

# Corporate Governance Overview Statement

**THIS STATEMENT HAS BEEN PREPARED IN COMPLIANCE WITH MMLR AND IS TO BE READ TOGETHER WITH THE CORPORATE GOVERNANCE REPORT 2025 OF THE COMPANY (“CG REPORT”) WHICH IS AVAILABLE ON THE COMPANY’S WEBSITE AT [WWW.CRESCENDO.COM.MY](http://WWW.CRESCENDO.COM.MY). THE EXPLANATION FOR DEPARTURE IS FURTHER DISCLOSED IN THE CG REPORT.**

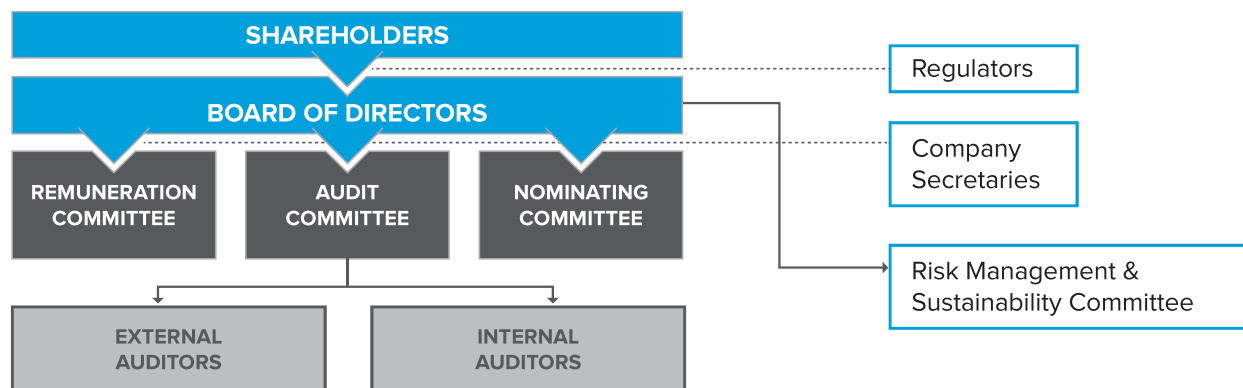
The Board of Directors of Crescendo Corporation Berhad (“Crescendo” or “Company”) acknowledges the importance of good corporate governance (“CG”) in ensuring the long-term sustainability of the businesses of the Company and its group of companies (“Group”). As such the Board is committed towards adherence to the principles, intended outcome and best practices set out in the Malaysian Code on Corporate Governance (“MCCG” or the “Code”) issued by the Securities Commission Malaysia.

The Board believes that good CG practices add value to its businesses and enhances the Group’s ability to protect shareholders’ interest. To this end, the Board will play an active role in guiding and supporting the Management in instilling a strong ethical organisation culture with sound and effective CG practices.

The Board is pleased to disclose the manner and extent in which the principles and practices set out in the MCCG and governance standards in accordance with the MMLR that have been adopted by the Company and the Group for all its business dealings and affairs throughout the financial year ended 31 January 2025 (“FY2025”).

The Company has provided explanations for the departures from the said practices which are accompanied by alternative measures that seek to achieve the intended outcome of the departed practices, measures that the Company has taken or intends to take to adopt the prescribed practices as well as timeframe for adoption of the departed practices. Further details on the Company’s application of each practice of MCCG are available in the CG Report on the Company’s website as well as on Bursa Securities’ website.

Our Corporate Governance Framework, which is set out below, is vital in contributing to our growth and long-term sustainability.



The Board is pleased to provide an overview of the Group’s CG practices undertaken throughout FY2025. These CG practices take into consideration the following three (3) key CG principles as set out in the MCCG:

- Principle A : Board Leadership and Effectiveness.
- Principle B : Effective Audit and Risk Management.
- Principle C : Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)

## PRINCIPLE A

## BOARD LEADERSHIP AND EFFECTIVENESS

## 1. BOARD RESPONSIBILITIES

## 1.1 Roles of the Board

The Board's pivotal role is to lead and establish the Group's vision, strategic direction, key policies and framework, including the management of the succession planning process of the Group and the appointment of key senior management. In view thereof, the Board's roles and responsibilities include but are not limited to the following:

- Reviewing and approving the strategic business plan developed by Management for the Group;
- Overseeing the conduct of the Group's business to evaluate whether the business is being properly managed;
- Identifying and approving policies pertaining to the management of all risk categories including but not limited to, credit, financial, market, liquidity, operational, legal and reputational risks of the Group's business activities and ensure the implementation of appropriate systems to manage these risks;
- Serving as the ultimate approving authority for all significant investment and acquisition/ disposal of assets;
- Developing and implementing a shareholder communications policy for the Company;
- Reviewing the adequacy and the integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
- Approving the remuneration package of both Executive and Non-Executive Directors; and
- Ensuring that the Group adheres to high standards of conduct, ethics and professional corporate behaviours.

The Board has delegated specific responsibilities to the following committees:

- i. Audit Committee
- ii. Nominating Committee
- iii. Remuneration Committee

These Board Committees have been constituted with clear terms of reference and are actively engaged to ensure that the Group is in adherence with good CG.

## 1.2 Board Corporate Governance Manual

All Board members are expected to show good stewardship and act in a professional manner, as well as uphold the core values of integrity and enterprise with due regard to their fiduciary duties and responsibilities.

The Board has formalised and adopted a Board Corporate Governance Manual ("Board CG Manual") which provides guidance to the Board in fulfilment of its roles, functions, duties and responsibilities. The Board will review the Board CG Manual as and when required to ensure relevance and compliance with the regulations. Extracts of the Board CG Manual are available on the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my). The Board CG Manual is the primary document that elucidates on the governance of the Board, Board Committees and individual Directors.

The Board CG Manual sets out the roles, functions, composition, operation and processes of the Board to ensure that all Board members acting on behalf of the Company are aware of their duties and responsibilities as Board members. The Board CG Manual also acts as a source of reference and primary induction literature in providing insights to Board members and senior management.

