SUSTAINABILITY STATEMENT 2025

SUSTAINABILITY STATEMENT 2025
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About This Report

Sustainability is a fundamental part of how Epicon Berhad ("Epicon" or "the Group") conducts business, guiding us to pursue economic growth while safeguarding the environment and supporting social well-being. By embedding sustainability into both strategic planning and daily operations, we aim to effectively manage the economic, environmental, social, and governance ("EESG") dimensions of our activities.

This Sustainability Statement ("Statement") for the financial year ended 31 December 2025 ("FYE2025") is presented by the Board of Directors (the "Board") and the Group's Management Team. It reflects our ongoing efforts to identify and address sustainability risks and opportunities, while outlining the strategies that underpin our resilience and commitment to responsible business practices.

Reporting Scope and Boundary

This Statement covers Epicon's sustainability approaches, initiatives, and performance from 1 January 2025 to 31 December 2025, unless specified otherwise. The reporting scope includes all active entities under Epicon's management in Malaysia. Dormant or non-operational entities are excluded, as they do not provide relevant financial or operational data for FYE2025.

Reporting Framework and Standards

This Statement has been prepared in compliance with Paragraph 29, Part A of Appendix 9C and Practice Note 9 under Bursa Malaysia Securities Berhad's Main Market Listing Requirements ("MMLR") relating to sustainability reporting, as well as Bursa Malaysia's Sustainability Reporting Guide (3rd Edition).

As a Group 2 Listed Issuer under the National Sustainability Reporting Framework ("NSRF"), Epicon will be subject to mandatory adoption requirements per the IFRS Sustainability Disclosure Standards for annual reporting periods ending on or after 31 December 2026. In preparation for this transition, this Statement draws reference from the NSRF, the IFRS Sustainability Disclosure Standards, and other internationally recognised sustainability frameworks and emerging best practices to progressively strengthen the quality, transparency and comparability of the Group's disclosures.

In parallel, Epicon has begun incorporating selected elements of the Integrated Reporting (<IR>) Framework to enhance the connectivity and cohesiveness of its reporting. This includes applying value creation principles with reference to the six capitals: financial, manufactured, intellectual, human, social, and natural, where appropriate, to provide a more holistic view of how the Group utilises and manages its resources, relationships and strategic capabilities over time. Readers are encouraged to cross-refer to the Management Discussion and Analysis section for further details.

Bursa Malaysia Sustainability Reporting Guide (3rd Edition)	Global Reporting Initiative ("GRI") 2021 (Core Option)	FTSE4Good Bursa Malaysia ("F4GBM") Index
IN ACCORDANCE	WITH REFERENCE	IN ALIGNMENT
Task Force on Climate-Related Financial Disclosures ("TCFD")	Sustainability Accounting Standards Board ("SASB") Sector-Specific Disclosures	United Nations Sustainable Development Goals ("UNSDGs")
IN ALIGNMENT	IN ALIGNMENT	WITH REFERENCE
Malaysian Code on Corporate Governance ("MCCG") 2021	International Financial Reporting Standards S1 & S2	Greenhouse Gas Protocol Corporate Accounting and Reporting Standard
WITH REFERENCE	IN ALIGNMENT	WITH REFERENCE

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Industry Memberships and Statutory Registrations

Epicon maintains membership and/or registration with the following bodies:

- Construction Industry Development Board ("CIDB")
- Human Resource Development Corporation ("HRDC")
- Master Builders Association Malaysia ("MBAM")

Exclusions, Limitations and Disclaimers

This Statement outlines the Group's sustainability performance and generally excludes outsourced activities and operations. Nonetheless, the Group recognises potential sustainability impacts across its value chain and remains committed to engaging with business partners to promote responsible practices.

The Group acquired a 70% stake in Concrete Empire Sdn. Bhd. (CESB) in FYE2025. As a newly acquired entity, CESB has not yet been integrated into the Group's sustainability framework. Accordingly, its non-financial performance has not been included in this reporting cycle. The Group is in the process of establishing the necessary governance structures, processes, and awareness to align CESB with its sustainability approach, with the intention to progressively incorporate its performance in future disclosures.

We acknowledge that certain data gaps and limitations persist, particularly in areas where systems, processes, or data collection methods are still being strengthened. Consequently, some disclosures may rely on estimates or may not yet fully capture performance across all operations. Efforts are ongoing to improve data coverage, consistency, and analytical rigour in future reporting cycles.

This Statement also contains forward-looking information, particularly in relation to key performance indicators ("KPIs"), targets, plans, focus areas, and strategic priorities. These statements are based on reasonable assumptions derived from information available at the time of reporting and may be subject to change due to internal or external developments.

Statement Of Use

The Board, as the Group's highest governing authority, acknowledges its responsibility for this declaration. The information presented by Epicon for FYE2025 has been prepared with reference to the GRI Standards and is guided by the NSRF, IFRS S2, and the UN SDGs. This Statement has been approved in accordance with a resolution of the Board dated 28 April 2026.

Data Quality and Assurance

Epicon's financial information is subject to independent external audit, with reported figures cross-checked against the Group's Financial Statements.

Non-financial data disclosed in this Statement is derived from structured internal data collection processes and has not yet been independently assured in accordance with recognised assurance standards. All information is sourced internally and verified by the respective data owners and business divisions, under the oversight of the Sustainability Steering Committee. A centralised approach to data collection, consolidation and validation is applied to promote consistency, accuracy and reliability across disclosures.

While this Statement has not undergone external assurance, the Group continues to enhance its data governance, monitoring and reporting frameworks to strengthen transparency and credibility. Looking ahead, Epicon intends to progressively pursue independent assurance for selected or all components encouraged by evolving regulatory expectations and stakeholder needs.

Report Availability and Feedback

A digital version of this Statement and previous Sustainability Statements is available on Epicon's corporate website at https://epicon.com.my/.

The Group values feedback from all stakeholders and encourages comments or inquiries to support the ongoing enhancement of our sustainability performance and reporting practices.

Feedback may be submitted to:

Epicon Berhad
Unit 7-02, Level 7, Menara Lagenda,
No. 3, Jalan SS20/27,
47400 Petaling Jaya,
Selangor, Malaysia.

T +603-7890 0922
Email: enquiry@epicon.com.my

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Sustainability Framework at a Glance

Driven by the Group's vision, mission, and core values, we have established a sustainability framework. This framework outlines our sustainability objectives, key focus areas, and the primary stakeholder groups that are most relevant to our operations, as set out below:

<table>
<tr><td>VISION & MISSION</td><td colspan="4">To excel in the integration of evolving technologies while upholding a commitment to environmental stewardship, thereby establishing enduring benchmarks for construction excellence.
• We are dedicated to providing personalised solutions, fostering strong partnerships, and maintaining open communication throughout the construction process.
• Through our commitment to excellence and customer-centric approach, we aim to ensure the success of our clients and the satisfaction of all stakeholders involved in our projects.
• We strive to deliver exceptional value to clients and customers, expand our offerings and capabilities, and establish a strong presence in key markets around the world.
• With a commitment to integrity, quality, and long-term sustainability, we strive to be the preferred choice for property and construction solutions.
• We are committed to setting new standards for excellence, driving positive change, and creating long-term value for our customers, employees, and stakeholders.
• By leveraging the latest technologies, implementing sustainable practices, and promoting a culture of innovation, we aim to deliver superior products and services that exceed the expectations of our clients and contribute to a better future for our planet.</td></tr>
<tr><td rowspan="3">CORE VALUES</td><td>Good Corporate Governance</td><td>Environmentally Friendly</td><td colspan="2">Customer Satisfaction</td></tr>
<tr><td>Social Responsibility</td><td>Shareholders Value Creation</td><td colspan="2">Human Resources/ Employee Welfare</td></tr>
<tr><td></td><td>Supplier Relationship</td><td colspan="2"></td></tr>
<tr><td>SUSTAINABILITY OBJECTIVES</td><td colspan="4">• We believe in having an independent and diverse board of directors, a well-defined code of conduct, transparent reporting mechanisms, effective risk management, stakeholder engagement, and compliance with laws and regulations
• We incorporate sustainable practices in all our projects, reducing our environmental footprint and creating healthier, greener spaces for future generations
• We believe in providing customers with quality products and excellent customer service to ensure their satisfaction
• We commit to being responsible corporate citizens through contributions that benefit communities
• We meet shareholders' expectations by delivering good returns for their investment
• We believe effective human resource management and employee welfare programs are essential to attract, retain, and develop a skilled and motivated workforce
• We value the importance of mutual progression and treat our suppliers as valuable business partners</td></tr>
<tr><td>SUSTAINABILITY AGENDA</td><td>Economic</td><td>Environment</td><td>Social</td><td>Governance</td></tr>
<tr><td rowspan="2">STAKEHOLDERS</td><td>Investors/Shareholders</td><td>Customers</td><td colspan="2">Suppliers/Contractors</td></tr>
<tr><td>Local Communities</td><td>Government/Authorities</td><td colspan="2">Employees</td></tr>
</table>

Underpinned by our Sustainability Framework, Epicon's Value Creation Model illustrates how sustainability is integrated into our business model to drive enduring value. It highlights how key inputs are converted into strategic activities, measurable outputs, and meaningful outcomes that enhance financial performance, foster community well-being, and promote environmental stewardship.

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CAPITAL	INPUT
FINANCIAL CAPITAL F	Total Assets: RM268.1 million (incl. RM29.6 million Cash & Cash Equivalents) Shareholders' Equity: RM97.3 million
HUMAN CAPITAL H	Total Workforce: 79 employees Strong leadership team and skilled workforce Continuous employee development
SOCIAL CAPITAL S	Engagement with communities, clients, partners, regulatory bodies RM21,226.18 invested in community programmes
INTELLECTUAL CAPITAL I	Proprietary knowledge in construction methodologies, project management and value engineering Enterprise-wide policies, standards and internal controls governing ethical conduct and quality
NATURAL CAPITAL N	Management of environmental resources through centralised monitoring of energy, waste and water Usage of environmentally friendly construction material such as fiber bar in replacement of steel bar, IBS panels and aluminum formwork system [HB2.1] as an alternative to traditional masonry wall construction 214,444 kWh consumed 78,225 m^3 water used where 43.92% of Epicon's water consumption was supported by rainwater harvesting
MANUFACTURED CAPITAL M	Active construction projects across Malaysia Operational infrastructure including projects, equipment and technology systems

STRATEGIES AND FOCUS AREAS

Sustainability Framework

Economic Advancement

- Plan, design and execute construction projects (civil, infrastructure, residential and commercial buildings) with a focus on efficiency, quality and compliance with regulatory requirements.
- Expand property development capabilities by identifying strategic land opportunities, conducting feasibility assessments, and driving value engineering from concept to completion.
- Strengthen revenue diversification through new business segments such as joint ventures in property development and infrastructure-related activities.
- Apply disciplined project planning and cost management systems to optimise financial performance and enhance shareholder value.
- Integrate responsible procurement practices, engaging suppliers and subcontractors who meet operational, safety and sustainability standards.

Environmental Stewardship

- Monitor and manage key environmental aspects such as energy consumption, water usage, emissions and waste generation across operations
- Adopt resource-efficient construction practices; including modern formwork systems and prefabricated elements to reduce material waste and improve build quality.
- Identify opportunities to reduce carbon emissions through operational optimisation, alternative materials and energy-smart project designs.
- Promote responsible site management practices that minimise environmental impacts during construction activities.
- Integrate biodiversity and ecological considerations into development planning when applicable to support environmental resilience.

Strategies and Processes

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Our Vision | Our Mission

Strategies and Processes

Ethical Governance

- Ensure Board and Management oversight of material sustainability issues, risk management, and internal control frameworks.
- Embed sustainability considerations, including climate-related risks, into enterprise risk management processes.
- Uphold robust policies that promote ethical conduct, compliance with laws and regulations, and anti-corruption practices.
- Maintain strong data governance and information management systems to support accurate sustainability data collection and reporting.
- Enhance monitoring, internal reporting and review mechanisms to drive transparency and accountability in disclosures.

Social Accountability

- Promote workforce well-being through structured health and safety protocols, training and engagement initiatives.
- Strengthen occupational safety and health practices across all operational and project sites to maintain a safe working environment.
- Foster inclusion and diversity in employment practices, ensuring equal opportunities and fair treatment across the organisation.
- Engage local communities through open communication, community investment initiatives and proactive stakeholder engagement.
- Support community outcomes by delivering developments that meet market needs and contribute to social well-being.

KEY OUTPUTS AND OUTCOMES	UNSDGs
Sustained financial strength and capital availability to support affordable housing delivery and long-term business growth ● RM183.7 million in total revenue ● RM4.5 million in Profit After Tax ("PAT")	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Improved employee skills, engagement, and productivity contributing to organisational performance and competitiveness ● 502 training hours delivered ● 33% female employees ● 0 work-related fatalities over three consecutive years	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH
Strengthened community trust and stakeholder relationships, underpinning the Group's social licence to operate ● 28 individuals/groups/ associations benefited from community investment initiatives ● Environmental programmes contributed to the planting of 209 trees to enhance urban biodiversity and local food resilience	2 ZERO HUNGER 4 QUALITY EDUCATION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Enhanced governance, data integrity, and risk management to support reliable and decision-useful sustainability disclosures ● FTSE4Good ESG Rating: 2 stars rating	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Strengthened visibility and management of environmental impacts through improved monitoring of resource use and operational emissions ● 1,503.75 tCO_2e Scope 1 emissions ● 118.16 tCO_2e Scope 2 emissions ● 3,003.88 tCO_2e Scope 3 emissions	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 15 LIFE ON LAND
Consistent and scalable delivery of construction and development projects across Malaysia ● 6 active development projects	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

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Our Sustainability Highlights

RM183.7 million
of economic value generated

100%
of the total procurement budget spent on local suppliers

ISO 9001
certification and compliance across our operations

Enhanced GHG emissions tracking
through expanded fuel data

IBS Utilisation
in Epicon's high-rise and landed projects

Rainwater harvesting
accounts for 44% of Epicon's water consumption

502 training hours
delivered

58%
permanent employees in a
total workforce of 79

RM11.7 million
total payout to employees (salaries, benefits, and bonuses)

Zero
number of non-compliances with environmental laws

Zero
confirmed incidents of corruption

Zero
substantiated complaints concerning breaches of customer privacy and losses of customer data

Sustainability Governance

A sound sustainability framework hinges on robust governance, effective implementation, and continuous monitoring. Our existing multi-tiered structure ensures that sustainability is integrated into our business strategy and daily operations.

This structure supports clear accountability from the Board to Management, embeds sustainability-related considerations into risk management and strategic planning processes, and enables systematic identification, assessment and oversight of material environmental, social and governance risks and opportunities. It also facilitates regular review of performance against approved targets, strengthens internal controls over sustainability data, and enhances the reliability, consistency and comparability of our disclosures. Through defined roles, documented policies and structured reporting lines, the Group ensures that sustainability considerations are incorporated into capital allocation, operational decision-making and long-term business resilience.

In October FYE2025, a capacity-building session conducted by an external consultant was attended by the Board, Management and relevant personnel. The session aimed to strengthen their understanding of sustainability and climate-related risks and opportunities, and to prepare for and support compliance with evolving regulatory expectations and disclosure requirements while integrating these considerations into business strategy.

Board of Directors (Executive and Non-Executive Directors)

- Holds ultimate responsibility for driving and overseeing the Group's sustainability initiatives
- Provides oversight on all sustainability and climate-related risks and opportunities
- Endorses and approves Epicon's sustainability initiatives, policies, and disclosures
- Renders the ultimate assessment and authorisation concerning sustainability affairs within Epicon
- Assumes responsibility for succession planning, reviewing risk management process, and internal control systems to minimise business downside risks

Audit and Risk Management Committee

- Assists the Board in reviewing sustainability disclosures within the Sustainability Statement
- Oversees and reviews the development and implementation of sustainability policies, frameworks, and initiatives
- Ensures alignment between our sustainability efforts and organisational resources to support long-term value

Sustainability Steering Committee

- Chaired by CEO; meets at least twice a year.
- Recommend sustainability vision, strategy and priorities aligned with business and global trends
- Ensure delivery: Oversee implementation, management accountability, performance, risks and targets
- Assure reporting: Review key metrics and endorse Sustainability Statement in the Annual Report

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Stakeholder Engagement

In advancing our sustainability agenda, we continue to place strong emphasis on structured and ongoing engagement with our stakeholders to better understand their priorities, concerns and evolving expectations. Stakeholder perspectives play a critical role in informing our sustainability focus areas, risk assessments and strategic planning processes.

