



# Driving Progress

Annual Report 2015





## Driving Progress

Progress is exciting. It keeps us moving forward, making the most of opportunities available. Our business is most competitive when our organisation is in peak progress.

At Encorp, we have been driving progress within our organisation in a clear and consistent manner to achieve our long term vision to transform into a major player in the property development industry.

Our key progress enablers have been the enhancement of our business processes and workplace productivity. It is through them that we have driven progress at Encorp to strengthen our business and our Group of Companies.

In driving our progress, our mission remains consistent – to deliver the highest quality, innovative products that will enrich the lives of our customers.

# Encorp Values

## Vision

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

## Mission

EB Good 2 Great From Now!

## Core Values

### Ethical

We will always do the right thing.

### Relationship

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

### Success

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

### Learning

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

# Financial Calendar

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## Announcement of Quarterly Results

### **30 April 2015**

Announcement of the audited year end 2014 Profit Before Tax as RM25.3 million

### **27 May 2015**

Announcement of the first quarter of 2015 unaudited Profit Before Tax as RM1.5 million

### **27 August 2015**

Announcement of the second quarter of 2015 unaudited Profit Before Tax as RM-6.9 million

### **26 November 2015**

Announcement of the third quarter of 2015 unaudited Profit Before Tax as RM-1.0 million

## 16th Annual General Meeting

Mutiara 3 Room, Ground Floor, The Royale Chulan Damansara Hotel, No. 2, Jalan PJU 7/3, Mutiara Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan on Wednesday, 15 June 2016 at 3.00 p.m.

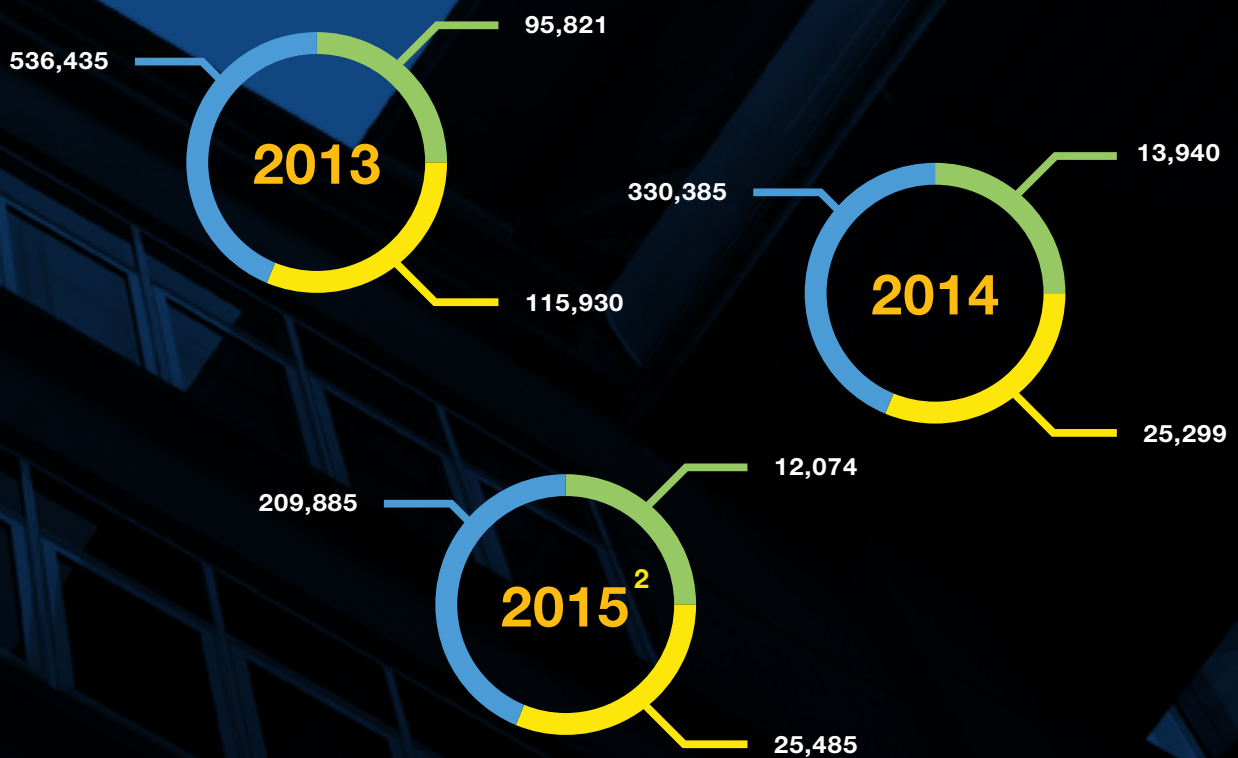
# Financial Highlights

As at 31 December 2015

Revenue (RM'000)

