

ADVANCING PEOPLE

Material Topics

OSH HCM CE LS

Stakeholders Impacted

E GR FI S C BP LC VS



Kick-off Ceremony of DIALOG HSE Week 2025

OSH OCCUPATIONAL SAFETY & HEALTH ("OSH")

The HSE policy and guidelines are communicated through employee engagement sessions, steering committee meetings, site-level trainings, and are prominently displayed across offices, terminals, workshops, and project sites. External stakeholders are engaged through the company website and regular communication with clients and contractors.

www.dialogasia.com/sustainability/health-safety-and-environment

AIM FOR **ZERO**
NON-COMPLIANCE
HARM TO PEOPLE

D'Rules as Safety Culture

At DIALOG, our primary goal is to achieve ZERO incident. A set of life-saving rules called D'Rules was established as a reminder for workers, and violations will be dealt with utmost seriousness.

				
Perform HSE Risk Assessment for Any Work	Working with Valid Permit to Work	Verify Isolation and Zero Energy Before Work Begins	Obtain Authorisation Before Entering Confined Space	Obtain Authorisation Prior Overriding or Disabling Safety Controls
				
Protect Yourself from Fall When Working at Height	Use Correct PPE Whenever Required	Stay Clear from Suspended Load and Line of Fire	Always Follow Safe Driving Rules and Ethics	Obtain Authorisation Before Operating Mobile Equipment

Accident and Emergency Management

HSEMS outlines our commitment through the Emergency Response Plan ("ERP"), which includes procedures for evacuation, rescue, communication, mobilisation, and training. Every business unit and project site within DIALOG is required to develop a site-specific ERP which covers:

- Identification of emergency scenarios
- Trained Emergency Response Teams
- Regularly scheduled drills and simulations
- Site emergency equipment testing

ERPs are reviewed and improved based on findings from drills, where lessons learnt are discussed at post-drill debriefs and incorporated into future plans. Each business unit assigns the most senior position (e.g. Terminal Manager, Project Lead) as the Emergency Commander, responsible for managing emergency responses and investigations.

All accidents and incidents are reported within 24 hours through multiple channels (phone, SMS, email) and recorded in the iDEA system. If a situation escalates into a crisis, the Crisis Management Plan ("CMP") is activated and the Crisis Control Centre will coordinate responses and communications.

In FY2025, we conducted a total of 14 ERP drills and 1 CMP drill.



Integrated DIALOG Enterprise Applications ("iDEA")

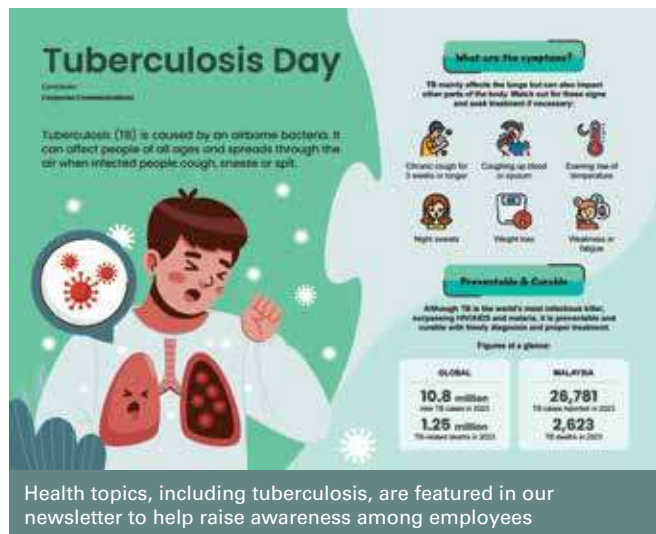
iDEA is our in-house digital platform designed to streamline HSE-related processes across the Group. iDEA integrates key HSE functionalities, such as the management of Be Safe Cards, incidents, investigations, and man-hours. The system enables detailed tracking and analysis of Be Safe Card types, hazard classifications, incident types, activity triggers, authorities involved, as well as risk levels based on probability and impact matrices.

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Health Issues and Worker Well-being

DIALOG recognises that safeguarding the health and well-being of its workforce extends beyond occupational risks to include global health issues that may impact employees, contractors, and surrounding communities. As part of our commitment, we maintain a comprehensive occupational health programme supported by proactive health surveillance, monitoring, and awareness initiatives.

We are fully aware of the global health challenges posed by HIV/AIDS, tuberculosis, and malaria, and their potential impact on workforce safety, productivity, and community health. In response, DIALOG instils awareness by organising awareness sessions and internal circulated newsletters to promote early detection, preventive practices, and support for affected individuals. These initiatives complement our broader health management strategy, which includes worker health monitoring, such as hearing conservation and audiometric testing for high-noise areas, and periodic health assessments.



Our approach to global health risks builds on the lessons learnt during the COVID-19 pandemic, where DIALOG implemented a stringent COVID-19 prevention programme in full compliance with the Ministry of Health guidelines, ensuring operational continuity and workforce protection. By addressing both workplace and global health concerns, we reinforce our commitment to creating a safe, healthy, and supportive working environment for all.