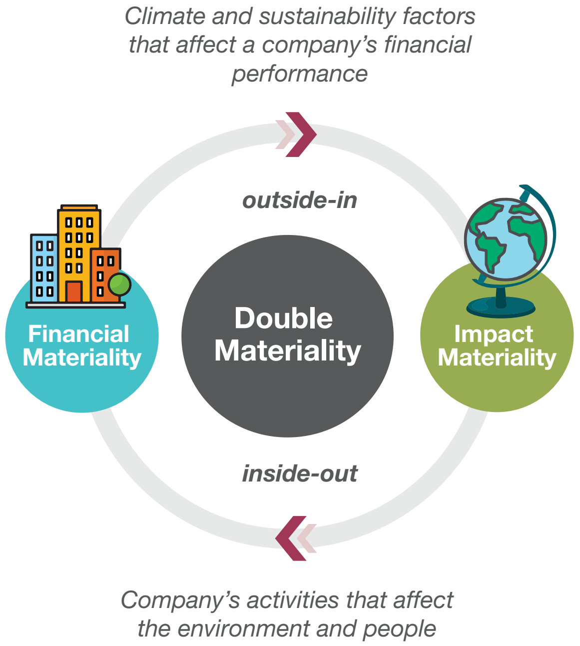
Stakeholder engagement remained embedded within our governance framework and materiality assessment process. Through formal consultations, routine business interactions and established feedback mechanisms, we assessed sustainability-related topics from both stakeholder impact and business impact perspective. Significant matters identified through these engagements are escalated to Management and, where relevant, to the Board for oversight and consideration.

Stakeholders	Areas of Concern	Engagement Approaches	Material Topics
Investors/ Shareholders	• Business prospects, strategy, and performance • Sustainable financial return on investment • Share price performance	• Annual General Meetings • Quarterly financial reports • Annual reports • Company website and social media platforms	• Economic value generated
Customers	• Customer service quality and experience • Timely project delivery	• Customer feedback surveys • After-sales services	• Quality Assurance • Customer Satisfaction
Suppliers/ Contractors	• Procurement policy and procedures • Prompt payments within credit period • Business prospects and financial stability	• Transparent procurement policy and procedures • Assessment, screening of vendor suitability	• Supply Chain Management • Resource & Material Consumption
Employees	• Career development and advancement • Competitive remuneration and benefits • Employee welfare and work-life balance • Training and development • Employee engagement	• Employee handbook • Internal training • Engagement with employees • Occupational health and safety	• Human Rights & Labour Practices • Talent Management & Development • Diversity, Equality & Inclusivity
Local Communities	• Corporate social responsibility • Domestic job opportunities • Environmental impact from business operations	• Providing job opportunities • Environmental monitoring (emissions, effluents)	• Community Development • Emissions Management • Waste Management & Effluents
Government/ Authorities	• Regulatory compliance • Corporate governance • Labour practices • Occupational health and safety	• Meetings at government departments and working levels • Discussions on service requirements, rules, and regulations • Consultation with regulatory authorities • Participation in government and regulatory events	• Regulatory Compliance • Data Privacy & Security • Anti-Corruption

Materiality Assessment and Matrix

Materiality Assessment Process

At Epicon, the Board regards materiality assessment as a core component of our sustainability governance framework, enabling the identification and prioritisation of sustainability-related risks and opportunities that are most significant to the Group and our stakeholders.



In FYE2023, we conducted a comprehensive Materiality Assessment Exercise ("MAE") applying a double materiality perspective, considering both the impact of our activities on the environment and society, as well as the potential financial implications of sustainability-related matters on the Group. The identified material topics were subsequently reviewed in FY2024 and reaffirmed as relevant, given the stability of our business model and operating scope.

The MAE identified our significant material topics, ensuring alignment with Bursa Malaysia's requirements and key sustainability standards and frameworks, including GRI, the FTSE4Good Index, and IFRS. The process for the MAE involved three key stages:

Identification

The MAE began through identifying relevant sustainability issues and stakeholders, guided by Bursa Malaysia's Sustainability Reporting Guide 3rd Edition, GRI Standards, internal and external stakeholders insights, and other relevant global and sector-specific sustainability trends.

Prioritisation

A materiality assessment survey was used to prioritise the identified sustainability issues based on their importance to both Epicon and our stakeholders.

Validation

The results of the materiality survey were used to create a materiality matrix, which was then reviewed and refined by management.

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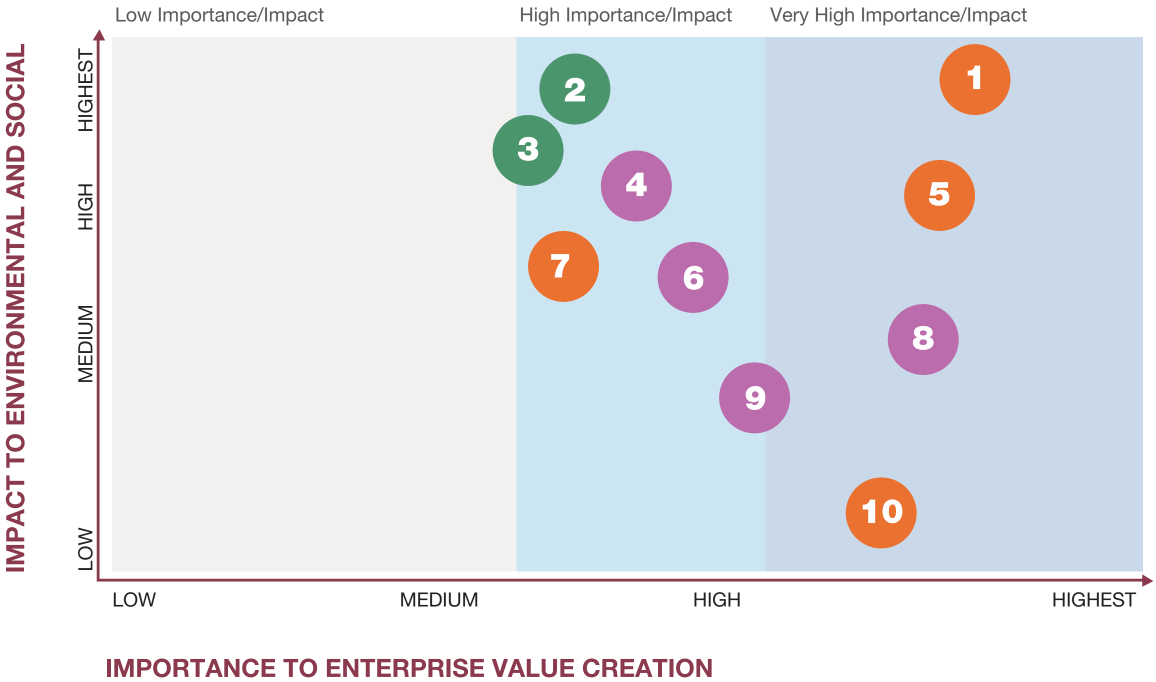
In FYE2025, the Group reviewed its material matters, taking into account evolving regulations, industry trends and stakeholder expectations. Following this assessment, the existing material topics remain relevant, with no material changes required, as they continue to reflect the Group's risk profile, operational context and long-term priorities. The Group will continue to periodically review its material matters to ensure ongoing alignment with business developments and stakeholder expectations.

Materiality Matrix

The Materiality Matrix provides a consolidated view of the sustainability matters considered most significant to Epicon, reflecting their relative importance to both stakeholders and the Group's performance.

In FYE2025, it remained an important reference in shaping our sustainability focus, guiding management attention and reinforcing a structured approach to addressing matters that have the greatest potential to influence business resilience and stakeholder confidence.



ENVIRONMENT

- 2 Environmental and Social Compliance
- 3 Resource and Material Use

SOCIAL

- 1 Health and Safety
- 5 Site Management
- 7 Training and Career Development
- 10 Digitalisation and Technology

GOVERNANCE

- 4 Risk Management
- 6 Corporate Governance and Anti-Corruption
- 8 Quality Control and Customer Satisfaction
- 9 Procurement and Supply Chain

Establishment of KPIs and Targets

In FYE2025, Epicon continued to strengthen its sustainability performance by refining and embedding KPIs aligned with our material priorities. Building on the framework introduced in FYE2024, these measurable targets guide operational decision-making, enhance resource allocation, and focus efforts on delivering meaningful sustainability outcomes. This approach reinforces accountability across the organisation and ensures that our actions remain aligned with our continuing sustainability objectives.

	KPIs	Targets	Progress
Economic	Procurement procedures and criteria	Establish a baseline and reduce supplier quality incidents by 50% and increase suppliers with green certification in the approved suppliers list by 10% annually	Achieve a 100% resolution rate for supplier quality incidents within the financial year and include disclosure on the proportion of suppliers with recognised sustainability certifications or assessments
Environmental	Adoption of Industrialised Building System ("IBS") methods (e.g. aluminium formwork, precast wall panels and fibre reinforcement) in place of conventional brick wall construction to improve material efficiency and reduce construction waste	To maintain above 80% IBS for all construction projects	Incorporate 100% Industrialised Building System methods or components in construction projects
Social	Zero human rights violations (no child/forced labour)	Zero incidents of regulatory non-compliance based on local legislation pertaining to human and labour rights per annum	Zero incidents reported
	Number of work-related fatalities	Zero cases of fatalities per annum	Zero work-related fatalities
	Lost time injury (LTI) per annum	Zero LTI per annum	Zero LTI
Governance	Incidents of corruption, non-compliance, or unethical conduct	Zero reported incidents of corruption, non-compliance, or unethical conduct within the Company annually	Zero incidents of corruption or non-compliance
	Full compliance with environmental laws and regulations	Zero fines, warnings, compounds, or stop-work orders for non-compliance with environmental, social, or economic laws annually	Zero incidents of non-compliance
	Operations assessed for corruption risks	2 times a year for all departments annually	All departments assessed biannually

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Economic Topics

Epicon's approach to sustainable value creation incorporates an assessment of economic materiality to evaluate key financial and operational considerations. By identifying areas with the greatest potential to influence longstanding stakeholder value, we prioritise resources toward operational efficiency, customer engagement, workforce development and prudent financial stewardship. Addressing these economic factors strengthens our market position, enhances organisational resilience and supports the economic vitality of the communities in which we operate.

Economic Impacts

Economic sustainability at Epicon is driven by active leadership oversight and a balanced approach to financial growth that remains mindful of stakeholder cost considerations. Our initiatives include regulatory compliance measures and efficiency-driven cost optimisation strategies that deliver both economic and environmental benefits. While certain measures require upfront investment, they are undertaken with the objective of generating sustainable, long-term returns. Through these efforts, Epicon strengthens its ability to support local and regional economic development.

RM '000	FYE2023	FYE2024	FYE2025
Economic Value Generated	243,834	188,872	**183,718**
• Revenue from sales of goods	171,932	185,300	**179,242**
• Revenue from financial investments	460	657	**414**
• Other operating income	71,442	2,915	**4,062**
Economic Value Distributed	179,903	190,112	**159,435**
• Cost of Sales	124,646	154,553	**145,359**
• Wages and other payments to employees	16,041	8,737	**11,712**
• Payment to Government including income tax expenses	4,317	4,678	**4,912**
• Payment to creditors	34,514	20,868	**(6,887)**
• Payment of interest expenses	385	1,276	**4,317**
• Community Investments	-	-	**21**
Economic Value Retained	63,931	-1,240	**24,283**

Supply Chain Management

Epicon recognises that effective supply chain management is essential to ensuring responsible business practices, operational resilience and the consistent delivery of quality projects. The Group works with a network of suppliers, contractors, consultants and service providers who support the delivery of its projects and business activities.

Given the important role that suppliers play in the Group's operations, Epicon seeks to ensure that its supply chain partners operate in accordance with the Group's expectations on quality, environmental responsibility, safety and ethical business conduct. To support this, the Group has established governance processes to guide supplier selection, onboarding and ongoing evaluation.

Supply Chain Governance

Epicon manages procurement through an Approved Supplier List and applies a structured due diligence process when onboarding new suppliers through a formal Supplier Evaluation Form, prior to supplier approval where applicable. The supplier evaluation covers quality, environmental and safety & health requirements alongside commercial considerations. This includes consideration of management system certifications (e.g., ISO 9001, ISO 14001 and ISO 45001), suppliers' quality assurance practices (including incoming inspection, in-process inspection and final inspection prior to delivery, as well as product identification and traceability), screening relating to banned substances and the presence of pollution or toxic substances in supplied products/materials, and verification of relevant permits/licences/certificates of fitness where applicable with supporting documentation.

Epicon communicates its Anti-Bribery and Anti-Corruption ("ABAC") Policy to all suppliers and seeks their cooperation to sign an Integrity Pledge, with signed copies retained for record purposes. The ABAC Policy is also publicly available on the Group's website for reference. To identify and manage potential high-risk suppliers within the supply chain, Epicon screens suppliers through its New Contractor/Consultant Evaluation Form for onboarding and conducts periodic assessments using a yearly Supplier Evaluation Form. These evaluation processes also serve as part of the Group's due diligence approach for both new and existing suppliers.

Our Employee Code of Conduct, publicly accessible on our corporate website, sets clear expectations on compliance with applicable laws and ethical standards. These include safeguards relating to the prohibition of child and forced labour, non-discrimination and equal opportunity, respect for freedom of association and collective bargaining, fair working hours, and adherence to minimum wage requirements. Suppliers are expected to uphold comparable standards of ethical conduct and regulatory compliance, consistent with the Group's expectations.

Supply Chain Monitoring and Issue Management

We endeavour to promote comparable standards across our supply network through ongoing engagement, supplier oversight, incoming receipt and inspection controls at project sites.

Where concerns are identified, Epicon addresses them through engagement and documented follow-up actions in line with internal procedures, including raising a Non-Conformity Report ("NCR") where applicable, engaging the supplier for corrective action, and verifying closure. Environmental considerations within the supply chain are incorporated where applicable, including screening related to prohibited/banned substances and pollution/toxic substances in supplied products/materials, as well as consideration of recognised environmental management standards and relevant certifications.

As the Group continues to strengthen its supplier ESG data capture, supplier sustainability indicators (including social screening and third-party declarations) will be progressively enhanced to improve consistency and decision-usefulness of reporting in future cycles.

Local Procurement

Epicon recognises local procurement as an important contributor to economic vitality, regional resilience and sustainable development. The Group defines local procurement as sourcing from businesses that are Malaysian-owned, have a workforce comprising at least 70% Malaysians, or operate within Malaysia. Where feasible, Epicon prioritises suppliers and subcontractors located near its project sites. The Group engages suppliers and subcontractors through approved lists, with due consideration given to quality, cost, operational requirements and responsible sourcing principles. By sourcing goods and services from regional suppliers and subcontractors, particularly small and medium enterprises ("SMEs"), Epicon supports domestic supply networks and contributes to positive socioeconomic outcomes in the communities where it operates.

Regional sourcing may also contribute to reduced transportation-related impacts. The Group evaluates suppliers and subcontractors based on ethical conduct, regulatory compliance and relevant sustainability considerations, and

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implements measures such as stock movement controls and consolidated bulk purchasing to enhance efficiency. Purchasing activities are managed by the Procurement Department, while subcontracting activities are managed by the Contract Department, with Management oversight through the Group's sustainability governance structure. In FYE2025, this commitment was reflected in 100% of total subcontracting and procurement spending directed to local parties, as presented in the table below.

	FYE2024	FYE2025
Total Number of Suppliers & Sub-contractors	179	**133**
Total Number of Local Suppliers	179	**133**
Total Number of Foreign Suppliers	0	**0**
Percentage of Local Suppliers (%)	100	**100**
Percentage of Spending on Local Suppliers (%)	100	**100**
Total Subcontracting and Procurement Spending (RM '000)	156,673	**111,480**
Total Local Subcontracting and Procurement Spending (RM '000)	156,673	**111,480**
Total Foreign Subcontracting and Procurement Spending (RM '000)	0	**0**

Product Quality and Customer Satisfaction

Epicon's Board and Executive Management maintain oversight of product quality and customer satisfaction, with key performance indicators and targets directly linked to organisational accountability and leadership performance.

Customer grievance mechanisms are established in accordance with contractual agreements, ensuring structured channels for feedback and resolution. The Group monitors customer feedback and satisfaction trends to strengthen quality assurance, enhance service delivery, and support continuous improvement across all operations.

Regarding customer and product safety, Epicon reports no substantiated complaints involving breaches of customer privacy, data loss, or regulatory notifications. There have been no incidents of non-compliance with health and safety regulations or voluntary codes, and no product recalls have been issued for safety reasons. Epicon's approach aligns with recognised best practices in product safety and quality management, incorporating proactive risk identification and mitigation measures to safeguard customers and uphold trust.

In FYE2025, Epicon achieved a customer satisfaction score of 82%, exceeding its target of 75%. These results were obtained through Epicon's customer satisfaction survey conducted across its operations.

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Environmental Topics

Epicon integrates environmental considerations into project execution through practical site controls and responsible resource management. Our focus areas include waste management, pollution control, resource efficiency and, where relevant, biodiversity considerations, supported by appropriate materials and methods, employee awareness and stakeholder engagement.

Climate Change

Climate change continues to shape the operating environment for the construction and project-based sectors, with potential implications for project delivery, cost structures, asset performance and regulatory compliance. Physical impacts such as extreme weather events, as well as longer-term transition considerations arising from evolving policies, standards and stakeholder expectations, underscore the need for organisations to progressively strengthen their climate-related risk management practices.

