

CORPORATE GOVERNANCE REPORT

STOCK CODE : 0246
COMPANY NAME : CNERGENZ BERHAD
FINANCIAL YEAR : December 31, 2025

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

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

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

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

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

Intended Outcome

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

Practice 1.1

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

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board has the overall responsibility to manage the business affairs of the Group and approving all strategies, providing leadership and direction as well as management supervision. In addition to its legal responsibilities, the Board ensures that management has in place appropriate processes for management and internal controls, risk assessment and monitoring performance against agreed benchmark for the Group as well as ensuring businesses are carried out in compliance with good governance practices and in a transparent and objective manner. Its overall objective is to enhance the value of its shareholders by achieving the strategic objectives of the Group.</p> <p>The Board responsibilities are to ensure that the Business objectives of the Group is aligned with the expectations of shareholders with a view to enhancing long-term shareholders' value whilst taking into account the interests of other stakeholders and maintaining high standards of transparency, accountability and integrity.</p> <p>The Board delegates certain functions to Board Committees, the Group Chief Executive Officer ("CEO"), Chief Operating Officer ("COO"), Chief Corporate Officer ("CCO") and the Management.</p> <p>The Board is assisted by three (3) Board Committees, namely, Audit and Risk Management Committee ("ARMC"), Nomination Committee ("NC") and Remuneration Committee ("RC") to ensure appropriate checks and balances in discharging its oversight function. Each Committee operates under a clearly defined Terms of Reference ("TOR") as approved by the Board to oversee and deliberate matters within their purviews. The ultimate responsibility for the final decision on all matters, however, lies with the Board.</p> |

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| | <p>During the financial year ended 31 December 2025 (“FYE2025”), the Board also discussed sustainability topics such as strategic planning, financial and operational performance, risk management, corporate governance practices and compliance with regulatory and statutory requirements.</p> <p>The drive for excellence throughout the Group is driven by tone from the top. The Board has also established clear functions reserved for the Board, Board Committees, Directors and those delegated to the Management. The Board is responsible for the overall business framework within which the Group operates and this is formalised into a schedule of events that is reserved for the Board. Management is responsible for the execution of activities to meet the corporate plans as well as instituting various measures to ensure compliance with various governing legislations.</p> | |
| Explanation for departure : | | |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Chairman of the Board is an Independent Director (“ID”).</p> <p>Dato’ Azman Bin Mahmud is the Chairman of the Board. His profile is outlined under the Profile of Directors in the Annual Report 2025.</p> <p>The Chairman provides leadership and governance on the Board and creates a conducive situation geared towards building and growing Directors’ effectiveness and ensure that appropriate issues are discussed by the Board in a timely manner.</p> <p>As facilitator, the Chairman ensures that no Board member dominates any discussion for healthy discussion to take place by fostering free expression of views and constructive debate on all issues pertinent to the welfare and future of the Group to achieve optimum decision-making by the Board.</p> <p>The roles and responsibilities of the Chairman of the Board are stated in the Board Charter, which is available on the Company’s website at www.cnergenz.com.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The roles of the Chairman and CEO/ED are distinct and separate to ensure that there is a balance of power and authority. The Chairman is primarily responsible for the effective and efficient conduct and working of the Board. He leads the Board with focus on governance, compliance and acts as a facilitator during Board meetings.</p> <p>The Chairman of the Board during FYE2025 is Dato' Azman Bin Mahmud.</p> <p>Chairman provides leadership and governance on the Board and creates a conducive situation geared towards building and growing Directors' effectiveness and ensure that appropriate issues are discussed by the Board in a timely manner. As part of that role, the Chairman ensures that no member dominates any discussion and appropriate discussions took place with relevant participation among Board members forthcoming.</p> <p>Mr Lye Yhin Choy is the CEO/ED. The CEO/ED has overall responsibilities over the daily conduct of operating units, human resource management with respect to key positions in the Group's hierarchy, financial management and business affairs as well as organisational effectiveness and implementation of the Board's policies and decisions. The CEO/ED is responsible for ensuring due execution of strategic goals, effective operations within the Group, and to explain, clarify and inform the Board on key matters pertaining to the Group.</p> <p>The CEO/ED also ensures that the Group's corporate identity, products and services are of high standard and reflective of market expectations, business practices and are in compliance with governmental regulations. During each of its scheduled meetings, the CEO/ED will brief the Board on the performance and activities of the Group and specific proposals for capital expenditure and acquisitions and disposals, if any.</p> |
| Explanation for departure | : | |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |

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| Measure | : | | |
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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

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| <i>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'.</i> | |
| Application : | Applied |
| Explanation on application of the practice : | The Chairman of the Board, Dato' Azman Bin Mahmud is not a member of Audit and Risk Management Committee, Remuneration Committee or Nomination Committee. |
| Explanation for departure : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | |
| Measure : | |
| Timeframe : | |

Intended Outcome

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

Practice 1.5

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

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board is supported by professionally qualified and competent Company Secretary. The Company Secretary of the Company is qualified to act as Company Secretary under Section 235(2) of the Companies Act 2016 as she is the member of the MAICSA (Malaysian Institute of Chartered Secretaries & Administrators).</p> <p>The roles and responsibilities of the Company Secretary included coordinating with Management on the preparation of Board papers with management, ensure Board procedures and applicable rules are observed and maintaining records of the Board as well as provide timely dissemination of information relevant to the Directors' roles and functions and keeping them updated on evolving regulatory requirements.</p> <p>The Company Secretary, or her representatives, attend and ensure that all Board and its Committees meetings are properly convened. The decisions made and/or resolutions passed thereof are recorded in minutes of meetings and kept at the registered office of the Company together with its statutory registers. The Company Secretary also facilitate the communication of key decisions and policies between the Board, Board Committees and management. The Board is also regularly updated and kept informed of the latest developments in the legislation and regulatory framework affecting the Group and are advised on the proposed contents and timing of material announcements to be made to regulatory authorities.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board members have full and unrestricted access to information on the Group's business and affairs in discharging their duties. All Board and Board Committees are provided with agenda and relevant board papers, reports including matters arising, financial, operational and regulatory compliance matter no later than seven (7) days before meetings to ensure that they have sufficient time to review and evaluate the matters to be deliberated and obtain further information, if needed, prior to meeting to expedite decision-making during meetings.</p> <p>In addition, senior management staff, investment bankers, accountants, solicitors or other advisers who are appointed to act as advisers for any corporate proposal to be undertaken by the Group will be invited to attend Board meetings at which the corporate proposal is to be deliberated, in order to provide the Board with their professional opinion and advice, and to clarify issues that may be raised by any Director.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board Charter provides structured guidance by clearly delineating the roles, duties and responsibilities of the Chairman, CEO/ED, Board, Board Committees and management. The Board Charter also includes the requirements of Directors in carrying out their leadership and supervisory role; and in discharging their duties towards the Group as well as boardroom activities.</p> <p>The Board Charter is subject to periodical review by the Board to ensure that it remains consistent with the Board's roles and responsibilities, changing needs of the Group as well as any development in the prevailing legislation and practices.</p> <p>The Board Charter is available on the Company's website at www.cnergencz.com.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board is committed to create a corporate culture within the Group to operate the businesses of the Group in an ethical manner and to uphold the highest standards of behaviour.</p> <p>The Group has an established Code of Business Conduct and Ethics ("Code") which provides ethical values and standards for Directors and employees of the Group in discharging their duties and responsibilities. The said policy provides guidelines on the expected behaviour and conduct of the Directors and employees of the Group when dealing with both internal and external parties.</p> <p>During the FYE2025, there was no known non-compliance with the Code by the Directors and employees.</p> <p>The Company has also adopted the Anti-Bribery and Anti-Corruption Policy ("ABC Policy") in compliance with the Section 17A of the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The adoption of the ABC Policy signalled commitment by the Board and the Group to conduct all businesses in an honest and ethical manner requiring all Directors and employees to act professionally, fairly and with integrity in all our business dealings and relationships. The ABC Policy sets out adequate procedures designed to prevent situations in which bribery and corrupt practices may take root.</p> <p>In the FYE2025, there was no incident of bribery and corruption reported to the Group.</p> <p>Both Code of Business Conduct and Ethics and the ABC Policy are available on the Company's website at www.cnergencz.com.</p> |
| Explanation for departure | : | |