The Board CG Manual, covers amongst others, the following matters:

- Policies on Corporate Social Responsibilities, Gender Equality and Sustainable Policy
- Board Charter
- Roles, Responsibilities and Power of the Board, Individual Directors, Chairman & Managing Director
- Roles of Board Committees
- Roles of Company Secretary
- Board & General Meetings
- Corporate Disclosure Policy
- Whistle-blowing Policy
- Code of Ethics and Conduct
- Corporate Integrity Policy - Anti Fraud Policy
- Risk Management Policy
- Investors Relations Policy

This Board CG Manual will be reviewed and updated in accordance with the needs of the Company and any new regulations. Any amendments to the Board CG Manual shall be approved by the Board. The Board CG Manual was adopted on 17 May 2018.

### 1.3 Roles and Responsibilities of the Executive Chairman and Managing Director, Executive Directors, Senior Independent Non-Executive Director and Independent Non-Executive Directors

#### Office of Executive Chairman and Managing Director

The Company's Chairman is an Executive Director and there are three (3) Independent Non-Executive Directors out of seven (7) board members, (excluding the two (2) Alternate Directors).

Mr. Gooi Seong Lim is essentially functioning as Managing Director and Chairman of the Board. The Board is mindful that the convergence of the two roles is not in compliance with best practice but took into consideration the fact that he has a controlling shareholding and there is an advantage of shareholder leadership with natural alignment. In respect of potential conflict of interest, the Board is of the view that there is no undue risk involved as all related party transactions are strictly dealt with in accordance with the MMLR.

The Nominating Committee has assessed, reviewed and determined that the chairmanship of Mr. Gooi Seong Lim remains based on the following justifications / aspects contributed by him, as a member of the Board:

- He has acted and will continue to act in the best interest of shareholders as a whole. Since the Chairman represents shareholders with a substantial interest in the Company, he is well placed to act on behalf of the shareholders and in their best interests;
- His vast experience in managing the operations of the Group's property development and construction would enable him to provide the Board with a diverse set of experience, expertise and skills to better manage and run the Group;
- He has exercised due care in the interest of the Company and shareholders during his tenure as an Executive Chairman and Managing Director of the Company;
- He has exercised objectivity in decision making and ensured effective checks and balances in the proceedings of the Board; and
- He has shown tremendous commitment and played an integral role in stewardship.

As of now, the Board does not believe that it should urgently increase the number of independent directors to form at least half of the Board composition to comply with the recommendations of MCCG because the current number of independent directors is sufficient to ensure effective check and balance in the Board.

However, the Board will continuously review and evaluate such recommendation.

#### Roles and Responsibilities of Directors

##### General Roles and Responsibilities of Each Individual Director

- Acting in good faith and the best interests of the Group;
- Demonstrating good stewardship and acting professionally with sound mind;
- Acting with reasonable care, skill and diligence subject to the business judgement rule;
- Avoiding conflicts of interest with the Group in a personal or professional capacity, including improper use of the property, information and opportunity of the Group;
- Exercising vigilance and professional scepticism in understanding and shaping the strategic direction of the Company and the Group; and
- Complying with the Companies Act 2016 of Malaysia, Securities Commission Malaysia's regulations, and the MMLR.

##### Executive Chairman and Managing Director

- Ensures that the Board functions effectively, cohesively and independently of Management
- Promotes the highest standards of corporate governance
- Leads the Board, including presiding over Board meetings and Company meetings and directs Board discussions to effectively use the time available to address the critical issues facing the Company
- Promotes constructive and respectful relationship among Board members and between Board members and Management
- Ensures that there is effective communication between the Company and/or Group and its shareholders and relevant stakeholders
- Develops the strategic direction of the Group
- Ensures that the Company and/or the Group's business is properly and efficiently managed by ensuring that the executive team implements the policies and strategies adopted by the Board and its Committees
- Ensures that the objectives and standards of performance are understood by the Management and employees
- Ensures that the operational planning and control systems are in place
- Monitors performance results against plans
- Takes remedial action, where necessary

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)

**Executive Director**

- Under the leadership of the Group Managing Director, makes and implements decisions in all matters affecting the operations, performance and strategy of the Group's business
- Provides specialist knowledge and experience to the Board
- Charts the overall business direction of the Group
- Designs, develops and implements strategic plans
- Deals with day-to-day operations of the Group

**Senior Independent Non-Executive Director**

- Acts as a sounding board for the Chairman and Executive Directors
- Acts as a conduit for the views of other Non-Executive Directors
- Conducts the Chairman's annual performance appraisal
- Helps resolve shareholders' concerns

**Independent Non-Executive Director**

Independent Non-Executive Directors act as a bridge between Management, shareholders and other stakeholders. They provide the relevant checks and balances, focusing on shareholders' and other stakeholders' interests and ensuring that high standards of corporate governance are applied. The Companies Act 2016, makes no distinction between Executive and Non-Executive Director in terms of the legal duties that are imposed on Directors. All directors, whether independent or not, are required to act in the best interest of Company and to exercise unfettered and independent judgement.

The roles of Independent Directors are as follows:

- i. Not to be involved in day to day operations of the Company or running of the business; and
- ii. Protects the interests of shareholders and makes constructive contributions to the Board's decision making process. The Independent Directors are encouraged to:
  - Challenge constructively
  - Help develop and set the Group strategy
  - Actively participate in Board decision making
  - Scrutinise management performance
  - Satisfy themselves on the integrity of financial information
  - Review the Group's risk exposures and controls
  - Provide independent judgement, experience, objectivity and impartiality

**1.4 Qualified and Competent Company Secretaries**

The Board is supported by three (3) qualified Companies Secretaries who are members of professional bodies such as the Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) or the Malaysian Association of Company Secretaries (MACS) and are qualified to act as company secretary under Section 235(2)(a) of the Companies Act, 2016.

Key roles and responsibilities of the Company Secretaries are

- Advises the Board
- Ensures accurate and timely information and required support are provided to Directors
- Organises Directors' induction and training
- Communicates with shareholders as appropriate and ensures due regard is paid to their interests

The Company Secretaries are external Company Secretary from Tacs Corporate Services Sdn. Bhd. with vast knowledge and experience from being in public practice and are supported by a dedicated team of company secretarial personnel.

