

DIALOG

DIALOG GROUP BERHAD

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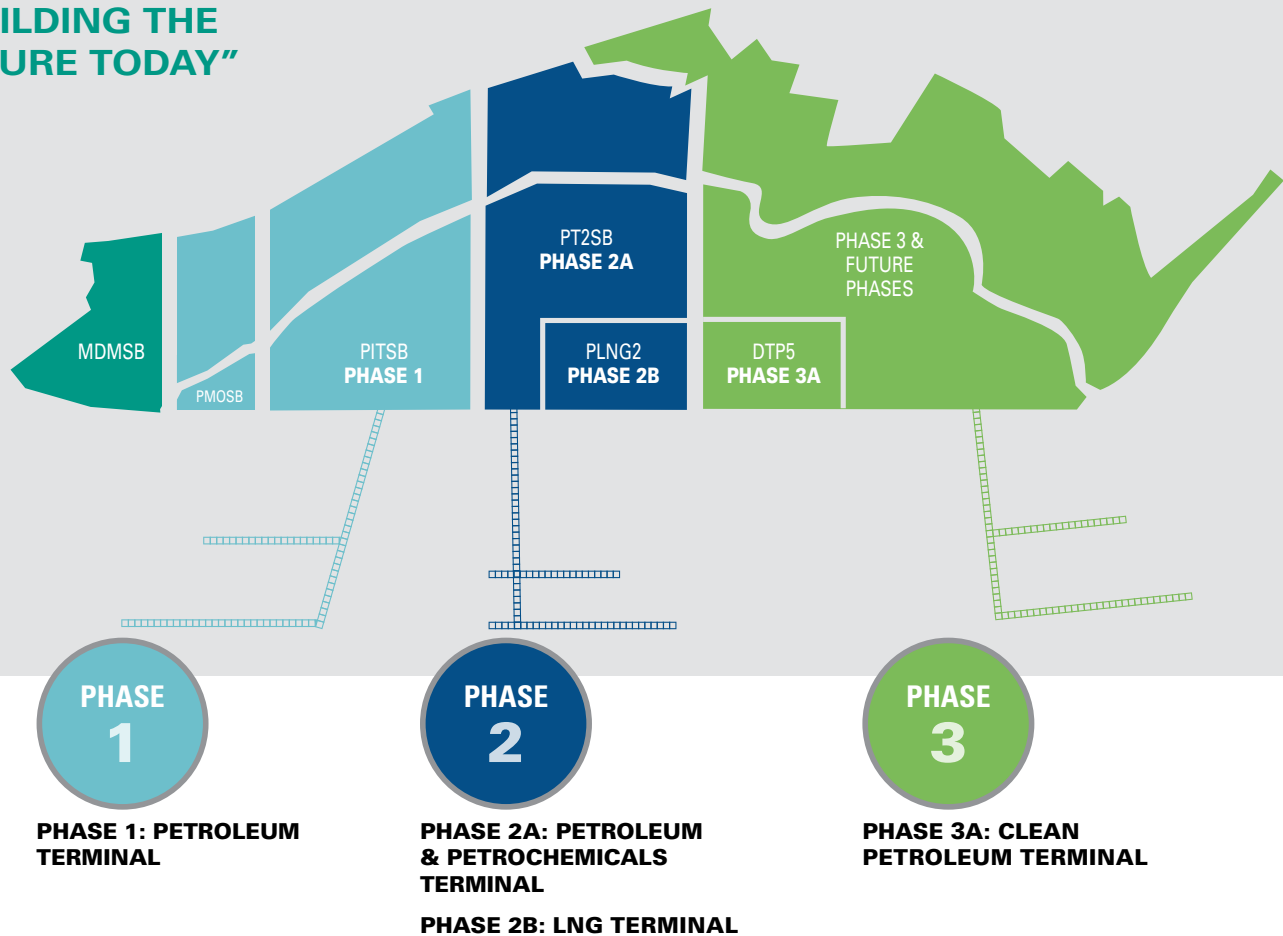
FOCUS ON STRENGTH

ANNUAL REPORT **2025**



THE PENDERANG STORY

**"BUILDING THE
FUTURE TODAY"**



OVERVIEW

In 2007, DIALOG identified Pengerang as a suitable location to develop a deepwater petroleum terminal capable of handling Very Large Crude Carriers ("VLCC") to capture Asia Pacific demand growth in the next 30 years.

Why Pengerang was a perfect location:

- Next to international shipping lanes
- Deepwater (up to 24 metres) jetty facilities
- Naturally sheltered harbour
- All-weather port
- Proximity to Singapore – existing major refining and petrochemical hub

The development was launched in June 2009 when DIALOG signed the Memorandum of Understanding ("MOU") with the State Government of Johor Darul Ta'zim.

The Pengerang Deepwater Terminals ("PDT") has attracted both domestic and international investors and catalysed the growth of the Pengerang Integrated Petroleum Complex ("PIPC"), with investments totalling over RM100 billion to date.

With continuous support from the Malaysian Government, what began as a dream in 2007 has now become reality for DIALOG and its partners. And the Pengerang Story is still unfolding.



PHASE 1: PETROLEUM TERMINAL

1.7 million m³
Current Storage Capacity

2014
Commenced Operations

An independent terminal which commenced operations in April 2014 with an oil storage capacity of 1.7 million m³ complete with a dedicated deepwater jetty facility.



PHASE 2A: PETROLEUM & PETROCHEMICALS TERMINAL

1.3 million m³
Current Storage Capacity

2018/2019
Commenced Operations

For Phase 2A, construction of the dedicated petroleum and petrochemicals terminal with an estimated storage capacity of 1.3 million m³ commenced in 2015. Commercial operations commenced in 2018.

PHASE 2B: LNG TERMINAL

400,000 m³
Storage Capacity

2017
Commenced Operations

In Phase 2B, the Liquefied Natural Gas ("LNG") regasification facilities with two units of 200,000 m³ LNG storage tanks commenced operations in November 2017.



PHASE 3A: CLEAN PETROLEUM TERMINAL

430,000 m³
Storage Capacity

March 2021
Commenced Operations

Phase 3A, DIALOG Terminals Pengerang (5), which consists of storage tanks with a capacity of 430,000 m³ for clean petroleum products pursuant to the Long Term Storage Agreement with bp Singapore Pte Limited, commenced operations in March 2021.

THE FUTURE OF PDT

The Group continues to actively pursue potential customers for Phase 3, which will consist of dedicated petroleum and petrochemical storage terminals for medium to long-term clients, including refinery and petrochemical plants within the PIPC.

The remaining 500 acres of land comprising reclaimed land and the buffer zone have already been earmarked for the further development of Phase 3 and future phases. Together with our partners, we are strongly committed to developing a vibrant petroleum downstream manufacturing centre and realise our collective vision of transforming Pengerang into an international petroleum and petrochemical hub of the future.

www.dialogasia.com/midstream/terminals



FOCUS ON STRENGTH

The crosshair symbol represents DIALOG's sharp focus on the Group's core competencies, emphasising our four pillars of strength: Upstream, Midstream, Downstream and People. It embodies the Group's unwavering commitment to driving the business forward through consistent operational excellence and maintaining a trusted standard of quality.

37TH

ANNUAL GENERAL MEETING OF DIALOG GROUP BERHAD

- Ballroom 1, 1st Floor, Sime Darby Convention Centre, 1A, Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia
- 20 November 2025 (Thursday)
- 10.00 a.m.



This Annual Report can also be downloaded as a PDF file or viewed at : **www.dialogasia.com**

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SCOPE

DIALOG GROUP BERHAD ("DIALOG" or "the Group")'s Integrated Annual Report is the main report covering all of the Group's primary business activities. We seek to present information that is relevant to stakeholders for the financial year ended 30 June 2025 and up to the last practicable date of 22 September 2025. This Report presents information that is accurate and relevant at time of publication.

SUSTAINABILITY REPORTING

DIALOG believes in managing its business in a holistic, responsible and sustainable manner. In this regard, the material Environmental, Social and Governance ("ESG") topics for DIALOG and its businesses have been presented in accordance with Bursa Malaysia's Sustainability Reporting Guide.

REGULATIONS COMPLIED WITH & REPORTING FRAMEWORK

Key Framework Applied	IAR	SR	FR
Bursa Malaysia Main Market Listing Requirements	•	•	•
Bursa Malaysia's Sustainability Reporting Guide		•	
Companies Act 2016	•		•
Income Tax Act 1967	•		•
Malaysian Financial Reporting Standards	•		•
Other rules and laws applicable to the Company and the Group	•	•	•
IFRS Foundation Standards and Frameworks (Integrated, Accounting and Sustainability)	•	•	•
National Sustainability Reporting Framework		•	
FTSE4Good Bursa Malaysia Index		•	
MSCI ESG Ratings		•	
Sustainalytics		•	
United Nations Sustainable Development Goals		•	

MATERIALITY

In line with DIALOG's ongoing efforts to enhance our reporting, we have applied the principle of materiality when assessing the information disclosed in this Integrated Report. This Report presents information that is most material to the Group's business sustainability and stakeholders' value.

FORWARD-LOOKING STATEMENTS

This Report contains some forward-looking statements relating to the Group that are based on the Group's management beliefs, and assumptions made by the Group's management. Such statements are by their nature subject to uncertainties and risks. These forward-looking statements reflect the current views of the Group's management with respect to future events and are not a guarantee of future performance or developments. Due to uncertainties and assumptions, forward-looking events and circumstances might not occur in the way the Group expects, or at all.

ASSURANCE

This Report contains financial information audited by BDO PLT. DIALOG's financial information covered in this Report depicts a true and fair view of the Group's financial position for the financial year ended 30 June 2025. BDO PLT also reviewed the Statement on Risk Management and Internal Control included in this Report.

FEEDBACK

We strive to continuously improve our reporting quality. Should you have any feedback, comments or suggestions, kindly address them to the Group Corporate Communications Department at corpcomms@dialogasia.com.

NAVIGATION ICONS

Throughout this Integrated Annual Report, the following navigation icons are used to link our capitals, key strategies, stakeholders and material topics.

CAPITALS

F Financial	I Intellectual	H Human
S Social	M Manufactured	N Natural

KEY STRATEGIES

D	Diversification across the Upstream, Midstream and Downstream businesses of the energy sector
SRE	Expanding into Sustainable and Renewables business, leveraging our core competencies
R	Growing long-term Recurring Income
T	Active recruitment, development and retention of Talent
S	Cultivating strong relationships with Stakeholders
TECH	Development of proprietary Technology for use in our businesses

STAKEHOLDERS

E Employees	GR Government & Regulators
FI Financiers & Investors	S Shareholders
C Customers	BP Business Partners
LC Local Communities	VS Vendors & Suppliers

MATERIAL TOPICS

CCS Climate Change Strategy	LS Labour Standards
WEM Waste & Effluent Management	SCM Supply Chain Management
WM Water Management	EP Economic Performance
AE Air Emissions	CG Corporate Governance
BD Biodiversity	ABC Anti-Bribery & Corruption
OSH Occupational Safety & Health	BE Business Ethics
HCM Human Capital Management	RM Risk Management
CE Community Engagement	TT Tax Transparency

CROSS REFERENCES

	Tells you where you can find more information within the Report
	Tells you where you can find more information online at www.dialogasia.com

KEY BUSINESS HIGHLIGHTS

SIGNED



**LNG[^] Air
Separation Unit
Facility Venture**

RAJA Cluster

SFA PSC*

Mutiara Cluster

SFA PSC*

MALAYSIA

COMPLETED



24,000 m³ of
sustainable and
renewable fuel product
storage at **DIALOG
Terminals Langsat 3**

EPCC** for expansion of
Morimatsu DIALOG
fabrication facility



MALAYSIA

EXPANSION



272,000 m³ storage at
**Pengerang Terminals
(Two)** for Pengerang
Biorefinery



**Specialist Products
and Services** into new
markets

MALAYSIA

COMMENCED



Development
of **Baram Junior
Cluster** SFA PSC*

MALAYSIA

AWARDED



EPC^^ for the **Good
Earth Green Hydrogen
and Ammonia Project**

AUSTRALIA

* Small Field Asset Production Sharing Contract ("SFA PSC")

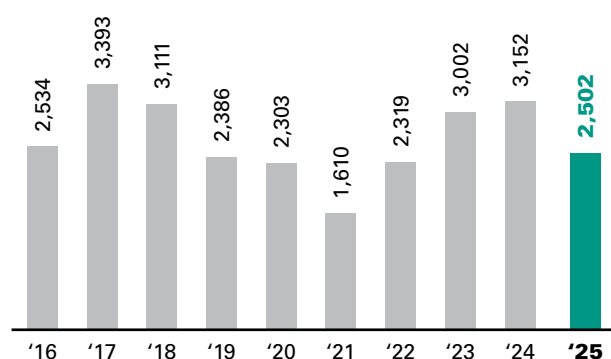
** Engineering, Procurement, Construction & Commissioning ("EPCC")

[^] Liquefied Natural Gas ("LNG")

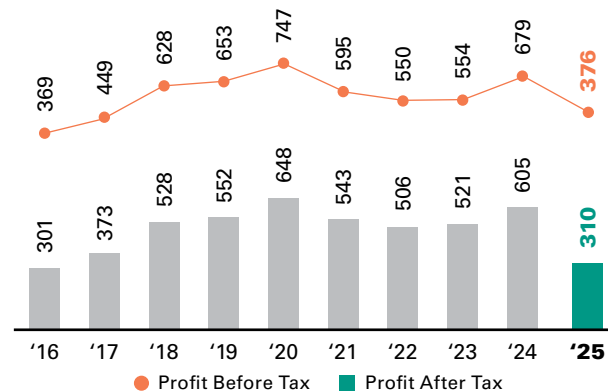
^{^^} Engineering, Procurement & Construction ("EPC")

10-YEAR FINANCIAL HIGHLIGHTS

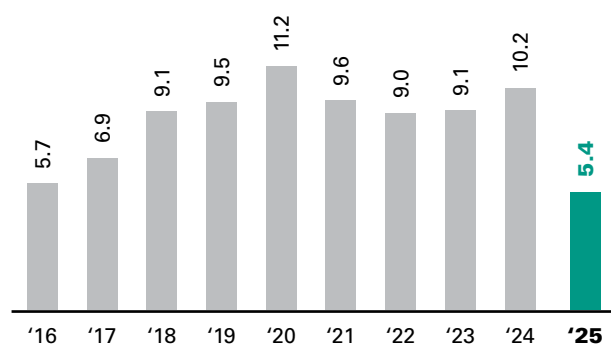
Revenue
(RM' million)



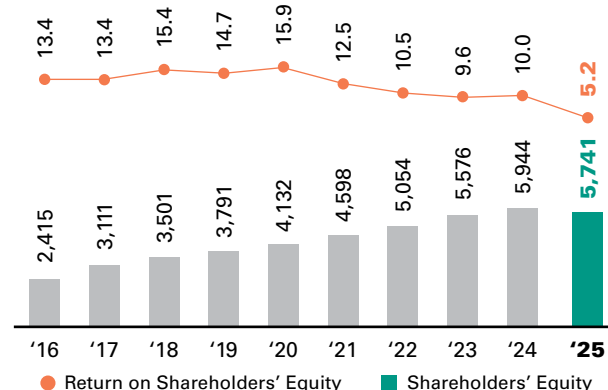
Profit Before Tax & Profit After Tax
(RM' million)



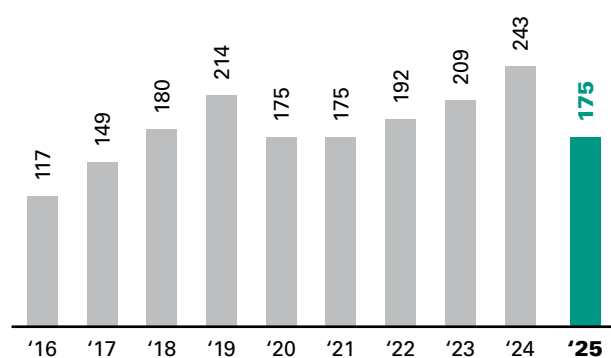
Net Earnings Per Share
(sen)



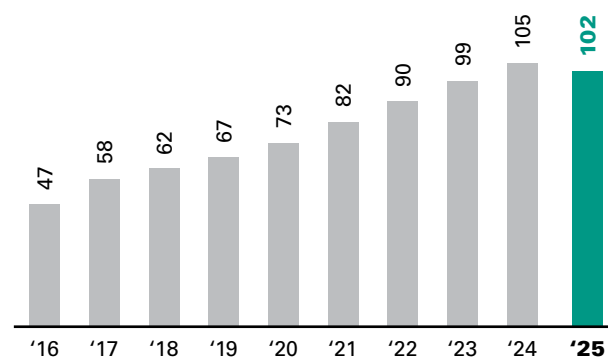
Shareholders' Equity (RM' million)
& Return on Shareholders' Equity (%)



Dividend Payment
(RM' million)



Net Assets Per Share
(sen)



EXECUTIVE CHAIRMAN'S STATEMENT



DIALOG WILL CONTINUE TO TAKE STRATEGIC MEASURES TO ENSURE THAT WE REMAIN RESILIENT AND CAPABLE OF OVERCOMING CHALLENGES AND UNCERTAINTIES AHEAD, WHILST PRESERVING THE VALUES BUILT OVER THE YEARS FOR ALL STAKEHOLDERS.

Dear Valued Shareholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report for DIALOG Group Berhad ("DIALOG" or "the Group") for the financial year ended 30 June 2025 ("FY2025").

TAN SRI DR. NGAU BOON KEAT

Executive Chairman

**Total Assets**

RM8.6 billion

**Total Shareholders' Equity**

RM5.7 billion

OUR PERFORMANCE

The Group closed FY2025 with a revenue of RM2.5 billion which was lower by 20.6% from FY2024's RM3.2 billion. Net profit after tax declined by 48.8% to RM309.7 million from RM605.4 million. The weaker performance was primarily impacted by the loss after tax reported in the second quarter, largely due to one-off impairments in petrochemical and renewable projects. Nevertheless, the Group's operations remained active throughout the year, across various ventures.

During the year, the Group continued to focus on its core business across Upstream, Midstream and Downstream activities. On the Upstream side, we continued to expand our footprint through field development, rejuvenation and redevelopment of oil and gas fields, while the Midstream activities continued to deliver stable revenue to the Group from the operations at DIALOG Terminals Langsat and DIALOG Terminals Pengerang (5). Our Downstream operations also benefited from cost optimisation initiatives and completion of projects.

Reflecting on our performance, we are proud of our solid balance sheet, with total assets at a notable RM8.6 billion. Total shareholders' equity as at 30 June 2025 stood at RM5.7 billion and return on shareholders' equity for FY2025 was 5.2%.

This performance was achieved despite a challenging global economic outlook over the last several years marked by a series of major events, including the COVID-19 pandemic, supply chain disruptions, inflation, geopolitical tensions, monetary policy shifts, and ongoing trade policy uncertainty. Against this backdrop of global events, the Group maintains a prudent approach to preserve financial strength and stability through financial discipline.

The Group continues to build on the values of the company to ensure its long-term resilience, as well as providing sustainable returns on investment. For the financial year under review, the Board recommends a final cash dividend of 1.80 sen (FY2024: 2.80 sen) per ordinary share for FY2025. Including the interim dividend of 1.30 sen per ordinary share paid in June 2025, the total dividend for FY2025 is 3.10 sen, resulting in a dividend payout ratio of 58%.

DIALOG will continue to take strategic measures to ensure that we remain resilient and capable of overcoming challenges and uncertainties ahead, whilst preserving the values built over the years for all stakeholders. The Board appreciates the understanding, support and trust of our shareholders, as we remain committed to creating sustainable value for all our stakeholders.

OUR PROSPECTS

While the global growth outlook remains cautiously optimistic, the effects of inflationary pressures, geopolitical risks, and policy and trade uncertainty will continue to weigh heavily on economic growth projections.

According to the August 2025 International Economic Agency Report, global oil demand is projected to be 104.4 million barrels per day ("mb/d") in 2025, which is an increase of 680 thousand barrels per day ("kb/d") from 2024. Despite this, the latest data show lacklustre demand across the major economies with sluggish consumer confidence. Supply side constraints and evolving energy market and prices continue to add complexity to the market dynamics. There is also the growing influence of renewable energy transition efforts on the oil demand, with a persistent shift in energy consumption trends. Overall, the economic environment is expected to remain challenging in the short to medium-term.

EXECUTIVE CHAIRMAN'S STATEMENT



WE REMAIN CONFIDENT THAT OUR BUSINESS IS WELL STRUCTURED TO MANAGE AND SUSTAIN ITSELF THROUGH PERIODS OF ECONOMIC UNCERTAINTY, AND OIL PRICE VOLATILITY.

In light of the above, DIALOG will realign our focus on core competencies to remain steadfast in pursuing key long-term strategies, which have enabled the Group to successfully navigate various economic cycles in the past:

- Diversification across the Upstream, Midstream and Downstream businesses of the energy sector;
- Expanding into Sustainable and Renewables business, leveraging our core competencies;
- Growing long-term recurring income across all businesses;
- Active recruitment, development and retention of talent;
- Cultivating strong relationships with stakeholders including customers, suppliers, partners, bankers, shareholders, regulators and government authorities; and
- Development of proprietary technology for use in our businesses.

Alongside our dedicated management team, we remain confident that our business is well structured to manage and sustain itself through periods of economic uncertainty, oil price volatility and currency movements.



Signing Ceremony of RAJA Cluster Small Field Asset Production Sharing Contract

Looking ahead in the Upstream sector, the events across the globe have increased oil price volatility. However, in line with our diversification strategy, the Group will continue to grow its existing Upstream business through the field development, rejuvenation, and redevelopment of oil and gas fields.

The Baram Junior Cluster Small Field Asset Production Sharing Contract ("SFA PSC"), a 70:30 joint venture between DIALOG and Petroleum Sarawak Exploration and Production, commenced in January 2025 following the final investment decision. We have also started the pre-development studies for the RAJA Cluster SFA PSC and Mutiara Cluster SFA PSC.

The increased Upstream activities provide added opportunities for us to participate in other parts of the value chain within the field redevelopment cycle, particularly in the provision of engineering and specialist technical services.

Looking forward, we are committed to expanding our expertise in the Upstream business and seek opportunities for our development and production services and assets, while incorporating new technological developments to effectively manage greenhouse gas emissions.



Pengerang Deepwater Terminals

Moving on to our Midstream business, our primary focus will continue to be the ongoing development of Pengerang Deepwater Terminals (“PDT”) into the largest petroleum and petrochemical hub for the Asia Pacific region.

PDT Phase 3 has been designated for the development of more dedicated petroleum and petrochemical storage terminals for medium to long-term customers, potentially comprising energy traders, multinational energy companies, refineries and petrochemical plants. This will support the further development of various Downstream operations, including those at the refinery and petrochemical plants within the Pengerang Integrated Petroleum Complex.

With approximately 500 acres available for additional development, PDT’s perfect location and one-stop integrated hub provides a compelling value proposition to energy players who are looking to capture Asia Pacific’s demand growth over the next 30 years.

Recognising the growing investor interest in low-carbon fuel alternatives, DIALOG marked its first venture into storage facilities for renewable fuel products under DIALOG Terminals Langsat (“DTL”). The venture will serve

users such as biofuel production companies, energy trading houses and multinational energy companies. The first phase, comprising of 24,000 m³ storage facilities, commenced operations in February 2025. The second phase, involving an additional 150,000 m³ storage for renewable fuel products is expected to be completed in Q1 FY2027. Of this capacity, 100,000 m³ will be dedicated to EcoCeres Limited, under a take-or-pay storage agreement, supporting their new biorefinery. The expansion will bring the total capacity at the DTL facility to over 1.0 million m³.



1.0 million m³

Total expected capacity at DTL facility post-expansion

EXECUTIVE CHAIRMAN'S STATEMENT



The first and second phase of storage facilities for renewable fuel products, DIALOG Terminals Langsat 3

In July 2025, DIALOG's joint venture company, Pengerang Terminals (Two) Sdn. Bhd. ("PT2SB") entered into a long-term take-or-pay Terminal Usage Agreement with Pengerang Biorefinery Sdn. Bhd. PT2SB will expand its storage capacity by 272,000 m³. The development of these facilities forms part of ongoing efforts to expand product and solution offering to support the growth and development of sustainable and renewable sector.

Today, we are the 2nd largest terminal owner-cum-operator in the region with a current operating capacity of 5.1 million m³. We will continue to invest in phased capacity expansions for dedicated long-term customers across our Midstream terminals business portfolio, in line with the Group's long-term strategy to grow its sustainable and recurring income.

In the Downstream business, we will continue to leverage our strengths and established track record in integrated technical services comprising Engineering, Procurement, Construction & Commissioning ("EPCC"), Plant Maintenance & Catalyst Handling Services, and Specialist Products and Services. Given the current global outlook, DIALOG will conduct thorough risk assessments for new projects and strategically pursue opportunities that align with our risk management framework and strategic goals in prioritising in-house projects.



TODAY, WE ARE THE 2ND LARGEST TERMINAL OWNER-CUM-OPERATOR IN THE REGION WITH A CURRENT OPERATING CAPACITY OF 5.1 MILLION M³.

As the economic environment is expected to remain challenging in the short to medium-term, we will continue to build and strengthen our competencies by investing in and upskilling our workforce, ensuring we remain efficient and competitive. Alongside investing in our people, DIALOG has also long leveraged technology to distinguish ourselves from our competitors. Our ongoing digital transformation is progressing well, and we will continue the initiatives to enhance our competitiveness.

Barring any unforeseen circumstances, the Group remains optimistic of positive performance in the financial year ending 30 June 2026.

SUSTAINABILITY

Despite the current global economic uncertainty, we remain steadfast in our commitment to becoming a sustainable and responsible company and continue efforts towards our aspiration of achieving Net Zero Carbon Emissions by 2050. We believe that prioritising long-term Environmental, Social, and Governance (“ESG”) principles is essential to building enduring value for our stakeholders and the communities we serve. We are also cognisant of the new requirements of the Securities Commission via the National Sustainability Reporting Framework and will strive to fulfil them.

The Board and Management recognise that the sustainability of the Group’s performance relies on a strong foundation of accountability, transparency, integrity and ethical behaviour. Hence, the Board and Management will continue our long-standing commitment in upholding these principles through the implementation of good corporate governance practices as advocated by the Malaysian Code on Corporate Governance (“MCCG”).

Combined with a clear focus on our core values of Integrity, Health, Safety & Environment (“HSE”), Quality, Competency and Excellence, the Group remains steadfast in creating value for all its stakeholders and positively impacting the communities where we operate.

Further details on our sustainability journey are in the enclosed Sustainability Report.

 *Sustainability Report: pages 56 to 106*

ACKNOWLEDGEMENTS

The Board of Directors and I would like to thank all our esteemed customers, principals as well as technology and business partners, and their associates, for their continuous loyalty to the Group. We are also grateful to our shareholders for their unwavering support and confidence.

I am fortunate to have exceptional individuals on the Board. To all our Board members, I wish to express my sincere appreciation for your invaluable insights and counsel, which have been instrumental in the Group’s continued growth and success.

Lastly, I want to thank the Management and the entire DIALOG family for their dedication and commitment.

TAN SRI DR. NGAU BOON KEAT

Executive Chairman

WHO WE ARE

DIALOG

A leading integrated technical service provider to the energy sector, in Malaysia and internationally. Established in 1984, DIALOG has grown both organically and through strategic alliances with internationally-renowned technology partners.

We serve a diverse range of customers ranging from multinational energy majors, national energy companies to multinational engineering and service providers located throughout the world. Our comprehensive services include Upstream Assets and Services, Midstream Assets and Services – Tank Terminals, Downstream Integrated Technical Services – Engineering, Procurement, Construction, Commissioning & Fabrication, Plant Maintenance & Catalyst Handling Services, Specialist Products & Services, Petrochemicals, and Digital Technology & Solutions. Recognising the global transition towards a low-carbon economy, the Group is expanding into Sustainable and Renewables business, leveraging our core competencies.

DIALOG is listed on the Main Market of Bursa Malaysia with a market capitalisation of approximately RM10.6 billion (September 2025). DIALOG is currently a constituent of the FTSE4Good Bursa Malaysia and FBM Mid 70 Index.

OUR VISION

To be the leading integrated technical service provider to the energy sector, in Malaysia and internationally.

OUR MISSION

- To continuously enhance competitiveness, competence and leadership in the provision of our services.
- We shall honour our commitment to quality and timely job completion as well as unfailing protection of health, safety and the environment.
- We shall, as responsible and caring corporate citizens, actively support the Nation's aspirations and serve the best interests of the communities in which we work and live.
- We shall continuously develop and retain a highly skilled, motivated and professional workforce to generate dynamics that will propel our business into strategic growth areas with global reach and a diversified sustainable earnings base.

OUR VALUES



INTEGRITY



HSE



QUALITY



COMPETENCY

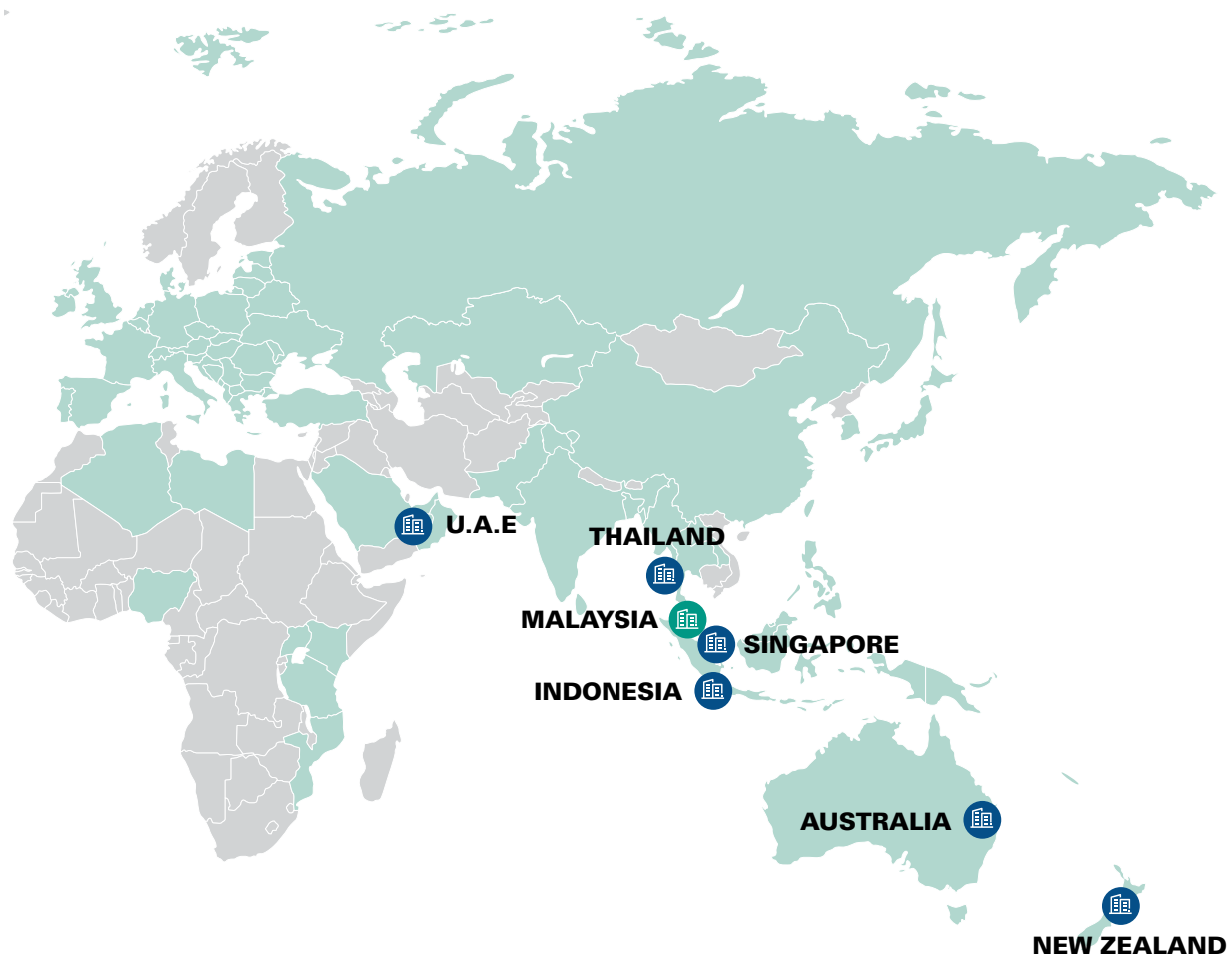


EXCELLENCE



GLOBAL PRESENCE

DIALOG is truly a global player given the Group's strong presence across 7 countries with a staff strength of over 2,600. Headquartered in Kuala Lumpur, DIALOG has offices and facilities in Malaysia, Singapore, Thailand, Indonesia, Australia, New Zealand and United Arab Emirates.

**HEAD OFFICE****OFFICES****CLIENT NETWORK**

WHAT WE DO

Our diversified business model is well structured to manage and sustain itself through periods of economic uncertainty, oil price volatility and currency movements.



UPSTREAM

UPSTREAM ASSETS & SERVICES

DIALOG engages in Upstream activities through investments and the provision of services in the following areas:

- i) 20% participating interest in a Production Sharing Contract for D35, D21 and J4 fields located offshore Sarawak, Malaysia up to 2034.
- ii) The provision of services as independent technical contractor to PETRONAS Carigali Sdn. Bhd. via an Oilfield Services Contract up to 2036, to enhance recoverable reserves from the Bayan Field, located offshore Sarawak, Malaysia – through DIALOG Bayan Petroleum Sdn. Bhd.
- iii) 50.01% equity interest in Pan Orient Energy (Siam) Ltd, a concessionaire and operator of Concession L53/48, onshore Thailand.
- iv) 70% participating interest including the operatorship of Baram Junior Cluster Small Field Asset Production Sharing Contract (“SFA PSC”), located offshore Sarawak, Malaysia up to 2037.
- v) DIALOG Tarpon Offshore Platforms Sdn. Bhd. provides a cost-effective alternative to traditional wellhead platforms for marginal field developments.
- vi) 100% participating interest and sole operatorship of the RAJA Cluster SFA PSC, located offshore Terengganu, Malaysia up to 2038.
- vii) 100% participating interest and sole operatorship of the Mutiara Cluster SFA PSC, located offshore Sabah, Malaysia up to 2039.

Through the field development, rejuvenation and redevelopment of oil and gas fields, it aligns with DIALOG’s strategic approach to develop Upstream capabilities since 2011. This allows DIALOG to generate long-term recurring income and participate in other parts of the field development cycle, particularly engineering and specialist technical services.

MIDSTREAM

MIDSTREAM ASSETS & SERVICES

DIALOG designs, builds, owns and operates both independent storage and industrial terminals – storing and handling a variety of crude oil, petroleum, Liquefied Natural Gas (“LNG”), renewable fuels and petrochemical products. DIALOG’s terminal assets comprise the following:

- 2000 – Kertih Terminals Sdn. Bhd.
- 2009 – DIALOG Terminals Langsat (1) Sdn. Bhd. and DIALOG Terminals Langsat (2) Sdn. Bhd.
- 2014 – Pengerang Independent Terminals Sdn. Bhd.
- 2017 – Pengerang LNG (Two) Sdn. Bhd.
- 2018 – Pengerang Terminals (Two) Sdn. Bhd.
- 2019 – DIALOG Terminals Langsat (3) Sdn. Bhd.
- 2021 – DIALOG Terminals Pengerang (5) Sdn. Bhd.

We proudly serve multinational energy majors, national energy companies and international market players. The Group’s ongoing investment in Midstream operating assets is aligned with its long-term revenue stability and growing recurring income for the Group.



DOWNSTREAM

INTEGRATED TECHNICAL SERVICES

With over 40 years of extensive experience and a strong reputation, DIALOG remains a trusted service provider today, offering a wide range of integrated technical services and solutions across the energy sector, both locally and globally. Services include:

- **Engineering, Procurement, Construction & Commissioning** for energy projects
- **Plant Maintenance & Catalyst Handling Services** to refineries and plant operators around the world
- **Specialist Products & Services** in collaboration with reputable technology partners
- **Fabrication** of process equipment for plants and Upstream production facilities
- **Digital Technology & Solutions** using our proprietary technology to modernise processes and improve efficiency
- **Petrochemicals**

SUSTAINABLE AND RENEWABLES

Recognising the global transition towards a low-carbon economy, DIALOG is actively pursuing opportunities in Sustainable and Renewables business, leveraging our core competencies. It comprises the following:

- In December 2021, DIALOG's venture into the production of food grade recycled polyethylene terephthalate ("recycled PET") pellets represents our first step into green financing. Announced in February 2025, the venture have since ceased production.
- In March 2023, the Group marks its first venture into storage facilities for renewable fuel products at DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3"). The 24,000 m³ storage facility will serve potential users such as biofuel production companies, energy trading houses and multinational energy companies.
- In July 2024, DTL3 announced its further expansion for an additional 150,000 m³ storage for renewable and petroleum products, such as Sustainable Aviation Fuel ("SAF") and Hydrotreated Vegetable Oils ("HVO"). The expansion is expected to be completed in Q1 FY2027.
- In July 2025, Pengerang Terminals (Two) Sdn. Bhd., a DIALOG joint venture company, signed an agreement to develop a 272,000 m³ storage capacity for a biorefinery producing SAF and other biofuels. It is expected to be completed in the first half of 2028.