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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied | |
| Explanation on application of the practice | : | The Board has always advocated for openness and transparency in its commitment to the highest standard of integrity and accountability. The Board recognises the importance to put in place a Whistleblowing Policy, which provides an avenue for employees, members of the public and other stakeholders of the Group to report or disclose any improper conduct or wrongdoing within the Group. There was no incident of whistle blowing received in FYE2025. The Whistleblowing Policy is available on the Company's website at www.cnergencz.com . | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board recognises that sustainable development is an important and integral part of the Group's pursuit of its long- term business success. The Board is responsible for the development of the Group's sustainability strategies.</p> <p>The Chief Corporate Officer/Executive Director is the designated person leading the Group's sustainability initiatives.</p> <p>Further details on the sustainability governance structure are provided in the Sustainability Statement in the Annual Report 2025.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The management continues to engage with stakeholders to seek feedback and viewpoints that would be useful to the Group in developing and refining its sustainability targets and implementation strategies. The Board will meet and discuss key sustainability matters at least once a year.</p> <p>Sustainability Statement (“Sustainability Statement”) included in the Company’s Annual Report 2025, providing an overview of our Group’s sustainability goals, initiatives and practices, highlighting our economic, environmental and social impacts.</p> <p>The Sustainability Statement should be read in conjunction with other sections in the Company’s Annual Report 2025 namely Management Discussion and Analysis, Corporate Governance Overview Statement and Statement on Risk Management and Internal Control as well as Corporate Governance Report, as sustainability efforts may be better contextualised and narrated in the respective sections.</p> <p>The Sustainability Statement is available on the Company’s website at www.cnergencz.com.</p> |
| Explanation for departure | : | |
| <p><i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i></p> | | |
| 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.

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| Application | : | Applied | |
| Explanation on application of the practice | : | The Directors has been and will continue to attend training to keep abreast of development on sustainability as well as regulations and guidance on current and emerging environmental problems that may affect the Group. The Board is appraised and they do provide their views and opinions on any sustainability issues during meetings. | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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.

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| Application | : | Applied | |
| Explanation on application of the practice | : | The Board recognises the importance of sustainability in all its business operation and had included sustainability as one of the criteria in the performance evaluations of board members. The annual evaluation of the Directors, the Board and Board Committees for FYE2025 included assessment on Board's understanding of sustainability issues. Please refer to the Sustainability Statement which outlined sustainability activities by the Group. | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| Measure | : | | |
| Timeframe | : | | |

Intended Outcome

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

Practice 4.5- Step Up

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

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.

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| Application | : | Adopted |
| Explanation on adoption of the practice | : | The Chief Corporate Officer/Executive Director has been identified by the Board as the designated person leading the Group's sustainability initiatives. |

Intended Outcome

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

Practice 5.1

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

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Nomination Committee (“NC”) reviews size and composition of the Board with consideration on the impact on the effective functioning of the Board.</p> <p>Based on the outcome of evaluation for the financial year under review, the NC and the Board were satisfied that the Board and Board Committees have discharged their duties and responsibilities effectively and the contribution and performance of each individual Director is satisfactory.</p> <p>The annual performance assessment formed the basis for recommendation of re-election of Director(s) retiring in that material year.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

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

Practice 5.2

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

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| Application | : | Applied | |
| Explanation on application of the practice | : | The current Board is made up of seven (7) Directors, of which four (4) are IDs and the remaining three (3) are Executive Directors. | |
| | | Position | Name |
| | | Independent Non-Executive Chairman | Dato' Azman Bin Mahmud |
| | | Chief Executive Officer/ Executive Director | Lye Yhin Choy |
| | | Chief Operating Officer/ Executive Director | Kong Chia Liang |
| | | Chief Corporate Officer/ Executive Director | Lye Thim Loong |
| | | Independent Non-Executive Director | Ooi Ley Ching |
| | | Independent Non-Executive Director | Alwizah Al-Yafii Binti Ahmad Kamal |
| | | Independent Non-Executive Director | Yeat Soo Ching |
| | | During the year under review, all Board Committees comprised of Independent Non-Executive Directors fully. | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Company was listed on the ACE Market of Bursa Malaysia Securities Berhad ("Bursa Securities") on 24 May 2022 and it completed the transfer of the listing of and quotation for the entire issued share capital of Cnenergiz Berhad from the ACE Market to the Main Market of Bursa Securities on 5 January 2024.</p> <p>Presently, none of the IDs has exceeded a cumulative or consecutive term of more than nine (9) years in the Company as at 31 December 2025.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| <i>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.</i> | |
| Application | : Not Adopted |
| Explanation on adoption of the practice | : This is Not Adopted in view that the Company does not fall within the definition of "Large Companies". |

