

SUSTAINABILITY STATEMENT (CONT'D)

ECONOMIC

WCE IS COMMITTED TO UPHOLDING THE VALUES OF SUSTAINABLE BUSINESS OPERATIONS WHICH AIMS TO CREATE ECONOMIC VALUE BY DELIVERING A HIGH-QUALITY EXPRESSWAY TO OUR ROAD USERS AS WELL AS SUSTAINABLE ECONOMIC VALUE TO OUR VARIOUS STAKEHOLDERS.

SUSTAINABILITY STATEMENT (CONT'D)



VALUE CREATION FROM PROJECT

Related UNSDGs:



Why is this important?

West Coast Expressway Project (“WCE Project”) remains the Group’s primary revenue-generating asset and a key driver of long-term value. Strategically designed to interconnect with major existing highways, including PLUS, SKVE, NKVE, NNKSB, LATAR, and KESAS. WCE enhances road coverage across the west coast of Peninsular Malaysia, offering road users more efficient and accessible travel options.

The expressway provides time-saving connectivity between important towns such as Banting, Klang, Kapar, Tanjong Karang, Teluk Intan and Taiping, and significantly shortens travel distance for routes like Port Klang to northern Perak. It also improves access to vibrant coastal towns such as Sekinchan, Sitiawan and Hutan Melintang, thereby unlocking new economic opportunities and supporting local community development. Key tourist destinations along the alignment such as Pangkor and Kuala Selangor, stand to benefit from the improved accessibility.



Tourist attraction spots along WCE at Pangkor and Kuala Selangor

The recent openings of Section 1 (Banting–SKVE) and Section 2 (SKVE–SAE) have strengthened overall connectivity in Selangor region, especially to major expressways like SKVE and KESAS, and important industrial hubs like KLIA and Port Klang, facilitating improved traffic flow and logistics efficiency.

Of the 11 planned sections, 8 sections have been opened to traffic and commenced toll operations. It is common for highway concessions to face initial financial challenges due to the cessation of interest capitalisation and the amortisation of infrastructure development costs. Nevertheless, the Group remains confident in the project’s long-term viability, supported by robust traffic growth forecasts and validation from an independent traffic study and financial model indicating stable income over the concession period.

SUSTAINABILITY STATEMENT (CONT'D)

VALUE CREATION FROM PROJECT (CONT'D)

Our approach

WCE Group is committed to accelerating the full completion of the WCE Project to strengthen operational performance and contribute to the Group's financial sustainability. We prioritise progressive construction advancement, recognising that the project's success is intrinsically linked to its direct economic impact.

To secure the long-term financial stability, the Group has secured the necessary funding through various avenues, including the Government Support Loan, Commercial Debts, Reimbursable Land Cost Financing, and Equity Injection, to ensure timely completion of the Project.

While toll revenue remains our core income stream, we have also adopted a forward-looking strategy to diversify our revenue base. This includes expansion into the commercial segment, where we are unlocking value from highway assets through leasing opportunities, development and operation of RSAs and provision of other value-added services for road users, such as EV charging facilities.

This approach not only enhances our financial resilience, but also contributes to the creation of a more integrated, user-centric highway ecosystem, aligned with our sustainability goals and long-term business continuity strategy.



Opening event of WCE Section 1



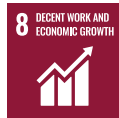
Opening event of WCE Section 2

SUSTAINABILITY STATEMENT (CONT'D)



MARKET PRESENCE

Related UNSDGs:



Why is this important?

The Group's market presence is pivotal in demonstrating our role as a catalyst for economic growth and infrastructure connectivity along the west coast of Peninsular Malaysia. Through the development and operation of the West Coast Expressway, the Group delivers tangible economic value to a wide range of stakeholders, including local communities, government agencies, business partners, and investors.

Our physical and operational footprint contributes significantly to regional development, facilitates efficient logistics movement, and enhances national highway coverage. A strong and growing presence reinforces investor confidence, strengthens public-private partnerships, and secures WCE's strategic position in Malaysia's highway infrastructure ecosystem.

Our approach

The WCE Project generates substantial and widespread economic benefits throughout its construction and operational phases. Our presence along the expressway corridor creates jobs, stimulates local business activities, and promotes inclusive economic participation.

Stakeholders who benefit from our operations include:



- Employees and Directors through fair wages and compensation;
- Government via tax contributions;
- Subcontractors and suppliers through infrastructure development expenditure;
- Financiers and investors via interest payments and returns;
- Local communities and road users through improved access and mobility;
- Small businesses and local vendors.



Our performance

We take a holistic view of value distribution by actively tracking and disclosing the financial benefits shared across our stakeholder groups. The table below summarises this value distribution over three years:

Value Distributed to various Stakeholders

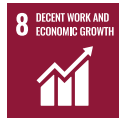
Stakeholders	FY2023 (RM'000)	FY2024 (RM'000)	FY2025 (RM'000)
Providers of Capital (Interest paid on loans and borrowings)	147,248	159,709	170,696
Government (Income tax paid)	3,169	1,915	2,942
Subcontractors & suppliers (Payment made on infrastructure development expenditure)	374,250	355,365	226,030
Employees and Directors	12,041	16,222	21,857

SUSTAINABILITY STATEMENT (CONT'D)



SUSTAINABLE PROCUREMENT

Related UNSDGs:



Why is this important?