The Company Secretaries are entrusted with the responsibility to record the Board's and their Committees deliberations, in terms of issues discussed, and the conclusions and the minutes of the previous Board meeting are distributed to the Directors prior to the Board meeting for their perusal before confirmation of the minutes at the commencement of the following Board meeting. The Directors may comment or request clarification before the minutes are tabled for confirmation and signed by the Chairman of the meeting as a correct record of the proceedings of the meeting.

All Directors have direct access to the advice and services of the Company Secretaries whether as a full Board or in their individual capacity, in discharging their duties.

The Company Secretaries, who are qualified, experienced and competent, is a central source of information and advice to the Board and its Committees on issues relating to compliance with laws, rules, corporate governance best practices, procedures and regulation and the resultant implications to the Company and the Board in discharging their duties and responsibilities.

The appointment and removal of the Company Secretaries is a matter for the Board as a whole.

The Board is satisfied with the performance and support rendered by the Company Secretaries to the Board in the discharge of their functions.



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### 1.5 Access to Information and advice

The Executive Chairman and Managing Director has the responsibility for organising information necessary for the Board to constructively deal with matters listed in the Board's agenda and ensuring all Directors have full and timely access to such information.

In exercising their duties, all Directors have the same right of access to all information within the Group and, the Directors may as they deem necessary, make further enquiries or request for additional information to be provided by the Group. The Directors have access to advice and services of the Company Secretaries, on matters relating but not limited to Board meeting procedures and applicable rules and regulations. If necessary, senior management personnel may be requested to provide information and address any queries or concerns of the Directors.

All Directors are provided with an agenda and a set of comprehensive Board papers, issued within sufficient time prior to Board meetings to allow the Directors to appreciate issues to be deliberated on, and provide constructive input during Board discussion. Board papers may include reports, presentations, or such other document containing relevant and accurate information to facilitate the Board's decision-making process. Senior management staff and/or external advisors may be invited to attend Board meetings, to advise and provide the Board with detailed explanations and clarifications whenever necessary on matters that are tabled.

The Board papers prepared for quarterly scheduled meetings include, among others, the following:

- Minutes of previous Board meeting
- Minutes of the Board Committee's meeting
- Reports on matters arising
- Quarterly financial report
- Reports on operations

Other matters highlighted for the Board's decision include the approval of corporate plans, acquisitions and disposals of assets that are material to the Group, major investments, changes to management and control structure of the Group, including key policies, procedures and authority limits.

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### 1.6 Independent Professional Advice

The Directors, whether acting as a Board member or in their individual capacity, in furtherance of their duties, may obtain independent professional advice at the Company's expense, in the event that circumstances warrant the same.

The Company has placed internal procedures for the application and appointment process for the services.

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### 1.7 Conflict of Interest and Related Party Transactions

The Directors are responsible at all times to determine whether they have a potential or actual conflict of interest in relation to any matter, which comes before the Board. All the directors are required to declare their interest (if any) in transactions tabled at Board meetings. The Directors acknowledge that they have to declare any interest they have in the Company and its subsidiaries and abstained from the deliberation and voting on the related resolutions at the Board or any general meetings convened to consider the matter. In the event that a corporate proposal is required to be approved by shareholders, interested directors will abstain from voting in respect of their shareholdings in Crescendo Corporation Berhad on the resolution related to the corporate proposal and will further ensure that persons related to them also refrain from voting on the resolution.

## 2. BOARD COMPOSITION

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### 2.1 Board Composition

The Board composition is in compliance with Paragraph 15.02(1)(a) of the MMLR which stipulates that at least two Directors or 1/3 of the Board, whichever is higher, must be Independent Directors.

Details of the current individual director's qualifications and experiences is presented in the Board of Directors' Profile from pages 15 to 19 of this Annual Report.

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### 2.2 Independent Non-Executive Directors

The presence of Independent Non-Executive Directors provides a pivotal role in corporate accountability. The role of the Independent Non-Executive Directors is particularly important as they provide independent and objective views, advice and judgement in the Board's decision-making process. The Independent Non-Executive Directors do not participate in the operation of the Group in order to uphold their objectivity and fulfil their responsibility to provide check and balance to the Board.

#### i. Annual Assessment of Independent Directors

The Board recognises the importance of independence and objectivity in its decision-making process. The Independent Directors who are professionals of high calibre and integrity with expertise in their respective field, enable a more robust deliberation process with greater impartiality and objectivity.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)

**i. Annual Assessment of Independent Directors (Cont'd)**

During the financial year, the Board through the Nominating Committee performed an evaluation of all Directors including the Independent Directors and is satisfied that the Independent Directors have demonstrated their ability to act impartially and objectively during Board deliberations and acted in the interest of the Company and its stakeholders.

**ii. Tenure of Independent Director**

The Board noted the recommendation of the Code that the tenure of an Independent Director should not exceed a cumulative term of nine (9) years. Upon completion of the nine (9) years, an independent director may continue to serve on the board as a non-independent director. If the Board intends of retaining an individual as independent director beyond nine (9) years, it should justify and seek annual shareholders' approval through a two-tier voting process.

The current Independent Directors meet the recommendation by the Code as they were appointed to the Board in years 2022 and 2025.

**iii. Independent Directors and balance of power**

The Code recommends that at least half of the Board comprises Independent Directors. The Board is of the opinion that the current number of independent directors is sufficient to ensure balance of power and authority on the Board.

The Board is also satisfied with its composition in respect of representation of minority shareholders by the Independent Non-Executive Directors.

**2.3 Board Diversity**

The Board acknowledges the importance of boardroom diversity in terms of gender, ethnicity, regional and industry experience, cultural and geographical background, age and perspective.

However, the Board is of the collective opinion that there was no necessity to adopt a formal diversity policy as the Group is committed to providing fair and equal opportunities and nurturing diversity within the Group.

When appointing a Director, the Nominating Committee and the Board will always evaluate and match the criteria of the candidate to the Board based on individual merits, experience, skill, competency, knowledge and potential contribution, whilst the Code will also be given due consideration for boardroom diversity.

The Company does not set any specific target for boardroom diversity.

