the end of the reporting period, certain completed properties of the Group and the Company with a carrying amount of RM3,982,000 (2024: RM3,994,000) have been charged as securities for banking facilities granted to the Group and the Company as disclosed in Note 20(a) to the financial statements.

9. TRADE AND OTHER RECEIVABLES

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current					
Amounts due from subsidiaries, representing total other receivables (non-current)		-	-	-	1,623
Current					
Trade receivables - third parties		1,653	1,386	-	-
Other receivables and deposits					
Amounts due from subsidiaries		-	-	41,689	82,649
Other receivables		726	796	61	135
Deposits		1,689	2,176	74	80
Less: Impairment losses - subsidiaries	(i)	-	-	(4,408)	(4,262)
		2,415	2,972	37,416	78,602
Total receivables (current)		4,068	4,358	37,416	78,602
Prepayments		3,785	653	349	320
Total trade and other receivables (current)		7,853	5,011	37,765	78,922
Total trade and other receivables (non-current and current)		7,853	5,011	37,765	80,545

Notes To The Financial Statements (Cont'd)

31 March 2025

9. TRADE AND OTHER RECEIVABLES (continued)

- (a) Trade and other receivables (excluding prepayments) are classified as financial assets measured at amortised cost.
- (b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group and the Company ranged from 30 to 60 days (2024: 30 to 60 days). They are recognised at their original invoice amounts which represent their fair values on initial recognition.
- (c) The amounts due from subsidiaries represent advances and payments on behalf, which bear interest at 5% to 16% (2024: 5% to 10%) per annum and payable as follows:

	Company	
	2025	2024
	RM'000	RM'000
Amount due from subsidiaries		
- Non-current	-	1,623
- Current	41,689	82,649
Total	41,689	84,272

During the financial year, an amount of RM 70,790,000 amount due from subsidiaries has been reclassified to equity contribution in subsidiaries as disclosed in Note 6(b) to the financial statements.

- (d) The currency exposure profile of receivables (excluding prepayments) are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Ringgit Malaysia	2,205	3,073	37,416	80,225
US Dollar	1,863	1,168	-	-
British Pound	*	117	-	-
	4,068	4,358	37,416	80,225

* The amount is immaterial to disclose.

- (e) Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses.

The Group uses an allowance matrix to measure the expected credit loss of trade receivables from individual customers. Expected loss rates are calculated using the average historical bad debts write-offs rate and general rate based on the length of time invoices are overdue. During this process, the probability of non-payment by the trade receivables is adjusted by forward looking information. The Group believes that the financial impacts to the forward-looking information are inconsequential for the purpose of impairment calculation of trade receivables due to their relatively short-term nature.

For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised within administrative expenses in the consolidated statement of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectable, the gross carrying value of the asset would be written off against the associated impairment.

Notes To The Financial Statements (Cont'd)

31 March 2025

9. TRADE AND OTHER RECEIVABLES (continued)

(e) (continued)

It requires management to exercise significant judgement in determining the probability of default by trade receivables and appropriate forward-looking information.

Expected credit loss allowance for trade receivables are as follows:

Group	Gross carrying amount RM'000	Total allowance RM'000	Net balance RM'000
2025			
Current (not past due)	1,119	*	1,119
Past due			
- 1 to 30 days	281	*	281
- 31 to 60 days	44	*	44
- More than 90 days	209	*	209
	<u>1,653</u>	<u>*</u>	<u>1,653</u>
2024			
Current (not past due)	877	*	877
Past due			
- 1 to 30 days	-	*	-
- 61 to 90 days	509	*	509
	<u>1,386</u>	<u>*</u>	<u>1,386</u>

* The amount is immaterial to disclose.

- (f) As at the end of each reporting period, no collateral has been obtained by the Group. Thus, the maximum credit risk exposure is equivalent to the gross carrying amount of trade receivables of the Group.
- (g) During the financial year, the Group did not renegotiate the terms of any trade receivables.
- (h) Impairment for other receivables and amounts due from subsidiaries are recognised based on the general approach within MFRS 9 using the forward looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. At the end of the reporting period, the Group assessed whether there has been a significant increase in credit risk for financial assets by comparing the risk of default since initial recognition. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve-months expected credit losses along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

The Group defined significant increase in credit risk based on changes to contractual terms, payment delays and past due information.

Notes To The Financial Statements (Cont'd)

31 March 2025

9. TRADE AND OTHER RECEIVABLES (continued)

(i) (continued)

Generally, the Company considers loans and advances to subsidiaries have low credit risk. The Company assumes that there is a significant increase in credit risk when a subsidiary's financial position deteriorates significantly. As the Company is able to determine the timing of payments of the subsidiaries' loans and advances when they are payable, the Company considers the loans and advances to be in default when the subsidiaries are not able to pay when demanded. The Company considers a subsidiary's loan or advance to be credit impaired when:

- The subsidiary is unlikely to repay its loans or advances to the Company in full;
- The subsidiary's loan or advance is overdue for more than 120 days; or
- The subsidiary is continuously loss making and is having a deficit shareholders' fund.

The Company determines the probability of default for these intercompany loans and advances using internal information available.

It requires management to exercise its judgement in determining the probabilities of default by other receivables and subsidiaries, appropriate forward-looking information (gross domestic product ("GDP")) and significant increase in credit risk.

During the year, the Company recognised an impairment loss on amounts owing from subsidiaries of RM146,000 (2024: RM843,000).

The movements in allowance for impairment losses of amounts owing by subsidiaries during the year were as follows:

Company	Amounts owing by subsidiaries		
	Lifetime ECL allowance RM'000	Specific allowance RM'000	Total allowance RM'000
At 1 April 2024	1,880	2,382	4,262
Charge for the year	-	146	146
At 31 March 2025	1,880	2,528	4,408
At 1 April 2023	1,880	1,539	3,419
Charge for the year	-	843	843
At 31 March 2024	1,880	2,382	4,262

Specific allowance refer to individually determined debtors who are in significant financial difficulties and have defaulted on payments to be impaired as at the end of the reporting period.

- (i) Information on financial risks of trade and other receivables is disclosed in Note 31 to the financial statements.

Notes To The Financial Statements (Cont'd)

31 March 2025

10. CONTRACT ASSETS/(CONTRACT LIABILITIES)

	Group	
	2025	2024
	RM'000	RM'000
Contract assets		
Non-current	-	-
Current	3,937	2,850
	<u>3,937</u>	<u>2,850</u>
Contract liabilities		
Current	(185)	(185)

- (a) Contract assets represent the timing differences in revenue recognition and the milestone billings. The milestone billings are structured and/or negotiated with customers to reflect physical completion of the contracts.

Contract assets are transferred to receivables when the rights to economic benefits become unconditional. This usually occurs when the Group issues billing to the customer typically within 30 days to 90 days. Contract liabilities are recognised as revenue when performance obligations are satisfied.

- (b) Revenue expected to be recognised in the future relating to performance obligations that are unsatisfied (or partially unsatisfied) at the end of the reporting period, are as follows:

	Group	
	2025	2024
	RM'000	RM'000
31 March 2026	1,175	-
31 March 2025	-	9,670
	<u>1,175</u>	<u>9,670</u>

- (c) Impairment for contract assets that do not contain a significant financing component are recognised based on the simplified approach using the lifetime expected credit losses as disclosed in Note 9(f) to the financial statements.

No expected credit loss was recognised arising from the contract asset of the Group as it is negligible.

Notes To The Financial Statements (Cont'd)

31 March 2025

11. DERIVATIVE LIABILITY

Group	Contract/ Notional amount RM'000	Assets RM'000	Contract/ Notional amount RM'000	Liability RM'000
2025				
Forward foreign currency contracts	-	<u>-</u>	-	<u>-</u>
2024				
Forward foreign currency contracts	-	<u>-</u>	2,677	<u>(40)</u>
Company				
2025				
Forward foreign currency contracts	-	<u>-</u>	-	<u>-</u>
2024				
Forward foreign currency contracts	-	<u>-</u>	2,469	<u>(37)</u>

- (a) Derivatives are initially recognised at fair value on the date the derivative contracts are entered into and are subsequently remeasured to fair value with changes in fair value being recognised in profit or loss.
- (b) The Group and Company use forward foreign currency contracts to manage some of the foreign currency transaction exposure. These contracts are not designated as cash flow or fair value hedges and are entered into for period consistent with foreign currency transaction exposure and fair value changes exposure. The Group and Company do not apply hedge accounting.

Forward foreign currency contracts represent selling and buying contracts are used to hedge the principal and interest of other borrowings of the Company denominated in Singapore Dollar and to hedge the Group's receivable from a customer denominated in US Dollar for which the commitments existed at the reporting date.

- (c) During the financial year, the Group and the Company recognised a net gain of RM40,000 (2024: loss of RM74,000) and RM 37,000 (2024: loss of RM77,000) respectively arising from the fair value changes in derivatives. The methods and assumptions applied in determining the fair values of derivatives are disclosed in Note 30(b)(v) to the financial statements.

Notes To The Financial Statements (Cont'd)

31 March 2025

12. CASH AND BANK BALANCES AND SHORT TERM FUNDS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Fixed deposits with licensed banks	3,003	2,981	2,800	2,800
Cash and bank balances	1,377	1,934	301	117
	4,366	4,915	3,101	2,917
Short term funds:				
- Investment in money market funds in Malaysia	-	380	-	380
	4,366	5,295	3,101	3,297

- (a) Cash and bank balances and short term funds are financial assets where cash and bank balances are measured at amortised cost, while short term funds are measured at fair value through profit or loss.
- (b) Investment in money market funds in Malaysia represent investments in highly liquid money market instruments, which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value and hence, meet the definition to be classified as cash and cash equivalents.
- (c) Certain deposits with licensed banks are pledged to licensed banks as security for credit facilities granted to the Group and the Company as set out in Note 20 to the financial statements. The fixed deposits of the Group and of the Company bear average interest of 2.30% (2024: 2.51%) and 2.31% (2024: 2.53%) per annum respectively. The fixed deposits of the Group and of the Company have maturity periods between one (1) month to twelve (12) months (2024: one (1) month to twelve (12) months).
- (d) Included in the cash and bank balances of the Group is an amount of RM155,000 (2024: RM505,000) held under the Housing Development Accounts (Control and Licensing) Amendment Act, 2015 ("HDA"). In the previous financial year, certain bank balances held under HDA are pledged to licensed bank as security for credit facilities granted to the Group as set out in Note 20 to the financial statements.
- (e) Information on financial risks of cash and bank balances and short term funds is disclosed in Note 31 to the financial statements.
- (f) The currency exposure profile of cash and bank balances and short term funds are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Ringgit Malaysia	4,236	4,528	3,101	3,297
US Dollar	130	716	-	-
British Pound	-	51	-	-
	4,366	5,295	3,101	3,297

Notes To The Financial Statements (Cont'd)

31 March 2025

12. CASH AND BANK BALANCES AND SHORT TERM FUNDS (continued)

- (g) No expected credit losses were recognised arising from the deposits with financial institutions because the probability of default by these institution were negligible.
- (h) For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the end of each reporting period:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Cash and bank balances				
Fixed deposits with licensed banks	3,003	2,981	2,800	2,800
Cash and bank balances	1,363	1,934	301	117
Short term funds	-	380	-	380
As reported in statements of financial position	4,366	5,295	3,101	3,297
Less:				
Fixed deposits pledged to licensed banks	(2,981)	(2,981)	(2,800)	(2,800)
HDA pledged to a licensed bank	-	(1)	-	-
As reported in statements of cash flows	1,385	2,313	301	497

13. SHARE CAPITAL

		Group and Company		
		2025		2024
	Note	Number of shares '000	Amount RM'000	Number of shares '000
				Amount RM'000
Issued and fully paid ordinary shares with no par value				
At beginning of the financial year		136,208	144,744	136,208
Issued during the financial year:				
- pursuant to the private placement exercise	(a)	13,491	8,770	-
- pursuant to exercise of warrants	(b)	10,000	10,000	-
At end of the financial year		<u>159,699</u>	<u>163,514</u>	<u>136,208</u>
				<u>144,744</u>

Notes To The Financial Statements (Cont'd)

31 March 2025

13. SHARE CAPITAL (continued)

The owners of the Company are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meeting of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.

- (a) On 7 June 2024, the Company has proposed to undertake the proposed private placement of up to 10% of the total number of issued shares of the Company (excluding treasury shares) ('Proposed Private Placement').

Bursa Malaysia Securities Berhad ("Bursa Securities") had, via its letter dated 18 June 2024, approved the listing of and quotation for up to 19,179,000 new shares ("Placement Shares") ("ENRA Shares") to be issued pursuant to the Proposed Private Placement on the Main Market of Bursa Securities, subject to the conditions set out in the letter by Bursa Securities.

On 27 June 2024, the Company announced that the issue price for the Proposed Private Placement has been fixed at RM0.65 per Placement Share ("Issue Price"). The Issue Price represents a discount of approximately RM0.0053 or 0.81% to the 5-day volume weighted average market price (VWAP) of the ENRA Shares up to and including 26 June 2024, being the last trading day immediately preceding the Price-Fixing Date of RM0.6553 per ENRA Share.