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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board is supportive of diversity on the Board and in Senior Management team. The appointment of Board and Senior Management team are based on objective criteria, merit whilst taking into consideration, diversity in experience, skills set, age and cultural background.</p> <p>The present Directors, with their diverse background and professional specialisation, collectively bring with them a wealth of experience and expertise in areas such as general management and operations, law, commercial, finance and accounting, audit, investment, asset management, corporate affairs, manufacturing as well as sales and marketing.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied | |
| Explanation on application of the practice | : | The Board acknowledges the importance of not solely rely on recommendations from existing board members, management or major shareholders in identifying qualified candidates for appointment of Directors. The Board will consider third party sources to identify candidate(s) for directorship, if any. There was no appointment to the Board during FYE2025. | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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.

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| Application | : | Applied |
| Explanation on application of the practice | : | <p>The profiles of Directors are published in the Annual Report. Information contained therein included age, gender, tenure of service, directorship in other companies, working experience and any conflict of interest as well as shareholding in the Company.</p> <p>To ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director, a brief profile of director concerned together with statement from the Board (on whether it support the appointment or reappointment) will be included in the agenda of meeting when such appointment or reappointment will be considered.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

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| Application | : | Applied | |
| Explanation on application of the practice | : | Alwizah Al-Yafii Binti Ahmad Kamal, an ID, is the Chairman of NC. | |
| Explanation for departure | : | | |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| Measure | : | | |
| Timeframe | : | | |
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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.

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| Application | : | Applied | |
| Explanation on application of the practice | : | The current Board comprises of three (3) female Directors out of seven (7) Board members, which is a 42.85% woman representation on the Board. | |
| Explanation for departure | : | | |
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| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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.

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|--|---|--|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The Board has adopted a Gender Diversity Policy (“this Policy”) which provides a framework for the Group to promote and improve gender diversity.</p> <p>The Board acknowledges the importance of promoting gender diversity and will actively work towards having more female Directors on the Board and Senior Management Levels. To avoid any mismatch and ineffective appointment of female Directors and Senior Management, the Company does not set any specific target for female Directors and Senior Management in this Policy.</p> <p>In assessing the Board and Senior Management’s composition and Board effectiveness, the Board shall accord due consideration to gender diversity, the required mix of skills, experience, independence and other qualities including core competencies, commitment, integrity and/or other commitments to the Board.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

| | |
|--|---|
| <i>Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.</i> | |
| Application | : Applied |
| Explanation on application of the practice | : The NC reviews annually the required mix of skills, experience and other qualities, including core competencies of the members in discharging their duties. The skills and experience of each Director is analysed, inter-alia, in the areas of business operations, technical and governmental affairs and legislation. The NC had also reviewed and assessed the independence of the Independent Non-Executive Directors based on the Directors' professionalism and integrity in the decision-making process, ability to form independence judgements, as well as objectivity and clarity in deliberations in addition to the specific criteria of independence as set out in the Main Market Listing Requirement of Bursa Securities. |
| Explanation for departure | : |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | |
| Measure | : |
| Timeframe | : |

Intended Outcome

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

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

Practice 7.1

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

| | | |
|--|---|---|
| Application | : | Applied |
| Explanation on application of the practice | : | <p>The objective of the Remuneration Policy is to determine the remuneration package of the Board and Key Senior Management in order to attract, motivate and retain experienced, qualified and high calibre talent with the aim to support the Group’s business strategies, objectives and encourage value creation for the Group and its stakeholders.</p> <p>In the case of the executive Board members, the components of the remuneration package are linked to scope of the duty and responsibilities, conditions and experiences required, ethical values, internal balances and strategic targets of the Group as well as the corporate and individual performance.</p> <p>The executive Board members played no part in deciding their own remuneration and the respective Board members shall abstain from all discussion pertaining to their remuneration.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