OUR BUSINESS MODEL FOR VALUE CREATION

INPUTS

PERFORMANCE

F

Financial Capital FY2024

Shareholders' equity
RM5.9 bil

Cash & cash equivalents
RM1.6 bil

Total borrowings
RM2.2 bil

Total assets
RM9.1 bil

I

Intellectual Capital

- >40 years experience servicing the energy sector
- Established delivery and execution track record
- Proprietary technology solutions

PEOPLE

H

Human Capital

- Workforce of over **2,600** employees across **7** countries
- Investing in active recruitment, development and retention of talent

S

Social Capital

- Active engagement with all stakeholders
- Corporate Social Responsibility initiatives
- Emphasis on local hiring

PLANET

M

Manufactured Capital

- Offices across **7** countries
- **73** worksites (including fabrication yards) in **4** countries
- **6** terminals with total capacity of **5.1** million m³ in Malaysia

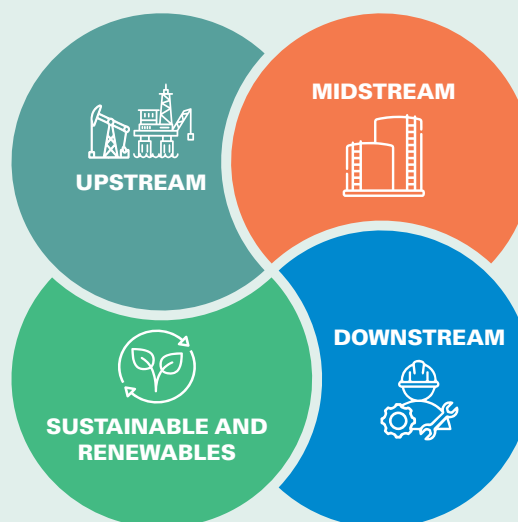
N

Natural Capital

- Green practices in water and energy use
- ~**1,200** acres of land in Pengerang Deepwater Terminals

VALUE CREATION

CORE SERVICES



KEY STRATEGIES

D

Diversification across the Upstream, Midstream and Downstream businesses of the energy sector

R

Growing long-term **Recurring Income**

S

Cultivating strong relationships with **Stakeholders**

SRE

Expanding into **Sustainable and Renewables** business, leveraging our core competencies

T

Active recruitment, development and retention of **Talent**

TECH

Development of proprietary **Technology** for use in our businesses

STAKEHOLDERS

E

Employees

GR

Government & Regulators

FI

Financiers & Investors

S

Shareholders

C

Customers

BP

Business Partners

LC

Local Communities

VS

Vendors & Suppliers

MATERIAL TOPICS



Environmental Stewardship



Advancing People



Robust Governance and Ethical Practices

OUTPUTS

ENHANCING SHAREHOLDERS' VALUE FY2025

Return on shareholders' equity	Net profit	Shareholders' equity	Total dividend
5.2%	RM310 mil	RM5.7 bil	RM175 mil

 10-Year Financial Highlights: page 5

MARKET LEADERSHIP

- Leading integrated technical service provider to the energy sector
- Ability to provide services across the energy value chain
- Competitive advantage

 What We Do: pages 14 to 15

DIVERSE & MULTI-SKILLED WORKFORCE

- 48,983 training hours for employees
- 33% female representation on the Board
- Talent development across all levels of the organisation
- Talent retention

 Human Capital Management, Sustainability Report: pages 86 to 92

STRONG CONNECTED COMMUNITIES

- RM5.3 million contributed to community engagement initiatives
- RM207,600 contributed to other charities
- 93% hired locally
- Long established relationships with stakeholders
- Economic development in our locations of operations
- Positive social impact in the communities where we operate

 Management Discussion and Analysis: pages 35 to 55
Stakeholders Engagement, Sustainability Report: pages 61 to 62
Community Engagement, Sustainability Report: pages 92 to 96

GLOBAL PRESENCE & NETWORK

- International network of customers and partners
- Cross-functional and geographical workforce mobility
- Geographical diversification for the Group

 Global Presence: page 13
Group Corporate Directory: pages 135 to 136

ENVIRONMENTAL PROTECTION

- 625 tCO₂e of CO₂ avoided
- Total energy consumption of 38,844 MWh, 22% decrease from FY2024
- 988 MWh of purchased electricity replaced
- Reduced water consumption to 127ML (FY2024: 132ML)
- Environmental Management Plans & Environment Monitoring Plans
- Bureau Veritas ISO 14001:2015 Standard Malaysia/UKAS Certifications

 Environmental Stewardship, Sustainability Report: pages 68 to 79

SDGs



OUTCOMES

- Achieved long-term revenue stability and recurring income through diversification across our core services.
- Contributed a wide range of integrated technical services to the energy sector.
- Committed to Health, Safety and Environment ("HSE") guidelines and procedures to ensure workplace safety.
 - HSE Performance FY2025:
 - TRIR: 0.10, LTIR: 0.02, Zero Fatalities
- Executed digital transformation solutions to enhance operational efficiency and cyber security resilience.
- Established a Climate Change Strategy to manage climate-related risks.
- Invested in our people through training programmes to enhance their well-being and competencies.
 - Types of Training Provided:
 - HSE
 - Technical/Functional
 - Soft Skills & Leadership
- Maintained strong corporate governance and ethical standards through policies that ensure compliance and integrity.
- Positively impacting the environment and engaging with the communities where we operate through Corporate Social Responsibility activities.

KEY EVENTS

2024

JULY

- 24** SAP Customer Excellence Award for SEA 2024 – Game Changer Award 2nd Runner-up



AUGUST

- 23** The Edge Billion Ringgit Club Corporate Awards 2024 - Energy: Highest Return on Equity Over Three Years



SEPTEMBER

- 21** Beach Clean-Up at Batu Laut Beach



OCTOBER

- 19** Beach Clean-Up at Pengerang Marine Operations



NOVEMBER

- 07** 1st Annual Johor Investment Summit



- 21** 36th Annual General Meeting



- 23** DIALOG Employees Volunteering at SK Bukit Lanjan Sports Day



2024

DECEMBER

- 05** Signing of the RAJA Cluster Small Field Asset Production Sharing Contract between Petroliaam Nasional Berhad (PETRONAS) through Malaysia Petroleum Management, and DIALOG Resources Sdn. Bhd.



APRIL

- 28** Kuching Office Opening Ceremony



MAY

- 20** Kick-Off Ceremony of DIALOG HSE Week 2025



2025

FEBRUARY

- 13** Malaysia Gas Symposium



- 24** HSE Week Gotong Royong at Kebun Komuniti Taman Alam Shah, Klang



JUNE

- 20** Signing of the Mutiara Cluster Small Field Asset Production Sharing Contract between Petroliaam Nasional Berhad (PETRONAS) and DIALOG Resources Sdn. Bhd.

BOARD OF DIRECTORS



LEFT TO RIGHT

Zainab Binti Mohd Salleh, Badrul Hisham Bin Dahalan, Dato' Ismail Bin Karim, Chan Yew Kai, Tan Sri Dr. Ngau Boon Keat, Chin Kwai Fatt, Juniwati Rahmat Hussin, Tan Sri Datuk Dr. Rebecca Fatima Sta Maria, Bernard Rene Francois Di Tullio

BOARD OF DIRECTORS' PROFILE



Malaysian

Male

Age: 77

Number of Meetings Attended

Board

10/11

TAN SRI DR. NGAU BOON KEAT

Executive Chairman

TAN SRI DR. NGAU BOON KEAT is the co-founder and major shareholder of DIALOG and has been with the Group since 1984. He was appointed to DIALOG Board on 2 January 1990 and is currently the Executive Chairman of DIALOG. He is also the Founder and Trustee of MyKasih Foundation.

He holds a Bachelor's Degree (Hons.) in Mechanical Engineering and an Honorary Doctorate in Engineering from the University of Canterbury, New Zealand. He is a member of the Institution of Engineers, Malaysia and the Institution of Engineers, Singapore. He is also a Registered Professional Engineer with the Board of Engineers Malaysia.

He has more than 53 years of working experience in the oil, gas and petrochemical industry. He began his career in 1972 as a Refinery Engineer with Mobil Singapore Pte Ltd. He worked at PETRONAS from 1975 to 1980 where he held various positions from Production Engineer to Engineering Manager. He served as Chairman of Pengerang Independent Terminals Sdn. Bhd. from 2011 to 2025. He was a Board member of Johor Petroleum Development Corporation Berhad from 2012 to 2025, and contributed as a Trustee of Yayasan Matlamat Pembangunan Mampan Malaysia ("Yayasan MySDG") from 2021 to 2025.

Tan Sri Dr. Ngau Boon Keat is deemed a major shareholder of DIALOG.



Malaysian

Male

Age: 71

Number of Meetings Attended

Board

11/11

CHAN YEW KAI

Executive Deputy Chairman

CHAN YEW KAI was appointed to DIALOG Board on 23 September 2005 and is currently the Executive Deputy Chairman of DIALOG.

He holds a first class Honours Degree in Chemical Engineering from the University of Malaya. He is a member of the Institution of Engineers, Malaysia and is a Professional Engineer registered with the Board of Engineers Malaysia. He is also a Fellow of the Institution of Chemical Engineers, U.K.

He joined DIALOG in 1993 as General Manager and was later promoted as Director and Chief Executive Officer of DIALOG Systems (Asia) Pte Ltd, overseeing the operations of the Group's Business Development, Marketing, Technical Services and Petroleum Retail. He was later appointed as Deputy Group Managing Director and President & Chief Operating Officer of DIALOG prior to his current position.

He has over 47 years of experience in the oil, gas and petrochemical industry encompassing plant operations, project engineering and management, marketing and business development. He was formerly with ICI for 9 years and PETRONAS for 5 years. He served as an alternate board member of Johor Petroleum Development Corporation Berhad from 2013 to 2025.

BOARD OF DIRECTORS' PROFILE



Malaysian Male Age: 70

Number of Meetings Attended

Board	11/11
Audit Committee	5/5
Risk Management Committee	4/4
Nomination Committee	2/2
Remuneration Committee	2/2

CHIN KWAI FATT

Senior Independent Non-Executive Director

CHIN KWAI FATT was appointed as an Independent Non-Executive Director of DIALOG Board on 19 November 2020. He is also the Chairman of the Audit Committee and Risk Management Committee, and a member of the Nomination Committee and Remuneration Committee. He is the current Senior Independent Non-Executive Director (email: kwaifatt.chin@dialogasia.com).

He holds an honours degree in Economics from the University of Hull, U.K. He is a Fellow of the Institute of Chartered Accountants in England and Wales ("ICAEW"), a member of the Malaysian Institute of Accountants ("MIA") and Malaysian Institute of Certified Public Accountants ("MICPA").

He has more than 30 years of experience in leadership roles and consulting services, involved in a broad range of business advisory services and strategic Information Technology services to clients across diverse industry sectors. He has held various leadership roles within PricewaterhouseCoopers ("PwC") and the PwC Network, including Managing Partner for PwC Malaysia for 12 years. Prior to that, he was the Managing Consulting Services Leader. He was the Territory Senior Partner for PwC SEAPEN and SEAPEN representative in the PwC East Cluster Leadership Team.

He is currently an Independent Non-Executive Director of Prudential Assurance Malaysia Berhad and Nestle (Malaysia) Berhad.



Malaysian Male Age: 70

Number of Meetings Attended

Board	11/11
Audit Committee	5/5
Risk Management Committee	4/4
Nomination Committee	2/2
Remuneration Committee	2/2

DATO' ISMAIL BIN KARIM

Independent Non-Executive Director

DATO' ISMAIL BIN KARIM was appointed as an Independent Non-Executive Director of the DIALOG Board on 24 November 2017. He is the current Chairman of the Nomination Committee. He is also a member of the Audit Committee, Risk Management Committee, Remuneration Committee and ESOS Committee.

He holds a Bachelor of Arts (History) with Honours and a Diploma in Education from Universiti Kebangsaan Malaysia.

Dato' Ismail served the Johor Civil Service for over 35 years prior to his retirement as Johor State Secretary in 2016. Dato' Ismail held various positions during his tenure in the Johor Civil Service. He started his career as an Assistant Land Revenue Collector at the Johor Bahru Land Office in 1982 and was promoted to several positions in the land offices in Johor until 1992. He went on to take up senior positions in the Segamat District Office, Johor Bahru City Council, Johor State Economic Planning Unit, Johor Bahru District Office, Johor State Secretary Office and Johor State Islamic Religious Department before taking on the role of Yang Dipertua (Head) of Kulai Municipal Council in 2006. Dato' Ismail became the District Officer of Kota Tinggi in 2009 and was later promoted as Mayor of Johor Bahru in 2013 and Johor State Secretary in 2014.

Dato' Ismail is an Independent Non-Executive Chairman of BCB Berhad, an Independent Non-Executive Director of Paragon Globe Berhad and a Trustee of Tunku Laksamana Johor Cancer Foundation and Johor Darul Ta'zim Foundation. He is also a director of Universiti Teknologi Malaysia, President of the Johor State Football Association and Treasurer of Football Association of Malaysia.



Malaysian Female Age: 66

Number of Meetings Attended

Board	10/11
Audit Committee	4/5
Risk Management Committee	3/4
Nomination Committee	2/2
Remuneration Committee	1/1

JUNIWATI RAHMAT HUSSIN

Independent Non-Executive Director

JUNIWATI RAHMAT HUSSIN was appointed as an Independent Non-Executive Director of DIALOG Board on 19 August 2020. She is the current Chairman of the Remuneration Committee and ESOS Committee. She is also a member of the Audit Committee, Risk Management Committee and Nomination Committee.

She holds a Bachelor of Science (Hons) Degree in Chemistry from the University of Kent, Canterbury, U.K.

She retired from PETRONAS in 2016 after 35 years of service. She started her career in 1981 as a Chemist, PETRONAS Research, and served in the PETRONAS Group in several positions including the Vice President & Venture Director of Pengerang Integrated Complex, Vice President of Human Resource Management and Vice President of Education Division. Throughout her career, she has gained a wide range of hands-on experience in Laboratory Operations, Petroleum Refinery Operations, Project Management, Corporate Planning & Business Development, Human Resource and Marketing & Trading. She also held the position of CEO of Dewan Filharmonik PETRONAS and CEO of the Malaysian Philharmonic Orchestra.

She is currently also an Independent Non-Executive Director of Tenaga Nasional Berhad, Malaysia Petroleum Resources Corporation, and SOCC Holdings Sdn. Bhd.



Malaysian Male Age: 61

Number of Meetings Attended

Board	11/11
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BADRUL HISHAM BIN DAHALAN

Non-Independent Non-Executive Director

BADRUL HISHAM BIN DAHALAN was appointed as Non-Independent Non-Executive Director of DIALOG Board on 19 November 2021, representing Employees Provident Fund Board ("EPF"), which is a substantial shareholder of DIALOG.

He holds a Master of Arts & Bachelor of Science in Actuarial Science from Ball State University, Indiana, U.S.A.

He brings over 36 years of collective experience across the investment, financial, healthcare, catalytic development, and oil & gas industries. His professional career spans diverse roles in investment, supervision and strategic planning, having served EPF, Securities Commission, Bursa Malaysia and Universiti Kebangsaan Malaysia. He retired from EPF on 7 January 2025 and continues to serve EPF as their representative director in DIALOG.

He is currently a director of IJN Holdings Sdn. Bhd., PUSRAWI Heritage Sdn. Bhd. and Iskandar Investment Berhad, and the Chairman of Rakan KKM Sdn. Bhd.

BOARD OF DIRECTORS' PROFILE



Malaysian Female Age: 68

Number of Meetings Attended

Board 10/11

TAN SRI DATUK DR. REBECCA FATIMA STA MARIA

Independent Non-Executive Director

TAN SRI DATUK DR. REBECCA FATIMA STA MARIA was appointed as Independent Non-Executive Director of the DIALOG Board on 18 November 2022.

She holds a Bachelor of Arts (Honours) in English Literature from the University of Malaya. She also holds a Diploma in Public Administration from National Institute of Public Administration ("INTAN"), M.S. in Counselling from Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia) and a Ph.D from University of Georgia, Athens, U.S.A.

She began her career in the Malaysian Administrative and Diplomatic Service in 1981 and served in various capacities in the then Ministry of Trade and Industry. She retired as the Secretary-General of the Ministry of International Trade and Industry ("MITI Sec-Gen") on 2 July 2016. As MITI Sec-Gen, a post she was appointed to in December 2010, she provided oversight for the formulation and implementation of Malaysia's international trade policies and positions. This involved Malaysia's participation in bilateral, regional (ASEAN, APEC, OIC) and multilateral fora (World Trade Organisation), as well as bilateral and regional trade negotiations. On the regional front, she played a key role in ASEAN economic integration and chaired the ASEAN Senior Economic Officials Meeting as well as the ASEAN High Level Task Force for Economic Integration.

She was the Chair of the Institute for Democracy and Economic Affairs ("IDEAS") and the EU-Malaysia Chamber of Commerce and Industry from 2017 to 2018. She also held the position as Executive Director of Asia-Pacific Economic Cooperation ("APEC") Secretariat from 2019 to 2024.

She currently serves as the Pro-Chancellor of Sunway University and holds positions on the Board of Trustees of MyKasih Foundation and Yayasan Hartalega, Director of IDEAS, Sunway Berhad, Hartalega Holdings Berhad, Eco World International Berhad and Loob Berhad.



French Male Age: 76

Number of Meetings Attended

Board 11/11
Nomination Committee 1/1
Remuneration Committee 1/1

BERNARD RENE FRANCOIS DI TULLIO

Independent Non-Executive Director

BERNARD RENE FRANCOIS DI TULLIO was appointed as Independent Non-Executive Director of the DIALOG Board on 18 November 2022. He is also a member of Nomination Committee and Remuneration Committee.

He graduated with a Masters Degree from the Ecole Spéciale de Mécanique d'Électricité ("ESME") Paris as a Graduate Engineer in Mechanical/Electrical in 1974 and DESS (post-graduate degree) in Management from the Institut d'Administration des Entreprises Paris in 1978.

He had been with the Technip Group for 39 years. He served 25 years in Technip Geoproduction (M) Sdn. Bhd. ("TPGM"). He was the President & Chief Operating Officer of Technip (2005-2011); President & Chief Executive Officer, Asia Pacific, Technip Group (1998-2005); President & Chief Operating Officer of TPGM and the Managing Director, Technip Far East Sdn. Bhd. (1986-2005).



ZAINAB BINTI MOHD SALLEH

Group Chief Financial Officer

ZAINAB BINTI MOHD SALLEH is the Group Chief Financial Officer of DIALOG. She was appointed to the DIALOG Board on 15 May 2007.

She holds a Bachelor of Commerce in Accountancy from University of New South Wales, Australia and is a Chartered Accountant with the Malaysian Institute of Accountants.

She joined DIALOG in 1995 as Accountant and was later promoted to Group Chief Financial Officer. She has over 37 years of working experience in auditing and financial management. She was formerly with Price Waterhouse (now known as PwC) and other companies responsible for financial and cost management accounting.

Malaysian

Female

Age: 59

Number of Meetings Attended

Board

11/11

KEY SENIOR MANAGEMENT'S PROFILE



MUSTAFFA KAMAL BIN ABU BAKAR

Chief Executive Officer

Malaysian

Male

Age: 61

MUSTAFFA KAMAL BIN ABU BAKAR was appointed Chief Executive Officer of DIALOG on 7 October 2024. He joined the Group in 2001 as Director, Business Development (Plant Services Division) and was later the Chief Executive Officer of DIALOG E & C Sdn. Bhd. and DIALOG Plant Services Sdn. Bhd. He was subsequently promoted to Group Managing Director for Malaysia Business Operations in 2009 and Chief Operating Officer in 2014. He holds a Bachelor of Science Degree in Mechanical Engineering from Nevada-Reno University, U.S.A. He has more than 38 years of working experience in the oil, gas and petrochemical industry. He was formerly with PETRONAS Carigali Sdn. Bhd. for 5 years and with other oil and gas related companies in design consultancy, construction and fabrication, and maintenance and specialised services. He is also a Council Member of the Malaysian Gas Association.



KEITH COLLINS

Chief Operating Officer

British

Male

Age: 64

KEITH COLLINS was appointed Chief Operating Officer on 7 October 2024. He joined DIALOG in 2021 as the Managing Director of Upstream Oil and Gas. He holds a degree in Chemical Engineering from the University of Manchester, U.K. He has more than 42 years of oil and gas experience, and has considerable expertise in upstream management, drilling, completion, and field development activities abroad and in Malaysia. Prior to joining DIALOG, he was the CEO of Vestigo Petroleum, a wholly owned subsidiary of PETRONAS Carigali for 7 years.

Other than disclosed, none of the Directors and Key Senior Management have:

1. Any family relationship with any director and/or major shareholder of DIALOG.
2. Any conflict of interest with DIALOG Group of Companies.
3. Any conviction for offences within the past 5 years other than traffic offences.
4. Any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

MANAGEMENT'S PROFILE - MALAYSIA



CHEW ENG KAR

Senior Managing Director
Group Corporate

Malaysian

Male

Age: 66

CHEW ENG KAR is the Senior Managing Director, Group Corporate. He joined DIALOG in 1992 as Group Finance Manager and was promoted to General Manager of Group Finance before his appointment to the DIALOG Board in 1998. He has since served the DIALOG Board for 21 years until 2019. He continues to lead Group Corporate with his extensive experience in corporate and financial management. He is a Chartered Accountant with the Malaysian Institute of Accountants and is professionally qualified with the Association of Chartered Certified Accountants, U.K.



NGAU WU WEI

Managing Director
DIALOG Systems (Asia) Pte Ltd
Director
Corporate Strategy

Malaysian

Male

Age: 48

NGAU WU WEI is the Director of Corporate Strategy at DIALOG, a role he has held since November 2018. He joined DIALOG in 2007 and has held leadership positions in operations, digital and technology, corporate planning, and joint venture management. In April 2021, he was appointed Managing Director of DIALOG Systems (Asia) Pte Ltd ("DSAPL"), responsible for international business operations and the Specialist Products and Services division. Prior to DIALOG, he was a Manager at KPMG Consulting/BearingPoint Inc. in New York, providing consulting and advisory services for financial services clients. He holds a Bachelor of Commerce in Accounting & Finance from the University of Canterbury, a Bachelor of Science in Information and Decision Systems from Carnegie Mellon University, and an MBA from the MIT Sloan School of Management, where he was a Sloan Fellow.



BRYAN TAN

Managing Director
Engineering, Construction &
Maintenance

Malaysian

Male

Age: 49

BRYAN TAN was appointed Managing Director of Engineering, Construction & Maintenance in February 2023. He joined DIALOG in 2007 as an Electrical and Instrumentation Manager. Previous appointments include Executive Director of Specialist Products & Services, Acting Head of Group Engineering and Construction ("E&C") Services, Deputy Director Major Projects, Deputy Design Engineering Manager and Deputy Head of Engineering and Construction. He holds a Bachelor's Degree in Electrical, Engineering and Computing from Monash University, Australia. He has 28 years of working experience in the oil, gas and petrochemical industry.



CHONG CHONG WOI

Project Director
Engineering, Construction &
Maintenance

Malaysian

Male

Age: 67

CHONG CHONG WOI is the Project Director of Engineering, Construction & Maintenance. He holds a Bachelor of Science Degree in Civil Engineering from the University of Aston, Birmingham, U.K. His previous appointments include Deputy Chairman of Engineering, Construction and Maintenance, and Executive Director, Major Project. He has been involved in the development of the Pengerang project which involves land reclamation, dredging, and the construction of storage tanks and jetties. He has over 42 years of working experience in engineering, construction and project management in the oil, gas and petrochemical industry.



ABDUL RAZAK BIN SAIM

Director
Business Development &
Stakeholder Management

Malaysian

Male

Age: 59

ABDUL RAZAK BIN SAIM joined DIALOG in March 2022 as Director for New Business and redesignated to Director, Business Development & Stakeholder Management in 2024. He holds a Degree in Mechanical Engineering from the University of Wollongong, Australia. He has close to 30 years of working experience in PETRONAS, held various technical and commercial positions both locally and overseas in gas business. He is one of the pioneers in the Third-Party Access ("TPA") development and implementation for Gas Transmission and LNG Regas terminal businesses in Malaysia. Prior to joining DIALOG, he was the Head of Business Development & Commercial of PETRONAS Gas Bhd. and CEO of Pengerang LNG (Two) Sdn. Bhd. which owns and operates the LNG Regas Terminal in Pengerang.



AHMAD BIN ABDUL TALIP

Senior General Manager
Terminals Business

Malaysian

Male

Age: 57

AHMAD BIN ABDUL TALIP was appointed Senior General Manager of Terminals Business in July 2018. He joined DIALOG Terminals Sdn. Bhd. in April 2010. He holds a Bachelor of Science (Hons) in Business Management from the University of Hartford, Connecticut, U.S.A. and a Diploma in Logistics Operations from the University of East London (Malaysia Campus). He has 33 years of working experience in the operation and management of oil and petrochemical-related industries.



PAU KIEW HUAI

Executive Director
Group HSE

Malaysian

Male

Age: 63

PAU KIEW HUAI is the Executive Director of Group HSE. He joined DIALOG in 2019 as the Executive Director for Corporate Planning also overseeing Group HSE and Asset Management. He holds a Bachelor of Science (Hons) in Mechanical Engineering from the University of Nottingham, U.K. and is a Professional Engineer registered with the Board of Engineers. He has 35 years of working experience in the oil and gas sector, primarily with PETRONAS where he took on technical and senior management roles including the provision of technical services and solutions in the upstream facilities and LNG plants. Prior to joining DIALOG, he was the CEO of Malaysia LNG.



SOO SIEW YEE

Executive Director
Petrochemicals and Renewables

Malaysian

Female

Age: 47

SOO SIEW YEE joined DIALOG in 2019 as Director, Petrochemicals. In 2022, she was appointed Executive Director of Petrochemicals and Renewables. She holds a Bachelor of Science (Hons), 1st Class in Industrial Chemistry from the University of Technology Malaysia and holds a MSc in Industrial & System Engineering (Major in Project Management) from the National University of Singapore. Siew Yee has close to 24 years of experience and worked in the operational field in downstream petrochemicals in both multinational and national companies. Her responsibilities included operational excellence, project implementation, business development and organisational improvements in the energy industry. Prior to joining DIALOG, she was the Head of Performance Planning & Management under PETRONAS Refinery & Petrochemical Corporation.

MANAGEMENT'S PROFILE - MALAYSIA



TAN LIP LEONG

Executive Director
Engineering & Construction

Malaysian

Male

Age: 62

TAN LIP LEONG was appointed Executive Director of Engineering & Construction in January 2025. He joined DIALOG in 2007. He holds a Bachelor of Engineering Degree in Mechanical Engineering from the University of Malaya and is a Professional Engineer registered with the Board of Engineers Malaysia. Prior to joining DIALOG, he was a partner in an engineering consultant firm heading the Oil and Gas Department. He has more than 38 years of working experience in engineering and design for oil and gas, and power generation facilities. He has actively participated in the engineering and construction of oil refineries, gas processing plants, ethylene/polyethylene plants, butanol plants and LNG plant facilities.



HENG SOON LIP

Head
Plant Services

Malaysian

Male

Age: 62

HENG SOON LIP was appointed Head of Plant Services in July 2015. He joined DIALOG in 2002. He holds a Bachelor of Engineering Degree in Civil and Structural Engineering from the National University of Singapore and is a Professional Engineer registered with the Board of Engineers Malaysia. He leads and oversees the business development and operations of Plant Maintenance and Catalyst Handling Services. He has over 37 years of working experience in engineering design, project management and specialist services in the oil, gas and petrochemical industry. He was formerly with the Sembawang Group and Brown & Root for 6 years and 3 years respectively in Singapore.



SHAHIMI BIN ZAKARIA

Director
Plant Maintenance and Fabrication

Malaysian

Male

Age: 55

SHAHIMI BIN ZAKARIA was appointed Director of Plant Maintenance and Fabrication in April 2015. He joined DIALOG in 2008 as a Maintenance Manager for a refinery in Melaka. He holds an Executive Master's in Engineering Business Management from Asia e University and a Diploma in Mechanical Engineering from the University Technology Malaysia. He has over 31 years of working experience in the oil, gas, petrochemical, refinery, combined cycle gas turbine power plant and offshore industry, working in various functions including fabrication, maintenance, commissioning and operations, both internationally and locally.



PETER MAJID

Executive Director
Upstream

Malaysian

Male

Age: 61

PETER MAJID joined DIALOG in June 2024 as the Executive Director – Upstream. He has over 36 years of experience within the upstream oil and gas industry. He formerly held positions in both technical and management at PETRONAS, working as a Development Geologist in Vietnam, Subsurface Manager and Head of Exploration in Turkmenistan, Head of Sarawak Gas in Sarawak and as a Country Chairman in South Sudan. Throughout his extensive experience, Peter was responsible for various aspects of PETRONAS's business and help shaped it to be a substantial organisation, spearheading multiple operations and projects both locally and internationally. He has a degree in Geology from Laurentian University of Sudbury, Canada.

**LAM MUN SENG**

Vice President
Specialist Products & Services, Asia Pacific

Malaysian

Male

Age: 45

LAM MUN SENG joined DIALOG in 2021 as the Head, Specialist Products & Services Malaysia. He was appointed as Vice President, Specialist Products & Services, Asia Pacific in January 2025. He holds a Bachelor of Bioindustry Science from University Putra Malaysia, with a major in Microbial Technology & Bioprocessing. He has 22 years of broad sales experience in the chemical industry, with deep sales and business development experience in a variety of chemical products and services, including specialty, intermediate and fine chemicals in Malaysia and Singapore.

**FAEZ SHAZLEE BIN RAHMAT**

Head
Petroleum Engineering, Upstream

Malaysian

Male

Age: 48

FAEZ SHAZLEE BIN RAHMAT joined DIALOG in 2022 as the Head of Petroleum Engineering. He holds a Bachelor of Chemical Engineering from the University of Texas at Austin, U.S.A. He joined the upstream industry in 2000, specialising in field development, field surveillance and petroleum engineering activities and has performed a variety of sub-surface technical and managerial roles both in Malaysia and overseas. He has also worked for international oil companies and specialist consultancies during his 25-year career in the upstream industry. Prior to joining DIALOG, he was the General Manager at Three60 Energy overseeing their sub-surface consultancy business streams.

**MOHD SAIFUDDIN BIN AWANG**

Head
Upstream Oil & Gas Developments

Malaysian

Male

Age: 57

MOHD SAIFUDDIN BIN AWANG joined DIALOG in 2024 as Head of Integrated Asset Management and subsequently redesignated as Head of Upstream Oil & Gas Developments in 2025. He brings with him over 32 years of experience in the oil and gas industry, with a strong focus on the upstream sector. He spent a significant part of his career with PETRONAS, where he played a key role in establishing end-to-end business and project planning frameworks, as well as systems for talent development. He holds a Bachelor Degree in Mechanical Engineering from the University of Salford, U.K.

**VIJAYASOORYA A/L K. KRISHNA MURTHY**

Head
Group Internal Audit
Acting Head
Group Risk Management

Malaysian

Male

Age: 49

VIJAYASOORYA joined DIALOG in October 2019. He is a Certified Public Accountant ("CPA") Australia and holds a Bachelor of Commerce (Accounting & Finance) Degree from the University of Southern Queensland, Australia. He has over 25 years of working experience, predominantly in the oil and gas sector, where he held senior positions in the field of audit and risk management. He was formerly with British Petroleum, PETRONAS, Baker Hughes and Deloitte Middle East prior to joining DIALOG.

MANAGEMENT'S PROFILE - MALAYSIA



MOHD QAYYUM BIN MOHD ADNAN

Head
Government Relations
Southern Region

Malaysian

Male

Age: 42

MOHD QAYYUM BIN MOHD ADNAN was appointed as the Head of Government Relations for the Southern Region in January 2024. He joined DIALOG in 2010, and he is a member of Malaysia Institute of Human Resource Management ("MIHRM"). He holds an Executive Diploma in Human Resource Management and Degree in Information Technology. He has over 18 years of experience working in several multinational companies such as the Nielsen Group, Utusan Melayu and Manpower Malaysia. His previous roles include Recruitment & Manpower Planning Manager, Human Resource Manager – Operations, and secondment as Head of Human Resources for Pengerang Terminals (Two) Sdn. Bhd.



JESSIE KU

Executive Director
Group Human Resources

Malaysian

Female

Age: 67

JESSIE KU is the Executive Director of Group Human Resources and has been with DIALOG since 2007. She holds a Diploma in Personnel Management and is a Certified Associate Coach accredited by the International Coaching Federation ("ICF-ACSTH"). In her current role, she is responsible for formulating and executing the Group's human resource strategic plans, and for overseeing the full spectrum of HR functions. These includes talent pipelining, leadership development, and implementation of learning programmes aimed at enhancing employee productivity, organisational effectiveness, and cost-efficiency. Jessie brings with her over 41 years of professional experience across several multinational companies in the manufacturing, consultancy, and professional services sectors. Prior to joining DIALOG, she spent close to 10 years at Halliburton, where she held the position of Senior Regional HR Manager for Asia Pacific and Central Asia.



SUE NGAU

Executive Director
Corporate Services

Malaysian

Female

Age: 47

SUE NGAU was appointed as Executive Director, Corporate Services in June 2022. She joined DIALOG in October 2007. Sue holds a Bachelor of Commerce from the University of Melbourne and a Master of Information Management and Systems from Monash University in Australia. She is an Associate Member of Certified Public Accountant ("CPA") Australia and a member of the Malaysian Institute of Accountants. With more than 23 years of working experience, prior to joining DIALOG, Sue worked at KPMG Malaysia involving work related to audit and corporate finance.



JEFFREY GERARD PERERA

Deputy Chairman
Corporate Social Responsibility
DIV Services Sdn. Bhd.

Malaysian

Male

Age: 71

JEFFREY GERARD PERERA is the Deputy Chairman of Corporate Social Responsibility where he assists the Chairman in setting direction for Corporate Social Responsibility ("CSR") programmes. In April 2021, he was appointed as the Deputy Chairman of DIV Services Sdn. Bhd. He joined DIALOG in 2008 as Managing Director of DIV Group of Companies. Jeffrey holds a Diploma in Banking Studies from the Institute of Bankers, London. His experiences include 29 years with HSBC Malaysia where his last posting was Head of Card Business, 4 years with Visa International as Country Manager for Malaysia, Brunei and Guam and running his consulting practice.


**HO KAM YONG
EVELYN**

Managing Director
Corporate Social Responsibility
DIV Services Sdn. Bhd.

Malaysian

Female

Age: 61

HO KAM YONG, EVELYN is the Managing Director of Corporate Social Responsibility and in April 2021, she was also appointed as Managing Director of DIV Services to support the Group's CSR welfare management. She joined DIALOG in 2000 as Chief Planning Officer. Her previous appointments include Head of Retail Petroleum, Director of Corporate Development, Chief Executive Officer of Digital Ventures, Head of Digital Technology and Acting Head of Group Corporate Communications. Evelyn holds a Master of Business Administration and a Bachelor Degree in Corporate Finance from the University of North Texas, U.S.A.


JENNY CHOK

Senior General Counsel
Midstream, Upstream & Special
Projects

Malaysian

Female

Age: 58

JENNY CHOK is the Senior General Counsel - Midstream, Upstream & Special Projects. She joined DIALOG in 2012. She obtained her Bachelor of Laws Degree from the University of London, U.K. and completed the English Bar examinations. She commenced her career in the legal education line as an academician and managed a counselling office for legal education. She then practised as an Advocate and Solicitor, focusing on corporate and commercial law work. Before DIALOG, she was Head of Group Legal for an oil and gas service provider with other diversified activities, listed on the Main Market of Bursa Malaysia.


**TENG YUIT YEE
ELI**

Head
Group Human Resources

Malaysian

Female

Age: 46

TENG YUIT YEE, ELI was appointed as the Head of Group Human Resources in February 2025. She joined DIALOG in 2016 and holds a Diploma in Human Resources, with over 20 years of experience in various Human Resources functions. Prior to DIALOG, she was the Human Resources Business Partner Manager for Central Asia at Halliburton, supporting operations in Malaysia, Brunei, and Philippines, and leading initiatives in Human Resources systems enhancement and process improvement. At DIALOG, Eli leads the Group's Human Resources team and is responsible for executing people strategies that align with the company's long-term business objectives.


**HISHAMUDIN BIN
MUSA**

Head
Group Tax

Malaysian

Male

Age: 52

HISHAMUDIN BIN MUSA is the Head of Group Tax. He joined DIALOG in 2014 and holds a Bachelor of Accountancy from the University of Putra Malaysia and a Chartered Accountant with the Malaysian Institute of Accountants. He is responsible for leading the Group's overall tax strategy, governance and compliance across all business divisions and multiple jurisdictions. He has over 28 years of working experience mostly in taxation. Before DIALOG, he was with KPMG, PETRONAS as well as PwC Taxation Services as a Managing Consultant, providing tax consultancy and advisory services specifically for the oil and gas industry.

MANAGEMENT'S PROFILE - MALAYSIA



YEONG KEAT YAW

Head
Digital & Technology

Malaysian

Male

Age: 45

YEONG KEAT YAW joined DIALOG in August 2020 as the Head of Projects Delivery & Support. In March 2022, he was appointed as the Head of Digital & Technology. Keat Yaw holds a Bachelor's Degree in Computer Science from the University of Melbourne, Australia. With over 21 years of experience in information technology, primarily in the oil and gas sector with Shell, PETRONAS, Carigali Hess, Total, Murphy and Inpex, his core expertise includes maintenance and operations excellence, asset integrity management, organisational performance and transformation, process excellence and embedment, digital transformation, and analytics. Before DIALOG, he was a Director of Deloitte Consulting SEA and Accenture Malaysia.

MANAGEMENT'S PROFILE - INTERNATIONAL



TEO SEOW LING

Chief Executive Officer
Terminals Business

Singaporean

Male

Age: 55

TEO SEOW LING is the Chief Executive Officer of the Terminals Business. He joined DIALOG in 2017. He holds a Bachelor of Engineering Degree in Mechanical Engineering and a Master of Science Degree in Industrial Engineering from the National University of Singapore. He has more than 27 years of extensive experience in both operations and general management of bulk liquid terminals of which he spent close to 17 years with Vopak where he held a variety of operational and senior management positions. Prior to joining DIALOG, he was the Vice President of Operations at Singapore LNG Corporation Pte Ltd for 2 years.