Stakeholders Involvement

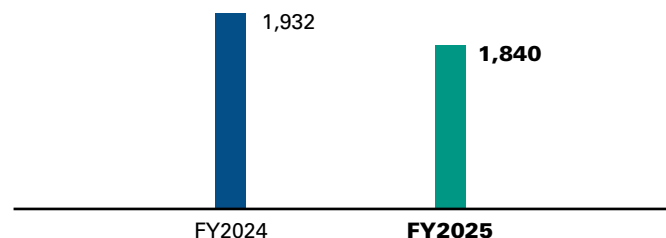
The health and well-being of our employees are important to our corporate sustainability strategy. In FY2025, we implemented a diverse range of programmes designed to enhance involvement, awareness and best practices related to employees' health and well-being to equip them with the necessary tools and knowledge to maintain a healthy lifestyle.

Employee participation is integral to DIALOG's HSE culture. Involvement includes:

- HSE Steering Committees with representatives from management and workers
- Site-level HSE meetings (monthly or weekly, depending on risk profile)
- HSE Walkabouts with management
- Health and safety risk assessments
- Tool-box talks, campaigns, and the annual HSE Week
- Be Safe Card ("BSC") reporting



Employees Trained on Health and Safety Standards



In FY2025, a diverse range of training programmes and webinars were organised to raise awareness on health and well-being among our employees, equipping them with the essential knowledge to adopt and maintain a healthy lifestyle.

Our commitment was demonstrated through organising a series of health talks, trainings, computer-based learning and webinars covering the following essential topics:

Months	Topics
July 2024	Health Talk - Unleashing Neck and Low Back Pain Solutions
August 2024	Health Talk - Awareness on Cataracts
October 2024	Health Talk - Osteoporosis Insights for a Resilient Workforce
September 2024	Hearing Conservation Awareness Training
November 2024	Health Talk - Dengue is Closer than You Think. What More Can We Do?
February 2025	Health Talk - Managing Bone Wellness
March 2025	Health Talk - Weight Management
April 2025	Health Talk - Healthy Heart Keeps the Beats Go On
May 2025	Health Talk - Tuberculosis and HIV
August 2024 September 2024 December 2024 February 2025 March 2025 April 2025 May 2025	Defensive Driving Training

Additionally, our employees based at the terminals completed the health awareness e-learning modules below:

- Computer-based Training: Hearing Conservation Module (Refresher)
- Computer-based Training: Personal Protective Equipment

The e-learning approach was especially beneficial for employees on work shifts, primarily due to its flexibility and accessibility. These sessions not only raised awareness about common health issues but also provided employees with practical strategies to prevent and manage the relevant health conditions.

Recognising the importance of physical fitness, we organised badminton and futsal tournaments for our employees, providing opportunities for both exercise and social interaction outside the workplace. Additionally, the Group sponsored employees' participation in major running events, including the PJ Half Marathon in August 2024, KL Standard Chartered Marathon in October 2024 and KL New Year Run in January 2025.

Mental health has become increasingly important in modern living. We launched the Employee Assistance Programme ("EAP") globally in July 2021, an ongoing programme that supports mental health needs. This comprehensive platform includes psychological tele-consultation and consultation through messaging. Online Resource Page, a feature of EAP, is also made available for employees to conduct self-assessments on psychological and emotional health anytime, anywhere. It gives valuable insights into the state of their mental well-being, while also offering access to qualified clinical psychologists and counsellors for further assistance.

We collaborate closely with our contractors to ensure they meet the strict requirements of our HSEMS. Our contractual agreements specify the safety standards and requirements that contractors must adhere to on our projects. Before awarding a contract, we conduct pre-screening evaluations, including a review of the contractor's safety track record, experience with similar projects, and commitment to upholding our HSEMS.

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The initiatives to enhance contractors' safety include:

- HSE engagement sessions on our safety standards, expectations and guidelines.
- HSE training to provide them with the knowledge and skills to perform their work safely.
- On-site safety supervision to ensure their work adheres to our safety protocols.
- HSE reward and recognition in appreciation of outstanding work.
- HSE campaigns to raise awareness and reinforce safety practices.