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

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

Practice 7.2

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

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

| | | |
|--|---|---|
| Application | : | Applied |
| Explanation on application of the practice | : | The Remuneration Committee ("RC") is empowered by the Board and its TOR to, among others, appraise performance of Executive Directors and Key Senior Management in proposing salary increment as well as annual bonus and consider appropriate level of remuneration for the Non-Executive Directors, taking into account factors such as effort and time spent, and responsibilities of the said Directors. The TOR of the RC is available for viewing at the Company's website at www.cnergencz.com . |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

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

Practice 8.1

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

| | | |
|---|---|---|
| Application | : | Applied |
| Explanation on application of the practice | : | The detailed disclosure on named basis for the remuneration of individual directors including the breakdown of individual directors on fees, salary, bonus, benefits in-kind and other emoluments for FYE2025 are as disclosed 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 | Dato' Azman Bin Mahmud | Independent Director | 144,000 | 3,000 | Input info here | Input info here | Input info here | Input info here | 147,000 | 144,000 | 3,000 | Input info here | Input info here | Input info here | Input info here | Input info here |
| 2 | Lye Yhin Choy | Executive Director | Input info here | Input info here | 699,600 | 58,300 | 45,400 | Input info here | 803,300 | Input info here | Input info here | 699,600 | 58,300 | 45,400 | Input info here | Input info here |
| 3 | Kong Chia Liang | Executive Director | Input info here | Input info here | 699,600 | 58,300 | 37,900 | Input info here | 795,800 | Input info here | Input info here | 699,600 | 58,300 | 37,900 | Input info here | Input info here |
| 4 | Lye Thim Loong | Executive Director | Input info here | Input info here | 254,400 | 21,200 | 3,667 | Input info here | 279,267 | Input info here | Input info here | 254,400 | 21,200 | 3,667 | Input info here | Input info here |
| 5 | Ooi Ley Ching | Independent Director | 60,000 | 3,000 | Input info here | Input info here | Input info here | Input info here | 63,000 | 60,000 | 3,000 | Input info here | Input info here | Input info here | Input info here | Input info here |
| 6 | Alwizah Al-Yafii Binti Ahmad Kamal | Independent Director | 60,000 | 3,000 | Input info here | Input info here | Input info here | Input info here | 63,000 | 60,000 | 3,000 | Input info here | Input info here | Input info here | Input info here | Input info here |
| 7 | Yeap Soo Ching | Independent Director | 60,000 | 3,000 | Input info here | Input info here | Input info here | Input info here | 63,000 | 60,000 | 3,000 | 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 component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

| | | | |
|--|---|---|--|
| Application | : | Applied – the company discloses the remuneration of members senior management who are not members of the board | |
| Explanation on application of the practice | : | The top five (5) Senior Management's total remuneration is disclosed in bands of RM50,000 as the Board is of the view that this disclosure approach strikes a balance between respecting personal privacy rights and providing sufficiently precise data points that facilitate stakeholder scrutiny. | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| Measure | : | | |
| Timeframe | : | | |

| No | Name | Position | Company | | | | | |
|----|---------------------|----------------------------------|-----------------|-----------------|----------------|-----------------|------------------|-----------------|
| | | | Salary | Allowance | Bonus | Benefits | Other emoluments | Total |
| 1 | Goh Mu Xuan | Chief Financial Officer | 200,001-250,000 | Choose an item. | 50,001-100,000 | 0-50,000 | Choose an item. | 300,001-350,000 |
| 2 | Jerry Tan Kok Seong | SR. Service Manager | 200,001-250,000 | Choose an item. | 50,001-100,000 | 0-50,000 | Choose an item. | 350,001-400,000 |
| 3 | Teoh Jit Heng | Training and Application Manager | 150,001-200,000 | Choose an item. | 50,001-100,000 | 0-50,000 | 0-50,000 | 250,001-300,000 |
| 4 | Lim Kim Suan | Finance Manager | 150,001-200,000 | Choose an item. | 0-50,000 | 0-50,000 | Choose an item. | 200,001-250,000 |
| 5 | Liew Hui Sien | Human Resources Manager | 100,001-150,000 | 0-50,000 | 0-50,000 | Choose an item. | Choose an item. | 150,001-200,000 |