TAN LEK LEK

Executive Director
Technical

Malaysian

Male

Age: 73

TAN LEK LEK was appointed Executive Director of Technical Audit and Acting Head of Engineering in February 2023. He joined DIALOG in 1995. He holds a Bachelor's Degree with Honours in Mechanical Engineering from the University of Malaya. He is a member of the Institution of Engineers, Malaysia and the Institution of Engineers, Singapore and is a Registered Professional Engineer in Malaysia and Singapore. He has more than 48 years of multi-disciplinary working experience in plant layout design, construction, commissioning and maintenance of onshore and offshore oil and gas facilities, petrochemical plants, water, and wastewater treatment plants, both locally and overseas.



KEISAKU TAKAHASHI

Managing Director
DIALOG OTEC
Acting Managing Director
Engineering, Construction &
Maintenance (Singapore)

Japanese

Male

Age: 45

KEISAKU TAKAHASHI was appointed Managing Director of DIALOG OTEC in January 2023. He joined DIALOG in 2020 as the General Manager, Business Development of DIALOG OTEC and was appointed as Deputy Managing Director in April 2022. He holds a Bachelor of Arts (International Studies) from Bunkyo University, Japan. He spent most of his career with Chiyoda Corporation where he held numerous positions in the areas of business development, marketing, tendering and corporate planning. Prior to joining DIALOG, he was the General Manager of Business Development for Chiyoda Singapore (Pte) Ltd.



RICHARD ELLIS

Executive Deputy Chairman
DIALOG Fitzroy Limited Group of
Companies
Deputy Chairman
DIALOG Property New Zealand

New Zealander

Male

Age: 52

RICHARD ELLIS was appointed Executive Deputy Chairman of DIALOG Fitzroy Limited (“DFL”) Group of Companies and Deputy Chairman of DIALOG Property New Zealand in September 2023. Prior to this, he was the Managing Director of DFL since April 2011 through the acquisition of DFL. He holds a Bachelor of Technology Degree in Engineering and Automation. He has over 30 years of working experience, 11 years of which were in the automated technology industry assisting the company to establish itself as an international leader in the field. He has extensive experience in project management, contract negotiation and global markets.



KERRY WILLIAMSON

Managing Director
DIALOG Fitzroy Limited Group of
Companies

New Zealander

Male

Age: 50

KERRY WILLIAMSON has served as the Managing Director of the DFL Group of Companies since July 2024, responsible for New Zealand and Australia businesses. He holds an Honours Degree in Chemical and Materials Engineering from the University of Auckland, New Zealand, and is a Chartered Engineer with both IChemE and EngineeringNZ. Kerry brings over 28 years of international experience in the oil and gas upstream sector, having worked with Shell and OMV across the U.S.A., Netherlands, U.K., Malaysia, and New Zealand. His career has spanned leadership roles in engineering, operations, business planning, major projects, and executive management.



VIJAYASEKHARAN N

Vice President
MENA, Central Asia & India

Indian

Male

Age: 54

VIJAYASEKHARAN N was appointed Vice President, MENA, Central Asia & India in January 2025, where he oversees the business operations in the region which consist of sales and marketing, trading, distribution and storage services. He holds a Diploma in Mechanical Engineering. Prior to joining DIALOG in 2012, he held various roles within the American President Line (“APL”) Group in India, Oman and U.A.E. He has over 36 years of working experience in the fields of engineering fabrication, construction, logistics, supply chain management and sales of specialist products for the oil and gas industry.

MANAGEMENT'S PROFILE - INTERNATIONAL



**TIRIN
TONGPATANAKUL**

Country Manager
Thailand

Thai

Male

Age: 48

TIRIN TONGPATANAKUL was appointed Country Manager for Thailand in July 2015. He first joined DIALOG in 2009 as a Sales Engineer. He holds a Bachelor of Engineering (Honours) Degree in Mechanical Engineering from University College London, University of London. Prior to joining DIALOG, he worked as a consultant for various firms in Thailand covering the energy, retail, utilities, cement, banking, and electronics industries. He has more than 20 years of experience in the marketing & sales of specialist products & services in Thailand.



ANDREW MCKENZIE

General Manager
DIALOG Property New Zealand

New Zealander

Male

Age: 63

ANDREW MCKENZIE is the General Manager of DIALOG Property New Zealand. He has more than 38 years of construction and property development experience and prior to joining DIALOG in March 2019, he was with Arrow International where he held general management roles in their Auckland, Christchurch and Wellington construction business units. Andrew is the former Chair of the Board of OffsiteNZ, the industry body set up to promote and expand the use of modular construction in New Zealand. He holds a Bachelor of Commerce in Valuation and Property Management from Lincoln College, Canterbury, New Zealand, where he trained as a property valuer prior to entering New Zealand's corporate property environment.



**ABDUL SALIM BIN
AHMAD**

Head
Plant Maintenance (Singapore)
Construction Execution (Malaysia)

Malaysian

Male

Age: 40

ABDUL SALIM BIN AHMAD was appointed Head, Plant Maintenance (Singapore) in January 2023 and subsequently Head, Construction Execution (Malaysia) in January 2025. He joined DIALOG in 2012 and has since held a range of progressively senior roles as part of his career advancement, rising through the ranks within the organisation. He holds a Bachelor of Engineering in Mechanical Engineering and a Master of Science in Bioengineering, both from the University of Nottingham, U.K.

The background of the page is a photograph of an offshore oil and gas platform, specifically the D35A Complex, situated in the ocean. The platform is a complex structure with multiple levels, yellow safety railings, and various pipes and equipment. To the right of the platform, a red and white offshore supply vessel is visible, moving towards the platform. The sky is blue with some light clouds, and the water is a deep blue. The overall scene is industrial and maritime.

MANAGEMENT DISCUSSION AND ANALYSIS

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EXTERNAL ENVIRONMENT



MARKET OVERVIEW

The global economic landscape in 2024 remained challenging yet displayed signs of resilience amid persistent uncertainties. Key influences included prolonged geopolitical tensions, particularly the Russia-Ukraine conflict and instability in the Middle East, coupled with ongoing supply chain adjustments and cautious financial markets.

Economy

According to the International Monetary Fund ("IMF"), the global economy is estimated to have grown at a moderate pace of 3.2% in 2024, similar to 2023. Despite tight financial conditions, inflationary pressures continued to ease, supported by stabilising commodity prices and the lagged effects of earlier monetary tightening. Global inflation is expected to decline from 5.9% in 2024 to an estimated 4.2% in 2025.

Malaysia's economy held steady in 2024, with real GDP growth at 5.1%, underpinned by firm domestic demand, improved labour market conditions, and a rebound in exports. Headline inflation moderated further, averaging between 1.5% and 2%, while core inflation remained contained at an average of 1.8%. However, the external sector remained sensitive to global market trends, geopolitical risks, and currency fluctuations.

Energy Sector

The global energy sector in 2024 continued to straddle the twin imperatives of energy security and decarbonisation. Oil markets remained volatile throughout the year, influenced by geopolitical disruptions in key shipping routes, including the Red Sea and the Suez Canal, as well as shifting global supply-demand dynamics. Average Brent in 2024 hovered around USD75 per barrel, a slight decrease of USD77 per barrel from the previous year, driven by OPEC+ supply management and demand resilience in emerging markets.

Investments in upstream oil and gas remained robust, particularly in the U.S.A. and the Middle East, as producers responded to energy security concerns. At the same time, global investment in low-carbon energy

reached a new high of approximately USD2 trillion in 2024, reinforcing the ongoing structural shift towards renewables and clean energy solutions.

Natural gas markets demonstrated greater stability in 2024, aided by high inventory levels in Europe and North Asia, increasing Liquefied Natural Gas ("LNG") supply capacity, and demand growth in Asia-Pacific. The U.S.A. maintained its position as the largest LNG exporter, while new capacity additions in Qatar and Australia bolstered global supply confidence.

Overall, fossil fuel investments remain essential in meeting current energy demands while the accelerated momentum in clean energy spending signals a maturing transition to a more sustainable global energy mix.



MARKET OUTLOOK

The outlook for 2025 remains complex and challenging for both the economic and energy market fundamentals. While inflation is gradually receding and monetary policy begins to loosen, significant uncertainties persist with headwinds such as geopolitical tensions, supply chain realignments, and financial market volatility. In addition, trade policy adjustments have created new challenges affecting global supply chain and moderating economic growth.

Economy

The IMF projects global real GDP growth at 3.0% for 2025 and slightly higher growth of 3.1% in 2026 reflecting front-loading ahead of tariffs, and fiscal expansion in major jurisdictions. Global headline inflation is expected to decline to 4.2% in 2025 and 3.5% in 2026.

Malaysia's economy is expected to remain on a steady growth path, supported by resilient domestic demand, ongoing structural reforms, and government policy initiatives. Continued improvement in exports, particularly to ASEAN and China, is expected to support external trade performance. However, fiscal reforms, subsidy rationalisation, and external uncertainties may influence consumer sentiment and business investment decisions.

Energy Sector

Oil demand in 2025 is expected to grow modestly. The International Energy Agency estimates global oil demand to increase by 680 kb/d in 2025, citing lacklustre consumption in emerging markets. In contrast, OPEC maintains a more optimistic forecast for 2025 at 1.3 mb/d growth with this demand holding steady going into 2026. Supply growth is expected to keep pace, with the U.S.A., Brazil, and Guyana continuing to lead non-OPEC supply additions.

Key uncertainties in the oil market include geopolitical flashpoints, particularly in the Middle East, and disruptions to key logistics routes. However, strategic oil reserves and diversified supply chains are expected to mitigate short-term risks.

The global natural gas market is poised for further expansion, particularly in Asia. Demand growth will be underpinned by rising energy needs in emerging

economies and growing industrial usage. The LNG market is expected to benefit from new liquefaction capacity in Qatar and the U.S.A., while medium-term supply-demand balance is projected to remain healthy.

Malaysia's energy sector will continue advancing its energy transition agenda, as energy consumption in Malaysia is projected to nearly double by 2050. Following the launch of the National Energy Transition Roadmap and the Hydrogen Economy and Technology Roadmap for the period up to 2050, investments in renewable energy, hydrogen, and carbon capture are expected to gain momentum, with Phase 1 committed investments totalling RM25 billion. With an ambitious goal to position Malaysia as a leading regional clean energy hub, long-term policy clarity and private sector participation will be crucial to delivering sustainable outcomes.

CHIEF EXECUTIVE OFFICER'S STATEMENT



OUR MISSION REMAINS
TO FOSTER AND ELEVATE
QUALITY AWARENESS
ACROSS ALL OUR
OPERATIONS, THEREBY
STRENGTHENING OUR
COMMITMENT TO BE AN
INDUSTRY LEADER.

Amidst a challenging FY2025, DIALOG is realigning our focus to prioritise key competencies across our core business and drive cost optimisation initiatives. We believe that with our diversified business model, we will continue to resiliently withstand the ongoing impact of global challenges, including economic uncertainty, inflationary pressures and price volatility.

MUSTAFFA KAMAL BIN ABU BAKAR

Chief Executive Officer



Bayan Complex, Bintulu, Sarawak

Alongside our business operations, Health, Safety & Environment (“HSE”) is the cornerstone of our business at DIALOG. We recorded one Lost Time Injury incident in our Malaysia operations during FY2025 and this has reinforced our commitment to continuous improvement. We have responded to this incident by leveraging technology to better manage HSE risks across all our operations, and strengthening proactive measures such as our HSE Hearts & Minds programme. Our focus remains on safeguarding our employees while driving operational excellence, ensuring safe and reliable operations.

DIALOG is committed to maintaining all relevant ISO certifications and has partnered with a certification body to integrate our ISO 9001, ISO 45001, and ISO 14001 standards into an Integrated Management System. This consolidation establishes a more efficient, effective and robust management framework. By integrating technology and digital advancements, we are continuously improving our quality and operational systems, which enhances efficiency and delivery of quality products and services to our clients. Our mission remains to foster and elevate quality awareness across all our operations, thereby strengthening our commitment to be an industry leader.

For the year under review, the Group achieved several strategic objectives with the ongoing growth of our Upstream and Midstream businesses, and the advancement of our Downstream operations globally.

Our Bayan Oilfield Services Contract delivered steadfast performance with sustained production volumes. In addition, DIALOG’s Upstream business continued to grow with the signing of the RAJA Cluster Small Field Asset Production Sharing Contract (“SFA PSC”) in December 2024 and the Mutiara Cluster SFA PSC in June 2025. Following the final investment decision, we have also commenced the development of the Baram Junior Cluster SFA PSC in January 2025.



The Signing Ceremony of RAJA Cluster Small Field Asset Production Sharing Contract

CHIEF EXECUTIVE OFFICER'S STATEMENT

Meanwhile for Midstream business, DIALOG through its wholly owned subsidiary, DIALOG Equity (Three) Sdn. Bhd., entered into a Shareholder's Agreement ("SHA") with PETRONAS Gas Berhad via PG Cold Energy 1 Sdn. Bhd. (formerly known as Regas Terminal (Pengerang) Sdn. Bhd.) to undertake a project to design, build and lease an Air Separation Unit ("ASU") Facility in January 2025. In efforts to meet the growing demand for low-carbon fuel alternatives, the 24,000 m³ renewable fuel products storage at DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3"), has commenced operations in February 2025. The expansion to cater for an additional 150,000 m³ is currently ongoing, on track to be completed in Q1 FY2027. Over in Pengerang Deepwater Terminals, our joint venture company, Pengerang Terminals (Two) Sdn. Bhd., will expand and develop a storage capacity of 272,000 m³ dedicated to Pengerang Biorefinery Sdn. Bhd.

During this period, our Downstream business had a challenging year due to the one-off impairment of investments in our petrochemical and renewable projects as well as Engineering, Procurement, Construction & Commissioning project cost overruns. Despite the issues



THE GROUP WILL STRATEGICALLY PURSUE OPPORTUNITIES THAT ALIGN WITH OUR RISK MANAGEMENT FRAMEWORK AND STRATEGIC GOALS.



The second phase of renewable fuel storage expansion, DIALOG Terminals Langsat



Morimatsu DIALOG (Malaysia) Sdn. Bhd. Fabrication Yard

faced, DIALOG via its associate company, Morimatsu DIALOG (Malaysia) Sdn. Bhd., successfully achieved mechanical completion of its fabrication facilities expansion in Pengerang. We continue to remain focused and implement mitigation strategies to ensure successful completion of our ongoing projects.

On the International front, despite reduced business activities, the Specialist Products and Services (“SPS”) business continued to grow and successfully penetrated new markets in Asia. In New Zealand, our diverse portfolio made headway and we achieved strategic advancements by expanding our base, aligning with our regionalisation plan.

Moving forward, we will continue to further enhance our processes while developing and upskilling our people and their core competencies. The Group will strategically pursue opportunities that align with our risk management framework and strategic goals.

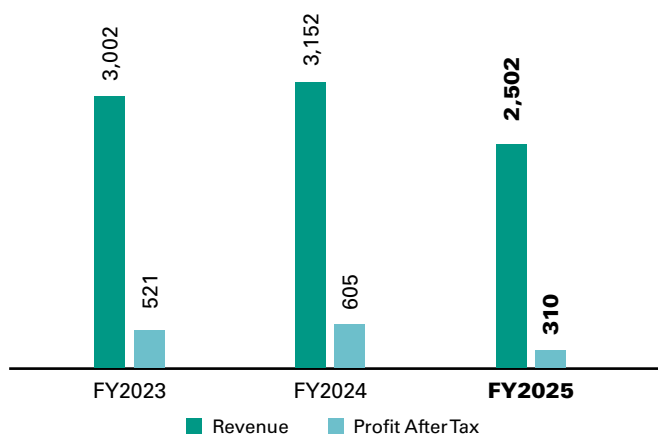


Tank turnarounds for Puma Energy, Townsville, Australia

FINANCIAL PERFORMANCE REVIEW

REVENUE & PAT

RM' million



For the financial year ended 30 June 2025, the Group recorded revenue of RM2,501.6 million and net profit after tax of RM309.7 million. This represents year-on-year decline of 20.6% and 48.8%, respectively. The weaker performance for the current financial year was primarily attributable to the one-off impairments in petrochemical and renewable projects, as well as cost overruns in Engineering, Procurement, Construction & Commissioning ("EPCC") projects.

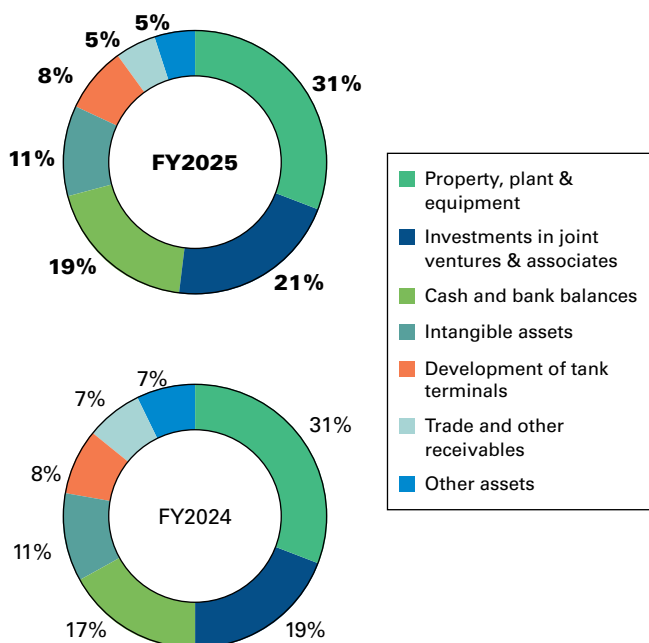
Within Malaysia, the Midstream operations reported increased earnings from healthy tank storage occupancy experienced in the current financial year. The Upstream operations, however, reported lower revenue and profit contributions for the current financial year due to reduced production resulting from scheduled maintenance shutdown and lower realised oil prices. In the Downstream business, while the team remained busy with various EPCC and plant maintenance projects, it reported losses for the current financial year caused by EPCC project cost overruns. However, the Group saw positive contributions from the Downstream operations in the 4th quarter of the current financial year driven by cost optimisation initiatives and completion of some projects during the period.

On the International front, the revenue and profits achieved in the current financial year were lower due to reduced business activities. Furthermore, the Group completed the sale of its entire 60% equity interest in DIALOG Jubail Supply Base during the financial year. This contributed to the lower revenue and earnings reported by International operations.

The Group's bottom line for the current financial year was also impacted by reduced share of profits from joint ventures and associates. This was mainly attributable to the share of losses incurred by a joint venture company involved in the production of food grade recycled polyethylene terephthalate pellets ("rPET"). This joint venture company has since ceased production.

TOTAL ASSETS

The Group's total assets as at 30 June 2025 were RM8.62 billion, lower by RM450 million or 5.0% from RM9.07 billion a year ago.



Property, plant and equipment

As at 30 June 2025, the Group's property, plant and equipment stood at RM2.64 billion of which 96% are in Malaysia.

During the financial year, the Group spent RM222.5 million on property, plant and equipment mostly on the construction of biofuel tankage facilities under DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3") and purchase of plant and machinery equipment.

Investment in Joint Ventures and Associates

As at 30 June 2025, the Group's investment in Joint Ventures and Associates totalled RM1.79 billion, higher by 3.9% from a year ago.

In January 2025, DIALOG Equity (Three) Sdn. Bhd., a wholly owned subsidiary of the Group, subscribed for 27.78% shareholdings in PG Cold Energy 1 Sdn. Bhd. ("PGCE1") (formerly known as Regas Terminal (Pengerang) Sdn. Bhd.) and entered into a Shareholder's Agreement ("SHA") with PETRONAS Gas Berhad and PGCE1 to undertake a project to design, build and lease an Air Separation Unit ("ASU") Facility. As at 30 June 2025, the Group's investment in PGCE1 amounted to RM39.7 million.

Cash and bank balances

The Group's cash and bank balances as at 30 June 2025 remained healthy at RM1.67 billion, contributed by a strong net cash generated from operating activities which totalled to RM1.01 billion.

During the financial year, the Group spent RM222.5 million on property, plant and equipment, mostly on the construction of biofuel tankage facilities under DTL3 and purchase of plant and machinery equipment. The Group also invested RM121.1 million in Upstream developments on Baram Junior Cluster, Production Sharing Contract at D35/D21/J4 oil fields and Bayan Oilfield Services Contract at Bintulu, Sarawak. Other investments were RM76.4 million in Morimatsu DIALOG (Malaysia) Sdn. Bhd. and RM39.7 million investment in PG Cold Energy 1 Sdn. Bhd.

The net repayment of bank borrowings in the current financial year was RM68.1 million, while dividend paid to shareholders and profit distribution to Sukuk holders were RM231.4 million and RM43.4 million, respectively.

Intangible assets

As at 30 June 2025, the Group's intangible assets amounted to RM926.9 million, mainly comprised of development of oil and gas assets. This represents cost incurred in redevelopment and enhancement of oil recovery in a Production Sharing Contract at D35/D21/J4 oil fields and Oilfield Services Contract for Bayan field, and predevelopment of Baram Junior Cluster Small Field Asset Production Sharing Contract ("SFA PSC"). During the current financial year, a total of RM121.1 million development cost was incurred on these fields while the amortisation charge was RM175.1 million.

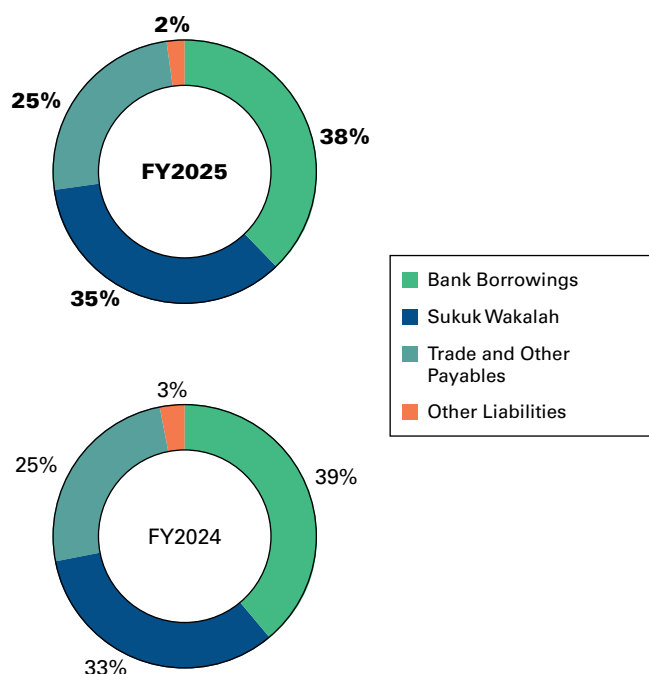
Capital Commitments

As at 30 June 2025, the Group's total capital commitments approved for property, plant and equipment was RM165.5 million, of which RM151.4 million has been approved but not contracted for, and RM14.1 million has been contracted but not provided for in the accounts.

In addition, the Group's capital commitments approved for its Upstream business amounted to RM1.03 billion, mainly for the development activities for Baram Junior Cluster SFA PSC and development activities under Bayan Oilfield Services Contract.

TOTAL LIABILITIES

As at 30 June 2025, the Group's total liabilities including Perpetual Sukuk were RM2.88 billion, lower by 6.1% against RM3.06 billion a year ago.



The Group's bank borrowings as at 30 June 2025 were RM1.11 billion, lower by 7.8% from RM1.20 billion a year ago. The bank borrowings were mainly used to fund the Group's investment in Pengerang Deepwater Terminals. 74% of the total bank borrowings were obtained under Islamic financing facilities. During the current financial year, the Group made a provision for a financial guarantee contract amounting to RM23.3 million related to Corporate Guarantee provided to licensed bank for banking facilities granted to a joint venture. This financial guarantee contract is included in the Group's total bank borrowings as at 30 June 2025.

The Perpetual and Senior Sukuk Wakalah are included in the Group's borrowings for the purpose of financial performance analysis as both are fixed rate financial instruments.

KEY PERFORMANCE INDICATORS

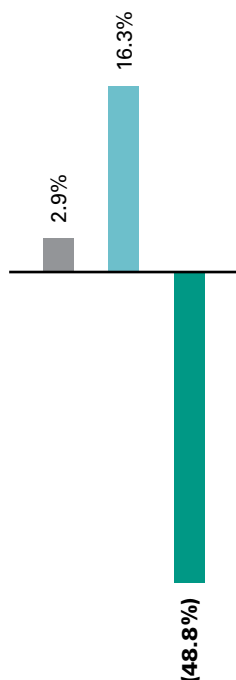
KEY PERFORMANCE INDICATORS ("KPIs")

DIALOG's KPIs measure the Group's success in maintaining value through sustainable earnings growth, driving business excellence as well as its ability to operate safely and effectively. The Group continually monitors and, when necessary, revises these targets to consider refinements in the Group's strategy.

Financial KPIs

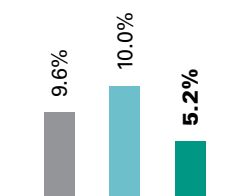
Earnings Growth [^]

A minimum of 8% growth



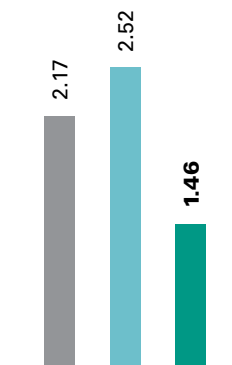
Return on Shareholders' Equity ^{^^}

A minimum of 8% returns



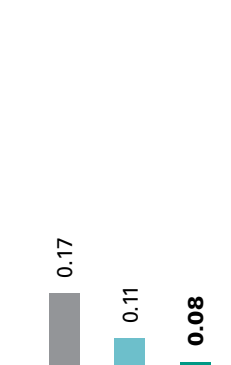
Current Ratio ^{^^^}

Maintain 1.50 and above



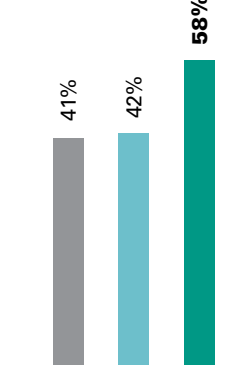
Net Gearing ^{^^^^}

Maintain at 0.5 and below



Dividend payout

Minimum 40% payout ratio



■ 2023 ■ 2024 ■ 2025

[^] The negative earnings growth for FY2025 was due to the one-off impairments in petrochemical and renewable projects, as well as cost overruns in EPCC projects.

^{^^} Shareholders' equity excluded Perpetual Sukuk Wakalah as it is a fixed rate financial instrument.

^{^^^} Current ratio for FY2025 is at 1.46 due to the reclassification of certain bank borrowings to current liabilities.

^{^^^^} Total borrowings included Perpetual and Senior Sukuk Wakalah as both are fixed rate financial instruments.

Non-Financial KPIs

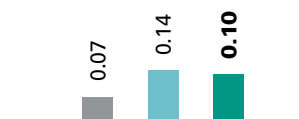
Work-Related Employee Fatalities



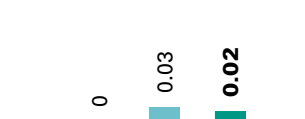
Work-Related Contractor Fatalities



Total Recordable Incident Rate ("TRIR")



Lost Time Injury Rate ("LTIR")



■ 2023 ■ 2024 ■ 2025

5-YEAR FINANCIAL SUMMARY

KEY FINANCIAL RESULTS (RM' million)	2021	2022	2023	2024	2025
Revenue	1,610	2,319	3,002	3,152	2,502
Profit before tax	595	550	554	679	376
Profit after tax	543	506	521	605	310
Non-controlling interests	-	2	(10)	(30)	(6)
Profit attributable to shareholders of the Company	543	508	511	575	304
ASSETS (RM' million)					
Non-Current Assets					
Property, plant and equipment	2,760	2,711	2,750	2,794	2,644
Investments in joint ventures and associates	1,505	1,536	1,814	1,728	1,795
Others	1,531	1,804	2,006	2,112	2,001
Total Non-Current Assets	5,796	6,051	6,570	6,634	6,440
Current Assets					
Trade and other receivables	461	818	866	678	403
Cash and bank balances	1,453	1,840	1,721	1,573	1,670
Others	267	138	154	187	109
Total Current Assets	2,181	2,796	2,741	2,438	2,182
TOTAL ASSETS	7,977	8,847	9,311	9,072	8,622
EQUITY AND LIABILITIES (RM' million)					
Equity attributable to shareholders of the Company					
Share capital	1,698	1,698	1,698	1,699	1,699
Treasury shares	(4)	(4)	(4)	(4)	(4)
Reserves	2,904	3,360	3,882	4,249	4,046
	4,598	5,054	5,576	5,944	5,741
Perpetual Sukuk Wakalah	499	499	499	499	499
Non-controlling interests	102	99	85	64	4
TOTAL EQUITY	5,199	5,652	6,160	6,507	6,244
LIABILITIES					
Non-Current Liabilities					
Borrowings	1,638	1,527	1,364	1,075	361
Senior Sukuk Wakalah	-	500	500	500	500
Lease liabilities	20	18	17	19	16
Others	5	1	4	5	5
Total Non-Current Liabilities	1,663	2,046	1,885	1,599	882
Current Liabilities					
Trade and other payables	747	741	907	764	721
Borrowings	298	337	299	128	747
Lease liabilities	6	6	5	7	9
Others	64	65	55	67	19
Total Current Liabilities	1,115	1,149	1,266	966	1,496
TOTAL LIABILITIES	2,778	3,195	3,151	2,565	2,378
TOTAL EQUITY AND LIABILITIES	7,977	8,847	9,311	9,072	8,622
FINANCIAL RATIOS					
Earnings Growth (%)	(16.2)	(6.8)	2.9	16.3	(48.8)
Return on Shareholders' Equity (%)	12.5	10.5	9.6	10.0	5.2
Current Ratio	1.96	2.43	2.17	2.52	1.46
Net Gearing Ratio	0.10	0.10	0.08	0.02	Net Cash
Dividend Payout (%)	32	38	41	42	58
SHARE INFORMATION					
Earnings per share (sen)	9.63	9.00	9.05	10.19	5.38
Dividend per share (sen)	3.10	3.40	3.70	4.30	3.10
Net assets per share (sen)	81.5	89.6	98.8	105.3	101.7
Number of ordinary shares ('million)	5,646	5,646	5,646	5,646	5,646

CHIEF OPERATING OFFICER'S REVIEW



EVEN AMIDST HEADWINDS,
DIALOG'S OPERATIONS
IN MALAYSIA REMAINED
ACTIVE ACROSS THE
UPSTREAM, MIDSTREAM
AND DOWNSTREAM
BUSINESSES THROUGHOUT
FY2025.

KEITH COLLINS
Chief Operating Officer

MALAYSIA



Bayan Complex, Bintulu, Sarawak

On the Upstream front, field development efforts in both the Bayan Oilfield Services Contract ("OSC") and D35/D21/J4 Production Sharing Contract ("PSC") have continued to yield strong results, with both assets performing well over the past 12 months. In June 2025, DIALOG sanctioned the Bayan Redevelopment Phase 3 project, through the drilling of more wells to maintain production levels.

For the Baram Junior Cluster Small Field Asset Production Sharing Contract ("SFA PSC"), the Field Development and Abandonment Plan was approved in January 2025 and the development work is in progress.

The Offshore construction team also remained actively engaged throughout the year and will be executing a large portion of the fabrication, installation of the offshore pipeline and wellhead platform commissioning.

Additionally, DIALOG Resources Sdn. Bhd. ("DRSB") signed the RAJA Cluster SFA PSC and the Mutiara Cluster SFA PSC in December 2024 and June 2025, respectively.

On the Midstream side, DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3") successfully completed the construction of its 24,000 m³ facility for renewable fuel products and received its first product in February 2025. It has also commenced construction of the facility expansion to provide additional 150,000 m³ storage capacity. This new expansion will serve potential users such as biofuel production companies, energy trading houses and multinational energy companies and is expected to commence operations in Q1 FY2027.

Overall, our terminals operations remained busy and continued to offer competitive services. The fluctuation in oil prices throughout the year also contributed to higher occupancy across our terminals.

Pengerang Marine Operations Sdn. Bhd. ("PMOSB") manages and handles all marine services within Pengerang Deepwater Terminals ("PDT"), including the provision of marine security coverage alongside its Marine Auxiliary Police Team. In line with higher occupancy, PMOSB recorded a 3% increase in marine traffic with a total of 2,159 incoming vessels across all jetties at PDT. Total throughput for the year was 45.3 million metric tonnes.

For our Downstream business, our Engineering & Construction ("E&C") division in FY2025 continued to experience a challenging year managing ongoing projects that were impacted by delays, leading to cost overruns. E&C remains committed to completing the Engineering, Procurement, Construction & Commissioning ("EPCC") for Southern Transmission Improvement & Readiness Project ("STAR") at Kluang, Johor for PETRONAS Gas Berhad safely, ensuring technical integrity for safe and efficient operations.

The division has also successfully completed the following projects during the year under review:

- i. EPCC for DTL3 for the renewable feedstock and products storage in Tanjung Langsat, Johor
- ii. EPCC for Phase II-B Expansion Project in Pengerang, Johor for Morimatsu DIALOG (Malaysia) Sdn. Bhd.

CHIEF OPERATING OFFICER'S REVIEW

MALAYSIA



DIALOG Terminals Langsat

The construction phase of the EPCC for Melamine Plant in Gurun, Kedah for PETRONAS Chemicals Fertiliser Kedah Sdn. Bhd. has been successfully completed. The project is currently advancing into the commissioning and start-up phases, targeting completion by Q2 FY2026. In addition to that, the team was awarded the EPCC for DTL3 expansion in Tanjung Langsat, Johor for a 150,000 m³ terminal facility for sustainable fuel products.

Our Plant Services division performed better this year with EPCC projects for an Effluent Treatment Facility in PETRONAS PRPC Utilities and Facilities in Pengerang, Johor achieving Provisional Acceptance in December 2024. Additionally, the team has commenced the Integrated Planning activities for three turnaround projects at various PETRONAS facilities. These will commence in late 2025 and 2026. Apart from the ongoing works, the division successfully secured contract extensions for a number of long-term customers.

On the Catalyst Services front, our specialist team has successfully completed onshore and offshore projects doing key shutdown works, providing a range of catalyst change-out services for both domestic and international clients.

The Group's trading arm for specialty products and services for the energy markets, Specialist Products and Services ("SPS") Malaysia, continued to strengthen its position through new partnerships. The division successfully secured its first project by supplying Axens Group's catalysts for an offshore mercury removal unit

and an onshore hydrotreating unit. These achievements mark significant progress in expanding SPS's capabilities in catalyst supply.

Our partnership with Honeywell remains strong and we continue to secure new projects, as customers move towards digital solutions.

The Digital & Technology ("D&T") division, as DIALOG's digital arm, has remained at the forefront of our digital transformation efforts, with significant advancements made in operational improvement and adoption of innovative solutions. In FY2025, D&T intensified digitalisation initiatives within the Engineering and Construction Maintenance division which have streamlined workflows and improved real time monitoring. In line with our commitment to leveraging advanced technology, we adopted facial recognition technology at selected work sites to enable better tracking of workforce movement, enhanced site safety and improved productivity through workforce analytics. For our Midstream business, the implementation of an Integrated Operations Management System represented a significant step forward in digitalising plant operations.

Cyber security resilience remains paramount as we continue to safeguard our business against emerging cyber threats. To protect our critical assets and ensure the continuity of business operations, we regularly hold cyber security trainings, phishing simulations, and disaster recovery drills.

INTERNATIONAL



Tank inspection and maintenance for Quantem, Australia

The SPS International division steadily strengthened its presence across the Asia Pacific region, serving global markets from Asia Pacific, Middle East, Africa, and Central Asia. The division made notable progress in Thailand, where the team secured a significant base oil contract.

The business in New Zealand and Australia under DIALOG Fitzroy Limited (“DFL”) continues to navigate difficult market conditions, maintaining its commitment to delivering integrated and high-quality services across the region.

In New Zealand, DFL remained dedicated to its ongoing projects. DFL also made advancements in its regionalisation strategy, opening a new office in Taupo to support expansion into Central North Island. This strategic move positions the business to grow both its maintenance and project delivery capabilities across a broader industrial base.

Operations in Australia built momentum, having secured new workshop and office facilities. The Australian team consistently delivered high quality services and solutions including tank turnarounds for Viva Energy in Brisbane and for Puma Energy in Townsville, tank inspection and maintenance for Quantem in Sydney and Brisbane, as well as securing an Engineering, Procurement and Construction (“EPC”) contract for the Good Earth Green Hydrogen and Ammonia project.

During the financial year in review, we began the integration of DIALOG Catalysts Services into Australia, aligning with the Group’s broader strategy to streamline operations and enhance service offerings. The team also began exploring regional expansion opportunities, with a particular focus on the New South Wales market.

In Singapore, the E&C team completed the EPC work for a lube blending facility for a major oil company, as well as the EPC work for the expansion of a chemical plant in Jurong Island. The team continues to leverage its engineering capabilities while executing FEED work for asphalt tank for a major refining company in Singapore.

In addition to that, our Plant Services team in Singapore continues to deliver timely and high-quality maintenance services across the region.



New Office in Taupo, New Zealand

QUALITY ASSURANCE AND QUALITY CONTROL



DIALOG is committed to delivering high-quality products that meet or exceed customer expectations.

We achieved this by implementing robust Quality Management Systems that focus on continuous improvement by providing refresher knowledge sharing and training. We strictly adhere to relevant codes, standards, client specification, statutory and regulatory including DIALOG Quality Management System requirements.

Furthermore, DIALOG Group Quality Assurance and Quality Control ("QAQC") and PETRONAS are collaborating to improve on the pain points faced by contractors during project execution.

The Group also diligently maintains the ISO9001:2015 Quality certifications of its subsidiaries. Our subsidiary, DIALOG Resources Sdn. Bhd., is added to the group certification in FY2025.