Profit Before Tax<sup>1</sup> (RM'000)

Profit After Tax<sup>1</sup> (RM'000)



Shareholders' Funds  
**RM394.4 million**

Earnings Per Share<sup>2</sup>  
**2.79 sen**

Net Assets Per Share  
**RM1.42**

Notes:

<sup>1</sup> Including assets revaluation surplus

<sup>2</sup> Excluding results from discontinued operation (as disclosed in Note 12 of the Audited Financial Statements)



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A low-angle, black and white photograph of modern architecture. The central focus is a tall, dark, textured tower with a grid-like facade. To its left is a building with horizontal concrete panels, and to its right is a building with a window. The sky is bright and clear.

# Management Perspective



# Message from the Chairman

Dear Valued Shareholder,

**2015 was a year which saw Encorp Berhad progress on the business transformation journey it had embarked upon the previous year. We continued delivering results for our shareholders, whilst at the same time focusing on our business priorities to effect our forward moving progress.**

## OVERVIEW

For the Financial Year (FY) ended 31 December 2015, Encorp recorded a revenue of RM209.9 million, an amount which is less than Encorp's FY2014 revenue of RM330.3 million, and FY2013 revenue of RM536.4 million.

It was a year of corporate rejuvenation as we look into our strengths whilst rationalising our business moving forward, to continue delivering sustainable returns for our shareholders. We initiated discussions and agreements into future projects, while strengthening the capacities of the Encorp team. I am confident the work we did last year will put Encorp in good stead for future business growth, as we continue working towards better performance for our shareholders.

## BUILDING ON PROGRESS

The Encorp brand remains strong as a property developer whose innovative products and services are associated with excellence, setting new benchmarks in quality, standards, value and service. Our commitment is to deliver on the Encorp Experience through all our properties, whereby we make a real difference in the lives of our customers by providing products which adds value to and enriches their lives.

Over the course of 2015, Encorp's organisational priority has been on strengthening our systems and processes to better position the Group for the future. Our focused corporate strategies have put Encorp in a favourable advantage to

reshape its future to be among the top property developers in the industry, based on Encorp's strong foundation as a company which creates innovative property developments, with a record of compelling past performance and capabilities.

We have honed in on making organisational accountability real, part of the everyday running and governing of the Encorp Group of companies. We hold strong to the belief that good governance provides the stable, strong foundation for our company to be a sustainable business, where decisions made and actions undertaken are well led and managed. Through our governance structure, policies and processes, Encorp promotes organisational values which demonstrates good governance through leadership and management example and employee behaviour.

We have also focused on restructuring our organisational procedures and processes, with the view to develop capacity and capability for Encorp to be a highly effective organisation. Throughout 2015, we have been working on putting the right management team in place, to effectively perform clearly defined functions and roles, in tandem with our organisational vision, mission and long-term goals.

Risk is an inevitable factor to take into account in today's highly competitive, globalised business environment. Our commitment to business sustainability has been to take informed, transparent decisions, managing risk in an accountable manner, to ensure business continuity management in the long-term. Thus, we only undertake

## MANAGEMENT PERSPECTIVE

appropriate risks, continually learning from experience and review to strengthen our risk management structure.

Encorp has also been leveraging on our close relationship with the Federal Land Development Authority (FELDA), which holds a 70.97% stake in our Company through Felda Investment Corporation Sdn Bhd. FELDA has a number of benefits to offer, especially in terms of developing future land banks, and we intend to make the most of collaborative opportunities in strategic ventures to achieve Encorp's long-term goal of being a key player in the property development industry.

Key to our strategic business thrust over the course of 2015, have been the strategic insights, guidance and advice which our Board of Directors have contributed through their oversight of the Encorp Group. Coming from a diverse range of backgrounds from various corporate sectors, the Members of our Board offer a breadth of perspective in an experienced, responsible and collaborative manner which benefits our organisation immeasurably. Within the various committees we have set up in Encorp, the Board have offered constructive feedback on challenging business issues, within an environment of trust. During FY2015, Encorp held six Board meetings and one Annual General Meeting (AGM), all of which have contributed tremendously towards a more strategic and effectively governed organisation able to undertake risk management in a responsible manner.

Since 2014, Encorp's business journey has focused primarily on realising the promises we had made and delivering progress on those promises. A key milestone in 2015 was Encorp's collaboration with FELDA to develop an integrated township comprising residential and commercial projects at Bukit Katil, in the District of Melaka Tengah, Melaka. Bukit Katil is a leasehold land measuring approximately 640.98 acres and the agreement between FELDA and Encorp was finalised in January 2016.