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 | : | This is Not Adopted in view that the Company does not fall within the definition of "Large Companies". |

| 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 | : | <p>Ooi Ley Ching, is the Chairman of Audit and Risk Management Committee (“ARMC”). The Chairman of the ARMC is not the Chairman of the Board of Directors of the Company.</p> <p>Details on the composition and activities of the ARMC are outlined under the ARMC Report in Annual Report 2025.</p> | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| Measure | : | | |
| Timeframe | : | | |

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.2

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

| | | | |
|--|---|---|--|
| Application | : | Applied | |
| Explanation on application of the practice | : | None of the members of the Board were former key audit partners. Hence, no former key audit partner is appointed to the ARMC. As such, there was no need to establish such policy presently. The policy will be established when the need arise in future. The Board will observe a cooling-off period of at least three (3) years in the event any potential candidate to be appointed as a member of the ARMC is a former key audit partner. | |
| Explanation for departure | : | | |
| | | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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 | : | <p>The ARMC reviews the suitability, objectivity and independence of the external auditor of the Company on an annual basis. The review process covers the assessment of the independence of the external auditor, the evaluation of the external auditor's performance, competency, quality of work, audit fees and the adequacy of resources.</p> <p>Following a review conducted for FYE2025, the ARMC is satisfied with the technical competency and independence of the external auditors. The ARMC meets with the external auditors at least twice (2) a year to discuss their audit plan and audit findings. The ARMC discusses the nature and scope of audit and reporting obligations with the external auditors before commencement of audit engagement. It is also the practice of the ARMC to respond to auditors' enquiries and recommendations, if any, to ensure compliance with the various approved accounting standards in the preparation of the Group's financial statements.</p> <p>The ARMC has considered the non-audit services provided by the external auditors during FYE2025 and concluded that the provision of these services did not compromise the external auditors' independence and objectivity. The amount of fees paid for these services was not significant when compared to the total audit fees paid to the external auditors.</p> <p>The external auditors have confirmed to the ARMC that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of relevant professional, ethics and regulatory requirements.</p> <p>A summary of activities of the ARMC during the financial period under review is set out in the ARMC Report in the Annual Report 2025.</p> |
| Explanation for departure | : | |
| | | |

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

| | | |
|--------------------|--|--|
| Measure : | | |
| Timeframe : | | |

Intended Outcome

There is an effective and independent Audit Committee.

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

Practice 9.4 - Step Up

The Audit Committee should comprise solely of Independent Directors.

| Application | : | Adopted | | | | | | | | |
|--|-----------------|--|-------------|-----------------|---------------|----------|------------------------------------|--------|----------------|--------|
| Explanation on adoption of the practice | : | The ARMC has complied with this Step-Up Recommendation and the ARMC comprised solely of INEDs as tabulated below: <table border="1"><thead><tr><th>Name</th><th>Position</th></tr></thead><tbody><tr><td>Ooi Ley Ching</td><td>Chairman</td></tr><tr><td>Alwizah Al-Yafii Binti Ahmad Kamal</td><td>Member</td></tr><tr><td>Yeat Soo Ching</td><td>Member</td></tr></tbody></table> | Name | Position | Ooi Ley Ching | Chairman | Alwizah Al-Yafii Binti Ahmad Kamal | Member | Yeat Soo Ching | Member |
| Name | Position | | | | | | | | | |
| Ooi Ley Ching | Chairman | | | | | | | | | |
| Alwizah Al-Yafii Binti Ahmad Kamal | Member | | | | | | | | | |
| Yeat Soo Ching | Member | | | | | | | | | |

