CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	3565
COMPANY NAME	**:**	WCE Holdings Berhad
FINANCIAL YEAR	**:**	March 31, 2026

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 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.

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	:	The Board ensures that the strategic plan of the Company and its subsidiaries ("Group") is sustainable and supports long-term value creation on economic, environmental and social aspects. The Chairman ensures that decisions are taken on a sound and well-informed basis and ensures that strategic and critical matters have been considered by the Board. He also ensures that Directors have received relevant information on a timely basis. The Code of Ethics and Conduct was adopted by the Group to promote a culture of good corporate governance and to reinforce ethical, prudent and professional behaviour. The Risk Management and Internal Control Framework, which encompasses the Board through the Risk Management and Sustainability Committee and senior management, provides oversight of the Group's risk management to ensure the Group's business objectives are supported by a sound strategy within an accepted level of risk appetite. The Risk Management Committee submits an updated risk profile of the Group to the Risk Management and Sustainability Committee annually. The Board, through the Nomination and Remuneration Committee ensures the Board and senior management have the necessary skills, experience and personal attributes to carry out respective duties and responsibilities. The Nomination and Remuneration Committee carries out an annual evaluation of the Board and Board Committee to ascertain adequacy of the required mix of skills, experience and core competencies and to identify areas for improvement. Proposals that require Board approval are tabled at the Board meeting for discussion and adoption prior to implementation. Minutes of meeting of the Board Committees are tabled for notation at the Board

	meeting. At the recommendation of the Audit Committee, the quarterly financial reports are tabled to the Board within two months from the end of each quarter and the audited annual financial statements of the Company and Group are tabled to the Board within four months from the financial year end of the Company. The Annual Report is a key channel of communication with stakeholders and shareholders. Another important avenue of communication with shareholders is the Annual General Meeting of the Company.	
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
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	:	The Chairman is responsible for the leadership, effectiveness, conduct and governance of the Board. The non-executive Chairman leads the Board by setting the tone at the top and managing the Board's effectiveness by focusing on strategy, governance and compliance. In turn, the Board monitors the functions of the Board Committees in accordance with their respective terms of reference to ensure effectiveness. The Chairman with the assistance of Company Secretaries sets the Board agenda for each meeting based on the dates of scheduled Board meetings in the annual meeting calendar, and the same is circulated to all the Board Members. The Chairman promotes a Boardroom environment that allows for expression of views, effective debate and contribution from Board members to facilitate informed decision-making by the Board. During deliberation at Board meetings, the Chairman provides his objective views and decisions to resolve situations when there are differing views between Board Members and the Management. The Senior Independent Director will attend to any concern relating to the Group where the Chairman and the Chief Executive Officer are conflicted. The Senior Independent Director and/or the Chief Executive Officer are the contact persons for reporting of any complaint and/or improper conduct by Directors, senior management or employees. Stakeholders can provide their views to the Senior Independent Director, at any point of time. The role and responsibilities of the Chairman of the Board are defined in the Board Charter and are available at www.wcehb.com.my.
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
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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The positions of Chairman and CEO are held by two different individuals. The Chairman, Datuk Ir. Hamzah bin Hasan leads and manages the Board by focusing on strategy, governance and compliance whereas the Chief Executive Officer, Mr Lyndon Alfred Felix manages the business and operations of the Company and the Group and implements the Board's decisions.

The role and responsibilities of the Chief Executive Officer are defined in the Board Charter and are available at www.wcehb.com.my.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
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<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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

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'.			
Application	:	Applied	
Explanation on application of the practice	:	The Chairman of the Board, Datuk Ir. Hamzah bin Hasan is not a member of the Audit Committee nor Nomination and Remuneration Committee.	
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