On 5 July 2024, the Company announced that the Private Placement has been completed following the listing of and quotation for 13,491,800 Placement Shares on the Main Market of Bursa Securities on 5 July 2024.

- (b) On 7 January 2021, the Company listed and quoted 44,971,973 Warrants pursuant to the Issuance of Free Warrants on the basis of one (1) Warrant for every three (3) existing shares held in the Company.

The Warrants are constituted by the Deed Poll dated 8 December 2020 ("Deed Poll").

Salient features of the Warrants are as follows:

- (i) Each Warrant entitles the registered holder thereof ("Warrant holder(s)") to subscribe for one (1) new ordinary share in the Company at an exercise price of RM1.00 during the 5-year period expiring on 26 December 2025 ("Exercise Period");
- (ii) Any Warrant not exercised upon expiry of the Exercise Period will thereafter lapse and cease to be valid for any purpose;
- (iii) The Exercise Price and/or the number of the unexercised Warrant shall, from time to time be adjusted, calculated or determined by the Board in consultation with an approved adviser appointed by the Company and certified by the auditors of the Company, in accordance with the provisions of the Deed Poll;
- (iv) The Warrant Holders shall not be entitled to participate in any rights, allotment, dividends and/or other forms of distributions which may be declared, made or paid, where the entitlement date of which precedes the date of allotment of the new Company Shares. The Warrant Holders are not entitled to any voting rights in any general meeting of the Company or to participate in any form of distribution and/or offer of securities in the Company unless otherwise resolved by the shareholders of the Company or the Warrant Holders (or any of them) become shareholders of the Company by exercising their Warrants; and

Notes To The Financial Statements (Cont'd)

31 March 2025

13. SHARE CAPITAL (continued)

(b) (continued)

Salient features of the Warrants are as follows: (continued)

- (v) If a resolution is passed for a members' voluntary winding-up of the Company, or where there is a compromise or arrangement, whether or not for the purpose of or in connection with a scheme for the reconstruction of the Company or the amalgamation of the Company with one or more companies, then:
 - (a) for the purposes of such winding-up, compromise or arrangement (other than a consolidation, amalgamation or merger in which the Company is the continuing corporation) to which the registered Warrant Holder (or some other persons designated by them for such purpose by special resolution) shall be a party, the terms of such winding-up, compromise or arrangement shall be binding on all the registered Warrant Holders; and
 - (b) in any other case, every Warrant Holder shall be entitled, upon and subject to the provisions of the Deed Poll, at any time within six (6) weeks after the passing of such resolution for a members' voluntary winding up of the Company or within six (6) weeks after the granting of the court order approving the compromise or arrangement, by the irrevocable surrender of his/her Warrants to the Company, submitting the exercise form duly completed together with payment of the relevant exercise money, to elect to be treated as if he had immediately prior to the commencement of such winding-up, compromise or arrangement (as the case may be), exercised the exercise rights represented by such Warrants to the extent specified in the relevant exercise form and be entitled to receive out of the assets of the Company which would be available in liquidation if he/she had on such date been the holder of the new Company Shares to which he/she would have become entitled pursuant to such exercise and the liquidator of the Company shall give effect to such election accordingly.

During the financial year, 10,000,000 new ordinary shares of RM1.00 each were issued pursuant exercise of Warrants 2020/2025 for the equivalent numbers by the registered holders. As at the end of the reporting period, the number of warrants 2020/2025 unexercised comprises RM34,971,973 (2024 : RM44,971,973) warrants.

14. REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS")

	Group			
	2025		2024	
	Number of shares '000	Amount RM'000	Number of shares '000	Amount RM'000
Equity component of RCPS with no par value				
At beginning of the financial year	696	2,447	800	2,886
Conversion of RCPS	-	-	(104)	(409)
At end of the financial year	<u>696</u>	<u>2,447</u>	<u>696</u>	<u>2,477</u>

Notes To The Financial Statements (Cont'd)

31 March 2025

14. REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS") (continued)

The carrying amount of the liability component of RCPS at the reporting date is arrived at as follow:

Note	Group	
	2025 RM'000	2024 RM'000
Liability component of RCPS with no par value		
Face value of RCPS at date of issuance	7,038	7,038
Less: Equity component	<u>(2,477)</u>	<u>(2,477)</u>
Liability component at initial recognition	<u>4,561</u>	<u>4,561</u>
At beginning of the financial year	6,916	7,491
Unwinding of discount	122	482
Accrual of interest	369	-
Conversion of RCPS	(b) <u>-</u>	<u>(1,057)</u>
At end of the financial year	<u>7,407</u>	<u>6,916</u>

- (a) On 2 March 2017, ENRA Labuan Sdn. Bhd. ("ELSB"), a wholly-owned direct subsidiary of the Company, had entered into a Subscription Agreement with a third party subscriber for the issuance and subscription of 800,000 Redeemable Convertible Preference Shares Series A ("RCPS-A") at the subscription price of RM10.12 per RCPS-A amounting to RM8,096,000. ELSB shall utilise the said subscription amount solely for the purpose of or in relation to their acquisition of land (that is to be reclaimed) in Labuan.

On 2 March 2017, ELSB had also entered into a Shareholder Agreement with the third party subscriber of the RCPS-A and the Company, being its shareholder to regulate the management of the ELSB, the relationships of each other and certain aspects of the affairs of, and their dealings with ELSB.

The salient features of the RCPS-A are as follows:

- (i) The RCPS-A has a tenure of 6 years from the issue date and matures on the business day immediately preceding the 6th anniversary of the said issue date;
- (ii) The RCPS-A is convertible at any time at the option of the holder in accordance with the terms of the Subscription Agreement. One new ordinary share will be issued as fully paid upon the conversion of one RCPS-A. All outstanding RCPS-A shall be automatically converted upon maturity of the RCPS;
- (iii) ELSB shall in accordance with the provisions of the Companies Act 2016 and the terms of the Subscription Agreement redeem all or any of the RCPS-A;
- (iv) The RCPS-A carries the right to receive non-cumulative dividends at the same rate as the ordinary shares of ELSB. The RCPS-A ranks in priority to the ordinary share in respect of terms of the right to receive the dividend;
- (v) The RCPS-A ranks pari passu inter se in respect of entitlements to dividends, rights, allotment or other distributions should the entitlement date for such dividends, rights, allotments or other distributions be declared after the RCPS-A are issued; and

Notes To The Financial Statements (Cont'd)

31 March 2025

14. REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS") (continued)

(a) (continued)

The salient features of the RCPS-A are as follows: (continued)

- (vi) The RCPS-A is not to be listed but is transferrable in accordance with the terms of the Shareholder Agreement.
- (b) The 1st tranche of 104,450 unit of RCPS amounting to RM1,057,034 matured on 2 March 2023. Based on the salient features of the RCPS-A, all outstanding RCPS-A shall be automatically converted upon maturity of the RCPS. As at 29 August 2023, the conversion of RCPS-A has been completed.
- (c) The 2nd tranche of 695,550 units of RCPS-A, amounting to RM7,038,000 matured on 18 June 2024. As at the end of the financial year, the conversion of the RCPS-A has not been completed as the Group and the RCPS-A holder have yet to reach an agreement on the terms of the extension of the RCPS-A.

15. TREASURY SHARES

The shareholders of the Company, by way of an ordinary resolution passed at the annual general meeting held on 19 September 2007, approved the Company's plan to repurchase up to 10% of the issued and paid-up share capital of the Company ("Share Buy Back").

The shares of the Company repurchased were held as treasury shares in accordance with Section 127(6) of the Companies Act 2016 in Malaysia.

As at 31 March 2025, the Group held 1,289,400 (2024: 1,289,400) of the Company's treasury shares at a total cost of RM1,199,000 (2024: RM1,199,000).

16. NON-DISTRIBUTABLE RESERVES

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Exchange translation reserve	(a)	2,034	5,114	-	-
Share options reserve		327	375	327	375
		<u>2,361</u>	<u>5,489</u>	<u>327</u>	<u>375</u>

(a) Exchange translation reserve

The exchange translation reserve is used to record foreign currency exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the presentation currency of the Group. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

Notes To The Financial Statements (Cont'd)

31 March 2025

16. NON-DISTRIBUTABLE RESERVES (continued)

(b) Share options reserve

The share options reserve represents the effect of equity-settled share options granted to employees. This reserve is made up of the cumulative value of services received from employees for the issue of share options. When options are exercised, the amount from the share options reserve is transferred to share capital. When the share options expire, the amount from the share options reserve is transferred to retained earnings.

17. TRADE AND OTHER PAYABLES

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current					
Other payables - third parties	(c)	9,989	21,146	-	-
		9,989	21,146	-	-
Current					
Trade payables - third parties		6,592	1,850	-	-
Other payables					
Amounts due to subsidiaries	(e)	-	-	152	1,048
Other payables - third parties	(c)	12,649	1,348	345	136
Accruals		8,240	9,161	1,190	180
Deposits and advances received		38	37	16	27
Amount due to a related party	(d)	2,720	2,772	-	-
		23,647	13,318	1,703	1,391
Total trade and other payables (current)		30,239	15,168	1,703	1,391
Total trade and other payables (non – current and current)		40,228	36,314	1,703	1,391

(a) Trade and other payables, except for land entitlement payment and contingent consideration for business acquisition, are classified as financial liabilities measured at amortised cost.

(b) Trade payables are non-interest bearing and the normal trade credit terms granted to the Group ranged from 30 days to 60 days (2024: 30 days to 60 days).

Notes To The Financial Statements (Cont'd)

31 March 2025

17. TRADE AND OTHER PAYABLES (continued)

- (c) Included in other payables of the Group are land entitlement payment for the Group's property development project as follows:

	Group	
	2025	2024
	RM'000	RM'000
Land entitlement payment		
- Non-current	9,819	20,969
- Current	3,150	-
Total	<u>12,969</u>	<u>20,969</u>

The land entitlement payment are measured at fair value through profit or loss, and are payable upon completion of development project.

- (d) Amount due to a related party represents advances received from a non-controlling interest of a subsidiary amounting to RM2,720,000 (2024: RM2,772,000) which are unsecured, non-interest bearing and payable on demand in cash and cash equivalents.
- (e) Amounts due to subsidiaries represent advances and payments on behalf, which are unsecured and payable within next twelve months (12) in cash and cash equivalents.
- (f) The currency exposure profile of payables are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Ringgit Malaysia	16,403	29,034	1,703	1,391
US Dollar	16,507	893	-	-
British Pound	7,318	6,387	-	-
	<u>40,228</u>	<u>36,314</u>	<u>1,703</u>	<u>1,391</u>

- (g) Information on financial risks of trade and other payables is disclosed in Note 31 to the financial statements.

Notes To The Financial Statements (Cont'd)

31 March 2025

18. BORROWINGS

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current liabilities					
Term loan		7,377	11,500	-	-
Current liabilities					
Term loan	19	2,553	2,723	-	-
Other borrowings		30,751	19,973	31,266	19,945
		33,304	22,696	31,266	19,945
Total borrowings					
Term loan	19	9,930	14,223	-	-
Other borrowings	20	30,751	19,973	31,266	19,945
		40,681	34,196	31,266	19,945

(a) Borrowings are classified as financial liabilities measured at amortised cost.

(b) The currency exposure profile of borrowings are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Ringgit Malaysia	28,500	17,722	29,015	17,694
US Dollar	9,930	14,223	-	-
Singapore Dollar	2,251	2,251	2,251	2,251
	40,681	34,196	31,266	19,945

19. TERM LOAN

		Group	
		2025 RM'000	2024 RM'000
Term loan		9,930	14,223
Repayable as follows:			
- Not later than one (1) year	18	2,553	2,723
- Later than 1 year and not later than 2 years		2,459	4,287
- Later than 2 year and not later than 3 years		2,459	2,623
- Later than 3 year and not later than 4 years		2,459	2,623
- Later than 4 year and not later than 5 years		-	1,967
	18	9,930	14,223

Notes To The Financial Statements (Cont'd)

31 March 2025

19. TERM LOAN

- (a) Term loan is related to refinancing of the Group's certain marine equipment.
- (b) Term loan is secured by charge of subsidiary's certain marine equipment as disclosed in Note 4(d) to the financial statements.
- (c) Information on financial risks of term loans and the remaining maturities is disclosed in Note 31 to the financial statements

20. OTHER BORROWINGS

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revolving credits		5,000	5,000	5,000	5,000
Financial guarantee contracts	(b)	-	-	515	694
Bridging Loan		-	722	-	-
Mezzanine loans:					
- Director		25,751	14,251	25,751	14,251
Total other borrowings		<u>30,751</u>	<u>19,973</u>	<u>31,266</u>	<u>19,945</u>

- (a) The other borrowings of the Group and of the Company relate to trade and working capital credit facilities that are secured by:
 - (i) Mezzanine loan is secured by corporate guarantees from a subsidiary of the Company;
 - (ii) Bridging loan is secured by corporate guarantees from the Company and pledge of surplus monies in the Housing Development Account (HDA) as disclosed in Note 12(d) to the financial statements; and
 - (iii) Revolving credits are secured by pledge of fixed deposits as disclosed in Note 12(c) to the financial statements and pledge of inventory as disclosed in Note 8(e) to the
- (b) Financial guarantee contracts issued are initially measured at fair value. Subsequently, they are measured at higher of:
 - (i) the amount of the loss allowance; and
 - (ii) the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance to the principles of MFRS 15, *Revenue from Contracts with Customers*.
- (c) Information on financial risks of other borrowings and their remaining maturities is disclosed in Note 31 to the financial statements.

