

Corporate Governance Report

Wing Tai Holdings Limited (the “Company”) is committed to ensuring high standards of corporate governance in its conduct of business by adopting a comprehensive corporate governance framework to enhance best practice principles including accountability, transparency and sustainability.

The Board of Directors (the “Board” or “Directors”) recognises that efforts to achieve the above requires effective corporate policies, processes and practices in compliance with the principles and provisions of the Code of Corporate Governance 2018 (the “Code”) as outlined herein. Where there is any deviation from the Code, appropriate explanations are provided in this report on each area of non-compliance, and how the Company’s practices are consistent with the intent and philosophy of the principle concerned.

Board Matters

Principle 1: The Board’s Conduct of its Affairs

The company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the company.

The Board is responsible for the overall management of the Company, and the Directors make important decisions objectively in the best interests of the Company.

The principal functions of the Board include:-

- › providing overall strategy and direction for the Company and its subsidiaries (the “Group”);
- › reviewing the corporate policies and financial performance of the Group;
- › reviewing the Management’s performance;
- › establishing an enterprise risk management framework of prudent and effective controls to assess and manage risks;
- › considering sustainability issues including environmental and social factors, as part of its strategic formulation;
- › identifying the key stakeholder groups and recognising that their perceptions affect the Company’s reputation; and
- › setting the Company’s values and standards (including ethical standards) and ensuring that obligations to shareholders and other stakeholders are understood and met.

Directors, as fiduciaries, act objectively in the best interests of the Company and hold the Management accountable for the Company’s performance. The Board implements a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the Company. Directors facing conflicts of interest recuse themselves from discussions and decisions involving the issues of conflict (*Provision 1.1*).

There are four Board meetings scheduled each year, including two held on a half-yearly basis in accordance with Rule 705 of the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Manual and whenever necessary as circumstances arise. A total of five Board meetings were held in the financial year ended 30 June 2025 (“FY2025”). To assist the Board in discharging its duties and functions, the Board has delegated authorities to the Board Committees, namely the Audit & Risk Committee (“ARC”), Remuneration Committee (“RC”) and Nominating Committee (“NC”). Each of the ARC, RC and NC has been constituted with terms of reference setting out their composition, authorities and duties, approved by the Board and may recommend and/or decide on matters within their terms of reference. The Board reviews the composition of the membership of the Board Committees whenever appropriate. The names of the committee members, the terms of reference, any delegation of the Board’s authority to make decisions and a summary of each committee’s activities are disclosed in this Annual Report (*Provision 1.4*).



The details of the Directors' attendance at the Board and Board Committee meetings and Annual General Meeting ("AGM") in FY2025 are set out in the table below (*Provision 1.5*).

	Board	Audit & Risk Committee	Remuneration Committee	Nominating Committee	AGM
	Meetings Held 5	Meetings Held 4	Meetings Held 2	Meeting Held 1	Meeting Held 1
Name	Meetings Attended	Meetings Attended	Meetings Attended	Meeting Attended	Meeting Attended
Cheng Wai Keung	5	-	-	1	1
Edmund Cheng Wai Wing	5	-	-	-	1
Cheng Man Tak	5	-	-	-	1
Eric Ang Teik Lim	5	4	-	1	1
Mildred Tan	5	4	2	-	1
Kwa Kim Li	5	-	2	1	1
Guy Daniel Harvey-Samuel	5	4	2	-	1
Tan Sri Zulkurnain Bin Awang	5	-	-	-	1
Tan Hwee Bin	5	-	-	-	1

Directors attend and actively participate in Board and Board Committee meetings. When a Director serves on multiple boards of different companies, that Director ensures that sufficient time and attention is allocated to the affairs of each company with assistance from the Management, which regularly provides relevant and complete information to that Director for the effective discharge of his/her duties.

To address the competing time commitments that a Director may face in holding multiple board appointments, the internal guideline recommended by the NC provides that the maximum number of listed company board representations which any Director may hold at any one point in time is five directorships. The NC is satisfied that for FY2025, each of the Directors has given sufficient time and attention in discharging his/her responsibilities

as Director by providing invaluable guidance, advice and support to the Group (*Provision 1.5*).

Besides physical meetings, the Constitution of the Company ("Constitution") allows the Directors to participate in Board and Board Committee meetings by way of telephone, video conference or other similar means of communication equipment whereby all persons participating in the meetings are able to hear each other. In this regard, alternative means of participation by way of telephone and video conference have been adopted in the Board and Board Committee meetings, whenever necessary.

As the Chairman has a deciding vote in any matter, there is no issue of board interlock within the Company.

Matters which require the Board's approval include, *inter alia*, those

involving material acquisition and disposal of assets of the Company, annual budget, financial results announcements, annual report and financial statements, distribution of dividends and other returns to shareholders, fund raising exercises, corporate and financial restructuring, and interested person transactions of a material nature (*Provision 1.3*).

Upon appointment of each Director, the Company will provide a formal letter to the Director, setting out clearly the Director's duties and obligations. Newly appointed Directors are given orientation briefings by the Management, including site visits to the Company's assets to ensure that they are familiar with the Group's businesses, directions and policies. Directors are also provided with opportunities to develop and maintain their skills and knowledge at the Company's expense.

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The Board is regularly updated on the latest amendments to the law as well as changes to regulations and accounting standards. Every Director will receive further relevant training or briefings by professionals from time to time and where relevant, particularly on the enactment of new laws and regulations as well as on new or emerging commercial risks. Visits to overseas sites are also arranged for the Directors to better understand the Group's overseas investments and projects. The Company Secretary readily keeps the Directors informed as and when there are appropriate courses, conferences and seminars such as those conducted by the Singapore Institute of Directors and external counsels (*Provision 1.2*).