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	:	The Group is currently outsourcing the corporate secretarial function to Tricor Corporate Services Sdn Bhd ("Tricor"). The Board is supported by two (2) experienced and qualified Company Secretaries nominated by Tricor, who are members of the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA), and qualified to act as a company secretary under Section 235(2) of the Companies Act 2016. The Company Secretaries play an important role in facilitating the overall compliance with the Companies Act 2016, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and other relevant laws and regulations. The Company Secretaries are providing an official contact point in the form of a registered office, handling secretarial record keeping of statutory registers, minute books of the Group and the recording of minutes of meetings of the Board and Board Committees of the Company. The Company Secretaries work with Management of the Company to manage the logistics of all Board and Board Committee meetings, ensuring proper documentation and maintenance of records. The Company Secretaries provide support to the Board in fulfilling its fiduciary duties and assist the Board in shaping the corporate governance of the Group, an advisory role to the Board, particularly about matters on the Company's constitution, Board policies and procedures, best practices and compliance with regulatory requirements, codes and legislation. The Company Secretaries ensure that due processes and proceedings of the Annual General Meeting are in place and properly managed. During the proceedings, the Company Secretaries assist the Chairman and the Board in the conduct of the meeting and also ensure that the minutes are properly recorded.

	The Company Secretaries also monitor the development of Corporate Governance and assist the Board in applying best practices to meet the Board's needs and stakeholders' expectations.	
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
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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The board meeting schedule is determined one year ahead to enable Directors to fit their schedules to the meeting dates. The calendar provides Directors with scheduled dates for meetings of the Board, Board Committees and Annual General Meeting as well as closed periods for dealings in securities of the Company by Directors / Chief Executive Officer based on the targeted date of announcement of the Group's quarterly results.

Minutes of the previous Board meeting were circulated to all Directors and the Directors were given at least five days for their perusal/comment/to seek clarification before being included in the Board Papers.

The Board Papers were then circulated to all Directors at least five business days before the Board meeting for confirmation at the start of the Board meeting as a correct record of the proceedings of the previous Board meeting.

Going paperless, by default, the Board papers are in PDF format and were e-mailed to all Board members. The paper version of the Board Paper will be sent to Board members who request for paper version.

Deliberations and decisions at Board and Board Committee meetings are documented in the minutes including matters where Directors abstained from voting or deliberation.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
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<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
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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	:	The Board Charter serves as a primary reference for prospective and existing Board members of their fiduciary duties as directors of the Company. It sets out the key values, principles and ethos of the Company. The Board Charter was reviewed and updated on 5 November 2025 and is available on the Company's website at www.wcehb.com.my. The roles and responsibilities of the Board of Directors, Senior Independent Director, Chairman and CEO are clearly outlined in the Board Charter. The Board is also responsible for ensuring continuing education/training for the Directors to update their knowledge and enhance their skills through attendance at relevant programmes so as to enable active participation in Board deliberations.	
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

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	:	The Code of Conduct and Ethics was aimed to create a corporate culture that operates business in an ethical manner and to uphold high standard of professionalism and exemplary corporate conduct and is applicable to all Directors and employees of the Group. The Code of Conduct and Ethics promotes integrity and ethical conduct/behaviour in all aspects of the Group's operations including privacy and confidentiality of information, inside information and securities trading, conflict of interest, protection of assets and funds, business record and control, compliance with law, health and safety, fair and courteous behaviour. It also sets out prohibited activities or misconduct involving personal gifting, sexual harassment and outside interests. The reporting of unlawful or unethical behaviour is encouraged through the Whistle Blowing Policy and Procedure. The Code of Conduct and Ethics was reviewed on 8 July 2021 and is available on the Company's website at www.wcehb.com.my.	
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

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	:	The Company's Whistle Blowing Policy fosters an environment in which integrity and ethical behaviour are maintained through protocols which allow for exposure of any violations or improper conduct or wrongdoing within the Group. The Policy provides an avenue for directors, employees or any external party to report any breach of any law or regulation, including business principles in a safe and confidential manner. Reporting Individual who is an employee, may choose to report anonymously in good faith is protected from unfair dismissal, victimisation, demotion, suspension, intimidation or harassment, discrimination, any action causing injury, loss or damage or any other retaliatory actions by the Group. Reporting can be made in writing, telephone, fax or e-mail to the Audit Committee Chairman or the Chief Executive Officer. The Whistle Blowing Policy was reviewed on 8 June 2023 and is available on the Company's website at www.wcehb.com.my.	
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
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	:	The Board is cognisant of strong relationship between business and sustainability, which is increasingly influencing market decision and a driving force to the Group to address sustainability risks and revolve our business decision into achieving resilient financial impact and positive outcome on economic, environmental and social ("EES") performance. The Risk Management and Sustainability Committee was established to assist the Board in overseeing the Group's sustainability strategy, implementation and reporting. They are supported by the Sustainability Committee, spearheaded by our CEO, to oversee the Group's objectives, policies and practices on sustainability matters. These include formulating sustainability strategies, identifying sustainability-related risks, evaluating sustainability performance targets and monitoring the implementation of the sustainability approach. The Sustainability Committee is supported by the Senior Management and Heads of Department to execute sustainability related policies and practices. Please refer to the Group's Sustainability Statement in the Annual Report 2026 for more information.
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

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.

