ADVANCING PEOPLE

Material Topics

OSH HCM LS CE

Stakeholders Impacted

E GR FI S C BP LC VS



A scaffolding audit was conducted at our Fonterra Hawera project site in New Zealand as part of the mechanisms implemented to ensure conformity with safety procedures

OSH OCCUPATIONAL SAFETY & HEALTH

WHY IT MATTERS

As an energy sector player, DIALOG regards Occupational Safety and Health ("OSH") as fundamental to operating responsibly and reliably. Our OSH framework protects our people, safeguards asset integrity and supports operational performance in a risk-intensive environment.

We remain committed to preventing work-related illness and injury, complying with applicable regulations, and maintaining a safe and sustainable workplace for employees and others who may be affected by our activities.

MANAGEMENT APPROACH

Our aim is to set and maintain appropriate health and safety management standards to protect the well-being of our employees and others who may be affected by our operations. As a core non-financial Key Performance Indicator ("KPI") at DIALOG, health and safety underpins our commitment to maintaining high standards across our operations.

HSE Policy and Communication

Our Health, Safety and Environment ("HSE") Policy and supporting guidelines provide the foundation for our approach. These requirements are communicated through employee engagement sessions, HSE Steering Committee meetings and site-level training. The policy and guidelines are also prominently displayed across our offices, terminals, workshops and project sites.

We engage external stakeholders through our corporate website and regular communication with clients and contractors. Our HSE policies and practices are audited annually under ISO annual surveillance audit.

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

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 may result in a permanent ban from DIALOG sites.

- 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

Employee Participation and Stakeholder Involvement

The health and well-being of our employees are integral to our corporate sustainability strategy. Building on the programmes implemented in FY2025, we continue to encourage employee involvement, awareness and the adoption of health and safety best practices. These programmes are intended to equip employees with the tools and knowledge needed to maintain a healthy lifestyle and contribute to a strong HSE culture.



DIALOG HSE Week 2026 Kick-off Ceremony with the attendance of Department of Occupational Safety and Health Johor, DOE Pengerang and BOMBA Pengerang

Employee participation is facilitated through:

- HSE Steering Committees comprising representatives from management and workers
- Site-level HSE meetings conducted monthly or weekly, depending on the site's risk profile
- HSE walkabouts involving management
- Health and safety risk assessments
- Toolbox talks, campaigns and the annual HSE Week
- Be Safe Card ("BSC") reporting

The BSC mechanism allows employees to report unsafe acts and conditions and submit suggestions for improvement. This provides an accessible channel for employees to participate directly in identifying hazards and strengthening workplace controls.

Accident and Emergency Management

Our HSEMS sets out our commitment to emergency preparedness through the implementation of Emergency Response Plans ("ERP"). These plans include procedures for evacuation, rescue, communication, mobilisation and training.

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Every DIALOG business unit and project site is required to develop a site-specific ERP covering:

- Identification of emergency scenarios
- Establishment of trained Emergency Response Teams
- Regular scheduled drills and simulations
- Testing of site emergency equipment

ERPs are reviewed and improved based on findings from annual drills. Lessons learnt are discussed during post-drill debriefs and incorporated into ERPs.

Each business unit assigns an Incident (Emergency) Commander responsible for managing incidents and emergency responses and related investigations. All incidents must be reported through the various channels available including telephone, SMS and email, and recorded in the iDEA system. Where a situation escalates into a crisis, the Crisis Management Plan ("CMP") will be activated and the Crisis Control Centre coordinates the response and related communications.

Integrated DIALOG Enterprise Applications ("iDEA")

iDEA is our in-house digital platform for HSE-related processes across the Group. The system integrates key HSE functionalities, such as the management of BSCs, incidents, investigations, and HSE activities, with capabilities for tracking and analysing BSCs, hazards, incidents and investigations as well as HSE activity records.

Global Health Issues and Worker Well-being

DIALOG recognises that safeguarding workforce health and well-being extends beyond occupational risks. It also encompasses global health issues that may affect employees, contractors and surrounding communities. Accordingly, we maintain an occupational health programme supported by proactive health surveillance, monitoring and awareness initiatives.

We recognise the challenges posed by HIV/AIDS, tuberculosis and malaria and their potential effects on workforce safety, productivity and community health. DIALOG promotes awareness through employee engagement sessions and internally circulated newsletters. These initiatives encourage early detection, preventive practices and stigma-free support for those who may be affected.