The Directors are encouraged to regularly attend trainings funded by the Company. During FY2025, the Directors attended a number of courses, forums and seminars conducted by reputable professional organisations, namely, "SASAC-Temasek Director Forum on Temasek Corporate Governance Model", "Board Mentoring session organised by Institute of Singapore Chartered Accountants (ISCA)", "Anti-Bribery and Corruption Compliance session organised by Mapletree Investments", "NTUC Enterprise Directors' Workshop" and "NTUC Enterprise Cyber Security Sharing session".

Beyond the confines of formal Board meetings, Directors also share their insights, experience, strategic networking relationships and advice from time to time which adds value to and furthers the interests of the Company.

Prior to each meeting and whenever the need arises, the Board is

furnished with complete and adequate information in a timely manner to enable full deliberation of the issues to be considered. To ensure that the Board is able to fulfil its responsibilities, the Management readily provides the Board with board papers and related materials, background or explanatory information and copies of disclosure documents, management reports, forecasts, budgets, financial statements and other relevant information of the Group on a half-yearly basis prior to meetings, and on an on-going basis whenever necessary (*Provision 1.6*).

The Board has separate and independent access to the Management and the Company Secretary at all times. Directors are entitled to request from and are provided by the Management, in a timely manner, with such additional information as may be needed to make informed decisions. The Board also seeks independent professional advice at the Company's expense as and when necessary to enable the Directors (whether individually or as a group) to discharge their responsibilities effectively.

The Company Secretary attends all Board meetings and ensures that Board procedures are strictly adhered to. The Company Secretary, together with the Management, also ensure that the Company complies with all applicable statutory and regulatory rules. In addition, the Company Secretary ensures that there is good information flow within the Board and the Board Committees, and between the Management and non-executive Directors. The Company Secretary facilitates orientation and professional

development of the Directors as may be required. The appointment and removal of the Company Secretary is subject to the approval of the Board (*Provision 1.7*).

Principle 2: Board Composition and Guidance

The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.

The Board currently comprises a majority of non-executive Directors, with more than one-half of the Board being made up of independent Directors as the Chairman of the Board is also the Managing Director (*Provisions 2.2 & 2.3*).

The NC reviews the independence of each Director annually based on the definition of "independence" as prescribed in the SGX-ST Listing Manual and the Code to ensure that there is a strong element of independence and autonomy on the Board. Pursuant to the Code, an "independent" director is one who is independent in conduct, character and judgement, and has no relationship with the company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement in the best interests of the company (*Provision 2.1*). There is no existence of a relationship as stated in the Code that would otherwise deem any independent Director to be non-independent.

There are currently nine members on the Board, three of whom are executive Directors and five of whom are independent non-executive Directors (*Provisions 2.2 & 2.3*). To further enhance the independence of the Board and the Board Committees, it is the Company's policy that no Director or independent Director sits on all three Committees, the ARC, RC and NC. Independent non-executive Directors, led by the Lead Independent Director, meet periodically without the presence of Management and will provide feedback to the Board and/or its Chairman, as appropriate (*Provision 2.5*).

Board Diversity

The Company has a board diversity policy ("Board Diversity Policy") to give due consideration to the benefits of diversity when appointing members to the Board. The Board Diversity Policy recognises that a diverse Board will better support the Company in attaining its strategic objectives and sustainable development. In reviewing the Board's composition and recommending the appointment of directors to the Board, the NC will consider candidates on merit and with due regard for the benefits of all aspects of diversity, including but not limited to industry knowledge, skills, experience, professional qualification, gender and age.

As recommended by the NC, the Board recognises that gender is an important aspect of diversity and strives to ensure appropriate female representation on the Board based on the Board's objectives. As of FY2025, the Board continues to achieve a 33.33% female representation

on the Board. This is higher than the 25.1% women on board reported by the Council for Board Diversity for the Top 100 primary-listed companies on the Singapore Exchange as at 31 December 2024. Currently, two out of the three Board Committees are chaired by female Directors and all Board Committees have at least one female representative.

The Company has ensured that there is at least one independent Director on the Board who has experience in the industry in which the Company operates. The Board will examine its size and composition whenever circumstances require (*Provision 2.4*). The Company adopts the principle of collective decision-making process and hence, no individual or smaller group of individuals will dominate the Board's decision-making process.

The Board comprises Directors who have diverse qualifications and backgrounds in areas such as banking, finance, business and law. The independent non-executive Directors have exposure to the industry in which the Group operates. Given the present scope and nature of the Company's operations, the Board considers its current size and profile of its members, whose core competencies, qualifications, skills, knowledge, experience and other aspects such as gender and age, are diverse, extensive and complementary, to be appropriate. The NC will review and make recommendations to the Board to revise the Board Diversity Policy from time to time to ensure effectiveness and relevance of the policy.

The profiles of the Directors are set out on pages 4 to 6 of this Annual Report.

Principle 3: Chairman and Chief Executive Officer

There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.

The Chairman of the Board, Mr Cheng Wai Keung, is also the Managing Director ("MD") of the Group and has overall responsibility for the management and operations of the Group.

In order to address the issue of independence given that the Chairman and the MD are the same person, the Board has formally appointed Mr Eric Ang Teik Lim as Lead Independent Director to serve as a sounding board for the Chairman and also as an intermediary between the non-executive Directors and the Chairman to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making. In addition, Mr Eric Ang Teik Lim is available to the shareholders whenever they have any concerns which cannot be resolved or which may not be appropriate to be raised through normal contact channels of the MD or the Group Chief Financial Officer ("Group CFO") (*Provisions 3.1 & 3.3*).