The Integrated ISO Management System ("IMS") was successfully implemented in FY2025 for the standards below:

Certifications	Awarded to
ISO 9001:2015	DIALOG Group Berhad
ISO 14001:2015	DIALOG E & C Sdn. Bhd.
ISO 45001:2018	DIALOG Plant Services Sdn. Bhd.
ISO 29001:2020	DIALOG Services Sdn. Bhd.
	DIALOG Systems Sdn. Bhd.
	Pacific Advance Composites Sdn. Bhd.
	DIALOG Catalyst Services Sdn. Bhd.
	DIALOG Terminals Langsat (1) Sdn. Bhd.
	DIALOG Terminals Langsat (2) Sdn. Bhd.
	DIALOG Terminals Langsat (3) Sdn. Bhd.
	DIALOG Terminals Pengerang (5) Sdn. Bhd.
	DIALOG Resources Sdn. Bhd.
	Overseas Technical Engineering and Construction Pte Ltd (Singapore)
	DIALOG Plant Services Pte Ltd (Singapore)

The product certifications currently valid are:

a. DIALOG Plant Services Sdn. Bhd.

- American Society of Mechanical Engineers Certificates of Authorisation for "U", "U2", & "S" (valid until December 2025)
- National Board Certificate of Authorisation for "NB" and "R" (valid until December 2025)

b. Pacific Advance Composites Sdn. Bhd.

- Certificate of Manufacturing Assessment for Fibreglass Reinforced Plastic products (Product Type Approval)

Key activities in FY2025

- DIALOG Quality Card ("DQ-Card") – A digital system for reporting best practices and potential non-conformances was rolled out for all ongoing DIALOG projects
- DIALOG Audit Reporting and Tracking Systems ("DARTS") – A digital system implemented for Integrated Management Systems Audit reporting and tracking
- Quality Weld ("QWeld") – An improved version of the previous Welding Control Systems
- IMS Audit Checklist – Automated IMS Checklist and audit reporting template was successfully implemented during the FY2025 Internal Audit

Key activities targeted for FY2026

- Quality Complete ("QComp") – A digital system to manage and maintain quality inspection documentation, from inspection request until final documentation. This real-time management tool allows management to track the actual construction completion status to prevent project delays
- Digitalisation on Non-Conformance Report ("NCR") and Supplier Corrective Action Request ("SCAR") reporting system

STRATEGIC ALLIANCES



Honeywell

innospec

TENDEKA

LSPI
A Berkshire Hathaway Company

FIBERBOND®
FPI
FUTURE PIPE INDUSTRIES

SCHROEDAHL
we protect your business

axial fans int srl

euro support

DeltaValve

TAPCOENPRO

KEY RISKS AND OPPORTUNITIES

BUSINESS RISKS, MITIGATING CONTROLS AND OPPORTUNITIES ARISING

DIALOG's culture and effective risk management strategies enable the Group to effectively manage our risk exposure during operations.

Key operational risks and their mitigating controls, together with the opportunities arising that form the basis of our core strategies are summarised in the following table. The Group's capital and financial risks are reported in the Notes to DIALOG's Financial Statements.

Key Risks	Description	Impact
Health, Safety & Environment  <i>Environmental Stewardship, Sustainability Report: pages 68 to 79</i> <i>Occupational Safety & Health, Sustainability Report: pages 80 to 85</i>	Due to the nature of operations, the Group is exposed to inherently high Health, Safety & Environment ("HSE") risks. The Group places a strong emphasis on HSE practices to ensure the safety of our employees, stakeholders and assets, as well as the surrounding environment in which we operate.	Non-compliance or a major HSE incident would affect the Group's business, its stakeholders and its reputation.
Market and Business Environment  <i>Our Business Model for Value Creation: pages 16 to 17</i> <i>Stakeholder Engagement, Sustainability Report: pages 61 to 62</i> <i>Robust Governance and Ethical Practices, Sustainability Report: pages 97 to 103</i>	The global market's economic, political and social factors remain beyond the Group's control. The energy sector continues to experience market uncertainty resulting from the geopolitical conflicts and fears of global growth slowdown, which may impact the supply and demand equilibrium.	Uncertain global economic outlook, oil price and currency volatility could adversely impact the Group's business performance and affect the sustainability of the Group.
Operations  <i>Management Discussion and Analysis: pages 35 to 51</i> <i>Stakeholder Engagement, Sustainability Report: pages 61 to 62</i> <i>Occupational Safety & Health, Sustainability Report: pages 80 to 85</i> <i>Robust Governance and Ethical Practices, Sustainability Report: pages 97 to 103</i>	The Group is renowned for excellence in its delivery and execution of projects and services in the energy sector. Failure of internal processes, people and systems may result in not executing work/projects up to our standard of excellence.	Project cost overruns/delays will have a profound impact on the Group's net profit and reputation.
Security  <i>Management Discussion and Analysis: pages 35 to 51</i> <i>Stakeholder Engagement, Sustainability Report: pages 61 to 62</i> <i>Risk Management, Sustainability Report: page 102</i>	The security of the Group's employees, operating assets, facilities and information systems are of paramount importance. The cyber security landscape has evolved significantly over the past years in line with the rapid evolution of technology.	Security breaches or incidents can cause operational disruptions to the Group. Cyber security events can cause significant disruptions, losses and reputational damage.

CAPITALS**F** Financial**M** Manufactured**S** Social**H** Human**I** Intellectual**N** Natural**KEY STRATEGIES****D** **Diversification** across the Upstream, Midstream and Downstream businesses of the energy sector**S** Cultivating strong relationships with **Stakeholders****T** Active recruitment, development and retention of **Talent****R** Growing long-term **Recurring Income****SRE** Expanding into **Sustainable and Renewables** business, leveraging our core competencies**TECH** Development of proprietary **Technology** for use in our businesses

Capital and Financial Risk Management, DIALOG Financial Statement 2025: pages 87 to 91

Mitigating Controls**Capitals****Strategies**

- Established and implemented HSE Management System ("HSEMS") across the Group's operations, including its contractors, suppliers and stakeholders.
- Audits and inspections are conducted periodically to ensure effective HSEMS implementation and legal compliance, placing significant emphasis on process safety.
- Continuous enhancement, training sessions and awareness of regulations, requirements and incident learnings are conducted to promote a strong HSE culture.
- Target expectations and Key Performance Indicators ("KPIs") are set to create greater awareness and accountability for HSE performance.
- Adoption of internationally recognised certifications in order to maintain high HSE standards across DIALOG's activities and businesses.
- Crisis Management Plan ("CMP") and Emergency Response Plans ("ERPs") are in place and drills are carried out.

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- The Group's diversification across the Upstream, Midstream and Downstream businesses of the energy sector enables it to manage through periods of volatility in the market environment and achieve long-term revenue stability.
- Continuous strategic reviews of the Group's business strategies and tactics to ensure operational sustainability.
- Ongoing engagement with existing and new clients/business partners to identify new markets and business opportunities.
- Careful evaluation, risk and viability assessments of capital-intensive projects such as new Upstream ventures or acquisitions.
- Prudent financial management and cost recovery measures to ensure the Group has the financial strength to withstand periods of uncertainty.

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T **TECH**

- Leveraging the Group's core competencies, processes and network of facilities, enable us to achieve cost savings, improve efficiency and productivity.
- Business processes are documented and mapped to ensure consistency in our ways of working up to the desired standard of excellence.
- Tender and Operation Risk Committee ("TORC") meetings take place to assess risks and challenges beforehand by thoroughly reviewing the project scope and terms.
- Assignment of experienced project management team and sub-contractors to support and execute the project implementation effectively.
- Ongoing risk management throughout the various phases of a project to ensure that early warning signs such as cost overruns are identified and rectified.
- Project and operations monitoring at various levels, including engagements with clients and relevant stakeholders, to ensure timely completion within budget while meeting required HSE and quality standards.
- Enhancement of the Group's operational processes by way of continuous improvement, utilisation of lessons learnt from prior projects and adoption of technology and best practices.
- Succession planning and identification of High Potentials to ensure a steady pipeline of leaders.

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- The Group has established close working relationships with relevant local enforcement authorities for security patrols at our operating facilities.
- The Group has security systems in place at all its work locations, covering physical and Information Technology ("IT") systems. These are regularly reviewed to ensure effectiveness.
- The Group has a robust cyber security programme and has implemented numerous controls such as data leakage prevention tools, vulnerability assessments, penetration testing, regular updates and patch management, intrusion detection and prevention systems as well as incident response and recovery plans.
- An Information Security Committee ("ISC") meets quarterly to provide oversight on matters such as data leakage incidents, framework/policies, data governance, system security, etc. and cyber security drills are performed to gauge preparedness to respond to a cyber security event.
- Mandatory cyber security training has been rolled out for all employees and an IT Disaster Recovery Plan ("DRP") is in place to recover critical IT systems in the event of a major disruption.

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KEY RISKS AND OPPORTUNITIES

OPPORTUNITIES

Strategic Opportunities

The diversification of the Group's businesses, combined with its financial strength and strong relationships with stakeholders, would provide strategic opportunities for the Group during different phases of the market cycle.

Multi-skilled Workforce Synergies

The Group's diversified business model also provides opportunities for us to attract, develop and retain a multi-skilled workforce, which can then be mobilised across the Group's different sectors during different phases of the market cycle.

Competitive Advantages Through Technology

In addition, the Group has the opportunity to enhance its competitive advantage through the adoption and/or development of new technology to increase operational efficiencies and maintain its delivery track record.

Key Risks	Description	Impact
Regulatory and compliance  <i>Quality Assurance and Quality Control: page 50</i> <i>Stakeholder Engagement, Sustainability Report: pages 61 to 62</i> <i>Robust Governance and Ethical Practices, Sustainability Report: pages 97 to 103</i>  www.dialogasia.com/policies	Potential exposure to non-compliance and litigation given the geographical diversity of the Group's business and customers.	Potential breaches and non-compliance could affect the Group's business operations, financial status and its reputation.
Managing Environmental, Social and Governance ("ESG") requirements  <i>Sustainability Governance, Sustainability Report: pages 59 to 62</i> <i>Environmental Stewardship, Sustainability Report: pages 68 to 79</i>	ESG related risks, disclosures and/or opportunities that may impact the company in terms of value (financial), reputation and regulatory compliance.	ESG is becoming more important as investors and financiers are increasingly applying these non-financial factors as part of their analysis process to identify material risks and growth opportunities.
Increase in commodity prices  <i>Stakeholder Engagement, Sustainability Report: pages 61 to 62</i> <i>DIALOG's ESG Roadmap, Sustainability Report: page 65</i> <i>Environmental Stewardship, Sustainability Report: pages 68 to 79</i>	Increase in raw material prices used in various projects undertaken by the Group (steel, copper, concrete, etc.).	Major fluctuations in prices of commodities and materials will have a significant impact to our bottom line.
Talent management  <i>Human Capital Management, Sustainability Report: pages 86 to 92</i>	Talent shortage due to growing competition and aging workforce.	Talent shortage may affect the Group's ability to meet stakeholder expectations throughout the entire spectrum of activities that the Group is operating in.

CAPITALS**F** Financial**M** Manufactured**S** Social**H** Human**I** Intellectual**N** Natural**KEY STRATEGIES****D** **Diversification** across the Upstream, Midstream and Downstream businesses of the energy sector**S** Cultivating strong relationships with **Stakeholders****T** Active recruitment, development and retention of **Talent****R** Growing long-term **Recurring Income****SRE** Expanding into **Sustainable and Renewables** business, leveraging our core competencies**TECH** Development of proprietary **Technology** for use in our businesses

Capital and Financial Risk Management, DIALOG Financial Statement 2025: pages 87 to 91

Mitigating Controls	Capitals	Strategies
- The Group has adequately designed contracts and agreements to govern contractual agreements with its customers and vendors. - Constant engagement with regulatory authorities for updates, clarifications on regulatory requirements and ongoing review to ensure that compliance requirements are met. - Internal Audits and regular review assessments and updates on policies and procedures to ensure adequacy, effectiveness and relevance. - The Group also has an Anti-Bribery and Corruption ("ABC") programme in place based on the guidelines on adequate procedures issued by the Prime Minister's Department. - Adequately designed controls are in place to ensure compliance with the Personal Data Protection Act ("PDPA"). - The Group continues to create awareness through various compliance training programmes and a whistleblowing channel is in place for employees and third parties to lodge non-compliance complaints.	F I S	S TECH
- The Group is dedicated to ensuring its business is conducted in a sustainable manner by incorporating sustainability in its day-to-day operations, driven by the Board of Directors. - Pursuant to developing the initial phase of our Climate Change Strategy, we continued with the implementation of our initiatives, aspiring to achieve net zero carbon emissions by 2050. - The Sustainability Development Working Committee ("SDWC") has been established to oversee all ESG activities and initiatives. - The Group is aligned with the Task Force on Climate-Related Financial Disclosures ("TCFD") framework. We have evaluated screening reports on Transition risk and opportunities as well as Physical risks and hotspots to meet TCFD reporting obligations on managing climate-related risks. - In relation to energy transition to combat climate change risk, we continue to evaluate viable opportunities and business ventures in the Renewables industry. - Some green initiatives carried out include energy-efficient lighting, solar power generation and recycling activities. - We continue to monitor targets developed in the area of "Social" and "Governance", and ensure that steps are in place to address any gaps identified.	I H S N	D SRE S
- Procurement strategy at project tender stage and oversight by the Tender and Operational Risk Committee. - Careful development of cost estimates for upcoming tenders. - Proactive tariff impact assessments across our supply chain. - To ensure minimal supply interruption, we also source from multiple suppliers.	F H	S
- Embracing workplace flexibility and mobility to adapt to the modern workforce post-COVID-19. - Continuously identifying challenges and opportunities for employee progression. - Annual employee engagement surveys are conducted and action plans are instituted on key focus areas identified. - We have implemented a succession planning programme that focuses on identifying and growing talent to fill leadership and business-critical positions in the future.	F H S	S T

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Dusun DIALOG in Bentong, Pahang



DEAR STAKEHOLDERS,

We are navigating a world that is increasingly volatile, uncertain, complex, and ambiguous. Amidst these dynamics – ranging from shifting economic trends to evolving global standards – DIALOG remains steadfast in its commitment to responsible and sustainable business practices.

In the past year, we have witnessed a growing convergence of stakeholder expectations, regulatory requirements, and market forces. With the launch of the National Sustainability Reporting Framework and the progressive adoption of international standards such as IFRS® Sustainability Disclosure Standards S1 and S2, we are evolving not only in how we report but, most importantly, in how we behave as a corporate entity. The expectations from our financiers, investors, clients, regulators, and rating agencies are intensifying. These pressures are not burdens, but catalysts that push us to do better.

Despite the challenges and economic uncertainties that lie ahead, we remain positive and focused. FY2025 marks a critical juncture for us – we are returning to our fundamentals to strengthen what we have built, alongside a steady commitment to growth. Our strategy is anchored on strengthening the core principles of sustainability. We believe that strong foundations are the key to lasting impact.

Equally vital is our belief in the power of togetherness. At DIALOG, sustainability is not confined to a single department or leadership mandate. It is everyone's responsibility – it must be embedded in our DNA. From boardrooms to project sites, from corporate offices to our supply chain partners, we are nurturing a shared purpose: to create enduring value for our stakeholders and the communities we serve.

Sustainability is a journey, not a destination. And it is one we must walk together – with integrity, resilience, and collective determination.

Let us move forward – rooted in principles, united in purpose.

Sue Ngau

Executive Director – Corporate Services
Chairperson – Sustainable Development Working
Committee

FY2025 ESG HIGHLIGHTS

ENVIRONMENTAL STEWARDSHIP



ENVIRONMENTAL POLICY

Rolled out in September 2024



RENEWABLE FUEL STORAGE DTL* 1 & DTL 3

Obtained ISCC** and ISCC Plus Certification

* DIALOG Terminals Langsat ("DTL")

** International Sustainability and Carbon Certification ("ISCC")



RENEWABLE POWER GENERATION CO₂ avoided

625 tCO₂e ↑
(FY2024: 602 tCO₂e)

Purchased electricity replaced

988 MWh ↑
(FY2024: 966 MWh)



ENERGY CONSUMPTION

38,844 MWh ↓
(FY2024: 49,498 MWh)



HAZARDOUS WASTE

3,411 MT
(FY2024: 3,303 MT)



WATER CONSUMPTION

127 ML ↓
(FY2024: 132 ML)

ADVANCING PEOPLE

COMMUNITY ENGAGEMENT

RM5.3 Million

>6,000 beneficiaries

Love My School and Love My Neighbourhood

Initiatives for Income Generation Opportunities



OTHER CHARITABLE INITIATIVES

RM207,600



HSE PERFORMANCE

TRIR: 0.10
(FY2024: 0.14)

LTIR: 0.02
(FY2024: 0.03)

ZERO FATALITIES

(FY2024: 0)



EMERGENCY RESPONSE PREPAREDNESS

14 Drills



SEXUAL HARASSMENT AWARENESS E-LEARNING

Launched in July 2024



TRAINING

48,983 hours

Across HSE, Technical/Functional, Soft Skills & Leadership Training



WOMEN IN MANAGEMENT

27% Upper

26% Middle

30% Lower



GENDER DIVERSITY ON THE BOARD

33% Female

ROBUST GOVERNANCE AND ETHICAL PRACTICES



DATA PRIVACY BREACH

ZERO



ANTI-BRIBERY & CORRUPTION TRAINING AND RECERTIFICATION

79% Employee Completion Rate



ABOUT DIALOG'S SUSTAINABILITY REPORT 2025



SCOPE & COMPLETENESS

Basis of scope & consolidation

For the purposes of this report, DIALOG consolidates data from its headquarters and divisional offices. The criteria for consolidation is where DIALOG has operational control and the status of operations is active.

Inclusions

This report covers DIALOG's global operations, which include operations outlined in the Corporate Profile section of this Annual Report for the financial year ended 30 June 2025 and up to the last practicable date of 22 September 2025. Wherever applicable, the collective data in this report spans the financial years ended 30 June 2023, 2024 and 2025.

 *Group Corporate Directory, Additional Information: pages 135 to 136*

Exclusions

In line with the basis of scope and consolidation above, this report does not include the operations of DIALOG's Joint Venture & Associate companies as listed in Note 10 to the Financial Statements for the financial year ended 30 June 2025.

 *DIALOG Financial Statement 2025*

REPORTING PERIOD

This report is produced annually, and the current report covers the period from 1 July 2024 to 30 June 2025.

CONTEXT

In this report, DIALOG Group Berhad is referred to as DIALOG or the Group. The content prioritises Environmental, Social and Governance ("ESG") matters deemed material to a Malaysian-based integrated technical services provider in the energy sector and our valued stakeholders. A detailed description of how we identify material ESG matters for reporting and monitoring can be found in the Sustainability Governance section, together with a description of our key stakeholders and stakeholders engagement process.

ASSURANCE

All financial data disclosed in this report have been independently assured as part of the Group's annual financial audit and is identical to that of the Group's Annual Report 2025. While we have not undertaken third-party assurance for all other data in this report, we are actively working towards improving our sustainability reporting processes while creating meaningful value for our stakeholders. The information provided in this report is presented on a best-effort basis and is subject to further improvement in future reporting cycles.

SUSTAINABILITY GOVERNANCE

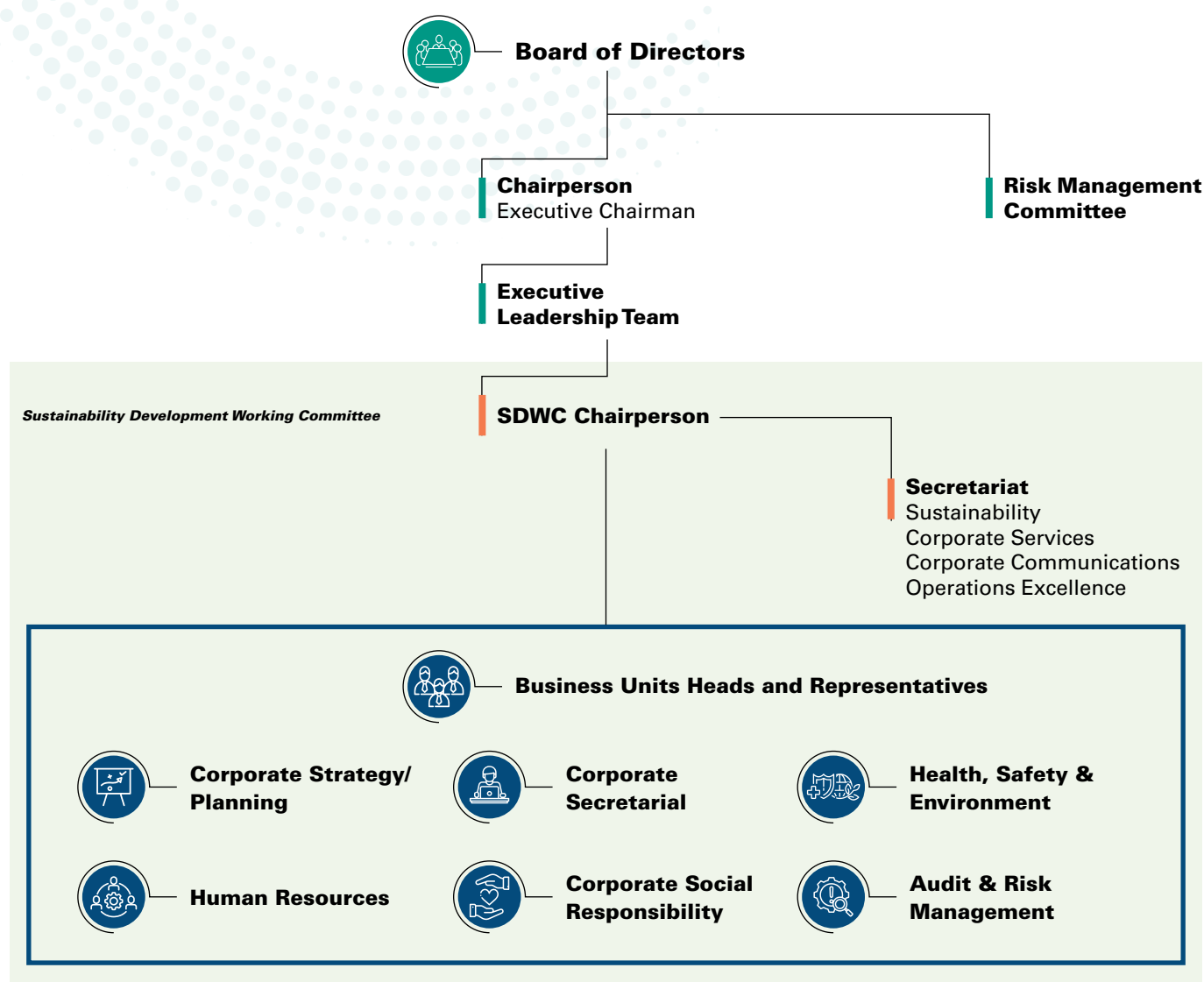
DIALOG's approach to sustainability is supported by sound decision-making, policies and systems which encompass robust internal controls to manage risk as detailed in our Statement of Risk Management and Internal Controls.

In FY2025, our Sustainability Governance framework clearly defines the roles and responsibilities to oversee our sustainability endeavours. The Board of Directors ("Board") holds ultimate responsibility for ESG matters, including climate change considerations. Assisting the Board, the Risk Management Committee evaluates sustainability-related risks and opportunities, while the Executive Leadership Team oversees sustainability strategies, implementation and targets. The Sustainability Development Working Committee ("SDWC") collaborates with core business units and corporate functions to implement the Group's sustainability initiatives.



Statement of Risk Management and Internal Control, Corporate Governance: pages 123 to 127

GOVERNANCE STRUCTURE



SUSTAINABILITY GOVERNANCE

Roles and Responsibilities



Board of Directors



- Ultimate responsibility for the Group's ESG matters
- Ensures business strategy contains sustainability priorities
- Provides strategic approval and oversight of sustainability strategies



Risk Management Committee



- Evaluates overall risks and opportunities



Executive Leadership Team, chaired by Executive Chairman



- Approves targets and market disclosures
- Develops sustainability strategies and recommends revision to the Board
- Oversees and provides direction on the implementation of sustainability strategies
- Approves and provides leadership over implementation
- Monitors performance of processes and controls
- Reports management targets



Sustainability Development Working Committee



- Oversees business functions in ensuring robustness of the sustainability management system
- Considers input of all business functions in the sustainability process
- Coordinates ESG matters and initiatives across business functions throughout the Group
- Develops and recommends sustainability targets
- Implements ESG strategies
- Acts as main committee that drives ESG-topics policy, reviews, action plans and awareness for continuous improvement

The SDWC, supported by the core secretariat team that meets monthly, provides regular updates and recommendations to ensure informed decision-making. Quarterly briefings to the Board covers amongst others emerging climate-related risks and regulatory developments, progress against sustainability and climate-related risks and opportunities.

In addition to the direct sustainability governance structure above, DIALOG has established dedicated governance bodies to oversee and deliberate on specific ESG matters. These platforms support effective decision-making and performance monitoring across the Group. ESG performance and Health, Safety and Environment ("HSE")-related issues are governed through a structured framework of regular reviews and committees at both Group and site levels, chaired by senior management including the CEO, and aligned with the standards and regulatory requirements that we adhere to and business planning processes.

STAKEHOLDER ENGAGEMENT

An integral part of our sustainability management approach is engaging with and responding to stakeholders – people who influence or are impacted by our operations.

Stakeholder feedback allows the Group to gain insight into their needs and concerns, enabling us to prioritise effectively and address issues promptly. This input contributes to our business strategy and supports us in achieving our sustainability goals.

Engaging with our stakeholders through various communication channels allows us to share knowledge and best practices while networking more effectively with market players and industry experts.

Stakeholders	Areas of Interest	Method of Engagement	Frequency
E Employees	- Corporate direction and growth plans - Career development and training opportunities - Workplace health and safety - Employee volunteerism - ESG and Climate Change Awareness - Cyber security and Data Leakage Prevention trainings	- Business planning/review sessions - Performance review - Management-staff engagement sessions/Site visits - HSE management walkabouts - Employee events such as Corporate Social Responsibility ("CSR") volunteerism events, festive celebrations, etc - Newsletter and emails - Intranet - Trainings - Employee Assistance Programme	- Bi-annually - Annually - Throughout the year - Throughout the year - Throughout the year - Throughout the year - Throughout the year - Throughout the year - Throughout the year
GR Government & Regulators	- Compliance - HSE practices - Certifications and awards - Corporate governance	- Audits and inspections - Site visits - Meetings and engagement sessions	- As and when required - As and when required - Throughout the year
FI Financiers & Investors	- Financial and operational performance - Business outlook and strategy - ESG practices and commitments - Risk management	- Results briefings - Site visits - Investor roadshows - Meetings with bankers, analysts and fund managers	- Quarterly - Throughout the year - Throughout the year - Throughout the year

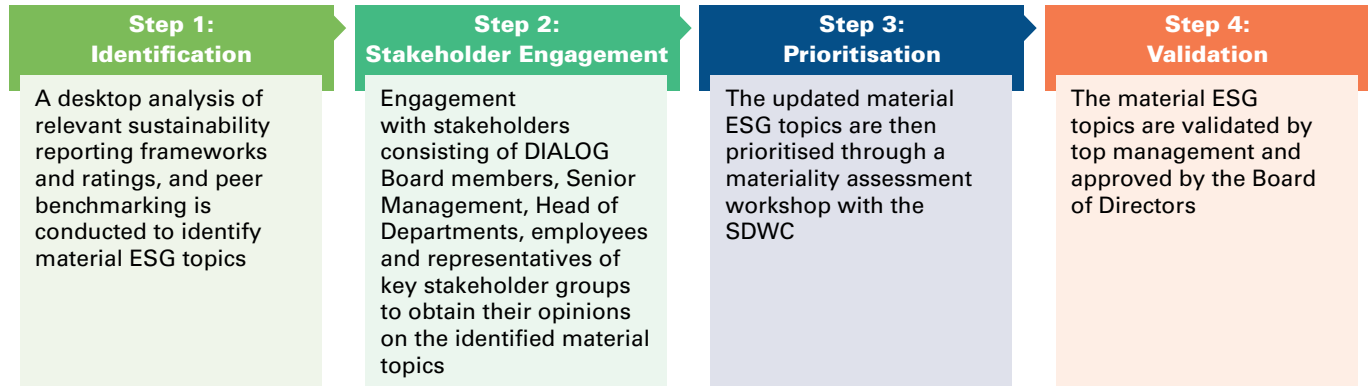
SUSTAINABILITY GOVERNANCE

Stakeholders	Areas of Interest	Method of Engagement	Frequency
S Shareholders	- Business outlook and strategy - Financial and operational performance - ESG practices and commitments	- Results announcements - Other announcements - DIALOG website - Annual General Meeting	- Quarterly - Throughout the year - Throughout the year - Annually
C Customers	- Product and service quality - HSE practices - ESG practices and commitments	- Performance reviews - DIALOG website - Networking sessions - Site visits	- Throughout the year - Throughout the year - Throughout the year - Throughout the year
BP Business Partners	- Business outlook and strategy - Product and service quality - Company's reputation	- Site visits - Meetings and engagement sessions	- As and when required - Throughout the year
LC Local Communities	- Job and business opportunities - Community support and development - ESG practices and commitments	- Recruitment - CSR activities - Community visits	- As and when required - Throughout the year - Throughout the year
VS Vendors & Suppliers	- Product and service quality - ESG practices and commitments - Financial and operational performance	- Suppliers (Vendors & Sub-contractors) engagement session - ESG questionnaires - Tenders and requests for proposals	- Throughout the year - As and when required - Throughout the year

MATERIAL TOPICS

A matter is deemed material if it reflects DIALOG's significant ESG impacts or substantially influences the assessments and decisions of stakeholders. Consistent with the Bursa Malaysia Sustainability Reporting Guide, DIALOG's material topics undergo a comprehensive materiality assessment every four years, with a high-level midpoint review every two years.

MATERIALITY ASSESSMENT PROCESS



Material Topics

Environmental Stewardship



- CCS** Climate Change Strategy
- WEM** Waste & Effluent Management
- WM** Water Management
- AE** Air Emissions
- BD** Biodiversity

Advancing People



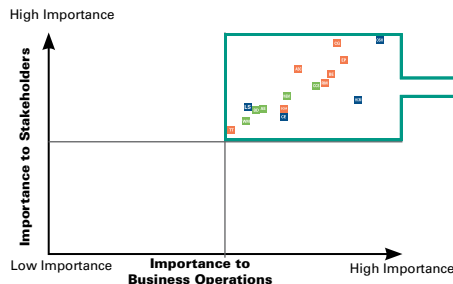
- OSH** Occupational Safety & Health
- HCM** Human Capital Management
- CE** Community Engagement
- LS** Labour Standards

Robust Governance and Ethical Practices

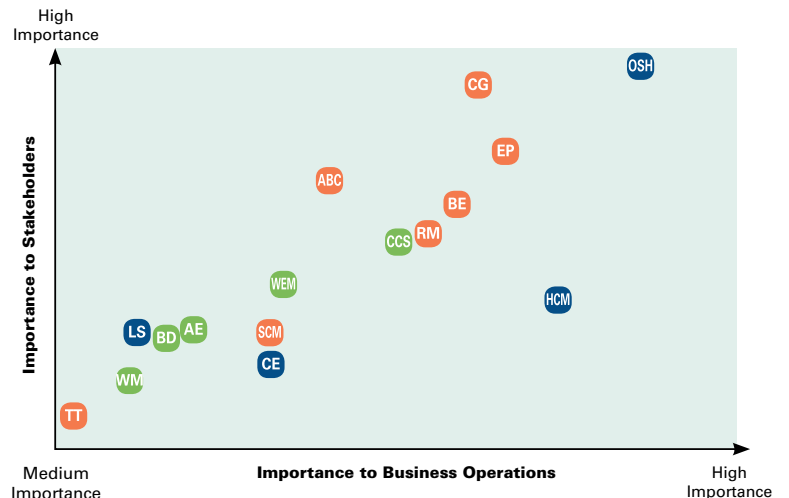


- SCM** Supply Chain Management
- EP** Economic Performance
- CG** Corporate Governance
- ABC** Anti-Bribery & Corruption
- BE** Business Ethics
- RM** Risk Management
- TT** Tax Transparency

Materiality Matrix in FY2024-FY2025



Our materiality matrix is guided by a comprehensive materiality assessment conducted in FY2022, and a mid-point review in FY2024. The assessment considers the importance to business operations and stakeholders, ensuring that material topics reflect both operational priorities and stakeholder expectations. Looking ahead, DIALOG plans to enhance its approach by reviewing its materiality matrix, keeping it in check with current business and operation condition, as well as aligning with regulatory requirements.



DIALOG'S ESG STRATEGY FRAMEWORK AND ALIGNMENT TO GLOBAL STANDARDS

DIALOG's ESG Strategy Framework continues to guide our integration of sustainability considerations across the Group. Our 16 material topics are structured within three key pillars: Environmental Stewardship, Advancing People as well as Robust Governance and Ethical Practices, ensuring a balanced approach to managing ESG risks and opportunities.

We support the United Nations Sustainable Development Goals ("SDGs") and have prioritised 8 SDGs that are most relevant to our business operations. This prioritisation underscores our commitment to contributing towards global sustainable development while creating long-term value for the communities and locations in which we operate.

1 NO POVERTY		Environmental Stewardship	
2 ZERO HUNGER	We carefully conserve and preserve the environment by first identifying our impacts, followed by responsible management practices and mitigation measures where appropriate		
3 GOOD HEALTH AND WELL-BEING	Management Approach		
4 QUALITY EDUCATION	- Establish Green Centre of Excellence to bolster the implementation of our climate change strategy - Maintain environmental management standards across all operations - Engage in environmental conservation efforts and regular awareness campaigns aimed at our employees and communities		
5 GENDER EQUALITY		Advancing People	
8 DECENT WORK AND ECONOMIC GROWTH	We strive to make positive contributions to our employees, communities and societies in which we operate		
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Management Approach		
13 CLIMATE ACTION	- Ensure a safe and healthy workplace with competitive compensation, development and equal opportunities through training and internal recruitment - Support communities where we operate through food aid, education, sustainable livelihood initiatives, and employee volunteerism activities		
Robust Governance and Ethical Practices			
We aim to uphold the highest standards of governance, business ethics, integrity and transparency			
Management Approach			
- Prioritise ethical and responsible governance practices in our supply chain management - Commit to maintaining high standards of transparency, accountability and integrity in our business - Review and enhance our Corporate Governance Framework and supporting policies continuously - Enhance data governance initiatives to safeguard the data entrusted to us by our stakeholders, including proprietary DIALOG data			

In addition, recognising the growing importance of globally comparable sustainability disclosures, DIALOG has begun its transition towards compliance with the IFRS Sustainability Disclosure Standards (S1 and S2). Guided by Malaysia's National Sustainability Reporting Framework, we are adopting a phased approach over the next few years.

For FY2025, our focus is on enhancing disclosures, particularly around climate-related risks and opportunities, leveraging insights from our climate risk assessments. We aim to progressively strengthen the depth and coverage of our disclosures, with the objective of achieving full IFRS S1 and S2 disclosures, in accordance with regulations and regulatory timelines.

DIALOG'S ESG ROADMAP

DIALOG has developed an ESG Roadmap to accelerate our ESG journey, outlining short to medium-term initiatives. This proactive approach allows our organisation to evolve and allocate resources effectively to achieve our goals.

Phase	Commitment towards ESG	Taking Action in Promoting Sustainability
Timeframe	Short-term (2023-2025)	Medium-term (2026-2030)
 Goal	- All employees are aware and informed of our commitment towards ESG - Clear roles and responsibilities established in governance structure for sustainability related topics - Baseline and Key Performance Index ("KPIs") set for goals	- Sustainability is integrated in each business functions group-wide - All relevant employees managing sustainability topics are equipped with fundamental knowledge and skills to take actions - Goals and KPIs for each material topic are clear and well defined
Focus Area		
 Employee Communication	- Communicate DIALOG's commitment to group-wide entities - Create awareness and build capacity of employees across different functions for ESG/climate-related topics - Collect and establish relevant baseline KPI data for goals	- Continue to upskill employees and enable them to take actions - Continue to communicate the initiatives to group-wide operational entities
 Governance	- Establish clear roles and responsibilities within the governance structure for individuals or functions, who are accountable and responsible for sustainability topics and communicate it through public disclosure(s) - Disclose which functions/positions sit in the SDWC - Specify which positions are responsible to oversee sustainability policies - Disclose board committee responsibilities for ESG/sustainability topics	- Establish and disclose clear process of engagement/reporting within the governance structure for sustainability-related topics - Disclose the established or updated governance structure as recommended - Establish governance structure where responsibility for sustainability is integrated within each of the functions
 Targets	- Understand and comply to local and any other applicable regulations - Collect and establish relevant baseline KPI data for goals - Finalise the goals and KPIs for the material topics	- Establish detailed action plans for each of the target and roll out the initiatives to group-wide operations - Monitor and track progress against the targets set - Review and refine the approach in tracking progress against targets - Review the ambition level and revise/add targets if necessary
 Reporting	- Communicate the commitment and goals publicly - Report in reference to International Standards such as Global Reporting Initiative ("GRI") standards, Task Force on Climate-Related Financial Disclosures ("TCFD") recommendations or others where applicable - Report by taking into consideration ESG ratings as a reference guide for disclosure requirements and evaluation	Further improve sustainability disclosures as below: - Communicate the progress against goals publicly - Report in accordance with International Standards such as GRI standards, TCFD recommendations or others where applicable - Report by taking into consideration ESG ratings as a reference guide for disclosure requirements and evaluation

GOALS AND TARGETS FOR 5 KEY MATERIAL TOPICS

We previously identified 5 key topics for the short to medium-term, and we are now sharing the progress made in FY2025. We ensure our initiatives stay on track through regular reviews and refinements, while continuously expanding our scope by setting goals and targets for more topics.

