CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	9261
COMPANY NAME	**:**	GADANG HOLDINGS BERHAD
FINANCIAL YEAR		May 31, 2025

OUTLINE:

SECTION A – DISCLOSURE OF MALAYSIAN CODE OF CORPORATE GOVERNANCE
Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PURSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA
Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable to financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE OF CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board of Directors ("**the Board**") of Gadang Holdings Berhad ("**the Company**") is collectively responsible for the proper stewardship of the Company and its subsidiaries ("**the Group**") businesses and the creation of long-term value of the Company and the Group for its shareholders and other stakeholders. The Board is the ultimate decision-making body of the Group except for matters requiring shareholders' approval. It sets the strategic direction and vision of the Group. The Board takes full responsibility for leading, guiding and monitoring the entire performance of the Group and enforces accountability standards, to enable Management to execute its duties effectively. To ensure the effective discharge of the Board's functions and responsibilities, the Board has the Board Charter in place and has also established Board Committees with clearly defined terms of reference. Together with Senior Management, the Board is committed to promoting a good corporate governance culture within the Group that reinforces ethical, prudent, and professional behaviour. The Board assumes, amongst others, the following principal responsibilities: *a.* *Reviewing and adopting strategic plans for the Group* The Board plays an active role in formulating and developing the strategic planning process by bringing objectivity, experience and breadth of judgment to ensure that the strategic plan for the Group supports long-term value creation. The plan also includes economic, environmental, health & safety, social and governance initiatives underpinning sustainability.

	The Board reviews, provides input, and monitors the Group's strategic plan, which includes addressing the Group's business strategies on growth, operations, cost management, risk management, sustainability, and setting financial goals. Each year, the Board convenes at least one (1) board meeting in May, before the commencement of the new financial year. During this meeting, the primary agenda is to deliberate and approve the Group's Business Plan for implementation in the upcoming year. Once endorsed by the Board for execution, the Board assumes responsibility for monitoring and supervising the financial performance and progress of strategies implemented by each division within the Group. This oversight ensures alignment with the Group's strategic objectives and fosters accountability across all operational areas. b. *Overseeing the conduct of the Group's business* The Board exercises oversight over Management to evaluate the effective management of the business. To ensure proper governance, the Board establishes clear metrics and measures against which Management's performance can be assessed. Progress on implementing strategies is regularly reported to the Board during quarterly meetings. By scrutinising these updates, the Board brings objectivity to the evaluation process, verifying whether Management is meeting the goals and targets set forth and aligning with the Group's budget. The Board's responsibilities also include reviewing, assessing and approving investment and capital expenditure proposals by Management and monitoring the implementation of the strategic plans by Management. The Board will deliberate on all proposals presented and recommended by Management. *c. Identifying principal risks and ensuring the implementation of appropriate internal control systems to manage the identified risks* With the assistance of the Risk Management Committee and Board Risk & Sustainability Committee ("**BRSC**"), the overall risk profile of the Group and risk mitigation strategies are reviewed quarterly. A Risk Management Framework is in place to enable the Group to identify, assess and manage/mitigate risks.

	d. *Establishing succession planning, including processes, to recruit senior management with the highest standards of integrity and competence, and to train,* develop, *and retain them* The Board through the Nomination & Remuneration Committee ("**NRC**"), is responsible for ensuring that there is an orderly succession plan within the Group. The NRC oversees matters related to the nomination of new Directors and Senior Management, annually reviews the required mix of skills, experience and other requisite qualities of Directors and Senior Management, as well as undertakes the annual assessment of the effectiveness of the Board as a whole, its Committees and the contribution of each Director. *e. Reviewing the adequacy and integrity of the internal control systems of the Group* Internal control systems throughout the Group are evaluated and monitored by the Group Internal Audit ("**GIA**"), which reports directly to the Audit Committee ("**AC**"). GIA has the authority to audit any division or subsidiary of the Company, review projects and systems at any time, and report its findings directly to the AC. Significant findings from the audit reports are highlighted and deliberated at the AC meetings. The AC reviews the adequacy, effectiveness, and integrity of the internal control systems to ensure the implementation of appropriate internal control systems, supported by reports from the GIA and the annual review by the external auditors. The AC also assists the Board in overseeing the Group's financial reporting processes and the integrity of its financial reporting to ensure that the financial statements of the Company give a true and fair view of the state of affairs of the Company. *f. Overseeing the development and implementation of a shareholder and stakeholder communications policy of the Group* The Company has an Investor Relations policy that applies to the Board and all employees of the Group, in handling and disclosing material information to shareholders and the investing public. The Company also has a website for its shareholders with regularly updated information. The Board ensures that the Company's website is continuously updated with the latest

	developments of the Group to ensure timely dissemination of information that is both accurate and complete. *g.* <u>*Overseeing Sustainability Risks and Opportunities*</u> The Directors are committed to promoting sustainability by embedding appropriate environmental, social and governance ("ESG") considerations into the Company's business strategies, operations, and decision-making processes. The Board recognises that proactive management of sustainability risks and opportunities is essential to long-term value creation for stakeholders. In line with this commitment, the Board has delegated the responsibility for overseeing the material sustainability risks and opportunities to the **BRSC**.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 1.2

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

Application	:	Applied
Explanation on application of the practice	:	The Independent Non-Executive Chairman, Tan Sri Dato' Seri Dr Mohamed Ismail bin Merican, is responsible for instilling good corporate governance practices, providing leadership to the Board, and ensuring its effectiveness in governance and oversight. As provided under the Company's Board Charter, the Chairman will: • provide leadership for the Board so that the Board can perform its responsibilities effectively; • promote the adoption and implementation of good corporate governance practices in the Company; • preside over Board meetings and ensure the effective conduct of Board meetings; • encourage active participation and allow dissenting views to be freely expressed; • manage the interface between Board and Management; and • ensure appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to the Board as a whole. During Board meetings, the Chairman ensures meetings are conducted in an orderly manner, allowing sufficient time for deliberations on key issues and complex matters. He also encourages active participation and allows views, including dissent, to be freely expressed. The Chairman also plays a key role in the conduct of the general meetings. Besides ensuring the proper flow of resolutions tabled at the meeting, he manages the communication on the floor. He further encourages active participation from shareholders and allows a sufficient amount of time during the questions and answers session.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.3