In this context, Epicon recognises climate change as an emerging risk consideration within the Group's broader sustainability and enterprise risk landscape. In line with evolving regulatory expectations, including the introduction of the NSRF, the Group acknowledges its obligation to disclose climate-related risks and opportunities ("CRROs") by FY2026.

As part of its preparatory efforts, the Group references TCFD to guide improvements in climate-related governance and disclosures, as a stepping stone towards alignment with IFRS S2 as internal data and capabilities mature.

In 2026, Epicon plans to conduct a Climate Risk Assessment to evaluate exposure to physical and transition risks and related operational and financial implications. The assessment will involve relevant operational functions and, where appropriate, external support, with findings used to strengthen risk management and future disclosure.

Following the Climate Risk Assessment, Epicon will integrate climate-related considerations into its existing enterprise risk management processes, in line with the Group's Risk Management Policy and established oversight mechanisms.

In the interim, Epicon has begun considering climate adaptation measures within its operations and project execution activities, focusing on practical and site-specific responses to climate-related impacts where relevant. These include efforts to improve operational carbon management through monitoring of fuel and energy use at project sites, promoting awareness and training among employees on climate-related practices, and considering the use of more environmentally friendly materials where feasible.

In terms of longer-term direction, Epicon's approach to climate-related considerations is informed by national development priorities and relevant international frameworks, including the Malaysia Plan and the Paris Agreement. The Group also recognises Malaysia's National Energy Policy 2022–2040 and the National Energy Transition Roadmap ("NETR") as important reference points in shaping the country's energy transition pathway. While Epicon does not currently operate under a formal climate or decarbonisation strategy, it continues to monitor policy developments and emerging practices, and considers relevant initiatives on a selective basis, considering operational suitability, commercial viability and project-specific requirements.

SUSTAINABILITY STATEMENT 2025
cont'd

Governance *Recommended Disclosure a)* *Describe the board's oversight of climate-related risks and opportunities.* *Recommended Disclosure b)* *Describe management's role in assessing and managing climate-related risks and opportunities.*	The Board maintains ultimate oversight of all sustainability matters, including climate-related risks and opportunities. Oversight is exercised as part of the Board's broader governance responsibilities, with sustainability-related matters tabled for discussion through periodic updates and briefings. These updates provide visibility on emerging sustainability considerations, regulatory developments and related risks relevant to the Group's operations. At the management level, a Sustainability Steering Committee was established in 2025 to support coordination and implementation of sustainability-related matters, including climate-related considerations. The Committee comprises representatives from management and relevant operational functions and serves as a platform to facilitate information-sharing, monitor emerging sustainability issues and support the integration of sustainability considerations across business units. The Sustainability Steering Committee supports Management in monitoring climate-related risks and developments, coordinating inputs across functions and providing updates to senior management and the Board where appropriate. This governance arrangement enables climate-related matters to be considered within existing management and oversight structures, while reflecting the Group's current stage of sustainability governance maturity. Further details on the Group's governance structure are set out in the Sustainability Governance section.
Strategy *Recommended Disclosure a)* *Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.* *Recommended Disclosure b)* *Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.*	Climate-related risks and opportunities are considered within the context of Epicon's operating environment and business planning over short-, medium- and long-term time horizons. These considerations include both transition-related factors, such as evolving regulatory requirements and stakeholder expectations, as well as physical factors associated with changing weather patterns and climate conditions. **Short term (0–2 years)** In the short term, climate-related considerations are primarily associated with increasing regulatory and disclosure requirements, including preparatory efforts to enhance internal awareness, data readiness and reporting processes. The Group also monitors potential operational impacts arising from weather-related events that may affect project execution and site activities. **Medium term (2–10 years)** Over the medium term, Epicon recognises that further developments in sustainability-related regulations, standards and market expectations may influence aspects of operational planning and cost management. Physical climate risks, such as more frequent extreme weather events, may also have implications for project scheduling and supply chain coordination. These considerations are expected to be examined in greater detail as part of the Group's planned Climate Risk Assessment. **Long term (>10 years)** Over the longer term, the Group acknowledges that more pronounced physical climate impacts, including changes in climate patterns and the increased frequency or severity of extreme weather events, may affect asset performance and project delivery timelines. In parallel, longer-term transition considerations may present opportunities to adopt more sustainable practices and technologies, subject to commercial viability and operational suitability. At this stage, climate-related risks and opportunities are not embedded as standalone drivers of the Group's strategic or financial planning processes. These considerations are expected to be progressively refined as Epicon advances its climate risk assessment efforts and strengthens internal governance and data capabilities.

Risk Management *Recommended Disclosure a)* *Describe the organisation's processes for identifying and assessing climate-related risks.* *Recommended Disclosure b)* *Describe the organisation's processes for managing climate-related risks.* *Recommended Disclosure c)* *Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.*	Epicon's approach to risk management is governed by its Risk Management Policy, which establishes a structured framework for the identification, assessment and management of enterprise-level risks. This framework provides the basis through which sustainability-related risks, including climate-related risks, may be incorporated as the Group's risk management practices continue to evolve. The Group's risk identification and evaluation processes comprise several established elements. Materiality assessments are conducted to determine the relative significance of identified risks. Regular management meetings provide a forum for discussing emerging risks and trends, while inputs are gathered from across relevant departments to support a broad understanding of potential risk exposures. These processes take into account changes in the business environment, regulatory developments and emerging sustainability-related considerations. At this stage, climate-related risks have not been assessed through a standalone or formalised climate risk assessment process. Risk identification and assessment activities are primarily focused on operational, financial and regulatory risks, informed by management inputs and ongoing monitoring of the Group's operating environment. Sustainability-related considerations are expected to be progressively introduced into these processes as internal capabilities, data availability and governance arrangements mature. The Group maintains a central risk register to document and track identified risks and corresponding mitigation actions. The risk register is reviewed and updated periodically to reflect changes in the business and external environment. Significant risks and emerging issues are escalated through established management and governance channels for oversight, in line with the Risk Management Policy. Following the completion of the Group's planned Climate Risk Assessment, climate-related risks that are identified as having potential financial or operational implications are expected to be evaluated and managed within the existing enterprise risk management framework. This approach is intended to support consistency in risk identification, assessment and monitoring, while allowing climate-related risk management practices to be embedded in a structured and proportionate manner over time.
Metrics and Targets *Recommended Disclosure a)* *Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process.* *Recommended Disclosure b)* *Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.*	At this stage, Epicon's climate-related metrics are primarily focused on greenhouse gas ("GHG") emissions reporting. The Group reports Scope 1, Scope 2 and selected Scope 3 emissions, with Scope 3 currently limited to employee commuting and business travel. GHG emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, using relevant emission factors and global warming potential values based on internationally recognised references. These metrics provide a baseline understanding of the Group's emissions profile and support ongoing monitoring efforts. Epicon has not established formal climate-related targets. Climate-related metrics and targets will continue to be reviewed as the Group's data availability, internal capabilities and regulatory reporting requirements evolve. Further information on energy consumption and emissions is set out in the Energy and Emissions Management section.

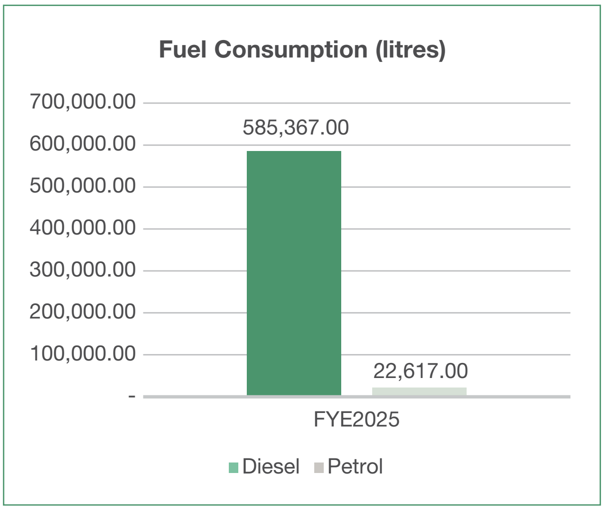
SUSTAINABILITY STATEMENT 2025
cont'd

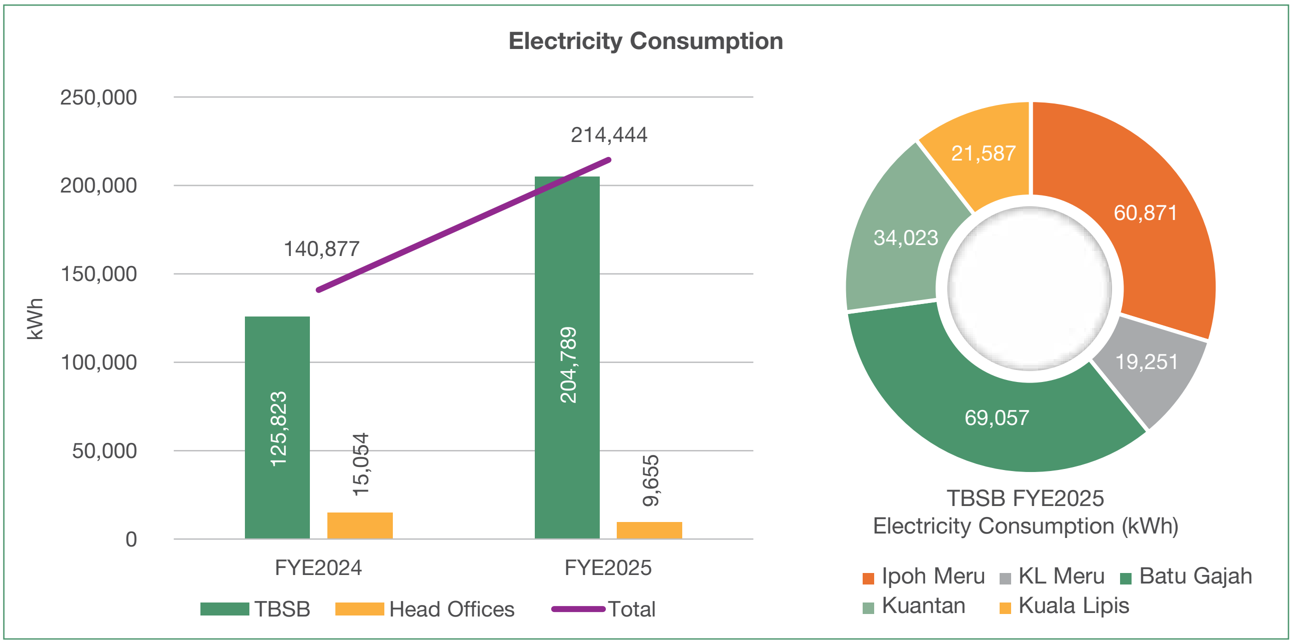
Energy and Emissions Management

Energy consumption represents a key operational input across Epicon's business activities, supporting day-to-day operations, project execution and administrative functions. As a construction and project-based group, the Group's energy use is primarily associated with transportation-related activities and electricity consumption across offices and site offices.

The Group's approach to energy use is guided by a commitment to managing energy consumption responsibly and supporting operational efficiency across its activities, as energy use considerations are addressed through day-to-day operational practices. Where practicable, the Group seeks to reduce unnecessary energy consumption and improve efficiency through prudent use of vehicles and equipment, basic efficiency considerations in site operations, and employee awareness on responsible energy use.

In FYE2025, Epicon commenced tracking fuel consumption for onsite activities, expanding data coverage beyond company vehicle usage and providing a more comprehensive view of operational energy consumption. As such, the Group's energy profile comprises the combustion of fossil fuels, including petrol and diesel used for onsite operational activities, company vehicles, as well as purchased electricity consumed to power offices and site offices.





During the financial year, the Group recorded fuel consumption of 585,367 litres of diesel and 22,617 litres of petrol, as well as purchased electricity consumption of 214,444 kWh across its offices and sites. Based on these inputs, Epicon's total energy consumption for the year amounted to 21,169.34 GJ. While this represents a significant increase compared to the previous financial year, it is primarily attributable to the expanded data collection coverage. Total energy consumption is also benchmarked against annual revenue to provide a normalised view of energy use relative to business activity. During the year, the Group recorded energy consumption of 115.24 GJ per RM million of revenue, supporting ongoing monitoring of energy use trends over time.

	FYE2024	FYE2025
Total Energy Consumption (GJ)	879.41	21,169.34
Energy Intensity (GJ/RM'mil)	4.66	115.24

Epicon recognises that climate change, including greenhouse gas ("GHG") emissions arising from business activities, represents an important environmental consideration for the Group. In response, Epicon seeks to manage climate-related impacts in a responsible manner by improving visibility over energy consumption and associated emissions, and by strengthening internal awareness of climate-related considerations across its operations.

Where feasible, Epicon seeks to reduce or avoid unnecessary emissions through improved operational efficiency, prudent use of vehicles and equipments, and responsible energy consumption practices. Building on the Group's initial exploration of renewable energy solutions, Epicon has continued deploying solar-powered spotlights across selected active sites to support more efficient energy use during site operations. This initiative reduces reliance on grid electricity for temporary lighting needs while providing a practical introduction to renewable energy applications within the Group's operational environment.

For the reporting period, the inventory covers five active sites under TBSB as well as the Group's head office operations. Emissions are categorised into Scope 1, Scope 2 and selected Scope 3 categories to provide a structured overview of direct and indirect emissions sources.

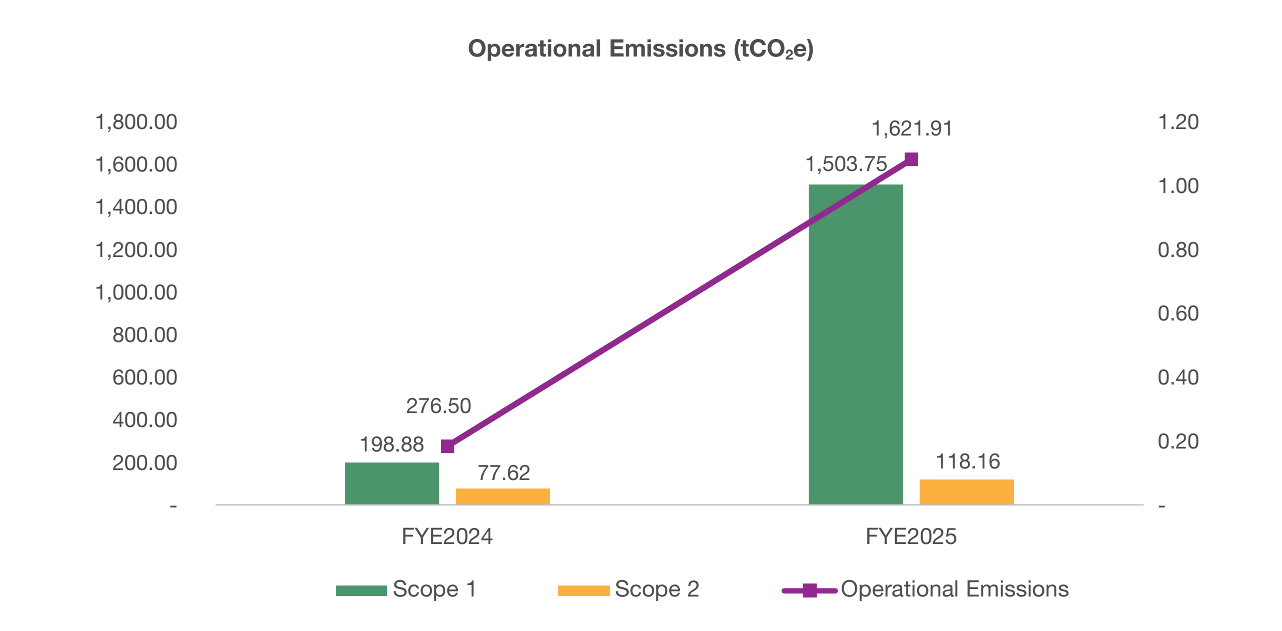
Scope 1	Scope 2	Scope 3
• Direct emissions from sources owned or controlled by the Group, primarily relating to the consumption of diesel and petrol by company vehicles.	• Indirect emissions from the generation of purchased electricity consumed across offices and site offices. These emissions arise outside the Group's direct operational control but are a consequence of electricity use required to support business activities.	• Include other indirect emissions occurring across the value chain that are not captured under Scope 2. The Group's current scope 3 reporting is limited to the categories of employee commuting and business travel. These emissions were calculated using a distance-based methodology, based on travel distances and relevant emission factors.

One key enhancement in FYE2025 relates to improvements in the Group's data collection and emissions calculation methodology. In FYE2024, Scope 1 emissions were estimated based on vehicle mileage data multiplied by engine-specific emission factors (g/km), derived from technical specifications provided by vehicle manufacturers. In FYE2025, enhancements to data collection enabled the Group to obtain absolute operational data on fuel consumption, allowing Scope 1 emissions to be calculated directly.

In FYE2025, the Group recorded total operational GHG emissions of 1,621.91 tCO_2e, covering Scope 1 and Scope 2 emissions. The increase primarily reflects the trends in fuel use and energy consumption following the commencement of onsite fuel consumption tracking, which enhanced the completeness of operational data.

SUSTAINABILITY STATEMENT 2025
cont'd

During the year, the Group also recorded operational emissions intensity of 9.05 tCO_2e per RM million of revenue, supporting ongoing monitoring of emissions trends as reporting practices continue to evolve.