Material Topics	Goals	Short/Mid-term Targets (by FY2030)	FY2025 Results
 Occupational Safety & Health	Prevent workplace accidents or injuries, and mitigate safety and health risks	• Maintain Total Recordable Incident Rate ("TRIR") that is better than industry benchmark • Maintain positive Occupational Safety & Health ("OSH") impact from leaders through HSE Walkabout for open sharing annually	• Maintained TRIR that is better than industry benchmark • Conducted 360 walkabouts, 14 Emergency Response Plan ("ERP") drills and 1 Crisis Management Plan ("CMP") drill • Facilitated Health/Fitness programmes throughout the year which garnered positive participation
 Human Capital Management	Enhance labour standards and practices	Launch Sexual Harassment Awareness e-learning and set e-learning target	Successfully implemented the Sexual Harassment Awareness e-learning in July 2024 to cultivate understanding and awareness on the matter and create a safe working environment for all
	Fair wage and employee benefits	100% employees have access to Employee Assistance Programme	Completed periodical review of country specific employee benefits to ensure compliance and gauge market competitiveness
	Improve workforce diversity	Continuously introduce initiatives to attract and retain more females in management	Proactively collaborated with Head of Departments ("HODs") to identify potential areas for improvement and provide more female candidates in selection process
	Continuously enhance workforce competency	More than 80% of employees attend a minimum 8 hours of training annually	Continuously engaged with HODs to encourage employees to participate in functional/technical/compliance and core/generic training that are relevant to the majority of workforce
 Business Ethics	Pursue the highest standards of corporate governance and business ethics	More than 80% of DIALOG employees to complete training courses on critical areas annually	Anti-Bribery and Corruption Training and recertification completed in FY2025 with a 79% completion rate
	Minimise supply chain sustainability risk	Launch ESG related audit of critical vendors and contractors to ensure they are compliant and uphold the same ESG values as DIALOG	Audit Committee approved the ESG related audit on critical vendors/contractors in the FY2026 Audit Plan
 Waste & Effluent Management	Reduce waste generation and ensure these are disposed/discharged properly	Enhance awareness and implement training workshops to ensure proper waste management	Identified the various types of waste produced across all operations and implemented data recording processes
 Community Engagement	Promote a caring culture by positively impacting communities through meaningful CSR activities	More than 85% employee participation in community volunteerism activities annually	A total of 12 employee engagement activities were successfully executed throughout the year with positive participation

DIALOG'S SUSTAINABLE AND RENEWABLES BUSINESS JOURNEY

FY2025

Certifications

DIALOG Terminals Langsat ("DTL") 1 and DTL 3 Received Globally Recognised Certifications

DTL 1 and DTL 3 have successfully obtained the International Sustainability and Carbon Certification ("ISCC") and ISCC PLUS certifications, affirming our commitment to sustainable and climate-friendly supply chains.

Investment

DTL 3 Second Expansion Into Renewables Storage

DIALOG announced its expansion for an additional 150,000 m³ storage, where 100,000 m³ is dedicated to storing Sustainable Aviation Fuel ("SAF") and Hydrotreated Vegetable Oils ("HVO").

Investment

Liquefied Natural Gas ("LNG") driven Air Separation Unit ("ASU") Venture

The LNG ASU is expected to reduce electricity consumption by approximately 25% and lower carbon emission by 15,000 tonnes per annum compared to conventional ASU plant.

FY2022

Investment

DIALOG Diyou PCR Sdn. Bhd.

The Group's venture into the production of recycled PET pellets represents our first step into green financing. Announced in February 2025, the venture have since ceased production.

Investment

Hiringa Energy

The Group invested into Hiringa Energy, a full-service green hydrogen provider in New Zealand.

Services

Installation of Tauhara Geothermal Power Station

DFL began the installation of the geothermal power station project in Taupo, New Zealand.

FY2026

Investment

Pengerang Terminals (Two) Sdn. Bhd. ("PT2SB") Expansion Into Storage Facilities for Biorefinery Feedstocks and Products

PT2SB will expand and develop storage and handling facilities for a biorefinery that is capable of processing 650,000 tonnes per year of raw material to produce SAF and HVO.

FY2024

Services

Completed Installation of Tauhara Geothermal Power Station

DIALOG Fitzroy Limited ("DFL"), our New Zealand team highly experienced in engineering, fabrication and construction specialties, completed this landmark achievement, which will provide 3.5% of New Zealand's electricity, powering over 200,000 households.

FY2023

Investment

DTL 3 Expansion Into Renewables Storage

The terminal operations launched its expansion into renewable fuel storage with a storage capacity of 24,000 m³ specifically dedicated to renewable fuel feedstock and biodiesel products.

Prior to FY2022

Services

Brownfield Services

Leveraging our proficiency in brownfield EPCC and plant rejuvenation services, the Group supports various industries with our expertise to rejuvenate existing facilities with energy-efficient technologies in line with decarbonisation efforts as our clients continue to enhance operational efficiency and sustainable business progress.

Investment

LanzaTech

DIALOG invested in the carbon recycling technology company that is headquartered in the U.S.A. It transforms waste carbon into new sustainably produced fuels and chemicals with lower impact to the environment, contributing to a circular carbon economy.



ENVIRONMENTAL STEWARDSHIP

Material Topics

CCS WEM WM AE BD

Stakeholders Impacted

E GR FI S C BP LC VS



DIALOG volunteers cleaning up the Batu Laut Beach in conjunction with the International Coastal Clean-Up Day at Kuala Langat, Selangor

CCS CLIMATE CHANGE STRATEGY

With the increasing frequency of climate change events, it is crucial to address this challenge as it endangers ecosystems, human health and economies worldwide. Additionally, it also threatens businesses' ability to create sustainable long-term value for stakeholders, as the increasing risk of operational disruptions jeopardises business continuity.

Hence it is essential for DIALOG to establish a clear strategy outlining the Group's approach to reducing greenhouse gas ("GHG") emissions and managing the risks posed by climate change effectively.

CLIMATE CHANGE MANAGEMENT

DIALOG aspires to achieve Net Zero Carbon Emissions by 2050 ("NZCE2050"). Since formalising our Climate Change Strategy in FY2022, we have made tangible progress across our four strategic focus areas: Decarbonisation, Sustainable and Renewables, Circular Economy, and Climate Risk Management.

The Green Centre of Excellence ("Green COE") is entrusted with the organisational responsibility for managing climate-related transition risks and implementing decarbonisation efforts across the Group. Green COE plays a central role in coordinating cross-functional initiatives, standardising methodologies, and driving climate-related actions throughout our business operations.



To maintain oversight and ensure alignment with our strategic goals, the Sustainable Development Working Committee ("SDWC") functions as the governance mechanism overseeing the delivery of climate-related initiatives and monitoring progress toward the NZCE2050 aspiration. The SDWC provides cross-departmental integration and accountability by reviewing proposals, coordinating implementation, and reporting updates to senior management and the Board of Directors ("Board") of DIALOG.

Board-level oversight of climate-related transition risks and opportunities are disclosed in the Governance Section of this report. Responsibility for climate oversight resides with the Board, with climate-related risk matters reviewed through the established committees in the company including SDWC.

 *Robust Governance and Ethical Practices: pages 97 to 103*

In FY2025, DIALOG further advanced its energy efficiency and emissions management efforts through targeted interventions, enhancement to GHG information systems, and increased disclosures in response to client requests, including via the Carbon Disclosure Project ("CDP") platform.

CDP is a globally recognised disclosure platform that enables companies to report environmental data in a standardised and comparable manner. Through CDP, we aim to gain deeper insights into our climate-related performance and identify areas for improvement, particularly in the areas of climate governance, risk management, and low-carbon transition planning. This also serves as an external validation of our sustainability efforts as we continue advancing toward our NZCE2050 aspiration.



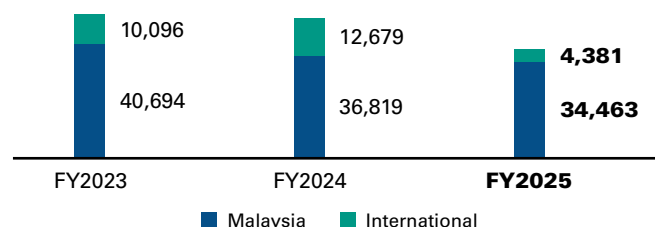
The waste collected from Batu Laut Beach was sorted for recycling and data collection

Energy Consumption

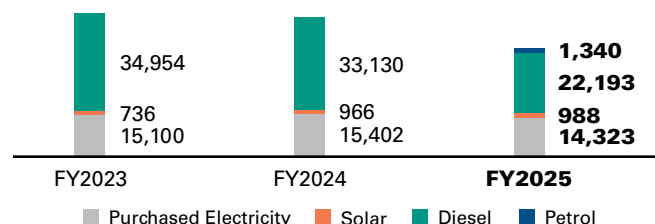
As our business operations evolve, DIALOG remains committed to optimising energy use and minimising carbon intensity. Under our Decarbonisation pillar, we continue to broaden our use of renewable energy and improve energy efficiency across all operations.

Energy Consumption	FY2023	FY2024	FY2025
Energy Consumption by Megawatt-hour ("MWh")	50,790	49,498	38,844
Energy Consumption by Gigajoule ("GJ")	182,843	178,193	139,890
Renewable Energy - Solar (MWh)	736	966	988

Total Energy Consumption by Location (MWh)



Total Energy Consumption by Type (MWh)



In FY2025, DIALOG recorded total energy consumption of 38,844 MWh, a reduction of 10,654 MWh (-22%) compared to FY2024 (49,498 MWh). This decrease was mainly due to the divestment of the Jubail operation in Saudi Arabia, which significantly reduced overall operational energy consumption.

ENVIRONMENTAL STEWARDSHIP

Diesel remained the largest single energy source at 22,193 MWh, however this represents a substantial 33% reduction from FY2024 (33,130 MWh), reflecting lower operational demand. Solar energy generation continued its upward trend, reaching 988 MWh, up from 966 MWh in FY2024, supported by higher output from existing installations in Malaysia and Singapore.

Petrol consumption, recorded for the first time in FY2025 at 1,340 MWh, reflects the inclusion of energy use data from our fleet vehicles and small boats. This addition provides a more complete picture of DIALOG's total energy consumption profile and supports more accurate tracking of operational emissions in the future.

To build capacity, both the DIALOG Tower Building Management team and Green COE participated in an energy efficiency training conducted by Sustainable Energy Development Authority Malaysia as part of the Energy Audit Conditional Grant ("EACG") programme.

Leveraging insights from EACG, we continue to reduce our emissions by increasing energy efficiency across our operations. At DIALOG Tower, we began implementing the first of five planned energy saving measures from the energy audit, starting with optimising the chiller plant to lower energy consumption and maximum demand, and replacing some of the air conditioning system with a more energy-efficient model. These initiatives delivered a 6% average reduction in energy use and GHG emissions for the full year.

Across our other sites, we are replacing non-LED lighting with LED fixtures, conducted energy awareness campaigns which has led to reduction in energy consumption.



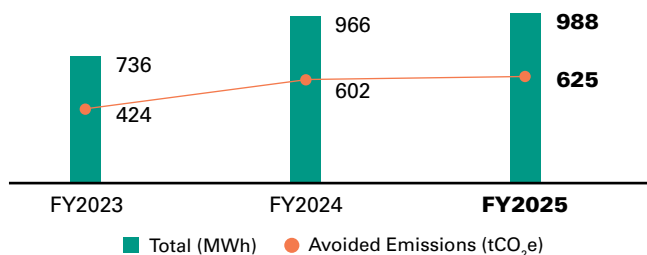
DIALOG Tower located in Mutiara Damansara, Selangor



Pengerang Marine Operations Sdn. Bhd. ("PMOSB"), located in Pengerang, Johor

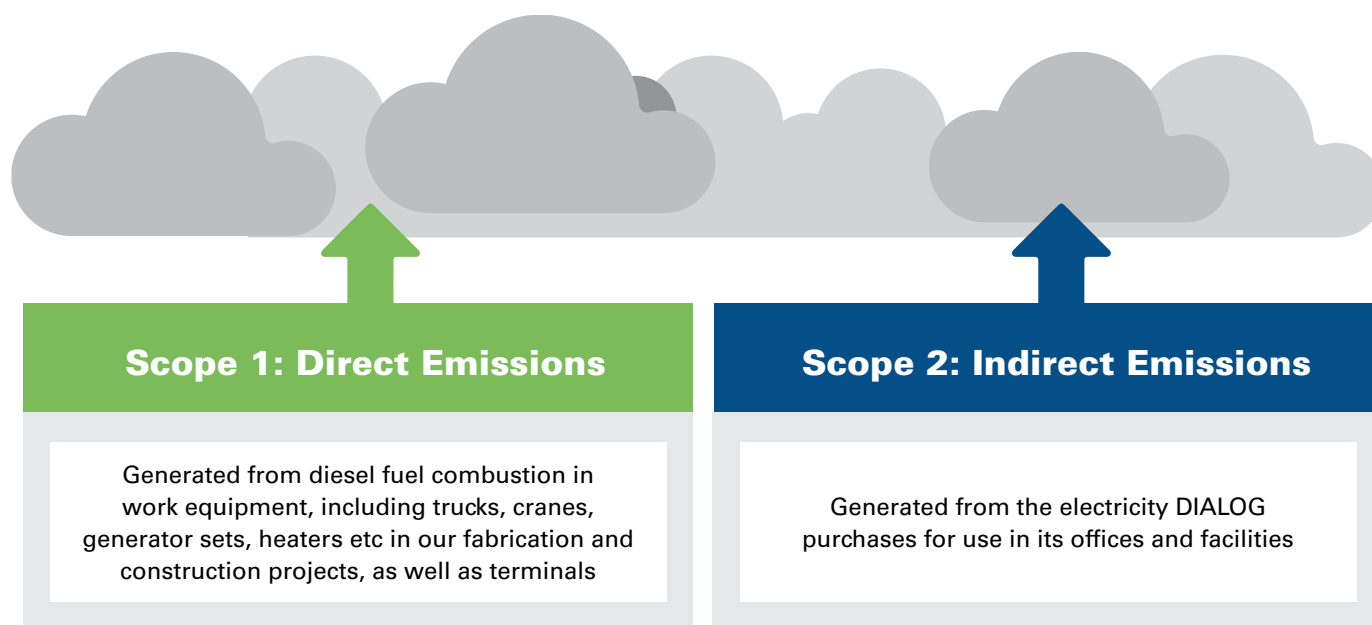
PMOSB has advanced its commitment to the Green agenda with targeted energy-saving measures. Building on its 100% LED lighting implementation since August 2024, PMOSB introduced new initiatives in FY2025, including a "Green Moment" session during HSE Sharing to raise staff awareness on reducing carbon footprint, and a trial "Green Walkabout" to encourage switching off unused equipment, maintaining a 25°C room temperature, and using stairs where practical. An ongoing daily practice of switching off lights and air conditioning on certain floors during lunch hour has also contributed to efficiency gains. Together, these measures have helped PMOSB reduce electricity consumption by 12%.

Utilisation of Solar Power



Greenhouse Gas (“GHG”) Emissions

DIALOG reports GHG emissions calculated from its energy use. Organisational boundaries are set using the operational control approach, covering all facilities under DIALOG’s control.



In FY2025, DIALOG’s combined Scope 1 and Scope 2 emissions totalled 16,803 tCO₂e, a reduction of 2,777 tCO₂e (–14%) compared to FY2024 (19,580 tCO₂e). The primary driver for this decline was the divestment of the Jubail operation in Saudi Arabia, which significantly lowered international fuel consumption and corresponding Scope 1 emissions.

Scope 1 emissions decreased by 26%, from 8,722 tCO₂e in FY2024 to 6,407 tCO₂e in FY2025, with the most notable drop seen in international operations (–71%). Scope 2 emissions remained relatively stable, recording a slight decrease of 4% from 10,858 tCO₂e to 10,396 tCO₂e, reflecting ongoing energy efficiency measures and increased reliance on cleaner electricity sources in Malaysia.

	FY2023			FY2024			FY2025		
	Malaysia	International	Total	Malaysia	International	Total	Malaysia	International	Total
Scope 1	6,997	2,036	9,033	6,026	2,696	8,722	5,617	790	6,407
Scope 2	10,034	509	10,543*	10,165	693	10,858	10,124	272	10,396
Total (Scope 1+2)	19,576			19,580			16,803		

*Note: The FY2023 Scope 2 total figure has been updated to reflect a calculation adjustment for improved accuracy.

GHG calculations are based on:

- 2006 Intergovernmental Panel on Climate Change Guidelines and IPCC AR6 Global Warming Potentials (Scope 1)
- Location-based emission factors by country or region (Scope 2)

DIALOG is continuing to develop its Scope 3 emissions accounting framework to align with evolving requirements, particularly under IFRS S2. This includes evaluating categories that contribute significantly to our value chain emissions and enhancing our approach to capture material impacts more accurately. The framework is being designed to ensure robust, transparent, and decision-useful disclosure of Scope 3 emissions.

ENVIRONMENTAL STEWARDSHIP

CLIMATE RISK MANAGEMENT

As climate change continues to evolve, it presents significant challenges to businesses, particularly in industries reliant on infrastructure and supply chains. At DIALOG, we recognise the importance of understanding and managing climate-related risks to ensure long-term resilience and sustainability.

The assessments aim to identify potential climate-related physical risks (natural hazards) that are likely to be experienced at a given location, and their trends under future climate change scenarios based on globally available datasets.

The scope of ongoing assessment includes several climate-related hazards that may pose risks to DIALOG's assets and operations, based on global-scale projections under climate change scenarios.

Onshore Assets



Water Stress: Given the nature of DIALOG operations, water availability is evaluated under the current scope of work



Wind and Cyclone: An increasing trend in maximum sustained windspeed/wind gust may increase the vulnerability of near-shore and offshore assets to cyclones



Inland Flood: Rising extreme rainfall events may lead to increased flooding, potentially affecting site operations and supply chains



Extreme Heat: Growing trend of extreme heat can increase the cost of HVAC* system, hamper operations, reduce efficiency of various tools and equipment, and impact the health and safety of employees



Coastal Flood: Rising sea levels may increase coastal flooding in future



Landslides: Upward trend in extreme rainfall may lead to increased landslides

Offshore Assets



Sea Level Rise: Rising sea level poses challenges to offshore oil and gas operations related to infrastructure, safety, and environmental impact



Wind and Cyclone: An increasing trend in maximum sustained windspeed/wind gust may increase the vulnerability of near-shore and offshore assets to cyclones



Sea Surface Temperature: Warming sea surface temperatures may indirectly influence other climatic events while affecting equipment and production efficiency

**Note: Heating, Ventilation, and Air Conditioning ("HVAC")*

We are planning to conduct structured assessments of climate-related physical risks for both onshore and offshore assets. Our analysis considers varying emission pathways and multiple climate scenarios to evaluate the severity and frequency of potential hazards over the mid-term and long-term. This process helps us identify vulnerabilities that may affect asset integrity, supply chain efficiency, and workforce safety.

Insights from these assessments guide the development of adaptation strategies to strengthen resilience and ensure operational continuity. The analysis is currently undergoing validation to confirm that identified risks are properly reflected and integrated into business operations.



AIR EMISSIONS, WATER MANAGEMENT, WASTE & EFFLUENT MANAGEMENT, BIODIVERSITY

DIALOG is committed to upholding and adhering to the standards of environmental stewardship and regulations across all its operations. Following the review of our Health, Safety and Environment Policy in FY2022, we further formalised our commitment through the issuance of the Sustainability Policy in FY2024 and Environmental Policy in FY2025. This affirms our objective to implement environmental management practices in accordance with our Health, Safety, and Environmental Management System.

www.dialogasia.com/policies

The Environmental Policy, along with other key HSE-related policies, is made accessible to both internal and external stakeholders. New or updated policies are systematically rolled out through the company's communication channel and onboarding HSE inductions to ensure that all employees, including new hires, understand and apply these policies in their daily operations.



Integrated Health, Safety and Environment Management System ("HSEMS")

Recognising the increasing expectations from regulators, clients, and global stakeholders, DIALOG established the comprehensive HSEMS that is structured to align with the requirements of ISO 45001 (Occupational Health & Safety), ISO 14001 (Environmental) and ISO 9001 (Quality) as well as compliance to the local applicable laws. The HSEMS serves as a unified framework implemented across our operations and offices worldwide.

INTEGRATED ENVIRONMENTAL MANAGEMENT AND ASSURANCE

Environmental responsibility is embedded into DIALOG's operations through our Integrated HSEMS. It is uniformly implemented across all business units to ensure that environmental risks are effectively identified, managed, and continuously improved upon. Not merely a formality, but embedded in our operational DNA, aligning with our HSE tagline: *Hearts and Minds*.

To reinforce the credibility and robustness of our approach, the HSEMS is independently assessed and certified by third-party auditors against internationally recognised standards, such as ISO 14001 and ISO 9001. Regular internal audits, inspections, and HSE scoring reviews are conducted to ensure consistent application and identify opportunities for enhancement, with corrective actions tracked and reviewed through established management platforms such as the Management Review Meeting.

DIALOG also maintains a comprehensive Legal and Other Requirements register, ensuring that each business unit operates in full alignment with local law, such as Malaysia's Environmental Quality Act 1974 and applicable environmental regulations in other jurisdictions. Site-specific environmental procedures are developed to reflect these legal obligations and local operational needs.

Environmental Performance

DIALOG manages environmental performance through a structured, transparent, and group-wide approach. Performance is monitored across all operations, from corporate functions to terminals and project sites, through an established governance ecosystem designed to ensure visibility, accountability, and continual improvement.



Sustainability Governance: pages 59 to 62

Goal	Short/Mid-term Targets (by FY2030)
Reduce waste generation and ensure these are disposed/discharged properly	Enhance awareness and implement training workshops to ensure proper waste management

ENVIRONMENTAL STEWARDSHIP

Key environmental metrics monitored at the group level include:

- Water usage and effluent management
- Waste generation, recycling, and disposal
- Environmental incidents and near misses
- Progress of environmental projects and initiatives

Metrics are tracked and reported through an internal digital platform that consolidates data from all sites and facilitates real-time monitoring. Weekly HSE performance summaries and monthly reports are disseminated to management and operational teams, ensuring two-way communication between corporate and site-level functions.

Environmental Corrective and Impact Management

The Environmental Management System (“EMS”), embedded within the HSEMS, is adopted across all business units, terminals, project sites, and workshops, ensuring a consistent standard of environmental governance throughout the Group. To ensure operational relevance, some business units and projects implement site-specific EMS enhancements to meet local requirements and client expectations. Environmental performance across all sites is monitored through HSE Scoring Inspections, internal and external audits, and monthly performance submissions, all of which include coverage of environmental aspects.

For major developments, such as Upstream production facilities or terminal expansions, Environmental Impact Assessments (“EIA”) are required and must be approved by the local Department of Environment (“DOE”). Independent third-party EIA consultants are engaged to conduct these studies, ensuring rigour and objectivity. Operational teams provide the necessary baseline data for verification and incorporation into the EIA submission.

Once approved, the conditions of the EIA and the corresponding Environmental Management Plan (“EMP”) are tracked and maintained in DIALOG’s internal platform. This register is reviewed regularly to ensure timely disclosure and compliance with DOE requirements.

During the EIA study phase, our business units are responsible for collecting initial baseline environmental data. This includes measurements of key parameters such as air and water quality, noise levels, and ecological sensitivities. The findings are used to develop an Aspect-

Impact Register, which identifies potential risks and outlines the necessary control measures to mitigate environmental harm. These measures are incorporated into both the EIA and EMP, and their implementation status is continuously monitored by the Group HSE Steering Committee.

To address actual or potential environmental harm, DIALOG has established an Environmental Incident Response and Remediation Plan. This plan includes:

- Immediate incident containment procedures
- Root cause investigation to identify both direct and systemic causes
- Implementation of corrective actions
- Sharing of lessons learnt across the Group to prevent recurrence

Environmental monitoring continues throughout the lifecycle of a project. Business Heads conduct scheduled review sessions to ensure ongoing compliance with environmental parameters stipulated in the EIA, including air and water quality, effluent discharge, and noise levels. Findings and updates are reported to DOE, as well as in internal terminal business reviews.

Environmental non-conformities, opportunities for improvement, and verbal observations identified through audits or performance reviews are addressed systematically through corrective and continuous improvement actions. Each finding is:

- Assigned to the relevant business entity for resolution
- Monitored by the respective Business Head for implementation and closure
- Reported in the Management Review Meeting

Audits play a central role in the corrective action cycle. Internal audits are conducted annually by trained auditors drawn from various departments to ensure impartiality, which includes QAQC, HSE, and business units. External audits are conducted by independent third-party certifiers to validate internal findings. Audit evidence is collected through interviews, site visits, observations, and document reviews. Key findings and recommendations from both internal and external audits are deliberated and reported with the relevant internal stakeholders to drive systemic improvements in EMS effectiveness.

In parallel, all environmental incidents and Near Misses are logged, investigated, and tracked via an internal platform. Investigation outcomes, including root causes and corrective actions, are documented for operations improvement and lesson learning.

In FY2025, DIALOG Terminals Pengerang was issued with one environmental summon by the DOE. This summon is related to non-compliance with requirements on scheduled waste management, industrial effluent treatment, and environmental reporting under the Environmental Quality Act. In response, we have taken steps to strengthen internal controls and improve operational practices, including capacity building.

DIALOG is committed to keeping its procedures up to date, with regular reviews to ensure alignment with operational needs, industry developments, and regulatory requirements. This includes procedures such as Be Safe Card reporting and incident investigation, which are refined as necessary to reflect best practices.

Stakeholder Engagement on Environment

DIALOG recognises that effective environmental management requires the active involvement and collaboration of all stakeholders, including employees, contractors, business partners, and surrounding communities. The Group is committed to transparent communication, inclusive engagement, and capacity-building initiatives to promote a strong, group-wide environmental culture.

Each operational site has established a training matrix to ensure that personnel responsible for environmental management, such as Environmental Officers and Scheduled Waste Handlers, possess the required competencies. In addition, awareness training is conducted and cover topics such as, but not limited to:

- Environmental policy and regulatory compliance
- Proper waste handling and segregation practices
- Spill prevention and response
- Environmental risk awareness and reporting procedures



In collaboration with the DOE, our employees volunteered for a beach clean-up in conjunction with Hari Alam Sekitar Negara at the PMOSB waterfront in Pengerang, Johor

Contractors, business partners, and service providers also undergo structured environmental briefings through HSE inductions and policy sharing sessions. Before commencing any work, they are required to participate in Job Safety Analysis or Job Hazard Analysis exercises to ensure full understanding of the environmental and safety risks associated with their tasks, along with the required control measures.

We encourage employees and workers to voice concerns, provide feedback, and contribute suggestions to cultivate a proactive and open HSE culture. Environmental incidents and lessons learnt are routinely shared via the company intranet and reported on our corporate website and annual sustainability disclosures.

In the event of significant environmental or operational incidents, DIALOG's Crisis Management Plan is activated. A dedicated Crisis Control Centre is mobilised to manage stakeholder communications, provide accurate updates, and coordinate support and response efforts. This ensures that the concerns and needs of affected stakeholders are addressed promptly and effectively.

ENVIRONMENTAL STEWARDSHIP

In efforts to enhance environmental engagement, DIALOG actively organises and participates in a variety of programmes that promote awareness, knowledge-sharing, and behavioural change. During FY2025, the Group implemented several key initiatives:

Initiatives	Objectives
International Coast Clean-Up Day	Raise staff awareness on ocean plastic pollution
DIALOG Terminals Beach Clean-Up	Foster environmental responsibility and community collaboration
DIALOG Plogging Programme	Promote environmental cleanliness through community exercise
eSWIS Version Transition (V1 to V2) Briefing	Support compliance and regulatory readiness
ISCC Certification for DTL 1 & DTL 3	Advance international sustainability and carbon standards
Scheduled Waste Management Programme	Enhance site-level compliance practices
Environmental Task Force with Group HSE	Focus on group-wide coordination and monitoring
"Save Energy at Work" Campaign	Raise awareness on workplace energy efficiency
Waste Hero Programme	Promote waste reduction
HSE Week CSR Environmental Initiative	Engage staff with urban farming
CSR Beach Cleaning Activity	Encourage coastal biodiversity preservation



In December 2024, DIALOG collaborated with a local community, *Geng Plastik Ija*, to organise an environmental initiative, the Plogging Programme. Held at Pantai Paka, Terengganu, 49 DIALOG volunteers participated in the clean-up activities along the beach. A total of 120 kg trash was collected and sorted into non-recyclable and recyclable items, with 80 kg identified as recyclable plastic bottles. This collaborative effort not only helped clean the beach but also raised awareness and promoted responsibility among the employees and community in keeping the coastal environment clean and protected.

BIODIVERSITY MANAGEMENT

DIALOG recognises the importance of biodiversity preservation and it is articulated in our Environmental Policy. This is reflected in how we plan, execute, and monitor our projects, ensuring our operations do not adversely impact surrounding ecosystems and natural habitats.

In line with our HSE and Environmental Policies, all DIALOG projects and operational sites are required to conduct due diligence and adhere to conditions stipulated in EIAs and EMPs. These documents, approved by relevant authorities, include biodiversity-related conditions which must be complied with and regularly demonstrated to both management and regulators.

Biodiversity considerations are embedded in our project planning and execution:

- Project and Operations teams ensure compliance with EIA/EMP conditions through ongoing monitoring and reporting.
- The Project Environmental Officer (“EO”) is responsible for tracking the progress of biodiversity-related action plans, with updates reported to the Project HSE Steering Committee and relevant authorities.
- Regular reviews are held at the Group HSE Steering Committee, where EIA compliance status, biodiversity-related matters, and HSE incidents are reported and deliberated.

DIALOG takes measures to minimise its impact on biodiversity within and around our areas of operation. We conduct biodiversity conservation activities such as:

- Tree planting and reforestation projects
- Turtle hatchling release programmes as part of marine conservation efforts
- Marine habitat studies, such as those conducted for Baram Junior Cluster



Marine Mammal Observation at Kuala Baram

DIALOG Resources Sdn. Bhd. undertook a Marine Mammal Observation Survey at Kuala Baram, Miri, Sarawak. This initiative was conducted to understand the potential impact of planned offshore activities, including seismic surveys, drilling, and pipeline installation on marine biodiversity. The survey covered coastal waters within 10 km of the shoreline and its findings help establish a biodiversity baseline for the area. These insights are crucial for planning and mitigating ecological impacts in line with regulatory requirements and conservation standards.

In supporting these efforts, we actively collaborate with local authorities, including the Department of Fisheries and the Forestry Department, as well as engage local communities and non-governmental organisations to ensure our biodiversity initiatives align with national and local conservation strategies.

Currently, our biodiversity targets are aligned with broader Environmental Plan milestones, which are tracked to ensure timely implementation and functional outcomes. Our goal is not only to comply with regulatory expectations but also to contribute meaningfully to the protection of natural ecosystems where we operate.

ENVIRONMENTAL STEWARDSHIP

POLLUTION AND RESOURCES

We are committed to minimising our environmental footprint by managing pollution risks and optimising the use of natural resources. This commitment is clearly articulated in our Environmental Policy, which emphasises pollution prevention, efficient resource utilisation, responsible waste and effluent management, and biodiversity preservation. These principles are operationalised through the HSEMS.

DIALOG adopts a risk-based approach to identify, assess, and mitigate pollution risks associated with soil, water, and air quality. The Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") method is used to ensure all pollution-related risks are systematically addressed during planning and operations.

Although our operations do not involve large-scale combustion processes, we implement targeted controls to manage non-GHG air emissions:

- Diesel-powered equipment used in operations are limited to portable generator sets and vehicles, all using EURO 5 diesel, which significantly reduces sulphur emissions and results in negligible emission of nitrogen oxides and sulphur oxides.
- Volatile product storage tanks are equipped with internal floating roofs and nitrogen blanketing, minimising Volatile Organic Compounds release.
- Activities like blasting and painting are conducted in enclosed, filtered environments to prevent dust and particulate emissions, with routine air quality monitoring conducted by EOs.

In chemical-intensive operations such as composite pipe fabrication, chemicals are handled under strict control procedures approved by the authorities, supervised by dedicated EOs.

During FY2025, an oil leak occurred at our terminals in Tanjung Langsat, resulting in approximately 1.9 m³ of fuel oil being discharged into the sea during cargo loading operations to a vessel. Oil leak response measures were promptly activated, followed by clean-up of the affected areas with no impact on the shipping activities in the channel. A thorough investigation has been carried out. Meanwhile, corrective and preventive actions have since been implemented.

DIALOG has established a comprehensive Domestic and Scheduled Waste Management Work Instruction to ensure safe and compliant handling, storage, transport, and disposal of waste. Scheduled waste at all sites are handled and disposed properly by using certified waste contractors, with work performed in compliance with local environmental authorities.

Each site maintains a waste management plan as part of its HSE plan, with performance monitored via an internal platform. Current initiatives include waste minimisation and reduction targets, waste segregation at source (recyclable, non-recyclable, hazardous), scheduled waste handling training, and participation in community clean-up and Reduce/Reuse/Recycle campaigns.

Hazardous Waste Generation (MT)	FY2023	FY2024	FY2025
Malaysia	1,258	3,197	3,357
International	No data	106	54
Total	1,258	3,303	3,411

Pollution prevention extends to soil contamination control, especially in areas handling scheduled waste such as oil and lubricants. Preventive measures include installation of secondary containment (e.g., bund walls at storage tanks), spill control and recovery procedures, with contaminated materials sent for treatment by licensed third parties and emergency response and incident tracking.

Progress on pollution control and resource efficiency is reviewed regularly during internal management meetings and reported through our Environmental Plan monitoring. Employee engagement is an essential part of our pollution and resource management strategy. Our initiatives include staff participating in environmental training and awareness campaigns during HSE Week, internal initiatives promoting waste segregation, the use of personal cups and plates, recycling, as well as community-driven clean-up and environmental education programmes.

WATER AND WASTEWATER

DIALOG is committed to the responsible use and management of water resources, as outlined in our HSE and Environmental Policies. Water is essential to our project execution and operations, particularly in hydrotesting, tank cleaning, and terminal processes. As such, we strive to minimise water consumption, manage wastewater efficiently, and ensure compliance with regulatory requirements.

Water utilisation is carefully planned and controlled throughout the project and operations lifecycle. During construction, hydrostatic testing of storage tanks consume significant volumes of clean water and we mitigate this by implementing water management plans for hydrotesting activities, water re-use systems and buffer storage ponds, and rainwater collection initiatives to supplement non-critical water use.

Water Consumption (ML)	FY2023	FY2024	FY2025
Malaysia	124	98	115
International	23	34	12
Total	147	132	127

Project schedules are planned to optimise water use, with hydrotest activities carefully sequenced to reduce total consumption. Water utilisation rates are monitored and managed as part of our project efficiency and cost-control measures. Through on-the-job training, as project personnel gain more experience in water efficiency practices, they are expected to design and implement water management plans, ensuring continuous learning and operational consistency.

Effluent generated from construction and terminal operations is managed according to Environmental Quality Act guidelines and best practices. Our terminals generate about 1,500 m³ of wastewater annually, which is treated and disposed of by licensed external service providers.

Facilities at our terminals install Corrugated Plate Interceptors to skim oil from wastewater and settling tanks to allow oil-water separation and natural reduction through weathering. After the separation of oil, the treated wastewater is sent for final disposal.

DIALOG continuously seeks to reduce wastewater volumes by improving internal planning, such as minimising water used in tank cleaning through effective tank management strategies. Although wastewater recycling is not yet economically feasible at our current scale, we outsource the recycling process to authorised effluent collectors who possess the capacity to treat larger volumes more efficiently.

We work closely with service providers, particularly for non-core services such as chemical dosing, effluent disposal, and equipment supply. By engaging suppliers early during the engineering and procurement stage, we ensure that the most efficient systems and technologies are selected and implemented.



DIALOG Terminals Langsat 1 and 3 have successfully obtained the International Sustainability and Carbon Certification ("ISCC") and ISCC PLUS certifications. These globally recognised certifications affirm our commitment to traceable, sustainable, and climate-friendly supply chains, particularly in the handling and storage of biofuels.

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")

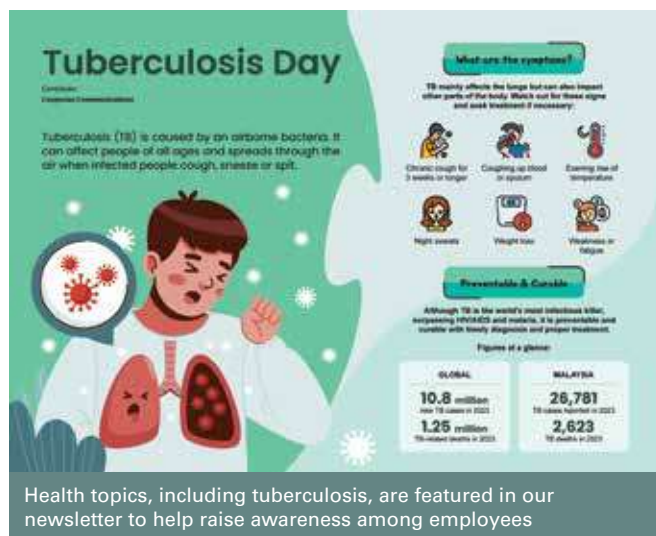
iDEA is our in-house digital platform designed to streamline HSE-related processes across the Group. iDEA integrates key HSE functionalities, such as the management of Be Safe Cards, incidents, investigations, and man-hours. The system enables detailed tracking and analysis of Be Safe Card types, hazard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

ADVANCING PEOPLE

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

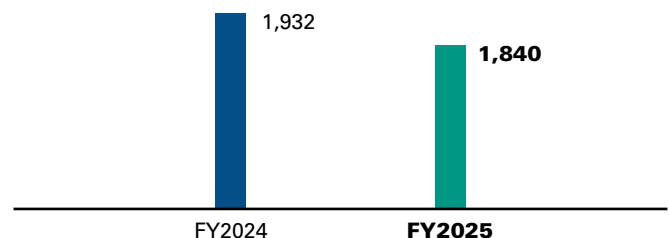
The health and well-being of our employees are important to our corporate sustainability strategy. In FY2025, we implemented a diverse range of programmes designed to enhance involvement, awareness and best practices related to employees' health and well-being to equip them with the necessary tools and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

ADVANCING PEOPLE

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

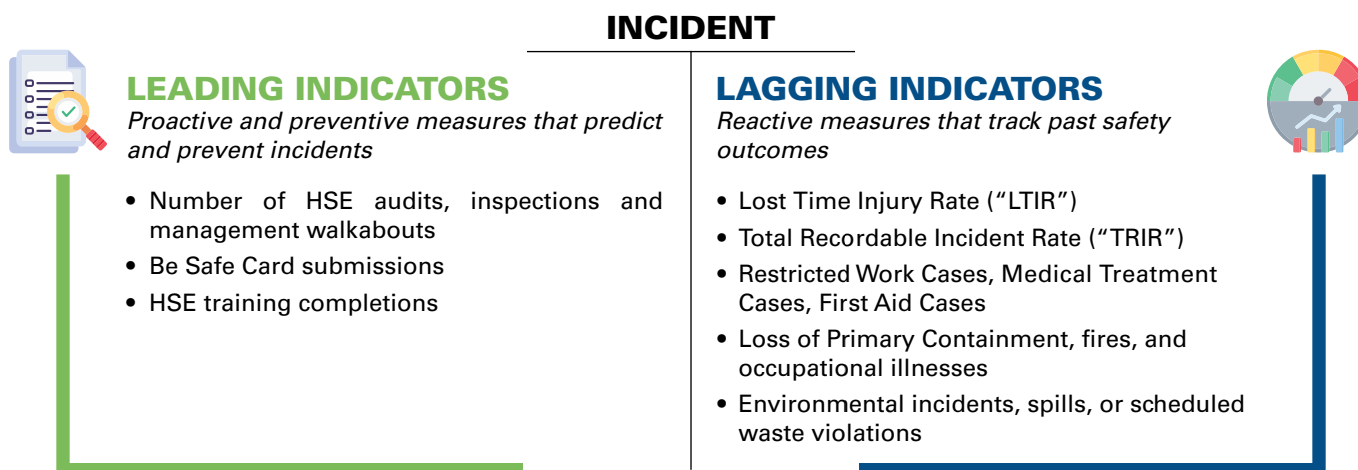
DIALOG applies the Hazard Identification, Risk Assessment, and Risk Control methodology to identify, assess, and control health and safety risks at every business unit and project site. This process involves:

- 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

ZERO

EMPLOYEE FATALITIES
recorded since FY2018

CONTRACTOR FATALITIES
occurred since FY2021



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.