Our wider health management strategy also includes worker health monitoring, hearing-conservation measures, audiometric testing for employees working in high-noise areas and periodic health assessments.

Our approach to managing global health risks continues to draw on lessons learnt during the COVID-19 pandemic. During the pandemic, DIALOG implemented a stringent COVID-19 prevention programme in full compliance with Ministry of Health guidelines to support operational continuity and workforce protection. Addressing occupational and broader global health concerns reinforces our commitment to maintaining a safe, healthy and supportive working environment.

Mental Health and Employee Assistance

Mental health has become increasingly important in today's working environment. DIALOG launched its global Employee Assistance Programme ("EAP") in July 2021 as an ongoing programme supporting employees' mental health needs. The EAP provides psychological teleconsultation and consultation through messaging. Its Online Resource Page also allows employees to conduct self-assessments of their psychological and emotional health at any time and from any location. The platform provides employees with insights into their mental well-being and access to qualified clinical psychologists and counsellors for additional professional support where needed.

FY2026 ACTION AND PROGRESS

During FY2026, our actions focused on strengthening emergency preparedness, encouraging proactive hazard reporting and enhancing employee awareness of workplace safety, physical health and mental well-being.

Strengthening Emergency Preparedness

During FY2026, DIALOG conducted nine ERP drills and one CMP drill.

These drills allowed the relevant business units and project sites to test their emergency procedures, response teams, communication arrangements and coordination mechanisms.



Safe Operations and Emergency Readiness Drill conducted at DIALOG Terminals Pengerang (5) in Pengerang, Johor

Encouraging Proactive HSE Reporting

The BSC mechanism continued to provide employees with a direct channel for reporting unsafe acts and conditions and recommending improvements.

Be Safe Card Submission

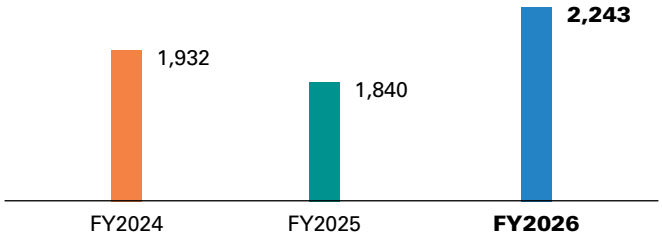
During FY2026, employees submitted more than 40,000 BSC reports. The information collected through these reports was recorded and analysed through iDEA to support hazard identification and the implementation of appropriate follow-up actions.

Health and Safety Training

In addition to training on DIALOG's health and safety standards, we organised a diverse range of training programmes and webinars during FY2026. These programmes sought to increase employees' awareness of health and well-being and equip them with the knowledge needed to practise a healthy lifestyle.

The number of employees trained on health and safety standards increased to 2,243 in FY2026.

Employees Trained on Health and Safety Standards



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Our FY2026 learning activities included health talks, training sessions, computer-based learning and webinars covering the following topics:

Date(s)	Topics
July 2025	Health Talk – Musculoskeletal Disorders
August 2025	Health Talk – Understanding HIV: What Everyone Should Know
September 2025	Health Talk – Sweet Control: Managing Diabetes for a Healthy Life
October 2025	Health Talk – Lower Urinary Tract Symptoms: What is it and What is the Significance
February 2026	Health Talk – Healthy Eating During Festive Seasons
March 2026	Health Talk – Tuberculosis & Lung Disorders
April 2026	Health Talk – High Pressure, Low Awareness: Smarter Nutrition Strategies for Hypertension
July 2025 April 2026	Health Talk – Heat Stroke
December 2025 February 2026 March 2026 April 2026 June 2026	Defensive Driving Training

PERFORMANCE AND KEY METRICS

The performance of our HSE initiatives is monitored through KPIs at the Group, business-unit and project levels. The KPIs comprise leading and lagging indicators, enabling DIALOG to monitor preventive activities alongside actual safety outcomes.