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

Application	:	Applied	
Explanation on application of the practice	:	The roles of the Chairman and Group Managing Director ("**Group MD**"), which are separate and clearly defined, are provided in the Board Charter and are available on the Company's website. The positions of Chairman and Group MD are held by two (2) different individuals. The Chairman, Tan Sri Dato' Seri Dr. Mohamed Ismail bin Merican, leads the Board and is responsible for ensuring its effectiveness. The Group MD, Tan Sri Dato' Kok Onn, is responsible for the day-to-day running of the business, implementing strategic plans, policies and decisions approved by the Board. The clear division of responsibilities between the Chairman of the Board and the Group MD is to ensure a balance of power and authority, so no one individual has unrestricted decision-making power.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 1.4

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

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.		
Application	:	Applied
Explanation on application of the practice	:	The Chairman of the Board, Tan Sri Dato' Seri Dr. Mohamed Ismail bin Merican, is not a member of the Audit Committee ("**AC**") or the Nomination & Remuneration Committee ("**NRC**"). He does not attend nor participate in any meetings of the AC or the NRC, by way of invitation or in any other capacity. This separation of roles ensures that the Chairman focuses exclusively on his responsibilities of providing leadership to the Board and ensuring its overall effectiveness in governance and strategic direction, while the AC and NRC carry out their respective functions independently and with dedicated focus.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.5

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

Application	:	Applied
Explanation on application of the practice	:	The Board is supported by a suitably qualified, experienced and competent Company Secretary who is an Associate Member of the Malaysian Institute of Chartered Secretaries and Administrators and is also qualified under the Companies Act, 2016. Ms Tan Shim Chieng has over 25 years of experience in corporate secretarial practice. The Company Secretary is responsible for advising the Board on issues relating to sound governance and compliance with laws, rules, procedures and regulations and advocating the adoption of corporate governance best practices. All Directors have full access to the advice and services of the Company Secretary, especially on procedural and regulatory requirements. The Company Secretary undertakes continuous professional development to keep herself abreast of the current regulatory changes in laws, relevant authorities' requirements and corporate governance. This continuous learning enables her to provide informed advisory support to the Board. By staying abreast of evolving regulatory requirements and best practices in corporate governance, the Company Secretary ensures that the Board receives accurate and timely guidance, contributing to effective decision-making and compliance within the organisation.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 1.6

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

Application	:	Applied
Explanation on application of the practice	:	The Board meets at least quarterly, with additional meetings convened as and when necessary. To facilitate the Directors in planning their attendance at the Board and Board Committee meetings as well as the Annual General Meeting, an annual tentative meeting calendar with the scheduled meeting dates is prepared and confirmed in the last quarter of the calendar year (before the beginning of each year). The notices of Board and Board Committee meetings, together with meeting materials, are furnished to the Directors at least five (5) working days in advance to enable the Directors to have sufficient time to review the documents and obtain further information or clarification from Management to expedite the decision-making process. Any Director may request for matters to be included in the agenda. Urgent papers may be presented and tabled at the meetings under the last item, "Any other business", subject to the approval of the Chairman and/or Group MD. The meeting agenda and board papers are distributed in hard copy and/or electronically to the Directors for deliberations during Board meetings. Reminders are also sent in advance electronically to the Directors before the meetings. At the Board meetings, presentations and briefings by Management and relevant external consultants, where applicable, are also held to advise the Board. Relevant information is furnished, and clarifications are given to assist the Board in making a decision. The Company Secretary ensures the deliberations and decisions of the meetings are properly minuted and confirmed by the respective Chairmen at the subsequent meetings. The Company Secretary will also follow up with Management on the status of actions taken regarding the previous minutes of the meeting to update the Board. Items with action would remain as matters arising in the minutes until they are resolved. The minutes of the Board Committee meetings are included in the Board meeting papers.

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

Intended Outcome

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

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

Practice 2.1

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board is guided by its Board Charter, which outlines the roles and responsibilities of the Board of Directors, Board Committees, Chairman, Group MD, Independent Non-Executive Directors and Individual Directors ensuring they fulfil their fiduciary duties to the Group. The Board Charter also stipulates the following matters that are reserved for the Board's deliberation and decision: (a) Strategic/business plans and annual budget; (b) Risk management policies; (c) Financial reporting, related party transactions and capital financing; (d) New investments, divestments, and corporate restructuring, including the establishment of subsidiaries or joint ventures; (e) Major capital expenditure; and (f) Appointment of new directors, managing director and senior positions based on recommendations of the Nomination & Remuneration Committee. The Board Charter and Terms of Reference ("**TOR"**) for Board Committees are reviewed and updated from time to time to reflect relevant changes to the policies, procedures, and processes, as well as in tandem with the changes in regulations and recommended best practices. The Board Charter was last reviewed and updated in October 2024. The Board Charter is available on the Company's website at www.gadang.com.my.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 3.1

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

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

Application	:	Applied
Explanation on application of the practice	:	The Board is committed to cultivating a corporate culture that prioritises ethical behavior throughout the Group's operations. To reinforce this commitment, the Board has implemented significant measures to ensure that all employees and directors uphold the highest standards of integrity and conduct. Separate **Codes of Ethics and Conduct ("the Codes")** have been established for employees and Directors. While both Codes share common principles, the Code for Directors is specifically tailored to reflect their fiduciary duties and responsibilities. This includes more detailed guidelines on matters such as corporate governance, oversight obligations, and conflict of interest. These codes outline the principles and standards of business ethics and conduct expected of the Group's employees and directors. The purpose of the codes is to ensure that all employees and directors maintain and enforce the highest standards of professional conduct in the performance of their duties and throughout the Group. The codes cover all related areas for good governance and best practices, such as matters on conflict of interest, anti-bribery & corruption, insider trading, anti-money laundering, fair competition, discrimination and harassment, confidentiality, improper use of company assets, and compliance with laws, rules and regulations. All new employees and directors are briefed on the codes during their induction into the Group. All employees and Board members, are required to read and understand the provisions of the codes and agree to comply with their terms throughout their employment and tenure with the Group.