Health and Safety Risk Assessment

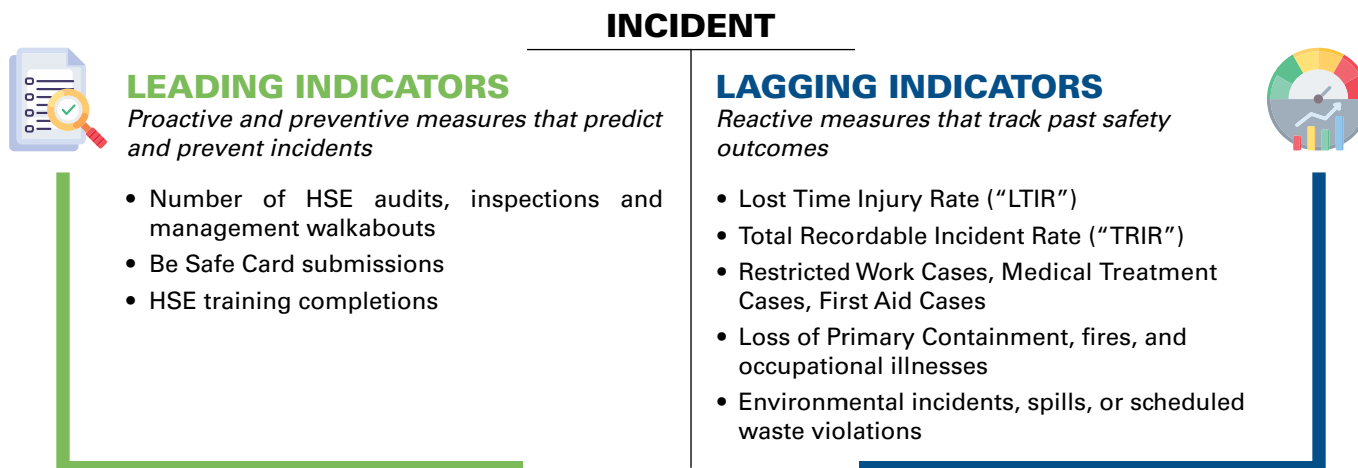
DIALOG applies the Hazard Identification, Risk Assessment, and Risk Control methodology to identify, assess, and control health and safety risks at every business unit and project site. This process involves:

- Initial risk assessment during project planning
- Activity-specific assessments via Job Hazard Analysis and Job Safety Analysis
- Ownership of risk management by business and project teams
- Ongoing tracking of key HSE risks by the Group Risk Department

All HSE risks are documented in a HSE Risk Register, which remains active throughout the project and business.

Health and Safety Performance Management

The performance of HSE initiatives is tracked through Key Performance Indicators ("KPIs") at the Group, business unit, and project levels. KPIs are categorised as:



A Lost Time Incident ("LTI") is defined as a work-related injury or illness that prevents a person from returning to their normal duties the next day. All LTIs, including those involving contractors and subcontractors under direct supervision, are tracked and reported. These rates are disclosed in monthly HSE reports, the Group HSE Steering Committee, Management Review Meetings, and Annual Business Planning reviews.

HSE Performance	FY2023	FY2024	FY2025
Work-Related Employee Fatalities	0	0	0
Work-Related Contractor Fatalities	0	0	0
Total Recordable Incident Rate	0.07	0.14	0.10
Lost Time Injury Rate	0	0.03	0.02

Note: Calculation for the disclosed TRIR and LTIR uses rate of incidents per 200,000 hours, in accordance with the Bursa Malaysia Sustainability Reporting Guide. For our internal reporting, we adopt the approach implemented by International Association of Oil & Gas Producers ("IOGP").

HSE performance is reviewed monthly and presented at key management forums. Performance data is also independently verified through ISO 45001 and ISO 14001 certifications, with audits conducted by external certification bodies. As at FY2025, 16 DIALOG entities are certified under ISO 45001. Furthermore, clients regularly review and verify HSE data submitted by DIALOG as part of ongoing project oversight.

Our aim is to set and maintain standards of health and safety management to ensure the well-being of our employees and others who may be affected. With this, we have also made Health and Safety a core non-financial KPI of DIALOG.

 Key Performance Indicators, Management Discussion and Analysis: page 44

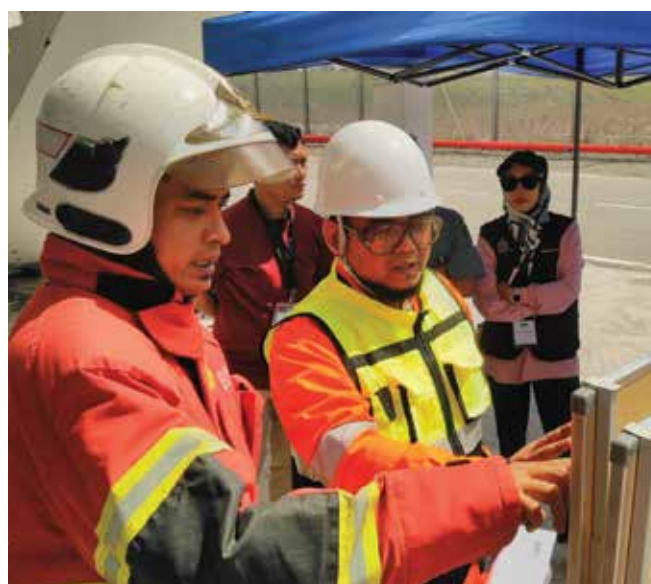
Goal	Short/Mid-term Targets (by FY2030)
Prevent workplace accidents or injuries, and mitigate safety and health risks	- Maintain TRIR that is better than industry benchmark* - Maintain positive OSH impact from leaders through HSE Walkabouts for open sharing annually

* Industry benchmark refers to IOGP.