The Bukit Katil project represents Encorp's commitment for collaborative partnerships which not only benefits our business growth and expansion as a developer, but also creates value for all stakeholders. The collaboration opens doorways to new opportunities for Encorp to embark upon potential partnerships with other partners including FELDA in exploring sizeable undeveloped land banks in prime locations across Malaysia. Our team is excited with the possibilities this holds and is gearing up to deliver on the Bukit Katil project.

Another significant milestone for Encorp in 2015 was its joint venture with TEW Investments Pty Ltd to jointly develop a multi-level mixed development project comprising commercial units and residential apartments on freehold land in Tea Tree Close Cockburn Central, Perth, Australia. This is yet another step forward for Encorp, as it sets us in a good position to become more competitive, as we continue with our journey towards becoming a key player in the property development industry, internationally as well as in Malaysia.

In FY2015, Encorp launched a new product, Akasia 1, at Encorp Cahaya Alam in Shah Alam while continuing to work on existing projects such as Encorp Strand in Kota Damansara, Encorp Marina Puteri Harbour in Iskandar, Johor, and The Residences on McCallum Lane in Perth, Australia, all of which hold a Gross Development Value (GDV) of RM3.2 billion. Coupled with the GDV of Bukit Katil at RM3.2 billion and Tea Tree Close at RM235.95 million, it shows our progress in building a property development portfolio with significant and high value investments.

We are optimistic that the strategic decisions and actions undertaken in FY2015 will form the basis of sustainable progress and profitability for our business growth into the future as we continue expanding efforts to create value for our shareholders and the market place.

## FINANCIAL PERFORMANCE

With Encorp's focus on establishing future projects and finalising our corporate rationalisation strategy, Encorp continued to deliver a credible financial performance for its shareholders. Profit After Tax (PAT) for FY2015 stood at RM12.1 million in comparison to RM13.9 million in FY2014 and RM95.8 million in FY2013. In addition to that, Earnings Per Share was valued at 2.79 sen, Net Assets Per Share at RM1.42 and Shareholders Funds stood at RM394.4 million.

## DIVIDENDS

Encorp will remain focused and committed to deliver sustainable earnings and consistent value to our shareholders. Within the near future, we plan to declare dividends for our shareholders, commensurate with the profitable and sustainable growth of our Group of companies.



Master Development Agreement Signing Ceremony

## ENCORP'S PROGRESS

Encorp's progression into the future is based on transforming from a medium sized company to a key player in the property development industry. To achieve this, our focus is on building on our strengths as a property developer and looking for more potential collaborations both locally and internationally which will fuel our forward moving journey. We are continuing discussions with FELDA and various other parties on other land banks which we can develop and look forward to sharing more details in the near future.

At the same time, our team will continue to innovate on our property development products and services, as we strengthen our processes and improve our efforts with the aim of being the developer of choice, continuing to delight our customers with higher quality products and services which enrich their lives.

## AWARDS AND ACCOLADES

Throughout the past 15 or so years since its inception, Encorp has been consistently recognised with numerous awards acknowledging our continuous efforts to set high

quality standards and build the capabilities and skills of our employees. In 2015, Encorp demonstrated the strength in delivering quality products as evidenced by being named winner of the High Quality Assessment System in Construction (Qclassic) Achievement and the Best Qclassic Achievement for Encorp Cahaya Alam's multi-facade link houses Frangipani 1 and 2 at Construction Industry Development Board's Qclassic Day 2015.

For the fifth year in a row, Encorp was announced as winner at the Malaysia HR Awards organised by Malaysian Institute of Human Resource Management (MIHRM) in partnership with JobStreet.com. Encorp received two recognitions as the Employer of Choice Award (Silver) and HR Leader of the Year Award (Bronze). Our win does not only portray Encorp's growth in strength but also shows the dedication of our employees in delivering their very best efforts for the organisation.

## OUTLOOK AND PROSPECTS

For 2016, from a macroeconomic perspective we foresee potential slower growth in the global economy, sluggish world trade and global crude oil prices sliding to new multi-year lows. Within Malaysia, the economy is expected to

## MANAGEMENT PERSPECTIVE

slow down with an estimated gross domestic product (GDP) growth of 4.7%. The property industry is expected to continue to be subdued, facing challenges such as stringent lending rules imposed by banks and an oversupply in certain sub-sectors of the property market.

Bearing in mind of these challenges, Encorp will continue to focus on measures to increase efficiencies and to pursue innovative concepts to enhance its development projects by offering customers innovative products which will enhance their lives. As well as that, we will conduct a detailed review of the operations of the Group, including potential acquisition of new land banks and properties, entering into joint ventures for property development and new businesses and the rationalisation of existing businesses. Given our forward moving strategies, we remain optimistic in continuing to deliver returns to our shareholders.