Notes To The Financial Statements (Cont'd)

31 March 2025

21. REVENUE

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<i>Revenue from contracts with customers</i>				
Sale of completed properties	-	700	-	700
Property development revenue	5,811	3,883	-	-
Services rendered	933	11,911	-	-
	<u>6,744</u>	<u>16,494</u>	<u>-</u>	<u>700</u>
<i>Revenue from leases</i>				
Leasing	<u>23,635</u>	<u>14,563</u>	<u>-</u>	<u>-</u>
Revenue from continuing operations	<u>30,379</u>	<u>31,057</u>	<u>-</u>	<u>700</u>
Timing of revenue recognition				
Transferred over time	6,744	15,794	-	-
Transferred at a point in time	<u>-</u>	<u>700</u>	<u>-</u>	<u>700</u>
	<u>6,744</u>	<u>16,494</u>	<u>-</u>	<u>700</u>

- (a) Revenue from contracts with customer is disaggregated in Note 29 to the financial statements by geographical area.

- (b) Sale of completed properties

The Group recognises sales at a point in time for the sale of completed properties, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers and it is probable that the Group will collect the considerations to which it would be entitled to in exchange for the assets sold.

There is no significant financing component in the revenue arising from sale of completed properties as the sales are made on the normal credit terms not exceeding twelve months.

- (c) Revenue from property development and construction contracts

Contracts with customers include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

Revenue from property development and construction contracts is measured at the fixed transaction price agreed under the agreement.

Notes To The Financial Statements (Cont'd)

31 March 2025

21. REVENUE (continued)

(c) Revenue from property development and construction contracts (continued)

Revenue is recognised as and when control of the asset is transferred to the customer and it is probable that the Group would collect the consideration to which it will be entitled in exchange for the asset that would be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the performance of the Group does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract using the input method by reference to the cost incurred relative to the total expected cost for satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

Significant judgement is required in determining performance obligations, transaction price allocation and costs in applying the input method to recognise revenue over time.

The Group identifies performance obligations that are distinct and material, which is judgmental in the context of contract. Transaction prices were determined based on estimated margins prior to its allocation to the identified performance obligation. The Group also estimated total contract costs in applying the input method to recognise revenue over time.

(d) Services rendered - energy services income

Energy services income is recognised at over time. The income is recognised over time as income when the customers receives and consumes the benefits.

(e) Leasing

Lease income from operating lease is accounted for on a straight line basis over the lease term of an ongoing lease. While lease income from finance lease is accounted for on a straight line basis over the lease term of an ongoing lease and subsequently transfer the ownership of the asset to the lessee.

22. FINANCE COSTS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Interest expense:				
- term loans	1,088	373	-	-
- other borrowings	3,467	1,892	3,247	1,640
- intercompany advance	-	-	-	9
- RCPS	369	-	-	-
Unwinding of discount (RCPS)	122	482	-	-
Others - facility fees	334	786	285	107
	<u>5,380</u>	<u>3,533</u>	<u>3,532</u>	<u>1,756</u>

Notes To The Financial Statements (Cont'd)

31 March 2025

23. LOSS BEFORE TAX

Other than those disclosed elsewhere in the financial statements, loss before tax is arrived at:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
After charging:				
Auditors' remuneration:				
- Statutory audit				
- BDO PLT	125	124	60	60
- Other auditors	143	137	-	-
- Non-statutory audit				
- BDO PLT	9	9	6	6
- Other auditors	9	9	-	-
Inventories written down	1,813	1,026	11	32
Realised loss on foreign exchange	708	23	-	-
Unrealised loss on foreign exchange	-	109	-	-
Fair value loss on derivatives	-	74	-	137
Fair value loss on financial guarantee contracts	-	686	-	686
And crediting:				
Fair value gain on derivatives	40	-	37	-
Gain on disposal of subsidiary	-	120	-	200
Interest income received from:				
- fixed deposits with licensed banks	41	111	2	24
- short term funds	6	22	39	3
- subsidiaries	-	-	5,388	5,742
Unrealised gain on foreign exchange	1,942	-	-	-
Management fees from subsidiaries	-	-	2,198	953
Fair value gain on financial guarantee	179	-	179	-

24. TAX EXPENSE

	Group		Company	
	2025	2024	2025	2024
Note	RM'000	RM'000	RM'000	RM'000
Current tax expense based on loss for the financial year				
- Current year	20	232	-	-
- Under/(Over) provision in prior years	223	57	217	-
Total tax expense	243	289	217	-

Notes To The Financial Statements (Cont'd)

31 March 2025

24. TAX EXPENSE (continued)

- (a) Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated taxable profits for the fiscal year.
- (b) Tax expense for other tax authorities are calculated at the rates prevailing in those respective jurisdictions.
- (c) Numerical reconciliation between the tax expense and the product of accounting loss multiplied by applicable tax rate of the Group and of the Company are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Loss before tax	<u>(47,032)</u>	<u>(16,171)</u>	<u>(29,390)</u>	<u>(14,990)</u>
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	(11,288)	(3,881)	(7,054)	(3,598)
Non-allowable expenses	11,114	2,716	7,535	3,691
Non-taxable income	(1,771)	(465)	(1,354)	(51)
Deferred tax assets not recognised	2,130	1,890	873	-
Utilisation of previously unrecognised deferred tax assets	-	-	-	(42)
Effect of different tax rate in foreign jurisdiction	<u>(165)</u>	<u>(28)</u>	<u>-</u>	<u>-</u>
	20	232	-	-
Under/(Over) provision in prior years:				
- income tax	<u>223</u>	<u>57</u>	<u>217</u>	<u>-</u>
	<u>243</u>	<u>289</u>	<u>217</u>	<u>-</u>

- (d) Tax on each component of other comprehensive income is as follows:

	Before tax	Group	After tax
	RM'000	Tax effect	RM'000
	RM'000	RM'000	RM'000
Items that may be reclassified subsequently to profit or loss			
2025			
Foreign currency translations	<u>(3,805)</u>	<u>-</u>	<u>(3,805)</u>
2024			
Foreign currency translations	<u>5,022</u>	<u>-</u>	<u>5,022</u>

Notes To The Financial Statements (Cont'd)

31 March 2025

24. TAX EXPENSE (continued)

- (e) The amounts of temporary differences for which no deferred tax assets have been recognised in the statements of financial position are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Unutilised tax losses				
-Expires by 31 March 2029	14,394	14,393	3,082	3,082
-Expires by 31 March 2030	3,625	3,625	3,041	3,041
-Expires by 31 March 2031	9,698	9,698	945	945
-Expires by 31 March 2032	4,402	3,847	-	-
-Expires by 31 March 2033	2,196	4,804	494	494
-Expires by 31 March 2034	2,534	3,645	957	957
-Expires by 31 March 2035	5,755	-	3,606	-
Unabsorbed capital allowances	93	179	188	158
Other deductible temporary differences	6,869	500	-	-
	<u>49,566</u>	<u>40,691</u>	<u>12,313</u>	<u>8,677</u>

Deferred tax assets of the Company and certain subsidiaries have not been recognised in respect of these items as it is not probable that taxable profit of the Company and the subsidiaries would be available against which the deductible temporary differences can be utilised.

The amount and availability of these items to be carried forward up to the periods as disclosed above are subject to the agreement of the respective local tax authorities.

25. LOSS PER ORDINARY SHARE

- (a) Basic

Basic loss per ordinary share for the financial year is calculated by dividing the loss for the financial year attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	Group	
	2025	2024
Loss attributable to equity holders of the Company (RM'000)	(43,194)	(14,877)
Weighted average number of ordinary shares in issue after deducting the treasury shares ('000)	<u>145,329</u>	<u>134,919</u>
Basic loss per ordinary share (sen) for: Loss for the financial year	<u>(29.72)</u>	<u>(11.03)</u>
Diluted loss per ordinary share (sen) for: Loss for the financial year	<u>(29.72)</u>	<u>(11.03)</u>

Notes To The Financial Statements (Cont'd)

31 March 2025

25. LOSS PER ORDINARY SHARE (continued)

- (b) The diluted loss per share for the current financial year is anti-dilutive. The warrants exercise price is more than the average share price for the current and previous financial year. The ESOS exercise price is more than the average share price for the current and previous financial year. Accordingly, the diluted loss per share for the current and previous financial year is presented as equal to basic earnings per share

26. EMPLOYEE BENEFITS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Salaries, wages, bonus and allowances	6,256	6,027	4,206	4,382
Defined contribution plan	718	672	489	487
Other employee benefits	500	1,108	202	452
Share options granted under ESOS:				
- Directors	-	228	-	228
- Key Management Personnel [^]	-	60	-	30
- Other employees	-	69	-	69
	<u>7,474</u>	<u>8,164</u>	<u>4,897</u>	<u>5,648</u>

[^] Other than Directors

Included in the employee benefits of the Group and the Company is Directors' remuneration amounting to RM2,288,000 (2024: RM2,638,000).

27. EMPLOYEES' SHARES SCHEME ("ESS")

In the Extraordinary General Meeting on 9 February 2018, the Shareholders have approved the ESS comprising Employees' Option Scheme ("ESOS") and Employees' Share Grant ("ESG") that came into effect on 12 February 2018 for a period of 5 years up to 12 February 2023. Subsequently, the Company has extended the duration of the ESS for another 5 years to 12 February 2028.

On 1 June 2022, the Company made an offer of 6,100,000 ESOS Option under the ESS ("1st Award") to the eligible Directors and employees of the Company and its subsidiaries (collectively as "Eligible Persons"). The ESOS Option was offered in 2 tranches with the 1st tranche of 40% comprising 2,440,000 ESOS Option with no vesting period and the 2nd tranche of 60% comprising 3,660,000 ESOS Option with a vesting period of 1 year till 31 May 2023.

The Company had subsequently on 2 January 2024 made an offer of 11,900,000 new ESOS Option ("2nd Award") for an option period of three (3) years commencing from 2 January 2024 and expiring on 1 January 2027 to the Eligible Persons.

Notes To The Financial Statements (Cont'd)

31 March 2025

27. EMPLOYEES' SHARES SCHEME ("ESS")

The main features of the ESOS are as follows:

- (a) The ESOS is made available to eligible employees and Directors (including non-executive Directors) (collectively as "Eligible Person") who are confirmed employees of the Company and its non-dormant subsidiaries as defined in the Companies Act 2016 in Malaysia, as amended from time to time, and any re-enactment thereof;
- (b) The total number of shares offered under the ESOS shall not, in aggregate, exceed 15% of the total issued ordinary shares of the Company (excluding treasury shares, if any) at any time during the existence of the ESOS;
- (c) The option price under the ESOS shall be the five-day weighted average market price of the shares as quoted on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities") at the time the option is granted with a discount of not more than 10% if deemed appropriate;
- (d) The maximum number of shares, which may be offered to an Eligible Person shall be at the sole discretion of the ESS Committee after taking into consideration, amongst others, the performance, targets, position, annual appraised performance, seniority and length of service of eligible employee's position, performance and length of service of the Eligible Person, or such other matters that the ESS Committee may in its sole discretion deem fit, subject to the following:
 - (i) not more than 10% of the shares available under the ESOS shall be allocated to any individual Eligible Person who, either singly or collectively through persons connected with the Eligible Person, holds 20% or more of the issued ordinary shares of the Company (excluding treasury shares, if any).
- (e) An option granted under the ESOS may be exercised by the grantee upon achieving the vesting conditions set by the ESS Committee; and
- (f) The shares shall on issue and allotment rank pari passu in all respects with the then existing issued shares of the Company.