	The Company upholds the belief that everyone deserves to be treated equitably with fairness, respect, and dignity within the workplace. To reinforce this commitment, it has implemented a Human Rights Policy that serves as a foundational principle guiding the Group and its stakeholders. This policy ensures the safeguarding of fundamental human rights, encompassing areas such as Diversity & Inclusion, Freedom of Association, Prohibition of Child Labour, Forced Labour, and Human Trafficking, adherence to Minimum Wages, Working Hours & Benefits, promotion of Health & Safety standards, advocacy for Women's Rights, and the prohibition of Inhumane Treatment. Details of the Code of Ethics and Conduct, and the Code of Ethics and Conduct for Directors can be found on the Company's website at www.gadang.com.my. In addition, the Company has adopted a Conflict of Interest Policy, which complements the Code of Ethics and Conduct and the Code of Ethics and Conduct for Directors. This Policy aims to ensure that actual or potential conflicts of interest are identified, disclosed, and managed effectively, providing clear guidance on how such situations should be addressed when they arise.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 3.2

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

Application	:	Applied
Explanation on application of the practice	:	The Company has established a Whistleblowing Policy & Procedure ("**WPP**") in line with the Company's commitment to achieving and maintaining the highest standards of openness, ethics and accountability. The WPP provides a formal mechanism for employees, external stakeholders and members of the public to report concerns about any suspected and/or known misconduct, wrongdoing or inappropriate behaviour relating to corrupt practices, fraud and/or abuse. An employee who makes a report of improper conduct in good faith shall be protected against reprisal, retaliation, punishment and/or unfair treatment (including intimidation, harassment, discrimination, demotion and termination of employment) for his/her disclosure. The Whistleblowing Committee, comprising the Chairman of the Audit Committee, the Chief Financial Officer ("**CFO**"), and the Head - Group Internal Audit ("GIA"), oversees WPP's implementation. The Head – GIA is responsible for receiving whistleblower report(s) made by employees or external parties either directly or through the CFO or the Chairman of the Audit Committee as prescribed under the WPP. The WPP is accessible to the public for reference on the Company's website at www.gadang.com.my. There were no whistleblowing cases reported in FYE 2025 or during the period from 1 June 2025 up to the last practical date before the printing of the Corporate Governance Overview Statement in the Annual Report.
Explanation for departure	:	

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

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

Practice 4.1
The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

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

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

Application	:	Applied
Explanation on application of the practice	:	The Company's sustainability governance structure establishes clear lines of accountability, starting from the tone set by the Board in guiding business strategies and ensuring that Key Result Areas ("**KRAs**") and Key Performance Indicators ("**KPIs**") are aligned with the Group's Business Plan and objectives. This alignment supports business continuity and long-term stakeholder value creation. The Board is responsible for reviewing and approving overall strategic business plans for the Company while maximising stakeholders' value through the management of financial KPIs (business growth, profitability, etc) and non-financial KPIs, including economic, environmental and social matters arising from its business activities. The Board Risk & Sustainability Committee ("BRSC") supports the Board by monitoring the relevant strategies and plans implemented by Management. The Risk Management & Sustainability Committee, which is chaired by the Group MD, is accountable for the development and implementation of short, medium and long-term sustainability strategies for the Company based on the direction set by the Board. This is aligned with the Group MD's responsibility to ensure the process of identifying, evaluating, managing, and monitoring the key risks (including sustainability risks and opportunities) is integrated into day-to-day operations. At the next level, the Company's Sustainability Working Group, which is chaired by the CFO and represented by risk owners, i.e. Heads of Departments and representatives from various departments across all business divisions in Malaysia and Indonesia, sets the scope of sustainability management measures and drives the

	implementation and monitoring of sustainability management across all business divisions while promoting interdepartmental collaboration.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

Practice 4.2

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

Application	:	Applied	
Explanation on application of the practice	:	The Company's sustainability strategies, priorities, targets and performance are reported in its Sustainability Statement. The Board approved this statement before it was included in the Annual Report. This statement serves as a disclosure of the Company's commitments and achievements in sustainability. The Company's stakeholder groups (internal and external), engagement channel, sustainability targets and performance are published in the Sustainability Statement, which can be found on the Company's website at www.gadang.com.my.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 4.3

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

Application	:	Applied
Explanation on application of the practice	:	The Board members attend training to stay abreast of and understand the sustainability risks and opportunities relevant to the Company and its business, including those related to climate. The Board is fully aware of the climate-related risks and opportunities. Since 2020, it has directed the Company to progressively reduce its carbon footprint by supporting initiatives such as climate reality talks, tree planting, solar panel installation at Gadang Head Office, proper handling of waste management and disposal of e-waste, etc. Full details on the Company's Sustainability initiatives can be found in the Annual Report, which is available on the Company's website at www.gadang.com.my. In addition, the Board members are regularly updated on sustainability matters such as news, articles or reports to ensure they are kept updated on the latest developments and trends, in the local and global platform.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.4

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

Application	:	Applied
Explanation on application of the practice	:	The Board and Senior Management have effectively fulfilled their roles in managing material sustainability risks and opportunities within the Group. The Board's performance in addressing the Group's material sustainability matters undergoes evaluation annually as part of the Board Evaluation process. For the Senior Management team, addressing material sustainability matters forms part of their yearly Key Performance Indicators ("KPIs"). Sustainability KPIs for all business units, including Finance and Health, Safety and Environment ("**HSE**"), are presented to the BRSC and Board biannually. During these sessions, the BRSC and the Board review the KPIs and the corresponding results to assess Senior Management's performance in managing material sustainability risks and opportunities.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 4.5- Step Up

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

Note: The explanation of the adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application	:	Applied
Explanation on adoption of the practice	:	The Chief Financial Officer ("**CFO**") serves as the chairperson for the Sustainability Working Group. This group comprises risk owners, i.e. Heads of Departments and representatives from various departments across all business divisions in Malaysia and Indonesia. Assisted by a Sustainability facilitator, the CFO assumes a pivotal role in strategically leading and managing sustainability initiatives within the Group. This includes ensuring the integration of sustainability considerations into the day-to-day operations of the Company.

Intended Outcome

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

Practice 5.1

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

Application	:	Applied
Explanation on application of the practice	:	The Nomination & Remuneration Committee ("**NRC**") is entrusted with the role of identifying, assessing and nominating candidates to fill Board vacancies and for succession planning. Board renewal is an ongoing process integral to the Company's corporate governance framework. Annually, the NRC reviews the composition of the Board and Board Committee, assessing factors such as size, diversity, and skill set alignment with the Group's strategic objectives and business operations. Based on this review, the NRC recommends suitable candidates for Board appointments to address any identified gaps in expertise. To ensure effective governance, the NRC adheres to a progressive Board membership approach, which includes implementing a nine (9) year term limit for Independent Directors. The performance of Directors standing for re-election is evaluated through the Board Evaluation process. This assessment encompasses various criteria, including competencies, contributions, performance, independence, and commitment to act in the best interest of the Company. The Directors' rotation list was presented to the NRC for endorsement before recommending it to the Board for approval and the retiring Directors are required to give their consent on their re-election before the Company's Board meeting.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	

Timeframe :		

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

Practice 5.2
At least half of the board comprises independent directors. For Large Companies, the board comprises a majority of independent directors.