## APPRECIATION

I wish to take this opportunity to welcome on board the new Group Chief Executive Officer (GCEO) Dato' Haji Zakaria Bin Nordin, who was appointed by the Board in February 2016. With the rest of the management team, Encorp can look forward to progress towards the realisation of our long-term goal and vision of being one of the key players in the property development industry. I also wish to thank all Encorp team members who have worked relentlessly, contributing their unwavering efforts and ideas to strengthen Encorp's position in the marketplace. My appreciation and gratitude also goes to my colleagues on the Board of Directors for their strategic vision and direction in guiding us on our journey forward.

It gives me pleasure to present Encorp's Annual Report for 2015. Thank you to all of you.

### Chairman

**YB Tan Sri Haji Mohd Isa Dato' Haji Abdul Samad**

Encorp Strand Residences Landscape







# Review from the Group CEO

## OVERVIEW

For the Financial Year (FY) ended 31 December 2015, Encorp Berhad has continued to remain profitable with recorded revenue of RM209.9 million and a Profit After Tax (PAT) of RM12.1 million. The Group's revenue generally saw a decline during the year under review due to a softer property market and no new product launches in FY2014. Moving forward, more new launches are in the pipeline and will correspond to expected sales and better financial performance.

In 2015 we took the opportunity to restructure Encorp's business plan and set firm foundations for its transformation journey from a medium sized property development industry company into one of the key players in the sector in Malaysia. The Group undertook corporate streamlining exercises aimed at making it a more profitable business entity in the long-term, whilst also developing major joint venture projects and partnerships for future developments.

## DEVELOPMENT UPDATES

The year was marked by economic challenges both locally and internationally. Globally, the economy suffered a slowdown estimated at 3.1%, lower commodity prices and strains in some large emerging market economies including in China. In Malaysia, growth in private and public fixed investment declined, while private consumption moderated after the implementation of the Goods and Services Tax (GST) in April 2015, the slowing growth in credit to households and signs of softening in the labour market. The Malaysian economy was also affected by the plunge in demand and prices for hydrocarbons and other commodities, being a major producer and exporter of crude oil, natural gas and palm oil. Business prospects were undermined by fewer prospects for exports and the volatility of the Malaysian ringgit.

Despite these challenges, Encorp's focus in 2015 was to continue with ongoing projects, whilst simultaneously looking

at new business deals and land banks for future prospects to further our business progress for sustainable long-term growth and profitability. In doing this, we are paying particular attention to generating innovative products and concepts which work, and will contribute to our business success. The underlying thrust of our innovations are to make the most of opportunities which presently exist, as well as discover those likely to emerge in the future. In drawing up new product innovations, we are not just looking at responding to current customer needs, but also anticipating future trends and developing ideas, products and services in tandem with these. Through our concerted efforts, we hope to stay ahead of market competition, as we respond to and anticipate shifting trends through our continuous innovations.

We have also shifted our focus to new marketing strategies, which reflect the needs of our target markets, recognising the emotional and rational motivations which underlie their purchasing decisions. For our customers, buying a home is more than just investing in the bricks and mortar structure, it also involves the lifestyle, location and culture of the area, all of which contribute to the success and stability of their individual lives. In creating lasting relationships with our customers, through our engagement in community development within our various property developments, we have strived to keep the promises we made to them during the point of sale in terms of lifestyles and the provision of urban amenities and facilities. By listening and responding to the ever-evolving needs of our target audience, we hope to build trust in the market place, leveraging on our brand promise for future sales and referral sales.

We are also committed towards adding new land banks for consistent and sustainable future growth, maximising our shareholders' value through the long-term achievement of consistent growth in profitability. Our Group's acquisitions, holdings and strategic collaborative partnerships of land banks is premised on protecting the Group from excessive land pricing cycles, giving us long-term financial stability.

## MANAGEMENT PERSPECTIVE

In due course, we will develop our land banks into valuable property developments like townships as urban centres spread throughout our progressively developing country.

### Encorp Cahaya Alam

Located in Section U12, Shah Alam, the Encorp Cahaya Alam township is a 209 acre low density development which is one of the most coveted developments in the area due to its low density and prime location. Coupled with that, it has a host of facilities offering residents amenities which enrich residents' lives, emphasising the best of neighbourhood living. These include features such as modern design elements, integrated amenities and conscientious town planning to promote unparalleled living standards. Residents also enjoy a beautiful linear park in the form of an 800 metre green spine and the convenience of neighbourhood shopping and services in close proximity.

The appreciation in value of homes in Encorp Cahaya Alam have risen a good deal, proving to be a sound investment for our customers. The rising property values of our developments are testament to this. The value of Frangipani 3 homes have risen by 31.7% since its initial launch, Lotus 1 and 2 homes by 55% and 21% respectively since its initial launch, presenting commendable increases for our customers.