INCIDENT

LEADING INDICATORS

Proactive and preventive measures that predict and prevent incidents

- Number of HSE audits, inspections and management walkabouts
- Be Safe Card submissions
- HSE training completions

LAGGING INDICATORS

Reactive measures that track past safety outcomes

- Lost Time Injury Rate ("LTIR")
- Total Recordable Incident Rate ("TRIR")
- Restricted Work Cases, Medical Treatment Cases, First Aid Cases
- Loss of Primary Containment, fires, and occupational illnesses
- Environmental incidents, spills, or scheduled waste violations

Lost-Time Incidents and Reporting

A Lost-Time Incident ("LTI") is defined as a work-related injury or illness that prevents a person from returning to their normal duties on the following day. All LTIs, including those involving contractors and subcontractors under DIALOG's direct supervision, are reported, investigated and lessons learnt identified.

HSE performance and related statistics are reported and discussed through:

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

HSE Performance

HSE Performance	FY2024	FY2025	FY2026
Work-Related Employee Fatalities	0	0	**0**
Work-Related Contractor Fatalities	0	0	**0**
Total Recordable Incident Rate	0.14	0.10	**0.19**
Lost Time Injury Rate	0.03	0.02	**0.08**

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

Labour-Related Metrics

Metrics	FY2026
Number of hours worked	10.75 million man-hours

For FY2026, DIALOG recorded 104 days lost to work-related injuries, fatalities and ill health. A total of 4 LTI cases were recorded, resulting in an increase in LTIR, while 10 recordable incidents contributed to the increase in TRIR.

Performance Review and Independent Verification

HSE performance is reviewed monthly and presented at key management forums. Performance data is also independently verified through ISO 45001 and ISO 14001 certification processes, with audits conducted by external certification bodies.

As at FY2026, 16 DIALOG entities were certified under ISO 45001. Clients also regularly review and verify the HSE data submitted by DIALOG as part of ongoing project oversight.

Goal and FY2030 Targets

Goal	Short/Mid-term Targets (by FY2030)
Prevent workplace accidents or injuries and mitigate safety and health risks	1. Maintain TRIR that is better than industry benchmark* 2. Maintain positive OSH impact from leaders through HSE Walkabout for open sharing annually

** Industry benchmark refers to IOGP.*

HCM HUMAN CAPITAL MANAGEMENT

WHY IT MATTERS

Our employees are our most valuable asset, and their well-being, capabilities and performance are fundamental to the sustainability of the Group. As competition for talent intensifies, attracting, developing, engaging and retaining a skilled workforce remains important to DIALOG's long-term success.

By fostering a supportive and inclusive workplace, complemented by continuous learning and career development opportunities, we empower our employees to perform at their best, adapt to evolving business needs, and contribute to the Group's continued growth while enabling us to deliver on our commitments to clients and other stakeholders.



Group Finance Teambuilding Day at dusunDIALOG in Bentong, Pahang

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MANAGEMENT APPROACH

DIALOG adopts a holistic approach to managing and developing our people. We seek to maintain a conducive workplace and foster a corporate culture that supports the following priorities:

Attracts, develops and retains high-performing talent

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

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

We aim to be an employer of choice by combining a conducive workplace culture with a competitive compensation structure and equal opportunities for all qualified individuals. Our approach focuses on attracting and retaining talent, promoting diversity and inclusion, fostering an open and engaging work culture, and investing in continuous learning and development.

Goals and Short- to Mid-Term Targets

Our human capital priorities are supported by the following goals and short- to mid-term targets towards FY2030:

Goals	Short/Mid-term Targets (by FY2030)
Enhance labour standards and practices	Launch sexual harassment 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 eight hours of training annually

FY2026 ACTION AND PROGRESS

Talent Attraction & Retention

Initiatives such as the Employee Share Option Scheme ("ESOS"), Internal Recruitment Programme and various talent development programmes continue to strengthen our employee value proposition. Together, these initiatives provide employees with opportunities to participate in the Group's growth, pursue new career pathways and build the competencies required to support our business.

A key component of our talent strategy is the ESOS, which is in its third cycle since FY2019 and is 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 Group.

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

Diversity, Equality & Inclusion

As DIALOG operates across multiple countries, embracing diversity remains essential to our organisation. We promote inclusiveness, equality and diversity by fostering an open-minded corporate culture that encourages the creativity and innovation needed to support our continued success.

We are committed to providing an inclusive workplace in which everyone has the right to work and advance and is compensated based on merit, performance and ability, irrespective of nationality, gender, age, religion, race and ethnicity, sexual orientation, education or physical ability.