DIALOG defines a work-related fatality as any death arising from a work-related injury or illness. Such cases are recorded and reported internally and externally.

These statistics are included in:

- Monthly HSE Performance Reports
- Group Steering Committee Meetings
- Annual Business Planning & Mid-Year Review Meetings
- Annual Management Review Meetings



In February 2025, DIALOG Terminals Pengerang (5) Sdn. Bhd. conducted a fire and rescue drill, mobilising teams under emergency conditions to assess their response capabilities. The exercise demonstrated strong coordination while highlighting key areas for improvement.

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HCM HUMAN CAPITAL MANAGEMENT

Our employees remain our most valuable asset, and their well-being and performance are critical to the sustainability of the Group's business, as they directly influence the delivery of our commitments to clients and stakeholders.

As competition for talent intensifies, we remain steadfast in managing our people holistically and effectively. This entails building a conducive workplace and fostering a corporate culture that:

Attracts, develops and retains high-performing talent

Ensures a stable talent resource pool to enable the Group to achieve set deliverable

Continuously develops and future-proofs our workforce

Nurtures and empowers our employees to grow, adapt and excel to meet the needs of a rapidly changing industry

Promotes diversity, equality and inclusion

Harnesses the strength of a diverse workforce and promotes teamwork

Treats everyone fairly with dignity, fairness, respect and equality

Fosters a deeper sense of unity and supports a foundation built on trust

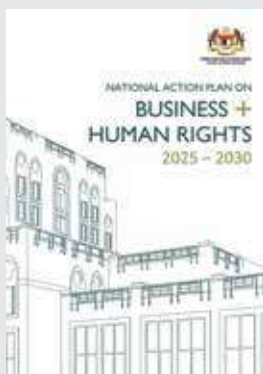
HUMAN RIGHTS

DIALOG believes that respecting and upholding human rights is fundamental to sustainable business practices. In countries where we operate, we adopt ethical labour standards and practices, ensuring compliance with applicable laws and regulations pertaining to labour. The Group believes in every individual's fundamental rights and freedom of expression and association, and maintains zero tolerance for discrimination, bullying, harassment, child labour, modern slavery, human trafficking, or any form of forced or coerced labour.

Our approach to human rights is embedded directly or indirectly in various policies, guidelines, practices, and statements, covering the following aspects:

Children's Rights  Compliance with all child protection and labour laws including prevention of child labour	Local Employment  Prioritise local hiring and contributing to community development
Freedom of Expression  Respect individuals' right to express opinions in a constructive and responsible manner	Grievance Mechanism  Provide channels for employees and stakeholders to raise concerns confidentially
Prevention of Forced Labour  Enforce ethical labour standards and supply chain practices	Non-Discrimination and Equal Opportunity  Ensure inclusiveness and equality in employment decisions
Freedom of Association and Collective Bargaining  Recognise employees' rights to organise and bargain collectively	Minimum Wages  Comply with legal requirements, while ensuring fair and equal compensation
Training and Development  Equip employees with skills and opportunities for professional growth	Whistleblowing  Enable confidential reporting of misconduct, including human rights-related concerns
Workforce Diversity  Promote diversity, inclusiveness, and equal opportunities	Open Feedback Culture  Encourage constructive feedback as part of our engagement culture

In FY2025, there were no substantiated incidents of human rights violations.



National Action Plan on Business and Human Rights ("NAPBHR")

The Government of Malaysia developed the NAPBHR, a national policy framework aimed at aligning business practices with international human rights standards, notably the UN Guiding Principles on Business and Human Rights. Developed in collaboration with the

Human Rights Commission of Malaysia and United Nations Development Programme, the Zero Draft of the NAPBHR 2025-2030 was published for stakeholder feedback and subsequently launched in August 2025.

DIALOG participated in the national stakeholder engagement process for feedback on the NAPBHR, reflecting our commitment to human rights, good governance and sustainable development through collaborative dialogue.



Employees attended a session on insurance education

PEOPLE AND CULTURE

We believe that our people are the cornerstone of our success. With diverse people and cultures across the Group, we thrive in creating an environment rich in knowledge, experience, and multiple perspectives. To harness this strength, we unite as ONE DIALOG, sharing a common corporate culture and leadership values to achieve both individual and business goals.

Rooted in our corporate values of Integrity, HSE, Quality, Competency, and Excellence, we strive to foster a workplace where employees feel supported, motivated to contribute, and able to grow with the Group. These values are shared and reinforced through induction, engagement activities, and internal communication platforms such as the intranet and newsletters.

We take a holistic approach to people management by providing a supportive workplace, fair compensation, and equal opportunities for all qualified individuals. Our focus is on attracting and retaining talent, encouraging diversity and inclusion, nurturing a collaborative culture, and investing in continuous learning and development.