Mr Cheng Wai Keung's primary role as Chairman of the Board is to lead the Board in developing sound policies and strategies for the Company, ensuring that they are implemented effectively, as well as promoting high standards of corporate governance.

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Mr Cheng Wai Keung also provides leadership to the Board, ensuring that Board meetings are held regularly and promoting a culture of open and constructive debate, with Board members being provided with complete and timely information. As the MD, Mr Cheng Wai Keung makes key decisions on the management and operations of the Group and is responsible for the conduct of the business and affairs of the Group, supported by the key management. The continued growth of the Company under Mr Cheng Wai Keung's leadership over the years clearly demonstrates his ability to discharge the responsibilities of both his roles as Chairman and MD effectively (*Provision 3.2*).

Principle 4: Board Membership

The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.

To assist the Board in the discharge of its responsibilities and to enhance the Company's corporate governance framework, the Board, without abdicating its responsibility, delegates specific functions to the various Board Committees, namely, the ARC, RC and NC. Each of these Board Committees has its own terms of reference and reports its activities regularly to the Board.

The NC has adopted its own specific written terms of reference. The principal functions of the NC are to make recommendations to the Board for succession plans for Directors, the appointment and re-appointment of Directors to the Board and

to review the independence of each Director annually and as and when circumstances require. The NC also recommends to the Board the process and criteria for evaluation of the performance of the Board, the Board Committees and the individual Directors. In addition, the NC reviews the training and professional development programmes for the Board and its Directors (*Provision 4.1*).

The NC comprises three members, the majority of whom, including the Chairman of the NC, are independent non-executive Directors. The NC members are Ms Kwa Kim Li — Chairman of the NC, Mr Eric Ang Teik Lim, Lead Independent Director and Mr Cheng Wai Keung (*Provision 4.2*).

Pursuant to the Company's Constitution and in compliance with Rule 720(5) of the SGX-ST Listing Manual, one-third of the Directors are required to submit themselves for re-nomination and re-election at least once every three years. The Directors to retire every year at the AGM shall be those who have been longest in office since their last re-election, and as between persons who became Directors on the same day, those to retire shall be determined by lot. A newly appointed Director will hold office until the next AGM following his/her appointment and he/she will be eligible for re-election. The Company has no alternate Directors.

For Directors seeking re-election, "Additional Information on Directors Seeking Re-Election" are set out on pages 32 to 35 of this Annual Report pursuant to Rule 720(6) of the SGX-ST Listing Manual.

The NC will review and make recommendations on board

succession plans for Directors and the composition of the Board from time to time, and search for and identify suitable candidates with the right qualifications, expertise and experience to be appointed as Directors. Each candidate will be evaluated based on his/her ability to enhance the Board's capabilities through his/her contributions in his/her area of expertise and how to improve the Group's business strategies, controls and/or corporate governance (*Provision 4.3*).

All Directors and members of the Board are appointed following a comprehensive and extensive external search based on their credentials and qualities.

When considering the independence of Directors, the NC also reviews the annual declaration by the independent non-executive Directors regarding their independence, including the disclosure of their relationships with the Company, its related corporations, its substantial shareholders or its officers, if any, which may affect their independence, and the Directors' disclosures of interests in transactions (*Provision 4.4*).

For first-time directors, the Company provides briefing in areas such as accounting, legal or such other industry-specific knowledge, where appropriate. As mentioned above, upon appointment of each Director, the Company will provide a formal letter to the Director, setting out clearly the Director's duties and obligations to ensure that the new Director is aware of his/her duties and obligations. The NC decides if a Director is able to and has been adequately carrying out his/her duties as a Director of the Company (*Provision 4.5*).

Principle 5: Board Performance

The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its board committees and individual directors.

With the assistance of internal auditor KPMG Services Pte Ltd ("KPMG"), the Company's objective performance criteria and process for the evaluation of the effectiveness of the Board was developed, established and approved for use to ascertain the effectiveness of the Board as a whole, its Board Committees and each Director. This framework is reviewed and refined annually or when required, to incorporate better practices to ensure the assessment process remains relevant and effective (*Provision 5.1*).

The NC's assessment of the effectiveness and performance of the Board as a whole and its Board Committees is conducted on an annual basis (by circulating the evaluation forms for the Board and Board Committees amongst the Directors) taking into account the level of participation and contribution of each individual Director towards the Board's effectiveness and competencies, as well as the strategic insight, financial literacy, business judgement, integrity and relevant industry knowledge rendered for the benefit of the Group. The aim of the assessment is to evaluate whether each Director is able to and continues to contribute effectively and demonstrate commitment to his/her role. Individual evaluation and self-assessment of each Director are also conducted on an annual basis. Additional performance criteria based on the Code has also been adopted. These performance

criteria allow for comparison with industry peers and go towards enhancing long-term shareholder value. Based on the results of the evaluation, the Board has met its performance objectives (*Provision 5.2*).

The Chairman of the Board will act on the results of the evaluation and, in consultation with the NC, may, where appropriate, propose new members to be appointed to the Board or seek the resignation of Directors.

Remuneration Matters

Principle 6: Procedures for Developing Remuneration Policies

The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.

The RC comprises three members, all of whom, including the Chairman of the RC, are independent non-executive Directors. The RC members are Mrs Mildred Tan — Chairman of the RC, Mr Guy Daniel Harvey-Samuel and Ms Kwa Kim Li (*Provision 6.2*).