In February 2015, 36 units of Lotus 3 homes received the Certificate of Completion and Compliance (CCC). Lotus 3 comprises 2- and 3-storey semi-detached houses uniquely designed with features which are in harmony with nature. The second floor incorporates a family and recreational space, offering residents a peaceful retreat away from the city.

Akasia 1 was also launched in August 2015. These are 122 units of 2- and 2-and-a-half storey super link homes developed on 19 acres of Encorp Cahaya Alam. The homes enjoy large land areas and integrate sophisticated design features to ensure optimal use of space. There are two different layout types with standard land areas from 24' x 80' and spacious built-up areas of more than 2,700 square feet. About 56% of the homes were grabbed by interested buyers during the launch, which was held together with an Aidilfitri Open House hosted by Encorp for the residents of Encorp Cahaya Alam. We are confident that the marketplace will react to Akasia as positively as it has to other launches of Encorp Cahaya Alam parcels over the past few years and the appreciating value of properties will lead to the sales of more units over the course of 2016.



### Encorp Strand Kota Damansara

Encorp continued with ongoing work on its signature development Encorp Strand Kota Damansara, Petaling Jaya with work on the high end luxury residences Encorp Strand Residence. The 38 storey Residences have a mix of apartment units such as lifestyle studio units, 2 and 3 bedroom units and limited duplex penthouses.

Another component of Encorp Strand Kota Damansara is Encorp Strand Garden Offices. Having received its Certificate of Completion and Compliance (CCC) in January 2014, the value of the office spaces have also appreciated considerably by 21% from the day it was launched. The appreciation in value is an indication of the marketplace's recognition of the high quality and value of Encorp's products.

The pride and joy of Encorp Strand Kota Damansara is the unique Encorp Strand Mall (ESM) and its adjacent Red Carpet Avenue (RCA), a 90 feet wide and 800 feet long climate controlled covered alfresco boulevard with Food and Beverage outlets.

We are currently working on repositioning ESM to differentiate it from other shopping malls in the vicinity, and giving it its own stamp of unique branding. Our plan is to transform ESM into a vibrant and thriving value-based branded fashion hub, providing a warehouse of brands for consumers. We are currently in the midst of collaborations to strengthen ESM's branding and value proposition, and hope to bring in more tenants which will contribute towards the overall value of ESM.

Since its launch in 2014, RCA has played host for a number of events in Selangor which indicates its attractiveness as an events venue. One of them was the Dance Marathon held in conjunction with World Kidney Day 2015 by the National Kidney Foundation of Malaysia. More than 600 people of all ages came together to dance in support of better kidney health, gathering as early as 7am to dance to popular styles such as Zumba and Sh'bam for more than three hours led by Celebrity Fitness Malaysia's instructor. The event raised RM35,000 which was used to provide underprivileged kidney patients with dialysis treatments.

RCA also saw a burst of fashion style with the 2015 Mercedes-Benz Stylo Fashion Grand Pix Emerging Designers competition, which saw the world of fashion intersecting with the world of luxury cars. More than 100 fashion designer students presented their designs at the competition, contesting for the chance to participate in the Malaysian Fashion Week 2015. Held for three days from March 25 till March 28 in conjunction with the F1 Grand Prix in Sepang, the event also saw a host of other exciting fashion shows, installations, public exhibitions and after parties.

RCA was also the venue for Encorp's winning entry in the Malaysia Book of Records 2015 as the national record holder under the Human Achievement category for 'Most Variety of Breakfast Dishes Served in a Single Event'. The record breaking new entry saw a total of 71 breakfast dish representing popular breakfast dishes from all over Malaysia. Most of the dishes were prepared and served by Encorp employees, an indication of our employees' sterling ability to work together as a team, putting their best foot forward to achieve a new honour for the company.



### Encorp Marina Puteri Harbour

Ongoing sales efforts of Encorp's fully serviced residences on 3.3 acres of premier waterfront property at Puteri Harbour, Iskandar Malaysia and its commercial and retail units with a Gross Development Value (GDV) of RM656 million continued throughout 2015. Styled as '360 degrees of perfection' the commercial and serviced apartment development of 571 units within two iconic towers offers unparalleled panoramic views of the surrounding area within beautifully designed intelligent architecture.



### PROGRESSING ENCORP'S BUSINESS

In 2015, Encorp wrapped up two major deals with regards to the development of future projects both in Malaysia and abroad.

On the international scene, Encorp's subsidiary Encorp Development Pty Ltd (EDPL) in Australia, partnered with Australian property development company TEW Investments Pty Ltd (TIPL) to develop a 11,000 square metre piece of freehold land located at Tea Tree Close Cockburn Central, about 18 kilometres south of the Perth Central Business District in Perth, Australia. The land will be developed into a multi-level mixed development project comprising 165 residential apartments and commercial units.

