

CORPORATE GOVERNANCE REPORT

STOCK CODE : 9679
COMPANY NAME : WCT HOLDINGS BERHAD
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board of Directors ("the Board") of WCT Holdings Berhad ("WCT" or "the Company") plays an important role in the stewardship of its direction and operations which focuses mainly on strategies, oversight of the Group's financial performance and critical business issues to ensure that the governance of the Group is consistently maintained.</p> <p>The roles and responsibilities of the Board and the matters reserved for the Board's approval are set out in the Board Charter. The Board is supported by the Executive Directors and the Management, whose responsibilities are to implement the Group's strategies and manage the operation of the Group, subject to certain prescribed authority limit.</p> <p>Where appropriate, matters have been delegated to the following Board Committees, all of which have written terms of reference to assist the Board in discharging its duties and responsibilities:</p> <ol style="list-style-type: none">(1) Audit Committee(2) Board Risk and Sustainability Committee ("BRSC")(3) Nomination & Remuneration Committee ("NRC") <p>The Board acknowledges the importance of defining distinct roles and responsibilities in fulfilling its leadership function and fiduciary duties, which encompass the following:</p> <ul style="list-style-type: none">• The Board reviewed, discussed and adopted the strategic business plan and the financial budget of the Company and its subsidiaries ("the Group") presented by the Management at the beginning of the financial year and to ensure that the necessary resources are in place to meet the objectives, have long term value creation and include strategies on environmental and social consideration underpinning sustainability.

	<ul style="list-style-type: none"> • The Board oversees the conduct of WCT’s businesses and evaluates whether the businesses are being properly managed by oversight on matters delegated to the Management, whereby updates are reported on a quarterly basis or as and when required. • The Board has been reviewing and closely monitoring, together with the Management on the Group’s financial position and respective business operation. • During the year under review, ongoing discussions with Management focused on replenishing the construction order books, enhancing execution discipline, collecting receivables, and implementing action plans to strengthen the Group’s financial position. • The Board has explored and considered a range of strategic business opportunities to maintain the Group’s competitiveness and ensure its long-term sustainability. In this context, the Board has approved a proposed joint venture for a development project in Khasab, Musandam, along with new business venture in the food and beverage segment under the Grandmama’s brand. • The Board obtained shareholders’ approval at the Extraordinary General Meeting held on 9 April 2025 to proceed with the following proposals, which were implemented and completed on 10 June 2025: <ul style="list-style-type: none"> (1) the proposed establishment of Paradigm Real Estate Investment Trust (“Paradigm REIT”); (2) the proposed disposal of 3 subject properties, namely Bukit Tinggi Shopping Centre, Paradigm Mall Petaling Jaya and Paradigm Mall Johor Bahru to RHB Trustee Berhad (acting on behalf of Paradigm REIT); and (3) proposed initial public offering of Paradigm REIT units as well as the proposed admission of Paradigm REIT to Official List of the Main Market of Bursa Malaysia Securities Berhad (“Bursa Securities”) and listing and quotation of 1,600,000,000 units on the Main Market of Bursa Securities. • The Board approved the establishment of an Islamic Notes Programme of up to an aggregate amount of RM5.0 Billion in nominal value for the issuance of Senior Islamic Medium Term Notes and/or Subordinated Perpetual Islamic Notes based on the Shariah Principle of Wakalah Bi Al-Istithmar (Sukuk Wakalah Programme) by the Company. • The Board continue to drive IT and digital transformation for the Group’s businesses, which aims to improve the efficiency and effectiveness of the Group’s daily operations and works toward a more sustainable future. • The Board, committed to acting with integrity and in the best interests of the Group, has established several key policies to promote good corporate governance. These include the Code of Conduct and Ethics for Directors, a standard Code of Conduct and
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	<p>Ethics relating to its business operations for all its employees, the Policy & Procedures on Anti-Bribery and Anti-Corruption (“ABAC”), Whistleblowing Policy & Procedures, as well as other corporate policies designed to foster a culture of good corporate governance within the Group.</p> <ul style="list-style-type: none"> • A Group Integrity Unit, which is guided by an Integrity Management Framework, was established to record, and monitor reported corruption incidents, conduct ABAC training for employees and the Board, as well as manage whistleblowing report received from whistleblowing channels. • The Board is responsible for maintaining a sound system of internal controls and risk management as well as reviewing the adequacy and effectiveness of the systems to safeguard the shareholders' investment and the Group's assets. <p>The Audit Committee has been entrusted by the Board to ensure the Group’s financial and non-financial reporting presents a true and fair view of its state of affairs, and all the applicable approved accounting standards in Malaysia have been adopted, as well as ascertaining the adequacy and effectiveness of the Group’s internal control system.</p> <p>Details of the Group’s risk management and internal control system are set out in the Statement on Risk Management and Internal Control of the Company’s Annual Report 2025.</p> <ul style="list-style-type: none"> • The BRSC is to assist the Board in overseeing the risk management activities of the Group and approving appropriate risk management procedures and methodologies across the Group. In addition, BRSC is also responsible for overseeing sustainability-related risks and ensuring that sustainability considerations are incorporated into the Group’s businesses and strategies to create value for its businesses and stakeholders, as well as to support business continuity and competitiveness in the long term. <p>The BRSC, through the Group Sustainability Committee, oversees the implementation of the Group’s sustainability initiatives and ensures that all such initiatives implemented by the business units are aligned with the Group’s Sustainability Frameworks, which encompass the targets and tangible actions set towards year 2030.</p> <p>The Board has also revised the terms of reference of BRSC to better reflect the Board’s role in overseeing the Group’s material sustainability matters and assessing performance against the sustainability targets as well as the established policies of Sustainability, Environmental and Biodiversity during the year under review.</p> <p>The details of the Group’s sustainable business practices covering Environmental, Social and Governance (“ESG”) aspect, the activities conducted, and the progress in improving its sustainability performance are disclosed in the Sustainability Statement of the Company’s Annual Report 2025.</p>
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	<ul style="list-style-type: none"> • During the year under review, the Board, through NRC, undertook an internal annual evaluation of individual Board members, the Board as a whole, the Board Committees and the independence assessment of Independent Directors with the assistance of the Company Secretary. • The Board has also approved the salary increments and bonus payments for the employees of the Group including the Senior Management and Executive Directors, the increase of Directors' fees and meeting attendance fees for Non-Executive Directors, the appointment of 2 new Independent Non-Executive Directors following the resignation of Tan Sri Marzuki Bin Mohd Noor and Datuk Ab Wahab Bin Khalil as Directors of the Company, and the changes to the composition of Board Committees following the review and recommendations from the NRC. • The Board ensures effective engagement with the stakeholders through the Company's Annual Report, Annual General Meeting ("AGM"), the Company's website (www.wct.com.my), and the timely release of all corporate announcements and quarterly interim financial results, thus providing shareholders and the investing public with an overview of the Group's performance and operations. All enquiries made are dealt with as promptly as practicable. <p><i>Note: The Board Charter and the Terms of Reference for all the Board Committees are available for reference at the Company's website (www.wct.com.my)</i></p>
Explanation for departure :	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
Measure :	
Timeframe :	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied
Explanation on application of the practice	:	<p>Tan Sri Lim Siew Choon, the Executive Chairman of the Company, is primarily responsible for ensuring the Board's effectiveness and conduct as well as facilitating constructive deliberation on all matters presented.</p> <p>The responsibilities of the Chairman include, amongst others, the following:</p> <ul style="list-style-type: none">• As a leader of the Board and is responsible for the development needs of the Board.• To maintain constructive and respectful relationships between the Directors and between the Board and the Management.• Setting the board agenda and ensuring the Board receive complete and accurate information in a timely manner.• Leading the Board in establishing and monitoring good corporate governance practices in the Group.• To represent the Company at shareholders' meetings and to ensure an effective communication between the Company and the shareholders and stakeholders.• To manage the boardroom dynamics by promoting a culture of openness and debate.• To oversee the annual evaluation of performance of the Board, Board Committees and individual directors as well as to discuss the performance and assessment with the individual director concerned and the chairman of the respective Board Committees.• To facilitate the constructive and effective contributions from all the Directors at the Board meetings.
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3

