

DIALOG

DIALOG GROUP BERHAD

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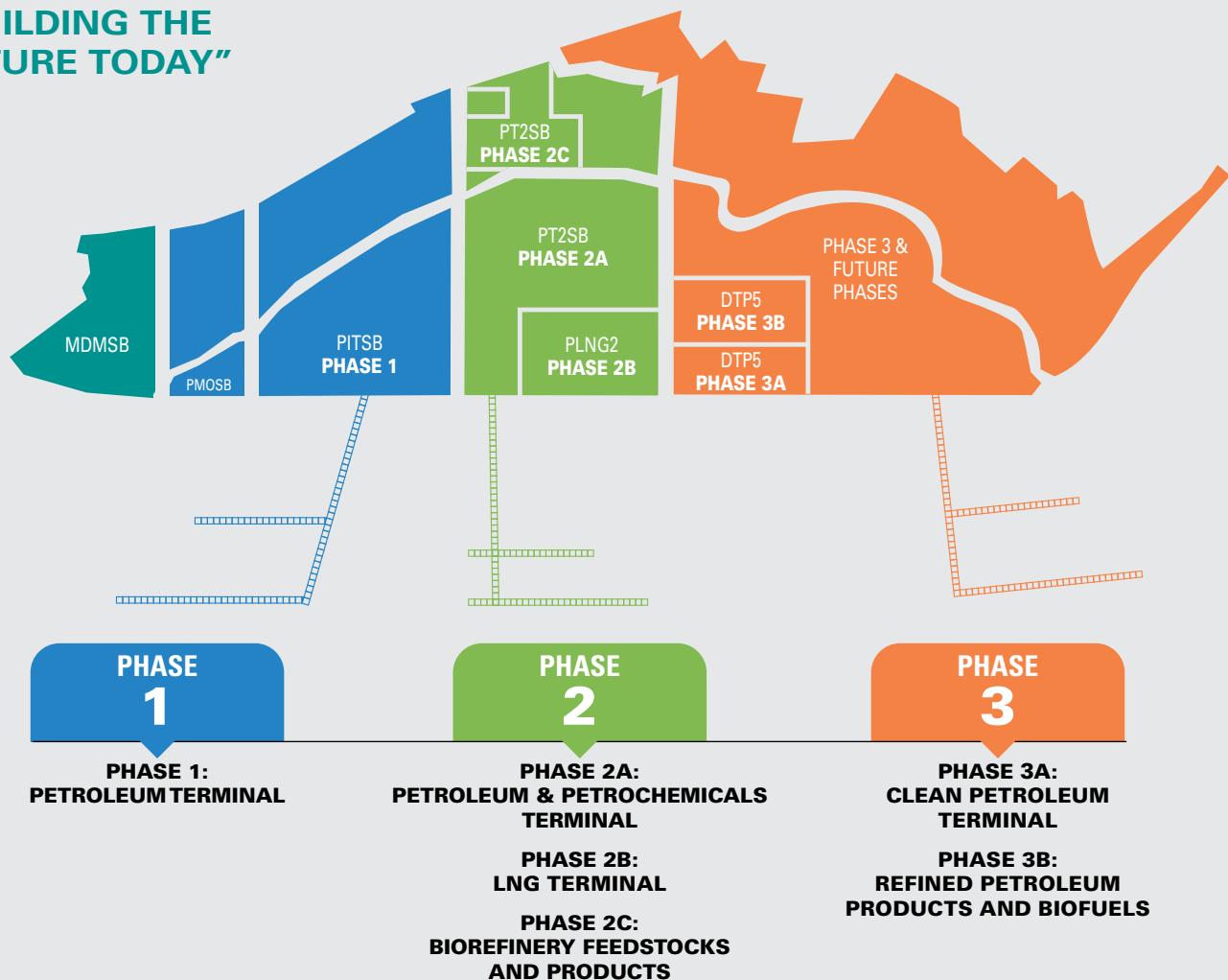


FOCUS ON **STRENGTH**

ANNUAL REPORT **2026**

THE PENGERANG 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.

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 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.

PHASE 1: PETROLEUM TERMINAL**1.7 million m³**
Current Storage Capacity**2014**
Commenced Operations

Pengerang Independent Terminals ("PITSB"), an independent terminal with 1.7 million m³ storage capacity and a dedicated deepwater jetty facility commenced operations in April 2014.

**PHASE 2A: PETROLEUM & PETROCHEMICALS TERMINAL****1.5 million m³**
Current Storage Capacity**2018/2019**
Commenced Operations

Pengerang Terminals (Two) ("PT2SB"), a dedicated petroleum and petrochemicals terminal with 1.5 million m³ storage capacity commenced commercial operations in September 2018.

PHASE 2B: LNG TERMINAL**400,000 m³**
Current Storage Capacity**2017**
Commenced Operations

Pengerang LNG (Two) ("PLNG2"), a Liquefied Natural Gas ("LNG") regasification facility with two units of 200,000 m³ LNG storage tanks commenced operations in November 2017.

In January 2025, DIALOG and PETRONAS Gas Berhad entered into a joint venture to develop a LNG-driven Air Separation Unit facility, which is targeted for completion by end 2026.

PHASE 2C: BIOREFINERY FEEDSTOCKS AND PRODUCTS**272,000 m³**
Additional Storage Capacity**2028**
Target Completion

Construction of an additional 272,000 m³ biofuel storage has commenced in February 2026, with completion expected in the first half of 2028.

**PHASE 3A: CLEAN PETROLEUM TERMINAL****430,000 m³**
Current Storage Capacity**2021**
Commenced Operations

DIALOG Terminals Pengerang (5) ("DTP5") comprises 430,000 m³ of storage capacity for clean petroleum products, serving bp Singapore Pte. Limited. The terminal commenced operations in March 2021.

PHASE 3B: REFINED PETROLEUM PRODUCTS AND BIOFUELS**614,000 m³**
Additional Storage Capacity**2028**
Target Completion

Construction of an additional 614,000 m³ of storage capacity for refined petroleum products and biofuels is underway and is targeted for completion by mid-2028.



WHAT'S INSIDE

The Pengerang Story	
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FOCUS ON STRENGTH

The visual unites DIALOG's four pillars, Upstream, Midstream, Downstream and People, in an interconnected form that symbolises their collective strength. Circuitry-inspired elements highlight the transformative power of technology in improving performance, operational excellence and innovation across the Group.



38TH

ANNUAL GENERAL MEETING OF DIALOG GROUP BERHAD

Ballroom 1, 1st Floor,
KLGCC Convention Centre,
1A, Jalan Bukit Kiara 1,
60000 Kuala Lumpur, Malaysia

19 November 2026
(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 2026 and up to the last practicable date of 21 September 2026. 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	•	•	•
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, which are based on the beliefs and assumptions of 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 2026. 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

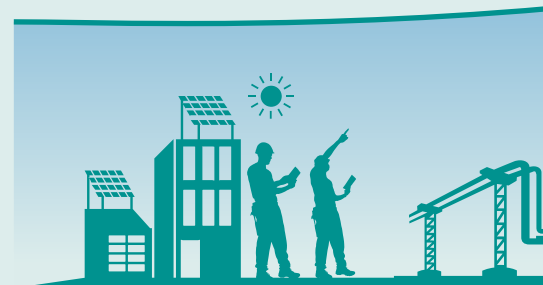
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-  Tells you where you can find more information online at www.dialogasia.com

30

years of

COMPOUNDING GROWTH

1996	Listed on Kuala Lumpur Stock Exchange ("KLSE") Second Board with market capitalisation of RM55 million
2000	Transferred to KLSE Main Board with market capitalisation of over RM700 million
2007	Invested in tank terminals facility in Tanjung Langsat, Johor
2009	Commenced development of Pengerang Deepwater Terminals ("PDT")
2011	Ventured into Upstream with Balai Cluster Fields in Sarawak
2018	Launch of PDT Phase 3
2022	First Upstream asset outside Malaysia for concession L53/48 in Thailand
2026	30 years listed on Bursa Malaysia with a market capitalisation of RM11.3 billion**
2026 and beyond	Continued expansion across all three business segments - Upstream, Midstream, Downstream



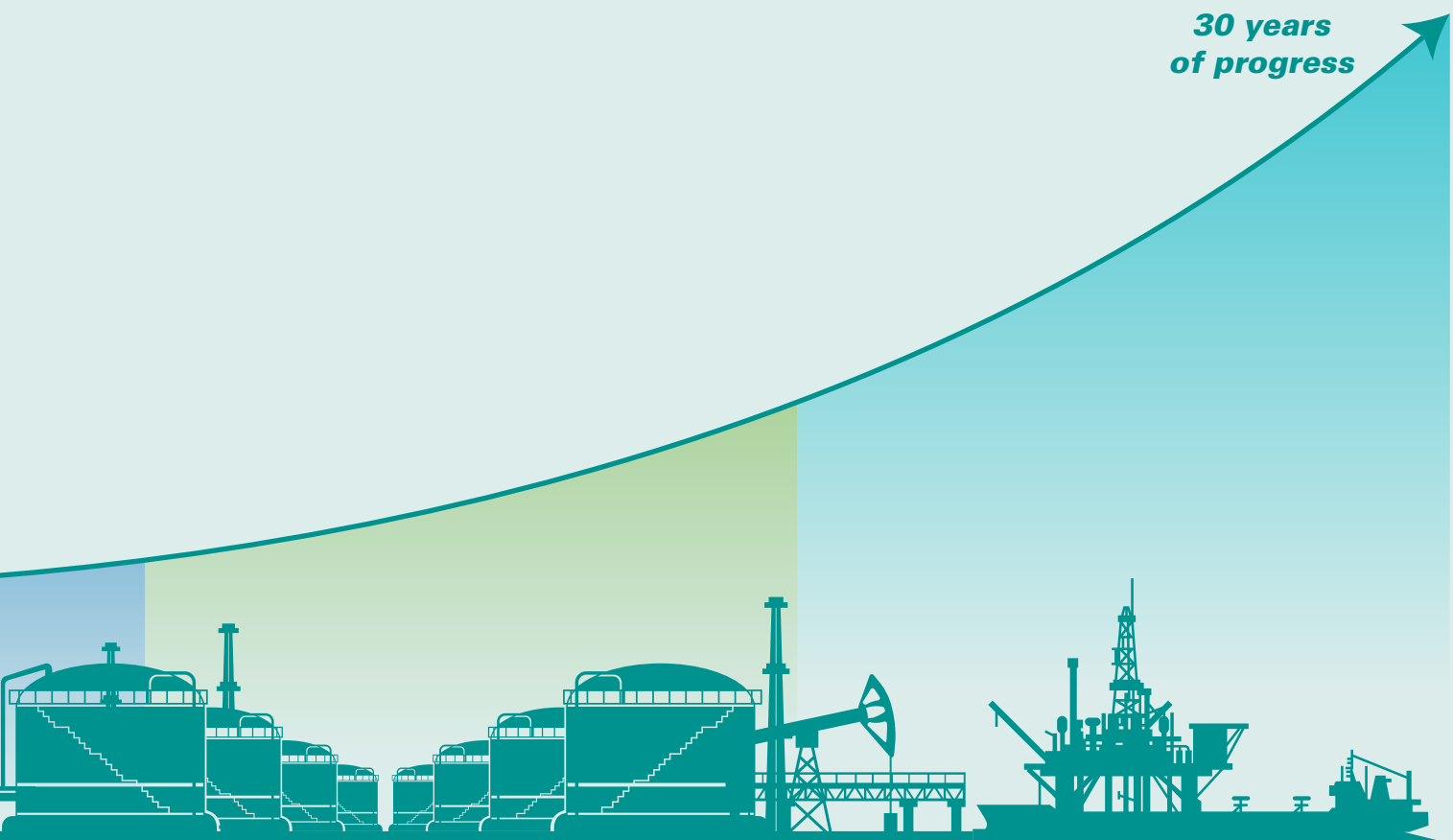
Market Capitalisation

19%

30-Year CAGR*

* Compound Annual Growth Rate ("CAGR")

** As at last practicable date of 21 September 2026

**Profit After Tax****17%**

30-Year CAGR

**Shareholders' Equity****19%**

30-Year CAGR

**Dividend Payment****19%**

30-Year CAGR

**Total Assets****17%**

30-Year CAGR

FY2026 HIGHLIGHTS

STRONG FINANCIALS

				
Revenue RM2.88 billion	Net Profit RM625 million	Return on Shareholders' Equity 10.1%	Shareholders' Equity RM6.0 billion	Total Dividend RM266 million

COMPLETED

Baram Junior Cluster (Malaysia) ▶ Installation of the Salbiah wellhead platform ▶ Fatimah appraisal well	EPCC* of 2 major projects (Malaysia)	EPC** of 2 major projects (New Zealand)	FEED*** and EPC** works for a chemical plant (Singapore)
--	---	--	---

COMMENCED

 Operations of 150,000 m³ storage facility at DTL3[^] (Malaysia)	 Development of RAJA Cluster (Malaysia)
---	--

EPCC ON TRACK

 614,000 m³ storage expansion at DTP5^{^^} (Malaysia)	 272,000 m³ biofuel storage facilities at PT2SB^{^^^} (Malaysia)
---	--

SIGNED

 Cendramas Production Sharing Contract

EXPANSION

 Specialist Products and Services into new markets : Vietnam and Central Asia (International)

AWARD

 5-Star rating for Anugerah Penarafan Bintang Sasaran Penting 2025 for Pengerang Deepwater Terminals (Malaysia)

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

** Engineering, Procurement & Construction ("EPC")

*** Front-End Engineering Design ("FEED")

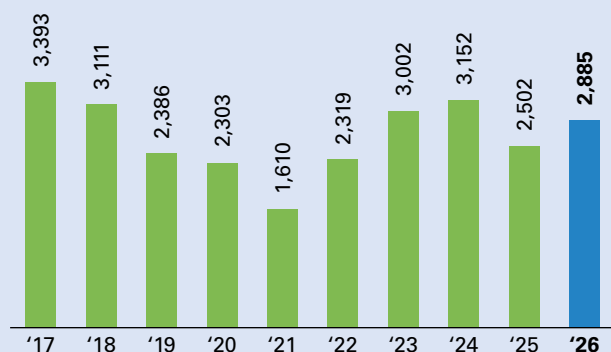
[^] DIALOG Terminals Langsung (3) Sdn. Bhd. ("DTL3")

^{^^} DIALOG Terminals Pengerang (5) Sdn. Bhd. ("DTP5")

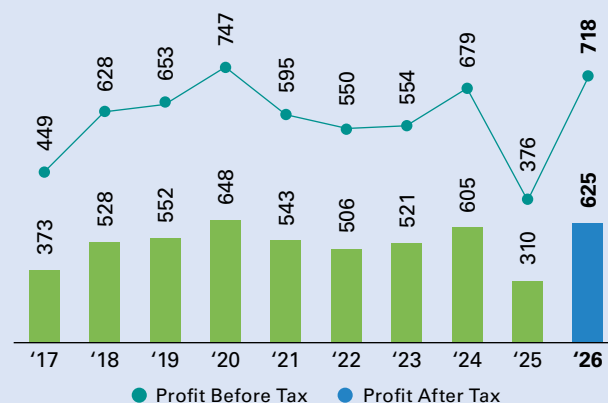
^{^^^} Pengerang Terminals (Two) Sdn. Bhd. ("PT2SB")

10-YEAR FINANCIAL HIGHLIGHTS

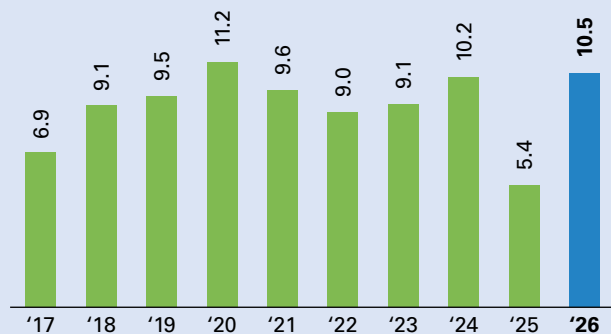
Revenue
(RM' million)



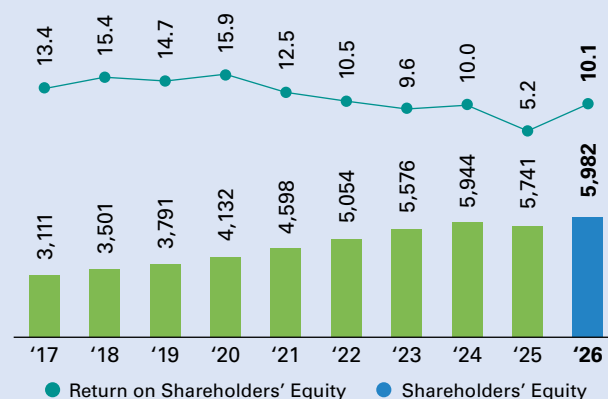
Profit Before Tax & Profit After Tax
(RM' million)



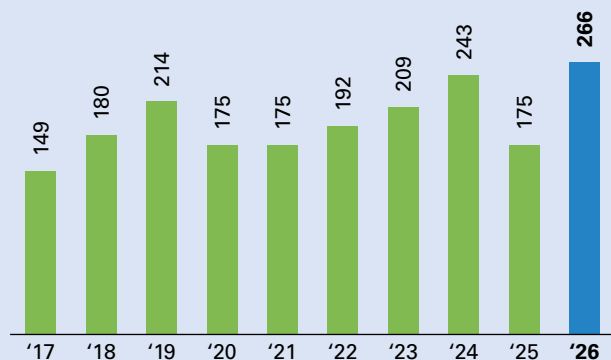
Net Earnings Per Share
(sen)



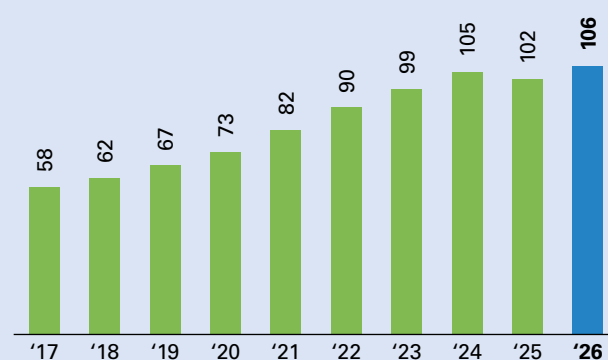
**Shareholders' Equity (RM' million)
& Return on Shareholders' Equity (%)**



Dividend Payment
(RM' million)



Net Assets Per Share
(sen)



EXECUTIVE CHAIRMAN'S STATEMENT

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 2026 ("FY2026").

TAN SRI DR. NGAU BOON KEAT
Executive Chairman

OUR PERFORMANCE

FY2026 marked a year of commendable results for DIALOG, reflecting the strength of our business fundamentals and our continued commitment to sustainable growth and value creation. The Group concluded the financial year with revenue of RM2.88 billion, an increase of 15.3% from RM2.50 billion in the preceding financial year, while net profit after tax more than doubled to RM624.8 million from RM309.7 million.

During the year, the Group maintained its strategic focus on its core Upstream, Midstream and Downstream businesses. Within Upstream, we continued to strengthen our portfolio and expand our footprint through the development, redevelopment and rejuvenation of oil and gas fields, alongside the optimisation of discovered resources. Meanwhile, Midstream delivered a solid performance, underpinned by contributions from its integrated terminal assets and operations, while ongoing expansion of two tank terminals further strengthened the segment's long-term growth trajectory.



The Downstream segment also contributed positively, driven by the continued execution of Engineering, Procurement, Construction & Commissioning ("EPCC") projects, including the tank terminal developments, and the provision of integrated technical services across its portfolio, positioning the segment for continued growth.

The Group's financial position strengthened further during FY2026, reflecting the strong performance delivered across its businesses. As at 30 June 2026, total assets stood at RM9.5 billion and shareholders' equity increased to RM6.0 billion, while return on shareholders' equity improved to 10.1%.

The global economy continued to navigate a challenging environment shaped by geopolitical tensions and evolving trade policies. These developments contributed to heightened uncertainty across markets and industries. That said, the Group's diversified business model provides the resilience and flexibility to navigate these uncertainties and remain well positioned for the future.

To ensure sustainability and stability during this period, the Group preserved financial strength and stability through prudent capital management and sound financial stewardship while continuing to deliver sustainable returns to our shareholders. For the financial year under review, the Board recommends a final cash dividend of 3.00 sen (FY2025: 1.80 sen) per ordinary share. Together with the interim dividend of 1.70 sen per ordinary share paid in June 2026, this brings the total dividend for FY2026 to 4.70 sen per ordinary share (FY2025: 3.10 sen), exceeding the Group's minimum payout ratio of 40%.

Looking ahead, DIALOG will remain agile and forward-looking, guided by sound strategic planning and effective risk management, while upholding the values that have underpinned the Group's success over the years. On behalf of the Board, I would like to express our appreciation to our shareholders for their continued trust, understanding and support. We remain committed to creating sustainable long-term value for all our stakeholders.



Revenue

RM2.88 billion

(FY2025: RM2.50 billion)



Net profit after tax

RM624.8 million

(FY2025: RM309.7 million)

OUR PROSPECTS

According to the International Energy Agency's ("IEA") August 2026 Oil Market Report, global oil demand is forecast to decline by 1.0 million barrels per day in 2026. The decrease is primarily attributed to the continued disruption of the Strait of Hormuz and elevated fuel prices, which continue to weigh on oil consumption. Nevertheless, the IEA expects demand to gradually recover over the course of the year and return to growth in the final quarter of 2026.

Against this backdrop, DIALOG will continue to build on its core strengths and execute the following long-term strategies, which have supported the Group's resilience across different economic cycles:

- 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.

With a dedicated management team and clear long-term strategies, we remain confident in the Group's ability to navigate economic uncertainty, energy market volatility, and currency fluctuations while maintaining resilience and supporting sustainable long-term growth for our stakeholders.

Moving forward, the Group will continue to strengthen and expand across all three business segments, ensuring a resilient and well-diversified portfolio that supports sustainable long-term growth.

EXECUTIVE CHAIRMAN'S STATEMENT



Installation of Salbiah wellhead platform offshore Miri, Sarawak

In the Upstream business, the Group continues to pursue opportunities in the development of small oil and gas fields, advancing discovered resources or operating mature producing assets that complement and enhance the value of its portfolio.

The development of the Salbiah gas field as part of 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, is progressing as planned with expected first gas in Q2FY2027. We are also advancing pre-development studies for the Mutiara Cluster SFA PSC. In April 2026, the Group was awarded a 25% participating interest in the Cendramas PSC by PETRONAS, effective September 2026 for a period of 20 years. Additionally, a key milestone was achieved with PETRONAS's approval of the field development and abandonment plan for the RAJA Cluster SFA PSC on 21 September 2026, marking the project's final investment decision.

These developments create additional opportunities for the Group to participate across the Upstream value chain, supported by internal capabilities such as the Tarpon platform system and provision of engineering and specialist technical services associated with field development and redevelopment activities.

As we look to the future, we will continue to deepen our expertise in the Upstream business while pursuing new opportunities in development and production services, as well as strategic Upstream assets. We are equally committed to leveraging emerging technologies to enhance operational performance, reduce environmental impacts and support the effective management of greenhouse gas emissions.

Within our Midstream business, our primary focus remains on further developing Pengerang Deepwater Terminals ("PDT") as a leading petroleum and petrochemical hub in the Asia Pacific region.

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 and is scheduled for completion in the first half of 2028. These facilities will further support the transition to a low-carbon economy in line with the Group's Climate Change Strategy.

Additionally, DIALOG's strategic partnership with PETRONAS Gas Berhad to develop a Liquefied Natural Gas-driven Air Separation Unit facility is progressing as planned and is targeted for completion by end-2026.

PDT Phase 3 has been designated for the development of additional dedicated petroleum products, petrochemicals and renewable fuels storage terminals serving medium to long-term customers, including energy traders, multinational energy companies, refineries and petrochemical producers, supporting the continued expansion of Downstream activities, including those within the Pengerang Integrated Petroleum Complex.

In line with this development, construction of the 614,000 m³ storage expansion at DIALOG Terminals Langsat 3 on 1 September 2026, of which 100,000 m³ is dedicated to EcoCeres Limited under a take-or-pay storage agreement. This increases the total storage capacity across the Langsat terminal complex to over 1.0 million m³, further enhancing its ability to meet evolving customer requirements.

Today, DIALOG is the second-largest terminal owner-operator in the region, with an operating storage capacity of 5.5 million m³. We will continue to invest in phased capacity expansions across our terminals portfolio, in line with the Group's strategy of growing sustainable and recurring income streams.

In the Downstream business, we will continue to leverage our established strengths and proven track record in delivering integrated technical services, including EPCC, Plant Maintenance and Catalyst Handling Services, as well as Specialist Products and Services. In support of the Group's growth strategy, our EPCC division is actively executing key projects within our Midstream business.

With approximately 500 acres available for future development, PDT's strategic location and integrated infrastructure continue to offer a compelling value proposition for energy players seeking to capture Asia Pacific's long-term demand growth.

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Pengerang Deepwater Terminals

EXECUTIVE CHAIRMAN'S STATEMENT



Phase 2 renewable fuel storage expansion at DIALOG Terminals Langsat 3

DIALOG remains focused on diversifying across the energy sector to navigate economic and oil price cycles, consistent with the Group's strategy of generating long term recurring income. We will continue strengthening our capabilities by investing in and upskilling our workforce, and digital transformation to enhance efficiency and competitiveness, positioning the Group for sustained growth and resilience.

Barring any unforeseen circumstances, the Group remains optimistic of delivering a positive performance in the financial year ending 30 June 2027.

SUSTAINABILITY

This year marks the publication of DIALOG's tenth Sustainability Report, a significant milestone in our ongoing journey to create enduring value responsibly. Amid a complex and evolving operating environment, we remain committed to advancing environmental stewardship, supporting our people and communities, and upholding strong governance and ethical business

practices, while progressing towards our long-term aspiration of achieving Net Zero Carbon Emissions by 2050. During the year, we also took initial steps towards alignment with the National Sustainability Reporting Framework and the IFRS Sustainability Disclosure Standards, supporting the continued development of our sustainability-related disclosures over time.

The Board and Management recognise that the Group's long-term resilience depends on sound governance, effective risk management, safe and responsible operations, and a capable and engaged workforce. Accordingly, we continued to strengthen Board oversight of sustainability- and climate-related matters while progressively integrating these considerations into our enterprise risk management and decision-making processes. As regulatory requirements and stakeholder expectations continue to evolve, DIALOG remains focused on enhancing its systems, data and practices, while fostering collaboration across the Group to support resilient growth and sustainable value creation.

Guided by our core values of Integrity, Health, Safety & Environment (“HSE”), Quality, Competency and Excellence, the Group remains steadfast in creating long-term value for its stakeholders and contributing positively to the communities in which we operate.

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

 *Sustainability Report: pages 62 to 115*

ACKNOWLEDGEMENTS

As DIALOG commemorates 30 years as a listed company in 2026, we reflect with pride on a journey marked by resilience, growth and the enduring support of those who have contributed to our success. The Board of Directors and I would like to express our sincere appreciation to our valued customers, principals, technology and business partners, and their associates for their continued trust and support. We are also grateful to our shareholders for their unwavering confidence in the Group.

I am privileged to serve alongside an exceptional Board. To my fellow Board members, I extend my heartfelt thanks for your invaluable guidance, insights and stewardship, which have contributed significantly to the Group’s continued growth and success.

Lastly, I would like to thank our Management and the entire DIALOG family for their dedication, professionalism and commitment. Their collective efforts remain fundamental to the Group’s achievements and long-term success.

TAN SRI DR. NGAU BOON KEAT

Executive Chairman



DIALOG Board of Directors & Executive Leadership Team at the 30th Listing Anniversary Dinner

WHO WE ARE

DIALOG

A leading integrated technical service provider to the energy sector, in Malaysia and internationally. With over 42 years of experience, DIALOG has grown both organically and through strategic alliances with internationally-renowned technology partners.

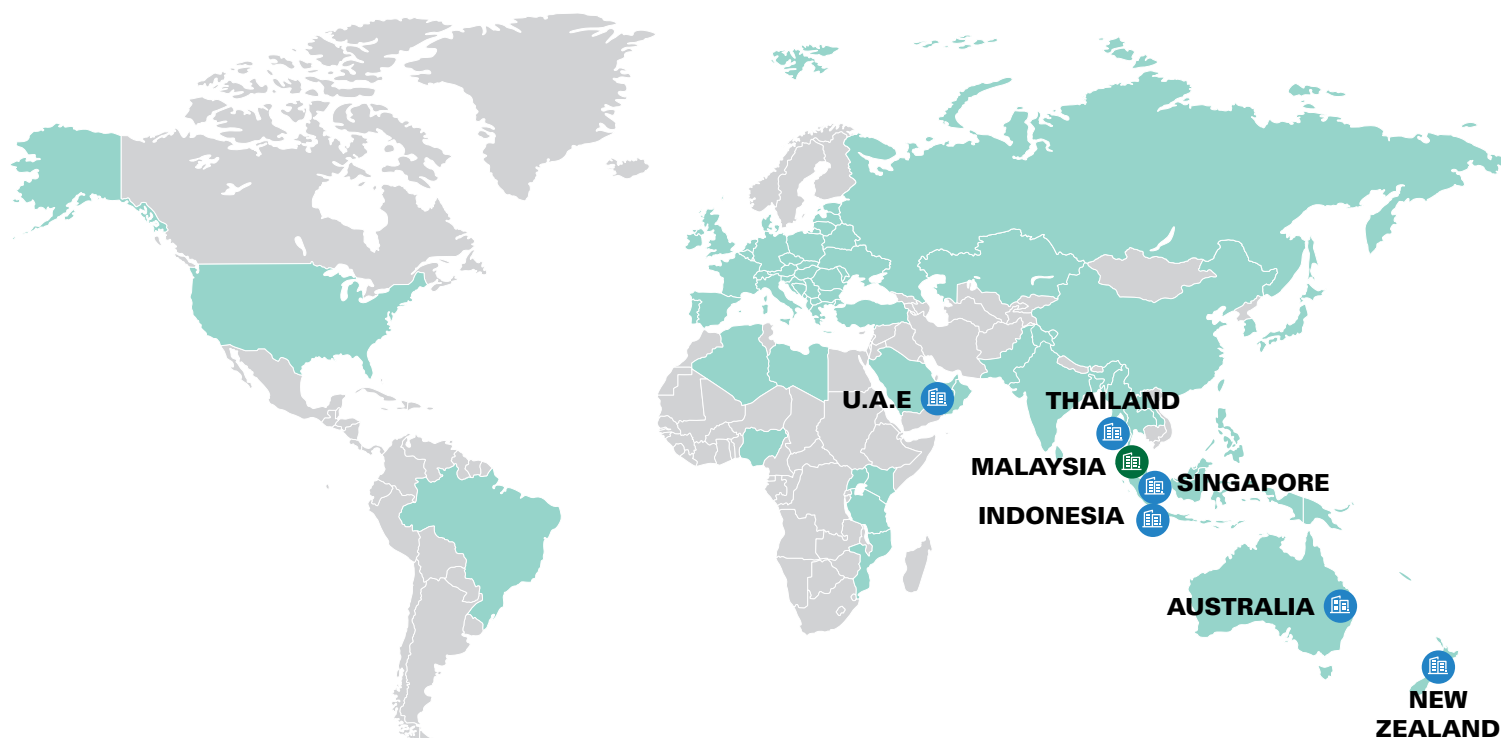
Established in
1984

Operating in
7
countries

~2,700
Employees

Listed on the
KLSE since
1996

Moved to Main
Market of Bursa
Malaysia since
2000



HEAD OFFICE



OFFICES



CLIENT NETWORK



Group Corporate Directory: pages 145 to 146



www.dialogasia.com/worldwide-locations

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, and Digital Technology & Solutions. Recognising the global transition towards a low-carbon economy, the Group is expanding into Sustainable and Renewable business, leveraging our core competencies.