The land had been purchased in 2012 by EDPL for RM18.8 million (A\$6 million). With an estimated GDV of RM235.9 million (A\$75.4 million), the joint venture between EDPL and TIPL will provide EDPL with the opportunity to unlock the value of the currently vacant plot of land and enjoy the

## MANAGEMENT PERSPECTIVE

prospects of participation in the development of the project. At home in Malaysia, the milestone development with the Federal Land Development Authority (FELDA) in 2015 was the Memorandum of Understanding (MOU) Signing for the development of Bukit Katil, Melaka. The Master Development Agreement (MDA) which was signed in January 2016 saw Encorp Bukit Katil Sdn Bhd, a wholly owned subsidiary of the Group, obtaining the development rights from FELDA for the 640.98 acres piece of land at Mukim Bukit Katil, District of Melaka Tengah, Melaka for a deferred payment scheme over 13 years with total cash consideration of RM583.6 million.

With a GDV of RM3.2 billion, Encorp plans to develop an integrated township in three phases with a mixture of residential and commercial properties built at a 80:20 ratio. Construction is slated to begin in 2017. The development enjoys a prime location, being only nine minutes from the Ayer Keroh toll plaza on the North South Highway and about 18 minutes from Bandar Hilir Melaka. The project will enable Encorp to collaborate with FELDA in scaling up the development of the land, which is strategically located with strong growth potential.

Additionally, it enables both Encorp and FELDA to tap into each other's strength and expertise, namely land banks owned by FELDA and construction and property development know-how by Encorp. The development also contributed to Encorp substantially increasing its development land banks by 935% to 709.50 acres from its present Malaysian land bank holdings of 68.52 acres.

### CORPORATE PROGRESS FOR SUSTAINABLE PROFITS

A new business arm was also established in 2015 for facility management, Encorp Facilities Management Sdn Bhd, which landed a three year contract for maintenance work at Menara FELDA, Kuala Lumpur, which is owned by FELDA. Moving forward, the Encorp team will be actively pursuing more contracts in facilities management to complement the Group's revenue streams.

In 2016, Encorp acquired a new subsidiary Encorp Bukit Katil Sdn Bhd (EBKSB), which is now the master developer for the Bukit Katil project in Melaka. EBKSB represents a milestone for Encorp as a purpose-driven subsidiary set up to develop the FELDA land bank in Bukit Katil over the long-term future. It represents Encorp's delivery on promises we have made

to provide our shareholders with valuable returns for their continuing investment and faith in us as a Group. EBKSB presents opportunities in terms of opening up more doors to leverage on our relationship with FELDA, as we work towards identifying more promising ventures for the future.

Additionally, Encorp engaged a consultant for ESM to determine its Optimal Tenant Mix. This move is in line with Encorp's aim of gearing up the image and profitability of ESM within its locale of Kota Damansara in Petaling Jaya, Selangor.

### LOOKING AHEAD TO 2016

Moving forward into 2016, we expect an exciting year ahead as the wheels are set in motion for several new projects and ventures. Our strategic direction moving forward is based on progressing our business to solidify our position in the market and unlocking long-term sustainable profits.

Up on our list is the planned launch of 2- and 3-storey homes of Dahlia and Clover. We will also be launching the affordable homes of Rumah Selangorku at Encorp Cahaya Alam, an initiative which is in line with the government's efforts to provide affordable housing for Malaysians. Also to be launched in early 2017 is Akasia 2, the next phase of 2- and 3-storey super link homes in Encorp Cahaya Alam, Shah Alam.

Our joint venture with TIPL in Australia will set us on a path of continuing with expanding our business footprint beyond Malaysian shores, making the most of our land banks overseas.

With the conclusion of the MDA between FELDA and Encorp on Bukit Katil, plans are now underway to begin construction on the project in 2017. This venture will be a long-term development in our books for the next 13 years and holds strong potential for sustainable long-term profitability.

The landmark deal with FELDA represents the first step of a long and successful relationship between Encorp and FELDA, with FELDA having sizeable land banks throughout Malaysia which could be developed by Encorp in the near future. A few other land banks have been identified for property development, and Encorp is in the midst of preliminary discussions with various parties regarding them. In due course, once matters are finalised, we look forward to announcing these projects.

## ACKNOWLEDGEMENTS

It has been my privilege and honour to be appointed as Group Chief Executive Officer of Encorp Berhad as at February 2016. I wish to take this opportunity to thank the Board of Directors for their faith and trust in me.

I look forward to serving the needs of the Group, by staying true to the vision and strategic guidance of the Board and working alongside our talented and dedicated Encorp team. I wish to thank all our stakeholders and vendors for their continued support. Finally, my deepest appreciation to our customers who continue to place their trust and faith in us.