The RC has adopted its own specific written terms of reference. The principal functions of the RC are to review and recommend to the Board a general framework for remuneration within the Company and the specific remuneration packages for each Director as well as for the key management personnel of the Group (*Provision 6.1*). As and when required, the RC obtains

independent and professional advice on remuneration matters (including but not limited to Directors' fees, salaries, allowances, bonuses, share-based incentives and awards, and benefits-in-kind) from human resource advisers and an external management consultancy firm specialising in people-pay-performance management strategies, Carrots Consulting Pte Ltd ("Carrots"). Other than its professional appointment, Carrots has no affiliation or relationship with the Company or any of its Directors that will affect the independence and objectivity of its performance (*Provision 6.4*). The RC reviews the structure of the remuneration packages for the Directors and key management personnel to ensure that they are competitive and sufficient to attract, retain and motivate key executives. No Director is involved in deciding his/her own remuneration.

The RC reviews the Company's obligations arising in relation to termination of the executive Directors' and key management personnel's contracts of service, to ensure that such contracts of service contain fair and reasonable terms of termination which are industry norm and not overly generous, onerous or adverse to the Company. There are no termination, retirement or post-employment benefits granted to the executive Directors and key management personnel (*Provision 6.3*).

Principle 7: Level and Mix of Remuneration

The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the company.

The Company's remuneration framework for executive Directors and key management personnel comprises a fixed component (in the form of a base salary, annual wage supplement, fixed allowances where applicable, together with other benefits-in-kind in accordance with the Company's prevailing human resource policies), and a variable component in the form of variable bonuses, as well as share plans, where applicable. The remuneration packages take into account the individual's performance, the Group's overall performance, as well as acceptable market practices and employment conditions within the industry. Such performance-related remuneration takes into account the risk policies of the Company, is symmetric to risk outcomes and is sensitive to the time horizon of risks. In assessing the performance of the executive Directors and key management personnel, the RC takes into account the financial and operational performance of the Group. Carrots undertakes a benchmarking exercise on the remuneration packages of the executive Directors and key management personnel of the Group on an annual basis.

The Company seeks to remunerate all employees based on their individual performances and

contributions towards the Company. To this end, the Company has in place a robust performance management system to appraise employees' performance against a set of key performance indicators on an annual basis. Performance-related remuneration is aligned with the interests of shareholders and other stakeholders which promotes the long-term success of the Company (*Provision 7.1*).

Non-executive Directors are paid a fixed fee appropriate to their level of contribution, taking into account factors such as effort, time spent, and responsibilities. Directors who serve on Board Committees receive higher fees for the additional responsibilities they take on. The Company recognises that non-executive Directors should not be over-compensated to the extent that their independence may be compromised. All Directors' fees are approved by shareholders at the AGM of the Company before they are paid (*Provision 7.2*).

The Company uses the Wing Tai Performance Share Plan ("Wing Tai PSP") and the Wing Tai Restricted Share Plan ("Wing Tai RSP") to incentivise both employees and Directors to promote the long-term success of the Company. The performance conditions which the Wing Tai PSP seeks to promote are broader targets aimed at sustaining more extensive and longer-term growth, and they are set over a three-year performance period. On the other hand, the performance conditions prescribed under the Wing Tai RSP are shorter-term targets aimed at encouraging continued service, and the shares have a vesting schedule of three years.

Other than shares granted under the Wing Tai PSP and Wing Tai RSP (collectively "Share Plan Shares") to the Executive Director, Ms Tan Hwee Bin, no Share Plan Shares was granted to the other Directors during FY2025 (*Provision 7.3*).

The RC has the discretion not to award variable incentive in any year if an executive Director or a key management personnel is involved in exceptional circumstances of misstatement of financial results or misconduct resulting in financial loss to the Company. The Company currently has contractual provisions to allow the Company to reclaim incentive components of remuneration from executive Directors and key management personnel in such circumstances.

Principle 8: Disclosure on Remuneration

The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

The remuneration packages of Directors and key management personnel are a competitive advantage of the Group. The Company uses both short-term and long-term incentives such as variable bonus and share plans, to motivate its executive Directors and employees to deliver greater performance for the Company. The fixed component is in the form of a base salary. The variable component is in the form of a variable bonus and share plans that are linked to the performance of the Group and each individual's performance,

which is based on the criteria of the respective key performance indicators allocated to the individual. The key performance indicators include the Company's profitability and other financial and operational indicators as determined by the Board. Staff appraisals are conducted once a year. The executive Directors do not receive Directors' fees.

Provision 8.1 of the Code recommends that companies: (a) fully disclose the remuneration of each individual

director and their CEO; and (b) name and disclose the remuneration of at least their top five key management personnel (who are not directors or the CEO) in bands no wider than \$250,000, including the aggregate remuneration paid to these top five key management personnel. Provision 8.3 of the Code also recommends that companies disclose all forms of remuneration and other payments and benefits as well as details of employee share schemes. In compliance with Rule 1207(10D) of the SGX-ST

Listing Manual, the Company has disclosed the fees and remuneration paid/payable to individual Directors with breakdown of the components (including base salary, bonus, share awards and other benefits) in percentage terms. As for the key management personnel, the Company shall continue to disclose their remuneration in bands of \$250,000 with a breakdown in percentage terms of base salary, bonus, share awards and other benefits.