DIALOG is listed on the Main Market of Bursa Malaysia with a market capitalisation of approximately RM11.3 billion (as at last practicable date of 21 September 2026). DIALOG is currently a constituent of the FTSE4Good Bursa Malaysia Index 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

Upholding positive values, integrity and professionalism in everything we do.



Health, Safety & Environment (HSE)

Driving HSE excellence across all our operations.



Quality

Committed to maintain the highest level of quality in our products and services.



Competency

Highly skilled, motivated and professional workforce.



Excellence

Fostering integrity, care, and reliability to drive sustainable growth.

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 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 ("PSC") for D35, D21 and J4 fields up to 2034 (offshore Sarawak, Malaysia)
- ii) Independent technical contractor to PETRONAS Carigali Sdn. Bhd. under the Oilfield Services Contract through DIALOG Bayan Petroleum Sdn. Bhd., for recoverable reserves enhancement at the Bayan Field up to 2036 (offshore Sarawak, Malaysia)
- iii) 50.01% equity interest in Pan Orient Energy (Siam) Ltd., concessionaire and operator of Concession L53/48 (onshore Thailand)
- iv) 70% participating interest and operatorship of Baram Junior Cluster Small Field Asset Production Sharing Contract ("SFA PSC") up to 2037 (offshore Sarawak, Malaysia)
- v) Provider of cost-effective offshore platforms for marginal field development through DIALOG Tarpon Offshore Platforms Sdn. Bhd.
- vi) 100% participating interest and sole operatorship of the RAJA Cluster SFA PSC up to 2038 (offshore Terengganu, Malaysia)
- vii) 100% participating interest and sole operatorship of the Mutiara Cluster SFA PSC, up to 2039 (offshore Sabah, Malaysia)
- viii) 25% participating interest in Cendamas PSC up to 2046 (offshore Terengganu, Malaysia)

Since 2011, DIALOG has expanded its Upstream capabilities through the field development, rejuvenation and redevelopment of oil and gas fields, generating long-term recurring income while broadening its participation across the field development cycle, particularly in engineering and specialist technical services.

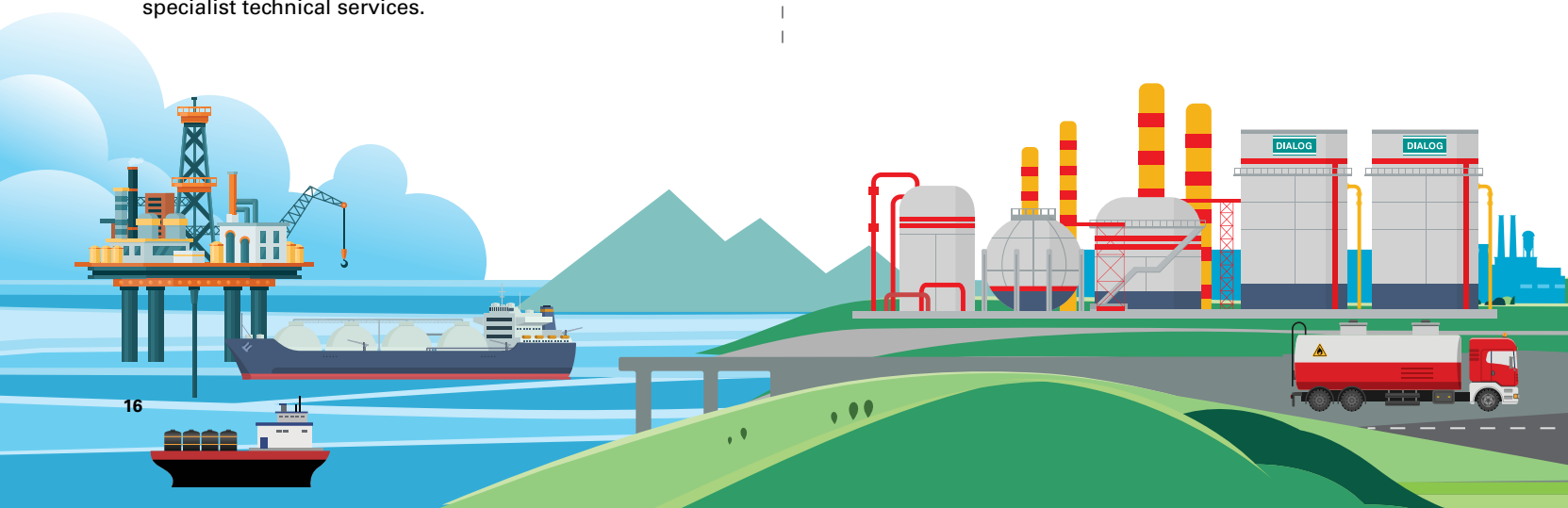
MIDSTREAM ASSETS & SERVICES

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.

Our 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

Leveraging over 40 years of extensive experience, 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:

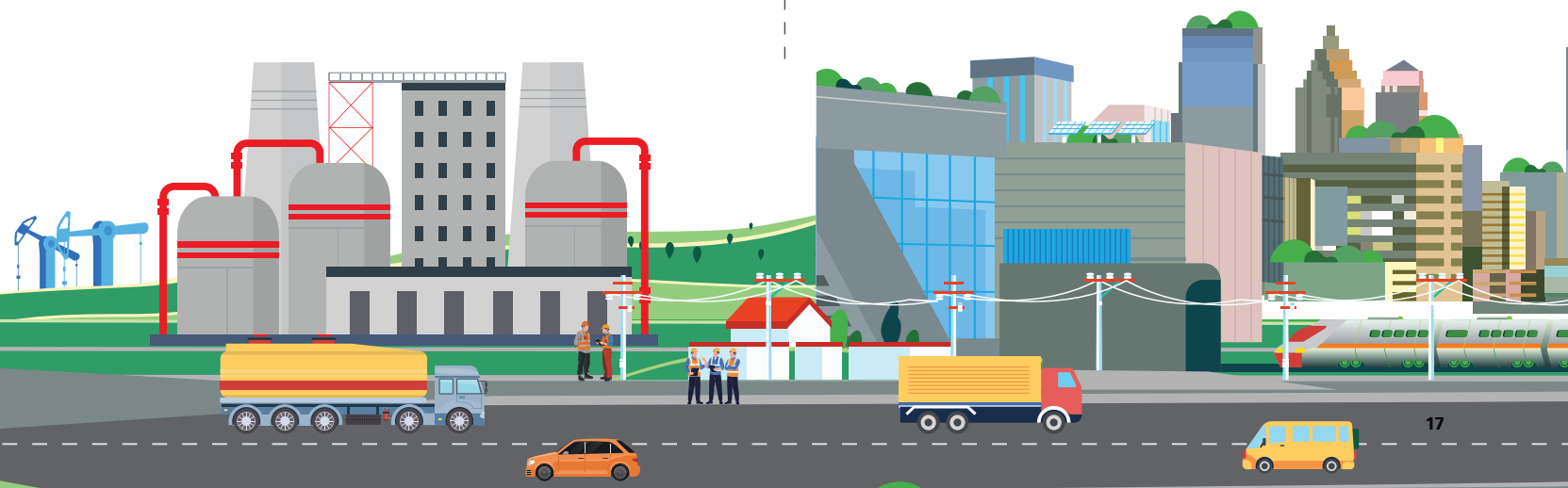
- **Engineering, Procurement, Construction & Commissioning** for energy projects
- **Plant Maintenance & Catalyst Handling Services** to refineries and plant operators around the world
- **Specialist Products & Services** in collaboration with reputable technology partners
- **Fabrication** of process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

SUSTAINABLE & RENEWABLES

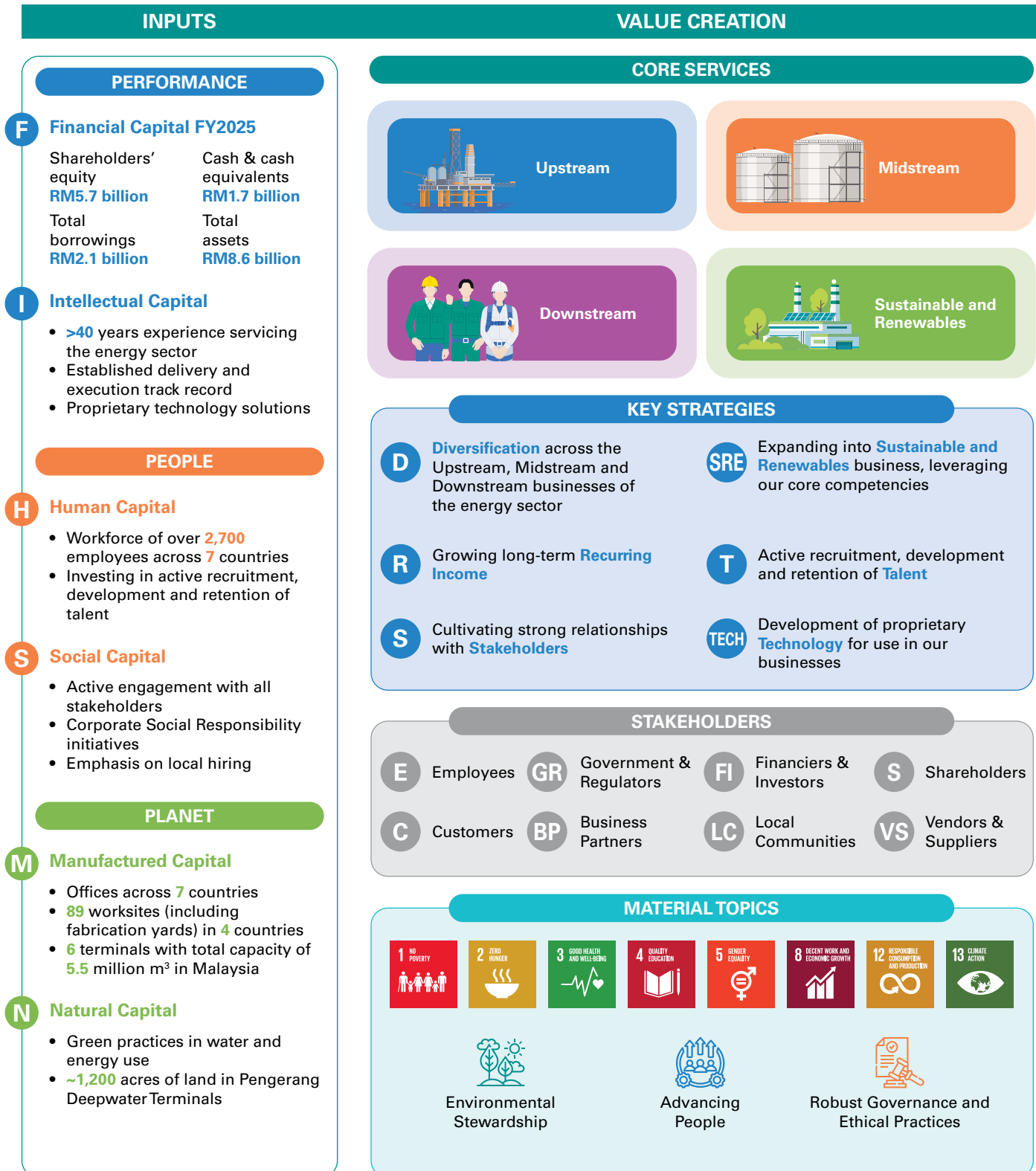
Recognising the evolving energy landscape and the global shift towards a low-carbon economy, DIALOG is actively pursuing opportunities in Sustainable and Renewables business, leveraging our core competencies.

It comprises the following:

- In March 2023, the Group marked its first venture into storage facilities for renewable fuel products at DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3"). The 24,000 m³ storage facility which serves potential users such as biofuel producers, energy traders and multinational energy companies, commenced operations in early 2025.
- In July 2024, DTL3 announced a 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") and has recently commenced commercial operations in September 2026.
- In January 2025, DIALOG and PETRONAS Gas Berhad entered into a joint venture to develop a LNG-driven Air Separation Unit ("ASU") Facility. The facility is expected to reduce electricity consumption by approximately 25% and lower carbon emissions by 15,000 tonnes annually compared to a conventional ASU. Completion is expected by end 2026.
- 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



OUTPUTS

OUTCOMES

ENHANCING SHAREHOLDERS' VALUE FY2026

Net profit

RM625 million

Shareholders' equity

RM6.0 billion

Return on shareholders' equity

10.1%

Total dividend

RM266 million

 10-Year Financial Highlights: page 07

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 16 to 17

DIVERSE & MULTI-SKILLED WORKFORCE

- 66,019 total training hours for employees
- 30% female representation on the Board
- Talent development across all levels of the Group
- Talent retention

 Human Capital Management, Sustainability Report: pages 95 to 100

STRONG CONNECTED COMMUNITIES

- RM7 million contributed to community engagement initiatives
- RM1.2 million contributed to other charities
- 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 39 to 61
Community Engagement, Sustainability Report: pages 102 to 106

GLOBAL PRESENCE & NETWORK

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

 Who We Are: page 14
Group Corporate Directory: pages 145 to 146

ENVIRONMENTAL PROTECTION

- 650 tCO₂e of CO₂ avoided (FY2025: 625 tCO₂e)
- Total energy consumption of 37,057 MWh, 4.6% decrease from FY2025
- 1,137 MWh of purchased electricity replaced (FY2025: 988 MWh)
- Reduced hazardous waste to 2,442 MT (FY2025: 3,411 MT)
- Environmental Management Plans & Environment Monitoring Plans
- Bureau Veritas ISO 14001:2015 Standard Malaysia/UKAS Certifications

 Environmental Stewardship, Sustainability Report: pages 76 to 89

- Secured long-term revenue stability and recurring income through diversification across our core services offerings.
 - Delivered a broad suite of integrated technical services to support the energy sector.
 - Upheld stringent Health, Safety and Environment ("HSE") standards and procedures to promote a safe workplace.
 - Advanced digital transformation initiatives to enhance operational efficiency and strengthen cyber resilience.
 - Implemented a Climate Change Strategy to proactively manage climate-related risks and opportunities.
 - Invested in employee development through training programmes that strengthen well-being, skills and professional capabilities.
- Training areas included:**
- HSE
 - Technical/Functional
 - Soft Skills & Leadership
- Maintained high standards of corporate governance and business ethics through robust policies, compliance practices and integrity-driven conduct.
 - Created positive environmental and social impact through Corporate Social Responsibility ("CSR") initiatives and community engagement programmes.

KEY EVENTS

29 JULY 2025

Signing of Terminal Usage Agreement between Pengerang Terminals (Two) Sdn. Bhd. and Pengerang Biorefinery Sdn. Bhd.

18 NOVEMBER 2025

Announcement of the expansion of Pengerang Deepwater Terminals Phase 3 following the conditional Long Term Service Agreement with bp Singapore Pte. Limited

19 NOVEMBER 2025

Announcement of an Engineering, Procurement and Construction ("EPC") Contract and Alliance Agreement between DIALOG E & C Sdn. Bhd. and Pengerang Terminals (Two) Sdn. Bhd.

20 NOVEMBER 2025

37th Annual General Meeting



2 DECEMBER 2025

DIALOG Fitzroy Ltd. Head Office official opening in New Plymouth, New Zealand



22 JANUARY 2026

Community Engagement in Bentong, Pahang



25 MARCH 2026

Installation of Salbiah wellhead platform, offshore Miri, Sarawak



31 MARCH 2026

Signing of Agreement for the Provision of Integrated Drilling Services and Equipment between DIALOG Resources Sdn. Bhd. and Baker Hughes Inteq (M) Sdn. Bhd.



31 MARCH - 2 APRIL 2026

Offshore Technology Conference Asia 2026



4 - 6 JUNE 2026

Oil & Gas Services and Equipment Conference & Exhibition 2026, Kota Kinabalu



8 APRIL 2026

Presentation Ceremony for DIALOG's Integrated Management System Certificates



25 JUNE 2026

Channel Infrastructure Tank 06 completion and handover to client at Marsden Point, New Zealand



18 MAY 2026

Kick-Off Ceremony of DIALOG HSE Week 2026, DIALOG Terminals Pengerang (5), Johor



25 JULY 2026

Employee Volunteerism at SK Bukit Lanjan Sports Day



BOARD OF DIRECTORS

**SEATED (LEFT TO RIGHT)**

Juniwati Rahmat Hussin, Chan Yew Kai, Tan Sri Dr. Ngau Boon Keat,
Chin Kwai Fatt, Tan Sri Datuk Dr. Rebecca Fatima Sta Maria

STANDING (LEFT TO RIGHT)

Zainab Binti Mohd Salleh, Dato' Ismail Bin Karim, Ngau Wu Wei,
Bernard Rene Francois Di Tullio, Badrul Hisham Bin Dahalan

BOARD OF DIRECTORS' PROFILE



Number of Meetings Attended
Board 9/9

TAN SRI DR. NGAU BOON KEAT

Executive Chairman

Malaysian | Male | Age: 78

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 the 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 54 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, who is a major shareholder of DIALOG, is the father of Ngau Wu Wei.



Number of Meetings Attended
Board 9/9

CHAN YEW KAI

Executive Deputy Chairman

Malaysian | Male | Age: 72

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 48 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 2012 to 2025.

BOARD OF DIRECTORS' PROFILE

**Number of Meetings Attended**

Board	9/9
Audit Committee	6/6
Risk Management Committee	4/4
Nomination Committee	2/2
Remuneration Committee	1/1

CHIN KWAI FATT

Senior Independent Non-Executive Director

Malaysian | Male | Age: 71

CHIN KWAI FATT was appointed as an Independent Non-Executive Director of DIALOG Board on 19 November 2020. He is also the Chairman of 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 31 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.

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

**Number of Meetings Attended**

Board	9/9
Audit Committee	6/6
Risk Management Committee	4/4
Nomination Committee	2/2
Remuneration Committee	1/1

DATO' ISMAIL BIN KARIM

Independent Non-Executive Director

Malaysian | Male | Age: 71

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 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.

**Number of Meetings Attended**

Board	9/9
Audit Committee	6/6
Risk Management Committee	4/4
Nomination Committee	2/2
Remuneration Committee	1/1

JUNIWATI RAHMAT HUSSIN

Independent Non-Executive Director

Malaysian | Female | Age: 67

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 a Director of Malaysia Petroleum Resources Corporation and SOCC Holdings Sdn. Bhd.

**Number of Meetings Attended**

Board	9/9
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BADRUL HISHAM BIN DAHALAN

Non-Independent Non-Executive Director

Malaysian | Male | Age: 62

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 has brought over 37 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 Iskandar Investment Berhad and the Chairman of Rakan KKM Sdn. Bhd.

BOARD OF DIRECTORS' PROFILE

**Number of Meetings Attended**

Board 9/9

TAN SRI DATUK DR. REBECCA FATIMA STA MARIA

Independent Non-Executive Director

Malaysian | Female | Age: 69

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, a Diploma in Public Administration from INTAN, a Master of Science in Counselling from Universiti Pertanian Malaysia (now Universiti Putra Malaysia), and a Ph.D. from the University of Georgia, Athens, U.S.A.

Until 31 December 2024, she was the executive director of the APEC Secretariat based in Singapore. She is the Pro Chancellor of Sunway University, one of the premier private universities in Malaysia.

She began her career in the Malaysian Administrative and Diplomatic Service in 1981 and retired in 2016, having served as Secretary-General of the Malaysian Ministry of International Trade and Industry from December 2010 to July 2016.

In ASEAN, she chaired the body that drafted the 2015 and 2025 ASEAN Economic Community Blueprints.

Her scholarship has been recognised by the American Academy of Human Resource Development (Malcolm Knowles Award 2000 for the best dissertation of the year in the field of human resource development). In 2017, she authored a book about her personal slice of Malaysian heritage and cuisine, called The Smell of Home.

In 2024, she was featured in Forbes' third annual 50 Over 50: Asia list, which showcases 50 inspirational women over the age of 50 from across the Asia-Pacific region.

She currently holds positions on the Board of Trustees of MyKasih Foundation and Yayasan Hartalega, Director of IDEAS, Sunway Berhad, Hartalega Holdings Berhad, EWI Capital Berhad and Loob Berhad.

**Number of Meetings Attended**Board 9/9
Nomination Committee 2/2
Remuneration Committee 1/1**BERNARD RENE FRANCOIS DI TULLIO**

Independent Non-Executive Director

French | Male | Age: 77

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 Master's 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 Enterprise Paris in 1978.

He had been with the Technip Group for 39 years. He served for 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).



Number of Meetings Attended
Board 9/9

ZAINAB BINTI MOHD SALLEH

Group Chief Financial Officer

Malaysian | Female | Age: 60

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

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

She joined DIALOG in 1995 as a Treasury Accountant, where she was responsible for the Group's cash management and banking activities. She was later promoted to Financial Controller in 1998, assuming responsibility for the Group's financial reporting, accounting, internal controls, and governance functions. In 2013, she was appointed as the Group Chief Financial Officer and is responsible for the overall financial leadership of the Group, encompassing strategic financial planning, business performance management, financial reporting, treasury, taxation and internal controls.

With more than 38 years of experience in auditing and financial management, she brings extensive expertise in financial management, financial stewardship, governance, and business performance management. Prior to joining DIALOG, she was with Price Waterhouse (now known as PricewaterhouseCoopers) and other organisations, where she held positions in financial and cost management accounting.



Number of Meetings Attended
Board 2/2

NGAU WU WEI

Executive Director

Malaysian | Male | Age: 49

NGAU WU WEI is the Managing Director of Corporate Strategy of DIALOG and was appointed as Executive Director of the DIALOG Board on 21 January 2026. He oversees Corporate Strategy and is the Managing Director of DIALOG Systems (Asia) Pte. Ltd.

He holds a Bachelor of Commerce in Accounting and 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.

He joined the Group in 2007 and has since held senior leadership roles across sales and marketing, operations, digital and technology, corporate planning, and joint venture management.

In April 2021, he was appointed Managing Director of DIALOG Systems (Asia) Pte. Ltd., where he oversees the Group's international business operations and the Specialist Products and Services division.

Prior to joining DIALOG, he worked in New York as a Manager at KPMG Consulting/BearingPoint Inc.

Ngau Wu Wei is the son of Tan Sri Dr. Ngau Boon Keat (Executive Chairman and a major shareholder of DIALOG).

KEY SENIOR MANAGEMENT'S PROFILE



**MUSTAFFA KAMAL
BIN ABU BAKAR**
Chief Executive Officer

Malaysian

Male

Age: 62



KEITH COLLINS
Chief Operating Officer

British

Male

Age: 65

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 39 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 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 43 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: 67



SUE NGAU
Managing Director
Corporate Services

Malaysian

Female

Age: 48

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 served on 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.

SUE NGAU was appointed as Managing Director, Corporate Services in January 2026. 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 24 years of working experience, prior to joining DIALOG, Sue worked at KPMG Malaysia involving work related to audit and corporate finance.

**BRYAN TAN**

Managing Director
Engineering, Construction &
Maintenance

Malaysian

Male

Age: 50

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 29 years of working experience in the oil, gas and petrochemical industry.

**CHONG CHONG WOI**

Project Director
Engineering, Construction and
Maintenance

Malaysian

Male

Age: 68

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 43 years of working experience in engineering, construction and project management in the oil, gas and petrochemical industry.

**AHMAD BIN
ABDUL TALIP**

Director
Corporate & Stakeholders
Terminals Business

Malaysian

Male

Age: 58

AHMAD BIN ABDUL TALIP joined DIALOG Terminals Sdn. Bhd. in 2010 and has held various leadership positions within terminals business. He was appointed Senior General Manager in July 2018 and subsequently appointed Director of Corporate & Stakeholders in June 2026, overseeing the Group's terminals business and stakeholder management. 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 34 years of working experience in the operation and management of oil and petrochemical-related industries.

**MOHD ROSLAN BIN
ISMAL**

Director
Operations, Terminals Business

Malaysian

Male

Age: 60

MOHD ROSLAN BIN ISMAIL joined DIALOG in June 2026 as the Director of Operations of Terminals Business. He holds a Bachelor of Science in Chemical Engineering from the Pennsylvania State University in U.S.A. He brings over 36 years of industry experience across refining, petrochemicals, industrial gases, and renewable fuels, and has held various leadership roles. He began his career with PETRONAS Penapisan (Terengganu) Sdn. Bhd. before undertaking international assignments in the United Kingdom and Taiwan with BP and PETRONAS joint venture and BP Company respectively. He subsequently served as Plant General Manager and later concurrently held the role of Chief Executive Officer for BP PETRONAS Acetyls (now INEOS PCG Acetyls). Prior to joining DIALOG, he was the General Manager of Operations at EcoCeres Renewable Fuels Sdn. Bhd.

MANAGEMENT'S PROFILE - MALAYSIA



PAU KIEW HUAI

Executive Director
Group HSE

Malaysian

Male

Age: 64

PAU KIEW HUAI is the Executive Director of Group HSE. He joined DIALOG in 2019. 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 36 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.



TAN LIP LEONG

Executive Director
Engineering & Construction

Malaysian

Male

Age: 63

TAN LIP LEONG was appointed Executive Director of Engineering and 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 39 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

Director
Operations, Plant Services

Malaysian

Male

Age: 63

HENG SOON LIP was appointed Director of Operations, 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 38 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

General Manager
Plant Services

Malaysian

Male

Age: 56

SHAHIMI BIN ZAKARIA was appointed General Manager of Plant Services 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 32 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: 62

PETER MAJID joined DIALOG in June 2024 as the Executive Director of Upstream. He has over 37 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.



**SAIFUL AZUAN BIN
ABDUL AZIZ**
Deputy Managing Director
Upstream

Malaysian

Male

Age: 55

SAIFUL AZUAN BIN ABDUL AZIZ joined DIALOG in May 2026 as the Deputy Managing Director of Upstream. He holds a Bachelor of Science in Electrical Engineering from the Rensselaer Polytechnic Institute, New York, U.S.A. Saiful brings over 30 years of experience with PETRONAS, spanning the full upstream value chain and including several senior leadership roles, most recently as Senior General Manager, Facilities Engineering, Upstream Business.



**FAEEZ SHAZLEE BIN
RAHMAT**
Head
Petroleum Engineering, Upstream

Malaysian

Male

Age: 49

FAEEZ 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 26-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
Developments, Upstream

Malaysian

Male

Age: 58

MOHD SAIFUDDIN BIN AWANG joined DIALOG in 2024 as Head of Integrated Asset Management and subsequently redesignated as Head of Developments in 2025. He brings with him over 33 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.

MANAGEMENT'S PROFILE - MALAYSIA



LAM MUN SENG

Vice President
Specialist Products & Services
Asia Pacific

Malaysian

Male

Age: 46

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 23 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.



CAPT. SATHASIVAM N KUPPUSAMY

Head
Marine Operations

Malaysian

Male

Age: 68

CAPTAIN SATHASIVAM N KUPPUSAMY joined DIALOG in 2025 as the Head of Marine Operations, where his primary roles are to manage and coordinate the movement of all vessels within Pengerang Deepwater Terminals Marine Area to ensure safe and efficient operations. He has over 40 years of experience in the maritime and shipping industry, having held senior leadership roles across commercial, operational, and project management functions in Malaysia and internationally. Prior to joining DIALOG, he was the Director (Chief Operating Officer) at PT. Andalas Bahtera Baruna in Jakarta, managing a fleet of cement carriers operating across Indonesia, Southeast Asia, the Far East, and Europe.



VIJAYASOORYA A/L K. KRISHNA MURTHY

Head
Group Internal Audit
Acting Head
Group Risk Management

Malaysian

Male

Age: 50

VIJAYASOORYA A/L K. KRISHNA MURTHY 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 26 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.



MOHD QAYYUM BIN MOHD ADNAN

Head
Government Relations

Malaysian

Male

Age: 43

MOHD QAYYUM BIN MOHD ADNAN was appointed as the Head of Government Relations 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 19 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, Senior 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: 68

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 capacity, Jessie provides strategic counsel and guidance on Group Human Resources matters, drawing on her extensive experience to support the advancement of the Group’s human resource strategies and initiatives. She continues to provide oversight and advice on key areas including talent management, leadership development, organisational effectiveness, employee development, and other strategic HR matters. Jessie brings with her over 42 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.