The number of options over ordinary shares under the option scheme was as follows:

Category of participants	Number of options over ordinary shares				
	Balance as at 1.4.2024	Forfeited*	Expired	Balance as at 31.3.2025	Exercisable as at 31.3.2025
1 st Award of ESOS					
Option					
Directors	3,500,000	-	(3,500,000)	-	-
Key Management Personnel [^] and Employees	2,000,000	-	(2,000,000)	-	-
	5,500,000	-	(5,500,000)	-	-
Exercise price					RM1.10

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27. EMPLOYEES' SHARES SCHEME ("ESS")

The number of options over ordinary shares under the option scheme was as follows: (continued)

Category of participants	Number of options over ordinary shares				
	Balance as at 1.4.2024	Forfeited*	Expired	Balance as at 31.3.2025	Exercisable as at 31.3.2025
2 nd Award of ESOS					
Directors	7,600,000	-	-	7,600,000	7,600,000
Key Management Personnel [^] and Employees	4,300,000	(1,000,000)	-	3,300,000	3,300,000
	11,900,000	(1,000,000)	-	10,900,000	10,900,000
Exercise price					RM0.80
Total					
Directors	11,100,000	-	(3,500,000)	7,600,000	7,600,000
Key Management Personnel [^] and Employees	6,300,000	(1,000,000)	(2,000,000)	3,300,000	3,300,000
	17,400,000	(1,000,000)	(5,500,000)	10,900,000	10,900,000

[^] Other than Directors

* Forfeited due to resignation

The fair value of share options was estimated by the Group using the Black-Scholes-Merton option pricing model, taking into account the terms and conditions upon which the options were granted. The fair value of share option measured at grant date and the assumptions used are as follows:

	2025	2024
Average share price at grant date (RM)	0.66	0.62
Exercise price (RM)	0.80	0.80
Fair value of share options (RM)	0.0300	0.0300
Risk free rate of interest (%)	3.49	3.49
Expected life of options (years)	3	3
Expected volatility (%)	15.46	15.46

28. RELATED PARTY DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Notes To The Financial Statements (Cont'd)

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28. RELATED PARTY DISCLOSURES (continued)

(a) Identities of related parties (continued)

Related parties of the Group include:

- (i) Direct and indirect subsidiaries as disclosed in Note 6 to the financial statements; and
- (ii) Company in which a Director is also a Director cum shareholder of the Company.

(b) Significant related party transactions and balances

In addition to the transactions and balances detailed elsewhere in the financial statements, the Company had the following transactions with related parties during the financial year:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
<i>Subsidiaries:</i>				
Interest expenses	-	-	-	9
Disposal of subsidiary	-	1,200	-	-
Interest income	-	-	5,388	5,742
Management fees received/ receivable	-	-	2,198	953
<i>Director:</i>				
Interest expenses	<u>1,830</u>	<u>370</u>	<u>1,830</u>	<u>370</u>

The related party transactions described above were carried out on terms and conditions mutually agreed with the respective parties.

Balances of the above related parties are disclosed in Notes 9 and 17 to the financial statements.

(c) Key management personnel

Key management personnel, which comprises persons (including the Directors of the Company) having authority and responsibility for planning, directing and controlling the activities of the Group directly or indirectly.

The remunerations of Directors of the Group and the Company during the financial year were as follows:

	Group and Company	
	2025	2024
	RM'000	RM'000
Fees	372	386
Salaries	1,337	1,337
Other emoluments	579	687
Share options granted under ESOS	-	228
	<u>2,288</u>	<u>2,638</u>

Notes To The Financial Statements (Cont'd)

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28. RELATED PARTY DISCLOSURES (continued)

(c) Key management personnel (continued)

The remuneration of key management personnel other than the Directors of the Company are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Salaries, bonus and allowance	845	1,426	455	727
Defined contribution plan	106	159	62	77
Share options granted under ESOS	-	90	-	60
	<u>951</u>	<u>1,675</u>	<u>517</u>	<u>864</u>

29. OPERATING SEGMENTS

Operating segments are defined as components of the Group that:

- Engages in business activities from which it could earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the Group);
- Whose operating results are regularly reviewed by the chief operating decision maker of the Group in making decisions about resources to be allocated to the segment and assessing its performance; and
- For which discrete financial information is available.

An operating segment may engage in business activities for which it has yet to earn revenues.

The Group reports separately information about each operating segment that meets any of the following quantitative thresholds:

- Its reported revenue, including both sales to external customers and intersegment sales or transfers, is ten per cent (10%) or more of the combined revenue, internal and external, of all operating segments.
- The absolute amount of its reported profit or loss is ten per cent (10%) or more of the greater, in absolute amount of:
 - The combined reported profit of all operating segments that did not report a loss; and
 - The combined reported loss of all operating segments that reported a loss.
- Its assets are ten per cent (10%) or more of the combined assets of all operating segments.

Operating segments that do not meet any of the quantitative thresholds may be considered reportable, and separately disclosed, if the management believes that information about the segment would be useful to users of the financial statements.

Notes To The Financial Statements (Cont'd)

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29. OPERATING SEGMENTS (continued)

Total external revenue reported by operating segments shall constitute at least seventy five (75%) percent of the revenue of the Group. Operating segments identified as reportable segments in the current financial year in accordance with the quantitative thresholds would result in a restatement of prior period segment data for comparative purposes.

Segment performance is evaluated based on operating profit, excluding non-recurring losses, and in certain respect as explained in the table below, it is measured differently from operating profit in consolidated financial statements.

Inter-segment revenue is priced along the same lines as sales to external customers and conditions and is eliminated on the consolidated financial statements. These policies have been applied consistently throughout the current and previous financial years.

Segment assets exclude current tax assets, deferred tax assets and assets used primarily for corporate purposes.

Segment liabilities exclude current tax liabilities and deferred tax liabilities. Even though loans and borrowings arise from financing activities rather than operating activities, they are allocated to the segments based on relevant factors (e.g. funding requirements). Details are provided in the reconciliations from segments assets and liabilities to the Group position.

The Group is principally engaged in property development, energy logistics, Maintenance, Repair and Overhaul ("MRO") services, investment holding activities and other management services activities. The reportable segments of the Group are summarised as follows:

- (a) Property development: Joint venture property development activities with projects in Malaysia and the United Kingdom ("UK")
- (b) Energy logistics: Provision of logistics/chartering, engineering, operation and maintenance services relating to the energy sector
- (c) MRO services: Provision of MRO, engineering and fabrication services to various sectors
- (d) Investment holdings and others: Investment holdings and provision of management services activities

Notes To The Financial Statements (Cont'd)

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29. OPERATING SEGMENTS (continued)

2025	Property development RM'000	Energy logistics RM'000	MRO services RM'000	Investment holdings and others RM'000	Continuing operations	Discontinued operations	Total RM'000
Revenue							
Total revenue	5,811	23,654	914	-	30,379	-	30,379
Inter-segment revenue	-	-	-	-	-	-	-
Revenue from external customers	5,811	23,654	914	-	30,379	-	30,379
Segment loss before tax	(1,106)	(34,900)	(3,220)	(7,806)	(47,032)	(16)	(47,048)
Interest income	6	-	-	41	47	-	47
Finance costs	(711)	(1,137)	-	(3,532)	(5,380)	-	(5,380)
Lease interest	(118)	-	(8)	(5)	(131)	-	(131)
Net finance expense	(823)	(1,137)	(8)	(3,496)	(5,464)	-	(5,464)
Depreciation of property, plant and equipment	(4)	(9,412)	(50)	(23)	(9,489)	-	(9,489)
Amortisation of right-of-use assets	(163)	-	(90)	(92)	(345)	-	(345)
Impairment loss on property, plant and equipment	-	(18,686)	-	-	(18,686)	-	(18,686)
Total depreciation, amortisation and impairment loss	167	(28,098)	(140)	(115)	(28,520)	-	(28,520)

Notes To The Financial Statements (Cont'd)
31 March 2025

29. OPERATING SEGMENTS (continued)

2025	Property development RM'000	Energy logistics RM'000	MRO services RM'000	Investment holdings and others RM'000	Continuing operations RM'000	Discontinued operations RM'000	Total RM'000
Inventories written down	(1,802)	-	-	(11)	(1,813)	-	(1,813)
Segment assets	52,429	56,395	1,109	14,711	124,644	13,932	138,576
Segment liabilities	30,358	26,537	445	32,875	90,215	8,107	98,322
Other information:							
Additions to non-current assets other than financial instruments	-	18,727	-	-	18,727	-	18,727

Notes To The Financial Statements (Cont'd)

31 March 2025

29. OPERATING SEGMENTS (continued)

2024	Property develop- ment RM'000	Energy logistics RM'000	MRO services RM'000	Investment holdings and others RM'000	Total RM'000
Revenue					
Total revenue	4,583	25,433	1,041	-	31,057
Inter-segment revenue	-	-	-	-	-
Revenue from external customers	4,583	25,433	1,041	-	31,057
Segment loss before tax	(3,355)	(3,013)	(1,680)	(8,123)	(16,171)
Interest income	19	64	23	27	133
Finance costs	(538)	(1,248)	-	(1,747)	(3,533)
Lease interest	(120)	-	(4)	(6)	(130)
Net finance expense	(639)	(1,184)	19	(1,726)	(3,530)
Depreciation of property, plant and equipment	(16)	(5,770)	(20)	(30)	(5,836)
Amortisation of right-of- use assets	(162)	-	(30)	(94)	(286)
Impairment loss on property, plant and equipment	-	(519)	-	-	(519)
Total depreciation, amortisation and impairment loss	(178)	(6,289)	(50)	(124)	(6,641)
Inventories written down	(994)	-	-	(32)	(1,026)
Gain on disposal of subsidiary	-	-	-	120	120
Segment assets	68,496	74,119	1,088	8,181	151,884
Segment liabilities	38,117	20,903	644	19,885	79,549
Other information:					
Additions to non-current assets other than financial instruments	-	10,827	591	-	11,418
Remeasurement of non- current assets other than financial instruments	-	-	-	205	205

Notes To The Financial Statements (Cont'd)

31 March 2025

29. OPERATING SEGMENTS (continued)

Reconciliations of reportable segment revenues, profit or loss, assets and liabilities to the corresponding amounts of the Group are as follows:

	2025 RM'000	2024 RM'000
Assets		
Total assets for reportable segments	138,576	151,884
Current tax assets	-	44
Assets of the Group	<u>138,576</u>	<u>151,928</u>
Liabilities		
Total liabilities for reportable segments	98,322	79,549
Current tax liabilities	277	76
Liabilities of the Group	<u>98,599</u>	<u>79,625</u>

Geographical information

The Group predominantly operates in Malaysia save for a part of its property development business that operates in the United Kingdom under ENRA Property (UK) Limited's Group. In determining geographical segment of the Group, revenue is based on the geographical location of customers. Non-current assets are based on the geographical location of the assets.

	Revenue		Non-current assets	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Malaysia	8,145	5,624	9,157	9,492
Myanmar	-	25,433	-	11,856
Singapore	-	-	-	59,887
Netherland	22,234	-	58,455	-
United Kingdom	-	-	-	-
	<u>30,379</u>	<u>31,057</u>	<u>67,612</u>	<u>81,235</u>

Major customers

Other than a single customer who contributed about 73% (2024: 82%) to the revenue of the Group, there is no other customer who contributed significantly to the revenue of the Group.

Notes To The Financial Statements (Cont'd)

31 March 2025

30. FINANCIAL INSTRUMENTS

(a) Capital management

The primary objective of the capital management of the Group and the Company is to ensure that the entities of the Group and the Company would be able to continue as going concerns while maximising the returns to shareholders through the optimisation of the debt and equity balance. The overall strategy of the Group and the Company remains unchanged from that in the financial year ended 31 March 2024.

The Group and the Company manage its capital structure and makes adjustments to it, in light of changes in the economic conditions. In order to maintain or adjust the capital structure, the Group and the Company may from time to time adjust the dividend payout to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 March 2024 and 31 March 2025.

The Group and the Company monitor capital using a gearing ratio, which is total external borrowings and divided by total equity attributable to owners of the parent. The policy of the Group and the Company is to keep the gearing ratio within manageable levels. At the end of the reporting period, the Group's and the Company's gearing ratio is 0.85 times (2024: 0.45 times) and 0.42 times (2024: 0.23 times) respectively.

Pursuant to the requirements of Practice Note No. 17/2005 of the Bursa Malaysia Securities, the Group is required to maintain a consolidated shareholders' equity of more than 25% of the issued and paid-up capital (excluding treasury shares) and such shareholders' equity is not less than RM40.00 million. The Group has complied with this requirement for the financial year ended 31 March 2024.

(b) Determination of fair value

The methods and assumptions used to estimate fair values of financial assets and financial liabilities are as follows:

- (i) Financial instruments that are not carried at fair value and whose carrying amounts are a reasonable approximation of fair values.

The carrying amounts of financial assets and liabilities, such as trade and other receivables, trade and other payables and borrowings are reasonable approximation of fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period.

The carrying amounts of the current position of borrowings are reasonable approximations of fair values due to the insignificant impact of discounting.

- (ii) Hire-purchase and lease creditors and other borrowings

The fair values of these financial instruments are estimated by future contractual cash flows at current market rate for similar financial instruments and of the same remaining maturities at the end of the reporting period.

- (iii) Land entitlement payment - non current

The fair value of land entitlement payment is estimated by the amount that would be payable upon settlement using a valuation technique with market observable inputs.

Notes To The Financial Statements (Cont'd)

31 March 2025

30. FINANCIAL INSTRUMENTS (continued)

(b) Determination of fair value (continued)

The methods and assumptions used to estimate fair values of financial assets and financial liabilities are as follows: (continued)

(iv) Short term funds

The fair values of short term funds are determined by reference to the exchange quoted market bid prices at the close of the business at the end of each reporting period.

(v) Forward foreign currency contracts

The fair value of a forward foreign exchange contract is the amount that would be payable or receivable upon termination of the outstanding position arising and valued using a valuation technique with market observable inputs. The derivatives arising from the forward currency contracts are stated at fair value using the prevailing market rate. The fair value changes are attributable to changes in foreign exchange spot and forward rate.