Sustainable and transparent procurement is a cornerstone of good governance to the Group which ensure fair, competitive and non-discriminatory practices in the selection of sub-contractors. Procurement activities are governed by a structured Tendering Management Standard Operating Procedure, which covers the full process from invitation to submission and evaluation. These practices enhance accountability, minimise procurement risks, and uphold the integrity of project delivery.

Our approach

A Tender Committee was set up to oversee and evaluate the selection of sub-contractors based on a combination of technical competency, financial stability, and pricing competitiveness. We prioritise vendors with a proven track record of performance and a demonstrated commitment to regulatory compliance, quality assurance, and environmental best practices.

To ensure ongoing value and accountability, annual performance reviews are conducted for all appointed subcontractors, evaluating the quality, timeliness, and compliance of their services.

In support of our broader sustainability and socioeconomic goals, the Group places emphasis on engaging local subcontractors wherever feasible. This not only helps to stimulate economic activity along the expressway corridor but also fosters long-term, trust-based relationships with business partners that align with WCE's values of integrity, fairness, and shared growth.

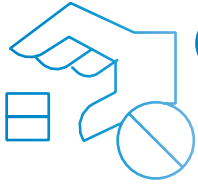
Our performance

During the FY2025, all purchases of materials and services and appointment of subcontractors are local.

Proportion of spending on local suppliers (%)

FY2023	FY2024	FY2025
100	100	100

SUSTAINABILITY STATEMENT (CONT'D)



ANTI-BRIBERY AND CORRUPTION

Related UNSDGs:



Why is this important?

WCE is committed to upholding ethical business practices as outlined in our Code of Ethics & Conduct ("CoC") and Anti-Bribery and Corruption ("ABC") Policy, which has been developed in accordance with the requirements of section 17A of the Malaysian Anti-Corruption Commission Act 2009. These policies have been disseminated to all employees, directors, and business associates and is accessible through our website.

Our approach

WCE maintains a zero-tolerance stance on bribery and corruption. All personnel and business partners are strictly prohibited from engaging in any form of soliciting, offering, or accepting bribes, and are expected to comply with relevant anti-corruption laws. The Group does not condone corrupt practices, regardless of their nature or severity.

To further promote ethical conduct, WCE has implemented a robust Whistleblowing Policy, providing a confidential and secure platform for individuals to report unethical or suspicious behaviour. Reports can be made via email, telephone, or mail, and are handled with due care and discretion.

In FY2025, the Group conducted comprehensive ABC training for all employees, management, and members of the Board. The training concluded with an assessment requiring a minimum passing score of 70%, ensuring a clear understanding of the Group's anti-corruption measures and individual responsibilities.

This proactive approach underlines WCE's commitment to cultivating a culture of integrity, transparency, and compliance throughout the organisation.

Our performance

Corruption-related training

During FY2025, there were no instances or complaints (FY2024: Nil) on suspected corrupt or unethical behaviour reported to us.

Attendance of employees who have received training on ABC (%)

FY2024	FY2025
Management Level	
100	100
Executive Level	
100	100
Non-Executive Level	
86	90

Note: Training attendance was reported for the first time in FY2024, therefore, data is only available for two financial years

Corruption incidents

During FY2025, there were no instances or complaints (FY2024: Nil) on suspected corrupt or unethical behaviour reported to us.

Number of confirmed corruption incidents

FY2023	FY2024	FY2025
0	0	0

SUSTAINABILITY STATEMENT (CONT'D)



DATA PRIVACY AND SECURITY

Related UNSDGs:



Why is this important?

At WCE, we recognise the importance of protecting the data privacy and security of our employees, business partners, suppliers and customers. Our dedication to upholding data privacy and security is fundamental to our sustainability efforts and reflects our values of confidentiality, availability, and integrity of data. We design our Privacy Notice in adherence to the Personal Data Protection Act 2010. This ensures further enhance our data protection measures and safeguarding our systems.

Our approach

In today's digital world, cyber threats are continuously evolving making cybersecurity more crucial for WCE. Safeguarding crucial data requires more than just technical security systems, it demands awareness and vigilance from all employees within the Group. Given that cyberattacks can occur unexpectedly, even a minor lapse in security can pose significant risks to WCE's operations and reputation.

During FY2025, we carried out a cybersecurity training initiative focused on enhancing employees' understanding of ransomware threats and the potential impact of data breaches. This effort aimed to increase awareness of the negative impact such incidents could have on WCE's reputation, particularly regarding toll collection and highway operations.

Throughout FY2025, there were no substantiated complaints or incidents of customer data breaches or loss.



WCE mobile app

Additionally, in our effort to enhance convenience and improve the efficiency of road users' journey, the WCE mobile app provides comprehensive information that allows users to make emergency calls, locate facilities, and navigate to nearest WCE toll plazas and laybys.

Our performance

As of 31 March 2025, there were zero substantiated complaints concerning breaches in customers' privacy or data loss

Number of substantiated complaints concerning breaches in customers' privacy or data loss

FY2023	FY2024	FY2025
0	0	0