Goals	Short/Mid-term Targets (by FY2030)
Enhance labour standards and practices	Launch Sexual Harassment Awareness e-learning and set e-learning target
Fair wage and employee benefits	100% of employees have access to the Employee Assistance Programme
Improve workforce diversity	Continuously introduce initiatives to attract and retain more females in management
Continuously enhance workforce competency	More than 80% of employees attend a minimum of 8 hours of training annually

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Talent Attraction & Retention

Recognising that employees are key to driving sustainable business performance, DIALOG remains committed to attracting, rewarding, and retaining high-performing talent to support the Group's long-term success. Initiatives such as the Employee Share Option Scheme ("ESOS"), Internal Recruitment Programme, and various talent development programmes continue to strengthen our employee value proposition.

A key component of this strategy is the ESOS, now in its third cycle since FY2019 and effective for a duration of 10 years. The ESOS is designed to:

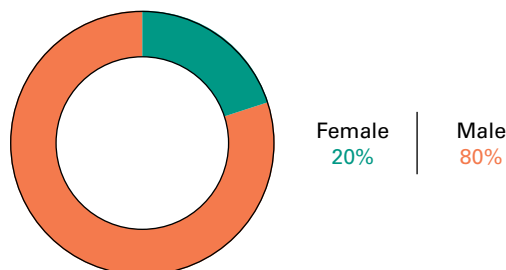
- Attract skilled talent and experienced professionals by offering a more attractive and competitive total compensation package.
- Motivate eligible employees to perform at their best and contribute towards achieving the Group's strategic goals and objectives.
- Reward employees in recognition of their accumulated contributions to operations and the continued growth of the Group.
- Retain talent by giving employees a sense of ownership, loyalty, and belonging as they directly participate in the equity of the Company.

The ESOS Committee allocates options based on both the Group's overall performance and the eligible employees' financial and non-financial performance during the vesting period. This approach aligns with DIALOG's long-term business model and reinforces employees' commitment to the Group's sustained success.

Diversity, Equality & Inclusion

With operations across multiple countries, embracing diversity remains essential to DIALOG. By promoting inclusiveness, equality, and diversity, we foster an open-minded company culture that encourages the creativity and innovation crucial to our success. We are dedicated to promoting an inclusive culture where everyone has the right to work, advance, and be compensated based on merit, performance, and ability – irrespective of nationality, gender, age, religion, race and ethnicity, sexual orientation, education, or physical ability.

Employees by Gender



Conducive Workplace

A caring and inclusive environment is critical for employee engagement and retention. DIALOG continues to provide:



Wellness Facilities and Activities

Gym, sports, and recreational activities such as badminton, futsal, yoga, Qigong, and health talks.



Family-Oriented Benefits

Schooling assistance for lower-income employees and the Academic Achievement Reward Programme to encourage a culture of excellence within DIALOG families.



Sexual Harassment Policy & Awareness

A zero-tolerance stance reinforced through policy and launched e-learning course in July 2024 to enhance employees' awareness and understanding of the policy, fostering a culture of respect in DIALOG.

Internal Mobility and Career Development

DIALOG is committed to retaining and developing talent by providing employees with opportunities to learn, grow, and contribute greater value to the Group. A key initiative supporting this is the Internal Recruitment Programme ("IRP"), that was launched in 2021.

The IRP is designed to encourage internal mobility by offering employees new career pathways within the Group, enabling them to broaden their experiences while supporting DIALOG's business goals. The programme reflects our principles of valuing diversity, actively promoting knowledge exchange, and continually developing our global workforce in line with our mission and vision. In FY2025, 16 positions were posted internally, resulting in 10 successful placements across various departments.

Young Talent and Local Talent Programmes

DIALOG is committed to developing both young talent and local talent as part of our long-term workforce sustainability strategy. This approach has been mutually beneficial, helping us to build a local talent pipeline while strengthening relationships with stakeholders.

In FY2025, 93% of our workforce comprised local hires, reaffirming our clear commitment to supporting national capacity building and providing employment opportunities for local communities.

We remain dedicated to nurturing future talent through structured programmes designed to provide professional growth and build technical expertise:

- **Young Engineer Programme (YEP)**

Focused recruitment for the Upstream business, offering structured job rotations and hands-on experience in engineering, procurement, and construction management, supplemented with technical and HSE training. Additionally, graduates completing rotations in Terminals Business in FY2025 were permanently placed in roles suited to their strengths and interests.

- **Graduates Hiring & Internship Programmes**

In FY2025, we hired 16 graduates (FY2024: 43) and 9 interns (FY2024: 15), providing workplace exposure and structured career pathways. 24% of graduates hired were female (FY2024: 63%).

Training and Development

DIALOG cultivates a learning culture by making substantial investments in training programmes designed to future-proof our workforce and enhance operational excellence. We believe that continuous learning not only equips employees with the skills needed for today's dynamic business environment but also nurtures future leaders for the Group.