<table>
<tr><td>Application</td><td>:</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice</td><td>:</td><td colspan="2">Stakeholder inclusivity is an integral aspect of WCE Group's approach to sustainability. Engaging stakeholders over a wide range of issues and concerns enable the Board and Management to develop a more comprehensive perspective of materiality.

WCE Group defines stakeholders as individuals, groups and entities that are impacted by the Group's business operations and / or, individuals, groups or entities that are capable of impacting WCE Group's business and operations. Stakeholders are prioritised based on the degree of their influence and dependence on WCE Group. The prioritisation is reassessed periodically. Stakeholders' views are also garnered in determining material sustainability matters for the Group.</td></tr>
<tr><td rowspan="2">Explanation for departure</td><td rowspan="2">:</td><td colspan="2"></td></tr>
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<tr><td>Measure</td><td>:</td><td colspan="2"></td></tr>
<tr><td>Timeframe</td><td>:</td><td></td><td></td></tr>
</table>

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	:	The Board recognises that sustainability considerations, including climate-related risks and opportunities, are integral to the long-term success and resilience of the Group. Through the oversight of the Risk Management and Sustainability Committee, the Board regularly receives updates on emerging sustainability developments, regulatory requirements, industry trends, and sustainability-related risks and opportunities that may impact the Group's operations, financial performance and strategic objectives. As disclosed in the Sustainability Statement, the Group adopts a structured approach to identifying, assessing and managing material sustainability matters, including those relating to economic performance, environmental stewardship and social responsibility. Sustainability considerations are incorporated into the Group's risk management framework to facilitate informed decision-making and support the achievement of long-term value creation. During FY2026, the Group further strengthened its sustainability governance and reporting capabilities by embarking on the adoption of the National Sustainability Reporting Framework ("NSRF") in collaboration with an external consultant. This initiative includes enhancing the Group's sustainability reporting processes, conducting gap assessments against applicable reporting requirements, and developing the necessary governance structures, policies and disclosures to align with the evolving sustainability reporting landscape, including climate-related disclosures. In addition, members of the Board and the Risk Management and Sustainability Committee participated in sustainability-related briefings and trainings to enhance their understanding of emerging sustainability topics and reporting requirements. These initiatives enable the Board to remain informed of sustainability developments and ensure that sustainability risks and opportunities are considered in the Group's strategic planning, business operations and long-term growth objectives. Through these ongoing efforts, the Board remains committed to strengthening its sustainability oversight and ensuring that

	sustainability considerations are embedded within the Group's business strategy and decision-making processes.	
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
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	:	Applied	
Explanation on application of the practice	:	The Board sets out annual performance evaluation for Board members and Senior Management by the Nomination and Remuneration Committee. The detailed assessment is facilitated internally and kept in pace with the changing business environment focused on sustaining growth.	
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
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	:	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 5.1

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	:	On 26 May 2026, the Nomination and Remuneration Committee: (a) Performed an annual evaluation on the Board, Board Committees and individual Directors. It reviewed the Board and Board Committee structure, size and composition with due regard on appropriateness, mix of skills, experience, core competencies as well as attendance record of the Directors. The Nomination and Remuneration Committee was satisfied that all the Directors had performed their roles and functions effectively and the Board Committees were effective as a whole in discharging their roles and responsibilities. The Nomination and Remuneration Committee is also satisfied on its assessment of the independence of the independent non-executive directors. (b) Assessed and received affirmation by way of Director's declaration of fit and proper from all Directors of the Company and a subsidiary company who will retire by rotation pursuant to the constitution of the Company and subsidiary company. (c) Assessed the performance of Datuk Ir. Hamzah Bin Hasan who has served as Chairman and Independent Non-Executive Director of the Company for a cumulative term of more than nine years, and thereafter recommended to the Board to seek shareholders' approval at the forthcoming 25th Annual General Meeting through a two-tier voting process for him to be retained and to continue to act as a Chairman and an Independent Non-Executive Director of the Company, under the following justifications:

	(i) having served a cumulative term of more than nine years, he understands the Company and the Group's business operations and is able to participate and contribute actively during deliberations and discussions at meetings of the Board; (ii) his vast experience and exposure in the areas of engineering enabled him to contribute effectively to the Board; (iii) he fulfilled the criteria under the definition of independent director as set out in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, thus is able to bring independent and objective judgement to the Board; (iv) he has exercised due care during his tenure as Chairman and Independent Non-Executive Director of the Company and carried out his duties professionally in the interest of the Company and shareholders, and (v) he has contributed sufficient time and effort, and attended all the meetings of the Board held during the financial year ended 31 March 2026 as well as met Management as and when required for informed and balanced decision making.
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
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	:	The Board currently has nine members comprising five Independent Non-Executive Directors and four Non-Independent Non-Executive Directors. The composition and size of the Board is reviewed from time to time to ensure its appropriateness and effectiveness.	
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
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	:	Datuk Ir. Hamzah Bin Hasan has served as an Independent Non-Executive Director of the Company for a cumulative term of more than nine years. The Nomination Committee, after assessing his annual performance, recommended to the Board to seek shareholders' approval at the forthcoming 25th Annual General Meeting through a two-tier voting process for him to be retained and to continue to act as an Independent Non-Executive Director of the Company, under the following justifications: (a) having a cumulative term of more than nine years, he understands the Company and the Group's business operations and is able to participate and contribute actively during deliberations and discussions at meetings of the Board; (b) his vast experience and exposure in the areas of engineering enabled him to contribute effectively to the Board; (c) he fulfilled the criteria under the definition of independent director as set out in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, thus is able to bring independent and objective judgement to the Board; (d) he has exercised due care during his tenure as an Independent Non-Executive Director of the Company and carried out his duties professionally in the interest of the Company and shareholders, and (e) he has contributed sufficient time and effort, and attended all the meetings of the Board held during the financial year ended 31 March 2026 as well as met Management as and when required for informed and balances decision making.
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
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	:	Nomination and Remuneration Committee takes into account the current Board diversity in experience, skill, competency, knowledge, potential contribution and including gender, ethnicity and age when seeking potential candidates. This helps to ensure an appropriate balance between the experience perspective of the long-term directors and new perspectives that bring fresh insights to the Board. The members of the current Board are professionals in the field of engineering, finance, accounting, economic, legal, manufacturing and experienced senior public administrator and together, they bring a wide range of competencies, capabilities, technical skills and relevant business experience to ensure that the Group continues to be a competitive leader with a strong reputation for technical and professional competence. To ensure that Directors have sufficient time to fulfil their roles and responsibilities effectively, the criterion determined by the Board in determining candidates for potential Directors is that they must not hold directorship of more than five public listed companies. Compliance to this criterion is expected for all Directors of the Company. The Nomination and Remuneration Committee also requires a declaration of compliance of the Company's Fit and Proper Policy by candidates to be appointed onto Board as well as Directors who are seeking appointment/election or re-election.
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
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	:	In identifying potential candidate for appointment as directors, the Nomination and Remuneration Committee is not limited by recommendations from existing board members, management or major shareholders. The Committee may source potential candidates from directors' registry, open advertisement or through independent search firms.	
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

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	:	The Company's Annual Report contained detailed profile of each Directors such as nationality, gender, age, tenure of service, membership in board committees, directorship in other public companies, work experiences, educational background, relationship with any Director and/or major shareholders, whether there exists any conflict of interest as well as shareholdings in the securities of the Company.	
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
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 and Remuneration Committee is chaired by Datuk Wira Hj. Hamza bin Taib, who is the Senior Independent Non-Executive Director.	
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
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 :	The Company recognises the importance of board diversity and remains committed to enhancing gender diversity at the Board level. During FY2026, the Board increased its female representation from one (1) female director out of eight (8) directors (12.5%) to two (2) female directors out of nine (9) directors (22.2%), demonstrating the Company's ongoing commitment towards achieving a more diverse and balanced Board composition. While the Company has not yet achieved the target of at least 30% women directors, the Nomination and Remuneration Committee continues to incorporate diversity considerations, including gender diversity, into its board succession planning and director selection process.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :	The Nomination and Remuneration Committee will continue to identify and evaluate suitably qualified female candidates as part of the Board's succession planning and renewal process. The Board targets to achieve at least 30% women representation by FY2028 through future board appointments, while ensuring that the overall composition of the Board continues to provide the appropriate balance of skills, experience, independence and diversity required to effectively oversee the Group's business and strategic direction.	
Timeframe :	FY2028	

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	:	As for senior management, although gender policy was not formalised, management has ensured all department practices gender diversity.	
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
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.