(c) Fair value hierarchy

Fair value is categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 fair value measurements are those derived from inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Group recognises transfers between levels of the fair value hierarchy as of the date of the event of change in circumstances that causes the transfers.

Notes To The Financial Statements (Cont'd)

31 March 2025

30. FINANCIAL INSTRUMENTS (continued)

(c) Fair value hierarchy (continued)

The carrying amount of cash and cash equivalents (excluding short term funds), short term receivable and payables and short term borrowings reasonably approximate their fair values due to the relatively short term nature of these financial instruments.

The table below analyses other financial instruments at fair value:

2025	Fair value of financial instruments carried at fair value			Fair value of financial instruments not carried at fair value			Total fair value	Carrying amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Total RM'000	
Group								
Financial liabilities								
Land entitlement payment	-	-	12,969	12,969	-	-	-	12,969
Other borrowings	-	-	-	-	-	30,751	-	30,751
RCPS	-	-	-	-	-	-	7,407	7,407
Company								
Financial assets								
Short term funds	-	-	-	-	-	-	-	-
Financial liability								
Other borrowings	-	-	-	-	-	31,266	31,266	31,266

Notes To The Financial Statements (Cont'd)
31 March 2025

30. FINANCIAL INSTRUMENTS (continued)

(c) Fair value hierarchy (continued)

The table below analyses other financial instruments at fair value (continued):

2024	Fair value of financial instruments carried at fair value			Fair value of financial instruments not carried at fair value			Total fair value RM'000	Carrying amount RM'000
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000		
Group								
Financial assets								
Short term funds	380	-	-	-	-	-	380	380
Financial liabilities								
Derivatives liabilities	-	40	-	-	-	-	40	40
Land entitlement payment	-	-	20,969	-	-	-	20,969	20,969
Other borrowings	-	-	-	-	19,973	-	19,973	19,973
RCPS	-	-	-	-	-	6,916	6,916	6,916
Company								
Financial assets								
Short term funds	380	-	-	-	-	-	380	380
Financial liability								
Derivative liability	-	37	-	-	-	-	37	37
Other borrowings	-	-	-	-	19,945	-	19,945	19,945

Notes To The Financial Statements (Cont'd)

31 March 2025

30. FINANCIAL INSTRUMENTS (continued)

(c) Fair value hierarchy (continued)

Level 3 fair value

The significant unobservable input used in determining the fair value measurement of Level 3 financial instruments as well as the relationship between key unobservable inputs and fair value, is detailed in the table below:

Financial instruments	Valuation technique used	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value
<u>Financial liabilities</u>			
Land entitlement payment	Discounted cash flows method	Estimated market value of size of the land entitlement	The higher the market value, the higher the fair value of the liabilities would be.

The following table shows a reconciliation of Level 3 fair values of land entitlement payments:

	Group	
	2025 RM'000	2024 RM'000
Balance as at beginning of financial year	20,969	20,969
Reclassified to liabilities directly associated with disposal group classified as held-for-sale	(8,000)	-
Balance as at end of financial year	12,969	20,969

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The financial risk management objective of the Group is to optimise value creation for shareholders whilst minimising the potential adverse impact arising from fluctuations in interest rates and the unpredictability of the financial markets.

The Group operates within an established risk management framework and clearly defined guidelines that are regularly reviewed by the Board of Directors and does not trade in derivative financial instruments. Financial risk management is carried out through risk review programmes, internal control systems, insurance programmes and adherence to the Group financial risk management policies. The Group is exposed mainly to credit risk, interest rate risk, liquidity and cash flow risk and foreign currency risk. Information on the management of the related exposures is detailed below.

(i) Credit risk

Cash deposits and trade receivables may give rise to credit risk, which requires the loss to be recognised if a counter party fails to perform as contracted. It is the Group's policy to monitor the financial standing of these counter parties on an ongoing basis to ensure that the Group is exposed to minimal credit risk.

Notes To The Financial Statements (Cont'd)

31 March 2025

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(i) Credit risk (continued)

The Group's primary exposure to credit risk arises through its trade receivables. The credit period is generally for a period of 30 days to 60 days. The exposure to credit risk is monitored on an ongoing basis.

At the end of the reporting period, the Group does not have any significant exposure to any individual customer or counterparty other than 81% (2024: 81%) of the Group's trade receivables as at reporting date were due from three (3) (2024: three (3)) major customers. The Group does not anticipate the carrying amount recorded at the reporting period to be significantly different from the values that would eventually be received.

Other than the amounts owing by the subsidiaries amounting to RM37,281,000 (2024: RM80,010,000), which represent 99% (2024: 99%) of trade and other receivables of the Company, there is no significant concentration of credit risk of the Company.

Exposure to credit risk

At the end of the reporting period, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

Information regarding credit enhancements for trade and other receivables is disclosed in Note 9 to the financial statements.

(ii) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the financial instruments of the Group and of the Company would fluctuate because of changes in market interest rates.

The Group's and the Company's exposure to interest rate risk arises primarily from their fixed deposits with licensed banks, short term funds, borrowings and amounts due from subsidiaries. The Group borrows at both, fixed and floating rates of interest to generate the desired interest profile and to manage the exposure of the Group and of the Company to interest rate fluctuations.

Sensitivity analysis for interest rate risk

The following table demonstrates the sensitivity analysis of the Group and of the Company if interest rates at the end of reporting period changed by 10 basis points with all other variables held constant:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Effect to (loss)/profit after tax:				
Increased by 0.1% (2024: 0.1%)	(4)	(15)	(4)	(4)
Decreased by 0.1% (2024: 0.1%)	<u>4</u>	<u>15</u>	<u>4</u>	<u>4</u>

There is no impact to the equity as a result of changes of interest rate for floating rate instruments as at the end of the reporting period.

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31 March 2025

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(ii) Interest rate risk (continued)

The following tables set out the carrying amounts, the weighted average effective interest rates as at the end of reporting period and the remaining maturities of the financial instruments of the Group and of the Company that are exposed to interest rate risk:

Group	Note	Weighted average effective interest rate %	Within 1 year	1 - 2	2 - 3	3 - 4	4 - 5	More than	Total
			RM'000	years RM'000	years RM'000	years RM'000	years RM'000	5 years RM'000	
At 31 March 2025									
Fixed rates									
Fixed deposits with licensed banks	12	2.30	3,003	-	-	-	-	-	3,003
Short term funds	12	-	-	-	-	-	-	-	-
Other borrowings	20	12.30	(25,751)	-	-	-	-	-	(25,751)
RCPS liability	14	2.90	(7,407)	-	-	-	-	-	(7,407)
Floating rates									
Other borrowings	20	7.42	(5,000)	-	-	-	-	-	(5,000)
Term loan	19	8.92	(2,553)	(2,459)	(2,459)	(2,459)	-	-	(9,930)

Notes To The Financial Statements (Cont'd)
31 March 2025

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(ii) Interest rate risk (continued)

The following tables set out the carrying amounts, the weighted average effective interest rates as at the end of reporting period and the remaining maturities of the financial instruments of the Group and of the Company that are exposed to interest rate risk (continued):

Group	Note	Weighted average effective interest rate %	Within 1 year	1 - 2	2 - 3	3 - 4	4 - 5	More than 5 years	Total
			RM'000	years RM'000	years RM'000	years RM'000	years RM'000	RM'000	RM'000
At 31 March 2024									
Fixed rates									
Fixed deposits with licensed banks	12	2.52	2,981	-	-	-	-	-	2,981
Short term funds	12	2.90	380	-	-	-	-	-	380
Other borrowings	20	12.42	(14,251)	-	-	-	-	-	(14,251)
RCPs liability	14	7.64	(6,916)	-	-	-	-	-	(6,916)
Floating rates									
Other borrowings	20	7.54	(5,722)	-	-	-	-	-	(5,722)
Term loan	19	9.30	(2,723)	(4,287)	(2,623)	(2,623)	(1,967)	-	(14,223)

Notes To The Financial Statements (Cont'd)

31 March 2025

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(ii) Interest rate risk (continued)

The following tables set out the carrying amounts, the weighted average effective interest rates as at the end of reporting period and the remaining maturities of the financial instruments of the Group and of the Company that are exposed to interest rate risk (continued):

Company	Note	Weighted average effective interest rate %	Within 1 year	1 - 2	2 - 3	3 - 4	4 - 5	More than	Total
			RM'000	years RM'000	years RM'000	years RM'000	years RM'000	5 years RM'000	
At 31 March 2025									
Fixed rates									
Amounts due from subsidiaries	9	8.43	37,281	-	-	-	-	-	37,281
Fixed deposits with licensed banks	12	2.31	2,800	-	-	-	-	-	2,800
Short term funds	12	-	-	-	-	-	-	-	-
Other borrowings	20	12.30	(25,751)	-	-	-	-	-	(25,751)
Floating rates									
Other borrowings	20	7.42	(5,000)	-	-	-	-	-	(5,000)

Notes To The Financial Statements (Cont'd)
31 March 2025

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(ii) Interest rate risk (continued)

The following tables set out the carrying amounts, the weighted average effective interest rates as at the end of reporting period and the remaining maturities of the financial instruments of the Group and of the Company that are exposed to interest rate risk (continued):

Company	Note	Weighted average effective interest rate %	Within 1 year	1 - 2	2 - 3	3 - 4	4 - 5	More than	Total
			RM'000	years RM'000	years RM'000	years RM'000	years RM'000	5 years RM'000	
At 31 March 2024									
Fixed rates									
Amounts due from subsidiaries	9	8.96	78,387	1,623	-	-	-	-	80,010
Fixed deposits with licensed banks	12	2.53	2,800	-	-	-	-	-	2,800
Short term funds	12	2.9	380	-	-	-	-	-	380
Other borrowings	20	12.42	(14,251)	-	-	-	-	-	(14,251)
Floating rates									
Other borrowings	20	7.47	(5,000)	-	-	-	-	-	(5,000)

Notes To The Financial Statements (Cont'd)

31 March 2025

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(iii) Liquidity and cash flow risks

The Group actively manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all operating, investing and financing needs are met. In its liquidity risk management strategy, the Group measures and forecasts its cash commitments and maintains a level of cash and cash equivalents deemed adequate to finance the activities of the Group.

The Group actively manages its operating cash flow to ensure all commitments and funding needs are met. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations.

2025	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
Group				
Financial liabilities				
Trade and other payables	30,239	9,989	-	40,228
RCPS liability	7,407	-	-	7,407
Lease liabilities	283	560	5,760	6,603
Borrowings	36,479	7,383	-	43,862
	<u>74,408</u>	<u>17,932</u>	<u>5,760</u>	<u>98,100</u>
Total undiscounted financial liabilities				
	<u>74,408</u>	<u>17,932</u>	<u>5,760</u>	<u>98,100</u>
Company				
Financial liabilities				
Trade and other payables	1,703	-	-	1,703
Lease liabilities	98	73	-	171
Borrowings	34,851	-	-	34,851
Financial guarantee contracts	10,490*	-	-	10,490*
Derivatives liabilities	-	-	-	-
	<u>47,142</u>	<u>72</u>	<u>-</u>	<u>47,215</u>
Total undiscounted financial liabilities				
	<u>47,142</u>	<u>72</u>	<u>-</u>	<u>47,215</u>

* Includes the maximum exposure of the liquidity risk for the financial guarantees given by the Company for credit facilities granted to the subsidiaries.

Notes To The Financial Statements (Cont'd)

31 March 2025

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(iii) Liquidity and cash flow risks (continued)

Analysis of financial instruments by remaining contractual maturities (continued)

The table below summarises the maturity profile of the liabilities of the Group and of the Company at the end of the reporting period based on contractual undiscounted repayment obligations (continued).

2024	On demand or within one year RM'000	One to five years RM'000	Over five years RM'000	Total RM'000
Group				
Financial liabilities				
Trade and other payables	15,168	21,146	-	36,314
RCPS liability	6,916	-	-	6,916
Lease liabilities	309	725	5,827	6,861
Borrowings	21,999	12,232	-	34,231
Derivatives liabilities	40	-	-	40
Total undiscounted financial liabilities	44,432	34,103	5,827	84,362
Company				
Financial liabilities				
Trade and other payables	1,391	-	-	1,391
Lease liabilities	98	171	-	269
Borrowings	21,395	-	-	21,395
Financial guarantee contracts	15,702*	-	-	15,702
Derivatives liabilities	37	-	-	37
Total undiscounted financial liabilities	38,623	171	-	38,794

* Includes the maximum exposure of the liquidity risk for the financial guarantees given by the Company for credit facilities granted to the subsidiaries.

(iv) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument would fluctuate because of changes in foreign exchange rates.

The Group is subject to foreign exchange fluctuations through the import and export of finished goods. The Group also has cash and bank balances, receivables, payables and borrowings denominated in foreign currencies. At the end of reporting period, the Group holds bank balance denominated in foreign currencies as disclosed in Note 12(f) to the financial statements.

The Group is also exposed to foreign currency risk in respect of the foreign subsidiaries.