Note: Scope 1 emissions factors and Global Warming Potential (GWP) values are retrieved from the Intergovernmental Panel on Climate Change (IPCC) database. Meanwhile, the emission factor used for grid electricity is based on the United Nations Framework Convention on Climate Change (UNFCCC) Harmonised Grid Factors 2021.

In addition, Epicon recorded Scope 3 greenhouse gas emissions of 3,011.88 tCO_2e, covering two categories, namely employee commuting and business travel. Scope 3 disclosures are expected to be expanded progressively as data collection processes and reporting capabilities continue to develop.

Scope 3 Categories	FYE2024*	FYE2025
Employee Commuting	1,860.66	**2,994.64**
Business Travel	12.30	**17.24**
Total Scope 3 Emissions	1,872.96	**3,011.88**

Notes:

- *The emission factors used are based on the United States Environmental Protection Agency (EPA) GHG Emission Factors Hub, while Global Warming Potential (GWP) values are retrieved from the Intergovernmental Panel on Climate Change (IPCC) database.*
- *Past year data on Scope 3 emissions have been restated following the enhancement in calculation methodology.*

Employee Commuting Initiative

To support more efficient commuting and help manage emissions associated with employee travel, Epicon provides a shuttle service for employees working at our corporate office, connecting the office to nearby public transport. By offering a practical first-/last-mile option, the shuttle encourages greater use of public transport and can help reduce reliance on single-occupancy vehicle trips where feasible. This supports improved commuting convenience for employees while contributing to broader efforts to manage Scope 3 emissions from employee commuting, which the Group currently tracks as part of its Scope 3 reporting boundary.

Waste Management

Waste generation is inherent in construction activities due to the intensive use of raw materials and the temporary nature of project sites. While construction waste may pose environmental risks including increased landfill burden, resource depletion and potential contamination of soil and water sources, effective waste management offers opportunities to improve resource efficiency, reduce operational costs and minimise environmental impact.

Building on the previous year's commitment to strengthen waste data management, Epicon continued to enhance its waste management practices across its operational sites and head office in FYE2025, wherever feasible. These efforts include promoting responsible waste segregation and encouraging the application of reduce, reuse and recycle (3R) principles in daily operations.

At the corporate level, Epicon remains committed to eliminating single-use plastics at its head office, progressing towards a zero single-use plastic environment. This initiative not only reduces waste generation but also promotes behavioural change across the organisation, reinforcing practical adoption of sustainable consumption practices among employees. As part of fostering a culture of reuse, the Group also encourages employees to donate reusable items such as toys and other household items to communities in need. This small but meaningful initiative helps extend the useful life of items while supporting charitable causes, demonstrating the practical application of circular economy principles within the organisation.

In FYE2025, Epicon recorded the following waste performance:

Waste Management Data (tonnes)	FYE2025
Waste generated	31.8
Hazardous waste	0
Non-hazardous waste	31.8
Waste diverted from disposal	0
Waste directed to disposal	31.8

From previous year's initial data collection at Ipoh Meru, FYE2025 marks a continued effort to expand the reporting scope towards collecting waste data from Batu Gajah project site as well where a total of 31.8 tonnes of non-hazardous waste material were generated. The Group managed the disposal of the waste generated at both sites through third-party contractors.

In line with the Group's commitment to strengthening waste management and advancing circular economy practices, future initiatives will focus on reducing waste generation through improved construction methods and enhanced operational efficiency, while promoting responsible waste management practices across all operations.

As part of these efforts, the Group intends to increase waste diversion from disposal through recycling and material reuse initiatives. These measures are expected to reduce landfill dependency and lower indirect environmental impacts associated with virgin material extraction and processing. The Group will progressively implement recycling programmes aimed at recovering recyclable materials and reusing suitable materials for upcoming projects where feasible.

Water Management

Water is a critical resource for the construction industry, which accounts for approximately 15–16% of global freshwater consumption. For Epicon, water is essential for operational activities such as construction processes, site cleaning, curing works, and daily building operations. As climate variability and water stress intensify globally, responsible water management has become increasingly important for maintaining operational continuity, ensuring regulatory compliance, and managing long-term costs.

Epicon sources its water primarily from third-party municipal water supply, supplemented by on-site rainwater harvesting initiatives. To reduce reliance on freshwater, rainwater harvesting systems have been implemented for uses such as on-site toilet flushing and selected operational activities, supporting the Group's broader water recycling efforts. Epicon continues to explore opportunities to expand these initiatives across its operations.

SUSTAINABILITY STATEMENT 2025
cont'd

In addition, the Group adopts responsible sourcing practices by operating in areas with low water stress, thereby minimising water-related risks and reinforcing its commitment to sustainable resource management.

Water consumption by source (m^3):	FYE2024	FYE2025
• Rainwater	0	**34,358**
• Third-party water	23,014	**43,867**
Total water consumption (m^3)	23,014	**78,225**
Group water intensity (m^3/RM '000)	0.122	**0.426**

Note: Past year data on water intensity have been restated following the enhancement in calculation methodology by using the direct economic value generated as a standardised metric to calculate intensity.

In FYE2025, Epicon's total water consumption amounted to 78,225 m^3, with the Group's absolute water intensity increasing to 0.426 m^3 / RM '000. This increase was primarily driven by higher construction activity levels and the expansion of active project sites during the reporting period. In addition, improvements in data collection across project sites contributed to more comprehensive reporting of water usage. The Group is in the process of further strengthening and refining its water data tracking systems and will continue enhancing data completeness and accuracy in the coming years.

Meanwhile, water discharge from construction sites is managed to mitigate risks of soil and surface water contamination. For instance, effluent quality monitoring at the Kuala Lipis site in FYE2025 assessed key physical and chemical indicators of water quality, including temperature, pH, dissolved oxygen, turbidity, suspended solids, BOD_5, COD, and others. The results were within acceptable ranges, indicating that discharged water was properly managed to minimise risks of soil and surface water contamination and broader environmental impact.

As operations expand, water demand increases alongside associated environmental risks. Through structured monitoring, controlled discharge management and the gradual introduction of rainwater harvesting alongside municipal supply, Epicon integrates responsible water stewardship into project delivery. Additionally, establishing a baseline in FYE2025 will support measurable reduction targets in the coming years and strengthen long-term resource efficiency and resilience.

Materials and Resource Management

The construction sector is very material-intensive, where the selection, use, and management of building materials have significant environmental, operational, and cost implications. Epicon recognises that responsible materials management is critical to reducing embodied carbon, minimising waste, improving resource efficiency, and supporting safer, more durable buildings while maintaining construction quality and project delivery timelines.

Building up on previous year's commitment to strengthen materials data monitoring, FYE2025 represents an important step forward in quantifying Epicon's material footprint across active project sites. While full standardisation of material data collection remains in progress, the Group has consolidated available site-level data into a preliminary baseline to inform future performance tracking and target-setting.

Notable sustainable materials used in our operations, with their benefits, are listed below:

Construction Material Usage Data (tonnes)	FYE2025
Concrete products	**62,693.83**
Metal	**765.15**
Timber	**476.02**
Fibreglass	**5,124.14**
Cement	**12,128.78**
Bricks	**150,435.58**
Sand	**15,743.75**
Total material used for construction	**247,367.25**

Note: Total materials are calculated based on available data in consistent units (tonnes). Data collection for other vital materials will be standardised and expanded in subsequent reporting periods.

SUSTAINABILITY STATEMENT 2025
cont'd

Besides traditional methods of constructions, Epicon also continues to prioritise lower-impact construction systems that reduce embodied carbon, material wastage, and site inefficiencies.

Notable sustainable materials and methods adopted include:

Material	Sustainable Benefits
Industrialised Building System wall panels (ACOTEC & AcoLITE wall panel system)	Used for non-load-bearing wall applications, Epicon adopts the ACOTEC wall panel system across all five (5) active sites. As a prefabricated IBS solution, it supports more efficient construction through improved material optimisation and reduced on-site wet trades, which can help minimise off-cuts and rework, reduce construction waste, and shorten installation time, contributing to lower site disturbance (e.g., dust and noise) and more controlled resource use. Key Features & Benefits: • Cost-effective solution with long-term value • Enhances thermal comfort and supports energy savings • Eco-friendly and supports sustainable construction • Lightweight design for easier handling and installation • Time-saving during construction process • High durability for long-term performance • Impact resistant, suitable for robust applications • Sound resistant, improves acoustic performance • Fire resistant, enhances safety standards • Water resistant, suitable for various environments • Hackable wall feature for flexible modification and maintenance
Aluminium framework	Highly durable and reusable across multiple projects, this formwork is 100% recyclable with high scrap value at end-of-life, eliminating the need for timber or plywood.
Fibreglass bars	Used for concrete reinforcement, these bars require less concrete than steel alternatives, reducing CO_2 emissions by up to 70%, lowering concrete and water usage, and are both reusable and recyclable.

Given the scale of material use particularly bricks, concrete, cement, and sand, Epicon recognises the associated risks of resource depletion, higher embodied emissions, and construction waste. To manage these impacts, the Group prioritises IBS and modular construction where feasible, deploys reusable aluminium formwork systems, substitutes steel with fibreglass where structurally appropriate, and optimises material planning to minimise off-cuts, reduce rework and improve material utilisation, thereby reducing waste and unnecessary resource use.

In FYE2025, Epicon expanded the application of ACOTEC wall panel systems across all five (5) active sites as part of its IBS approach, supporting more efficient material use and helping to reduce on-site wet trades.

Epicon continues to utilise aluminium formworks for most of its structural walls. Conventional bricks and reinforced concrete (RC) walls are replaced with aluminium formwork and precast IBS panels, which are highly reusable and, where applicable, recyclable, while reducing on-site waste, supporting faster construction cycles and delivering high-quality concrete finishes with the potential to reduce rework and associated material use compared to conventional methods (subject to project design and site execution). This material strategy, complemented by fibreglass reinforcement that improves concrete durability and reduces reliance on steel, enhances build quality and lifecycle performance while lowering environmental impact through reduced resource consumption and waste generation.

By embedding sustainable materials into mainstream construction practices, Epicon demonstrates that environmental stewardship and business performance can advance together, delivering safer buildings, lower environmental impact, and stronger long-term value creation.

SUSTAINABILITY STATEMENT 2025
cont'd

Biodiversity Management

Epicon recognises that construction activities, while essential for economic development, can pose risks to local ecosystems through land disturbance, habitat fragmentation, noise, dust, and resource use. At the same time, responsible project planning and site management present meaningful opportunities to protect natural assets, enhance ecological resilience, and support community well-being.

By practice, Epicon adopts responsible site management measures to minimise environmental risks to surrounding habitats, including controlled site clearing, erosion and sediment control, proper waste handling, and careful water discharge management, in line with project requirements and relevant regulatory expectations.

The Group also seeks to balance development needs with environmental protection by preserving existing vegetation where structurally possible where site conditions and safety considerations allow and continues to engage local communities to understand environmental concerns near project sites, particularly in environmentally sensitive areas, mainly via various regulatory engagements prior to construction.

In addition to site-based controls, Epicon supports community-based environmental stewardship through targeted greening and biodiversity awareness initiatives. In collaboration with Free Tree Society ("FTS") Bangsar Nursery, an NGO that promotes environmental education and distributes plants, 20 Epicon participants took part in on-ground activities such as tree planting, weed clearing and composting. Plant species included roses, cranberry hibiscus, allamanda, turnera, longan and lark daisy. Where relevant, Epicon references publicly available conservation information (e.g., IUCN Red List listings where available) to avoid planting species that are known to be threatened or ecologically unsuitable, while prioritising practical and educational value for community greening.

Epicon also contributed to a separate community greening effort through a "Fruit Trees Farming" programme in conjunction with National Vegetarian Day, which included the planting of 40 papaya trees and the contribution of an automatic irrigation system to support plant establishment and ongoing maintenance.

	FYE2025
Number of Trees Planted	
Cumulative number of trees planted	**209**
Number of trees planted by year	**209**
Number of Trees Planted as categorised based on the International Union for Conservation of Nature Red List ("IUCN Red List")	
Endangered	**0**
Vulnerable	**54**
Least concern	**155**

In FYE2025, a total of 209 trees were planted through these initiatives. Based on referenced conservation listings, 54 were categorised as Vulnerable and 155 as Low Risk. The Group is currently in the process of developing a historical tree-planting database to strengthen internal biodiversity tracking and monitoring over time. As records are progressively consolidated, the cumulative number of trees planted is expected to increase.

Environmental Compliance

Following from previous year, Epicon remains committed to conducting business in an environmentally responsible manner by complying with all applicable laws, regulations, and standards while progressively strengthening its environmental management practices. The Group recognises that construction activities may pose potential environmental risks including air emissions, noise disturbance, and site runoff and therefore adopts a precautionary approach to minimise adverse impacts while supporting responsible project delivery.

Epicon maintains strict oversight of environmental performance across all operations in accordance with Department of Environment ("DOE") requirements including stringent environmental and social impact assessments Regular monitoring of site conditions, targeted pollution checks where necessary, and internal controls are in place to ensure ongoing compliance. Building up on previous year's goals and efforts, the Group has conducted environmental due diligence to key suppliers through a structured screening process.

Environmental Compliance Data	FYE2024	FYE2025
Total costs of environmental fines and penalties during financial year	0	**0**
Number of incidents of non-compliance with environmental permits, standards or regulations	0	**0**

Besides that, in FYE2025, Epicon recorded zero environmental fines or non-compliance incidents, demonstrating effective controls and a strong culture of regulatory adherence. Maintaining this record reduces legal, operational, and reputational risks while reinforcing stakeholder confidence.

In parallel, noise management at all construction sites was overseen by enforcing permissible working hours, implementing mitigation measures such as acoustic barriers and equipment maintenance, and ensuring compliance with local authority requirements. These practices help minimise disturbance to surrounding communities while enabling efficient project delivery.

SUSTAINABILITY STATEMENT 2025
cont'd

Social Topics

Epicon recognises that a capable, healthy, and engaged workforce is fundamental to sustainable business performance and long-term value creation. Guided by this principle, the Group is committed to fostering a safe, inclusive, and supportive working environment that enables employees to perform at their best while safeguarding their well-being.

Our approach to social responsibility is anchored in four key priorities:
- ➢ Upholding human rights and fair labour practices,
- ➢ Promoting talent management and development,
- ➢ Ensuring diversity, equity and equal opportunity, and
- ➢ Maintaining high standards of occupational health and safety.

By investing in our people and embedding strong governance over workplace practices, Epicon enhances operational resilience, productivity, and organisational stability, while reducing social and reputational risks. Beyond the workplace, Epicon extends its responsibility to the communities in which it operates through targeted engagement and outreach initiatives. Through constructive dialogue, collaboration, and community support programmes, the Group seeks to contribute positively to social well-being, build trust with local stakeholders, and create shared value that supports both community development and sustainable business growth.

Diversity and Equal Opportunities

Rooted in Malaysia's multicultural and multi-ethnic landscape, Epicon continues to integrate diversity, equity, and inclusion ("DEI") as a fundamental pillar of its talent management strategy. This commitment is overseen at the Group level by the Human Resource Management function, which ensures that inclusive hiring practices, equitable opportunities for career progression, and a respectful workplace culture are consistently embedded across operations. Epicon recognises that a diverse workforce strengthens decision-making, innovation, and organisational resilience, while reducing social and reputational risks and fostering greater collaboration, employee engagement, and long-term business sustainability.

For FYE2025, Epicon's total workforce comprised 79 employees, with 100% of employees recruited locally for the third consecutive year. This approach supports local economic participation while reducing environmental impacts associated with long-distance commuting and relocation. At the same time, the Group remains attentive to diversity and representation within its workforce.

As Epicon's core business is construction, the workforce composition reflects prevailing industry norms, where male participation remains higher. Nevertheless, the Group does not practise discrimination in its hiring process. Recruitment and talent selection are conducted strictly based on merit, qualifications, and job requirements. The movement in gender representation during the year reflects workforce expansion, project-based hiring patterns, and the availability of suitably qualified candidates within the construction sector. Epicon remains committed to promoting balanced representation across gender, ethnicity, and employee categories, in line with its principles of fairness, diversity, and equal opportunity.