<table>
<tr><td colspan="2">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.</td></tr>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>On 26 May 2026, the Nomination and Remuneration Committee satisfactorily carried out an annual evaluation to assess the performance and effectiveness of individual Directors, Board Committees and the Board of Directors. In respect of Independent Directors, the Committee assesses the independence of the Independent Directors.

The assessment on individual Directors, Board of Directors and Board Committee were carried out using prescribed evaluation questionnaires and checklists, consisting mainly of Board Evaluation Form, Directors' Self Evaluation Form and Audit Committee Members' Self Evaluation Form. Independent Directors have additional questionnaire such as the Independent Directors' Self Evaluation.

The Nomination and Remuneration Committee also evaluated:
(a) Effectiveness of the Audit Committee using the Audit Committee Evaluation Questionnaire; and
(b) Adequacy of Board skill sets using the Board Skills Matrix Form.

The Company, being a Large Company effective from 1 April 2024 intends to engage the services of an independent expert to facilitate an objective and candid board evaluation.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td></td></tr>
<tr><td></td></tr>
<tr><td colspan="2">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
</table>

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	:	The Board has established a Nomination and Remuneration Committee to assist the Board in overseeing matters relating to board composition, succession planning, and remuneration. The Nomination and Remuneration Committee aims to maintain a remuneration framework that attracts, retains, and motivates high-calibre Executive Directors, the Chief Executive Officer, and senior management, while ensuring that remuneration is aligned with the Group's strategic objectives, performance, and long-term value creation. The Nomination and Remuneration Committee reviews the remuneration of the Board, Board Committees, the Chief Executive Officer and senior management, and makes recommendations to the Board for approval. In carrying out its responsibilities, the Nomination and Remuneration Committee seeks to ensure that the remuneration framework appropriately reflects individual responsibilities, experience, performance and contributions to the Group.
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
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 Nomination and Remuneration Committee is principally responsible for reviewing and recommending the remuneration of the Board and senior management, including the annual salary increments and bonuses. The terms of reference of the Nomination and Remuneration Committee are available on the Company's website, www.wcehb.com.my.	
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
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	:	The disclosure on named basis for the remuneration of individual directors is set out below.

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	Datuk Ir. Hamzah bin Hasan	Independent, Non-executive Director	206	7	0	0	0	0	213	206	10	0	0	11	0	227
2	Datuk Wira Hj. Hamza bin Taib	Independent, Non-executive Director	176	7	0	0	0	0	183	176	7	0	0	0	0	183
3	Lee Chui Sum	Independent, Non-executive Director	195	7	0	0	0	0	202	195	7	0	0	0	0	202
4	Tan Chor Teck	Independent, Non-executive Director	176	7	0	0	0	0	183	176	7	0	0	0	0	183
5	Datuk Ir. Rosaline Ganendra	Independent, Non-executive Director	26	1	0	0	0	0	27	26	1	0	0	0	0	27
6	Datuk Oh Chong Peng	Non-Independent, Non-executive Director	163	7	0	0	0	0	170	163	7	0	0	0	0	170
6	Dato' Lee Chun Fai	Non-Independent, Non-executive Director	123	6	0	0	0	0	129	123	6	0	0	0	0	129
8	Tang King Hua	Non-Independent, Non-executive Director	151	7	0	0	0	0	158	151	10	0	0	0	0	161
9	Vuitton Pang Hee Cheah	Non-Independent, Non-executive Director	111	7	0	0	0	0	118	111	7	0	0	0	0	118

10	Dato' David Frederick Wilson	Independent, Non-executive Director	0	0	0	0	0	0	0	40	2	0	0	0	0	42
11	Lyndon Alfred Felix	Chief Executive Officer / Executive Director	0	0	840	499	25	227	1,591	0	0	840	499	25	227	1,591
12	Gnanasekaran a/l Mariasoosay	Senior General Manager / Executive Director	0	0	0	0	0	0	0	0	0	631	325	11	134	1,101

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.