In FY2025, we organised a diverse range of training programmes, grouped into the following three categories:

Health, Safety & Environment

Covers mandatory training to ensure a safe and responsible workplace:

- HSE compliance and awareness training
- Health, mental well-being, and climate change awareness programmes

Technical/Functional

Focuses on developing subject matter expertise and supporting our operational excellence:

- Technical and functional training across business units and corporate functions
- System training to improve efficiency and operational effectiveness
- Corporate governance awareness (e.g. anti-bribery, cyber and data security, sexual harassment awareness) to mitigate business risks

Soft Skills, Behavioural and Leadership

Aims to build collaboration, leadership, and personal growth:

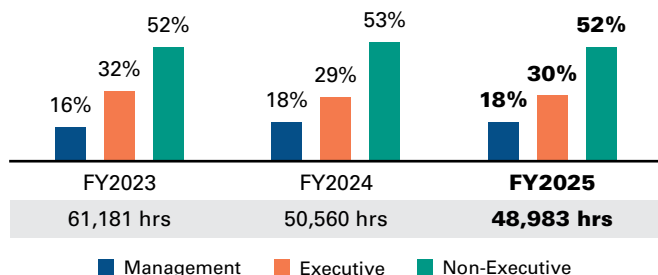
- Communication, teamwork, and problem-solving training
- Leadership development programmes
- Personal development, including presentation skills, career coaching, and financial literacy

Employees and future leaders also engaged in training seminars, knowledge-sharing sessions, briefings, e-learning courses, webinars, and conferences, reinforcing a culture of continuous improvement.

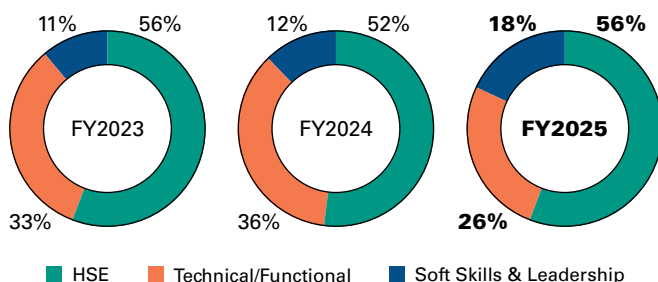
In FY2025, the Group's employees completed a total of 48,983 training hours, averaging 18.4 hours per employee (FY2024: 16.8 hours) or equivalent to 2.6 training days per employee.

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Training Hours by Employee Category



Training Hours by Type of Training



Apart from the training programmes, we are committed to continuously developing, nurturing, and future-proofing our workforce by empowering employees to enhance their competencies and personal growth. This commitment is embedded within our human capital development initiatives, which are designed to build a resilient, skilled, and future-ready workforce.

To support their professional growth, DIALOG sends employees for local and international assignments, secondments with joint venture partners, as well as participation in Talent Management and Succession Planning Programmes. These initiatives ensure a sustainable talent pipeline and leadership succession, reinforcing DIALOG's long-term business growth.

In FY2025, we implemented targeted personal development initiatives aimed at strengthening employees' communication, self-awareness, and financial literacy skills:

Programmes	Details
High Impact Presentation Skills: Storytelling	Enhance employees' ability to present ideas effectively with clarity and confidence
DISCover the Strength in Us	Enable employees to identify their unique behavioural styles and strengths, in order to improve teamwork and interpersonal relationships
Career Coaching	Provide personalised guidance to help employees set career goals, build professional development plans, and prepare for future roles
Personal Financial Literacy – EPF Initiatives	Equip employees with knowledge on retirement planning and optimising their EPF savings
Personal Financial Literacy – Wasiat & Will Writing: Understanding of Estate Planning	Educate employees on estate planning to ensure financial security for their families



Basic sea survival skills training attended by Pengerang Marine Operations Auxiliary Police team prior to deployment

To strengthen leadership capabilities, DIALOG continues to invest in developing our strategic, operational, and frontline leaders, as well as high-performing talents. In FY2025, employees participated in various supervisory, leadership and talent development programmes, including:

Programmes	Details
Breakthrough Programme for Supervisors	Enhance supervisory skills to effectively manage teams and improve operational efficiency
MyManager Programme: Managing Your People Issues the Right Way	Equip managers with practical knowledge to address employee-related issues professionally and ethically
Onn Leadership Accelerator Programme	Develop future leaders by enhancing strategic thinking, decision-making, and people management skills
Active Team Leader Programme	Strengthen frontline leadership presence and fostering high-performing teams through active and inclusive leadership practices

Performance Review & Open Feedback Culture

At DIALOG, we believe that effective communication is essential to a productive and engaging workplace.

Our annual performance reviews provide employees with structured opportunities to receive recognition for their achievements, identify areas for improvement, and align personal development goals with the Group's strategic objectives. This process not only supports career growth but also reinforces a culture of transparency and merit-based advancement.

Open feedback is actively encouraged as an essential part of strengthening employee engagement. Since June 2023, we launched Voice@DIALOG, a dedicated platform for employees to share their views and experiences

anonymously. The employee engagement survey is an ongoing process that is designed to be anonymous and confidential, ensuring employees feel safe and empowered to express their views, and their feedback directly contributing to management decisions and initiatives.