ADVANCING PEOPLE

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

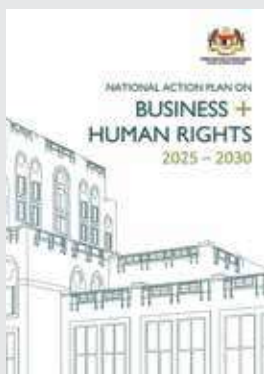
HUMAN RIGHTS

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

ADVANCING PEOPLE

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:

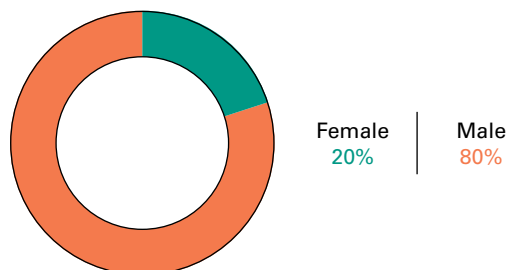
- Attract skilled talent and experienced professionals by offering a more attractive and competitive total compensation package.
- Motivate eligible employees to perform at their best and contribute towards achieving the Group's strategic goals and objectives.
- Reward employees in recognition of their 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:

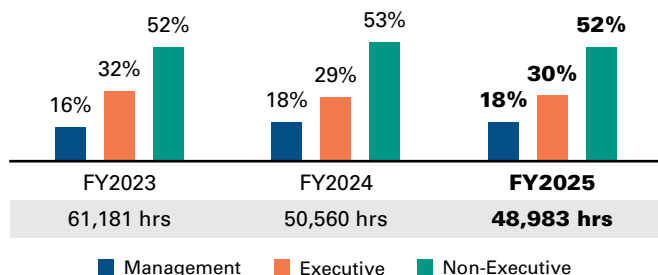
- Communication, teamwork, and problem-solving training
- Leadership development programmes
- Personal development, including presentation skills, career coaching, and financial literacy

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.

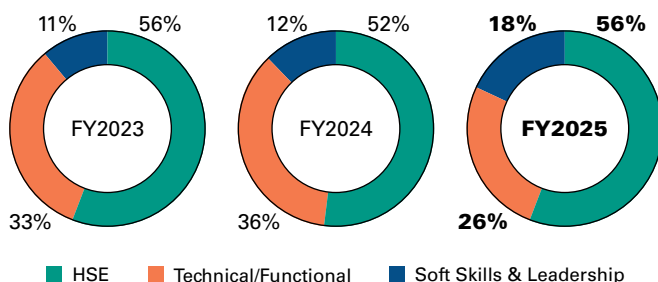
In FY2025, the Group's employees completed a total of 48,983 training hours, averaging 18.4 hours per employee (FY2024: 16.8 hours) or equivalent to 2.6 training days per employee.

ADVANCING PEOPLE

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

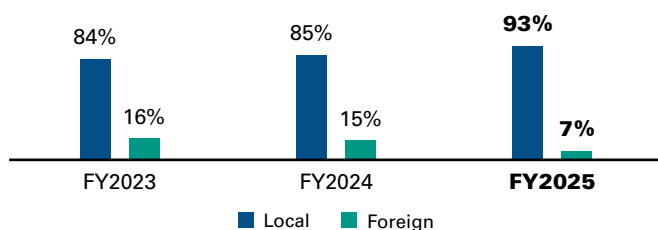
Country	FY2023	FY2024	FY2025
Malaysia	2,247	2,127	1,946
Singapore	252	227	197
Australia & New Zealand	678	524	498
Middle East	105	104	3*
Other Countries	49	24	22
Total	3,331	3,006	2,666

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

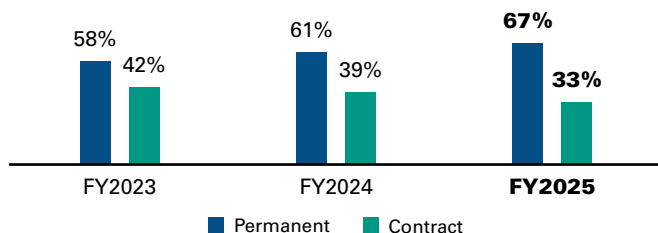
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Employee Diversity Indicators

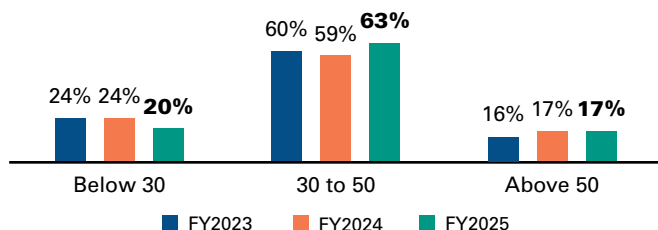
Local Hiring



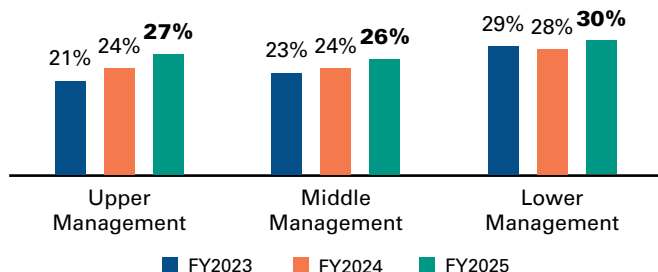
Employees by Category



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 Jalan 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

ROBUST GOVERNANCE & ETHICAL PRACTICES

Material Topics

SCM EP CG ABC BE RM TT

Stakeholders Impacted

E GR FI S C BP LC VS



Employees at DIALOG Tower, Mutiara Damansara, Selangor

Strong governance, ethical conduct and transparency are essential to building a responsible organisation and upholding the highest standards in all that we do.

CG BE CORPORATE GOVERNANCE & BUSINESS ETHICS

Ethical behaviour fosters trust and instils confidence, particularly in today's climate of increasing regulations and public scrutiny. DIALOG believes that strong corporate governance and ethical behaviour are fundamental to safeguarding business and stakeholder interests, managing risks effectively, and ultimately enhancing the Group's financial performance and shareholder value.

DIALOG aligns with the Malaysian Code on Corporate Governance ("the Code") to ensure high standards of transparency, accountability and integrity in managing the Group's business. All employees are expected to always conduct themselves ethically and with integrity, as guided by DIALOG's Code of Business Ethics, which must be strictly adhered to without exception.

The Group regularly reviews and enhances its Corporate Governance Framework and supporting policies to align with best practices, ensuring that the highest standards of governance, business ethics, integrity, and transparency are maintained.

While this Sustainability Statement highlights DIALOG's commitment to ethical conduct and responsible governance, the detailed disclosures on corporate governance practices, Board composition, diversity, and remuneration matters are comprehensively covered in the Corporate Governance Report and/or the Annual Report.

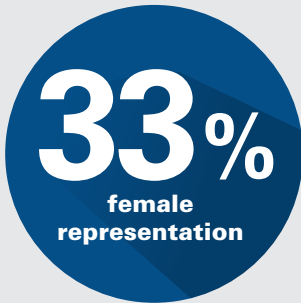


Corporate Governance Overview Statement, Corporate Governance: pages 111 to 119

ROBUST GOVERNANCE & ETHICAL PRACTICES

These disclosures include, but are not limited to:

 Board Structure and Composition Number of Directors, Independent Directors, and women on the Board	 Board Committees Existence of fully non-executive Audit and Remuneration Committees, composition of independent members, financial expertise representation, and disclosure of Committee Charters or Terms of Reference	 Board and Committee Effectiveness Disclosure of attendance rates for Directors, periodic evaluation of Board effectiveness, frequency of Board and Committee meetings, and voting results at the Annual General Meeting ("AGM")	
 Governance Leadership Confirmation of separate Chair and CEO roles, or equivalent governance mechanisms	 Audit Practices Separate disclosure of audit and non-audit fees	 Shareholders' Rights Shareholders' right to vote; one share-one vote structure; and AGM notice and voting disclosures	 Remuneration Practices Disclosure of fixed and variable remuneration for senior executives and non-executive Board members



33%
female representation

Board Diversity and Competency

DIALOG ensures its Board has a diverse mix of skills and experience to lead effectively. Following the Malaysian Code on Corporate Governance's recommendation of at least 30% female representation, all Board appointments are merit-based and guided by the Fit and Proper Policy. The current Board comprises 3 women and 6 men, achieving a 33% female representation.

These elements reflect DIALOG's continued commitment to good governance, transparency, and accountability, ensuring stakeholder confidence and sustainable long-term value creation.

We remain steadfast in our aim to maintain the highest standards of corporate governance and business ethics, contributing to the sustainable progress of the Group.

Goals	Short/Mid-term Targets (by FY2030)
Pursue the highest standards of corporate governance and business ethics	More than 80% of DIALOG employees to complete training courses on critical areas annually
Minimise supply chain sustainability risk	Launch ESG-related audit of critical vendors and contractors to ensure they are compliant and uphold the same ESG values as DIALOG

Data Privacy

At DIALOG, we are committed to protecting the privacy and integrity of personal data entrusted to us. We recognise the importance of data privacy as part of our governance responsibilities and are guided and governed by DIALOG's Personal Data Policy and Notice which outlines our practices in collecting, processing, storing, and disclosing personal data.



www.dialogasia.com/personal-data-policy-notice

To reinforce our data governance practices, we undertook several key initiatives in FY2025:

- Organised a one-day Personal Data Protection Act ("PDPA") training session with an external legal expert to enhance understanding of legal obligations across the Group.
- Conducted a Data Protection Impact Assessment workshop, ensuring that data privacy risks are assessed and mitigated in digital system development.
- Held PDPA Awareness Training for business units directly handling personal data to strengthen their compliance with internal policies and regulatory expectations.



DIALOG employees participating in the PDPA training session

We also continued to monitor our data protection practices across operations. Notably, there were zero substantiated complaints during the reporting year regarding breaches of customer privacy or data losses — reaffirming the effectiveness of our safeguards and employee awareness.

Cyber Security

In today's digital age, DIALOG understands that robust cyber security is essential for sustainable growth. Our commitment to cyber security is driven by the need to protect our digital assets and data, as well as to ensure operational continuity and to uphold trust with our stakeholders.

As the cyber threat landscape continues to evolve DIALOG has taken proactive measures to safeguard our business and customers by putting in place a cyber

resilience framework which focuses on key areas such as (and not limited to):



Risk management



Asset management



Access control



Data, network and cloud security



Business continuity and incident response



Training and awareness

This cyber resilience framework allows DIALOG not only to prevent and protect itself against cyber threats, but also to have the ability to quickly identify, contain, recover and resume operations after a cyber incident.

With a commitment towards continuous improvement, DIALOG employs an ongoing process of assessing and updating our cyber security measures and awareness level, as well as realigning our strategies in response to emerging trends. This approach also demonstrates our dedication to maintain the highest standards of cyber security, ultimately enhancing the overall resilience and reliability of our operations.



ANTI-BRIBERY & CORRUPTION ("ABC")

Bribery and corruption undermine trust, damage reputation, harm employee morale, and threaten financial stability. At DIALOG, ethical behaviour remains a top priority, and we strictly enforce our Code of Business Ethics ("COBE") and related policies, including the ABC Policy, to ensure compliance with the Malaysian Anti-Corruption Commission's ("MACC") Section 17A.

We maintain a zero-tolerance stance towards bribery and corruption and are committed to conducting all business dealings with integrity, transparency, and professionalism. The Board and management continue to uphold a strong tone from the top, emphasising integrity as a core value in all aspects of our operations.



www.dialogasia.com/policies

ROBUST GOVERNANCE & ETHICAL PRACTICES

Risk Assessment and Conflict of Interest Management

Our risk assessment procedures for corruption are guided by MACC's T.R.U.S.T principles and are embedded into the Group's Corruption Risk Register. The assessment considers:



In FY2025, 92% of DIALOG's operations were assessed for corruption-related risks, applying these criteria.

Charitable donations and sponsorships undergo stringent due diligence to ensure they are not used as disguised forms of bribery. This included review and approval under the Limits of Authority, visibility of all donations, entertainment, and gifts via our claims processing system, and prohibition of political contributions of any form under the ABC Policy.

Communication and Training

DIALOG adopts general and mass approach to ABC communication and training which include awareness sessions as well as mandatory signed declarations. Governance body members receive continuous updates and periodic briefings during Board and Committee meetings. All new employees and business partners must acknowledge and accept the ABC Policy during onboarding or contract execution.



The ABC e-learning and assessment module is mandatory for all employees and requires a 100% passing score. The ABC topic is also included in employee orientation programmes, and business partners are engaged through collaborative sessions to strengthen collective integrity. Employees are required to undergo a recertification of this training every two years.

Collective and Continuous Action

We remain committed to maintaining a culture of integrity, transparency, and honesty, safeguarding DIALOG's operations through proactive risk management, stringent internal controls, and continuous capacity building to prevent and detect bribery and corruption.

	Principles	Programmes/Initiatives
T	Top Level Commitment	• ABC Policy rolled out • Strong tone from the top (e.g. communication on DIALOG's zero-tolerance for ABC violations)
R	Risk Assessment	• Corruption risk register in place • Group Risk Management/Group Legal established as "Go-to Persons" • Inclusion of ABC risk in individual risk registers • Corruption Assessment Checklists completed across DIALOG's operations
U	Undertake Control Measures	• Business Ethics Questionnaire process rolled out for due diligence purposes • Signed acceptance of ABC compliance from third parties • Code of Business Ethics for third parties • Limits of Authority updated for ABC elements • Full visibility of claims that pertain to donation, entertainment and gifts via our claims processing system • General Terms and Conditions updated to include ABC clauses • e-Register of Gifts and Entertainment in place • Whistleblowing channel in place through a Whistleblowing Policy • Replacement of petty cash floats with corporate credit cards
S	Systematic Review, Monitoring & Enforcement	• ABC audits done • Regular audits also look at ABC controls • Gaps identified from ABC audits closed with urgency • Conducting ABC audits is a prevalent feature of the Internal Audit plan
T	Training & Communication	• Employee declarations on policy compliance • Awareness sessions • ABC topic included in employee orientation • Mandatory ABC e-learning module with recertification on a bi-annual basis • Collaborated with business partners to enhance awareness as well as commitment to integrity

No instances of bribery, corruption, or fraud were reported in FY2025. There were also no employee disciplinary actions or contract terminations due to ABC violations.

ROBUST GOVERNANCE & ETHICAL PRACTICES

RM RISK MANAGEMENT

DIALOG's vision of becoming a leading integrated technical service provider to the energy sector, both in Malaysia and internationally, depends on our ability to effectively manage uncertainties that could materially impact our critical success factors and long-term value creation.

Risk management is integral to DIALOG's operations, guided by our Risk Management Policy and Framework, which is consistent with the principles set out in accordance with ISO 31000:2018 Risk Management – Principles and Guidelines. The framework is designed to identify, assess, monitor, and manage risks that may present threats or opportunities across the Group's business activities.

Risk management processes are implemented across all business units, supported by 49 risk registers encompassing core business areas, technical functions, and corporate services. In total, 918 risks were identified and monitored in FY2025, with mitigating controls regularly tested for effectiveness. Additionally, project-specific risk registers remain in place to ensure robust management of risks in project execution and delivery.

Risks are rated based on a matrix of likelihood and impact, considering both financial and non-financial consequences. Risk owners are accountable for implementing mitigation measures to maintain residual risk levels within the Group's risk appetite, as approved by the Risk Management Committee ("RMC") and endorsed by the Board. The Board has overall oversight of the Group's risk management, with the RMC supporting the Board by reviewing the effectiveness of the Group's risk management process.

 *Statement of Risk Management and Internal Control, Corporate Governance: pages 123 to 127*

In terms of ESG, the RMC specifically oversees:

- ESG risks, including climate-related transition and physical risks.
- Compliance with the Group's COBE, ABC Policy, and other related policies.

Emerging risks and mitigation plans are presented and deliberated at RMC meetings, while ad-hoc special RMC meetings are convened for acquisitions and new business ventures. Risk management matters are also reported through the Statement on Risk Management and Internal Control and the Audit Committee Report, which form part of the Annual Report.



We aim to maintain a strong culture of risk awareness and prudent management across the Group, ensuring that uncertainties are effectively managed to safeguard stakeholders' interests and optimise resource allocation. This is reinforced through risk awareness sessions with risk owners, mandatory anti-bribery and corruption training, and continued enhancement of cyber security risk management, including participation in simulated cyber security drills.

DIALOG also continues to integrate Sustainability and ESG risks into the Group's Corporate Risk Profile, with developments reported to the RMC. As part of our commitment to climate-related risk management, we evaluated initial screening reports on transition and physical risks to support future IFRS Sustainability Disclosure Standards-aligned reporting obligations.

The Group has a corporate-wide approach to managing non-compliance, which includes procedures to investigate and follow up on identified incidents, as detailed in the Statement on Risk Management and Internal Control. A confidential whistleblowing mechanism, accessible to employees, contractors, joint venture partners, and external stakeholders, is in place to report breaches of company codes or policies.

Key activities undertaken in FY2025 include:

- Regular updates of risk registers and risk awareness sessions with risk owners;
- Detailed risk deliberations during scheduled RMC meetings, with emerging risks presented for review;
- Special RMC meetings for proposed acquisitions and new business ventures;
- Continued enforcement of mandatory anti-bribery and corruption e-learning modules and maintenance of the Corruption Risk Management Programme;
- Strengthening cyber security readiness through simulated cyber security drills;
- Updates to Business Continuity Plans and Business Impact Analysis to improve resilience;
- Integration of sustainability and climate-related risks into the Corporate Risk Profile.

SCM SUPPLY CHAIN MANAGEMENT

Strong governance across our supply chain is fundamental to maintaining DIALOG's integrity, resilience, and long-term success. As part of the Governance pillar, we ensure that our vendors and business partners operate in accordance with the same ethical, responsible, and sustainability principles that guide our business. By embedding clear policies, transparent processes, and ESG-focused assessments, we uphold accountability and strengthen trust within our supply chain.

All vendors and contractors are subjected to a structured qualification and screening process, which includes completing the Business Ethics Questionnaire to evaluate their commitment to ethical practices, sustainability, and adherence to industry standards.

Vendors and contractors are required to formally acknowledge and comply with our ABC Policy and adhere to the COBE for Business Partners, ensuring alignment with our zero-tolerance stance on bribery, corruption, and unethical practices. We have embedded elements of ESG, along with relevant terms and conditions, to our procurement practices.

www.dialogasia.com/gtc-po

For Tier 1 critical vendors, we will begin ESG assessments as part of our governance oversight soon. Our goal is to establish a supply chain that reflects DIALOG's governance values by strengthening supplier structures and oversight, creating a resilient and responsible industry ecosystem that contributes positively to the world.



In FY2025, we continued to embed strong governance practices across our supply chain by enhancing supplier awareness, engaging with 353 vendors (FY2024: 32) through an ESG-focused session to strengthen understanding of DIALOG's sustainability expectations.

TT TAX TRANSPARENCY

Taxes help stimulate economic growth by enabling governments to address key needs such as healthcare, education and infrastructure, which contributes to a stable and thriving economy. As a responsible corporate citizen, DIALOG observes all applicable laws, rules and regulations to fulfil its tax compliance and reporting obligations in countries where it operates. For our income tax contribution, please refer to the Financial Statements.

 *DIALOG Financial Statement: pages 79 to 81*

EP ECONOMIC PERFORMANCE

Economic performance remains material to DIALOG as it underpins the Group's long-term sustainability, enabling us to provide employment, generate economic value and create positive impact for our stakeholders. Our financial strength and stability reflect the effectiveness of our prudent financial management, robust risk management practices, and diversified business strategies, as outlined in the Group's Financial Key Performance Indicators presented in the Management Discussion and Analysis section of this Annual Report.

 *Key Performance Indicators, Management Discussion and Analysis: page 44*

Consistent with our commitment to responsible growth, we continue to diversify across the energy value chain, expand into sustainable and renewable businesses, and strengthen relationships with stakeholders, while maintaining a focus on operational efficiency and cash flow preservation. These strategies ensure that DIALOG remains resilient amid market volatility and global economic uncertainties.

BURSA MALAYSIA ESG PERFORMANCE DATA TABLE

Indicator	Measurement Unit	FY2024	FY2025
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category ^			
Management	Percentage	19.00	21.00
Executive	Percentage	28.00	30.00
Non-executive	Percentage	27.00	28.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	93.00	92.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	5,287,969.45	5,535,600.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	9,388	6,330
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Management Under 30	Percentage	0.03	0.11
Management Between 30-50	Percentage	10.65	11.48
Management Above 50	Percentage	5.99	6.75
Executive Under 30	Percentage	6.29	5.55
Executive Between 30-50	Percentage	14.67	15.94
Executive Above 50	Percentage	2.76	2.78
Non-executive Under 30	Percentage	17.66	14.70
Non-executive Between 30-50	Percentage	34.13	35.41
Non-executive Above 50	Percentage	7.82	7.28
Gender Group by Employee Category			
Management Male	Percentage	12.38	13.28
Management Female	Percentage	4.29	5.06
Executive Male	Percentage	14.80	14.52
Executive Female	Percentage	8.92	9.75
Non-executive Male	Percentage	54.12	51.88
Non-executive Female	Percentage	5.49	5.51
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	66.70	66.70
Female	Percentage	33.30	33.30
Under 30	Percentage	0.00	0.00
Between 30-50	Percentage	0.00	0.00
Above 50	Percentage	100.00	100.00

Internal assurance

External assurance

No assurance (*)Restated

Indicator	Measurement Unit	FY2024	FY2025
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt-hour	49,498.00	38,844.00
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.03	0.02
Bursa C5(c) Number of employees trained on health and safety standards	Number	1,932	1,840
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Management	Hours	9,196	8,699
Executive	Hours	14,701	14,676
Non-executive	Hours	26,663	25,608
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	39.00	33.00
Bursa C6(c) Total number of employee turnover by employee category			
Management	Number	93	73
Executive	Number	190	142
Non-executive	Number	655	802
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	74.41	78.55
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	132.000000	127.000000
Bursa (Waste management)			
Bursa C10(a) Total waste generated ^{^^}	Metric tonnes	-	3,411.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	0.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	3,411.00
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	8,722.00	6,413.06
Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	10,858.00	10,395.82
Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e ^{^^^} (at least for the categories of business travel and employee commuting)	Metric tonnes	-	No Data Provided

Notes:

[^] Bursa C1(a) data excludes daily wage employees.^{^^} Bursa C10(a) is disclosed based on hazardous waste only.^{^^^} Bursa C11(c) is estimated based on business travel and employee commuting data.

Internal assurance

External assurance

No assurance (*)Restated

STATEMENT OF ASSURANCE FOR SUSTAINABILITY REPORT 2025

In strengthening the credibility of the Sustainability Statement, selected aspects of this Sustainability Statement have been subjected to an internal review by the company's internal auditors and has been approved by the Audit Committee of DIALOG Group Berhad.

SUBJECT MATTER

The subject matter covered by the internal review included the following common sustainability matters and common indicators:

- a. Anti-corruption
 - Percentage of employees who have received training on anti-corruption by employee category
 - Percentage of operations assessed for corruption-related risks
 - Confirmed incidents of corruption and action taken
- b. Community/Society
 - Total amount invested in the community where the target beneficiaries are external to the listed issuer
 - Total number of beneficiaries of the investment in communities
- c. Diversity
 - Percentage of employees by gender and age group, for each employee category
 - Percentage of directors by gender and age group
- d. Energy management
 - Total energy consumption
- e. Health and safety
 - Number of work-related fatalities
 - Lost time incident rate ("LTIR")
 - Number of employees trained on health and safety standards
- f. Labour practices and standards
 - Total hours of training by employee category
 - Percentage of employees that are contractors or temporary staff
 - Total number of employee turnover by employee category
 - Number of substantiated complaints concerning human rights violations
- g. Supply chain management
 - Proportion of spending on local suppliers
- h. Data privacy and security
 - Number of substantiated complaints concerning breaches of customer privacy and losses of customer data
- i. Water
 - Total volume of water used
- j. Emissions management
 - Scope 1 emissions in tonnes of CO₂e
 - Scope 2 emissions in tonnes of CO₂e

Scope

The boundary of the internal audit review includes all active entities and/or operations within DIALOG Group Berhad, both in Malaysia and overseas and excludes Joint Ventures and Associates.

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DIALOG Tower, Mutiara Damansara, Selangor

CORPORATE INFORMATION

BOARD OF DIRECTORS

TAN SRI DR. NGAU BOON KEAT
(Executive Chairman)

CHAN YEW KAI
(Executive Deputy Chairman)

CHIN KWAI FATT
(Senior Independent
Non-Executive Director)

DATO' ISMAIL BIN KARIM
(Independent Non-Executive Director)

JUNIWATI RAHMAT HUSSIN
(Independent Non-Executive Director)

BADRUL HISHAM BIN DAHALAN
(Non-Independent Non-Executive Director)

TAN SRI DATUK DR. REBECCA
FATIMA STA MARIA
(Independent Non-Executive Director)

BERNARD RENE FRANCOIS DI TULLIO
(Independent Non-Executive Director)

ZAINAB BINTI MOHD SALLEH
(Group Chief Financial Officer)

AUDIT COMMITTEE

CHIN KWAI FATT
(Chairman, Senior Independent
Non-Executive Director)

DATO' ISMAIL BIN KARIM
(Independent Non-Executive Director)

JUNIWATI RAHMAT HUSSIN
(Independent Non-Executive Director)

NOMINATION COMMITTEE

DATO' ISMAIL BIN KARIM
(Chairman, Independent
Non-Executive Director)

CHIN KWAI FATT
(Senior Independent
Non-Executive Director)

BERNARD RENE FRANCOIS
DI TULLIO
(Independent Non-Executive Director)

JUNIWATI RAHMAT HUSSIN
(Independent Non-Executive Director)

REMUNERATION COMMITTEE

JUNIWATI RAHMAT HUSSIN
(Chairman, Independent
Non-Executive Director)

CHIN KWAI FATT
(Senior Independent
Non-Executive Director)

DATO' ISMAIL BIN KARIM
(Independent Non-Executive Director)

BERNARD RENE FRANCOIS
DI TULLIO
(Independent Non-Executive Director)

RISK MANAGEMENT COMMITTEE

CHIN KWAI FATT
(Chairman, Senior Independent
Non-Executive Director)

DATO' ISMAIL BIN KARIM
(Independent Non-Executive Director)

JUNIWATI RAHMAT HUSSIN
(Independent Non-Executive Director)

ESOS COMMITTEE

JUNIWATI RAHMAT HUSSIN
(Chairman, Independent Non-Executive
Director)

DATO' ISMAIL BIN KARIM
(Independent Non-Executive Director)

REGISTERED OFFICE

DIALOG TOWER
No. 15, Jalan PJU 7/5
Mutiar Damansara
47810 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Tel No. : 603 7717 1111
Fax No. : 603 7722 3999
Website : www.dialogasia.com
Email : contact@dialogasia.com

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia
Securities Berhad
Stock Name : DIALOG
Stock Code : 7277

AUDITORS

BDO PLT
BDO @ Menara CentARa
Level 8
360 Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Malaysia

JOINT COMPANY SECRETARIES

CHAY SIEW KIM
MAICSA 7012266
SSM PC No. 202008000677

ONG WAI LENG
MAICSA 7065544
SSM PC No. 202208000633

SHARE REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Helpdesk Line : 603 7890 4700
Fax No. : 603 7890 4670
Email : BSR.Helpdesk@boardroomlimited.com

PRINCIPAL BANKERS

AmBank (M) Berhad
OCBC Bank (Malaysia) Berhad
RHB Bank Berhad
Standard Chartered Bank
Malaysia Berhad
Sumitomo Mitsui Banking Corporation
Malaysia Berhad
United Overseas Bank (Malaysia)
Berhad

SOLICITORS

Mah-Kamariyah & Philip Koh
Rahmat Lim & Partners
Raja, Darryl & Loh

CORPORATE STRUCTURE

As at 22 September 2025

DIALOG

DIALOG GROUP BERHAD

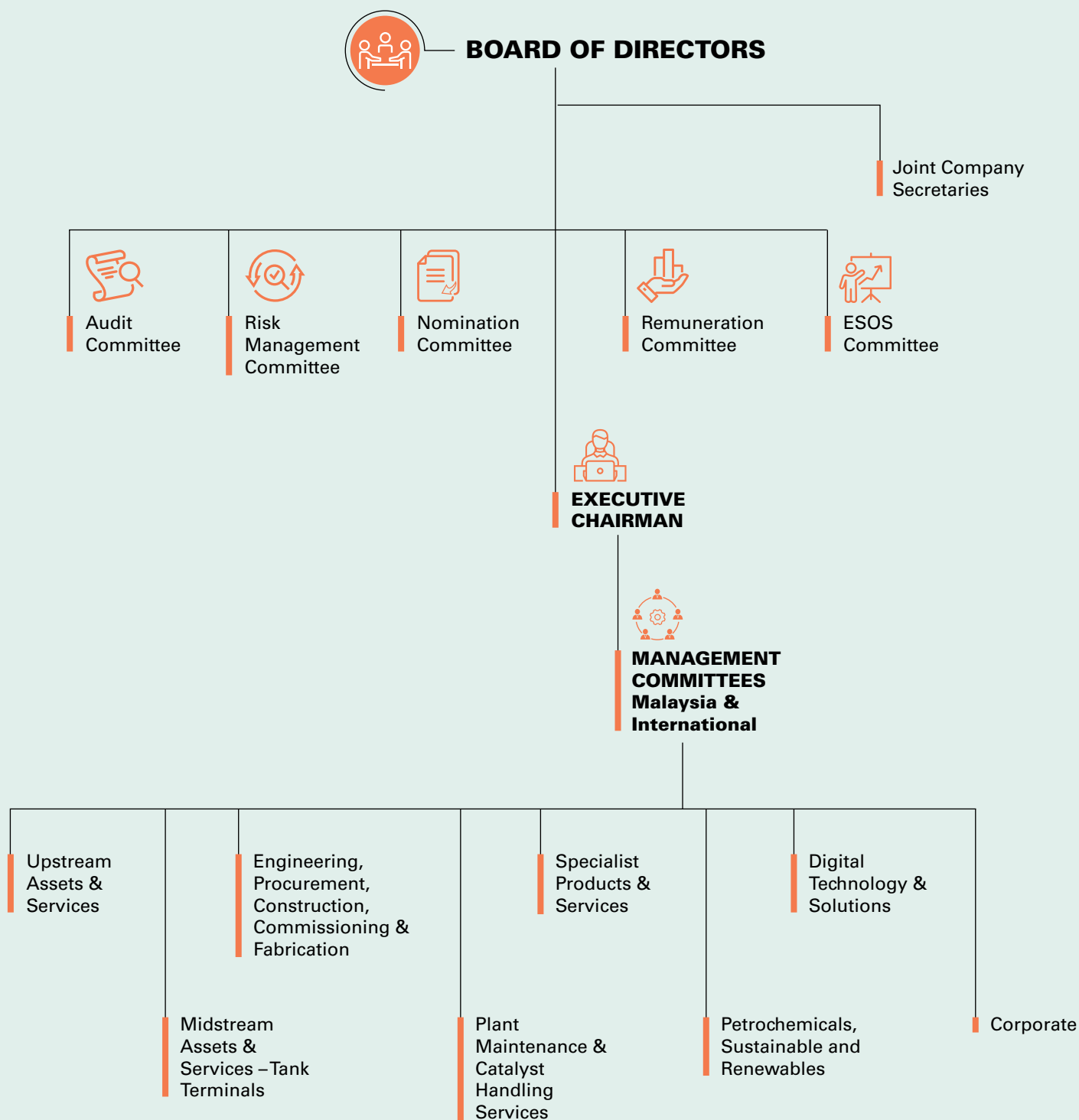


+ The remaining 40% is held by Dialog Pengerang Sdn. Bhd.

@ The remaining 10% is held by Dialog Systems (Asia) Pte Ltd

The remaining 30% is held by Dialog Fitzroy Limited

ORGANISATION STRUCTURE



CORPORATE GOVERNANCE OVERVIEW STATEMENT

DIALOG Group Berhad's ("DIALOG") Directors and Management continue to be committed in maintaining good corporate governance by constantly having in place an effective Corporate Governance framework which is in line with the Malaysian Code on Corporate Governance ("the Code"). The Principles and Practices of the Code are carried out across the Group to ensure that high standards of transparency, accountability and integrity are attained in managing the Group's business. The Board believes that having a strong corporate governance framework is the key to enhancing shareholders' value and the Group's financial performance sustainably, as well as protecting stakeholders' interests.

This Corporate Governance Statement outlines how DIALOG has applied the Principles and Practices of the Code during the financial year under review.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

1 Board Responsibilities

The Board is the ultimate decision-making body of the Group, with the exception of matters requiring shareholders' approval. The Board assumes, amongst others, leadership, due care and fiduciary duties under Companies Act 2016 and applicable laws, and the following duties and responsibilities:

- (i) together with Senior Management, promote a culture of good corporate governance within the Company which reinforces ethical, prudent and professional behaviour;
- (ii) review, challenge and decide on Management's proposal(s) for the Company and monitor the implementation by Management;
- (iii) review and adopt the overall strategic and sustainability plans and programmes for the Company and the Group, to ensure long-term value creation. This includes setting performance objectives and policies where economic, environment and social considerations underpinning sustainability are substantively incorporated;
- (iv) supervise and assess Management's performance to determine whether the business is being properly managed;

- (v) understand the principal risks of the Company's business and recognise that business decisions involve the taking of appropriate risks;
- (vi) set the risk appetite within which the Board expects Management to operate and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;
- (vii) review the adequacy and integrity of the internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
- (viii) establish a succession plan for Board and Senior Management, including appointing, training and fixing the responsibilities and remuneration of the Chief Executive Officer and Executive Directors of the Group;
- (ix) ensure that Senior Management has the necessary skills and experience;
- (x) develop and implement an investor relations programme or shareholder communication policy for the Company;
- (xi) ensure the integrity of the Company's financial and non-financial reporting;
- (xii) oversee and monitor work health and safety processes, performance and issues;
- (xiii) promote ethical values and standards in the workplace;
- (xiv) implement gender diversity policies by taking steps to ensure that women candidates are sought as part of the recruitment exercise; and
- (xv) carry out or perform such other functions necessary for the discharge of its fiduciary duties under the relevant laws, rules and regulations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board has delegated specific responsibilities to six (6) Board Committees, namely the Audit Committee, Nomination Committee, Remuneration Committee, Management Committee, Risk Management Committee and Employees' Share Option Scheme ("ESOS") Committee.

These Board Committees operate under clearly defined roles and responsibilities as set out in its respective terms of reference. They have the authority to deal with particular issues and report to the Board with their respective recommendations, if any. The Executive Chairman of the Board is neither a member of the Board Committee nor participates in any of the Board Committee meetings by way of invitation.

Tan Sri Dr. Ngau Boon Keat is the Executive Chairman and Mr Chan Yew Kai is the Executive Deputy Chairman of the Group. Tan Sri Dr. Ngau focuses on steering DIALOG on its vision while Mr Chan is involved in dealing with business strategies and new ventures. Tan Sri Dr. Ngau and Mr Chan each have more than 45 years' experience in the oil, gas and petrochemical industry and their track record demonstrates that their capabilities in leadership, entrepreneurship skills and business acumen are immeasurable.

Encik Mustaffa Kamal Bin Abu Bakar, the Chief Executive Officer of the Company, focuses on ensuring corporate and business strategies are implemented. Mr Keith Collins, the Chief Operating Officer of the Company, is responsible to implement the corporate and business strategies and to oversee operational functions.

The Board of Directors is of the opinion that the positions of the Executive Chairman, Executive Deputy Chairman, Chief Executive Officer and Chief Operating Officer, each with separate distinct roles and accountabilities, are adequate to provide the necessary stewardships and division of responsibilities for the Company.