SHARIZA SHARIS BINTI MOHD YUSOF
Group Financial Controller

Malaysian

Female

Age: 52

SHARIZA SHARIS BINTI MOHD YUSOF joined DIALOG in October 2025 as the Group Financial Controller. She holds a Bachelor of Science in Economics and Accounting from the University of Bristol, U.K. and is a Fellow Chartered Accountant of the Institute of Chartered Accountants in England and Wales. She is also a member of the Malaysian Institute of Accountants. Shariza brings with her close to 30 years of extensive experience, including 25 years with PETRONAS, where she advanced through a series of senior leadership and management positions, including Chief Financial Officer for PETRONAS Gas Berhad and Senior General Manager for Finance and Enterprise Risk for PETRONAS Refinery and Petrochemical Corporation Sdn. Bhd.



HISHAMUDIN BIN MUSA
Director
Group Tax

Malaysian

Male

Age: 53

HISHAMUDIN BIN MUSA is the Director 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 29 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.



JENNY CHOK
Senior General Counsel

Malaysian

Female

Age: 59

JENNY CHOK is the Senior General Counsel. 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.

MANAGEMENT'S PROFILE - MALAYSIA



JEFFREY GERARD PERERA

Deputy Chairman
Corporate Social Responsibility &
DIV Services Sdn. Bhd.

Malaysian

Male

Age: 72

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: 62

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.



TENGYUIT YEE ELI

Head
Group Human Resources

Malaysian

Female

Age: 47

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 21 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.



YEONG KEAT YAW

Head
Digital & Technology

Malaysian

Male

Age: 46

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 22 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



FOO CHEK CHAI
Chief Executive Officer
Terminals Business

Singaporean

Male

Age: 53

FOO CHEK CHAI joined DIALOG in July 2026 as the Chief Executive Officer of Terminals Business. He brings with him more than 28 years of experience in the bulk liquid storage and terminals industry, including over 13 years in senior leadership and general management roles across Singapore, China, Vietnam and Taiwan. Prior to joining the Group, he was the General Manager of Stolthaven Singapore Pte. Ltd. and Stolthaven Revivegen Kaohsiung Co. Ltd. He held various leadership positions previously with Vopak across Asia, including as Managing Director of Vopak Terminal Zhangjiagang in China, where he spearheaded business transformation initiatives, expansion projects and operational improvements that strengthened profitability and market position. He holds a Master of Science in Safety, Health and Environmental Technology and a Bachelor of Engineering in Chemical Engineering from the National University of Singapore.



TAN LEK LEK
Executive Director
Technical

Malaysian

Male

Age: 74

TAN LEK LEK was appointed Executive Director of Technical 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 49 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: 46

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.



ABDUL SALIM BIN AHMAD

Head
Plant Maintenance (Singapore) &
Construction Execution (Malaysia)

Malaysian

Male

Age: 41

ABDUL SALIM BIN AHMAD was appointed Head of Plant Maintenance (Singapore) in January 2023 and subsequently Head of 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 Group. He holds a Bachelor of Engineering in Mechanical Engineering and a Master of Science in Bioengineering, both from the University of Nottingham, U.K.

MANAGEMENT'S PROFILE - INTERNATIONAL



RICHARD ELLIS
Managing Director
DIALOG Property New Zealand
Technical Auditor

New Zealander

Male

Age: 53

RICHARD ELLIS was appointed Managing Director of DIALOG Property New Zealand in September 2023 and subsequently Technical Auditor in July 2026. 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 31 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: 51

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. He brings over 29 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: 55

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 37 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.



TIRIN TONGPATANAKUL
Country Manager
Thailand

Thai

Male

Age: 49

TIRIN TONGPATANAKUL has served as Country Manager for Thailand since July 2015. He joined DIALOG in 2009 as a Sales Engineer and holds a Bachelor of Engineering (Honours) in Mechanical Engineering from University College London, University of London. Before joining DIALOG, he worked as a consultant for a range of organisations in Thailand across the energy, retail, utilities, cement, banking, and electronics industries. He has more than 20 years of experience in the marketing and sales of specialised products and services in Thailand.



DIALOG Board of Directors and senior management at the 37th Annual General Meeting



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EXTERNAL ENVIRONMENT



MARKET OVERVIEW

The global economic landscape in 2025 remained resilient despite persistent geopolitical tensions, evolving trade policies and continued adjustments in global supply chains. While global growth remained moderate, economic activity was supported by resilient domestic demand, private sector adaptability and investment in technology and infrastructure. In the energy sector, markets continued to balance energy security and affordability with the accelerating transition towards lower-carbon energy, while renewed geopolitical disruptions in the Middle East heightened volatility across oil and natural gas markets.

Economy

According to the International Monetary Fund ("IMF"), the global economy expanded by an estimated 3.2% in 2025, compared with 3.3% in 2024. Despite heightened trade policy uncertainty and geopolitical tensions, global economic activity remained resilient, supported by private sector adaptability, front-loading of trade ahead of tariff changes and improving financial conditions. Global headline inflation continued to moderate, although the pace of disinflation varied across economies.¹

Malaysia's economy sustained its strong growth momentum in 2025, expanding by 5.2%, and matching the growth achieved in the previous year. Growth was primarily driven by the Services and Manufacturing sectors, which collectively contributed 82.5% of total GDP. Private consumption remained an important contributor to domestic demand, while gross fixed capital formation and continued investment activity further supported economic expansion.²

Malaysia's external trade performance remained robust despite the challenging global trade environment. Total trade surpassed RM3 trillion for the first time, reaching RM3.061 trillion in 2025, representing a growth of 6.3% compared with the previous year. Exports rose by 6.5% to a record RM1.607 trillion, supported by stronger shipments to key markets including ASEAN, the United States, Taiwan and the European Union.³

Investment activity also remained resilient. Malaysia recorded RM426.7 billion in approved investments in 2025, an increase of 11.0% year-on-year and the highest level on record. Domestic investments accounted for 51.5% of total approved investments, while foreign investments increased by 20.9% to RM207.1 billion, reflecting continued investor confidence in Malaysia as a regional investment and supply-chain hub.⁴

Inflation remained relatively contained, with Malaysia's headline inflation averaging 1.4% in 2025, compared with 1.8% in 2024. The moderation in inflation provided a supportive environment for domestic consumption and investment, although cost pressures persisted in certain sectors.⁵

Energy Sector

The global energy sector in 2025 remained characterised by the competing priorities of energy security, affordability and decarbonisation. Oil markets were generally well supplied, with global production growth outpacing demand and contributing to lower crude oil prices. The average Brent crude oil price declined to approximately USD69 per barrel in 2025, compared with USD83 per barrel in 2024, with prices trending lower during the year amid rising supply and inventory accumulation.⁶

Global oil demand continued to expand, albeit at a slower pace than historical averages. The International Energy Agency ("IEA") estimated global oil demand growth of approximately 830 thousand barrels per day in 2025, supported by transportation fuel consumption and improving economic activity, while the growth in oil supply contributed to a more balanced-to-surplus market environment.⁷

Natural gas markets experienced a transitional year in 2025. Global gas demand growth moderated amid weaker industrial activity and relatively elevated Liquefied Natural Gas ("LNG") prices during the first half of the year. However, LNG supply growth accelerated in the second half, supported by new liquefaction capacity in the United States, Canada and Africa, easing market tightness and contributing to greater supply flexibility.⁸

At the same time, investment in the energy transition continued to accelerate. The IEA estimated that global energy investment would reach a record USD3.3 trillion in 2025, of which approximately USD2.2 trillion was directed towards clean energy technologies including renewable energy, nuclear power, electricity grids, energy storage, low-emissions fuels, energy efficiency and electrification. Nevertheless, oil and gas continued to attract significant investment, with global spending on oil, natural gas and coal estimated at approximately USD1.1 trillion. This underscores the continued importance of conventional energy in supporting energy security, meeting growing energy demand and maintaining a reliable and resilient energy supply.⁹

Overall, 2025 reinforced the importance of maintaining reliable conventional energy supplies while accelerating investment in lower-carbon energy solutions. Energy security considerations have increasingly become a key driver of investment alongside decarbonisation, resulting in continued investment across both traditional oil and gas infrastructure and emerging energy technologies.

EXTERNAL ENVIRONMENT

MARKET
OUTLOOK

The outlook for 2026 continues to evolve, with the global economy navigating geopolitical developments, energy price volatility and evolving trade policies. Resilient domestic demand, technology-related investment and improving financial conditions continue to support economic activity, while developments in the global energy markets and evolving trade and geopolitical landscape are expected to shape the outlook for growth and inflation.

Economy

The IMF's July 2026 World Economic Outlook Update projects global real GDP growth of 3.0% in 2026, followed by stronger growth of 3.4% in 2027, down from the average 3.5% observed in 2024-2025. This modest slowdown reflects the shock arising from renewed conflict in the Middle East. As such, global headline inflation has been revised upwards to 4.7% for 2026, reflecting higher energy prices and supply-side pressures.¹⁰

Malaysia's economy is expected to remain resilient in 2026, supported by sustained domestic demand, investment activity, tourism and continued growth in selected export-oriented sectors. Bank Negara Malaysia projects Malaysia's real GDP growth to remain within a range of 4.0% to 5.0% in 2026, supported by resilient domestic demand and continued investment activity despite the energy supply shock.¹¹

The Malaysian economy recorded strong momentum in the first half of 2026, expanding by 5.6% compared with 4.5% in the corresponding period of 2025. The performance was supported by broad-based growth across major sectors, including Services, Manufacturing, Construction and Mining and Quarrying.¹² At the same time, external factors, including geopolitical developments, trade policy changes and energy price movements, remain key considerations for the economic outlook.

Inflation is expected to remain moderate in 2026, although upward pressure may arise from elevated global commodity prices and associated energy, transportation and production costs. Malaysia's headline inflation moderated to 1.8% in July 2026, from 1.9% in June 2026, with inflation averaging 1.8% for the January-July 2026 period, compared with 1.4% in the corresponding period of 2025. Despite the moderation in headline inflation, the domestic inflation outlook remains influenced by external cost factors and developments in the global economy.⁵

Energy Sector

The global oil market is expected to remain dynamic in 2026, with oil demand and supply conditions continuing to adjust to evolving market and geopolitical developments. The IEA estimates that global oil demand could decline by approximately 1.0 million barrels per day in 2026, before rebounding by around 2.0 million barrels to approximately 105.3 million barrels per day in 2027. The outlook reflects ongoing adjustments in global oil supply and demand following developments in the Middle East, with supply conditions and trade flows expected to gradually normalise.⁷

Oil prices are projected to remain sensitive to geopolitical developments, particularly developments affecting crude oil production and trade flows through key shipping routes. The U.S. Energy Information Administration ("EIA"), in its August 2026 Short-Term Energy Outlook, forecasts Brent crude oil prices to average approximately USD87 per barrel in 2026, before easing to around USD69 per barrel in 2027 as oil production gradually recovers and global inventories begin to rebuild. The EIA expects disrupted production to be restored by early 2027, although the pace of recovery and normalisation of global oil flows will continue to depend on evolving geopolitical developments.¹³

For Malaysia, the domestic oil and gas industry is expected to remain supported by continued investment in energy security and upstream production. PETRONAS's Activity Outlook 2026-2028 indicates that PETRONAS intends to sustain domestic production at approximately 2.0 million barrels of oil equivalent per day, supported by continued investment in exploration, deepwater development, enhanced oil recovery and resource optimisation projects. The outlook also points to continued demand for technical services and solutions across Malaysia's oil and gas ecosystem, supported by ongoing investment across the upstream and broader energy value chain.¹⁴

The downstream and gas sectors are expected to remain focused on operational efficiency, supply chain resilience and product diversification as market conditions evolve. PETRONAS intends to deepen its participation in specialty chemicals and biofuels, while continuing to develop its LNG portfolio and regasification capacity to support Malaysia's evolving energy needs.¹⁴

Natural gas is expected to remain an important component of the global and regional energy mix, particularly as countries seek reliable and flexible energy sources to complement renewable generation. At the same time, the global gas market continues to adjust to changes in LNG flows and regional supply conditions.

The IEA estimates that global gas demand could contract by approximately 0.5% in 2026 as elevated prices and supply disruptions weigh on consumption, particularly in Asia and the power and industrial sectors.¹⁵

Despite near-term volatility, the medium to long-term outlook for LNG remains supported by growing energy demand in Asia and the continued expansion of LNG infrastructure. Shell estimates that global LNG demand could increase by approximately 65% by 2050 from 2025 levels, reinforcing the role of LNG in supporting energy security and balancing increasingly renewable power systems.¹⁶

Malaysia's energy sector is expected to remain supported by continued investments in energy security, infrastructure and capacity, while progressively adapting to longer-term energy-transition objectives. Under the National Energy Transition Roadmap ("NETR") and the Thirteenth Malaysia Plan ("13MP"), the Government is advancing initiatives across the broader energy landscape, encompassing conventional energy, renewable energy, energy efficiency, carbon capture, utilisation and storage and other lower-carbon solutions. The NETR has an estimated RM60 billion investment potential, while the 13MP places continued emphasis on strengthening energy security and developing the infrastructure and capabilities required to support Malaysia's evolving energy landscape.¹⁷

Globally, energy investment is expected to remain resilient in 2026 amid heightened geopolitical and energy security concerns. The IEA estimates total energy investment at approximately USD3.4 trillion in 2026, with around USD2.2 trillion directed towards grids, storage, low-emissions fuels, nuclear, renewables, energy efficiency and electrification. At the same time, continued investment in conventional energy supply and infrastructure is expected to support global energy security and meet growing demand, highlighting the ongoing importance of investment across the broader energy value chain.¹⁸

Overall, the energy sector is expected to remain characterised by a dual focus on energy security and energy transition. While near-term oil and gas markets may continue to experience fluctuations due to geopolitical and supply-side uncertainties, continued investment in upstream production, LNG, gas infrastructure and energy-related services is expected to support the resilience of the conventional energy sector. At the same time, growing investment in renewable energy, CCUS, energy efficiency and other lower-carbon solutions will create opportunities for the broader energy ecosystem to participate in Malaysia's transition towards a more diversified and sustainable energy mix.

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CHIEF EXECUTIVE OFFICER'S STATEMENT

Supported by our diversified business model and integrated capabilities, the Group demonstrated resilience during the financial year, advancing key initiatives across our Upstream, Midstream and Downstream businesses while expanding our specialist services and regional footprint.

MUSTAFFA KAMAL BIN ABU BAKAR

Chief Executive Officer

We continued to invest in the people, infrastructure and technical capabilities required to reinforce DIALOG's position as an integrated technical service provider to the energy sector in Malaysia and internationally. These investments underpin our strategic progression towards greater asset ownership and operatorship across the energy value chain. Despite challenges in certain areas of our operations, we maintained a disciplined approach to execution, effective risk management and selective growth aligned with the Group's long-term objectives. Amid ongoing geopolitical uncertainty, commodity price volatility and cost pressures, DIALOG remained focused on its core businesses, operational performance and long-term growth agenda.



Health, Safety and Environment (“HSE”) remains the cornerstone of our business. During FY2026, the Group recorded four Lost Time Injury incidents across its operations, highlighting the importance of continued vigilance and improvement. We remain committed to enhancing safety leadership, encouraging proactive hazard reporting and embedding lessons learnt to better safeguard our employees, contractors and business partners.

Alongside HSE, quality continues to be central to our commitment to the pursuit of high standards across all operations. DIALOG maintains its ISO 9001, ISO 45001, ISO 14001 and ISO 29001 certifications under its Integrated Management System. Supported by workforce development initiatives and digital solutions, this framework reinforces our operating systems and enables the consistent delivery of high-quality products and services to our customers.

The Upstream business continued to benefit from a portfolio of producing assets that delivered stable production while providing a platform for future development. During the year, the addition of Cendramas Production Sharing Contract as a producing asset further enhanced the Group’s Upstream portfolio and production base. This followed the completion and

installation of the Salbiah wellhead platform offshore Sarawak, while the Fatimah appraisal well advanced the evaluation and future development of the Baram Junior Cluster (“BJC”). The planned commencement of first gas from the Salbiah field will represent a significant milestone for DIALOG, establishing our first operated Upstream asset in Malaysia and reinforcing our position as both an asset owner and operator.

In September 2026, the Group announced that the RAJA Cluster Small Field Asset Production Sharing Contract achieved final investment decision upon obtaining PETRONAS’s approval of its field development and abandonment plan. Together with the continued development of the BJC and Mutiara fields, these assets will support the expansion of our Upstream business. We will continue to pursue opportunities selectively to broaden and enhance our portfolio, with ongoing development of our Upstream business supporting the Group’s long-term growth.

Within our Midstream business, the 150,000 m³ expansion project at DIALOG Terminals Langsat (3) Sdn. Bhd. (“DTL3”) commenced commercial operations in September 2026, bringing DTL’s total storage capacity to over 1.0 million m³. In Pengerang, construction commenced on the 614,000 m³ storage expansion at



Drilling campaign at Salbiah wellhead platform offshore Miri, Sarawak

CHIEF EXECUTIVE OFFICER'S STATEMENT

DIALOG Terminals Pengerang (5) Sdn. Bhd. ("DTP5") and the 272,000 m³ biofuel storage facilities at our joint venture company, Pengerang Terminals (Two) Sdn. Bhd. ("PT2SB"), which will serve Pengerang Biorefinery Sdn. Bhd. Additionally, the joint venture between DIALOG and PETRONAS Gas Berhad to develop a Liquefied Natural Gas ("LNG")-driven Air Separation Unit facility is progressing according to plan and remains on track for completion by end 2026. Collectively, these developments expand DIALOG's terminal and storage infrastructure while supporting the growth of the renewable fuels ecosystem in Pengerang.

Our Downstream Engineering & Construction division successfully delivered major Engineering, Procurement, Construction and Commissioning ("EPCC") projects for PETRONAS during the year, including the gas compressor station in Kluang, Johor and the melamine plant in Gurun, Kedah. The division is increasingly focused on tank and terminal developments within the Group, with ongoing EPCC works for DTP5 and PT2SB in Pengerang, Johor. These projects along with the completed DTL3 expansion in Tanjung Langsat, Johor, reinforces the division's established EPCC expertise in tank and terminal development while further improving execution capabilities across its project portfolio.

Plant Services and Catalyst Services continued to broaden DIALOG's specialist maintenance capabilities across domestic and regional markets. During the year, Plant Services successfully executed two major turnaround projects at PETRONAS refinery and petrochemical facilities in Kertih, Terengganu while Integrated Turnaround Planning progressed for an upcoming refinery turnaround in Melaka. Catalyst Services supported the Kertih turnaround, completed its first catalyst change-out project for Sarawak Petchem, and executed works at a Shell facility in Queensland, Australia, further broadening its customer base and regional reach.

Internationally, our businesses continued to expand their market reach and technical capabilities. The Specialist Products and Services ("SPS") business made encouraging progress in developing new markets, particularly in Vietnam and Central Asia, supporting a broader and more diversified regional platform. DIALOG Fitzroy Limited ("DFL") advanced its regionalisation strategy across New Zealand and Australia, supported by investments in new office and workshop facilities, while our Singapore operations continued to deliver integrated engineering, construction, fabrication and maintenance services to regional customers.

HSE, quality, execution excellence and cost competitiveness will remain central to our operations. Supported by our diversified portfolio, integrated capabilities, long-standing customer relationships and dedicated workforce, we remain confident in DIALOG's ability to navigate an evolving energy landscape and deliver sustainable long-term value for our stakeholders.



Fonterra Pipe bridge project Kakariki Whareroa New Zealand



The second phase of renewable fuel storage expansion, DIALOG Terminals Langsat 3

Looking ahead, we remain focused on strengthening our core businesses, developing our people and building the capabilities required for the Group's next phase of growth. As DIALOG progresses towards greater asset ownership and operatorship, expands its terminal and storage platform, and strengthens its specialist and regional businesses, we will continue to apply a disciplined approach to investment, risk management and execution.

HSE, quality, execution excellence and cost competitiveness will remain central to our operations. Supported by our diversified portfolio, integrated capabilities, long-standing customer relationships and dedicated workforce, we remain confident in DIALOG's ability to navigate an evolving energy landscape and deliver sustainable long-term value for our stakeholders.

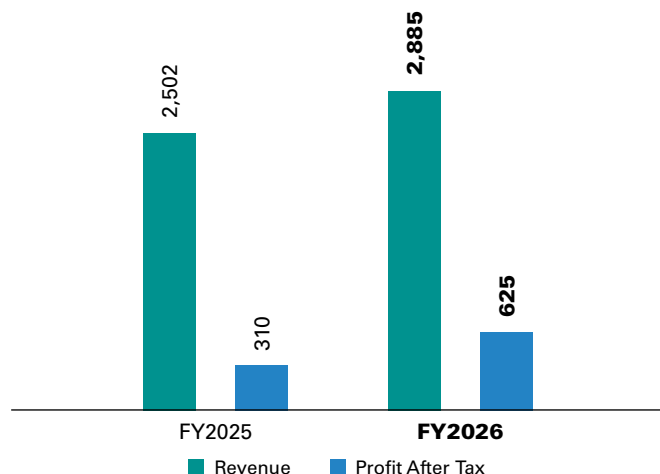


DIALOG engineers at site

FINANCIAL PERFORMANCE REVIEW

REVENUE & PAT

RM' million



The financial year under review saw the Group delivering a commendable performance, recording net profit after tax of RM624.8 million, more than double when compared with the previous financial year. Revenue also rose by 15.3% to RM2.88 billion from the previous financial year.

This achievement was driven by positive contributions across the Group's businesses, especially its Malaysian operations.

Within Malaysia, the Downstream business performance improved, with higher contributions from various Engineering, Procurement, Construction & Commission projects and plant maintenance projects, supported by ongoing new projects. The Midstream business continued to contribute stable revenue and earnings, underpinned by healthy tank storage occupancy. Whilst the Upstream operations benefited from higher realised oil prices, profit contributions for the financial year under review were lower due to reduced production.

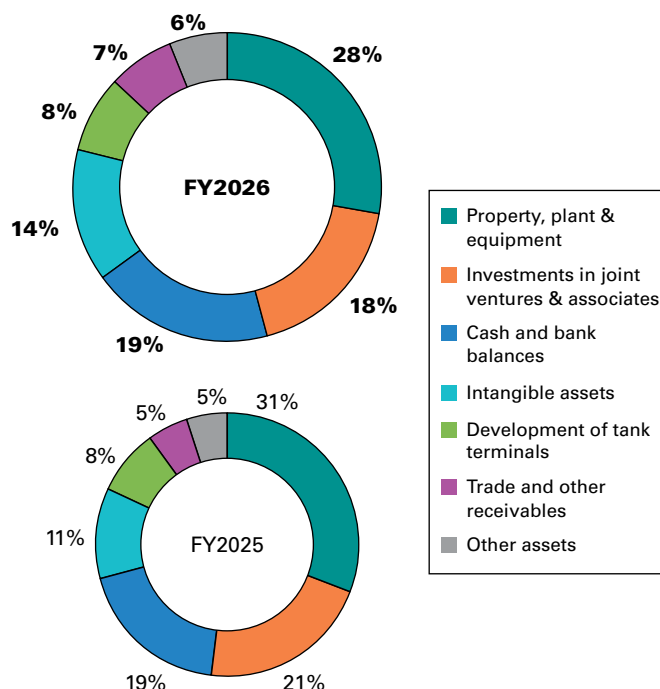
On the International front, the Group registered higher profit after tax for the current financial year mainly on the back of higher sales of specialist products and services.

The Group's joint ventures and associates continued to provide stable and recurring income streams during the financial year under review.

Overall, the Group's results for the financial year ended 30 June 2026 reflect the resilience of its diversified business model and its ability to manage the impact of the fluctuations in global oil prices and foreign currency movements, supported by the strength and diversity of its operations.

TOTAL ASSETS

The Group's total assets continue to grow in tandem with its business activities. As at 30 June 2026, total assets stood at RM9.50 billion, an increase of RM880 million or 10.2% from RM8.62 billion a year ago.



Property, Plant and Equipment

The Group's property, plant and equipment was RM2.71 billion as at 30 June 2026 and out of this, 96% was located in Malaysia.

A total of RM302.1 million was spent on property, plant and equipment during the year under review. The expenditure was mainly for the construction of biofuel tankage facilities under DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3") which commenced commercial operations in September 2026, as well as for purchase of plant and machinery equipment.

Investment in Joint Ventures and Associates

As at 30 June 2026, the Group's investment in Joint Ventures and Associates amounted to RM1.71 billion, slightly lower by 4.8% from a year ago.

This follows higher returns in the form of dividends received during the year amounting to RM405.5 million, up by 76% from a year ago.

The Group continues to proactively manage its investments in its joint ventures and associates. During the financial year, additional investments of RM55.4 million and RM27.4 million were made into

PG Cold Energy 1 Sdn. Bhd. ("PGCE1") and Morimatsu DIALOG (Malaysia) Sdn. Bhd. ("MDMSB"), respectively. In April 2026, the Group completed the disposal of its 51% equity stake in DIALOG Diyou PCR Sdn. Bhd. ("DDPCR") and subsequently, DDPCR ceased to be a joint venture of the Group.

Cash and Bank Balances

The Group's cash and bank balances as at 30 June 2026 remained healthy at RM1.84 billion, supported by strong net cash generated from operating activities of RM1.04 billion which catered for the Group's investments, repayment of financing obligations and return to stakeholders.

During the financial year, the Group invested RM556.5 million in Upstream developments relating to Baram Junior Cluster, Bayan Oilfield Services Contract at Bintulu, Sarawak and Production Sharing Contract ("PSC") at D35/D21/J4 oil fields. A total of RM302.1 million was also invested in property, plant and equipment, mostly for the construction of biofuel tankage facilities under DTL3 and purchase of plant and machinery equipment. Other investments included RM55.4 million in PGCE1 and RM27.4 million in MDMSB.

Net repayment of bank borrowings in the current financial year amounted to RM116.9 million, while dividends paid to shareholders and profit distribution to Sukuk holders amounted to RM197.5 million and RM59.7 million, respectively.

Most of the cash and bank balances were held in interest and profit bearing accounts with RM760 million in Islamic accounts.

Intangible Assets

As at 30 June 2026, the Group's intangible assets amounted to RM1.29 billion, comprising mainly development of oil and gas assets. These assets represent costs incurred in re-development and enhancement of oil recovery in the PSC at D35/D21/J4 oil fields and Oilfield Services Contract for Bayan field, as well as pre-development and development of Baram Junior Cluster Small Field Asset Production Sharing Contract ("SFA PSC"). During the financial year, a total of RM556.5 million development cost was incurred on these fields while the amortisation charge was RM180.0 million.

Capital Commitments

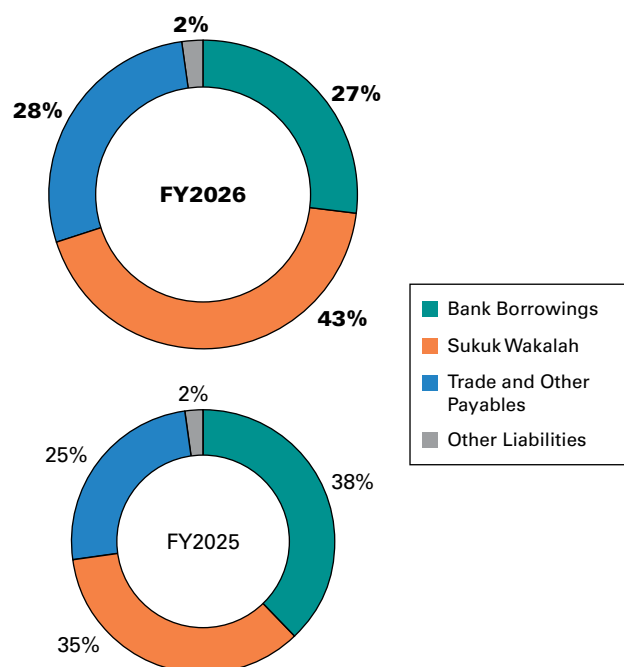
As at 30 June 2026, total approved capital commitments for the Group were RM589.4 million.

This was mostly for its Upstream activities, where a total of RM523.0 million has been approved mainly for the development of Baram Junior Cluster SFA PSC and activities under Bayan Oilfield Services Contract.

The remaining approved capital commitments of RM66.4 million were for property, plant and equipment, mainly attributable to the Midstream business. Of this, RM57.7 million has been approved but not contracted for, and RM8.7 million has been contracted but not provided for in the accounts.

TOTAL LIABILITIES

As at 30 June 2026, the Group's total liabilities including Perpetual Sukuk were RM3.50 billion, higher by 21.6% against RM2.88 billion a year ago.



During the current financial year, the Group issued an additional RM500 million Senior Sukuk Wakalah in nominal value with tenure of 10 years with a periodic distributions rate of 3.81% per annum. This is further to the RM500 million Senior Sukuk Wakalah raised in 2022. The Group has also in issue Perpetual Sukuk Wakalah of RM498.9 million (net nominal value after transaction costs).

Both the Perpetual and Senior Sukuk Wakalah have been included in the Group's borrowings for the purpose of financial performance analysis as both are fixed rate financial instruments. The Group's bank borrowings as at 30 June 2026 were RM0.94 billion, lower by 15.1% from RM1.11 billion a year ago. The bank borrowings were mainly used to fund the Group's investment in Pengerang Deepwater Terminals. 49% of the total bank borrowings were obtained under Islamic financing facilities.