The fees and remuneration amounts, including the breakdown of the components (in percentage terms), paid/payable to the Directors in FY2025 are as follows (*Provisions 8.1(a) & 8.3*):-

Remuneration	Fees* (%)	Salary (%)	Bonus (%)	Other Benefits (%)	Share Awards (%)	Total (\$)
Executive Directors						
Cheng Wai Keung	-	57	29	14	-	2,445,663
Edmund Cheng Wai Wing	-	53	26	21	-	2,318,011
Tan Hwee Bin	-	52	28	8	12 [^]	1,721,696
Non-Executive Directors						
Cheng Man Tak	100	-	-	-	-	55,000
Eric Ang Teik Lim	100	-	-	-	-	125,000
Mildred Tan	100	-	-	-	-	112,000
Kwa Kim Li	100	-	-	-	-	93,000
Guy Daniel Harvey-Samuel	100	-	-	-	-	100,000
Tan Sri Zulkurnain Bin Awang	100	-	-	-	-	95,000

* Non-Executive Directors' fees are subject to shareholders' approval at the AGM to be held on 23 October 2025

[^] Includes the fair value of restricted shares and performance shares

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The breakdown (in percentage terms) of the remuneration of the top seven key management personnel in bands of \$250,000 paid in FY2025 is set out below. The total remuneration paid to the seven key management personnel for FY2025 amounted to \$5.769 million (*Provisions 8.1(b) & 8.3*).

Remuneration Bands	Salary (%)	Bonus (%)	Other Benefits (%)	Share Awards [^] (%)	Total (%)
<u>\$1,250,001 to \$1,500,000</u>					
Helen Chow	62	25	13	0	100
<u>\$750,001 to \$1,000,000</u>					
Ng Kim Huat	57	28	5	10	100
Karine Lim	54	31	5	10	100
<u>\$500,001 to \$750,000</u>					
Stacey Ow Yeong	60	25	7	8	100
Joseph Quek	59	27	6	8	100
Joyce Sng	59	30	8	3	100
Ong Jeun Jye	62	32	5	1	100

[^] Includes the fair value of restricted shares and performance shares (where applicable)

Ms Helen Chow is the spouse of the MD, Mr Cheng Wai Keung and also one of the seven key management personnel whose remuneration is disclosed in bands of \$250,000. Mrs Kit Cheng, who is the spouse of the Deputy Managing Director, Mr Edmund Cheng Wai Wing, received remuneration that is between \$200,000 and \$300,000 during FY2025 (*Provision 8.2*).

Provision 8.2 of the Code provides, *inter alia*, that the company discloses the names and remuneration of employees who are substantial shareholders of the company, or are immediate family members of a director, the CEO or a substantial shareholder of the company, and

whose remuneration exceeds \$100,000 during the year, in bands no wider than \$100,000. The Company has disclosed the remuneration of Ms Helen Chow in bands of \$250,000. The Company is of the view that the intent of Principle 8 of the Code was met, as the remuneration policies, the procedure for setting remuneration applicable to the key management personnel of the Company, and the level and mix of remuneration are disclosed above. Moreover, Ms Helen Chow is in a senior position and is considered as key management personnel, hence the disclosure made in bands of \$250,000 would be meaningful to investors as to the level of remuneration paid to these employees as well as serving the

Company's purpose in retaining and nurturing the Group's talent pool across all key management personnel, regardless of their relationship with the controlling shareholder or director.

Having consulted Carrots as well as the Company's Human Resource department, there is assurance from the Board and the RC that the level and structure of remuneration are aligned with the long-term interests and risk management policies of the Company. The Company is of the view that the disclosures herein would provide adequate information on the remuneration policies and practices for Directors and key management personnel.

Accountability and Audit

Principle 9: Risk Management and Internal Controls

The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.

The Board places great importance in having adequate and effective internal controls and risk management practices within the Company in order to achieve good corporate governance. The Board, assisted by the ARC, is responsible for risk governance, including determining the nature and extent of the significant risks which the Group is willing to take. The Group's internal controls provide reasonable assurance that the Group's assets are safeguarded, proper accounting records are well-maintained, financial information are reliable and applicable laws and regulations are properly complied with.

The Board ensures that the Management maintains an adequate and effective system of internal controls and risk management which addresses key material risks including those posed in financial, operational, compliance and information technology domains. The ARC has been tasked to fully review and report annually on the adequacy and effectiveness of the internal controls and risk management as well as to assist with oversight of key risks of the Group.

The Group has in place an enterprise risk management ("ERM") framework

which enables Board oversight of Group-wide risks within the respective business units. The ERM framework enables the identification, assessment, management and monitoring of key risks to the Group's business. It also sets out the risk tolerance and describes the tolerance for various classes of risk by the Board based on the percentage of the Company's net tangible asset (NTA). As part of this framework, risk registers are set up to document the identified key material risks and mitigating controls/actions. The policies and procedure within the ERM framework allow the Group to regularly review the significance of its key material risks, and to consider the adequacy and effectiveness of the Group's system of internal controls to limit, mitigate and monitor the identified key material risks and the implementation of further action plans to manage strategic business risks, especially financial, operational, compliance and information technology risks.

As part of its ongoing efforts to improve the risk management policies and systems, the Board, with the assistance of KPMG, reviews the Group's existing internal controls and the risk registers annually. Risk workshops are carried out with the risk owners to identify, assess and prioritise these risks. Mitigating actions in managing the key risks, as well as action plans to address the gaps, are considered and documented. Risk tolerance limits are continuously monitored against the Group's risk appetite and are subject to annual reviews. Operating within risk tolerance limits provides the Management with greater assurance that the Group operates within its risk appetite (*Provision 9.1*).