It is also important to provide a trusted channel for reporting concerns or misconduct. Our Whistleblowing Policy enables employees and stakeholders to confidentially escalate issues such as bullying, harassment, or any form of wrongdoing. Anonymous reporting is accepted, reinforcing our commitment to ethics, integrity, and respect.

 www.dialogasia.com/policies

HUMAN CAPITAL MANAGEMENT INDICATORS

DIALOG remains committed to transparent disclosure of our workforce profile as part of our sustainability reporting. Key indicators tracked include:

- Employees by Country
- Local Hiring
- Employees by Category
- Employees by Age Group
- Women in Management

 Bursa Malaysia ESG Performance Data Table: pages 104 to 105

Employees by Country

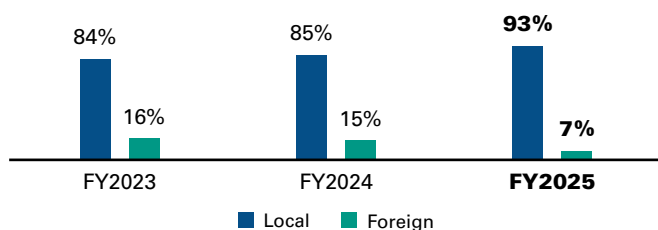
Country	FY2023	FY2024	FY2025
Malaysia	2,247	2,127	1,946
Singapore	252	227	197
Australia & New Zealand	678	524	498
Middle East	105	104	3*
Other Countries	49	24	22
Total	3,331	3,006	2,666

*Note: Following divestment of DIALOG Jubail Supply Base in early FY2025

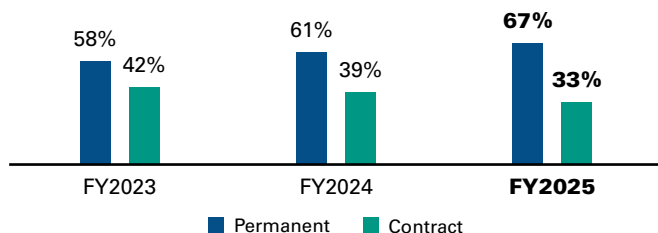
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Employee Diversity Indicators

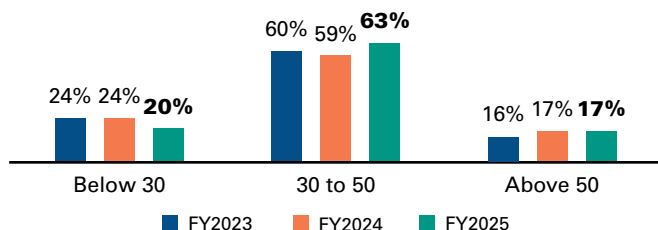
Local Hiring



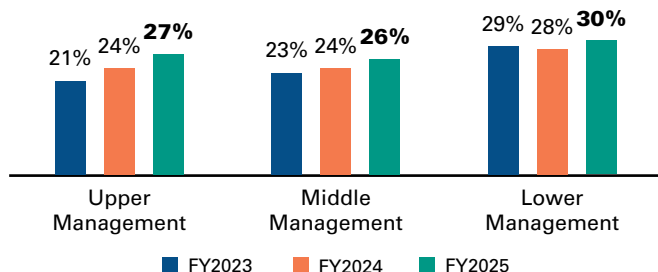
Employees by Category



Employees by Age Group



Women in Management



CE COMMUNITY ENGAGEMENT

Community engagement provides an avenue for collaborative efforts to improve overall community welfare and well-being. At DIALOG, we believe that meaningful engagement builds trust – a critical element for long-term sustainable relationships and effective governance.

We support communities where DIALOG operates, primarily via MyKasih Foundation (“MyKasih”), a private non-profit organisation that we have long supported as our strategic Corporate Social Responsibility (“CSR”) partner.

Year	DIALOG’s CSR contribution via MyKasih (RM’ million)
FY2025	5.3
FY2024	4.6
FY2023	4.6

In addition to its contributions to MyKasih, the Group also made other charitable contributions amounting to RM207,600. For more information, kindly refer to the ‘Other Charities’ subsection on page 96.



Volunteerism – DIALOG staff volunteering to clean the edible garden of SK Bukit Lajan

Goal	Short/Mid-term Target (by FY2030)
Promote a caring culture by positively impacting communities through meaningful CSR activities	More than 85% employee participation in community volunteerism activities annually

Building Social Value Through Community Investments

DIALOG empowers underprivileged families by providing short-term welfare support while fostering long-term community resilience under the 'Love My Neighbourhood' programme.

Another focal area is educational support, encompassing Science, Technology, Engineering, and Mathematics ("STEM") education, 21st-century learning, literacy programmes, sports development, as well as initiatives to create income-generating opportunities for B40 communities.

The 'Love My School' ("LMS") Programme

Over 5,800 students across 68 schools (as of the 2024 calendar year) benefitted from daily bursaries under the LMS programme, which has contributed to improved school attendance and increased participation in classroom sessions. The LMS programme also encompasses sports and STEM-related support.