Total Workforce

FYE2025: 79
(FYE2024: 85)
(FYE2023: 53)

Employee Gender Diversity

FYE2025:

	FYE2025	FYE2024
Male	57%	(FYE2024: 65%)
Female	43%	(FYE2024: 35%)

Type of Employment

FYE2025:

	FYE2025	Prior years
Permanent	58%	(FYE2024: 52%) (FYE2023: 38%)
Contract/ Temporary	42%	(FYE2024: 48%) (FYE2023: 62%)

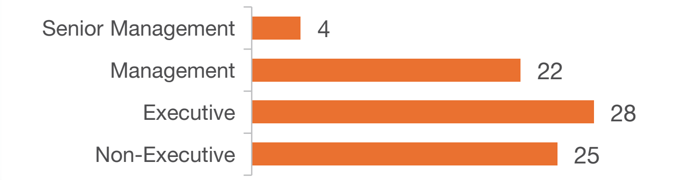
SUSTAINABILITY STATEMENT 2025
cont'd

Employee Nationality

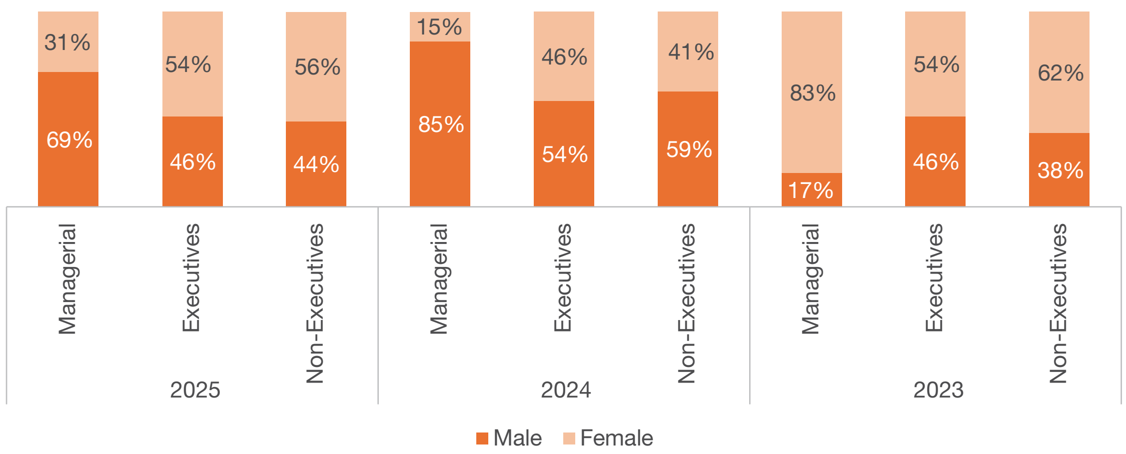
FYE2025: 100%
(FYE2024:100%)
(FYE2023:100%)

Local Employees

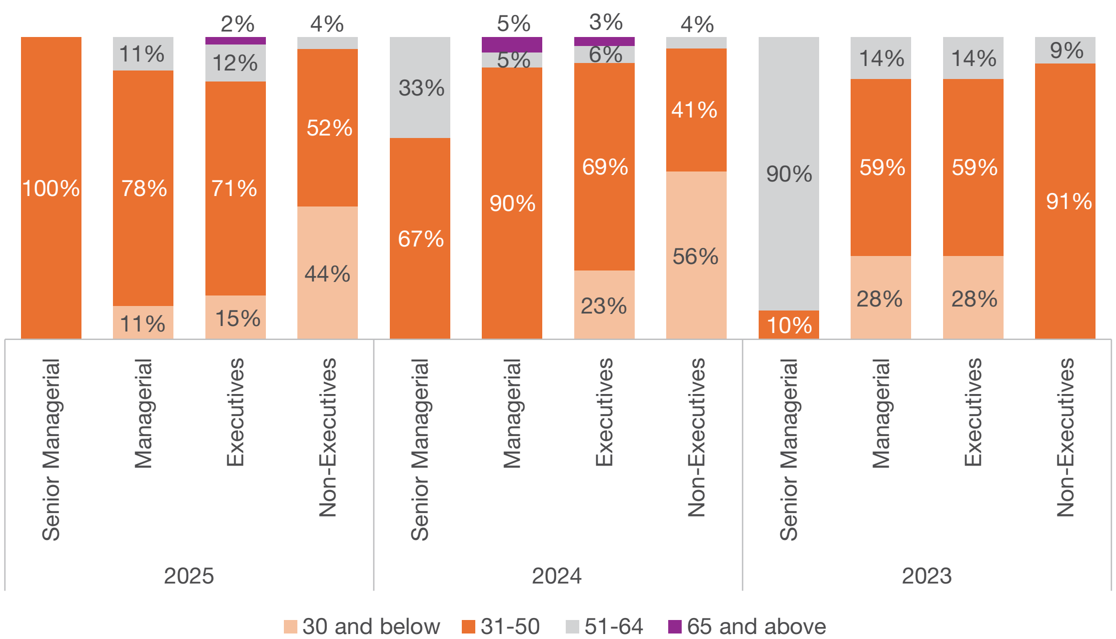
Employment Categories in FYE2025



Gender Diversity by Employee Category



Age Diversity by Employee Category



SUSTAINABILITY STATEMENT 2025
cont'd

Consequently, Epicon continues to maintain a zero-tolerance stance on discrimination, ensuring that all employment decisions including recruitment, promotion, remuneration, and development are based solely on merit, professional competence, and performance. The Group explicitly prohibits discrimination on the basis of gender, age, race, religion, background, sexual orientation, or disability.

	FYE2023	FYE2024	FYE2025
Incidents of discrimination	0	0	**0**

To strengthen workplace safeguards, Epicon has established formal channels for employees to raise concerns confidentially and without fear of retaliation. Further details on grievance mechanisms are set out in the Labour and Human Rights section.

While risks such as unconscious bias or uneven representation may exist, Epicon mitigates these through clear policies, inclusive recruitment practices, and formal reporting channels, including the Group's whistleblowing policy and grievance mechanisms. These measures strengthen transparency and accountability while reinforcing employee trust and workplace cohesion.

Talent Management

Epicon acknowledges its people as its most valuable asset and a key driver of sustainable business performance. The Group continues to strengthen its talent management framework guided by Human Resources ("HR") team to build a capable, engaged, and ethically grounded workforce that can adapt to evolving business and industry demands.

Epicon provides structured guidance to employees through its Employee Handbook, which sets out workplace standards, rights, and responsibilities, while the Employee Code of Conduct reinforces integrity, professionalism, and accountability in all internal and external interactions. Together, these frameworks promote consistency, fairness, and trust across the organisation.

Additionally, performance development remains central to Epicon's approach. Annual performance appraisals are conducted to support constructive feedback, identify skills development needs, and align individual contributions with the Group's strategic priorities. This process strengthens productivity, clarifies career progression pathways, and supports succession readiness.

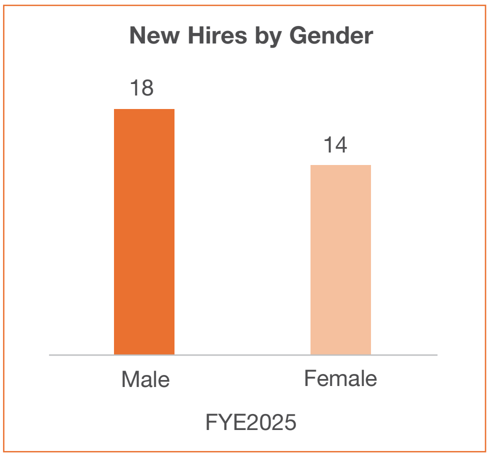
In FYE2025, Epicon conducted its Employee Satisfaction Survey, achieving an overall employee satisfaction score of 87%. The survey provides valuable insights into employee engagement, workplace culture, and organisational practices. The findings will guide continuous improvements in training initiatives, employee well-being programmes, and workplace policies to further strengthen the Group's human capital development.

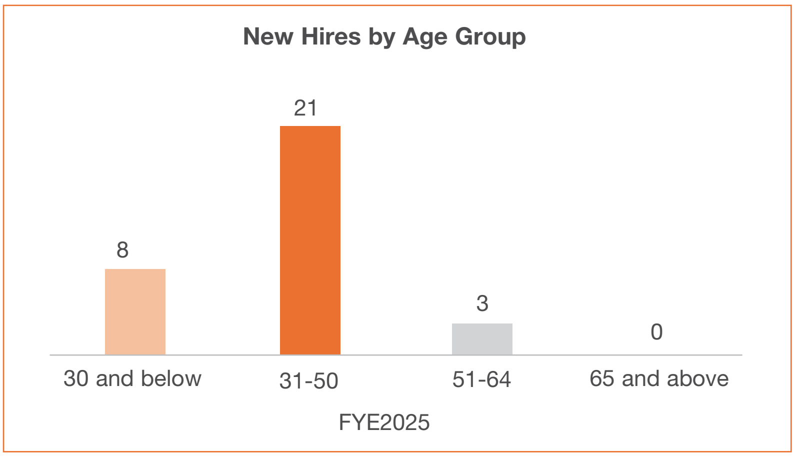
Hiring and Retention

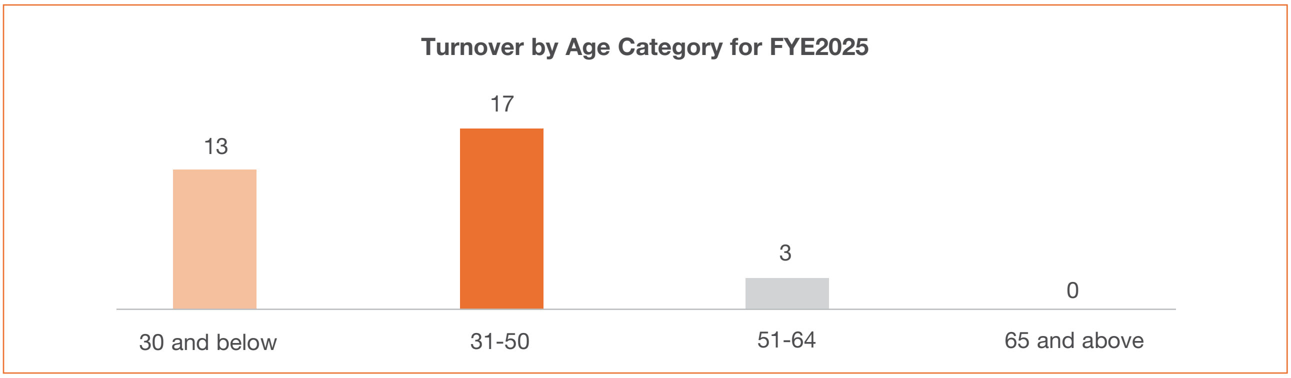
Epicon recognises that its people are central to its ability to deliver projects responsibly, adapt to industry changes, and create long-term value. As the construction landscape evolves and project pipelines expand, the Group continues to strengthen its approach to hiring and retention to build a capable, committed, and future-ready workforce.

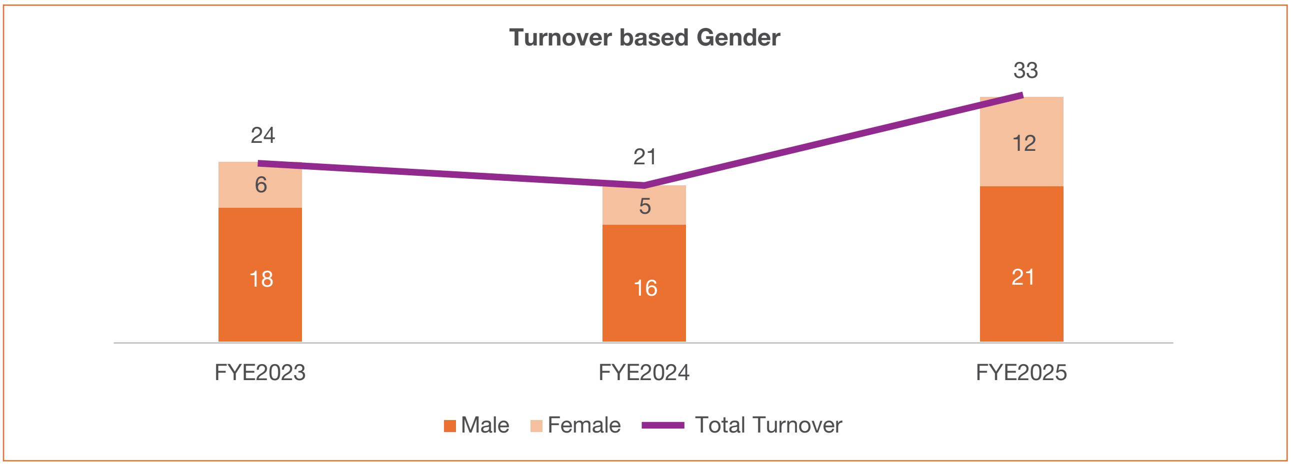
In FYE2025, the Group welcomed 32 new employees into the organisation, strengthening the talent pool required to support its growing project portfolio and operational needs. During the same period, 33 employees exited the organisation, corresponding to a turnover rate of approximately 41.8% based on a full-time workforce of 79 employees. Workforce mobility is relatively common within the construction industry due to its project-based employment structure.

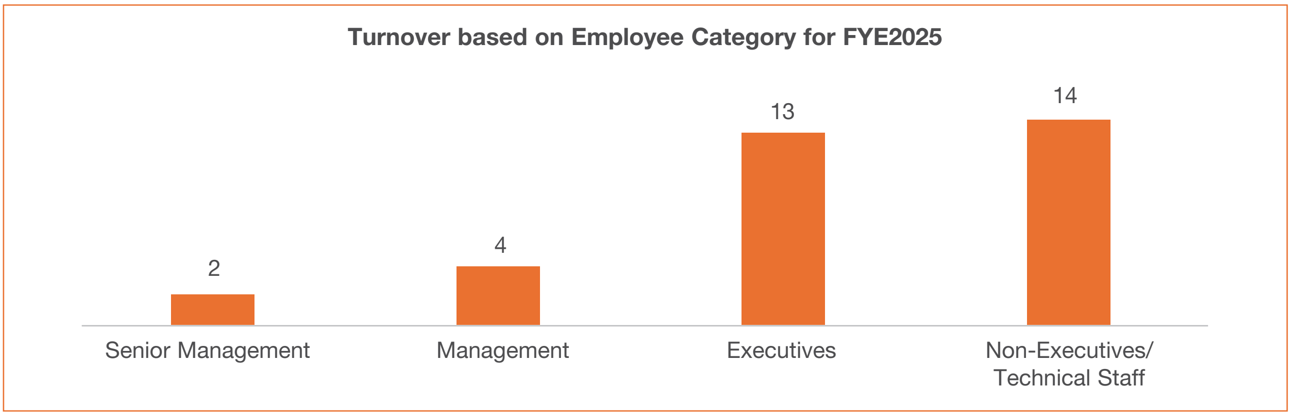
To support workforce stability, Epicon continues to prioritise structured performance evaluations, capability development, and internal career progression opportunities, enabling the Group to strengthen employee engagement while preserving institutional knowledge and organisational resilience.


New Hires by Gender
18
14
Male
Female
FYE2025


New Hires by Age Group
8
21
3
0
30 and below
31-50
51-64
65 and above
FYE2025


Turnover by Age Category for FYE2025
13
17
3
0
30 and below
31-50
51-64
65 and above


Turnover based Gender
24
6
18
21
5
16
33
12
21
FYE2023
FYE2024
FYE2025
Male
Female
Total Turnover


Turnover based on Employee Category for FYE2025
2
4
13
14
Senior Management
Management
Executives
Non-Executives/
Technical Staff

SUSTAINABILITY STATEMENT 2025
cont'd

Employee Benefits and Well-Being

Epicon embeds employee well-being as a core consideration in its approach to sustainable business performance and workforce stability. The Group remains committed to providing fair, competitive, and transparent remuneration, alongside benefits that support health, financial security, and work-life balance. Compensation and statutory contributions are aligned with applicable laws and industry norms, reflecting Epicon's commitment to responsible employment practices while enhancing its ability to attract and retain talent in a competitive labour market.

	FYE2025
Total payments made to employees in terms of salaries, bonuses and benefits (RM)	**9,722,863**
Total statutory payments made for employees' retirement benefits (EPF) (RM)	**1,125,098**
Total payments in medical insurance (SOCSO) for employees (RM)	**310,865**
Other payments made to employees (RM)	**553,277**
Total	**11,712,103**

Parental Leave

Beyond monetary benefits, Epicon supports work-life balance through policies aligned with the Employment Act 1955, including structured maternity and paternity leave provisions. These policies reinforce gender inclusivity, family well-being and equitable workplace participation. Where operationally feasible, flexible working arrangements may also be granted subject to managerial approval, enabling employees to balance professional responsibilities with personal commitments while maintaining productivity.

In FYE2025, 50 employees were eligible for maternity or paternity leave, compared to 75 employees in FYE2024. This variation reflects changes in workforce composition and employee demographics during the reporting period rather than any change in the Group's parental leave policy.

During the year, five employees utilised parental leave, comprising three male employees who took paternity leave and two female employees who took maternity leave. All male employees returned to work following their leave period, while one female employee returned to work within the reporting year.

The return-to-work rate for FYE2025 stood at 100% for male employees and 50% for female employees. Retention is monitored based on employees who remain with the Group 12 months after returning from parental leave. During the reporting period, one employee remained with the Group 12 months after returning from parental leave.

Given the relatively small number of parental leave cases, percentage-based indicators may fluctuate across reporting periods.