Providing a Conducive Workplace

A caring and inclusive working environment is important to employee engagement and retention. DIALOG continues to provide workplace facilities, activities and benefits that support employee well-being and their families, while fostering stronger connections between employees and the Group.



Digital & Technology Departmental Teambuilding

Wellness Facilities and Activities
Gym, sports, and recreational activities such as badminton, futsal, yoga, 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.

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. One of the key initiatives supporting this objective is the Internal Recruitment Programme ("IRP"), which was launched in December 2021.

The IRP encourages internal mobility by offering employees new career pathways within the Group. It enables employees to broaden their experience while continuing to support DIALOG's business goals. The programme also reflects our principles of valuing diversity, actively promoting knowledge exchange and continually developing our global workforce in line with our mission and vision.

DIALOG also offers employees with structured career development opportunities, including:

- Local and international assignments
- Secondments with joint venture partners
- Participation in Talent Management and Succession Planning Programmes

These initiatives support the development of a sustainable talent pipeline and leadership succession while reinforcing the Group's long-term business growth.

Young Talent and Local Talent Programmes

Developing young and local talent is a part of DIALOG's long-term workforce sustainability strategy, strengthening our talent pipeline while supporting local employment and fostering stronger stakeholder relationships.

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86% Local Hiring

In FY2026, 86% of our workforce comprised local hires, reaffirming our commitment to supporting national capacity building and providing employment opportunities for local communities.

We continue to nurture future talent through structured programmes designed to support professional growth and build technical expertise. These include the following:

Young Engineer Programme

To ensure we build our talent pool, young engineers were hired continuously under the Young Engineer Programme for our Upstream, Midstream, and Downstream businesses. Besides completing various HSE, functional and technical training or e-learning, they were required to undergo structured job rotations to gain hands-on experience. Periodic reviews were carried out to ensure they were given feedback and given the opportunity to grow professionally.

Upon completing their rotations, young engineers transitioned into permanent roles that aligned with their strengths and interests.

Graduates Hiring & Internship Programme

In FY2026, we hired 47 graduates (FY2025: 16) and 22 interns (FY2025: 9), providing workplace exposure and structured career pathways. 45% of graduates hired were female (FY2025: 24%).

Training and Development

DIALOG promotes a learning culture by continuing to invest in training programmes designed to future-proof our workforce and enhance operational excellence. Continuous learning equips employees with the skills required to perform effectively in a dynamic business environment while nurturing future leaders of the Group.

FY2026, we organised a diverse range of training programmes across three principal 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 operation 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
- AI adoption training to streamline workflows for operational efficiency

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.




DIALOG staff participated in hands-on technical trainings

Broader Capability and Career Development

Beyond technical and functional training programmes, DIALOG remains committed to continuously developing, nurturing and future-proofing our workforce by enabling employees to strengthen their competencies and pursue personal growth.

This commitment is embedded within our broader human capital development initiatives, which are designed to build a resilient, skilled and future-ready workforce.

Building on earlier targeted personal development initiatives, employees in FY2026 were supported in strengthening their communication, self-awareness, career development and financial literacy skills through the following programmes:

Programmes	Details
High Impact Presentation Skills: Storytelling	Enhance employees' ability to present ideas effectively with clarity and confidence
Presentation Skills for Technical Professionals	Equip technical professionals with the skills to communicate complex technical information clearly, confidently and effectively
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 – Building Financial Security Through Life Stages	Equip employees with knowledge on financial planning, the importance of savings and emergency fund

DIALOG also continues to invest in developing operational and frontline leaders, strategic leaders and high-performing talent. The supervisory, leadership and talent development programmes conducted in FY2026 included:

Programmes	Details
MyManager Programme: Managing Your People Issues the Right Way	Equip managers with practical knowledge to address employee-related issues professionally and ethically
MyManager II : Leadership Guide in Managing People the Right Way	Equip ELT and senior managers with practical strategies and best practices in managing people issues effectively and fairly
Leadership Roundtable Conference: Navigating the New Generation of Workforce	Enable leaders to explore approaches to effectively engage, manage and develop the new generation of employees
Breakthrough Programme for Supervisors	Enhance supervisory skills to effectively manage teams and improve operational efficiency
Active Team Leader Programme	Strengthen frontline leadership presence and fostering high-performing teams through active and inclusive leadership practices
Crisis Philosophy	Prepare leaders and Crisis Management Team in handling adversity, responding to crisis and safeguarding organisational resilience

PERFORMANCE AND KEY METRICS

Performance Review and Open Feedback Culture

DIALOG believes that effective communication is essential to maintaining a productive and engaging workplace. A strong performance-review process, combined with an open feedback culture, enables us to foster recognition, accountability and continuous improvement across the Group.