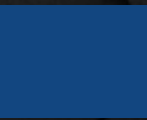
**Group Chief Executive Officer**  
**Dato' Haji Zakaria Bin Nordin**







**Leadership**





# Board of Directors



## YB Tan Sri Haji Mohd Isa Bin Dato' Haji Abdul Samad

Non-Executive Chairman

Non-Independent Non-Executive Director

Tan Sri Haji Mohd Isa (Malaysian, aged 66) was appointed as Non-Executive Chairman of Encorp Berhad on 30 June 2014.

Tan Sri Haji Mohd Isa graduated with a Bachelor of Arts from University of Malaya.

Tan Sri Haji Mohd Isa began his career in politics in 1974 as the Deputy Chief of the United Malays National Organisation (“UMNO”) Youth of Teluk Kemang. He has held the positions of UMNO Youth Chief of Teluk Kemang, UMNO Chief of Teluk Kemang (a position held until now), State Assemblyman of the Linggi constituency and Negeri Sembilan State Executive Committee.

Tan Sri Haji Mohd Isa was previously the Chief Minister of Negeri Sembilan from 1982 to 2004, Member of Parliament for the Jempol constituency, Minister of Federal Territories and former Vice President of UMNO. He is presently the Chairman of the Federal Land

Development Authority (“FELDA”), Felda Global Ventures Holdings Berhad, MSM Malaysia Holdings Berhad, Felda Investment Corporation Sdn Bhd, Felda Holdings Bhd and Pontian United Plantations Berhad. Currently, he holds positions on various boards of private limited companies within the FELDA group of companies.

Tan Sri Haji Mohd Isa does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 10 years.



## YBhg Dato' Haji Zakaria Bin Nordin

Non-Independent Executive Director  
Group Chief Executive Officer  
Member of the Investment Committee

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Dato' Haji Zakaria (Malaysian, aged 58) was appointed to the Board of Encorp Berhad on 23 September 2014.

Dato' Haji Zakaria holds a MBA in Accounting & Finance from Charles Darwin University Australia (formerly known as Northern Territory University) and BSC in Surveying & Mapping from East London University. He also graduated with a Diploma in Land Surveying from UiTM, Shah Alam.

Dato' Haji Zakaria began his career with FELDA as Assistant Surveyor from 1980 to 1982. Before becoming an Assemblyman of Ampangan, Negeri Sembilan, he was in business of construction and development from 1985 to 1999. While in the state government, he was appointed as a member of the Ahli Majlis Mesyuarat Kerajaan Negeri, Negeri Sembilan (EXCO) from 1999 to 2008. He was appointed as Group Chief Executive Officer of the Company on 18 February 2016.

Dato' Haji Zakaria does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 10 years.



## YBhg Datuk Hanapi Bin Suhada

Non-Independent Non-Executive Director  
Member of the Investment Committee

Datuk Hanapi (Malaysian, aged 58) was appointed to the Board of Encorp Berhad on 26 June 2015.

Datuk Hanapi holds a Bachelor of Islamic Studies from University Kebangsaan Malaysia.

Datuk Hanapi is the Director-General of FELDA effective 1 April 2015. Prior to his appointment, he served as FELDA's Acting Director-General since December 2014. He started his career as an Administrative Officer in FELDA in 1981.

Datuk Hanapi was appointed to the Board of Sinergi Perdana Sdn Bhd in April 2015. He is also a Director of several private limited companies within the FELDA group of companies. He is currently a director of MSM Malaysia Holdings Berhad.

Datuk Hanapi does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 10 years.



**YB Datuk Noor Ehsanuddin  
Bin Mohd Harun Narrashid**

Non-Independent Non-Executive Director  
Chairman of the Investment Committee

Datuk Noor Ehsanuddin (Malaysian, aged 52) was appointed to the Board of Encorp Berhad on 30 June 2014.

Datuk Noor Ehsanuddin holds a degree in Civil Engineering and Mechanics from Southern Illinois University, Carbondale, United States of America.

Datuk Noor Ehsanuddin began his career as an engineer, working for several private companies including Milford Haven Automation Sdn Bhd and Alfa Laval Sdn Bhd. He was appointed as a Director at Daya Reka Nusantara Development Sdn Bhd in 2006.

In 2008, Datuk Noor Ehsanuddin was appointed as the Director of Seranta (FELDA) in the Prime Minister's Department and he is now a Member of Parliament for the Kota Tinggi constituency. He is currently a Director of FELDA, Felda Global Ventures Holdings Berhad, MSM Malaysia Holdings Berhad, Iris Corporation Berhad, Felda Holdings Berhad and Yayasan FELDA.

Datuk Noor Ehsanuddin does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 10 years.