		FYE2024	FYE2025
Employees Entitled to Maternity and Paternity Leave		75	**50**
Employees Who Took Paternity Leave		0	**3**
Employees Who Took Maternity Leave		1	**2**
Return to Work Rate*	Male	n/a	**100%**
	Female	100%	**50%**
Retention Rate**	Male	n/a	**33%**
	Female	100%	**-**

* *Return-to-work rate: Percentage of employees returning to work after parental leave out of the total employees scheduled to return after parental leave.*

** *Retention rate: Percentage of employees retained 12 months after returning to work post-parental leave out of the total employees returning from parental leave in the previous reporting period.*

Employee Training and Education

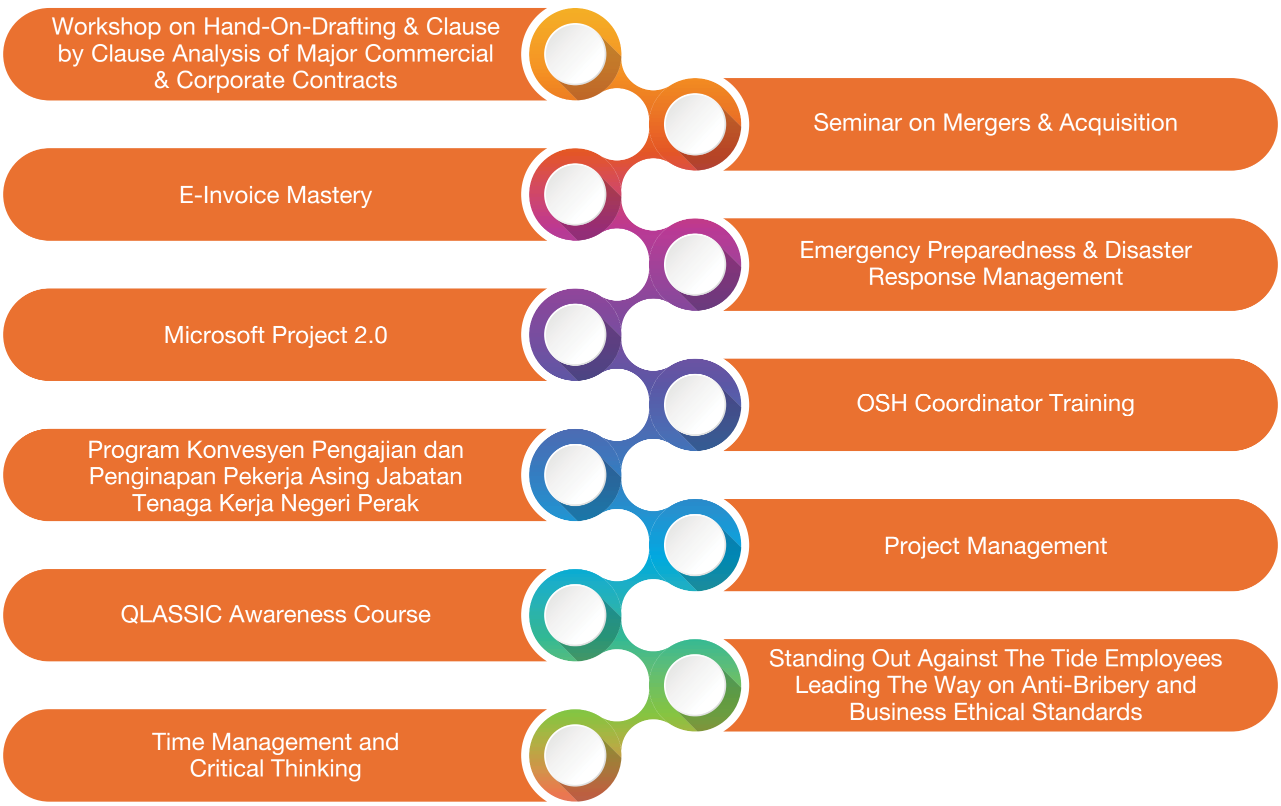
Epicon supports the continuous development of its workforce by providing employees with access to training and learning opportunities that enhance job-related skills, competencies, and workplace effectiveness. The Group's approach to training and development is guided by established internal procedures, with the objective of supporting operational efficiency, productivity, and workplace safety.

Employee training needs are identified through the Group's performance management process, which aligns individual development objectives with departmental and organisational priorities. The Human Resources ("HR") Department oversees the coordination and administration of training programmes, working closely with Heads of Department to ensure that training participation remains relevant to employees' roles and business requirements.

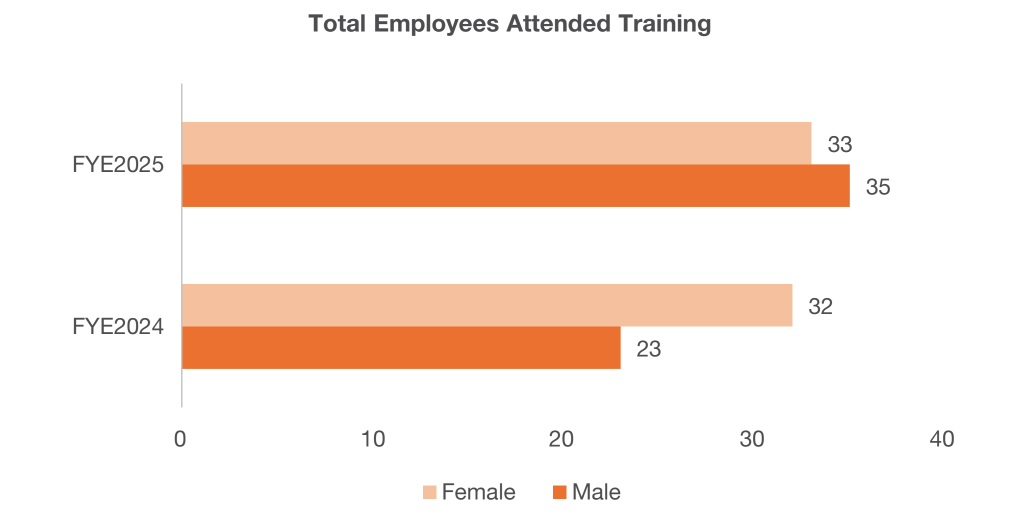
Employees are required to obtain approval from their respective Heads of Department prior to attending external or internal training programmes. Upon approval, HR facilitates the necessary arrangements, including registration, funding applications through the Human Resource Development Corporation ("HRD Corp"), and payment administration, where applicable. In addition to the structured external training programmes, Epicon periodically conducts internal knowledge sharing sessions, technical briefings, and safety-related discussions to reinforce continuous learning within the organisation.

To support the effectiveness of training initiatives, post-training evaluations are conducted to obtain feedback on programme relevance, content quality and overall learning outcomes. Where appropriate, pre- and post-training assessments are also used to assess improvements in knowledge or skills. These evaluations support ongoing refinement of training programmes and help ensure that learning initiatives contribute meaningfully to employee development and organisational needs.

In FYE2025, Epicon recorded a total of 502 of training hours, engaging 68 employees across various development programmes.



SUSTAINABILITY STATEMENT 2025
cont'd



TOTAL TRAINING HOURS

FYE2025
502.0

FYE2024: 546.0
FYE2023: 164.0

TOTAL TRAINING SPEND

FYE2025: RM18,729.00 (RM275.43 per employee)
FYE2024: RM43,361.00 (RM510.13 per employee)

Total training hours by employee category	FYE2024	FYE2025
Senior Management	68.0	**16.0**
Management	200.0	**114.0**
Executive	258.0	**356.0**
Non-Executive	20.0	**16.0**

Average training hours by employee category	FYE2024	FYE2025
Senior Management	22.7	**4.0**
Management	10.0	**5.2**
Executive	7.4	**12.7**
Non-Executive	0.7	**0.6**

Training expenditure decreased in FYE2025, in line with a slight reduction in total training hours, reflecting a deliberate shift towards a more cost-efficient and targeted training approach. In FYE2025, the Group placed greater emphasis on internally conducted training, knowledge sharing sessions and on-the-job learning, which require lower financial outlay while remaining effective in building relevant competencies. The Group also continued to leverage available support mechanisms such as HRD Corp to optimise training costs. External training programmes were more selectively prioritised based on immediate operational needs. Importantly, there was no compromise on training quality, as reflected by continued strong employee participation and the focus on delivering practical, role-relevant learning outcomes.

Epicon also recognises the importance of supporting early talent development. Where feasible, the Group provides internship opportunities for undergraduate students, offering exposure to the construction and project-based industry and practical workplace experience. These initiatives support youth employability and skills development, while contributing to the cultivation of future talent relevant to the Group's operations.

Labour and Human Rights

Epicon recognises its responsibility to respect human rights and uphold fair labour practices across its operations. The Group's approach is informed by applicable local labour regulations and relevant internationally recognised human rights principles, including the United Nations Global Compact ("UNGC") Principles and the United Nations Guiding Principles on Business and Human Rights.

Human Rights

- Principle 1 - Businesses should support and respect the protection of internationally proclaimed human rights
- Principle 2 - Make sure that they are no complicity in human rights abuses

Labour Rights

- Principle 3 - Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
- Principle 4 - The elimination of all forms of forced and compulsory labour
- Principle 5 - The effective abolition of child labour
- Principle 6 - The elimination of discrimination in respect of employment and occupation

Oversight of labour and human rights matters sits within the Board's broader governance responsibilities for sustainability and risk management. Coordination and monitoring are supported by Sustainability Steering Committee with participation from human resource and operational teams.

Labour and human rights considerations are addressed within the Group's broader operational and regulatory risk landscape through existing management oversight, operational controls and compliance with applicable laws and regulations. These processes support the identification and prevention of potential labour-related issues within ongoing operations and new activities, where relevant.

Epicon maintains a zero-tolerance stance towards all forms of modern slavery, including child labour, forced labour and human trafficking. The Group complies with applicable employment and labour laws, including requirements relating to minimum wage, working hours, non-discrimination, freedom of association, and collective bargaining. The Group supports the principle of equal pay for equal work and applies employment practices that are consistent with local legal requirements. These principles form the basis of the Group's employment practices and will be codified through the planned Human Rights Policy.

A grievance mechanism has been formalised to provide employees and, where appropriate, external stakeholders with access to confidential and, where appropriate, anonymous channels to raise concerns without fear of retaliation or reprisal. Matters raised are reviewed and addressed in accordance with internal procedures. The grievance mechanism complements the Group's whistleblowing channel for reportable misconduct and ethical concerns.

FYE2025
Zero substantiated complaints concerning human rights violations

Human rights expectations are communicated to employees and relevant external stakeholders, including business partners, with awareness supported through internal communication and engagement. Training and implementation measures are expected to be progressively enhanced as the Group's sustainability practices mature.

During FYE2025, the Group recorded no reported incidents of human rights or labour-related violations, reflecting compliance with applicable employment and labour standards.

SUSTAINABILITY STATEMENT 2025
cont'd

Occupational Safety and Health

Epicon places strong emphasis on safeguarding the health and safety of its employees, contractors and other stakeholders across its operations. Occupational safety and health considerations are treated as an integral part of the Group's operational management, recognising their importance in supporting workforce well-being, regulatory compliance and sustainable business continuity.

The Group's commitment to occupational safety and health is underpinned by its Safety and Health Policy, which identifies workplace health and safety as a material and priority issue. The policy applies across the Group's operations and extends to contractors and other external parties engaged in its activities. Epicon is committed to complying with all applicable occupational safety, health and environmental laws and regulations, including the Occupational, Safety and Health (OSH) Act 1994, Environmental Quality Act 1974 and Fire Services Act 1988.

Safety Committees Formed with Specific Worker Representation

Project Site	Chairman	Secretary	Employer Representative	Employee Representative
KL Meru	1	1	2	2
Kuantan	1	1	3	13
Kuala Lipis	1	1	2	5
Ipoh-Meru	1	1	5	12
Batu Gajah	1	1	7	7

The roles and responsibilities of the members of the Health,Safety and Environment ("HSE") Committees are as follows:

HSE Committee Chairman

- Develop and conduct meeting agenda.
- Establish necessary deadlines and sub-committee assignments.
- Provide appropriate and timely follow-up actions.
- Serve as a communication liaison between management and the committee.

HSE Committee Secretary

- Maintain, record and disseminate minutes of each meeting.
- Actively promote environmental health and safety by communication with employees.

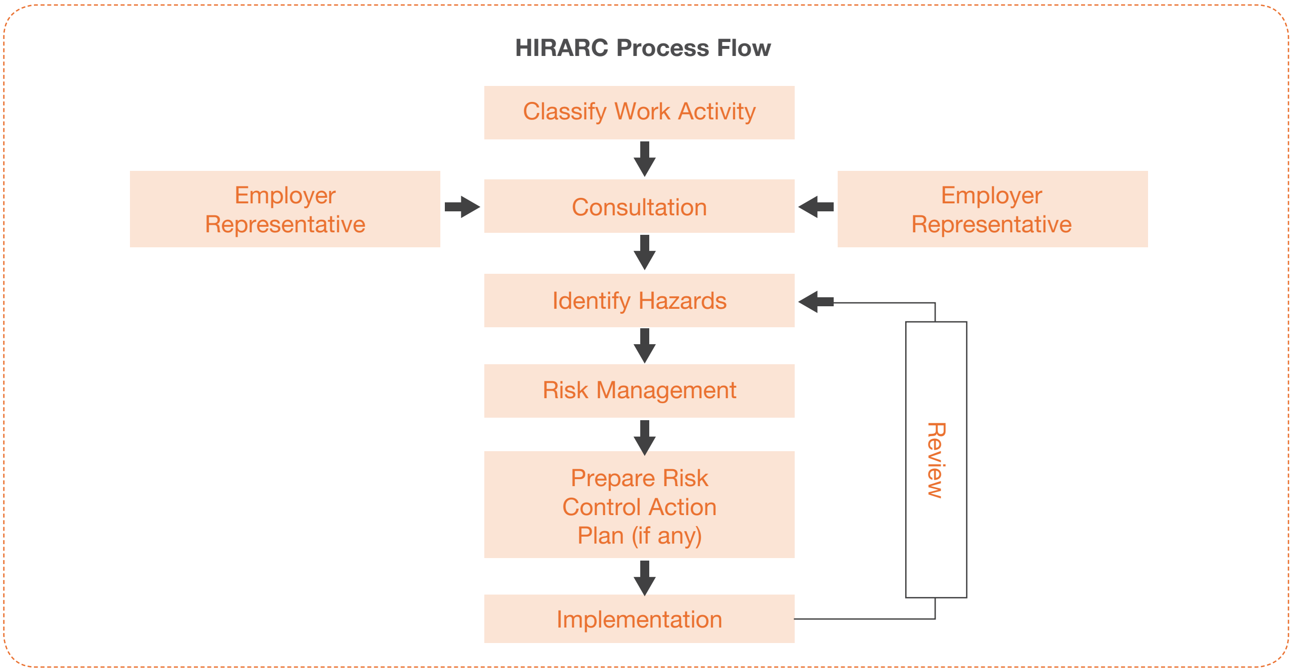
HSE Committee Employer/Employee Representative

- Maintain an environmentally friendly, safe and healthy workplace.
- Assist in development of health, safety and environmental rules and safe systems of work.
- Review the effectiveness of environmental, safety and health programmes.
- Undertake investigations on accidents, near-misses, dangerous occurrences and occupational disease which occurs in the workplace.
- Review the environmental, safety and health policies at the place of work and make recommendations to the top Management for any revision of such policies.

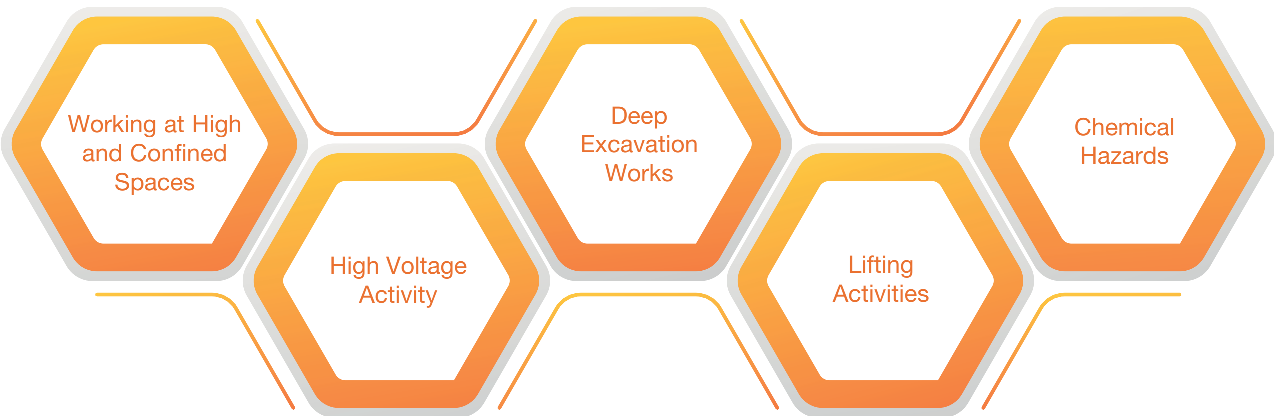
Hazard Identification, Risk Assessment and Risk Control ("HIRARC")

The Head of the Health and Safety Department is responsible for overseeing all OSH-related matters, particularly on-site. Our team operates in accordance with our Safety Policy, the HIRARC process and the Quality management system (QMS) ISO 9001:2015 under the General Site HSE Management Procedure. The Management engages in discussions on health and safety with workers' representatives as part of this process, which includes the identification and assessment of hazards that could potentially cause injury or harm to individuals exposed to these risks.