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Our annual performance reviews provide employees with structured opportunities to receive recognition for their achievements, identify areas for improvement and align their personal development goals with the Group's strategic objectives. This process supports career growth and merit-based advancement while reinforcing a culture of transparency.

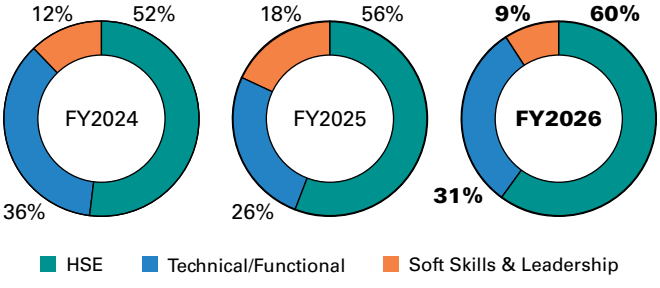
Open feedback is also actively encouraged as an essential part of strengthening employee engagement. DIALOG also recognises the importance of providing a trusted channel through which employees and other stakeholders can report concerns or misconduct. Our Whistleblowing Policy enables employees and stakeholders to confidentially escalate matters such as bullying, harassment and other forms of wrongdoing. Anonymous reports are accepted, reinforcing our commitment to ethics, integrity and respect.

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Training Performance

Training Indicator	FY2024	FY2025	FY2026
Average training hours per employee	16.8	18.4	**23.7**
Total training hours	50,560	48,983	**66,019**

Training Hours by Training Category



Human Capital Management Indicators

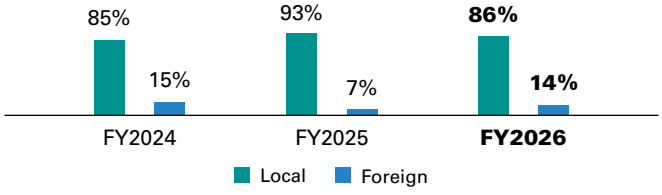
We track and disclose the following human capital indicators:

Employees by Country

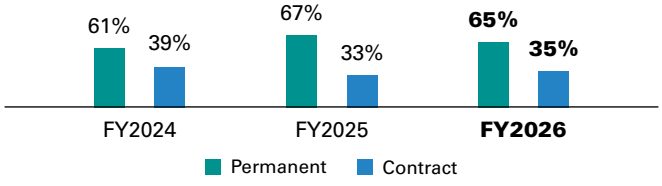
Country	FY2024	FY2025	FY2026
Malaysia	2,127	1,946	**2,017**
Singapore	227	197	**217**
Australia & New Zealand	524	498	**501**
Middle East	104	3	**5**
Other Countries	24	22	**23**
Total	3,006	2,666	**2,763**

Employee Diversity Indicators

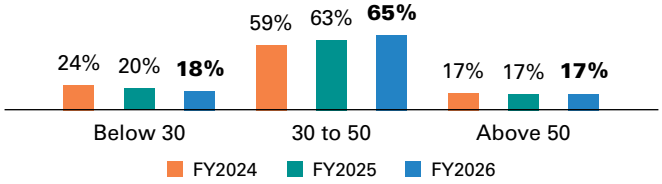
Local Hiring



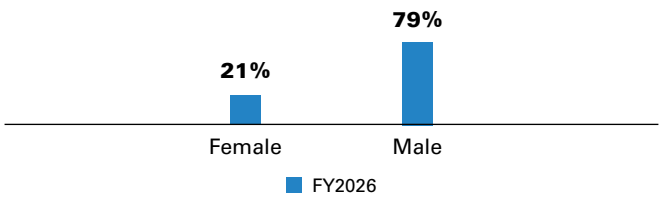
Employees by Category



Employees by Age Group



Global Workforce by Gender



LS LABOUR STANDARDS

WHY IT MATTERS

Upholding labour standards and human rights is essential to DIALOG's business resilience and continuity. Our people are central to achieving the Group's goals and fostering a culture that adapts to change while upholding our values.