The Company Secretaries play an important advisory and compliance role, acting as a source of information and advice to the Board and Board Committees on issues relating to compliance with laws, rules, procedures and regulations affecting the

Company and the Group. The Board has direct and unrestricted access to the advice and services of the Company Secretaries. The appointment of the Company Secretary is decided by the Board.

The Company Secretaries of DIALOG are qualified to act as company secretaries under Section 235(2) of the Companies Act 2016. Both are members of Malaysian Institute of Chartered Secretaries and Administrators. The Company Secretaries regularly attend training courses to keep abreast with latest developments in regulatory changes and developments in corporate governance.

The Directors also have access to advice and services from the external auditors and other independent professionals upon request.

The Board meets at least once every quarter with additional Board meetings to be convened as and when necessary. Prior to the meetings of the Board and Board Committees, board papers which include the agenda and reports relevant to the issues of the meetings covering the areas of quarterly financial results, progress reports of the various core services, corporate development, regulatory updates, business development, audit reports, risk management reports and/or updates on sustainability matters including corporate social responsibility, are circulated to all Directors. The information supplied to the members of the Board and Board Committees is relevant and timely to enable the members of the Board and Board Committees to review matters and bring such matters to the meetings for deliberation. Management personnel from various core services are invited to provide additional insights and deliberations in respect of their areas of responsibilities during the Board and Board Committee meetings.

The minutes of the board meetings are circulated prior to the next board meeting for review and comments.

During the financial year ended 30 June 2025 ("FY2025"), eleven (11) meetings of the Board were held. All Directors have complied with the requirements in respect of board meetings attendance as provided in DIALOG's Constitution.

The attendance of the members of the Board at all meetings was recorded during FY2025, details of which are set out as below:

Name	No. of Meetings Attended
Tan Sri Dr. Ngau Boon Keat	10/11
Chan Yew Kai	11/11
Chin Kwai Fatt	11/11
Dato' Ismail Bin Karim	11/11
Juniwati Rahmat Hussin	10/11
Badrul Hisham Bin Dahalan	11/11
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	10/11
Bernard Rene Francois Di Tullio	11/11
Zainab Binti Mohd Salleh	11/11

The schedule of meetings which provides the tentative dates for meetings of the Board, Audit Committee and Annual General Meeting is circulated to Directors before the beginning of each calendar year to enable the Directors to plan and coordinate their respective schedules.

Board Charter

A Board Charter ("the Charter") has been drawn up and approved by the Board. The Charter provides guidance to the Board in the discharge of its duties and functions which sets out, amongst others, the roles and responsibilities of the Board to ensure that each Board member acting on behalf of the Company is aware of his fiduciary duties and responsibilities, the legislation and regulations affecting their duties and the principles and practices of good corporate governance which apply to the Group.

The Charter is published on the Company's website at www.dialogasia.com. The Charter is periodically reviewed and updated as and when deemed necessary and upon any new regulations that may have an impact on the discharge of the Board's duties and responsibilities.

Code of Ethics

The Code of Ethics, which forms part of the Board Charter, sets out the broad standards of conduct and basic principles to guide the Board in carrying out their duties and responsibilities to the highest standards of personal and corporate integrity.

The Group has also put in place a Code of Ethics for its employees which encompasses all aspects of its day-to-day business operations. With the implementation of the Code of Ethics and the Anti-Bribery and Corruption Policy, which was adopted in 2019, Directors and employees of the Group are expected to observe high standards of integrity and fair dealings in relation to customers, staff and regulators in the communities within which the Group operates and ensure compliance with all applicable laws, rules and regulations to which the Group is bound to observe in the performance of its duties.

Mr Chin Kwai Fatt is the Senior Independent Non-Executive Director, and should there be any concerns or queries pertaining to the Group, he will be the main contact person. Any concerns or queries may be sent by way of writing to DIALOG's registered address, or electronic mail to Mr Chin's email address at kwaifatt.chin@dialogasia.com.

Whistleblowing Policy

The Company has adopted a whistleblowing policy ("the Policy") in 2019. The objective of this Policy is to provide an avenue for all employees of DIALOG and members of the public who have become aware of or genuinely suspects that an employee, business partner, contractor or supplier has engaged, is engaged or is preparing to engage in any improper Conduct or Detrimental Action (as defined in the Policy), to report possible improprieties at the earliest opportunity without fear of reprisal or Detrimental Action. The Policy is published on the Company's website at www.dialogasia.com.

 www.dialogasia.com/policies

CORPORATE GOVERNANCE OVERVIEW STATEMENT

2 Board Composition

The Board currently consists of nine (9) members, comprising five (5) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director from the Employees Provident Fund ("EPF"), and three (3) Executive Directors.

The Non-Executive Directors are free of management obligations and free from any relationships that could materially interfere with the exercise of their independent judgement.

With more than half of the Board comprising Independent Directors, this provides an effective check and balance in the functioning of the Board where all matters are reviewed with balance and fairness, to ensure the needs and interests of the Company are met. Among the Non-Executive Directors is a representative from EPF, a substantial shareholder of the Company. His independent judgement, together with that of the other Independent Directors, is important in ensuring that the strategies proposed by the Management are fully discussed and intently deliberated, and thus in the long term, the interest of all stakeholders of the Group is safeguarded.

The Directors, with their different backgrounds and specialisations, collectively bring with them a wide range of experience and expertise in Upstream, Midstream and Downstream business activities, accounting, finance, economics, corporate to general management disciplines suitable for managing the Group's businesses in the energy sector. A brief profile of each Director is presented on pages 21 to 25 of this Annual Report.



Board of Directors' Profile: pages 21 to 25

The Board has strong confidence in the balance of power and authority on the Board with the current composition which leverages the independent judgement of the five (5) Independent Non-Executive Directors on the Board and one (1) Non-Executive Director from the EPF, a substantial shareholder of the Company. The calibre, diverse experiences and integrity of these Non-Executive Directors add strength and objectivity to the Board's discussions and decision making processes. In addition, the Board composition is well defined and fulfils the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Malaysia") of having at least 1/3 independent directors on the Board. Furthermore, the Board Charter sets out, amongst others, reserved matters, for which the Board is the sole deciding authority, which provides a check and balance in the

decision making process of the Group. The Board will assess the composition and size of the Board on an ongoing basis to ensure that the best interests of the Company are served.

The Nomination Committee has been established to take on the responsibility of making recommendations for appointments to the Board and ensuring that the Board comprises individuals with the requisite skills, knowledge, qualities and experience. The Nomination Committee is guided by its terms of reference (which is published on the Company's website at www.dialogasia.com), Board Charter and Fit and Proper Policy on appointments to the Board.



www.dialogasia.com/policies

The current Nomination Committee comprises four (4) Independent Non-Executive Directors. The Committee is currently chaired by Dato' Ismail Bin Karim and the other members are Mr Chin Kwai Fatt (Senior Independent Non-Executive Director), Puan Juniwati Rahmat Hussin (Independent Non-Executive Director) and Mr Bernard Rene Francois Di Tullio (Independent Non-Executive Director).

Puan Juniwati Rahmat Hussin and Mr Bernard Rene Francois Di Tullio were appointed as members of the Nomination Committee on 24 September 2024.

Board Evaluation

The Nomination Committee will annually evaluate the effectiveness of the Board, its Committees and the performance of the Directors. They are also responsible for assessing the suitability of any proposed candidate as a board member and submitting their recommendations to the Board. In evaluating the suitability of candidates, the Nomination Committee considers the following criteria:

- skills, knowledge, qualities and experience;
- commitment (including time commitment) and contribution;
- diversity of the Board; and
- in the case of the independence of a candidate for the position of an independent director, whether the candidate can bring independent and objective judgement to board deliberations.

In upholding best practices in corporate governance, the Company engages an independent expert at least once every three years to facilitate assessment of the Board. For FY2024, Boardroom Corporate Services Sdn. Bhd. was appointed to carry out

Board effectiveness assessment. The assessment identified key strengths and areas for improvement, and the results were presented to the Nomination Committee and the Board on 24 September 2024 for review and deliberation.

During FY2025, the Nomination Committee met twice to review the composition of the Board and Committee members, appointment of key senior management, and to conduct the annual assessment of the Board and its Committees. The Board effectiveness assessment for FY2025 was conducted with support from the Company Secretary. The assessment covered the mix of skills, knowledge, experience, qualities, time commitment and diversity of the Board members and their individual performance for the past year. The independence of Independent Directors was duly assessed.

The assessment results for FY2025 were presented to the Nomination Committee for deliberation on 9 September 2025. Key areas for improvement were also highlighted, and appropriate actions are in progress.

Based on the Independent Directors' assessment results, the current Independent Directors namely Mr Chin Kwai Fatt, Dato' Ismail Bin Karim, Puan Juniwati Rahmat Hussin, Tan Sri Datuk Dr. Rebecca Fatima Sta Maria and Mr Bernard Rene Francois Di Tullio fulfil the criteria of "Independence" as prescribed under Chapter 1 of the Listing Requirements.

Additionally, the Nomination Committee reviewed and recommended to the Board the re-election of the retiring directors for shareholders' approval at the Annual General Meeting.

DIALOG's Constitution provides for all directors, including the managing director, to submit themselves for re-election at least once every three years. Directors appointed during the year are required to retire at the following Annual General Meeting but are eligible for re-election.

Directors' Training

The Board acknowledges that continuous education is essential for the Directors to keep abreast of the dynamic environment in which the Group operates. All Directors had attended and completed the Mandatory Accreditation Programme as required pursuant to the Main Market Listing Requirements.

The Directors are also regularly updated by the Management and Company Secretary of changes in statutory requirements, accounting standards and other relevant laws and regulations.

For FY2025, the Directors attended various seminars and briefings to enhance their knowledge with the latest developments in the industry and to better enable them to fulfil their responsibilities and discharge their duties. These seminars and training programmes range from many areas, which include leadership management, corporate governance, risk management and internal control, financial reporting, tax, strategic planning, developments in the energy sector, finance and economic outlook, climate governance and emerging technology. Conferences, seminars, dialogues, briefings and training programmes attended by the Directors include the following:

No	Course Title
1	Whistleblower Protection Act 2010 by Suruhanjaya Pencegah Rasuah Malaysia, SPRM
2	Introduction to AI, Introduction to generative AI. Prompt Engineering and Responsible AI
3	PBEC debrief
4	6 th Kinabalu Management and Professional Conference
5	RIETI BBL Seminar
6	Cyber Security Risk
7	The Current Trend in Corporate Crime
8	Audit Committee Conference 2024 Embracing Strategic Oversight: The Future of Audit Committees
9	Control for the Board
10	Sexual Harassment Awareness
11	Environmental, Social and Governance Navigating climate-related financial disclosures
12	2024 APEC Business Ethics for SMEs Forum
13	Accountant General of Malaysia's Dialogue & Luncheon Event

CORPORATE GOVERNANCE OVERVIEW STATEMENT

No	Course Title
14	DIWA-APEC Digital Innovation for Women's Advancement ("DIWA") in the Asia-Pacific Region
15	APEC International Forum
16	ASEAN Economic Summit
17	Board Ethics: Growing Concerns From New Technology, Stakeholder Interests & Conflict Of Interest
18	KPMG Asia Pacific Board Leadership Center Webinar Geopolitical risks and the strategic imperatives for boards and C-suite
19	ASPAC Board Leadership Centre ("BLC") Webinar 2024 Geopolitical Risks and the Strategic Imperatives for Boards and C-Suite
20	Mandatory Accreditation Programme Part II: Leading for Impact ("LIP")
21	Computer Security Refresher Training
22	PwC Malaysia's Budget 2025 Seminar
23	BDO Tax Seminar on Budget 2025: Building Fiscal Resilience
24	2024 Beijing Forum on Swift Response to Public Complaints
25	Anti-Bribery and Corruption ("ABC") e-Learning Module (2024)
26	Briefing on 2025 Malaysia Budget and Tax Updates
27	Regional Outlook Forum
28	AmCham Fireside Chat, ASEAN Trade Outlook
29	ASEAN Workshop on Sustainable Development 2025
30	Bursa PLCs Investor Relations Series 3/2025 Implications of Trump 2.0
31	Malaysian Tax Conference 2025
32	PwC AI Leadership Conference
33	Virtual MIA International Accountants Conference 2025
34	EY Webinar - Why it's time to take another look at your governance and risk management frameworks

No	Course Title
35	Requirement Under National Sustainability Reporting Framework ("NSRF") and Introduction to Centralized Sustainability Intelligence ("CSI")
36	GenAI for Business Professionals: 10x Your Work Productivity Workshop
37	Sales Tax & Service Tax ("SST") Expansion 2025 - What's New and How It Affects Your Business

The Board has assessed the training attended by the Directors during FY2025 and was satisfied that each of the Directors had attended continuous training. The Directors will continue to undergo relevant training programmes to further enhance their skills and knowledge, as well as their awareness of industry developments that will inevitably contribute to the Group.

3 Remuneration

The Group has a policy of remunerating Directors for their responsibilities and contributions in leading and managing the Group's business operations. The remuneration package is structured to offer reward in tandem with the Group's and the individual's key performance indicators which includes non-financial and sustainability targets.

The Remuneration Committee is responsible for recommending to the Board a remuneration framework and package for the Executive Directors that are considered necessary to attract, retain and motivate key personnel needed for the continual success of the Group.

The Remuneration Committee met twice during FY2025 and presently comprises four (4) independent non-executive directors. The Committee is currently chaired by Puan Juniwati Rahmat Hussin, and the other members are Mr Chin Kwai Katt (Senior Independent Non-Executive Director), Dato' Ismail Bin Karim and Mr Bernard Rene Francois Di Tullio who was appointed with effect from 24 September 2024.

The remuneration awarded to the Executive Directors consists of salary, allowance, employers' contribution to the EPF, bonus, incentive, ESOS and other benefits accorded such as company cars, drivers, insurance, medical and/or club membership.

Non-Executive Directors' remuneration package includes directors' fees, allowances and/or other benefits.

The Directors' remuneration which includes the Executive Directors who are also senior management for FY2025 is presented as below (RM'000):

Name	COMPANY		GROUP				TOTAL
	Fee	Allowance	Salary	Allowance	Incentive & Bonus	Benefits in kind	FY2025
Tan Sri Dr. Ngau Boon Keat	-	-	1,533	684	2,018	77	4,312
Chan Yew Kai	-	-	1,104	486	1,181	58	2,829
Chin Kwai Fatt	199	108	-	-	-	-	307
Dato' Ismail Bin Karim	184	97	-	132	-	-	413
Juniwati Rahmat Hussin	184	122	-	-	-	-	306
Badrul Hisham Bin Dahalan	140	92	-	-	-	-	232
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	140	80	-	-	-	-	220
Bernard Rene Francois Di Tullio	146	119	-	-	-	-	265
Zainab Binti Mohd Salleh	-	-	818	354	738	24	1,934
Total (RM'000)	993	618	3,455	1,656	3,937	159	10,818

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

1 Audit Committee

The present Audit Committee of the Company comprises exclusively Independent Non-Executive Directors, namely Mr Chin Kwai Fatt (Chairman), Dato' Ismail Bin Karim and Puan Juniwati Rahmat Hussin.

The summary of work of the Audit Committee relating to the FY2025 is highlighted on pages 120 to 122 of this Annual Report.



Audit Committee Report: pages 120 to 122

2 Risk Management & Internal Controls

The Board of Directors affirms its responsibility for maintaining a sound and effective system of risk management and internal controls.

Key and potential risks identified, together with the mitigation action plans are reported to the Risk Management Committee, Audit Committee and the Board for their attention and deliberation.

Recognising the importance of risk management and internal control, the Company has established a sound risk management framework and internal controls system to safeguard shareholders' investments and the Group's assets.

The Statement on Risk Management and Internal Control set out on pages 123 to 127 of this Annual Report provides an overview of the state of risk management and internal controls within the Group.



Statement on Risk Management and Internal Control: pages 123 to 127

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

1 Communication with Stakeholders

The Group recognises the importance of maintaining effective, continuous and open communication with shareholders, investors and bankers. Information on the Group's business activities and financial performance is disseminated through various mediums including quarterly results announcements, the annual report, forums, company visits, site tours, conferences, the Annual General Meeting, exhibitions and other company activities.

Among our primary modes of communication with shareholders and investors are DIALOG's quarterly results announcements and annual report. Our objective is to ensure that these communications are as informative, comprehensive, and user friendly as possible, providing factual descriptions on business operations, supported by figures and charts that illustrate the performance of the Group.

Stakeholders' communication is also important to DIALOG. Therefore, regular company and site visits, briefings, meetings, dialogues and teleconferences were conducted with institutional investors, fund managers, equity analysts, credit analysts, investors and media representatives to provide them with a better understanding of the business and financial performance of the Group.

In FY2025, in line with the economic reopening, investor and banker relations activities gradually moving back to a hybrid format, encompassing both physical and virtual meetings. Our Senior Management was actively engaged with more than 650 representatives from various fund management companies, investment banks, banks, credit rating agencies and other stakeholders. To enhance engagement with investment communities and expand outreach to analysts, shareholders and investors, DIALOG also actively participated in a wide array of events such as investor conferences, corporate days, both domestic, international, physical and virtual, hosted by various local and international securities firms and investment banks. During the year, DIALOG was also privileged by visits from department heads and officers from various federal and state government departments and agencies.

Additionally, our commitment to building and maintaining strong relationships extends to our existing and prospective customers and partners. To facilitate this, we organised physical site tours at Pengerang Deepwater Terminals and DIALOG Terminals Langsat. These tours were intended to provide insights into the ongoing development of our facilities and operations as well as to explore potential investment and expansion opportunities.

DIALOG has an established company website, www.dialogasia.com, where stakeholders and investors can have access to information on the Group. The website is constantly updated to incorporate the latest developments of the Group. DIALOG's quarterly financial results announcements, general announcements and press releases are also posted on the website. The website has an e-news section where shareholders and anyone who is interested may register to obtain DIALOG's announcements via email. Investors' queries relating to financial performance or company developments can be directed to Ms Larrina Chin (Tel: 603 7717 1011 or Email: ir@dialogasia.com) and other company related queries can be directed to Ms Chay Siew Kim, Company Secretary (Tel: 603 7717 1130 or Email: cosec@dialogasia.com).

 www.dialogasia.com

2 Conduct of General Meetings

The Annual General Meeting ("AGM") is an excellent opportunity for the Company's shareholders to have a dialogue session or question and answer ("Q&A") session with the Board of Directors. Shareholders are encouraged to attend and participate in a Q&A session during the AGM. After the conclusion of the AGM, it is a practice of DIALOG to have about an hour of open discussion or Q&A session with its shareholders on any issue with regards to the Group including issues of strategy and performance, and macro views of the energy sector. Informative charts are presented before the start of the AGM or an exhibition is held during the AGM, to provide shareholders with insights into DIALOG's various core services, corporate strategies, performance and major developments.

FINANCIAL REPORTING

The Board is committed to the preparation of financial statements that present a true and fair view of the financial position of the Group and prospects each time it releases its quarterly and annual financial results. The Board is assisted by the Audit Committee to oversee the Group's financial reporting processes and ensure necessary internal controls are in place to enable that the preparation of financial statements is free from material misstatement, whether due to fraud or error.

RELATIONSHIP WITH THE AUDITORS

Through the Audit Committee, the Group has established transparent and appropriate relationship with the Group's auditors. The Audit Committee had convened one (1) meeting with the external auditors without the presence of executive directors and officers to discuss the audit process and findings for FY2025.

DIRECTORS' RESPONSIBILITY IN FINANCIAL REPORTING

The Board is satisfied that in preparing the financial statements of the Group for the financial year ended 30 June 2025, the Group has:

- ensured compliance in accordance with the applicable Malaysian and International Financial Reporting Standards and provisions of the Malaysian Companies Act 2016.
- adopted and consistently applied relevant accounting policies.
- made estimates and judgements which are reasonable based on the Board's best knowledge.

The Board is responsible for ensuring the proper maintenance of accounting records, disclosing with reasonable accuracy the financial position of the Group. In addition, the Board is responsible for taking reasonable steps to safeguard the assets of the Group and to detect as well as prevent fraud and other irregularities.

COMPLIANCE STATEMENT

Save as disclosed above, the Board is satisfied that throughout the financial year ended 30 June 2025, the Company has applied the principles and recommendations of the corporate governance set out in the Code, where necessary and appropriate.

The Corporate Governance Report can be viewed on the Company's website, www.dialogasia.com.

This statement is made in accordance with a resolution of the Board dated 11 September 2025.



www.dialogasia.com

AUDIT COMMITTEE REPORT

The Audit Committee ("The Committee") provides assistance to the Board to fulfil its statutory and fiduciary responsibilities under the Companies Act 2016 and applicable laws, rules and regulations.

The key roles and responsibilities of the Audit Committee include:

- Overseeing financial reporting
- Assessing the internal control environment
- Evaluating the internal audit process
- Evaluating the external audit process
- Reviewing conflict of interest situations and related party transactions
- Reviewing independence of external auditors

The Committee also has oversight of the Enterprise Risk Management framework and compliance with anti-bribery controls.

COMPOSITION

As at the date of this report, Board members who serve on the Audit Committee are as follows:

- Chin Kwai Fatt**
(Senior Independent Non-Executive Director and a member of the Malaysian Institute of Accountants)
(Chairman of the Audit Committee)
- Dato' Ismail Bin Karim**
(Independent Non-Executive Director)
- Juniwati Rahmat Hussin**
(Independent Non-Executive Director)

The Secretary of the Committee is Chay Siew Kim, who is also the Joint Company Secretary.

The Terms of Reference ("TOR") of the Audit Committee is published on the Company's corporate website at www.dialogasia.com. The TOR is periodically reviewed and updated as and when deemed necessary and upon any new regulations that may have an impact on the discharge of the Audit Committee's duties and responsibilities.

 www.dialogasia.com/policies

TERM OF MEMBERSHIP

Members of the Audit Committee are appointed for an initial term of 2 years after which they may be re-appointed on such terms as may be determined by the Board of Directors.

MEETINGS

The Audit Committee met five (5) times during the financial year 2025. The external auditors, other Non-Executive Directors of the Company and the Senior Management personnel of the operating business units of the Group were invited, when appropriate, to attend the Audit Committee meetings to assist in its deliberations.

The details of attendance at the Audit Committee meetings during the financial year 2025 are as follows:

Name	No. of Meetings Attended
Chin Kwai Fatt	5/5 (100%)
Dato' Ismail Bin Karim	5/5 (100%)
Juniwati Rahmat Hussin	4/5 (80%)

AUTHORITY

The Committee has the authority to seek any information it requires from any officer or employee of the Group and such officers or employees are instructed by the Board of the Company employing them to respond to such enquiries. It is also authorised to seek independent professional advice and convene meetings with internal and external auditors without the attendance of management, whenever deemed necessary.

The Committee is authorised by the Board to investigate any activity within its responsibilities and duties. The Committee submits a report to the Board detailing its findings and recommendations immediately after deliberating on the findings of its enquiries.

SUMMARY OF WORK OF THE AUDIT COMMITTEE RELATING TO FINANCIAL YEAR 2025

In the discharge of its duties and functions, the Audit Committee carried out the following activities during the year under review:

Internal Audit

1. Reviewed and approved the annual internal audit plan. In reviewing the audit plan, consideration was given to risk ratings of various auditable areas and entities to ensure adequate scope and coverage of planned audit activities
2. Reviewed resource requirements, competency and budget of the Internal Audit Department to carry out its functions
3. Reviewed and deliberated on Internal Audit reports, including audits conducted jointly with joint venture partners
4. Reviewed the status of corrective actions on Internal Audit findings via the Internal Audit Issue Monitoring Mechanism. This included the monitoring of all action items and improvement roadmaps until satisfactory resolution and closure
5. Convened one (1) meeting on 24 September 2024 with the Head of Internal Audit without the presence of Executive Directors and officers

Governance, Risk and Internal Controls

6. Reviewed the effectiveness of the system of internal controls, taking account of findings from internal and external audit reports, emerging risks and reports of any investigative or special reviews
7. Reviewed the risk management process for managing risks associated with the Group's business activities
8. Reviewed the status of projects and improvement initiatives for the Engineering, Construction and Maintenance ("ECM") division and tracked the progress of these improvements
9. Reviewed sustainability matters that are material to the Group
10. Reviewed and made recommendations to the Board on proposed related party transactions

11. Reviewed the Statement on Risk Management and Internal Controls ("SORMIC"), which was supported by an independent limited assurance review by the external auditor
12. Reviewed the annual Conflict of Interest declaration for Directors and Key Senior Management and potential or actual Conflict of Interest situations across the Group

Financial Reporting

13. Reviewed the quarterly unaudited financial results and the annual audited financial statements of the Group to ensure that financial reporting and disclosure requirements are in compliance with accounting standards, with special focus placed on accounting provisions and estimates, changes in accounting policy as well as significant and unusual events/transactions

External Audit

14. Reviewed with the external auditors:
 - The Audit Planning Memorandum and scope, strategy and reporting requirements for the year
 - The results of the statutory audit, key audit matters and Management Letters together with management's responses on the findings
15. Reviewed the extent of assistance given by employees to the external auditors
16. Reviewed and endorsed the proposed fees of the external auditors, evaluated their performance and made recommendations to the Board on their reappointment
17. Convened one (1) meeting on 15 August 2024 with the external auditors without the presence of Executive Directors and officers

Employees' Share Option Scheme ("ESOS")

18. Reviewed and verified the allocation of share options to ensure that it is consistent with the ESOS by-laws

AUDIT COMMITTEE REPORT

INTERNAL AUDIT FUNCTION

The Board of Directors and the Audit Committee are assisted by the in-house Internal Audit Department (“IAD”) in ensuring that a sound system of internal controls is in place. The IAD reports to the Audit Committee in the performance of its duties and is guided by its Audit Charter in its independent appraisal functions.

The principal responsibility of the IAD is to undertake regular and systematic reviews to evaluate the effectiveness of risk management frameworks and internal control systems in order to provide reasonable assurance that such frameworks and systems continue to operate efficiently and effectively.

In order for the IAD to perform its functions effectively, auditors are trained and equipped with requisite skills especially in the areas of finance, information technology and cyber security, project management, anti-bribery, Health, Safety and Environment (“HSE”), process safety and Environmental, Social and Governance (“ESG”). The scope of coverage of the IAD encompasses all business units across the Group as well as thematic areas of interest from an audit standpoint. The formulation of the annual audit plan is premised on a risk-based approach, and it is the responsibility of the IAD to provide the Audit Committee with an independent and objective report on the state of affairs of the risk management, internal control and governance processes.

IAD adopts the Institute of Internal Auditors’ International Professional Practices Framework (“IPPF”) and the Committee of Sponsoring Organisations of the Treadway Commission (“COSO”) framework.

Audit reviews were conducted through a risk-based approach, in line with the Group’s objectives. IAD conducted reviews on governance, risk management and controls in the areas of finance, information technology and cyber security, Anti-Bribery and Corruption, HSE, procurement, human resources, compliance, operations, project management and the activities of major joint-venture entities.

During the financial year 2025, the IAD was staffed by 5 internal auditors, who conducted a total of 19 audit reviews and 18 follow-up/audit closure reviews for current and previous years. Ongoing actions were taken by the management to rectify the weaknesses identified in the reports. The total costs incurred for the internal audit function in respect of the financial year 2025 amounted to RM1,615,000.

CONFLICT OF INTEREST SITUATIONS

In line with the enhanced disclosure obligations under Bursa Malaysia’s Main Market Listing Requirements, the Audit Committee’s scope of review has been broadened to cover Conflict of Interest (“COI”) situations that arose, persist or may arise within the Group. This includes interests in any competing business involving Directors and Key Senior Management. The review also covers actions taken to resolve, eliminate or mitigate such COIs.

During the financial year under review, the Audit Committee considered whether there were any COI situations that had arisen, were ongoing or were reasonably foreseeable. This review covered matters such as interests in competing businesses, dealings with subsidiaries and any other circumstances that could give rise to conflicts.

The Audit Committee noted that there were no actual or potential COI situations involving the Group, its Directors or Key Senior Management, aside from related party transactions.

The Audit Committee further confirmed that no complaints or reports related to COI were received via the Company’s Whistleblowing Policy during the year.

The Committee remains committed to upholding transparency, integrity and accountability by continuously tracking the adequacy of the Group’s COI monitoring process and recommending enhancements where necessary.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

This Statement on Risk Management and Internal Control is prepared in accordance with the Main Market Listing Requirements issued by Bursa Malaysia Securities Berhad ("Bursa Malaysia"). The statement outlines the key features of the risk management and internal control system of the Group during the year under review.

BOARD RESPONSIBILITY

The Board of Directors affirms its responsibility for maintaining a sound and effective system of risk management and internal control. This system is designed to:

- Safeguard shareholders' investments and the Group's assets;
- Ensure continuous identification, evaluation, monitoring and management of key risks that may impede the enabling of group business objectives;
- Ensure that proper accounting records are maintained;
- Ensure that financial information used within the business and distributed to the public is reliable; and
- Ensure compliance with applicable laws and regulations.

The Group's risk management and internal control system is an ongoing process designed to meet the Group's particular needs and to manage the risks associated with strategic, operations, financial and regulatory compliance.

The Directors are aware that the risk management and internal control system can only provide reasonable but not absolute assurance against the risk of material errors, misstatements, fraud or occurrences of unforeseeable circumstances. The Directors constantly review the adequacy and integrity of the Group's risk management and systems of internal control with assistance of both the Audit Committee and the Risk Management Committee. The Directors believe that the Group's business and operational environment in DIALOG is conducive for the Group to accomplish its mission and business objectives.

MANAGEMENT RESPONSIBILITY

Management is responsible for implementing the Board's policies and procedures on risk and control and its roles include:

- Identifying and evaluating the risks relevant to the Group's business, and the achievement of business objectives and strategies;
- Formulating relevant policies and procedures to manage these risks in accordance with the Group's strategic vision and overall risk appetite;
- Designing, implementing and monitoring the effective implementation of risk management and internal control system;
- Implementing remedial actions to address the compliance deficiencies as directed by the Board; and
- Reporting in a timely manner to the Board on any changes to the risks or emerging risks and the corrective and mitigation actions taken.

KEY INTERNAL CONTROL PROCESSES

The key processes of the Group's internal controls include the following:

A Controlled Environment

Line of Reporting

Clear organisational structures with formally defined lines of responsibility and delegation of authority that act as a control mechanism in terms of lines of reporting and accountability. The organisation structures are aligned to business and operational requirements which support the maintenance of a strong control environment.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Financial Authority Limits

Well-defined financial limits of authority on all financial commitments for each level of management within the Group. Policies and procedures on such limits are documented to guide staff in identifying the appropriate approving authority at various levels of management, including matters that require the approval of the Risk Management Committee, Audit Committee and the Board. Financial Authority Limits are reviewed and updated periodically to reflect business, operational and structural changes and needs.

Integrity and Ethical Values

The Group's core values, Integrity, HSE, Quality, Competency and Excellence, are the essential guiding principles to drive behavioral ethics. It is further complemented by the Code of Business Ethics ("COBE") that sets out sound principles and standards to be observed by all employees.

The Group also has an Anti-Bribery and Corruption ("ABC") Policy that is accessible to all employees as well as the public via the Group's intranet and official website respectively. The ABC Policy and COBE emphasise adherence to the principles of integrity, transparency, good conduct and professionalism in all our business dealings.

Human Capital Development

A proactive approach to human capital development is adopted to ensure our workforce is competent to meet evolving business requirements and future business needs. Learning and development opportunities are continuously provided on various areas of work such as HSE, sustainability, governance, risk and compliance, quality, systems and software, technical training as well as soft skills, both locally and overseas. This ensures that staff of all levels are proficient and competent in their job functions.

Knowledge-sharing sessions, webinars, e-learning courses and online assessments continue to be important for our employees to learn actively and keep abreast of changes in job requirements, regulations and corporate governance requirements. Talent management and development remain a priority and is an integral part of succession planning to ensure there is a healthy pipeline of leaders who are capable to drive sustainable business results and support business growth.

In addition, annual employee engagement surveys are conducted and action plans are instituted on key focus areas. This enables proactive measures to be put in place to enhance employee morale as well as improve talent retention.

A Compliance Culture

The compliance culture is driven by a strong tone from the top. This is to ingrain accountability amongst various levels of staff towards sound internal controls and adherence to laws, rules and regulations. The Group adopts a zero-tolerance approach to bribery and corruption and the Board and Management are committed to continuous improvement of policies and procedures to enhance the system of internal controls. The Group practices a three lines of defense approach to ensure that compliance is embedded throughout. Various second line of defense functions such as Group Quality Assurance/Quality Control, Group Health, Safety and Environment and Internal Audit (third line of defense) provide assurance on the operating effectiveness of internal controls to ensure compliance.

In addition, a Whistleblowing Policy is in place to provide an avenue for employees and members of the public to report improper conduct without fear of reprisal. All whistleblowing reports are received by the Whistleblowing Secretariat, profiled according to the category of the issue and escalated accordingly to enable prompt investigation.



www.dialogasia.com/policies

RISK ASSESSMENT

Enterprise Risk Management

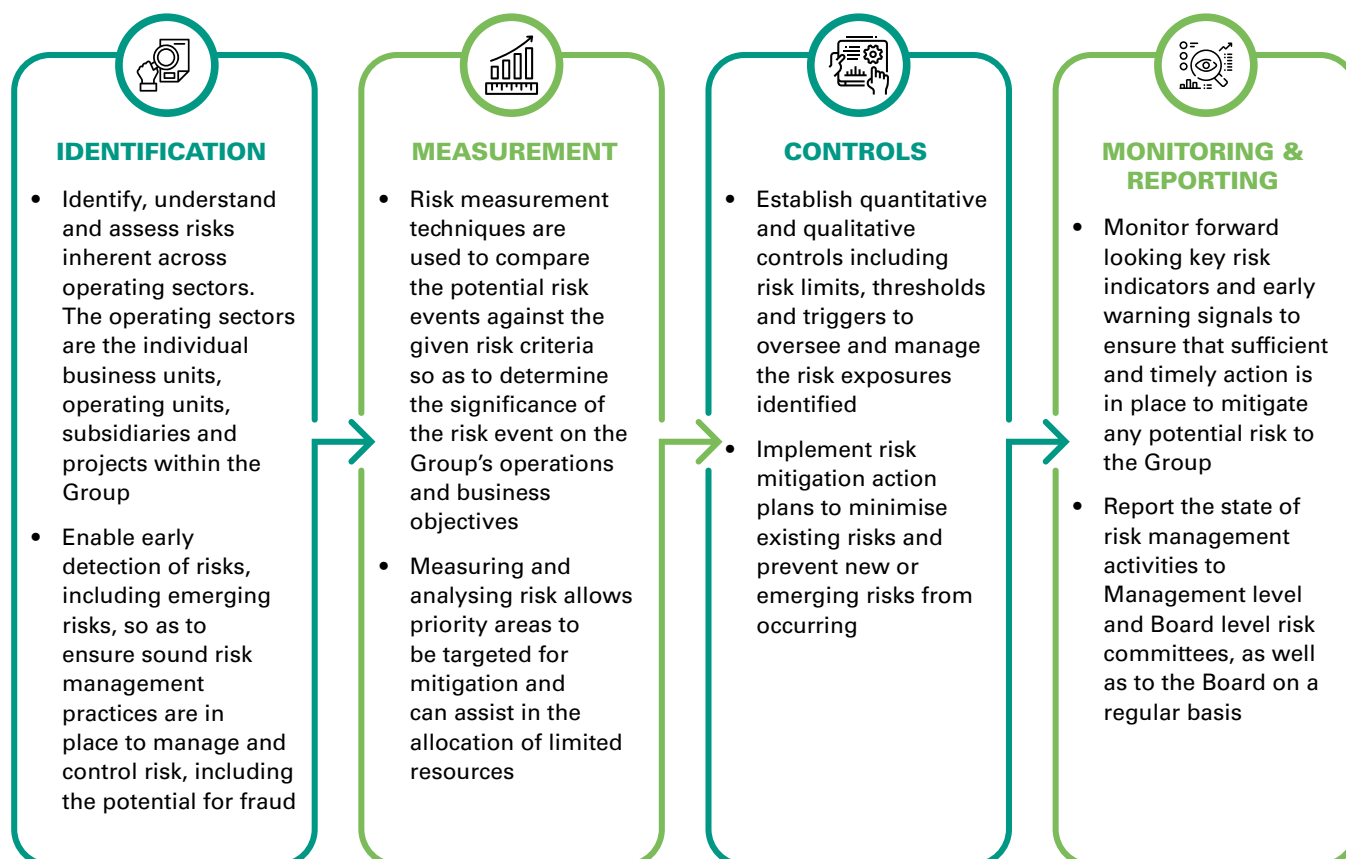
The Group has in place a Risk Management policy and framework to identify, evaluate, monitor and manage risks encountered by the Group. The framework is consistent with the principles set out in accordance with ISO 31000:2018 Risk Management – Principles and Guidelines. The Group Risk Management Department works closely with the respective business units, subsidiaries and project risk owners to ensure that risks are continuously identified, assessed and adequately mitigated to safeguard the Group's interests.

The Risk Management Committee, consisting of all independent non-executive directors, performs the following:

- Reviews the effectiveness of the risk management process;
- Reviews reports arising from risk management activities;
- Reviews risks associated with new projects, business ventures or acquisitions; and
- Deliberates on the identified risks, controls and risk mitigation strategies prior to presentation to the Audit Committee and the Board of Directors.

During the financial year ended 30 June 2025, the Risk Management Committee met four (4) times.

Risk management practices and processes enable systematic identification, measurement, control, monitoring and reporting of risk exposures across the Group as depicted below:



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

CONTROL ACTIVITIES

Policies and Procedures

Policies and procedures are in place to ensure compliance with internal controls and the prescribed laws and regulations. These are published in the communication portal which is made available to all employees. Policies and procedures are updated from time to time in tandem with changes to the business environment or regulatory guidelines.

Centralised Functions

Centralised functions enable ease in terms of managing change and innovation, uniformity in procedures, greater coordination of resources and better implementation and monitoring of established internal controls and governance mechanisms. At present, key functions of the Group including finance, digital and technology, Health, Safety and Environment, quality assurance/quality control, contracts, procurement, risk management, legal and human resources are centralised.