## YBhg Datuk Haji Jaafar Bin Abu Bakar

Independent Non-Executive Director  
 Chairman of the Audit and Governance Committee  
 Member of the Nomination and Remuneration Committee  
 Member of the Investment Committee

Datuk Haji Jaafar (Malaysian, aged 69) was appointed to the Board of Encorp Berhad on 24 July 2014.

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

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

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

Datuk Haji Jaafar does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 10 years.



## YBhg Dato' Feroz Bin A S Moidunny

Independent Non-Executive Director  
Member of the Audit and Governance Committee  
Chairman of the Nomination and Remuneration Committee

Dato' Feroz (Malaysian, aged 48) was appointed to the Board of Encorp Berhad on 23 July 2013.

Dato' Feroz holds a Bachelors Degree in Law with Honours from Nottingham Trent University, United Kingdom. He completed his Bar examination at University Malaya in 1992. Dato' Feroz was admitted to the Malaysian Bar in 1993.

Dato' Feroz has over 23 years experience as a corporate lawyer and is currently the Managing Partner of Messrs Feroz & Co. Dato' Feroz is highly regarded for his specialized expertise in providing solutions in complicated corporate and commercial issues. Dato' Feroz sits as a director in companies related to the various segments of the oil and gas sector; manufacturing of specialized vehicles; satellite services (VSAT services); television station and information technology provider.

Dato' Feroz holds firm to the view that sound and secure financial concepts and well-structured industrial base are the pre-requisites to attain long term strategies.

Dato' Feroz does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 10 years.



## Abdul Rahim Bin Abdul Hamid

Independent Non-Executive Director

Member of the Audit and Governance Committee

Member of the Nomination and Remuneration Committee

Abdul Rahim (Malaysian, aged 65) was appointed to the Board of Encorp Berhad on 25 August 2014.

Abdul Rahim is a Fellow of the Association of Chartered Certified Accountants, Member of the Malaysian Institute of Certified Public Accountants and Member of the Malaysian Institute of Accountants.

Abdul Rahim started his career with Coopers & Lybrand in 1971 and moved up quickly when he was made Audit Supervisor in 1973, Audit Manager in 1976, a Director in 1981 and admitted as a Partner in 1982. As a Partner in Coopers & Lybrand, he specialised in Computer Auditing (1982-1986), developed the Sabah & Sarawak Practice (1986-1990), managed the Firm's Management Consultancy Practice (1990-1992). He assumed the position of Managing Partner and Chief Executive in 1993. Upon the firm merging with Price Waterhouse in 1998, he assumed the position of Deputy Executive Chairman of PricewaterhouseCoopers until he retired in 2004.

During the career span of 33 years, Abdul Rahim was involved in auditing, management consulting and insolvency services covering a cross section of industries

including retail, manufacturing, construction, plantation, entertainment and banking.

Upon his retirement in 2004, Abdul Rahim established Rahim Hamid & Co, now renamed ARH Associates providing Professional Services in Mergers & Acquisition, Insolvency & Recovery and Muamalat Business Advisory.

Abdul Rahim served as the President of the Malaysian Institute of Accountants [2005-2007 and 2009-2011] and as the President of the ASEAN Federation of Accountants [2010-2011].

Abdul Rahim sits on the Board of AEON Co (M) Berhad, Asian Finance Bank Berhad, Ire-Text Corporation Berhad, Malaysia Debt Ventures Berhad, Malaysia Venture Capital Management Berhad, MIDF Amanah Asset Management Berhad and Petra Energy Berhad.

Abdul Rahim does not have any family relationship with any director and/or major shareholder or any conflict of interest with the Company. He has not been convicted of any offence within the past 10 years.

# The Winning Team

The Management team of Encorp, committed and dedicated to deliver high-quality and innovative ideas, solutions and work processes, and focussed to help move Encorp in its journey of growth and expansion.



**YBhg Dato'  
Hj Zakaria bin  
Nordin**

Group Chief  
Executive Officer

**Wan Azman  
bin Wan  
Abbas**

Chief Operating  
Officer

**Sazali bin  
Salleh**

Head of Property

**Richard Lim  
Poi Teik**

Head of  
Construction  
Management

**Dato' Khairul  
bin Yusni**

Head of Encorp  
Facilities  
Management

**Azahari bin  
Shaharani**

Head of  
Procurement  
& Contract  
Administration



**William Seow**

Head of Finance

**Lee Lay Hong**

Head of Legal  
& Company  
Secretarial

**Azman bin  
Mohd Yusop**

Head of Risk &  
Planning

**Emiliawati bt  
Zainol**

Head of  
Human Capital  
Management

**Zamsari bin  
Jumani**

Head of  
Corporate  
Affairs & Investor  
Relations