The diagram below shows the HIRARC process flow conducted at all project sites:



The following outlines the higher OSH risks identified by Epicon through the HIRARC:



OSH Investigations

OSH investigations are crucial for identifying the root cause of workplace incidents, particularly in property development, where hazards such as construction risks and site accidents require stringent safety measures and continuous improvement. We investigate accidents, near-misses and other safety-related events to identify hazards, assess risks and implement corrective actions to prevent future occurrences. These investigations enhance workplace safety, promote a culture of continuous learning and accountability and ensure compliance with safety regulations. As part of our site management procedures, incident investigations are conducted by HSE personnel in accordance with our QMS ISO 9001:2015.

Epicon's Incident Investigation Process

Additionally, in compliance with the First Schedule of the Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease ("NADOPOD"), any incident involving fatalities or serious injuries are reported to the nearest Department of Occupational Safety and Health ("DOSH") officer within seven days.

The Safety and Health Policy provide the foundation for consistent safety practices, proactive hazard identification and ongoing efforts to improve workplace safety standards across operations.

- Prevent injuries to all employees and promote work-life balance to maintain employees' wellbeing
- Ensure compliance with laws and regulations in relation to occupational health and safety
- Require contractors to meet the Group's HSE standards across all operations
- Instill a culture where all employees share the commitment to prevent harm to the safety and health of our employees, contractors, and the general public

The Group's approach to OSH is guided by a commitment to continuous improvement in preventing work-related injuries and incidents. Epicon has established clear, time-specific safety objectives, including a target of zero work-related fatalities per annum and zero lost time injuries ("LTI") per annum, which serve as benchmarks for monitoring safety performance.

OSH oversight is provided through the Group's governance structure described in the Sustainability Governance section. Day-to-day implementation and monitoring of OSH practices are supported by management and relevant operational teams, including designated safety and health officers and site safety supervisors. These personnel provide guidance on workplace safety requirements, conduct routine site inspections and support corrective actions where necessary. The Group's occupational safety and health capabilities are further supported by its CIDB Grade G7 registration, which enables Epicon to undertake construction projects without contract value limitations and reflects the application of established safety and regulatory requirements across its project activities.

To support a safe working environment, the Group applies a risk management approach that focuses on early identification and mitigation of occupational safety and health risks. Safety risks are assessed at both project and site levels, with appropriate control measures implemented and monitored to reduce potential impacts on employees, contractors and visitors.

Employee involvement forms part of the Group's approach to fostering a safe working environment. Health and safety matters are communicated through management-led discussions and site-level engagement, allowing employees and contractors to raise safety-related concerns and participate in safety awareness efforts.

FYE2025
35 employees received health and safety-related training

FY2024: 7 employees attended safety-related training

To support competency and compliance, Epicon provides health and safety training to relevant employees, including safety personnel responsible for site oversight. During the reporting period, 35 employees received health and safety-related training, including general safety training and role-specific programmes.

During FYE2025, with a total of 1,952,719 manhours worked, Epicon maintained zero work-related fatalities and zero lost time injuries, in line with its established safety objectives.

SUSTAINABILITY STATEMENT 2025
cont'd

Year	Total manhours worked	No. of work-related fatalities		No. of recordable work-related injuries	No of lost time injuries	Injury Rate (including fatalities)	Fatality Rate	Lost Time Incident Rate
		Employee	Contractor					
FYE2024	656,231	0	0	1.00	0	0.30	0	0
FYE2025	**1,952,719**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Community Engagement and Development

Epicon recognises the importance of contributing positively to the communities in which it operates. The Group's approach to community engagement focuses on practical and meaningful initiatives that align with its business context, particularly in supporting local communities, social welfare and environmental causes.

Where appropriate, the Group participates in community-based activities such as charitable contributions, assistance to vulnerable groups, and support for communities affected by unforeseen events or emergencies. The Group also encourages employee participation in voluntary initiatives that contribute to community well-being and environmental stewardship.

In FYE2025, Epicon increased its community investment to RM21,226.18, benefiting 28 individuals through collaboration with one partner agency, while supporting community relief efforts, planting 169 trees to promote urban greening, contributing essential items to an orphanage, and planting 40 papaya trees to encourage sustainable food cultivation.

	FYE2024	FYE2025
Total amount invested in the community	1,203.70	**21,226.18**
Total number of beneficiaries	21	**28**


Urban Nursery Activity with Free Tree Society

The Group partnered with the Free Tree Society to carry out an Urban Nursery activity, contributing to urban biodiversity restoration and ecological resilience.

Through this initiative, 169 native and vulnerable tree species were planted within the urban park area, supporting the conservation of indigenous flora while strengthening green infrastructure in the city landscape.

Beyond tree planting, the activity also helped raise awareness on the importance of protecting native species and maintaining balanced urban ecosystems.

SUSTAINABILITY STATEMENT 2025
cont'd

Community Outreach at Good Samaritan Home

As part of our social welfare efforts, Epicon supported the children at Good Samaritan Home by contributing daily essentials and donations to help meet their immediate needs. The support was intended to provide practical relief and ensure the children have access to basic items that contribute to a safe and comfortable living environment.

This outreach reflects our commitment to inclusive community development, particularly for vulnerable groups who may require additional support. By focusing on essentials, the initiative prioritised tangible outcomes that directly benefit daily well-being.

Beyond the contribution itself, Epicon views this as part of ongoing community stewardship where employee-led participation and thoughtful giving can help strengthen social support systems within the communities around our operations.

Contribution to Bantuan Penduduk Putra Heights

In response to the Putra Heights gas pipeline fire incident (April 2025) in Selangor, Epicon contributed RM10,000 to Tabung Selangor Prihatin to support affected residents, in line with our commitment to assist communities impacted by unforeseen emergencies.

The incident resulted in significant disruption to local residents and caused damage to homes and vehicles, with many families requiring temporary support and recovery assistance. Epicon's contribution formed part of broader relief efforts channelled through the state-level fund.

We recognise that community resilience depends not only on immediate emergency response, but also on sustained recovery support. Through this contribution, Epicon aimed to play a constructive role in helping ease the burden on affected households and support wider community recovery initiatives coordinated through the fund.

Fruit Trees Farming in Conjunction with National Vegetarian Day

Epicon supported a community greening and food-security themed initiative through a Fruit Trees Farming programme held in conjunction with National Vegetarian Day. As part of this initiative, 40 papaya trees were planted to encourage greenery, community participation, and long-term benefits through edible landscaping.

To improve the survival rate and ongoing maintenance of the planted trees, Epicon also contributed an automatic irrigation system, supporting consistent watering and better establishment of the trees over time. This element helps ensure the initiative delivers lasting value beyond the event day.

This programme reflects Epicon's approach of combining environmental stewardship with practical community outcomes, supporting initiatives that are sustainable in design, encourage shared responsibility, and deliver benefits that can be experienced over the longer term.

Governance Topics

Strong governance supports accountability, ethical conduct and effective risk management across the Group, reinforcing compliance and stakeholder confidence.

Anti-Bribery and Anti-Corruption

Epicon maintains a strong focus on integrity and openness in the way we conduct business. To uphold these principles, we have established a structured anti-bribery and corruption framework anchored by a zero-tolerance stance and a comprehensive Anti-Bribery and Corruption Policy that is approved and overseen by the Board. Implementation is supported by a dedicated Control & Compliance Department, with the policy applying across all areas of operation, including tender processes and engagements with suppliers and subcontractors. Our commitment is reinforced through an annual target of zero corruption incidents, compulsory employee training, and a formal Ethics and Compliance Whistleblowing Policy. Regular compliance reviews are embedded within our procedures, with particular attention given to higher-risk functions such as procurement and contract management. In line with our governance priorities, we are progressively advancing towards conducting biannual assessments across all departments to further strengthen risk management.

Process owners identify bribery and corruption risks within their respective functions, with relevant risks documented and managed through the Group's Anti-Bribery and Anti-Corruption framework under Management and Board oversight.

To address corruption risks in operations assessed as higher risk, Epicon has established clear procedures to guide personnel in situations involving facilitation payments, kickbacks, and other improper practices. These procedures also require employees to declare and report the receipt or provision of gifts, hospitality, or entertainment exceeding RM3,000 per transaction to authorised personnel, in accordance with the Anti-Bribery and Corruption Policy.

We are also enhancing our compliance structure by introducing due diligence procedures for prospective business partners and suppliers, aimed at managing risks linked to third-party relationships. As part of this effort, a Know-Your-Collaborator ("KYC") procedure has been developed, which incorporates bribery and corruption risk assessments prior to entering into business relationships with intermediaries such as contractors and agents. This procedure is currently pending management review and approval. In parallel, Epicon communicates its anti-bribery and anti-corruption requirements to contractors and agents through departmental engagements, with records maintained for monitoring purposes. Third parties are also provided access to the whistleblowing channel to raise concerns related to unethical or corrupt practices.

Central to this framework is a confidential and anonymous whistleblowing channel, as set out in our Whistleblowing Policy and Procedures, which enables employees and external parties to report suspected misconduct without fear of retaliation. The mechanism explicitly covers reportable actions relating to bribery and corruption and addresses anti-corruption matters comprehensively, ensuring that such concerns are clearly defined and subject to formal reporting and investigation processes.

Refresher training on Anti-Bribery and Corruption is conducted annually by the Control & Compliance Department. New employees receive anti-corruption training during induction, are briefed on their responsibilities as detailed in the Employee Handbook and formally acknowledge their understanding through the Induction Form. All reported cases are reviewed by the Whistleblowing Committee in accordance with established investigation and response protocols. To maintain transparency and effective oversight, the Committee provides the Board with monthly updates, including case status and investigation outcomes.

SUSTAINABILITY STATEMENT 2025
cont'd

All policies can be found on Epicon's website: https://epicon.com.my/corporate-governance/

Percentage of employees who have received training on anti-corruption by employee category*	FYE2023	FYE2024	FYE2025
Senior Management	100%	100%	**100%**
Management	100%	100%	**95%**
Executive	100%	86%	**93%**
Non-Executive	100%	57%	**96%**

	FYE2023	FYE2024	FYE2025
Total number of confirmed incidents of corruption	0	0	**0**
Percentage of operations assessed for corruption risks	0	0	**100%**

**Note* : *The percentage of employees trained in anti-corruption, as shown by employee category above, applies solely to Epicon Berhad and excludes its subsidiaries.*

Regulatory Compliance

Epicon prioritises on meeting all applicable regulatory requirements, supported by a dedicated function responsible for tracking, evaluating, and responding to evolving laws and regulations. This function carries out routine compliance assessments across our processes and ensures that employees receive the necessary training to remain informed of their obligations. Our commitment to adherence is reinforced through a key performance indicator that targets zero fines, warnings, compounds, or stop-work orders arising from environmental, social, or economic non-compliance each year. Oversight of regulatory matters is maintained at the highest level, with both the Board and Senior Management monitoring compliance to ensure that all statutory and regulatory expectations are fulfilled.

The Control & Compliance Department monitors regulatory developments, coordinates compliance training and conducts periodic reviews across projects. Where appropriate, external advisors are engaged to assess the compliance framework and support continuous improvement.

	FYE2023	FYE2024	FYE2025
Total number of incidents of non-compliance with environmental, social, or economic laws	0	0	**0**

Epicon safeguards its licence to operate by ensuring full compliance with all relevant legal, regulatory and industry requirements governing the Malaysian construction sector. This includes adherence to key environmental legislation such as the Environmental Quality Act 1974 and its related regulations; employment and occupational safety laws including the Employment Act 1955 and the Occupational Safety and Health Act 1994; and construction-specific regulations under the Construction Industry Development Board Act 1994.

Our compliance framework also extends to corporate governance obligations under the Companies Act 2016 and Bursa Malaysia Main Market Listing Requirements, anti-corruption provisions set out in the Malaysian Anti-Corruption Commission Act 2009, data privacy requirements under the Personal Data Protection Act 2010, applicable financial reporting standards including IFRS, and quality management systems aligned with ISO 9001:2015. The overall coordination and monitoring of these obligations are overseen by our Control & Compliance Department, which ensures that regulatory requirements are systematically managed across the organisation.

Corporate Governance

Epicon recognises that sound corporate governance is fundamental to maintaining accountability, transparency and responsible decision-making across the Group. Oversight of governance practices rests with the Board, which provides strategic direction and monitors management performance through regular Board and Committee meetings.

The Board is supported by established governance structures, including the Audit and Risk Management Committee and other relevant Board Committees, which assist in overseeing financial reporting, risk management, and internal controls. At the operational level, the Group adopts structured management processes, including ISO 9001 certified quality management systems, to promote clear procedures, traceability and accountability across functions.

Board Diversity

The Group also recognises the importance of maintaining an effective and well-balanced Board composition. In line with the Board Diversity Policy, consideration is given to gender, age, ethnicity and professional background to support diverse perspectives and constructive deliberation at the Board level.

As at FYE2025, women represented 50% of the Board, reflecting the Group's continued progress towards strengthening inclusive representation in leadership.

	FYE2023	FYE2024	FYE2025
Number of Board of Directors	5	5	**4**
Number of Independent Directors on the Board	4	3	**4**
Number of women on the Board	2	2	**2**
% of women on the Board	40	40	**50**

Board Diversity	FYE2023	FYE2024	FYE2025
Board Age Group Breakdown (%)			
• 31-50 years old	20	20	**0**
• > 50 years old	80	80	**100**
Board Ethnicity Breakdown (%)			
• Bumiputera	40	40	**50**
• Chinese	60	60	**50**

Data Privacy

Epicon's approach to data management is guided by principles of privacy, confidentiality, and responsible disclosure. We ensure that personal and business data are collected only with stakeholder consent and are shared with third parties strictly under legal obligations or explicit permission. All data collection is accompanied by clear communication of its intended purpose. In FYE2025, Epicon is pleased to report no incidents of data breaches, violations of customer privacy, or loss of customer information.

	FYE2023	FYE2024	FYE2025
Substantiated complaints concerning breaches of customer privacy and loss of customer data	0	0	**0**

SUSTAINABILITY STATEMENT 2025
cont'd

Risk Management

Epicon maintains a structured approach to risk management, recognising that proactive oversight is essential for business continuity and long-term value creation. Our Risk Management Executive Committee ("RMEC"), comprising the Group Chief Executive Officer, Chief Financial Officer, and Senior Project Director, oversees the identification, assessment, and mitigation of risks across the Group. To ensure clear segregation of duties, the Chief Executive Officer is separate from the Head of Audit and the Audit Committee Chair, maintaining independent oversight of risk and audit functions. Department heads are accountable for reporting risks via a centralised risk registry, which allows the RMEC to monitor emerging exposures and coordinate timely interventions.

In FYE2025, we have continued to strengthen the transparency and rigour of our risk management processes by leveraging Integrated Reporting (IIRC), SASB standards, and a generic enterprise risk management framework to guide risk identification, assessment, and disclosure. This structured approach supports consistency in monitoring risks and ensures that sustainability considerations are embedded across all levels of the organisation. The Board, through the Audit & Risk Management Committee, provides dedicated oversight of ESG risks, while our risk framework explicitly accounts for environmental and social risk categories. Potential exposures span natural events, socio-political and economic fluctuations, operational and management risks, health and safety issues, and financial considerations, all of which are systematically reviewed and managed. No fines or settlements relating to ESG issues were recorded in FYE2025.

Epicon adopts a corporate-wide approach to non-compliance, primarily identified through periodic internal compliance assessments conducted across all departments. When gaps are detected, the Control & Compliance Department works closely with the respective departments to implement corrective measures and close identified gaps, ensuring a systematic and structured approach to compliance management. This department also coordinates regular compliance assessments, delivers mandatory training for all employees, and engages external advisors for periodic reviews of compliance processes to identify areas for enhancement and continuous improvement.