As at 31 January 2025, the diversity of the Directors is as follows:

**Number of Director by Gender**

Male	Female
6	1

**Number of Director by Nationality**

Malaysian	Foreigners (Non-Malaysian)
7	0

**Number of Director by Age Group (Years)**

Below 50	50-60	60-70	Above 70
0	2	3	2

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## 2.4 Foster Commitment of the Director

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### Board Meetings

The Board normally meets at least four (4) times a year with additional meetings convened when urgent and important decisions need to be taken between scheduled meetings. Due notice of issue to be discussed, deliberated and conclusions arrived are recorded in discharging its duties and responsibilities.

During the financial year, the Board met on five (5) occasions, where it deliberated upon and considered a variety of matters including approving the Group's financial results, strategic and investment decisions as well as financial and operations performance of its subsidiary companies.

The agenda for each Board meeting and papers relating to the agenda is sent to all Directors at least seven (7) days before the meeting, in order to provide sufficient time for the Directors to review the Board papers and seek clarifications, if any.

All proceedings at the Board meetings are recorded by way of minutes and signed by the Chairman of the respective meeting.

### Time Commitment and Protocol for Accepting New Directorships

The Directors are aware of the time commitment expected from them to attend to matters of the Group in general, including attendance at meetings of the Board and Board Committees and other types of meetings. Meetings for each financial year are scheduled in advance for Directors to plan their schedule ahead of time.

The Board is satisfied with the level of time commitment given by the Directors in the discharge of their roles and responsibilities as the Directors of the Company as evidenced by their attendance at the respective meetings set out below:

Name of Director	Status of Directorship	Number of Meetings Attended	Percentage (%)
Gooi Seong Lim	Executive Chairman and Managing Director	5	100
Gooi Seong Heen	Executive Director	5	100
Gooi Seong Chneh	Executive Director	5	100
Gooi Seong Gum	Executive Director	4	80
Yong Chung Sin	Senior Independent Non-Executive Director	5	100
Chew Ching Chong	Independent Non-Executive Director (resigned on 15 April 2025)	5	100
Soh Ban Ting	Independent Non-Executive Director	5	100
Dato'Ong Eng Bin	Independent Non-Executive Director (appointed on 4 February 2025)	not applicable	not applicable

All Directors have complied with the minimum 50% attendance requirements in respect of board meetings as stipulated by the MMLR.

Under the existing practice, the Directors shall inform the Board before accepting new directorships in other companies and ensure that their number of directorships in public listed companies is in compliance with the MMLR.

## 2.5 Overall Board Effectiveness

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The Board reviews its performance and that of the Board Committees and individual Directors on an annual basis based on a set of predetermined criteria on a process that is facilitated by the Nominating Committee.

A comprehensive and independent assessment of each of the Board members will be conducted by the Nominating Committee without any influence from the major controlling shareholders, Managing Director or Executive Directors.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)

**2.5 Overall Board Effectiveness (Cont'd)**

In the evaluation of Directors, the Nominating Committee takes into account the following criteria:

- skills, knowledge, expertise and experience;
- character, integrity and professionalism;
- perceived ability to work cohesively with other members of the Board;
- number of directorships and other external obligations which may affect the Director's commitment, including time commitment and value contribution;
- diversity in age, gender and experience/background; and such other relevant factors as may be determined by the Nominating Committee which would contribute to the Board's collective skills, whilst taking into account the current and future needs of the Company, boardroom diversity and other soft attributes required as Directors.

During the year, there were no changes to the Board composition.

As at the end of the financial year ended 31 January 2025, the Board comprised seven (7) members of which three (3) are Independent Non-Executive Directors and four (4) are Executive Directors.

**2.6 Directors Training**

All Directors including the alternate directors have completed the "Mandatory Accreditation Programme for Directors of Public Listed Companies" pursuant to Paragraph 15.08 of the MMLR. During the financial year under review, the Board has discussed and scheduled training programmes proposed for the Directors' attendance. Directors are also encouraged to participate in seminars and/or conferences organised by relevant regulatory authorities, professional bodies and commercial entities providing training. This is part of their Continuous Education Programme to keep abreast with relevant new developments on regulatory requirements as well as economic, industrial and technical updates.

Directors also receive briefings from key senior management, Internal and External Auditors on updates in financial reporting and new accounting standards affecting the Group, bankers on available financial instruments and suppliers/contractors on their products.

During the financial year under review, the Directors have attended the following training programmes/courses and/or conferences listed below:

PARTICIPANTS	TITLE	DATE
Gooi Seong Lim Gooi Seong Heen Gooi Seong Chneh Gooi Seong Gum Yong Chung Sin	<ul style="list-style-type: none"> <li>• PriceWaterhouseCoopers PLT ("PWC") E-Invoicing Awareness Briefing</li> <li>• Duties of Directors on Conflict of Interest ("COI") under Bursa's Main Market Listing Requirements ("MMLR") Disclosure obligations of Directors &amp; Key Officers</li> </ul>	<ul style="list-style-type: none"> <li>• 12 June 2024</li> <li>• 13 March 2024 &amp; 7 August 2024</li> </ul>
Soh Ban Ting	<ul style="list-style-type: none"> <li>• Duties of Directors on Conflict of Interest ("COI") under Bursa's Main Market Listing Requirements ("MMLR") Disclosure obligations of Directors &amp; Key Officers</li> <li>• PWC E-Invoicing Awareness Briefing</li> <li>• The Company Secretaries' Playbook Series - Navigating &amp; Managing Board Conflict of Interest</li> <li>• Highlights from Budget 2025 - in collaboration with PWC Malaysia</li> </ul>	<ul style="list-style-type: none"> <li>• 13 March 2024 &amp; 7 August 2024</li> <li>• 12 June 2024</li> <li>• 11 October 2024</li> <li>• 22 October 2024</li> </ul>
Gooi Khai Shin	<ul style="list-style-type: none"> <li>• Basic Greenhouse gas – Calculation and Reporting for Construction Industries</li> <li>• PWC E-Invoicing Awareness Briefing</li> <li>• Duties of Directors on Conflict of Interest ("COI") under Bursa's Main Market Listing Requirements ("MMLR") Disclosure obligations of Directors &amp; Key Officers</li> </ul>	<ul style="list-style-type: none"> <li>• 25 March 2024</li> <li>• 12 June 2024</li> <li>• 7 August 2024</li> </ul>
Gooi Chuen Howe	<ul style="list-style-type: none"> <li>• ESG Awareness Training</li> <li>• PWC E-Invoicing Awareness Briefing</li> <li>• Duties of Directors on Conflict of Interest ("COI") under Bursa's Main Market Listing Requirements ("MMLR") Disclosure obligations of Directors &amp; Key Officers</li> </ul>	<ul style="list-style-type: none"> <li>• 17 May 2024</li> <li>• 12 June 2024</li> <li>• 7 August 2024</li> </ul>