<table>
<tr><td>Application :</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2">The Company had disclosed the top five senior management remuneration on aggregate basis without being named and in each successive band of RM50,000.00.

The Company chose not to disclose the remuneration of the individual senior management on named basis as the Company believes this information will not add to the understanding and evaluation of the Company's governance and may possibly pose security risks to the individuals.</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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	:	

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	:	The Chairman of the Audit Committee, Ms Lee Chui Sum, is not the Chairman of the Board.	
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 9.2
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 terms of reference of the Audit Committee requires the observation of a cooling-off period of at least three years for a former key audit partner prior to the appointment as a member of the Audit Committee. The terms of reference of the Audit Committee are available on the Company's website, www.wcehb.com.my.	
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 9.3
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	:	Prior to the commencement of audit, the external auditor presented to the Audit Committee its Audit Plan, which outlines its engagement team, audit timeline, risk assessment and audit approach and its focus on key audit matters and an update on accounting development since the previous financial year. The Audit Plan has explicit confirmation of compliance with the requirement of independence pursuant to International Standards on Auditing. Upon completion, the external auditor presented to the Audit Committee the Audit Committee Memorandum, which updates the Audit Committee on the status of the audit, audit findings, potential key audit matters and outstanding matters. The Audit Committee also reviews the provision of non-audit services by the external auditor to the Company and its subsidiaries to assess if it in any way impairs its objectivity and independence as the external auditor of the Company for the financial year. These formed part of the Audit Committee's assessment of the suitability, objectivity and independence of the external auditors. Based on the outcome of its assessment, the Audit Committee decides whether or not to recommend to the Board for the shareholders' approval for the re-appointment of external auditors at the coming Annual General Meeting.
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	:	Not Adopted
Explanation on adoption of the practice	:	

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.

<table>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Chairman of the Audit Committee is a member of the Malaysian Institute of Accountants and the members of the Committee have experience and expertise in the legal and financial service industry to effectively discharge their duties.

All members of the Audit Committee have attended training programmes to keep abreast of relevant industry development and business practices in accordance with their needs.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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	:	The Board acknowledges its responsibilities for maintaining a sound system of risk management and internal control within the Group, encompassing financial, operational, compliance and sustainability-related controls, to safeguard shareholders' investments and the Group's assets. The Audit Committee assists the Board in discharging its responsibilities relating to the adequacy and effectiveness of the Group's internal control system, internal audit function, financial reporting process, compliance framework and governance practices. The Audit Committee reviews the findings of internal and external audits and monitors management's implementation of corrective actions to address identified control weaknesses and areas for improvement. The Risk Management and Sustainability Committee assists the Board in overseeing the Group's risk management framework and sustainability matters. The Risk Management and Sustainability Committee is responsible for reviewing the effectiveness of the Group's risk management processes, evaluating key business and emerging risks, including sustainability and climate-related risks and opportunities, and ensuring that appropriate mitigation measures are implemented. The Group's Risk Management System ("RMS") provides a structured and systematic approach for identifying, assessing, monitoring and managing risks across the organisation. The effectiveness of the RMS is regularly reviewed and enhanced, where necessary, to ensure that it remains relevant and responsive to the Group's evolving business environment and strategic objectives. At the management level, the Risk Management Committee ("RMC"), chaired by the Chief Executive Officer and comprising members of senior management, is responsible for implementing the Group's risk management framework and monitoring key risks. Key business risks are documented in the risk profile that addresses risks to the achievement of strategic, financial and operational objectives. The risk profile lists all identified risks and thereafter assesses the likelihood of occurrence and its quantitative and qualitative impact on the Group. It

	also lists controls and measures used to monitor and mitigate those risks. The RMC reports its deliberations and recommendations to the Risk Management and Sustainability Committee.	
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
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 :	Details of the features of risk management and internal control framework, and the adequacy and effectiveness of this framework are disclosed in the Statement of Risk Management and Internal Control in the Annual Report 2026.	
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
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	:	Not Adopted
Explanation on adoption of the practice	:	