We recognise that ineffective management of human rights matters may harm individuals, disrupt operations and lead to regulatory or contractual consequences. Accordingly, DIALOG promotes responsible labour practices and safeguards the rights and well-being of individuals across its operations.

MANAGEMENT APPROACH

In the countries where we operate, we adopt ethical labour standards and practices and comply with applicable labour-related laws and regulations. We recognise the fundamental rights and freedoms of every individual, including freedom of expression and freedom of association. DIALOG maintains zero tolerance for discrimination, bullying, harassment, child labour, modern slavery, human trafficking, forced labour and any other form of coerced labour.

Oversight of human rights matters resides with the Board of Directors, while Group Human Resources provides guidance on the Human Rights Policy and supports its application in day-to-day operations. This governance arrangement supports the effective implementation of relevant policies and practices across our operations. Our approach to labour standards and human rights is embedded, either directly or indirectly, within various policies, guidelines, practices and statements. Collectively, these address the following areas:



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



Working Hours and Living 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

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Freedom of Association and Collective Bargaining

DIALOG recognises and respects our employees' rights to freedom of association and collective bargaining. Employees are free to participate, or choose not to participate, in associations and collective bargaining activities in accordance with applicable local laws.

Grievance Mechanism for Human Rights

DIALOG has established mechanisms for reporting actual or suspected non-compliance. Any identified or reasonably suspected non-compliance must be reported promptly through the designated reporting channels and in accordance with the procedures outlined in our Whistleblowing Policy and Procedure. These mechanisms enable the confidential reporting of misconduct, ethical breaches, and human rights-related concerns by employees and relevant stakeholders.

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FY2026 ACTION AND PROGRESS

Introduction of the Human Rights Policy and Statement

In FY2026, DIALOG formally introduced a dedicated Human Rights Policy and Statement to all employees, reinforcing our commitment to respect human rights and strengthen governance over our labour and human rights practices. It sets out clear principles and expectations to guide responsible conduct across the Group.

The Policy covers the following areas:

- Child Labour
- Modern Slavery, Forced Labour & Human Trafficking
- Foreign Workers
- Health & Safety
- Anti-Harassment, Non-Discrimination & Equal Opportunity
- Freedom of Association & Collective Bargaining
- Our Expectations from Suppliers, Vendors, Contractors & Business Partners
- Reporting Channels

Moving forward, DIALOG will continue strengthening the integration of its human rights commitments through ongoing engagement with leaders and employees across the Group. We have communicated our human rights expectations to relevant stakeholders, including business partners and suppliers. This is intended to promote a shared understanding of the standards and behaviours expected when engaging with DIALOG.

FY2026 ACTION AND PROGRESS

DIALOG monitors substantiated incidents relating to human rights violations as a key indicator of the effectiveness of our labour and human rights practices.

Labour and Human Rights Indicator	FY2024	FY2025	FY2026
Substantiated incidents regarding human rights violations	0	0	**0**

In FY2026, there were no substantiated incidents regarding human rights violations.

CE COMMUNITY ENGAGEMENT

WHY IT MATTERS

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.



Through our first CSR collaboration with the Department of Marine Fisheries Sarawak, DIALOG contributed emergency devices, including Personal Locator Beacons and GPS navigation units, to 80 fishermen in the Miri fishing community to enhance their safety and preparedness at sea

MANAGEMENT APPROACH

DIALOG's strategic corporate social responsibility ("CSR") partner is MyKasih Foundation ("MyKasih"), a private non-profit organisation that the Group has supported for many years.

With MyKasih's extensive touchpoints in communities nationwide, the Group renders support to schools and neighbourhoods where we operate. DIALOG empowers underprivileged families and students by providing short-term welfare support and educational support encompassing Science, Technology, Engineering, and Mathematics ("STEM") education, 21st-century learning, literacy programmes and sports development.

FY2026 ACTION AND PROGRESS

In FY2026, DIALOG created social value by investing RM7.00 million into communities through MyKasih. The bulk of the investment went towards educational support as well as transformational initiatives (e.g. vocational education and skills training, and income-generating projects).