Application	:	Applied	
Explanation on application of the practice	:	As of 31 May 2025, the Board comprises six (6) Directors with two (2) Executive Directors and four (4) Independent Non-Executive Directors ("**INEDs**"). The Company complies with Paragraph 15.02 of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**"), which requires at least two (2) Directors or one-third (1/3) of the Board, whichever is higher, to be Independent Directors. The INEDs also make up a majority of the Board, as recommended by the Malaysian Code on Corporate Governance. ("**MCCG**"). The independence of the INEDs is assessed during the annual Board's Evaluation exercise and all the INEDs satisfy the independence test under the MMLR of Bursa Securities. The Board was satisfied with the level of independence demonstrated by all the INEDs and believes they continue to bring sound independent and objective judgement to Board deliberations.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.3
The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

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

Application	:	Not Applicable - Step Up 5.4 adopted	
Explanation on application of the practice	:		
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.4 - Step Up

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

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.		
Application	:	Applied
Explanation on adoption of the practice	:	In line with the recommendation by the MCCG, the Board approved the revised Board Charter on 27 July 2022, which includes a limit on the tenure of its independent directors to nine (9) years without further extension. Currently, none of the INEDs has served the Board for more than nine (9) years.

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

Practice 5.5
Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

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

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on application of the practice :</td><td>The Board has adopted a formal policy on diversity of the Company by considering the number of aspects in designing the Board's composition, including but not limited to skills, experience, age, gender, culture and educational and professional background, ethnicity, knowledge and length of service. All Board appointments are based on merit, and candidates are considered against objective criteria, having due regard for the benefits of diversity on the Board.

The Board had approved the adoption of Directors Fit and Proper Policy to ensure a formal, rigorous and transparent process for the appointment and re-election of Directors and Senior Management.

The current composition of the Board includes a diverse mix of skill sets, expertise, knowledge and experience to direct the Group. Following are the collective skills & competence of the Board:

<table>
<tr><th>Skill/Competence</th><th>Description</th></tr>
<tr><td>Leadership</td><td>Overall stewardship of the Group, business leadership, public listed company experiences</td></tr>
<tr><td>Strategy and Entrepreneurial Acumen</td><td>Business development, assessment of existing and emerging opportunities</td></tr>
<tr><td>Sustainability and Stakeholder Management</td><td>Governmental relations, community and investor relations, corporate governance and banking</td></tr>
<tr><td>Technical</td><td>Engineering, real estate and property development, construction and other related skills</td></tr>
<tr><td>Finance and Corporate</td><td>Accounting, audit, financial reporting, taxation, legal corporate financing, risk management and human capital development & management</td></tr>
</table>

The Nomination & Remuneration Committee ("NRC") has a vital role in achieving diversity on the Board and considers the following before making its recommendations of suitable</td></tr>
</table>

candidates to the Board:

a) To take into consideration the benefits of boardroom diversity and to appoint candidates based on merit and without prejudice, when reviewing the Board's composition;
b) To consider the balance of skills, experience, independence, knowledge and the diversity of representation on the Board, as part of the annual performance evaluation on the effectiveness of the Board, Board Committees and Individual Directors; and
c) To implement and monitor the progress of the Diversity Policy towards the achievement of such objectives.

The current Board's diversity (total of 6 Directors) is as follows:

	Race/Ethnicity			Age Group				Gender	
	Malay	Chinese	Indian	41-50	51-60	61-70	71-80	Male	Female
Number of Directors	1	5	0	1	2	1	2	4	2

In line with Paragraph 15.06 of MMLR of Bursa Securities, none of the Directors hold more than five (5) directorships in any other public listed companies.

The Directors' commitment to carrying out their duties and responsibilities is reflected in their attendance at the Board and Board Committees meetings during the year. The Board is satisfied with the level of time commitment given by the Directors to discharge their responsibilities.

The appointment of Senior Management personnel was also made with due regard for diversity in skills, experience, age, cultural background and gender. They are all Malaysians with diversity in the following perspectives, as set out in the table:

	Race/Ethnicity			Age Group				Gender	
	Malay	Chinese	Indian	31-40	41-50	51-60	61-70	Male	Female
Number of Senior Management	2	22	0	1	10	10	3	16	8

Explanation for departure	:	

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

Measure	:		
Timeframe	:		

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

Practice 5.6
In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

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

Application	:	Applied	
Explanation on application of the practice	:	Pursuant to the Terms of Reference of the Nomination and Remuneration Committee ("**NRC**"), the NRC may search/recommend potential board candidates by utilising independent sources, professional advisors or external parties to identify suitably qualified candidates, other than relying on recommendations from fellow directors, management and major shareholders. Appointments of new Directors are undertaken by the Board as a whole after considering the recommendations of the NRC. In the appointment of Directors, the NRC is guided by the Directors' Fit and Proper Policy. The NRC will evaluate candidatures for directorships based on meritorious criteria such as knowledge, expertise, and experience, as well as the mix of skills, time commitment, integrity, and competencies to meet the needs of the Company. There was no new director appointed during FYE 2025.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.7
The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied
Explanation on application of the practice	:	Profiles of the Directors are published in the Annual Report and on the Company's website. These include their age, gender, tenure of service, directorship in other companies (listed entities and public companies), working experience and any conflict of interest as well as their shareholdings in the Company, if any. Under Clause 108 of the Company's Constitution, at each Annual General Meeting ("**AGM**"), one-third (1/3) of the Directors for the time being shall retire from office. All Directors shall retire from office once every three (3) years but shall be eligible for re-election. Based on the schedule of retirement by rotation determined by the Nomination & Remuneration Committee ("**NRC**"), Mr Huang Shi Chin and Ms Kok Pei Ling are due to retire at the 32nd Annual General Meeting ("**32nd AGM"**) of the Company under Clause 108 of the Company's Constitution. To determine the eligibility of the Directors to stand for re-election at the 32nd AGM, the Board through the NRC, assessed each of the retiring Directors, and considered the following: 1) The Directors' performance and contribution, based on the Self and Peer Assessment results of the Board Evaluation 2025. 2) The Directors' level of contribution to the Board deliberations through his/her skills, experience and strength in qualities. 3) The level of independence demonstrated by the Independent Non-Executive Director and the ability to act in the best interests of the Company in decision-making. 4) The Directors have the character, integrity, experience and competence to discharge their role effectively. 5) The Directors' ability to commit and devote adequate time to fulfil their responsibilities effectively.