At SK Bukit Lanjan, DIALOG's contribution via the LMS programme enabled the school to successfully organise three national touch rugby championships. One of their star players and graduates secured admission to SMK Damansara Utama due to his rugby achievements.

Similarly, SK Permatang Keledang's robotics team achieved international recognition when they were crowned Junior Category Champion at the International Robotics Olympiad held in Busan, South Korea.

Beyond academic and sports achievements, the LMS programme has also fostered environmental awareness and sustainable food practices, with students collectively harvesting approximately 90 kilograms of vegetables from aquaponic systems sponsored by DIALOG, for consumption both at school and at home.



STEM Education – SK Permatang Pauh students helping to sow the seeds of the next batch of vegetables in their aquaponic system



School Support – SK Permatang Keledang robotics team standing proudly on the podium after securing first place in the International Robotics Olympiad 2025

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Community Livelihood Initiatives



Empowering Communities through Sustainable Livelihoods – Posters in DIALOG supporting the sales of Orang Asli products such as *kelulut* honey and organic compost as well as homemade festive cookies by B40 home bakers

DIALOG continues to focus on empowering vulnerable groups by creating sustainable livelihood opportunities that foster financial independence and long-term resilience. We have supported several income-generating initiatives, particularly among Orang Asli (“OA”) communities.

In Jeli, Kelantan, Kampung Manok OA beekeepers successfully commercialised their production of *kelulut* stingless bee honey, selling approximately 40 litres (equivalent to 222 bottles), and established a consistent source of supplementary income. Similarly, in Gerik, Perak, the Cunex OA community have begun producing and supplying compost for local market use, enabling them to participate more actively in the agricultural value chain while promoting environmentally-friendly practices.

Within urban areas, the marginalised and youth-at-risk groups, particularly out-of-school youths in Selangor, are faced with unique challenges such as limited education, lack of marketable skills, and minimal access to job opportunities, which increases their vulnerability to poverty and social exclusion.

To empower these individuals, we support the creation of pathways that enable them to secure meaningful employment and achieve financial independence. One such initiative is a DIALOG-supported barista

training programme which not only imparted technical skills in coffee preparation and café operations to participants but also equipped them with essential workplace competencies, such as customer service and basic business knowledge.

Additionally, we facilitated market access support, linking these youths to cafés and eateries willing to offer employment or apprenticeship opportunities.



Livelihoods – A participant of the youth barista workshop learning how to brew a cup of coffee

Employee Contribution and Volunteerism

DIALOG strongly encourages its employees to play an active role in community development, reflecting the Group's belief that meaningful engagement begins with its own people. Coordinated by our CSR team, employees contribute at least four hours annually to community activities.

In FY2025, employees participated in various initiatives, including school clean-ups and refurbishments, beach and river clean-ups, and providing support for sports events in adopted schools. These hands-on efforts not only improved community facilities but also fostered stronger relationships between DIALOG and the communities it serves.

In addition to volunteering, employees also demonstrated their commitment through donations and educational support, including:

- **Buku Jalanan Chow Kit Drive (April 2025):** The drive gathered 259 books, 12 school bags, 2 boxes of educational toys and games, and 3 boxes of stationery and other learning materials for underprivileged children.
- **SURI Denim Donation Drive (July 2024):** 47 pieces of denim were donated to support SURI's social enterprise initiatives, empowering B40 women through upcycled fashion.



Volunteerism – DIALOG staff lending hands to the upkeep of Kebun Komuniti Taman Alam Shah, Klang for HSE Week

DIALOG employees were also involved in environmental stewardship efforts, notably participating in the seagrass conservation and monitoring programme at Tanjung Kopok, Johor. After 3 years of monthly monitoring, our Terminals team from Tanjung Langsat presented key findings to Majlis Bandaraya Pasir Gudang, laying the groundwork for future rehabilitation works by the local council. This combined effort of volunteerism, donations, and environmental initiatives underscores DIALOG's holistic approach to employee-driven community engagement.



Handover of seagrass monitoring project at Tanjung Kopok, Johor to Majlis Bandaraya Pasir Gudang

ADVANCING PEOPLE

Other Charities

In FY2025, the Group made other philanthropic contributions amounting to

RM207,600

towards the following outreach events:

Tapestry of Colours
Charity Dinner 2024
by Yayasan Universiti
Teknologi PETRONAS

The World Engineering, Science
and Technology Congress 2024
by Yayasan Universiti Teknologi
PETRONAS

Collaboration on Orphanage & Asnaf Raya
Aid Programme by Majlis Perbandaran
Pengerang and Yayasan Makmur Pengerang

Orchid Run 2024 by
PETRONITA

Tunku Laksamana
Neon Run

PTTEP 40th
Anniversary Teeing
Off for Charity Golf

Johor Rugby
Union

Stationeries
Donation to B40
Students in Johor



Volunteerism – DIALOG staff helping SK Bukit Lanjan to clear the drain near the school's field