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 | : | <p>The ARMC currently comprised of members with professional experience in finance, legal, corporate secretarial, regulatory as well as business management. All members are financially literate and are able to read, interpret and understand the financial statements. The diversity in skills set coupled with their financial literacy gave the ARMC the ability to effectively discharge their roles and responsibilities.</p> <p>The members of the ARMC will continue to undergo training programmes from time to time to address any skills or knowledge gaps according to their needs.</p> <p>The details on training, programmes, webinars, conference and seminars attended by ARMC members in the FYE2025 are disclosed in the section of "Corporate Governance Overview Statement" of the Company's Annual Report 2025.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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 | : | <p>The Board recognises the importance of sound internal controls which encompass risk management practices as well as financial, operational and compliance controls. In this respect, the Board affirms its overall responsibility for the Group's systems of internal controls and risk management, and for reviewing the adequacy and integrity of those systems.</p> <p>The Board has formalised a Risk Management Framework ("RMF") to identify, evaluate, control, monitor and report the principal business risks faced by the Group on an ongoing basis.</p> <p>Detailed disclosure on the Group's risk management and internal control framework is narrated in the Statement on Risk Management and Internal Control, as contained within the Company's Annual Report 2024.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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 | : | There is a structured risk management process aimed at identifying, evaluating, controlling, monitoring and reporting of principal risks faced by the Group on an on-going basis. The Board, through the ARMC, constantly reviews the adequacy and integrity of financial, operational and compliance controls. The Statement on Risk Management and Internal Control in the Annual Report 2025 provides an overview on the state of internal controls and risk management within the Group. | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| Measure | : | | |
| Timeframe | : | | |

Intended Outcome

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

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

Practice 10.3 - Step Up

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

| | | |
|--|---|--|
| Application | : | Not Adopted |
| Explanation on adoption of the practice | : | <p>The ARMC's scope of duties and responsibilities encompass risk management of the various businesses of the Group in addition to internal control, financial reporting and corporate governance.</p> <p>The ARMC, with support from the outsourced internal audit team, has assisted the Board in fulfilling its oversight functions in the risk governance by establishing a sound internal control and risk management framework to manage the various risks faced by the Group with the overall responsibility for overseeing the risk management activities of the Group and approving the appropriate risk management procedures and measurement methodologies across the Group.</p> <p>As such, the Board was of the view that a separate Risk Management Committee is unnecessary at this juncture in time.</p> |

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 | : | <p>The internal audit function is independent of the operations of the Group, reports directly to the ARMC. The function is outsourced and competent consulting firm, Sterling Business Alignment Consulting Sdn. Bhd. ("Sterling Business") which is sufficiently resourced to provide the service level and advisory that meet with the Group's expectations.</p> <p>The service provider has been able to provide reasonable assurance that the Group's system of internal control and risk management is satisfactory and operating effectively. The internal auditors adopt internal audit standards and best practices which are endorsed by the Institute of Internal Auditors Malaysia of their audits, and this is consistent with the Group's approach in designing, implementing and monitoring its internal control and risk management system.</p> <p>The findings of the internal audit function are reported to the ARMC regularly.</p> <p>The activities of the internal auditors during the financial period are set out in the ARMC Report in the Annual Report 2024.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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 | <p>The ARMC is assisted by the internal audit function, which is outsourced to an independent consulting firm Sterling Business. The cost incurred for the internal audit function during FYE2025 totalled RM35,000.</p> <p>Sterling Business and its personnel are free from any relationships or conflicts of interest which could impair their objectivity and independence. Sterling Business is a corporate member of the Institute of Internal Auditors Malaysia (“IIAM”). The internal auditors use the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal Control – Integrated Framework as a basis for evaluating the effectiveness of the internal control system.</p> <p>The number of resources deployed by Sterling Business for each internal audit review ranges from 3 to 4 members. The lead internal audit team performing audits for the group for the year under review consists of:</p> <ol style="list-style-type: none">a. Dr. So Hsien Ying, a Certified Internal Control Professional (US), Doctor in Business Administration (Wales), Master in Business Administration (Finance) (Hull), BSc Economics (Hons) (London), a permanent member of The Internal Control Institute (US), Member of Malaysian Alliance of Corporate Directors and Associate, Member of IIAM with 30 years of experience in business process improvement, internal control review, internal audit and risk management.b. Cheng Chean, a Chartered Member of the Institute of Internal Auditors Malaysia (“CMIIA”) and a Fellow Member of the Chartered Certified Accountant (“FCCA”). Mr Cheng has more than 21 years of hands-on experience in the fields of External Audit, Internal Audit and Internal Control Review. <p>The internal audit is carried out in accordance with the Internal Audit Plan as approved by the ARMC and all audit findings arising therefrom are reported directly to the ARMC.</p> |