Notes To The Financial Statements (Cont'd)

31 March 2025

31. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

(iv) Foreign currency risk (continued)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity analysis of the Group and of the Company to a reasonably possible change of exchange rates in the US Dollar (“USD”), British Pound (“GBP”) and Singapore Dollar (“SGD”) against RM respectively, with all variables held constant. 3% is the sensitivity rate used when reporting foreign currency risk exposures internally to key management personnel and represents management’s assessment of the possible change in foreign exchange rates.

		Group		Company	
		2025	2024	2025	2024
		RM'000	RM'000	RM'000	RM'000
(Loss)/Profit after tax					
USD/RM	- strengthen by 3%				
	(2024: 3%)	(557)	(301)	-	-
	- weaken by 3%				
	(2024: 3%)	557	301	-	-
GBP/RM	- strengthen by 3%				
	(2024: 3%)	(167)	(142)	-	-
	- weaken by 3%				
	(2024: 3%)	167	142	-	-
SGD/RM	- strengthen by 3%				
	(2024: 3%)	(51)	(51)	(51)	(51)
	- weaken by 3%				
	(2024: 3%)	51	51	51	51

There is no impact to the equity as a result of changes of foreign exchange rates as at the end of the reporting period.

32. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs

32.1 New MFRSs adopted during the financial year

The Group and the Company adopted the following Standards of the MFRS Framework that were issued by the Malaysian Accounting Standards Board (“MASB”) during the financial year:

Title	Effective date
Amendments to MFRS 16 <i>Lease Liability in a Sale and Leaseback</i>	1 January 2024
Amendments to MFRS 101 <i>Classification of Liabilities as Current or Non-current</i>	1 January 2024
Amendments to MFRS 101 <i>Non-current Liabilities with Covenants</i>	1 January 2024
Amendments to MFRS 107 and MFRS 7 <i>Supplier Finance</i>	1 January 2024

Notes To The Financial Statements (Cont'd)

31 March 2025

32. ADOPTION OF NEW MFRSs AND AMENDMENTS TO MFRSs (continued)

32.2 New MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2025

Adoption of the above Standards did not have any material effect on the financial performance or position of the Group and of the Company, other than the following:

Title	Effective Date
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
<i>Annual Improvements to MFRS Accounting Standards-Volume 11</i>	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing these Amendments since the effects would only be observable for future financial years.

33. SIGNIFICANT EVENT SUBSEQUENT TO THE END OF THE REPORTING PERIOD

- (a) On 9 May 2025, ENRA Land Sdn. Bhd., a wholly-owned subsidiary of the Company, had incorporated a new 55% owned subsidiary known as Hamptons Avantex Property Sdn. Bhd. with a total paid up share capital of RM250,000 comprising 250,000 ordinary shares.
- (b) On 28 May 2025, Q Homes Sdn. Bhd., an indirect 51% owned subsidiary of the Company, had entered into Share Sale and Purchase Agreements with PNN Resources Sdn. Bhd. ("Purchaser") to dispose of the entire share capital ("Sale Shares") of its wholly-owned subsidiaries, Makmur Homes Sdn. Bhd. and BRP Homes Sdn. Bhd., for a total consideration of RM4,700,000 and RM1,900,000 respectively. The Sale Shares shall be transferred to the Purchaser within three months upon fulfillment of the conditions precedent. The disposal has yet to be completed as at the date of this Report.
- (c) On 20 June 2025, Hexagon Energy Logistics Sdn Bhd, a wholly-owned subsidiary of the Company, had entered into a binding Heads of Agreement ("HOA") with SIP JDA Sdn Bhd ("SIP") for the purpose of outlining the principal terms in relation to the provision of a storage tanker solution to SIP in support of CARIGALI-PTTEPI operations at the Malaysia-Thailand Joint Development Area, for a duration of twelve (12) months commencing from 1 October 2025 to 30 September 2026 for a contract value of up to USD32.09 million (equivalent to approximately RM136.56 million).
- (d) On 15 July 2025, the Company increased its issued and paid-up share capital from RM163,513,933 to RM169,513,933 by way of issuance of 6,000,000 new ordinary shares pursuant to the exercise of Warrants 2020/2025 at an exercise price of RM1.00 per ordinary share. The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

Notes To The Financial Statements (Cont'd)

31 March 2025

33. SIGNIFICANT EVENT SUBSEQUENT TO THE END OF THE REPORTING PERIOD (continued)

- (e) On 18 July 2025, the Company increased its issued and paid-up share capital from RM169,513,933 to RM173,513,933 by way of issuance of 4,000,000 new ordinary shares pursuant to the exercise of Warrants 2020/2025 at an exercise price of RM1.00 per ordinary share. The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.



PROPERTIES OWNED BY THE GROUP

	Location/ Address	Built-Up Area (Sq. Ft.)	Existing Use/ Description of Property	Tenure	Approximate Age of Building	Carrying Amount As At 31 March 2025 (RM'000)
1	Condominium units:	873	Residential unit for sale	Leasehold	9 years	3,982
2	C-35-03A	873	Residential unit for sale	Leasehold		
3	C-23A-08	1054	Residential unit for sale	Leasehold		
4	R-09-03A	1272	Residential unit for sale	Leasehold		
5	R-08-01	1054	Residential unit for sale	Leasehold		
6	R-13A-03A	1272	Residential unit for sale	Leasehold		
	R-08-12 located at Shamelin Star Residences, 36A, Jalan 4/91, Taman Shamelin Perkasa, 56100 Kuala Lumpur (owned by ENRA Group Berhad)					
7	Marjorie Hume House, Church Walk, Church Street, Rugby, the United Kingdom, held under title WK205515 (owned by Caldecott Square Rugby Ltd)	N/A	Vintage building for redevelopment	Freehold	135 years	17,875
8	Herbert Gray College, Little Church Street, Rugby, the United Kingdom, held under title WK167310 (owned by Caldecott Square Rugby Ltd)	N/A	Vintage building for redevelopment	Freehold	176 years	
9	St Andrew's Church House, Church Walk, Church Street, Rugby, the United Kingdom, held under title WK462131, held under title WK462131 (owned by Abode Caldecott Square Development Ltd)	N/A	Vintage building for redevelopment	Freehold	86 years (ASLL)	3,661
10	Leasehold land (yet to be reclaimed), under title Pajakan Negeri No. Hakmilik 11169, Lot 30648, Daerah Wilayah Persekutuan Labuan. (owned by ENRA Labuan Sdn Bhd)	2,613,600 square feet (24.28 hectares/ 60 acres)	Undersea land (yet to be reclaimed)	Leasehold until 26 May 2076	N/A	8,404
11	Malay reserved land under title 45, Lot 5292, Batu 10, Jenderam Hulu, Mukim Dengkil, Sepang, Selangor Darul Ehsan (developed by DV Homes Sdn Bhd, under a Joint Venture Agreement with the land owner.)	165,269 square feet (1.5354 hectare/ 3.794 acres)	Developed for affordable homes project (under construction - earthwork)	Leasehold until 15 Dec 2079	N/A	4,286
12	Malay reserved land under title 2844, Lot 6452, Batu 7, Jalan Maran, Mukim Bukit Segumpal, Maran, Pahang Darul Makmur (developed by Makmur Homes Sdn Bhd, under a Joint Venture Agreement with the land owner.)	285,889 square feet (2.656 hectare/ 6.563 acres)	Developed for affordable homes project (under construction - earthwork)	Leasehold until 3 Jan 2062	N/A	8,801
13	Malay reserved land under title 1287, Lot 4157, Bukit Kemandol, Mukim Teluk Panglima Garang, Kuala Langat, Selangor Darul Ehsan (developed by Prominent Archway Sdn Bhd, under a Joint Venture Agreement with the land owners.)	161,986 square feet (1.5049 hectare/ 3.719 acres)	Land held for property development	Leasehold until 18 Jan 2072	N/A	5,655

Properties Owned By The Group (Cont'd)

	Location/ Address	Built-Up Area (Sq. Ft.)	Existing Use/ Description of Property	Tenure	Approximate Age of Building	Carrying Amount As At 31 March 2025 (RM'000)
14	Malay reserved land under title 712, Lot 51, Mukim Morib, Kuala Langat, Selangor Darul Ehsan (developed by Prominent Archway Sdn Bhd, under a Joint Venture Agreement with the land owners.)	76,230 square feet (0.8852 hectare/ 1.75 acres)	Land held for property development	Freehold	N/A	1,719
15	Malay reserved land under title 1139, Lot 52, Mukim Pekan Tongkah, Kuala Langat, Selangor Darul Ehsan (developed by Merpati TPG Sdn Bhd, under a Joint Venture Agreement with the land owners.)	145,578 square feet (1.176 hectare/ 3.342 acres)	Land held for property development	Freehold	N/A	4,843
16	Malay reserved land under title 4942, Lot 1531, Jalan Makmur, Mukim Ijuk, Kuala Selangor, Selangor Darul Ehsan (developed by BRP HOMES Sdn Bhd, under a Joint Venture Agreement with the land owners.)	145,578 square feet (2.5698 hectare/ 6.35 acres)	Land held for property development	Leasehold until 29 September 2113	N/A	4,586

ANALYSIS OF SHAREHOLDINGS

as at 30 June 2025

Type of Securities	: Ordinary shares
Issued Share Capital	: 158,410,343
Treasury shares	: 1,289,400
Voting Rights	: 1 vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%*	No. of Shares Held	%*
Less than 100	290	15.79	7,086	0.00
100 to 1,000	1,040	56.61	684,706	0.43
1,001 to 10,000	384	20.90	1,325,350	0.84
10,001 to 100,000	71	3.86	2,629,516	1.66
100,001 to less than 5% of issued shares	47	2.56	84,822,085	53.55
5% and above of issued shares	5	0.27	68,941,600	43.52
Total	1,837	100.00	158,410,343	100.00

* Excluding a total of 1,289,400 treasury shares retained by the Company.

THIRTY LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS (Excluding 1,289,400 treasury shares)

No.	Name of Shareholders	No. of Shares	%
1.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Trillion Icon Sdn Bhd (PB)</i>	17,962,000	11.34
2.	ABK Holdings Sdn Bhd	16,610,000	10.49
3.	M&A Nominee (Tempatan) Sdn Bhd <i>Pledged securities account for Mizreen Capital Sdn Bhd (M&A)</i>	13,400,200	8.46
4.	Maybank Securities Nominees (Tempatan) Sdn Bhd <i>Exempt AN for Maybank Securities Pte Ltd (A/C 649063)</i>	10,969,400	6.92
5.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Carrillo Capital Sdn Bhd (PB)</i>	10,000,000	6.31
6.	Action Venture Sdn Bhd	6,629,200	4.18
7.	Yakin Cera Sdn Bhd	6,571,300	4.15
8.	Vista Icon Sdn Bhd	6,317,800	3.99
9.	Global Revenue Sdn Bhd	6,071,300	3.83
10.	Ambank (M) Berhad <i>Pledged securities account for Ali bin Abdul Kadir (SMART)</i>	4,900,000	3.09
11.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Paling Terbilang Sdn Bhd (PB)</i>	4,440,000	2.80
12.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd <i>Pledged securities account for Loh Chen Yook (MY4545)</i>	4,191,300	2.65

Analysis Of Shareholdings (Cont'd)

as at 30 June 2025

THIRTY LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS (CONT'D)

(Excluding 1,289,400 treasury shares)

No.	Name of Shareholders	No. of Shares	%
13.	Citigroup Nominees (Asing) Sdn Bhd <i>Exempt AN for Bank of Singapore Limited (Foreign)</i>	4,096,185	2.59
14.	Kenanga Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Rica Holdings (M) Sdn Bhd</i>	3,972,600	2.51
15.	Alliancegroup Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Loh Chen Yook (8089132)</i>	3,000,000	1.89
16.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Kok Kong Chin (PB)</i>	3,000,000	1.89
17.	Kenanga Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Loh Chen Yook (021)</i>	2,575,000	1.63
18.	Maybank Securities Nominees (Asing) Sdn Bhd <i>Exempt AN for Maybank Securities Pte Ltd (A/C 648849)</i>	2,515,600	1.59
19.	Bee Koon Yaw	2,233,400	1.41
20.	Cartaban Nominees (Tempatan) Sdn Bhd <i>Exempt AN for Standard Chartered Bank Malaysia Berhad (Wealth Management) (Tempatan)</i>	2,218,400	1.40
21.	Leong Man Loong	2,094,700	1.32
22.	Sharifah Salwa binti Syed Kamaruddin	2,000,000	1.26
23.	ABK Capital Sdn Bhd	1,700,000	1.07
24.	Low Kok Meng	1,352,800	0.85
25.	Chong Mee Sin	1,312,600	0.83
26.	Alliancegroup Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Tan Kian Aik (8058967)</i>	1,168,000	0.74
27.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Wee Yiau Hin @ Ong Yiau Hin (PB)</i>	1,000,000	0.63
28.	Hallmark Meadow Sdn Bhd	1,000,000	0.63
29.	Loh Chin Yew	800,000	0.51
30.	Maybank Securities Nominees (Asing) Sdn Bhd <i>Maybank Securities Pte Ltd for Cheah Teik Seng</i>	769,400	0.49
Total		144,871,185	91.45