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## 2.7 Board Committees

In order to assist in the execution of the Board's responsibilities, certain functions have been delegated by the Board to Board Committees. Clearly defined terms of reference have been given to these Committees to enable them to operate effectively. However, these Committees do not have any executive powers. The Chairman of the respective Committees reports to the Board the outcome of the Committee meetings and such reports are incorporated in the Board papers (except the power of the Audit Committee to report to Bursa Securities in circumstances described in the Audit Committee Report).

The Board periodically reviews the Committees' terms of reference.

### i. Audit Committee

The Audit Committee serves as a focal point of communication between Directors, External Auditors, Internal Auditors and the Senior Management on matters pertaining to financial accounting, reporting and controls. The Committee also assists the Board in fulfilling its fiduciary responsibilities as to accounting policies and reporting practices of the Company and all subsidiaries and the sufficiency of auditing of the Group. It is also the Board's principal agent in ensuring the independence of the Company's External Auditors and the adequacy of disclosures to shareholders.

The Committee has full access to the auditors both internal and external, who in turn, have access at all times to the Chairman of the Audit Committee.

In line with good corporate governance practices, none of the Executive Directors are members of the Audit Committee. The Terms of Reference of the Audit Committee is available on the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my) and the Report of the Audit Committee is disclosed on pages 71 to 73 of this Annual Report. The works of the Audit Committee during the financial year ended 31 January 2025 are also set out in the Report of the Audit Committee.

### ii. Remuneration Committee

The Remuneration Committee is responsible for recommending the remuneration framework and the remuneration packages of the Executive Chairman and Managing Director, Executive Directors and key senior management to the Board so as to ensure that rewards are linked to their performance and contributions to the Group's growth and profitability in order to align the interest of the Directors and senior management with those of shareholders. The Committee also ensures that the level of remunerations for Executive Directors and key senior management are linked to their level of responsibilities and contributions. None of the Executive Directors participated in any way in determining their individual remuneration.

The Board as a whole determines the remuneration packages of Independent Non-Executive Directors with the Directors concerned abstaining from discussions in respect of their individual remuneration. In deciding on an appropriate level of fees for each Independent Non-Executive Director, the Board has considered the responsibility level and time commitment required in attending both the scheduled and special Board meetings, deliberation time required for Board papers, as well as the number of Board Committees involved.

The Terms of Reference of the Remuneration Committee is available on the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my).



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### iii. Nominating Committee

The Nominating Committee is empowered by the Board through clearly defined terms of reference to ensure that there are appropriate procedures in place for the nomination, selection and evaluation of Directors. The Nominating Committee assesses the effectiveness of the Board as a whole and each of the Board Committees as well as the contribution of each individual Director, including the Independent Non-Executive Directors, Executive Chairman and Managing Director on an annual basis. All assessments and evaluations carried out by the Nominating Committee in discharging its duties are documented in the minutes of meetings.

The objective of the assessment is to improve the Board and the Committee's effectiveness and to enhance the Director's awareness of the key areas that need to be addressed. Upon completion of the assessment, the Nominating Committee will present their recommendations to the Board.

The Board, through the Nominating Committee's annual appraisal process, believes that it possesses the required mix of skills, experience and other qualities including the required core competencies to discharge its duties in an effective manner. The Board continuously reviews its size and composition to ensure that it can carry out its function effectively.

The Board has a Fit and Proper Policy (accessible on the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my)) to ensure that a person to be appointed or elected/re-elected as Directors possesses the necessary quality and character as well as integrity, competency and commitment. This policy serves as a guide for the Nominating Committee and the Board in their review and assessment of potential board candidates as well as Directors who are seeking for re-election.

The Board appoints its members through a selection process. All potential Board candidates will be considered and evaluated by the Nominating Committee. The Committee will recommend candidates they deemed suitable for the approval and appointment by the Board. The Company Secretaries will ensure that all appointments are properly made, and that legal and regulatory obligations are met.

The Terms of Reference of the Nominating Committee is available on the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my) and the Report of the Nominating Committee is on pages 75 to 76 of this Annual Report.

### 3. REMUNERATION

**3.1** The remuneration policy of the Company aims to enable the Company to attract and retain Directors and senior management of calibre and relevant experience and expertise to manage the Group successfully. For an Executive Director and senior management, their remuneration will depend on the achievement of goals including targets and personal achievement and is linked to Group and individual performance. In the case of a Non-Executive Director, the level of remuneration reflects the experience, expertise and level of responsibilities undertaken by the particular Non-Executive Director concerned. All Independent Non-Executive Directors are paid Director's fees for serving as Directors on the Board and its Committees. The Company also reimburses reasonable expenses incurred by these Directors in the course of their duties.

#### i. The level and make up of Remuneration

The remuneration package of the Executive Directors and senior management is reviewed by the Remuneration Committee for consideration of the Board. The remuneration of all Non-Executive Directors is reviewed by the Board, based on their experience and expertise and the level of responsibilities of the Directors concerned as well as the condition of the industry.

#### ii. Procedure

The Remuneration Committee recommends to the Board the remuneration package of the Executive Directors and senior management. The Executive Directors do not participate in decisions regarding their own remuneration packages. The Board as a whole determines the remunerations of Non-Executive Directors with the Directors concerned abstaining from making decisions in respect of their individual remunerations. The Directors' fees and meeting allowance are approved at the AGM by shareholders.