The Board has received assurance from the MD and the Group CFO that: (i) the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and (ii) the Group's framework of risk management and internal controls is adequate and effective in addressing the key material risks relating to financial, operational, compliance and information technology controls, which the Company may face in the day-to-day operation of its businesses (*Provision 9.2*).

Based on the internal controls established, the assurance received from the MD and the Group CFO regarding financial records, risk management and internal controls established and maintained by the Group, the work performed by the internal and external auditors and the existing management controls in place, the Board, with the concurrence of the ARC, is of the opinion that there are adequate and effective internal controls and risk management systems in place within the Group addressing the key material risks relating to financial, operational, compliance and information technology controls, to meet the needs of the Group in its current business environment as at 30 June 2025.

The system of risk management and internal controls which has been established by the Group provides reasonable assurance that the Group will not be adversely affected by events that can be reasonably foreseen as it strives to achieve its business objectives. The Board, however, notes that no system of risk management and internal controls can provide absolute assurance in this

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regard or against poor judgement in decision-making, human error, losses, fraud or other irregularities. The Board, together with the ARC and the Management, will continue to enhance and improve the existing risk management and internal controls framework to identify and mitigate these risks.

Principle 10: Audit & Risk Committee

The Board has an ARC which discharges its duties objectively.

The ARC comprises three members, all of whom are independent non-executive Directors. The ARC members are Mr Eric Ang Teik Lim, Lead Independent Director and Chairman of the ARC, Mrs Mildred Tan and Mr Guy Daniel Harvey-Samuel.

The Board considers the members of the ARC appropriately qualified to discharge the roles and responsibilities of the ARC. At least two members of the ARC, including the Chairman of the ARC, have sufficient recent and relevant accounting or related financial management expertise and experience (*Provision 10.2*). The ARC does not comprise former partners or directors of the Company's existing auditing firm or auditing corporation: (a) within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation; and in any case, (b) for as long as they have any financial interest in the auditing firm or auditing corporation (*Provision 10.3*). The ARC held four meetings in FY2025. The ARC met with the internal and external auditors

separately, without the presence of the Management during FY2025 (*Provision 10.5*).

The ARC meets on a periodic basis to perform, *inter alia*, the following:-

- › review the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Company's performance;
- › review and report to the Board at least annually the adequacy and effectiveness of the Company's risk management and internal controls, including financial, operational, compliance and information technology controls;
- › recommend the appointment, re-appointment and removal of the external auditors;
- › review the scope, results and cost effectiveness of the audit exercise;
- › evaluate the independence and objectivity of the external auditors; and
- › review the adequacy and effectiveness of the external audit and the internal audit function (*Provisions 10.1(a)-(e)*).

The ARC recommends the appointment, re-appointment or removal of the external auditors, the audit fee and terms of engagement, and recommends to the Board on the proposal to shareholders for the selection of external auditors. Having reviewed the value of the non-audit services provided by the external auditors to the Group, the ARC is satisfied that the nature and extent of such services do not prejudice the

independence and objectivity of the external auditors when carrying out its audit function of the Company. The aggregate amount of fees paid by the Company, broken down into audit and non-audit services rendered to the Company for FY2025 is disclosed on page 71 of this Annual Report.

The ARC is guided by its own written terms of reference setting out its authority and duties. The ARC has explicit authority to investigate any matter within its terms of reference, full access to and co-operation by the Management, complete discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions effectively and properly. The ARC maintains a high standard of corporate governance by reviewing, *inter alia*, the significant financial reporting issues and judgements, annual audit plan, internal audit processes and the adequacy and effectiveness of risk management and internal controls, including financial, operational, compliance and information technology controls within the Company as well as any interested person transactions which may arise during the course of the Company's businesses.

In FY2025, the ARC reviewed the half-year and full-year financial statements of the Group. In addition, the ARC has received and reviewed the formal assurance from the MD and the Group CFO on the financial records and financial statements before submitting the same to the Board for its approval. Any changes to existing accounting standards and issues which have a direct impact on financial statements are

raised and discussed at the ARC meetings (*Provision 10.1*). The ARC also reviews the procedures for detecting fraud and whistle-blowing, and ensures that arrangements are in place by which staff of the Company and any other persons may, in confidence, raise concerns about possible improprieties in matters of financial reporting, financial control, or any other matters.

The Board is committed to providing shareholders with a fair, balanced, and comprehensive assessment of the Company's performance, financial position, and future prospects. This is achieved through the presentation of annual financial statements, half-yearly financial results, and other price-sensitive public disclosures, as well as regulatory reports where required. To support this,

Management submits half-year and full-year reports that offer an accurate appraisal of the Company's operations. These reports, along with any additional information requested by the Board, enable informed and balanced decision-making. The Board has also put in place adequate steps to ensure compliance with all relevant legislative and regulatory requirements.

In the review of the financial statements for FY2025, the ARC has discussed with the Management and the external auditors on the accounting principles that were applied and their judgement of issues that might affect the integrity of the financial statements. The following are key audit matters reported by the external auditors for FY2025:-

Key Audit Matters

How these issues were addressed by the ARC

Valuation of development properties

The ARC has considered the approach and methodology applied to the valuation of development properties, focusing on development properties with slower-than-expected sales, low or negative margins. The ARC was periodically briefed by the Management on the development of key projects, the market trends and the strategies to sell the development properties.

The ARC also considered the work performed by the external auditors on their assessment of the reasonableness of the assumptions used in the valuation of development properties.

The ARC was satisfied with the valuation process, the methodologies used and the basis of the valuation for the development properties as adopted and disclosed in the financial statements.