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 :	The Group's internal audit function is outsourced to an independent professional firm, which reports directly to the Audit Committee. The outsourced internal auditors provide an objective and independent assessment of the adequacy and effectiveness of the Group's governance and internal control processes. The Audit Committee reviews and approves the annual internal audit plan to ensure that audit activities are aligned with the Group's key risks and areas of concern. Internal audit reviews are conducted based on the approved audit plan, and the findings, recommendations and management's responses are reported directly to the Audit Committee. The Audit Committee regularly evaluates the performance, effectiveness and independence of the outsourced internal audit service provider, including its competency, resources and objectivity in carrying out its responsibilities. The Audit Committee also monitors management's implementation of corrective actions arising from internal audit findings to ensure that identified control weaknesses are addressed in a timely manner.	
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
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	:	The outsourced professional firm that performs internal audit services has confirmed that it is free of any relationships or conflicts of interest that could impair its objectivity and independence. The Audit Committee reviews and approves the annual Internal Audit Plan to ensure that internal audit activities are aligned with the Group's key business risks, strategic priorities and areas of concern. The Audit Committee Report in the Annual Report provides further information on the activities of the Internal Audit service provider.	
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 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	:	The Board ensures that the Company announces its quarterly results on a timely basis to the shareholders and stakeholders. The Board also ensures shareholders are given opportunity to speak and seek clarification during the Company's Annual General Meeting, for effective and transparent communication with its shareholders. The Company also has a website at www.wcehb.com.my as an avenue to disseminate corporate and financial information.	
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 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.	
Explanation on application of the practice :		
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
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 the Company's 24th Annual General Meeting (AGM) to shareholders was dated 24 July 2025, the AGM was held on 26 August 2025, a more than 28 days' notice was given.	
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
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	:	Applied	
Explanation on application of the practice	:	All Directors attend the Company's 24th Annual General Meeting. The Chairman of the Audit Committee, Nomination Committee, Remuneration Committee and Executive Committee were present at the meeting to provide any response to questions addressed to them.	
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
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	:	Applied	
Explanation on application of the practice	:	The 24th Annual General Meeting ("AGM") of the Company was held as a physical meeting at Zamrud Room 1, Block 1, The Saujana Hotel Kuala Lumpur, Jalan Lapangan Terbang SAAS, 40150 Shah Alam, Selangor Darul Ehsan. The Company always takes into consideration the convenience and accessibility of the location when fixing the venue for its shareholders' meeting. Shareholders of the Company or, in their absence, the appointed representative(s)/proxy(ies) are entitled to participate and to vote at the AGM. For the appointment of proxies, shareholders may deposit their proxy forms either in hard copy form or electronically via Metra Portal, an electronic proxy system facilitated by the Company's Share Registrar, Metra Management Sdn Bhd ("Metra") available on its website at https://www.metramanagement.com.my (Domain Registration No. D1A403946). Metra had put in place information security measures to prevent cyberattacks and data breaches.	
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
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.

<table>
<tr><td colspan="3">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.</td></tr>
<tr><td>Application :</td><td colspan="2">Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2">The Chairman ensures that the general meetings provide an important opportunity for effective communication and engagement with the shareholders.

At the AGM, a presentation was given to shareholders by the Chief Executive Officer ("CEO") to explain the Group's performance and project progress, including a presentation on responses to questions raised by the Minority Shareholders Watch Group ("MSWG"), which were submitted by MSWG prior to the AGM. The Board encourages shareholders to actively participate in the question-and-answer ("Q&A") session at the AGM. The Board and CEO has responded to the questions raised by the shareholders during the Q&A session.</td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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.

<table>
<tr><td colspan="3">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.</td></tr>
<tr><td>Application :</td><td colspan="2">Not applicable – only physical general meetings were conducted during the financial year.</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Explanation for departure :</td><td colspan="2"></td></tr>
<tr><td colspan="2"></td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2"></td></tr>
<tr><td>Timeframe :</td><td></td><td></td></tr>
</table>

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.

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.			
Application	:	Applied.	
Explanation on application of the practice	:		
Explanation for departure	:	The minutes of the Company's 24th AGM held on 26 August 2025, was uploaded on the Company's website on 8 October 2025.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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.

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