KEY PERFORMANCE INDICATORS

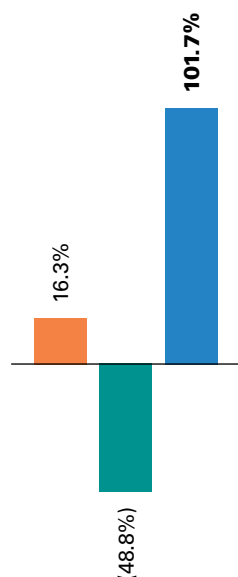
KEY PERFORMANCE INDICATORS ("KPIs")

DIALOG's KPIs measure the Group's success in maintaining value through sustainable profit after tax ("PAT") 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

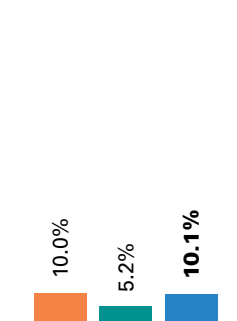
PAT Growth

A minimum of 8% growth



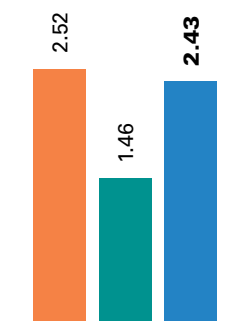
Return on Shareholders' Equity [^]

A minimum of 8% returns



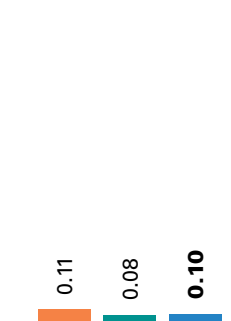
Current Ratio

Maintain 1.50 and above



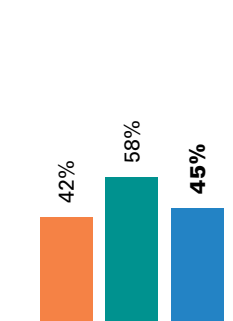
Net Gearing ^{^^}

Maintain at 0.5 and below



Dividend Payout

Minimum 40% payout ratio



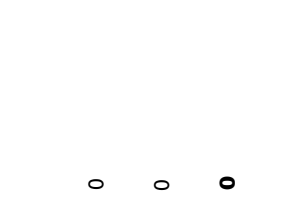
2024 2025 2026

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

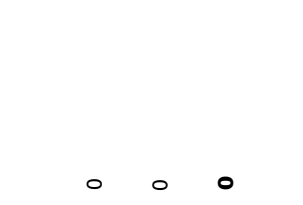
^{^^} Total borrowings included Perpetual and Senior Sukuk Wakalah as both are fixed rate financial instruments.

Non-Financial KPIs

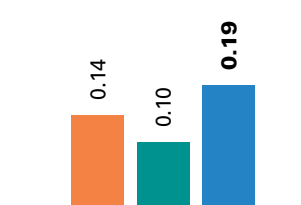
Work-Related Employee Fatalities



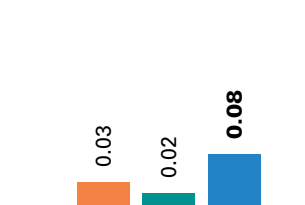
Work-Related Contractor Fatalities



Total Recordable Incident Rate



Lost Time Injury Rate



2024 2025 2026

 Occupational Safety & Health, Sustainability Report: pages 90 to 95

FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Total income and total assets

	Group	
	2025 RM'000	2026 RM'000
Revenue	2,501,606	2,884,741
Other income	26,546	72,902
Interest income	42,006	49,537
Share of result of joint ventures and associates	293,167	280,717
Total income	2,863,325	3,287,897
Total assets	8,622,054	9,502,131

(b) Business activities

	Group	
	2025 RM'000	2026 RM'000
Shariah non-compliant activities		
Interest income	42,006	49,537

(c) Component of financial position

(i) Cash component

	Group	
	2025 RM'000	2026 RM'000
Islamic account		
Cash at bank (exclude cash in hand)	547,000	760,450
Conventional account		
Cash at bank (exclude cash in hand)	1,122,918	1,076,889

FINANCIAL DATA FOR SHARIAH SCREENING

(ii) Debt component

		Group	
		2025 RM'000	2026 RM'000
Islamic financing			
Current			
Bank borrowings	501,337		34,231
Non-current			
Bank borrowings	319,017		423,350
Sukuk	500,000		1,000,000
	1,320,354		1,457,581

		Group	
		2025 RM'000	2026 RM'000
Conventional borrowing			
Current			
Bank borrowings	246,014		88,862
Non-current			
Bank borrowings	42,101		394,813
	288,115		483,675

5-YEAR FINANCIAL SUMMARY

KEY FINANCIAL RESULTS (RM' million)	2022	2023	2024	2025	2026
Revenue	2,319	3,002	3,152	2,502	2,885
Profit before tax	550	554	679	376	718
Profit after tax	506	521	605	310	625
Non-controlling interests	2	(10)	(30)	(6)	(31)
Profit attributable to shareholders of the Company	508	511	575	304	594
ASSETS (RM' million)					
Non-Current Assets					
Property, plant and equipment	2,711	2,750	2,794	2,644	2,714
Investments in joint ventures and associates	1,536	1,814	1,728	1,795	1,708
Others	1,804	2,006	2,112	2,001	2,276
Total Non-Current Assets	6,051	6,570	6,634	6,440	6,698
Current Assets					
Trade and other receivables	818	866	678	403	640
Cash and bank balances	1,840	1,721	1,573	1,670	1,837
Others	138	154	187	109	327
Total Current Assets	2,796	2,741	2,438	2,182	2,804
TOTAL ASSETS	8,847	9,311	9,072	8,622	9,502
EQUITY AND LIABILITIES (RM' million)					
Equity attributable to shareholders of the Company					
Share capital	1,698	1,698	1,699	1,699	1,699
Treasury shares	(4)	(4)	(4)	(4)	(4)
Reserves	3,360	3,882	4,249	4,046	4,287
	5,054	5,576	5,944	5,741	5,982
Perpetual Sukuk Wakalah	499	499	499	499	499
Non-controlling interests	99	85	64	4	22
TOTAL EQUITY	5,652	6,160	6,507	6,244	6,503
LIABILITIES					
Non-Current Liabilities					
Borrowings	1,527	1,364	1,075	361	818
Senior Sukuk Wakalah	500	500	500	500	1,000
Lease liabilities	18	17	19	16	20
Others	1	4	5	5	7
Total Non-Current Liabilities	2,046	1,885	1,599	882	1,845
Current Liabilities					
Trade and other payables	741	907	764	721	999
Borrowings	337	299	128	747	123
Lease liabilities	6	5	7	9	12
Others	65	55	67	19	20
Total Current Liabilities	1,149	1,266	966	1,496	1,154
TOTAL LIABILITIES	3,195	3,151	2,565	2,378	2,999
TOTAL EQUITY AND LIABILITIES	8,847	9,311	9,072	8,622	9,502
FINANCIAL RATIOS					
PAT Growth (%)	(6.8)	2.9	16.3	(48.8)	101.7
Return on Shareholders' Equity (%)	10.5	9.6	10.0	5.2	10.1
Current Ratio	2.43	2.17	2.52	1.46	2.43
Net Gearing Ratio*	0.10	0.08	0.02	Net Cash	0.02
Dividend Payout (%)	38	41	42	58	45
SHARE INFORMATION					
Earnings per share (sen)	9.00	9.05	10.19	5.38	10.52
Dividend per share (sen)	3.40	3.70	4.30	3.10	4.70
Net assets per share (sen)	89.6	98.8	105.3	101.7	106.0
Number of ordinary shares ('million)	5,646	5,646	5,646	5,646	5,646

* Total borrowings exclude Perpetual Sukuk Wakalah which is classified as equity under accounting standard.

CHIEF OPERATING OFFICER'S REVIEW

Amid evolving macroeconomic and external environment, DIALOG continued to deliver resilient performance across its Upstream, Midstream and Downstream businesses throughout FY2026, underpinned by the strength and diversification of its business model. The year was characterised by continued project execution, operational delivery and strategic investments aimed at supporting future growth across our Malaysian and international operations.

KEITH COLLINS

Chief Operating Officer

MALAYSIA

Within the Upstream business, FY2026 marked another year of steady progress, with several important operational and project milestones achieved. A key highlight was the successful completion of the Salbiah wellhead platform, including fabrication, load-out, sail-away and offshore installation, representing an important step towards bringing the Baram Junior Cluster ("BJC") offshore Miri, Sarawak into production. In addition, the completion of the Fatimah appraisal well enhanced resource evaluation activities and supported the future development of the cluster.

The RAJA Cluster offshore Kertih, Terengganu, achieved final investment decision in September 2026 and is set to enter its two-year development phase. Meanwhile, pre-development and technical work for the Mutiara Cluster offshore Sandakan, Sabah, are progressing steadily towards a targeted final investment decision in FY2027.





DIALOG Terminals Langsat

While significant progress was achieved across the Upstream portfolio, production performance was impacted by a higher frequency of maintenance works during the year. Addressing production reliability and operational efficiency remains a priority as we advance towards greater operatorship and asset ownership.

Within the Midstream business, the additional 150,000 m³ storage capacity at DIALOG Terminals Langsat (3) Sdn. Bhd. ("DTL3") commenced commercial operations in September 2026. In Pengerang, construction of the 272,000 m³ storage facilities at our joint venture company, Pengerang Terminals (Two) Sdn. Bhd. ("PT2SB"), together with the 614,000 m³ storage expansion at DIALOG Terminals Pengerang (5) Sdn. Bhd. ("DTP5"), progressed according to plan. Commercial operations are targeted for first half of 2028 and mid-2028 respectively. These developments will further expand our storage infrastructure and support the growing renewable fuels ecosystem in Pengerang.

At Pengerang Marine Operations Sdn. Bhd. ("PMOSB"), which provides marine services for the Pengerang Deepwater Terminals, operations remained robust during FY2026. The business handled more than 2,000 vessel calls and over 44 million metric tonnes of cargo throughput, including more than 40 liquefied natural gas carriers and 50 very large crude carriers. PMOSB also received a 5-Star Rating under the *Anugerah Penarafan Bintang Sasaran Penting 2025*, the highest recognition for excellence in the management and security of critical assets.



Construction site of the expansion of DIALOG Terminals Pengerang (5) Sdn. Bhd.

CHIEF OPERATING OFFICER'S REVIEW

Within our Downstream business, the Engineering & Construction division remained focused on the safe and effective delivery of its commitments and successfully completed several major projects during FY2026. These included the EPCC contract for the melamine plant in Gurun, Kedah for PETRONAS Chemicals Fertiliser Kedah Sdn. Bhd., as well as the EPCC contract for a new gas booster station in Kluang, Johor for PETRONAS Gas Bhd. These achievements reflect the division's established project execution capabilities and commitment to delivering complex projects safely and to the required quality standards.

The division also advanced several strategic internal developments. Construction of the additional 150,000 m³ storage capacity at DTL3 was successfully completed with approximately 1.2 million safe man-hours recorded, and commercial operations commenced in September 2026. Meanwhile, the 614,000 m³ storage expansion at DTP5 and the 272,000 m³ biofuel storage facilities at PT2SB progressed into the site execution stage. With approximately 6.2 million and 3.8 million safe man-hours expected respectively, the division continues to emphasise safety schedule performance, cost control and effective management of project interfaces.

Plant Services delivered two major turnaround projects at PETRONAS refinery and petrochemical facilities in Kertih, Terengganu during the year. These projects required extensive planning, mobilisation and cross-functional coordination to deliver all agreed scopes safely, efficiently and in full compliance with customer requirements. The division also achieved strong progress in the Integrated Turnaround Planning programme for PETRONAS's upcoming refinery turnaround in Melaka. Activities currently focus on scope integration, work pack development, resource planning and close collaboration with the customer to ensure execution readiness ahead of the scheduled turnaround in Q1FY2027.

Our Catalyst Services team delivered catalyst change-out projects for both domestic and international clients during the year. Key achievements included supporting a major turnaround at PETRONAS's petrochemical facility in Kertih, successfully executing the division's first project for Sarawak Petchem and completing and executing catalyst-related works to provide a Shell facility in Queensland, Australia.

These accomplishments demonstrate the team's technical expertise, execution capability and growing reputation in delivering specialised catalyst services across regional markets.

The Specialist Products and Services ("SPS") business continued to make progress during FY2026, supported by sustained demand within its core specialty products and drilling-related businesses, together with the expansion of its technology-driven solutions portfolio. SPS enhanced its regional platform through strategic partnerships, market development initiatives and strengthened supply chain capabilities. A notable milestone was its successful expansion into new markets, particularly Vietnam and Central Asia. These initiatives have broadened the business's market reach, diversified its revenue streams and supported its long-term growth strategy.

The Digital & Technology ("D&T") division continued to play a central role in advancing digital transformation across the Group, with particular emphasis on supporting Upstream growth and the future operatorship of the BJC. Within the Engineering, Construction and Maintenance businesses, efforts focused on accelerating the adoption of digital solutions to enhance productivity, reporting transparency and decision-making. To strengthen integrated reporting and analytics, D&T established a Data Lake platform and blueprint, while also developing an end-to-end supply-chain platform for the SPS business to manage drilling fluids deliveries more effectively.

Cyber security remained a key priority throughout the year. In addition to regular awareness programmes, phishing simulations and disaster-recovery exercises, new cyber security solutions were implemented to improve resilience against evolving external threats and safeguard the Group's systems, operations and data.



Salbiah wellhead platform load-out

INTERNATIONAL

DIALOG Fitzroy Limited (“DFL”) continued to deliver projects and maintenance services while expanding its operational footprint across New Zealand and Australia.

In New Zealand, DFL established a new Upper North Island office in Whangārei and expanded its presence throughout the Central and Lower North Island regions. Construction also commenced on a new stainless steel workshop in New Plymouth, providing additional fabrication capacity to support future growth and capability development.

During the year, DFL successfully completed the Channel Infrastructure T06 Conversion Project and the New Zealand Defence Force Ohakea Fuels Precinct Project, both significant Engineering, Procurement and Construction (“EPC”) projects delivered over a 24-month period. Installation activities also continued at Fletcher Wood Products’ Laminex manufacturing facility, further strengthening DFL’s project portfolio and customer relationships.

In Australia, operations continued to gain momentum following the establishment of a new fabrication workshop and office in Brisbane, Queensland. The business delivered tank conversion and repair works for Quantem in both Sydney and Brisbane, completed Viva Energy’s Project Ivory tank conversion and continued fabrication and maintenance services to a growing customer base.



Channel Infrastructure T06 Conversion Project, Marsden Point, New Zealand



New Zealand Defence Force Ohakea Fuels Precinct Project

EPC works also commenced on Sundowner Cotton and Hiringa Energy’s Good Earth Green Hydrogen and Ammonia Project in Moree, New South Wales. This project expands DFL’s experience within the hydrogen and ammonia sector while positioning the business for future opportunities as customers progress investment decisions on new projects.

In Singapore, the Engineering & Construction team completed both Front-End Engineering Design (“FEED”) and EPC works for a chemical plant project. The project leveraged the fabrication capabilities of Overseas Manufacturing (Johor) Sdn. Bhd., which supplied key fabricated equipment, including a pressure vessel, to the site. The team also continued FEED activities for upgrading projects at two terminals. In addition, it commenced crude oil tank rejuvenation works on Pulau Bukom for Aster Chemicals and Energy Pte. Ltd., further strengthening its presence in the maintenance and upgrading segment. Meanwhile, our Plant Services operations in Singapore maintained a strong focus on service delivery, providing shutdown support, terminal maintenance and catalyst replacement services to customers across the market.

QUALITY ASSURANCE AND QUALITY CONTROL

DIALOG remains committed to delivering high-quality products and services that meet customer requirements, comply with applicable statutory and regulatory obligations, and adhere to recognised industry standards.

During FY2026, the Quality Assurance and Quality Control function continued to strengthen the Integrated Management System (“IMS”) across the Group through effective certification maintenance, continual improvement initiatives, digitalisation of quality processes, and enhanced governance of audit findings and operational risks.

The successful implementation and continuation of the IMS demonstrate the Group’s ability to integrate quality, environmental, occupational health and safety, as well as oil and gas sector-specific quality requirements into one coordinated management framework. This approach supports operational excellence, improved compliance, risk-based decision-making, and sustainable business performance.



IMS Certification Scope and Succession Achievement

The Group successfully maintained and implemented the IMS in FY2026 for:

- DIALOG Group Berhad
- DIALOG E & C Sdn. Bhd.
- DIALOG Plant Services Sdn. Bhd.
- 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. (“DTL3”)
- DIALOG Terminals Pengerang (5) Sdn. Bhd.
- DIALOG Resources Sdn. Bhd.
- DIALOG Services (Sarawak) Sdn. Bhd.
- Overseas Technical Engineering and Construction Pte. Ltd. (Singapore)
- DIALOG Plant Services Pte. Ltd. (Singapore)

The IMS succession achievement covers the following certification standards:

ISO 9001:2015 Quality Management System	ISO 14001:2015 Environmental Management Systems
ISO 45001:2018 Occupational Health and Safety Management Systems	ISO 29001:2020 Petroleum, Petrochemical and Natural Gas Industries – Sector-specific Quality Management Systems

FY2026 PERFORMANCE OVERVIEW & ACHIEVEMENT

- DIALOG Group IMS – Completed the implementation and independent assessment in November 2025, with formal recognition received in April 2026.
- DIALOG Audit Reporting and Tracking Systems (“DARTS”) – Development and roll out of the audit management system for internal, vendor and project audits.
- DIALOG Quality Card (“DQ-Card”) – Successful implementation across 16 projects and workshops, enabling the collection of valuable statistical information.

FY2027 Strategies/Plan/Initiatives

1. Quality Weld (“Q-Weld”) – The enhanced system has been successfully implemented for the Bayan Oilfield Services Contract (“OSC”) and DTL3 expansion projects. Full implementation is planned for the expansion of Pengerang Terminals (Two) Sdn. Bhd. (“PT2SB”) and Phase 3 of Pengerang Deepwater Terminals (“PDT”) projects.
2. Quality Complete (“Q-Complete”) – The system development is 90% complete and has been implemented for the Bayan OSC and DTL3 expansion, with implementation progress currently at 70% and system updates being finalised. Full rollout is planned for the PT2SB expansion and Phase 3 of the PDT projects.
3. Personnel competency development and internal training will remain key components of the annual plan, supported by quality performance statistics and operational needs.

Challenges

1. Changes in the supplier base require strengthened controls to maintain confidence in the quality performance of supplier and subcontractor.
2. Scope split requirements have increased manpower demands and the need for additional quality control measures.
3. Manpower retention remains a key focus as ongoing projects progress towards completion.

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

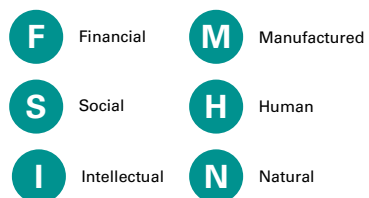
KEY RISKS AND OPPORTUNITIES

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 76 to 89</i> <i>Occupational Safety & Health, Sustainability Report: pages 90 to 95</i>	Due to the nature of operations, the Group is exposed to 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 18 to 19</i> <i>Robust Governance and Ethical Practices, Sustainability Report: pages 107 to 114</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 39 to 61</i> <i>Occupational Safety & Health, Sustainability Report: pages 90 to 95</i> <i>Robust Governance and Ethical Practices, Sustainability Report: pages 107 to 114</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 39 to 61</i> <i>Risk Management, Sustainability Report: page 113</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**KEY STRATEGIES**

Capital and Financial Risk Management, DIALOG Financial Statement 2026: pages 86 to 91

Mitigating Controls	Capitals	Strategies
- Established and implemented the 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 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 and Emergency Response Plans are in place and drills are carried out.	F H S	T S TECH
- 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. - Prudent financial management and cost recovery measures to ensure the Group has the financial strength to withstand periods of uncertainty.	F I S	D SRE R S 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.	F I H S	T S TECH
- 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 has been established 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 is in place to recover critical IT systems in the event of a major disruption.	F I H S	T S TECH

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 56</i> <i>Robust Governance and Ethical Practices, Sustainability Report: pages 107 to 114</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 70 to 71</i> <i>Environmental Stewardship, Sustainability Report: pages 76 to 89</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 customers, 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>Environmental Stewardship, Sustainability Report: pages 76 to 89</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 95 to 100</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**i**

Capital and Financial Risk Management, DIALOG Financial Statement 2026: pages 86 to 91

Mitigating Controls

- 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 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.
- 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.

- 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 has been established to oversee all ESG activities and initiatives.
- The Group is aligned with the National Sustainability Reporting Framework ("NSRF"). As recommended by the NSRF, we have evaluated and implemented a phased approach to sustainability reporting, where climate-related disclosures are prioritised first, before broader sustainability topics are introduced.
- 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.

- Procurement strategy at project tender stage and oversight by the Tender and Operation Risk Committee.
- Careful development of cost estimates for upcoming tenders.
- Proactive impact assessments across our supply chain to evaluate exposure to geopolitical events.
- To ensure minimal supply interruption, we also source from multiple suppliers.

- Embracing workplace flexibility and mobility to adapt to the modern workforce post-COVID-19.
- Continuously identifying challenges and opportunities for employee progression.
- 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.

Capitals**F****I****S****Strategies****S****TECH****I****H****S****N****D****SRE****S****F****H****S****F****H****S****S****T**



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DEAR STAKEHOLDERS,

**We are pleased to present
DIALOG's FY2026 Sustainability
Report, marking the 10th edition
since our inaugural disclosure in
FY2017. This milestone reflects our
sustainability journey to date and
our confidence in the progress
ahead.**

Over the past decade, sustainability reporting at DIALOG has evolved alongside changing expectations, emerging standards, and a deeper appreciation of sustainability's contribution to business resilience and long-term value creation. What began as a foundation for transparent disclosure under regulatory requirements has progressed through successive enhancements to it. Each stage has helped us improve how we identify material matters, engage stakeholders, measure performance and communicate our progress.

We are entering a new phase of sustainability reporting through the National Sustainability Reporting Framework ("NSRF") and the adoption of International Financial Reporting Standards ("IFRS") S1 and S2. These developments set higher expectations for consistent and decision-useful sustainability disclosures. While the transition will be challenging, it offers opportunities to strengthen governance, data quality, risk management and strategic integration, advancing DIALOG's journey towards a more resilient and future-ready organisation.

FY2026 was a year of progress and preparation as we strengthened sustainability governance, climate-related risk management, greenhouse gas data readiness, human rights, supplier engagement, safety performance and assurance readiness. We also identified priorities for further development, including climate-related financial impact assessment, Scope 3 emissions, internal controls and closer alignment with NSRF, IFRS S1 and S2.

Looking ahead, we are developing a roadmap towards 2030 to provide greater structure and accountability to our sustainability agenda. As an integrated technical service provider to the energy sector, we remain focused on embedding sustainability into our operations and decision-making while responding to evolving stakeholder expectations. Our progress over the past decade has been made possible by the dedication of our people and the trust and support of our stakeholders for which we are sincerely grateful.

As we move towards FY2030 and beyond, we remain committed to strengthening our foundations, enhancing transparency and capabilities, and delivering long-term value, guided by integrity, resilience and accountability.

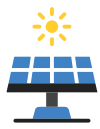
Sue Ngau

Managing Director – Corporate Services

Chairperson – Sustainability Development Working Committee

FY2026 ESG HIGHLIGHTS

ENVIRONMENTAL STEWARDSHIP

CLIMATE RESILIENCE Completed assessment in May 2026 	RENEWABLE POWER GENERATION CO ₂ avoided 650 tCO₂e ↑ (FY2025: 625 tCO ₂ e)	ENERGY CONSUMPTION 37,057 MWh ↓ (FY2025: 38,844 MWh) 
INTEGRATED MANAGEMENT SYSTEM Consolidated multiple management systems under a unified ISO framework 	Purchased electricity replaced 1,137 MWh ↑ (FY2025: 988 MWh) 	HAZARDOUS WASTE 2,442 MT ↓ (FY2025: 3,411 MT) 
		WATER CONSUMPTION 708 ML (FY2025: 123 ML) 

ADVANCING PEOPLE

COMMUNITY ENGAGEMENT RM7.0 Million > 6,000 beneficiaries <i>Love My School and Love My Neighbourhood</i> Initiatives for Income Generation Opportunities 	LOCAL HIRING 86% 	TRAINING 66,019 hours Across HSE, Technical/Functional, Soft Skills & Leadership Training 	EMERGENCY RESPONSE PREPAREDNESS 9 Drills 
OTHER CHARITABLE INITIATIVES RM1,190,200	GENDER DIVERSITY ON THE BOARD 30% Female 	HUMAN RIGHTS POLICY In January 2026, DIALOG introduced Human Rights Policy and Statement to reinforce our commitment in respecting human rights and supporting our labour practices 	
HSE PERFORMANCE TRIR : 0.19 ZERO FATALITIES	LTIR : 0.08 		

ROBUST GOVERNANCE AND ETHICAL PRACTICES

79% EMPLOYEES COMPLETED ABC TRAINING 	ANTI-BRIBERY & CORRUPTION CASE ZERO 	ESG RATINGS FTSE4Good Bursa Malaysia Index 3.7 MSCI A Sustainalytics 25 (Medium)
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ABOUT DIALOG'S SUSTAINABILITY REPORT 2026

Published as part of DIALOG's Integrated Annual Report, this Sustainability Report complements the Group's financial and business disclosures by providing stakeholders with a broader understanding of DIALOG's sustainability approach, performance, risks, opportunities and progress during FY2026.

REPORTING PERIOD AND BOUNDARY

This Report covers the financial year from 1 July 2025 to 30 June 2026 and is aligned with the reporting period of DIALOG's consolidated financial statements. Where relevant, material developments and information available up to 21 September 2026 have also been considered.

The reporting boundary comprises DIALOG Group Berhad and its subsidiaries within the consolidated financial reporting group. The operational scope encompasses DIALOG's principal business activities across the Upstream, Midstream and Downstream business of the oil and gas value chain. Joint venture and Associate companies are excluded from the Group's consolidated quantitative sustainability performance data. Where relevant, selected initiatives or developments involving these entities may be presented narratively as examples of sustainability practices across DIALOG's wider business interests. Such information is identified separately and is not included in the Group's reported totals.



DIALOG engineers at site

STATEMENT ON PROGRESSIVE ALIGNMENT WITH NSRF, IFRS S1 AND S2

FY2026 marks DIALOG's first reporting year under the National Sustainability Reporting Framework ("NSRF") and IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures requirements. We have adopted a phased, climate-first approach and applied the relevant transitional reliefs and proportionality mechanisms. This allows us to continuously enhance our processes, methodologies, data, controls and disclosures while maintaining transparent reporting of our broader environmental, social and governance performance.

FY2026

Initial Adoption

- Apply NSRF and IFRS Sustainability Disclosure Standards on a phased, climate-first basis
- Apply relevant transition reliefs and proportionality mechanisms
- Continue comparative reporting for established indicators where applicable

FY2027

Progressive Strengthening

- Continue improving processes, information and controls supporting sustainability-related financial disclosures
- Progress the financial materiality assessment and its integration with impact materiality
- Deepen connectivity with enterprise risk management while enhancing Greenhouse Gas ("GHG") data controls

FY2028

Alignment Target

- Work towards full alignment with NSRF, IFRS S1 and S2 in accordance with applicable regulatory implementation timeline
- Enhance connectivity, comparability and decision-usefulness of disclosures
- Consolidate reporting foundations developed during the earlier phases

Complementing these new disclosures, DIALOG continues to report broader economic, environmental, social and governance matters in response to Bursa Malaysia's Main Market Listing Requirements.

The following transition reliefs within the NSRF and the IFRS Sustainability Disclosure Standards have been applied for FY2026:

Climate-first reporting	Formal sustainability-related financial disclosures currently focus on climate-related risks and opportunities, with broader sustainability topics to be progressively incorporated under IFRS S1
Comparative information	New disclosures are presented without comparative information where equivalent prior-year data is unavailable. Comparative FY2025 and FY2024 data is provided for established sustainability indicators, (Scope 1 and Scope 2 GHG emissions, energy, water, waste, occupational safety and health, workforce diversity and training) where applicable
Scope 3 GHG emissions	Scope 3 GHG emissions are not reported for FY2026, while GHG accounting and data management processes continue to be enhanced

Where permitted by IFRS S1 and S2, DIALOG also applies the relevant proportionality mechanisms. These include using reasonable and supportable information available at the reporting date. Qualitative information is provided where quantitative measurements are under development and permitted by the Standards.



Employees giving back through volunteerism, bringing smiles and support to the annual sports day at DIALOG-supported school, SK Bukit Lanjan

ABOUT DIALOG'S SUSTAINABILITY REPORT

The Board has endorsed a phased transition pathway through FY2026 and FY2027, culminating in FY2028 as DIALOG's first year of fuller IFRS S1 and S2 disclosures-aligned reporting in compliance with Bursa Malaysia requirements. Areas under progressive development include:

- quantified current and anticipated financial effects of sustainability- and climate-related risks and opportunities;
- Scope 3 GHG emissions;
- value-chain information;
- industry-based metrics;
- comparative information for newly introduced disclosures;
- connectivity with the financial statements; and
- sustainability-related risks and opportunities beyond climate.

Further information on disclosures aligned with IFRS S2 is available on our corporate website.



<https://sr.dialogasia.com>

DIALOG uses industry-based guidance from the Sustainability Accounting Standards Board when developing its disclosures. The four standards considered relevant to the Group are Oil & Gas – Exploration & Production, Oil & Gas – Midstream, Oil & Gas – Refining & Marketing, and Oil & Gas – Services. Relevant metrics will be introduced progressively towards fuller disclosure in FY2028.

The Report is also informed, where relevant, by the GHG Protocol Corporate Standard, ISO 14064-1, ISO 14001, ISO 9001 and ISO 45001. The Group is working on its GHG framework with reference to the Science Based Targets initiative ("SBTi").



Supporting local communities and helping ease the burden of daily essentials for families in need

BASIS OF CONSOLIDATION, METHODOLOGY, AND SCOPE

Sustainability information is compiled using data submitted by relevant business units, functions and operating entities through centralised data-collection templates.

The information is derived from a combination of actual measurements, invoices and utility bills, system-generated reports, internal registers, operational records and estimates where direct measurements are unavailable. DIALOG does not apply extrapolation to derive Group-level results.

Unless otherwise stated, monetary information is presented in Malaysian Ringgit, generally in RM million. Quantitative information is rounded to the nearest unit indicated and, consequently, some totals may not add precisely due to rounding.