	Based on the assessment above, the NRC has recommended the re-election of the said directors due to retire at the forthcoming AGM. The Board has accepted the recommendation of the NRC. Accordingly, the Board will recommend their re-election to the shareholders at the forthcoming 32nd AGM.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

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

Practice 5.8
The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The NRC is chaired by Ms Wong Ping Eng, who is an Independent Non-Executive Director of the Company. The profile of Ms Wong Ping Eng is available on page 14 of the Annual Report.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 5.9

The board comprises at least 30% women directors.

Application	:	Applied	
Explanation on application of the practice	:	The Company currently has six (6) Directors, comprising two (2) female directors, Ms Kok Pei Ling and Ms Wong Ping Eng, who constitute 33% of the Board.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

Practice 5.10
The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Applied
Explanation on application of the practice	:	The Board sees diversity as an essential element in ensuring the achievement of its strategic objectives. The Company endorses the principle that there should be diversity to ensure effective decision-making and governance for the Company and its businesses. The Board Diversity Policy is formulated to ensure adequate diversity on its Board. All Board appointments will be made based on merit against objective criteria, taking into account the skills, experience, independence, and knowledge that the particular director can bring to the Board without compromising on the diversity of the Board. The Board had achieved its target of 30% female representation on the Board (i.e. two (2) female directors out of a total of six (6) directors). As of 31 May 2025, women constituted approximately 34% of the Group's total workforce of 446 employees. 21% of the female workforce holds managerial positions. The Board Diversity Policy is accessible on the Company's website at www.gadang.com.my.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 6.1
The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

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

Note: For a Large Company to qualify for adoption of this practice, it must undertake an annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.	
Application :	Applied
Explanation on application of the practice :	The process of assessing the Directors is an ongoing responsibility of the Nomination & Remuneration Committee ("**NRC**"). The NRC has a formal evaluation process to annually assess the effectiveness of the Board as a whole and the Board Committees, as well as the performance of each Director, including the independence of the Independent Non-Executive Directors. The criteria used for the annual assessment of the Board include the assessment of board mix and composition, quality of information and decision-making, boardroom activities, and the board's relationship with Management whereas, for Board Committees, the criteria used include composition, effectiveness, support, contribution, and communication. The annual assessment of Individual Directors includes competency, contribution, performance, calibre and personality. The evaluation for FYE 2025, which was carried out in May 2025, involved Individual Directors and Committee members completing separate evaluation questionnaires regarding the processes of the Board and its Committees, their effectiveness, and where improvements could be considered. They also undertook a self-review and peer review in which they assessed their fellow Directors' performance. The responses were collated by the Company Secretary, and a consolidated report was submitted to the Board. The responses were then discussed by the Board to determine the areas for improvement in the effectiveness of the Board and its Committees. Based on the 2025 Board evaluation findings, the Board is satisfied and acknowledges that the Board has continued to perform effectively in discharging its responsibilities, with most areas rated

	in the range of "3" (Good/Competent) to "4" (Strong/Outstanding). The Board Committees have discharged their responsibilities adequately as set out in their respective terms of reference. The Individual Directors have also met the standards expected of them, with each making strong contributions, generally and through the knowledge derived from their specialised areas of expertise, skills, and experience. The Board viewed the current evaluation process as adequate to provide an objective assessment of the effectiveness of the Board, the Committees and each Director. The use of an external consultant is not necessary at this stage.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

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

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

Practice 7.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board has established a Remuneration Policy to outline the principles for the Company to determine and propose an appropriate level of remuneration for the Directors and Senior Management. The Board has delegated to the Nomination & Remuneration Committee ("**NRC**") the responsibility to review and recommend the remuneration and other benefit packages for the Directors and Senior Management of the Group to ensure they remain competitive to attract, motivate, and retain talent to lead and drive the Company's business in achieving its objectives and long-term goals. The remuneration package for the Individual Executive Directors and Senior Management is reflective of their skills, experience, and level of responsibilities, and it is structured to link to individual performance and the overall performance of the Group. As for Independent Non-Executive Directors ("I**NEDs"**), the level of remuneration reflects the experience and level of responsibilities undertaken by the individual non-executive director concerned based on industry or market practices. The remuneration of INEDs, consisting of fixed directors' fees, and other benefits, is subject to the approval of the shareholders at the Annual General Meeting ("**AGM**"). The fees of the INEDs are paid on a quarterly basis. Details of the Directors' Remuneration Framework for the financial year under review are provided in the Explanatory Note B of the Notice of the 32nd AGM.

		The Remuneration Policy is available on the Company's website at www.gadang.com.my.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

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

Practice 7.2

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Nomination & Remuneration Committee ("**NRC**") is responsible for formulating and reviewing the remuneration policies and packages for the Directors and Senior Management. This ensures that the remuneration remains competitive, appropriate, and commensurate with their experience, skills, and level of responsibilities, and is aligned with prevalent industry or market practices. The responsibilities of the NRC concerning remuneration matters are detailed in the Terms of Reference ("**TOR**"). As of 31 May 2025, the NRC comprised three (3) members, all of whom are Independent Non-Executive Directors. The TOR of the NRC and the Remuneration Policy for Directors and Senior Management are available for reference at www.gadang.com.my.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 8.1