Valuation of investment properties

The ARC considered and discussed with the Management on the approach and methodology applied to the valuation of investment properties.

The ARC also considered the work performed by the external auditors on their assessment of the appropriateness of the valuation techniques, the reasonableness of the critical assumptions made for the key inputs by the independent property valuers in determining the valuation of investment properties.

The ARC was satisfied with the valuation process, the methodologies used and the basis of the valuation for the investment properties as adopted and disclosed in the financial statements.

Corporate Governance

The ARC also takes steps to keep itself abreast of new developments in and changes to accounting standards and issues which have a material impact on financial statements through regular updates provided by professionals or external auditors and consultants.

The external auditors are a completely independent function and they have provided confirmation of their independence to the ARC. No Director or senior manager has an employment relationship with the current external auditors. The Company has complied with Rules 712 and 715 of the SGX-ST Listing Manual in relation to the appointment of its external auditors.

The ARC also approves the appointment, removal, evaluation and compensation of the internal audit function in the Group. The ARC ensures that the internal audit function is independent, effective, adequately resourced and has appropriate standing within the Company. The internal audit function is outsourced to KPMG, which is a reputable accounting and auditing firm staffed by qualified professionals with relevant qualifications and experience. The audit methodology is in conformance with the International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors. These standards cover attributes as well as performance and implementation principles. KPMG reports to the Chairman of the ARC and has unfettered access to all of the Group's documents, records, properties and personnel, including unrestricted access to the ARC. On an annual basis, the ARC reviews the adequacy and effectiveness of the internal audit function. Pursuant to Rule 1207(10C)

of the SGX-ST Listing Manual, the ARC had reviewed and was satisfied that the internal audit function is adequate (including adequately resourced), effective and independent during FY2025 (*Provision 10.4*).

The Company also adopts a set of internal controls which sets out approval limits for expenditure, monetary withdrawals, investments and divestments and cheque signatory arrangements within the Company. On an annual basis, KPMG submits its plans and recommendations to the ARC for approval. As part of the annual internal audit plan, KPMG reports to the ARC on internal audit findings during the period of review. Internal audits performed, provides an independent evaluation of internal controls and risk management in the Company's day-to-day operations, and supports the ARC and the Board in their evaluation of internal controls.

Whistle-blowing Policy

The Company has put in place a policy on whistle-blowing to facilitate the reporting of activities or practices which are in violation of the Group's work ethics and rules. Key details are published on the Company's website and anonymous reporting is allowed. The Group encourages employees or any other parties to report unlawful, unethical or fraudulent activities or practices in strict confidence. All whistle-blowing reports are submitted either to the internal auditors ("IA") or the Chairman of the ARC so that independent investigation and appropriate follow-up action can be carried out under strict confidentiality. The ARC has the responsibility of overseeing and monitoring this whistle-blowing policy, which is administered with

the assistance of the IA. The process of raising concerns about possible improprieties in matters of financial reporting or other matters has been properly communicated to all employees in the Company and the whistle-blowing channels were disclosed to all other persons on the Company's website. The Company assures that the whistle-blower's identity will be kept confidential, subject to prevailing laws and regulations, and any form of retaliation by anyone against the whistle-blower will not be tolerated and disciplinary action will be taken against those who victimise the whistle-blower. The Company trusts that this practice encourages openness and promotes transparency, and provides an effective check and balance against the internal controls and risk management practices of the Group (*Provision 10.1(f)*). There were no whistle-blowing reports received by the ARC in FY2025.

Interested Person Transactions

The Company has an established internal policy when dealing with interested person transactions ("IPT") which sets out clear procedures for their review and approval. The Company did not have to obtain any shareholders' mandate pursuant to Rule 920 of the SGX-ST Listing Manual.

The Company has established clear policies that require Directors of the Board to refrain from participation in Board discussions and decision-making process on a particular agenda when they have conflict of interests. The Company also takes steps to ensure that IPTs are conducted fairly and on arm's length basis.

Particulars of IPT for FY2025 as required under Rule 907 of the SGX-ST Listing Manual are as follows:-

Name of interested person	Aggregate value of all interested person transactions during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920 of the SGX-ST Listing Manual) \$'000	Aggregate value of all interested person transactions conducted under the shareholders' mandate pursuant to Rule 920 of the SGX-ST Listing Manual (excluding transactions less than \$100,000) \$'000
<u>Management and other related fees</u>		
› Lanson Place Hospitality Management (Singapore) Pte Ltd [#]	739	N.A.
› Lanson Place Hospitality Management (Malaysia) Limited [#]	457	N.A.

[#] The Group has a 32.74% interest in the company

Particulars of exemption under Rule 916 of the SGX-ST Listing Manual, in respect of seeking shareholders' approval under Rule 906 for FY2025, are as follows:-

Name of interested person	Nature of Relationship	Consideration for voluntary conditional general offer for Amara Holdings Limited \$'000
› Shorea HwaHong Newfields VCC (acting for the purpose of Shorea HwaHong Newfields Investors (Registration No. T25VC0029C-SF001)) ("SHNV")	Helen Chow ("HC") is the spouse of Cheng Wai Keung, the Chairman and Managing Director of the Company. HC has an indirect interest in SHNV, which is a consortium member in the voluntary conditional general offer for Amara Holdings Limited by DRC Investments Pte. Ltd. ("Offer"). For further details, please refer to paragraph 5.1 of the Company's announcement dated 28 April 2025.	182,500 [^]

[^] The amount disclosed hereunder represents the consideration provided by the Group for the Offer.