The GHG inventory is prepared with reference to the GHG Protocol Corporate Standard. The Group uses ISO 14064-1 to guide its ongoing GHG improvement programme; however, no claim of conformity or verification is made for FY2026. GHG emissions are calculated using the IPCC Sixth Assessment Report global warming potentials. Scope 2 emissions are presented using the location-based method. Applicable emission factors, conversion factors, calculation approaches and indicator-specific boundaries are explained in the GHG emissions section of this Report. A GHG base year and base-year recalculation guideline are under development as part of the Group's broader GHG framework enhancement.

Workforce information is reported on a headcount basis as at 30 June 2026 and is derived from Group Human Resources records. Training, diversity, employee movement and other workforce indicators are calculated using information recorded within the Group's human capital systems. Community reach is reported based on programme attendance and estimated outreach, as applicable.

Certain disclosures are forward-looking and based on current assumptions and methodologies. Any material changes to reporting boundaries or methodologies will be disclosed in future reports.

ASSURANCE AND INTERNAL REVIEW APPROACH

For FY2026, the reported information is subject to management validation and governance review. This process includes verification by data owners and respective Heads of Department, followed by review by Group Sustainability. The Report is then considered by the relevant committees before being submitted to the Board for approval. DIALOG continues to strengthen its sustainability data governance, internal controls and assurance readiness. No independent external assurance has been obtained over the FY2026 sustainability information.

Group Internal Audit has not independently reviewed or assured the FY2026 Sustainability Report. While DIALOG's external financial auditor reads the Sustainability Report in connection with the Integrated Annual Report, this work does not constitute independent assurance over the sustainability information.

As part of its assurance roadmap, DIALOG will pursue independent external assurance over its sustainability disclosures in line with the requirements and timelines prescribed by the relevant authorities. Assurance coverage will be progressively expanded as reporting capabilities, data quality, and regulatory expectations continue to evolve.



Bringing employees across DIALOG together to connect, share experiences and celebrate teamwork at the Interdepartmental Teambuilding Day

DIALOG'S SUSTAINABILITY AND BUSINESS JOURNEY

SUSTAINABILITY JOURNEY

INAUGURAL REPORT

First annual Sustainability Report; formal governance and stakeholder engagement; first five-topic materiality assessment.

REPORTING DISCIPLINE

Clearer scope, context and assurance basis; climate risk and labour disclosures strengthened.

INTEGRATED REPORTING

Began Integrated Reporting journey, linking six capitals to value creation; Whistleblowing Policy implemented.

MEASUREMENT

First quantified Scope 1 and 2 GHG and energy disclosures; Anti-Bribery & Corruption Policy introduced.

NET ZERO ASPIRATION

Announced Net Zero Carbon Emissions aspiration by 2050; GHG reporting expanded to international operations.

FY2017

FY2018

FY2019

FY2020

FY2021

SUSTAINABLE BUSINESS JOURNEY

FY2017-FY2021 • SUSTAINABLE BUSINESS FOUNDATIONS SERVICES

Brownfield Services

Energy-efficient EPCC and plant rejuvenation help clients improve operational efficiency and advance decarbonisation efforts.



● ESG ARCHITECTURE

Established SDWC; refreshed three-pillar ESG framework and roadmap; expanded materiality and Climate Change Strategy.

● CLIMATE MOBILISATION

Green COE established; TCFD-aligned risk assessment and FY2030 targets developed for key material topics.

● ACCOUNTABILITY

Sustainability Policy; midpoint materiality review; Bursa common indicators and statement of assurance introduced.

● GLOBAL ALIGNMENT

Environmental Policy; phased NSRF/ IFRS S1 and S2 transition; CDP and critical-vendor ESG audit advanced.

● 10TH SUSTAINABILITY REPORT

Progressive NSRF/ IFRS alignment; ERM integration and transition pathway.

FY2022

FY2023

FY2024

FY2025

FY2026

FY2022 INVESTMENT

● DIALOG Diyou PCR

Recycled PET venture and first green financing initiative; production ceased and the investment was disposed in 2026.

● Hiringa Energy

Investment in a New Zealand green-hydrogen provider.

● Tauhara Geothermal

Installation of the power station project began.

FY2023 INVESTMENT

● DTL3 Renewable Fuel Storage Expansion

Launched 24,000 m³ of storage dedicated to renewable fuel feedstock and biodiesel products.

FY2024 SERVICES

● Tauhara Geothermal Power Station

Installation completed. Expected to provide about 3.5% of New Zealand's electricity and power over 200,000 households.

FY2025 CERTIFICATION

● ISCC & ISCC PLUS

DTL1 and DTL3 obtained international sustainability and carbon certifications.

INVESTMENT

● DTL3 Second Expansion

Announced additional expansion of 150,000 m³, of which 100,000 m³ is for SAF and HVO storage.

INVESTMENT

LNG-Driven ASU

● Expected to cut electricity use by ~25% and emissions by ~15,000 tonnes annually.

FY2026 INVESTMENT

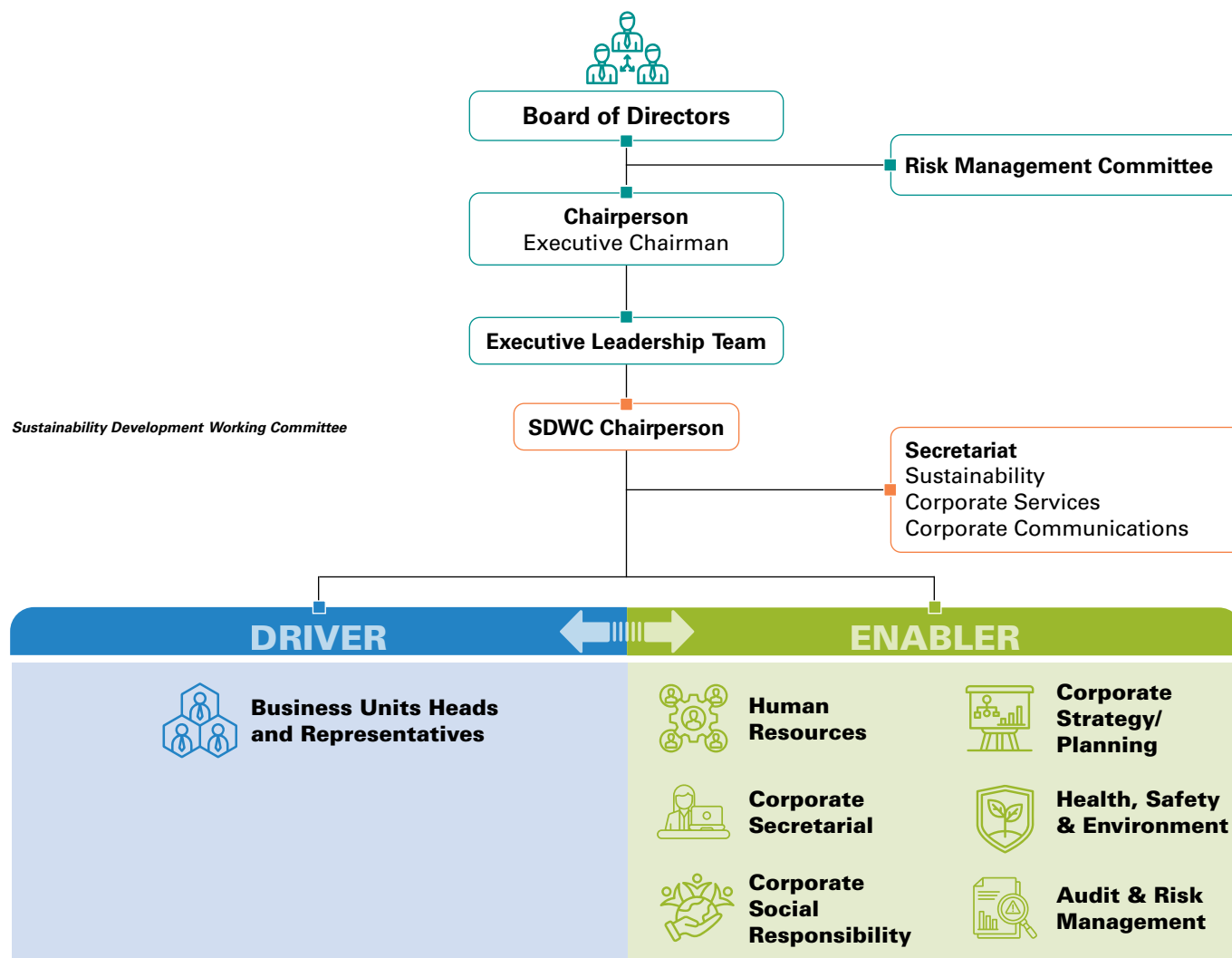
● PT2SB Biorefinery Facilities Expansion

Storage and handling facilities for a biorefinery processing 650,000 tonnes of raw material annually to produce SAF and HVO.

SUSTAINABILITY GOVERNANCE

Strong governance supports effective sustainability management and reinforces accountability across DIALOG. Our governance framework integrates sustainability matters, including sustainability-related risks and opportunities ("SRROs") and climate-related risks and opportunities ("CRROs"), into established Board and management oversight. The framework is underpinned by DIALOG's Sustainability Policy, the Sustainability Development Working Committee ("SDWC") Terms of Reference and the Group's broader risk management and internal control systems.

SUSTAINABILITY GOVERNANCE STRUCTURE



The Board of Directors ("Board") retains ultimate and direct oversight of DIALOG's sustainability agenda. Sustainability oversight is retained by the Board rather than delegated to a separate Board Sustainability Committee. The SDWC Chair and Group Sustainability provide quarterly updates to the Board, while relevant enterprise-risk aspects of SRROs and CRROs are connected to the Risk Management Committee ("RMC") through DIALOG's existing risk management arrangements. The RMC separately reports directly to the Board.

The management hierarchy extends from the Board through the Executive Chairman and Executive Leadership Team ("ELT") to the SDWC, supporting the implementation of DIALOG's refreshed Driver-Enabler model, which commenced in FY2026. Under this model, business functions and sites serve as the Drivers, with responsibility for implementation and performance, while corporate and specialist functions act as the Enablers. Group Sustainability serves as the SDWC Secretariat and Core Team, supporting coordination and reporting across the Group.

ROLES, RESPONSIBILITIES AND OVERSIGHT

During FY2026, the Board received four quarterly sustainability updates covering reporting standards, management of SRROs and CRROs, materiality assessment progress, external assurance readiness, significant HSE incidents, ESG ratings, regulatory developments and sustainability-related policies. The Board was also updated on the development of climate scenario analysis, with the assessment remaining in progress as at the end of FY2026.

Board of Directors

- Retains ultimate oversight and provides strategic direction of sustainability matters, including SRROs and CRROs
- Ensures business strategy contains sustainability priorities
- Approves sustainability strategies

Risk Management Committee

- Evaluates overall risks and opportunities including climate-related topics

Executive Leadership Team, chaired by Executive Chairman

- Approves targets and market disclosures
- Develops sustainability strategies, recommends revisions to the Board, and provides leadership and oversight for their implementation
- Monitors performance of processes and controls
- Reports management targets
- Provides direction and monitors the implementation of climate-related risks and opportunities

Sustainability Development Working Committee

- Oversees business functions in ensuring robustness of the sustainability management system
- Coordinates ESG matters and initiatives across business functions throughout the Group
- Develops, recommends and implements sustainability targets and ESG strategies including climate-related risks and opportunities
- Acts as main committee that drives ESG-related policies, reviews, action plans and awareness for continuous improvement

GOVERNANCE CAPABILITY AND SUPPORTING SYSTEMS

DIALOG continued to strengthen the competencies supporting its sustainability governance arrangements and develop a more structured approach to documenting how sustainability- and climate-related considerations, including trade-offs, are incorporated into strategic and operational decision-making.

Beyond the governance structure described above, specific HSE matters are supported through quarterly Group HSE Steering Committee Meetings and annual ISO Management Review Meetings, both chaired by the CEO. The ISO reviews are conducted in accordance with ISO 14001 for environmental management, ISO 9001 for quality management and ISO 45001 for occupational health and safety management.

Details appear in DIALOG's FY2026 Integrated Report, including its Statement on Risk Management and Internal Control, Corporate Governance Overview Statement and relevant reports.

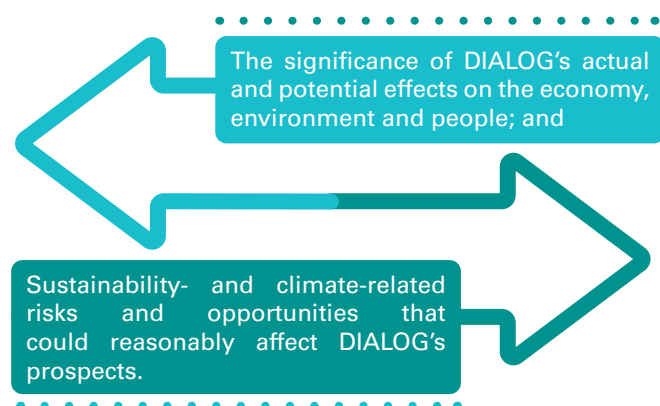
MATTERS AND RISKS & OPPORTUNITIES

Understanding what matters most enables DIALOG to focus its resources, management attention and disclosures on sustainability matters that are relevant to our stakeholders, business activities and long-term resilience.

MATERIALITY APPROACH

DIALOG's materiality approach has historically focused on identifying and prioritising sustainability matters based on the significance of our impacts on the economy, environment and people, informed by stakeholder perspectives and our business context.

In Q2FY2026, DIALOG commenced its scheduled comprehensive materiality review, encompassing a review of relevant sustainability standards and regulatory developments, industry and peer benchmarking, assessment of existing and emerging sustainability matters, stakeholder mapping and engagement, management input, preliminary prioritisation and evaluation of actual and potential impacts. As the review progressed, DIALOG enhanced and broadened its scope to establish a more integrated approach that considers two complementary perspectives:



Under IFRS S1 and S2, sustainability-related risks and opportunities are assessed based on their potential effects on DIALOG's cash flows, access to finance or cost of capital over the short, medium and long term.

While material matters and sustainability-related risks and opportunities are closely linked, they are not necessarily the same. Accordingly, DIALOG's refined materiality approach considers the significance and likelihood of impacts across its operations and value chain, as well as the potential magnitude and likelihood of effects on the Group's prospects, strengthening the integration of sustainability, risk management and business decision-making.

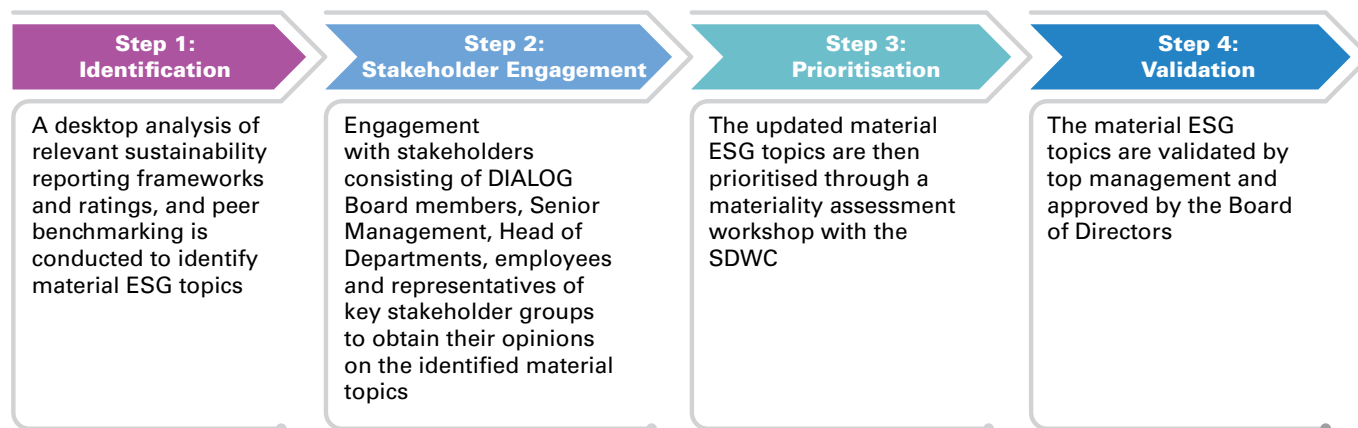
Given the expanded scope, the review will continue into FY2027 as part of DIALOG's phased transition towards fuller alignment with IFRS S1 and S2. In the absence of material changes to the Group's core business activities during FY2026, the existing 16 material matters have been retained as the interim baseline, with their relative priorities carried forward from the FY2024 midpoint review and subject to ongoing management oversight.

		TOWARDS FY2028
FY2022	FY2024	
Comprehensive materiality assessment conducted and 16 material matters identified.	Midpoint review conducted and the relative positioning of material matters was updated.	Refined approach being embedded to support future materiality assessments and sustainability related financial disclosures.

Going forward, DIALOG intends to keep its assessment current through ongoing monitoring and event-driven reviews, particularly where there are material changes in our business activities, operating environment, stakeholder expectations or risk landscape.

MATERIAL MATTERS AND SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

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

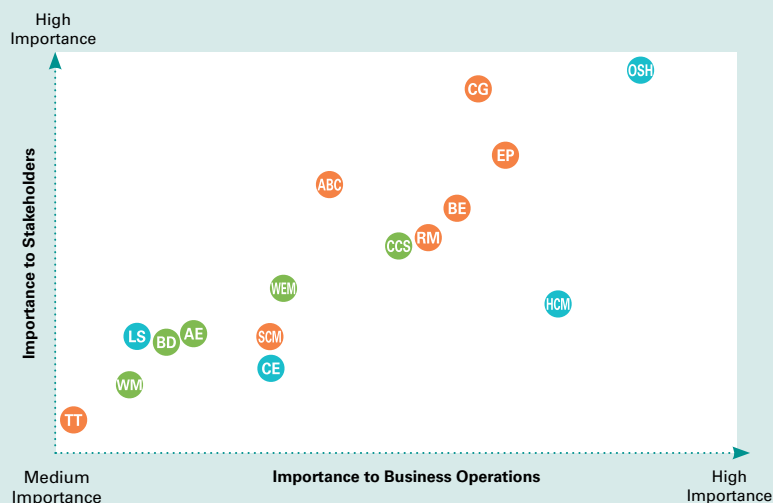
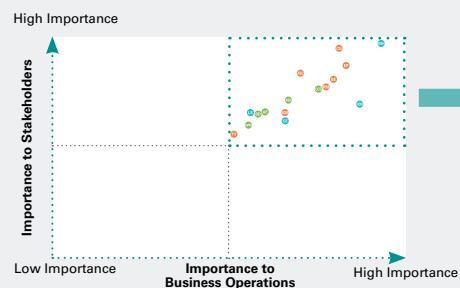


Robust Governance and Ethical Practices

- 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



MATTERS AND RISKS & OPPORTUNITIES

Climate resilience is addressed under Climate Change Strategy and discussed further in the Climate Change section of this Report.

The retention of these 16 material matters does not imply a direct or one-to-one classification of each matter as sustainability-related risks or opportunities. DIALOG is progressively refining its assessments of how these matters, together with relevant impacts, dependencies and value chain developments, may give rise to sustainability-related risks and opportunities that could affect the Group's prospects.

Outcomes from this enhanced approach are expected to inform future materiality assessments, risk management, strategic priorities and sustainability-related disclosures.

The 16 material matters are organised under three pillars: Environmental Stewardship, Advancing People, and Robust Governance and Ethical Practices, providing a balanced framework for managing ESG-related risks and opportunities.

DIALOG also supports the United Nations Sustainable Development Goals ("SDGs") and has prioritised eight SDGs most relevant to its operations, reflecting its commitment to sustainable development and long-term value creation.



STRATEGY AND TRANSITION ROADMAP

Building on its earlier ESG Roadmap, DIALOG is evolving its sustainability approach in response to changing stakeholder expectations and the phased adoption of the NSRF and IFRS Sustainability Disclosure Standards.

The FY2030 Sustainability Roadmap sets out the Group's strategic direction to enhance the quality, connectivity and decision-usefulness of our sustainability-related disclosures, and will continue to be refined as assessments, methodologies, data and capabilities mature.

SUSTAINABILITY AMBITION AND STRATEGIC DIRECTION

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

DIALOG's sustainability direction is anchored in our Vision and reinforced by a Mission that emphasises competitiveness, competence and leadership; quality and timely delivery; the protection of health, safety and the environment; responsible corporate citizenship; and the development of a skilled and professional workforce.

Together with our core values of Integrity, Health, Safety & Environment, Quality, Competency and Excellence, these principles provide the foundation for our sustainability journey and strategic direction towards:



Strengthening stakeholder confidence



Supporting business resilience



Contributing to long-term value creation

Our Climate Aspiration on Net Zero Carbon Emissions by 2050

Net Zero Emission By 2050

This aspiration guides DIALOG's long-term approach to climate change. Further details on our climate-related risks and opportunities, climate strategy and emissions performance are provided in the Climate Change Strategy section.

TRANSITION TOWARDS FY2030 PRIORITIES

Our earlier ESG Roadmap established a strong foundation in sustainability governance, awareness, data, performance indicators and capability development in response to evolving stakeholder expectations and reporting requirements, DIALOG is refreshing the roadmap to support its next phase of sustainability integration and phased alignment with the NSRF, IFRS S1 and S2.

The roadmap reflects current strategic priorities and will continue to evolve as actions, targets and outcomes are further developed, including through the enhanced materiality assessment in FY2027.

FY2026

Foundation

Establish the basis for the next phase of sustainability reporting through governance, gap-assessment, materiality and data-readiness activities

FY2027

Structuring and Socialisation

Further define the roadmap priorities and translate them into relevant business-unit and departmental actions, supported by greater internal awareness and coordination

FY2028

Compliance Readiness

Enhance processes, methodologies and controls to support DIALOG's target of alignment with the NSRF, IFRS S1 and S2

FY2029

Optimisation and Integration

Improve the consistency, connectivity and use of sustainability-related information across relevant risk, planning and performance-monitoring processes

FY2030

Strategic Value and Maturity

Advance a more integrated and decision-useful reporting approach that enhances stakeholder confidence, business resilience and long-term value creation

ENVIRONMENTAL STEWARDSHIP

Material Topics

CCS WEM WM AE BD

Stakeholders Impacted

E GR FI S C BP LC VS



Turtle hatchling release programme with the Kertih Workshop team

CCS CLIMATE CHANGE STRATEGY

CLIMATE RESILIENCE

WHY IT MATTERS

Climate change presents increasingly complex risks to ecosystems, communities and economies. Climate-related physical hazards, including extreme heat, extreme rainfall and flooding, may disrupt DIALOG's operations, affect asset integrity, impact the health and safety of our workforce, and interrupt supply chains. Strengthening climate resilience enables DIALOG to anticipate, prepare for and adapt to changing climate conditions, helping to protect our people and assets, maintain operational continuity, and support the long-term resilience of our strategy, business model and value creation.

MANAGEMENT APPROACH

Climate Risk Assessment Approach

Building on the work disclosed in FY2025, DIALOG refined the scope of its physical climate risk assessment during FY2026. The assessment considered eight acute and chronic physical hazards:



Extreme Heat



Extreme Rain Fall



River Flooding



Precipitation Change



Temperature Change



Sea-Level Rise

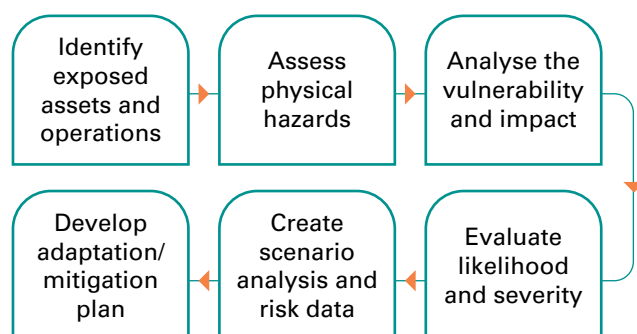


Wildfire



Landslide

The assessment was conducted using an approach aligned with DIALOG's enterprise risk management methodology. It considered the exposure of assets and operations, the potential vulnerability and operational consequences associated with each hazard, and the corresponding likelihood and severity under different climate scenarios. The assessment followed six principal stages:



The results were consolidated into a climate hazard matrix to support the identification, prioritisation and monitoring of climate-related risks and response measures.

Climate Scenarios Applied

DIALOG considered a range of lower-, intermediate- and higher-emissions pathways based on climate scenarios used by the Intergovernmental Panel on Climate Change ("IPCC").

SSP 1-2.6	Lower-emissions pathway
SSP 2-4.5	Intermediate-emissions pathway
SSP 5-8.5	Higher-emissions pathway

Note: Shared Socioeconomic Pathways ("SSPs") were developed to provide a toolkit for the climate change research community to carry out integrated, multi-disciplinary analysis.

The scenarios do not represent forecasts. They provide a structured basis for evaluating how physical climate risks may change under different future climate conditions and for identifying areas requiring further monitoring or adaptation.

The assessment applied the following time horizons:

Medium term (To be achieved by 2030)

This timeframe is particularly relevant as climate-related physical risks are expected to become more visible and measurable within asset planning, maintenance cycles, capital allocation decisions, and operational risk management processes.

Long term (To be achieved by 2050)

This horizon enables the Group to assess how climate-related risks may evolve over a longer period and how such risks could affect the resilience of its assets, business model, value chain, and long-term strategic objectives.

FY2026 ACTION AND PROGRESS

Physical Climate Risk Assessment

During FY2026, DIALOG further assessed how physical climate hazards may affect its assets and operations over the medium and long term. The assessment identified extreme heat and extreme rainfall as the most material hazards across the portfolio, with other hazards generally assessed as low to negligible at a portfolio level, though exposure may vary by location.

Overall, physical climate hazards may lead to operational disruption, increased maintenance and repair needs, asset degradation, access constraints, supply-chain interruptions, and higher operating or capital requirements. Any financial implications are qualitative in nature and not intended to represent quantified impacts.

Adaptation and Resilience Measures

DIALOG uses available information and systems at relevant operations to help identify emerging physical risks and support decision-making. These measures assist operating teams in being aware of potential extreme-weather conditions and taking appropriate operational responses where needed.

ENVIRONMENTAL STEWARDSHIP

Flood preparedness continues to be strengthened at relevant operational locations. During the monsoon season, designated teams coordinate flood-intervention measures, monitor site conditions and facilitate emergency-response activities where required. Drainage and stormwater-management infrastructure are also assessed and progressively upgraded, where appropriate, to reduce potential impacts on personnel, assets and operations.

Within the scope of the FY2026 physical climate risk assessment, the scenario results indicate that DIALOG's existing risk-management practices, operational controls and adaptation measures provide a basis for managing identified physical climate vulnerabilities and supporting the resilience of its strategy and business model.

The assessment also supports DIALOG's understanding of how climate-related risks may affect operations, assets, capital requirements, market conditions, regulatory expectations and stakeholder needs over time. The Group's operational capabilities, asset management practices and ongoing capability

development provide a basis for adapting to evolving climate-related risks and opportunities. Where required, climate-related investments may be funded through internal resources and external financing, subject to established approval processes.

Climate scenario analysis involves inherent uncertainty, particularly over longer time horizons, and is influenced by selected climate pathways, data availability and assumptions regarding future conditions and adaptation measures. DIALOG will continue to refine its assessments as methodologies, data and internal capabilities evolve, consistent with the principle of commensurate information under the IFRS Sustainability Disclosure Standards.

Progressive Assessment of Transition Risk

DIALOG is adopting a phased approach to climate-related risk assessment. The principal focus during FY2026 was the assessment of physical climate risks. The scope of transition-risk assessment is expected to be progressively expanded from FY2027, including broader consideration across relevant businesses.

PERFORMANCE AND KEY METRICS

Physical Climate Risk Profile

The table below presents the average risk categories across the assets included within the FY2026 physical climate risk assessment.

Hazard	Baseline	SSP 1-2.6		SSP 2-4.5		SSP 5-8.5	
		2030	2050	2030	2050	2030	2050
Extreme Heat	●	●	●	●	●	●	●
Extreme Rainfall	●	●	●	●	●	●	●
River Flood	●	●	●	●	●	●	●
Precipitation Change	●	●	●	●	●	●	●
Temperature Change	●	●	●	●	●	●	●
Sea Level Rise	●	●	●	●	●	●	●
Wildfire	●	●	●	●	●	●	●
Landslide	●	●	●	●	●	●	●

● Negligible ● Low ● Medium ● High

Principal Hazards and Potential Implications

Hazard	Hazard Description	Potential Impact	Potential Impact Description
Extreme Heat/Heat Wave	Acute hazard that increases from low at baseline to medium across most scenarios, and high by 2050 under SSP 5-8.5	CAPEX ↑ OPEX ↑ Revenue ↓	May expose workers to heat stress, fatigue and dehydration, affecting health, safety and productivity. Prolonged heat may also accelerate asset deterioration, heighten operational safety considerations, require additional cooling and maintenance, and cause temporary shutdowns, higher expenditure and potential revenue interruption.
Extreme Rainfall	Acute hazard presenting a persistent medium risk across the scenarios and time horizons assessed	CAPEX ↑ OPEX ↑ Revenue ↓	May expose workers to unsafe travel and working conditions, slips, falls and greater emergency-response risks. Heavy rainfall may also cause flooding, erosion and water ingress, restrict site access, damage assets, delay operations, and increase repair, replacement, insurance and emergency-response costs and revenue disruption.
River Flood	Acute hazard with a low average portfolio rating, although locations near watercourses may face higher exposure	CAPEX ↑ OPEX ↑ Revenue ↓	May expose workers to injury, isolation or evacuation risks and restrict safe access to affected locations. Flooding and groundwater salinisation may damage assets and infrastructure, affect ground conditions, interrupt essential services and operations, and increase repair, reinstatement and maintenance costs and potential revenue losses.
Precipitation Change	Chronic hazard increasing from low to medium over the longer term	CAPEX ↑ OPEX ↑ Revenue ↓	May expose workers to prolonged wet conditions, slippery surfaces and travel or access risks, reducing safe outdoor working periods. Changing rainfall patterns may also overload drainage, accelerate asset deterioration, reduce productivity, delay project schedules, and increase maintenance costs and potential revenue disruption.
Temperature Change	Chronic hazard assessed as negligible to low across the scenarios	CAPEX ↑ OPEX ↑ Revenue ↓	May expose workers to sustained heat, increasing fatigue, heat-related illness and reduced productivity, and requiring adjusted working arrangements. Rising average temperatures may also accelerate asset deterioration, increase cooling needs, require more frequent maintenance, raise operating and capital expenditure, and cause potential revenue disruption.
Sea Level Rise	Chronic hazard assessed as negligible to low, with potentially greater relevance to coastal locations	CAPEX ↑ OPEX ↑ Revenue ↓	May expose workers at coastal locations to flooding, erosion, unsafe access and evacuation risks. Higher sea levels may also weaken coastal protection, affect infrastructure and operational assets, increase spill risks, disrupt operations, require additional adaptation, maintenance and capital expenditure, and cause potential revenue disruption.
Wildfire	Acute hazard assessed as negligible to low, with potential relevance to selected international locations	CAPEX ↑ OPEX ↑ Revenue ↓	May expose workers to extreme heat, burns, smoke inhalation, poor air quality and evacuation risks. Fire, heat, dust and smoke may damage assets and infrastructure, restrict access and outdoor work, interrupt essential services, require shutdowns, increase emergency-response and repair costs, and cause revenue disruption.
Landslide	Acute hazard assessed as negligible across the portfolio	CAPEX ↑ OPEX ↑ Revenue ↓	May expose workers to injury, entrapment, isolation and evacuation risks, particularly where access routes or work areas are affected. Ground movement may damage assets and infrastructure, interrupt services, block site access, delay projects, require shutdowns and emergency stabilisation, and increase reinstatement costs and revenue disruption.