The positions of Chairman and CEO are held by different individuals.

Application	:	Applied
Explanation on application of the practice	:	<p>The position of Chairman and CEO are held by two (2) different individuals, therefore the Company has a separate Chairman and CEO. Tan Sri Lim Siew Choon is the Executive Chairman of the Board and Dato' Lee Tuck Fook is the Group Managing Director of the Company.</p> <p>The Company ensures that there is a clear and proper balance of power and authority between the two (2) positions.</p> <p>The responsibilities of the Executive Chairman are disclosed in Practice 1.2 above, whilst the Group Managing Director has an overall responsibility for the business and operation units, organisational effectiveness and implementation of the Board's policies, strategic plans and decisions.</p> <p>The responsibilities of the Group Managing Director include, amongst others, the following:</p> <ul style="list-style-type: none">• To develop and implement the policies and strategic action plans for the Group.• To develop and implement long term and short-term business plans to achieve the Group's objectives in terms of growth and profitability aimed at building sustainable value for shareholders and stakeholders.• To co-ordinate the business plans and strategies with the respective heads of business and operation units and divisions to ensure the same are implemented effectively.• To communicate effectively the Company's vision, mission, core value as well as management philosophy and strategic action plans to the employees.• To assess any business opportunities and investments with potential benefits and within the Group's objectives.• To keep the Board informed of important and material developments/matters relating to the Group's business operations on an accurate and timely basis.• To maintain good relationship with employees and to provide a healthy and safe working environment for the employees.• To ensure the Group complies with relevant laws and regulations. <p>The Group Managing Director may delegate specific functions to the Deputy Managing Director, and any member of the Management to assist him in discharging his duties and responsibilities.</p>

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

<i>Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.</i>	
Application	: Applied
Explanation on application of the practice	: The Executive Chairman of the Board, Tan Sri Lim Siew Choon is not a member of the Audit Committee and Nomination & Remuneration Committee of the Company, and he does not participate in any of these committees' meeting.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied
Explanation on application of the practice	:	<p>During the year under review, Mr. Chong Kian Fah had relinquished his role as the Director of Finance and Accounts and Company Secretary of the Company and became the Director of Investment, Finance & Accounts of Paradigm REIT Management Sdn Bhd, the manager of Paradigm Real Estate Investment Trust (REIT) with effect from 6 March 2025.</p> <p>The Board is now supported by two suitably qualified and competent Company Secretaries, namely Ms. Loh Chee Mun and Ms. Chu Poh Wan, both of whom are Chartered Secretary and Associate members of The Malaysian Institute of Chartered Secretaries and Administrators.</p> <p>The Board and Board Committees have unrestricted access to the advice and services of the Company Secretaries relating to the Group policies and procedures, regulatory requirements such as companies and securities laws, corporate governance matters, Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities") and the Code.</p> <p>The Company Secretaries keep themselves abreast with the regulatory changes and development in corporate governance, rules and regulations through continuing education and professional training.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company Secretary ensures that all meeting materials are generally sent to the Board members five (5) business days before the meeting to allow them to have sufficient time to go through the relevant papers and to make informed decisions.</p> <p>The Board's deliberation and decision are properly recorded in the minutes of the Board meetings and distributed to the Directors in a timely manner for review and thereafter for confirmation at the next meeting.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1

The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

Application	:	Applied	
Explanation on application of the practice	:	<p>The Company's Board Charter sets out the roles and responsibilities of the Board, the Board Committees, Directors and the Management as well as the issues and decisions reserved for the Board.</p> <p>The Board Charter, made available for reference on the Company's website at (www.wct.com.my), is periodically reviewed to ensure its compliance and relevance to the prevailing laws, rules and regulations and to be consistent with the Board's objective.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

Application	: Applied
Explanation on application of the practice	<p>The Code of Conduct and Ethics for Company Directors adopted by the Company provides the ground rules and guidance for the proper standard of conduct and ethical behaviour for the Board and its members, based on the principles of sincerity, integrity, responsibility, and corporate social responsibility. The Group has also adopted a Code of Conduct and Ethics which must be adhered to by all employee while at work.</p> <p>As part of the Company's commitment against all forms of bribery and corruption, the Company has put in place the Anti-Bribery and Anti-Corruption ("ABAC") Policy and ABAC Standard Operating Procedures to prohibit the giving or receiving of bribes and to prohibit corrupt acts by any director, employee, or service provider (including consultants, advisors, contractors, subcontractors, suppliers, and agents) performing services for and on behalf of the Group.</p> <p>The Company's Whistleblowing Policy and Whistleblowing Procedures serve to provide an avenue and mechanism for any individual to report any concerns they may have on any suspected and/or known improper conduct, wrongdoings, bribery, corruption, fraud and/or abuse in accordance with the procedures as provided therein.</p> <p>The Group Integrity Unit ("GIU"), guided by an Integrity Management Framework was formed to oversee four core activities, namely complaint management, detection & verification, integrity strengthening and governance.</p> <p>GIU records and monitors reported corruption incidents, conducts ABAC training for employees, as well as manage whistleblowing report received from whistleblowing channels.</p> <p>The Code of Conduct and Ethics and ABAC Policy are made available for reference on the Company's website at (www.wct.com.my).</p>

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2

The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board has in place Whistleblowing Policy and Whistleblowing Procedures for any individual to report any concerns they may have on any suspected and/or known improper conduct, wrongdoings, bribery, corruption, fraud and/or abuse in accordance with the procedures as provided under the Policy. The Whistleblowing Policy is made available on the Company's website at (www.wct.com.my), as a reference and for ease of access for reporting by the employees and business associates.</p> <p>Improper conduct is any act, omission or conduct that is unlawful, illegal, immoral, unethical, dishonest, improper, or wrong, and may include but is not limited to the following:</p> <ul style="list-style-type: none">(a) a criminal offence;(b) failure to comply with any law or regulation;(c) failure to comply with any policy, guideline, procedure, advisory, directive and/or instructions issued by the Group;(d) misuse of the Group's funds or assets;(e) an act or omission which creates a substantial and specific danger to the lives, health, or safety of the employees, or the public or the environment;(f) unsafe work practices or substantial wasting of Group's resources;(g) abuse of power by an officer of the Group;(h) fraud, corruption, bribery, blackmail, and money laundering;(i) sexual harassment; and(j) concealment/cover up of any of the above. <p>The Whistleblower may report any suspected or known instances of improper conduct that are committed by any director, employee, or service provider directly to the Audit Committee ("AC") Chairman via any of the following channels:</p> <ul style="list-style-type: none">(i) By post in a sealed envelope, indicate "Strictly Private and Confidential – to be opened by Addressee Only" to the attention of:

	<p>Audit Committee Chairman WCT Holdings Berhad B-30-01, The Ascent, Paradigm No. 1 Jalan SS7/26A, Kelana Jaya, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia</p> <p>(ii) Via electronic mail (e-mail) to whistleblower@wct.my</p> <p>(iii) Via online submission using this link https://www.wct.com.my/whistleblowingform/</p> <p>For every whistleblowing report received, GIU will perform a preliminary assessment on the credibility of the whistleblowing report and the adequacy of evidence. Based on the results of the preliminary assessment, the AC Chairman shall decide or discuss with the AC members on the next course of action (i.e. whether a full investigation is warranted). The AC will review the investigation report, and should the allegation be substantiated, the AC will identify and recommend the appropriate action. The Board will decide on the final appropriate action to be taken against the wrongdoer <i>(if any)</i>.</p> <p>No case was reported during the year under review</p>
<p>Explanation for departure</p>	<p>:</p>
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>	
<p>Measure</p>	<p>:</p>
<p>Timeframe</p>	<p>:</p>

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1

The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	:	Applied
Explanation on application of the practice	:	<p>To strengthen governance and oversight, the Board has delegated responsibility for sustainability and risk management to the Board Risk and Sustainability Committee (BRSC), comprising five (5) Independent Non-Executive Directors. Supporting the BRSC is the Group Sustainability Committee (GSC), made up of senior leaders from each business division to ensure consistent execution of sustainability goals across the Group.</p> <p>Sustainability considerations are embedded in the Board's decision-making processes, including the formulation and implementation of strategies, business plans, major initiatives, and risk management activities.</p> <p>The BRSC oversees the Group's sustainability strategy, policies, initiatives, and performance, including reviewing targets, monitoring progress, evaluating outcomes, and reporting updates to the Board. Key material sustainability issues, such as climate change, GHG emissions, biodiversity, human rights, and supply chain practices, are actively addressed through this Committee. Board-level oversight of sustainability matters is jointly held by the BRSC Chair and the Group Managing Director, ensuring continuous alignment with the Group's commitments and driving improvement across operations.</p> <p>The strategic management of material sustainability matters is led by the GSC, with oversight from the Board to ensure alignment with the Group's long-term objectives. This includes setting sustainability strategies, priorities, and measurable targets, as well as ensuring their effective execution.</p>

	<p>The Board continues to take a proactive and holistic approach to managing material sustainability risks and opportunities. In alignment with the 17 United Nations Sustainable Development Goals (UN SDGs), WCT has assessed its contributions as an economic entity and continues to make positive strides toward achieving these global objectives.</p> <p>WCT first conducted a materiality assessment in 2021 to identify significant environmental, economic, and social impacts, as well as to understand the perspectives of its internal and external stakeholders in determining the Group’s material sustainability matters. The assessment was subsequently updated in 2023, with the revised material matters approved by the Board forming the foundation of WCT’s sustainability strategies. In line with the latest listing requirements by Bursa Malaysia under the National Sustainability Reporting Framework (“NSRF”), the timing of WCT’s next materiality review will be aligned with the NSRF transition timelines rather than in 2025 as previously disclosed. Details of the Group’s prioritised material matters are provided in the Sustainability Statement of the 2025 Annual Report.</p> <p>These material matters are supported by four key sustainability pillars:</p> <ol style="list-style-type: none"> 1. Promoting sustainable development in all economic endeavours 2. Delivering shared value to stakeholders 3. Upholding environmental and social stewardship 4. Balancing private wealth with public good <p>Resources are allocated to these priorities, with performance indicators ensuring measurable progress toward sustainability targets. This approach allows WCT to deliver long-term value while maintaining its commitment to sustainability.</p> <p>Sustainability is a standing agenda item at BRSC meetings, with quarterly updates on material matters and sustainability targets to ensure continuous monitoring and accountability.</p>	
<p>Explanation for departure :</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure :</p>		
<p>Timeframe :</p>		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2

The board ensures that the company’s sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied	
Explanation on application of the practice	:	<p>The Group’s sustainability strategy, initiatives, policies and practices as approved by the Board including targets and sustainability performance measurements are communicated internally via the Group Sustainability Committee and to all employees, where appropriate and externally via WCT’s Sustainability Statement and corporate website at https://www.wct.com.my/sustainability/.</p> <p>In addition, the related policies and initiatives are embedded into daily business operations and socialised with internal stakeholders by respective business divisions and departments through inclusion in procedures or training.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3

The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board continues to strengthen its leadership and oversight in integrating sustainability considerations – including environmental, social and governance (ESG) factors – into the Company’s corporate strategy, governance structures, and decision-making processes. These issues are recognised as material to WCT’s ability to create long-term, durable value and maintain stakeholder confidence.</p> <p>In support of this, the Board places emphasis on continuous competency training and capacity building for both Directors and senior management. These efforts are aimed at enhancing the Company’s ability to address sustainability-related risks and capitalise on emerging opportunities.</p> <p>In 2025, three Directors attended the Institute of Corporate Directors Malaysia’s Mandatory Accreditation Programme Part II: Leading for Impact training. The programme equipped the directors with practical insights and tools to effectively navigate sustainability risks and opportunities – including climate-related matters – enhancing their ability to provide strong oversight of the Company’s material sustainability matters. One Director also attended the National Sustainability Reporting Framework Symposium in 2025, gaining practical guidance on IFRS S1 and S2 and enhancing the Board’s ability to oversee the Company’s sustainability reporting and material ESG matters.</p> <p>Through focused sessions on board oversight of sustainability, environmental considerations, social and governance aspects, and reporting requirements aligned with local and international developments, the directors gained a clearer understanding of their evolving role in driving sustainable business practices. The knowledge gained has further strengthened the Board’s capacity to support the Company’s long-term sustainability strategy and respond to emerging expectations with greater confidence and clarity.</p> <p>The BRSC Terms of Reference was reviewed in early 2025 to better reflect the Board’s role in overseeing the Group’s material sustainability matters and assessing performance against the sustainability targets.</p>

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4

Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company’s material sustainability risks and opportunities.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	For FY2025, the Board’s annual assessment included consideration of its sustainability leadership and oversight of the Group’s material sustainability risks and opportunities, and the Board was satisfied that it had discharged these responsibilities effectively. During the year, the Board and the Board Risk and Sustainability Committee (“BRSC”) oversaw sustainability-related risks and opportunities, including climate-related matters, through regular management reporting and quarterly deliberations.
		The Group Sustainability Committee (“GSC”), comprising representatives from Senior Management and relevant functions, supports the Managing Director in the day-to-day management of these matters. Management oversees the implementation of sustainability-related strategies, targets, monitoring, and reporting processes, while the respective divisions manage and monitor divisional targets according to their operational priorities and responsibilities. Significant matters are escalated to the BRSC and the Board for oversight. In FY2026, the Group will work towards incorporating selected climate-related performance metrics into the KPI and performance assessment framework for Executive Directors and Senior Management, with potential adoption in 2027.
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up