Shareholder Rights and Engagement

Principle 11: Shareholder Rights and Conduct of General Meetings

The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

In line with the disclosure obligations under the SGX-ST Listing Manual and the Companies Act 1967, and to facilitate the exercise of ownership rights by the shareholders, the Company promptly informs its shareholders of all developments that materially impact the Group. Shareholders are updated on the businesses and affairs of the Company through the release of the Company's results on a half-yearly basis. Material and price-sensitive information is publicly released by the Company via the Singapore Exchange Network ("SGXNET") on an immediate basis where required by the SGX-ST. The Company does not practise selective disclosure of information. Timely and detailed disclosure of pertinent corporate information is communicated via SGXNET and the Company's website.

Shareholders are given the opportunity to raise questions and communicate their views to the Company at general meetings and minutes of these general meetings

(including questions raised by shareholders and answers thereto) are posted on the Company's website as soon as practicable (*Provision 11.5*). Shareholders are also given the opportunity, presented through the general meeting agenda, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increase in remuneration for the non-executive Directors.

The Board of Directors are required to be present at all general meetings of shareholders to address shareholders' queries at these meetings, except in the case of exigencies. The external auditors of the Company are also present to assist the Board in addressing any queries posed by the shareholders about the conduct of audit and the preparation and content of the auditors' report (*Provision 11.3*).

The Company passes separate resolutions at general meetings on each distinct issue placed before it (*Provision 11.2*). A shareholder can vote in person or by way of proxy at general meetings. All resolutions at the general meetings are put to the vote by way of poll and the detailed results of the voting for each of the resolutions are announced on SGXNET and the Company's website. The Company's Constitution provides that a registered shareholder who is not a relevant intermediary (as defined in the Companies Act 1967) and who is unable to attend may choose to appoint up to two proxies to attend and vote on his/her behalf, while relevant intermediaries may appoint more than two proxies to attend and participate in general meetings. Voting in absentia by mail,

facsimile or email is currently not permitted so as to ensure proper authentication of the identity of shareholders and their voting intent (*Provision 11.4*). Voting and vote tabulation procedures used are disclosed before the general meetings proceed with appointed independent scrutineer to validate the voting process and procedures (*Provision 11.1*).

For the 2024 AGM which was held physically, the Chairman, Board of Directors and external auditors of the Company were in attendance and shareholders were given opportunities to raise and have their questions answered before each resolution is put to the vote by way of poll. Questions raised, together with their answers, were recorded in the minutes of the 2024 AGM and posted on the Company's website. The forthcoming 2025 AGM will similarly be held physically. Shareholders are reminded to refer to the Notice of 2025 AGM (which is also advertised in the press) for further details.

The Company has a dividend policy of around 30% payout ratio based on underlying net profits, taking into consideration the Company's financial position, capital needs, plans for expansion and other factors as the Board may deem appropriate. Currently, the Company pays dividend(s) to all its shareholders within 30 days after the shareholders' approval of the dividend(s) at the shareholders' general meetings (*Provision 11.6*).

Principle 12:
Engagement with Shareholders

The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.

In line with the Company's sustainability practices and efforts, the Company has discontinued the general mailing of annual reports and circulars to shareholders. Shareholders are encouraged to access the annual reports and circulars of the Company from the Company's website. The notices of the Company's AGMs and the Company's results are published via SGXNET and on the Company's website.

To facilitate the participation of shareholders at the AGMs, the notices of the Company's AGMs contain details and, where necessary, explanatory notes, of each agenda item for the AGM. In order to address shareholders' concerns, the Company shares on SGXNET as well as the Company's website, a set of corporate presentation slides on its full-year results and updates on the Group's businesses.

The Company has established investor relations policies in order to ensure regular and effective conveyance of pertinent information to shareholders. The Company makes timely disclosure of material and price-sensitive information to help investors make informed decisions. Shareholders, investors and analysts are kept informed with updated information, including financial

statements and presentation slides via announcements, press releases, annual general meetings and briefing sessions, where appropriate (*Provision 12.2*).

If shareholders have any feedback or query, they may submit feedback and raise questions through the Company's website at www.wingtaiasia.com, through which the Company may respond thereto (*Provisions 12.1 & 12.3*).

Principle 13:
Engagement with Stakeholders

The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.

The Company's engagement with all stakeholders, including to identify and engage with its key stakeholders, are set out in the Sustainability Report published annually via SGXNET and on the Company's website (*Provisions 13.1 & 13.2*).

The Company takes its corporate social responsibility seriously and it is not involved in nor does it have any legal violation pertaining to labour, employment, consumer, insolvency, commercial, competition or environmental issues.

The Company's latest financial results, annual reports and Code of Conduct are available on the Company's website at www.wingtaiasia.com, through which the Company also communicates and engages with stakeholders (*Provision 13.3*).

Dealings in Securities

The Company has adopted and implemented an internal guideline on share dealings in the Company's securities in compliance with Rule 1207(19)(c) of the SGX-ST Listing Manual. All officers of the Company are prohibited from dealing in securities of the Company whilst in possession of price-sensitive information. They are also precluded from dealing in securities of the Company during the closed period, which is one month before the date of announcement of the half-year and full-year financial results. In addition, officers of the Company are also strongly discouraged from dealing in the Company's securities on short-term considerations.

Professional Conduct and Discipline

The Company has established various policies on employees' conduct, confidentiality, conflict of interests, intellectual property, personal data protection, privacy, cyber-security, software use, and internet usage. The Company continues to remind all employees that they are required to conduct and carry themselves in a professional manner while at work, and undertake to observe and adhere to all prevailing policies.