#### iii. Disclosure

The remuneration received or to be received by Directors of the Company from the Group and Company for the financial year ended 31 January 2025 amounted to RM10,213,001 and RM7,980,823 respectively. Details of the remuneration for each of the Directors on a named basis are as set out below.

### iii. Disclosure (Cont'd)

	Directors' Fees RM'000	Basic Salary RM'000	Bonus RM'000	Share Options under ESOS RM'000	Benefit-in-kind RM'000	Other Emoluments RM'000	Total RM'000
<b>Group</b>							
<b>Aggregate remuneration</b>							
<b>Executive Directors</b>							
Gooi Seong Lim	10.0	1,020.0	1,350.0	67.5	20.9	7.3	2,475.7
Gooi Seong Heen	10.0	912.0	1,080.0	67.5	18.2	380.0	2,467.7
Gooi Seong Chneh	10.0	912.0	1,080.0	67.5	18.4	379.9	2,467.8
Gooi Seong Gum	10.0	912.0	1,080.0	67.5	21.9	379.5	2,470.9
<b>Independent Directors</b>							
Yong Chung Sin	112.2	-	-	-	-	2.5	114.7
Soh Ban Ting	105.6	-	-	-	-	2.5	108.1
Chew Ching Chong (resigned on 15 April 2025)	105.6	-	-	-	-	2.5	108.1
<b>TOTAL</b>	<b>363.4</b>	<b>3,756.0</b>	<b>4,590.0</b>	<b>270.0</b>	<b>79.4</b>	<b>1,154.2</b>	<b>10,213.0</b>
<b>Company</b>							
<b>Aggregate remuneration</b>							
<b>Executive Directors</b>							
Gooi Seong Lim	-	540.0	1,350.0	67.5	20.9	3.3	1,981.7
Gooi Seong Heen	-	432.0	1,080.0	67.5	18.2	290.6	1,888.3
Gooi Seong Chneh	-	432.0	1,080.0	67.5	18.4	290.6	1,888.4
Gooi Seong Gum	-	432.0	1,080.0	67.5	21.9	290.1	1,891.5
<b>Independent Directors</b>							
Yong Chung Sin	112.2	-	-	-	-	2.5	114.7
Soh Ban Ting	105.6	-	-	-	-	2.5	108.1
Chew Ching Chong (resigned on 15 April 2025)	105.6	-	-	-	-	2.5	108.1
<b>Total</b>	<b>323.4</b>	<b>1,836.0</b>	<b>4,590.0</b>	<b>270.0</b>	<b>79.4</b>	<b>882.0</b>	<b>7,980.8</b>

### 3.2 Remuneration Disclosure For Top Five (5) Key Senior Management

The Company has an existing policy whereby the remuneration of employees is classified as confidential.

The Board is of the view that disclosure on a named basis of the top five (5) Senior Management's remuneration components in bands of RM50,000 as being disadvantageous to the Group given the competitiveness in the property industry for talent. It could also possibly give rise to unnecessary staff rivalry and disillusionment. Additionally, as components of the remuneration of Senior Management are subject to the Personal Data Protection Act 2010, the Board has opted not to disclose personal data of its Senior Management to the public at large.

The performance of senior management is evaluated on an annual basis and measured against pre-determined targets including responsibilities. The Board will ensure that the senior management is appropriately remunerated based on their performance. The Board will continuously undertake a robust internal process to ensure that the remuneration of Senior Management is competitive and fair.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)

**PRINCIPLE B****EFFECTIVE AUDIT AND RISK MANAGEMENT****4.1 Compliance of Financial Statements with Applicable Financial Reporting Standards**

The Audit Committee is tasked with assisting the Board in maintaining a sound system of internal control across the Group. Accurate and reliable financial statements are a key outcome of a sound system of internal control and towards this end, the Audit Committee considers the following on a regular basis:

- Changes in accounting policies, practices and implementation thereof (if any)
- Significant adjustment arising from external audit process (if any)
- Qualification of the External Auditor's report (if any)
- Going concern assumption
- Adequacy and appropriateness of disclosures

The Audit Committee also meets with the External Auditors without the presence of Management from time to time. This is a forum at which the External Auditors may raise, among other matters, any concern they may have on the compliance aspect of the financial statements.

The Directors consider that in preparing the financial statements, the Group has used appropriate accounting policies, consistently applied and supported by reasonable and prudent judgement and estimates. All accounting standards which the Board considers to be applicable have been adopted, subject to any explanation for material departures disclosed in the notes to the financial statements.

The Group Financial Controller updates the Audit Committee on a quarterly basis on the Group's financial performance and highlights key issues in connection with the preparation of the results, including the adoption of new accounting standards/policies. The Group Financial Controller is responsible for ensuring that the Group (a) is aware of impending changes to the accounting standards and also the relevant regulatory requirements, and (b) recognises the implication of those changes and complies with the requirements.

The Company's financial statements are prepared in accordance with the requirements of the Companies Act, 2016 and Malaysian Financial Reporting Standards. The Board is responsible to ensure that the financial statements give a true and fair view and balanced and understandable assessment of the state of affairs of the Company and of the Group. The Audit Committee assists the Board to ensure accuracy and adequacy of all information for disclosure and compliance with accounting standards.

The Board presents a balanced and meaningful assessment of the Group's financial performance and prospects to the shareholders, investors and regulatory authorities, primarily through the quarterly financial results and annual financial statements, Chairman's Statements and Management Discussion & Analysis in the Annual Report.

**4.2 External Auditors**

The Board through the establishment of the Audit Committee, has established a good working relationship with its External Auditors. The Group also maintains a transparent and professional relationship with its External Auditors in seeking professional advice and ensuring compliance with the applicable Financial Reporting Standards in Malaysia. The External Auditors report to the shareholders of the Company on their opinion which is included as part of the Group's Annual Report with respect to their audit on each year's statutory financial statements. The Company's External Auditors are appointed every year during the AGM.

The External Auditors are invited to attend the Audit Committee meetings and AGM and are available to answer shareholders' questions on the conduct of the statutory audit and the preparation and content of their audit report.

The Board has adopted a procedure in relation to the provision of non-audit services by the Company's External Auditors to ensure that it is not in conflict with the role of the External Auditors or their independence. The External Auditors are required to declare their independence annually.