PRESCRIBED SUSTAINABILITY DISCLOSURES

EPICON BERHAD
BMLR Transition Period

Date & Time: 2026-04-22 14:53:42
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-Corruption	Percentage of employees who have received training on anticorruption by employee category: Senior Management	Percentage	100%	—	No assurance	
Anti-Corruption	Percentage of employees who have received training on anticorruption by employee category: Management	Percentage	95%	—	No assurance	
Anti-Corruption	Percentage of employees who have received training on anticorruption by employee category: Executive	Percentage	93%	—	No assurance	
Anti-Corruption	Percentage of employees who have received training on anticorruption by employee category: Non-Executive	Percentage	96%	—	No assurance	
Anti-Corruption	Percentage of operations assessed for corruption--related risks	Percentage	100%	—	No assurance	
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	Zero reported incidents of corruption, non-compliance, or unethical conduct annually	No assurance	
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	21,226.18	—	No assurance	
Community/Society	Total number of beneficiaries of the investment in communities	Number	28	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Female (Managerial)	Percentage	31%	—	No assurance	

SUSTAINABILITY STATEMENT 2025
cont'd

EPICON BERHAD
BMLR Transition Period

Date & Time: 2026-04-22_14:53:42
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender and age group, for each employee category: Male (Managerial)	Percentage	69%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Female (Executives)	Percentage	54%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Male (Executives)	Percentage	46%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Female (Non-Executives)	Percentage	56%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Male (Non-Executives)	Percentage	44%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Under 30 (Senior Management)	Percentage	0%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: 31-50 (Senior Management)	Percentage	100%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: 51-64 (Senior Management)	Percentage	0%	—	No assurance	

EPICON BERHAD
BMLR Transition Period

Date & Time: 2026-04-22_14:53:42
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender and age group, for each employee category: 65 and above (Senior Management)	Percentage	0%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Under 30 (Management)	Percentage	11%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Under 31-50 (Management)	Percentage	78%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Under 51-64 (Management)	Percentage	11%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: 65 and above (Management)	Percentage	0%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Under 30 (Executive)	Percentage	15%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: 31-50 (Executive)	Percentage	71%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: 51-64 (Executive)	Percentage	12%	—	No assurance	

SUSTAINABILITY STATEMENT 2025

cont'd

EPICON BERHAD

BMLR Transition Period

Date & Time: 2026-04-22_14:53:42

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Percentage of employees by gender and age group, for each employee category: 65 and above (Executive)	Percentage	2%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: Under 30 (Non-Executive)	Percentage	44%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: 31-50 (Non-Executive)	Percentage	52%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: 51-64 (Non-Executive)	Percentage	4%	—	No assurance	
Diversity	Percentage of employees by gender and age group, for each employee category: 65 and above (Non-Executive)	Percentage	0%	—	No assurance	
Diversity	Percentage of directors by gender and age group: Female	Percentage	50%	—	No assurance	
Diversity	Percentage of directors by gender and age group: Male	Percentage	50%	—	No assurance	
Diversity	Percentage of directors by gender and age group: 31-50 years old	Percentage	0%	—	No assurance	
Diversity	Percentage of directors by gender and age group: > 50 years old	Percentage	100%	—	No assurance	
Energy Management	Total energy consumption	GJ	21,169.34	—	No assurance	

EPICON BERHAD
BMLR Transition Period

Date & Time: 2026-04-22_14:53:42
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Health and safety	Number of work-related fatalities	Number	0	Zero cases of fatalities per annum	No assurance	
Health and safety	Lost time incident rate	Rate	0	Zero LTI per annum	No assurance	
Health and safety	Number of employees trained on health and safety standards	Number	35	—	No assurance	
Labour practices and standards	Total hours of training by employee category: Senior Management	Hours	16.0	—	No assurance	
Labour practices and standards	Total hours of training by employee category: Management	Hours	114.0	—	No assurance	
Labour practices and standards	Total hours of training by employee category: Executive	Hours	356.0	—	No assurance	
Labour practices and standards	Total hours of training by employee category: Non-Executive	Hours	16.0	—	No assurance	
Labour practices and standards	Percentage of employees that are contractors or temporary staff: Permanent	Percentage	58%	—	No assurance	
Labour practices and standards	Percentage of employees that are contractors or temporary staff: Contract/Temporary	Percentage	42%	—	No assurance	
Labour practices and standards	Total number of employee turnover by employee category: Senior Management	Number	2	—	No assurance	
Labour practices and standards	Total number of employee turnover by employee category: Management	Number	4	—	No assurance	
Labour practices and standards	Total number of employee turnover by employee category: Executives	Number	13	—	No assurance	

SUSTAINABILITY STATEMENT 2025
cont'd

EPICON BERHAD
BMLR Transition Period

Date & Time: 2026-04-22_14:53:42
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour practices and standards	Total number of employee turnover by employee category: Non-Executives/Technical Staff	Number	14	—	No assurance	
Labour practices and standards	Number of substantiated complaints concerning human rights violations	Number	0	Zero incidents of regulatory non-compliance based on local legislation pertaining to human and labour rights per annum	No assurance	
Supply chain and management	Proportion of spending on local suppliers	Percentage	100%	—	No assurance	
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	No assurance	
Water	Total volume of water used	m3	78,225	—	No assurance	

SUSTAINABILITY STATEMENT 2025
cont'd

GRI CONTENT INDEX

GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 2: General Disclosures 2021	2-1	Organizational details	-	-	Activity Metrics IF-EN-000.A	-	-	About this report (pages 21-22)
	2-2	Entities included in the organization's sustainability reporting	Scope and Basis of Scope					
	2-3	Reporting period, frequency and contact point			-			
	2-4	Restatements of information						No restatements of information were disclosed in the Sustainability Statement.
	2-5	External assurance	Assurance					External assurance was not sought for SS2025 data.
	2-6	Activities, value chain and other business relationships	-					Stakeholder Engagement (page 28)
	2-7	Employees	Labour Practices & Standards C6(b)	Labour Standards	-	SDG5, 8	Principle 6	Diverse and Equal Opportunities (pages 46–47)
	2-8	Workers who are not employees						
	2-9	Governance structure and composition	Sustainability Governance	Corporate Governance	-	SDG16, 17	Principle 10	Sustainability Governance (page 27)
	2-10	Nomination and selection of the highest governance body						Board of Director's Profile (pages 5–8) Key Senior Management's Profile (pages 9–10)
	2-11	Chair of the highest governance body						
	2-12	Role of the highest governance body in overseeing the management of impacts						
	2-13	Delegation of responsibility for managing impacts						
	2-14	Role of the highest governance body in sustainability reporting						
	2-15	Conflicts of interest						
	2-16	Communication of critical concerns						Report Availability and Feedback (page 22)
	2-17	Collective knowledge of the highest governance body						Board of Director's Profile (page 5-8)

SUSTAINABILITY STATEMENT 2025
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<table>
<tr><th>GRI STANDARD</th><th>GRI CODE</th><th>GRI DISCLOSURE</th><th>BURSA SRG3 ALIGNMENT</th><th>F4GBM ALIGNMENT</th><th>SASB ALIGNMENT</th><th>UNSDG ALIGNMENT</th><th>UNGC ALIGNMENT</th><th>PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE</th></tr>
<tr><td rowspan="13"></td><td>2-18</td><td>Evaluation of the performance of the highest governance body</td><td rowspan="13">Sustainability Governance</td><td rowspan="4">Corporate Governance</td><td rowspan="9">-</td><td rowspan="13">SDG16, 17</td><td rowspan="4">Principle 10</td><td rowspan="2">Corporate Governance Overview Statement (pages 80–92)</td></tr>
<tr><td>2-19</td><td>Remuneration policies</td></tr>
<tr><td>2-20</td><td>Process to determine remuneration</td><td rowspan="2">Corporate Governance Overview Statement (page 87–88)</td></tr>
<tr><td>2-21</td><td>Annual total compensation ratio</td></tr>
<tr><td>2-22</td><td>Statement on sustainable development strategy</td><td rowspan="8">Risk Management; Human Rights & Community</td><td rowspan="9">Principle 1, 2, 3, 7, 10</td><td rowspan="3">Message from Group Chief Executive Officer (page 19)

Mapping of UNSDGs (pages 24–25)</td></tr>
<tr><td>2-23</td><td>Policy commitments</td></tr>
<tr><td>2-24</td><td>Embedding policy commitments</td></tr>
<tr><td>2-25</td><td>Processes to remediate negative impacts</td><td rowspan="2">Labour and Human Rights (page 53)</td></tr>
<tr><td>2-26</td><td>Mechanisms for seeking advice and raising concerns</td></tr>
<tr><td>2-27</td><td>Compliance with laws and regulations</td><td>Environmental Impacts of Project Development IF-EN-160a.1</td><td>Regulatory Compliance (page 60)</td></tr>
<tr><td>2-28</td><td>Membership associations</td><td rowspan="3">-</td><td>Member of Associations (page 22)</td></tr>
<tr><td>2-29</td><td>Approach to stakeholder engagement</td><td rowspan="2">Stakeholder Engagement (page 28)</td></tr>
<tr><td>2-30</td><td>Collective bargaining agreements</td><td>Labour Standards</td></tr>
<tr><td rowspan="3">GRI 3: Material Topics 2021</td><td>3-1</td><td>Process to determine material topics</td><td rowspan="2">Materiality Assessment</td><td rowspan="4">-</td><td rowspan="4">-</td><td rowspan="3">-</td><td rowspan="4">-</td><td rowspan="3">Materiality Asessment and Matrix (pages 29–30)</td></tr>
<tr><td>3-2</td><td>List of material topics</td></tr>
<tr><td>3-3</td><td>Management of material topics</td><td>Management Approach</td></tr>
<tr><td rowspan="3">GRI 201: Economic Performance 2016</td><td>201-1</td><td>Direct economic value generated and distributed</td><td>-</td><td>SDG1, 8, 10, 13</td><td>Economic Impacts (page 32)</td></tr>
<tr><td>201-2</td><td>Financial implications and other risks and opportunities due to climate change</td><td>TCFD Aligned Disclosure</td><td rowspan="2">-</td><td rowspan="2">-</td><td rowspan="2">SDG1, 8, 10, 13</td><td rowspan="2">-</td><td>Taskforce on Climate-related Financial Disclosures (pages 35–37)</td></tr>
<tr><td>201-3</td><td>Defined benefit plan obligations and other retirement plans</td><td>-</td><td>Data not available as no defined benefit plan is identified in the sustainability statement</td></tr>
</table>

SUSTAINABILITY STATEMENT 2025
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GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
	201-4	Financial assistance received from government	-	-	-	SDG1, 8, 10, 13	-	Not disclosed in the sustainability statement
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-	Human Rights & Community	-	SDG5, 8, 10	Principle 6	Not disclosed in the sustainability statement
	202-2	Proportion of senior management hired from the local community						
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	-	Human Rights & Community	-	SDG9 SDG11	-	Infrastructure investments and services supported (pages 57–58)
	203-2	Significant indirect economic impacts						Significant indirect economic impacts (page 32)
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain Management C7(a)	Human Rights & Community	-	SDG8 SDG17	-	Local Procurement (page 33)
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Anti-Corruption C1(a) C1(b) C1(c)	Anti-Corruption	Business Ethics IF-EN-510a.3	SDG4 SDG16	Principle 10	Anti-Bribery and Anti Corruption (page 59)
	205-2	Communication and training about anti-corruption policies and procedures						
	205-3	Confirmed incidents of corruption and actions taken			Business Ethics IF-EN-510a.2			
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	-		SDG8, 10, 16	Principle 10	Not disclosed in the sustainability statement
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Materials S5(a)	Pollution & Resources	-	SDG12	Principle 7, 8, 9	Data is not available – Data collection on raw material usage currently in progress.
	301-2	Recycled input materials used						
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Management C4(a)	Climate Change	Lifecycle Impacts of Buildings & Infrastructure IF-EN-410a.2	SDG7, 12, 13	Principle 7, 8, 9	Energy and Emissions Management (pages 38–40)
	302-3	Energy intensity						
	302-4	Reduction of energy consumption						

SUSTAINABILITY STATEMENT 2025
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GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water C9(a) Effluents S8(a)	Water Use Pollution & Resources	-	SDG6, 12	Principle 7, 8, 9	Water Management (page 41)
	303-2	Management of water discharge-related impacts						
	303-3	Water withdrawal						
	303-5	Water consumption						
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity S1(a) S1(b)	Biodiversity	-	SDG14, 15	Principle 7, 8, 9	Biodiversity Management (pages 44–45)
	304-2	Significant impacts of activities, products and services on biodiversity						
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Emissions Management C11(a) C11(b) C11(c)	Climate Change	-	SDG7, 12, 13	Principle 7, 8, 9	Energy and Emissions Management (pages 38–40)
	305-2	Energy indirect (Scope 2) GHG emissions						
	305-3	Other indirect (Scope 3) GHG emissions						
	305-4	GHG emissions intensity						
	305-5	Reduction of GHG emissions						
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Management C10(a) C10(a)(i) C10(a)(ii)	Pollution & Resources	-	SDG6, 12	Principle 7, 8, 9	Waste Management (page 41)
	306-2	Management of significant waste-related impacts						
	306-3	Waste generated						Collection of waste-related data is currently underway.
	306-4	Waste diverted from disposal						
	306-5	Waste directed to disposal						
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Supply Chain (Env) S6(a) S6(b)	Supply Chain (Environment)	-	SDG8, 11, 12, 16	Principle 7, 8	Supply Chain Management (pages 32–33)
	308-2	Negative environmental impacts in the supply chain and actions taken						

SUSTAINABILITY STATEMENT 2025
cont'd

<table>
<tr><th>GRI STANDARD</th><th>GRI CODE</th><th>GRI DISCLOSURE</th><th>BURSA SRG3 ALIGNMENT</th><th>F4GBM ALIGNMENT</th><th>SASB ALIGNMENT</th><th>UNSDG ALIGNMENT</th><th>UNGC ALIGNMENT</th><th>PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE</th></tr>
<tr><td rowspan="3">GRI 401: Employment 2016</td><td>401-1</td><td>New employee hires and employee turnover</td><td rowspan="3">Labour Practices and Standards C6(c)</td><td rowspan="3">Labour Standards</td><td rowspan="3">-</td><td rowspan="3">SDG5, 8</td><td rowspan="3">Principle 6</td><td rowspan="2">Hiring and Retention (pages 48–49)</td></tr>
<tr><td>401-2</td><td>Benefits provided to full-time employees that are not provided to temporary or part-time employees</td></tr>
<tr><td>401-3</td><td>Parental leave</td><td>Parental Leave (page 48)</td></tr>
<tr><td>GRI 402: Labor/ Management Relations 2016</td><td>402-1</td><td>Minimum notice periods regarding operational changes</td><td>-</td><td>-</td><td>-</td><td>SDG8</td><td>-</td><td>Not disclosed in the sustainability statement</td></tr>
<tr><td rowspan="10">GRI 403: Occupational Health and Safety 2018</td><td>403-1</td><td>Occupational health and safety management system</td><td rowspan="10">Health and Safety C5(a) C5(b) C5(c)</td><td rowspan="10">Health & Safety</td><td rowspan="8">-</td><td rowspan="10">SDG3, 4, 8</td><td rowspan="10">-</td><td rowspan="10">Occupational Safety and Health (pages 54–56)</td></tr>
<tr><td>403-2</td><td>Hazard identification, risk assessment, and incident investigation</td></tr>
<tr><td>403-3</td><td>Occupational health services</td></tr>
<tr><td>403-4</td><td>Worker participation, consultation, and communication on occupational health and safety</td></tr>
<tr><td>403-5</td><td>Worker training on occupational health and safety</td></tr>
<tr><td>403-6</td><td>Promotion of worker health</td></tr>
<tr><td>403-7</td><td>Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</td></tr>
<tr><td>403-8</td><td>Workers covered by an occupational health and safety management system</td></tr>
<tr><td>403-9</td><td>Work-related injuries</td><td>Workforce Health & Safety IF-EN-320a.1</td></tr>
<tr><td>403-10</td><td>Work-related ill health</td><td>-</td></tr>
<tr><td>GRI 404: Training and Education 2016</td><td>404-1</td><td>Average hours of training per year per employee</td><td>Labour Practices and Standards C6(a)</td><td>Labour Standards</td><td>-</td><td>SDG4, 5, 8</td><td>-</td><td>Employee Training and Education (pages 51–52)</td></tr>
</table>

SUSTAINABILITY STATEMENT 2025
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GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	SASB ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
	404-2	Programs for upgrading employee skills and transition assistance programs	Labour Practices and Standards C6(a)	Labour Standards	-	SDG4, 5, 8	-	Employee Training and Education (pages 51–52)
	404-3	Percentage of employees receiving regular performance and career development reviews						Not disclosed quantitatively in the sustainability statement
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diversity C3(a) C3(b)	Labour Standards	-	SDG5, 8, 10	Principle 6	Diversity and Equal Opportunities (pages 46–47)
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	-	Labour Standards	-	SDG5, 8, 10, 16	Principle 6	Diversity and Equal Opportunities (pages 46–47)
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	Labour Standards	-	SDG8, 10, 16	Principle 1, 2, 3	Supply Chain Management (page 33) Labour and Human Rights (page 53)
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	-	Labour Standards	-	SDG8, 10, 16	Principle 1, 2, 5	Labour and Human Rights (page 53)
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-	Labour Standards	-	SDG8, 10, 16	Principle 1, 2, 4	Supply Chain Management (page 33) Labour and Human Rights (page 53)
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community/ Society C2(a) C2(b)	Human Rights & Community	-	SDG11, 16, 17	-	Community Engagement and Development (pages 57–58)
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain (Social) S7(a) S7(b)	Supply Chain (Social)	-	SDG8, 10, 11, 16	Principle 1, 2	Supply Chain Management (pages 32–33)
	414-2	Negative social impacts in the supply chain and actions taken						
GRI 415: Public Policy 2016	415-1	Political contributions	-	Anti-Corruption	-	SDG16	Principle 10	Not disclosed in the sustainability statement / no political contributions reported
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security C8(a)	Human Rights & Community	-	SDG16	-	Data Privacy (page 61)