The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The WCT's Group Sustainability Committee ("GSC"), comprising members who are the senior management of the respective business unit, was established in 2018 to oversee WCT's sustainability plan and strategies. The GSC is currently headed by a Chairperson, Dr Goh Teck Shang, Director of Technical Department from the Engineering and Construction Division.</p> <p>The Chairperson oversees the following responsibilities of the Committee:</p> <ul style="list-style-type: none">a) Review and recommend to the Board the Group sustainability plans, strategies, and performance.b) Oversee WCT Group's management of sustainability objectives and strategies to ensure alignment with the Group's commitment towards sustainability.c) Review and assess overall sustainability strategies and sustainability performance management and update the Board Risk and Sustainability Committee.d) Review and advise on the Sustainability Statement prior to the Board's review.

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.1

The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application	:	Applied
Explanation on application of the practice	:	<p>The Nomination & Remuneration Committee ("NRC") reviews the size and composition of the Board based on objective, merit and with due regards to the diverse set of skills, knowledge, professional/industry experience, gender, age, cultural and educational backgrounds, ethnicity, the adequacy of balance between Executives Directors and Independent Directors, including the tenure of Directors through annual review to ensure its appropriateness and effectiveness.</p> <p>The NRC reviews and evaluates the performance and effectiveness of the Board and individual directors including those directors who are seeking re-election through annual directors' evaluation and fit and proper assessment. Only those directors with satisfactory evaluation and continues to perform effectively and demonstrate commitment to his/her role are recommended to the Board for re-election.</p> <p>During the year under review, Tan Sri Marzuki Bin Mohd Noor and Datuk Ab Wahab Bin Khalil, has stepped down from the Board on 1 November 2025 after serving as Independent Non-Executive Directors of the Company for a term of 9 years. In place thereof, the NRC, after reviewing the composition of the Board and the Board Committees, recommended the appointment of Dato' Ahmad Faris Bin Yahaya ("Dato' Faris") and Dr. Sofiah Binti Abd Rahman ("Dr. Sofiah") to the Board as Independent Non-Executive Directors and the changes to the composition of Board Committees accordingly.</p> <p>As part of the process leading to the appointment of Dato' Faris and Dr. Sofiah, the NRC:</p> <ul style="list-style-type: none">(i) reviewed both Directors' background, qualifications, experience, Board diversity, independence and their ability to provide independent and objective judgement to the Board as a whole;(ii) conducted fit and proper assessment and evaluation on the probity, reputation, personal and financial integrity based on the criteria set out in the Directors' Fit and Proper Policy of the Company;(iii) reviewed and assessed any conflict of interest ("COI") or potential COI of both Directors with WCT Group; and

	<p>(iv) reviewed and assessed the changes to the composition of the Board Committees, having considered the mix of skills, experience and diversity required in the Board Committees.</p> <p>The Board has reviewed and is satisfied that its current size and composition are optimum and well balanced in terms of the required mix of skills, experience and core competencies for the Company's business as well as the need to safeguard the interest of the minority shareholders.</p> <p>The NRC has also reviewed and assessed the performance and contribution of each of the retiring Directors through the annual evaluation and the Director's fitness and propriety in accordance with the Company's Directors' Fit and Proper Policy and accordingly recommended to the Board for their re-election to be tabled for shareholders' approval at the forthcoming 15th AGM.</p> <p>Dato' Ng Sooi Lin, who retires in accordance with Article 82 of the Company's Constitution, has decided he will retire at the conclusion of the coming 15th AGM and will not be seeking re-election as a Director of the Company. Hence, he will hold office as Director until the conclusion of the upcoming 15th AGM.</p>	
Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.2

At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application	:	Applied	
Explanation on application of the practice	:	During the financial year 31 December 2025, the Board comprises eight (8) Directors, five (5) of whom are Independent Directors.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.3

The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Applied	
Explanation on application of the practice	:	As at 31 December 2025, none of the Independent Directors have served on the Board for more than 9 years.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.4 - Step Up

The board has a policy which limits the tenure of its independent directors to nine years without further extension.

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.5

Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application	:	Applied
Explanation on application of the practice	:	<p>The NRC is responsible for assessing and making recommendations on any new appointments including the re-election of retiring Directors to the Board. In making these recommendations, the NRC considers and assesses the diverse set of skills, knowledge, professional/industry experience, gender, age, cultural and educational backgrounds, ethnicity and length of services of the proposed candidate in accordance with the Board and Senior Management Diversity Policy ("Diversity Policy"), when determining the Board's composition.</p> <p>The NRC will take into consideration the time commitment, number of directorships and other obligations when considering the potential candidates. During the year under review, the Board is satisfied with the level of time committed by its members in discharging their respective duties and roles as Directors of the Company. The time commitment of the Directors was demonstrated by the attendance at the Board and Board Committees meetings during the FY 2025. All the Directors of the Company have complied with the MMLR of Bursa Securities on the maximum number of directorships which they can hold in public listed companies.</p> <p>The Directors' Fit and Proper policy serves as a guide for the NRC and the Board in their review and assessment of candidates that are to be appointed as Director as well as Directors who are seeking re-election, to ensure that each of the Directors possesses the necessary character, integrity, competence, relevant range of skills, knowledge, experience, commitment and time to discharge their duty effectively.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.6

In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board does not solely rely on recommendations from existing board members, management or major shareholders. It will consider multiple sources, including independent sources, to identify suitable candidates should there be any appointment of Directors. During the year under review, it relied on industry networking and recommendations from Independent Directors to seek and identify replacements for Tan Sri Marzuki Bin Mohd Noor and Datuk Ab Wahab Bin Khalil.</p> <p>The Board entrusts the NRC with the responsibility of establishing a formal and transparent process for nominating and appointing new Directors. The NRC evaluates and recommends candidates for both new appointments and the re-election of retiring Directors. In forming these recommendations, the NRC adheres to the criteria outlined in the Directors' Fit and Proper Policy, ensuring that each Director demonstrates appropriate character, integrity, competence, a relevant range of skills, knowledge, experience, commitment, and the capacity to fulfil their duties effectively. Composed solely of Independent Non-Executive Directors, the NRC ensures an equitable selection process aligned with the Company's commitment to good corporate governance.</p> <p>The NRC and the Board believe that such process remains objective as the sourcing process was not limited to candidates who are within the immediate, close network of the Directors, Senior Management and major shareholders. In addition, the NRC is authorised to engage independent sources to source and identify candidates.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		

Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.7

The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	: Applied
Explanation on application of the practice	<p>The following Directors who are retiring at the forthcoming 15th AGM and being eligible, have offered themselves for re-election ("Retiring Directors"):</p> <ul style="list-style-type: none">(i) Tan Sri Lim Siew Choon (pursuant to Article 82 of the Company's Constitution)(ii) Dato' Ahmand Faris Bin Yahaya (pursuant to Article 87 of the Company's Constitution)(iii) Dr. Sofiah Binti Abd Rahman (pursuant to Article 87 of the Company's Constitution) <p>Dato' Ng Sooi Lin, who retires in accordance with Article 82 of the Company's Constitution, has decided he will retire at the conclusion of the coming 15th AGM and will not be seeking re-election as a Director of the Company. Hence, he will hold office as Director until the conclusion of the upcoming 15th AGM.</p> <p>The NRC has reviewed and assessed the performance and contribution of each of the Retiring Directors through the annual evaluation and/or the Director's fitness and propriety in accordance with the Company's Directors' Fit and Proper Policy and accordingly recommended to the Board for their re-election to be tabled for shareholders' approval at the forthcoming 15th AGM.</p> <p>The Board supports the re-appointment of the Retiring Directors as they meet the criteria of character, integrity, experience, competence, time and commitment required to discharge their duties and have continued to perform effectively and demonstrated commitment to their respective roles as a Director. In addition, the Independent Directors who are seeking re-election at the forthcoming 15th AGM, fulfil the definition of "Independent Director" under the MMLR of Bursa Securities and they do not have any position or relationship that might influence, in a material respect, their capacity to bring an independent judgement on issues before the Board and to act in the best interest of the Group.</p>

	<p>The recommendation of the Board on the proposed re-election of the Retiring Directors is set out in the Explanatory Notes to the Notice of the 15th AGM of the Company.</p> <p>Save for Tan Sri Lim Siew Choon, the Retiring Directors do not hold any share in the Company, and their personal profile are set out in the Profile of Directors of the Company's Annual Report 2025.</p>	
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.8

The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The Nomination & Remuneration Committee was chaired by Datuk Ab Wahab Bin Khalil prior to his resignation as Director, after which Dato' Ng Sooi Lin assumed the role effective 1 November 2025. Both Datuk Ab Wahab Bin Khalil and Dato' Ng Sooi Lim are Independent Non-Executive Directors.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>As at 31 December 2025, there were eight (8) directors on the Board, of which two (2) were women directors, representing 25% of the Board.</p> <p>Currently, there are seven (7) directors on the Board and the two (2) women directors, Puan Rahana Binti Abdul Rashid and Dr. Sofiah Binti Abd Rahman, remain and continue to sit on the Board, representing 28.6% of the current Board. This is in line with the MMLR of Bursa Securities whereby at least one (1) director of the listed issuer is a woman director.</p> <p>The Board recognises the importance of promoting gender diversity in the Board. Even though the Company has not reached the 30% women representation at Board level, the Board discharges its duties objectively and effectively in the best interest of the Group taking into account diverse perspectives and insights.</p> <p>Where new appointments are to be made to the Board or on replacement of a Director on the Board, priority will be given to suitable women director candidates to achieve at least 30% women directors on the Board.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10

The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board is committed to greater diversity in terms of a number of aspects, including but not limited to skills, knowledge, professional/industry experiences, gender, age, cultural and educational background, ethnicity and length of service ("Diversity Perspectives"). While the ultimate decision will be based on merit and potential contribution that the selected candidate will bring to the Board and the Group to achieve its corporate and commercial goals and to maintain sustainable growth through a healthy, harmonious and professional workplace, the Board ensures that the selection of candidates will be based on a range of Diversity Perspectives without discrimination on gender, age, religion and ethnic group when considering any director/senior management appointment.</p> <p>The Board supports the Government's aspiration to achieve at least 30% women directors on the board of public listed companies. Where new appointments are to be made to the Board or on replacement of a Director on the Board, priority will be given to suitable women candidates to achieve at least 30% women directors on the Board.</p> <p>The Board and Senior Management Diversity Policy is disclosed in the Corporate Governance Overview Statement of the Company's Annual Report and also made available for reference at (www.wct.com.my).</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	Please specify number of years.

Intended Outcome

Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1

The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

<i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i>	
Application	: Applied
Explanation on application of the practice	: <p>During the year under review, an annual assessment and evaluation of each individual Director, the Board as a whole and the Board Committees as well as the independence of the Independent Directors were conducted internally with the assistance of the Company Secretary (“Assessment 2025”).</p> <p>Each Director was required to review and appraise himself and the Board and/or the respective Committees of which he is a member based on the criteria as set out in the evaluation form. From the results, the NRC drew conclusions on the Board’s and Committees’ effectiveness in discharging their duties and responsibilities. The results and conclusions were escalated to the Board</p> <p>The individual directors were assessed based on their contribution, participation, and other criteria such as governance and integrity, skills, knowledge and experiences, time commitment, judgment and decision making.</p> <p>For the Board and Board Committees, the criteria covered the composition and structure, required mix of skills and experience, competencies, roles, and responsibilities as well as Board communication and governance.</p> <p>Based on the outcome of the Assessment 2025, the NRC and the Board were satisfied with the overall performance and effectiveness of the Board and the Board Committees as they have contributed positively and continued to operate effectively towards fulfilling their duties and responsibilities as members of the Board and Board Committees.</p> <p>The NRC had also reviewed and assessed the Board’s leadership and role relating to Environmental, social and Governance (ESG) and was</p>

	<p>satisfied with the performance of the Board in addressing the sustainability issues of the WCT Group.</p> <p>The Board and the NRC are, based on the Assessment 2025, satisfied with the level of independence demonstrated by all the five (5) Independent Directors of the Company and that they fulfil the definition of "Independent Director" under the MMLR of Bursa Securities and the Independent Directors have continued to demonstrate their independence through their robust discussion, engagement and bringing an independent judgment to decisions.</p> <p>The results from the Assessment 2025 form the basis of the NRC's recommendation to the Board on the re-election of Directors at the forthcoming 15th Annual General Meeting as well as for the Directors' further enhancement.</p>	
Explanation for departure		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure		
Timeframe		

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	<p>The objective of the Group's Remuneration Policy is to attract and retain the Directors and Senior Management who play an important role in leading and controlling the Group's operation effectively. Generally, the remuneration of each Director and Senior Management are determined based on their roles and responsibilities having regard to their merits, qualifications and competence as well as the Group's operating results, individual performance and comparable market statistics.</p> <p>The Policy on Remuneration of Directors and Senior Management of the Group, which set out the details on the procedures involved to determine the remuneration of the Directors and senior management, is in line with the best practices recommended by the Code and MMLR of Bursa Securities and are made available for reference on the Company's website at (www.wct.com.my).</p>
Explanation for departure	:	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
Measure	:	
Timeframe	:	