The Audit Committee is responsible to review all the non-audit services provided by the External Auditors and the aggregate amount of fees paid to them. Details of the amounts paid to the External Auditors for non-audit services performed during the year are set out in the Additional Compliance Information of this Annual Report.

The Audit Committee is also aware of the recommendation of the Code to have policies and procedures in place to assess the suitability and independence of External Auditors. Following the conclusion of the financial year, the Audit Committee undertook a review of the group's audit requirements to ensure alignment with our evolving business needs and governance framework and decided to transition to a new audit firm. Raki CS Tan & Ramanan was relieved of its duties as the Group Auditors. While assessing the independence of the External Auditors, the Audit Committee is satisfied and agreed with the representation by the External Auditors in their Audit Planning Memorandum for the audit of the financial year ended 31 January 2025, that they are independent in accordance with the By-laws (on Professional Ethics, Conduct and Practise) of the Malaysian Institute of Accountants. Furthermore, during the financial year ended 31 January 2025, the External Auditors were not engaged for any significant services other than the statutory audit.

The Board is satisfied based on advice from the Audit Committee that the provision of the non-audit services does not in any way compromise the External Auditors' independence. In addition, the Audit Committee has obtained a written assurance from the External Auditors confirming that they are and have been independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements.

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### 4.3 Internal Audit Function

The Group's internal audit function is performed by the Company's Assurance and Governance Department ("Internal Auditors") which acts independently from the activities and operations of the Group. The Assurance and Governance team reports to the Head of Assurance and Governance and the Audit Committee.

The main purposes of the Internal Auditors are to:

- Review the adequacy, integrity and effectiveness of the Group's systems of internal controls;
- Support the Audit Committee in evaluating the effectiveness of the existing internal control system, identify future requirements and codevelop a prioritized action plan to further enhance the internal control system;
- Identify the key business processes within the Group and Company that Internal Audit should focus on;
- Allocate necessary resources to selected areas of audit in order to provide the Management and Audit Committee an effective and efficient level of internal audit coverage; and
- Coordinate risk identification and risk management processes and activities.

The Internal Auditors adopts a risk-based auditing approach by focusing on identified high risk areas for compliance with control policies and procedures, identifying business risks which have not been appropriately addressed and evaluating the adequacy and integrity of controls and statutory requirements based on an internal audit plan agreed annually with the Audit Committee and report on the systems of financials and operations control to the Audit Committee. Submission of the audit results to the Management and the Audit Committee would ensure that the Management is compliant with the internal control systems and implementing continuous improvement.

### 4.4 Related Party Transactions

Directors recognise that they have to declare their respective interests in transactions with the Company and with the Group and abstain from deliberation and voting on the relevant resolutions in respect of such transactions at the Board or at any general meetings convened to consider the matter. The Company has an internal framework to ensure it complies with the related party transactions as prescribed in the MMLR.

The related party transactions are recorded and presented to the Audit Committee on a half-yearly basis for review and discussion should any concern arise. All related party transactions are reviewed as part of the annual internal audit plan, and the Audit Committee reviews any related party transactions and conflict of interest situation that may arise within the Group including any transactions, procedure or course of conduct that causes questions of management integrity to arise.

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### 4.5 Risk Management Framework

The Board recognises that risk management is an integral part of the Group's business operations and is important for the achievement of its business objectives. The Group has established a Risk Management and Sustainability Committee ("RMSC") that is chaired by the Executive Chairman and Managing Director and its members comprise the Executive Directors, Heads of Divisions & Departments ("HODS") and staff from key operations.

They have also been tasked to identify the risks relating to their areas; the likelihood of these risks occurring; the consequences if they do occur; and the actions being and/or to be taken to manage these risks to the desired level. The risk profiles and risk treatment measures determined from this process are documented in risk registers with each business or operations area having its respective risk register. The risk registers are eventually compiled to form the Group Risk Profile for reporting to the RMSC and the Audit Committee.

Ongoing risk management education and training is provided at Management and staff level by members of the RMSC.

### 4.6 Internal Control

The Board acknowledges that it is responsible for the Group's system of internal controls which is to maintain a sound system of internal control to safeguard shareholders' investment and the Group's assets. It involves key management of each business unit to meet the Group's particular needs, manage risks to which it is exposed, the effective and efficient conduct of operations, financial controls and compliance with laws and regulations as well as with internal procedures and guidelines to provide reasonable but not absolute assurance against misstatement or loss.

The review on the systems of internal control is set out under the Statement on Risk Management & Internal Control as set out on pages 64 to 70 of this Annual Report.

The Statement on Risk Management & Internal Control provides an overview of the risk management framework and state of internal control within the Group.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)

## PRINCIPLE C

## INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

**5.1 Strengthening Integrity and Ethics**

The Board acknowledges its role in establishing a corporate culture with sound ethical conduct. In line with this principle, the Group has in place the following policies to ensure the conduct of business of the Group and the employees are consistently carried out ethically and with integrity.

**a) Code of Ethics and Conduct**

The Code of Ethics and Conduct ("COEC") of the Group contains detailed policy statements on the standards of behaviour and ethical conduct expected of all Directors and employees and business partners of the Group.

The COEC not only promotes legal and procedural compliance but also provides a moral compass to ensure that the individual's behaviour is in line with the Group's Core Values and business objectives.

All employees are expected to understand the principles and standards stipulated and must comply with them not only in their form but also in the substance of the ethical principles and conduct stated in the COEC.

Further details on the COEC are available on the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my).

**b) Whistleblowing Policy**

The Group's Whistleblowing Policy ("WP") provides a transparent mechanism and avenue for all stakeholders to report or raise genuine concerns on any misconduct without fear of retaliation and intimidation.

Confidentiality and anonymity are assured to stakeholders who disclose their concerns in good faith and in doing so, had followed the appropriate disclosure procedures, accordingly. The WP sets a clear procedural guide for stakeholders to follow in raising their concerns to ensure that issues are addressed by the appropriate personnel and definitive action can be taken.