ENVIRONMENTAL STEWARDSHIP

GHG & ENERGY MANAGEMENT

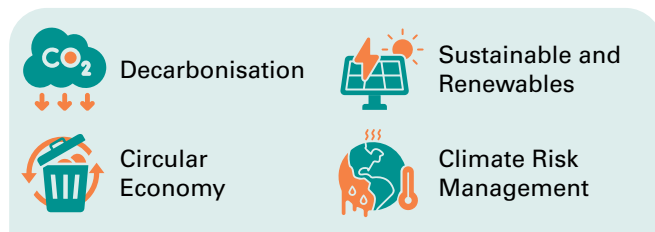
WHY IT MATTERS

Energy consumption contributes directly and indirectly to DIALOG's operational GHG emissions through fuel use and purchased electricity. Effective GHG and energy management is therefore important for understanding and progressively reducing these emissions, improving energy efficiency, managing evolving regulatory and stakeholder expectations, and increasing renewable energy use where practicable. These efforts support DIALOG's aspiration to achieve Net Zero Carbon Emissions by 2050 ("NZCE2050") while strengthening operational performance and long-term value creation.

MANAGEMENT APPROACH

Our Integrated Climate Approach

Since FY2022, our climate approach has been guided by four strategic focus areas:



These focus areas continue to provide the foundation for coordinating climate mitigation, adaptation and resilience measures across the Group.

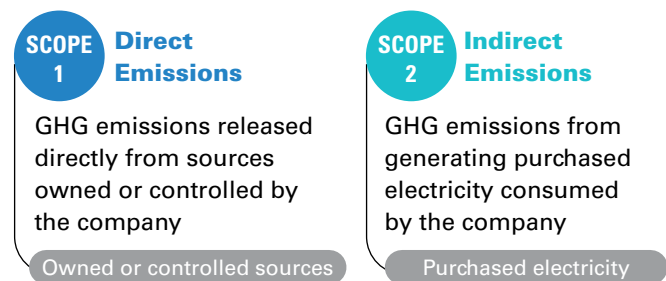
The Green Centre of Excellence ("Green COE") under the purview of Group Sustainability is entrusted with coordinating climate-related transition risk and decarbonisation efforts across DIALOG. Its responsibilities include facilitating cross-functional initiatives, supporting consistent methodologies and driving the implementation of climate-related actions across our business operations.

The SDWC supports cross-functional coordination and accountability by reviewing relevant proposals, coordinating implementation, monitoring progress and reporting through DIALOG's established governance arrangements. Further information on Board and management oversight of sustainability and climate-related matters is provided in Sustainability Governance.

Sustainability Governance: pages 70 to 71

GHG and Energy Management

DIALOG's GHG inventory is prepared with reference to the GHG Protocol Corporate Accounting and Reporting Standard and ISO 14064-1. The methodology is formalised through the DIALOG Greenhouse Gas Information Management Procedure to support consistent, transparent and auditable reporting. The inventory currently reports:



Scope 3 emissions comprise other indirect emissions associated with DIALOG's wider value chain. The development of DIALOG's Scope 3 accounting framework remains in progress as part of the Group's phased approach towards more comprehensive and decision-useful climate-related disclosure.

GHG calculations are based on the 2006 IPCC Guidelines and IPCC Sixth Assessment Report Global Warming Potentials. Location-based electricity emission factors are applied according to the relevant country or region.

Energy management complements DIALOG's GHG management approach. Under the Decarbonisation focus area, we continue to optimise energy consumption, improve energy efficiency and progressively increase the use of renewable energy across our operations.

FY2026 ACTION AND PROGRESS

Emissions and Energy Initiatives

During FY2026, DIALOG continued to advance its emissions and energy-management approach through targeted operational interventions, enhancements to its GHG information-management systems and greater alignment with evolving international disclosure expectations.

DIALOG also continued participating in the Carbon Disclosure Project (“CDP”), a globally recognised environmental disclosure platform that enables organisations to report environmental information in a structured and comparable manner. Participation supports the Group in identifying opportunities to strengthen climate governance, risk management, emissions reporting and low-carbon planning, while providing additional external insights into our climate-related performance.

Work also continued on DIALOG’s Scope 3 accounting framework. This includes progressively evaluating relevant Scope 3 emission categories and strengthening the Group’s ability to capture material value-chain emissions. The framework is intended to support more robust, transparent and decision-useful disclosure as our data and methodologies mature.

Pan Orient Energy (Siam) Ltd., our joint venture with Sea Oil Energy Ltd., continues to advance GHG reduction efforts through investments in lower-carbon energy infrastructure, supporting our broader climate objectives. In June FY2026, upgrades to the energy system included the expansion of methane-based generator set capacity from 200kW to 400kW, while solar panel capacity increased from 20kW to 100kW. These enhancements are expected to reduce reliance on conventional grid electricity, with targeted reductions in electricity consumption of up to 20% and 10%, respectively.



We continue to reduce our emissions by expanding the use of solar energy generation and reducing reliance on grid-supplied electricity. Since 2020, solar panels have been installed across multiple sites in Malaysia, including Nilai Workshop, Kertih Workshop, and DIALOG Terminals Langsung 1, as well as Tuas Workshop in Singapore, achieving a total capacity of 1035 kWp. Notably, the Kertih Workshop generates over 175 MWh of renewable energy annually.



Solar panels at Kertih Workshop located in Kertih, Terengganu

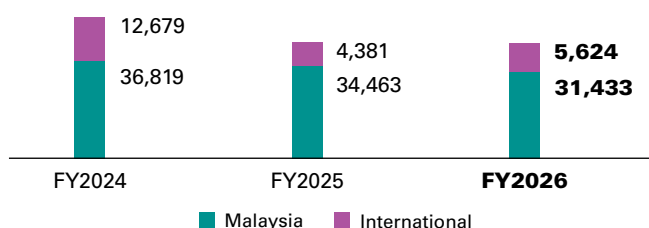
PERFORMANCE AND KEY METRICS

Energy Consumption

As our business operations evolve, DIALOG remains committed to optimising energy use and minimising carbon intensity. Under our Decarbonisation pillar, we focus on transitioning to renewable energy sources and improving energy efficiency across all operations.

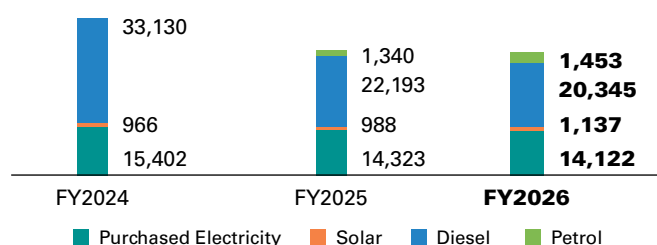
Energy Consumption	FY2024	FY2025	FY2026
Energy Consumption by Megawatt-hour (“MWh”)	49,498	38,844	37,057
Energy Consumption by Gigajoule (“GJ”)	178,193	139,838	133,405
Renewable Energy - Solar (MWh)	966	988	1,137

Total Energy Consumption by Location (MWh)



ENVIRONMENTAL STEWARDSHIP

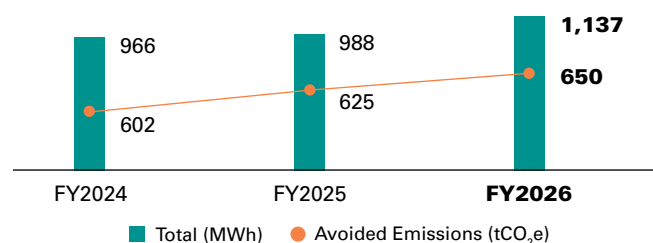
Total Energy Consumption by Type (MWh)



In FY2026, DIALOG recorded total energy consumption of 37,057 MWh, a reduction of 1,787 (-4.6%) compared to FY2025 (38,844 MWh). Diesel remained the largest single energy source at 20,345 MWh, but this represents a continuous reduction from FY2025 (22,193 MWh), reflecting lower operational demand. Solar energy generation continued its upward trend reaching over 1,137 MWh from 988 MWh back in FY2025, 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 inclusion of energy use data from our fleet vehicles and small boats. This addition provides a more complete picture of DIALOG's total energy profile and supports more accurate tracking of operational emissions in the future.

Total Utilisation of Solar Power



Note: The Avoided Emissions number and Solar Power generation are not directly correlated. The number is mix between generation location and emission factor used on those locations.

Greenhouse Gas Emissions

In FY2026, DIALOG's combined Scope 1 and Scope 2 emissions totalled 15,675 tCO₂e, representing a reduction of 661 tCO₂e, or 4.0%, compared with FY2025.

- Scope 1 emissions decreased by 9.7%, from 6,407 tCO₂e in FY2025 to 5,788 tCO₂e in FY2026. The reduction in Malaysia more than offset the increase recorded across international operations.
- Scope 2 emissions decreased by approximately 0.4%, from 9,929 tCO₂e in FY2025 to 9,887 tCO₂e in FY2026.

	FY2024			FY2025			FY2026		
	Malaysia	International	Total	Malaysia	International	Total	Malaysia	International	Total
Scope 1	6,027	2,696	8,722	5,617	790	6,407	4,688	1,100	5,788
Scope 2	10,010	691	10,702	9,679	250	9,929	9,778	109	9,887
Total	19,424			16,336			15,675		

Note: Totals may differ from the sum of the displayed components due to rounding.

AE WM WEM BD AIR EMISSIONS, WATER MANAGEMENT, WASTE & EFFLUENT MANAGEMENT, BIODIVERSITY

WHY IT MATTERS

Protecting the environment is integral to how DIALOG operates and grows. Effective environmental management enables us to prevent pollution, use natural resources responsibly, meet applicable regulatory requirements and minimise potential impacts arising from our projects and operations.

Healthy natural systems also support the well-being and resilience of the communities surrounding our operations through clean air and water, soil stability, flood regulation and functioning ecosystems. Inadequate management of environmental impacts may expose DIALOG to operational disruption, regulatory action, remediation costs and erosion of stakeholder confidence. We therefore integrate environmental considerations across the project and operational lifecycle, from planning and design to construction, operation and eventual decommissioning, where applicable.

MANAGEMENT APPROACH

Policy and Management Framework

In FY2026, DIALOG formalised its environmental commitments through the Environmental Policy. Together with the Health, Safety and Environment ("HSE") Policy and the Sustainability Policy, these policies provide the foundation for implementing consistent environmental management practices through DIALOG's Health, Safety and Environment Management System.



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

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

Aligned with ISO 45001 (Occupational Health & Safety), ISO 14001 (Environmental Management) and ISO 9001 (Quality Management), and compliant with applicable local regulations, the comprehensive HSEMS serves as a unified framework across our operations and offices worldwide.



Although the HSEMS provides a common Group-wide framework, certification is maintained or pursued at the relevant entity or site level according to operational requirements and the expectations of customers,

regulators and other stakeholders. This enables DIALOG to maintain consistent underlying practices without implying that every entity or site holds the same certification.

14 entities under our Malaysia operations achieved certification through the Integrated Management System covering ISO 9001, ISO/TS 29001, ISO 14001 and ISO 45001. This achievement improved operational efficiency while delivering cost savings.



Environmental responsibility is owned by business units and supported by HSE personnel, reflecting our "Heart and Minds" approach that embeds accountability into everyday decision-making.

Legal and Regulatory Compliance

DIALOG maintains a Legal and Other Requirements Register to identify and monitor applicable environmental obligations. In Malaysia, this includes the Environmental Quality Act 1974 and its subsidiary regulations. Operations outside Malaysia maintain jurisdiction-specific registers aligned with the laws, approvals and operating conditions applicable in their respective countries.

The relevant business units periodically review their registers and develop site-specific procedures to translate legal and regulatory obligations into operational controls. Compliance requirements are incorporated into business-unit HSE plans, work instructions, inspection programmes and environmental monitoring activities.

Environmental Impact and Corrective Management

Environmental considerations are incorporated throughout the project lifecycle, particularly for new developments and material project modifications. Environmental Impact Assessment ("EIA") is undertaken for projects that fall under prescribed activities specified in applicable EIA regulations. An Environmental

ENVIRONMENTAL STEWARDSHIP

Management Plan (“EMP”) is subsequently developed to address identified environmental impacts through appropriate mitigation, monitoring and management measures.

For major developments, such as Upstream production facilities and terminal expansions, qualified independent consultants are engaged to undertake the required environmental studies. Business and project teams provide the relevant operational and baseline information for independent review, verification and incorporation into the EIA submission.

Baseline studies may cover air and water quality, effluent discharge, noise and ecological sensitivities. The findings are used to establish the Aspect-Impact Register, identify potential environmental risks and determine the necessary prevention, mitigation and monitoring measures. It also serves as a reference for subsequent compliance monitoring and internal benchmarking.

Following EIA approval, applicable Conditions of Approval and other environmental regulatory requirements are incorporated into the project List of Register and tracked through DIALOG’s digital document system. Business unit management monitors progress and outstanding actions, with Group HSE providing oversight of environmental compliance through established governance mechanisms. Relevant findings and updates are communicated to the authorities and incorporated into internal business and terminal reviews, where applicable.

Site inspection by the Department of Environment (“DOE”) at Tanjung Langsat project site.

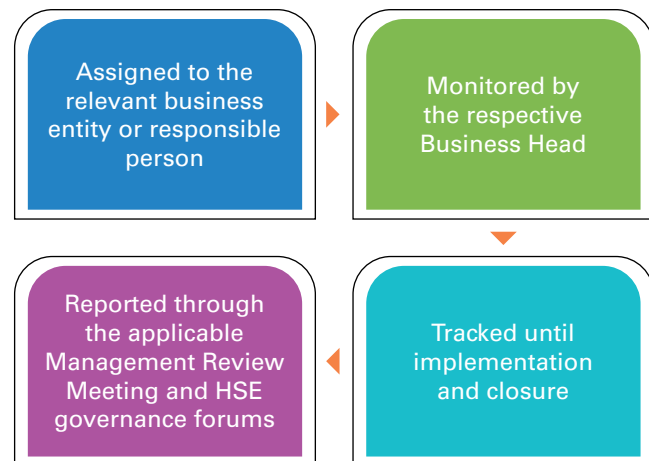


Project and operational teams monitor the implementation of EMP requirements throughout the project lifecycle. This includes the application of best management practices and environmental quality monitoring covering air, water, noise and effluent discharge. Implementation status, material findings and required corrective actions are reviewed through relevant management forums and the Group HSE Steering Committee.

Monitoring, Inspection and Corrective Action

Environmental performance is monitored through HSE scoring inspections, site supervision, HSE walkabouts, internal reviews, periodic environmental performance submissions, and third-party assessments where applicable.

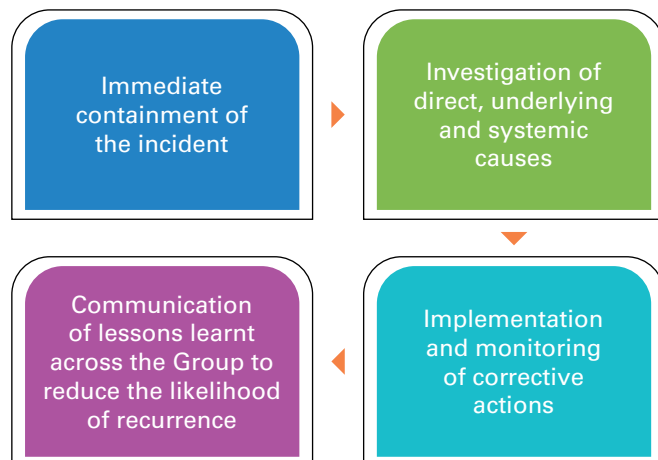
Environmental non-conformities, improvement opportunities and observations identified through inspections, audits or performance reviews are addressed through a structured corrective-action process. Actions are:



Internal reviews may involve trained personnel from different functions, including HSE, quality assurance and quality control, and the relevant business units, to support an impartial assessment. Where independent certification or surveillance is required, third-party assessors evaluate management-system implementation through document reviews, interviews and site observations.

Incident Response and Remediation

Environmental incidents and near misses are recorded, investigated and tracked through DIALOG's internal Integrated DIALOG Enterprise Applications ("iDEA") platform. The environmental incident response and remediation process includes:

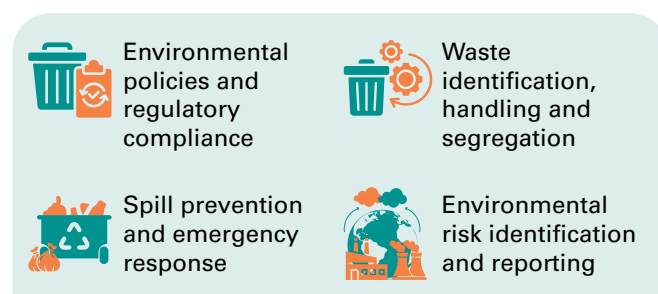


Investigation records, root-cause findings and corrective actions are retained in the internal system and made available to relevant functions. Where a significant environmental or operational incident occurs, DIALOG's Crisis Management Plan may be activated. A dedicated Crisis Control Centre can be mobilised to coordinate response and recovery activities, stakeholder communication and the needs of affected parties.

Competency and Stakeholder Engagement

Each operating site maintains a training matrix for personnel with environmental responsibilities, including Environmental Officers and Scheduled Waste Handlers. The matrix helps ensure that personnel possess the competencies required for their assigned duties.

Environmental induction and awareness programmes cover areas such as:



Contractors, business partners and service providers are also provided with relevant environmental briefings through HSE inductions. Before commencing work, contractors are required to participate in Job Safety Analysis or Job Hazard Analysis exercises to understand the environmental and safety risks associated with their activities and the controls they are expected to implement.

Employees and workers are encouraged to raise environmental concerns, provide feedback and contribute improvement suggestions. Environmental incidents, findings and lessons learnt are communicated through internal channels, while environmental policies and performance are made accessible to employees and external stakeholders through appropriate channels, including DIALOG's corporate website, offices, sustainability reporting, intranet, email circulars, and employee onboarding and induction programmes.

DIALOG's grievance mechanism and Whistleblowing Policy provide channels for employees and external stakeholders to raise environmental concerns. Feedback received is recorded, investigated and addressed, with corrective action taken where necessary.

Operational Performance Parameters

Environmental indicators are translated into relevant site- and project-level parameters according to operating conditions and regulatory requirements.

These parameters are tracked through site monitoring, operating records and the iDEA platform. DIALOG will continue strengthening environmental monitoring and maintaining compliance with the requirements applicable to each operating location.

FY2026 ACTION AND PROGRESS

Strengthening Our Environmental Framework

During FY2026, DIALOG further formalised its environmental commitments through the Environmental Policy, complementing the existing HSE and Sustainability Policies. The policy reinforces our approach to pollution prevention, resource efficiency, waste and effluent management, and biodiversity protection.

ENVIRONMENTAL STEWARDSHIP

Selected Malaysian entities also progressed their integrated management-system certification during the year. The certification encompassed relevant quality, industry-specific quality, environmental, and occupational health and safety standards, including ISO 9001, ISO/TS 29001, ISO 14001 and ISO 45001.

Adopting an integrated certification approach helped reduce duplication, simplify common work processes and improve the efficiency of certification and management-system administration.

Biodiversity Management

DIALOG's commitment to biodiversity preservation is articulated in its Environmental Policy. This commitment 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.



www.dialogasia.com/policies

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.

Our Kertih Workshop team supported marine conservation efforts through participation in beach clean-up activities and turtle hatchling release programmes.



DIALOG is committed to protecting and restoring natural habitats within and surrounding our areas of operation. We conduct biodiversity conservation activities such as:

- Tree planting and reforestation projects
- Turtle hatchling release programmes
- Marine habitat studies, such as those conducted for the Baram Junior Cluster in Miri, Sarawak

In supporting these efforts, we actively collaborate with local authorities, including the Department of Fisheries and the Forestry Department, while engaging 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.

As part of an environmental programme focused on mangrove restoration, employees from Overseas Manufacturing (Johor) Sdn. Bhd. and OTEC Singapore gained valuable insights into the vital role of mangroves in preserving coastal ecosystems and actively participated in a mangrove seedling planting session on Tanjung Surat Island, Johor.



Pollution Prevention and Non-GHG Air Emissions

DIALOG adopts a risk-based approach to identifying, assessing and mitigating potential pollution risks to soil, water and air. Environmental risks and control measures are incorporated into the Hazard Identification, Risk Assessment and Risk Control process and the applicable site HSE plans.

Our operations generally do not rely on large-scale combustion processes. Nevertheless, targeted controls are implemented to manage non-GHG air emissions arising from equipment, vehicles, storage and selected manufacturing activities.

Across our Malaysian operations, diesel-powered equipment is generally limited to portable generator sets and vehicles, for which Euro 5 diesel is used. Storage tanks are equipped with controls such as internal floating roofs and nitrogen blanketing to minimise the release of volatile organic compounds.

Pan-coating activities are performed in enclosed and filtered environments to control dust and particulate emissions. Routine air-quality monitoring is undertaken by the relevant EOs. In chemical-intensive activities,

including composite-pipe fabrication, chemicals are handled under approved control procedures and supervised by designated EOs.

Soil-contamination controls are also implemented in areas where scheduled waste, oil and lubricants are handled. These include secondary containment such as bund walls, spill-control and recovery procedures, and the use of licensed service providers for the treatment or disposal of contaminated materials.

Going forward, DIALOG will continue applying site-level engineering, fuel-selection and monitoring controls to maintain non-GHG air emissions within applicable requirements.

Waste Management

DIALOG maintains a Domestic and Scheduled Waste Management Work Instruction governing the identification, handling, segregation, storage, transport and disposal of waste.

Scheduled waste at all Malaysian sites are:

- Categorised according to the Environmental Quality (Scheduled Wastes) Regulations
- Logged in the DOE's e-SWIS V2 inventory system
- Transported and disposed by DOE-licensed contractors and transporters.

Each site incorporates waste management into its HSE plan and monitors relevant performance through the iDEA platform. Waste-management initiatives include waste minimisation and reduction, segregation at source into recyclable, non-recyclable and hazardous-waste streams, Scheduled Waste Handler training and participation in Reduce, Reuse and Recycle programmes.

Employees are also engaged through HSE Week environmental training and awareness activities, the use of reusable cups, plates and trays, workplace recycling, community clean-up activities, and environmental education programmes.

ENVIRONMENTAL STEWARDSHIP

Business units strive to minimise waste generation and, where operationally practicable. DIALOG continues to improve waste segregation, recovery opportunities and site-level waste-management practices, while recognising that waste generation may vary depending on project and maintenance activities.



Recycled materials collection and weigh-in at the Melaka Workshop

Water and Effluent Management

Water is essential to DIALOG's project and operational activities, particularly hydrotesting, tank cleaning, flushing and selected terminal processes. Water use is therefore planned and monitored across the project and operational lifecycle.

At selected terminal operations, wastewater is treated on site using systems such as Corrugated Plate Interceptors and settling tanks. These systems facilitate oil-water separation and the natural settling of suspended material before treated effluent is discharged in accordance with applicable regulatory requirements. Tank-management practices are used to minimise the amount of water required during cleaning activities. While full on-site wastewater recycling is not yet economically practicable at all operating locations, authorised service providers are engaged to treat, recover or dispose of waste streams requiring off-site management.

Water efficiency remains a continuing management priority rather than a Group-wide quantitative reduction target. DIALOG will continue optimising water use during hydrotesting, flushing, tank cleaning and maintenance while maintaining operational and regulatory requirements.

Learning From Environmental Non-Compliance

Environmental procedures are reviewed periodically to ensure that they remain aligned with operational requirements, industry developments and regulatory expectations. Following an environmental offence recorded during FY2026, corrective actions were implemented to reduce the risk of recurrence.

Reporting and investigation processes, including Be Safe Card reporting and environmental incident investigation, are refined where necessary to incorporate lessons learnt and strengthen preventive controls.

PERFORMANCE AND KEY METRICS

Key environmental indicators include water use and effluent management, hazardous and other waste generation, recycling and disposal, environmental incidents and near misses, regulatory compliance, and progress on environmental projects and initiatives.

Water Consumption (ML)	FY2024	FY2025	FY2026
Malaysia	98	112	170
International	34	11	538
Total	132	123	708

Total water used increased from 123 ML in FY2025 to 708 ML in FY2026. The increase was primarily attributable to scheduled tank cleaning activities in Malaysia, as well as increased project expansion activities internationally.

These activities were carefully sequenced to optimise water reuse and minimise total requirements where practicable. Water use was also monitored as part of project efficiency and cost-control measures.

Hazardous Waste Generation (MT)	FY2024	FY2025	FY2026
Malaysia	3,197	3,357	2,359
International	106	54	83
Total	3,303	3,411	2,442

Hazardous and scheduled waste decreased from 3,411 MT in FY2025 to 2,442 MT in FY2026. This is a result of lower operational activity and, in part, a reduction in waste generation through optimised construction methods.

Separately, DIALOG tracked the following waste indicators during FY2026:

Metrics	Location	FY2026
Non-recycled waste generation (tonnes)	Malaysia	1,645
	International	324
Total		1,969
Recycled waste (tonnes)	Malaysia	144
	International	19
Total		163

Other FY2026 Environmental Outcomes

Focus Area	FY2026 Performance
Non-GHG Air Emissions	Site-level air-quality monitoring results remained within applicable limits. No air-emission exceedances, related complaints or enforcement actions were recorded.
Effluent Quality	Treated effluent at the relevant terminal operations remained within applicable regulatory limits.
Biodiversity	Tree planting, reforestation, turtle conservation and marine habitat study activities were undertaken or continued at relevant locations.
Environmental Complaints and Grievances	Zero environmental-related complaints or community grievances were recorded during the reporting period.
Negative Environmental Media Coverage	Zero significant negative environmental media coverage relating to DIALOG's operations was recorded.

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.

ADVANCING PEOPLE

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

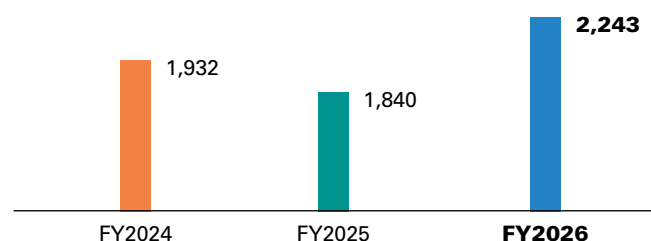
During FY2026, employees submitted more than 40,000 BSC reports. The information collected through these reports was recorded and analysed through iDEA to support hazard identification and the implementation of appropriate follow-up actions.

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



ADVANCING PEOPLE

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

ADVANCING PEOPLE

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.

ADVANCING PEOPLE

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.

ADVANCING PEOPLE

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.

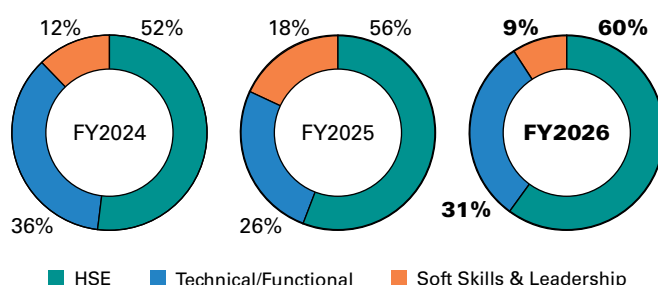


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Training Performance

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

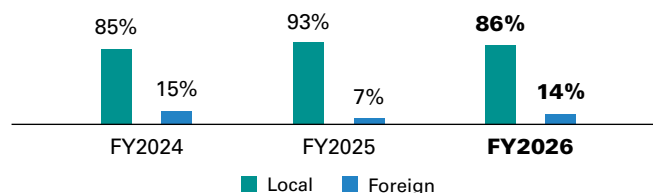
We track and disclose the following human capital indicators:

Employees by Country

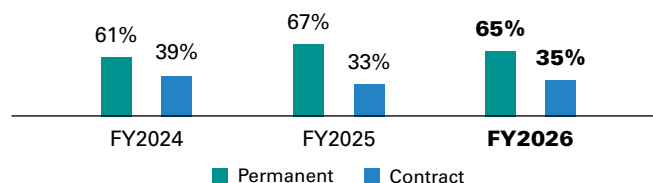
Country	FY2024	FY2025	FY2026
Malaysia	2,127	1,946	2,017
Singapore	227	197	217
Australia & New Zealand	524	498	501
Middle East	104	3	5
Other Countries	24	22	23
Total	3,006	2,666	2,763

Employee Diversity Indicators

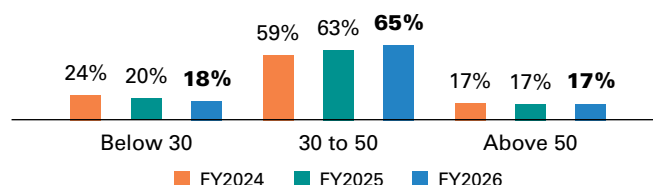
Local Hiring



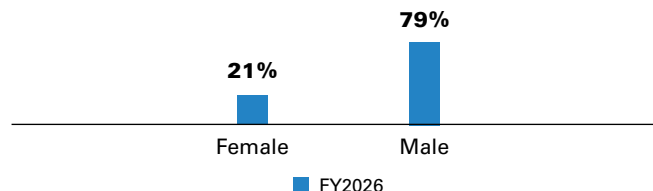
Employees by Category



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

ADVANCING PEOPLE

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.



www.dialogasia.com/policies

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 Aceh 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.