| | | |
|--|---|--|
| | | |
| Explanation for departure | : | |
| | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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 | : | <p>The Group is committed to maintaining regular, transparent, coherent, timely and equitable dissemination of relevant and material information on the development of the Group to shareholders and stakeholders whilst balancing commercial confidentiality and regulatory considerations.</p> <p>The Group disseminates information in relation to its financial performance, operations and corporate developments through the annual reports, quarterly reports, circulars and various announcements. The Company's website at www.cnergencz.com has a tab marked as "Investor Relations" which contains vital information, including annual reports, quarterly reports and official announcements made to Bursa Securities, concerning the Group which is updated on a regular basis.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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 | : | This is Not Adopted in view that the Company does not fall within the definition of "Large Companies". | |
| | | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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 | : | <p>The notice of the 4th AGM was sent to shareholders at least twenty-eight (28) days prior to the meeting date to provide the shareholders, Directors and external auditors sufficient time to consider the resolutions and make an informed decision in exercising their voting rights at the AGM. Items of special business included in the said notice were accompanied by explanation of the proposed resolutions. The said notice was also published in a major local newspaper. All suggestions and comments put forth by shareholders were noted by the Board for consideration.</p> <p>All the resolutions set out in the Notice for the 4th AGM were put to vote by poll with the outcome announced to Bursa Securities on the same day. The Board is satisfied with the current programme at AGM and there have been no major contentious issues noted with shareholders/investors.</p> |
| Explanation for departure | : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| Measure | : | |
| Timeframe | : | |

Intended Outcome

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

Practice 13.2

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

| | | | |
|--|---|---|--|
| Application | : | Applied | |
| Explanation on application of the practice | : | <p>During the Company's 4th AGM held on 29 May 2025, all Directors including Chairman of the Board and the respective Chairperson/Chairman of the Board Committees, senior management, Company Secretary and external auditors attended the 4th AGM.</p> <p>All questions raised by shareholders were addressed accordingly. The external auditors are also present to address any shareholders' queries about the conduct of audit and the preparation and content of the auditors' reports.</p> | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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 | : | Departure |
| Explanation on application of the practice | : | |
| Explanation for departure | : | <p>Based on an analysis of the shareholders, the Company does not have a large number of shareholders. Also, a large majority of investors are Malaysians.</p> <p>Based on the analysis of our shareholders, our general meetings are held at Penang hotel which is easily accessible to them. As such, there is no concern over voting in absentia and/or remote shareholders' participation at general meetings.</p> <p>As of now, the Company encourages participation of shareholders through the issuance of proxies when there is indication that shareholders are unable to attend and vote in person at general meetings and maintain the same location for the general meetings for the recent past years.</p> |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | |
| 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.

| | |
|--|--|
| <i>Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.</i> | |
| Application : | Applied |
| Explanation on application of the practice : | <p>The Chairman of the Company has always been cognisant of the importance in ensuring the AGM supports meaningful engagement between the Board, the Management and shareholders.</p> <p>At the 4th AGM held on 29 May 2025, the Chairman encouraged the participation of shareholders and proxies. The Executive Directors were present provide clarifications, if any, to queries raised by the shareholders and proxies.</p> <p>The outcome of the 4th AGM was announced to Bursa Securities on the same day after the conclusion of the AGM.</p> |
| Explanation for departure : | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | |
| 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) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.

| | | | |
|--|---|--|--|
| Application | : | Not applicable – only physical general meetings were conducted in the financial year | |
| Explanation on application of the practice | : | | |
| Explanation for departure | : | | |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | | | |
| 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.

| | |
|--|---|
| <i>Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.</i> | |
| Application | : Applied |
| Explanation on application of the practice | : The Company was in compliance with this practice as the minutes of the 4 th AGM was published on the Company's website within 30 business days from the conclusion of the 4 th AGM. |
| Explanation for departure | : |
| <i>Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.</i> | |
| Measure | : |
| Timeframe | : |

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

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

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