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

Application	:	Applied
Explanation on application of the practice	:	The Board has established a Directors' Remuneration Framework that sets out directors' fees, meeting allowances, and benefits-in-kind. The remuneration breakdown of Individual Directors which includes the fees received by the Independent Non-Executive Directors (as approved by the shareholders at the 31st AGM held on 6 November 2024), salary, bonus, benefits-in-kind, and other emoluments for the FYE 2025, is enumerated in the table below.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Tan Sri Dato' Kok Onn	Executive Director	0	0	1,254,000	500	40,296	0	1,294,796	0	0	1,254,000	500	40,296	0	1,294,796
2	Kok Pei Ling	Executive Director	0	0	556,039	46,077	48,628	73,574	724,318	0	0	556,039	46,077	48,628	73,574	724,318
3	Tan Sri Dato' Seri Dr. Mohamed Ismail Bin Merican	Independent Director	110,000	6,000	0	0	15,000	0	131,000	110,000	6,000	0	0	15,000	0	131,000
4	Huang Shi Chin	Independent Director	90,000	16,000	0	0	2,416	0	108,416	90,000	16,000	0	0	2,416	0	108,416
5	Sherman Lam Yuen Suen	Independent Director	90,000	16,000	0	0	15,000	0	121,000	90,000	16,000	0	0	15,000	0	121,000
6	Wong Ping Eng	Independent Director	80,000	16,000	0	0	15,000	0	111,000	80,000	16,000	0	0	15,000	0	111,000
7	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
8	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

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

Intended Outcome

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

Practice 8.2

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

<table>
<tr><td>Application :</td><td colspan="2">Departure</td></tr>
<tr><td>Explanation on application of the practice :</td><td colspan="2"></td></tr>
<tr><td>Explanation for departure :</td><td colspan="2">The Company has not disclosed on a named basis the top five (5) Senior Management's remuneration in bands of RM50,000 due to the confidentiality and sensitivity of each remuneration package and the competitive market for talents in the businesses of the Group.

As an alternative, the top five (5) Senior Management's remuneration (including salary, bonus, allowances, benefits-in-kind and other emoluments) for FYE 2025 are disclosed in the bands of RM50,000, as follows:

<table>
<tr><th>Remuneration bands</th><th>No. of Senior Management</th></tr>
<tr><td>RM450,001 to RM500,000</td><td>1</td></tr>
<tr><td>RM500,001 to RM550,000</td><td>3</td></tr>
<tr><td>RM550,001 to RM600,001</td><td>1</td></tr>
</table>

The Board consistently benchmarks the remuneration package of Senior Management against industry standards and market practices. This ensures that the remuneration is competitive and aligned with prevailing trends. Additionally, Senior Management is compensated based on the responsibilities of their positions and their individual and Group performance, ensuring that the remuneration is fair and reflects their contributions.</td></tr>
<tr><td></td><td colspan="2">Please provide an alternative practice and explain how the alternative practice meets the intended outcome.</td></tr>
<tr><td colspan="3">Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</td></tr>
<tr><td>Measure :</td><td colspan="2">Please explain the measure(s) the company has taken or intend to take to adopt the practice.</td></tr>
<tr><td>Timeframe :</td><td>Choose an item.</td><td></td></tr>
</table>

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here		Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome

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

Practice 8.3 - Step Up

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

Application	Not Adopted
Explanation on adoption of the practice :	

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

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.1
The Chairman of the Audit Committee is not the Chairman of the Board.

Application	:	Applied	
Explanation on application of the practice	:	The Audit Committee ("**AC**") is led by Mr Sherman Lam Yuen Suen ("Mr Lam"), who was appointed as the Chairman of the AC on 16 August 2021, while the Chairman of the Board is Tan Sri Dato' Seri Dr Mohamed Ismail bin Merican. Mr Lam is a Chartered Accountant of the Malaysian Institute of Accountants, a Fellow Member of the Chartered Institute of Management Accountants, UK, a Fellow Member of CPA Australia, a Chartered Member of the Institute of Internal Auditors Malaysia, a Certified Member of The Financial Planning Association of Malaysia and a member of the Institute of the Corporate Directors of Malaysia. Mr Lam's full profile is on page 14 of the Annual Report. The Terms of Reference of the AC have reflected the requirements in Practice 9.1 of the MCCG that "*The Chairman of the AC is not Chairman of the Board".*	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.2
The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three (3) years before being appointed as a member of the Audit Committee.

Application	:	Applied	
Explanation on application of the practice	:	None of the members of the Board are former key audit partners. Hence, no such person is being appointed as a member of the Audit Committee ("**AC**"). The Terms of Reference of the AC require a former key audit partner to observe a cooling-off period of three (3) years before being appointed as an AC member by the Company.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.3
The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	The Board has approved and adopted an External Auditors Policy to outline the guidelines and procedures for the Audit Committee ("**AC**") to review, assess, and monitor the performance, suitability, and independence of the Company's External Auditors. Each year, the AC will evaluate the External Auditors in fulfilling their duty to make an informed recommendation to the Board on whether to retain the auditors. The annual review and assessment of the quality of the audit is carried out through an assessment checklist based on four (4) key areas as set out in the Company's External Auditors Policy: 1) Quality of service provided, 2) Sufficiency of audit firm resources, 3) Quality of communication and interactions with the External Auditors, and 4) Independence, objectivity, and professional scepticism. As guided by the External Auditors Policy, the AC on 3 September 2025 assessed the suitability, effectiveness, and independence of the external auditors, Crowe Malaysia PLT ("**Crowe Malaysia**"), based on feedback from the CFO and the finance personnel (who had substantial contact with the external audit team throughout the year). The AC also took into account the openness in communication and interaction with the lead engagement partner and engagement team through discussions at private meetings, which demonstrated their independence, objectivity, and professionalism. In July 2025, the External Auditors, in their presentation of the External Auditors' report to the AC, confirmed that they had been independent throughout the audit engagement, following the terms of all relevant professional and regulatory requirements concerning the audited financial statements of the Group for FYE 2025. The AC was satisfied with the suitability of Crowe Malaysia based on the quality of the audit, performance, competency, and sufficiency of resources the external audit team provided to the Group. The AC was also satisfied in its review that the provision of non-audit

	services by Crowe Malaysia to the Company for FYE 2025 did not in any way impair their objectivity and independence as External Auditors of the Company. Being satisfied with the External Auditors' performance, the Board, in September 2025, approved the AC's recommendation for the shareholders' approval to be sought at the 32nd AGM on the re-appointment of Crowe Malaysia as External Auditors of the Company for the financial year ending 31 May 2026.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up
The Audit Committee should comprise solely of Independent Directors.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on adoption of the practice :</td><td>The Audit Committee ("AC") comprises three (3) qualified and experienced members, all of whom are Independent Non-Executive Directors, who have satisfied the independence test under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The members of the AC are as follows:

<table>
<tr><th>No.</th><th>Name</th><th>Membership</th></tr>
<tr><td>1.</td><td>Mr Sherman Lam Yuen Suen</td><td>Chairman</td></tr>
<tr><td>2.</td><td>Mr Huang Shi Chin</td><td>Member</td></tr>
<tr><td>3.</td><td>Ms Wong Ping Eng</td><td>Member</td></tr>
</table>
</td></tr>
</table>

Intended Outcome
There is an effective and independent Audit Committee.