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.



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

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 Artists" 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

ROBUST GOVERNANCE AND 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

CG BE CORPORATE GOVERNANCE AND BUSINESS ETHICS

WHY IT MATTERS

Strong corporate governance and ethical conduct are fundamental to safeguarding stakeholder interests, strengthening trust, supporting responsible decision-making, business resilience and long-term value creation.

As DIALOG's operations become increasingly interconnected, data governance, privacy and cyber security have become integral to the Group's governance framework.

By embedding cyber resilience and rigorous data protection protocols within its governance framework, DIALOG is better positioned to manage evolving digital and operational technology risks, support secure and efficient operations, and enhance stakeholder confidence.

MANAGEMENT APPROACH

Corporate Governance Framework and Accountability

DIALOG adheres to the Malaysian Code on Corporate Governance ("the Code"), upholding high standards of transparency, accountability and integrity. All employees are expected to conduct themselves ethically and with integrity in accordance with DIALOG's Code of Business Ethics.

The Group regularly reviews and enhances its Corporate Governance Framework and related policies to align with evolving best practices, supporting high standards of governance, ethics, integrity and transparency.

Detailed information on corporate governance practices, Board composition, diversity and remuneration is available in the Corporate Governance Report and Annual Report.

 Corporate Governance Overview Statement, Corporate Governance: pages 120 to 128

ROBUST GOVERNANCE AND ETHICAL PRACTICES

These disclosures include, but are not limited to:



Board Structure and Composition

Number of Directors, Independent Directors, and female Directors



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

Attendance rates for individual Directors, periodic evaluation of Board effectiveness, frequency of Board and Committee meetings, and voting results at the Annual General Meeting ("AGM")



Remuneration Practices

Fixed and variable remuneration for senior executives and non-executive Board members



Shareholder Rights

Shareholders' right to vote; one share-one vote structure; and AGM notice and voting disclosures



Audit Practices

Audit and non-audit fees, with assurance that audit fees exceeded non-audit fees in the last financial year



Governance Leadership

Confirmation of separate Chair and CEO roles, or equivalent governance mechanisms

DIALOG maintains a zero-tolerance approach towards bribery and corruption while conducting its business with integrity, transparency and professionalism. The Board and management reinforce this commitment by setting a strong tone from the top and embedding integrity across the Group.

The ABC programme is supported by risk assessment, due diligence, conflict-of-interest management, internal controls, audits, monitoring, training and communication. Together, these measures help prevent and detect bribery and corruption while reinforcing a culture of integrity, transparency and accountability.



www.dialogasia.com/policies

Data Governance and Privacy

DIALOG safeguards the privacy and integrity of personal data entrusted to the Group. Guided by its Personal Data Policy and Notice, the Group manages personal data responsibly throughout its lifecycle and regularly reviews its data protection practices to strengthen compliance with internal requirements and regulatory obligations.



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

Cyber Security and Operational Resilience

DIALOG recognises that robust cyber security is essential to sustainable growth. Its approach is driven by the need to protect digital assets and data, maintain operational continuity and uphold stakeholder trust.

As the cyber-threat landscape continues to evolve, DIALOG has established a cyber resilience framework to safeguard the Group's businesses and customers. The framework focuses on the following key areas:



Risk management



Asset management



Access control



Data, network and cloud security



Business continuity and incident response



Training and awareness

Ethical Conduct and Anti-Bribery and Corruption

Ethical conduct remains a priority at DIALOG. The Group enforces its Code of Business Ethics ("COBE") and Anti-Bribery and Corruption ("ABC") Policy to promote ethical behaviour and support compliance with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 ("MACC").

The cyber resilience framework is designed to prevent and protect against cyber threats while enabling the timely detection, containment, recovery and resumption of operations following an incident.

The Group adopts a continuous improvement approach, regularly assessing its cyber security controls, employee awareness and response capabilities, and enhancing its strategies to address emerging risks and support resilient, reliable operations.

FY2026 ACTION AND PROGRESS

Reinforcing Controls

During FY2026, DIALOG continued to reinforce its ABC programme through proactive risk management, robust internal controls, due diligence, monitoring, training and continuous capacity building.

Corruption risk assessments are guided by MACC's T.R.U.S.T. principles and are embedded within the Group's Risk Register, with risks evaluated across the following dimensions:



Location

(e.g., operations in countries with low Corruption Perceptions Index scores such as Thailand)



Activity and Sector

(e.g., procurement, gifts and entertainment, donations, and third-party engagements)



Business Process Inherent Risks

(e.g., approval processes and financial transactions)

Conflicts of interest are managed through DIALOG's annual Declaration of Interest process and targeted due-diligence on third parties.

Charitable donations and sponsorships are subject to due diligence to prevent their misuse as concealed forms of bribery. Controls include approvals under the Limits of Authority, monitoring through the Group's claims-processing system, and strict prohibition on political contributions under the ABC Policy.

Collective and Continuous Action

DIALOG's ABC programme is structured around MACC's T.R.U.S.T. principles that collectively support prevention, detection, monitoring and enforcement:

MACC Principles	Programmes/Initiatives
Top Level Commitment	• ABC Policy rolled out • Strong tone from the top (e.g. communication on DIALOG's zero-tolerance for ABC violations)
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
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

ROBUST GOVERNANCE AND ETHICAL PRACTICES

MACC Principles	Programmes/Initiatives
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
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

Communication and Training

DIALOG adopts a comprehensive approach to ABC awareness through mandatory training, signed declarations and regular communications. Governance bodies receive periodic updates, while all employees and business partners are required to acknowledge the ABC Policy during onboarding or contract execution. ABC e-learning, including a mandatory 100% pass requirement, forms part of employee induction, with recertification required every two years. DIALOG also engages business partners through collaborative initiatives to strengthen a shared culture of integrity.

Strengthening Data Governance and Privacy

DIALOG continues to strengthen its Data Governance practices in FY2026 through initiatives that promote accountability and reinforce awareness of personal data protection.

The Data Governance Awareness e-Learning Training was introduced to strengthen compliance with data governance policies and regulatory requirements, while enhancing employees' understanding of their responsibilities in managing and protecting data. It also promotes sustainable data governance by fostering organisation-wide awareness and accountability.



To align with the Personal Data Protection Act, worksites using biometric identification systems, such as facial recognition and fingerprint scanning, have implemented Personal Data Policy Notices and Biometric Data Consent Forms. These measures ensure transparent and compliant handling of sensitive personal data, reinforcing DIALOG's commitment to responsible data management and privacy protection.

Managing Information Technology and Operational Technology Security Risks

During FY2026, DIALOG continued to manage cyber security risks across both Information Technology ("IT") and Operational Technology ("OT") environments. The Group conducts annual assurance exercises, including penetration testing, to validate the effectiveness of its security controls and incident response capabilities.

DIALOG also reinforced a security-conscious culture through mandatory cyber security training, regular phishing simulations, and ongoing awareness campaigns via email bulletins and intranet communications, helping employees stay alert to emerging threats.

As process safety and operational integrity remain paramount, cyber security measures are implemented without compromising daily plant safety and operations.

The Group's OT security strategy is underpinned by strict network segmentation between OT and IT environments, supported by specialised vulnerability and patch management processes. Regular OT security assessments strengthen security posture and resilience. Segregating OT from IT environments significantly reduces the risk of unauthorised access and other cyber security incidents.

PERFORMANCE AND KEY METRICS

Board Diversity and Competency

30%

DIALOG ensures its Board comprises a diverse mix of skills, experience, and perspectives to provide effective leadership. In line with the Malaysian Code on Corporate Governance's recommendation of at least 30% female representation, Board appointments are merit-based and guided by the Fit and Proper Policy. The current Board comprises 3 women and 7 men, achieving 30% female representation.

Anti-Bribery and Corruption Outcomes

ABC Indicators	FY2024	FY2025	FY2026
Reported instances of bribery, corruption or fraud	0	0	0
Employee disciplinary actions arising from ABC violations	0	0	0
Contract terminations arising from ABC violations	0	0	0

In FY2026, no instances of bribery, corruption or fraud were reported. A total of 79% of employees in FY2026 have received ABC training.

Customer Privacy and Data-Loss Complaints

Number of Substantiated Complaints	FY2024	FY2025	FY2026
Malaysia	0	0	0
International	0	0	0

DIALOG recorded zero substantiated complaints regarding customer privacy breaches or data losses incidents during the reporting year.



SUPPLY CHAIN MANAGEMENT

WHY IT MATTERS

Close engagement with suppliers and strong regulatory compliance are key to sustainable value creation. It supports responsible sourcing by managing ESG risks across our supply chain and safeguarding stakeholder value.

A sustainable supply chain is also essential to broader sustainability goals, helping to reduce environmental impact, promote social responsibility, and support economic resilience. As a majority of our suppliers and vendors are SMEs, we recognise the challenges they face in adopting ESG practices, including limited awareness, technical capabilities, and access to financing.

MANAGEMENT APPROACH

DIALOG's supply chain management approach integrates social and environmental requirements into supplier contracts and onboarding assessments.

All vendors and contractors undergo a structured qualification and screening process, including the Business Ethics Questionnaire, to evaluate their ethical, sustainability, and industry compliance practices.

Suppliers and contractors are required to comply with our ABC Policy and COBE for Business Partners, reinforcing our zero-tolerance stance on bribery, corruption, and unethical conduct. ESG considerations are also embedded within our procurement practices and related contractual requirements.



www.dialogasia.com/gtc-po

ROBUST GOVERNANCE AND ETHICAL PRACTICES

FY2026 ACTION AND PROGRESS

In FY2026, we continued to strengthen supply chain governance by engaging suppliers, vendors and contractors through ESG-focused awareness sessions, reinforcing DIALOG's sustainability expectations.

As part of our ongoing governance efforts, ESG assessments for Tier 1 critical suppliers will be introduced to enhance oversight and accountability. Through these initiatives, we aim to build a resilient and responsible supply chain that reflects DIALOG's values and supports sustainable industry development.

DIALOG Governance Values



Ethical



Transparent



Sustainable

PERFORMANCE AND KEY METRICS

Responsible Supply Chain Indicator	FY2024	FY2025	FY2026
Number of Suppliers Engaged in ESG awareness	32	353	179

The lower participation in FY2026 reflected reduced repeat attendance among suppliers who had already participated in FY2025. In addition, the key messages shared during the session are planned to be incorporated into the mandatory vendor onboarding process, further strengthening supplier awareness and outreach.



ECONOMIC PERFORMANCE AND TAX TRANSPARENCY

WHY IT MATTERS

Economic performance remains material to DIALOG as it supports the Group's long-term sustainability value creation, and ability to provide employment while navigating market volatility and economic uncertainty.

Tax contributions are an important part of DIALOG's economic impact, helping fund essential public services such as healthcare, education and infrastructure. Together, strong financial performance and responsible tax practices underpin DIALOG's commitment to sustainable value creation and responsible corporate citizenship.

MANAGEMENT APPROACH

DIALOG manages its economic performance through prudent financial and risk management, operational efficiency, and a diversified business portfolio. These strategies, together with strong stakeholder relationships, support the Group's resilience and long-term growth amid evolving market conditions.

The Group also remains committed to responsible tax practices, complying with all applicable tax laws, regulations, and reporting requirements in the jurisdictions where it operates.

FY2026 ACTION AND PROGRESS

During FY2026, DIALOG continued to strengthen its economic resilience through prudent financial and risk management, operational efficiency, cash flow preservation, and a diversified business portfolio. These measures support the Group's ability to navigate market volatility and global economic uncertainties while maintaining long-term financial strength and stability.

DIALOG also remained committed to responsible tax practices, complying with applicable legal and regulatory requirements and fulfilling its tax obligations in the jurisdictions where it operates.

PERFORMANCE AND KEY METRICS

Detailed information on the Group's FY2026 business activities, strategies, financial performance, and tax contributions is provided in this Integrated Annual Report.



*Executive Chairman's Statement, Corporate Overview: pages 8 to 13
Management Discussion and Analysis: pages 39 to 61*

RM RISK MANAGEMENT

WHY IT MATTERS

DIALOG's vision of becoming a leading integrated technical service provider to the energy sector, both in Malaysia and internationally, depends on its ability to anticipate and manage risks that may affect long-term value creation. Effective risk management supports informed decision-making, organisational resilience, and the ability to respond to evolving risks and opportunities.

Strong economic performance enables DIALOG to pursue growth, meet its financial commitments, and create sustainable value for stakeholders while supporting broader economic development. Maintaining customer trust is equally critical in a competitive market, as it strengthens loyalty, enhances the Group's reputation, and supports long-term business performance.

Through prudent risk management, DIALOG safeguards stakeholder interests, optimises resource allocation, and reinforces the resilience needed to execute its strategy.

MANAGEMENT APPROACH

Risk management is integral to DIALOG's operations and is governed by the Group's Risk Management Policy and Framework, which aligns with ISO 31000 principles and international best practices. The framework supports the identification, assessment, monitoring, and management of risks and opportunities arising across the Group.

Risk management is embedded across all business units through 49 risk registers covering core business areas, technical functions, and corporate services, supplemented by project-specific risk registers where required. Identified risks are supported by mitigating controls, which are regularly tested for effectiveness.



Risks are assessed based on likelihood and impact, with risk owners accountable for implementing mitigation measures and maintaining risk within the Group's approved risk appetite, as endorsed by the Board and Risk Management Committee ("RMC").

The Board oversees the Group's risk-management framework, supported by the RMC, which reviews key and emerging risks, mitigation plans, and risks related to acquisitions and new business ventures.

i Statement of Risk Management and Internal Control, Corporate Governance: pages 132 to 137

Within its ESG oversight, the RMC monitors:

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

DIALOG also maintains a Group-wide approach to managing non-compliance, supported by established investigation procedures and a confidential whistleblowing channel available to employees, contractors, joint-venture partners and external stakeholders.

Speak Up & Make a Difference: Whistleblowing at DIALOG

Whistleblowing is the act of reporting a wrongdoing or misconduct within an organisation. It is a crucial part of maintaining integrity and accountability. At DIALOG, we encourage all employees, contractors, joint-venture partners and external stakeholders to report any concerns or suggestions they may have. Your report will be handled confidentially and we will take appropriate action to address the issue.

How to report a concern or suggestion:

- 1. Identify the issue or concern.
- 2. Gather evidence and information.
- 3. Report the issue to your supervisor or the Whistleblowing Committee.
- 4. Follow up on the report.

Our newsletter features content on whistleblowing to enhance employee awareness and encourage a culture of integrity and accountability

ROBUST GOVERNANCE AND ETHICAL PRACTICES

FY2026 ACTION AND PROGRESS

DIALOG continued to strengthen its risk-management practices across the Group. Emerging risks and mitigation plans were regularly reviewed by the RMC, with ad hoc meetings convened as needed to assess risks relating to acquisitions and new business ventures.

The Group also reinforced a strong risk-aware culture through risk management programmes, mandatory ABC and corruption training, and ongoing enhancements to cyber-risk management. These initiatives support effective risk oversight, safeguard stakeholder interests, and strengthen accountability among risk owners.

DIALOG further integrated sustainability and ESG risks into its Corporate Risk Profile, with key developments reported to the RMC. As part of its climate risk-management efforts, the Group conducted initial assessments of climate-related transition and physical risks, supporting future reporting readiness under the IFRS Sustainability Disclosure Standards and strengthening the integration of sustainability considerations into enterprise risk management and decision-making.

PERFORMANCE AND KEY METRICS

DIALOG monitors the effectiveness of its risk management framework through the maintenance of risk registers, active risks monitoring, implementation and testing of mitigating controls, and the timely reporting and escalation of emerging risks. Further information on the Group's risk management performance is available in the Statement of Risk Management and Internal Control.



Statement of Risk Management and Internal Control, Corporate Governance: pages 132 to 137

BURSA MALAYSIA PRESCRIBED TABLE

DIALOG GROUP BHD

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Date & Time: 2026-09-18_13:36:29

Main Market | Group 1 | FYE 30/06/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO2e)	6407	5788	—	No assurance
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO2e)	9929	9887	—	No assurance

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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)

NGAU WU WEI
(Executive Director)

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)

CHIN KWAI FATT
(Senior Independent Non-Executive
Director)

BERNARD RENE FRANCOIS DI TULLIO
(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

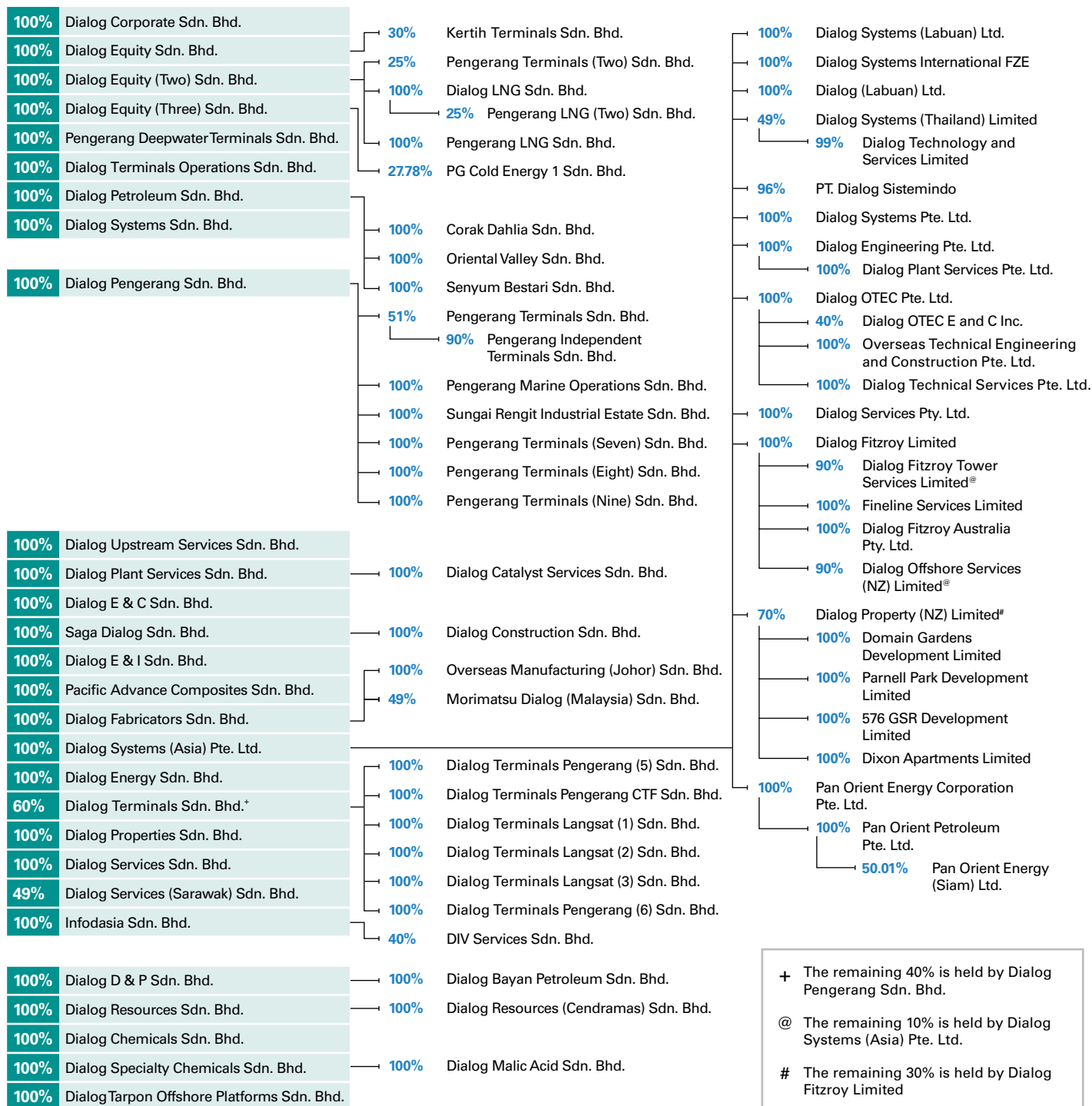
Mah-Kamariyah & Philip Koh
Rahmat Lim & Partners
Raja, Darryl & Loh

CORPORATE STRUCTURE

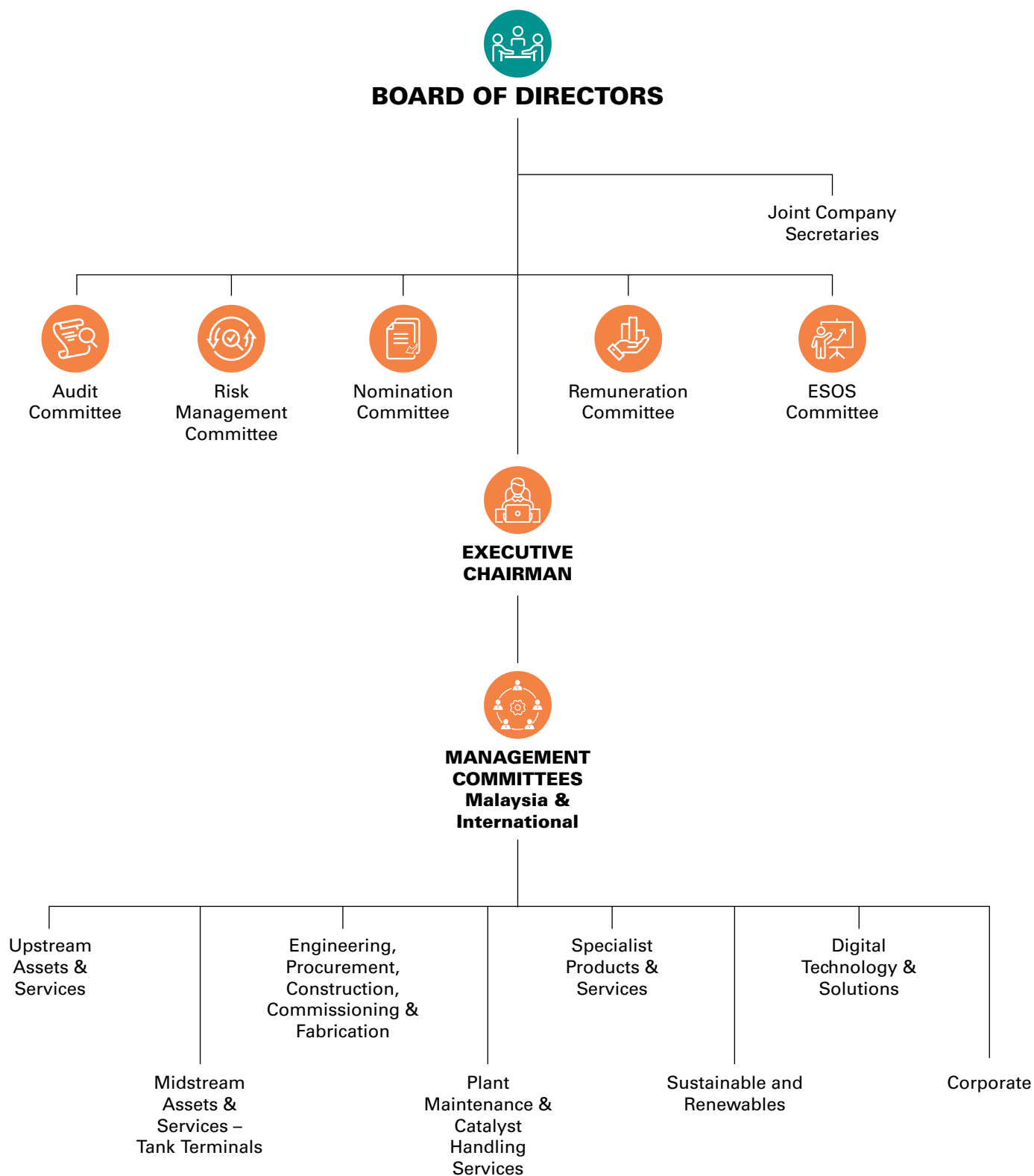
As at 21 September 2026

DIALOG

DIALOG GROUP BERHAD



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 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.

The Board has delegated specific responsibilities to its Board Committees, namely the Audit Committee, Nomination Committee, Remuneration Committee, Risk Management Committee and Employees' Share Option Scheme ("ESOS") Committee. In addition, the Management Committee has been established to oversee and manage matters within its delegated authority.

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 of the 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 2026 ("FY2026"), nine (9) 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 FY2026, details of which are set out as below:

Name	No. of Meetings Attended
Tan Sri Dr. Ngau Boon Keat	9/9
Chan Yew Kai	9/9
Chin Kwai Fatt	9/9
Dato' Ismail Bin Karim	9/9
Juniwati Rahmat Hussin	9/9
Badrul Hisham Bin Dahalan	9/9
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	9/9
Bernard Rene Francois Di Tullio	9/9
Zainab Binti Mohd Salleh	9/9
Ngau Wu Wei*	2/2

Note:

* Ngau Wu Wei was appointed to the Board on 21 January 2026.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The schedule of meetings which provides the tentative dates for meetings of the Board, Board Committees 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.



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2 BOARD COMPOSITION

The Board currently consists of ten (10) members, comprising five (5) Independent Non-Executive Directors, one (1) Non-Independent Non-Executive Director from the Employees Provident Fund ("EPF"), and four (4) 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 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 23 to 27 of this Annual Report.

 *Board of Directors' Profile, Corporate Overview: pages 23 to 27*

The Board remains mindful of the Code's recommendation regarding Board composition. In this regard, the Board and Nomination Committee will continue to assess and identify potential candidates to the Board to ensure that the best interests of the Company are served. 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).

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. In line with this practice, Boardroom Corporate Services Sdn. Bhd. was appointed to carry out Board effectiveness assessment for FY2024. The FY2025 Board effectiveness assessment was conducted internally.

During FY2026, the Nomination Committee met twice to review the composition of the Board and Committee members and appointment of new Director, and to conduct the annual assessment of the Board and its Committees. The Board effectiveness assessment for FY2026 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The assessment results for FY2026 were presented to the Nomination Committee for deliberation on 2 September 2026. 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 FY2026, 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	Directors' Masterclass Series 2025 Session 3 - 9: Overview of Climate-Related Physical Risks
2	Governance in an Era of Trade Uncertainty: Navigating Tariff Risks and Opportunities
3	SIDC-CASI SRI Conference 2025: Shaping the Future of ASEAN Business in Sustainability (without Immersive Learning Journey)
4	Shaping the Future of ASEAN Business in Sustainability
5	Boardroom Blind Spots: Navigating Grey Zones and Managing Conflicts of Interest
6	PRAXIS: from Fracture to Future
7	Building a Green ASEAN – Sustainable Practices and Green Economy
8	Dialogue Session with Securities Commission Malaysia
9	Openness & Better Connectivity – the future of Asia Pacific Integration
10	A Boardroom Simulation: Experiencing It Live
11	Sustainable & Renewable Energy Forum SAREF 4.0
12	Malaysia Anti-Corruption, Gifts and Entertainment
13	Data Privacy
14	Human Rights
15	The Future of Asia and the Rules-Based Order in the Plurilateral Era
16	Gen AI Fundamentals
17	Shifting Trade Ties and Navigating a New Economic Order
18	Khazanah Megatrends Forum 2025

No	Course Title
19	World Bank East Asia Pacific 2025 Roundtable
20	Malaysia and ASEAN's response to Trump's trade war
21	Navigating Shareholder Expectations: Remuneration Sentiment Insights in Malaysian Financial Institutions
22	91 st International Forum on China Reform
23	48 th Federation of ASEAN Economic Associations ("FAEA") Conference: Plenary Session I – "Charting ASEAN's Course Amidst Geopolitical Shocks and Economic Fragmentation"
24	Audit Oversight Board's Conversation with Audit Committee
25	FY2026 MYR Sharing Session - Awareness of Fraud Risk, Conflict of Interest & Business Related Legal Updates
26	MyManager II: Leadership Guide in Managing People The Right Way
27	Indonesia Economic Summit
28	MFRS 18 – How it impacts your company's presentation and disclosure in financial statements [Webinar]
29	Discussion on Transfer Pricing Red Flags
30	Power Talk: From Curiosity to Control: Board Intelligence in the Age of AI
31	KPMG podcast on Turning AI into impact
32	Mandatory Accreditation Programme Part II: Leading for Impact ("LIP")
33	IR4U Series 4 webinar: The Impact of Middle East War on ASEAN and Policy Measures to Sustain Malaysia's Competitiveness to Attract FDI
34	Virtual MIA International Accountants Conference
35	A Tale of Two Futures - Climate Resilience of Our Business

No	Course Title
36	Financing the Transition Training for Board and Exco
37	War with Iran: Geopolitics, Geoeconomics and Trade
38	ICDM Public Programme: Harnessing the Value of Board-Management Relationship
39	Shaping the Future of ASEAN
40	War with Iran: Geopolitics and Trade
41	Shaping a Shared Future: New Dynamics, New Opportunities, New Cooperation
42	East Asia and Pacific Economic Update
43	Women's Institute of Management Executive Luncheon Talk: Purpose, Performance and Passion: Defining Success for the Next Generation
44	International Women's Day Executive Forum
45	AffinBank Market Outlook Conference
46	Board leadership in the CMP4 Era: Dialogue with SC Chair
47	Regional Outlook: Innovation, Integration and Interdependence
48	Global Oil Crisis
49	Sustainability Training on Financing the Transition
50	Senior Management BOSIET - PETRONAS
51	Deloitte TaxMax - The 51 st Series: Building Economic Resilience Through Strategic Tax Reforms

The Board has assessed the training attended by the Directors during FY2026 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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 once during FY2026 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 Fatt (Senior Independent Non-Executive Director), Dato' Ismail Bin Karim and Mr Bernard Rene Francois Di Tullio.