Business Process Management

Driven by the Business Process Management Center of Excellence, end-to-end processes of core business areas, technical functions and corporate functions are mapped out. This has enabled the Group to optimise and streamline processes whilst ensuring that internal control points are clearly identified in existing business processes.

Business Continuity Management

The Group's Crisis Management Plan ("CMP"), Business Continuity Plan ("BCP"), IT Disaster Recovery Plan ("DRP") and Emergency Response Preparedness ("ERP") ensure that a holistic process is in place to increase the Group's resilience to business disruptions and to minimise the impact of such disruptions. These plans are subject to periodic drills and testing to ensure preparedness and continuous improvement.

Risk Management in the Tendering Process

Prior to participating in a tender, a tender risk analysis is carried out and presented at the Tender and Operation Risk Committee ("TORC"). This is to ensure that risks and challenges are thoroughly evaluated beforehand. Amongst areas of review include the project scope and terms, adequacy of resources, procurement strategy, lessons learnt from other projects and deployment of mitigation strategies for key risks identified.

Cyber Security Controls

The Group tracks the latest cyber security developments and employs a wide variety of controls to protect endpoints, cloud workloads, identities and data. Penetration tests are conducted over key IT systems and an Artificial Intelligence Policy has been rolled out to manage risks in this area.

In addition, employees are required to complete a mandatory training on cyber security and group-wide simulated phishing emails are conducted to gauge cyber security awareness.

INFORMATION AND COMMUNICATION

Budgeting, Monitoring and Financial Reporting

A financial system is in place to capture all financial transactions and generate periodic management financial reports for performance reviews and decision-making. Annual budgets are prepared by operating units and approved by the Board. Actual performance of operating units against the budgets is reviewed and monitored on a regular basis.

Management of Information Assets

Confidentiality, integrity and availability of information are critical for day-to-day operations and to facilitate decision-making. The Information Classification and Management Policy outlines the guiding principles for an effective management of information assets. Guided by information handling rules in alignment to the information life cycle, all information must be properly managed, controlled and protected.

With the increased adoption of technology capabilities and the increasing risk of cyber threats, information security has been among the Group's key focus area. Technology controls are applied at the various stages of the information cycle. Amongst the controls are Data Leakage Prevention to protect and prevent the potential for data loss or theft. Additionally, a Data Protection Officer has been appointed and the Information Security Committee meets quarterly to provide oversight on matters such as data leakage incidents, framework/policies and compliance with Personal Data Privacy legislations.

Principles of Business Ethics for Business Partners

We expect the highest standards of integrity from all business partners, including our suppliers, contractors, service providers and other contracted partners. In this regard, we have communicated our Principles of Business Ethics to our business partners to ensure that they share the same commitment to integrity and ethical values as we do. Suitable contractual terms are also in place to foster ethical commitments amongst our business partners.

MONITORING

Internal Audit Function

The Board recognises that the IAD is an integral part of the governance process of the Group. The IAD provides independent assurance on the adequacy and effectiveness of internal control systems across the Group and reports its findings directly to the Audit Committee.

The IAD reviews the Group's system of internal controls, its operations and selected key activities or conducts thematic reviews based on a risk-based annual audit plan that is approved by the Audit Committee. All issues raised are thoroughly reviewed by the Audit Committee and action plans to close gaps are monitored until satisfactorily closed.

Integrated Management System Audits

Integrated Management System ("IMS") audits are conducted internally by certified IMS Auditors as well as externally by Bureau Veritas Certification Malaysia to ensure compliance with ISO 9001:2015, ISO 29001:2020, ISO 14001:2015 and ISO 45001:2018 for each of the certified subsidiaries. The certifications serve as evidence and assurance to customers and stakeholders with regards to the delivery of the highest quality of products and services by the Group.

Management Visits

Directors and Senior Management conduct regular visits to project sites, overseas offices, customers and principals' offices to review the Group's operations and gain better understanding to facilitate informed decision-making. During site visits, Management walkabouts are conducted to engage staff, inspect the workplace and promote a strong HSE culture.

Third Party Audits

Third party audits are carried out by the project owners if required. These audits are conducted by joint venture partners, alliance partners and also other relevant parties to ensure alignment and adherence to agreed policies and procedures with a huge emphasis on compliance aspects.

External Auditors

The external auditors provide insight on the internal control environment of the Group to the Audit Committee. The external auditors are continuously challenged by the Audit Committee to provide value-added recommendations around the area of internal controls and potential enhancements that could heighten the level of governance in the Group.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITOR

As required by the Bursa Malaysia's Listing Requirements, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their review was performed in accordance with Audit and Assurance Practice Guide 3 ("AAPG 3"), Guidance for Auditors on Engagement to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants ("MIA"). Their review has been conducted to assess whether the Statement on Risk Management and Internal Control is supported by the documentation prepared by or for the Directors and appropriately reflects the process the Directors have adopted in reviewing the adequacy and integrity of risk management and the system of internal control for the Group.

AAPG 3 does not require the external auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board of Directors and Management thereon. Based on the procedures performed, the external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement is not prepared in all material respects, in accordance with the disclosures required by paragraph 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is factually inaccurate.

CONCLUSION

The Risk Management and Internal Control systems are in place and are adequate and effective for the Group.

The Executive Chairman and Group Chief Financial Officer have provided assurance to the Board that the Group's Risk Management and Internal Control system is operating adequately and effectively.

The Group will continue to take measures to strengthen the Risk Management and Internal Control system with a view to further enhance its effectiveness and to ensure new and additional risks arising from changes in the business and operating environment are managed within tolerable limits and dealt with in a timely manner. The Group's Key Risks and Opportunities are disclosed on pages 52 to 55 of this Annual Report.



Key Risk and Opportunities, Management Discussion and Analysis, pages 52 to 55

ADDITIONAL INFORMATION

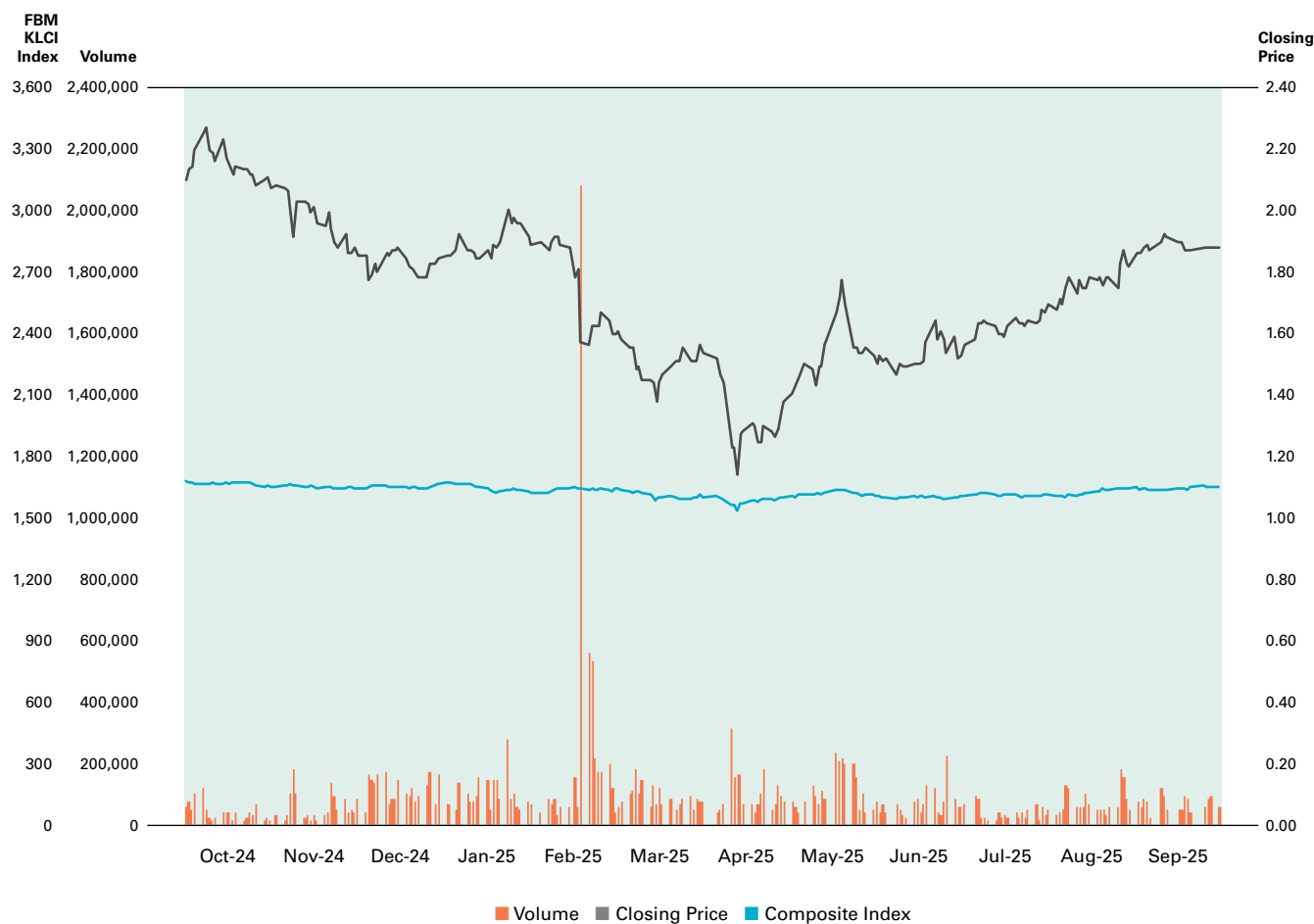
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LIST OF TOP TEN PROPERTIES

AS AT 30 JUNE 2025

	Existing Use	Tenure	Date of Acquisition by the Group	Approximate Age of Building	Land Area/Build Up Area (Sq. Ft.)	Net Book Value as at 30 June 2025 RM'000
DIALOG TERMINALS Pengerang (5) SDN. BHD. PTD 5060, Jalan Pengerang-Kota Tinggi 81620 Pengerang Johor Darul Ta'zim	Terminal Facilities and Office	Leasehold land and building expiring on 18 Feb 2082	9 January 2014	4 years	2,824,531/57,449	251,999
DIALOG PROPERTIES SDN. BHD. DIALOG TOWER No 15, Jalan PJU 7/5 Mutiar Damansara 47810 Petaling Jaya Selangor Darul Ehsan	Corporate Office	Freehold land and building	2 April 2007	12 years	53,508	111,469
DIALOG FABRICATORS SDN. BHD. Lot PTD 4993-4994 Kg. Sungai Kapal 81600 Pengerang Johor Darul Ta'zim	Workshop and Office	Leasehold land and building expiring on 12 May 2110	13 May 2011	11 years	5,126,141/311,672	98,145
DIALOG TERMINALS LANGSAT (3) SDN. BHD. Lot PLO, 25C Jalan Tengar Kompleks Perindustrian Tanjung Langsat Mukim Sg. Tiram 81707 Pasir Gudang Johor Darul Ta'zim	Terminal Facilities and Office	Leasehold land and building expiring on 14 Jan 2048	10 November 2017	17 years	1,531,972/7,026	69,160
DIALOG TERMINALS LANGSAT (1) SDN. BHD. Lot PLO, 118 Jalan Tengar Kompleks Perindustrian Tanjung Langsat Mukim Sg. Tiram 81707 Pasir Gudang Johor Darul Ta'zim	Terminal Facilities, Warehouse, Workshop, Laboratory and Office	Leasehold land and building expiring on 11 Apr 2046	25 September 2017	16 years	1,743,751/55,972	62,952
DIALOG FITZROY LIMITED 691 Devon Road, Waiwhakahi Private Bag 2053 New Plymouth 4342 New Zealand	Workshop and Office	Freehold land and building	3 February 2014	51 years	348,535/77,274	26,067
DIALOG FITZROY LIMITED 2 - 8 Vickers Road New Plymouth 4342 New Zealand	Workshop and Office	Freehold land and building	5 October 2022	2 years	186,840/7,588	16,640
DIALOG MALIC ACID SDN. BHD. BASF Services (Malaysia) Sdn. Bhd. Jalan Gebeng 2/1 Kawasan Perindustrian Gebeng 26080 Kuantan Pahang Darul Makmur	Vacant	Leasehold land expiring on 24 Sep 2053	25 September 2023	-	201,823	13,189
DIALOG TERMINALS LANGSAT (2) SDN. BHD. Lot PLO, 121 Jalan Tengar Kompleks Perindustrian Tanjung Langsat Mukim Sg. Tiram 81707 Pasir Gudang Johor Darul Ta'zim	Terminal Facilities	Leasehold land expiring on 11 Apr 2046	25 September 2017	-	463,494	11,433
CORAK DAHLIA SDN. BHD. Geran 1476 Lot 236 & Geran 1477 Lot 237 Mukim Seremban, Daerah Seremban Negeri Sembilan Darul Khusus	Vacant	Freehold land	28 April 2000	-	86,112	5,232

SHARE PERFORMANCE



SUMMARY OF MONTHLY SHARE INFORMATION FOR THE PERIOD FROM 1 OCTOBER 2024 TO 22 SEPTEMBER 2025

	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25
Opening Price (RM)	2.13	2.08	1.85	1.85	1.89	1.59	1.53	1.45	1.51	1.58	1.75	1.87
Highest Price (RM)	2.29	2.11	1.92	2.03	1.92	1.61	1.56	1.78	1.65	1.76	1.91	1.92
Lowest Price (RM)	2.05	1.84	1.76	1.80	1.45	1.38	1.13	1.42	1.45	1.56	1.70	1.84
Closing Price (RM)	2.07	1.85	1.85	1.90	1.58	1.54	1.46	1.52	1.58	1.75	1.87	1.88
Volume (Board Lot of 100 units)	895,984	1,230,199	2,366,048	2,005,965	4,823,681	1,744,614	2,069,320	2,226,499	1,390,176	914,581	1,538,359	855,454

ENHANCING SHAREHOLDERS' VALUE

29-YEAR RETURN TO SHAREHOLDERS

Compounded Annual Growth Rate on return to shareholders is 25% from IPO in 1996 to 22 September 2025

Financial Year	Particulars	New Shares Issued to a Shareholder	Free Warrants Alloted	Cumulative Number of Shares Held by a Shareholder	Cumulative Number of Warrants Held by a Shareholder	Cost of Investment of a Shareholder
1996	Initial Public Offer ("IPO") at RM2.75 per share			1,000		RM2,750
2000	Bonus issue : 4 for 5	800		1,800		
2000	Bonus issue : 2 for 3	1,200		3,000		
2001	Bonus issue : 2 for 5	1,200		4,200		
2002	Bonus issue : 1 for 5	840		5,040		
2004	Bonus issue : 1 for 5	1,008		6,048		
2004	Share split of 1 into 10	-		60,480		
2006	Special share dividend : 1 for 50	1,209		61,689		
2009	Special share dividend : 1 for 50	1,233		62,922		
2010	Bonus issue : 2 for 5	25,168		88,090		
2012	Rights Issue at RM1.20 : 2 for 10	17,618		105,708		RM21,142
2012	Free Warrants : 1 for 10		8,809		8,809	
2014	Special share dividend : 1 for 125	845	70	106,553	8,879	
2014	Bonus issue : 1 for 1	106,553	8,879	213,106	17,758	
2017	Conversion of warrants into shares at RM1.19 per warrant	17,758	(17,758)	230,864	-	RM21,132
Total Investment						RM45,024

Return to Shareholders

Market value of shares held (plus dividend received from IPO in 1996 to FY2025 based on closing price as at 22 September 2025)	RM541,781
Compounded Annual Growth Rate from IPO in 1996 to 22 September 2025	25%

SHAREHOLDINGS INFORMATION

Share Capital : RM1,698,645,345.76 comprising of 5,646,019,682 ordinary shares (including 3,335,032 treasury shares)

No. of Shareholders : 23,699

Class of Shares : Ordinary Shares

Voting Rights : One Vote per ordinary share (On a poll)

DISTRIBUTION SCHEDULE OF SHARES

AS AT 22 SEPTEMBER 2025

No. of Holders	Total Holdings	Holdings*	%*
2,146	Less than 100	81,494	0.00
4,510	100 - 1,000	2,572,803	0.05
10,393	1,001 - 10,000	47,677,694	0.85
5,210	10,001 - 100,000	159,116,475	2.82
1,435	100,001- Less than 5% of issued shares	3,717,074,655	65.87
4	5% and above of issued shares	1,716,161,529	30.41
23,698		5,642,684,650	100.00

NOTE

* Excluding a total of 3,335,032 shares bought-back by DIALOG Group Berhad and retained as treasury shares as at 22 September 2025.

THIRTY SECURITIES ACCOUNT HOLDERS HAVING THE LARGEST NUMBER OF ORDINARY SHARES

AS AT 22 SEPTEMBER 2025

No.	Name	Holdings	%*
1	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	488,328,500	8.65
2	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR AZAM UTAMA SDN BHD (PB)	442,462,330	7.84
3	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	416,694,525	7.38
4	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR WIDE SYNERGY SDN BHD (PB)	368,676,174	6.53
5	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	204,588,318	3.63
6	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD	115,988,586	2.06
7	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM BUMIPUTERA	95,000,000	1.68
8	LEMBAGATABUNG HAJI	94,150,000	1.67
9	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (AHAM AM)	92,375,500	1.64
10	PERMODALAN NASIONAL BERHAD	65,000,000	1.15
11	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	61,602,659	1.09

SHAREHOLDINGS INFORMATION

THIRTY SECURITIES ACCOUNT HOLDERS HAVING THE LARGEST NUMBER OF ORDINARY SHARES

AS AT 22 SEPTEMBER 2025 (CONTINUED)

No.	Name	Holdings	%*
12	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	55,916,760	0.99
13	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR GMC SDN BHD (PB)	55,665,602	0.99
14	AMANAHRAYA TRUSTEES BERHAD PUBLIC ISLAMIC DIVIDEND FUND	55,601,290	0.99
15	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	55,472,000	0.98
16	AMANAHRAYA TRUSTEES BERHAD PUBLIC ITTIKAL SEQUEL FUND	52,359,576	0.93
17	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR WIDE SYNERGY SDN BHD (CORPBANKING-5)	50,000,000	0.89
18	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)	49,210,625	0.87
19	ABDUL RASHID HUSSAIN	46,000,000	0.82
20	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB FOR PRULINK EQUITY FUND	43,586,170	0.77
21	CARTABAN NOMINEES (TEMPATAN) SDN BHD PRUDENTIAL ASSURANCE MALAYSIA BERHAD FOR PRULINK STRATEGIC FUND	41,918,700	0.74
22	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR PUBLIC ITTIKAL FUND (N14011970240)	39,500,000	0.70
23	CARTABAN NOMINEES (TEMPATAN) SDN BHD PBTB FOR TAKAFULINK DANA EKITI	38,744,418	0.69
24	DB (MALAYSIA) NOMINEE (ASING) SDN BHD EXEMPT AN FOR STATE STREET BANK & TRUST COMPANY (WEST CLT OD67)	37,276,374	0.66
25	PERTUBUHAN KESELAMATAN SOSIAL	34,460,000	0.61
26	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (2)	34,400,000	0.61
27	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	34,204,800	0.61
28	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	32,157,700	0.57
29	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ASIANISLAMIC)	30,711,300	0.54
30	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEWYORK (NORGES BANK 19)	30,526,550	0.54

NOTES

The above list is according to the Record of Depositors (without aggregating the number of ordinary shares from different securities accounts belonging to the same person).

* Excluding a total of 3,335,032 shares bought-back by DIALOG Group Berhad and retained as treasury shares as at 22 September 2025.

SHAREHOLDINGS INFORMATION

INFORMATION ON SUBSTANTIAL SHAREHOLDERS (EXCLUDING BARE TRUSTEES)

AS AT 22 SEPTEMBER 2025

Name of Substantial Shareholders	Direct Interest		Deemed Interest	
	No.	%*	No.	%*
Employees Provident Fund Board	977,101,368 ¹	17.32	-	-
Kumpulan Wang Persaraan (Diperbadankan) ("KWAP")	489,462,800 ¹	8.67	82,997,400 ²	1.47
Wide Synergy Sdn. Bhd.	456,294,510 ¹	8.09	-	-
Azam Utama Sdn. Bhd.	447,463,330 ¹	7.93	-	-
Tan Sri Dr. Ngau Boon Keat	28,145,103 ¹	0.50	1,113,402,794 ³	19.73
WS Holdings (L) Ltd	-	-	456,294,510	8.09
Keatim (L) Foundation	-	-	456,294,510 ⁴	8.09
AU Holdings (L) Ltd	-	-	447,463,330	7.93
Keatee (L) Foundation	-	-	447,463,330 ⁵	7.93

NOTES

1 Shares are held in own name and/or nominee account(s).

2 Shares are held by KWAP's fund manager.

3 Deemed interested by virtue of his interests in Keatee (L) Foundation, AU Holdings (L) Ltd, Azam Utama Sdn. Bhd., Keatim (L) Foundation, WS Holdings (L) Ltd, Wide Synergy Sdn. Bhd., GMC Sdn. Bhd., and interests held by his spouse and children.

4 Indirect interest by virtue of Section 8 of the Companies Act 2016 via WS Holdings (L) Ltd which owns Wide Synergy Sdn. Bhd., the registered shareholder.

5 Indirect interest by virtue of Section 8 of the Companies Act 2016 via AU Holdings (L) Ltd which owns Azam Utama Sdn. Bhd., the registered shareholder.

* Excluding a total of 3,335,032 shares bought-back by DIALOG Group Berhad and retained as treasury shares as at 22 September 2025.

DIRECTORS' SHAREHOLDINGS

AS AT 22 SEPTEMBER 2025

Name of Directors	Direct Interest		Deemed Interest	
	No.	%*	No.	%*
Tan Sri Dr. Ngau Boon Keat	28,145,103 ¹	0.50	1,113,402,794 ²	19.73
Chan Yew Kai	32,384,767 ¹	0.57	3,000,000 ³	0.05
Chin Kwai Fatt	-	-	-	-
Dato' Ismail Bin Karim	-	-	-	-
Juniwati Rahmat Hussin	8,345 ¹	0.00	47,340 ³	0.00
Badrul Hisham Bin Dahalan	-	-	-	-
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	-	-	-	-
Bernard Rene Francois Di Tullio	-	-	-	-
Zainab Binti Mohd Salleh	7,214,479 ¹	0.13	150,000 ³	0.00

NOTES

1 Shares are held in own name and/or nominee account(s).

2 Deemed interested by virtue of his interests in Keatee (L) Foundation, AU Holdings (L) Ltd, Azam Utama Sdn. Bhd., Keatim (L) Foundation, WS Holdings (L) Ltd, Wide Synergy Sdn. Bhd., GMC Sdn. Bhd., and interests held by his spouse and children.

3 Deemed interested by virtue of his/her children's interests.

* Excluding a total of 3,335,032 shares bought-back by DIALOG Group Berhad and retained as treasury shares as at 22 September 2025.

CHIEF EXECUTIVE OFFICER'S SHAREHOLDINGS

AS AT 22 SEPTEMBER 2025

Name of Chief Executive Officer	Direct Interest		Deemed Interest	
	No.	%*	No.	%*
Mustaffa Kamal Bin Abu Bakar	3,113,940	0.06	-	-

* Excluding a total of 3,335,032 shares bought-back by DIALOG Group Berhad and retained as treasury shares as at 22 September 2025.

GROUP CORPORATE DIRECTORY

MALAYSIA

KLANG VALLEY

- **DIALOG TOWER (Head Office)**
No. 15, Jalan PJU 7/5
Mutiar Damansara
47810 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel : 603 7717 1111
Fax : 603 7722 3999
Website : www.dialogasia.com
Email : contact@dialogasia.com
Investor
Relations : ir@dialogasia.com
- Suite 23-01, Level 23, G Tower
199 Jalan Tun Razak
50400 Kuala Lumpur
Malaysia
Tel : 603 2385 9208

NEGERI SEMBILAN

- Lot 1480, B12 Mukim Setul
Jalan Emas 1
Kawasan Perindustrian Nilai
71800 Nilai
Negeri Sembilan Darul Khusus
Malaysia
Tel : 606 799 2557
Fax : 606 799 2553

MELAKA

- No. 15 & 17, Jalan TP4
Kawasan Perindustrian Bukit Rambai
Fasa 6
75250 Melaka Bandaraya Bersejarah
Malaysia
Tel : 606 351 2749
Fax : 606 351 1051

JOHOR

- 18-01 Teega Tower
No. 1, Jalan Laksamana 1
Puteri Harbour
79250 Iskandar Puteri
Johor Darul Ta'zim
Malaysia
Tel : 607 522 6977
Fax : 607 522 6867
- PLO 112, Jalan Firma 1/5
Tebrau Industrial Estate
81100 Johor Bahru
Johor Darul Ta'zim
Malaysia
Tel : 607 354 1068
Fax : 607 354 1093
- Lot PLO 118, 121, 25A & 25C
Jalan Tengar
Kompleks Perindustrian
Tanjung Langsat
Mukim Sg. Tiram
81707 Pasir Gudang
Johor Darul Ta'zim
Malaysia
Tel : 607 2562 888
Fax : 607 2514 996
- PTD 9515, Jalan Pengerang
- Kota Tinggi
81620 Pengerang
Johor Darul Ta'zim
Malaysia
Tel : 607 824 7700
Fax : 607 824 7600
- Pengerang Marine Operations
Centre
Lot PTD 4836
Kg. Sungai Kapal
81600 Pengerang
Johor Darul Ta'zim
Malaysia
Tel : 607 824 2666
Fax : 607 824 2601
- PTD 9640, Tanjung Kapal
Mukim Pengerang
81600 Pengerang
Johor Darul Ta'zim
Malaysia

PAHANG

- Lot 5 & 6
Kawasan Perindustrian Gebeng
Mukim Sg. Karang, 26080 Kuantan
Pahang Darul Makmur
Malaysia
Tel : 609 580 1212
Fax : 609 580 1213

TERENGGANU

- Lot 3739, Kg. Bukit Labohan
24300 Kertih, Kemaman
Terengganu Darul Iman
Malaysia
- Lot PT 8920, Kawasan Bukit Labohan
24300 Kertih, Kemaman
Terengganu Darul Iman
Malaysia
Tel : 609 826 6050

SARAWAK

- Lot C255, First Floor, Block C
Icom Square, Jalan Pending
93450 Kuching
Sarawak
Malaysia
Tel : 608 2332 605

GROUP CORPORATE DIRECTORY

INTERNATIONAL

SINGAPORE

- 460 Alexandra Road
#15-04 mTower
Singapore 119963
Tel : 65 6251 5024
- 10 Tuas Avenue 16
Singapore 638931
Tel : 65 6336 3377
Fax : 65 6338 9929

INDONESIA

- Centennial Tower, 29th Floors D-F
Jl. Jend. Gatot Subroto Kav. 24-25
Jakarta Selatan 12930
Indonesia
Tel : 62 21 2955 2730

THAILAND

- 555 Rasa One Building B
12th Floor, Unit No. 1204-2
Phaholyothin Road
Kwaeng Chatuchak
Khet Chatuchak
Bangkok
10900 Thailand
Tel : 66 2 937 1029
Fax : 66 2 937 1185
- 29/1 Saiburi Road, Tambon Boryang
Amphur Muang, Songkhla
Songkhla 90000
Thailand
Tel : 66 81 554 4199

AUSTRALIA

- Building 2, 1284 Lytton Road
Hemmant, Brisbane QLD 4174
Australia
Tel : 61 7 3900 4500

NEW ZEALAND

- 493 Parnell Road, Parnell
Auckland 1052
New Zealand
Tel : 64 21 252 7103
- Unit 23, South Pacific Industrial Park
27 Blenheim Street
Upper Hutt Wellington
New Zealand
Tel : 64 4569 2595
- 27E Fitzgerald Lane
Hawera 4679
New Zealand
Tel : 64 6 929 3798
- 43 Raywood Crescent, Ashwood
Taupo, Waikato 3330
New Zealand
Tel : 64 27 334 4860
- 691 Devon Road, Waiwhakaiho
Private Bag 2053
New Plymouth 4342
New Zealand
Tel : 64 6 759 5252

UNITED ARAB EMIRATES

- P.O. Box 262457
Office #1814 Tower A
(FZJOA1814)
JAFZAONE
Jebel Ali
Dubai, U.A.E
Tel : 971 4 881 9410

NOTICE OF THE 37TH ANNUAL GENERAL MEETING AND DIVIDEND ENTITLEMENT

NOTICE IS HEREBY GIVEN THAT the 37th Annual General Meeting of DIALOG Group Berhad (“DIALOG” or the “Company”) will be held at **Ballroom 1, 1st Floor, Sime Darby Convention Centre, 1A, Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia** on **Thursday, 20 November 2025 at 10.00 a.m.** to consider the following matters:

AGENDA

- | | |
|---|---|
| 1. To receive the Audited Financial Statements for the financial year ended 30 June 2025 together with the Reports of the Directors and Auditors thereon. | (Please refer to Explanatory Note 1) |
| 2. To approve the payment of a Final Single Tier Cash Dividend of 1.80 sen per ordinary share in respect of the financial year ended 30 June 2025. | (Ordinary Resolution 1) |
| 3. To re-elect Chan Yew Kai, the Director retiring pursuant to Clause 91 of the Company's Constitution. | (Ordinary Resolution 2)
(Please refer to Explanatory Note 2) |
| 4. To re-elect Badrul Hisham Bin Dahalan, the Director retiring pursuant to Clause 91 of the Company's Constitution. | (Ordinary Resolution 3)
(Please refer to Explanatory Note 2) |
| 5. To re-elect Zainab Binti Mohd Salleh, the Director retiring pursuant to Clause 91 of the Company's Constitution. | (Ordinary Resolution 4)
(Please refer to Explanatory Note 2) |
| 6. To approve the payment of Directors' fees and Board Committees' fees of RM993,000 in respect of the financial year ended 30 June 2025 (2024: RM984,000). | (Ordinary Resolution 5)
(Please refer to Explanatory Note 3) |
| 7. To approve Directors' benefits (other than Directors' fees and Board Committees' fees) up to an amount of RM880,000 from 21 November 2025 to the next Annual General Meeting of the Company. | (Ordinary Resolution 6)
(Please refer to Explanatory Note 4) |
| 8. To re-appoint Messrs BDO PLT as auditors of the Company and to authorise the Directors to fix their remuneration. | (Ordinary Resolution 7) |
| 9. To transact any other ordinary business for which due notice shall have been given. | |

NOTICE OF THE 37TH ANNUAL GENERAL MEETING AND DIVIDEND ENTITLEMENT

NOTICE IS ALSO HEREBY GIVEN THAT the Final Single Tier Cash Dividend of 1.80 sen per ordinary share held in DIALOG, if approved, will be paid on 19 December 2025 to shareholders whose names appear in the Record of Depositors at the close of business on 3 December 2025.

A depositor shall qualify for entitlement to the Final Single Tier Cash Dividend only in respect of:

- (a) Shares transferred into the Depositor's Securities Account before 4.30 p.m. on 3 December 2025 in respect of transfers.
- (b) Shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By Order of the Board

CHAY SIEW KIM, MAICSA 7012266, SSM PC No. 202008000677
ONG WAI LENG, MAICSA 7065544, SSM PC No. 202208000633
Joint Company Secretaries

Petaling Jaya
17 October 2025

Notes:

- (a) Other than an exempt authorised nominee, a member of the Company is entitled to appoint not more than two (2) proxies to attend and vote in his/her stead. Where a member appoints more than one (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.
- (b) A proxy need not be a member of the Company and a member may appoint any person to be his/her proxy.
- (c) The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing or if the appointer is a corporation under its Common Seal or the hand of its duly authorised officer or attorney.
- (d) An instrument appointing a proxy must be deposited at the Registered Office of the Company at DIALOG TOWER, No. 15, Jalan PJU 7/5, Mutiara Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia, OR by electronic form via Boardroom Smart Investor Portal (BSIP) at <https://investor.boardroomlimited.com> not less than forty-eight (48) hours before the time appointed for holding the Annual General Meeting ("AGM") or any adjournment thereof.
- (e) Members whose names appear in the Record of Depositors as at 12 November 2025 shall be regarded as members entitled to participate or appoint proxy(ies) to participate in his/her stead in this 37th AGM.
- (f) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of AGM will be put to vote by poll.

Explanatory Notes to the Agenda:**1. Item 1 of the Agenda**

The audited financial statements are for discussion only as it does not require shareholders' approval under the provisions of Section 340(1)(a) of the Companies Act 2016. Hence, it will not be put for voting.

2. Items 3, 4 and 5 of the Agenda

The Nomination Committee had conducted an assessment of the Directors and assessed the mix of skills, knowledge, experience, qualities, time commitment and diversity of the Board members and their individual performance for the past year. Based on the assessment and the recommendation of the Nomination Committee, the Board approved the re-election of Mr Chan Yew Kai, Encik Badrul Hisham Bin Dahalan and Puan Zainab Binti Mohd Salleh, in recognition of their diverse mix of skills, knowledge and experience; their invaluable contributions to the Group; and their consistent attendance and active participation in board meetings.

The profiles of the Board of Directors can be viewed on pages 21 to 25 of DIALOG's Annual Report 2025.

3. Item 6 of the Agenda

The proposed payment of Directors' fees and Board Committees' fees of RM993,000, if passed, will facilitate the payment of Directors' fees and Board Committees' fees for the financial year ended 30 June 2025, details of which are disclosed in the Corporate Governance Overview Statement of the 2025 Annual Report and Corporate Governance Report.

4. Item 7 of the Agenda

The Directors' Benefits (other than Directors' fees and Board Committees' fees) up to an amount of RM880,000, comprise of meeting attendance allowances and/or other allowances to meet expenses incurred in carrying out their duties. In determining the estimated total amount, the Board has considered various factors, among others, the estimated number of meetings for the Board and its Committees.

STATEMENT ACCOMPANYING THE NOTICE OF THE 37TH ANNUAL GENERAL MEETING OF THE COMPANY

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

- **Details of individuals who are standing for election as Directors.**

No individual is seeking election as Director at the 37th Annual General Meeting of the Company.

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DIALOG**DIALOG GROUP BERHAD**198901001388 (178694-V)
(Incorporated in Malaysia)**PROXY FORM**

No. of Ordinary Shares Held	
CDS Account No.	

I/We _____

NRIC/Passport/Company No.: _____ of _____

Telephone No.: _____being a member of **DIALOG GROUP BERHAD** hereby appoint _____

NRIC/Passport No.: _____ of _____

and/or _____ NRIC/Passport No.: _____ of _____

or failing him/her, the Chairman of the Meeting as my/our proxy, to attend and vote for me/us on my/our behalf at the 37th Annual General Meeting of the Company to be held at **Ballroom 1, 1st Floor, Sime Darby Convention Centre, 1A, Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia** on **Thursday, 20 November 2025 at 10.00 a.m.** and at any adjournment thereof.

No.	Ordinary Resolutions	For	Against
1.	To approve the payment of a Final Single Tier Cash Dividend of 1.80 sen per ordinary share for the financial year ended 30 June 2025.		
2.	To re-elect Chan Yew Kai, the Director retiring pursuant to Clause 91 of the Company's Constitution.		
3.	To re-elect Badrul Hisham Bin Dahalan, the Director retiring pursuant to Clause 91 of the Company's Constitution.		
4.	To re-elect Zainab Binti Mohd Salleh, the Director retiring pursuant to Clause 91 of the Company's Constitution.		
5.	To approve the payment of Directors' fees and Board Committees' fees in respect of the financial year ended 30 June 2025.		
6.	To approve the payment of Directors' benefits (other than Directors' fees and Board Committees' fees) from 21 November 2025 to the next Annual General Meeting of the Company.		
7.	To re-appoint Messrs BDO PLT as auditors of the Company and to authorise the Directors to fix their remuneration.		

Please indicate with an "X" in the appropriate space how you wish your vote to be cast. If you do not indicate how you wish your proxy to vote on any resolution, the proxy shall vote as he thinks fit, or at his discretion, abstain from voting.

Dated this _____ day of _____ 2025

Signature/Common Seal of Shareholder(s)**For appointment of two proxies,
percentage of shareholdings to be
represented by the proxies:**

	Percentage
Proxy 1	%
Proxy 2	%
Total	100%

Notes:

- (a) Other than an exempt authorised nominee, a member of the Company is entitled to appoint not more than two (2) proxies to attend and vote in his/her stead. Where a member appoints more than one (1) proxy, he/she shall specify the proportion of his/her shareholdings to be represented by each proxy.
- (b) A proxy need not be a member of the Company and a member may appoint any person to be his/her proxy.
- (c) The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her attorney duly authorised in writing or if the appointer is a corporation under its Common Seal or the hand of its duly authorised officer or attorney.
- (d) An instrument appointing a proxy must be deposited at the Registered Office of the Company at DIALOG TOWER, No. 15, Jalan PJU 7/5, Mutiara Damansara, 47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia, OR by electronic form via Boardroom Smart Investor Portal (BSIP) at <https://investor.boardroomlimited.com> not less than forty-eight (48) hours before the time appointed for holding the Annual General Meeting ("AGM") or any adjournment thereof.
- (e) Members whose names appear in the Record of Depositors as at 12 November 2025 shall be regarded as members entitled to participate or appoint proxy(ies) to participate in his/her stead in this 37th AGM.
- (f) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of AGM will be put to vote by poll.

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STAMP

The Company Secretary
DIALOG GROUP BERHAD
198901001388 (178694-V)

DIALOG TOWER
No. 15, Jalan PJU 7/5
Mutiara Damansara
47810 Petaling Jaya
Selangor Darul Ehsan
Malaysia

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DIALOG GROUP BERHAD

198901001388 (178694-V)

DIALOG TOWER

No. 15, Jalan PJU 7/5, Mutiara Damansara
47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia
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DIALOG Group supports  **MyKasih**

MyKasih Foundation is a non-profit organisation that provides food aid, health awareness, children's education, financial literacy programmes and skills training programmes to less fortunate Malaysians.

www.mykasih.com