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.2

The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied	
Explanation on application of the practice	:	The NRC is to assist the Board in identifying and to recommending for the Board's approval, new appointments and/or re-elections of Directors, review the terms of employment and propose remuneration for Directors and Senior Management as well as the diverse set of skills, knowledge, professional/industry experiences, gender, age, cultural and educational backgrounds, ethnicity and length of service of the Directors The Terms of Reference of NRC is available on the Company's website at (www.wct.com.my).	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	Please refer to the disclosure for the financial year ended 31 December 2025 as per attached.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Sri Lim Siew Choon	Executive Director	12	-	2,880	230	59	373	3,554	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Dato' Lee Tuck Fook	Executive Director	12	-	2,520	200	14	326	3,072	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Datuk Chow Ying Choon	Executive Director	12	-	1,920	150	23	248	2,353	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Dato' Ng Sooi Lin	Independent Director	98	29	-	-	4	-	131	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Rahana Binti Abdul Rashid	Independent Director	98	21	-	-	4	-	123	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
6	Dato' Ahmad Faris Bin Yahaya	Independent Director	18	4	-	-	1	-	23	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
7	Dr. Sofiah Binti Abd Rahman	Independent Director	18	3	-	-	1	-	22	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
8	Ng Soon Lai @ Ng Siek Chuan	Independent Director	98	21	-	-	12	-	131	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
9	Tan Sri Marzuki Bin Mohd Noor	Independent Director	80	22	-	-	3	-	105	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Datuk Ab Wahab Bin Khalil	Independent Director	80	23	-	-	3	-	106	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

Application	:	Departure																
Explanation on application of the practice	:																	
Explanation for departure	:	<p>Generally, the remuneration of each senior management is determined in accordance with each senior management's level of responsibility, expertise and experience, having taken into account the remuneration and employment conditions within the construction and property industries to ensure the remuneration package are competitive and sufficient to attract and retain talents.</p> <p>The Company has opted not to disclose on a named basis the top 5 senior management's remuneration in bands width of RM50,000 due to confidentiality and sensitivity of each remuneration package as well as the competitive conditions for talent in the industry.</p> <p>As an alternative, the Company discloses the remuneration on an aggregate and no name basis paid to the top 5 senior management (excluding the Directors of the Company) as follows:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: right;">RM'000</th> </tr> </thead> <tbody> <tr> <td>Salaries</td> <td style="text-align: right;">4,812</td> </tr> <tr> <td>Other emoluments</td> <td style="text-align: right;">56</td> </tr> <tr> <td>Fees</td> <td style="text-align: right;">60</td> </tr> <tr> <td>Bonus</td> <td style="text-align: right;">872</td> </tr> <tr> <td>EPF contribution</td> <td style="text-align: right;">682</td> </tr> <tr> <td>Benefit-in-kind</td> <td style="text-align: right;">110</td> </tr> <tr> <td style="text-align: right;">Total:</td> <td style="text-align: right;">6,592</td> </tr> </tbody> </table>		RM'000	Salaries	4,812	Other emoluments	56	Fees	60	Bonus	872	EPF contribution	682	Benefit-in-kind	110	Total:	6,592
	RM'000																	
Salaries	4,812																	
Other emoluments	56																	
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EPF contribution	682																	
Benefit-in-kind	110																	
Total:	6,592																	
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>																		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.																

Timeframe	:	Choose an item.	Please specify number of years.
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No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.3 - Step Up

Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.1

The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied	
Explanation on application of the practice	:	<p>Tan Sri Marzuki Bin Mohd Noor chaired the Audit Committee until his resignation, after which Dato' Ahmad Faris Bin Yahaya took over on 1 November 2025.</p> <p>Both Tan Sri Marzuki Bin Mohd Noor and Dato' Ahamd Faris Bin Yahaya are not the Chairman of the Board.</p>	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.2

The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied	
Explanation on application of the practice	:	The Audit Committee's Terms of Reference provides that a person who is a former audit partner in charge of the external audit of the Company is required to observe a cooling-off period of at least five (5) years before he/she can be considered to be appointed as a director or a member of the Audit Committee or senior management team of the Company.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.3

The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has in place a Policy on Assessment of External Auditors that contains the policies and procedures to assess the suitability, objectivity and independence of the Company's external auditor upon reviews being conducted on the same.</p> <p>The Audit Committee ("AC") shall carry out an annual assessment via assessment forms, which covers the following criteria, together with the Director of Finance and Accounts prior to recommending the re-appointment of the external auditors to the Board for shareholders' approval:</p> <ul style="list-style-type: none">(a) quality of services rendered over the past financial year;(b) sufficiency of resources extended to the Company;(c) communication and interaction with the Board, Audit Committee and management; and(d) independence, objectivity and professional scepticism exhibited. <p>Based on the review of the performance and the independence of Messrs Ernst & Young PLT ("EY"), the AC was satisfied with the suitability of EY based on the above criteria. In addition, the AC also took into account the openness in communication and interaction with the partner and the audit engagement team through private sessions, which demonstrated their independence, objectivity and professionalism.</p> <p>The AC had also obtained confirmation from EY that they are and have been independent throughout the conduct of the audit engagement in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants and the International Code of Ethics for Professional Accountants (including International Independence Standards).</p>
Explanation for departure	:	

Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.

Measure :		
Timeframe :		

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations.
The company's financial statement is a reliable source of information.

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The Audit Committee comprises the following members, who are all Independent Non-Executive Directors:</p> <ol style="list-style-type: none">(1) Dato' Ahmad Faris Bin Yahaya* (Chairman)(2) Dato' Ng Sooi Lin(3) Rahana Binti Abdul Rashid(4) Dr. Sofiah Binti Abd Rahman*(5) Ng Soon Lai @ Ng Siek Chuan#(6) Tan Sri Marzuki Bin Mohd Noor^ (Chairman)(7) Datuk Ab Wahab Bin Khalil^ <p>*Appointed on 1 November 2025 # Resigned on 3 February 2026 ^Resigned on 1 November 2025</p>

Intended Outcome

There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.5

Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

Application	:	Applied
Explanation on application of the practice	:	<p>The Audit Committee possesses a wide range of necessary skill and experience to discharge its duties. The qualification and experience of individual member of the Audit Committee are disclosed in the Profile of Directors of the Company's Annual Report 2025.</p> <p>The members of the Audit Committee continuously keep themselves abreast of relevant developments in accounting and auditing standards, new rules and regulations etc. During the year under review, the members of the Audit Committee had attended the following seminar/training programmes:</p> <p>Dato' Ng Sooi Lin</p> <ul style="list-style-type: none">• National Sustainability Reporting Framework Symposium (28 October 2025)• Capital Market Director Programme ("CMDP") Module 3: Risk Oversight and Compliance - Action Plan for Board of Directors (30 October 2025) <p>Puan Rahana Binti Abdul Rashid</p> <ul style="list-style-type: none">• Capital Market Conference 2025 (26 June 2025) <p>Dato' Ahmad Faris Bin Yahaya</p> <ul style="list-style-type: none">• MAP Part I: Directors' Roles, Duties and Responsibilities (8 & 9 December 2025) <p>Dr. Sofiah Binti Abd Rahman</p> <ul style="list-style-type: none">• MAP Part I: Directors' Roles, Duties and Responsibilities (8 & 9 December 2025) <p>Ng Soon Lai @ Ng Siek Chuan</p> <ul style="list-style-type: none">• CMDP Module 3: Risk Oversight and Compliance - Action Plan for Board of Directors (30 October 2025)