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

Practice 9.5
Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

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

Application	:	Applied
Explanation on application of the practice	:	All members of the Audit Committee ("**AC"**) are Chartered Accountants and members of MIA, and they possess a considerable understanding of financial reporting and auditing processes. They collectively have a wide range of relevant business skills, knowledge and extensive corporate experience, to meet their responsibilities and to effectively challenge management's decisions and proposals. The members attend relevant training and continuous professional development programs from time to time to keep themselves abreast of the latest developments in financial reporting, accounting, and auditing practices, standards, and regulations. In addition, the members were briefed by the External Auditors on key changes in accounting standards, practices, and rules. The various trainings attended by the AC members were listed under the Continuing Development Programme for Directors in the Corporate Governance Overview Statement of the Annual Report. An annual assessment of the performance of the AC during the term of office was undertaken by the Nomination & Remuneration Committee for FYE 2025. Based on the results of the assessment, the Board was satisfied that the AC, both collectively and individually, had effectively discharged its functions, duties, and responsibilities in accordance with its Terms of Reference.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		

Measure	:		
Timeframe	:		

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

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

Practice 10.1
The board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	The Board acknowledges its responsibility for maintaining a robust system of risk management and internal controls to safeguard shareholders' interests and the Group's assets. The Company has established a risk management framework to identify, assess, and manage risks and controls within acceptable levels of the Group's risk appetite; the aim is to manage rather than eliminate all risks that could impede the Group's business objectives. At the management level, the Risk Management & Sustainability Committee ("**RMSC"**) is responsible for implementing the Group's policies and procedures on risk. This involves identifying, analysing, evaluating, treating, monitoring, and reporting risks. The RMSC meets every quarter to review the significant risks faced by the Group and reports to the Board Risk & Sustainability Committee ("**BRSC"**) every quarter, where key risks and mitigating actions are deliberated. The BRSC oversees the Group's significant risks through its quarterly review and presents a summary of its deliberations and decisions to the Board. The Board and BRSC evaluate the adequacy and effectiveness of the risk management system. Details on risk management and internal control are set out in the Statement on Risk Management and Internal Control on pages 47-54 of the Annual Report.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	

Timeframe :		

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

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

Practice 10.2
The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied	
Explanation on application of the practice	:	The Company's risk management and internal control framework is comprehensively detailed in the Statement on Risk Management and Internal Control, found on pages 47-54 of the Annual Report. The Board has received assurance from the Group MD and CFO that the Group's risk management and internal control system operates adequately and effectively in all material aspects. This assurance is based on the risk management and internal control system framework implemented by the Group, ensuring that significant risks are managed within acceptable levels and that the internal control system is robust and effective in achieving the Group's objectives.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

Practice 10.3 - Step Up
The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

<table>
<tr><td>Application :</td><td>Applied</td></tr>
<tr><td>Explanation on adoption of the practice :</td><td>The Board Risk & Sustainability Committee ("BRSC") comprises three (3) members, all of whom are Independent Non-Executive Directors. The BRSC oversees the Company's risk management framework and sustainability strategies.

The members of the BRSC are as follows:

<table>
<tr><th>No.</th><th>Name</th><th>Membership</th></tr>
<tr><td>1.</td><td>Mr Huang Shi Chin</td><td>Chairman</td></tr>
<tr><td>2.</td><td>Mr Sherman Lam Yuen Suen</td><td>Member</td></tr>
<tr><td>3.</td><td>Ms Wong Ping Eng</td><td>Member</td></tr>
</table>

A copy of the Terms of Reference of the BRSC is available on the Company's website at www.gadang.com.my. The TOR was last reviewed and updated in October 2024.</td></tr>
</table>

Intended Outcome

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

Practice 11.1

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

Application	:	Applied
Explanation on application of the practice	:	The Group has established an in-house internal audit ("**IA**") function. The Group Internal Audit ("**GIA**") is led by the Head - GIA who reports functionally to the Audit Committee ("**AC**") and administratively to the Chief Financial Officer/Executive Director. The GIA is responsible for undertaking an independent, risk-based approach and systematic reviews of internal controls of the financial and operating systems to provide reasonable assurance that such systems continue to operate satisfactorily and effectively. The GIA reports quarterly to the AC on the internal audit's objective operation, authority, and responsibility relative to the approved audit plan, together with a rating score on the internal control environment implemented to safeguard the Group's assets. To ensure the responsibilities of GIA are fully discharged, the AC reviews: i) the appointment and removal of the Head - GIA; ii) the adequacy of the audit plan scope, function, competency, and resources of the GIA; and iii) the appraisal or assessment of the performance of the IA function. IA reports are issued to Management of the operating units audited, highlighting the findings on any system and control weaknesses together with recommendations for improvement. Management implements corrective and preventive actions based on agreed deadlines. These reports, together with follow-up audit reports, are tabled to the AC quarterly, for deliberations and process improvement. A summary of the activities carried out by the GIA during FYE 2025 is provided in the AC Report on pages 45-46 in the Annual Report.
Explanation for departure	:	

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

Intended Outcome

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

Practice 11.2

The board should disclose–

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

Application	:	Applied
Explanation on application of the practice	:	In accordance with the Audit Charter of the Group Internal Audit ("GIA"), the GIA maintains its independence and objectivity by not being involved in day-to-day control procedures. Each business unit is responsible for its internal controls and procedures. The GIA will provide recommendations on process improvements and evaluate the adequacy of controls during the assignment as per the audit plan. The GIA team consists of two (2) dedicated professionals: the Head of GIA, Mr. Alan Tham Wing Hoong ("Mr Tham"), and one staff member. Mr. Tham holds a Bachelor of Commerce (Accounting) degree and completed the Certified Information System Auditor programme. He brings over 26 years of experience in internal audit and financial management, having worked in the insurance industry, hospitality sector, and fast-moving consumer goods business. Mr. Tham's extensive experience and diverse industry background equip him with a comprehensive understanding of operations systems and controls, making him an experienced leader for the GIA team. The internal audit adopts the risk-based internal audit methodology, aligned with the Global Internal Audit Standards and Global Guidance of International Professional Practices Framework ("IPPF"). The internal audit also adopts the five (5) components set out in the Internal Control-Integrated Framework issued by the Committee of Sponsoring Organisations of the Treadway Commission ("COSO"), i.e. control environment, risk assessment, control activities, information and communication, and monitoring activities. COSO is an internationally recognised organisation providing guidance on internal control, enterprise risk management, and governance.
Explanation for departure	:	