The remuneration awarded to the Executive Directors and the Chief Executive Officer 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 remuneration of the Directors and the Chief Executive Officer is presented as below:

Name	COMPANY		GROUP				TOTAL	
	Fee	Allowance	Salary	Allowance	Incentive & Bonus	Benefits in kind	FY2026	FY2025
Tan Sri Dr. Ngau Boon Keat	-	-	2,009	912	10,534	70	13,525	4,312
Chan Yew Kai	-	-	1,265	576	1,559	18	3,418	2,829
Chin Kwai Fatt	224	114	-	-	-	-	338	307
Dato' Ismail Bin Karim	199	115	-	132	-	-	446	413
Juniwati Rahmat Hussin	199	125	-	-	-	-	324	306
Badrul Hisham Bin Dahalan	155	84	-	-	-	-	239	232
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	155	84	-	-	-	-	239	220
Bernard Rene Francois Di Tullio	161	127	-	-	-	-	288	265
Zainab Binti Mohd Salleh	-	-	912	384	949	29	2,274	1,934
Ngau Wu Wei *	-	-	534	147	978	-	1,659	-
Mustaffa Kamal Bin Abu Bakar	-	-	966	360	878	43	2,247	2,179
Total (RM'000)	1,093	649	5,686	2,511	14,898	160	24,997	12,997

Note:

* Ngau Wu Wei was appointed to the Board on 21 January 2026.

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 FY2026 is highlighted on pages 129 to 131 of this Annual Report.

 *Audit Committee Report: pages 129 to 131*

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 132 to 137 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 132 to 137*

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 FY2026, investor and banker relations activities were held in hybrid format, encompassing both physical and virtual meetings. Our Senior Management was actively engaged with more than 530 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.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

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).



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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 FY2026.

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 2026, 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 2026, 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 2 September 2026.



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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 Secretaries of the Committee are Chay Siew Kim and Ong Wai Leng, who are also the Joint Company Secretaries.

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.



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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 six (6) times during the financial year 2026. 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 2026 are as follows:

Name	No. of Meetings Attended
Chin Kwai Fatt	6/6 (100%)
Dato’ Ismail Bin Karim	6/6 (100%)
Juniwati Rahmat Hussin	6/6 (100%)

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 2026

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

AUDIT COMMITTEE REPORT

3. Reviewed and deliberated on Internal Audit reports, including audits conducted jointly with joint venture partners
4. Monitored the extent of cooperation and Management's responsiveness to audit findings and recommendations from the Internal Audit Department
5. 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
6. Convened one (1) meeting on 9 September 2025 with the Head of Internal Audit without the presence of Executive Directors and officers

Governance, Risk and Internal Controls

7. 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
8. Reviewed the risk management process for managing risks associated with the Group's business activities
9. Reviewed the status of projects and improvement initiatives for the Engineering, Construction and Maintenance ("ECM") and Terminals Business divisions and tracked the progress of these improvements
10. Reviewed sustainability matters that are material to the Group
11. Reviewed whistleblower reports, including the nature of allegations raised, key findings and adequacy of remedial action taken by Management to address control weaknesses and prevent recurrence
12. Reviewed and made recommendations to the Board on proposed related party transactions
13. Reviewed the Statement on Risk Management and Internal Controls ("SORMIC"), which was supported by an independent limited assurance review by the external auditor

14. 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

15. 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

16. 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
17. Reviewed the extent of assistance given by employees to the external auditors
18. Reviewed and endorsed the proposed fees of the external auditors, evaluated their performance and made recommendations to the Board on their reappointment
19. Convened one (1) meeting on 19 August 2025 with the external auditors without the presence of Executive Directors and officers

Employees' Share Option Scheme ("ESOS")

20. Reviewed options granted under the ESOS, including the eligibility of the participants. Based on the review undertaken, the Audit Committee was satisfied that the ESOS options granted during the financial year were administered in accordance with the approved ESOS By-Laws and applicable requirements

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. These standards are incorporated into the IAD's methodology, which guides the department's operations and ways of working.

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 2026, the IAD was staffed by 6 internal auditors, who conducted a total of 20 audit reviews and 17 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 2026 amounted to RM1,626,000.

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.

During the financial year, the Audit Committee was informed of two (2) whistleblowing reports concerning alleged COI situations involving employees. These reports were referred for an independent investigation in accordance with the Group's Whistleblowing Policy and established procedures. The Audit Committee oversaw the progress of the investigations and reviewed the findings and supporting information presented to it. Based on the reviews conducted, the Audit Committee concluded that one (1) actual COI was identified and appropriate mitigating measures were implemented, including disciplinary action.

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

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.

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, employee engagement surveys are undertaken as part of the organisation's employee engagement initiatives, with action plans instituted to address key areas of focus. This enables 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.



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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 2026, the Risk Management Committee met four (4) times.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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



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 Resilience

The Group adopts a layered cyber security defence system that incorporates multiple layers of security controls across endpoints, networks, applications, identities and data. Within each layer, technical controls are implemented and aligned with the Group's cyber security risk profile to safeguard critical systems and information assets. This defence-in-depth approach helps to prevent, detect and respond to cyber threats while minimising the impact of potential security incidents. In addition to the technical controls implemented, the Group has established policies and procedures to complement these controls and ensure holistic cyber resilience.

Annual Vulnerability Assessments and Penetration Tests ("VAPT") are conducted to verify that defences are in place and vulnerabilities are addressed. A bi-annual Red Teaming exercise is conducted to test the effectiveness of the layered defence by simulating an attack, covering people, processes and technology.

In addition, employees are required to complete a mandatory training on cyber security, group-wide simulated phishing emails are conducted to gauge cyber security awareness and an Artificial Intelligence Policy has been rolled out to manage risks in this area.

Health, Safety and Environment

The Group HSE Department is responsible for setting the overall direction on the implementation of the HSE Management System within the organisation, drives improvement initiatives and monitors performance to ensure HSE risks are managed to as low as reasonably practicable.

The Group adopts ISO standards as the foundational framework for its operations, reinforced by prevailing industry best practices and client specific requirements, to ensure a robust and consistently applied Integrated Management System across all divisions.

It is the Group's policy that all personnel — including employees, contractors, clients and visitors — are empowered to stop work whenever an activity presents an imminent risk to their own health and safety or that of others. This reflects the Group's unwavering commitment to maintaining a safe operating environment and ensuring that the protection of our people remains paramount across all work activities.

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.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

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 an Information Security Committee has been established 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 evaluates the Group's system of internal controls, operational processes and selected key activities through a risk based annual audit plan approved by the Audit Committee. In addition to planned audits, the IAD may also undertake special reviews or investigations in response to suspected irregularities, fraud, whistleblowing reports, control breaches or other matters requiring independent assessment.

All findings and recommendations arising from audits, reviews and investigations 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 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 Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the principles of 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 has not been prepared in all material respects, in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025, nor is the statement 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 58 to 61 of this Annual Report.

 *Key Risk and Opportunities, Management Discussion and Analysis: pages 58 to 61*



ADDITIONAL INFORMATION

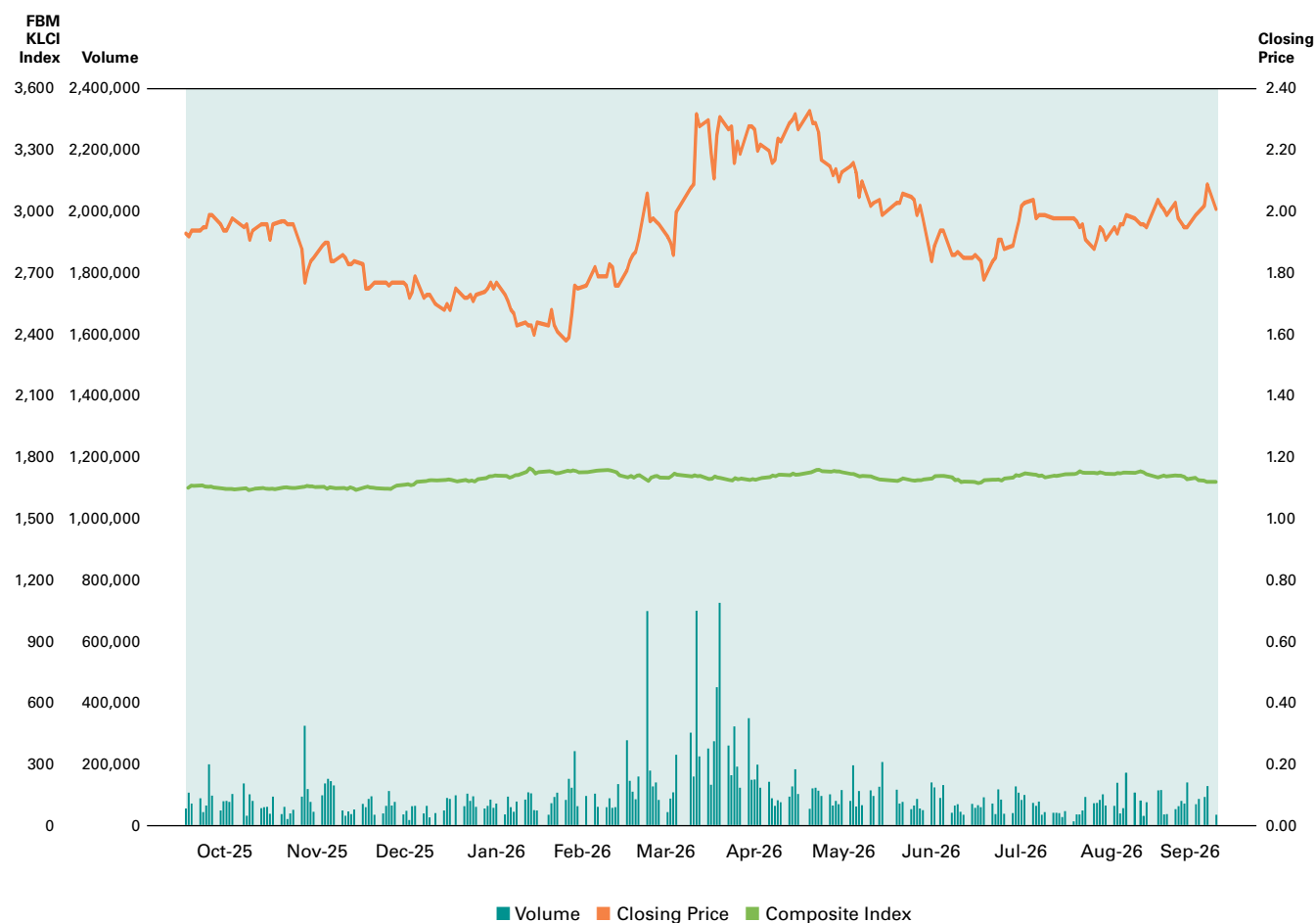
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LIST OF TOP TEN PROPERTIES

AS AT 30 JUNE 2026

	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 2026 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	5 years	2,824,531/57,449	235,673
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	13 years	53,508	109,064
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	12 years	5,126,141/311,672	96,629
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	18 years	1,531,972/7,026	66,075
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	17 years	1,743,751/55,972	58,922
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	52 years	348,535/77,274	23,752
DIALOG FITZROY LIMITED 2 - 8 Vickers Road New Plymouth 4342 New Zealand	Workshop and Office	Freehold land and building	5 October 2022	3 years	186,840/7,588	14,865
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	12,724
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	10,668
DIALOG CORPORATE SDN. BHD. PM 2477 Lot 10137 Bentong Pahang Darul Makmur	Staff Retreat Villa	Leasehold Land and building expiring on 21 Jan 2095	17 May 2023	-	62,873/11,670	6,172

SHARE PERFORMANCE



SUMMARY OF MONTHLY SHARE INFORMATION FOR THE PERIOD FROM 1 OCTOBER 2025 TO 21 SEPTEMBER 2026

	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26
Opening Price (RM)	1.90	1.96	1.82	1.66	1.63	1.85	2.18	2.27	1.99	1.86	2.01	1.97
Highest Price (RM)	2.01	1.98	1.85	1.78	1.85	2.36	2.35	2.34	2.07	2.10	2.04	2.09
Lowest Price (RM)	1.88	1.75	1.66	1.60	1.54	1.72	2.05	1.98	1.81	1.77	1.88	1.91
Closing Price (RM)	1.96	1.84	1.68	1.64	1.76	2.19	2.27	1.99	1.86	1.98	1.95	2.01
Volume (Board Lot of 100 units)	1,723,319	1,701,842	1,278,098	1,494,248	1,594,597	4,204,697	4,394,272	1,958,089	1,400,319	1,461,533	1,343,430	1,091,227

ENHANCING SHAREHOLDERS' VALUE

30-YEAR RETURN TO SHAREHOLDERS

Compounded Annual Growth Rate on return to shareholders is 24% from IPO in 1996 to 21 September 2026

Financial Year	Particulars	New Shares Issued to a Shareholder	Free Warrants Allotted	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 RM 1.20 : 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 FY2026 based on closing price as at 21 September 2026)	RM582,667
Compounded Annual Growth Rate from IPO in 1996 to 21 September 2026	24%

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 : 20,711

Class of Shares : Ordinary Shares

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

DISTRIBUTION SCHEDULE OF SHARES

AS AT 21 SEPTEMBER 2026

No. of Holders	Total Holdings	Holdings*	%*
2,252	Less than 100	83,807	0.00
4,356	100 - 1,000	2,392,343	0.04
8,685	1,001 - 10,000	39,192,379	0.70
4,159	10,001 - 100,000	126,528,109	2.24
1,253	100,001- Less than 5% of issued shares	3,241,883,938	57.45
5	5% and above of issued shares	2,232,604,074	39.57
20,710		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 21 September 2026.

THIRTY SECURITIES ACCOUNT HOLDERS HAVING THE LARGEST NUMBER OF ORDINARY SHARES

AS AT 21 SEPTEMBER 2026

No.	Name	Holdings	%*
1	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD	604,097,452	10.71
2	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	468,095,100	8.30
3	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR AZAM UTAMA SDN. BHD. (PB)	442,462,330	7.84
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)	349,273,018	6.19
6	LEMBAGATABUNG HAJI	181,117,100	3.21
7	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (AHAM AM)	129,678,833	2.30
8	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA	95,000,000	1.68
9	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EXEMPT AN FOR AIA BHD.	69,967,412	1.24
10	HSBC NOMINEES (ASING) SDN. BHD. JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	63,751,459	1.13
11	HSBC NOMINEES (ASING) SDN. BHD. JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	61,062,160	1.08
12	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	59,328,360	1.05

THIRTY SECURITIES ACCOUNT HOLDERS HAVING THE LARGEST NUMBER OF ORDINARY SHARES
AS AT 21 SEPTEMBER 2026 (CONTINUED)

No.	Name	Holdings	%*
13	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. CIMB FOR GMC SDN. BHD. (PB)	55,665,602	0.99
14	CIMB GROUP NOMINEES (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR WIDE SYNERGY SDN. BHD. (CORPBANKING-5)	50,000,000	0.89
15	CARTABAN NOMINEES (TEMPATAN) SDN. BHD. PAMB FOR PRULINK EQUITY FUND	49,643,570	0.88
16	CARTABAN NOMINEES (TEMPATAN) SDN. BHD. PRUDENTIAL ASSURANCE MALAYSIA BERHAD FOR PRULINK STRATEGIC FUND	48,377,300	0.86
17	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)	46,500,025	0.82
18	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (ABERDEEN)	41,945,882	0.74
19	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. MAYBANKTRUSTEES BERHAD FOR PUBLIC ITTIKAL FUND (N14011970240)	39,500,000	0.70
20	AMANAHRAYA TRUSTEES BERHAD PUBLIC ISLAMIC DIVIDEND FUND	38,978,200	0.69
21	CARTABAN NOMINEES (TEMPATAN) SDN. BHD. PBTB FORTAKAFULINK DANA EKUITI	36,229,018	0.64
22	CITIGROUP NOMINEES (ASING) SDN. BHD. CBNY FOR ISHARES CORE MSCI EMERGING MARKETS ETF	34,309,054	0.61
23	HSBC NOMINEES (ASING) SDN. BHD. JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	32,876,000	0.58
24	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. EMPLOYEES PROVIDENT FUND BOARD (F TEMPLETON)	32,844,566	0.58
25	HSBC NOMINEES (TEMPATAN) SDN. BHD. HSBC (M) TRUSTEE BHD FOR PRINCIPAL ISLAMIC ASIA PACIFIC DYNAMIC EQUITY FUND	29,527,600	0.52
26	AMANAHRAYA TRUSTEES BERHAD PUBLIC ITTIKAL SEQUEL FUND	29,500,000	0.52
27	IMPRESIF MATRIK SDN. BHD.	28,722,000	0.51
28	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR CHANYEW KAI	28,659,983	0.51
29	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	26,204,800	0.46
30	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM BUMIPUTERA 2	25,994,400	0.46

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 21 September 2026.

SHAREHOLDINGS INFORMATION

INFORMATION ON SUBSTANTIAL SHAREHOLDERS (EXCLUDING BARE TRUSTEES)

AS AT 21 SEPTEMBER 2026

Name of Substantial Shareholders	Direct Interest		Deemed Interest	
	No.	%*	No.	%*
Employees Provident Fund Board	1,346,393,695 ¹	23.86	-	-
Kumpulan Wang Persaraan (Diperbadankan) ("KWAP")	468,095,100 ¹	8.30	87,359,800 ²	1.55
Wide Synergy Sdn. Bhd.	462,294,510 ¹	8.19	-	-
Azam Utama Sdn. Bhd.	451,212,830 ¹	8.00	-	-
Tan Sri Dr. Ngau Boon Keat	28,145,103 ¹	0.50	1,123,152,294 ³	19.90
WS Holdings (L) Ltd.	-	-	462,294,510	8.19
Keatim (L) Foundation	-	-	462,294,510 ⁴	8.19
AU Holdings (L) Ltd.	-	-	451,212,830	8.00
Keatee (L) Foundation	-	-	451,212,830 ⁵	8.00

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 21 September 2026.

DIRECTORS' SHAREHOLDINGS

AS AT 21 SEPTEMBER 2026

Name of Directors	Direct Interest		Deemed Interest	
	No.	%*	No.	%*
Tan Sri Dr. Ngau Boon Keat	28,145,103 ¹	0.50	1,123,152,294 ²	19.90
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	7,154,479 ¹	0.13	110,000 ³	0.00
Ngau Wu Wei	5,401,676 ¹	0.10	20,525,980 ⁴	0.36

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.

4 Deemed interested pursuant to Section 8 of the Companies Act 2016.

* Excluding a total of 3,335,032 shares bought-back by DIALOG Group Berhad and retained as treasury shares as at 21 September 2026.

CHIEF EXECUTIVE OFFICER'S SHAREHOLDINGS

AS AT 21 SEPTEMBER 2026

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 21 September 2026.

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

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

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, Kawasan 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

Unit No. 255, First Floor, Block C
Icom Square, Jalan Pending
93450 Kuching
Sarawak
Malaysia
Tel : 608 2332 605

890, Jalan Sri Dagang 2 - Sri Dagang
Miri 98000 Miri
Sarawak
Malaysia

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

14A Gregory Street
Naenae, Lower Hutt 5011
Wellington
Tel : 64 4 569 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

Unit 5 104, Waiwarawara Drive
Ruakaka, 0171
Whangarei
New Zealand
Tel : 64 21 831 754

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 38TH ANNUAL GENERAL MEETING AND DIVIDEND ENTITLEMENT

NOTICE IS HEREBY GIVEN THAT the 38th Annual General Meeting of DIALOG Group Berhad (“DIALOG” or the “Company”) will be held at **Ballroom 1, 1st Floor, KLGCC Convention Centre, 1A, Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia** on **Thursday, 19 November 2026** 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 2026 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 3.0 sen per ordinary share in respect of the financial year ended 30 June 2026. | (Ordinary Resolution 1) |
| 3. To re-elect Juniwati Rahmat Hussin, 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 Bernard Rene Francois Di Tullio, 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 Tan Sri Datuk Dr. Rebecca Fatima Sta Maria, the director retiring pursuant to Clause 91 of the Company's Constitution. | (Ordinary Resolution 4)
(Please refer to Explanatory Note 2) |
| 6. To re-elect Ngau Wu Wei, the director retiring pursuant to Clause 96 of the Company's Constitution. | (Ordinary Resolution 5)
(Please refer to Explanatory Note 2) |
| 7. To approve the payment of Directors' fees and Board Committees' fees of RM1,093,000 in respect of the financial year ended 30 June 2026 (2025: RM993,000). | (Ordinary Resolution 6)
(Please refer to Explanatory Note 3) |
| 8. To approve Directors' benefits (other than Directors' fees and Board Committees' fees) up to an amount of RM1,080,000 from 20 November 2026 to the next Annual General Meeting of the Company. | (Ordinary Resolution 7)
(Please refer to Explanatory Note 4) |
| 9. To re-appoint Messrs BDO PLT as auditors of the Company and to authorise the Directors to fix their remuneration. | (Ordinary Resolution 8) |

NOTICE OF THE 38TH ANNUAL GENERAL MEETING AND DIVIDEND ENTITLEMENT

10. SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions:

(A) ORDINARY RESOLUTION

PROPOSED ALLOCATION OF EMPLOYEES' SHARE OPTION SCHEME ("ESOS") TO MUSTAFFA KAMAL BIN ABU BAKAR, THE CHIEF EXECUTIVE OFFICER OF THE COMPANY

**(Ordinary Resolution 9)
(Please refer to
Explanatory Note 5)**

"THAT subject to the approvals of all relevant authorities and/or parties being obtained, approval be and is hereby given to the ESOS Committee, at any time and from time to time throughout the duration of the ESOS, to offer and to grant to Mustaffa Kamal Bin Abu Bakar, the Chief Executive Officer of the Company, Options to subscribe for such number of new DIALOG Shares to be issued under the ESOS PROVIDED THAT: (a) not more than ten percent (10%) of the new DIALOG Shares available under the ESOS shall be granted to any individual Eligible Person, who, either singly or collectively through persons connected with him, holds twenty percent (20%) or more of the issued DIALOG Shares (excluding treasury shares, if any); (b) not more than fifty percent (50%) of the total number of DIALOG Shares to be issued under the ESOS will be allocated, in aggregate to him, other Executive Directors and senior management of DIALOG Group; and (c) he must not be allowed to participate in the deliberation or discussion of his own allocation of Options to be issued to him under the ESOS, and in respect of allocation to persons connected with him under the ESOS; AND THAT subject always to such terms and conditions of the ESOS as may, from time to time, be modified, varied and/or amended in accordance with the provisions of the By-Laws governing and constituting the ESOS."

(B) SPECIAL RESOLUTION

PROPOSED AMENDMENT TO THE CONSTITUTION OF THE COMPANY ("PROPOSED AMENDMENT")

**Special Resolution
(Please refer to
Explanatory Note 6)**

"THAT the proposed amendment to the Constitution of the Company as set out below, be approved and adopted with immediate effect AND THAT the Directors and/or Company Secretaries of the Company be authorised to take all steps as are necessary and expedient in order to finalise, implement and give full effect to the said proposed amendment for and on behalf of the Company.

Clause No.	Existing Clause	Proposed Clause
80	Subject as hereinafter provided the Directors shall not be less than two nor more than eleven in number. The Company, may by Ordinary Resolution from time to time increase or reduce the maximum or minimum number of Directors.	Subject as hereinafter provided the Directors shall not be less than two nor more than thirteen in number. The Company, may by Special Resolution from time to time increase or reduce the maximum or minimum number of Directors."

11. To transact any other business of which due notice shall have been given.

NOTICE IS ALSO HEREBY GIVEN THAT the Final Single Tier Cash Dividend of 3.0 sen per ordinary share held in DIALOG, if approved, will be paid on 18 December 2026 to shareholders whose names appear in the Record of Depositors at the close of business on 3 December 2026.

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 2026 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

20 October 2026

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 2026 shall be regarded as members entitled to participate or appoint proxies to participate in his/her stead in this 38th 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, 5 and 6 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 Puan Juniwati Rahmat Hussin, Mr Bernard Rene Francois Di Tullio, Tan Sri Datuk Dr. Rebecca Fatima Sta Maria and Mr Ngau Wu Wei. They have a strong combination of expertise, experience, and leadership, with a proven commitment to active and constructive board participation.

The profiles of the Board of Directors can be viewed on pages 23 to 27 of DIALOG's Annual Report 2026.

NOTICE OF THE 38TH ANNUAL GENERAL MEETING AND DIVIDEND ENTITLEMENT

3. Item 7 of the Agenda

The proposed payment of Directors' fees and Board Committees' fees of RM1,093,000, if passed, will facilitate the payment of Directors' fees and Board Committees' fees for the financial year ended 30 June 2026, details of which are disclosed in the Corporate Governance Overview Statement of the 2026 Annual Report and Corporate Governance Report.

4. Item 8 of the Agenda

The Directors' Benefits (other than Directors' fees and Board Committees' fees) up to an amount of RM1,080,000, 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.

5. Item 10 (A) of the Agenda

The proposed Ordinary Resolution 9 is made pursuant to the ESOS, which was approved by the shareholders of the Company at the Annual General Meeting ("AGM") held on 14 November 2018. On 3 December 2018, the Company had implemented the ESOS for a duration of 10 years, which will expire on 2 December 2028.

The proposed Ordinary Resolution 9 to approve the Proposed Allocation of ESOS, subject always to such terms and conditions and/or any adjustments and/or variations which may be made in accordance with the provisions of the ESOS By-Laws.

The Proposed Allocation of ESOS to Mustaffa Kamal Bin Abu Bakar is intended to incentivise and motivate him to achieve the Group's goals, and to recognise and reward his contributions to the Group's growth.

Mustaffa Kamal Bin Abu Bakar was appointed as the Chief Executive Officer of the Company on 7 October 2024 and shall be eligible to participate in the ESOS in accordance with the provisions of the By-Laws governing and constituting the ESOS. The proposed Ordinary Resolution 9, if passed, will empower the Directors of the Company to offer and grant options to Mustaffa Kamal Bin Abu Bakar to subscribe for new shares in the Company and to allot and issue such number of new shares to him from time to time pursuant to the exercise of such options.

Mustaffa Kamal Bin Abu Bakar is therefore deemed interested to the extent of his Proposed Allocation of ESOS. Accordingly, he has declared his interests and has abstained and will continue to abstain from voting, directly and/or indirectly, on the resolution pertaining to the Proposed Allocation of ESOS to be tabled at this AGM. He shall also ensure that persons connected with him will abstain from voting on the Resolution 9 in respect of his direct and/or indirect shareholdings in the Company, if any.

6. Item 10 (B) of the Agenda

The Proposed Amendment is to increase the maximum number of Directors in order to provide the Company with the flexibility and expertise necessary to support its continued growth and success.

The Proposed Amendment is not expected to have any effects on the share capital and substantial shareholders' shareholding of DIALOG and is not expected to have any material effects on the earnings, net assets and gearing of DIALOG for the current financial year ending 30 June 2027.

The Proposed Amendment to the Constitution of the Company shall take effect once the special resolution has been passed by a majority of not less than seventy-five per centum (75%) of such members who are entitled to vote and do vote in person or by proxy at the Meeting.

STATEMENT ACCOMPANYING THE NOTICE OF THE 38TH 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 38th Annual General Meeting of the Company.

PROXY FORM

DIALOG GROUP BERHAD

198901001388 (178694-V)
(Incorporated in Malaysia)

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:

Full Name:	NRIC/Passport No.:	Proportion of Shareholdings	
		No. of Shares	%
Address:			
Email Address:			
Telephone No.:			

and/or

Full Name:	NRIC/Passport No.:	Proportion of Shareholdings	
		No. of Shares	%
Address:			
Email Address:			
Telephone No.:			

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 38th Annual General Meeting of the Company to be held at **Ballroom 1, 1st Floor, KLGCC Convention Centre, 1A, Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia** on **Thursday, 19 November 2026 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 3.0 sen per ordinary share for the financial year ended 30 June 2026.		
2.	To re-elect Juniwati Rahmat Hussin, the director retiring pursuant to Clause 91 of the Company's Constitution.		
3.	To re-elect Bernard Rene Francois Di Tullio, the director retiring pursuant to Clause 91 of the Company's Constitution.		
4.	To re-elect Tan Sri Datuk Dr. Rebecca Fatima Sta Maria, the director retiring pursuant to Clause 91 of the Company's Constitution.		
5.	To re-elect Ngau Wu Wei, the director retiring pursuant to Clause 96 of the Company's Constitution.		
6.	To approve the payment of Directors' fees and Board Committees' fees of RM1,093,000 in respect of the financial year ended 30 June 2026.		
7.	To approve Directors' benefits (other than Directors' fees and Board Committees' fees) up to an amount of RM1,080,000 from 20 November 2026 to the next Annual General Meeting of the Company.		
8.	To re-appoint Messrs BDO PLT as auditors of the Company and to authorise the Directors to fix their remuneration.		
9.	Proposed Allocation of Employees' Share Option Scheme to Mustaffa Kamal Bin Abu Bakar, the Chief Executive Officer of the Company.		
Special Resolution			
	Proposed Amendment to the Constitution of the Company.		

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 _____ 2026

Signature/Common Seal of Shareholder(s)

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 2026 shall be regarded as members entitled to participate or appoint proxy(ies) to participate in his/her stead in this 38th 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.

FOLD HERE

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

FOLD HERE



DIALOG

DIALOG GROUP BERHAD

198901001388 (178694-V)

DIALOG TOWER

No. 15, Jalan PJU 7/5, Mutiara Damansara
47810 Petaling Jaya, Selangor Darul Ehsan, Malaysia
Tel: +603 7717 1111 Fax: +603 7722 3999 Email: contact@dialogasia.com

www.dialogasia.com |   **DIALOG Group Berhad**

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