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.1

The board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	<p>The Board affirms its responsibility for maintaining a sound risk management framework and internal control system to safeguard shareholders' investment and the Group's assets, as well as to discharge its stewardship responsibility in identifying principal risks and ensuring the implementation of an appropriate risk action plan and internal control system to manage those risks.</p> <p>In this respect, the Board has established a governance structure to ensure effective oversight of risks and controls within the Group. It is assisted by the Board Risk and Sustainability Committee ("BRSC") and the Risk Management Committee ("RMC"). Risk Management Policy ("RMP") and Risk Management Framework ("RMF") were reviewed, proposed, and approved by the BRSC to guide the effective implementation of risk mitigation in the Group.</p> <p>BRSC is responsible for providing independent oversight of the implementation and operation of the Group's enterprise-wide risk management framework. It reviews the Group's enterprise-wide risk management framework and ensures that an effective process to identify, evaluate, control, report and manage risks is created, implemented, and maintained by the Group.</p> <p>RMC is responsible for developing, executing, and maintaining an effective risk management system, including the continual review process of identified risks and the effectiveness of risk mitigation strategies and controls.</p> <p>At the operating unit level, risk owners are responsible for identifying risks that may have an impact on achieving their operational, financial, and other business objectives.</p> <p>Information on the Group's risk management and internal control systems implemented during the year is presented in the Statement on Risk Management and Internal Control set out in the Company's 2025 Annual Report.</p>

Explanation for departure :		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure :		
Timeframe :		

Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.2

The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied
Explanation on application of the practice	:	<p>Aligned with ISO31000 standard, the Group adopts an enterprise-wide risk management framework, that identifies potential major risks. The identified risks are assessed using qualitative and quantitative aspects against their likelihood (<i>based on risk appetite approved by the Board</i>) and their impact thereof. Details of risk information are recorded in the Risk Register for quarterly risk assessment with the Risk Owner. Gross risks are ranked accordingly, after taking into consideration of gross likelihood and gross impact should the risks occur, before they are ranked according to the residual risks, after taking into consideration the effectiveness of controls and action plans taken or proposed to be taken to mitigate such identified risks.</p> <p>RMC reviews, appraises, and assesses the risks identified by the respective risk owners together with the controls and action plans undertaken or proposed to be undertaken to mitigate and manage the identified risk exposure. The RMC then reports key risks and mitigation actions to the BRSC on a quarterly basis. After due deliberation, the BRSC would then present a summary of the key risks and mitigation actions and its recommendation to the Board for final endorsement.</p> <p>The Board has received assurance from the Group Managing Director and Director of Finance & Accounts that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects, based on the risk management and internal control system of the Group.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	

Timeframe	:		
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Intended Outcome

Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.3 - Step Up

The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application	:	Adopted
Explanation on adoption of the practice	:	<p>The Company's Board Risk and Sustainability Committee, consisting entirely of the Independent Non-Executive Directors listed below, was established to oversee the Company's risk management framework and policies including sustainability risks and efforts:</p> <ul style="list-style-type: none">(1) Dato' Ng Sooi Lin (Chairman)(2) Dato' Ahmand Faris Bin Yahaya*(3) Rahana Binti Abdul Rashid(4) Ng Soon Lai @ Ng Siek Chuan#(5) Tan Sri Marzuki Bin Mohd Noor^(6) Datuk Ab Wahab Bin Khalil^ <p>*Appointed on 1 November 2025 # Resigned on 3 February 2026 ^Resigned on 1 November 2025</p>

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied
Explanation on application of the practice	:	<p>The internal audit function of the Group is performed by the in-house Group Internal Audit Department (“GIAD”) that provides independent and reasonable assurance on the adequacy and effectiveness of risk management, control, and governance processes within the Group.</p> <p>Head of GIAD functionally reports to the AC who reviews, deliberates and endorses the audit plan and resources required by GIAD. GIAD focuses on timely and complete execution of audit plan, finalisation of audit reports, and implementation of agreed action plan (“AAP”) which are set out in internal audit reports.</p> <p>Results from audit engagements together with those from implementation of AAP are presented and deliberated during quarterly AC meetings.</p> <p>To ensure that GIAD functions effectively, the resources required by GIAD is periodically reviewed according to the needs e.g., business expansion and diversification of the Group.</p>
Explanation for departure	:	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	
Timeframe	:	

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2

The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied																						
Explanation on application of the practice	:	<p>All members of GIAD have signed an annual declaration to declare that they were and have been independent, objective, and free from any family relationship with directors and/or major shareholders of WCT and its subsidiaries.</p> <p>The GIAD, led by Halmiaskandar Kasmiri, a Chartered Accountant (“CA”) and a member of Institute of Internal Auditors (“IIA”) Malaysia, has a total of nine (9) members as of 31 December 2025. Summary of the education and qualification of the members of GIAD is as follow:</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="4">Education</th> </tr> <tr> <th>Type</th> <th>Number</th> <th>CA</th> <th>Associate member of IIA Malaysia</th> </tr> </thead> <tbody> <tr> <td>Master</td> <td>1</td> <td>-</td> <td>-</td> </tr> <tr> <td>Bachelor Degree</td> <td>8</td> <td>3</td> <td>3</td> </tr> <tr> <td>Total</td> <td>9</td> <td></td> <td></td> </tr> </tbody> </table> <p>The activities and functions of GIAD is independent of the activities related to the business of the Group and it performs its duties in accordance with standards and guidance issued by The IIA Global.</p>			Education				Type	Number	CA	Associate member of IIA Malaysia	Master	1	-	-	Bachelor Degree	8	3	3	Total	9		
Education																								
Type	Number	CA	Associate member of IIA Malaysia																					
Master	1	-	-																					
Bachelor Degree	8	3	3																					
Total	9																							
Explanation for departure	:																							
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>																								
Measure	:																							
Timeframe	:																							

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1

The board ensures there is effective, transparent and regular communication with its stakeholders.

Application	:	Applied
Explanation on application of the practice	:	<p>The Company has in place procedures to enable effective communication with stakeholders. This includes announcements to Bursa Malaysia Securities Berhad ("Bursa Securities"), media releases, Annual General Meeting ("AGM"), the Investor Relations Programme which reaches out to the investors and other stakeholders through engagement such as briefing with analysts, road shows etc as well as the Company's websites (www.wct.com.my) which provides relevant information for investors and other stakeholders.</p> <p>Details of the effective, transparent and regular communication with the stakeholders of the Company is as follows:</p> <p><u>EFFECTIVE COMMUNICATION AND PROACTIVE ENGAGEMENTS WITH SHAREHOLDERS</u></p> <p>The Group values and strongly believes in the importance of effective communication with shareholders, potential investors and the public. This is to ensure that all shareholders, both institutional and individual investors, have full access to the relevant information disclosed by the Company. It does this through the Company's Annual Report, AGM, the Company's website (www.wct.com.my) and the timely release of all corporate announcements and quarterly interim financial results, thus providing shareholders and the investing public with an overview of the Group's performance and operations. All enquiries made are dealt with as promptly as practicable.</p> <p>The Annual Report remains the Company's main source of information to the shareholders and investors while the Company's website, which has a dedicated investor relations section, is intended to provide relevant information about the Group to a wider segment of the investing public.</p> <p><u>ENSURE TIMELY AND HIGH-QUALITY DISCLOSURE</u></p> <p>The Board recognises the importance of prompt and timely dissemination of accurate and sufficient information concerning the Company and its Group to the shareholders, investors and other stakeholders to enable them to make informed decisions.</p>

The Company maintains the practice of releasing all requisite announcements as well as material and price-sensitive information in a timely manner to Bursa Securities in compliance with the disclosure requirements as set out in the MMLR of Bursa Securities. The Company also releases timely updates to the market and community through the Company's websites, media releases and other appropriate channels. Price-sensitive information and information that may be regarded as undisclosed material information about the Group is, however, not disclosed until after the requisite announcement to Bursa Securities has been made.