Analysis Of Shareholdings (Cont'd)

as at 30 June 2025

SUBSTANTIAL SHAREHOLDERS BASED ON REGISTER OF SUBSTANTIAL SHAREHOLDERS

No.	Name of Substantial Shareholders	No. of Shares Held			
		Direct Interest	%*	Indirect Interest	%*
1.	Tan Sri Dato' Kamaluddin bin Abdullah	7,629	0.00	50,712,000 <i>a</i>	32.01
2.	Trillion Icon Sdn Bhd	17,962,000	11.34	-	-
3.	Mizreen Capital Sdn Bhd	13,400,200	8.46	-	-
5.	Chua Ming Huat	10,969,400	6.92	2,515,600 <i>b</i>	1.59
6.	Carrillo Capital Sdn Bhd	10,000,000	6.31	-	-
7.	Loh Chen Yook	9,766,300	6.17	-	-
8.	ABK Holdings Sdn Bhd	16,610,000	10.49	-	-

DIRECTORS' SHAREHOLDINGS BASED ON REGISTER OF DIRECTORS' SHAREHOLDINGS

No.	Name of Directors	No. of Shares Held			
		Direct Interest	%*	Indirect Interest	%*
1.	Datuk Ali bin Abdul Kadir	4,900,000	3.09	-	-
2.	Tan Sri Dato' Kamaluddin bin Abdullah	7,629	0.00	50,712,000 <i>a</i>	32.01
3.	Kok Kong Chin	3,000,000	1.89	-	-
4.	Tan Sri Dato' Seri Shamsul Azhar bin Abbas	-	-	2,000,000 <i>c</i>	1.26
5.	Dato' Wee Yiau Hin	1,000,000	0.63	-	-
6.	Loh Chen Yook	9,766,300	6.17	-	-
7.	Tunku Afwida binti Tunku Abdul Malek	-	-	-	-

Notes:

a Indirect interest held through Trillion Icon Sdn Bhd, Paling Terbilang Sdn Bhd, Carrillo Capital Sdn Bhd, ABK Capital Sdn Bhd and ABK Holdings Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016 ("the Act").

b Indirect interest held through Summit Investment Partners Limited pursuant to Section 8(4) of the Act.

c Indirect interest held through his spouse, Puan Sri Sharifah Salwa Syed Kamaruddin's direct interest in the Company pursuant to Section 59(11)(c) of the Act.

* Excluding 1,289,400 treasury shares retained by the Company.

ANALYSIS OF WARRANTHOLDINGS

as at 30 June 2025

Type of Securities : Warrants 2020/2025
 Issued Date : 29 December 2020
 Maturity Date : 26 December 2025

DISTRIBUTION OF WARRANTHOLDINGS

Size of Warrantholdings	No. of Warrantholders	%	No. of Warrants Held	%
Less than 100	340	18.23	6,064	0.02
100 to 1,000	1,295	69.44	396,090	1.13
1,001 to 10,000	144	7.72	483,041	1.38
10,001 to 100,000	55	2.95	2,033,825	5.82
100,001 to less than 5% of warrants in issue	27	1.45	13,459,690	38.49
5% and above warrants in issue	4	0.21	18,593,263	53.17
Total	1,865	100.00	34,971,973	100.00

THIRTY LARGEST WARRANTHOLDERS AS PER RECORD OF DEPOSITORS

No.	Name of Warrantholders	No. of Warrants	%
1.	Alliancegroup Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Loh Chen Yook (8089132)</i>	6,999,565	20.01
2.	M&A Nominee (Tempatan) Sdn Bhd <i>Pledged securities account for Mizreen Capital Sdn Bhd (M&A)</i>	4,787,232	13.69
3.	Maybank Securities Nominees (Tempatan) Sdn Bhd <i>Exempt AN for Maybank Securities Pte Ltd (A/C 649063)</i>	3,473,133	9.93
4.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Carrillo Capital Sdn Bhd (PB)</i>	3,333,333	9.53
5.	Ambank (M) Berhad <i>Pledged securities account for Ali bin Abdul Kadir (SMART)</i>	1,523,333	4.36
6.	Chong Mee Sin	1,368,400	3.91
7.	Pu Siang Yen	1,072,300	3.07
8.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Kok Kong Chin (PB)</i>	1,000,000	2.86
9.	Bee Koon Yaw	977,500	2.80
10.	Citigroup Nominees (Asing) Sdn Bhd <i>Exempt AN for Bank of Singapore Limited (Foreign)</i>	884,495	2.53
11.	Kenanga Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Rica Holdings (M) Sdn Bhd</i>	857,533	2.45
12.	Sharifah Salwa binti Syed Kamaruddin	666,666	1.91

Analysis Of Warrantholdings (Cont'd)

as at 30 June 2025

THIRTY LARGEST WARRANTHOLDERS AS PER RECORD OF DEPOSITORS (CONT'D)

No.	Name of Warrantholders	No. of Warrants	%
13.	Maybank Nominees (Tempatan) Sdn Bhd <i>Chong Kow</i>	550,000	1.57
14.	Lai Thiam Poh	499,000	1.43
15.	Kenanga Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Francis Chai Kim Lung</i>	494,000	1.41
16.	Tang Soo Ching	349,800	1.00
17.	Anuar bin Ahmad	333,333	0.95
18.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Wee Yiau Hin @ Ong Yiau Hin (PB)</i>	333,333	0.95
19.	Maybank Nominees (Tempatan) Sdn Bhd <i>Cheong Chee</i>	311,600	0.89
20.	RHB Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Harold David Fredericks</i>	253,000	0.72
21.	Maybank Securities Nominees (Asing) Sdn Bhd <i>Maybank securities Pte Ltd for Cheah Teik Seng</i>	239,800	0.69
22.	CIMSEC Nominees (Tempatan) Sdn Bhd <i>CIMB for Trillion Icon Sdn Bhd (PB)</i>	237,332	0.68
23.	Maybank Securities Nominees (Asing) Sdn Bhd <i>Exempt AN for Maybank Securities Pte Ltd (A/C 648849)</i>	227,533	0.65
24.	Khoo Chang Chiang	221,566	0.63
25.	RHB Capital Nominees (Tempatan) Sdn Bhd <i>Pledged securities account for Ooi Peng Cuan</i>	200,000	0.57
26.	Tay Yu Xian	165,900	0.47
27.	Yau Kok Seng	150,866	0.43
28.	Kenanga Nominees (Tempatan) Sdn Bhd <i>Rakuten Trade Sdn Bhd for Ewe Chor Sim</i>	150,000	0.43
29.	Maryani bin Hussin	139,800	0.40
30.	Chai Seong Chee	126,400	0.36
Total		31,926,753	91.29

Analysis Of Warrantholdings (Cont'd)

as at 30 June 2025

SUBSTANTIAL WARRANTHOLDERS BASED ON REGISTER OF SUBSTANTIAL WARRANTHOLDERS

No.	Name of Substantial Warrantholders	No. of Warrants Held			
		Direct Interest	%	Indirect Interest	%
1.	Tan Sri Dato' Kamaluddin bin Abdullah	2,543	0.01	3,570,665 <i>a</i>	10.21
2.	Loh Chen Yook	6,999,565	20.01	-	-
3.	Mizreen Capital Sdn Bhd	4,787,232	13.69	-	-
4.	Chua Ming Huat	3,473,133	9.93	227,533 <i>b</i>	0.65
5.	Carrillo Capital Sdn Bhd	3,333,333	9.53	-	-

DIRECTORS' WARRANTHOLDINGS BASED ON REGISTER OF DIRECTORS' WARRANTHOLDINGS

No.	Name of Directors	No. of Warrants Held			
		Direct Interest	%	Indirect Interest	%
1.	Datuk Ali bin Abdul Kadir	1,523,333	4.36	-	-
2.	Tan Sri Dato' Kamaluddin bin Abdullah	2,543	0.01	3,570,665 <i>a</i>	10.21
3.	Kok Kong Chin	1,000,000	2.86	-	-
4.	Tan Sri Dato' Seri Shamsul Azhar bin Abbas	-	-	666,666 <i>c</i>	1.91
5.	Dato' Wee Yiau Hin	333,333	0.95	-	-
6.	Loh Chen Yook	6,999,565	20.01	-	-
7.	Tunku Afwida binti Tunku Abdul Malek	-	-	-	-

Notes:

- a* Indirect interest held through Trillion Icon Sdn Bhd and Carrillo Capital Sdn Bhd pursuant to Section 8(4) of the Companies Act 2016 ("the Act").
- b* Indirect interest held through Summit Investment Partners Limited pursuant to Section 8(4) of the Act.
- c* Indirect interest held through his spouse, Puan Sri Sharifah Salwa Syed Kamaruddin's direct interest in the Company pursuant to Section 59(11)(c) of the Act.



NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Thirty-Third (33rd) Annual General Meeting (“AGM”) of ENRA Group Berhad (“Company”) will be held at Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur, Malaysia on Thursday, 25 September 2025 at 10:00 a.m., or any adjournment thereof, for the following purposes:

AS ORDINARY BUSINESS

1. To receive the Audited Financial Statements of the Company for the financial year ended 31 March 2025 together with the Reports of the Directors and Auditors thereon. *(Please refer to Explanatory Note A)*
2. To re-elect the following directors who retire by rotation pursuant to Article 18.3 of the Constitution of the Company:
 - (i) Datuk Ali bin Abdul Kadir *(Ordinary Resolution 1)*
 - (ii) Dato’ Wee Yiau Hin *(Ordinary Resolution 2)*
3. To approve the Directors’ fees and benefits payable to the Non-Executive Directors of up to RM550,000 with effect from 26 September 2025 until the next AGM of the Company. *(Ordinary Resolution 3)*
4. To re-appoint Messrs BDO PLT as Auditors of the Company to hold office until the conclusion of the next AGM and to authorise the Directors to fix their remuneration. *(Ordinary Resolution 4)*

AS SPECIAL BUSINESS

To consider and if thought fit, with or without modifications, to pass the following resolutions:

5. **ORDINARY RESOLUTION
AUTHORITY TO ISSUE SHARES PURSUANT TO THE COMPANIES ACT 2016
("THE ACT")** *(Ordinary Resolution 5)*

“THAT subject always to the Act, the Constitution of the Company and the approvals from Bursa Malaysia Securities Berhad (“Bursa Securities”) and any relevant governmental/ regulatory authorities, the Directors of the Company be and are hereby empowered, pursuant to the Act, to issue and allot shares in the capital of the Company, at any time to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion, deem fit provided that the aggregate number of shares issued pursuant to this resolution does not exceed ten per centum (10%) of the total number of issued shares (excluding the treasury shares) of the Company for the time being;

AND THAT pursuant to Section 85 of the Act to be read together with Article 4.3 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to Sections 75 and 76 of the Act AND THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares to be issued on Bursa Securities AND FURTHER THAT such authority shall commence immediately upon the passing of this resolution and continue to be in force until the conclusion of the next Annual General Meeting of the Company.”

Notice Of Annual General Meeting (Cont'd)

6. ORDINARY RESOLUTION

PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

(Ordinary Resolution 6)

"THAT approval be and is hereby given to the Company and its subsidiaries to enter into recurrent related party transactions from time to time, which are necessary for the day-to-day operations as set out in Section 2.3 of the Circular to Shareholders dated 30 July 2025 which are of a revenue or trading nature and carried out in the ordinary course of business and are on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company, subject to the compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, Companies Act 2016 ("the Act"), the Company's Constitution and all other applicable laws, guidelines, rules and regulations.

THAT such authority shall commence upon the passing of this resolution and shall continue to be in force until: -

- (a) the conclusion of the next Annual General Meeting ("AGM") of the Company at which time the mandate will lapse, unless by a resolution passed at the next AGM, the mandate is renewed; or
- (b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(2) of the Act (but must not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by resolution passed by the shareholders in general meeting,

whichever is the earlier.

THAT authority be and is hereby given to the Directors of the Company to complete and do all such acts and things (including executing such documents as may be required) to give effect to the transactions contemplated and/or authorised by this Ordinary Resolution."

7. ORDINARY RESOLUTION

RETENTION OF DATUK ALI BIN ABDUL KADIR AS INDEPENDENT NON-EXECUTIVE DIRECTOR

(Ordinary Resolution 7)

"THAT subject to the passing of the Ordinary Resolution No. 1, Datuk Ali bin Abdul Kadir who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, be and is hereby retained as an Independent Non-Executive Director of the Company in accordance with the Malaysian Code on Corporate Governance 2021."

8. ORDINARY RESOLUTION

RETENTION OF TAN SRI DATO' SERI SHAMSUL AZHAR BIN ABBAS AS SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

(Ordinary Resolution 8)

"THAT Tan Sri Dato' Seri Shamsul Azhar bin Abbas who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, be and is hereby retained as the Senior Independent Non-Executive Director of the Company in accordance with the Malaysian Code on Corporate Governance 2021."