Year	DIALOG's CSR contribution via MyKasih (RM' million)
FY2026	**7.00**
FY2025	5.33
FY2024	4.57

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

The LMS programme aims to support students from low-income households by ensuring their schooling needs are met, and encouraging school attendance through the mitigation of financial factors that lead to prolonged absenteeism or school dropouts.

For this financial year, an average of 3,500 eligible primary and secondary students from 38 schools received cashless allowances via their LMS-provided student smartcards to pay for daily canteen meals, stationery, uniforms, sports equipment, and other schooling needs.



SK Bukit Lanjan students with their smartcards for LMS cashless allowances

Out of the CSR funds DIALOG mobilised through MyKasih, RM3.00 million was expensed by the students under the LMS programme, thus assuring them of adequate nutrition and the means to fully participate in the classroom and in extracurricular activities.



Nurturing young talent through DIALOG-supported youth sports initiatives

In addition to cashless bursaries for all 108 of its eligible students, SK Bukit Lanjan (Asli) Damansara Perdana, one of DIALOG's sponsored schools in Selangor, received funding support to host their 4th edition rugby championships and the annual school sports day in May and October 2025 respectively. This further strengthened the school's position as a leader in Asli grassroots rugby, on par with rugby teams from far more affluent schools.

ADVANCING PEOPLE

In Pengerang, Johor, the Group contributed towards upgrading SJKC Yok Poon's facilities (library, basketball court, etc). Additionally, tablets and interactive smart TVs were donated to SK Perigi Acheh and SK Tanjung Langsat respectively to provide underprivileged students with digital literacy and access to latest online learning modules.



Various contributions from DIALOG towards education efforts

Investing in STEM Education

Out of the 3,500 students in 38 DIALOG-supported schools under the LMS initiative, 1,230 (35%) are Asli indigenous students studying in 11 schools.

In line with the United Nation's Sustainable Development theme of 'Leaving No One Behind', DIALOG had the opportunity to sponsor five Asli school teams to represent Malaysia at the Kontes Robot Nusantara (KRON2025) in Jakarta, Indonesia in October 2025 and another five teams at the 27th International Robot Olympiad in Gold Coast, Australia in December 2025.



Teams from the DIALOG-supported Orang Asli schools made Malaysia exceptionally proud at the IRO 2025

The Group's steadfast commitment to advancing STEM education is reflected in its sustained support in creating opportunities for more students, particularly those from rural indigenous communities, to realise and showcase their potential both locally and internationally. Their achievements, including gold, silver and bronze medals, as well as technical and creative awards, underscore the meaningful impact of this support.

Charity Golf

DIALOG contributed towards MyKasih's annual golf tournament aimed at raising funds to support the work that it does in caring for underserved communities throughout Malaysia.



MyKasih Charity Golf 2025

Charity Musical

In November 2025, DIALOG supported MyKasih's charity musical, "That's Entertainment! Bumi Kita – A Tapestry of Malaysian Artistes" at the PJ Performing Arts Centre in Selangor.



MyKasih Charity Musical 2025

ADVANCING PEOPLE

PERFORMANCE AND KEY METRICS

Employee Volunteerism

DIALOG strongly encourages its employees to actively participate in community care and social support, demonstrating compassion towards people and the environment.

Coordinated by our CSR team, employees contribute at least four hours annually in community work. During FY2026, DIALOG employees volunteered in nine civic activities, including participating in the upkeep and maintenance of community edible gardens and schools under DIALOG's long-term support.



Giving back through lifesaving contributions, our employees came together for blood donation campaigns, helping to support patients in need and strengthen the nation's blood bank reserves

Goal	Short/Mid-term Target (by 2030)
Promoting a caring culture by positively impacting communities through meaningful CSR activities	More than 85% employee participation in community volunteerism activities annually



DIALOG staff volunteering at nearby communities

Other Charities

DIALOG also made other philanthropic contributions amounting to RM1,190,200 for the following outreach activities:

- Bangsa Johor Pilot Schools Initiative
- Bomba Run & Newsletter
- Charity Golf Mesra Bomba in conjunction with the Bomba Pahang Sports Day
- Johor Rugby Union
- Old Frees Association KL Selangor
- Orchid Run by PETRONITA
- Pengerang Municipal Council Sports and Welfare Club
- Tunku Laksamana Run
- Windara Sponsorship for School STEM Program
- Yayasan Makmur Pengerang Ramadan Charity Programme with Orphans
- Yayasan UTP Charity Golf