**c) Gift, Entertainment and Travel Policy**

The Gift, Entertainment and Travel Policy is intended to enable the Directors, Management and employees to conduct the Group's business with integrity and maintain strong professional relationships with all of their counterparts and business partners based on merit and performance.

**d) Anti-Bribery and Anti-Corruption Policy**

With the adoption of the Anti-Bribery and Anti-Corruption ("ABAC") policy, the Group practises zero tolerance policy against all forms of bribery and corruption. The ABAC policy elaborates upon those principles and provides guidance to employees on how to deal with improper solicitation, bribery and other corrupt activities and issues that may arise in the course of conducting business. The ABAC policy is also applicable to all employees, directors, contractors, sub-contractors, consultants, agents, representatives and others performing work or services for or on behalf of Group.

Continuous engagement activities are conducted to spread awareness of the policies and to address any concerns.

For more information on the ABAC policy, please refer to the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my).

**e) Corporate Liability**

The Malaysian Anti-Corruption Commission Act 2009 ("MACC Act 2009") has been amended to include a corporate liability provision that imposes liability on a commercial organisation for corruption committed by persons associated with the organisation to obtain a business advantage.

Taking cognisance of the provision under Section 17A of the MACC Act 2009 which came into effect on 1 June 2020, the Company has taken proactive actions to ensure that it has adequate procedures in place designed to prevent associated persons from undertaking conduct that would be in breach of the said section.



## 5.2 Effective Communication with Stakeholders

### a) Corporate Disclosure Policy

The Company's Corporate Disclosure Policy provides a framework for the Board, management and relevant staff to communicate effectively with shareholders, investors, other stakeholders and the public generally. The policy encompasses the following objectives:

- to raise awareness and provide guidance to the Board and employees of the Group on the Company's disclosure obligations and practices;
- to provide policies and guidelines in disseminating information to, and in dealing with shareholders, financial analysts, media, regulators, the investing community and other stakeholders;
- to ensure compliance with applicable legal and regulatory requirements on disclosure of material information; and
- to build good relations with the investing community to foster trust and confidence.

The Corporate Disclosure Policy regulates the review and release of information to the stock exchange as well as through the Company's website, facilitating timely and accurate disclosure of the Company's affairs.

### b) Leveraging on Information Technology for Effective Dissemination of Information

The Board recognises the importance of information technology for effective dissemination of information.

The Company's website has become a key communication channel for the Company to reach its shareholders and general public. The website has a number of sections which provide up-to-date information on the Group's activities, Board Charter, financial results, announcements released to Bursa Securities, annual reports, company profile, corporate presentations and other relevant information can be found on the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my).

### c) Insider Trading

Directors and senior management are prohibited from dealing in securities if they have knowledge of any price sensitive information which has not been publicly disclosed in accordance with the MMLR and the relevant regulatory provisions.

### d) Dialogue between the Group and Investors

The Board adheres to the disclosure requirements of Bursa Securities and ensures timely release of the financial results on a quarterly basis in order to provide its shareholders with an overview of the Group's financial and operational performance. In addition, it communicates with its shareholders, institutional and potential investors through various announcements made during the year.

This Annual Report is also an important channel of communication to reach shareholders and investors as it provides comprehensive information pertaining to the Group.

If the Board deems it is necessary, a press conference may be held after the AGM and/or Extraordinary General Meeting ('EGM') of the Company to provide the media the opportunity of receiving an update from the Board and to address any queries or areas of interest by the media.

In addition, the Group recognises the need for independent third-party assessment of itself. In this regard, the Executive Chairman and Managing Director and key senior management of the Group may consider conducting dialogue sessions or briefings with Investment/Financial Analysts and the Press on the results, performance and the potential of new developments of the Group. These briefings enable a direct and frank dialogue on the affairs of the Group.

Other avenues whereby shareholders and interested stakeholders have access to company data are through quarterly filing of financial data at Bursa Securities and via the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my).

### e) Annual General Meeting (AGM)

The AGM is the principal forum of dialogue with shareholders. In accordance with the Company's Constitution, Notice of AGM together with a copy of the Company's Annual Report is sent to shareholders at least twenty one (21) days prior to the meeting.

Each item of special business included in the notice of meeting is accompanied by an explanation for the proposed resolution.

At the AGM, the Board presents the strategies, progress and performance of the Group as contained in the Annual Report and shareholders are encouraged to participate and are given every opportunity to raise questions or seek more information during the meeting. The Executive Chairman and Managing Director and Board Members are available to respond to all shareholders' queries.

Shareholders who are unable to attend are allowed to appoint proxies to attend and vote on their behalf.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

(Cont'd)

### e) Annual General Meeting (AGM) (Cont'd)

Shareholders can also leave written questions for the Board to respond. The Shares Registrar is available to attend to matters relating to shareholders' interests.

Shareholders are welcome to raise queries by contacting the Company at any time throughout the year and need not wait for the AGM for such an opportunity.

### f) Poll Voting

The Company has always made the necessary preparation for poll voting for all resolutions tabled at the AGM. The Company will explore the suitability and feasibility of employing electronic means for poll voting.

In line with Paragraph 8.29A of the MMLR, the Company has ensured that any resolution set out in the notice of any general meeting, or in any notice of resolution which may properly be moved and is intended to be moved at any general meeting, is voted by poll. At the same time, the Company always appoints at least one (1) scrutineer to validate the votes cast at the general meeting.

The Company conducted poll voting in respect of all resolutions put before the shareholders at the last AGM as required by the MMLR. The poll results of each resolution were announced to Bursa Securities after the AGM via Bursa Link on the same day.

### g) Annual Report

The Directors believe that an important channel to reach shareholders and investors is through the Annual Report. Besides including comprehensive financial performance and information on the business activities, the Group strives to improve the contents of the Annual Report in line with the developments in corporate governance practices.

The Company's Annual Report can be accessed on the Company's website at [www.crescendo.com.my](http://www.crescendo.com.my). Bursa Securities also provides facilities for the Company to electronically publish all its announcements, including full version of its quarterly results announcements and Annual Report on its website at [www.bursamalaysia.com](http://www.bursamalaysia.com).

## COMPLIANCE STATEMENT

This Statement has been reviewed and approved by the Board of Directors at a meeting held on 16 May 2025.