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

Intended Outcome

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

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

Practice 12.1

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

Application	:	Applied
Explanation on application of the practice	:	The Company's Investor Relations Policy provides a framework for the Board and all employees of the Group to handle and disclose material information to shareholders and the investing public. This policy ensures transparency and effective communication with stakeholders. Various announcements and disclosures made to Bursa Malaysia Securities Berhad during the year, including the timely release of financial results every quarter and the distribution of annual reports and circulars, provide shareholders and the investing public with an overview of the Group's performance and operations. The Group Managing Director and/or Chief Financial Officer will meet with institutional shareholders and analysts on an ad-hoc basis to promote a better understanding of the Group's financial performance and operations. The Company's website, www.gadang.com.my, provides an avenue for providing information about the Company and the Group and receiving feedback from stakeholders.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

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

Practice 12.2

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

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

Intended Outcome

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

Practice 13.1

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

Application	:	Applied
Explanation on application of the practice	:	At the 31st Annual General Meeting ("**31st AGM**") held on 6 November 2024, the Company sent out the notice of the AGM to the shareholders on 26 September 2024, which is in advance of the 28-day requirement. The notice of the forthcoming 32nd AGM, which will be held on 5 November 2025 will be given to the shareholders on 24 September 2025, effectively serving 41 days of notice. The additional time given to the shareholders allows them to make the necessary arrangements to participate in person or through corporate representatives or proxies. The notice is also published in a nationally circulated newspaper as required under the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and is made available on the Company's website. The explanatory notes to the Notice of the AGM provided explanations for each resolution proposed to enable shareholders to make informed decisions in exercising their voting rights. An Administrative Guide that furnished useful information regarding the conduct of the AGM, together with an explanatory guide, was circulated to the shareholders along with the Notice of the AGM.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

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

Practice 13.2

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

Application	:	Applied
Explanation on application of the practice	:	All Directors, Company Secretary and Key Senior Management together with External Auditors were present at the 31st AGM to respond to questions raised by the shareholders. At the 31st AGM, the Chief Financial Officer ("**CFO"**) provided shareholders with a presentation on the Group's performance for the year and its business outlook. The CFO also shared with the shareholders the Company's responses to the questions submitted in advance by the Minority Shareholders Watch Group ("**MSWG**"). To enhance the efficiency of the proceedings of the 31st AGM, shareholders were encouraged to submit questions to the Board in advance via Tricor's TIIH Online website. During the proceedings of the 31st AGM, shareholders were encouraged to post their queries in the query box to transmit their questions online. Appropriate answers and/or clarifications were provided by the Directors, Committee Chairmen or Key Senior Management to allow shareholders to make informed decisions when casting their votes.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

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

Practice 13.3
Listed companies should leverage technology to facilitate–

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

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

Application	:	Applied	
Explanation on application of the practice	:	The Company conducted its 31st Annual General Meeting ("31st AGM") on 6 November 2024 as a fully virtual meeting via live streaming. All participating shareholders attended the 31st AGM virtually and voted electronically through the Remote Participation and Voting ("RPV") facilities provided under Section 327 of the Companies Act 2016 and Clause 63 of the Company's Constitution. Shareholders and proxies were also able to submit their questions electronically via the virtual event platform before and during the 31st AGM. For the 31st AGM, the Company appointed Tricor Investor & Issuing House Services Sdn Bhd ("**Tricor**") as Poll Administrator to conduct the polling process and Scrutineer Solutions Sdn Bhd as Scrutineers to verify the poll results. The results of all votes cast in respect of each resolution were displayed on-screen at the virtual 31st AGM. Subsequently, the poll results were announced via Bursa LINK and posted on the Company's website on the same day.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

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

Practice 13.4

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

Note: The explanation of the adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.		
Application	:	Applied
Explanation on application of the practice	:	The Company's 31st Annual General Meeting ("31st AGM") was held virtually on 6 November 2024. The Annual Report 2024 and the Administrative Guide were issued on 26 September 2024. Shareholders were able to submit questions electronically through the online platform provided by the share registrar, Tricor Investor & Issuing House Services Sdn Bhd ("Tricor"), via its TIIH Online website from 26 September 2024 until the 31st AGM, or to transmit questions to the Board during the live streaming session through the Remote Participation and Voting ("RPV") facilities. At the 31st AGM, the Chairman also reminded shareholders that they could raise questions via the RPV facilities. Questions submitted were displayed on-screen for the benefit of all participants, while the Chief Financial Officer read them out and provided responses before the commencement of poll voting. Shareholders were therefore given sufficient opportunity to pose questions both prior to and during the 31st AGM. All questions received were addressed, with any that arose after the conclusion of the meeting answered via email. For transparency, the questions raised and responses provided during the 31st AGM were subsequently uploaded to the Company's website.
Explanation for departure	:	

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

Intended Outcome

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

Practice 13.5

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

Note: The explanation of the adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.		
Application	:	Applied
Explanation on application of the practice	:	The Company held its 31st Annual General Meeting **("31st AGM")** as a fully virtual AGM. The Remote Participation and Voting ("**RPV**") facilities provided by the share registrar, Tricor Investor & Issuing House Services Sdn Bhd via its TIIH Online website at https://tiih.online allowed shareholders to pose questions to the Board via typed text in the query box. The shareholders submitted their questions at any time from the day of the Notice of AGM up to the time when the meeting was in progress. During the "Questions and Answers" session, the TIIH Online platform had the facilities to live broadcast the questions and answers, and the shareholders experienced real-time interaction with the Board during the AGM. Each question posed by the shareholders was also displayed on the screen as and when the CFO provided her responses to the respective questions accordingly in an orderly manner.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	

Timeframe :		

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

Practice 13.6
Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meetings.			
Application	:	Applied	
Explanation on application of the practice	:	The Minutes of the 31st Annual General Meeting ("**31st AGM**") held on 6 November 2024 were posted on the Company's website at www.gadang.com.my on 26th November 2024, which is within thirty (30) business days from the date of the 31st AGM.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

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

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

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