THE AGM

The AGM of the Company is used as a forum for communication with its shareholders. The Company has provided at least 28 days' notice for its AGMs in line with good corporate governance practices. Each item of special business included in the notice of the general meeting is accompanied by an explanation of the effects of a proposed resolution.

The Securities Commission of Malaysia had mandated that all listed issuers hold their general meetings in either hybrid or physical format. Accordingly, the 14th AGM was held physically on 18 June 2025 in accordance with paragraph 8.27A of the MMLR.

The Board acknowledges Practice 13.3 of the Code which recommends that the listed companies leverage technology to facilitate voting, including voting in absentia and remote shareholders' participation at general meetings. While the 14th AGM was conducted physically, the Board remains committed to enhancing shareholder engagement and will continue to explore and assess the best practices and the necessity of conducting general meetings in hybrid format where feasible, to facilitate effective participation and meaningful engagement at future general meetings.

During the 14th AGM, a presentation was given by the Senior Management to the shareholders on the Group's strategies, performance and latest developments including the Company's responses to the questions raised by the Minority Shareholders Watch Group (MSWG) and Permodalan Nasional Berhad, which covered strategic issues, operational, financial and sustainability matters, for the benefit of the minority shareholders of the Company.

The Board encourages shareholders to actively participate in the Question-and-Answer session at the AGM. All questions raised by the shareholders were answered during the 14th AGM.

The participants of the AGM were also briefed on the voting procedure by the poll administrator prior to the voting and an independent scrutineer was appointed to validate the votes cast. The minutes of the general meetings, including the questions raised at the meeting and answers provided, are made available to shareholders and the public for reference on the Company's website at www.wct.com.my within 30 business days after the AGM.

	<p><u>INVESTOR RELATIONS</u></p> <p>Another important channel of communication with shareholders, investors, and the general investment community, both locally and internationally, is the Group's investor relations activities. The Company conducts briefings with financial analysts and fund managers from time to time as a means of maintaining and improving investor relationships and holds press conferences after the AGM or any Extraordinary General Meeting of the Company, where necessary.</p> <p>The Group's website (www.wct.com.my) has a section dedicated to investor relations and provides up-to-date information on the Group's businesses and operations. Presentations made to analysts and fund managers are also posted on this section of the Company's website. Further enquiries on all investor-related matters may be directed to the following person:</p> <p style="text-align: center;">Ms Lo Wei Teing Assistant General Manager Corporate Affairs and Sustainability Tel: +603 7806 6608 Email: wei-teing.lo@wct.my</p>	
<p>Explanation for departure</p>		
<p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p>		
<p>Measure</p>		
<p>Timeframe</p>		

Intended Outcome

There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other’s objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2

Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.1

Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied	
Explanation on application of the practice	:	The Notice of 14 th AGM of the Company was issued on 29 April 2025, which had more than 28 days' notice prior to the 14 th AGM held on 18 June 2025.	
Explanation for departure	:		
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.2

All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	Save for the Executive Chairman, Tan Sri Lim Siew Choon, all the Directors had attended the Extraordinary General Meeting (“EGM”) and the 14 th Annual General Meeting (“AGM”) held on 9 April 2025 and 18 June 2025 respectively.	
		The Board of Directors (including the respective Chairman of the Board Committees) and the Senior Management were present during the EGM (including the Advisers) and the 14 th AGM to respond to any questions from the shareholders.	
		The Company’s responses to the questions raised by Minority Shareholders Watch Group (MSWG) and Permodalan Nasional Berhad prior to the 14 th AGM were also shared with the shareholders at the meeting for the benefit of the shareholders All Directors have always committed to attend the general meeting and will work towards a date suitable for all Directors to attend the general meeting of the Company, barring any unforeseen circumstances.	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.3

Listed companies should leverage technology to facilitate–

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

Application	:	Departure
Explanation on application of the practice	:	
Explanation for departure	:	<p>During the year under review, the EGM and 14th AGM were conducted physically in accordance with paragraph 8.27A of the MMLR of Bursa Securities following the directive issued by the Securities Commission of Malaysia which mandated that all listed issuers hold their general meetings in either hybrid or physical format effective 1 March 2025.</p> <p>The Company's general meetings are usually held within the Klang Valley and not in a remote location, which is easily accessible by the shareholders and facilitates shareholders' participation.</p> <p>Shareholders of the Company who are unable to attend the general meetings in person are entitled to appoint representative of proxy/chairman to vote on their behalf in their absence.</p> <p>The Board ensures that shareholders are able to engage meaningfully with the Board and Senior Management during the physical general meeting.</p>
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>		
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.
Timeframe	:	Choose an item.

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.4

The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i>	
Application	: Applied
Explanation on application of the practice	: <p>The Company had on 29 April 2025 published on the Company's website (www.wct.com.my) the Annual Report 2024 together with the Administrative Details which encompassed the guidance on the conduct of the 14th AGM, including the electronic voting for the conduct of poll on the resolutions.</p> <p>During the 14th AGM, a presentation was given by the Senior Management to the shareholders on the Group's strategies, performance and latest developments including the Company's responses to the questions raised by the Minority Shareholders Watch Group (MSWG) on behalf of the minority shareholders of the Company and Permodalan Nasional Berhad, for the benefit of the shareholders.</p> <p>During the 14th AGM and the EGM held on 9 April 2025, questions raised by the shareholders and proxies were answered by the Chairman of the Meeting, Senior Management and (for the EGM) the advisers as well. The Chairman had ensured that sufficient time was allocated for discussion and addressed the questions raised by the shareholders during the meetings.</p> <p>The minutes including the responses to the questions raised by shareholders and proxies for the respective 14th AGM and EGM held in 2025 are available on the Company's website at www.wct.com.my.</p>
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	

Measure	:		
Timeframe	:		

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.5

The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

<i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.</i>	
Application :	Not applicable – only physical general meetings were conducted in the financial year
Explanation on application of the practice :	
Explanation for departure :	
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure :	
Timeframe :	

Intended Outcome

Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6

Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

<i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i>	
Application	: Applied
Explanation on application of the practice	: The minutes of 14 th AGM had been made available to the shareholders on the Company's website at www.wct.com.my within 30 business days after the 14 th AGM.
Explanation for departure	:
<i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i>	
Measure	:
Timeframe	:

**SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT
CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA**

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

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