Notice Of Annual General Meeting (Cont'd)

9. **ORDINARY RESOLUTION** **RETENTION OF DATO' WEE YIAW HIN AS INDEPENDENT NON-EXECUTIVE DIRECTOR** *(Ordinary Resolution 9)*

"THAT subject to the passing of the Ordinary Resolution No. 2, Dato' Wee Yiau Hin who has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine (9) years, be and is hereby retained as an Independent Non-Executive Director of the Company in accordance with the Malaysian Code on Corporate Governance 2021."

10. To transact any other ordinary business for which due notice shall have been given.

By Order of the Board

CHIN SOO CHING
MAICSA 7042265
SSM Practicing Certificate No. 202008002101
Chartered Secretary

Kuala Lumpur
30 July 2025

NOTES:

1. The 33rd Annual General Meeting ("AGM") will be held physically.
2. In respect of deposited securities, only members whose names appear in the Record of Depositors on 17 September 2025 (General Meeting Record of Depositors) shall be eligible to attend and vote at this 33rd AGM or appoint a proxy to attend and vote on his behalf. A proxy may but need not be a member of the Company.
3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
4. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
5. The instrument appointing a proxy or representative and the duly registered power of attorney or other authority, if any, shall be in writing under the hand of the appointor or his attorney duly appointed under a Power of Attorney, if such appointor is a corporation, either under its seal or under the hand of an officer or attorney duly appointed under a Power of Attorney.
6. The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 33rd AGM or at any adjournment thereof:
 - (i) In hardcopy form
The proxy form must be completed, signed and deposited with the Poll Administrator, Securities Services (Holdings) Sdn Bhd at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Malaysia.
 - (ii) By electronic means
The proxy form shall be electronically submitted at <https://sshsb.net.my/> or by fax to +603 2094 9940 or by email to eservices@sshsb.com.my. Please refer to the Administrative Details for the procedures on electronic lodgement of Form of Proxy.

Notice Of Annual General Meeting (Cont'd)

EXPLANATORY NOTE A

This Agenda item is meant for discussion only pursuant to Section 340(1)(a) of the Companies Act 2016 and will not be put for voting.

EXPLANATORY NOTES TO ORDINARY AND SPECIAL BUSINESS:

1. Re-election of Directors who retire pursuant to Article 18.3 of the Company's Constitution

Datuk Ali bin Abdul Kadir and Dato' Wee Yiau Hin, who retire by rotation in accordance with Article 18.3 of the Company's Constitution, are eligible for re-election and hence, they have offered themselves for re-election at the 33rd AGM.

For the purpose of determining the eligibility of the Directors to stand for re-election at this 33rd AGM, and in line with Practice 5.1 of the Malaysian Code on Corporate Governance 2021, the Board Nomination and Remuneration Committee ("BNRC") had assessed and reviewed each of the retiring Directors from the annual assessment and evaluation of the Board, Board Committees, Independent Directors and individual Directors for the financial year ended 31 March 2025.

Each of the Directors standing for re-election had undergone a performance evaluation and had provided his declaration on his fitness and propriety to continue acting as Directors of the Company in accordance with the Directors' Fit and Proper Policy of the Company.

The BNRC had recommended that, the re-election of the retiring Directors to be based on the following: -

- (i) satisfactory performance and have met Board's expectation in discharging their duties and responsibilities;*
- (ii) met the fit and proper criteria in discharging their roles as directors of the Company;*
- (iii) level of independence demonstrated by the independent director; and*
- (iv) their ability to act in the best interest of the Company in decision-making.*

Based on the above, the Board endorsed the BNRC's recommendation on the re-election of the retiring Directors. The retiring Directors had abstained from deliberations and decisions on their own eligibility to stand for re-election at the relevant BNRC and Board meetings, where applicable.

2. Non-Executive Directors' ("NEDs") Remuneration

- (a) At the 32nd AGM of the Company held on 24 September 2024, the shareholders approved the payment of Directors' fees and benefits (meeting allowance) to the NEDs up to RM550,000 for the period from the conclusion of the 32nd AGM until the conclusion of the 33rd AGM.*
- (b) Ordinary Resolution No. 3 is to seek shareholders' approval for the Directors' fees and benefits payable to the NEDs for the period commencing from the conclusion of this AGM until the next AGM of the Company.*

The proposed amount of RM550,000 is computed based on the approved remuneration policy for NEDs, the anticipated number of meetings, the assumption that an additional director may be appointed and all NEDs will remain in office until the 34th AGM, with full attendance at all relevant meetings. The fees and meeting allowances will be paid to the NEDs upon completion of service on a quarterly basis.

Any NEDs who are shareholders of the Company will abstain from voting on Ordinary Resolution No. 3 at the 33rd AGM.

Details of the Directors' fees and benefits paid to the NEDs for the financial year ended 31 March 2025 are published in the Corporate Governance Report which is available on the Company's corporate website at www.enra.my.

Notice Of Annual General Meeting (Cont'd)

3. Re-appointment of Auditors

The Audit, Risk Management and Sustainability Committee ("ARMSC") was satisfied that, based on the annual assessment conducted, Messrs BDO PLT meets the criteria as prescribed under Paragraph 15.21 of the Main Market Listing Requirements. The Board at its meeting held on 15 July 2025 agreed with the recommendation from the ARMSC for shareholders' approval to be sought at the 33rd AGM on the re-appointment of Messrs BDO PLT as external auditors of the Company for the financial year ending 31 March 2026.

4. Authority to Issue Shares pursuant to the Act

The proposed Ordinary Resolution No. 5 is for the purpose of waiving the statutory pre-emptive rights of shareholders of the Company ("Waiver of Pre-Emptive Rights") and granting a renewed general mandate ("General Mandate") and empowering the Directors of the Company, pursuant to the Act, to issue and allot new shares in the Company from time to time provided that the aggregate number of shares issued pursuant to the General Mandate does not exceed ten per centum (10%) of the total number of issued shares of the Company for the time being. The General Mandate, unless revoked or varied by the Company in general meeting, will expire at the conclusion of the next AGM of the Company.

The General Mandate will provide flexibility to the Company for allotment of shares for any possible fundraising activities, including but not limited to placement of shares for the purpose of funding future investment project(s), working capital and/or acquisition(s). The General Mandate aims to empower the Company to issue new securities without convening separate general meetings to obtain its shareholders' approval, thus minimising additional costs and time expenditures.

The Waiver of Pre-Emptive Rights will allow the Directors of the Company to issue new shares of the Company which rank equally to existing issued shares of the Company, to any person without having to offer the new shares to all existing shareholders of the Company prior to issuance of new shares in the Company under the General Mandate.

As at the date of this Notice of 33rd AGM, there were no new shares issued pursuant to the mandate granted to the Directors of the Company at the 32nd AGM held on 24 September 2024 and which will lapse at the conclusion of the 33rd AGM.

5. Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("Proposed Renewal of Shareholders' Mandate")

The proposed Ordinary Resolution 6, if passed, will enable the Company and/or its subsidiary companies to enter into recurrent transactions involving the interests of the related parties, which are of a revenue or trading nature and necessary for the Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business on terms not favourable than those generally available to the public and are not detrimental to the minority shareholders of the Company. Details on the Proposed Renewal of Shareholders' Mandate is set out in the Circular to Shareholders dated 30 July 2025.

6. Retention of Independent Non-Executive Directors

Datuk Ali bin Abdul Kadir was appointed as an Independent Non-Executive Chairman of the Company on 1 June 2015, Tan Sri Dato' Seri Shamsul Azhar bin Abbas was appointed as an Independent Non-Executive Director of the Company on 15 June 2015 and Dato' Wee Yiau Hin was appointed as an Independent Non-Executive Director of the Company on 24 August 2016. Therefore, Datuk Ali bin Abdul Kadir, Tan Sri Dato' Seri Shamsul Azhar bin Abbas and Dato' Wee Yiau Hin have served the Board for a cumulative term of more than nine (9) years.

In accordance with the Malaysian Code on Corporate Governance 2021, prior approval should be obtained from the shareholders at the 33rd AGM, to enable Datuk Ali bin Abdul Kadir, Tan Sri Dato' Seri Shamsul Azhar bin Abbas and Dato' Wee Yiau Hin to continue in office as Independent Non-Executive Directors.

Notice Of Annual General Meeting (Cont'd)

The Board, through the BNRC, recommends that approval of the shareholders be sought through a two-tier voting process as described in the Guidance to Practice 5.3 of the Malaysian Code on Corporate Governance 2021 to retain Datuk Ali bin Abdul Kadir, Tan Sri Dato' Seri Shamsul Azhar bin Abbas and Dato' Wee Yiau Hin as Independent Non-Executive Directors, based on the following justifications:

- *They have fulfilled the criteria under the definition of Independent Director pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad;*
- *They are able to exercise independent judgement and act in the best interests of the Company;*
- *They have consistently demonstrated their independence and professionalism and effectively contributed and added value to the Company through the Board; and*
- *There are significant advantages to be gained from a long-serving Independent Director who has many years of experience with incumbent knowledge of the Company and the Group's activities and corporate history, they are able to provide invaluable contributions with independence in their role as Independent Non-Executive Director.*

PERSONAL DATA POLICY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof) and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

- A. As at the date of this Notice, there are no individuals who are standing for election as Directors (excluding directors who are standing for re-election) at this 33rd AGM.
- B. Details on the authority to issue and allot shares in the Company pursuant to Sections 75 and 76 of the Companies Act 2016 are set out in Explanatory Note 4 of the Notice of the 33rd AGM.

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ENRA Group Berhad 199201005296 (236800-T)

FORM OF PROXY

Number of Shares Held	
CDS Account No.	

I/We (full name) _____ NRIC No./Passport No./Registration No. _____
of (full address) _____
contact number : _____ email address : _____ being a member /
members of **ENRA GROUP BERHAD**, hereby appoint (full name) _____ NRIC No./Passport No. _____
of (full address) _____
contact number : _____ email address : _____ or failing
whom, (full name) _____ NRIC No./Passport No. _____
of (full address) _____
contact number : _____ email address : _____

or failing whom, the Chairman of the Meeting as my/our proxy to vote for me/us and on my/our behalf at the **Thirty-Third (33rd) Annual General Meeting** of the Company to be held at Dewan Berjaya, Bukit Kiara Equestrian & Country Resort, Jalan Bukit Kiara, Off Jalan Damansara, 60000 Kuala Lumpur, Malaysia on **Thursday, 25 September 2025 at 10:00 a.m.** and at any adjournment thereof in the manner as indicated below:

NO.	ORDINARY RESOLUTIONS	FOR	AGAINST
1.	To re-elect Datuk Ali bin Abdul Kadir as Director of the Company.		
2.	To re-elect Dato' Wee Yiau Hin as Director of the Company.		
3.	To approve an amount of up to RM550,000 as fees and benefits payable to the Non-Executive Directors.		
4.	To re-appoint Messrs BDO PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.		
5.	Authority to issue shares pursuant to the Companies Act 2016.		
6.	Renewal of shareholders' mandate for recurrent related party transactions.		
7.	Retention of Datuk Ali bin Abdul Kadir as Independent Non-Executive Director.		
8.	Retention of Tan Sri Dato' Seri Shamsul Azhar bin Abbas as Senior Independent Non-Executive Director.		
9.	Retention of Dato' Wee Yiau Hin as Independent Non-Executive Director.		

(Please indicate with an "X" in the space provided above how you wish your vote to be cast. If no specific direction as to voting is given, the proxy will vote or abstain from voting at his/her discretion)

Signed this _____ day of _____ 2025

For appointment of two (2) proxies, proportion of shareholdings to be represented by the two (2) proxies is as follows: -

	No. of Shares	Percentage
Proxy 1		
Proxy 2		
Total		100%

Signature of Member/Common Seal _____

Notes:

- The 33rd Annual General Meeting ("AGM") will be held physically.
- In respect of deposited securities, only members whose names appear in the Record of Depositors on 17 September 2025 (General Meeting Record of Depositors) shall be eligible to attend and vote at this 33rd AGM or appoint a proxy to attend and vote on his behalf. A proxy may but need not be a member of the Company.
- Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds.
- Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholdings to be represented by each proxy.
- The instrument appointing a proxy or representative and the duly registered power of attorney or other authority, if any, shall be in writing under the hand of the appointor or his attorney duly appointed under a Power of Attorney, if such appointor is a corporation, either under its seal or under the hand of an officer or attorney duly appointed under a Power of Attorney.
- The instrument appointing a proxy may be made via hardcopy or by electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 33rd AGM or at any adjournment thereof:
 - In hardcopy form
The proxy form must be completed, signed and deposited with the Poll Administrator, Securities Services (Holdings) Sdn Bhd at Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Malaysia.
 - By electronic means
The proxy form shall be electronically submitted at <https://sshsb.net.my/> or by fax to +603 2094 9940 or by email to eservices@sshsb.com.my. Please refer to the Administrative Details for the procedures on electronic lodgement of Form of Proxy.

PERSONAL DATA POLICY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof) and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

Fold this flap for sealing

Then fold here

**AFFIX
STAMP**

**SECURITIES SERVICES
(HOLDINGS) SDN BHD**

Level 7, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
Damansara Heights,
50490 Kuala Lumpur

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